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December 17, 2020

Delivered by Email & RESS

Ms. Christine Long, Registrar
Ontario Energy Board
P.O.Box 2319, 27th Floor
2300 Yonge Street
Toronto, ON M4P 1E4

Dear Ms. Long:

**Re: OEB File No. EB-2020-0048
Oshawa PUC Networks Inc. ("OPUCN") 2021 Rates Application
Updated Redactions**

Pursuant to the Board's Decision on Confidentiality dated December 14, 2020, please find attached an updated redacted version of Appendix Q - Taking A.I.M Proposal - Operational Plan.

A confidential unredacted version of the document has been filed with the Registrar only. The unredacted versions of the documents have been marked "Confidential" and, consistent with the Board's Decision on Confidentiality dated December 14, 2020, OPUCN has identified the remaining portions of the documents in respect of which confidentiality has been approved through the use of sidebars ("|"). OPUCN requests that the unredacted document be kept confidential.

Yours very truly,

BORDEN LADNER GERVAIS LLP

Per:

A handwritten signature in black ink, appearing to read 'Flora Ho', is written over a horizontal line.

Flora Ho

cc: Intervenor of record in EB-2020-0048

Taking A.I.M.

(Applied Insights Methodology)



Creating a valued enterprise by engaging customers and other stakeholders.

Operational Plan

Taking A.I.M. (Applied Insights Methodology)

April 5, 2018

Sheila Risorto
Oshawa PUC Networks Inc
100 Simcoe Street S
Oshawa, ON L1H 7M7

Dear Sheila:

The whole idea of gathering input & opinions from LDC customers is to gain insights which the LDC can use to be more effective in meeting the needs of its customers and be more operationally efficient. While this RFI submission is focused on meeting the Ontario Energy Board's requirements for a Cost of Service Rate application, the reality is customers want their voices heard.

As I understand it, Oshawa PUC is looking for assistance in developing a framework for the customer engagement piece which is to be included as part of your rate application. Important to include customer engagement specifically as it relates to the DSP.

From a timing point of view, there is a need to get moving quickly because Oshawa PUC intends on filing its application in May/June 2019 in order to have new rates in place for January 1, 2020

Helping Oshawa PUC get the most out of their customer engagement activities is the purpose of the UtilityPULSE A.I.M. system. Having a system can help ensure there is a robust set of activities which engage customers and gather the information you need in order to ensure your plans reflect customer needs and preferences.

The Purpose of Customer Engagement

Our understanding is:

- 'The OEB expects distributors to provide an overview of customer needs, preferences and expectations learned through its customer engagement activities, and demonstrate that the distributor has reflected customer input into the application. The goal is to provide better alignment between distributor plans and customer needs and expectations.'
- 'The OEB expects distributors to provide an overview of customer engagement activities that the distributor has undertaken with respect to its plans and how customer needs, preferences and expectations have been reflected in the distributor's application.'
- 'Distributors should specifically discuss in the application how they informed their customers of the proposals being considered for inclusion in the application, and the value of those proposals to customers (i.e., costs, benefits and the impact on rates that customer would face). The application should discuss any feedback provided by customers and how this feedback shaped the final application.'

Operational Plan for Oshawa PUC Networks Inc.



If there are more OEB items than those shown above please let us know. In addition, please let us know if there are any specific Oshawa PUC requirements.

I do wish to remind you, our survey work through 2015, 2016 and 2017 tells us, about 17-25% of an LDC's customer base is not willing to pay more for ANY capital items. Support for operational items is all over the map. We are seeing more polarization in viewpoints as well. This means two things:

- 1- There will be opposition to “anything” Oshawa PUC wants to do and there will be support for “everything” Oshawa PUC wants to do. Of course, the goal is to have less opposition and more support for the plans of the LDC.
- 2- Customers are looking through the lens of costs and affordability; which is dramatically shaping how they look at “future plans”.

I've split this proposal into 4 phases:

- 1- Planning and Preparation
- 2- Customer Engagement Activities – Fieldwork
- 3- Discussion, Analysis and Reporting for Internal Use
- 4- Report Development/delivery for COS/DSP Application
- 5- Post Project Review & Additional Recommendations

There are some key decisions to be made by you and your team.

- 1- How many engagement activities you believe is enough to meet OEB and other requirements (this would be done during Phase 1 – Planning & Preparation)
- 2- Determine whether your Board of Directors ought to be surveyed regarding operations/performance (again during Phase 1 – Planning & Preparation)
- 3- Whether Customer focus groups are a requirement or value-added customer engagement activity. (I have not included these in this proposal as there are other effective activities to garner insights, etc. However, the decision to add Focus Groups would have to be made towards the end of the Fieldwork phase.)
- 4- How to get the best from your internal resources.
- 5- Whether a DSP technical resource, such as Ted Wojcinski would be valuable experience to the development/writing of the DSP. (As you know you'd be contracting directly with Ted.)

I have made an assumption that Oshawa PUC would like to become more pro-active as it relates to customer engagement i.e., gaining wisdom, insights, feedback and information on a more regular basis beyond the immediate needs for the COS/DSP. Therefore, helping your internal resources to be able to monitor & maintain CE activities without the help, (or much help), from external resources is a priority.



Project Phases

Phase 1: Planning and Preparation

- Conduct a review of current CE activities
- Identify desirable CE activities
- Identify ways to get the best from internal resources
- Project administration requirements
- Output 1: Listing of CE activities
- Output 2: Project details with timelines

Phase 2: Customer Engagement Activities - Fieldwork

- Operationalize CE activities

Phase 2: Online DSP

- Five online survey "rounds" soliciting feedback and comment re: DSP
- Variable: Explainer video support (optional not included in pricing)

Phase 2: Online CE

- Optional Service Quality 60-90 day "campaigns"
- Electricity Safety Awareness
- Optional Wisdom survey
- Optional Findings validation survey

Phase 2: Telephone Survey

- Regular Residential & Small Commercial Survey 10 minute in length N=400 [340 Residential 60 Sm Commercial] Last done Fall 2017, need to talk about leveraging the next survey and the timing of the next survey
- Specialized Residential & Small Commercial Survey - DSP
- Specialized Large Commercial Customer Survey- DSP

Phase 2: Customer & Community Outreach

- Support requirements (if any) for BOT, BIA, BOMA, OEL, etc meetings
- Support requirements (if any) for Tradeshows, Exhibitions, etc.

Phase 2: Additional Activities

- Focus groups (pricing not included)
- Board of Director survey (pricing not included)
- Undertake various UtilityPULSE quality control steps
- Monitor and report on progress



Phase 3: Discussion, Analysis and Reporting for Internal Use

- Develop initial tables, graphs and other statistical information
- Synthesize all "qualitative" [open-ended questions] responses
- Review findings with internal LDC personnel
- Assist with integration of findings into COS/DSP
- Reporting is done on a continuous basis when various CE activities are completed

Phase 4: Report Development/deliver for COS/DSP

- Complete Appendix 2-AC
- Prepare materials for inclusion in Chapter 5 filing
- Timing for May/June 2019

Phase 5: Post Project Review & Additional Recommendations

- Lessons learned
- Getting the most from the AIM system
- Intervenor Q&A support (pricing not included)
- Next steps

We believe UtilityPULSE is uniquely positioned to help LDCs gather wisdom, insights, feedback and information from Customers, after-all we've been conducting the Annual Customer Satisfaction Survey for Ontario LDCs for twenty years. In addition, we understand what it takes to create an organization where employees are engaged and enthusiastic about customers and the work that they do. Knowing what is going on with your customers and employees is one thing; doing something about it is another. Helping our clients get the most out of their customer research through various engagement activities is the reason for our existence.

Key Assigned Personnel

For each of the projects listed above:

- Sid Ridgley, Project Manager and is held responsible for every aspect of a project. He will also be your primary contact.
- Daniela Dodaro, Project Administration, data analysis, data reporting
- Oscar Fernandes, VP- Client operations
- Agnes Klich or Stephanie Figueroa - Project Manager / Team Leader (survey/field operations)
- Ted Wojcinski is also available to you via direct contract engagement for specialized DSP expertise

We **collaborate** which means we act as a true partner. We like to take an enterprise wide orientation to a project with an eye of helping you get more out of your investment in time, money and opinion gathering activities.



Pricing and Investment

Wherever possible we, UtilityPULSE, have a preference to present fixed rates thereby reducing costs/risks with clients. However, there are 2 instances where a fixed rate may not be in your best interest:

- 1- Online surveys have a 'cost per survey' component which helps manage the costs of the project.
- 2- Consulting type of work. We have included a de-briefing of the CE activities, what we don't know is how much support may be needed to integrate the findings into Oshawa PUC's application, or assistance which may be needed in writing or editing various documents, or strategic advice.

What I can say is, we won't let our reputation be marred by feelings of unfairness. We're in this for the long haul. Also, A.I.M. as a 'system' is a packaged approach to profiling the CE activities of an LDC, as such, I have applied what is called an early adopter pricing model.

Phase 1: Planning and Preparation	██████████
Phase 2: Customer Engagement Activities - Fieldwork	
Phase 2: Online DSP	██████████
Phase 2: Online CE	TBD
- TBD Optional online surveys ██████████	
- Electricity Safety Awareness ██████████	
Phase 2: Telephone Survey	██████████
- Need to discuss whether to leverage your Bi-annual investment in the Res/Sm Comm Survey (approx.. ██████████ not included in Phase 2 above)	
- Specialized Residential & Small Commercial Survey – DSP (Approx.. ██████████ N=400)	
- Specialized Large Commercial Customer Survey- DSP (Approx. ██████████ N=50)	
Phase 2: Customer & Community Outreach	TBD
Phase 2: Additional Activities	██████████
Phase 3: Discussion, Analysis and Reporting for Internal Use	██████████
Phase 4: Report Development/deliver for COS/DSP	██████████
Phase 5: Post Project Review & Additional Recommendations	TBD
Sub-total	██████████
HST	██████████
Total	██████████*

*Invoicing 50% invoicing at the beginning of each CE project, balance upon delivery of the project.

*We do need to discuss the need for other CE online activities

*There is, unfortunately, the potential for variables as they related to consulting/meeting

*There may be a possibility to internally shift monies from other budgets.



UtilityPULSE professional hourly rates:

- Consulting
- o Sid Ridgley
- Leads/Senior Analysts
- Analysis/Report Writing/Meetings



About CE Activities

We have assumed, for pricing purposes, all materials are produced/conducted in English. That Oshawa PUC is identified as the client in all surveys/CE activities. Things such as email invites to surveys, twitter/social media postings, are all handled by Oshawa PUC staff.

Expected Outcomes from Mr. Martin's email:

- 1- *We are looking for assistance in developing a framework for the customer engagement piece to be included as part of our rate application; specifically the DSP. [Phase 1]*
- 2- *The framework should include an outline of outreach activities to be carried out by our staff (town halls, meetings with applicable associations, etc.) and yours (surveys...). In addition, what qualitative information and statistical data should we be collecting and what is the process for compiling it in a way that supports the reporting requirements. [Phase 2]*
- 3- *We also will require assistance with incorporating the customer engagement process and outcomes in our DSP although we will be the primary author in delivering the DSP. [Phase 3]*
- 4- *Simulcorp will deliver a customer engagement report which will summarize the process, activities, findings, etc. utilizing your applied science; similar, I expect, to the customer service survey reports issued on our behalf in the past. This report should provide evidence to the OEB that Oshawa met their key objectives outlined in regulation. [Phase 4]*

Why Simul/UtilityPULSE?

We have a 20-year history serving the LDC industry in Ontario and will continue to provide excellent expertise and service to our clients. Frankly, helping you get the most from your investment in various customer engagement activities is very important to us.

We understand strategy development, we understand the challenges of implementation, we understand what it can take to get others in the organization to support a plan, program or initiative. We believe 'data + context = insights'. We also understand that questions from OEB professionals and intervenors can, and often are, challenging.

Most importantly, we listen to understand, and we'd like to work on this project with you.

Sid Ridgley

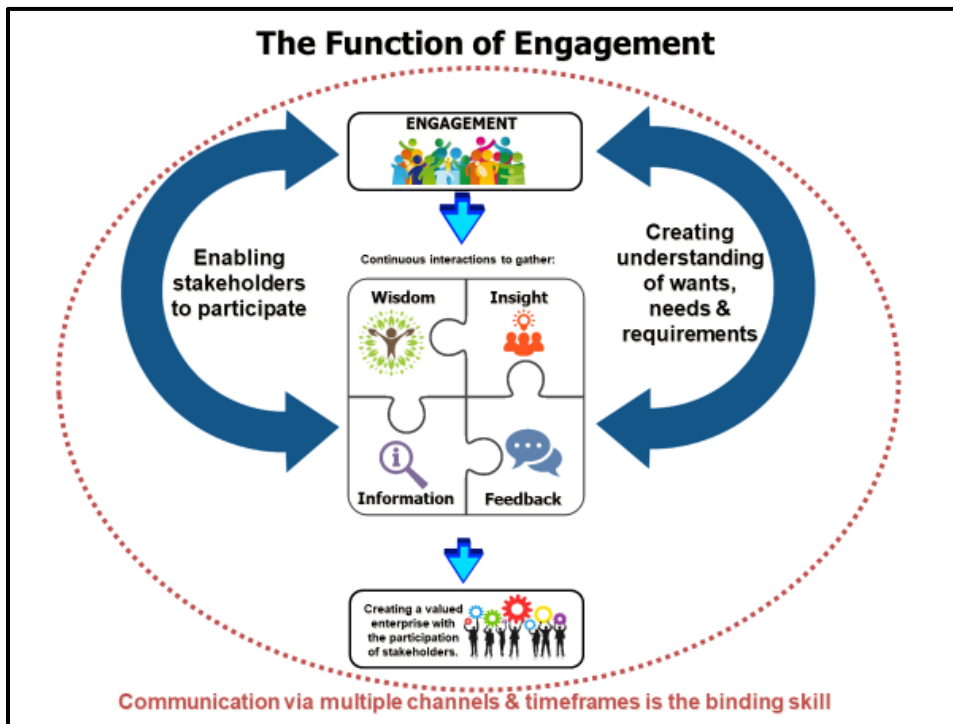
UtilityPULSE

March 2018

Tel: 905-895-7900 x 29 email: sridgley@simulcorp.com

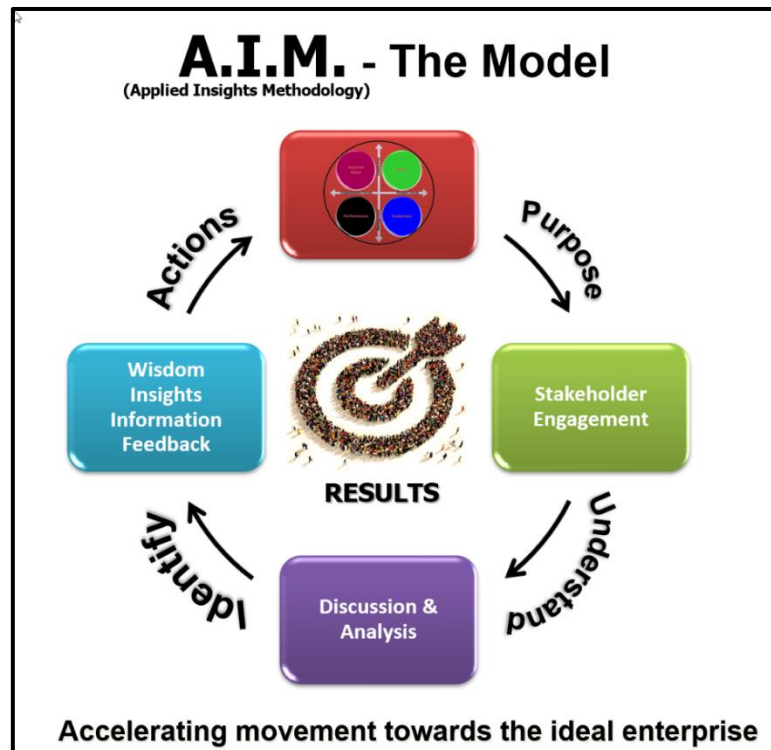


Models embedded in A.I.M. (Applied Insights Methodology)



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A.I.M. - The Model

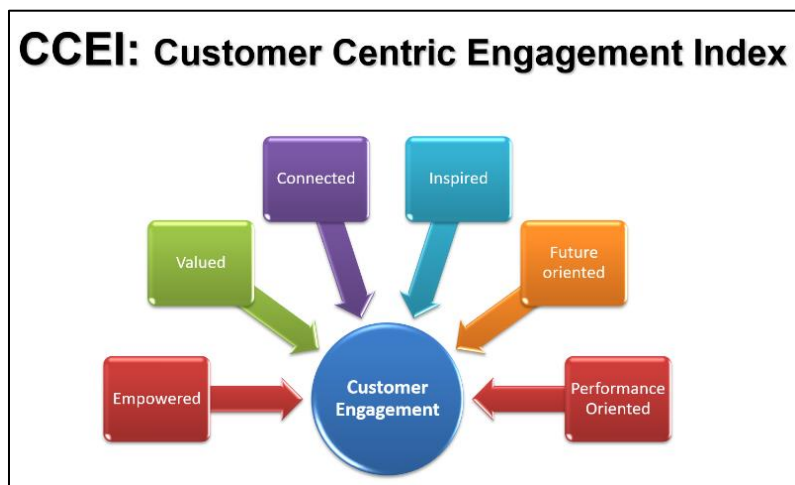


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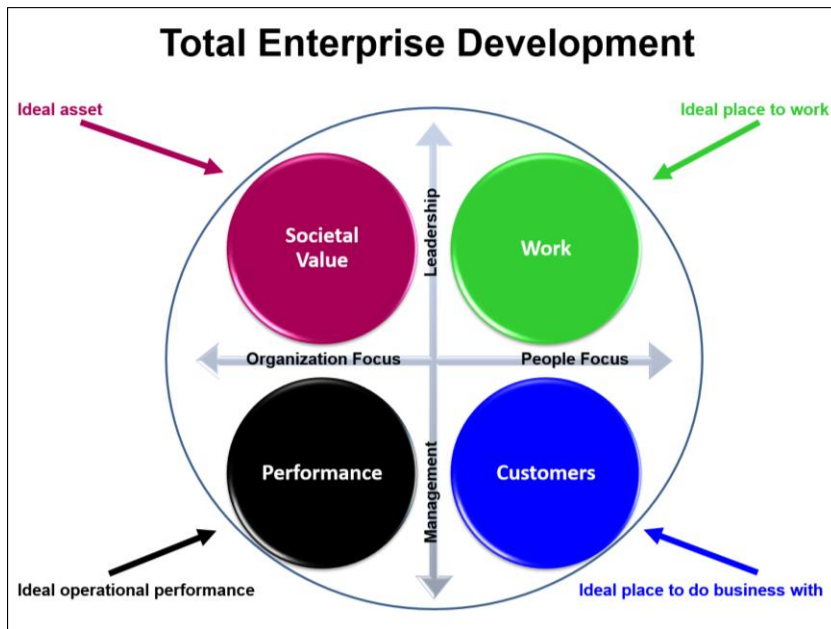
Five levels of engagement



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Total Enterprise Development



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