

21 February 2020

NextBridge Infrastructure
Attn: Mr. Michael Greeley
Sourcing Specialist II
NextEra Energy
Michael.Greeley@nexteraenergy.com
(561)694-3815 (Office)

Dear Mr. Greeley,

Re: East West Tie Line Maintenance Services – Response to Request for Proposal

The combined team of Hydro One and Supercom Industries are pleased to submit this response to your Request for Proposal pertaining to the Maintenance Services on the East West Tie Line.

The two parties will complement their capabilities, intimate knowledge of the land and local communities, respect for environment and history, and work together closely to ensure the line is maintained and any potential downtime is minimal.

From our response, you will see that our joint teams have a significant local presence of both personnel and equipment to provide the Maintenance Services for this new transmission asset. We have a history of performing this type of work that spans back over 100 years and ensure our teams are well equipped with the correct equipment, trained on the latest techniques and utilize local content to ensure the power system is properly maintained to provide the high degrees of reliability that Ontarians deserve and expect. When unexpected and severe events occur, we have the ability to draw upon a larger pool of resources across the province to complement our local first responders, ensuring power is restored quickly and safely.

We trust that you will find the submission to be complete, meets your needs and look forward to hearing from you as you continue to advance the procurement activities for these Maintenance Services in the near future.

Regards,



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Notice of Confidentiality

The contents of this response are confidential and proprietary information of the Respondents. Your acceptance of this response and review of its contents constitutes your acknowledgement that the contents are the Respondents' confidential and proprietary information and your agreement not to disclose the same to any person other than persons in your organization who have a need to know in order to evaluate a possible business relationship with the Respondents.

Staff Qualifications, Equipment and Experience

Number of available staff

The combined teams of Hydro One and Supercom bring together approximately 1800 personnel capable of performing the duties outlined in the EWT Maintenance Services Scope of Work. These personnel can be categorised into the following three areas:

- Transmission line maintenance – 800 personnel
- Environmental – 100 personnel
- Forestry – 500 personnel and additional 500 temporary staff during peak summer months (provincially)

Transmission line maintenance

We operate 5 Lines Operation Centers in general proximity to this Transmission Development with a total staff of 50 including Line Maintainers, Technicians and Managerial Staff.

- Sault Ste. Marie
- Nipigon
- Marathon
- Geraldton
- Thunder Bay

In addition to the local staff who would be more likely engaged in regular maintenance services, we have a provincial network of Lines staff engaged in both Maintenance and Construction services capable of mobilizing and responding to large scale events.

Environmental

Environmental Services employs technical and professional staff across the province which are available to support both capital and operations and maintenance related work. Specifically, oversight and environmental support to the maintenance of the East-West tie line in northwestern Ontario would be the responsibility of the following team (supplemented by other staff as necessary):

- Director, Environmental Services (1)
- Senior Manager, Environmental Services (1)
- Manager, Environmental Services – Northern Region (1)
- Environmental Planners – Northern Region (3) – including one staff in Thunder Bay
- Technical Staff (Environmental Technicians) – Northern Region (1) - Sudbury
- Technical Staff (Waste Management) – Northwestern Region (3) – Kenora, Thunder Bay, Sudbury

Currently the team supports the maintenance of the existing East-West tie line by:

- Reviewing inspection and maintenance work plans;
- Developing access plans;
- Obtaining permits and approvals;
- Preparing Environmental Protection Plans;

- Implementing mitigation;
- Compliance monitoring;
- Emergency environmental incident support (ie spills, windstorms, ice damage);
- Waste handling and disposal;
- Indigenous engagement;
- Stakeholder engagement; and,
- Liaising with regulatory bodies.

The majority of the above tasks would be completed by Environmental Planners, under the supervision of Managers, however, Technical staff would address emergency response and also have the ability to supervise Contractor staff as required (eg. contractors providing spill response equipment).

Forestry

Forestry manages the vegetation on both Distribution System: 109,000 km (68,000 miles) and Transmission System: 21,000 km (13,120 miles), 83,000 hectares (205,000 acres) for the province of Ontario.

Forestry is led by a Director, Forestry Services and supported by 4 Zone Superintendents across the 4 zones. We are operationally organized into 4 zones with 17 territories and 47 local Operations Centres. Forestry Services have yearly operations north of Lake Superior. The Northern part of the Province is supported by local operations centres located in Thunder Bay, Dryden, Algoma, Timmins and Sault St Marie.

Forestry Services has over 500 full time resources who do both notifications and execution of the work. Notifications involve identifying work and getting necessary agreements/permissions from adjacent property owners and necessary government bodies including MNRF, Species at Risk and townships. Notifications are typically done by Forestry trained Technicians. Once all the upfront work has been identified and permissioned, execution crew follows up and executes the work as per the notifications.

During peak production months, Forestry Services brings in additional personnel to compliment the regular resources. At peak (May – September), Forestry Services can have upwards of 1,100 personnel working on various programs across the province.

Qualifications of subject matter experts, linemen / electrical workers, environmental staff & vegetation management personnel

Transmission line maintenance

Tech FLM – Electrical Control Engineering Technologist – Ontario Hydro/Hydro One since 1987 – Involved in all activities related to transmission line maintenance and construction since that time including preventative maintenance patrols, condition assessment of assets, end of life asset evaluation, electrical clearance measurements, modelling of conductor clearances under different loading conditions, work methods, special studies (damper efficiency, corrosion, cathodic protection), material evaluations, asset management, development of tools, work method development.

Transmission Lines Area Superintendent – Extensive experience managing transmission operations in Northern Ontario. Good familiarity with area impacted by this development and experienced in working with Indigenous Communities.

Our linemen / electrical workers are Red Seal Journey Persons with further specialized training related to Hydro One work methods.

Environmental

The Director, Environmental Services has 25 years experience working in the environmental field. This includes both public and private sector experience with managing environmental risk associated with the planning, design, construction, operation and maintenance of linear infrastructure, and specifically electrical transmission lines. The Director is a practicing Professional Geoscientist (P.Geo.) and recognized Qualified Person (QP) within the province of Ontario.

The Senior Manager, Environmental Services has over 20 years experience working in the environmental field, focusing on assessment and mitigation of environmental impacts associated with linear infrastructure. The Senior Manager has worked for both public and private sector, in Ontario and internationally, and is a Professional Planner.

The Manager, Environmental Services – Northern Region has 20 years experience in environmental related roles in the forestry and electricity sectors. The Manager has specific field and managerial experience in Northern Ontario and specializes in mitigation of environmental impacts and risks associated with field activities for both capital and maintenance projects.

Environmental Planners assigned to northern work have between 5-30 years of experience in environmental roles. They focus on the assessment, mitigation, and monitoring of environmental impacts during capital and maintenance work on electricity infrastructure. They have expert knowledge of regulatory obligations, and permitting and approval requirements for electricity projects.

Environmental technical staff have various backgrounds, but all receive technical training in specific areas such as emergency response, environmental sampling, waste management and general oversight of Contractors. They work under the supervision of Planners and Managers and are focused on executing specific environmental tasks in the field.

Experience working under Ontario regulatory agencies

Hydro One and its predecessor companies have operated in the province of Ontario for more than 100 years. Hydro One Environmental Services staff have expert knowledge with respect to regulatory compliance requirements at the Federal, Provincial and Municipal levels.

Hydro One has extensive experience in providing environmental support on major capital maintenance programs throughout the province of Ontario and delivers on a capital program of over one billion dollars annually. In-service assets are transitioned to Operational and Maintenance Programs, which are also supported by Environmental Services staff. All work adheres to federal, provincial and municipal environmental regulations and policies.

Currently, Hydro One is undertaking extensive maintenance activities on its assets across the province including throughout northwestern Ontario. Projects meeting Category B of Regulation 116/01 of the Ontario *Environmental Assessment Act* undergo an Environmental Assessment (EA) according to the process set out in the *Class Environmental Assessment for Minor Transmission Facilities*. Routine maintenance work that does not meet Category B of Reg. 116/01 undergoes an environmental impact assessment whereby valued components, sensitive features and stakeholders are identified and considered. Notification and consultation is undertaken as required and mitigation of potential impacts are defined and implemented. Compliance monitoring is conducted for work, with restorations or restitutions completed to properly close out each work activity.

The Environmental Services team at Hydro One are extensively familiar in working with natural environment regulators such as the Ministry of Natural Resources and Forestry, Department of Fisheries and Oceans, Ministry of the Environment, Conservation and Parks, and Conservation Authorities. Hydro One works cooperatively with these regulators to obtain the necessary permits and approvals to complete maintenance activities over its 150,000 circuit-kilometers of power lines across the province. To ensure the reliable supply of electricity to our customers, Hydro One routinely obtains a wide variety of approvals including stream crossing work permits, Fisheries Act authorizations, entrance permits and forest resource licenses, and species at risk registrations, from these regulators to undertake maintenance activities.

Part of Hydro One's corporate strategy is to "be a trusted partner to communities, Indigenous people, government and industry stakeholders". In adhering to this corporate strategy Hydro One actively notifies, consults and engages local communities and Indigenous peoples in the work that we undertake. At Hydro One, we work proactively to build relationships with Indigenous peoples based on understanding, respect and mutual trust. We respect the rights of Indigenous peoples including the Aboriginal and treaty right of Aboriginal peoples as recognized and affirmed in section 35 of the Constitution Act, 1982.

As part of Hydro One's commitment to Indigenous peoples, promoting businesses and workforce development while increasing access to procurement opportunities is of significant importance. This is taken into consideration in all maintenance activities Hydro One undertakes.

A concrete example is the current partnership Hydro One and Supercom set up for the maintenance of the East West Tie Line, where the two parties will complement their capabilities, intimate knowledge of the land and local communities, respect for environment and history, and work together closely to ensure the line is maintained and any potential downtime is minimal.

Vegetation clearing fleet, vehicle fleet and aerial fleet

Forestry has an extensive list of specialized equipment for all types of ROW vegetation maintenance activities and has the ability to obtain additional contract machines on demand for special projects. Among the most common fleet equipment is the Aerial device with various heights. Our fleet also includes specialized Forestry work equipment including Feller bunchers, dozers and excavators for mechanical operations. In the Northern regions – Forestry uses Foliar method of herbicide applications where typically specialized trucks with herbicide spray bombs are used to apply herbicide on vegetation.

The two primary program that Hydro One employs to manage the corridor is line clearing and brush control programs.

Line Clearing: Involves trimming and removal of required healthy and danger trees along the edge of the ROW in order to maintain standing and falling clearances to the energized conductor and equipment.

Brush Control: Involves managing vegetation growth to ensure adequate standing clearance to overhead conductors and provide an accessible ROW corridor for maintenance of transmission equipment and power outage restoration. This is accomplished through selective application of herbicides, manual and mechanical brush cutting.

These maintenance programs are supported by a mid-cycle working patrol (also called Condition Patrol and done typically every 3-4 years after regular maintenance) to identify and remedy any trees that will not last the regular maintenance. In addition to these, Forestry also has a yearly inspection program on all NERC Applicable circuits (230kV and above) to identify any vegetation that needs to be immediately taken care of to avoid an outage or other public safety concern.

Forestry's primary work method in the Northern part of the province is to treat brush foliar applications where the herbicide is applied on foliage of coniferous plants with herbicide products including Aspect and Garlon products in the mix. This involves managing vegetation growth to ensure adequate standing clearance to overhead conductors is maintained and to provide an accessible ROW corridor for maintenance of transmission equipment and power outage restoration. This is accomplished through selective application of herbicides, manual and mechanical brush cutting.

Fleet	2020 Count
Light	2,637
Heavy	1,357
Off-Road	453
Miscellaneous	2,517
Service Equipment	978
Helicopter	8
Total	7,950

Light– cars, SUVs, pickups, vans

Heavy– service trucks, highway tractors, radial boom derricks (RDB), bucket trucks

Off Roads – rubber tire, tracked equipment

Miscellaneous – boats, chippers, tensioners, manlifts, forklifts

Service Equipment – snowmobiles, ATVs, managed Fleet Services.

Tower repair / erection equipment

Cranes and helicopters for erecting towers are drawn from internal fleet and supplemented with rentals from approved vendors. Work methods suitable for erecting a variety of tower types are available. Suitable work method is based on tower type and geographic access requirements. Examples include conventional crane erection, delivering/setting tower with helicopter, erecting tower with a gin pole. When more information becomes available related to the proposed design and construction, we will be able to identify which units are most suitable.

Drone fleet and operator(s) experience

Hydro One implements drones as part of the maintenance of our asset base, via the use of approved vendors of record. All vendors in this area comply with our internal policies and procedures and strict adherence to Transport Canada regulations and guidelines.

Office locations and availability and locations of storage yards and facilities

Hydro One has many locations across the province of Ontario, however in general proximity to this Transmission Development:

- Sault Ste. Marie – 2 Sackville rd., SSM
- Nipigon
- Marathon
- Geraldton
- Thunder Bay – 205 Burwood rd., Thunder Bay

Storage yards are available at all office locations. In addition many of the Transmission Stations within general proximity to this Transmission Development have associated control rooms and material storage space. Each of the locations varies with respect to size/indoor vs outdoor storage/security/availability of staff and equipment, but in general there is (or could be with minor modifications) ample room for material storage. Having said that, HONI's current strategy is to store material related to common types of failures at locations where our Lines staff reside (primarily at the operational centers) i.e. conductor, sleeves, insulators, u-bolts, adaptors. For more significant failures, like a failed tower, strategic inventory is located a fewer numbers of strategically located locations. These locations are chosen where it is secure and where staff and equipment are available to quickly load the material for deployment. For the purpose of this Transmission development Sault Ste. Marie and Thunder Bay would be logical areas for housing of larger components.

List of Maintenance Service being performed elsewhere

Please refer to the section below on our company background and experience to understand our business and asset base. The maintenance services that we provide are to this asset base comprising 30,000 circuit kilometres of high voltage transmission and 123,000 circuit kilometres of primary distribution networks.

Company background and experience

We are Ontario's largest electricity transmission and distribution provider with almost 1.4 million valued customers, almost \$27.1 billion in assets and 2019 annual revenues of almost \$6.5 billion. Our team of approximately 8,800 skilled and dedicated employees proudly build and maintain a safe and reliable electricity system which is essential to supporting strong and successful communities. In 2019, Hydro One invested almost \$1.7 billion in its 30,000 circuit kilometres of high voltage transmission and 123,000 circuit kilometres of primary distribution networks and injected approximately \$1.4 billion into the economy by buying goods and services in Ontario. We are committed to the communities where we live and work through community investment, sustainability and diversity initiatives. We are one of only six utility companies in Canada to achieve the Sustainable Electricity Company designation from the Canadian Electricity Association. Through Hydro One Telecom Inc.'s extensive fibre optic network, we also provide advanced broadband telecommunications services on a wholesale basis. Hydro One Limited's common shares are listed on the Toronto Stock Exchange (TSX: H).

Contact name, business name, address, phone number and email

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Indigenous Economic Benefit Plan

The indigenous economic benefit plan is attached as requested.

Location(s) of facilities which services and emergency response will originate

We operate 5 Lines Operation Centers in general proximity to this Transmission Development with a total staff of 50 including Line Maintainers, Technicians and Managerial Staff.

- Sault Ste. Marie
- Nipigon
- Marathon
- Geraldton
- Thunder Bay

In addition to the local staff who would be more likely engaged in regular maintenance services, we have a provincial network of Lines staff engaged in both Maintenance and Construction services capable of mobilizing and responding to large scale events.

Spare material list

Hydro One has a strategic spare inventory and strategy suitable for responding to the failure of critical assets in the bulk electrical system. Information provided in the scope of work is insufficient to determine if some/all of our current inventory and strategy are suitable for the new tie line. If we are the successful applicant, we will work with the owner asset manager to develop a suitable emergency response strategy and define the required inventory for the prescribed response.

Location(s) of facilities where spare parts and material will reside

Hydro One has many locations across the province of Ontario, however in general proximity to this Transmission Development:

- Sault Ste. Marie – 2 Sackville rd., SSM
- Nipigon
- Marathon
- Geraldton

- Thunder Bay – 205 Burwood rd., Thunder Bay

Storage yards are available at all office locations. In addition many of the Transmission Stations within general proximity to this Transmission Development have associated control rooms and material storage space. Each of the locations varies with respect to size/indoor vs outdoor storage/security/availability of staff and equipment, but in general there is (or could be with minor modifications) ample room for material storage. Having said that, HONI's current strategy is to store material related to common types of failures at locations where our Lines staff reside (primarily at the operational centers) i.e. conductor, sleeves, insulators, u-bolts, adaptors. For more significant failures, like a failed tower, strategic inventory is located a fewer numbers of strategically located locations. These locations are chosen where it is secure and where staff and equipment are available to quickly load the material for deployment. For the purpose of this Transmission development Sault Ste. Marie and Thunder Bay would be logical areas for housing of larger components.

Describe your commitment to the environment and detail how your work will be conducted in order to align with this commitment and with NextBridge's Operational Environmental Management Plan

Hydro One consistently documents and demonstrates its commitment to the environment and recently updated our Environmental Policy to better align with Hydro One's purpose driven Core Values. Our policy clearly outlines our environmental commitments and our values guide us to work relentlessly with our employees and those who work for us to achieve world-class environmental performance.

We will strive for continual improvement of our health, safety and environment managed system. We will deliver electricity to our customers in an environmentally responsible and sustainable manner.

We are committed to:

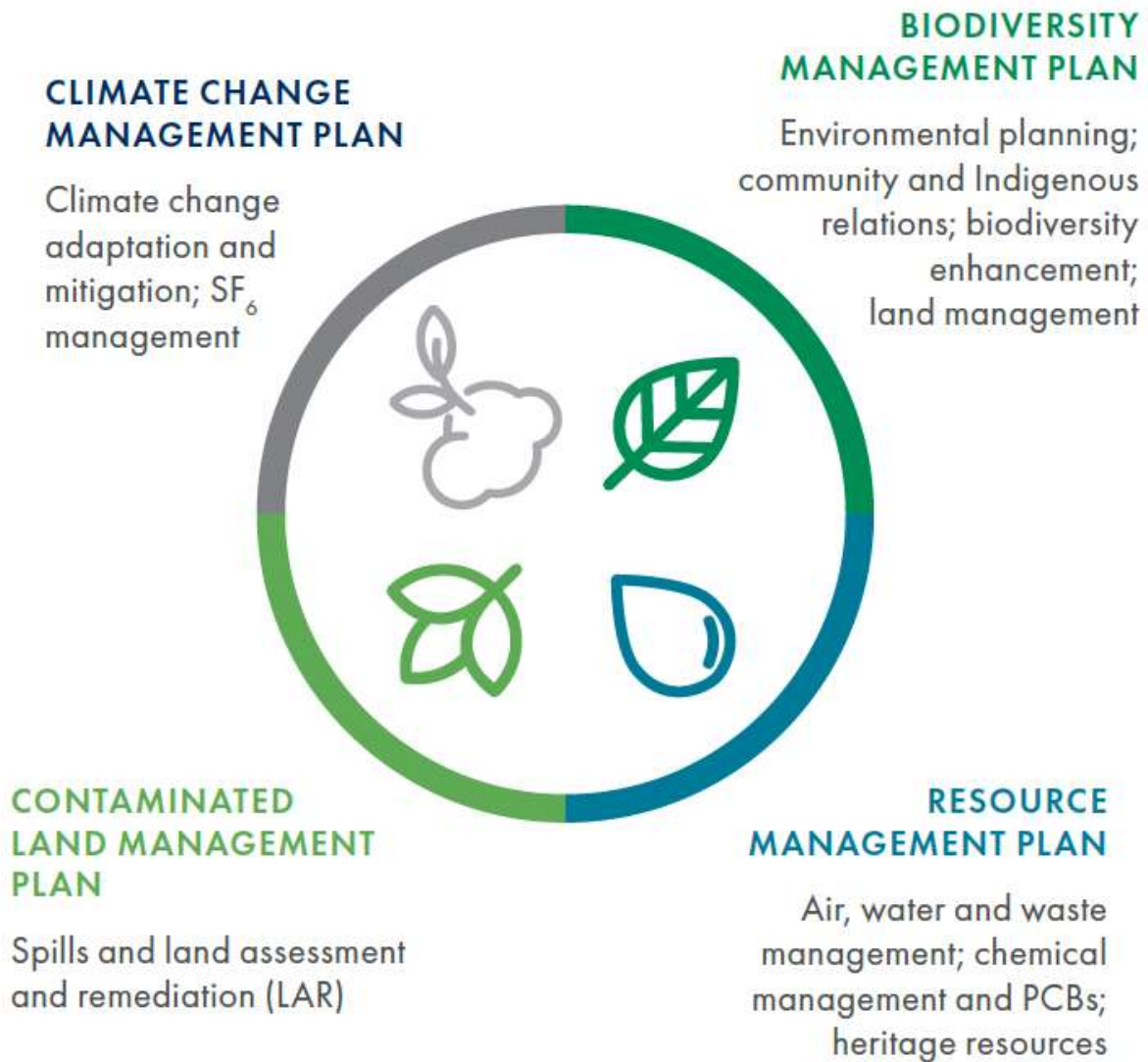
- Implementing and sustaining a world-class Health, Safety and Environment management system.
- Identifying and evaluating environmental risks to ensure that hazards are eliminated or controlled.
- Integrating environmental sustainability considerations into our decisions.
- Reporting and investigating environmental incidents in order to mitigate environmental impacts.
- Ensuring employees understand their roles and responsibilities and have the skills, knowledge and resources necessary to perform their duties.
- Providing everyone with timely and effective training.
- Establishing measurable objectives to monitor progress through regular audits and performance reporting.
- Working cooperatively with governments, customers, Indigenous Peoples, public advocates and others to improve our environmental performance.
- Reporting our environmental performance and celebrating our achievements.
- Meeting or exceeding legal requirements wherever we operate.

In alignment with our Environmental Policy, Hydro One's approach to Environmental Management includes improving our long-term performance by limiting the environmental impact of our activities. We manage our environmental programs through our combined Health, Safety and Environmental Management System (HSEMS). This system provides a framework to meet our compliance obligations and set performance targets and initiatives to manage our environmental risks.

Our HSEMS aligns with industry-leading management and standards, including the ISO 14001:2015 International Standard. Our approach is guided by our internal risk analysis, audit findings, regulatory changes and input from our Environment Committee.

We currently have four targeted plans to address our top environmental risks:

OUR ENVIRONMENTAL MANAGEMENT PLANS AND COMPONENTS



We are committed to aligning our inspection and maintenance practices on this Transmission Development with NextBridge's Operational Environmental Management Plan, July 2019 (OEMP) and Amended EA document. As stated in the OEMP, the environmental protection and mitigation measures proposed in NextBridge's documents are typical of transmission line operation and maintenance, and are practices that Hydro One generally employs daily in their maintenance work.

We will follow applicable by-laws and regulations, including acquiring relevant permits, outlined in Table 4-III-1 of the OEMP in order to complete their maintenance activities. Hydro One will acquire required local, municipal, provincial and federal licences, permits and approvals for maintenance, and adhere to applicable conditions. As well, Hydro One will follow applicable measures included in the guidance documents referenced in the OEMP. Pertinent regulatory agencies, municipal officials and relevant stakeholders will be notified of upcoming maintenance activities, as required.

We will implement the mitigation measures outlined in the OEMP in order to reduce or avoid impacts to the environment, including to waterbodies, wildlife or their habitat, resulting from transmission line maintenance activities.

Access to the transmission line during inspections and maintenance activities will be accomplished using existing access presented in the Access and Construction Environmental Maps. Mitigation measures outlined in the OEMP will be implemented in order to minimize potential effects related to using access roads or travelling on the transmission line right-of-way during inspection and maintenance.

In executing the vegetation management plan for this Transmission Development, we commit to following the methods and restrictions outlined in the OEMP related to mechanical, manual, and chemical (herbicide) methods. Timing windows and restrictions provided in Table 4-III-4 of the OEMP will be considered when planning vegetation management. It is assumed that sensitive features and habitats, such as Critical Landform/Vegetation Associations (CLVAs), rare plants or rare ecological communities, and traditional use plant species, previously identified by NextBridge will be communicated to us in order to properly plan their maintenance activities.

Our Environmental Planner will be assigned to ensure the commitments made in the OEMP and commitments made during the EA are fulfilled during transmission line inspection and maintenance. Our technical staff will also be assigned to ensure that vegetation management is planned and executed in a manner that reduces effects on the environment, and adheres to the restrictions described in the OEMP. Prior to maintenance work being completed, the environmental team will develop a project-specific Environmental Protection Plan (EPP) which will outline the mitigation measures required to minimize or avoid impacts to the environment. The environmental team will be responsible for documenting the implementation of the mitigation measures outlined in the EPP, and for completing effectiveness monitoring during execution of the maintenance work. Reporting at regular intervals will be completed by the environmental team to ensure that appropriate measures are in place to reduce effects of the maintenance activities, and to identify opportunities to improve upon these measures.

Revisions to specific mitigation measures noted in this proposal or additional mitigation measures may be required if unforeseen conditions or new circumstances are encountered. Any additional commitments made through the EA review and environmental permitting processes that were not included in the July 2019 OEMP should be brought to Hydro One's attention.