OAKVILLE HYDRO
ELECTRICITY
DISTRIBUTION

October 15, 2014

Kirsten Walli
Board Secretary
Ontario Energy Board,
2300 Yonge St.
Suite 2700, P.O. Box 2319
Toronto, Ontario
M4P 1E4

Dear Ms. Walli:

Re: Oakville Hydro Electricity Distribution Inc.
2015 Distribution Rate Adjustment Application, OEB File No. EB-2014-0102
Interrogatory Responses

Please find accompanying this letter, two copies of Oakville Hydro Electricity Distribution Inc.'s ("Oakville Hydro's") responses to interrogatories received in the above noted proceeding.

Oakville Hydro has made certain redactions in its interrogatory responses, and is requesting that the Board allow the redacted information to remain in confidence in this proceeding. Oakville Hydro submits that the redacted information constitutes personal information, as that term is defined in the Freedom of Information and Protection of Privacy Act ("FIPPA").

The redactions are from Oakville Hydro's Emergency Operations Plan filed as Appendix A to the interrogatory responses. The redacted information consists of the contact information for Oakville Hydro's Emergency Response Team, emergency contractors, staff at other utilities and customers that are on Oakville Hydro's critical care list.

Oakville Hydro has redacted only the personal information relating to identifiable individuals. In accordance with Rule 9A.02 of the Board's Rules of Practice and Procedure and Section 4.3 of the Board's Practice Direction on Confidential Filings, this information should not be

disclosed to any parties to this proceeding. Oakville Hydro will file a confidential unredacted version of the document in accordance with Rule 9A.01.

Respectfully submitted,

Jim Collins
Chief Financial Officer
Telephone: 905-825-4444
Email: jcollins@oakvillehydro.com

Issue 1: Incentive Regulation Mechanism Application

Board Staff Interrogatories

1-Board Staff-1

Ref: Proposed Tariff of Rates and Charges

a) Please confirm the Rate Rider for Ice Storm Cost Recovery – effective until December 31, 2015 for the Sentinel and Street Lighting rate classes should be kW, not kWh, and Board staff will correct the model.

RESPONSE:

Oakville Hydro confirms that the Rate Rider for Ice Storm Cost Recovery effective until December 31, 2015 for the Sentinel and Street Lighting rate classes should be kW and not kWh and requests that Board staff correct the model.

b) Please confirm the Rate Rider for Disposition of Incremental Capital Expenditures – effective until April 30, 2015 for the Street Lighting rate class should be kW, not kWh, and Board staff will correct the model.

RESPONSE:

Oakville Hydro confirms that the Rate Rider for Disposition of Incremental Capital Expenditures effective until April 30, 2015 for the Street Lighting rate class should be kW and not kWh and request that Board staff correct the model.

Issue 2: Z-Factor Interrogatories – Ice Storm Recovery

2-Board Staff-2

Ref: Managers Summary – Page 15 – Audited Costs

a) Please indicate the dollar amount and what costs have not been audited in relation to the restoration of power after the ice storm.

RESPONSE:

Of the total incremental costs of $356,237 incurred only $30,884 have not been audited. Oakville Hydro notes that the audited costs represent 91% of the total costs rather than 88% as identified in the application.

Table 1 - Incremental Costs

Description	Amount	2013	2014
Incremental Labour Costs (excluding benefits)	$ 200,696	$ 181,277	$ 19,419
Materials	11,986	11,702	283
Third Party Contractors	86,362	86,362	
London and Goderich Hydro	45,375	45,375	
Communications Cost	5,809		5,809
Meals, Accommodations & Other	6,009	636	5,373
Total Restoration Costs	**$ 356,237**	**$ 325,353**	**$ 30,884**

b) Please indicate when all costs will be audited.

RESPONSE:

The incremental costs of $30,884 were incurred in 2014 and will be audited during the first quarter of 2015.

2-Board Staff-3

Ref: Managers Summary – Page 15 – Carrying Charges

a) Oakville Hydro states the total incremental OM&A costs incurred were $356,237.

Please confirm if this amount includes carrying charges.

RESPONSE:

Oakville Hydro's incremental OM&A ice storm costs of $356,237 do not include carrying charges.

b) Please quantify the total carrying charges incurred and the starting and ending dates they are applicable to.

RESPONSE:

Oakville Hydro's carrying charges would be $5,272 for the period January 1, 2014 to December 31, 2014. Oakville Hydro inadvertently omitted the carrying charges in the Application that it originally filed. However, Oakville Hydro submits that it is appropriate to record carrying charges and hereby requests approval for the recovery of carrying charges of $5,272 in this Application.

2-Board Staff-4

Ref: Managers Summary – Page 15 – Emergency Operations Plan

a) Please provide a copy of Oakville Hydro's Emergency Operations Plan.

RESPONSE:

Oakville Hydro has provided a redacted copy of its Emergency Operations Plan as Appendix A. As discussed in the cover letter accompanying this Application, Oakville Hydro has redacted the personal information of identifiable individuals.

2-Board Staff-5

Ref: Managers Summary – Page 18 – Incremental Labour Costs

Oakville Hydro states that it is applying for recovery of incremental labour costs.

a) Please provide a breakdown of all Oakville Hydro's internal labour costs applicable for the affected period using the following format.

RESPONSE:

Oakville Hydro's internal labour costs applicable for the affected period are provided in Table 2. Oakville Hydro has included the costs of $23,032 categorized as Regular Time Payments in its Z-factor labour costs. These costs are for payments made to union employees at their regular rates of pay throughout the affected period. These employees were required to work on their pre-scheduled vacation days. The majority of these employees were not able to take their vacation days in 2013 and, as a result, their vacation days were deferred and carried forward to 2014.

Table 2 - Incremental Labour Costs

Department	Number of Eligible Employees	Regular Hours Worked	Total Regular Time Payments	Overtime Hours Worked	Total Overtime Payments
Non-Union Employees					
Management	13	-	$ -	428	$ 36,241
Other non- union employees (lieu time)	7	-	-	88	**
Other non- union employees	12	-	-	751	54,747
Subtotal non-union employees	**32**	**-**	**-**	**1,267**	**90,988**
Union Employees					
Customer Service	6	-	-	38	2170
Metering	3	16	643	70	5568
Protection and Control	2	24	933	50	3887
Operations and Control Room	25	650	17,185	778	58393
Engineering/Inspection	8	133	4,271	223	16659
Subtotal Union Employees	**108**	**823**	**23,032**	**1,158**	**86,677**
Total Internal Labour for Affected Period	140	823	23,032	2,425	177,665
Total Z-factor Labour Costs	**140**	**823**	**$ 23,032**	**2,425**	**177,665**
Grand Total					$ 200,696

**Management employees who opted to take lieu time instead of being paid out- therefore no costs requested to be recovered. This amounts to $7,037 of incremental costs not being requested in the application.

b) Please provide a copy of Oakville Hydro's policy for payment of overtime for non-union employees to support the amounts shown above, if applicable.

RESPONSE:

Oakville Hydro does not have a formal policy for payment of overtime for non-union employees. Oakville Hydro does however have a number of non-union employees (namely Operations, Lines and Facilities Supervisors) that have an overtime clause as part of their employment contract. Therefore, for those individuals, all overtime is paid in any given year.

An example of the overtime clause included in the employment contract is provided below.

> *"The normal work week is 40 hours. Under our current practice, overtime is paid if you are called out from home in an emergency where supervision (or work) by a Supervisor is deemed to be required, or for a planned overtime situation where a Supervisor is required".*

During the 2013 ice storm, Oakville Hydro followed the following practice and procedure for engaging Oakville Hydro internal personnel:

Oakville Hydro first engaged the appropriate union staff required to restore power. Once the crews were created, a non-union supervisor was assigned to ensure the work of each crew was being planned and completed properly, safely and in a timely manner. The operations department also ensured that employees had the appropriate rest period before they returned to work for another shift. However, Oakville Hydro struggled to recruit sufficient staff from the affected departments throughout the period December 24 to 31, 2013, as the storm coincided with the holiday season. Some departments were particularly challenged (such as customer service and engineering) as staff had other commitments. Therefore, Oakville Hydro requested assistance from non-union staff to perform some of their duties. For example, management staff called customers back that had left urgent messages, others assisted with scouting for damaged areas within Oakville and others performed remote verification of service restoration by pinging meters.

It has been Oakville Hydro's practice to compensate non-union employees with overtime payments when overtime is required for extended periods of time in order to respond to emergency situations such at the 2013 ice storm. A parallel example of this would be the payments to staff that supervised Oakville Hydro's assistance with the restoration of power in Long Island, New York after Hurricane Sandy caused massive power outages.

c) Please identify any deviations from Oakville Hydro's normal approach to overtime payment during the affected period.

RESPONSE:

Oakville Hydro did not deviate from its normal approach to overtime for union employees and non-union employees that have an overtime clause in their contract. Overtime of $86,667 was paid to union employees in accordance with the union contract. Overtime of $38,899 was paid to non-union employees that have an overtime clause in their employment contract in accordance with their contract. The amount paid for non-union employees without specific overtime clauses in their employment contract was $51,089.

Table 3 - Overtime Payments by Employee Group

Description	Amount
Union - as per contract	$ 86,677
Non-union - as per employment agreement	39,899
Other non-union and Management	51,089
Total overtime costs	**$ 177,665**

For non-union and management employees that did not have overtime clauses in their employment agreement, Oakville Hydro determined that it was appropriate and prudent to offer paid overtime due to the severity of the storm and the resulting need for staff to change holiday plans and work long hours in the restoration of service to all customers. Oakville Hydro tracked all their overtime hours and gave those employees a choice as to whether they wanted to be paid out for their assistance in the restoration or take lieu time in 2014. Many employees requested to be paid out while others opted to keep the lieu time to be taken at a future date. In Oakville Hydro's Z-factor application, these non-union overtime costs of $51,089 relate only to the actual amounts paid out to employees. A copy of the letter issued to management and non-union employees is provided in Appendix B. While the lieu time is a real cost to Oakville Hydro in providing emergency

services it will be absorbed through normal operations rather than actual cash payments. For greater clarity, this lieu time is not included in the Z-factor application.

Oakville Hydro notes that the executive management team (CEO, COO, and CFO) did not receive any payments for the overtime that they worked during the ice storm.

d) Please provide the average shift length for internal crews involved in storm cleanup during the affected period and explain how this differs from Oakville Hydro's normal scheduling practice.

RESPONSE:

In the immediate aftermath of the storm, crews worked an average of twelve to sixteen hours per day. Crews began with sixteen-hour shifts and then, as Oakville Hydro recovered from the storm and staff became more exhausted, the shifts were reduced to eight to ten hours. Oakville Hydro's normal workday is eight hours for a line crew.

2-Board Staff-6

Ref: Managers Summary – Page 18 and 19 – Third Party Contractors

Board staff notes that Oakville Hydro relied partially on support from external contractors in the restoration effort.

a) Please provide information supporting the choices made with respect to the procurement of external contractors shown in Table 6 – 2013 Ice Storm Costs.

RESPONSE:

Oakville Hydro has an Alliance Agreement with K-Line Maintenance and Construction Ltd. ("K-Line") for the provision of overhead construction repair services, emergency services and other miscellaneous repair services. The Alliance Agreement guarantees that K-Line resources will be available at the time of an emergency and sets out the rates to be charged for services provided during regular business hours and services provided

after hours. K-Line is an established partner and, as such, has a strong knowledge of Oakville Hydro's distribution system and safety protocols. This enabled them to work efficiently and effectively to assist Oakville Hydro in the restoration of power after the ice storm.

Oakville Hydro has a Construction Services Agreement with its affiliate, El-Con Construction Inc., for the provision of underground construction, emergency and miscellaneous work as requested by Oakville Hydro. The rates to be charged are set out in the agreement.

During the ice storm, workers had long and exhausting shifts so maintaining the safety of all workers, including contractors, is paramount. Engaging contractors that are familiar to with all safety protocols of Oakville Hydro is extremely beneficial in keeping all workers safe and effectively restoring service to customers. For these reasons, Oakville Hydro submits that its choices made with respect to the procurement of external contractors were prudent.

b) Were external contractors retained in a manner consistent with Oakville Hydro's procurement policies? If not, please provide the rationale supporting procurement.

RESPONSE:

Oakville Hydro's procurement policy includes a policy for the procurement of goods or services in the event of an emergency. An emergency is defined as a situation which requires the immediate procurement of goods or services to ensure the health and safety of employees and customers, to respond to any environmental emergency, to restore a customer's service or to prevent serious financial consequences. The ice storm was classified as an emergency situation and Oakville Hydro retained external contractors in a manner that was consistent with its procurement policy and its Emergency Operations Plan. Despite the use of resources familiar with Oakville Hydro's distribution system and safety protocols, additional resources were needed from other jurisdictions.

c) For each external contractor, please provide a breakdown of invoiced costs in the format shown below:

RESPONSE:

The following table provides a breakdown of costs for each contractor. Other Charges include the costs of materials and the rental of portable toilets.

Table 4 - Breakdown of Contractor Costs

Contractor	Total Labour Charge	Accomodation Charges	Meal Charges	Fuel Charges	Truck Charges	Other Charges	Total Invoice
El-Con	$ 21,051	$ -	$ 124		$ 6,046	$ 1,430	$ 28,651
K-Line	47,322	-	-	-	10,389	-	57,711
Total	$ 68,373	$ -	$ 124	$ -	$ 16,435	$ 1,430	$ 86,362

d) Please clarify if the invoiced costs from the external contractors are based on regular labour rates or premium rates, given the timing of the engagement, its urgency, or the amount of notice provided to suppliers.

RESPONSE:

As discussed in response to part a) of this interrogatory, Oakville Hydro has an agreement with each of the third parties that assisted with the restoration of power after the ice storm. The agreements set out the charges for the provision of services. There is no provision for premium charges in the event of an emergency however, both agreements include premium labour rates for services provided outside of normal business hours.

2-Board Staff-7

Ref: Managers Summary – Page 18 and 19 – Local LDC's

Board staff notes that Oakville Hydro relied partially on support from nearby LDCs in the restoration effort.

a) Does Oakville Hydro have a group of utilities with which it regularly cooperates? If so, which utilities are included in this group?

RESPONSE:

Oakville Hydro is a member of GridSmart City. GridSmart City is a consortium of 32 partner organizations and includes electricity distributors, smart grid innovators and commercial entities, academia, government and other key electricity industry stakeholders. Its focus is cooperation and collaboration intended to enhance the efficiency and sustainability of local distribution networks. The other electricity distributors included in this group are:

- Burlington Hydro Inc.
- Cambridge and North Dumfries Hydro Inc.
- Guelph Hydro Electric Systems Inc.
- Halton Hills Hydro
- Kingston Hydro
- Kitchener Wilmot Hydro
- Milton Hydro
- Niagara Peninsula Hydro
- Waterloo North Hydro Inc.

b) Does Oakville Hydro have a formal written agreement with neighbouring utilities regarding the provision of services in emergencies? If so, please provide a copy of the agreement. If a copy of the agreement is not available, please describe any standard arrangements in place with local LDCs regarding payment for service in emergencies.

RESPONSE:

Oakville Hydro does not have a formal written agreement with neighbouring utilities regarding the provision of services in emergencies. However, a list of appropriate electrical utilities that are capable of assisting the Oakville Hydro is included in the Emergency Operations Plan which identifies the electricity distributors below.

Subsequent to the event, Oakville Hydro entered into a signed Mutual Aid Agreement with neighbouring and other utilities.

- Milton Hydro
- Enersource Hydro Mississauga
- Burlington Hydro
- Horizon Utilities
- Halton Hills Hydro

The Emergency Operation Plan also identifies the following electricity distributors in separate geographic areas:

- London Hydro
- Hydro Ottawa
- Toronto Hydro
- Enwin Utilities
- Kitchener Wilmot Hydro
- Cambridge and North Dumfries Hydro
- Waterloo North Hydro
- Horizon Utilities
- Guelph Hydro

As discussed in the application, Oakville Hydro reached out to other electricity distributors for assistance once the extent of the damage became apparent. Like Oakville Hydro, neighbouring electricity distributors were working to restore power in their own service areas and it was only those distributors that were in geographical areas that were not impacted by the storm that were able to provide assistance.

Oakville Hydro has assisted neighbouring electricity distributors in emergencies over the past several years and has built good relationships with them. For example, Oakville Hydro assisted Horizon Utilities and Burlington Hydro with the restoration of power after windstorms caused power outages in their service areas.

c) For each participating LDC, please provide a breakdown of invoiced costs in the format shown below:

RESPONSE:

The following table provides a breakdown of the invoiced costs for each participating electricity distributor. The accommodation charges and meals were arranged by Oakville Hydro and paid for by Oakville Hydro and are shown on a separate line. Other charges include the costs of materials and out of pocket expenses.

Table 5 - Breakdown of Electricity Distributor Costs

Electricity Distributor	Total Labour Charge	Accomodation Charges	Meal Charges	Fuel Charges	Truck Charges	Other Charges	Total Invoice
Goderich Hydro	$ 7,993	$ -	$ -	$ -	$ 1,253	$ 898	$ 10,144
London Hydro	22,392	-	-	-	7,824	1,171	31,387
Meals and Accommodations	-	2,137	1,707	-	-	-	3,844
Total	$ 30,385	$ 2,137	$ 1,707	$ -	$ 9,077	$ 2,070	$ 45,375

d) Please clarify if the invoiced costs from the LDCs are based on regular labour rates or premium rates, given the timing of the engagement, its urgency, or the amount of notice provided to suppliers.

RESPONSE:

Oakville Hydro is only able to ascertain the basis for invoiced costs for one of the electricity distributors that assisted with the restoration of power after the ice storm. This distributor indicated on their invoice that they had provided Oakville Hydro with a discounted rate.

2-Board Staff-8

Ref: EB-2013-0159 Exhibit 4, Tab 3, Schedule 1, Page 6

The above referenced exhibit describes the departmental and corporate OM&A activities normally undertaken by Oakville Hydro and included within Oakville Hydro's OM&A budget

for the 2014 test year, which underpins Oakville Hydro's rates for the test year and ensuing IRM period. One of these activities is Emergency Maintenance, described in the evidence as follows:

Emergency Maintenance

This category includes unexpected electrical system repairs that must be addressed immediately. The related costs include repairs caused by storm damage, emergency tree trimming and on-call premiums.

a) Please provide the amount included in Oakville Hydro's 2014 OM&A expense that relates to Emergency Maintenance.

RESPONSE:

In Oakville Hydro's 2014 OM&A expense, Oakville Hydro budgeted $587,800 in emergency maintenance costs for the full year. The actual amount of emergency costs is difficult to predict year over year with any degree of accuracy. Emergencies include responding to unexpected storm events, lightning, damaged equipment, equipment failures, customer disconnections, fires, animal and tree related power outages, repair of damaged equipment due to vehicle accidents or responses to other uncontrollable factors. The expectation is that in any given year there will be numerous emergencies as described above that will be addressed in the normal course of business. The extent and intensity of the 2013 ice storm is beyond the 'normal course of business' and the OM&A budgeting does not address such adverse events.

b) Please provide Oakville Hydro's actual Emergency Maintenance expenditures for the period from 2010 to 2014 and calculate a 5-year average.

RESPONSE:

The actual emergency maintenance costs incurred are provided in Table 6. Oakville Hydro has provided a four-year average rather than a five-year average as the year 2014

has not yet ended. For 2014, Oakville Hydro has provided actual overtime costs from January 1, 2014 to August 31, 2014.

Table 6 - Actual Costs

Year	Actual Costs
2010	$579,851
2011	743,955
2012	955,427
2013 (excluding the ice storm)	838,988
4 Year Average	**779,555**
Jan - Aug 2014	333,074

Extrapolating the actual results for 2014 to a full year and calculating a 5-year average would result in an annual average of $723,566.

c) Please provide Oakville Hydro's budgeted Emergency Maintenance expenditures for the period from 2010 to 2014 and calculate a 5-year average.

RESPONSE:

The budgeted emergency maintenance costs are provided in Table 7. Oakville Hydro has provided a five-year average, however Oakville Hydro has also provided a budget for the period January 1 to August 31, 2014.

Table 7 - Budgeted Costs

Year	Budgeted Costs
2010	$ 609,000
2011	580,000
2012	585,000
2013	585,000
2014	587,800
Five-year Average	589,360
January to August 2014	$ 391,867

d) If Oakville Hydro had a capitalization change please provide Oakville Hydro's Emergency Maintenance expenditures prior to the capitalization change from 2010-2014.

RESPONSE:

Oakville Hydro made changes to its capitalization policy but this did not impact the emergency restoration costs identified in response to part b) of this interrogatory.

e) Please total how much Emergency Maintenance expenditures have been in Oakville Hydro's rates since 2010-2014 less how much has been spent.

RESPONSE:

In its 2010 Cost of Service application, Oakville Hydro budgeted $609,000 in emergency maintenance costs. In its 2014 Cost of Service application, Oakville Hydro budgeted $587,800 for emergency maintenance costs. Including the 2014 budgeted emergency maintenance costs for the period January 2014 through August 2014, there has been $2,827,867 included in Oakville Hydro's rates from for emergency maintenance. During that time Oakville Hydro incurred emergency maintenance costs of $3,451,295

(excluding the 2013 ice storm), an amount that is $623,428 higher than the amount that is in its rates as shown in Table 8.

Table 8 - Emergency Maintenance in Rates

Year	Amount in Rates	Actual	Difference
2010	$ 609,000	$579,851	$ 29,149
2011	609,000	743,955	(134,955)
2012	609,000	955,427	(346,427)
2013 (excluding ice storm)	609,000	838,988	(229,988)
Jan to Aug 2014	391,867	333,074	58,792
	$ 2,827,867	$ 3,451,295	$ (623,428)

2-Board Staff-9

Ref: Managers Summary – Page 1 – Shareholder Contributions

Board staff notes that Oakville Hydro provided the following description of its ownership:

Oakville Hydro is a corporation incorporated pursuant to the Ontario Business Corporation Act with its head office in the Town of Oakville.

a) Is Oakville Hydro's shareholder making any contribution to the restoration cost?

i. If not, why not?

RESPONSE:

The Corporation of the Town of Oakville (the "Town of Oakville") is Oakville Hydro's sole shareholder. The Town of Oakville has estimated that their own ice storm remediation costs will be $6.2 million dollars[1]. The Town of Oakville has applied for assistance under the Ontario Ice Storm Assistance Program however,

[1] Town of Oakville Council Minutes, July 21, 2014, page 173.

the final amount of assistance has not yet been determined. The Town of Oakville may not recover all of its costs and may have to bear those additional costs. In addition, as highlighted on page two of Appendix C - *Ontario Ice Storm Assistance Program: September 2014 Program Update*, costs incurred by local electricity distribution companies and/or damage to the local electricity distribution network have been deemed to be ineligible or relief under the Ontario Ice Storm Assistance Program.

ii. If so, please provide details.

RESPONSE:

Please see Oakville Hydro's response to part a) of this interrogatory.

2-Board Staff-10

Ref: Accounting Standard - Board's letter[3] dated July 17, 2012

Oakville Hydro has not specified the accounting standard (CGAAP, modified IFRS, etc.) under which its Z-factor application has been filed.

a) Please provide the accounting standard under which Oakville Hydro's Z-factor application has been filed.

RESPONSE:

Oakville Hydro's application has been filed under modified IFRS.

b) Please confirm whether or not Oakville Hydro's Z-factor application is reflective of the capitalization policy changes as per the Board's letter "Regulatory accounting policy direction regarding changes to depreciation expense and capitalization policies in 2012 and 2013" dated July 17, 2012.

RESPONSE:

Oakville Hydro confirms that its Z-factor application is reflective of the capitalization policy changes as per the Board's letter "Regulatory accounting policy direction regarding changes to depreciation expense and capitalization policies in 2012 and 2013, dated July 17, 2012.

c) How has the accounting standard under which Oakville Hydro has filed impacted the level of OM&A for the ice storm recovery?

RESPONSE:

The capitalization policy changes did not impact the level of OM&A costs for the ice storm recovery.

Energy Probe Interrogatories

2-EP-1

Ref: Page 15

a) Did Oakville Hydro experience any other events that would have qualified for Z-factor status in 2013 except they were less than the materiality threshold? If yes, please provide an estimate of the cost of these other events in 2013.

RESPONSE:

In 2013, Oakville Hydro did experience two Z-factor events that would have qualified for Z-factor status except that they were below the materiality threshold. On May 31, 2013 and July 19, 2013 Oakville Hydro had unusually high wind and lighting storms that caused damages of $70,564.

b) Please provide the level of costs incurred in 2013 for emergency restorations excluding the costs included in this application.

RESPONSE:

Please see Oakville Hydro's response to Board staff interrogatory number 8 b).

c) Please provide the level of costs incurred in each of 2010 through 2012 for emergency restorations.

RESPONSE:

Please see Oakville Hydro's response to Board staff interrogatory number 8 b).

2-EP- 2

Ref: Page 15

a) What level of costs were included in the historical years of 2010 through 2013 as a result of the EB-2009-0271 cost of service OM&A related to storm damage and/or emergency maintenance/restorations?

RESPONSE:

As discussed in response to Board staff interrogatory number 8 c), the 2010 budgeted amount of emergency maintenance costs was $609,000 which would have been included in the 2010 rate base.

b) If applicable, please indicate where in the EB-2009-0271 rebasing application it is stated that the budget does not include any OM&A costs related to storm damage and/or emergency maintenance/restorations.

RESPONSE:

Please see Oakville Hydro's response to Board staff interrogatory number 8 a).

2-EP- 3

Ref: Pages 20-21

Oakville Hydro is proposing to allocate the storm costs to all customer classes in proportion with distribution revenues.

a) To which account (for example, 5025 or 5135, etc.) does Oakville Hydro allocate the storm costs?

RESPONSE:

In its annual RRR Filing (RRR 2.1.7), Oakville Hydro allocated the storm costs to account 6305 – Unusual Item so that this one-time event would not distort its historical data with respect to maintenance activities. However, Oakville Hydro submits that the appropriate account for allocating the costs associated with the ice storm would be accounts 5135 – Overhead Distribution Lines and Feeders – Right of Way for all labour, material and third party costs and 5410 – Community Relations for communication costs.

Article 475 of the Board's Accounting Procedures Handbook defines maintenance activities as activities that are performed on a reactionary basis in response to an unplanned event. Operation activities are actions that are normally planned or scheduled. Since account 5025 is for planned activities, account 5135 would be the appropriate account to allocate the costs associated with the repair of downed lines.

Oakville Hydro also incurred communication costs as it strived to keep its customers informed of the progress that was being made and provide them with instructions on how to remain safe if they were in the vicinity of downed power lines. Oakville suggests that the appropriate account to record these costs would be account 5410.

b) Please provide a version of Tables 7 & 8 that shows the derivation of the proposed rate riders if the costs were allocated based on the allocation of the account(s) to which Oakville Hydro allocates these costs rather than based on distribution revenues.

RESPONSE:

Oakville Hydro's Cost Allocation Model allocates the costs in accounts 5135 and 5620 as detailed in Table 9. Seventy per cent of account 5135 is allocated based on the demand allocator and thirty per cent of account 5135 is allocated based on the customer allocator. Account 5410 is allocated based up the O&M allocator.

Table 9 - Cost Allocators

	Account 5135	Account 5135	Account 5410
Allocator	1830 & 1835 D (70%)	1830 & 1835 C (30%)	O&M
Residential	41.31%	77.61%	60.46%
GS < 50 kW	12.01%	6.45%	9.96%
GS >50 kW	39.07%	1.19%	22.20%
GS > 1,000 kW	7.57%	0.02%	3.81%
Street Light	0.00%	13.64%	3.16%
Sentinel	0.00%	0.21%	0.05%
Unmetered Scattered Load	0.05%	0.88%	0.29%
Embedded Distributor	0.00%	0.00%	0.08%
Total	100.00%	100.00%	100.00%

The allocation of costs based on these allocators is provided in Table 10.

Table 10 - Allocation of Costs Using Cost Allocators

Rate Class	Account 5135 - Demand	Account 5135 - Customer	Account 5410	Total
Residential	$ 99,842	$ 80,392	$ 6,613	$ 186,847
GS < 50 kW	29,021	6,680	1,090	36,791
GS >50 kW	94,430	1,233	2,428	98,091
GS > 1,000 kW	18,289	20	417	18,727
Street Light	-	14,130	346	14,476
Sentinel	-	217	5	222
Unmetered Scattered Load	128	916	31	1,075
Embedded Distributor	-	-	8	8
Total	$ 241,709	$ 103,590	$ 10,938	$ 356,237

Rather than providing a version of Table 7 and 8 based upon the allocators in its Cost Allocation Model, Oakville Hydro has provided a version of the table provided in response Energy Probe interrogatory number 5 (c), which allocates all costs based on the number of customers / connections. As shown in Table 11, the allocation of costs based upon the cost allocators in the Cost Allocation Model the Residential, General Service < 50 kW and Unmetered rate class bear a lower portion of the costs. However, the rate riders are not materially different from the allocation of costs based on revenue requirement.

Table 11 - Comparison of Resulting Rate Riders to Proposed Rate Riders

Rate Class	Allocated Costs	Average Number of Customers/ Connections	Resulting Rate Riders	Proposed Rate Riders (2-EP-5c)
Residential	$ 186,847	59,243	$ 0.26	$ 0.28
GS < 50 kW	36,791	4,923	0.62	0.76
GS >50 kW	98,091	913	8.95	7.89
GS > 1,000 kW	18,727	16	97.53	80.86
Street Light	14,476	10,319	0.12	0.10
Sentinel	222	160	0.12	0.08
Unmetered Scattered Load	1,075	675	0.13	0.14
Embedded Distributor	8	-	$ -	$ -
Total	$ 356,237			

2-EP- 4

Ref: Pages 20-21

a) How many customers/connections does Oakville Hydro forecast that it will have at the end of December 2014?

RESPONSE:

Oakville Hydro's forecast of the number of customers and connections at the end of December 31, 2014 and December 2015 are provided in Table 12.

Table 12 Forecast of the Number of Customers / Connections

Customer Class	31-Dec-14	31-Dec-15	Average 2015
Residential	59,565	61,202	60,384
General Service < 50 kW	4,926	5,132	5,029
Unmetered	674	677	676
General Service > 50 kW	915	920	918
General Service > 1,000 kW	16	17	17
Sentinel Lighting (Connections)	157	164	161
Street Lighting (Connections)	10,405	11,044	10,725

b) How many customers/connections does Oakville Hydro forecast that it will have at the end of December 2015?

RESPONSE:

Please see Oakville Hydro's response to part a) of this question.

c) Please confirm that Oakville Hydro is requesting a rate rider for a 12 month period from January 1, 2015 through December, 2015 to recover the costs associated with the ice storm. If this is not correct, please indicate the period over which recovery is being sought.

RESPONSE:

Oakville Hydro confirms that it is requesting a rate rider for a 12-month period from January 1, 2015 through December 31, 2015.

d) Over what period has Oakville Hydro calculated the average number of customers/connections shown in Table 7?

RESPONSE:

The average number of customers/connections shown in Table 7 in the Application is based upon Oakville Hydro's forecast of the average number of customers/connections for the 2014 Test year as approved in Oakville Hydro's 2014 Cost of Service Application (EB-2013-0159).[2]

e) If the rate rider is calculated based on a number of customers/connections other than that derived from the responses to part (a) and (b) above, does Oakville Hydro agree that it is likely to recover in excess of the amount through the rate rider because the number of customers/connections will be higher than the number used to calculate the rate rider?

RESPONSE:

Oakville Hydro agrees that it is likely to recover in excess of the amount through the rate rider because the number of customers / connections are currently anticipated to be higher than the number used to calculate the rate rider.

If the Board approves a fixed rate rider for the recovery of the total incremental costs associated with the ice-storm Oakville Hydro of $356,237 Oakville Hydro is likely to recover $370,938 based the forecast of the average number of customers / connections in 2015 as shown in Table 13. Oakville Hydro may recover $14,701 more than it incurred.

[2] 2014 Cost of Service Application (EB-2013-0159), Settlement Agreement – Appendix J

Table 13 - Forecasted Amount to be Recovered

Customer Class	2015 Average Customers / Connections	Propsed Rate Rider	Forecasted Recovery
Residential	60,384	$ 0.28	$ 202,889
General Service < 50 kW	5,029	0.76	45,862
Unmetered	676	0.14	1,135
General Service > 50 kW	918	7.89	86,871
General Service > 1,000 kW	17	80.86	16,010
Sentinel Lighting	161	0.08	154
Street Lighting	10,725	$ 0.14	18,017
Forecasted Amount to be Recovered Through Fixed Rate Rider			$ 370,938

f) Will any over collection resulting from the increase in the number of customers/ connections be held in the Z-factor account and refunded to ratepayers after the rate rider expires? If not, why not?

RESPONSE:

Oakville Hydro will record any over collection resulting from the increase in the number of customers / connections in the Z-factor variance account and refund that amount to its customers in subsequent proceeding.

g) Would Oakville Hydro be able to track the revenues received from the rate rider and to refund any over collection to ratepayers by rate class following a review in a subsequent proceeding? If not, why not?

RESPONSE:

Oakville Hydro could track the revenue received from the rate rider and refund any over collection to ratepayers by rate class in a subsequent proceeding however, the estimated amount to be returned to rate payers is not material and the potential benefit may be outweighed by the administrative burden required to track any over collection by rate class.

2-EP- 5

Ref: Pages 20-21

a) Please explain why part of the recovery of the storm costs should be based on a variable charge, which means that customers that use more would pay a larger portion of the storm costs than do customers that use less.

RESPONSE:

As discussed in the Application, Oakville Hydro's proposal to recover a portion of the costs associated with the restoration of power after the December 2013 ice storm through a variable rate rider was consistent with previous Board decisions and, more recently, Board staff interrogatories in Milton Hydro Distribution's Z-factor application (EB-2014-0162).

b) Does Oakville Hydro agree that the storm related costs were customer count driven and not consumption driven? If not, why not?

RESPONSE:

Oakville Hydro agrees that the storm related costs were customer count driven and it is proposing that the incremental costs associated with the restoration of power after the ice storm be recovered through a fixed rate rider as set out in response to Energy Probe interrogatory number 2 e).

c) Please provide a revised Table 7 assuming all of the ice storm costs were recovered through a fixed rate rider.

RESPONSE:

If the costs associated with the restoration of power after the ice storm are recovered through a fixed rate rider the proposed rate riders would be as shown in Table 14.

Table 14 - Proposed Fixed Rate Riders for Recovery of Total Costs

Rate Class	Revenue Requirement	Allocated Revenue Requirement	2014 Average Number of Customers / Connections	Proposed Rate Rider
Residential	$ 19,587,240	$ 197,521	59,243	$ 0.28
General Service < 50 kW	4,474,243	45,119	4,923	0.76
General Service > 50 kW	8,572,099	86,442	913	7.89
General Service > 1,000 kW	1,539,461	15,524	16	80.86
Sentinel Lighting	19,942	201	160	0.10
Street Lighting	1,021,667	10,303	10,319	0.08
Unmetered Scattered Load	111,692	1,126	675	$ 0.14
Total	$ 35,326,344	$ 356,237		

Vulnerable Energy Consumers Coalition Interrogatories

2-VECC-1

Ref: 12. Z-Factor Claim, Page 15

Preamble: Oakville Hydro is applying for recovery of a total Z-Factor claim of $573,047 plus carrying charges of $6,318.

a) Please confirm the costs included in the Z-Factor amount are incremental costs (outside of the base upon which rates were derived).

RESPONSE:

Oakville Hydro is applying for recovery of a total Z-factor claim of $356,237 plus carrying charges of $5,272. Oakville Hydro confirms that the costs included in the Z-factor amount are incremental costs.

b) Please confirm that all regular payroll costs and the associated truck costs were deducted from the total cost claim.

RESPONSE:

Oakville Hydro confirms that all regular payroll costs and the associated truck cost have been deducted from the total cost claim.

c) Please confirm the amount amounts are directly related to the Z-Factor event and if the ice storm event had not occurred, Oakville Hydro would not have incurred any of the costs.

RESPONSE:

Oakville Hydro confirms that the amounts claimed are directly related to the Z-factor event and that if the ice storm had not occurred, Oakville Hydro would not have incurred any of the costs.

d) Please provide a breakdown of the costs incurred in 2014 and the timing of the costs.

RESPONSE:

Please see Oakville Hydro's response to Board staff interrogatory number 2 a).

2-VECC-2

Ref: 12. Z-Factor Claim, Page 15 - Emergency Operations Plan

a) Please discuss any deviations from Oakville Hydro's Emergency Operations Plan.

RESPONSE:

Oakville Hydro followed its Emergency Operations Plan. However, due to the severity of the storm and the around the clock response effort, additional staff was required to fulfill the spirit and intent of the Emergency Operations Plan.

b) For the previous 5 years, please provide the amount included in base rates related to storm damage and emergency restoration work.

RESPONSE:

Please see Oakville Hydro's response to Board Staff interrogatory number 8 e).

c) For the previous 5 years, please provide the actuals related to storm damage and emergency restoration work.

RESPONSE:

Please see Oakville Hydro's response to Board Staff interrogatory number 8 b).

2-VECC-3

Ref: 12. Z-Factor Claim, Page 17

Preamble: Oakville Hydro indicates it provided assistance to other electricity distributors and this cost was not included in Oakville Hydro's restoration costs.

a) Please discuss if Oakville Hydro charged a premium to assist other LDCs.

RESPONSE:

Oakville Hydro invoiced other electricity distributors based on cost recovery and did not charge a premium.

2-VECC-4

Ref: 12. Z-Factor Claim, Page 18 – Materials

a) Please confirm the materials acquired were at normal rates from regular suppliers.

RESPONSE:

Most of the material used in the restoration of power after the ice storm was in inventory. There were a few instances where Oakville Hydro had to acquire materials from a supplier other than the normal supplier or from another electricity distributor. The rates

charged by the other supplier were not materially different from that of Oakville Hydro's regular supplier and the electricity distributor that provided materials provided them at their cost.

b) If not, please provide a breakdown and explanation of the premium paid.

RESPONSE:

Please see Oakville Hydro's response to part a) of this interrogatory. Oakville Hydro notes that the costs that it incurred for materials was $11,986 and that this amount is not material.

2-VECC-5

Ref: 12. Z-Factor Claim, Page 18 - Labour

a) Please provide the number of overtime hours by employee group.

RESPONSE:

Please see Board Staff interrogatory number 5a).

b) Please discuss if Oakville Hydro incurred non-union employee overtime costs.

RESPONSE:

Oakville Hydro did incur non-union and management overtime costs as a result of the ice storm. The non-union and management employees played key roles in supervising and coordinating the crews to support them in their efforts to restore power, ping meters, scout the most damaged areas, schedule employees, manage social media or call customers.

i. If yes, please provide Oakville Hydro's policy regarding non-union over time and include any written policies.

RESPONSE:

Oakville Hydro has some non-union employees who, as part of the employment contract, have an overtime provision for which they are paid for overtime hours. These positions are the power line supervisors and the facilities supervisor. An extract of the overtime time provision is shown below.

> *"The normal work week is 40 hours. Under our current practice, overtime is paid if you are called out from home in an emergency where supervision (or work) by a Supervisor is deemed to be required, or for a planned overtime situation where a Supervisor is required".*

ii. Please discuss if Oakville Hydro has paid out non-union overtime in the past 3 years.

RESPONSE:

In the past three years, Oakville Hydro has paid out the following overtime amounts to non-union employees as per their contract as shown in Table 15. The 2013 amounts exclude the 2013 overtime paid for the restoration of power after the ice storm.

Table 15 - Overtime Paid to Non-union Staff

2011	2012	2013*
$ 48,865	$ 40,694	$ 45,007

***Excluding Ice Storm**

2-VECC-6

Ref: 12. Z-Factor Claim, Page 18 - Third Party Contractor Charges

a) Please provide a separate schedule (breakdown) of each Third Party Contractor invoice based on labour, materials, accommodations, meals, truck, other (provide explanation).

RESPONSE:

Please see Oakville Hydro's response to Board staff interrogatory number 6 c).

b) Please provide a separate schedule (breakdown) of each LDC invoice based on labour, materials, accommodations, meals, truck, other (provide explanation).

RESPONSE:

Please see Oakville Hydro's response to Board staff interrogatory number 7 c).

c) Please discuss if any premium was paid for any of the above services and provide an explanation.

RESPONSE:

Please see Oakville Hydro's response to Board staff interrogatories numbers 6 d) and 7 d).

2-VECC-7

Ref: 12. Z-Factor Claim, Page 19 – Meals, Accommodations and Other Costs

a) Please provide the percentage of $6,009 costs for meals, accommodations and other miscellaneous costs allocated to Oakville Hydro.

RESPONSE:

Thirty nine per cent of the $6,009 costs for meals, accommodations and other miscellaneous costs were allocated to Oakville Hydro.

b) Please confirm Oakville Hydro followed its corporate policies regarding employee allowances for meals and accommodations.

RESPONSE:

Oakville Hydro followed the terms of the collective agreement regarding meal allowances and accommodations for union staff and corporate policies for non-union staff.

2-VECC-8

Ref: 12. Z-Factor Claim, Page 20, Table 7 – Proposed Rate Riders

a) Please confirm the source for the percentages of allocated revenue requirement and average number of customers/connections.

RESPONSE:

The source for the percentage of allocated revenue requirement is Table 26 – 2014 Proposed Variable Charges from the Settlement Proposal approved by the Board in Oakville Hydro's 2014 Cost of Service Application.

Please see Oakville Hydro's response to Energy Probe interrogatory number 4 d) for the source of the average number of customers/connections.

2-VECC-9

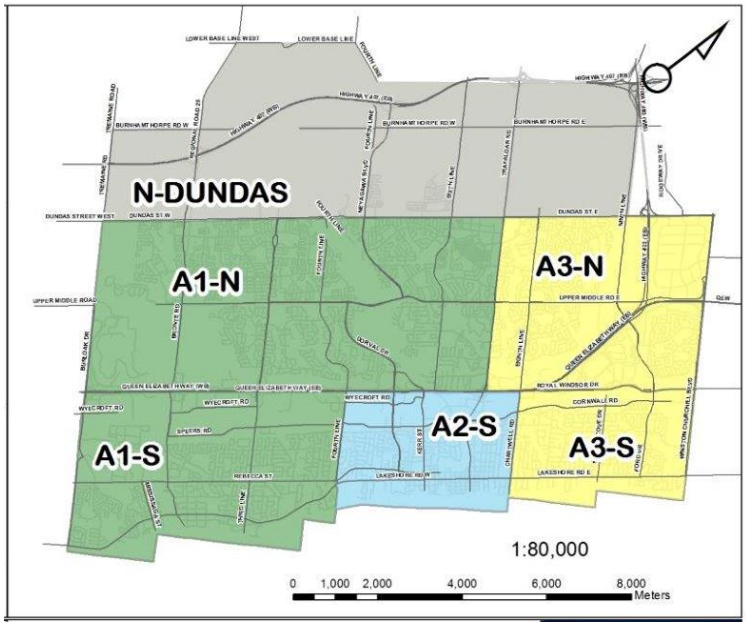
Ref: 12. Z-Factor Claim – Tree Trimming Policy

a) Please discuss Oakville Hydro's Tree Trimming Policy and confirm Oakville Hydro's tree trimming time cycle.

RESPONSE:

Oakville Hydro contracts tree-trimming services to a third party who performs this service in accordance with Oakville Hydro's Asset Management Plan on a cyclical basis throughout its service territory, as well as on an "as needed" basis required each year.

The cycle has been created with the intent of managing the volume of tree trimming each year thereby increasing reliability and consistency of service. Oakville Hydro works very closely with the Town of Oakville's Urban Forestry Services Group to synchronize this program. Tree trimming is a key element in Oakville Hydro's preventative maintenance program. Oakville Hydro ensures that trees in each of the three zones in its service territory are pruned responsibly on a three-year cycle to ensure safety.



As discussed in the Application, Oakville Hydro attributes its ability to restore power quickly, in part, to the effectiveness of its tree-trimming program.

b) In the cycle prior to the storm, please discuss any deviation from Oakville Hydro's tree trimming cycle.

RESPONSE:

In the cycle prior to the storm, Oakville Hydro did not deviate from its planned tree trimming cycle.

Appendix A – Emergency Operations Plan

OAKVILLE HYDRO

OAKVILLE HYDRO CORPORATION

EMERGENCY OPERATION PLAN

MP# 102366 EP Plan

February, 2013

CONFIDENTIAL

MISSION STATEMENT

We provide your best energy and conservation solutions.

OCCUPATIONAL HEALTH AND SAFETY

Oakville Hydro Corporation is committed to the health and safety of its employees and the public. Protection of employees from injury and occupational disease is a major priority. The Corporation will maintain a safe and healthy work environment by establishing a health and safety system which follows standard utility practices and applicable health and safety legislation. The design, operation and maintenance of the Oakville Hydro Safety System must put into practice engineering health and safety principles that take into account the health and safety of employees.

The above will be accomplished through a health and safety system that incorporates:

- Development of a corporate health and safety plan, which provides a broad outline of health and safety programs.
- Programs that clarify expectations for management and staff, and program development aimed at meeting needs identified through experience, assessments and audits. A primary expectation is that managers and supervisors must ensure that workers, under their supervision, work in compliance with all established safe work practices and procedures.
- Training of management and staff that develop the knowledge, skill and ability to meet the expectations of legal requirements, standard safe practices, and Oakville Hydro programs.
- Communication by management of the corporate health and safety plan and programs that will encourage all staff to bring forward ideas on improving health and safety.
- Regular evaluations of health and safety performance as a basis for continuous improvement.
- It is the Corporation's ultimate objective to eliminate injury and illness in the workplace and promote the health and well being of all employees. To this end, all employees must perform their jobs in accordance with established rules and regulations of government, safety associations, and corporate programs.

GUIDING PRINCIPLES

Oakville Hydro responds to many types of incidents and requests for service. In the case of an internal incident, the President/CEO will take the lead role in the safe and efficient mitigation of the incident. The Vice President/COO, Engineering and Operations will provide all necessary assistance and support to the President/CEO.

When an external emergency occurs, the President/CEO will take the lead role in the safe and efficient response to the incident. The Vice President/CEO, Engineering and Operations will provide the necessary assistance to support the President/CEO.

In order to meet the needs of any emergency, the first priority must be the safety of all staff who are responding to said emergency. The ability of Oakville Hydro staff to perform their jobs to the best of their ability is dependent upon their safety.

All normal Oakville Hydro safety rules, procedures and programs will continue to apply during any municipal or Oakville Hydro emergency. Along with these rules all the rules, procedures and guidelines in the Occupational Health and Safety Act, the Electric Utility Safety Rules and the ISHA Safe Practice Guides must be followed.

OAKVILLE HYDRO EMERGENCY PLAN

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D.1 Disaster Recovery Plan

1.0 INTRODUCTION

This Emergency Plan is intended to serve as a **GUIDELINE** for Oakville Hydro staff who may be required to respond to and mitigate the effects of an emergency impacting the delivery of electricity to the residents of the Town of Oakville.

An operating agreement is in place with Hydro One Networks Inc to manage the supply of electricity to our facilities. This agreement is in the form of a Transmission Connection Agreement-Distribution Connection Agreement (TCA-DCA). Our Conditions of Service manages the delivery of electricity from our facilities.

Putting the safety of Oakville Hydro employees first provides them with the ability to perform their jobs in a manner that will resolve the emergency situation as quickly and safely as possible. To this end, all safety rules and programs apply during any emergency situation. **Employee safety is not to be compromised at any time in an attempt to mitigate an emergency.**

2.0 DECLARATION OF AN EMERGENCY

2.1 AUTHORITY

This Emergency Plan has been developed under the authority of the Board of Directors of Oakville Hydro. It is intended to support the Oakville Hydro emergency situations regardless of whether the Head of Council of the Town of Oakville or the Regional Municipality of Halton had declared an Emergency.

2.2 TOWN OF OAKVILLE & REGION OF HALTON EMERGENCY

During a Declared Emergency the Head of Council is ultimately responsible for any and all actions carried out on behalf of the municipality, to respond to and mitigate the effects of any emergency within the municipal boundaries. The Head of Council is assisted in this task by the heads of various municipal corporate departments and organizations that serve as an Emergency Control Group. The collective role of the Emergency Control Group is to advise the Head of Council regarding appropriate actions to be taken.

The Town of Oakville and Region of Halton Emergency Plan documents the roles and responsibilities of the various municipal agencies that may be required to respond. A copy of the contact list of the Emergency Alerting System for the Emergency Control Group is located in Appendix B.4.

Once an Emergency has been declared, the Head of Council has the legislative authority to take any lawful action and use any resources necessary to mitigate the effects of the emergency. Staff must be aware that they may be required to perform non-traditional tasks in order to mitigate the effects of the emergency.

2.3 OAKVILLE HYDRO INTERFACE WITH THE MUNICIPAL EMERGENCY PLAN

Oakville Hydro is one of a number of key town/city agencies that compose the Emergency Support Group (See Appendix B.4). The role of the Emergency Support Group is to provide advice on their area expertise to the Emergency Control Group and provide assistance as required.

The Vice President , Engineering and Operations will represent Oakville Hydro at the Emergency Support Group. The Operations Manager will serve as the alternate representative. The Oakville Hydro representative is expected to respond at any time when requested by the Emergency Control Group.

Staff are reminded that a Town or Regional Emergency is not necessarily an Oakville Hydro Emergency. The scale of assistance required by the municipality from Oakville Hydro may well be accommodated within normal utility operations depending upon the specifics of the Emergency.

The Vice President, Engineering and Operations is also a member of the Town Emergency Planning Advisory Committee that provides technical input to the development of community Emergency procedures.

2.4 DECLARATION OF AN OAKVILLE HYDRO EMERGENCY

An Oakville Hydro **EMERGENCY** may be declared when an event occurs that prevents normal service from being restored to customers within a reasonable length of time by our own internal resources. The President/CEO, or in his absence the Vice President/CEO, Engineering and Operations, will declare an Oakville Hydro Emergency. The three levels of emergencies we might encounter are:

- *Level One* is a local occurrence that's expected to be resolved within two to three hours and is readily addressed by response personnel on hand.
- *Level Two* is an occurrence that has appreciable impact on customers, the environment and/or safety and is expected to last between three hours and two days. Additional organizational support may be required.
- *Level Three* is one that has significant impact on safety, customers and/or the environment and is expected to last three days or more. Extraordinary organizational support or multi-level agency and government involvement is normally required. Some of our crews experienced this in the 1998 ice storm.

Notification of the declaration of an Emergency will originate from the Control Room. Oakville Hydro staff, the public and the media will be informed in a timely manner in accordance with the direction of the Vice President, Engineering and Operations or the individual declaring the Emergency.

When an Emergency has been declared the Oakville Hydro Emergency Operating Structure will be implemented.

All Oakville Hydro staff must be aware that once an Oakville Hydro Emergency has been declared it may be necessary and appropriate to suspend some routine services. This will allow staff to be redeployed in order to meet the needs of the utility.

2.5 NORMAL OPERATING READINESS

Oakville Hydro operates on a 24 hour-a-day, 7 day-a-week schedule. The Control Room is the heart of the operation and is staffed by four Operating personnel (operators) on a 12-hour rotating shift schedule.

In addition to their Operating responsibilities, the Control Room staff directs 2 standby persons available at all times. These operators provide prompt response to Emergency and other power system related customer calls. This staff is supported by off duty crews that make major repairs if the need arises.

Operations staff performs nearly all-switching operations under the directions of the Control Room and are an integral part of the safety requirements to provide guaranteed safe isolation to staff and customers who are working on the power system.

2.6 OAKVILLE HYDRO EMERGENCY STRUCTURE

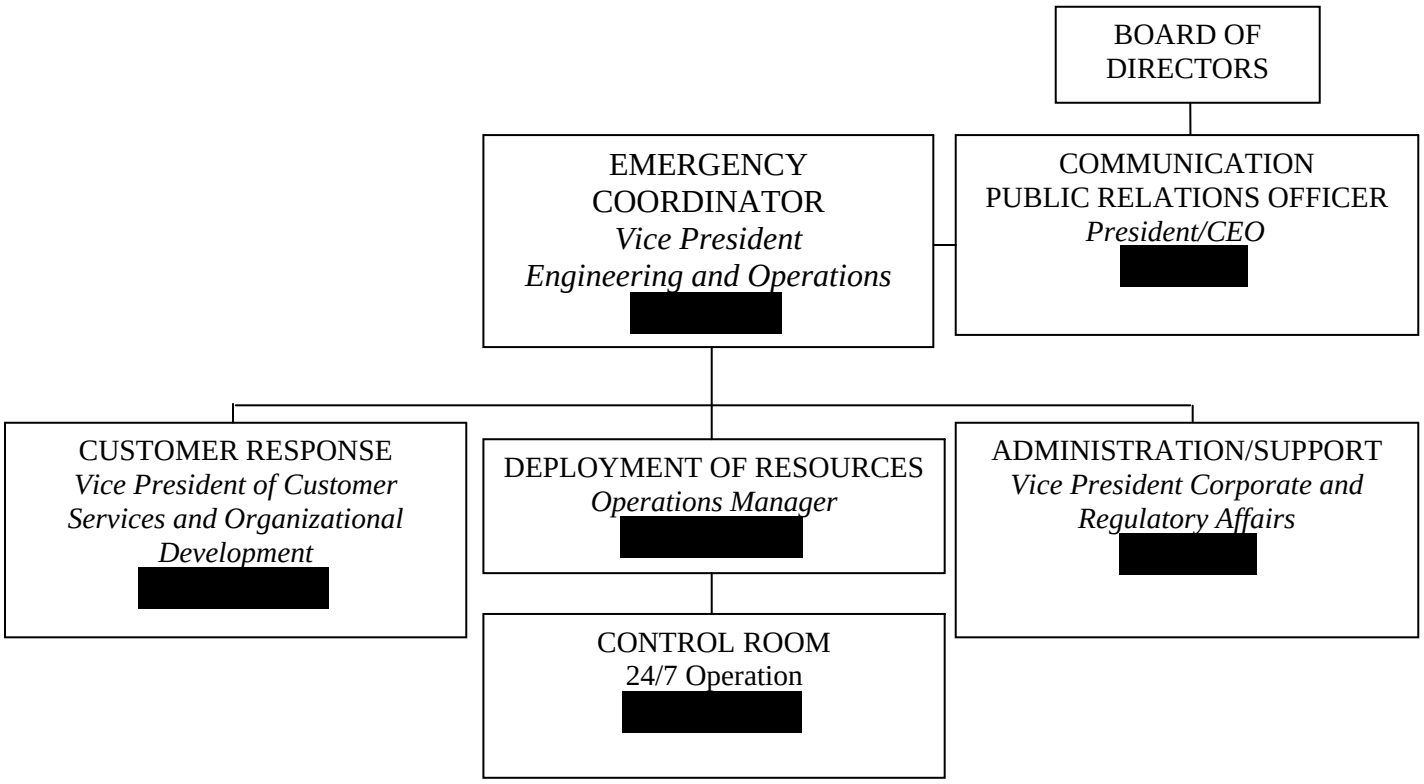
Under normal operating conditions, the responsibility for responding to routine abnormal events (e.g. power interruptions) and dispatching work crews to rectify these problems is that of the Line Operations Department. The task of repairing and restoring facilities is the responsibility of P&C or Building Services, with technical advice provided by the Engineering Department.

In a formal Emergency this same basic structure will remain intact, although the size and scope of the organization will be escalated to deal with the Emergency. Different functions will be compartmentalized and management supervision provided. Additional resources or manpower will be allocated to various functions as required. This may be accomplished by redirecting the duties of our own staff in the various business units and by obtaining the assistance of outside contractors or utilities.

If a member of the Executive Management Team is absent, the President/CEO (or designate) will appoint an alternate to fill the role.

A list of contractor and utility names and contact information can be found in Appendix's A.6, and B.2.

OAKVILLE HYDRO EMERGENCY ORGANIZATIONAL STRUCTURE



The Emergency Organization will be directed by the Emergency Coordinator and will be comprised of four major groups:

- Communications
- Customer Response
- Deployment of Resources
- Administration/Support

See Appendix A.14 for contact information.

2.6. A **The Emergency Coordinator** position will normally be filled by the Vice President, Engineering and Operations.
Alternate: Operations Manager

The Emergency coordinator will be responsible for the overall response to the emergency and set priorities for response and restoration in conjunction with the needs of the Town/Region Emergency Control Group. Also he will be responsible for resolving Health and Safety issues in coordination with the Manager, Health and Safety. The Emergency Coordinator is the contact point for the IESO in the event of an electrical emergency. See Appendix A.14 for contact information.
*See Roles and Responsibilities – Section Four for more information

2.6. B **The Vice President of Customer Service and Organizational Development directs the Customer Response**
Alternate: Customer Accounts Supervisor

This group is responsible for:
- Resolving Health and Safety issues
- Initial response to the emergency calls
- Updating of the control room and maintaining an assessment of the situation
- Providing updated information to Emergency Coordinator for informing the public

* See Roles and Responsibilities – Section Four for more information

2.6. C **The Operations Manager directs the Deployment of Resources Section**.
Alternate: Line Supervisor

This group is responsible for:
- Resolving Health and Safety issues
- Restoring service and repairing plant in accordance with the information available from the Customer Response Group
- Assessing the scope of work to be completed and ensuring adequate resources are available to meet the task
- Consulting with the Emergency Coordinator regarding the need to bring in additional resources
- Directing and administering outside forces such as contractors and other utilities with assistance from the Administration/Support Group
- Ensuring the safe work practices are adhered to

2.6. D **The Vice President of Corporate and Regulatory Affairs directs the Administration/Support Group**
Alternate: To be designated by Emergency Coordinator at the time of an Emergency

This group is responsible for:
- Resolving Health and Safety issues
- Securing necessary material as required
- Employee Support and special needs
- Finance and Accounting issues
- Accommodating and feeding internal and external forces

* See Roles and Responsibilities – Section Four for more informatio

2.6. E **The Communications Group** will be directed by the President/CEO assisted by his Executive Asst. and the Emergency Coordinator.

This group is responsible for:

- Resolving Health and Safety issues
- Providing on-going information on the Emergency to the public through local media
- Maintaining communication with the Board and Senior Municipal Officials through the Town/Region Emergency Control Group if it has been activated
- Provide information updates to staff and outside workers.
- Providing background information to critical customers such as hospitals, major industries and municipal services
- Establishing a liaison with the Town/Region Public Information Officer

* See Roles and Responsibilities – Section Four for more details

2.7 CONTROL ROOM

The Control Room (416-931-3913) is the heart of the Oakville Hydro Electricity Distribution Inc. operation. It will also be the base of operations should an Oakville Hydro Emergency be declared. The Control Room is fully equipped and staffed with Operators as a 24 hour-a-day operation. The room features multiple phone lines, secure power supplies with UPS and multiple communications capabilities. A stationary building generator backs up the SCADA and telephone systems. In the event of an emergency requiring the main operations building to be vacated Oakville Hydro has the capacity to operate its control room remotely from Glenorchy TS. The decision to do so will be made by the Emergency Coordinator in communication with the Operations Manager and Manager of Assets and Control.

2.8 RESPONSE TO TROUBLE SITUATIONS – ESCALATION TO EMERGENCY STATUS

It is expected that the strategies for responses to trouble situations during an emergency will remain the same as during normal operating conditions, however, staffing will be escalated to meet local needs and circumstances.

The initial response to trouble calls is handled by Customer Service (answering service after hours). The on-call crews are dispatched to make repairs as required by the Operating staff. It may be necessary to supplement staffing with the Engineering Department Supervision to assist with the direction of the crews in the off-hours if the volume of calls requires three or more construction crews. The Operations Manager is to be notified of abnormal Operating situations by the Operator. Management staff is responsible to decide when and if outside resources are needed and if a formal Oakville Hydro Emergency is to be declared.

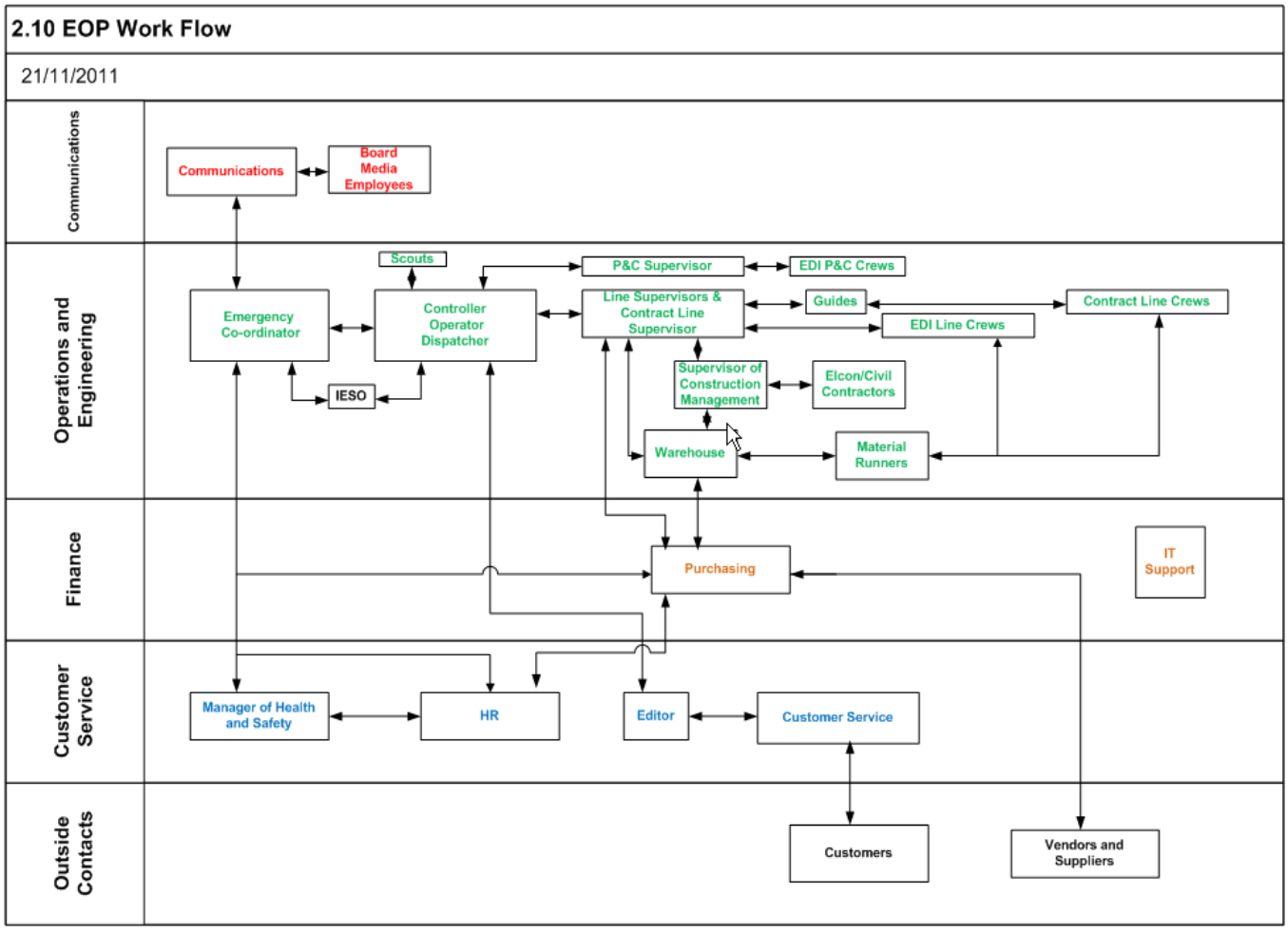
The President/CEO is responsible for notifying the Mayor, or in his absence the Town of Oakville CAO, of any Hydro Emergency so that they may make their own decisions whether a Town or Regional Emergency is to be declared.

2.9 TROUBLE CALL MANAGEMENT SYSTEM

Calls for assistance from the public are managed through Customer Service. They will log all incoming calls, and identify follow-up action and billing notification. Engineering is responsible for tracking the assignment and the progress of each repair.

If an Emergency is declared, the Control Room will provide room for staff and may be expanded to include the engineering boardroom in order to provide additional space for staff to analyze calls or assign work.

2.10 WORK FLOW



2.11 TERMINATION OF AN EMERGENCY

The President/CEO will terminate an Oakville Hydro Emergency. The decision to terminate will be made in conjunction with Oakville Hydro Managers and the Town or Regional Emergency Control Group if a Town or Regional Emergency exists.

3.0 COMMUNICATIONS

3.1 OAKVILLE HYDRO SPOKESPERSON

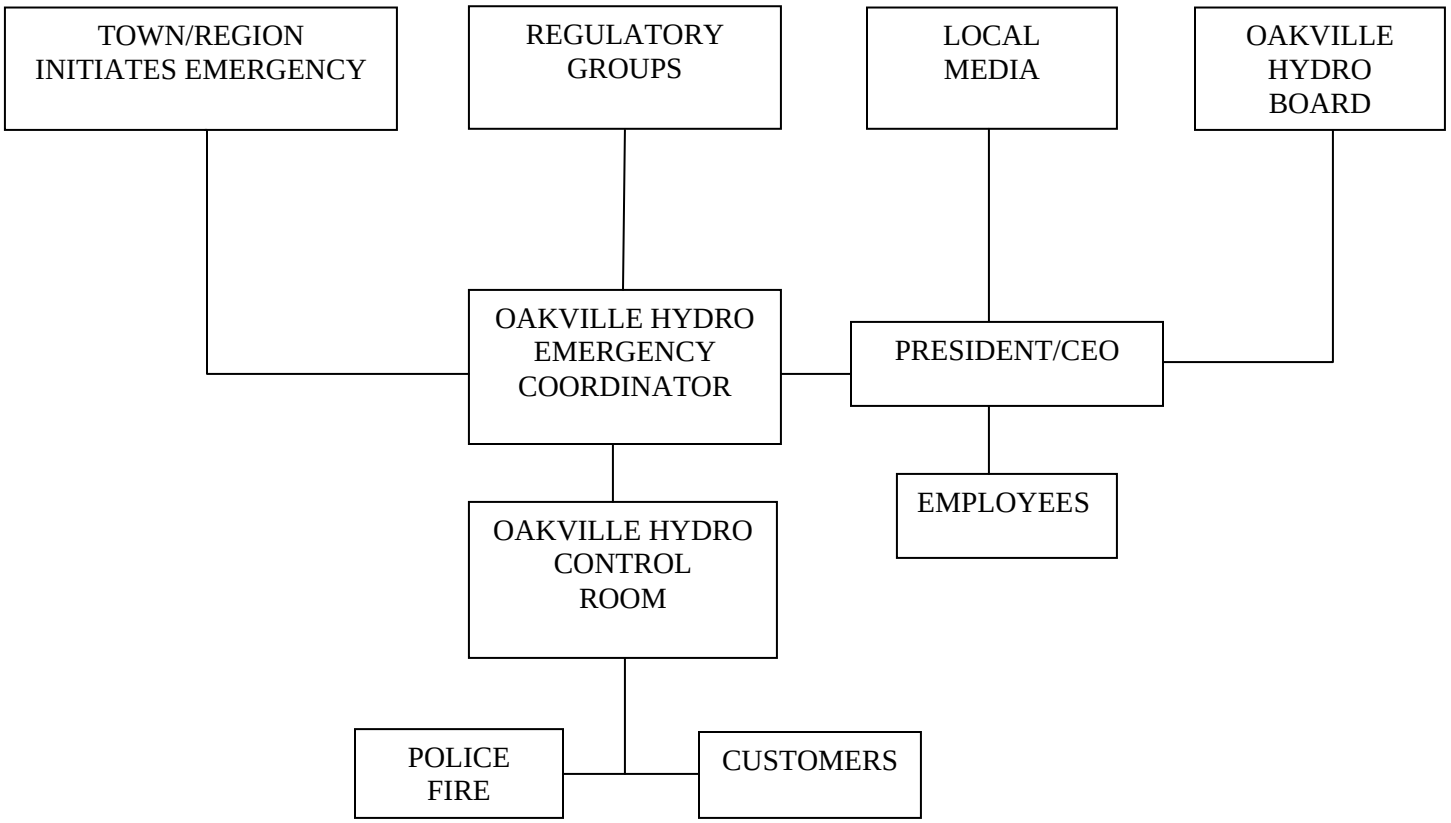
The Oakville Hydro Spokesperson, in an official Emergency, will be the President/CEO and his Communications Group.

The nature of the Emergency will in large part determine who will be the spokesperson for Oakville Hydro Corporation. Internal occurrences, giving rise to Emergency Operations, will generally mean that the Vice President/CEO, Engineering and Operations will be the Oakville Hydro Electricity Distribution Inc. spokesperson. External occurrences, which lead the Oakville Hydro Electricity Distribution Inc. into an Emergency Operation generally, mean that the President/CEO will be the Oakville Hydro Electricity Distribution Inc spokesperson. There may be circumstances however, where it is appropriate for the Chairman to brief the media at a news conference.

In circumstances where an emergency continues for several days, the President/CEO may designate other senior staff to act as spokesperson in the off-hours when the normal spokesperson is not available.

Regardless of the nature of the incident, an information release will be prepared only after a consultation with the Communications Group.

EMERGENCY COMMUNICATION NETWORK



3.2 CUSTOMERS

Once it has been determined that a major incident or emergency has occurred, the Control Room will ensure that a public information release has been prepared for the benefit of Oakville Hydro customers. The information should contain the following information as a minimum.

- Time of Occurrence
- Expected Length of Occurrence
- Area Affected
- Reason for the Occurrence
- Actions Being Taken to Remedy the Situation
- Other Information of Benefit for Customers

Depending on the nature of the incident, it may be necessary for the Vice President, Engineering and Operations to request that the Customer Service Department staff handle telephone inquiries and add a recorded message to the Oakville Hydro public access telephone numbers. This process is outlined in Appendix A.11.

3.3 MEDIA

For immediate emergency communication with the public we depend upon the news staff of the local radio stations. In most emergencies the MEDIA will be calling for information if they do not receive prompt calls from the Control Room Staff. However the Control Room Staff are to be proactive in notifying the media. The Team Leader on shift (or their designate) is responsible for providing initial information on power outages affecting wide areas. Factual information on the cause (if known), area affected and expected time-of-restoration are to be provided. Staff should not speculate on causes if they are not known nor should they indicate responsibility or liability of any party involved in an outage situation.

Radio contacts are as follows:

Zoomer Radio…….416-360-0740
Corus Radio (900 CHML/Vinyl95)...…… 905-521-2700
CBC Toronto……..……416-205-5805
Astral Group (Oldies1150/CHAM/KLiteFM)……905-574-7055
Rogers Digital Media (98.1CHFI/680 News/SN590)....…416-872-6397

In an emergency situation where a Town/Region Emergency has been declared, Media Releases on the hydro situation may be released through the media at the Emergency Operations Center.

3.4 EMERGENCY NOTIFICATION FOR EMPLOYEES

In some instances it may be unsafe for staff to report to their regular work location or staff may need special instructions prior to reporting for duty. A system has been put in place to contact employees after normal business hours for emergency duty via telephone using the Positions and Duties Listing in the Oakville Hydro Storm Mode Guide and roles and responsibilities – Section Four

All Managers and Supervisors must have a current copy of the Storm Mode Guide both in their office and place of residence.

3.5 OTHER AGENCIES

Whenever a major interruption in the hydroelectric system occurs, the Control Room shall make the appropriate notifications in accordance with Oakville Hydro policies and procedures.

Halton Regional Police…….905-878-5511
Oakville Fire Department…….……905-845-7114
Halton Mississauga Ambulance…….……...905-844-3250

3.6 MUNICIPAL OFFICIALS

See the "Emergency Alerting System For The Emergency Control Group" in the Appendix B.4.

4.0 INTERNAL EMERGENCY PROCEDURES

4.1 FIRE PLAN – HEAD OFFICE

A Fire Plan has been developed and approved by the Oakville Fire Department. See Appendix A.8.

4.2 SUBSTATIONS

A Fire Plan for all Oakville Hydro Substations is to be developed and posted in each Substation.

4.3 BUILDING EVACUATION PROCEDURE

Procedures for dealing with a situation requiring the evacuation of the Head Office Building are included in the Fire Plan for the building.

4.4 BOMB THREAT PROCEDURE

Similarly, procedures for dealing with the evacuation of the building during a bomb threat situation are similar to the Fire Plan for the Head Office Building.

4.5 WORKPLACE VIOLENCE PROCEDURE

Staff who are confronted with a potentially violent situation in the course of their normal duties, should withdraw from the situation as quickly as possible. Then staff are to report the situation to their supervisor, or in the off hours to the Control Room, as soon as possible thereafter. If it is necessary to complete their task in order to address a situation involving public safety, the assistance of the police service will be requested to ensure that the work can be done safely.

Oakville Hydro will not tolerate any staff member harming or threatening to harm another Oakville Hydro staff member or their family. Any incident of workplace violence will be dealt with in accordance with Oakville Hydro Discipline Procedures, which may involve contacting the local police.

All real or potential incidents of workplace related violence in the workplace must be reported to Human Resources (workplace violence coordinator)as soon as it is safe to do so.

4.6 INCIDENT REPORTING

Appendix A.13 covers the measures to be taken when an incident occurs in the Oakville Hydro workplace. The flow chart covers immediate steps to be taken, call for help using established "Mayday" procedures, administering first aid and notification of proper authorities to implement the necessary incident investigation and follow-up.

4.7 BUSINESS RECOVERY PLAN

The Business Recovery Plan can be found in our Pandemic Plan under Business Continuity

5.0 EXTERNAL EMERGENCY

5.1 MAJOR LOSS OF SUPPLY

5.1. a Definition

For the purposes of this plan, a major loss of supply occurs when there is a loss of supply to a large block of customers due to a Transmission or Transformer Station Failure. Repair of this type of problem is generally beyond the control of the Oakville Hydro Distribution Inc.

5.1. b Strategy

The Control Room is responsible for initiating procedures in response to a system failure that impacts widespread areas. The follow general strategies are to be employed.

- Obtain any available information on the cause of the outage from Hydro One
- Notify local radio stations of any preliminary information available
- Notify management staff who will be responsible for notifying municipal officials if the problem may continue for an extended period
- Begin switching transfer interrupted loads to other supplies
- Ensure that a Power Outage Message is establish on Oakville Hydro's main telephone line – see Appendix A.11
- Ensure that a Power Outage Message is established on the Oakville Hydro's public website.
- Management will provide media with ongoing briefings by telephone and prepare media releases for widespread usage. Management will assist with communication with large customers and municipal officials to keep them apprised of the situation on an on-going basis.

5.2 ROTATIONAL LOAD SHEDDING

Load Shedding requirements shall be determined by the Director, Engineering and Construction**.** **Refer to Critical Load requirements**

5.2. a Provincial

A plan has been developed to deal with situations where there is a shortage of electricity over a wide area. The plan calls for unannounced cuts to wide areas of customers on a rotational basis for periods of approximately thirty minutes. With the exception of the acute care hospitals and the water and sewage plants, few customers are exempted. The plan is administered by the Hydro One Control Center.

The responsibilities of the Oakville Hydro Operations staff are to follow and monitor the situation. Local media is to be notified that such a plan is in effect. Senior Oakville Hydro management staff are to be notified immediately so they may respond to assist with the media. The Control Room may call in additional staff to handle customer calls; however there will be few actions that local utility can take to rectify the situation.

Special arrangements with large industry in Oakville to reduce loads in a load-shedding emergency may result after two hours in a significant reduction in the amount of load that must be rotated on the Oakville Hydro system.

5.2. b Local

In the event of Oakville Hydro's inability to supply the necessary capacity to a local area on our system because of the temporary unavailability of equipment, it may be necessary to implement a localized rotational load shedding scheme in the area. Such a scheme would be an ad hoc plan implemented by the Operators to prevent overloading damage to the remaining supply facilities. Normally the rotation would be at a substation feeder level. The plan would remain in effect until equipment repairs or other corrective action can be made.

The Media should be notified before or as promptly as possible after implementing any local rotational load shedding.

5.3 WIDESPREAD SYSTEM DAMAGE – STORM RELATED

While the likelihood of widespread damage occurring due to severe weather appears remote in the Oakville area, it is still possible and must be planned for accordingly. Recent weather events in North America have shown that even with adequate prediction and warning, severe hydro utility infrastructure damage may occur as a result of severe or unusual weather events.

5.3. a Customer Response

Should widespread damage to the Oakville Hydro system occur as a result of a severe storm, customer response must be prioritized and carried out. Customers may be provided with accurate information concerning repair schedules and the timetable for the return of service. This information should be delivered from a prepared text provided by Oakville Hydro management and should also be provided to all area media outlets in a timely manner.

5.3. b Critical Loads

A listing of critical loads is maintained by the Control Room (Appendix B.5 & B.6).

These lists are to be used in determining priority in restoring power to customers in situations when Oakville has this discretion.

Restoration strategies of restoring the system from the top down and giving priority to the repairs that restore the most customers remain in place. Only in unusual circumstances will repair of a small critical load take precedence over a major repair. The System Control Supervisor or management on duty must be consulted in deviating from the standard restoration policy.

5.3. c Support Staff

A list of external support staff is provided in (Appendices A.5 & A.6).

5.3. d Materials

The Oakville Hydro Supervisor of Material Management will maintain an accurate inventory of critical in-stock materials required to maintain the Oakville Hydro infrastructure. In the event of widespread storm related damage, Oakville Hydro will be responsible to identify material needed in the repair effort for material support from private contractors, mutual aid utilities and twinned utilities. Purchasing will make the necessary arrangements to obtain their material.

5.3. e. Employee Support

Past events have demonstrated that employee productivity during major emergencies is only maintained at a high level when they know that their families' needs have been tended to and they are assured that their families are safe.

Employees must be encouraged to have their own Family Emergency Action Plan. This plan should be used when Oakville Hydro employees are required for campaign events of long duration such as storm recovery. The plan should prepare the families to deal with such issues as:

- Alternate Accommodation (out of town family/friends)
- Alternate Means of Transportation
- Emergency Repairs to Housing
- Financial Support
- Moral Support

In many cases, employee support can be provided by the families of co-workers.

5.3. f Administration of Outside Assistance

Administration of outside assistance will be the responsibility of the Vice President, Engineering and Operations.

5.3. g Finance and Accounting

This function will take place through the normal course of financial management.

5.3. h Fleet

The fleet will be maintained by the Town of Oakville's fleet mechanics or other vehicle service providers as required.

MUTUAL AID PROGRAM

5.4. a Electrical Utility Mutual Aid Program

For the purposes of electrical utilities, mutual aid means an agreement between two or more participating hydroelectric utilities. The agreement allows for assistance to be provided to the participants on an "as needed" basis. The utility requesting assistance must have adequate resources to meet their day-to-day needs and are responsible for all costs incurred by the utility or utilities providing assistance. A list of Mutual Aid Agreements is provided in Appendix B.3.

ANY AGREEMENT MUST BE APPROVED BY OAKVILLE HYDRO SOLICITORS

The most appropriate utilities capable of providing mutual aid to the Oakville Hydro System are:

- Milton Hydro 905-876-4611
- Enersource Hydro Mississauga 905-279-9050
- Burlington Hydro 905-332-1851
- Horizon Utilities 905-522-6611
- Halton Hills Hydro 519-853-3700

5.4. b Twinning of Electrical Utilities

Twinning of utilities located in separate geographic areas has been an effective strategy for small utilities that are often unable to obtain help in a widespread emergency situation. However, for large utilities there are a limited number of utilities of comparable size and work skills. An on-going working relationship with these utilities facilitates the procurement of emergency help when required. Any or all of the comparable utilities may be called, depending upon the impact of the emergency on their system of twinning.

The most appropriate electrical utilities capable of assisting the Oakville Hydro Distribution Inc. are:

- London Hydro 519-661-5555
- Hydro Ottawa 613-738-6400
- Toronto Hydro 416-542-3100
- Enwin Utilities 519-255-2727
- Kitchener Wilmot Hydro 519-745-4771
- Cambridge and North Dumfries Hydro 519-621-3530
- Waterloo North Hydro 519-886-5090
- Horizon Utilities 1-866-458-1236
- Guelph Hydro 519-822-3017

5.5 PROVINCIAL EMERGENCY

A provincial wide plan to send and receive assistance in the event of a province wide emergency similar to the ice storm has been developed by the IESO.

5.6 ENVIRONMENTAL INCIDENTS

Oakville Hydro exposure to environmental incidents is generally limited to spills or releases of transformer oil or smoke from burning equipment into the environment. All transformers on the system have been tested for PCB content and any unit exceeding 50 PPM has been removed from service. Releases of PCB oil will not be an issue from these units. There are approximately 20 primary metering units that the contents are unknown. See Appendix C.2

Occasionally spills can occur when transformers are subjected to abnormal service conditions; e.g. lightning strikes, extreme overloads, vehicle accidents etc. Documented procedures for containing, cleaning up and reporting oil spills are in place and have been distributed. A special trailer equipped with containment material is available for the express purpose of dealing with oil spills. All spills are documented in written form by the Control Room with the information provided by the field crews. All spills are reported to the Region, the Town and MOE.

A regular maintenance program is set up to inspect large station transformers to identify minor leaks for prompt repair.

5.7 DAMAGE TO CUSTOMER EQUIPMENT

When damage occurs to customer equipment, for whatever reason, the customer is responsible for arranging the necessary repairs by qualified electrical contractors and arranging for an inspection clearance by the Electrical Safety Authority. Most customers with high voltage equipment have service contracts with their own contractors.

A LIST OF QUALIFIED CONTRACTORS ARE INCLUDED IN APPENDIX A.2 OF THIS EMERGENCY PLAN

Customers are encouraged to obtain their own contractor and obtain competitive estimates before authorizing the work. However, in emergency situations for customers requiring assistance, our Operating Staff may provide lists of potential repair contractors if requested by the customer. Oakville Hydro does not endorse any particular contractor over another.

A procedure to obtain the services of the Electrical Safety Authority in emergency situations is included in the Appendix B.1 of this plan.

Many contractors have preauthorized clearance from the ESA to reconnect customers after emergency repairs have been completed. No customer will be reconnected without ESA inspection clearance.

6.0 FACILITIES

6.1 POWER SUPPLY

6.1. a Head Office

An underground 27.6KV feeder from Bronte T.S, as well as an alternate supply from the Oakville T.S supplies the Head Office building - 861 Redwood Square. In the event of a supply failure, Oakville Hydro Operations can transfer the supply to the loop circuit within minutes.

The building does have a permanent standby generator installed. Under maximum load conditions it is possible to shed enough load to match the generator supply without disrupting Oakville Hydro business operations.

Critical building loads also have UPS backups.

6.1. b Control Room

The control room power is completely supplied by the generator during power outages.

6.1. c Communications Room

The switching equipment for the fibre optic communications network is supplied from the building source. Critical devices are also supplied by a UPS.

In the event of a total power interruption, the telecommunications equipment will be energized from the generator.

6.1. d Radio Repeater

The radio transmitter at the Old Trafalgar -3240 Trafalgar Road Substation site is supplied from the station service supply and has a battery backup for approximately eight hours.

In the event of a prolonged outage to this supply, the transmitters are to be supplied by a portable generator. Protection and Control will complete this work.

6.2 COMMUNICATIONS EQUIPMENT

6.2. a Telephone

The existing telephone system at 861 Redwood Square located in the “phone room” on the first floor.

In case of line problems with our trunks, “FAX” machines in the Operations Department, Engineering Department, Accounting Department and Billing Department have direct outside lines. Existing handsets or other sets may be connected to these lines to operate as regular phones.

The responsibility for maintaining the phone system is that of the I.T. Department.

6.2. b Cellular Phones

Cellular phones are in widespread use throughout Oakville Hydro. They provide the backup means of communications in the event of the failure of the main telephone exchange or the mobile radio system.

6.2. c Oakville Hydro Voice Radio System

Voice radio communications are conducted on a conventional two-channel VHF FM radio system:

- Channel 1 ~ General Operations
- Channel 2 ~ Point to Point (Work Site)

The main transmitter is located at Old Trafalgar – 3240 Trafalgar Road Substation. There is no backup transmitter but a mobile base station can be established in the control room to cover much of the Town. Similarly, a vehicle radio can be used to establish radio communication. Due to the number of cell phones now in use by our staff, the loss of radio communications is an inconvenience but not a critical issue. In the event of a power failure at the main transmitter site, battery backup will maintain service for up to eight hours. Protection and Control crews are to be called out to establish back-up power with a portable generator if the outage will exceed eight hours.

Maintenance and repair of the Radio System is the responsibility of the P&C Supervisor. Protection and ControlCrews are available to make repairs.

6.3 HEATING, VENTILATION AND AIR CONDITIONING

Building services staff are responsible for the on-going operation of the HVAC system. The HVAC is partially functional during power interruptions. Building services staff are required to maintain a list of HVAC contractors and are authorized to contact the necessary contractors to perform repairs on the HVAC system.

The critical mechanical systems have been connected to the generator. This design feature would enable these critical functions to continue operation in the event that a fire or other malfunction disabled the buildings main 600 Volt distribution system.

6.4 VEHICLE FUEL

Oakville Hydro Electricity Distribution Inc. has no underground storage tanks containing either diesel fuel or gasoline.

Oakville Hydro has a card system for fueling at the Town of Oakville – 1140 South Service Road West Central Operations Yard on Wyecroft Road and South East Depot Cornwall Road – 1150 Cornwall Road.

6.5 CRITICAL RISKS

6.5. a Substation Batteries

In the event of a wide area, long-term failure, the batteries in the Oakville Hydro substation will begin to slowly lose their charge. If there is no breaker operations the batteries can last for several days. Switching operations can alter this capacity quickly. This battery capacity is required to operate circuit breakers in a "Black Start" situation. The P&C Supervisor is responsible to monitor these batteries and ensure that they are charged using portable generators on a rotational basis during any prolonged outage.

6.5. b Computer System

The System Servers are located in a secured room on the second floor. During all hours the computer room door is locked and those who need access can get in with a fob.

Although the System Servers are backed up by an uninterruptible power supply, it is critical that these computer systems not lose power unless an orderly shutdown process had been initiated.

If a major power outage occurs and it is not clear that the building power supply will be restored within fifteen minutes, the Control Room personnel should immediately page the Information System On-Call person (905-825-5636). The On-Call person can begin the shutdown procedure via remote modems. If the System Servers should go down for some unknown reason after normal working hours, the On-Call person is to be notified.

Similarly, the Control Room is to call-out staff if the generator is not working.

6.5. c U.P.S. (Uninterrupted Power Supply)

The UPS is located in a secured room on the second floor and can only be accessed by people who have a key for this area (Building Maintenance, and Information Systems Department). UPS alarms sound in the Information Systems Department. During normal working hours, Information Systems personnel will take care of the alarms. After hours, if an alarm sounds, the Control Room will notify appropriate staff in the Information Systems.

6.5. d SCADA Systems

The SCADA system is the critical system for the administration of the power system. The system is fully redundant operating on dual computers such that the failure of a single system component will not cause the system to fail.

The Administration of service contracts with the SCADA suppliers is the responsibility of Information Systems

Data tapes are routinely backed up and stored off site. The back-up tapes are stored at Bronte MS and may be used in the event that the Redwood Square facility is not functional.

7.0 DISASTER RECOVER PLAN – SEE APPENDIX D

7.0 EMERGENCY PLAN ADMINISTRATION

8.1 RESPONSIBILTY FOR THE PLAN

The development and effectiveness of the Oakville Hydro Emergency Plan is the responsibility of the Vice President, Engineering and Operations.

8.2 PLAN DISTRIBUTION

When the plan is amended or the appendices are updated, notice of the amendment and/or any changes shall be provided to every person who has been issued a copy of the plan. A list of all staff issued with a copy of this plan is found in Section 4. All staff members in possession of this plan are responsible to ensure that amendments and changes are added promptly.

8.3 MAINTENANCE OF THE PLAN

This Emergency Plan shall be updated annually. All section managers should submit proposed changes to the plan to the Vice President, Engineering and Operations for annual review. The Vice President, Engineering and Operations will coordinate this review prior to the end of each calendar year.

8.4 TRAINING AND EXERCISING THE PLAN

All personnel with responsibility identified in this plan shall be trained to fulfill their responsibilities. All staff must ensure that they clearly understand their roles and responsibilities under the Emergency Plan.

All or portions of this plan must be exercised on an annual basis. Each exercise must be debriefed and critiqued. A brief written summary of the debriefing shall be distributed to all staff participating in the exercise.

8.5 AUDITING OF THE PLAN

Oakville Hydro Electricity Distribution Inc. is required to prepare and maintain a formal Emergency Plan revised by the IESO.

The effectiveness and efficiency of this Emergency Plan must be audited internally on an annual basis. It is recommended that the audit be completed prior to the end of the calendar year. Any amendments or recommendations arising from the audit should be forwarded in writing to the Vice President, Engineering and Operations for consideration in the Emergency Plan maintenance process.

9 HEALTH AND SAFETY

In the normal course of their duties, Oakville Hydro staff operates in compliance with several standards and regulations. These include: the Occupational Health and Safety Act (R.S.O.), The Electrical Utilities Safety Rules, the Safe Practice Guides (IHSA), the Oakville Hydro Operating Manual and Work Procedures, the Oakville Hydro Health and Safety Manual.

Oakville Hydro Staff and other emergency responders are responsible for providing a service that is complete and accurate during an emergency. They may only do so if their safety is effectively maintained. All Oakville Hydro safety rules and programs continue to apply during an emergency.

All existing procedures for Work Protection from the Operating Department will remain in place for issuing "Hold offs, Markups and Condition Guarantees". Outside utility crews or contractors will normally be assigned a qualified Oakville Hydro staff person to assist in obtaining necessary Work Protection. Work Protection will be issued directly to outside contractors only after they have received proper training on procedures and are deemed qualified by Oakville Hydro.

289OAKVILLE HYDRO CORPORATION
INDIVIDUAL JOB DUTIES & RESPONSIBILITIES

AFTER HOURS CONTACT INFORMATION

ADMINISTRATION & SUPPLY MANAGER- [redacted]

COMMUNICATION COORDINATOR- [redacted]

CONTROLLER- [redacted]

CUSTOMER ASSISTANCE- [redacted]

CUSTOMER RESPONSE MANAGER- [redacted]

DISPATCHER- [redacted]

EDITOR- [redacted]

EMERGENCY COORDINATOR- [redacted]

GUIDES-Line Supervisor

HEALTH AND SAFETY- [redacted]

HUMAN RESOURCES DEPARTMENT- [redacted]

I.T. DEPARTMENT- [redacted]

LINE SUPERVISOR- [redacted]

MATERIAL RUNNERS- [redacted]

OPERATORS- [redacted]

POWERLINE TECHNICIANS- Line Supervisors

PROTECTION & CONTROL and STATIONS – [redacted]

PROTECTION & CONTROL SUPERVISOR – [redacted]

PURCHASING- [redacted]

SCOUTS- [redacted]

SUPERVISOR MATERIALS MANAGEMENT- [redacted]

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Administration and Supply

Primary Contact Person: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]

Interaction with as part of my duties

1. Emergency Coordinator
2. Purchasing Group
3. Personnel Logistics

Responsibilities

1. Ensuring material requirements are being met.
2. Ensuring employee support and employees family needs are being met.
3. Ensuring accommodation/food for internal and external employees and contractors.
4. Finance and accounting issues are being completed

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Communication Co-ordinator

Primary Contact Person: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]
Executive Assistant [redacted]			

Interaction with as part of my duties:

1. Town of Oakville/Region of Halton
2. Board of Directors
3. Emergency Coordinator
4. Controller

Responsibilities:

1. Providing on-going information, on the emergency, to the public, through the local media
2. Responsible for communications to staff and to the President and Board of Directors.
3. Maintaining communication with the board and senior municipal officials through the Town of Oakville/ Region of Halton's Emergency Control Group (if activated)
4. Provide update emergency information to inside and outside staff.
5. Provide information to the critical customers of Oakville Hydro such as hospitals, major industries and municipal groups.
6. Establishing a liaison with the Town of Oakville and the Region of Halton's Public Information Officer.

7. Responsible for bringing to the attention of the Editor/Controller any fast track requirements

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Controller

Primary Contact Person: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]

Interaction with as part of my duties

1. Emergency Coordinator
2. Editor/Customer assistance
3. Operators
4. Purchasing
5. Communications

Responsibilities

1. Ensure that all 4Kv breakers are in the open position before the batteries fail at each substation (only on wide spread or extended interruptions only)
2. Answer incoming calls to the control room
3. Stay in contact with Ontario One – secure timely updates from them
4. Assist troubleman with switch and mapping
5. Maintain the system status of all wallboard switches, place pins, tags, etc,
6. Keep track of on and off times of customers for our interruption report.
7. Relay system updates to communications group
8. Receive cards from the Editor and put them into priority order.
9. Liaison with the Fleet men to determine the availability of crews and scouts.
10. Return repair card to the Editor
11. Ensure communications to the most important customers, such as hospitals, water/sewer treatment plant, etc are kept up to date on the current status.
12. Delegate someone to call in extra assistance if required.

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Customer Assistance

Primary Contact Person: [redacted] **(see Customer Response)**

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]

Interaction with as part of my duties

1. Customers
2. Editors

Responsibilities

1. Answer incoming calls from the public with the view to obtain relevant information, which will aid in pinpointing the cause of the electrical problem.
2. For emergency calls such as hospital, fire, police, senior citizens, blood banks, sewage/water plants, etc, fast track the cards to the editor.
3. For normal calls, disseminate the information given to you, obtain new information and place the card for pick up by the editor.
4. For cards indicating repairs have been completed, call the customers back to confirm with them that their power is back on.

5. All documentation for incoming must be kept on hand at all times and the following information must be completed on each sheet.

    - Name of customer
    - Address of customer
    - Telephone number of the caller
    - Nature of the problem
    - Time the call was received
    - Recorder's initials
    - Indicate, using a highlighter, the area of the town where the trouble call is located (e.g 1,2,3,4,5,6,7, east or west rural)
    - Any other pertinent information known, e.g. overhead or underground distribution. Ask the customer if they heard any unusual sounds, arcing and flash before the power went out in their area.

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Customer Response Section

Primary Contact Person: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]

Interaction with as part of my duties

1. Emergency Coordinator
2. Editor
3. Controller
4. Customer Assistance

Responsibilities

1. Ensuring customer calls and information is recorded for the controller
2. Ensuring that emergency locations are fast tracked
3. Ensure customers are being called to inform them of a problem with their electrical equipment

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Dispatcher

Primary Contact Person: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]			
[redacted]			

Interaction with as part of my duties

1. Controller
2. Operator
3. Personnel Logistics
4. Scouts
5. Oakville Hydro Crews, Line, U/G, meter, P&C, support staff EL-Con, Forestry crews, and contacted line crews

Responsibilities

1. Keep track of all scouts, Oakville hydro crews, foreign line crews, along with the guides, outside forestry crews and outside resources on the fleet board
2. Assist the operator and controller as needed
3. Forward contractor / Oakville Hydro information and hours of work to the personnel logistics person.

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Editor

Primary Contact Person: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]		[redacted]

Interaction with as part of my duties

1. Controller
2. Operator
3. Dispatcher
4. Customer Service Rep.
5. Communications Co-coordinator

Responsibilities

1. Supervise the Customer Service –Telephone answering procedure
2. "Fast Track" emergency cards to the controller
3. Phone customers who must remain out until they can secure an electrician to make repairs to their customer owned electrical equipment.
4. Maintain outage information on the storm mode area graphic board and distribute the information to Customer Assistance Rep.
5. Advise Communications Coordinator.

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Emergency Coordinator

Primary Contact Person: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]			

Interaction with as part of my duties

1. President/CEO Oakville Hydro Corporation
2. Town/Region – Emergency Control Group
3. Customer Response
4. Administration/ Supply
5. Communications Group
6. Controller
7. IT Resource Group
8. Health and Safety

Responsibilities

1. Will be responsible for the overall response to the emergency and set priorities for Oakville Hydro's response and restoration in conjunction with the needs of the Town of Oakville and the Region of Halton.
2. Services in the role of Vice President, Engineering and Operations and directs the deployment of resources.
3. Resolving Health, Safety and Environmental issues during the emergency with consulation from the Manager, Health and Safety.
4. Ensure the restoration of services and the repairing of our electrical distribution system in accordance with the information available from the customer response Group.
5. Making an assessment of the scope of work to be completed with emergency staff and ensure Oakville Hydro has adequate resources available to meet the task.
6. Directing and administering outside forces such as contractors and other utilities with assistance from the Administration/Supply Group.
7. Ensuring all safe work practices as set out under the OH&SA/Regulations, Electric Utility Safety Rules (EUSR) /Safe Practice Guides, Ministry of Transportation, Oakville Hydro's Policies and procedures and other groups within this province.

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Guides

Primary Contact Person: Line Supervisor **(see Line Supervisor for contact information)**

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	

Interaction with as part of my duties

1. Line supervisor
2. Forestry Crews
3. Outside Contracting crews
4. Operator

Responsibilities

1. Acts as a guide and communicator for one or more foreign crews working here.
2. When available, can be delegated as close vicinity scouts, as requested by the Line Supervisor or Operator

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Health and Safety

Primary Contact: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]			

Interaction with as part of my duties:

1. Emergency Coordinator
2. Planning Supervisor
3. Human Resources

Responsibilities

1. Assist HR with documentation and processing of injury cases to the W.S.I.B
2. Review and approve contractor safety programs and provide orientations as needed for new contract staff.
3. Provide daily safety review on field operations to Emergency Coordinator
4. Maintain relationships with regulators as required during emergency
5. Coordinate safety activities with Town and other Halton services.
6. Other duties as necessary or required

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Human Resources

Primary Contact: [redacted] **(see Customer Response)**

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]

Interaction with as part of my duties:

1. Emergency Coordinator
2. Administration / Supply Manager
3. Manager, Health and Safety

Responsibilities

1. Ensure documentation and processing of injury cases to the W.S.I.B
2. Assist purchasing staff on obtaining new line and forestry contractors
3. Assist Purchasing with food and accommodations requirements.
4. Ensuring employee support and family needs are being met
5. Other duties as necessary or required

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: IT Department

Primary Contact: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]		

Interaction with as part of my duties:

1. Emergency Coordinator
2. Customer Service Manager
3. Administration/Supply Manager
4. Controller

Responsibilities

1. Providing telephone and computer tech. support for the Utility

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Line Supervisors

Primary Contact Person: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]

Interaction with as part of my duties

1. Controller
2. Emergency Coordinator
3. Operator
4. Crews
5. Purchasing/Logistics
6. Meter, P&C, El-con
7. Guides
8. Scouts
9. Outside contractors
10. Fleet Person
11. Health and Safety

Responsibilities

1. Direction of all Line, Meter and Forestry crews
2. Responsible for the Health and Safety of all crews they are directing
3. Be aware that crews/workers do not exceed 16 hours per day.
4. Work jointly with the controller and Operator to resolve all electrical problems
5. Work with Manager, Heath and Safety to resolve all EHS issues.

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Material Runners

Primary Contact Person: [redacted] Materials Management Supervisor **(see Supervisor of Materials Management)**

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]

Interaction with as part of my duties

1. Warehouse Staff
2. Line Supervisor
3. Purchasing
4. Operator

Responsibilities

1. Transport materials to various job locations
2. If available, can be used as close vicinity scouts

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Operators

Primary Contact Person: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]			

Interaction with as part of my duties

1. Controller
2. Line Supervisors
3. Scouts
4. Dispatcher
5. P&C, Meter, etc

Responsibilities

1. SCADA Operator
2. Liaison with the Line Supervisor to supply them with the information needed to deploy line /forestry crews to effect repairs on the system.

3. Issue instructions to crews and scouts
4. Contact person for Oakville Hydro with the IMO, Hydro One (Barrie) and other outside utility personnel through the guides.
5. Responsible for System Dynamics, i.e. switching, load transfer, etc, together with the controller as the final decision maker.

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Powerline Technician
Primary Contact Person: Line Supervisor

Personnel Assigned

Name	Business	Home	Cell
[redacted]			
[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]		[redacted]
[redacted]	[redacted]		
[redacted]	[redacted]		
[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]		
[redacted]	[redacted]	[redacted]	
[redacted]	[redacted]		

Interaction with as part of my duties

1. Line Supervisors
2. Operator
3. Controller

Responsibilities

1. Coordinate work to ensure its priority and safe completion
2. Liaison with the controller
3. Responsible for the Health and Safety of themselves, their co-workers and the public
4. Responsible for the maintenance and repair of the electrical grid in the Town of Oakville Hydro
5. Other duties as required by Line supervisor ,Operator, Controller

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Protection & Control Technician
Primary Contact Person: Protection & Control Supervisor

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]

Interaction with as part of my duties

1. Protection & Control Supervisor
2. Operator
3. Controller

Responsibilities

1. Coordinate work to ensure its priority and safe completion
2. Liaison with the controller
3. Responsible for the Health and Safety of themselves, their co-workers and the public
4. Responsible for the maintenance and repair of stations and operating devices of Oakville Hydro
5. Other duties as required by P&C supervisor ,Operator, Controller

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Protection and Control Supervisor

Primary Contact Person: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]

Interaction with as part of my duties

1. Controller
2. Emergency Coordinator
3. Operator
4. Purchasing/Logistics
5. Meter, Line, El-con
6. Guides
7. Scouts
8. Outside contractors
9. Dispatcher
10. Health and Safety

Responsibilities

1. Responsible for the maintenance and repair of stations and operating devices of Oakville Hydro
2. Responsible for the Health and Safety of all crews they are directing
3. Be aware that crews/workers do not exceed 16 hours per day.
4. Work jointly with the controller and operator to resolve all electrical problems
5. Work with Manager, Heath and Safety to resolve all EHS issues.

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Purchasing

Primary Contact: [redacted]

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]

Interaction with as part of my duties

1. Administration Supply Leader
2. Controller
3. Line Supervisor
4. Warehouse Supervisor, staff and material runners

Responsibilities

1. Ensure materials and supplies are available
2. Arrange for additional line & forestry contractors as requested by the Line Supervisors.
3. Arrange for food, drinks, lodging, clothes, etc. for Oakville Hydro employees and outside resources

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Scouts

Primary Contact Person: Controller

Personnel Assigned

Name	Business	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]		

Interaction with as part of my duties

1. Line Supervisor
2. Operator
3. Dispatcher

Responsibilities

1. Primary duties are to be field assessors; no crew should be dispatched by the Operator unless a scout has first previewed the location.
2. Provide an assessment to the Operator on the conditions and equipment needed e.g. single or double bucket, one or two crews needed, forestry crew, pole or transformer /line damage and is an electrician required by the property owner.

Oakville Hydro Corporation

Storm Mode Guide

Responsibilities/Duties

Position: Materials Management Supervisor

Primary Contact Person: [redacted]

Personnel Assigned

Name	Business cell	Home	Cell
[redacted]	[redacted]	[redacted]	[redacted]

Interaction with as part of my duties

1. Administration/supply
2. Purchasing
3. Planning supervisors
4. Material Runners

Responsibilities

1. Material support for the line crews
2. During the storm mode, it is inside sales responsibilities for all stores issues.
3. Advise Purchasing of material requirements.

Note: Important that someone in Inside stores is assigned radio communication (875 Stores) "**At All Times**"

Oakville Hydro Electricity Distribution Inc.
Load Shed Order

Rank	Station	Feeder	Peak (A)	Peak (MVA)	Notes	Cut Schedule	MW
1	Palermo TS	4M4	370	17.8		Southwest Electrical District Sched. #3	16.0
2	Palermo TS	4M2	220	10.6		Southwest Electrical District Sched. #6	9.5
3	Bronte TS	13M7	40	1.9		Southwest Electrical District Sched. #9	1.7
4	Trafalgar TS	31M4	500	24.0		Southwest Electrical District Sched. #9	21.6
5	Trafalgar TS	31M6	400	19.2		Southwest Electrical District Sched. #12	17.3
6	Trafalgar TS	31M7	500	24.0		Southwest Electrical District Sched. #15	21.6
7	Bronte TS	13M4	330	15.8		Southwest Electrical District Sched. #22	14.3
8	Bronte TS	13M1	400	19.2		Southwest Electrical District Sched. #18	17.3
9	Oakville TS	22M43	400	19.2		Toronto Electrical District Sched.#5	17.3
10	Bronte TS	13M24	280	13.4		Not on Cut Schedule	12.1
11	Trafalgar TS	31M8	250	12.0	Winston Park	Not on Cut Schedule	10.8
12	Oakville TS	22M50	340	16.3	Hospital - Part load	Toronto Electrical District Sched.#10	14.7
13	Bronte TS	13M23	185	8.9	Goodrich	Not on Cut Schedule	8.0
14	Oakville TS	22M49	270	13.0	Davis Booster	Toronto Electrical District Sched.#15	11.7
15	Trafalgar TS	31M5	370	17.8	Communications Tower	Not on Cut Schedule	16.0
16	Oakville TS	22M51	170	8.2	Hospital - Part load	Not on Cut Schedule	7.3
17	Palermo TS	4M8	350	16.8	Oakville Hydro	Not on Cut Schedule	15.1
18	Bronte TS	13M8	125	6.0	Transnorthern Pipeline	Not on Cut Schedule	5.4
19	Bronte TS	13M5	100	4.8	Mid Halton Sewage Plant	Not on Cut Schedule	4.3
20	Oakville TS	22M52	450	21.6	Southeast Sewage Plant	Not on Cut Schedule	19.4
21	Bronte TS	13M3	105	5.0	Southwest Sewage Plant	Not on Cut Schedule	4.5
22	Bronte TS	13M2	150	7.2	Burloak Filtration Plant	Not on Cut Schedule	6.5
23	Palermo TS	4M7	500	24.0	Region Pumping Station	Not on Cut Schedule	21.6
24	Oakville TS	22M44	380	18.2	Water Filltration Plant	Not on Cut Schedule	16.4
			7185	344.9			310.4

Note: For ranking, 1=least critical, 24=most critical

Not to be Shed Unless Full System Shutdown Required

LDC Name:	Oakville Hydro - Southwest Electrical District	Total Estimated LDC Load (MW):	223.6

Cut Schedule #	Feeder Supply Designation (i.e. Norfolk T.S. M4)	% of Total Load in Each Cut Schedule	MW load
1			
		0.0	
2			
		0.0	
3			
	Palermo TS 4M4	7.2	16
4			
		0.0	
5			
		0.0	
6			
	Palermo TS 4M2	4.2	9.5
7			
		0.0	
8			
		0.0	
9			
	Bronte TS 13M7	10.4	1.7
	Trafalgar TS 31M4		21.6
10			
		0.0	
11			
		0.0	

LDC Name:	Oakville Hydro - Southwest Electrical District	Total Estimated LDC Load (MW):	223.6

Cut Schedule #	Feeder Supply Designation (i.e. Norfolk T.S. M4)	% of Total Load in Each Cut Schedule	MW load
12	Trafalgar TS 31M6	7.7	17.3
13		0.0	
14		0.0	
15	Trafalgar TS 31M7	9.7	21.6
16		0.0	
17		0.0	
18	Bronte TS 13M1	7.7	17.3
19		0.0	
20		0.0	
21		0.0	
22	Bronte TS 13M4	6.4	14.3

LDC Name:	Oakville Hydro - Southwest Electrical District	Total Estimated LDC Load (MW):	223.6

Cut Schedule #	Feeder Supply Designation (i.e. Norfolk T.S. M4)	% of Total Load in Each Cut Schedule	MW load
23		0.0	
24			
		0.0	
25			
		0.0	

% of Total Estimated LDC Load Included in Schedule	53.4
Total Load A/V to be Cut over full 25 Schedules:	119.3
50% of Total Estimated LDC Load (Minimum Requirement):	111.8
Total Estimated LDC Load (Input by LDC):	223.6
Requirements Met:	Yes

LDC Name:	Oakville Hydro - Toronto Electrical District	Total Estimated LDC Load (MW):	86.6

Cut Schedule #	Feeder Supply Designation (i.e. Norfolk T.S. M4)	% of Total Load in Each Cut Schedule	MW load
1			
		0.0	
2			
		0.0	
3			
		0.0	
4			
		0.0	
5			
	Oakville TS 22M43	20.0	17.3
6			
		0.0	
7			
		0.0	
8			
		0.0	
9			
		0.0	
10			
	Oakville TS 22M50	17.0	14.7
11			
		0.0	

LDC Name:	Oakville Hydro - Toronto Electrical District	Total Estimated LDC Load (MW):	86.6

Cut Schedule #	Feeder Supply Designation (i.e. Norfolk T.S. M4)	% of Total Load in Each Cut Schedule	MW load
12			
		0.0	
13			
		0.0	
14			
		0.0	
15			
	Oakville TS 22M49	13.5	11.7
16			
		0.0	
17			
		0.0	
18			
		0.0	
19			
		0.0	
20			
		0.0	
21			
		0.0	
22			
		0.0	

LDC Name:	Oakville Hydro - Toronto Electrical District	Total Estimated LDC Load (MW):	86.6

Cut Schedule #	Feeder Supply Designation (i.e. Norfolk T.S. M4)	% of Total Load in Each Cut Schedule	MW load
23		0.0	
24			
		0.0	
25			
		0.0	

% of Total Estimated LDC Load Included in Schedule	50.5
Total Load A/V to be Cut over full 25 Schedules:	43.7
50% of Total Estimated LDC Load (Minimum Requirement):	43.3
Total Estimated LDC Load (Input by LDC):	86.6
Requirements Met:	Yes

APPENDIX A.1
Emergency Call-out List Contractors

Revised October 2007

CELLULAR PHONES

BELL MOBILITY
Oakville Place
905-815-9200

TELUS
1-888-253-2763

CELLULAR PLUS
905-388-9200

FIDO
416-822-2160

CHAINSAW RENTALS

STEPHENSON'S RENTAL
1329 Speers Rd
Oakville, ON
905-842-8780

CIVIL CONTRACTORS

EL-CON
905-483-1691

BOT CONSTRUCTION
905-827-4167

DUFFERIN CONSTRUCTION
905-842-2741
1-866-322-2003

JASON ENTERPRISES
905-545-4500

HELICOPTER SERVICE

THE HELICOPTER COMPANY
Toronto Island Airport
Peter Curry-Chief Pilot
416-203-3280
1-888-4455-8542

HARP SECURITY
#21-760 Pacific
Oakville, ON
905-827-6655

INSULATOR WASHING

K-LINE
905-640-2002

HALTON UTILITIES
905-877-6095

TRANS-CAN
905-877-6095

WICKENS
905-875-2182
416-518-4853

MOBILE SUBSTATIONS

PARTNERS TECHNOLOGIES Inc
25 Great Lakes Road
Brampton, Ontario, L6R 0J8
[redacted]

TIRES/TOWING

JENSEN TIRES
877-574-4162

CH&R TOWING
905-845-9000

APPENDIX A.2
High Voltage and Switchgear Specialists

Revised October 2007

Name	Phone	Cell	Fax
ABB Inc. 200 Chisholm Dr Milton, ON			
AINSWORTH Inc. 300 Market Dr Cambridge, ON	519-620-8003		519-620-9115
BLACK & McDONALD Utility Contractors 328 Green Rd Stoney Creek, ON			
G.E. CANADA APPARATUS Technical Services 1150 Walker's Line Burlington, ON			
G.T. WOOD 3354 Mavis Rd Mississauga, ON			
RONDAR SERVICES 333 Centennial Parkway N Hamilton, ON			
SIEMANS WESTINGHOUSE Technical Services 30 Milton Ave Hamilton, ON	905-528-8811		905-544-1174

APPENDIX A.3
Substation Transformer Specialists

Revised October 2007

Name	Phone	Cell	Fax
Transport Companies			
HENDERSON MACHINERY Moving & Installation Ltd. 3446 Mavis Rd Mississauga, ON			
EMPIRE TRANSPORTATION Ltd. 263 South Service Rd. Grimsby, ON			
Transformer Repair Specialists			
G.E. CANADA 1150 Walker's Line Burlington, ON			
RONDAR SERVICES 333 Centennial Parkway N Hamilton, ON			
SIEMANS Canadian Service Division 717 Woodward Ave Hamilton, ON			
Transformer Shunts & Connectors			
PIER ENGINEERING 2151 London Lane Oakville, ON			
G.T. WOOD 3354 Mavis Rd Mississauga, ON			

Mobile Substation Transformers

ST. THOMAS ENERGY SERVICES
135 Edward St.
St. Thomas, ON
[redacted]

PARTNER TECHNOLOGY Inc
25 Great Lakes Rd
Brampton, ON
L6R 0J8
[redacted]

APPENDIX A.4
Emergency Generator Suppliers

Revised October 2007

Name	Phone	Cell	Fax
L M GENERATING Power Company Ltd 190 Shawson Dr Missiassauga, ON [redacted]	[redacted]		[redacted]
AGGREKO INC. 300 Clarence St Brampton, ON	905-459-3321	905-459-3392	
TOROMONT (CATERPILLAR) P.O. Box 5511 3131 Hyw 7 W Concord, ON	416-667-5511		416-667-5555
JACK A. FROST LTD 3245 Wharton Way Mississauga, ON	905-624-5344 1-800-263-7678	905-263-7678	905-624-2386

APPENDIX A.5
Outside Line & Tree Specialists (Overhead)

Revised October 2007

Name	Phone	Cell	Fax
BLACK & McDONALD Utility Contractors 328 Green Rd Stoney Creek, ON			
K-LINE MAINTENANCE & Construction Ltd 12731 Hwy 48 Stouffille, ON			
DUNDAS POWER LINE Ltd 13564 Hyw 43 Chesterville, ON			
TOWN OF OAKVILLE Urban Forestry Services 1225 Trafalgar Rd Oakville, ON			
Colonial Tree Service 36 Armstrong Avenue, Unit 7 Georgetown, ON		After hours emergency	
ARBORCORP TREE EXPERTS 251 Third Line Oakville, ON			

APPENDIX A.6
Outside Line Specialists (Underground)

Revised October 2007

Name	Phone	Cell	Fax
K-LINE MAINTENANCE & Construction Ltd 12731 Highway #48 Stouffville, ON	[redacted]		[redacted]
MS HIGH VOLTAGE 4894 Mt. Albert Rd E Mount Albert, ON	[redacted]		
DUNDAS POWER LINE Ltd 13564 Hwy 43 Chesterville, ON	[redacted]	[redacted]	

OAKVILLE HYDRO ELECTRICITY DISTRIBUTION INC. - VEHICLE FLEET ONT. C.V.O.R. #149889449 **APPENDIX A.7**

NO.	Dept	Type	FUEL	YEAR	MODEL	DESCRIPTION	SERIAL NUMBER	LICENCE	RGW(kg)	BUCKET HEIGHT
20	Line	H	Diesel	1990	International	Flat Deck	1HTSHZ3R7LH264129	2726NM	26,000	
23	Line	H	Diesel	1991	Freightliner	Hiab Crane	1FVX1L889ML443798	2727NM	36,000	
50	Line	H	Diesel	1998	International	Single Bucket	1HTSCAAR9WH549794	2733NM	21,000	42.5'
53	Line	L	Gas	1999	Chev	Van	1GCFG15W1X1112366	2826NO	3,000	
57	Line	H	Diesel	2000	International	Double Bucket	1HTGHADT0YH241347	2738NM	36,000	70’
59	Line	H	Diesel	2000	International	Digger Derr.	1HTSCAAN21H332298	2740NM	21,000	
64	Line	L	Gas	2001	Chev	Pickup	2GCEK19V311403934	2841NO	3,000	
65	Line	L	Gas	2003	Chev	Pickup	1GCEK19V63E157124	2839NO	3,000	
66	Line	H	Diesel	2004	International	Single Bucket	1HTMMAAR54H650560	2845NO	21,000	42.5
67	Line	H	Diesel	2004	Ford	Ldsc Dump Truck	1FDXF47P64EA73059	2687NM	7,000	
68	Lydia	P	Gas	2004	Chev	Malibu 4 Door Car	1G1ZS52F84F210051	ATZB357		
69	Eng	L	Gas	2004	Chev	Crew Cab	1GCCS136448190745	2844NO	3,000	
70	Eng	L	Gas	2004	Chev	Pickup	2GCEK19V841341404	2843NO	3,000	
71	Line	H	Diesel	2004	Chev	Service Truck	1GBJK39234E317384	2842NO	4,500	
72	Line	H	Diesel	2006	International	Single Bucket	1HTMMAAR66H192210	3395RD	21,000	42.5
73	Wtr Htr	H	Diesel	2006	International	16 ft Van	1HTMNAAL56H212391	8046RK	10,000	
74	Line	H	Diesel	2006	International	14 ft Van	1HTMNAAL46H212656	3317RD	10,000	
75	Meter	L	Gas	2005	Chev	Crew Cab	1GCCS136158246903	1090RA	3,000	
77	Meter	L	Gas	2005	Chev	Van	1GCFG15X851218335	1089RA	3,000	
79	Line	H	Diesel	2007	International	Single Bucket m/h	1HTMKAAR87H356869	1645TJ	21,000	46’
80	P&C	L	Gas	2006	Chev	Pickup	1GCC5196968287448	1574TJ	3,000	
81	P&C	L	Gas	2007	Chev	Crew Cab	1GCCS13E778115081	6132TR	3,000	
82	Line	L	Gas	2007	Chev	Pickup	2GCEK19VX71136817	4111TM	3,000	
83	Line	L	Gas	2007	Chev	Pickup	1GCHK29U47E119097	4158TM	4,173	
84	Line	L	Gas	2008	Chev	Van	1GCFG15X481117216	9285VV	3,000	
85	Line	H	Diesel	2008	International	Single Bucket m/h	1HTMKAAR98H579634	5082VX	21,000	46’
86	Line	H	Diesel	2008	International	Digger Derrick	1HTWNAZT48J637173	8557WL	36,000	
87	Eng	L	Gas	2008	Chev	Pickup	2GCEK19C181146863	6937VR	3,000	
88	P&C	H	Diesel	2008	Ford	Single Bucket	1FDAF56R68EC69605	1107WK	8,000	36'
89	Line	H	Diesel	2009	International	Van	1HTMNAAL19H046696	8841WR	11,500	
90	Line	H	Diesel	2008	International	Double Bucket	1HTWNAZT48J046695	1292XB	36,000	63'
91	Line	H	Diesel	2009	Ford	Ldsc Dump Truck	1FDAF57R59EB07416	8825XP	8,600	
92	Line	H	Diesel	2009	Ford	Ldsc Dump Truck	1FDAF57R79EB07417	8824XP	8,600	
93	Building	L	Gas	2009	Chev	Pickup	1GCEK19C89Z239985	2509XT	3,175	
94	Meter	L	Gas	2009	Chev	Van	1GCFG15X491174341	8912XM	3,000	
95	Line	L	Gas	2009	Chev	Pickup	1GCEK19C59Z240124	2510XT	3,175	
96	P&C	H	Diesel	2008	Dodge	Sprinter Van	WD0BF445785278730	9244XF	7,000	
97	Line	H	Diesel	2011	International	Digger Derrick	1HTWCAAR7BJ375453	8571ZJ	21,000	
98		P	Gas	2010	Ford Escape	SUV	1FMCU5K39AKC80119	BJJ608		
11-99		H	Diesel	2012	International	Single Bucket	1HTMKAAR2CH621277	In production		46'
11-100		H	Diesel	2012	International	Double Bucket	1HTWNAZTICJ620680	In production		68'
11-102		L	Gas	2012	Ford	Pickup	1FT7X2B66CEA34457	AA39327	4,173	
11-103		L	Gas	2012	Ford	Pickup	1FT7X2B65CEA09193	AA39326	4,173	

NOTE

OAKVILLE HYDRO ELECTRICITY DISTRIBUTION INC. - TRAILER FLEET ONT. C.V.O.R. #149889449

NO.	TYPE	LICENCE	MANUFACTURER	SERIAL NUMBER	USE	
317	O	B9896S	NYE Welding	2N9TY1529KE003004	Work Equipment	10,000.00
323	O		Cerka Trailers	2340282	Kohler Generator	7,500.00
324	O	B9904S	Sherman Reilly	2REA4S8A7G2Y13973	Tensioner	40,000.00
391	O		Ingersol-Rand	4FVCABAA04U341247	Compressor	25,000.00
400	O	B9900S	Timberland	2T9C21G33NA022013	Tensioner	45,000.00
401	O	B9899S	Oakville Trailers	2A9BB53AXNO111131	Emergency Response	4,500.00
402	O	B9898S	Util-Equip	2U9TPLL163W009011	Small Poles	13,000.00
403	O		Flex-O-Lite	VL358665	Traffic Control	9,000.00
405	O		Toyota	12695	Electric Fork Lift	
406	O		Toyota	5FG30-60467	Propane Fork Lift	
408	O		Raymond	EZ-A-00-16159	Electric Fork Lift	
410	O	C1836F	Haulmark	16HPB14285H141229	Line Equipment	15,000.00
411	O	B9963S	J. C. Trailers	2J9S1S8X03K001028	Single Reel	13,000.00
415	O	F3038D	J. C. Trailers	2J901U4C89K001003	Large Poles	20,000.00

APPENDIX A.8

Oakville Hydro Corporation

Health and Safety Program

Subject:	Policy Number: **EP 001**
Fire Safety Plan	

President / CEO – [redacted]

Signature:

Date: January 16, 2007	Revision: July 6, 2011	Page 1 of 10

PURPOSE:

The purpose of the Fire Safety Plan is to be prepared for a fire emergency at Oakville Hydro Corporation's 861 Redwood Square Building and to evacuate employees, visitors, customers and contractors from the building to a safe location.

SCOPE:

All employees of Oakville Hydro Corporation.

RESPONSIBILITIES:

Oakville Hydro Corporation has a responsibility to have a fire evacuation plan in place and provide training and practice times for their employees.

The Fire Coordinators and Chief Coordinator are responsible to perform their duties under this procedure.

The employees are required to leave the building immediately upon hearing the fire alarm and take any visitor or contractor with them to the gathering area.

TRAINING:

1) Orientation training for new or temporary employees.
2) Orientation of contractors working within the building.

POLICY REVIEW:

Office employees should have this procedure reviewed with them each year at a safety meeting.

PERSONAL PROTECTIVE EQUIPMENT/TOOLS:

None.

PROCEDURE:

Emergency Procedures

1. Individuals:

a. Leave fire area immediately and close all doors.

b. Pull Fire Alarm (ensure the alarm sounds, if not try a different pull station).

c. Evacuate building using fire exit routes.

d. Proceed to the designated marshalling area.

e. All telephone calls and computer work must stop immediately.

If you have guests visiting or have coordinated training courses during a fire emergency, you are responsible for ensuring that your guests follow the emergency procedures.

2. Fire Coordinators/Alternates/Supervisors:

a. Ensure Fire Alarm has been activated.

b. Check that rooms are vacant; close all doors to offices & stairs immediately.

c. Ensure evacuation of area; accounting for all individuals present.

d. Count all individuals that have evacuated the building for your area and be able to report to the Chief Fire Coordinator any staff or visitors who have not cleared the building.

3. Chief Coordinators:

a. Supervise the evacuation of **all** occupants of building.

b. Upon arrival of fire fighters, inform the attending Fire Officer regarding conditions in the building and coordinate the efforts of supervisory employees with those of the Fire Department.

c. Provide access and vital information to fire fighters (e.g. master keys for suites, service rooms, elevators, etc.). When so informed, provide record of location of handicapped or disabled persons.

d. See that the fire alarm system is not silenced until the Fire Department has responded and the cause of the alarm has been investigated.

4. Fire Exit Routes:

861 Redwood Square – leave by the nearest and safest exit

Do NOT use elevator or lock office doors

1. **Finance Area & Human Resources** is to exit via stairway beside the Controller's office to the 1st Floor exit of building and gather in the **Customer Parking Lot** at the front of the building.

2. **I.T. & Engineering Areas** are to exit via hallway to front of the main stairway area to the 1st Floor exit of building and gather in the **Customer Parking Lot** at the front of the building.

3. **Operations Clerk, El-Con & Executive Areas** are to exit via main stairway and use Main Entrance door of building and gather in the **Customer Parking Lot** at the front of the building.

4. **Customer Service & Billing Areas** are to exit via 1st Floor exit beside the Customer Service Supervisor's office and gather in the **Customer Parking Lot** at the front of the building.

5. **Blink, Main Hallway & Washrooms** are to exit by the 1st Floor Main Hallway and gather in the **Customer Parking Lot** at the front of the building.

6. **Cafeteria, First Aid Room, Gym & Locker Room Areas** are to exit by the 1st Floor Main Hallway and gather in the **Customer Parking Lot** at the front of the building.

7. **Security & Mailroom Areas** are to exit either by the Main Entrance of building or the loading dock entrance of building and gather in the **Customer Parking Lot** at the front of the building.

8. **Basement Area including Fibre Cohab Room** is to exit via Employee Entrance of the building and gather in the **Customer Parking Lot** at the front of the building.

9. **Garage/Warehouse/Crane Areas** are to exit via the door to the South West side of the building and gather in the **Employee Parking Lot** at the front of the building.

10. **Control Room & 2nd Floor Back Hallway Offices** are to exit via the West Rear Stairway to the front of the building and gather in the **Employee Parking Lot** at the front of the building.

11. **Supervisor's Office, Lunch Room, Change Room and Metershop** are to exit via the Line or Meter Shop employee doors on West Side of the building and gather in the **Employee Parking Lot** at the front of the building.

General Procedures

1. **Individuals:**

    a. Keep the doors to all stairways closed at all times.

    b. Keep stairways, landings, hallways, passageways and exits, (inside and outside) clear of any obstructions at all times.

    c. Do not accumulate combustible waste materials in locations that will constitute a fire hazard.

    d. Have a working knowledge of the emergency fire procedures and the location of fire alarm stations and fire extinguishers.

    e. Fire Coordinator Safety meetings are mandatory.

2. **Fire Coordinators/Alternates/Supervisors - Listing of Fire Coordinators and their areas of responsibility:**

Redwood Square:	**Coordinator**	**Alternate**
2nd Floor (Finance, H.R., Finance Boardroom, Main Boardroom)	[redacted]	[redacted]
2nd Floor Rear (Engineering)	[redacted]	[redacted]
2nd Floor (Information Technology, I.T. Training Room, Washrooms)	[redacted]	[redacted]
1st Floor (Cafeteria, Gym and Locker Rooms)	[redacted]	[redacted]
1st Floor (Customer Service, Billing & Mailroom)	[redacted]	[redacted]
1st Floor (Town of Oakville, Main Hallway, Washrooms)	[redacted]	[redacted]
Entire Basement	[redacted]	[redacted]
Garage/Warehouse/Crane	[redacted]	[redacted]
Lower Office (Supervisors & Metershop, Lunchroom, Change room)	[redacted]	[redacted]
2nd Floor (Control Room, Operations & El-Con Offices)	[redacted]	Control Room

3. Employee Training:

a. The Coordinators and Alternates in conjunction with the Chief Coordinators will conduct a semi annual fire drill. These fire drills will include the evacuation of the entire building. One of the fire drills will be conducted in conjunction with the annual inspection with SIMPLEX Fire Alarm System procedures for 861 Redwood Square.

b. New Employees - Fire Coordinators will as part of the new employee's orientation in the organization familiarize new employees with the fire safety procedures, the location of fire pull stations and fire extinguishers and fire exit routes.

4. Chief Coordinators:

a. Listing of Chief Coordinators:
   - [redacted]
   - [redacted]

b. The Chief Coordinators are responsible for:

   1. The approved fire safety plan and the specific responsibilities of the personnel.

   2. Designating and training assistants to act in this position, during any absence from the building.

   3. Shutting off of air handling equipment in an emergency or during a fire drill.

   4. Following up with Fire Coordinators to ensure new employees receive fire safety orientation.

Fire Drill Procedure

The Chief Coordinator will conduct a semi annual **fire drill.** These fire drills will include the evacuation of the **entire** building. One of the fire drills will be conducted in accordance with SIMPLEX Fire Alarm System procedures for 861 Redwood Square.

1. The Chief Coordinator will activate an alarm station.

2. Employees and their guests will evacuate the building by the quickest and safest fire exit route.

3. Fire Coordinators will ensure that their areas are all clear and proceed to the marshalling area to confirm that all employees for their area have successfully evacuated the building.

4. Fire Coordinators will advise the Chief Coordinator of any employees or visitors who have not cleared the building.

5. Fire Coordinators, Alternates, Supervisors should not allow any persons back into the building until the Chief Coordinator has given clearance to re-enter building.

6. Directors will be the only personnel to be informed of a fire drill.

7. An obstruction, i.e. Cone, to force use of alternative routes.

8. Outside personnel shall be informed by radio, by the Control Room, that the building is being evacuated because of a fire and Control Room support will be limited. The Control Room will advise the crews when the evacuation ends.

Fire Safety Maintenance Duties

To assist the Chief Coordinator in fulfilling his/her obligations, included is a list of the portions of the Fire Code, which require that checks, inspections and/or tests be made of equipment and facilities from time to time. It is suggested that he/she read over this list and perform or have performed the necessary checks, inspections and/or test for the items, which may apply to your property.

Fire Prevention Officers may check to ensure that the necessary checks, inspection and/or tests are being done, when conducting their inspections.

This list has been prepared for purposes of **convenience only.** For accurate reference, the Fire Code should be consulted.

Definitions for key words are as follows:

Check - Means visual observation to ensure the device or system is in place and is not obviously damaged or obstructed.

Test - Means operation of device or system to ensure that it will perform in accordance with its intended operation or function.

Inspect - Means physical examination to determine that the device or system will perform in accordance with its intended function.

It is stated in the Fire Code that records of all tests and corrective measures are required to be retained for a period of two (2) years after they are conducted.

DAILY	**FIRE CODE REFERENCE**
1. Exit lights should be checked to ensure that they have not been damaged and that they are illuminated.	2.7.3.3
2. Fire alarm system, AC power lamp & trouble signal must be checked.	6.3.2.1

WEEKLY	
1. Check that sprinkler control valves are open and properly supervised.	2.6.1.4
2. Inspect valves controlling fire protection water supplies.	6.6.12

MONTHLY	**FIRE CODE REFERENCE**
1. Inspect all doors in fire separations.	2.2.3.4
2. Emergency lighting system, batteries, units and lamps to be inspected and tested.	2.7.3.3 & Canadian Electrical Code Part 1, Section 46
3. Inspect all portable fire extinguishers.	6.2.7.2
4. Test the building fire alarm system and check all components including standby power batteries.	6.3.2.1
5. Test the sprinkler system alarm.	6.5.5.2
6. Check all components for emergency generator system and operate the generator set under at least 50% of the rated load for 30 minutes.	6.7.1.1

EVERY 6 MONTHS	
1. Check and clean crankcase, breathers, governors and linkages on emergency generator sets.	6.7.1.1

ANNUALLY	
1. Conduct fire alarm drills in all buildings, which have a fire alarm system.	2.8.32
2. Carry out maintenance procedures for fire extinguishers.	6.2.7.1
3. Conduct a complete test of the building fire alarm system by qualified personnel.	6.3.2.1
4. Inspect all exposed sprinkler system pipe hangers.	6.5.3.2
5. Check all sprinkler heads.	6.5.3.5
6. Inspect and lubricate fire department connections.	6.5.4.4
7. Conduct sprinkler system alarm test using the hydraulically most remote test valve.	6.5.5.3

ANNUALLY (continued)	**FIRE CODE REFERENCE**
8. Conduct a main drain flow test of the sprinkler system water supply.	6.5.5.5
9. Conduct general engine & generator maintenance and engine tune-ups for emergency generator sets.	6.7.1.1

EVERY TWO YEARS

1. Check valve adjustments and torque heads for emergency generator engines or as required by manufacturer.	6.7.1.1

EVERY THREE YEARS

1. Clean and service injector nozzles and check valve adjustments for emergency generator diesel engines or as required by manufacturer.	6.7.1.1

EVERY FIVE YEARS

1. Hydrostatic test of carbon dioxide and water type fire extinguishers.	6.2.7.1
2. Check insulation of generator windings.	6.7.1.1

EVERY SIX YEARS

1. Replace the extinguishing agent in dry chemical fire extinguishers.	6.2.7.1

EVERY TWELVE YEARS

1. Conduct hydrostatic testing of dry chemical and vapourizing liquid fire extinguishers as required.	6.2.7.1

APPENDIX A.9

HOTELS & MOTELS IN HALTON REGION – 2007

HOTEL/MOTEL	CONTACT PERSON	ROOMS
Ramada Inn 161 Chisholm Drive Milton, On L9T 4A6 905-875-3818 Fax 905-878-9701	[redacted]	89
Holiday Inn 590 Argus Road Oakville, On L6J 3J3 905-842-5000 Fax 905-842-5123	[redacted]	145
Holiday Inn Express 2525 Wyecroft Road Oakville, On L6L 6P8 905-847-1000 Fax 905-847-0032	[redacted]	144
Monte Carlo Inn 374 South Service Rd East Oakville, On L6L 2X6 905-849-9500 Fax 905-849-6405	[redacted]	70
Country Inn by Carlson 2930 South Sheridan Way Oakville ON L6J 7J8 905-829-8020 Fax 905-829-4168	[redacted]	71
Oakville Inn 162 Lakeshore Road E Oakville ON L6J 1H4 905-844-3671 Fax 905-844-3671	[redacted]	10
Quality Hotel 754 Bronte Rd Oakville ON L6J 4Z3 905-847-6667 Fax 905-847-7447	[redacted]	80
Travelodge Burlington 950 Walker's Line Burlington ON L7N 2G2 905-639-9290 Fax 905-6396900	[redacted]	116
Ascot Motel 2076 Old Lakeshore Rd Burlington ON L7R 1A3 905-634-3177 Fax 905-634-3177	[redacted]	10

Bell Motel 318 Plains Rd E Burlington ON L7T 2C8 905-637-5653 Fax 905-687-9174		25
Motel 6 4345 North Service Rd Burlington ON L7L 4X7 905-331-1955 Fax 905-331-9427	[redacted]	122
Riviera on the Lake 2048 Lakeshore Rd Burlington ON L7R 1A3 905-637-2338	[redacted]	32
Holiday Inn Burlington 3063 South Service Rd Burlington ON L7N 3E9 905-639-4443 Fax 905-333-4033	[redacted]	240
Admiral Inns 3500 Billings Court Burlington ON L7N 3E9 905-639-4780 Fax 905-639-1967	[redacted]	67
City View Motel 1400 Plains Rd Burlington ON L7T 1H6 905-522-2483	[redacted]	22
Esquire Motel 1110 Plains Rd W Burlington ON L7T 1E3 905-529-3915 Fax 905-525-0376	[redacted]	22
Comfort Inn 3290 South Service Rd Burlington ON L7N 3M6 905-639-1700 Fax 905-639-8908	[redacted]	99
Travelodge Hotel-Burlington on the Lake 2020 Lakeshore Rd Burlington ON L7R 4G8 905-681-0762 Fax 905-634-4398	[redacted]	122
Georgetown Motor Inn 365 Guelph St. Hwy#7 Georgetown ON L7R 3L5 905-877-6986 Fax 905-877-6986	[redacted]	60

APPENDIX A.10

Suspicious Mail or Package Procedure

Draft: October 17, 2001

Note:

This Procedure has been developed to be used in conjunction with the Region of Halton "Bomb Threat Procedure".

Table of Contents

"DRAFT" – Suspicious Mail or Packages Procedure

Purpose:

As a Regional Government, Halton Region is highly visible and is exposed to various forms of publicity. From time to time, the Region may become the focus for individuals or groups to express their particular interests or reactions.
It is essential that a procedure dealing with suspicious packages be identified; one that is practical in addressing the issue of safety, while minimizing confusion.
The purpose of the procedure is to provide a framework of steps to be taken during a suspicious package incident. It will establish guidelines to be used by those in authority to ensure that Regional staff and visitors are protected.
There are several ways in which a suspicious package can be received. The following is a summary of the steps to be followed in reacting to a suspicious package situation.

What Should I do to Prepare for a Suspicious Mail or Package Alert?

- Review your internal procedures for package and mail handling.
- Conduct staff discussion sessions that identify the strengths and weaknesses of your present system.
- Develop the necessary procedures to eliminate any areas of concern.
- Be observant and practice due diligence.
- Get in the habit of looking around your work area every day when you arrive at work. This will help to alert you to something out of the ordinary.
- Is there any controversial matter or situation happening in your work area, district or region at large, that may cause any negative feelings in the public or special interest groups?
- Be alert to all personnel in the work area that are unfamiliar to you and ask if you may be of assistance to them. If there is a security program in place in your workplace, follow it. If all employees are required to wear identity badges, then always wear yours and greet persons without such ID, and ask if you may help them.
- If visitors are to be brought into your workplace, ensure they have "visitor identification" and they are escorted to any work areas in the facility by an employee.
- There is an alarm system in your workplace (fire, etc.) to indicate an evacuation is necessary. Practice the procedures at least annually.
- Post emergency contact names and numbers.
- If possible, refuse to accept mail or packages that show signs of stains or leakage, etc.

Please remember, based on your experience, those who handle and/or process packages and mail, are generally in the best position to identify something that is “unusual” or “out of the norm”.

How to Identify Suspicious Mail and/or Packages:

Employees handling mail and/or packages should be familiar with the type and nature of mail that arrives. All mail should, if possible, arrive and be routed through one person, or through the mail room. This will allow the same person(s) to handle and become familiar with the type of mail the organization usually receives.
Suspicious mail or packages may have one or all of the following characteristics:

- No return address or unreadable
- Insufficient postage
- Unusual or unexpected point of origin
- Addressee may not be expecting mail or a package
- Addressee may not recognize the return address
- Return address and postmark are not from the same area or may be fictitious
- Wrapped in brown paper with or without twine
- Grease stains or discoloration on paper
- Strange odour
- Foreign, air or special delivery
- Restrictive markings such as “confidential”, “personal”, private or homemade labels, cut and paste letters, etc.
- Excessive postage
- Hand written or poorly addressed
- Incorrect titles
- Titles or no names
- Misspellings of common words
- Excessive weight
- Rigid, lopsided or uneven envelope
- Small holes, protruding wires or tin foil, ticking, liquid sloshing or other noises
- Excessive securing material such as tape, string, etc.
- Visual distractions, stickers, etc.
- Pressure or resistance may be noted when removing contents from an envelop or parcel

Note:
A combination of 4 or more of the above characteristics should raise your concern level.

What Action Do I Take If I Identify Suspicious Mail and/or Packages?

The moment you identify a suspicious package or mail:

- Do not open a suspicious package or envelope
- Contact your supervisor
- Keep others away from the immediate area
- Handle the mail or package as little as possible

If deemed appropriate, contact the addressee or department of destination and ask the following questions to help you assess if the package or mail may be hazardous:

- Are you familiar with the sender and the address if labelled?
- Are you expecting any correspondence from the sender?
- If correspondence is expected from the sender, what is the nature of the correspondence?
- If correspondence is expected, what would be the approximate size?
- If the sender is unknown, is the addressee expecting any other correspondence from the city, state, province, or country that the mail or package originated from?
- Is the addressee aware of any friend relatives or business acquaintances currently on vacation or on business trips in the area of origin?
- Has the addressee purchased or ordered any merchandise from any business whose parent organization might be located in the city, province or state or country of origin?
- Make a note in writing about the mail or package description, identifying marks, if possible, and who delivered the parcel or mail a physical description, mannerisms, etc.
- If you and your Supervisor agree call 911.

Attempt to contact the sender and request verification of the contents. Generally any mail or package with dangerous substances will have a false return address.

Note:

If the package or mail is opened and found to contain an unknown substance or powder, take the following actions:

- Do not touch the substance or powder or attempt to clean it up.
- Leave the area immediately and keep others clear of the area.
- Advise your supervisor and/or call 911.
- Wash your hands with soap and water to prevent spreading of the substance or powder.
- Remove contaminated clothing as soon as possible and bag for decontamination or disposal.
- If removal of clothing is impractical, put soap or similar anti-bacterial agent on the contaminated areas.
- Provide first aid to affected employees as appropriate until EMS arrives.

If a piece of mail and or/package is opened and creates an emergency situation, immediately call 911 and follow the Emergency Responder’s instructions.

Supervisor Considerations

The Supervisor should consider any/all of the following during the investigation or incident of a suspicious package or mail:

- Discuss the concerns with staff to determine why the package or mail is suspect.
- Contact the address for additional assistance in determining the credibility of the package or mail.
- If deemed appropriate, call 911
- Maintain package or mail security and isolate to area.
- Assess the health risk to employees; provide first aid as required, until EMS arrives.
- Consider turning off the HVAC (Heating, Ventilation and Air Conditioning) system to eliminate the spread of potential contaminants.
- Consider sealing any floor drains if deemed appropriate.
- Notify the appropriate senior staff and health and safety reps.
- Document the incident for report purposes.

If the Mail or Package is a suspected Bioterrorism Incident (release of a suspected or known biological contaminant)

Information on an unknown substance or powder with the package or mail may lead you to believe there is a threat of Bioterrorist agent release. Contact with the unknown material indicates an "exposure incident". The following points offer instruction and actions to be taken:

- If there is an exposure incident (as opposed to a threat of bioterrorist agent release), obtain a description of:
    - The substance (e.g., powder, granules, liquid, a mist or fume);
    - The container or "dispersing mechanism" (envelope, box, canister, spray bottle, etc.);
    - How was the substance released (explosion?);
    - Whether the substance was inhaled, ingested, or "splashed" on skin or mucous membrane;
    - The time and duration of exposure;
    - The number of the persons exposed, and their sex and age group (adult, child, etc.);
    - Any immediate measures taken (e.g., splashing water on self, first aid);
    - What first aid was administered, if any?;
    - Any exposed persons should remain calm, stay away from unexposed persons and wait for emergency response personnel;
    - All persons should be warned to stay away from the suspect mail or package;
    - Someone should be on hand to direct emergency response personnel to the mail or package;

  All the information about the substance and the persons exposed will be helpful for emergency response and medical personnel.

  The procedures for this type of incident would be similar to the suspicious mail or package responses.

  If you suspect there is a biological threat or you believe you have already been exposed, you should immediately contact your supervisor and call 911.

  Follow local procedures for emergency evacuation of the office and keep all persons away from the suspected contaminant.

- If there is a threat to use a bioterrorist agent, obtain a description (if possible) of the substance and method, time of release, and target (location or population) threatened.
- Try to remain calm. All such incidents to date in Canada have been hoaxes, but each incident or threat is taken seriously. If there is exposure to a real infectious agent, there will be an incubation period, during which urgent preventive measures (e.g. chemoprophylaxis) can be administered.
- If this is an exposure incident, leave the container as found, undisturbed, unless it can be covered up *without further disturbing the substance.*
- Generally, persons other than emergency responders should be warned ***not*** to handle or approach the substance or container, and to isolate it in a room if possible (i.e., leave and close the door).
- Advise that exposed person(s) otherwise stay put until emergency responders arrive, and avoid close contact with any unexposed persons unless absolutely necessary (e.g., for urgent first aid).
- With an exposure incident or imminent threat, appropriate local emergency responders – Police, Fire an/or Ambulance (and the nearest hospital emergency room, if casualties are likely) – should be notified immediately, e.g., through “911”.

How to Handle Anthrax and Other Biological Agent Threats

By definition "bioterrorism" is the actual or threatened use of biological agents (bacteria, viruses, or microbial toxins) for the purpose of creating terror. While there is some risk, it is important to keep in mind the primary objective is the destruction of our economy and way of life by creating terror - not direct assaults on the population as a whole.
Anthrax is a disease resulting from exposure to bacillus anthraces spores. The spores are found in contaminated soil and most commonly affect cattle, sheep, goats and other ground feeders. Buried in a news report on the weekend was the statement prior to recent days "the last victim of anthrax died twenty five years ago." In other words anthrax has been around for a long time and has killed before terrorism became an issue. While it may not be comforting to some, it is arguably likely in a smaller semi-rural community such as ours, we are at as much risk from naturally occurring
anthrax as we are from terrorist acts.
For anthrax to be effective, it must be rubbed into abraded skin, swallowed or inhaled as a fine aerosolized mist. Disease can be prevented after exposure to anthrax spores by early treatment with antibiotics. Anthrax cannot be spread from one person to another - it is not a communicable disease.
Bacillus anthraces spores can enter the body by contact in open sores or wounds, ingestion and inhalation. The potential of infection through intact skin is remote. Commonly recognized good hygiene practices will help protect you from infection through contact or ingestion in the majority of cases. The greatest threat is from inhalation of the spores.

The following was distributed via Health Alert Network from the **Centre for Disease Control** on October 12, 2001:
Many facilities in communities around the country have received anthrax threat letters. Most were empty envelopes; some have contained powdery substances. The purpose of these guidelines is to recommend procedures for handling such incidents.

DO NOT PANIC

1. Anthrax organisms can cause infection in the skin, gastrointestinal system, or the lungs. To do, so the organism must be rubbed into abraded skin, swallowed, or inhaled as a fine, aerosolized mist. Disease can be prevented after exposure to the anthrax spores by early treatment with the appropriate antibiotics. Anthrax is not spread from one person to another person.
2. For anthrax to be effective as a covert agent, it must be aerosolized into very small particles. This is difficult to do, and requires a great deal of technical skill and special equipment. If these small particles are inhaled, life-threatening lung infection can occur, but prompt recognition and treatment are effective.

SUSPICIOUS UNOPENED LETTER OR PACKAGE MARKED WITH THREATENING MESSAGE SUCH AS "ANTHRAX":

1. Do not shake or empty the contents of any suspicious envelope or package.
2. PLACE the envelope or package in a plastic bag or some other type of container to prevent leakage of contents.
3. If you do not have any container, then COVER the envelope or package with anything (e.g., clothing, paper, trash can, etc.) and do not remove this cover.
4. Then LEAVE the room and CLOSE the door, or section off the area to prevent others from entering (i.e., keep others away).
5. WASH your hands with **soap and water** to prevent spreading any powder to your face.
6. What to do next…
   - If you are at **HOME**, then report the incident to local police.
   - If you are at **WORK**, then report the incident to local police, **and** notify your building security official or an available supervisor.
7. LIST all people who were in the room or area when this suspicious letter or package was recognized. Give this list to both the local public health authorities and law enforcement officials for follow-up investigations and advice.

ENVELOPE WITH POWDER AND POWDER SPILLS OUT ONTO SURFACE:

1. DO NOT try to CLEAN UP the powder. COVER the spilled contents immediately with anything (e.g., clothing, paper, trash can, etc.) and do not remove this cover!
2. Then LEAVE the room and CLOSE the door, or section off the area to prevent others from entering (i.e., keep others away).
3. WASH your hands with **soap and water** to prevent spreading any powder to your face.
4. What to do next…
   - If you are at **HOME**, then report the incident to local police.
   - If you are at **WORK**, then report the incident to local police, **and** notify your building security official or an available supervisor.
5. REMOVE heavily contaminated clothing as soon as possible and place in a plastic bag, or some other container that can be sealed. This clothing bag should be given to the emergency responders for proper handling.
6. SHOWER with **soap and water** as soon as possible. *Do Not Use Bleach Or Other Disinfectant On Your Skin*.
7. If possible, list all people who were in the room or area, especially those who had actual contact with the powder. Give this list to both the local public health authorities so that proper instructions can be given for medical follow-up, and to law enforcement officials for further investigation.

QUESTION OF ROOM CONTAMINATION BY AEROSOLIZATION:
For example: small device triggered, warning that air handling system is contaminated, or warning that a biological agent released in a public space.

1. Turn off local fans or ventilation units in the area.
2. LEAVE area immediately.
3. CLOSE the door, or section off the area to prevent others from entering (i.e., keep others away).
4. What to do next…
   - If you are at **HOME**, then ***dial "911"*** to report the incident to local police and the local FBI field office.
   - If you are at **WORK**, then ***dial "911"*** to report the incident to local police and the local FBI field office, **and** notify your building security official or an available supervisor.
5. SHUT down air handling system in the building, if possible.
6. If possible, list all people who were in the room or area. Give this list to both the local public health authorities so that proper instructions can be given for medical follow-up, and to law enforcement officials for further investigation.

Response Protocol for Chemical/Biological Incidents (Including Bio-terrorism)

Purpose

To assess health risk to the community resulting from a chemical or biological release into the environment that is deemed to be an emergency. An Emergency is defined as "a situation which by its nature or magnitude affects the health, safety, welfare and property of a community, and requires a controlled and co-ordinated response". To respond to events of possible bio-terrorism which pose actual or threatened use of biological or chemical agents to create terror and cause human illness and death.

This protocol and appendices provide specific procedures, defines roles and responsibilities of various agencies and other background information to deal with these situations in a timely manner.

This protocol forms Appendix R of the Emergency Health Plan.

Agency Responsibilities

911 Communications Centre

- Dispatch police, fire and EMS to the scene and provide all available information.

Fire Service

- Designate the incident commander, until the emergency site manager is appointed.
- Establish a command centre with police, EMS and other on scene officials
- Co-ordinate efforts with other agencies, ie: Police, EMS, etc.
- Isolate people who may have been affected, isolate and secure contaminated areas
- Provide emergency medical treatment as required
- Initiate evacuation of remainder of building if required
- Dispatch trained Hazmat entry team, with appropriate personal protection equipment (PPE) based on the initial assessment of the incident.
- Identify the substance or agent and obtain all known information.
- Establish communications with the Health Department
- Implement procedures for monitoring and decontaminating victims, crews/equipment.
- Arrange for final clean up/decontamination of location by a professional company in consultation with the Health Department

Police Services

- Police will be the lead agency during criminal investigations
- Establish a secure perimeter around the site and initiate evacuation procedures as required.
- Co-ordinate efforts with other agencies
- Establish a joint command centre with the Fire Service and EMS at the site perimeter.
- Provide entry control, an emergency vehicle staging area and emergency vehicle ingress/egress route(s) as required.
- Assist in evacuation of the site to a collection area,
- Control and register all people evacuated from the site.
- Conduct evacuation of nearby residents as needed.
- Provide on-scene media spokesperson that will assist the emergency site manager.
- Take control of the site as a possible crime scene.

Emergency Medical Services (EMS)

- Dispatch staff to the command centre and assess persons who come in contact with agent
- Provide emergency medical treatment as required
- Co-ordinate efforts with other agencies
- Take precautions to eliminate or reduce the risk of further exposure
- Establish communication with local hospitals and provide an estimate of the number of affected people.
- Transport victims or persons who may have been exposed to hospital.
- Initiate decontamination procedures of ambulances in accordance standard protocols
- Conduct medical surveillance of staff involved

Emergency Planning Coordinator

- Provide advice and assistance to First Response Agencies and the Health Department as required
- Notify Emergency Measures Ontario and act as liaison as required
- Assess the significance of the incident in terms of activating Emergency Plans

Health Department

- Provide advice on infectious disease control protocols for the safe transport of exposed persons to hospital
- Provide advice on decontamination procedures for exposed persons and for emergency responders
- Consult with Hazmat Team regarding decontamination procedures for the site
- Provide advice to police for boundaries of the perimeter and for possible evacuation of the public
- Provide advice on and for emergency responders

- Consult with Fire Service, Hazmat entry team and EMS regarding decontamination procedures for exposed persons and first responders
- Provide advice on, and monitor, the administration of prophylaxis and/or treatment for exposed persons or contacts of exposed persons
- Provide advice on handling and packaging suspect letters, boxes etc.
- Coordinate the sending of suspect articles to the Ministry of Health and Long Term Care Laboratory, 81 Resources Road, Toronto.
- Identify and implement medical surveillance of those persons potentially exposed
- Provide information for those potentially exposed
- Provide health information for media releases to designated communications personnel
- Contact other agencies for advice (e.g. Ministry of Health and Long Term Care (Public Health Branch & Laboratory Service), Health Canada, Ministry of Environment, CDC, and Ministry of Labour).

Response Measures

1. Upon becoming aware that a chemical/biological spill or emission has occurred,

   Health Department staff will obtain detailed information of the incident which includes:

   - nature and location of incident
   - date, time
   - extent of problem
   - description of the area involved
   - name and description of contaminant
   - name and phone number of person or agency reporting incident
   - identify exposed or potentially exposed individuals
   - **has 911 been called:** If so, name of emergency site manager (usually Fire Department takes lead using a Hazmat Team)

2. Emergency Response Agencies such as Fire, Spills Response Team, Police and EMS will deal with the immediate area in terms of public safety. The following steps will generally be followed:
   - locate site, establish a command post and designate an Emergency Site Manager
   - Secure site and remove and isolate any persons potentially affected by the spill or emission
   - Render emergency medical assistance as required
   - Record all details – suspicious package/letter, threatening note/letter/telephone call, any liquid/powder/aerosol present for first response agencies. *See additional information from CDC attached.*
   - If occurrence is indoors, isolate ventilation system, if possible. If deemed necessary, evacuation of the building or parts of the building may be necessary. *See additional information from CDC attached.*
   - If possible, have HVAC systems shut down.

3. In the event of human exposure or at the request of a first response agency, the Health Department will dispatch a public health inspector to the emergency area to gather observations to assist in determining the potential impact to the community. The Public Health Inspector will report to the Emergency Site Manager upon arrival. Public health inspectors are not to enter areas identified as being potentially contaminated.

4. The following Health Department staff or their designate will be immediately informed of the incident and provided with regular updates;
   - Commissioner & Medical Officer of Health
   - Director, Health Protection Services Division

   As the occurrence unfolds, the Emergency Health Plan may be activated by the Commissioner and Medical Officer of Health. Emergency Support Groups will be activated as needed.

5. Internally, staff will immediately obtain detailed information of the hazardous agents or emission once it has been identified. The location of the occurrence will be mapped immediately to assess the potential population that may be at risk. The public health inspector dispatched to the location of the incident will provide confirmation of the initial information and provide additional detail as it becomes available. Health Department activities will be co-ordinated by the Area Manager or designate.

6. A list of information sources pertaining to chemicals, hazardous substances and bio-terrorism will be maintained and updated as necessary (Appendix 1). Specific reference material pertaining to bioterrorism is included as Appendix 2.

7. All instances where biological hazards are suspected, samples shall be collected in accordance with Ministry of Health & Long Terms Care, Laboratory Services Branch procedures and protocols. Prior arrangements are to be made with the lab on a case by case basis. Testing of the material will be based on a risk assessment of the incident (ie: are there known cases of illness, who has been exposed, etc.). Where there has been no human involvement, the material will not be accepted by the lab for testing. This activity will be coordinated by Health Department staff. After initial assessment at the Ministry Lab the sample may be sent to the National Microbiology Laboratory in Winnipeg for further analysis.

8. The site of the incident shall remain secure until test results are received by the Health Department. The Emergency Site Manager will be advised of the results and will initiate cleanup procedures as needed and reopen site.

Please Note:

The Emergency Site Manager must assess the significance and/or magnitude of the incident and consider the following:

- Notifying senior officials and/or elected officials
- Implementing emergency plans
- Communication with media and the public
- Long term impacts of the event

Evaluation

This protocol will be updated and tested annually or as often as deemed necessary by the Health Department Emergency Response Program Co-ordinator

Table 1: First Response Contacts

(See Emergency Health Plan Appendices for complete listing)

Name/Agency	***Phone***	***After hours***
Emergencies where Fire and/or Police are needed	**911**	**911**
Spills Response, Halton Region	825-6000, Ext. 7724	On-call staff
CANUTEC: Emergencies only	1-613-996-6666	Same
MOEE: 24 hour Spill Response Action Centre	1-800-268-6060	Same
Emergency Measures Ontario ([redacted])	[redacted]	[redacted]
Halton Emergency Measures Coordinator	(905) 825-6000, Ext. 7423	Pager 1-888-280-3486
Ministry of Health Laboratory (81 Resources Road)	416-235-5712	416-605-3113
MOH: Public Health Branch	416-327-8820	416-327-8820

Appendix 1: Summary of Toxic Chemical & Bio-Terrorism Information Sources

The following is a list of sites, which can be used to obtain information on chemical hazards - each site includes a number of links to other sites or databases.

U.S. National Library of Medicine - Toxicology and Environmental Health Information Page

(http://sis.nlm.nih.gov/tehip.htm)
This site includes

- Direct links to toxicology and environmental health databases.
- Chemical names/structures with direct links to databases.
- Information toxicology and environmental health.
- Facts sheets, manuals, and bibliographies.
- Links to other toxicology and environmental health information.

Some of the more useful databases are:

- **Toxline**, - references to literature on biochemical, pharmacological, physiological, and toxicological effects of drugs and other chemicals.
- **IRIS** - Integrated Risk Information System - data from the Environmental Protection Agency (EPA) in support of human health risk assessment, focusing on hazard identification and dose-response assessment.
- **CCRIS** - Chemical Carcinogenesis Research Information System - carcinogenicity, mutagenicity, tumor promotion, and tumor inhibition data provided by the National Cancer Institute (NCI).
- **HSDB** - Hazardous Substances Data Bank - Broad scope in human and animal toxicity, safety and handling, environmental fate, and more. Scientifically peer-reviewed.

Canutec

- Home Page - http://www.canutec.gc.ca/english/main-e.htm
- North America Emergency Response Guidebook 1996 - Online Version http://www.canutec.gc.ca/english/guide/MENUG_E.HTM

ATSDR - Agency for Toxic Substances and Disease Registry

http://www.atsdr.cdc.gov/atsdrhome.html *Includes:*

- **ToxFAQs** database - http://www.atsdr.cdc.gov/toxfaq.html
- **HazDat** database - http://www.atsdr.cdc.gov/hazdat.html

MSDS Search

- Allows searching of a number of MSDS databases - http://www.msdssearch.com/

Other Publications and Resources available to staff:

- CCINFO Disc
- Dangerous Goods Guide to Initial Emergency Response, CANUTEC
- Pocket Guide to Chemical Hazards, NIOSH

Bioterrorism References

For more detailed clinical information on specific pathogens that might be used in a bioterrorist event, please consult the following references or Websites:

American College of Physicians: http://www.acponline.org/bioterr/

American Society of Microbiology: http://www.asmusa.org/pcsrc/bioprep.htm

Association for Infection Control Practitioners: http://www.apic.org/bioterror/

CDC Bioterrorism Preparedness and Response: http://www.bt.cdc.gov**.**

Centers for Disease Control and Prevention. Biological and chemical terrorism: Strategic plan for preparedness and response. MMWR. 2000;49(RR-04):1-14.
http://www.cdc.gov/mmwr/preview/mmwrhtml/rr4904a1.htm

Infectious Disease Society of America: http://www.idsociety.org

Johns Hopkins Center for Civilian Biodefense: http://www.hopkins-biodefense.org

****** The Johns Hopkins Center for Civilian Biodefense has written consensus guidelines on the medical and public health management of the primary bioterrorist agents, including smallpox, anthrax, botulism, plague and tularemia. These guidelines were published in the Journal of the American Medical Association and archived copies are available at** http://jama.ama-assn.org**.**

US Army Medical Research Institute of Infectious Diseases: http://www.usamriid.army.mil/education/bluebook.html

United States Army Medical Research Institute of Chemical Defesce Medical Management of Chemical Casualties Handbook. Third edition. August 1999.
http://www.vnh.org/CHEMCASU/titlepg.html

U.S. Army Medical Research Institute on Infectious Diseases. USAMRIID's medical management of biologic casualties' handbook. Fourth edition. February 2001.
http://www.vnh.org/BIOCASU/toc.html

Health Protection Intranet Site will be updated regularly with additional information
http://infocom/health/

Biological Agent Characteristics

Disease	Transmit Man to Man	Infective Dose (Aerosol)	Incubation Period	Duration of Illness	Lethality (approx. case fatality rates)	Persistence of Organism	Vaccine Efficacy (aerosol exposure)
Inhalation anthrax	No	8,000-50,000 spores	1-6 days	3-5 days (usually fatal if untreated)	High	Very stable - spores remain viable for > 40 years in soil	Not available
Brucellosis	No	10 -100 organisms	5-60 days (usually 1-2 months)	Weeks to months	<5% untreated	Very stable	No vaccine
Cholera	Rare	10-500 organisms	4 hours - 5 days (usually 2-3 days)	$\geq$ 1 week	Low with treatment, high without	Unstable in aerosols & fresh water; stable in salt water	No data on aerosol
Glanders	Low	Assumed low	10-14 days via aerosol	Death in 7-10 days in septicemic form	> 50%	Very stable	No vaccine
Pneumonic Plague	High	100-500 organisms	2-3 days	1-6 days (usually fatal)	High unless treated within 12-24 hours	For up to 1 year in soil; 270 days in live tissue	3 doses not protective against 118 LD_{50} in monkeys
Tularemia	No	10-50 organisms	2-10 days (average 3-5)	$\geq$ 2 weeks	Moderate if untreated	For months in moist soil or other media	80% protection against 1-10 LD_{50}
Q Fever	Rare	1-10 organisms	10-40 days	2-14 days	Very low	For months on wood and sand	94% protection against 3,500 LD_{50} in guinea pigs
Smallpox	High	Assumed low (10-100 organisms)	7-17 days (average 12)	4 weeks	High to moderate	Very stable	Not available
Venezuelan Equine Encephalitis	Low	10-100 organisms	2-6 days	Days to weeks	Low	Relatively unstable	TC 83 protects against 30-500 LD_{50} in hamsters
Viral Hemorrhagic Fevers	Moderate	1-10 organisms	4-21 days	Death between 7-16 days	High for Zaire strain, moderate with Sudan	Relatively unstable - depends on agent	No vaccine
Botulism	No	0.001 μg/kg is LD_{50} for type A	1-5 days	Death in 24-72 hours; lasts months if not lethal	High without respiratory support	For weeks in non-moving water and food	3 dose efficacy 100% against 25-250 LD_{50} in primates
Staph Enterotoxin B	No	0.03 μg/person incapacitation	3-12 hours after inhalation	Hours	< 1%	Resistant to freezing	No vaccine
Ricin	No	3-5 μg/kg is LD_{50} in mice	18-24 hours	Days - death within 10-12 days for ingestion	High	Stable	No vaccine
T-2 Mycotoxins	No	Moderate	2-4 hours	Days to months	Moderate	For years at room temperature	No vaccine

APPENDIX A.11
Emergency Power Outage Procedure

- Customer Service Staff become aware of a power outage as follows:
    1. Calls from Customers
    2. Notification received from Control Room

- Once Customer Service Staff become aware of power outage via calls from customers – staff contact Control room to advise and/or verify via email to *Control Room Contact* – staff to provide details of possible affected area as well as the following:

    - ✓ Name of Caller
    - ✓ Address of Caller
    - ✓ Phone number
    - ✓ Advise if a call back is required
    - ✓ Description of problem

- The Control Room Operator becomes aware of a power outage as follows:

    1. Calls from Customers, Police or Fire Department
    2. The SCADA system
    3. Notification from Customer Service

- Once the Control Room Operator becomes aware of a power outage a Notification is to go to Customer Service by the operator clicking on the "Interruption Icon" on the desktop PC. Then the phone in the control room is to be forwarded to extension 7750.

- Once Customer Service Staff become aware of power outage via notification from Control room – Automated attendant is changed to the alternate greeting with a generic message that advises customers that there is a power outage and more details are to follow – once particulars provided by Control room, message is changed to provide details of outage with possible restoration time (see instructions below)

    Generic Message

    Thank you for calling Oakville Hydro. We are currently experiencing a power outage and are working to get the power restored. We will provide an update when further information becomes available. If you have information that could be of assistance, please press 1.

- Please do not forward calls to the Control Room ext. 2238 unless it is the police or fire department. If staff receive any critical information, e.g. customer on oxygen, this information is relayed to the Control room immediately via email to *Control Room Contact* as follows:

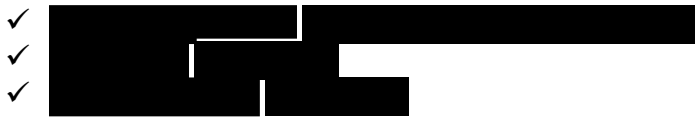
    - ✓ Subject line – enter problem – e.g. downed wires, fire, etc...
    - ✓ Name of Caller
    - ✓ Address of Caller
    - ✓ Phone number
    - ✓ Advise if a call back is required
    - ✓ Description of problem

- Once notification is received from the Control room that power has been restored, the automated attendant is changed back to the standard greeting. In addition, the Alternative greeting is changed back to the Generic message

- Any customer that requires a call back is called back once the power has been restored

- Customer Service is responsible for changing the message on the Automated Attendant between 8:30 AM and 4:30 PM – The Control room is responsible for all other hours

- The following Customer Service staff are trained to change auto attendant:



Logging into the Cisco Unity Greeting Administrator

- If you are inside the office you can dial 4911, if you are outside the office you can dial direct (905)825-4911

- When you are prompted by Cisco Unity Greeting Administrator to "enter your ID…" enter **7200**, then **#**

- When prompted to "enter your password…" enter **9671111**, then **#**

- When prompt to "enter the extension of the call handler…" enter **9400** (this is the ID of the menu item), then **#**

Recording and Turning ON the Emergency Greeting (Alternate Greeting)

- After you have logged in you will then be prompted with "Callers hear the Standard Greeting…" this confirms which greeting is currently in use

- If you have a pre-recorded Emergency/Alternate Greeting then you can simply press 1 to turn ON that Alternate Greeting and make it active – **Listen to this first to ensure the proper message has been previously recorded**

- If you need to record a new greeting press **6** to change the "Alternate Greeting"

- If you wish to listen to the current message recorded on the Alternate Greeting press **1**, otherwise to record a new message press **2**

- After pressing **2** you will be prompted to record a greeting at the tone, and when you are done press **#** (don't worry… the new greeting will not be used until you activate it from the main menu)

- To review the greeting you have just recorded press **1**, if you wish to re-record the greeting press **2** again and follow the prompts, if you are satisfied with the recording you may press ***** to return to the Main Menu

- To set the Emergency/Alternate Greeting that you just recorded as the current greeting press 1
- The Emergency/Alternate Greeting is now ON and you will be prompted with "The Alternate Greeting is active…"
- You can press ✶, then ✶ again to exit, or simply hang up
- Test your change by dialing our main number (905)825-9400

- If the Control Room Operator becomes aware of a power outage via the SCADA system ie; a feeder breaker locks out then the operator is to then try to reclose it after 1 minute if the situation warrants it. If the operator receives interruption information from another source that affects over 50 customers or the breaker attempt above fails then he is to follow instructions below.
    1. Do not attempt a breaker close if two breakers lockout simultaneously. Open the first motorize switch out from the breaker before attempting a close.
    2. If a breaker close attempt fails, or you are unable to restore power within 2 minutes then click the "Interruption" icon on the desktop to inform customer service to put a generic message on the voicemail machine.
    3. Call forward the control room phone.
    4. Check fault indicators and switches, on SCADA, for fault reports. Right click on each SCADA switch on that circuit and click "Activate". This should bring back the fault information within a minute. Use this information to open appropriate SCADA switches and close the breaker.
    5. Dispatch a crew to investigate/line patrol. Arm them with the info they need like location of fault indicators and any system abnormalities. Click on the fault indicator icon and a map of their exact location will pop up.
    6. Garner the extent of the interruption boundaries and click the "Email Interruption Information" icon on the desktop and fill it in to the best of your ability, remembering that it is going out to members of the town council and the media. This will not only let everyone know where the interruption is but also allows them to put a more specific message on the phone system.
    7. All communications, during an interruption, to be done using the radio only. No calls to and from crews using cell phones.
    8. Line crews must inform the Control Room of their findings before any corrective measures are taken. Communication is vital to ensure errors are not made and a quick co-ordinated restoration of power is achieved. Line crews will not do any switching procedures unless directed by Control Room staff. Line crews need to keep the Control Room updated on their repair progress. Anything else will create confusion and sets up an environment for an accident to occur.
    9. Control Room needs to consist of critical operating personnel only during power interruptions. Critical personnel are the Control Room Operator and the Control Room Supervisor. If further expertise is required a request for assistance will go out from the Control Room via email or a phone call. For after hour's outages, if needed, a second operator can be called in to assist.
    10. A switching order will be filled out indicating all switch operation performed during the interruption. This OTO must include all operations, the times that the operations were performed and who performed the operation. This is in keeping with the WPC and is used to assist in interruption reporting and system restoration once repairs have been made. This OTO will be filed in the Control Room and a copy forwarded to the Control Room Supervisor.
    11. Back feeding from another feeder to restore power should only be done once positive identification of the cause of the outage has been established and

sectionalized. We must not introduce another feeder into an unknown fault if at all possible.

12. Continue sectionalizing and restoring power as needed. Keep everyone informed by continually emailing “Email Interruption Information”, when stated from you last email, with updates so people know and can inform the customers of this and update the phone system as needed.
13. Once all power has been restored email “Email Interruption Information” one last time to inform them of it so that they can restore the phone system to normal.
14. Remove call forward from the control room phone.

- Once the Control Room Operator has notified Customer Service that the power is back on they can then turn off the Answering Machine.

Turning OFF the Emergency Greeting (Alternate Greeting)

- After you have logged in you will then be prompted with “Callers hear the Alternate Greeting…” this confirms which greeting is currently in use
- To turn the Emergency/Alternate Greeting OFF press **1**
- The Emergency/Alternate Greeting is now OFF and you will be prompted with “The Alternate Greeting has been turned OFF, callers hear the Standard Greeting…”
- You can press ✶, then ✶ again to exit, or simply hang up
- Test your change by dialing our main number (905)825-9400

APPENDIX A.14

CONTACT LIST

Name	Title	Home Number	Cell Number	Office Number	Email Address
[redacted]	President & CEO		[redacted]	[redacted]	[redacted]
[redacted]	VP Engineering and Operations and COO		[redacted]	[redacted]	[redacted]
[redacted]	VP Corporate & Regulatory Affairs CFO		[redacted]	[redacted]	[redacted]
[redacted]	VP Customer Service and Organizational Development		[redacted]	[redacted]	[redacted]
[redacted]	VP and General Manager, OHESI		[redacted]	[redacted]	[redacted]
[redacted]	Operations Manager		[redacted]	[redacted]	[redacted]
[redacted]	System Control Supervisor		[redacted]	[redacted]	[redacted]
[redacted]	Manager, Customer Service & Billing		[redacted]	[redacted]	[redacted]

APPENDIX B1 ESA Contact Information

FEE SCHEDULE

Introduction (Section 1)

This Schedule provides information on how to apply for an electrical inspection and determine the associated fees. The Electrical Safety Authority (ESA) is the only company with the authority under provincial legislation to perform electrical inspection services in Ontario.

To protect the public, electrical inspections are required by provincial legislation (Ontario Electrical Safety Code - OESC) for any electrical installation performed by an electrical contractor or other person in Ontario.

Provincial Electrical Contractor Licensing

Part VIII of the Electricity Act requires that you hold an electrical contractor licence issued by the Electrical Contractor Registration Agency of the Electrical Safety Authority (ECRA/ESA) in order to operate an electrical contracting business in the Province of Ontario.

In order to submit an Application for Inspection as required by the OESC, you will be required to hold the appropriate ECRA/ESA Licence unless you fall within an exemption as listed in Section 2 of the regulation.

For more information on Contractor Licensing requirements, visit our website www.esaecra.info or contact our Harm Reduction Services centre at 1-877-372-7233.

A copy of the OESC or the Electrical Inspection Fee Schedule can be obtained by calling Orderline at 1-888-361-0003 or in Toronto at 416-369-9005 or online at www.orderline.com.

How to arrange for an Electrical Inspection:

1. Visit ESA's website at www.esasafe.com to obtain an Application for Inspection form; or contact our Harm Reduction Services centre at 1-877-ESA-SAFE (1-877-372-7233) to speak with a customer service representative.

2. Completed Applications for Inspection can be submitted to the Harm Reduction Services centre by:

Fax: 1-800-667-4278
E-mail: esa.cambridge@electricalsafety.on.ca
Mail: Electrical Safety Authority
Harm Reduction Services
400 Sheldon Dr, Unit 1
Cambridge ON N1T 2H9

3. Ensure your ESA account number is on all applications. Call 1-877-ESA-SAFE (1-877-372-7233) if you would like to set up an ESA account.

ESA offers an Online service for account customers to file Applications for Inspection electronically, check the status of notifications, and re-schedule ACP-eligible notifications. Refer to ESA's website at www.esasafe.com for more information or contact our Harm Reduction Services centre at 1-877-ESA-SAFE (1-877-372-7233) to create a profile to access and use the online system.

Note: The Application and fee estimate may require adjustments to ensure the complete installation and number of electrical devices are reflected and inspected. Additional cost recovery fees may apply.

For information regarding plan reviews, visit the ESA website at www.esasafe.com or contact our Plan Review Department and/or forward your request by:

Phone: 1-800-746-6480
Mail: Plan Review Department
400 Sheldon Dr, Unit 5
Cambridge ON N1T 2H9

ESA offers a Continuous Safety Services (CSS) Program to help customers in their efforts to provide electrically safe workplaces. For further information, call 1-877-854-0079.

ESA offers a number of services for Mines and Mining Plants to assist mining operations in meeting the specific electrical requirements mandated by Provincial Regulation. For additional information please contact our Mining Services Group by:

Phone: 1-866-646-3277
E-mail: esaminingservices@electricalsafety.on.ca
Website: www.esamining.com.

FEE SCHEDULE

A refund-processing fee of $25 will be charged and withheld from any refund payable.

Taxes (Section 2.9)

Harmonized Sales Tax (HST) will be applied in accordance with Canada Revenue Agency (CRA) rules and regulations.

HST is applicable to the Federal Government, Governments of HST participating provinces, and Municipalities.

The following HST rules apply to Registered Indians, Indian bands, or unincorporated band-empowered entities:

- Services provided entirely on a reserve are not subject to HST
- Services provided off the reserve are subject to the 5% federal portion only
- Proof of Registration under the Indian Act or Certificate of Indian Status Card must be provided before application of HST exemptions

Authorized Contractor Program (Section 2.10)

Certain fees in this schedule will be reduced for contractors who are registered to participate in the Authorized Contractor Program. For details about the Authorized Contractor Program (ACP) and participation requirements, call 1-800-249-4583 or visit our website at www.esasafe.com.

Inspection Working Hours (Section 2.11)

Electrical inspections are performed during normal working hours Monday to Friday (excluding statutory holidays).

When an inspection visit requires an extension of the normal hours, the following fee applies in addition to the fee payable for the service:

- $193 per hour or fraction thereof

For a scheduled inspection involving a visit outside of normal working hours the following fees apply in addition to the fees payable for the inspection service:

- $193 per hour or fraction thereof (minimum of 2 hours) up to a maximum of $579 (for the first 4 hours) plus $145 per hour or fraction thereof after that
- Scheduled overtime inspections require a minimum of 2 business days notice

For an inspection involving a visit during normal working hours but on a day when the inspector is not in the area (emergency or same-day inspection), the following fees apply in addition to the fee payable for the service:

- $133 per hour or fraction thereof

For an unscheduled inspection involving a visit outside of normal working hours the following fees apply in addition to the fees payable for the inspection service:

- $579 for the first 4 hours plus $145 per hour or fraction thereof

The after-hours telephone consultation fee (for non-ACP contractors only) is $76 per call where a service connection authorization is required.

Note: ESA requires the customer to cancel a scheduled overtime call by 12:00pm (noon) the previous business day or a fee of $133 will be charged Mondays to Fridays, and a fee of $266 will be charged for Saturdays, Sundays and Statutory Holidays.

Non-Sufficient Funds (Section 2.12)

A fee of $42 will apply for processing a NSF cheque.

Application Expiry and Renewal (Section 2.13)

Residential (Section 2.13.1)

(1) A Residential Application for Inspection expires after 12 months. It will be renewed after one year provided a minimum of one inspection has occurred (i.e. rough-in, service, trench, etc.). If expired, the

APPENDIX B1 ESA Contact Information

APPENDIX B.2
UTILITY
CONTACT INFORMATION

Company Name	Role	Name	Business Phone Number	Email	Exercise Phone Numbers
Algoma Steel	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Bluewater Power	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Brighton Beach Power	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Brighton Beach Power	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Brookfield	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Brookfield	Operator	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Bruce Power A	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Bruce Power B	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Bruce Power B	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Burlington Hydro	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Canadian Niagara Power	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Chatham Kent Hydro	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Enersource	Operator	[redacted]	[redacted]	[redacted]	[redacted]
EnwinPowerlines	Operator	[redacted]	[redacted]	[redacted]	[redacted]
EnwinPowerlines	Operator	[redacted]	[redacted]	[redacted]	[redacted]
EnwinPowerlines	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Fort Frances	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Greater Sudbury Hydro	Operator	[redacted]	[redacted]	[redacted]	[redacted]
GTAA- SNC Lavalin	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Horizon Utilities	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Horizon Utilities	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Hydro One - Sector 1	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Hydro One - Sector 1	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Hydro One - Sector 2	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Hydro One - Sector 2	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Hydro One - Sector 3	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Hydro One - Sector 3	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Hydro One - Sector 4	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Hydro One - Sector 4	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Hydro One Brampton	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Hydro Ottawa	Operator	[redacted]	[redacted]	[redacted]	[redacted]
IESO	Operator	[redacted]	[redacted]	[redacted]	[redacted]
IESO	Operator	[redacted]	[redacted]	[redacted]	[redacted]
IESO	Operator	[redacted]	[redacted]	[redacted]	[redacted]
IESO	Operator	[redacted]	[redacted]	[redacted]	[redacted]
IESO	Operator	[redacted]	[redacted]	[redacted]	[redacted]
IESO	Operator	[redacted]	[redacted]	[redacted]	[redacted]
IESO	Operator	[redacted]	[redacted]	[redacted]	[redacted]
IESO - "on call"	Operator	[redacted]	[redacted]		
IESO - "on call"	Operator	[redacted]	[redacted]		
IESO - "on call"	Operator	[redacted]	[redacted]		
Imperial Oil- Sarnia	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Inco	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Invista Canada	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Iroquois Falls Power	Operator	[redacted]	[redacted]	[redacted]	[redacted]
ITC	Operator	ITC South Desk Line 1 (J5D Windsor - Detroit)	[redacted]		[redacted]
ITC	Operator	ITC South Desk Line 2 (J5D Windsor - Detroit)	[redacted]		[redacted]
ITC	Operator	ITC North Desk 1 (L4D / L51D Sarnia - Port Huron)	[redacted]		[redacted]
ITC	Operator	ITC North Desk 2 (L4D / L51D Sarnia - Port Huron)	[redacted]		[redacted]
Kenora Hydro	Operator	[redacted]	[redacted]	[redacted]	[redacted]

APPENDIX B.2
UTILITY
CONTACT INFORMATION

Company Name	Role	Name	Business Phone Number	Email	Exercise Phone Numbers
Kitchener Wilmot	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Lanxess Inc	Operator	[redacted]	[redacted]	[redacted]	[redacted]
London Hydro	Operator	Operators	[redacted]		[redacted]
Manitoba Hydro	Operator	MHEB	[redacted]		[redacted]
McMaster University	Operator	Central Plant Shift Eng.	[redacted]	[redacted]	[redacted]
MECS	Operator	MECS Primary	[redacted]		[redacted]
MECS	Operator	MECS Backup	[redacted]		[redacted]
Minnesota Power	Operator	MP	[redacted]		[redacted]
MISO East Region	Operator	Miso East Region - [redacted]	[redacted]		[redacted]
MISO West Region	Operator	MN /WI /CAN Area	[redacted]		[redacted]
North Bay Hydro	Operator	[redacted]	[redacted]	[redacted]	[redacted]
North Bay Hydro	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Nova Chemicals	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Oakville Hydro	Operator	[redacted]	[redacted]	[redacted]	[redacted]
OPG - Beck	Operator	[redacted]	[redacted]		[redacted]
OPG - Cheneux	Operator	[redacted]	[redacted]		[redacted]
OPG - Darlington	Operator	[redacted]	[redacted]		[redacted]
OPG - Lambton	Operator	[redacted]	[redacted]		[redacted]
OPG - Lennox	Operator	[redacted]	[redacted]		[redacted]
OPG - Nanticoke	Operator	[redacted]	[redacted]		[redacted]
OPG - NE Control Centre	Operator	[redacted]	[redacted]		[redacted]
OPG - NW Control Centre	Operator	[redacted]	[redacted]		[redacted]
OPG - Pickering A	Operator	[redacted]	[redacted]		[redacted]
OPG - Pickering B	Operator	[redacted]	[redacted]		[redacted]
OPG - Saunders	Operator	[redacted]	[redacted]		[redacted]
OPG - Thunder Bay GS	Operator	[redacted]	[redacted]		[redacted]
OPG- Atikokan	Operator	[redacted]	[redacted]		[redacted]
OPG PMC - Fossil/Nuclear	Operator	[redacted]	[redacted]		[redacted]
OPG PMC - Hydroelectric	Operator	[redacted]	[redacted]		[redacted]
OPG PMC - Supervisor	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Power Stream (East)	Operator	East System Controllers	[redacted]	[redacted]	[redacted]
Power Stream (West)	Operator	West System Controllers	[redacted]	[redacted]	[redacted]
PUC Distribution	Operator	[redacted]	[redacted]	[redacted]	[redacted]
PUC Distribution	Operator	[redacted]	[redacted]	[redacted]	[redacted]
PUC Distribution	Operator	[redacted]	[redacted]	[redacted]	[redacted]
PUC Distribution	Operator	[redacted]	[redacted]	[redacted]	[redacted]
PUC Distribution	Operator	[redacted]	[redacted]	[redacted]	[redacted]
PUC Distribution	Operator	[redacted]	[redacted]	[redacted]	[redacted]
TransAlta	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Utilities Kingston	Operator	[redacted]	[redacted]	[redacted]	[redacted]
Utilities Kingston	Operator	[redacted]	[redacted]	[redacted]	[redacted]
West Windsor Power	Operator	[redacted]	[redacted]	[redacted]	[redacted]
West Windsor Power	Operator	[redacted]	[redacted]	[redacted]	[redacted]

APPENDIX B3-1

REQUEST FOR ASSISTANCE

Utility:	
Contact Person:	**Date/Time:**
Call Back Phone #:	**Fax Back #:**
Nature of Problem:	
Approximate Area Affected:	
Approximate # of Customers Affected:	

ASSISTANCE REQUIRED

Personnel:
Equipment:
Material:

CO-ORDINATORS RESPONSE SECTION

Contact Person:
Assisting Utilities Coming:
Provisions Coming:

RESPONSE TO REQUEST FOR ASSISTANCE

P:\WP\COMWORK\HINDLEY\RELIEF\FORMS\RESPONSE.FRM

Utility Name:_____ **Date:** _____ **Time:**_____

Phone Number: _____ **FAX Number:** _____

Contacts (listed in order of calling preference)

NAME	TITLE	BUSINESS PHONE #	CELL PHONE #	HOME PHONE #

Assuming no damage to your system how many staff and work vehicles are you authorized to release?

TITLE	QUANTITY	TITLE	QUANTITY
Line Supervisor		Forester	
Line Foreperson		Meterperson	
Lineperson		Substation Electrician	
Truck Driver/Operator		Mechanic	
Other:			

Cell Phones: **Portable:** _____ **Quantity:** _____ **In Truck:** _____ **Quantity:** _____

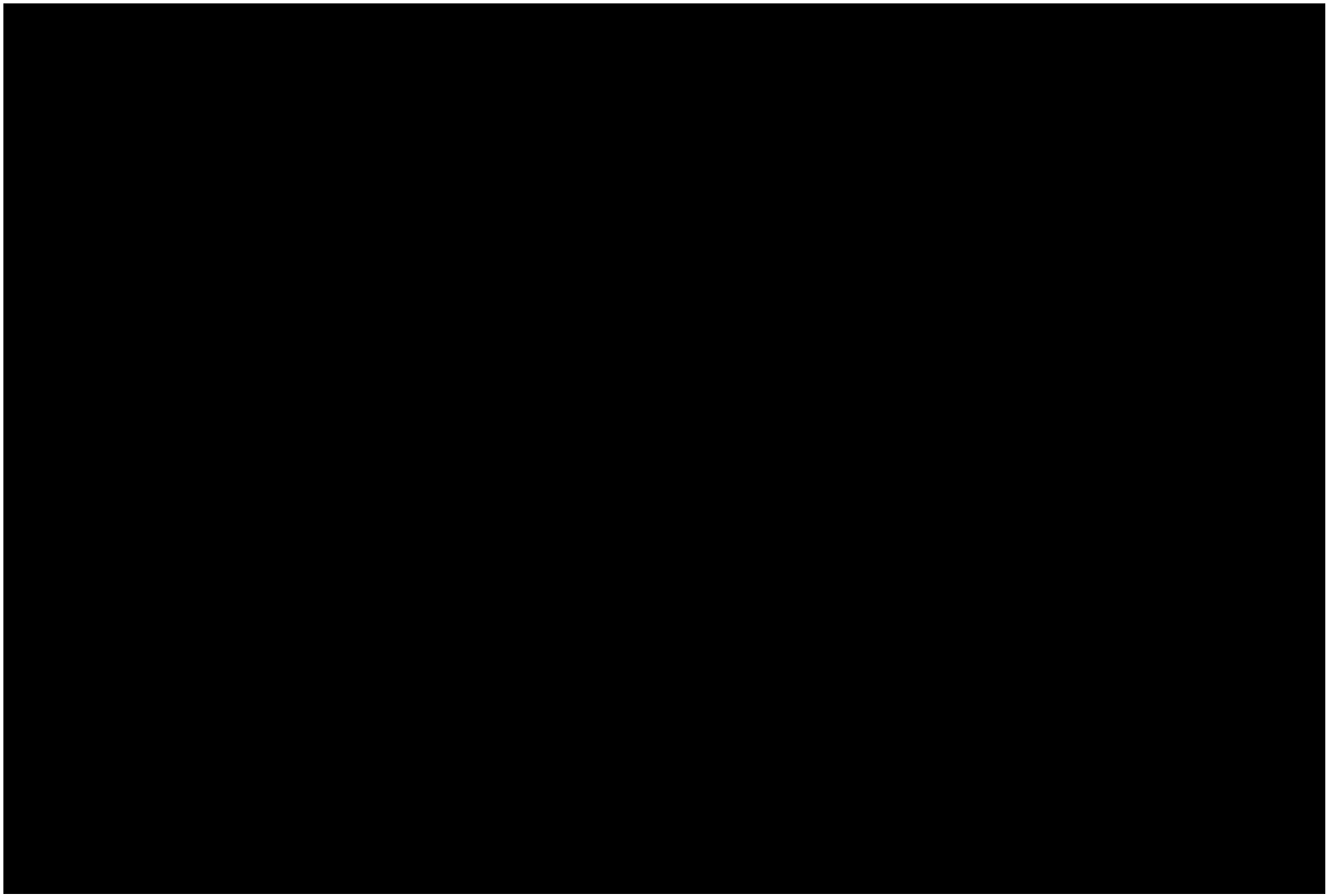
Portable Radios: **Quantity:** _____ **Range:** _____**km**

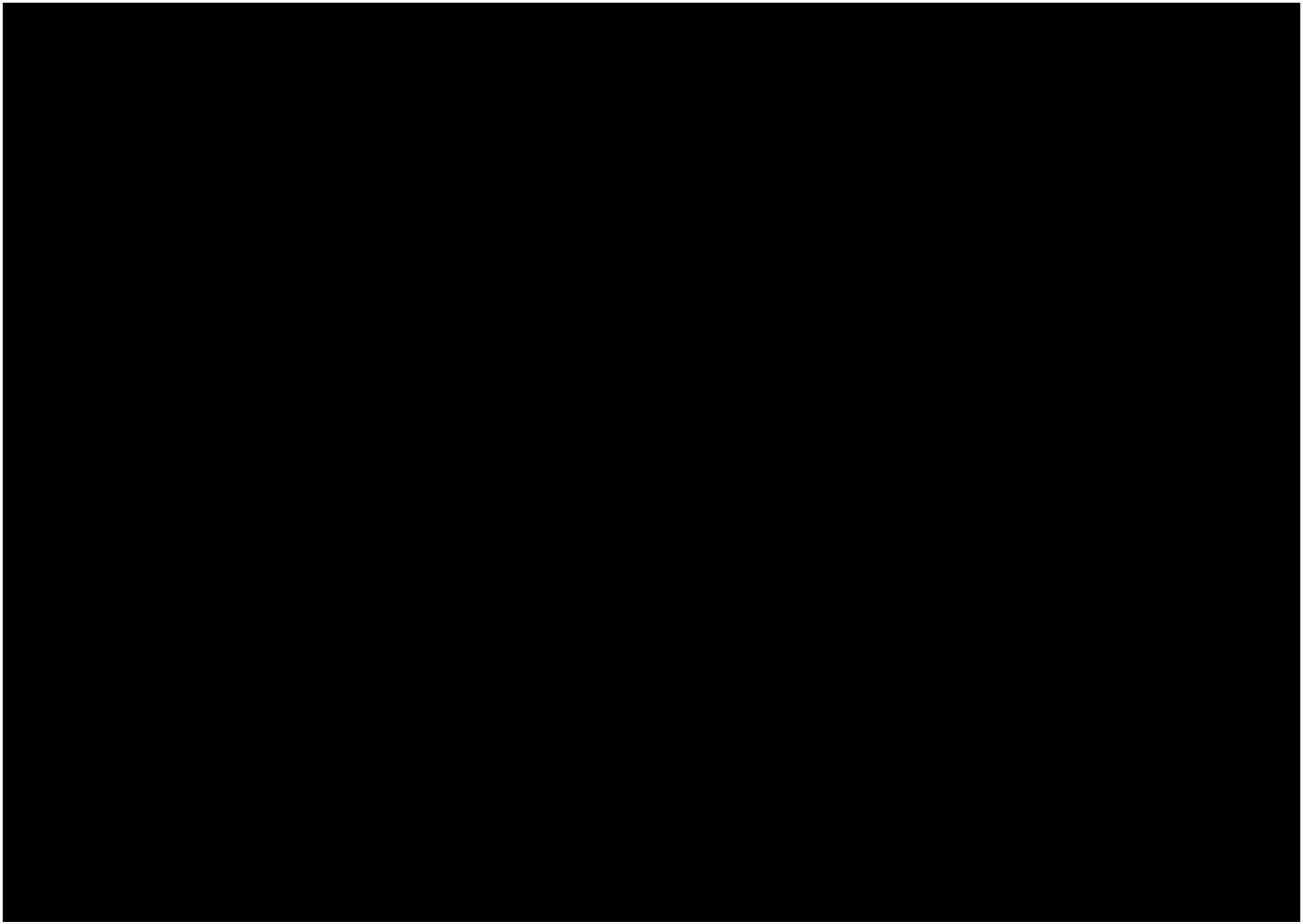
Equipment Data:

WORK VEHICLES	DESCRIPTION (ie height, make, capacity)	QUANTITY
Line Truck, RBD		
Aerial Device, Double Bucket		
Aerial Device, Single Bucket		
Specify Hydraulic Tools		
Mobile Generators, KVA/volt		
Chain Saws, Chippers, etc.		
Emergency Lighting		
Reel Trailer (size & weight)		
Pole Trailer (size & weight)		
Other		

CONFIDENTIAL

[redacted]



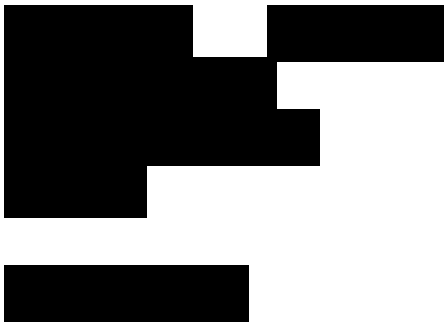
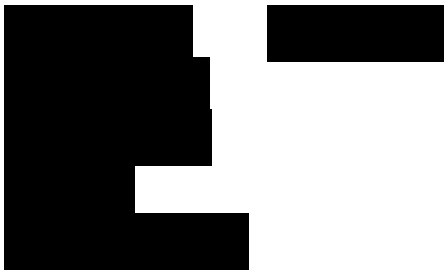
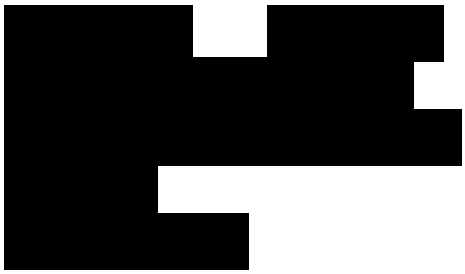
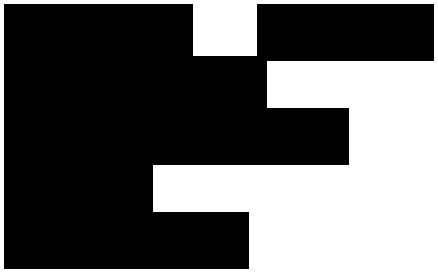


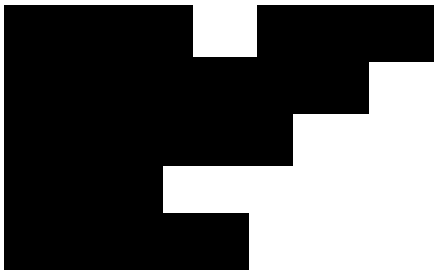
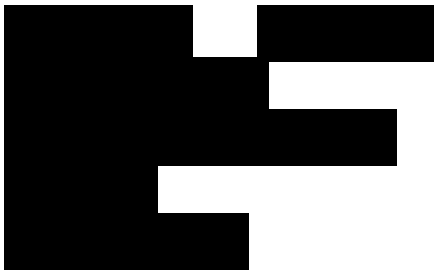
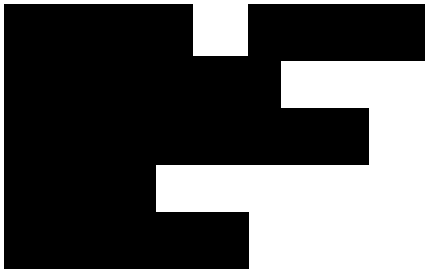
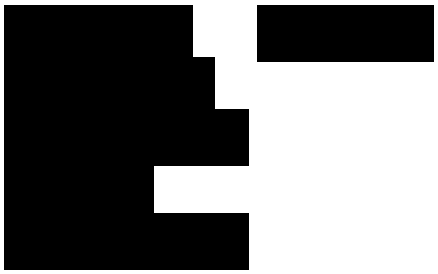
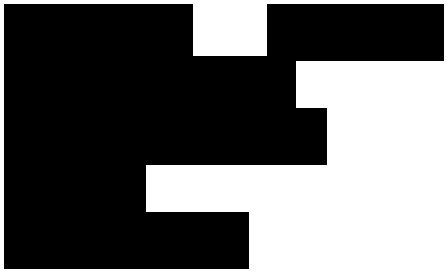
CRITICAL CARE LIST

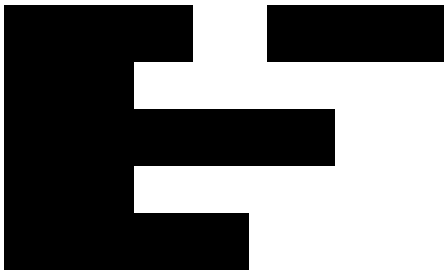
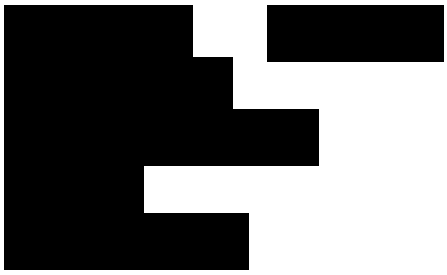
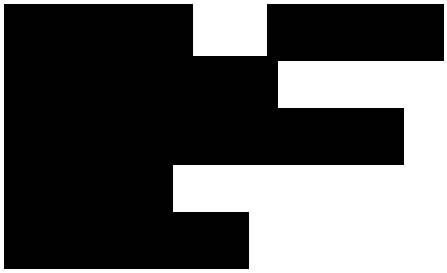
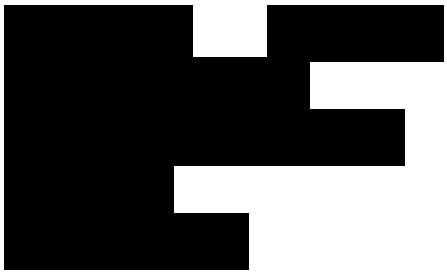
DECEMBER 2012

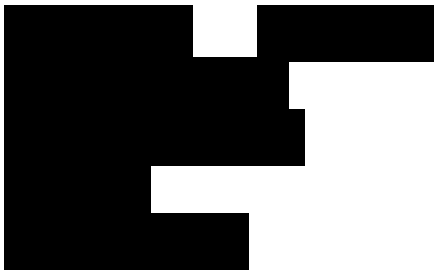
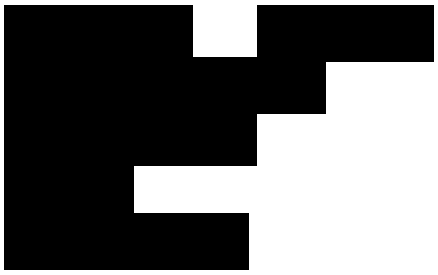
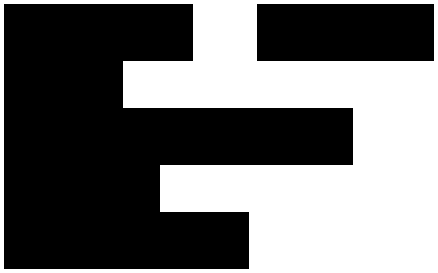
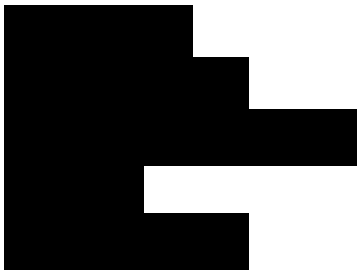
1. [redacted]	Patients on respirators Patients on feeding machines MEDICAL FACILITY
2. [redacted]	No Generation in place / electric heating/ can relocate if needed / has Disaster Plans in place.
3. [redacted]	No Generation in place / electrically heated residences / Contract in place for emergency generator from Mississauga/ disaster plan similar to Trafalgar Lodge.
4. [redacted]	Oxygen needed 24/7 with 6 hrs backup.

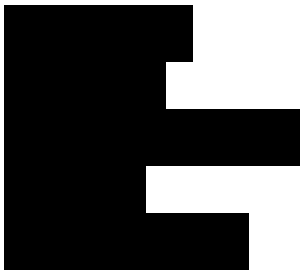
5. [redacted]	MEDICAL FACILITY Six hospital beds with oxygen compressors / Kato light generator for full backup.
6. [redacted]	Peritoneal dialysis.
7. [redacted]	Hospital “Life Line” through the hospital Needs hydro to work –Parkinson/Heart Backup for 2 hours.
8. [redacted]	Peritoneal dialysis.

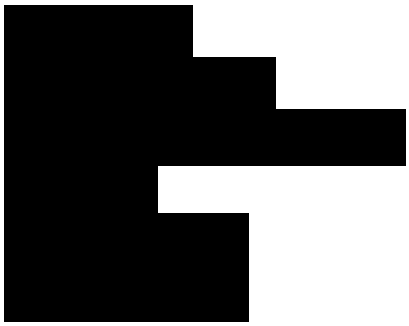
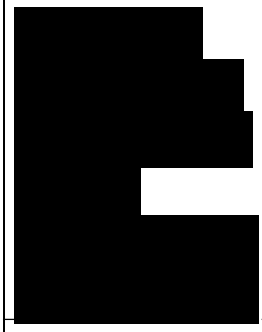
9. 	Grandfather on oxygen.
10. 	Peritoneal dialysis.
11. 	Ventilator and oxygen needed.
12. 	Ventilator and oxygen needed. 5 hours backup. (Patient is [redacted] mother.)
13. 	Passive motion machine. Ice machine.

14. 	Infant son on peritoneal dialysis. No backup at all.
15. 	Required air conditioning for medical illnesses.
16. 	Machine required for infant sons breathing and feeding equipment.
17. 	Peritoneal dialysis.
18. 	Peritoneal dialysis.

19. 	Peritoneal dialysis.
20. 	Oxygen 24/7.
21. 	CPAP needed for sleeping. Has sleep apnea.
22. 	Connect Care to hospital.
23. 	Sleep apnea machine.

24. 	Sleep apnea machine.
25. 	Connect Care emergency buttons for both occupants. No backup.
26. 	Stair lift and electric bed.
27. 	Mechanical heart. No backup – Needs to move.
28. 	Oxygen 24 hrs – 3 hrs backup.

29. 	Oxygen 24 hrs – no backup. Feeding tube 6pm – 8pm.
30. 	Peritoneal dialysis.
31. 	Peritoneal dialysis.
32. 	Oxygen 24/7 – 6 hrs backup.
33. 	Child needs asthma equipment.

34. 	Nocturnal dialysis.
35. 	On Dialysis. ½ hour backup only.
36. 	Grandson [redacted] needs a sleep apena machine day and night.
37. 	Dialysis No Backup

APPENDIX B.6

Community and Critical Care Priority Contact Listing

Oakland Regional Centre				
Contact #1:	Human Resources	Phone #:	[redacted]	
Contact #2:	[redacted]	Phone #:	[redacted]	Facility Maintenance
Address:	53 Bond Street	Special #:	[redacted]	After hours-Man. In charge
Notes:	No emergency standby generation. There is significant electrical heating load and patients are on respirators and feeding mechanisms.			

Trafalgar Lodge Retirement Residence				**Retirement**
Contact #1:	[redacted]	Phone #:	[redacted]	24 hr. # Front Desk
Contact #2:		Phone #:		
Address:	299 Randall St.	Special #:		
Notes:	No generation. Electric heating main source for the entire building. There is a disaster recovery plan in place to relocate retirees to Churchill, Kensington, etc			

Vistamere Retirement Residence:				**Retirement**
Contact #1:	[redacted]	Phone #:	[redacted]	General Manager
Contact #2:	[redacted]	Phone #:	[redacted]	Home Phone#
Address:	380 Sherin Drive	Special #:		
Notes:	No generation. There is electric heating in the rooms with the main building having gas heat. There is a contract for emergency generator from Mississauga with a disaster plan similar to Trafalgar Lodge.			

Critical Care Customers				
Contact #1:		Phone #:		
Contact #2:		Phone #:		
Address:		Special #:		
Notes:	List is updated regularly by [redacted] and emailed to the control room.			

Oakville Hydro/Town Repeater Station				**Communications**
Contact #1:	[redacted]	Phone #:	[redacted]	[redacted]
Contact #2:		Phone #:		
Address:		Special #:		
Notes:	The Oakville Hydro Town repeater station is on the Clearnet Tower at Trafalgar Road & Highway 5. The Fire Marshall, Public Works, Parks Board and REACT are on the Tower. There is battery backup that will last approximately 8 hours. When there is a power outage, the Town automatically takes up a small 2 kW generator as a safety precaution.			

Kerr St. Water Filtration Plant				**Water**
Contact #1:	[redacted]	Phone #:	[redacted]	Manager of Water
Contact #2:	Vaughan Martin	Phone #:	[redacted]	Supervisor
Address:	21 Kerr Street	Special #:		
Notes:				

Fire Station #2 (Cornwall)				**Fire**
Contact #1:	Central Dispatch (Burl.)	Phone #:	905 637-8253	Fax. 905 634-8814
Contact #2:	Fire Marshall's office	Phone #:	905 338-4251	Fax: 905 338-4403
Address:	2264 Cornwall Road	Special #:		
Notes:	No emergency standby generation. Please fax both numbers when there is going to be a power outage that affects this station and advise timing and duration.			

Oakville (Town) Public				
Contact #1:	[redacted]	Phone #:	[redacted]	[redacted]
Contact #2:	[redacted]	Phone #:		
Contact #3:	[redacted]	Phone #		Generator facility
Address:	1140 South Service Rd W.	Special #:		
Notes:	Emergency Standby Generation of 500 kW is available for 72 hours.			

Region Sewage Treatment Plant (South West)				**Water**
Contact #1:	[redacted]	Phone #:	[redacted]	[redacted]
Contact #2:	[redacted]	Phone #:		[redacted]
Address:	1385 Lakeshore Rd. West	Special #:		
Notes:	Limited Generation for admin building and handles full pumping Station. 5 to 7 days			

Region Sewage Treatment Plant (Mid Halton)				**Water**
Contact #1:	[redacted]	Phone #:	[redacted]	[redacted]
Contact #2:	[redacted]	Phone #:		
Address:		Special #:		[redacted]
Notes:	Plant does not have any back-up generation. However, pumping stations that feed plant do.			

Sewage Treatment Plant (South East)				**Water**
Contact #1:	[redacted]	Phone #:	[redacted]	[redacted]
Contact #2:	[redacted]	Phone #:		
Address:	2477 Lakeshore Rd East	Special #:		
Notes:	Pumping station has generator for 3 pumps run for 1.5 days No generation in for the plant operation/processing In the process two to three years.			

Halton Health Care Services Corporation – South Campus (formerly Oakville Trafalgar Hospital)				
Contact #1:	[redacted]	Phone #:	[redacted]	[redacted]
Contact #2:	[redacted]	Phone #:	[redacted]	After hrs. – operating eng.
Address:	327 Reynolds	Special #:		
Notes:	Two .5 MW diesel standby generators connected + two large diesel standby boilers + 4 15,000 gal. #2 diesel underground tanks in place. Hospitals are able to operate at a reduced level with total loss of power and gas. All essential equipment is on emergency power. There is also a plan to reduce power requirements by operating ventilation systems at a minimum and closing all non-essential areas.			

Town South East Depot				
Contact #1:	[redacted]	Phone #:	[redacted]	
Contact #2:		Phone #:		
Address:		Special #:		[redacted]
Notes:				

Petro Canada Refinery				
Contact #1:	Supervisor on duty 24 hrs	Phone #:	[redacted]	
Contact #2:		Phone #:		
Address:		Special #:		
Notes:	The purpose is to bring in sufficient supply to bring the plant down safely – not to support production. See “Short Form Hydro Supply Guide for Emergencies” on control room wallboard. This condition is in effect until plant **closing at the end of 2004.**			

Town Municipal Building				
Contact #1:	[redacted]	Phone #:	[redacted]	
Contact #2:	[redacted]	Phone #:	[redacted]	
Address:		Special #:		
Notes:	1 Diesel generator that will support a portion of the building which includes the heating system + natural gas generator that will support the entire building. Supply heat to the Police Station next door.			

Region Pumping Station (West River)				**Water**
Contact #1:	[redacted]	Phone #:	[redacted]	
Contact #2:	[redacted]	Phone #:	[redacted]	
Address:	51 West River	Special #:		
Notes:	The Marina has emergency standby generation- 2 pumps @ 20 Hp 900 Litres			

Region Pumping Station (Walker St.)				**Water**
Contact #1:	[redacted]	Phone #:	[redacted]	
Contact #2:	[redacted]	Phone #:	[redacted]	
Address:	12 Walker Street	Special #:		
Notes:	The marina has emergency generation - 2 pumps @ 20 Hp 900 Litres			

Halton Regional Police/Region Complex				
Contact #1:	[redacted]	Phone #:	[redacted]	Building Supervisor
Contact #2:	[redacted]	Phone #:	[redacted]	Building Manager
Address:	1151 Bronte Road	Special #:	[redacted]	After Hours Communication
Notes:	Two standby generators that will meet their needs for a two day period. Diesel powered.			

Halton Regional Police				
Contact #1:	[redacted]	Phone #:	[redacted]	District Clerk
Contact #2:		Phone #:		
Address:	1229 White Oaks Blvd	Special #:		
Notes:	Standby generation to meet their needs. Runs on natural gas.			

Ambulance				
Contact #1:	[redacted]	Phone #:	[redacted]	M-F business hours
Contact #2:	Primary Operations Supv.	Phone #:	[redacted]	[redacted] backup
Address:	215 Wyecroft	Special #:		
Notes:	Limited capacity, very old and unstable			

Ambulance				
Contact #1:	[redacted]	Phone #:	[redacted]	M-F business hours
Contact #2:	Primary Operations Supv.	Phone #:	[redacted]	[redacted] backup
Address:	139 Georgian Drive	Special #:		
Notes:	Part of Region L/T Care facility. Does not have emergency generation.			

CHWO				**Communications**
Contact #1:	[redacted]	Phone #:	[redacted]	Cell: [redacted]
Contact #2:	[redacted]	Phone #:		Cell: [redacted]
Address:	284 Church Street	Special #:	[redacted]	
[redacted]	[redacted] dual natural gas/propane generator for studio.			

CHWO – Transmitter (AM 740)				**Communications**
Contact #1:	[redacted]	Phone #:	[redacted]	[redacted]
Contact #2:	[redacted]	Phone #:		
Address:	Hornby	Special #:	[redacted]	
Notes:	Has Back-up generation. In a longer emergency, will move some staff to this site to continue broadcasting if necessary. Once studio has back-up generation will be able to broadcast throughout the emergency.			

STUDIO HOTLINE-EXTREME EMERGENCIES ONLY -905-337-2911

CHWO – Transmitter (Joy 1250 & CJMR 1320)				**Communications**
Contact #1:	[redacted] Chief Engineer	Phone #:	[redacted]	[redacted]
Contact #2:	[redacted]	Phone #:	[redacted]	[redacted]
Address:	1303 Dundas	Special #:	[redacted]	
Notes:	No emergency back-up generation. May look at installing in 2005/2006. Studio Hot Line – Extreme Emergencies Only [redacted]			

Bell Exchanges				**Communications**
Contact #1:		Phone #:		
Contact #2:		Phone #:		
Address:		Special #:		
Notes:				

Cellular Phone Towers				**Communications**
Contact #1:	[redacted] Telus)	Phone #:	[redacted]	
Contact #2:	[redacted]	Phone #:	[redacted]	Site Super
Address:		Special #:		
Notes:				

Oakville Fire Department – (Station #1)				**Fire**
Contact #1:	Central Dispatch (Burl.)	Phone #:	[redacted]	[redacted]
Contact #2:	Fire Marshall's Office	Phone #:	[redacted]	[redacted]
Address:	2535 Rebecca Street	Special #:		
Notes:	Limited emergency generation			

Oakville Fire Department – (Station #4)				**Fire**
Contact #1:	Central Dispatch (Burl.)	Phone #:	905 637-8253	Fax: 905 634-8814
Contact #2:	Fire Marshall's Office	Phone #:	905 338-4251	Fax: 905 338-4403
Address:	2024 Sixth Line	Special #:		
Notes:	Limited emergency generation			

Oakville Fire Department – (Station #5)				**Fire**
Contact #1:	Central Dispatch (Burl.)	Phone #:	905 637-8253	Fax: 905 634-8814
Contact #2:	Fire Marshall's Office	Phone #:	905 338-4251	Fax: 905 338-4403
Address:	1146 South Service Road	Special #:		
Notes:	Limited emergency generation			

Oakville Fire Department – (Station #7)				**Fire**
Contact #1:	Central Dispatch (Burl.)	Phone #:	905 637-8253	Fax: 905 634-8814
Contact #2:	Fire Marshall's Office	Phone #:	905 338-4251	Fax: 905 338-4403
Address:	2010 Joshua Creek	Special #:		
Notes:	Limited emergency generation			

Oakville Fire Department – (Station #?)				**Fire**
Contact #1:	Central Dispatch (Burl.)	Phone #:	905 637-8253	Fax: 905 634-8814
Contact #2:	Fire Marshall's Office	Phone #:	905 338-4251	Fax: 905 338-4403
Address:	1510 Postmaster Dr.	Special #:		
Notes:	Limited emergency generation			

Oakville Fire Department – (Station #?)				**Fire**
Contact #1:	Central Dispatch (Burl.)	Phone #:	905 637-8253	Fax: 905 634-8814
Contact #2:	Fire Marshall's Office	Phone #:	905 338-4251	Fax: 905 338-4403
Address:	125 Randall Street	Special #:		
Notes:	Limited emergency generation			

Churchill Place Retirement				**Retirement Home**
Contact #1:	[redacted] – Director	Phone #:	[redacted]	
Contact #2:	[redacted] Office Man.	Phone #:		
Address:	345 Church Street	Special #:	[redacted]	(Maintenance)
Notes:	Back-up generation.			

The Kensington Retirement Residence				**Retirement Home**
Contact #1:	[redacted]	Phone #:	[redacted]	Evenings:
Contact #2:	[redacted]	Phone #:	[redacted]	Evenings: [redacted]
Address:	25 Lakeshore Road West	Special #:	[redacted]	[redacted]
Notes:	Some backup emergency generation for emergency hall lighting, elevators, and selected plugs.			

Region of Halton – Water & Wastewater Pump Stations				
Contact #1:	Mid Halton	Phone #:	905-825-6000	x7734
Contact #2:	Southeast Plant	Phone #:	905-825-6000	x7720
Address:	Southwest Plant	Special #:	905-825-6000	x7714
Notes:				

Halton Housing Authority				**Senior's Residence**
Contact #1:		Phone #:		
Contact #2:		Phone #:		
Address:		Special #:		
Notes:				

Trafalgar Senior Homes				**Senior's Residence**
Contact #1:	[redacted]	Phone #:		[redacted]
Contact #2:	[redacted]	Phone #:	[redacted]	[redacted]
Address:	17 Stewart	Special #:		
Notes:	Back-up for emergency lighting that lasts 4-5 hrs. If above not available - Chair is [redacted]			

Trafalgar Senior Homes				**Senior's Residence**
Contact #1:		Phone #:		
Contact #2:		Phone #:		
Address:		Special #:		
Notes:				

Ontario Housing Corporation				**Senior's Residence**
Contact #1:		Phone #:		
Contact #2:		Phone #:		
Address:		Special #:		
Notes:				

Knox Heritage Place				**Senior's Residence**
Contact #1:	[redacted]	Phone #:	[redacted]	
Contact #2:		Phone #:		
Address:	2191 Sixth Line	Special #:		
Notes:				

St. John's Ambulance				
Contact #1:		Phone #:		
Contact #2:		Phone #:		
Address:		Special #:		
Notes:				

Oakville Health Centre				**Health Care/Lab**
Contact #1:		Phone #:	905 842-8593	
Contact #2:		Phone #:		
Address:	1060 Speers Rd.	Special #:		
Notes:				

Canadian Red Cross Society				**Health Care/Lab**
Contact #1:		Phone #:	905 845-5241	
Contact #2:		Phone #:		
Address:	167 Navy Street	Special #:		
Notes:				

MedChem				**Health Care/Lab**
Contact #1:		Phone #:	905 844-8351	
Contact #2:		Phone #:		
Address:	331 Sheddon Ave.	Special #:		
Notes:				

CML Laboratories				**Health Care/Lab**
Contact #1:		Phone #:	905 338-6644	
Contact #2:		Phone #:		
Address:	581 Argus	Special #:		
Notes:				

Rebecca St. Walk-in				**Health Care/Lab**
Contact #1:		Phone #:	905 849-0986	
Contact #2:		Phone #:		
Address:	170 Rebecca St.	Special #:		
Notes:				

The Doctor's Office - MCI Medical Clinics Inc.				**Health Care/Lab**
Contact #1:		Phone #:	905 849-7007	
Contact #2:		Phone #:		
Address:	1011 Upper Middle Rd. E.	Special #:		
Notes:				

The Doctor's Office - MCI Medical Clinics Inc.				**Health Care/Lab**
Contact #1:		Phone #:	905 338-3730	
Contact #2:		Phone #:		
Address:	300 North Service Rd. W.	Special #:		
Notes:				

Trafalgar Professional Centre (X-Ray & Ultrasound)				**Health Care/Lab**
Contact #1:		Phone #:	905 845-0014	
Contact #2:		Phone #:		
Address:	1235 Trafalgar Road	Special #:		
Notes:				

Oakville Place Mall				**Indoor Shopping Malls**
Contact #1:		Phone #:	905 842-2140	
Contact #2:		Phone #:		
Address:	240 Leighland Ave.	Special #:		
Notes:				

Hopedale Mall				**Indoor Shopping Malls**
Contact #1:		Phone #:	905 827-0229	
Contact #2:		Phone #:		
Address:	1515 Rebecca St.	Special #:		
Notes:				

Trafalgar Village				**Indoor Shopping Mall**
Contact #1:		Phone #:	905 845-8341	
Contact #2:		Phone #:		
Address:	125 Cross Avenue	Special #:		
Notes:				

General Wolfe – see White Oaks North Campus				**High Schools**
Contact #1:		Phone #:		
Contact #2:		Phone #:		
Address:		Special #:		
Notes:				

Iroquois Ridge				**High Schools**
Contact #1:		Phone #:	905 845-0012	
Contact #2:		Phone #:		
Address:	1123 Glenashton	Special #:		
Notes:				

Oakville Trafalgar				**High Schools**
Contact #1:		Phone #:	905 845-2875	
Contact #2:		Phone #:		
Address:	1460 Devon	Special #:		
Notes:				

				High Schools
Contact #1:		Phone #:		
Contact #2:		Phone #:		
Address:		Special #:		
Notes:				

White Oak's (North Campus)				**High Schools**
Contact #1:		Phone #:	905 845-5200	
Contact #2:		Phone #:		
Address:	1055 McCraney E.	Special #:		
Notes:				

White Oak's (South Campus)				**High Schools**
Contact #1:		Phone #:	905 845-5200	
Contact #2:		Phone #:		
Address:	1330 Montclair Drive	Special #:		
Notes:				

T. A. Blakelock				**High Schools**
Contact #1:		Phone #:	905 827-1158	
Contact #2:		Phone #:		
Address:	1160 Rebecca	Special #:		
Notes:				

Halton Board of Education				**High Schools**
Contact #1:		Phone #:	905 842-3014	
Contact #2:		Phone #:		
Address:	2050 Guelph Line, Burl.	Special #:		
Notes:				

St Ignatius of Loyola				**High Schools**
Contact #1:		Phone #:	905 847-0595	
Contact #2:		Phone #:		
Address:	1550 Nottinghill Gate	Special #:		
Notes:				

St. Thomas Aquinas				**High Schools**
Contact #1:		Phone #:	905 842-9494	
Contact #2:		Phone #:		
Address:	124 Margaret Drive	Special #:		
Notes:				

Halton Catholic District School Board				**High Schools**
Contact #1:		Phone #:	905 632-6300	
Contact #2:		Phone #:		
Address:	802 Drury Lane, Burl.	Special #:		
Notes:				

Contact #1:		Phone #:		
Contact #2:		Phone #:		
Address:		Special #:		
Notes:				

Contact #1:		Phone #:		
Contact #2:		Phone #:		
Address:		Special #:		
Notes:				

Contact #1:		Phone #:		
Contact #2:		Phone #:		
Address:		Special #:		
Notes:				

APPENDIX B.7

Region of Halton – Water & Waste Water

	South West Wastewater Pumping Stations		TX Loc #	Feeder & Phase	Substation & Feeder		Standby Power Time
1.	51	West River	1819		Bronte	F1	
2.	2512	Lakeshore West	60		Bronte	F1	
3.	2	Timber Lane	1788		Bronte	F1	
4.	3251	Lakeshore West	1116		Bronte	F4	
5.	103	Forsythe	2364		Kerr	F2	
6.	10	Walker Street	3581		Kerr	F3	
7.	231	Lakewood Drive	3165		Margaret	F1	
8.	1204	Stirling Drive	1310		Margaret	F3	
9.	135	Westdale Road	2140		Margaret	F3	
10.	35	Birch Hill Lane	1736		Margaret	F3	
11.	60	Belvedere Drive	629		Marine	F1	
12.	2285	Marine Drive	3127		Marine	F4	
13.	265	Riverside Drive	1205		Thomas	F1	
14.	130	Water Street	201		Thomas	F4	
15.	10	Shepard Drive	3910		Victoria	F3	
16.	1334	Hixon	193		Woodhaven	F1	
17.	1420	Lakeshore West	216		Woodhaven	F1	
18.	1385	Lakeshore West					

Region of Halton – Water & Waste Water

	South East Wastewater Pumping Stations		TX Loc #	Feeder & Phase	Substation & Feeder		Standby Power Time
1.	1380	Weaver Avenue	3758		Albion	F1	
2.	1541	Lakeshore Road	2910		Albion	F2	
3.	1306	Lakeshore Road	1161		Albion	F4	
4.	6	Ennisclair Drive	194		Albion	F4	
5.	2284	Chancery Lane	4123		Arkendo	F2	
6.	2350	Carrington Road	3750		Arkendo	F2	
7.	2262	Cedarberry Court	4567		Devon	F3	
8.	18	Chartwell Road	1031		Industry	F1	
9.	1034	Argyle Drive	1096		Industry	F1	
10.		Bel Air Drive	1174		Industry	F3	
11.	1281	Cumnock Cresent	3958		Industry	F3	
12.	1152	Morrison Heights	3885		Industry	F3	
13.	280	Upper Middle Road	557		Munn’s	F3	
14.	243	Overton Road	3230		Munn’s	F3	
15.	4	Navy Street	4076		Thomas	F4	
16.	20	First Street	171		Wallace	F3	
17.		Raymar Place	353		Wallace	F3	
18.	2175	Maitland	13324		Palermo	M4	

Region of Halton – Water & Waste Water

	Water Pumping Stations	TX Loc #	Feeder & Phase	Substation & Feeder	Standby Power Time
1.	Davis Road Pump Station 320 Davis Road	SC02	OakM44 RWB		
2.	Eighth Line Pump Station 1501 Eighth Line	3968		Sheridan F4	
3.	McCraney Reservoir 1186 Trafalgar Road	361		Munn's F4	
4.	Eighth Line Reservoir (Zone 4) 2217 Eighth Line	10416	OakM43 RWB		
5.	Moore Reservoir 4159 Sixth Line	11523	PalermoM2 RWB		
6.	Coin Meter Station 2273 Trafalgar Road	12001	OakM49 BØ		
7.	Pressure Reducing Valve Chambers 2402 Royal Windsor Drive 2908 Kingsway Drive 1392 Hazel McLeary 1480 Ninth Line	 10117 10801 11104 214	 Oak8M5 WØ Oak8M5 WØ Oak8M5 WØ	 Sheridan F1	
8.					
9.					
10.					
11.					
12.					

APPENDIX B.8

Independent Electricity Market Operator

February 15, 2002

[redacted]
Oakville Hydro Electricity Distribution Inc.
861 Redwood Square P.O. Box 1900
Oakville, ON
L6J 5E3

Dear Distributors:

Subject: Manual Load Shedding during an Emergency Operating State

Manual load shedding during emergency conditions is a standard power utility practice to prevent further deterioration of the reliability of power systems. In the past, this practice was carried out by Ontario Hydro. After market opening, it will be IMO's responsibility to direct market participants to carry out manual load shedding. Between now and market opening, if it was required to mitigate power system emergencies, it would be carried out by Hydro One under IMO direction.

Manual load shedding would be used only as a last resort during emergencies. Since 1988, there have been less than 10 incidents of load shedding in the province. The load shed in these incidents varied from a few MW to approximately 50 MW. Each load was generally impacted for less than an hour at a time.

Based on the information you provided during facility registration, your loads are supplied from facilities owned by your transmitter, Hydro One, who has operational (open and close) control of the feeder breakers. In the event that the IMO has to invoke manual load shedding, the IMO will communicate its instructions on load shedding to Hydro One who will execute load shedding on your behalf.

To prepare and implement the manual load shedding plan, you are required to prepare a manual load shedding schedule and submit it, in advance, to Hydro One. This will enable Hydro One to include your schedule and those from other distributors in the transmitter's manual load shedding schedule. Please discuss with Hydro One the timing of submission and details of your manual load shedding schedule.

I have appended a brief summary of load shedding from the Market Rules and the Market Manuals which may aid you in preparing your manual load shedding schedule for submission to Hydro One.

The IMO recognizes that load shedding, even as an emergency measure of last resort, would adversely affect market participants like yourself. If extenuating circumstances called for manual load shedding and market participants did not act upon the IMO directions promptly and effectively, the reliability of the power system would be vulnerable to further deterioration. Only coordinated efforts between all market participants and the IMO would safeguard the security of the IMO controlled grid.

The IMO is committed to meeting our obligations with respect to reliability of the IMO-controlled grid while minimizing the impact of our actions on market participants.

If you have any questions on this, please do not hesitate to contact me at (905) 855-6255.

Yours truly,

[redacted]
Sr. Engineer – Models and Data
Independent Electricity Market Operator

rw:da

Attach

cc: BIRM

Load Shedding Summary

The Market Rules state in Chapter 5, Section 10.3:

- *When an emergency operating state has been declared by the IMO, the actions available to the IMO to safeguard the security of the IMO-controlled grid may include issuing directions to market participants (transmitters, connected distributors and connected wholesale customers) to reduce demand for electricity.*
- *Each market participant that receives a direction from the IMO to reduce demand shall achieve the reduction in demand within 5 minutes of receipt of the direction.*

During a manual load shedding event, market participants may be required to reduce demand by shedding up to 50% of their respective load.

If system conditions indicate a potential requirement of manual load shedding and time permits, the IMO will provide, as far ahead as possible, advance warning to the market participants by a System Emergency Advisory via the Participant Network or the Internet. The Advisory will advise that the IMO expects an emergency operating state during which control actions may include load shedding. In the event that the IMO has to invoke manual load shedding as a control action, the IMO instructions on manual load shedding will be communicated to the entity who has operational control (open and close) of the relevant breakers.

Since your loads are supplied from facilities owned by a transmitter (Hydro One) who has operational (open and close) control of the feeder breakers, the IMO instructions on load shedding will be communicated to Hydro One who will execute load shedding on your behalf.

To enable Hydro One to include your load in the transmitter's load shedding schedule and execute it on your behalf, you are required to prepare and submit, in advance, your manual load shedding schedule to Hydro One.

The following excerpts (in italic) from Market Manual 7.1 System Operating Procedures, may aid you in preparing your load shedding schedule:

> ***4.6 Load Shedding***
>
> *There are three types of manual load shedding:*
>
> *Rotational Load Shedding - portions of load in an electrical area that are sequentially interrupted and restored, commonly on a 30 minute rotation.*
>
> *Emergency Load Shedding - relatively large blocks of load, typically specified in increments of 100 MW to 200 MW, to respect security limits or equipment ratings.*

Manual Load Shedding (that is done independent of direction by the IMO) for Low Frequency - as much of the load in an electrical area as is required to arrest declining system frequency.

(It is noted that the requirement of manual load shedding is the ability to manually drop up to 50% of your load.)

4.6.3 Connected Distributors

The IMO will identify electrical areas in which rotational load shedding may be required. Each Connected Distributor shall maintain up-to-date rotational load shedding schedules for any such areas within its jurisdiction. These schedules should divide the load into approximately equal blocks, indicate the approximate percentage of the load in each block, and the approximate MW in each block at any time. Connected Distributors shall ensure equitable treatment of different loads within the schedules and will manage sensitive loads such as hospitals, water treatment plants, etc. within the schedules.

The IMO will identify electrical areas for which emergency load shedding schedules are to be maintained. For each of these areas, the Connected Distributors shall identify where 100 MW, 200 MW, etc, cuts can be made at any given time in accordance with the "Electricity Emergency Priorities Policies". Exemptions should be kept to a minimum to facilitate rapid load shedding.

Because of the varying load profiles, each Connected Distributor's operating staff is responsible for determining where 100 MW, 200 MW, etc., cuts can be made at any given time during the shift.

Emergency and rotational load shedding schedules should avoid, to the extent practical, that load that would be shed by special protection systems.

Connected Distributors shall prepare, in advance, underfrequency load-shedding schedules that identify a block of load equivalent to 25% of the load that is under the direction of each controlling authority. (It is noted that the 25% load block is part of the 50% manual load shedding requirement.) *These blocks of load should be separate from any that is connected to automatic underfrequency protection.*

When a Transmitter exercises operating control on behalf of a Connected Distributor, that Transmitter will follow the procedures outlined above for Connected Distributors.

4.6.4 Executing Manual Load Shedding

The IMO shall direct any emergency load shedding that is required to resolve a security limit violation, to correct voltages on the IMO-controlled grid, or any

rotational load shedding that is needed to balance generation with demand.

The communication will be directly from the IMO to the entity that has operational control of the relevant breaker. Depending upon the situation, operating control of feeder breakers may be exercised by Connected Distributors, Connected Wholesale Customers or Transmitters. Connected Distributors and Connected Wholesale Customers shall ensure that load shedding schedules are provided to the appropriate entities.

APPENDIX C.1Sub Station and Transformer Station Locations

Name	Address	Municipality	Telephone	Contact	Issue
Albion Municipal Substation 8	1503 Albion Avenue	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Allan Municipal Substation 11	121 Allan Street	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Arkendo Municipal Substation 22	2477 Lakeshore Road East	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Cross Municipal Substation 6	539 Lyon's Lane	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Devon Municipal Substation 18	2226 Elmhurst Avenue	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Industry Municipal Substation 7	1025 Industry Street	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Kerr Municipal Substation 20	8076 Burnet Street	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Thomas Municipal Substation 5	139 Thomas Street	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Victoria Municipal Substation 17	41 Speers Road	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Wallace Municipal Substation 21	332 Sheddon Avenue	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Munn’s Municipal Substation 16	22 Upper Middle Road	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Sheridan Municipal Substation 14	1900 Upper Middle Road	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Bronte Municipal Substation 1	310 Bronte Road	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Woodhaven Municipal Substation 2	1306 Rebecca Street	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Margaret Municipal Substation 4	313 Lakeshore Road West	Oakville	905-825-8774	Control Room Operator	Hydro Substation

APPENDIX C.1Sub Station and Transformer Station Locations

Marine Municipal Substation 19	2220 Lakeshore Road West	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Morden Municipal Substation 3	300 Speers Road	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Pinegrove Municipal Substation 12	1250 Speers Road	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Speers Municipal Substation 10	2176 Speers Road	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Sunset Municipal Substation 13	298 Sunset Drive	Oakville	905-825-8774	Control Room Operator	Hydro Substation
Oakville Hydro-Glenorchy Transformer Station	4322 Sixth Line	Milton	905-825-8774	Control Room Operator	Transformer Station

Oil Filled Metering Units

#	Account	Inst #	Customer	Address	Meter #	Meter Type	Planned Inspection Month	Possible Contact
1	101124		Praxair Canada Inc	2393 Speers Rd	65773	Vectron		[redacted]
2	129946		Region of Halton	2195 North Service Rd W.	84922	KV2c		
3	137027		OTM Hospital Feeder #1	327 Reynolds St	84913	KV2c		
4	167490		OTM Hospital Feeder #2	327 Reynolds St	84918	KV2c		
5	142861		Jempak GK Inc	1485 Speers Rd	84925	KV2c		
6	144528		Procor Ltd	662 Third Line	65771	Vectron		
7	100837	252	Hilreid Investment	121 Allan St.	58687	VIM-E5A		
8	136071	282	Palomar Property Ltd.	200 Queen Mary Dr.	64150	Vectron		
9	129614	1479	Glen Oak Memorial Gardens	3200 Ninth Line	57091	KVIP		

Metering units of unkown type

#	Account	Inst #	Customer	Address	Meter #	Meter Type	Planned Inspection Month	Column1
1	102305	1	Bell Canada	241 Balsam Dr.	57008	KVIP		[redacted]
2	103782	814	Min of Nat Resources - Park	1535 Burloak Dr	92184	KV2c		
3	106543	1038	Public Works - Post Office	193 Church St.	55481	SVIP		
4	142204	132	Helberg Properties	50 Speers Rd.	57353	SVIP		
5	142201	286	666338 Ontario Ltd.	30 Speers Rd.	57043	SVIP		

Oakville Hydro

Disaster Recovery Plan

Table of Contents

1.0 How to Use This Document

That you have opened this document means that:

- You are likely a member of the Disaster Recovery Team
- Your are either making updates to this DRP

OR

- **Oakville Hydro has befallen some disaster, and needs you help to recover**

If you are in the midst of a disaster, please start reading the next section, **Recovering From A Disaster.**

1.1 Recovering From A Disaster

If you are currently experiencing a disaster scenario, you are in the right place.

To provide you a context of what you are experiencing, you will find it helpful to read the Executive Summary. This may take 5 minutes to complete.

Secondly, it will be important to for you understand your, and other peoples', roles and responsibilities during this recovery process. Reading the section on DRP Roles and responsibilities will help you understand who else is involved, and who you should be working with. This may take 1 minute to read.

Lastly, once you and your colleagues understand what kind of disaster has occurred, turn to the Scenario section that most readily applies to your situation. The recovery scenarios cover the following situations:

These sections cover, in detail, what you will need to do, who else will be working with you, and what procedures you and the rest of you team will need to follow to recover from this disaster.

The Appendices included will also provide you with additional helpful information including:

- Appendix A - Contact information of others involved in the Disaster Recovery activities
- Appendix B - Technical Environment Diagrams to provide a context of what is being recovered
- Appendix C – Oakville Hydro Application Portfolio, including "critical" systems you are trying to recover

We sincerely hope this document will help you recover from this disaster. Good luck, and get going.

1.2 Updating this document

If you are updating this document, you are also in the right place. Please complete the following log, including the IT Director's signature, approving the change.

Pages Updated	Date Updated	What Changed	Author	IT Dir. Approval
As indicated by the "track changes" options in green throughout the document	10th, May, 2012	Various semantic, grammatical and content edits.	Mr. Michael Adesh Birbal	

All DRP updates / changes must be made to the official electronic version of the DRP stored in **"Y:\IT\DR Plan".**

All DRP manual holders must be notified of any changes to the DRP, so that they familiarize themselves with the changes, and can:

- Print off a hard copy of the DRP for ease of reference and use
- Copy an electronic version of this document, to be stored on their PC at home

The DRP manual holders are made up off

- the Core Disaster Recovery Team, as shown in Figure #1 on page 14, and include:
  - [redacted] IT Analyst (GP)
  - [redacted] Director, IT
  - [redacted] System Control Supervisor
  - [redacted] Manager Customer Service and Billing
  - [redacted] Comptroller
  - [redacted] Business Systems Supervisor
  - [redacted] Sr. Database Analyst
  - [redacted] IT Analyst
  - [redacted] Network Administrator
- The Core team alternates are identified in Table #1, on page 12, and include:
  - [redacted] Financial Manager
  - [redacted] Supervisor, Customer Service
  - [redacted] P&C Supervisor

1.3 Storage of the Plan

The IT Director, as DRP Lead, must have multiple versions of the DRP, including:

- Hardcopy and CD versions stored at home, and his/her office
- An electronic copy stored on his/her Blackberry which can be printed
- The electronic DRP stored on the network, which can be printed

As well, each DRP Team Member has been provided with the location of the electronic version of the DRP, which can be printed, stored on their office and/or home PCs.

Lastly, both hard copy and CD versions of the DRP are stored in various off site locations, including:

- Hardcopy and CD stored at the IT offsite tape storage location
- Hardcopy and CD stored at the DR site at Glenorchy MTS1

When updates are made these versions of the DRP must also be upgraded.

2.0 Executive Overview

2.1 Introduction

The purpose of this Disaster Recovery Plan (DRP) is to provide the reader with the information needed to participate in recovery of business operation after a disaster or crisis has befallen Oakville Hydro. It is this document that provides the who, what, where, when, and how, to recover gracefully from a disaster and restore business operations.

The business scope addressed in this DRP includes Oakville Hydro Energy Distribution Inc. (OHEDI) and Oakville Hydro Energy Services Inc. (OHESI) located at 861 Redwood Square.

This document does NOT address the needs of Rogers Communications Inc. or El-Con Construction Ltd*.

*It does however address the needs of the EL-CON Construction company for the following aspects only:

- EL-CON Dynamics GP (Great Plains) company
- EL-CON FRx 6.7 Reporter
- EL-CON Forecaster

2.2 Business Analysis

2.2.1 Locations

There are primarily two locations impacted by this Disaster Recovery Plan. Oakville's main facility made up of a main office building, and associated warehouse and stock yard:

1. Oakville Hydro's main facility at:
   Oakville Hydro Corporation
   861 Redwood Square
   Oakville, ON
   L6J 5E3
   Phone: 905.825.9400

2. Glenorchy MTS1 main facility, providing an off site Disaster Recover Facility to Oakville Hydro:
   Glenorchy MTS1
   4322 Sixth Line
   Milton, ON
   L0P 1E0
   Phone:

2.2.2 Current Environment

Both OHEDI and OHESI utilize various applications and IT infrastructure in support of their business needs, and include:

- An infrastructure that provides both network access and email to all employees
- Voice communications via Bell Canada
- Numerous applications specifically supporting critical business functions, including:
  - Harris – Customer Services and Billing
  - Meter systems that record power consumption that feed the Harris system for billing purposes

- Microsoft Dynamic GP (formerly Great Plains) – Financial, Engineering, and Operations
- SCADA – Control Room, within Operations

- Numerous other applications, bought, or customer built, by business users

These systems are housed in a computer room which houses more than 35 servers, and other associated hardware such as routers, modems, and other infrastructure hardware.

Lastly, Glenorchy MTS1 and Oakville Hydro have formed a reciprocal agreement whereby each company has agreed to provide Disaster Recovery assistance to the other, when requested. In summary, under the agreement, each company has allocated space for a DR site. The DR site provides a hot site capability for Oakville Hydro's "critical" infrastructure and applications, as identified in Appendix C – Application Portfolio for a list of "critical" and non-critical systems/applications.

2.2.2 Business Impact Analysis

Oakville Hydro has identified three high level business drivers, by which it measures its success, including:

- Providing continuous power to customers (keeping the lights on)
- Ensuring the health and safety of Oakville Hydro customers and employees
- Maintaining financial performance

As a consequence of these drivers, the following business functions, within Oakville Hydro, have been identified as critical business functions to recover, should a disaster or crisis occur.

- Operations
  - The Control Room
    - Minimizing power outages
      - Operating automated switches to restore power
      - Dispatching crews, when needed, to restore power
    - Rerouting power to ensure crews can safely make necessary repairs
  - Repair crews who utilize vehicles and materials to carry out the need repairs

- Financials/Administrative Services
  - Warehousing
    - Locating and issuing materials to repair crews
    - Reordering materials as required
  - Customer Service and Billing
    - Ensuring customer queries are appropriately addressed
    - Fast tracking customer outage reports to the control room
    - Recording customer power consumption (collecting meter readings)
    - Billing customers for power consumption
  - Accounts Receivables
    - Ensuring customers pay for their power consumption
  - Purchasing and Accounts Payable
    - Ensuring needed materials are ordered from Oakville Hydro's suppliers
    - Ensuring Oakville Hydro suppliers are paid appropriately
  - Payroll
    - Ensuring staff are paid appropriately

This document addresses how these critical business functions will be able to withstand and recover from a potential disaster, and continue to deliver business services during the recovery period.

2.3 Business Continuity Requirements:

This section summarizes the "critical" business functions that have specific business continuity requirements.

2.3.1 Control Room

The SCADA system is a critical system utilized by the control room staff in monitoring the power distribution network. In responding to power interruptions, Control Room staff can either operate the appropriate switches directly with the SCADA system, or opt to dispatch a line crew to the specific power interruption location. If the SCADA system is unavailable, the control room will rely on customer outage reports in identifying the problem areas, and will work with line crews to find, isolate, and repair the reported outages.

Even though the line crew can continue to work on the power distribution network without the SCADA system, response times will be impacted due to the additional effort required to find, and isolate the specific faulty switches.

As well, the Control Room utilizes radio and Bell modem communications to operate line switches, and a fiber optic communications network for operating RTU's in sub-stations. Should any of this communications technology fail, the ability to automatically operate these line switches and RTU's will be compromised, and manual intervention will be required.

For the purposes of the DRP, it was agreed that the control room could remain in manual mode, without the SCADA system for up to 7 days, after which, additional resources may be required to resolve network outages. However, given the redundant hardware, it is assumed that an actual outage of the SCADA system itself is unlikely.

2.3.2 Customer Service / Billing

The Customer Service group is the customer focal point for Oakville Hydro. Typically, customers call Customer Service to request assistance with bills, rates, hook ups, and other administrative support. As well, customers will call Customer Service to report power outages, which, in turn, will be expedited to the Control Room for resolution.

Oakville Hydro is dependant on the telephone system in communicating with external customers, suppliers, and other stakeholders, and as a result, a telephone backup process has been implemented.

During business hours, Bell's CO routes calls to Oakville Hydro's PBX for normal day to day business communications. Should the Oakville Hydro's telephone switch go down during businesses hours, IT will reroute the calls form Bell's CO to All Call Communications, Oakville's answering service. The answering service will then, in turn, track calls made to Oakville Hydro and pass them on to Customer Service at the appropriate time. However, for power outage calls, the answering service will call the System Controls Supervisor directly to take action.

Should Oakville Hydro's PBX go down during non-business hours, IT will again re-route calls from Bell's CO to All Call Communications, and power outage calls will be once again be rerouted to the System Control Supervisor.

The Harris system is used to process meter readings, from the MVRS and AMR data collection systems, on a daily basis, and in turn bill the customer for power consumed. If the Harris system is not available, the Customer Service group is not able to answer customer queries regarding their account status. If the MVRS and AMR meter systems are not available, consumption data will not be available to Harris, and as a result accurate usage information will not be available for billing purposes.

For the purposes of this DRP, the planning assumption used was that billings would not be issued for the duration that Harris or the meter reading systems were down. With this assumption, it is apparent that there would be some pragmatic limitations:

- First, given that Harris is Oakville Hydro's billing system, generating revenues for the company, it was estimated that billings could be delayed for up to 2 months before cash flow issues would seriously impact Oakville Hydro.
- Secondly, and more restrictively, the AMR system (tracking interval meter readings) retains up to 22 days of meter reading data, after which meter readings would be overwritten, preventing true consumption billing.

As a result, for the purposes of this DRP, it was accepted that the business could continue to operate, in a disaster scenario, for up to 15 days without serious implications from a cash flow basis. However, customer relations may be negatively impacted.

2.3.3 Warehousing, Receivables, Purchasing, Accounts Payable

Great Plains is the system that the Financial organization is dependent on to carry out its normal business functions. If Great Plains is inaccessible, the Financial group needs to record their business transactions manually, until such time the system is recovered. Once Great Plains becomes available, the manually recorded transactions need to be keyed into the system in the appropriate sequence to properly reflect Oakville Hydro's business activity on the books.

Even though the Financial group can continue with the bulk of its business manually, it is accepted that tracking transactions manually, on paper, will become too burdensome and too prone to error to be effective.

The Financial group has however, has committed to having the capacity to operate manually, without Great Plains for a 1 week period without significant degradation of service to customers, suppliers and employees.

2.3.4 Payroll

Oakville Hydro is committed to ensuring their employees are paid when due. The time hourly workers spend on a particular assigned task is recorded in Great Plaies which tracks the number of hours (including overtime) against specific projects. In the case of most salaried staff, Great Plains houses the salary information. With both hourly and salaried employees, their pay information is transmitted to ADP which in turn issues pay stubs the employees.

If Great Plains is unavailable, the overtime only data needed by ADP to calculate employee pay would be unavailable. Great Plains/ Dynamics GP allows the Payroll, Pension & Benefits Coordinator to generate a file from GP that it then sent to ADP for processing. The possibility of tracking work hours manually has been considered, but it is perceived that manual tracking would quickly become overly burdensome, and prone to error.

The preferred process for ensuring employees were properly paid, is to work with ADP to issue employee salaries without overtime, after which overtime pay could be assigned once Great Plains was up and running. However, actual work hours worked would have to be collected manually by the operations deaprtment, and keyed into the Great Plains once it was up and running.

2.4 Threats and Risks

The threats and/or risks that have been identified as even remotely possible in generating a disaster scenario to Oakville Hydro, include:

- Natural Disasters: including earthquakes, hurricanes, snow storms
- Fire
- Malicious Intent, including terrorists and disgruntled employees,
- Accidental destruction of facilities: eg. aircraft crash into the facilities
- Pandemic: inadequate staff to operate the facilities
- Toxic Spill eg. tank truck spill, train car spill
- IT systems failure eg. virus attack, power outages

In order to understand the impacts of certain disasters, an outcomes approach has been taken.
The disaster scenarios appear to fall into 4 broad categories

1. No facilities damage, but critical systems outages
    a. Infrastructure, including Email
    b. Phone and radio systems
    c. Applications, including: SCADA, Great Plains, or Harris
2. Partial destruction of facilities possibly caused by fire, malicious intent, accident, or natural disaster
    a. Computer Room
    b. Control Room
3. Total destruction of facilities possibly caused by natural disaster, fire, malicious intent, or accident,
4. Facilities in place but not accessible, possibly caused by, toxic spill, malicious intent, or natural disaster

In considering these threats and risks, it is believed that the majority of possible disaster scenarios have been covered.

2.5 Not in Scope of this DRP

The scope of this DRP has been limited to only those functions and associated systems that have been identified as "CRITICAL". This DRP has **not** been extended to include non-critical functions and associated systems, including:

- OHESI and OHEDI
    - Engineering planning, design, budgeting, and project management
    - HR and Regulatory functions
    - Operations (other than Control Room functions)

However, the majority of the organization utilizes Dynamics GP/Great Plains, and thus various employees in various departments will be requested to participate with the recovery from a Great Plains disaster.

Additional items **not** included in the scope of this DRP include:

- Radio and bell communications equipment utilized to operate line switches and RTU's.
- Rogers (formerly Blink)
- El-Con

2.6 Recovery Time Objectives

The Recovery Time Objective (RTO) specifies how soon an organization will be up and running after a disaster has occurred. Organizations may have multiple RTO's depending on the data involved. For example one RTO may specify how long before the major functions of the enterprise are back on line while a second, longer, RTO will determine how long until everything is fully recovered.

Within this DRP, the RTO is used to define the length of time, from the time the disaster is declared until the business group is able to utilize their systems to carry out its normal business functions. This does not include the time required to return the systems to full production mode, with all repairs completed. At this time this will be left to the best efforts of the Disaster Recovery Team to determine.

System Name	**RTO**
User Access to SCADA from Control Room	0
User Access to SCADA without Control Room	< 1 Hour
Phone System	< 1 Hour
Remote User Access to Production Systems	< 1 Hour
Remote User Access to Recovery Site Systems	< 1 Hour
Email + Active Directory	< 4 Hours
Great Plains	< 4 Hours
ADP	< 4 Hours
EHC – SPIP Hub	< 4 hours
MVRS	< 4 Hours
AMR	< 4 Hours
Harris	< 24 Hours

3.0 High Level Role and Responsibilities

3.1 DRP Organization Chart

The following Disaster Recovery Core Team organization chart identifies three levels of generic roles, including:

- Disaster Recovery Lead
- Business Lead
- IT Team Member

The chart below identifies these roles, and who currently is filling this role for the associated systems. Detailed contact information can be found in Appendix A – Contact List.

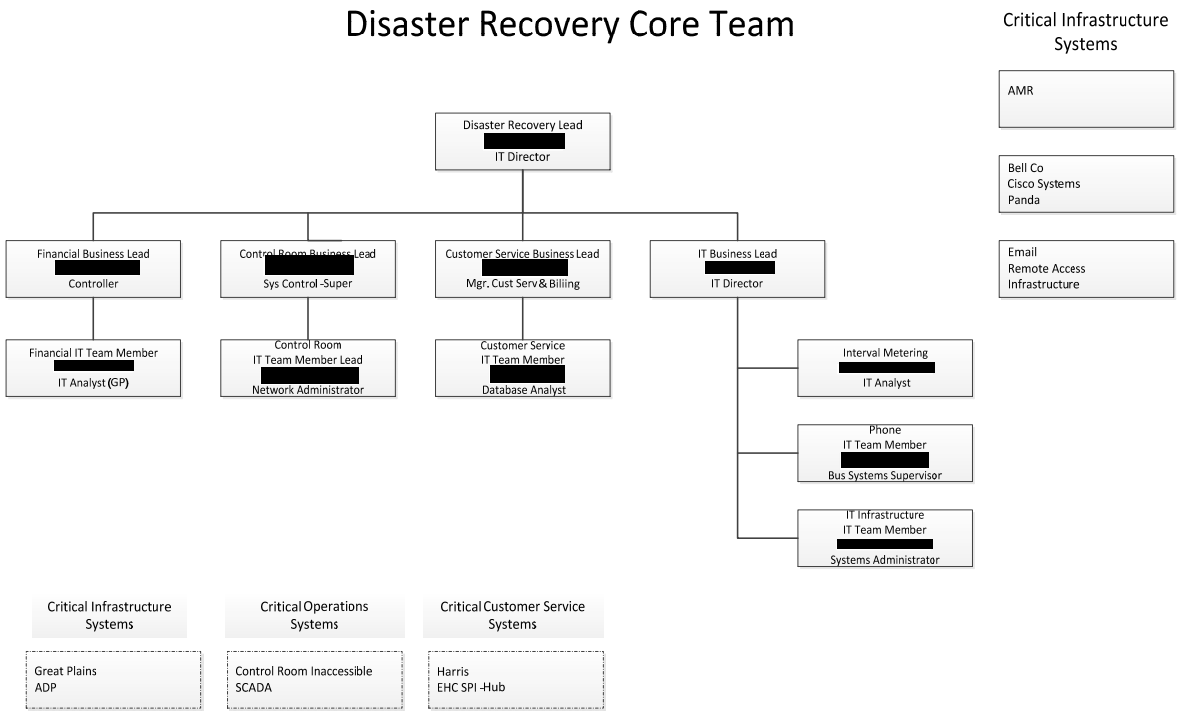


Figure #1

To be sure that a Disaster Recovery team can be assembled should a disaster occur, alternates have been identified for each core member of the team. Below is a table that lists both core and alternate members of the team with their associated phone numbers.

Core Team Member	Phone No.	Alternate Contact	Phone Number
[redacted]	[redacted]	[redacted]	[redacted]

Table #1

As well, IT utilizes numerous vendors to augment their existing staff for many of the applications. These vendors would typically be contacted by IT should a Disaster be proclaimed to assist IT in bringing back any downed systems.

Systems Supported	IT Contact	Vendor Name	Vendor Contact	Vendor Phone
Great Plains	[redacted]	BDO	[redacted]	[redacted]
Harris	[redacted]	Harris		
SCADA		Survalent		
AMR		Primeread		
Telephones		Bell		
		All Call Communications		
		Lexsys		
DR Site	[redacted]	Glenorchy MTS1		

3.2 Disaster Recovery Roles and Responsibilities

This section describes the responsibilities for each of the DRP roles identified. More specific steps are outlined with each of the disaster scenarios identified in Section 4 of this document.

DRP Lead Role:

Disaster Status	Responsibilities
Pre- Disaster	• Ensure DRP addresses critical business needs • Ensure DR Plan updated as needed. • Ensure DR plan, and any updates are distributed to the entire recovery team • Appoint recovery team members and alternates as required.

	• Train DR Team in regard to the plan. • Work with IT team to ensure that this plan is up to date and comprehensive so that all critical systems can be recovered. • Conduct periodic DR tests. Yearly is recommended, unless there are issues, and then repeated tests until they are clean. • Ensuring the DR website is operational and contains current DR information
Post-Disaster	• Assist in assessing the extent of damage to enterprise facilities. • Provide initial notification of disaster declaration to the recovery team. • Coordinate all recovery team tasks. • Notify Glenorchy MTS1 site of pending DR activation. • Coordinate the recall of the system backups and required software media. • Make necessary travel and hotel arrangements as needed. • Authorize purchases. • Report to senior management on status of recovery. • Determine with CEO whether a disaster scenario exists, and if yes, declare disaster scenario and notify and assemble DRP Team • Update the existing DR site with the most current status, plans, and action items. • Communicate status to internal organization utilizing o DR site updates o IT call centre message directing users to DR web site o Emailing all users directing them to DR website o Network broadcast directing users to DR website o Walk about • Should customers or other external stakeholders potentially become impacted by the Disaster, notify the CEO and Customer Service as customer communication required.
Business Resumption	• Develop and/or approve business resumption plans, with appropriate business leads and IT members • Monitor and lead systems recovery and business resumption activities
Return to Production	• Develop and/or approve return to production plans • Monitor and/or lead return to production plans • Report to senior management on status of recovery.

Business Lead Role:

Pre- Disaster	• Identify critical systems to be included in this DRP • Identify Recovery Time Objectives • Develop needed manual procedures, if required • Participate in DRP testing, as required • Update DRP with issued updates
Post-Disaster	• Participate with IT in Incident Assessment • Ensure staff informed of situation • Invoke any business procedures required • Work with DRP Lead and IT team members to define whether disaster scenario exists and invoke this DRP • Insure impacted external stakeholders are provided adequate

	information regarding Oakville Hydro's status and actions to be taken
Business Resumption	• Participate in business resumption planning • Communicate plans and actions with systems users and external stakeholders, as needed • Coordinate with IT action plans
Return to Production	• Participate in back to production plans • Coordinate users activities with IT during return to production • Ensure staff and management are informed of full recovery • Ensure external stakeholders are informed of status

IT Member Role:

Pre- Disaster	• Notify Team Lead of any changes to DRP • Participate in DRP testing, as required • Update DRP with issued updates
Post-Disaster	• Carry out Incident Assessment • Work with DRP Lead and Business Lead(s) to define whether disaster scenario exists
Business Resumption	• Participate in business resumption planning • Enable Disaster Recovery site • Re-route user connections to utilize DR Site • Communicate plans and actions with Business Lead(s) • Update DRP Lead as to Business Resumptions status
Return to Production	• Repair production fault • Finalize plans to return system(s) to Computer Room • Move data collected at DR site to production system in Computer Room • Re-route users connections to computer room • Communicate user actions required to business team Lead(s)

********** IMPORTANT **********

Please review the role that you have been assigned by the organization and ensure you are able to carry out the responsibilities assigned to you. Both Business Resumption and Return to Production steps have been expanded in Section 3.0 – Disaster Scenario and Recovery Plans. Please review these plans as well.

3.2 Disaster Recovery Plan – Testing Schedule

It is up to the DRP lead to determine when and how frequently aspects of the DRP should be tested / simulated. Selective testing of the DRP allows for:

- Verifying whether aspects the plan is as complete as to needs to be to assure success
- Applying the learnings of a small test to other areas of the DRP
- Minimal impact on current business activities

It is recommended that small aspects of the DRP are tested on a monthly basis. The objective of these selective tests is to verify IT ability to recover the critical systems, and to ensure completeness of the DRP documentation. These mini tests are not meant to be a full simulation of a disaster, but to stress test each of the small components of the DRP.

Once there is confidence in IT's ability to execute a more comprehensive test of the DRP, a full disaster simulation may be warranted. This larger test would engage the full cycle of the test from disaster detection to users fully operational at the DR site, and then ultimately recovered back to normal production.

Test No	Name	Test Objectives	Target Date	Actual Date	Corrections Made
1	Great Plains Access	- Can access GP at DR site	TBD		
2	Harris Access	- Can recovering Harris to previous day - Can access to Harris at DR site	TBD		
3	Email Failure	- Can access email at DR site	TBD		
4	Computer Room access from internet	- Can access all systems from offsite internet	TBD		
5	DR site access from internet	- Can access all critical systems at DR site via internet	TBD		
6	SCADA shutdown	- SCADA able to recover unattended	TBD		
7	Great Plains Recovery	- Can access to GP at DR Site - Can key transactions into GP at DR site - Can bring correct GP transactions keyed at DR site to Computer Room site - Can restore user access to GP system	TBD		
8	Harris Recovery	- same as above for Harris	TBD		
9	Email Recovery	- same as above for Email	TBD		
10	Simulate Computer Room Disaster	- same as above, but for all systems	TBD		

4.0 Disaster Scenarios and Recovery Plans

4.1 Disaster Scenario #1 – Great Plains Outage

Disaster Description
Microsoft Dynamcis GP/Great Plains has become inoperable across the organization, and all other systems appear to be working normally.

Departments Impacted

- Financial and Administration
  - Purchasing
  - Payroll
  - Accounts Receivable
  - Accounts Payable
  - Shipping
  - Receiving
  - Inventory Management
  - Financial Reporting
- Engineering
  - Project Management
  - Budget Management
- Operations
  - Time Reporting
  - Cost Tracking

Recovery Plan Summary

This recovery plan is based on the fact that Great Plains is primarily a transaction processing and financial reporting system, and requires accurate transaction data to represent the company activities on the corporate books of account. Should Great Plains become unavailable, the organizations using Great Plains would be required track their business activities manually until such time system was once again available. Once available, the system users would then be required to coordinate the input of the manually documented transactions to ensure that Great Plains' data was accurate and current.

It is perceived that tracking business transactions manually on paper, and then keying in these transactions, in the correct sequence into the system once available, would be very burdensome to the organization, thereby potentially causing errors and re-work. As a result, the current DRP has been designed to recover Great Plains in such a timeframe so as to minimize the manual tracking of any business transactions.

Recovery Time Objective (RTO):

For the purposes of this DRP, the RTO for Great Plains is **4 hours after an emergency is declared**. This means that business will be able to utilize the suite/collection of Great Plains & directly related applications, on the Disaster Recovery site at the Milton site within 4 hours after the declaration. The collections of Great Plains / Dynamics GP related applications are:

- Microsoft Dynamics GP 2010 – with core and other native modules, Accountable Software, Quadra, Wennsoft modules
- Microsoft Integration Manager v11
- Microsoft Forecaster v7
- Microsoft FRx 6.7
- Microsoft Office: Word & Excel * for report exports only
- Adobe Writer or Cute PDF writer* for report exports to PDF format only

The Dynamics GP system aka Great Plains system should be considered as a main accounting application with a collection of directly related applications as described above. A recovery without some of the pieces/applications is not considered a full recovery.

Repairing the production hardware, synchronizing the data from the DR site to the production version in the computer room, and reconnecting the users to this production version will be planned and timed so as to minimize the possibility of any data integrity issues, and minimize the impact on the organization.

Recovery Site:

Oakville Hydro's computer room and Glenorchy MTS1 Disaster Recovery site.

Recovery Procedure Description:

Currently, there is essentially a mirrored Great Plains system running at the Glenorchy MTS1 Disaster Recovery site.

Should a Great Plains failure be declared, IT will reroute user access from the production version of Great Plains in the Computer Room, to the Disaster Recovery version of Great Plains at the Glenorchy MTS1 Computer Room.

IT will then proceed with repairing the production version of the system. Once operational, IT will move the required data from the DR version of Great Plains to the production version and reroute the users to once again access the production version of Great Plains.

As it is currently impossible to migrate the Dynamics GP SQL Login passwords (the user ids are migratable) it will be come necessary for IT to reset each password to GP & FRX (as they are linked) for the access to these applications from the DR site.

Password resets will be performed in the accustomed manner – per user.

Business Resumption Steps Great Plains Target – 4 Hours		
	Great Plains DRP Team	o **IT Director, DRP Lead:** [redacted] o **Comptroller:** [redacted] o **IT Team Member:** [redacted]
Step	**Responsibility**	**Action**
1.	**DRP Lead**	o Ensure the appropriate IT resources are contacted and in place o Ensure Great Plains Recovery Team are appraised of status o Ensure DGO contacted

2.	**IT Team Member**	o Complete damage assessment
		o Develop preliminary action plans
		o Convene Great Plains Recovery Team to finalize action plans
		  o DRP Lead
		  o Business Lead

3.	**DRP Lead**	o Determine whether Disaster situation exists o Apprise Oakville Hydro President of situation o Declare Disaster and invoke DRP o Communicate Situation and Plans to internal organization available communications; see DRP roles and responsibilities, page 13.

4.	**Business Lead**	o Communicate situation and action plans to business users of system
		  o VP Finance and Admin
		  o Finance and Admin Staff
		  o Director Engineering
		  o Director of Operations
		
		- Determine whether Disaster situation exists
		- Communicate to External organizations if Required, utilizing:
		  o Internet site updates
		  o Central phone messages
		  o Etc

5.	**IT Team Member**	**Great Plains Cutover Steps** o **DATABASE RESTORE:** - Using SQL Studio Manager, connect to OHSRVGP003 (Great Plains DR Server). - All production databases will be labeled as "restoring". - Right click each database within the SQL Server 2008 default instance and restore the

		most recent transaction log from the "F:\LogShipping" directory ("Restore with Recovery" mode must be used). - If the SQL user logins do not exist on OHSRVGP003, run the query located in the file "OHSRVGP001_logins.txt". This file can be found on the server OHSRVIT002 in the backup directory for OHSRVGP001. o **ODBC and FILE RESTORE:** - Navigate to \\oakvillehydro.com\NETLOGON - Rename the file "OH-GreatPlains.bat" to "OH-GreatPlains.bat_NORMAL". As this file will now be replaced with the latent DR file described in the next bullted point. - Rename the file "OH-GreatPlains.bat_DR" to "OH-GreatPlains.bat".
6.	**IT Team Member**	o Reroute users to great Plains at DR site o Have users log out of network and log back on to re-run their login scripts, allowing their access to the Great Plains DR implementation.
7.	**IT Team Member**	o Notify DRP Lead and Business Lead of Great Plains availability and accessibility o Adjust backup schedules at the DR site
8.	**Business Lead**	o Communicate to Great Plains users of availability and accessibility o Ensure external communications, if used, are updated

Return to Production		
Step	**Responsibility**	**Action**
1.	**IT Team Member**	o Diagnose and repair Great Plains production system
2.	**IT Team Member**	o Develop production cutover plan
3.	**IT Team Member**	o Convene Great Plains Recover Team to finalize/coordinate cut over plans
4.	**Business Lead**	o Communicate situation and action plans to business users of system
5.	**IT Team Member**	**Cut over to Great Plains production environment** - Setup new hardware. - Configure OS and SQL (use the same name the original production server had, although the SQL & GP application will recognize this as a new instance as a new SSID will be generated). - Backup databases on DR server. - Restore to new production server. - Migrate GP SQL logins from DR server to new production server. - Transfer MBS share to new production server. - Rename the original OH-GreatPlains.bat login script. - Take out the comments in front of the ODBC change portion of the script. - Once users log back onto network, new server will be accessed - Once users log back onto the network, the Dynamics GP & FRX passwords for each user are to be reset prior to usage. {Currently it is not possible to migrate the GP/SQL passwords}
6.	**IT Team Member**	o Notify Business Lead and Team Lead of completion o Adjust backup schedules at the Production site
7.	**Business lead**	o Communicate Recovery to Business Users
8.	**DRP Lead**	o Review and improve process

4.2 Disaster Scenario #2 – Harris and/or Meter Systems Outage

Disaster Description
Harris, and AMR have become inoperable, while all other systems appear to be working normally.

Departments Impacted

- Customer Service & Billing
- Meter Department

Recovery Plan Summary

This recovery plan is based on the fact that the meter department is responsible for capturing accurate power consumption data. This data is passed on to the MDM/R, who provides Time-of-Use data which is imported into the Harris system for billing purposes.

Customer Service & Billing respond to customer inquiries dealing with account status, billing rates, invoicing issues, customers moving, etc, as well as processing payments, producing bills and collecting outstanding account receivables.

If the Harris system was inoperable, Customer Service & Billing Depts' ability to respond to current customer queries regarding their account will be seriously impacted. As well, if Harris is inoperable, Oakville Hydro will not be able to issue bills which impacts revenue.

It is perceived that customers would tolerate reduced service from Oakville Hydro for numerous days, after which customer frustration would begin to create a distraction for the Customer Service & Billing group. As a result, the current DRP has Harris and AMR, recovered as quickly as reasonably possible.

Recovery Time Objective (RTO):

For the purposes of this DRP, the RTO for Harris and AMR is **24 hours after an emergency is declared**. This means that the meter systems are collecting customer power consumption data, and that Customer Service is able to bill customers for actual power consumption, answering customer queries regarding their account status. Repairing the production hardware, synchronizing the data from the DR site to the production version in the computer room, and reconnecting the users to this production version will be based on a best efforts basis.

Recovery Location:

Oakville Hydro's computer room and Glenorchy MTS1 Disaster Recovery site.

Recovery Procedure Description:

Should a Harris and/or AMR failure be declared, IT will reroute user access from the production version of Harris in the Computer Room, to the Disaster Recovery version of Harris at the Milton Computer Room.

IT will then proceed with repairing the production version of the system. Once operational, IT will move the required data from the DR version of Harris to the production version and reroute the users to once again access the production version of Harris.

Currently, there exists a cold standby server, at the Glenorchy MTS1 Milton DR facility, intended for Harris recovery should it be required. The IT organization is responsible for utilizing this server for Harris should the Harris system be inoperable.

Business Resumption Steps **Harris Target – 24 Hours** **Meter Systems – 24 hours**		
	Harris DRP Team **Meter DRP Team**	o **IT Director, DRP Lead:** [redacted] o **Customer Service& Billing:** [redacted] o **IT Team Members:** [redacted] **- Lead** [redacted] o **IT Team Members:** [redacted] **- Lead**
Step	**Responsibility**	**Action**
1.	**DRP Lead**	o Ensure the appropriate IT resources are contacted and in place o Ensure appropriate Harris resources in place o Ensure Harris Recovery Team are appraised of status o Ensure Meter Team are appraised of status

2.	**IT Team Leads**	o Complete damage assessment
		o Develop preliminary action plans
		o Convene Harris and Meter Recover Teams to finalize action plans
		  o DRP Lead
		  o Business Leads
		  o Other IT Team Members
		  o Harris

3.	**DRP Lead**	o Determine whether Disaster situation exists o Apprise Oakville Hydro President of situation o Declare Disaster and invoke DRP, if required o Communicate Situation and Plans to internal organization; see DRP Lead roles and responsibilities, page 13.

4.	**Business Lead**	o Communicate situation and action plans to business users of system
		  o VP Finance and Admin
		  o Finance and Admin Staff
		  o Director of Operations
		  o President
		  o Communicate to External organizations if required, utilizing:
		  o Internet site updates
		  o Central phone messages
		  o Etc.

5.	**IT Team Leads**	o **Harris Cold SERVER Start Up** - Copy database backup files from OHSRVIT002 to the Harris database server

		located in Milton. - Contact Harris support, and direct them to access the DR Harris database server. - Harris to bring database online.
6.	**IT Team Leads**	o Reroute users to Harris and meter systems at DR site o Ensure Harris makes needed adjustments o Have users log out of network and log back on to re-run their login scripts, allowing their access to the Harris
7.	**IT Team Lead**	o Notify Business Lead of Harris availability and accessibility
8.	**Business Leads**	o Communicate to Harris users regarding availability and accessibility o Update external communications as appropriate

RETURN TO PRODUCTION		
Step	**Responsibility**	**Action**
1.	**IT Team Lead**	Diagnose and repair Harris production system
2.	**IT Team Lead**	Develop production cutover plan
3.	**IT Team Lead**	Convene Harris Recover Team to finalize cut over plans
4.	**Business Lead**	Communicate situation and action plans to business users of system
5.	**IT Team Lead**	**Cut over to Harris production environment** - Rebuild of Linux database server on new hardware. - Bring online in Production environment. - Take backup of database on DR server. - Migrate to new production server. - Harris support to bring database online. - James to work with team to point Harris application server and clients to new production database server.
6.	**IT Team Lead**	Notify Business Lead and Team Lead of completion
7.	**Business lead**	Communicate Recovery to Business Users
8.	**Team Lead**	Review and improve process

4.3 Disaster Scenario #3 - SCADA Server Failure

Disaster Description
A SCADA production server has failed, but is still operational. Given the hardware configuration of the SCADA system, it is unlikely that a SCADA systems crash would ever reach a Disaster proposition. However, the recovery process has been outlined below.

Departments Impacted

- Control Room staff
- Linesmen / trouble men

Recovery Plan Summary

The SCADA systems has been designed and implemented with redundant failsafe hardware. What this means is that should a SCADA server fail, the system will automatically cut over to a second redundant server in the computer room and will notify the Control Room that a server failure had occurred. A third SCADA server has also at the Glenorchy MTS1 Disaster Recovery site. Should both production servers fail, an automatic cutover to the third server will occur.

Even though a server crash can occurred with SCADA, the users of the system will not be materially impacted. However, recovery procedures are to be initiated immediately to recover the original production server and re-introduce the needed hardware redundancy.

Recovery Time Objective (RTO):

For the purposes of this DRP, the RTO for SCADA is **0 down time due to server failure.**

Repairing the production hardware and reconnecting the users to the production version will be based on a best efforts basis.

Recovery Location:

Oakville Hydro's computer room and Glenorchy MTS1 disaster recovery site.

Recovery Procedure Description:

Since the SCADA system will continue to operating independent of a server crash, the focus of the recovery is to repair the server that has crashed and to reintroduce it back into the overall SCADA configuration.

BUSINESS RESUMPTION **SCADA Target - 0 Hours**		
	SCADA DRP Team	o **IT Director, DRP Lead:** [redacted] o **Business Lead:** [redacted] o **IT Team Member:** [redacted]
Step	**Responsibility**	**Action**
1.	**DRP Lead**	o Ensure the appropriate IT resources are contacted and in place o Ensure appropriate Survalent resources are contacted and in place o Ensure SCADA Recovery Team are appraised of status
2.	**IT Team Member**	o Complete damage assessment o Develop preliminary action plans o Convene SCADA Recover Team to finalize action plans o Team Lead

		o Survalent team member o Survalent
3.	**DRP Lead**	o Determine whether Disaster situation exists o Communicate situation and action plans to business users of system o Director Engineering o Director of Operations o P&C Manager o Control Room Staff
4.	**IT Team Member**	o Contact Survalent team member to define plan to recover production server o Develop server repair action plans o Complete needed repairs o **Reintroduce production server to production environment** **- SCADA HOST or Workstation:** - Must be configured on VLAN 102 and 103 for primary and secondary LAN. - Hosts file needs to be copy from existing server to new machine. - IP/computer name should duplicate machine being replaced. o **SCADA WEB or HISTORIAN Server** - Must be configured on Corporate VLAN - IP must duplicate machine being replaced - Survalent to configure SCADA Software once machine is online. o Notify Team Lead
5.	**Team Lead**	o Communicate situation and action plans to business users of system o Director Engineering: [redacted] o Manager of Operations: [redacted] o P&C Supervisor: [redacted] o Control Room Staff: [redacted]

4.4 Disaster Scenario #4 - Email Failure

Disaster Description
Email is inaccessible or inoperable by Oakville Hydro staff, all other systems seem to be operating normally.

Departments Impacted
- All Oakville Hydro staff

Recovery Plan Summary

This recovery plan is based on the fact that email is probably the most widely used communication media for the internal organization. If available, email would be the tool used by the internal organization to organization and respond to various critical situations including: a disaster scenario, power outages,

action plans, etc. Without email, the organization's ability to communicate and organize would be severely impacted.

As well, email is also utilized for communicating to external stakeholders. If unavailable for an extended period, communications with the external world would be hampered.

Given, that email is the communication channel for the internal organization on a day-to-day basis, only limited down time could be tolerated.

Recovery Time Objective (RTO):

For the purposes of this DRP, the RTO for email is **4 hours after an emergency is declared**. This suggests that the email system may be inaccessible for half of a day, but would certainly be up and running the following day.

Recovery Location:

Oakville Hydro's computer room and Glenorchy MTS1 Disaster Recovery site.

Recovery Procedure Description:

Currently, a mirrored email system is currently running at the Glenorchy MTS1 Disaster Recover site.

Should an Email failure be declared, IT will provide business users access to the mirrored version of the email system. IT would then focus on diagnosing and resolving the issues encountered by the production versions of the system, after which the necessary repairs will be made, and the users will once again be reconnected to the production version of email in the Computer Room.

Business Resumption Steps **Email Target – 4 Hours**		
	Email DRP Team	o **DRP Lead:** [redacted] o **IT Member:** [redacted]
Step	**Responsibility**	**Action**
1.	**DRP Lead**	o Ensure the appropriate IT resources are contacted and in place o Ensure Email Recovery Team are appraised of status
2.	**IT Team Member**	o Complete damage assessment o Develop preliminary action plans o Convene Email Recover Team to finalize action plans
3.	**DRP Lead**	o Determine whether Disaster situation exists o Apprise Oakville Hydro President of situation o Communicate status, plans and actions required as per roles and responsibilities, page 11
4.	**IT Team Member**	o **Initiate Email Cutover Steps** - Login to the DR Exchange server as the "exchangeadmin" user and implement the steps outlined

		in the file "**D:\SCR_Recovery_Documentation\Oakville_Hydro_SCR_ReadMe.txt**"
5.	**IT Team Member**	o **Reroute users to Email at DR site** - IF production exchange server is still available to the mailbox store is dead, users will automatically be able to access their email when they launch outlook. - IF production exchange server is completely dead, when outlook is launched, users will be asked to enter the name of the exchange server where their mailbox is hosted, and will manually enter "OHSRVEX007".
6.	**IT Team Member**	o Notify DRP Lead of Email availability and accessibility
7.	**DRP Lead**	o Communicate to Email users of availability and accessibility

Return to Production		
Step	**Responsibility**	**Action**
1.	**IT Team Member**	Diagnose and repair email production system
2.	**IT Team Member**	Develop production cutover plan
3.	**IT Team Member**	Convene Email Recover Team to finalize cut over plans
4.	**DRP Lead**	Communicate situation and action plans to organization
5.	**IT Team Member**	Cut over to Email production environment - Bring new production exchange server online. - Migrate mailboxes to new mailbox stores. - No configuration required to outlook clients so long as DR exchange server remains available.
6.	**IT Team Member**	Notify Team Lead of completion
7.	**Team Lead**	Communicate Recovery to Business Users
8.	**Team Lead**	Review and improve process

4.5 Disaster Scenario #5 - Control Room Inaccessible

Disaster Description
The Control Room has been damaged or made inaccessible.

Departments Impacted
- Control Room
- Operations

Recovery Plan Summary
This recovery plan is based on the fact that even though the Control Room has been designed to effectively manage the power distribution network utilizing the SCADA system, the SCADA system can be readily accessed by three other workstations within the building, including the P&C Office, P&C Supervisor's Office, and the Control Room Supervisor's Office.

SCADA Workstations in the P&C Office, P&C Supervisor's Office, or the Control Room Supervisor's Office.

By the time this document is published, the whiteboard, mapping of the power distribution network over the Oakville Geography should be imbedded within the SCADA system.

Recovery Time Objective (RTO):

For the purposes of this DRP, no action is required outside of the repair of the Control Room. The recovery from Control Room disaster is currently covered by Oakville Emergency Operating Procedures.

Recovery Location:

Oakville Hydro's Control Room, P&C Office, P&C Supervisor's Office, or the Control Room Supervisor's Office.

Recovery Procedure Description:

The only action required would be to have the Control Room staff utilize a workstation either in the P&C Office, P&C Supervisor's Office, or the Control Room Supervisor's Office.

Business Resumption Steps **SCADA Access from Other Room Target – 0 Hours**		
	Control Room RP Team	**Business Lead:** [redacted] **IT team Member:** [redacted]
Step	**Responsibility**	**Action**
1.	**Business Lead**	o Complete damage assessment o Develop preliminary action plans
2.	**Business Lead**	o Second an office with a SCADA workstation o Inform staff and management of situation
3.	**Business Lead**	o Follow Oakville Hydro Emergency Operating Procedures

4.6 Disaster Scenario #6 - Office Building Operational But Not Accessible.

Disaster Description
The main office building is operational, but access to the building has been denied.

Departments Impacted
- All Oakville Hydro staff

Recovery Plan Summary

This recovery plan is based on the fact that even though the building is inaccessible, all systems in the computer room are functioning normally.

For Oakville Hydro to continue to carry on business as usual until the facilities are once again accessible, requires key user access to the certain critical systems. It is currently feasible for users to access the Oakville Hydro systems via the internet, either from home or other designated area as long as the user has a configured PC and access to the internet. The Emergency Operation Procedures will specify what locations will need to be utilized in this type of disaster scenario.

Currently the SCADA system can be accessed from a temporary SCADA workstation at the Glenorchy MTS1. The backup Control Room located at the Glenorchy MTS1 site is to be completed by the end of May 2012.

Recovery Time Objective (RTO):

For the purposes of this DRP, the RTO for this disaster scenario is not applicable, given the existing IT infrastructure already exists to utilize the internet to access the Oakville Hydro systems. Configured PC's and locations with internet access would be required to provide user access to the Oakville Hydro systems.

Recovery Location:

Computer Room, and various other locations, defined as part of the Emergency Operation Procedures.

Recovery Procedure Description:

Access the needed Oakville Hydro systems from a remote location.

Business Resumption Steps **No Access to Building, Computer Room Running – 0 Hours**		
Step	**Building Computer Access DRP Team**	**DRP Lead:** [redacted] **IT Team Member:** [redacted]
1.	**DRP Lead**	o Ensure the appropriate IT resources are contacted and in place o Meet with Oakville Hydro's Emergency Operations Team - Identify PC needs and locations - Initiate PC acquisition process
2.	**DRP Lead**	o Complete damage assessment o Develop preliminary action plans o Develop actions plans with IT Team Member o Communicate Situation and Plans to internal organization available communications; see DRP roles and responsibilities, page 13.
3.	**Business Leads**	o Communicate to external organizations utilizing - Internet site

		- Phone messaging system
4.	**IT Team Member**	o Coordinate user support at designated recovery locations.

4.7 Disaster Scenario #7 - Computer Room Damaged / Inaccessible

Disaster Description
Oakville Hydro's Computer Room is damaged and/or inaccessible, and systems are down.

Departments Impacted
- All Oakville Hydro Staff

Recovery Plan Summary

For the purposes of this document, it has been assumed that only the identified systems identified as critical would be recovered. Any other systems recovered would be carried out on a best effort basis. Seep Appendix A - Oakville Hydro Applications

Recovery Time Objective (RTO):

For the purposes of this DRP, the RTO's for the Computer Room is for the critical systems is equivalent to the RTO of the individual systems, namely:
- o Great Plains 4 hours
- o Harris 24 hours
- o Email 4 hours
- o SCADA 0 hours
- o Phones 0 hours

Recovery Location:

Oakville Hydro's Computer Room and Glenorchy MTS1 Disaster Recovery site.

Recovery Procedure Description:

In Summary, the recovery of the Computer Room will be carried out in a manner consistent with covering each of the systems separately. As well, once the computer room is recovered, the data captured by the systems, while in use at the DR site, will need to be migrated back to the computer room, and user access need to be rerouted back to the production environment.

Business Resumption Steps		
	Computer Room DRP Team	**DRP Lead:** [redacted] **Business Leads:** - **Great Plains –** [redacted] - **Harris –** [redacted] - **Meter Systems –** [redacted] - **SCADA –** [redacted] - **Email –** [redacted] **IT Team Members:**

		- **Great Plains –** [redacted] - **Harris –** [redacted] - **Meter Systems –** [redacted] - **SCADA –** [redacted] - **Email –** [redacted] **IT Infrastructure Lead –** [redacted]
Step	**Responsibility**	**Action**
1.	**DRP Lead**	o Ensure the appropriate IT resources are contacted and in place o Ensure Computer Room Recovery Team is appraised of status o Ensure Milton Recovery Site contacted o Harris, Survalent, RTO notified
2.	**IT Team Members**	o Complete damage assessments o Develop preliminary action plans for individual system recoveries
3.	**DRP Lead**	o Determine whether Disaster situation exists o Apprise Oakville Hydro President of situation o Convene Computer Room Recovery Team to develop integrated action plan o Apprise rest of organization status, plans and actions required, as per roles and responsibilities, page 11
4.	**Business Leads**	o Communicate situation and action plans to business management o VP Finance and Admin o Finance and Admin Staff o Director Engineering o Director of Operations o Communicate to external organizations utilizing - Internet site - Central phone messaging
5.	**IT Infrastructure Lead**	o Reroute users to DR site for: 1. Great Plains 2. Harris 3. Email 4. SCADA As per documented scenarios for these systems
6.	**IT Team Members**	o Initiate DR Cutover Steps for: 1. Great Plains 2. Harris 3. Email 4. SCADA As per documented scenarios for these systems
7.	**IT Team Members**	o Notify Team Lead as to progress
8.	**DRP Lead**	o Communicate to Business Leads current situation and plans
7.	**Business Leads**	o Communicate to their business constituency

Return To Production		
Step	**Responsibility**	**Action**
1.	**IT Team Members**	o Diagnose and repair production systems and infrastructure
2.	**IT Infrastructure Lead**	o Develop production cutover plan with IT Team Members
3.	**DRP Lead**	o Convene Computer Room recovery Team to finalize cut over plans o Communicate Status to Organization
4.	**Business Leads**	o Communicate situation and action plans to business users of system
5.	**IT Team Members** **+ Infrastructure Lead**	Cutover systems to Computer Room for: 1. Great Plains 2. Harris 3. Email 4. SCADA As per documented scenarios for these systems
6.	**IT Team Members**	Notify Business Leads and Team Lead of completion
7.	**Business leads**	o Communicate Recovery to Business Users Update external communications if required
8.	**DRP Lead**	Review and improve process

4.8 Disaster Scenario #8 - Office Building Destroyed/Damaged

Disaster Description

Oakville Hydro's office building is damaged or inaccessible, and systems are down (likely Computer Room damage).

Departments Impacted

All Oakville Hydro Staff

Recovery Plan Summary

From an IT perspective, the recovery process for this Scenario is very similar to the combination of Computer Room damage scenario, and office building inaccessible scenario.

In summary, the Milton DR site will need to be readied to run Oakville Hydro's critical applications, and user access to the DR site will be enabled through internet access from various locations as specified in the company's Emergency Operating Procedures.

Recovery Location:

Oakville Hydro's Computer Room and Glenorchy MTS1 Disaster Recovery site.

Recovery Procedure Description:

Please refer to

1. Scenario 6 – Office building Operational, But Not Accessible
2. Scenario 7 Computer Room Damaged Inaccessible

to recover from the destruction of Oakville Hydro's office building

4.9 Disaster Scenario #9 - Bell System Down

Disaster Description
The Bell telephone system is not operational.

Departments Impacted
- All O/H Staff

Recovery Plan Summary
This recovery plan is based on the fact that ongoing telephone communications are required to carry out even the most routine of business activities. As well, the telephone system is the single most important system in enabling customers contact Oakville Hydro. Should a power outage, or potentially a more serious situation occur, the customer's first recourse to pass this information to Oakville Hydro would be through the phone system.

As a result, some form of backup telephone service must be made available to Oakville Hydro customers.

Oakville Hydro, has put in place a contracted service that is offered by Bell. Should Oakville Hydro's telephone switch go down, Bell will re-route all calls to a pre-defined phone number that will be answered by Bell.

During normal business hours, Bell will re-route the calls to the Customer Service. Should a Hydro outage be reported, Customer Service will expedite the call to the Control Room.

During off hours, Bell will collect customer calls and pass them onto Customer Service the following day, except customers call reporting a power outage. Power outage calls are re-routed directly to the Control Room for follow up.

Recovery Time Objective (RTO):

This service would be implemented within minutes of the switchboard outage.

Recovery Location:

Bell

Recovery Procedure Description:

The numbers to be utilized by Bell to contact Oakville Hydro must be manned to receive the calls.

Appendix A – Contact List

Recovery Team Contact Information.doc

Core Team Member	Phone No.	Alternate Contact	Phone Number
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Appendix B – Technical Environment

Remote Access

Oakville Hydro employees can remotely access corporate resources in 2 ways:

1. Virtual Private Network (VPN)
2. Citrix MetaFrame

Virtual Private Network (VPN)

A Cisco 3005 VPN Concentrator is located at the DMZ, providing IPSec and PPTP connectivity. IPSec is the preferred method due to better security but PPTP is supported when the remote client does not run IPSec.

Once the VPN connection is established, users can access all network resources as if they were local. The only limiting factor is the speed f the VPN connection, which typically runs only at 1M for high-speed Internet connections from Rogers or Sympatico etc.

Citrix MetaFrame

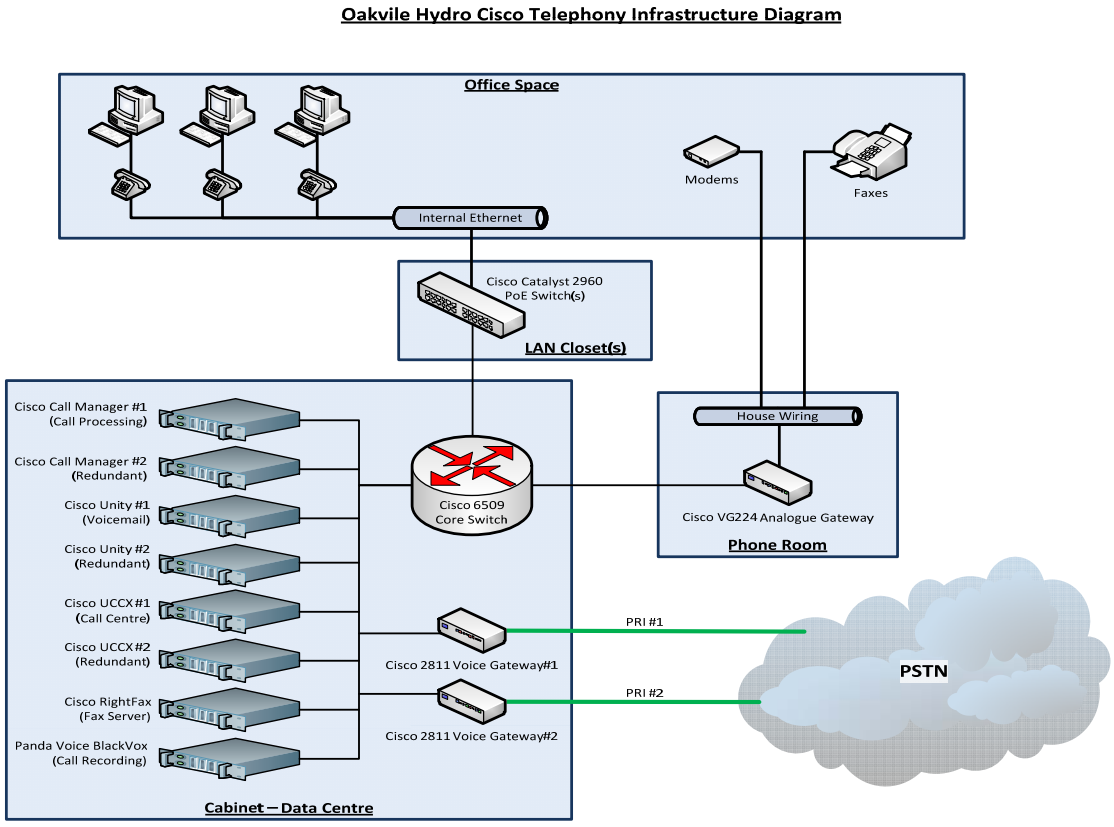
Citrix MetaFrame allows users to remotely access applications over the Internet with a browser. Users can only access applications specifically published for them. The connection between the remote workstation and the Citrix server is encrypted by Secure Socket Layer (SSL), the same technology used for Internet banking.

Within a Citrix session, the application is actually running at the Citrix server. The remote workstation simply sends keystrokes and mouse clicks to the Citrix server and receives screen updates from the Citrix server. As a result, users experience fast response even over a slow link such as dial-up connection. Also, the application keeps on running even the network connection drops.

The following diagram illustrates how users from the trucks access published applications over Bell's 1X wireless network using laptops.

Appendix C - System Architecture Diagrams

NetworkDiagrams.vsd



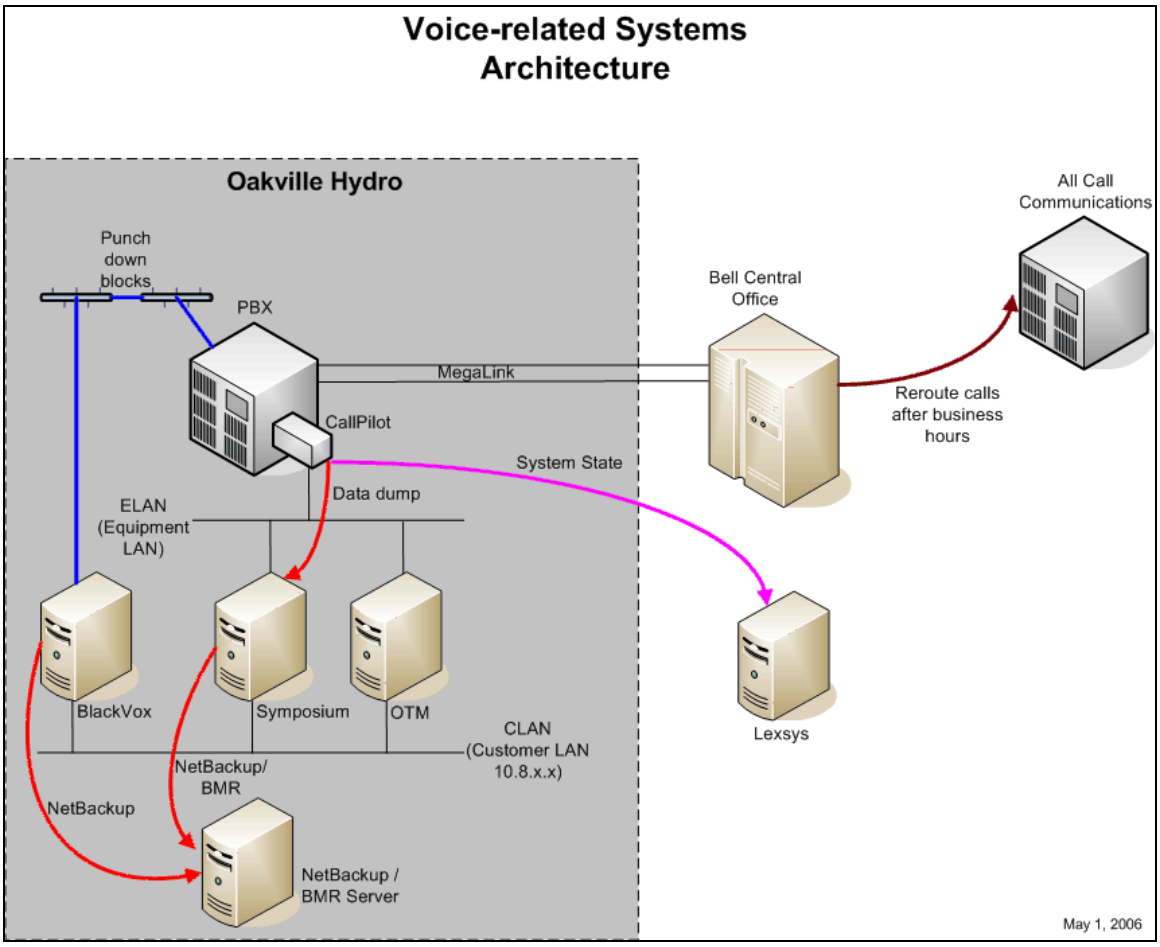
Appendix D - Voice Communications Network

The voice system consists of the following components:

- Meridian Option 11C PBX for phone connections
- Two Megalink trunks between Bell's central office (CO) and the PBX
- CallPilot server for phone menus configuration
- Symposium server for ACD queues management
- OTM server for handset configuration with graphical front-end
- BlackVox server for voice recording
- Wiring

During business hours, Bell's CO routes calls to the PBX. In after hours, it reroutes calls to All Call Communication, our answering service provider.

From backup perspective, CallPilot server sends system states to Lexsys (our phone system maintenance service provider), and data to Symposium server. The centralized backup server then backs up Symposium server to tape.



Appendix E - Systems Architecture Diagrams

NetworkDiagrams.vsd

Appendix F – Oakville Hydro's Application Portfolio

Application Portfolio and Critical Systems
http://ohc.oakvillehydro.com/IT/service/Documents/Forms/AllItems.aspx

Appendix B – Letter to Management

OAKVILLE HYDRO CORPORATION

January 30, 2014

«First_Name» «Last_Name»
«Job_Title»
«Department»

Dear «First_Name»,

Thank you so much for the personal contribution you made in responding to the December 2013 ice storm. This was an extraordinary event in Oakville Hydro's history and the commitment you showed to support our customers and neighbouring communities was truly extraordinary. To recognize your efforts over this period, you will be compensated in the following manner:

A. If you had pre-approved days off as vacation/lieu time, you may re-book that portion of time you worked on these days.
B. For those hours you worked on statutory holidays, weekends or after 12 pm on December 24 and December 31 - you may choose to take that time back (at straight time) or receive pay at one and a half times your normal pay rate.
C. For those hours you worked on days designated as Shutdown Days (half day Dec 24, Dec 27, Dec 30, half day Dec 31) and December 23, January 2 and January 3 – you have received your regular pay for those days. If you worked more than 8 hours on those days, you may choose to take the additional time worked as time-back (at straight time) or receive pay at one and a half times your normal pay rate.

In respect of B, you are eligible to receive «X_hours» hours as time-back **OR** «M_15_x_X_hours» hours as pay.

Please indicate your choice with your initials: Time Back_____ OR Pay_____.

In respect of C, you are eligible to receive «Y_hours» hours as time-back **OR** «M_15_x_Y_Hours» hours as pay.

Please indicate your choice with your initials: Time Back_____ OR Pay_____.

Thank you again for your efforts. Please work with your manager to agree on scheduling any time that will be taken back. If you choose to receive any pay, please give Chris Harten a copy of this form.

Best regards,

[redacted]
Vice President, Integration Services

cc. Employee's Manager

P.O. Box 1900 • 861 Redwood Square • Oakville, ON • L6K 0C7
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Appendix C - Ontario Ice Storm Assistance Program: September 2014 Program Update

Ontario Ice Storm Assistance Program

SEPTEMBER 2014 PROGRAM UPDATE

Ontario is helping municipalities and conservation authorities affected by the December 2013 ice storm by implementing the Ice Storm Assistance Program. Municipalities and conservation authorities that submitted expressions of interest and received notifications are eligible to submit a full claim.

PROGRAM TIMELINE

- Program Announced: **February 26, 2014**
- Deadline for Expression of Interest Submissions: **June 16, 2014**
- Target Date for Incurring Eligible Costs: **June 22, 2014**
- Deadline for Final Claim Submissions: **(NEW) December 31, 2014**

Release of Program Guidelines and Claim Forms (September 15, 2014)

- Detailed program guidelines and claim forms have been distributed to eligible municipalities and conservation authorities to prepare full claims.
- In the fall of 2014, the ministry will host web-based information sessions on the guidelines and claim forms. Claimants are strongly encouraged to participate to ensure successful claim submissions. Session details will be shared with all eligible claimants.

Deadline for Claim Submissions (December 31, 2014)

- The deadline to submit claims has been extended to December 31, 2014.
- Claims must be submitted using the claim forms provided.
- Completed claim forms and full supporting documentation can be submitted before the deadline and will be processed upon receipt.
- Claimants must retain all original supporting documentation on ice storm costs, including invoices and detailed timesheets, work contracts, reports, proof of payment and other files, until they are informed of the closure of the program. This time period may extend beyond normal record retention schedules.

Target Date for Incurring Eligible Program Costs (June 22, 2014)

- The target date for incurring eligible response and recovery costs was June 22, 2014.
- The ministry will consider costs that are incurred after June 22, 2014, if claimants demonstrate that the recovery work could not have been completed within the six-month time frame and that work is demonstrably linked to the December 21-22, 2013 ice storm.
- The longer the time between the disaster event and the recovery work, the more difficult it may be to establish a causal link to the ice storm event. Establishing a link between the damage suffered and the December 2013 ice storm will also become especially difficult if another extreme weather

NEXT STEPS FOR SUBMITTING A CLAIM

- Fill in the claim forms provided in the Excel Workbook and submit them, along with the attestation and all supporting documentation, no later than December 31, 2014.
- Review the program guidelines in detail to ensure the success of the claim.
- Please retain all documentation on ice storm costs, including invoices and detailed time sheets, and ensure that documents are marked as ice storm-related. Ensure that you keep original files to avoid future problems at the audit stage.
- Ensure that the final claim has been attested to by the individual with the delegated authority (e.g., the municipal treasurer, chief administrative officer or equivalent senior staff person).
- The time required to review a claim will depend on the size and complexity of the claim and the clarity and completeness of supporting documentation provided by the claimant.
- You may be contacted during the review process if additional information is required to substantiate any claimed costs.
- Payments will be made on the basis of grant agreements following the completion of the claim review and verification of costs.

ELIGIBLE AND INELIGIBLE COSTS

The list is not exhaustive, and claimants should refer to the program guidelines for detailed information.

Eligible Costs	Ineligible Costs
✓ Incremental costs of immediate emergency response, such as setting up warming centres. ✓ Incremental costs for the clean-up of debris on roads, sidewalks and frequently travelled routes to protect public health and safety in the immediate aftermath of the storm. ✓ Making safe (including removal of trees and tree limbs) any public infrastructure and public facilities, including beaches, zoos and parks, which constitute a threat to public safety. ✓ Incremental costs incurred to provide the essential services, equipment, material and labour required to sustain the operability of public infrastructure. ✓ Incremental costs of staff for overtime work on ice storm response and recovery. ✓ Backfilling contracts where temporary staff were required to perform the work of staff who were deployed to ice storm work. ✓ Repairs to pre-disaster condition of municipal and conservation authority infrastructure and equipment damaged as a result of the ice storm or their replacement. ✓ Incremental costs of appraising and estimating damage.	✘ Regular public sector salaries, even for staff assigned to ice storm work during regular hours. ✘ Normal operating expenses, including maintenance budgets for winter storms. ✘ Recovery costs for work other than to protect public health and safety or secure access to public roads, sidewalks or frequently travelled routes. ✘ Emergency service costs related to routine incident management functions, as opposed to the incremental costs of responding to broader disaster consequences. ✘ Tree replacement or tree canopy restoration. ✘ Loss of income, wages, profits and/or revenue, loss of opportunity or inconvenience. ✘ Costs incurred by local electricity distribution companies and/or damage to the local electricity distribution network. ✘ Damage from any natural disaster other than the December 21-22, 2013 ice storm. ✘ Damage to private property and all costs covered by insurance and any other program or funding source. ✘ Harmonized Sales Tax (HST).

Claimants can direct program questions to icestorm.program@ontario.ca or contact their Municipal Services Office.