

## Message

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**From:** Ed Houghton [/O=TOC/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=EHOUGHTON]  
**Sent:** 4/13/2016 9:40:51 AM  
**To:** Ed Houghton [ehoughton@omwa.org]  
**Subject:** Fw: Strategic Partnership Update (CONFIDENTIAL)

Sent from my BlackBerry - the most secure mobile device - via the Bell Network

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**From:** medwards@collingwood.ca  
**Sent:** April 12, 2016 8:46 PM  
**To:** ehoughton@collus.com  
**Subject:** Fwd: Strategic Partnership Update (CONFIDENTIAL)

Hi Ed,

FYI. Found this in my files and not sure if still confidential as marked. You may have this in your files but if not, I thought it provides connectivity to ongoing events at the time that may be of use.

Regards,  
Mike

Begin forwarded message:

**From:** Ed Houghton <[ehoughton@collus.com](mailto:ehoughton@collus.com)>  
**Date:** January 11, 2012 at 9:12:33 AM EST  
**To:** Dean Muncaster <[IMCEAEX-O=TOC OU=First+20Administrative+20Group cn=Recipients cn=DeanMuncaster@collus.com](mailto:IMCEAEX-O=TOC OU=First+20Administrative+20Group cn=Recipients cn=DeanMuncaster@collus.com)>, Sandra Cooper <[scooper@collingwood.ca](mailto:scooper@collingwood.ca)>, David McFadden <[david.mcfadden@gowlings.com](mailto:david.mcfadden@gowlings.com)>, 'Doug Parker' <[dparker@omwa.org](mailto:dparker@omwa.org)>, Dean Muncaster <[IMCEAEX-O=TOC OU=First+20Administrative+20Group cn=Recipients cn=DeanMuncaster@collus.com](mailto:IMCEAEX-O=TOC OU=First+20Administrative+20Group cn=Recipients cn=DeanMuncaster@collus.com)>, Mike Edwards <[medwards@collingwood.ca](mailto:medwards@collingwood.ca)>  
**Cc:** Pam Hogg <[phogg@collus.com](mailto:phogg@collus.com)>  
**Subject:** Strategic Partnership Update (CONFIDENTIAL)

Ladies & Gentlemen:

I wanted to provide you with a brief update on where we are with our Strategic Partnership Initiative.

Since receiving direction from Council on December 5<sup>th</sup> to begin negotiations with PowerStream and preparing the Purchase Sale Agreement and the Shareholder's Agreement a number of meetings have taken place. David McFadden has been the champion of the agreements and has been working daily, even through the holidays, with our lawyers Aird & Berlis (A & B) and PowerStream's lawyers and we are now in a position to take these agreements to Council in-camera this Monday January 16<sup>th</sup>. We have one more meeting tomorrow with the lawyers and PowerStream and we anticipate that all outstanding items will be agreed upon. It is truly amazing how well this process has gone and how easy we have agreed on all aspects of the agreements. Hats off to David and our legal Team of Ron Clark and Corrine Kennedy.

We have also been providing information to PowerStream who have been working on our OEB MAAD Application. This is quite the process but is being handled so well by PowerStream and by our lawyers Aird & Berlis. The costs for this are being borne by PowerStream as part of their offer to do so. The only caveat would be if we get into a long protracted hearing that is caused by an intervener or someone against the initiative. Then we would share those costs above the normal application costs.

Cindy Lee in our office has been working diligently getting all of the information that is required by the lawyers or by PowerStream (PS) and she is also attempting to have a “draft” financial statement for the period ending December 31<sup>st</sup>, 2011 in the next week or so.

Yesterday I met with PowerStream’s Executive Team to go over a number of questions regarding communications, the agreements, the OEB Applications, existing service agreements between the Town, CPUSB and Collus, the growing of Collus business and the timing of all these items. Everything is falling into place and is being well handled.

The activities that are currently underway are as follows:

- <!--[if !supportLists]--><!--[endif]-->As previously mentioned a meeting will take place tomorrow to complete the agreements and to prepare a presentation for Council on Monday evening. This involves our lawyers A & B, PS’s lawyers, David McFadden, myself and PS executive team.
- <!--[if !supportLists]--><!--[endif]-->The presentation that will take place on Monday evening is being prepared and presented by A & B. It will cover all of the salient points of both agreements.
- <!--[if !supportLists]--><!--[endif]-->Corrine Kennedy of A & B has been keeping the Town’s municipal lawyer, Leo Longo up to speed on the agreements and Mayor Cooper has asked for a conference call for tomorrow between Mr. Longo, the Deputy-Mayor, herself and myself to confirm that Leo is comfortable with the agreements.
- <!--[if !supportLists]--><!--[endif]-->On Monday evening if Mayor Cooper senses that the information is well received by Council will ask if an authorizing by-law can come forth next week for the execution of the agreements. The agreements will obviously be contingent on OEB approval and will be based on the financial situation at the time of closing.
- <!--[if !supportLists]--><!--[endif]-->The PowerStream Executive Team and myself will be getting together again next week to begin “brainstorming” on how we will build Collus Power. We have had significant interest in this initiative and we wish to keep the momentum going. We will also be preparing a presentation that will be given to Council in anticipation that the authorizing by-law goes forward for January 23<sup>rd</sup>.
- <!--[if !supportLists]--><!--[endif]-->The PowerStream Executive Team and myself will also be preparing a presentation that will be given at a Public Information Session for early to mid February. At this point the OEB Applications will be completed and sent in and will be a part of the “public realm”.
- <!--[if !supportLists]--><!--[endif]-->PowerStream will be having an off-site Strategic Planning Session with their Shareholders and executive team in early February. Immediately following their planning session we will be holding our own Strategic Planning Session which will include them and us so that we can hit the ground running once OEB approval has been given.
- <!--[if !supportLists]--><!--[endif]-->In February and March we will be working on all of the shared service agreements that we currently have with the Town CPMSB and Collus and we will update and revise where required.

It is important to note that everyone has been working very hard in a positive direction to make this work for the benefit of the Town of Collingwood and our residents. John Rockx and John Herhalt of KPMG have been a significant help and it would have been near impossible without them. Ron Clark and Corrine Kennedy of A & B have work so very hard to prepare the agreements in our best light and have been a pleasure to work with. Dean Muncaster and David McFadden have been unbelievable resources in every way and David’s abilities to keep the momentum going with the lawyers has been a significant asset. Mayor Cooper and Deputy-Mayor Lloyd have assisted in many aspects and have been great supporters and advisors of the municipal process. I am also so please and so impressed with Cindy Lee and all her efforts. It has been a real Team effort to get us this far and this fast. We will keep the momentum going.

Respectfully.....Ed

Mr. Ed Houghton, President & CEO

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**Collingwood Utility Services Corp.**

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