

# ANNUAL REPORT

STRONGER TOGETHER



OSHAWA  
POWER

2020

# STRONGER TOGETHER



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# 2020 HIGHLIGHTS



Exceptional Pandemic  
Response



Zero Lost-Time  
Injuries



Hosted Two Online  
Public Townhalls



Assisted 14 Local  
Community  
Partners With PPE  
Donations



Received IHSA's Recognition of  
Performance Achievement  
Milestone Award - 750K Hours  
With No Lost-Time Injuries



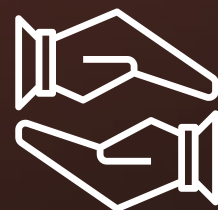
Completed All  
Capital Renewal  
Projects On Time  
and Within Budget



Launched  
*MyOshawaPower*  
Online Portal



Overall Response  
Time to Outages:  
17.3 Minutes



Launched the  
Oshawa Power  
Compassion Fund




# OSHAWA POWER & UTILITIES AT A GLANCE

We safely and efficiently manage our regulated electricity distribution network, while revitalizing our assets and ensuring grid capacity to provide for our customers' needs today and in the future. With a strategic focus on diversification, we are making practical investments in unregulated initiatives to supplement solid returns from our regulated business.


- 149<sup>2</sup>** km Service Area
- 547** kW Solar Generation Assets
- 2.4** MW CHP Generation Output (owned)
- 4.8** MW CHP Generation Output (managed)
- 9** Municipal Substations
- 707** MVA Station Capacity
- 2** Control Centres
- 3** Electric Vehicle Charging Stations
- 112** km Installed Fibre Across Durham Region
- 244** MW Total Peak Demand (all-time high)

*City of Oshawa*  
Population 170,071



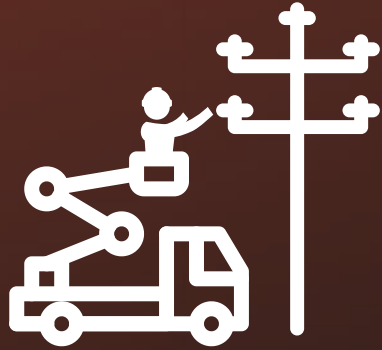
Oshawa Power-  
Over 60,000 Customers

Over 470 KM Underground Circuit Length



Taunton Road

Over 536 KM Overhead Circuit Length




229 - 44 kV Switches

911 - 13.8 kV Switches

12,712 Distribution Poles

401

6,950  
Distribution  
Transformers



# OUR VISION

Meeting the evolving needs of our customers as a leading enabler of integrated critical energy and communications infrastructure.

# OUR VALUES

We are committed to excellence in all aspects of our business and operations. Through collaboration, communication, and engagement, we work together to demonstrate the following principles through our actions:



Ensuring Safety & Reliability



Providing Value to Our Customers



Valuing Our People & Encouraging Development



Embracing Innovation & Entrepreneurial Thinking



Being Accountable & Delivering Results



Living a Culture of Respect

# OSHAWA POWER GROUP OF COMPANIES

OSHAWA POWER &  
UTILITIES  
CORPORATION

## OSHAWA PUC NETWORKS INC.

OPUCN (OSHAWA POWER) is a regulated utility that distributes electricity in the City of Oshawa.

## OSHAWA PUC ENERGY SERVICES INC.

OPUCES (ENERFORGE) develops, constructs and operates clean energy generation assets across Ontario.

## OSHAWA PUC SERVICES INC.

OPUCS provides a reliable dark fibre optics communications network within Oshawa and Durham.

## 2252112 ONTARIO INC.

2252112 develops, constructs, and operates renewable energy generation assets in Ontario.

# LEADERSHIP TEAM



**Ivano  
Labricciosa**  
President & CEO



**Matt Strecker**  
Vice President,  
Engineering  
& Operations



**Nancy Brandon**  
Director,  
Human Resources,  
Health & Safety,  
and Privacy Officer



**Susanna Beckstead**  
Vice President,  
Finance, Corporate  
& Business Services



**Scott Barker**  
Vice President,  
Business  
Development

# 2020 BOARD OF DIRECTORS



**Denise Carpenter, ICD.D**  
Board Chair



**Terry Caputo**  
Finance & Audit  
Committee Chair



**Grant Buchanan**  
Project Monitoring  
Committee Chair



**Donna Kingelin**  
HR & Governance  
Committee Chair



**Lou Meehan**



**Jeff Coles**






**Marc Rosen**



**Robert Watson**



**Legend:**  = Finance & Audit Committee Member  = HR & Governance Committee Member  
 = Project Monitoring Committee Member

# A MESSAGE FROM THE CHAIR OF THE BOARD AND THE PRESIDENT & CEO

**In a year that saw airline flights grounded, schools closed, offices and retail models restructured, our customers needed us more than ever — and we delivered. Like when inclement weather strikes, our essential workers went to work so our customers could remain safe while working and staying at home.**

Oshawa Power forged through the ever-changing landscape brought on by the COVID-19 pandemic to provide the service our customers needed. In 2020, our team of essential workers adapted to new work practices to keep the public, and each other, safe while expanding and upgrading our distribution infrastructure. We introduced new customer service tools, maintained low rates, helped our community, and grew our business. Hard work and a team effort resulted in success, proving we are stronger together.

By effectively mitigating the forces affecting Ontario's energy sector in 2020, we maintained our fiscal health despite the COVID-19 pandemic impacting our financial results. Revenues collected from ratepayers decreased \$674,000 in 2020, compared to 2019. With limited ability to collect as we executed no disconnections, accounts receivables increased. Oshawa Power minimized these impacts by reducing operating expenses and relying on our long-term business strategy of augmenting income from our regulated activities with revenue from our unregulated operations. We take great pride in declaring a 2020 dividend of \$1.912 million to our sole shareholder, the City of Oshawa.

We recognized that many Oshawa residents were financially affected by the pandemic. We were committed to working with every customer to find a solution, assist, and bring awareness to newly introduced provincial programs. Even with intervention, overdue receivables increased, with the provision for bad debts increasing by \$1.2 million over 2019 (a 218% increase). To counteract reduced revenue, increased bad debt, and mitigate costs to customers, Oshawa Power renegotiated vendor contracts, cut operating budgets, and as a last resort, made staffing adjustments to maintain fiscal health.

To assist residential customers, we took the initiative to create the Oshawa Power Compassion Fund. The Compassion Fund helped families who did not qualify for existing programs but were experiencing hardship due to COVID-19 or another life event. Oshawa Power cast a net to catch all customers who needed assistance, ensuring no customer was left behind.

In 2020, our customer dynamic changed with people working and students learning from home. While small commercial and industrial consumption decreased, residential consumption increased. In August 2020, Oshawa Power reached all-time peak demand of 244 MW with no impact on service to our customers.

The Distribution team pushed forward with scheduled capital projects, knowing that reliability and grid stability are vital to keeping families connected, health facilities functioning, and employees and students working remotely.

The team successfully replaced a transformer weighing over 100,000 lbs at Municipal Substation 10 (MS10) in early June. In addition to replacing end-of-life assets to maintain a reliable grid, we energized a new Smart Centre and Tribute Communities high-rise condominiums located at Simcoe Street and the 407. These projects will bring new jobs and additional housing to Oshawa, the fastest-growing city in Canada according to Statistics Canada. Our commitment to connecting new customers in record time enables Oshawa to continue its successful growth.

This year saw us carve out the final steps of a two-year process, creating and submitting our rate application to the Ontario Energy Board (OEB) to secure rates for the next five years. The final submission to the OEB was completed in August 2020.

In April 2020, we proudly launched our new brand, EnerFORGE, formerly operating as Oshawa PUC Energy Services Inc. EnerFORGE's mission is strong and clear – to help customers forge a sustainable energy future. The strategic direction of EnerFORGE plays an instrumental role in strengthening our market position while building steady returns for our shareholder.

Working with our project partners in 2020, we completed construction on the ZooShare Biogas Project, located across from the Toronto Zoo. This was an exceptional challenge under provincial COVID restrictions and a true testament to our ability to deliver. The project is in the final commissioning stages and will be operational in 2021.



EnerFORGE partnered with the City of Oshawa to install a combined heat and power (CHP) plant at the Delpark Homes Centre. The new system will help the City of Oshawa realize energy efficiencies, save on heating and cooling costs, and reduce greenhouse gas emissions. It will also provide backup heat and electricity during a power outage. We are leveraging our strength and knowledge gained from being the service provider of choice for building and operating energy systems at the largest community housing facility in Canada. This knowledge enables us to deliver expertise that is advantageous to the local community.

In addition to maintaining an excellent operations record in our Toronto area social housing district energy portfolio, we extended additional value-added services to generate operational savings for our clients.

The Business Development and Sustainability team has seen significant increases in requests for resilient energy projects throughout the pandemic. Notably, this team recently helped develop "Scaling-up to Zero-Emission Transit," an electric bus project led by Durham Region Transit with support from The Atmospheric Fund and the federal government.

Oshawa PUC Services Inc., our fibre-optic company, has been reliably and sustainably growing for nineteen years as part of the 130-year-old Oshawa Power & Utilities Corporation Group of Companies. We completed strategy development and foundational work to develop a new brand and vision for our fibre business in 2020. In 2021, we will see it move to the next level. We invite you to join us on our journey as we launch this new initiative!

In a year where health and safety were top of mind, Oshawa Power did not miss a beat. Oshawa Power celebrated an all-time low in short-term absences and maintained our record of zero lost-time injuries. We achieved IHSA's Recognition of Performance Achievement Milestone Award for 750,000 hours with no lost-time injuries. This translates to over four years without a lost-time incident, an admirable feat for our small company.

In response to the COVID-19 pandemic, the company quickly shifted to create processes and procedures, secure personal protective equipment, and develop physical distancing strategies to keep staff and the public safe.

Our focus to develop and empower our employees did not waver in 2020. More than ever, open communications with Oshawa Power staff were a priority. We introduced our Culture Transformation Plan in early 2020 and continue to build an improved workplace culture.

Restrictions to public gatherings prevented us from holding face-to-face events, which changed how we connected with our customers. We interacted by using online town halls, a podcast, a COVID-19 communication hub on our website, new online self-service forms, and the launch of the *MyOshawaPower* customer portal.

Supporting our community continues to be a priority for Oshawa Power. N95 masks and hand sanitizer were procured for donation to long-term care residences, retirement homes, medical clinics, shelters, and Lakeridge Health. Innovative thinking led to a creative solution to provide accessible Wi-Fi service to the Back Door Mission to help medical and mental health clinic resources during the pandemic.

In 2020 we were presented with some uncharted challenges. Together as a team, we met those challenges. Hard work, creative thinking, and the willingness to adapt demonstrated that our employees are second to none. The strong commitment of our staff is a true reflection of Oshawa Power's core values. We are grateful to our team and their unwavering dedication to our vision. Together, we will continue to support our community, support our shareholder, and support the growth of the City of Oshawa. We are stronger together!



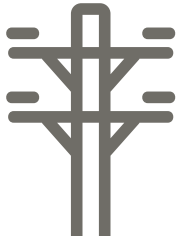
**Denise Carpenter**  
Chair



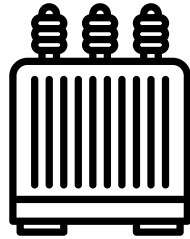
**Ivano Labricciosa**  
President & CEO



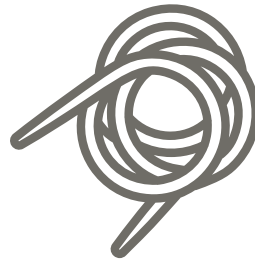
# BUILDING A STRONGER INFRASTRUCTURE



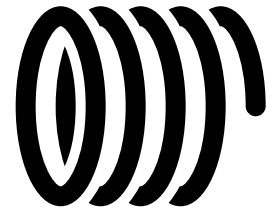
**485  
Poles**



**135  
Transformers**



**24.7 km  
Overhead Cable**



**5.8 km  
Underground Cable**

Our construction crews pushed planned projects across the finish line in 2020. Over the year, they installed or replaced 485 distribution poles, 135 transformers, 5.8 km of underground cable, and 24.7 km of overhead cable.

Oshawa Power executed a new standard for underground distribution networks in new subdivisions that will protect assets in the years to come. All cabling will be fully ducted and encased in concrete up to the property line, allowing for ease of replacement in the future and adding an extra level of protection to all cabling.

Oshawa Power continues to support the City's future plans and economic growth. As Canada's fastest growing city, development continues to spread north of the 407 including energizing a new Smart Centre and Tribute Communities high-rise condominiums located at Simcoe Street and 407.

"AMID A GLOBAL PANDEMIC AND A COST OF SERVICE RATE FILING, 2020 PROVED TO BE A CHALLENGING YEAR. I'M INCREDIBLY PROUD OF ALL THE WORK OUR STAFF AND ORGANIZATION ACHIEVED. RECOGNIZING OUR PIVOTAL ROLE AS AN ESSENTIAL SERVICE, OSHAWA POWER FLEXED AND ADAPTED ITS PROCESSES TO CONTINUE TO DELIVER CRITICAL WORK PROGRAMS AND RESULTS IN A SAFE AND EFFECTIVE MANNER, ENSURING THE SECURITY AND RELIABILITY OF THE DISTRIBUTION SYSTEM "

**MATT STRECKER** - VICE PRESIDENT, ENGINEERING & OPERATIONS



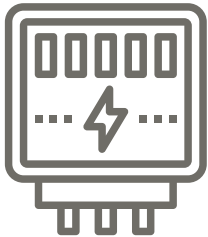
## A FORTY-YEAR INVESTMENT

In June, the team replaced a 100,000 lb transformer at Municipal Substation 10 (MS10) located at Keewatin and King Street. Replacing end-of-life transformers enhances the overall performance of Oshawa's electricity grid, and enables Oshawa Power to use the grid efficiently to provide a reliable and safe supply.

The average lifespan of a transformer is about 40 years.



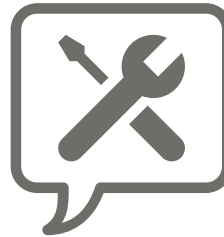
# KEEPING OUR PROMISE



**100% Connected Within One Day**



**Power Outage Response Time 17.3 Minutes**



**New Service Requests Response Time 1.8 days**



**All 23 Planned Projects Completed**

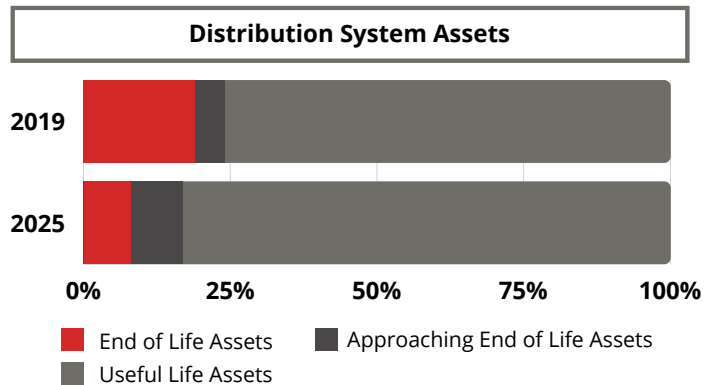
## MOVING FORWARD THROUGH A PANDEMIC

Social distancing is not always possible in the construction department. To keep workers safe, daily operational changes for our construction crews were implemented. To address COVID guidelines, three separate work pods were created. Each pod reported to their new temporary headquarters rather than having all workers reporting to a single location every day. Additional vehicles were utilized to allow for single occupancy instead of shared vehicles where possible. Job crews were no longer rotated and social distancing signage for job sites was created to remind workers, and the public, to keep a safe distance. These additional safety steps allowed workers to maintain operations to serve customers and continually upgrade the system.

## LOOKING AHEAD

To maintain a reliable electricity system, Oshawa Power employs proactive outage prevention methods. The tree trimming program runs on a three-year cycle to reduce tree contacts, specialized fencing is installed around equipment to prevent animal contacts, and thermographic inspections of the system are used to identify potential hot spots before they result in outages.

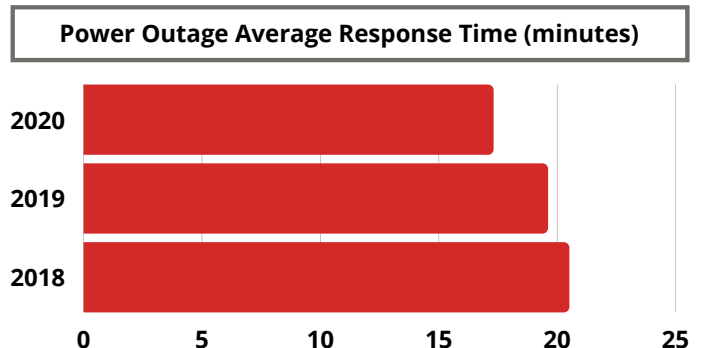
Over the next five years, there is an aggressive rebuild plan in place. Throughout the entire community, there are 34 overhead rebuild projects and 25 underground rehabilitation projects planned based on age and asset condition. These projects ensure that customers will receive safe and reliable service now, and in years to come.



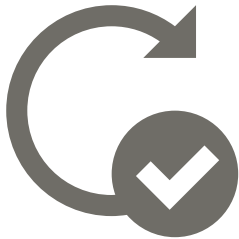
## QUALITY OF SERVICE WAS TOP OF MIND

Oshawa Power is proud to have installed all new meter requests within one day, responded to outages within 17.3 minutes (2.3 minutes quicker than 2019), responded to new service design requests within 1.8 days, and completed all 23 planned capital projects for 2020.

With homes becoming offices and classrooms, customers needed reliability more than ever, and Oshawa Power delivered.



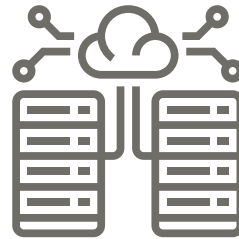
# COMING TOGETHER VIRTUALLY



**Upgraded Outage Management System**



**Installed Video Conferencing Technology**



**Implemented New Data Centre**



**Strengthened Vendor Relationships**

Like many others, Oshawa Power was reliant on technology more than ever to communicate and ensure systems were operating optimally.

For the safety of all staff, meetings became virtual. The installation of video conferencing equipment in all four meeting rooms allows staff to conduct remote meetings and daily communication updates. Although staff could no longer visit other areas in the office they could still see each other and work collaboratively while keeping their distance.

Having staff working on-site and at remote locations heightened the need for a reliable network. The IT team maintained system availability through improved redundancy designs. Oshawa Power realized over 99% network availability in 2020.

## WORLD-CLASS CYBERSECURITY

Oshawa Power moved forward with implementing a new disaster recovery data centre site. Completing this data centre is in line with Ontario Energy Board's (OEB) Cyber Security Framework.

Oshawa Power's internal goal is to be best-in-class for cyber security. Oshawa Power focused on security tool upgrades and implementations in conjunction with evolving cyber security policies above and beyond the OEB guidelines. Protecting IT assets from cyber-attacks reassures customers that the lights will be on whenever they need them.



## INVESTING IN RELIABILITY

In 2020, Oshawa Power upgraded its award-winning Outage Management System (OMS). The OMS predicts and communicates outages in real-time to field crews, system operators, and customers. The communication reduces overall outage duration, identifies the exact location, and informs the customer immediately of the outage and expected restoration times.

## WORKING WITH OUR PARTNERS

In 2019, Oshawa Power revamped its inventory management processes to streamline material handling, reduce the supply chain footprint, maximize the warranty lifespan, and improve services. The new processes were put to the test in 2020 during the pandemic. Never before had the industry had to deal with product shortages, manufacturing delays, and cost increases as was experienced during 2020.

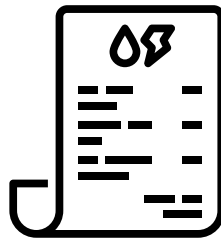
Despite the effects caused by the pandemic, the team effectively managed (through collaboration with key vendors) to avoid any supply chain disruption, and maintained a high level of service to internal customers.



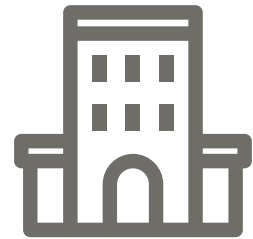
# GETTING SMART WITH METERS



**Developers & Landlords**



**Oshawa Power**



**Residents**

Oshawa Power continued to develop a new suite metering solution for new and existing developers and landlords. As a trusted community partner for over a century, Oshawa Power has always supported making Oshawa an attractive city in which to live, develop, and do business. Suite metering solutions enable developers and residents to take complete control of their energy usage, stabilize their energy costs and find peace of mind with a regulated, reliable, and fair energy partner.

A solution that benefits all parties; suite metering installations have been on the rise as a simple, cost-effective way to manage suite electricity supply.

## ADVANTAGES

- **Control Your Energy Costs**  
With individual meters for suites and common areas, you can focus on increasing building efficiency.
- **Turnkey Solution**  
Offering no-cost, ready-to-use solutions without red tape, directly from the local utilities.
- **Lower Operating Expenses**  
Limiting energy costs to common areas allows for reducing operating expenses.
- **Better Resident Experience**  
Providing transparency and reducing hidden fees for residents will help build trust and reduce tenant costs.
- **Increase Building Value**  
Decreased energy costs lead to a better bottom line, increasing the property value.
- **Trusted, Expert Partner**  
Powering Oshawa for over 130 years, Oshawa Power is a trusted local partner.

Oshawa Power will work directly with developers to design a solution that makes sense for their building. From the initial design and planning to installation and monitoring, they are there every step of the way.

Making the switch to suite metering can provide significant benefits to your building. Offering a better resident experience and a reduction in your operating costs, switching to suite metering can breathe new life into your investment.

## SMART CHOICE FOR RESIDENTS

Suite metering offers the best experience for residents by allowing them greater control over their living expenses. Eliminating hidden fees and providing full transparency and control over electricity costs grants peace of mind knowing that residents are only paying for the energy they use.

## RESIDENT ADVANTAGES

- Only pay for their consumption.
- Access to *MyOshawaPower* portal, allowing residents to track and understand their usage.
- Regulated rates, free from third-party fees.



# IMPROVING THE CUSTOMER'S EXPERIENCE



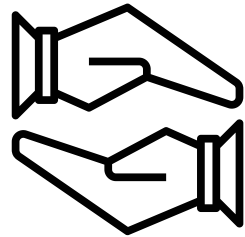
**Hosted Online Information Sessions**



**Administered Three Financial Assistance Programs**



**Participated in One Podcast**



**Launched the Compassion Fund**

## EMPOWERING OUR CUSTOMERS

In July 2020, Oshawa Power launched the new *MyOshawaPower* customer portal. The new portal is intuitive, easy to use, and provides customers with a host of new data that was not available in the previous customer portal.

*MyOshawaPower*, powered by Silverblaze, allows customers to view their history, compare their usage against the weather, previous periods, and others in their neighbourhood, set outage notifications, and much more.

Customers can utilize the Rate Plan Estimator to help decide which price plan is best suited for their household or small business. The tool uses the most up-to-date commodity rates in effect, together with historical consumption patterns to provide an estimate to the customer.



## CUSTOMER CHOICE

An area of policy that was rapidly implemented, as a result of COVID-19, centres on customer rate-plan choice. Beginning November 1, 2020, the regulated pricing plan structure changed. For the first time since smart meters were introduced in Ontario, consumers were offered the opportunity to choose which pricing plan best suits their household or small business. Customers could choose between the Time-of-Use pricing plan or the Tiered pricing plan.

To help inform customers of these changes and available options, Oshawa Power reached out to the customer base by hosting two online public information sessions. The sessions were well attended and customers were able to interact with staff and have their questions answered.



Scan the QR code and watch highlights of the two online Customer Choice information sessions from October 27, 2020.



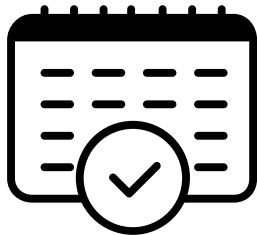
"WE ARE COMMITTED TO IMPROVING OUR CUSTOMERS' EXPERIENCE. WITH THE LAUNCH OF *MYOSHAPOWER*, WE ARE PROVIDING OUR CUSTOMERS WITH USEFUL INFORMATION NOT PREVIOUSLY AVAILABLE. THROUGH THIS SELF-SERVICE PORTAL, CUSTOMERS CAN ACCESS THEIR ACCOUNT AND USAGE INFORMATION EASILY AND AT THEIR OWN CONVENIENCE."

**SUSANNA BECKSTEAD** - VICE PRESIDENT, FINANCE, CORPORATE & BUSINESS SERVICES

# MEETING CUSTOMER EXPECTATIONS



**93% Calls Answered Within 30 Seconds**



**100% Appointments Met On Time**

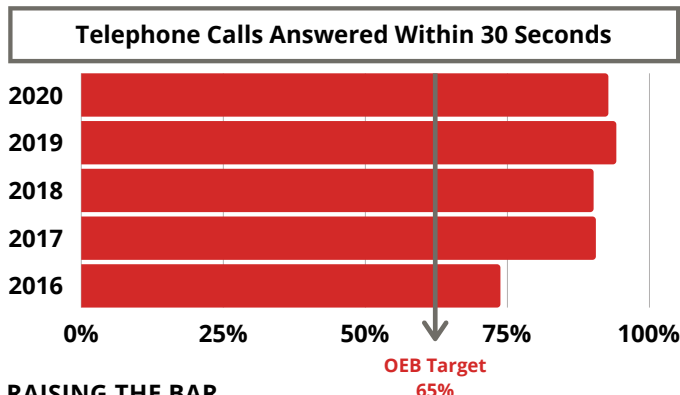


**94% Positive Customer Satisfaction**



**80% Written Inquiries Responded in One Day**

As essential service providers, Oshawa Power's team is accustomed to adjusting to rapidly evolving circumstances to get the job done. Employees continued to answer your call, respond to your email, upgrade infrastructure, and restore outages, all on time, and on target.



## RAISING THE BAR

Oshawa Power continues to surpass the OEB defined target of 65% of telephone calls answered within 30 seconds and achieved just under 93%. Customers who opted into the instant customer satisfaction survey following their call were 94% satisfied with their interaction.

There were many industry updates and changes in 2020 from the provincial government in response to the COVID-19 pandemic. These changes included rate adjustments, new financial assistance programs, flexible pricing plans, and changes to collection practices. Oshawa Power helped customers navigate these changes and implemented updates to billing as they were announced. Oshawa Power introduced new tools and ways to communicate with customers through new online forms, email announcements and virtual information sessions.

## NO ONE LEFT BEHIND

In response to the pandemic, the province of Ontario allocated funding for two additional financial assistance programs, the COVID-19 Energy Assistance Program (CEAP) for residential customers and the COVID-19 Energy Assistance Program - Small Business (CEAP-SB) for small businesses. Oshawa Power accessed this funding to assist their customers.

These programs are in addition to the Low-Income Energy Assistance Program (LEAP) that is already in place for qualified customers.

Throughout the summer, Oshawa Power ramped up efforts to connect customers with emergency funding. Despite the Customer Service team's best efforts, Oshawa Power found that a large portion of customers did not qualify for available programs.

As a result, on August 17, 2020, our team launched the Oshawa Power Compassion Fund to help customers who were falling through the cracks. The "no-one left-behind" attitude demonstrates an unwavering commitment to the Oshawa community. In 2020, the Compassion Fund assisted 89 Oshawa households that did not qualify for other assistance programs.

"THIS PROGRAM HAS BEEN DEVELOPED TO HELP THOSE WHO DO NOT QUALIFY FOR EXISTING PROGRAMS AND ARE "FALLING THROUGH THE CRACKS". OUR TEAM REALLY CARES. WORRIED ABOUT THOSE CUSTOMERS AND THE DIFFICULTIES THEY ARE FACING, THEY PROPOSED THE IDEA OF A COMPASSION FUND, WHICH I THOUGHT WAS TERRIFIC. WE ARE HERE TO HELP."

**IVANO LABRICCIOSA** - PRESIDENT & CEO

# WORKING SAFELY TOGETHER



**750,000  
NLTJ Hours**

In 2020, Oshawa Power achieved the Recognition of Performance Achievement Milestone award from the Infrastructure Health and Safety Association (IHSA) for accomplishing over 750,000 hours with no lost-time injuries (LTI). This milestone represents approximately four years without a lost-time incident.

This program recognizes IHSA member firms that have reached a milestone without an LTI.

Oshawa Power has achieved and maintained its Certificate of Recognition (COR™) status with IHSA for six years running. COR™ is a national standard for recognizing a well-functioning health and safety management system.

Oshawa Power has a very strong safety culture. Continuously going above and beyond industry standards,

Oshawa Power works safely to ensure all staff get home safe to their families every day, while also keeping the community safe.



**Exceptional Pandemic  
Response**



**252 Jobsite  
Inspections**

## FACING THE PANDEMIC TOGETHER

Adapting the way Oshawa Power does business to keep employees and the community safe was the top priority. Executives, managers, and employees worked together to ensure safety protocols met public health guidelines. The main office was closed to walk-in business but continued to provide service.

As an essential workforce, Oshawa Power implemented measures to help curb the spread of COVID-19 and ensure the safety of employees. Re-locating staff to alternate work locations, installing protective barriers to assist with physical distancing, implementing an electronic tool to screen employees for COVID-19 symptoms each day, moving meetings to a virtual format, and providing personal protective equipment were some of the measures taken. Oshawa Power maintained a COVID-free workplace in 2020.

Recognized in the Durham Chapter Human Resources Professional Association's publication "Resource", Oshawa Power's Director of Human Resources & Health & Safety, Nancy Brandon, contributed an article outlining Oshawa Power's experience leading through the challenges of the COVID-19 pandemic.



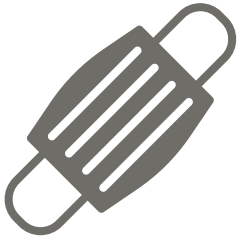
**Zero Reportable  
Injuries**

"AS AN ELECTRICAL UTILITY, SAFETY IS PARAMOUNT TO THE WAY WE OPERATE OUR BUSINESS, AND THE EXPOSURE RISKS BROUGHT ABOUT BY COVID-19 PROVIDED NEW CHALLENGES FOR US AS WE INCORPORATED NEW PROCEDURES TO ELIMINATE HAZARDS AND MAINTAIN WORKER SAFETY. COMMITMENT AND DILIGENCE FROM OUR STAFF HAVE KEPT US A COVID FREE WORKPLACE ."

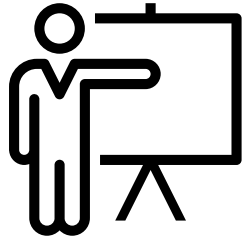
**NANCY BRANDON** -DIRECTOR HUMAN RESOURCES, HEALTH & SAFETY, PRIVACY OFFICER



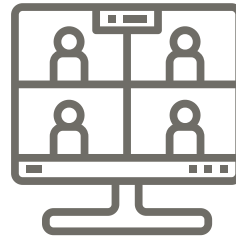
# LIVING A CULTURE OF RESPECT



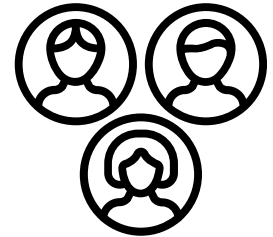
**30 COVID-19  
Communications**



**24 Hours of Training  
Per Employee**



**Four All-Employee  
Town Halls**



**70 Virtual Department  
Meetings**

## MAINTAINING COMMUNICATIONS

Oshawa Power continued with the internal initiative of executing the "Culture Transformation Plan." The three-year plan focuses on strengthening the relationship between employees and immediate managers, enhancing professional development, and improving communications about the organizational vision.

In addition to maintaining the communications touchpoints established in 2019 that saw the monthly check-in meetings, monthly team meetings, and quarterly performance reviews, in 2020 there were virtual town halls, management strategy meetings, and regular COVID-19 updates that were delivered to staff.

## FOCUSING ON WELLNESS

The Wellness Committee continued to support employees in living a healthy lifestyle and taking care of themselves, especially during the COVID-19 pandemic. Adopting a new communication strategy, virtual sessions were offered to staff that covered topics such as; chair yoga, mindfulness and meditation, healthy sleep habits, mental wellness, and healthy diet. The program also offered weekly "Staying Strong and Moving Forward" emails and seasonal email campaigns.



## INVESTING IN GROWTH

During the pandemic, the ability to provide training was affected due to gathering restrictions. Virtual learning and smaller group training were provided when possible. There were six employees who continued to further their education and the ongoing training programs provided to staff in 2020 were equal to 24 training hours per employee. One of the sessions offered was a "Respect in the Workplace" virtual training to all employees in support of our corporate core value, "Living a Culture of Respect". In early 2020, the management team participated in the learning session of "Giving and Receiving Feedback, Emotional Intelligence, and Servant Leadership".



# SUPPORTING A STRONGER COMMUNITY



## Assisted 20+ Community Service Providers

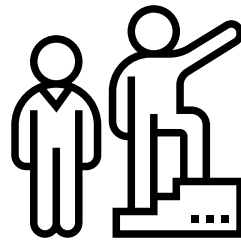
Having the privilege of serving Oshawa's broad post-secondary education sector, Oshawa Power often gets the opportunity to participate in joint projects and events.

This year they were happy to return to Ontario Tech University's Reverse Career Fair. While hosted virtually, the utility met with over 50 recent graduates. This program allows the students to present themselves and learn about internship opportunities.

## BILL NYE VISITS OSHAWA

Oshawa Power was proud to sponsor a special visitor to Oshawa. On January 20, 2020, Bill Nye, The Science Guy, visited the campus of Ontario Tech University. Bill Nye provided a keynote address on the major energy and environmental issues of our time. Structured as a moderated question-and-answer period, the event allowed a few lucky students, as well as the event sponsors, to ask questions about everything from career inspiration to climate change and of course, the importance of science.

The audience of more than 1,000 was completely engaged as Bill Nye discussed the issues of climate change, nuclear waste, and efficient, renewable electricity.



## Participated in Ontario Tech's Career Fair



## Sponsored Bill Nye's Visit to Ontario Tech University



*Oshawa Power employees donated toys, food and toiletry items to the Simcoe Hall Settlement House Christmas Toy and Food Drive.*

## GIVING BACK TO OUR COMMUNITY

Being part of the Oshawa community for over 130 years is a true honour. Oshawa Power has grown and evolved, and the community has supported the utility every step of the way. As we navigate through these unprecedented times, Oshawa Power will continue to give back.

As the COVID-19 pandemic unfolded, the utility adjusted to the new norm. The virus has affected every person and business in some way. Oshawa Power employees are committed to looking after the Oshawa community.

Oshawa Power continues to maintain participation on the Oshawa Chamber of Commerce, the Mayor's Economic Recovery Task Force, Durham Outlook for the Needy, Parkwood Estates, Ontario Tech University, Women of Powerline Technicians, Electricity Distributors Association, Infrastructure Health and Safety Association, and the Durham College Program Advisory Committee for Human Resources.





**ANSWERING THE CALL**

At the beginning of the COVID-19 pandemic, information and urgency changed rapidly. A secondary crisis was developing in the province affecting frontline workers. Ontario did not have enough personal protective equipment, primarily N95 masks, and hand sanitizer.

Using their existing supply and supply chain processes, Oshawa Power was able to procure and donate N95 masks and hand sanitizer to community partners including:

- Carea Health Centre
- Community Living Oshawa Clarington
- Lakeridge Health Oshawa
- Carriage House Retirement Residence
- Hillsdale Estates Long Term Care Residence
- Hillsdale Terrace Long Term Care Residence
- Extendicare Long Term Care Residence
- Chartwell Wynfield Long Term Care Residence
- Revera Thorntonview Long Term Care Residence
- Cornerstone
- First Light Foundation of Hope
- Denise House
- YWCA Durham
- Back Door Mission



Scan the QR code and watch **Canadians Standing Up to COVID - Ep. 08: Oshawa Power**. Courtesy of Anthony Capkun, Electrical Business Network

Oshawa Power employees lent their expertise and support throughout the community to share information and enable pandemic relief services by:

- Supporting Lakeridge Health in efforts to set up a mobile testing site.
- Participating in the City's Small Business Telephone Townhall for local small businesses and the Mayor's Economic Task Force in response to COVID-19.
- Supporting All or Nothing Brewhouse in their efforts to modify their manufacturing facility to produce hand sanitizer.

**CREATIVE COMMUNICATIONS SOLUTION SUPPORTS OSHAWA'S BACK DOOR MISSION**

Oshawa Power, Hydro One Telecom, and Cisco Systems collaborated to help the Back Door Mission, located on Bagot Street, Oshawa, by enabling wireless internet service to support the Mission United Project.

"WE ARE SO PROUD OF OUR TEAM FOR CREATING THIS UNIQUE SOLUTION AND WORKING WITH HYDRO ONE TELECOM AND CISCO SYSTEMS TO GET INTERNET SERVICE TO A FACILITY THAT DESPERATELY NEEDED IT DURING THE PANDEMIC. THE SERVICES PROVIDED BY THE BACK DOOR MISSION ARE ESSENTIAL TO OUR COMMUNITY AND I'M GLAD WE WERE ABLE TO ENABLE THEM TO CONTINUE."

**IVANO LABRICCIOSA, PRESIDENT & CEO, OSHAWA POWER**

While they continue to navigate through these uncertain times, Oshawa Power will be there to keep the power flowing. As the Oshawa community comes together to support each other, be assured that Oshawa Power will be there to support Oshawa residents, frontline workers, and their employees to get through this pandemic.



# NEW BRAND, STRATEGY AND FOCUS



Oshawa Power & Utilities Corporation proudly announced the evolution of its unregulated energy division. As of April 27th, 2020, Oshawa PUC Energy Services (OPUCES) operates under the new streamlined name EnerFORGE.

EnerFORGE's mission is strong and clear — to help customers forge a sustainable energy future. The new brand demonstrates bold new directions that may not be aligned with the energy status quo but always lead to improved outcomes for clients. Visually, the new logo includes cues that embrace the company's history as an Oshawa utility affiliate and also reference the team's acumen in a spectrum of energy technologies. Overall, the look-and-feel will propel the group beyond pre-conceived notions of what OPUCES could do.

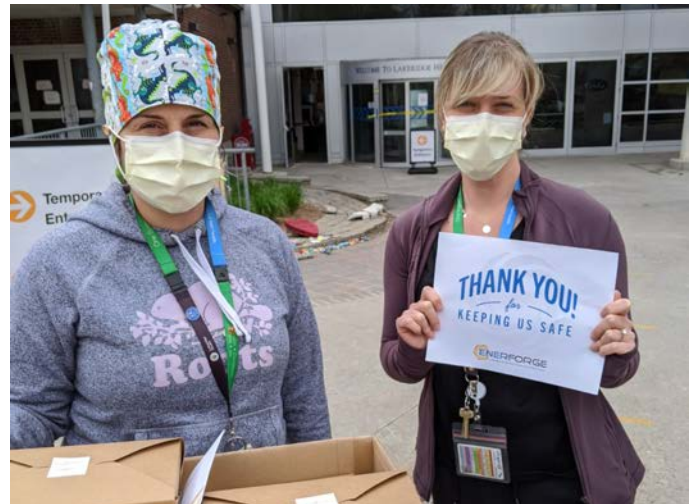


Scan the QR code and watch "Oshawa Power reveals EnerFORGE: rebranded energy services company." Courtesy of Anthony Capkun, Electrical Business Network

## A PANDEMIC LAUNCH

To be sensitive to the challenges caused by the COVID-19 pandemic EnerFORGE engaged in a socially distanced digital launch delivering informational posts on LinkedIn and the newly developed website, enerforge.ca.

EnerFORGE honoured Oshawa's local frontline heroes at Lakeridge Health Oshawa by providing individually packaged, locally sourced meals and a donation of needed PPE in celebration of launching the new brand.



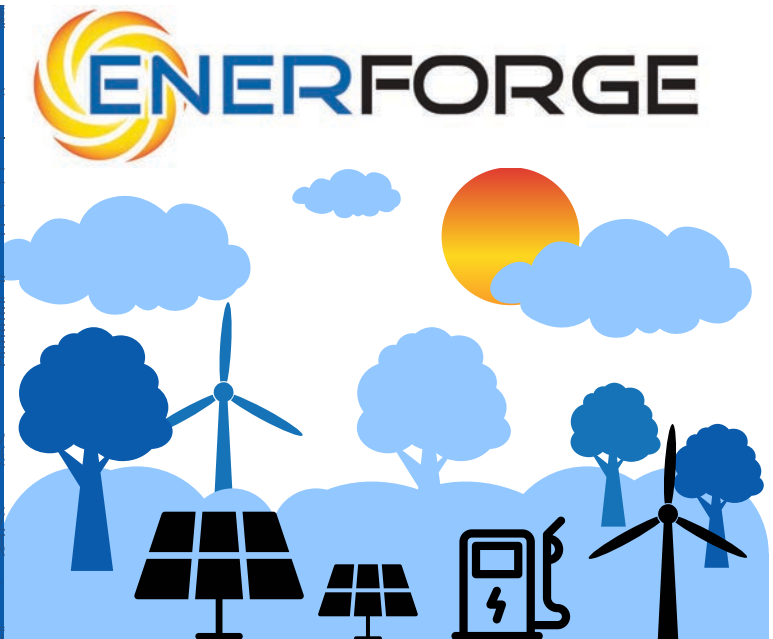
WE'VE WITNESSED STRONGLY EMERGING THEMES OF COLLABORATION AND INNOVATION, WHICH PERFECTLY ALIGN WITH OUR NEW BRAND. WE'VE ALSO SEEN UPTICKS IN OUR BUSINESS, AS CLIENTS REQUIRE MORE OUT OF OUR ESSENTIAL SERVICES THAN EVER BEFORE. GIVEN THIS, WE'VE DECIDED TO LAUNCH AND MODESTLY CELEBRATE THIS EXCITING STEP WITH A LOCALLY-PRODUCED COVID-19 RELIEF PACKAGE AND PPE DONATION TO FRONTLINE WORKERS AT LAKERIDGE HEALTH OSHAWA."

**SCOTT BARKER**- VICE PRESIDENT, BUSINESS DEVELOPMENT



**New brand,  
evolved *vision*.**

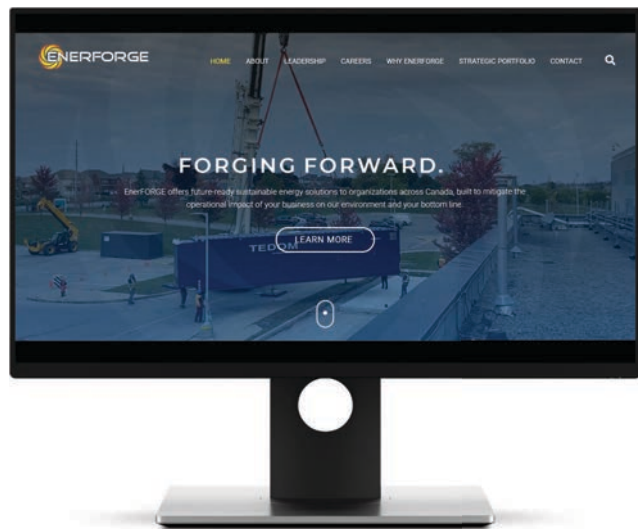
Oshawa PUC Energy Services  
is now EnerFORGE



EnerFORGE will build on its strong foundation of 21 projects across nearly 90 sites in the GTHA built under the OPUCES brand. EnerFORGE will continue to provide custom design, build, own, operate, and/or finance solutions for low-carbon energy initiatives across Canada.

The evolved strategic direction of the EnerFORGE division plays an instrumental role in strengthening their market position while also building steady returns for the shareholder.

EnerFORGE is a leading enabler of critical energy and communications infrastructure. The mission is to help customers forge their sustainable energy future through flexible, affordable, and innovative approaches. The available services span the design, build, finance, own, operate, and maintain spectrum.



[www.enerforge.ca](http://www.enerforge.ca)

**SUSTAINABLE DEVELOPMENT GOALS**

EnerFORGE roots its approach in the United Nations Framework Convention on Climate Change's (UNFCCC) Sustainable Development Goals. Their projects directly focus on affordable and clean energy, sustainable cities and communities, responsible consumption and production, and climate action. Indirectly, their work seeks to positively impact economic indicators, equality, education, and poverty reductions.

Beyond their projects, they seek to accelerate Canada's shift to a green economy through contributing to leading industry associations and sharing knowledge within these networks.

**ZOOSHARE BIOGAS PROJECT**

Working with project partners in 2020, the construction of the ZooShare Biogas Project, located across from the Toronto Zoo, was completed.

The project's CHP engines will run on renewable natural gas produced by the system's anaerobic digesters from biowaste. Twenty percent of the system's feedstock will come from the animal waste collected at the zoo. The balance will be sourced from commercial/industrial organic waste in the Toronto area. Electricity generated by the project will be sold to the province under a long-term generation contract and thermal energy produced by the project will be fed to the zoo for use in its daily processes. This project is predicted to offset the equivalent of up to 30% of the Toronto Zoo's energy use and reduce up to 20,000 tonnes of CO2e per year.

The project is in the final commissioning stages and will be operational in 2021.



### WORKING TOWARDS A GREENER TOMORROW

Business Development and Sustainability team have noted increased requests for resilient and green energy projects throughout the pandemic. This team has been instrumental in helping Durham Region Transit (DRT) develop an electric bus pilot program to explore the feasibility of future transit electrification with support from The Atmospheric Fund and the federal government.

With a stated mission to reach zero emissions by 2030, DRT has enlisted EnerFORGE to help design a system of charging infrastructure and additional technologies that will meet their needs for the shift to e-buses. While still in its infancy, this project has received over \$10 million in funding from a CME Technology Assessment grant to help DRT and EnerFORGE reach their goals. The project involves charging infrastructure for eight electric busses. The team signed a contract in 2020 to proceed with the project in 2021. Preliminary engineering studies to determine the feasibility of the project also began.

EnerFORGE is also a member of the Canadian Urban Transit Research and Innovation Consortium (CUTRIC) and were honored to be a guest speaker at their Low-Carbon Smart Mobility Technology conference in June 2020.

### OSHAWA'S EV FUTURE

Electric vehicles (EVs) are an important part of the future for the City of Oshawa. The EnerFORGE team has been working hard towards planning, implementing, and educating customers about EVs. To further their existing E-Mission brand, Oshawa Power formed a partnership with the Region of Durham and another local distribution

company to get the electric vehicle messaging out to not only the residents of Oshawa but the entire Region of Durham. Planned in 2020 for execution in 2021, the E-Mission brand will see residents of the Durham Region able to book test drives with dealerships or visit a mobile Plug'n Drive site where they can learn about EVs and book a test drive.

### EXPANDING OSHAWA'S EV CHARGER NETWORK

Oshawa Power currently owns three level-2 charging stations in the city's downtown core. EnerFORGE is currently developing partnerships to extend their EV charging network through the installation of charging infrastructure, including plans to add eight level-2 charging stations, 24 level-3 charging stations, and a charging hub integrated with 1MW of battery storage to help offset peak demand and lower the cost of charging.

"I AM EXCITED FOR THE POSITIVE ENVIRONMENTAL AND ECONOMIC IMPACTS THIS INITIATIVE WILL BRING THROUGHOUT THE COMMUNITY. THIS INITIATIVE IS ALIGNED WITH THE ENVIRONMENTAL RESPONSIBILITY GOAL IN THE OSHAWA STRATEGIC PLAN AND IS AN IMPORTANT STEP IN PROVIDING MORE OPTIONS FOR COMMUNITY MEMBERS TO CHARGE THEIR ELECTRIC VEHICLES."

DAN CARTER, MAYOR OF OSHAWA



Scan the QR code and watch Scott Barker participate in CUTRIC's conference.







### INVESTING IN OSHAWA'S FACILITIES

On January 23, 2020, it was announced that Delpark Homes Centre would be the future site of CHP plant. Located at one of the City of Oshawa's largest community centres, the 600kW cogeneration project was fully constructed in 2020 with commissioning to follow in early 2021. The natural gas-fired system will generate heat and electricity to increase the facility's efficiency while providing backup heat and power during grid interruptions.



### LOOKING FORWARD FASTER

After years of growing and maintaining an extensive dark fibre network throughout Durham Region, the team is expanding on the services they offer. In 2020 the Durham Broadband brand was created and a five-year business plan was developed and approved by the Board of Directors. Applications were submitted for licensing to the CRTC for certification of the new brand in Q1 of 2021. This is exciting news for the team, and they look forward to growing the brand in 2021. Stay tuned for more from Durham Broadband in the future.

### GROWING BEYOND OUR BORDERS

EnerFORGE continues to expand its GTHA portfolio. EnerFORGE took over the operations management of Regent Park Energy Inc. in 2016, serving approximately 20 buildings in Canada's largest public housing development.

An impressive milestone completed in 2020 was the preliminary islanding commissioning for the CHPs at Canada's largest social housing network. This islanding means that the system will be able to operate off-grid to provide power to the building in the event of a power outage, enabling residents to maintain power. In addition to this milestone, the five-year final report has been received with favourable results. In the five years of operation, there have been no complaints about how the system has been operating. This has led to EnerFORGE being re-engaged for Operations and Maintenance at the site. The end result was that EnerFORGE realized the financial goals set out for this project, and the customer received the reliability and satisfaction of their tenants. It was a win-win for all parties.

The EnerFORGE team has developed the new brand in 2020, and in addition, has seen their reputation grow. The team has become known as a company that can not only build and install systems but can successfully manage and operate systems installed by others. In fact, turning around inefficient systems and making them efficient and reliable has become one of their specialties. Despite COVID, the EnerFORGE team forged ahead, ramping up efforts and growing the funnel of potential new opportunities.





# FINANCIAL HIGHLIGHTS





# FOR THE YEAR ENDED DECEMBER 31, 2020

Dollars expressed in thousands unless labelled otherwise

## OVERVIEW

Oshawa Power and Utilities Corporation, and its subsidiaries (collectively “Oshawa Power” or the “Company”) are incorporated under the Ontario Business Corporation Act and were formed to conduct regulated electricity distribution and other non-regulated operations that include generating heat and power, operating a fibre optic network and providing other energy management services. Oshawa Power is wholly owned by the Corporation of The City of Oshawa.

The Company provides regulated electricity distribution services to businesses and residences in the service area of Oshawa, Ontario through its principal subsidiary Oshawa PUC Networks Inc. (“Networks”).

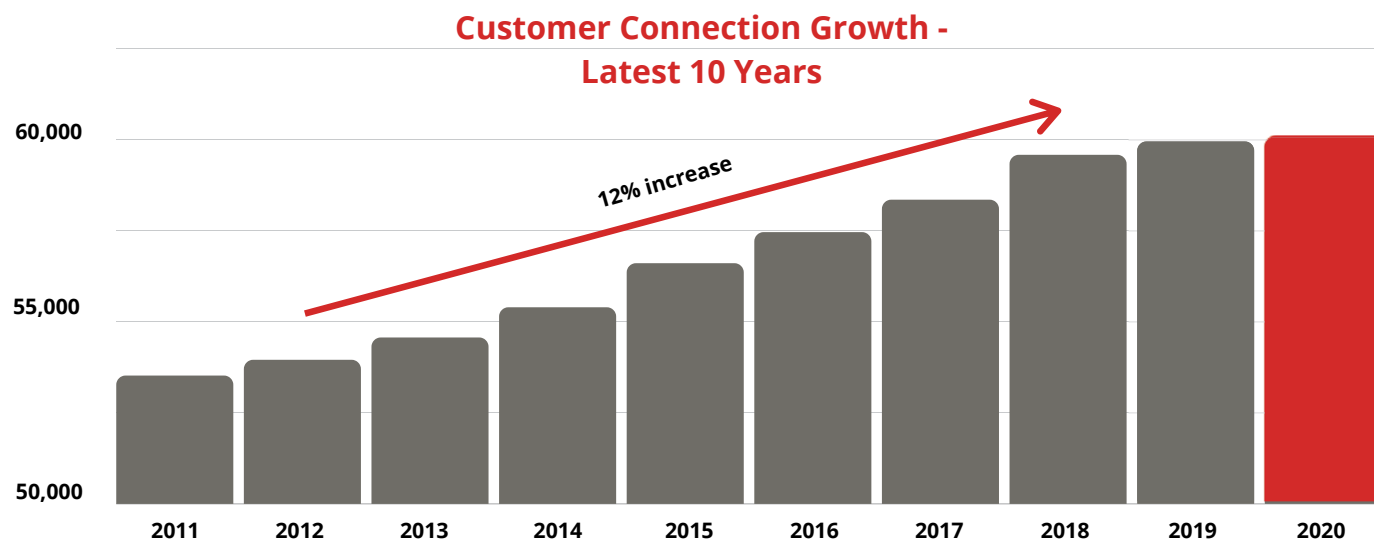
Oshawa Power distributed electricity to an average of approximately 74,502 customer connections (including street lights) in 2020. There were 60,055 customer connections invoiced in December 2020; an increase of 104 or 0.2% over December 2019.

## BASIS OF PRESENTATION

The consolidated financial statements include the accounts of Oshawa Power and Utilities Corporation and its subsidiaries: Oshawa PUC Networks Inc., Oshawa PUC Services Inc., Oshawa PUC Energy Services Inc., and 2252112 Ontario Inc.

The Company’s consolidated financial statements have been prepared by management in accordance with International Financial Reporting Standards (“IFRS”) as adopted by the International Accounting Standards Board (“IASB”) and interpretations as issued by the International Financial Reporting Interpretations Committee of the IASB, including accounting principles prescribed by the Ontario Energy Board (“OEB”) in the Accounting Procedures Handbook for Electric Distribution Utilities. Oshawa Power follows regulated accounting rules as prescribed by the OEB for rate-regulated enterprises. IFRS 14, Regulatory Deferral Accounts, allows the Company to utilize pre-IFRS Canadian Generally Accepted Accounting Principles with respect to the recognition of Regulatory Assets and Liabilities that address the deferral of specific non-income related cash inflows and outflows.

Regulatory assets primarily represent costs that have been deferred because it is probable that they will be recovered in future rates. Similarly, regulatory liabilities can arise from differences in amounts billed to customers for electricity services and the costs that Oshawa Power incurs to purchase and deliver these services. Certain costs and variance account balances are deemed to be regulatory assets or regulatory liabilities and are reflected in the Company’s balance sheets until the manner and timing of disposition is determined by the OEB.



Dollars expressed in thousands unless labelled otherwise

## RESULTS OF OPERATIONS

### REVENUE

Revenue is earned from regulated activities through Oshawa Power's principal subsidiary, Networks, and unregulated operations carried out in the Company's remaining subsidiaries.

The following table represents regulated revenue, excluding flow-through charges for the sale of electrical energy paid to the Independent Electricity System Operator ("IESO"), and aggregate revenue earned from unregulated operations for 2020 and 2019, comparatively:

Category	2020	2019
Regulated	\$27,489	\$28,163
Unregulated	4,031	4,216
Energy Management Services	1,255	3,055
<b>Total Revenue</b>	<b>\$32,775</b>	<b>\$35,434</b>

Total revenue decreased by \$2,659 (7.5%) in 2020 with regulated revenue decreasing by \$674 (2.4%); unregulated revenue decreasing by \$185 (4.4%); and energy management services decreasing by \$1,800 (58.9%).

Regulated revenue decreased as a result of the impacts of COVID through reduced demand and consumption from commercial and industrial customers and the waiving of overdue interest and collection fees.

Combined unregulated revenue decreased \$1,985, or 27.3%. The decrease in energy management services was generated primarily from fees charged to manage capital projects for third parties. Capital project volume in 2020 was considerably lower than previous years as work was halted or deferred due to COVID restrictions.

### EXPENSES

Operations, maintenance and administrative ("OM&A") expenses reported in 2020 and 2019 are summarized in the following table:

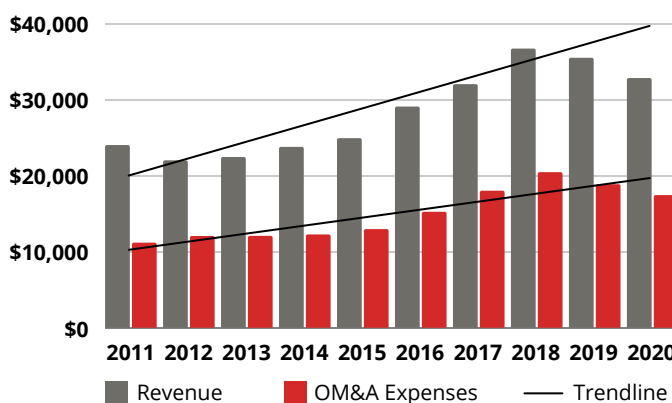
Category	2020	2019
Regulated	\$13,843	\$12,829
Unregulated	2,507	3,074
Energy Management Services	1,057	2,938
<b>Total OM&amp;A</b>	<b>\$17,407</b>	<b>\$18,841</b>

Regulated OM&A expense increased over 2019 by 7.9% (\$1,014) primarily due to impacts from COVID; increased costs incurred to maintain safety and meet public health requirements and increased bad debts due to uncollectibility of accounts.

The decrease in OM&A costs from energy management services year-over-year is directly attributed to the decrease in related revenue.

Decrease in OM&A expenses for unregulated business is due to delay in growth spending to mitigate against rising costs in the regulated business.

### TOTAL REVENUE AND OM&A EXPENSES - LATEST 10 YEARS



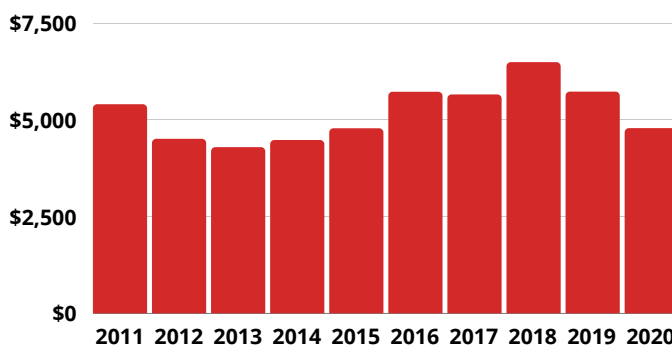
### NET INCOME FROM OPERATIONS

Net income from operations (before other comprehensive income) for 2020 was \$4,780 compared to \$5,724 in 2019. Decrease is mainly attributed to variances in revenue and expense noted above, plus higher interest costs, offset with lower depreciation and income tax expense.

Net income from regulated activities decreased by \$1,262 (24%) from \$5,214 in 2019 to \$3,952 in 2020; attributed to reduced distribution revenue from COVID impacts and higher bad debt expense.

Net income earned from combined unregulated operations increased to \$828 in 2020 from \$510 in 2019; an increase of 62%; achieved through managing costs through COVID.

### NET INCOME - LATEST 10 YEARS



Dollars expressed in thousands unless labelled otherwise

## LIQUIDITY AND CAPITAL RESOURCES

### SUMMARY

Cash and cash equivalents as at December 31, 2020, was \$14,148 compared to \$6,617 on December 31, 2019. The long-term debt ratio in 2020 is 56% compared to 49% in 2019. Additional financing was obtained in late 2020 to finance the capital investment program to improve reliability. Based upon financial covenants with its lenders and industry acceptable norms for its capital structure, the Company has access to sufficient capital as required to support its future operating and strategic plans.

### CASH PROVIDED BY OPERATING ACTIVITIES

During 2020, operating activities reported under IFRS generated \$10,951 compared with \$18,676 in 2019; a decrease of \$7,725; mainly attributed to a decrease in collections on customer accounts.

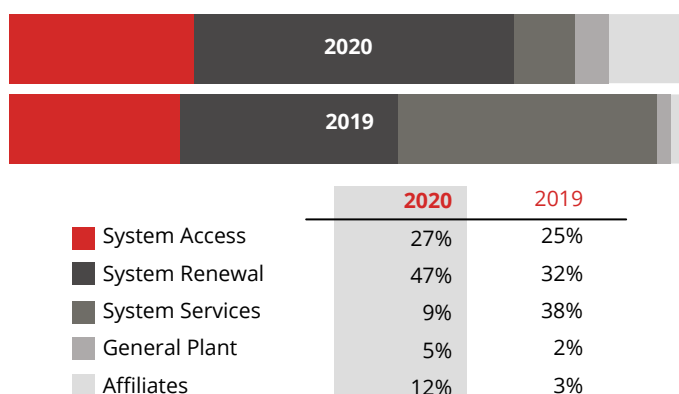
### CASH USED IN INVESTING ACTIVITIES

Cash used in investing activities in 2020 and 2019 was \$20,229 and \$21,930 respectively; a decrease of \$1,701 which includes investment in the ZooShare initiative. Excluding the investment in ZooShare, cash used in capital asset investment in 2020 was \$18,644, which is slightly below spend in 2019.

As planned, Oshawa Power continues to invest in capacity constraints related to growth in the City of Oshawa and system renewal in order to maintain a track record of strong system reliability.

The combined percentage of capital investments in System Access and System Services, which addresses capacity and customer growth, decreased from 63% in 2019 to 36% in 2020. This decrease is consistent with an increased focus on improving reliability and grid stability, with increased investment in System Renewal from 32% to 47%. Total capital expenditures within the unregulated affiliates increased from 3% to 12% due to construction on Oshawa Delpark Home Centre Arena's CHP.

### CAPITAL SPENDING BY CATEGORY



### CASH PROVIDED BY FINANCING ACTIVITIES

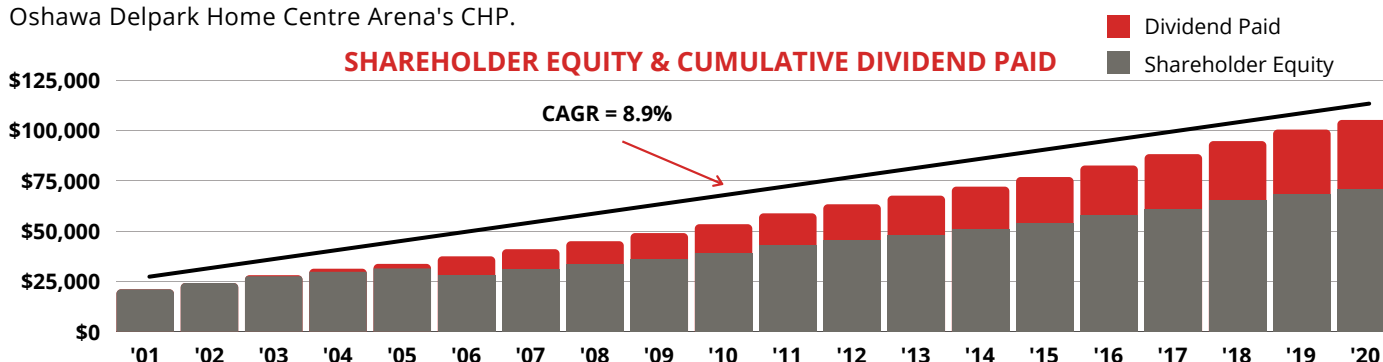
Cash provided by financing activities was \$17,259 in 2020 compared with cash used of \$5,345 in 2019. The increase in 2020 was due to additional financing received in 2020.

Included in cash used in financing activities were dividend payments made to the Company's shareholder in the amount of \$2,500 in 2019. A 2020 dividend payment of \$2,289 was made in early 2021.

### SHAREHOLDER VALUE

Shareholder value is a term used to define the Company's shareholder equity plus cumulative dividends paid (unadjusted for accumulated other comprehensive loss; that is, mid-contract gains or losses on financial instruments used to provide interest rate certainty). Cumulative shareholder value as of December 31, 2020, has increased to \$105.1 million which represents a compound annual growth rate ("CAGR") of approximately 8.9% since 2001.

The following chart is the cumulative shareholder value since 2001 and portrays a consistent focus on maximizing shareholder value which provides a reliable cash flow stream to benefit the ratepayers of the City of Oshawa:







100 Simcoe Street South,  
Oshawa, Ontario L1H 7M7



[opuc.on.ca](http://opuc.on.ca)  
[enerforge.ca](http://enerforge.ca)



[contactus@opuc.on.ca](mailto:contactus@opuc.on.ca)



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