

CGS Vision 2035

A Concept Paper

Background and Overview

The world of energy is changing. In order to provide increased value to our citizens who own us and the customers we serve, Clearwater Gas System desires change as well. What are some of the areas of possible change? The answer may be positioning Clearwater Gas System as an *energy* provider, not just a natural gas company. This concept paper briefly states the opportunities and positioning that CGS would like to pursue as we move forward with our Vision for 2035.

1. The Installer & Servicer of Solar PV (electric & battery) Systems

We propose to develop a business plan to examine whether the opportunity exists for CGS to work with builders, homeowners, and businesses to install and maintain PV roofs to provide clean electric energy and back-up power to residences and businesses.

2. The Installer & Servicer of Electric Charging Stations

We propose to develop a business plan to examine whether the opportunity exists for CGS to help the City, our other municipal and county partners, and potentially area businesses and homeowners to expand their electric charging station offerings efficiently.

3. The Provider of Other Alternative Energy Sources

CGS Energy would like to examine the marketplace opportunities to offer other environmentally clean sources of energy and/or energy services.

4. Branding CGS as An Energy Provider

In order to send the correct message to our service area, Clearwater Gas System will need to examine rebranding itself as, say, *CGS Energy*. A new name will allow the organization to strategically offer a broader array of energy alternatives. In addition, it will reduce confusion for our out-of-city/county customers who are often confused as to our relationship with the City of Clearwater.

Proposed Action

At the present time, CGS would like to create an RFP for the purpose of engaging a consultant(s) to develop business plans for these expanded services and examine the potential of rebranding the organization