



**2022 Annual Report**

# **Empowering Progress**

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*A regulated local electricity distribution company, Oshawa Power delivers a safe and reliable supply of electricity to more than 61,000 homes and businesses across our service territory.*



*Providing innovative energy solutions to organizations across Ontario, EnerFORGE finances, develops, constructs, and operates renewable and low-carbon energy assets to help build a more sustainable future.*



*Built on Durham Region's largest fibre network, Durham Broadband helps local businesses connect to the world with ultrafast, reliable, and low-cost communications solutions.*

# Letter From The Chair

## *A year of opportunity and optimism.*

As the City of Oshawa has evolved from its manufacturing roots into an advanced digital economy of the future, Oshawa Power has been there as a collaborative partner, building and maintaining supporting infrastructure that provides the foundation of our community.

In 2022, we focused our optimism on opportunities that matter most, improving reliability for residents and businesses, modernizing our local power grid, and ensuring we keep our community safe – which starts with our people.

Volatile weather patterns frequented Ontario in 2022, and outages across the province dominated the news, fueling discussions on aging infrastructure and reliability. Oshawa Power, with its thorough approach to infrastructure management and capital planning, led the way with an incredible reliability score of greater than 99.99% uptime, resulting in approximately one outage on average per customer.

May's storm, which left thousands across Ontario without power for days, impacted more than 9,000 customers in Oshawa. Our team was prepared – restoring 99% of our customers in under 24 hours. We then jumped in to answer the call to support our neighbouring utilities – cooperation, collaboration, and collegiality are essential for our industry.

Modernization of our city means building a foundation for technology and growth. Our pursuit of innovation led to the development and integration of an industry-leading SmartGrid that detects faults and their locations faster and more accurately than ever before. Knowing they are connected to one of Ontario's most reliable local power grids can provide our customers peace of mind. Maximizing reliability and minimizing system downtime allows local businesses to prosper and families to spend more time connected.

As more of our customers move their account management online (greater than 45%), we focused on developing tools to support this transition, including the development of Watt, our online ChatBot that guides customers across our website – and who, in less than half a year, had over 5,000 conversations.

Customers continue to assess and pursue electrification, and we support this exploration. For example, in late May, Oshawa Power installed four electric vehicle charging stations supporting eight parking spots in the downtown core, providing much-needed on-street charging options for commuters and visitors alike.

In addition, we supported education and testing of electric vehicles for our community, partnering with Plug'n Drive and the Region of Durham to educate Durham residents about

available electric vehicle models. We know that with large-scale electrification, our community will come to rely on us more than ever before and we are committed to accelerating informed adoption.

Preparing for the increased demands of tomorrow begins with our people. Our commitment to our employees has never wavered throughout a period of immense change, building a diverse, talented workforce dedicated to providing the critical services our customers rely on. By creating a learning and safety culture, we continue to put our people first, ensuring our team is committed to advancing our city and building for the future.

In 2022, Oshawa Power achieved the significant safety milestone of reaching 1,000,000 hours without a lost-time injury. This achievement spanned approximately six years of work for the utility's 100+ employees – an incredible achievement. The focus on safety for ourselves and our community never stops. It will mean continuing our hard work, training, and intentionality. The dedication that has brought us to this point will undoubtedly take us to our new goal – to reach 2,000,000 hours.

Looking ahead, we remain inspired by our history. We are optimistic for our future with a revitalized new brand, focus, and a new leadership team focused on growth, partnership and prosperity for the City of Oshawa.



**Denise Carpenter**  
Board Chair

# Board of Directors



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



**Dan Benoit**



**Grant Buchanan**  
Chair, Project  
Monitoring Committee



**Terry Caputo**  
Chair, Finance &  
Audit Committee



**Jeff Coles**



**Donna Kingelin**  
Chair, HR &  
Governance Committee



**Isabel Meharry**



**Robert Watson**

 Member, Project Monitoring Committee

 Member, Finance & Audit Committee

 Member, HR & Governance Committee

# Leadership Team

**Daniel Arbour**  
President & CEO

**Susanna Beckstead, CA, CPA**  
CFO & Chief Administrative Officer

**Maged Yackoub, P.Eng**  
CTO & Director, Business Transformation

**Renee McFarland**  
Director, People and Culture

**Mike Weatherbee**  
Managing Director, Oshawa Power

**Doug Proska, P.Eng**  
Managing Director, EnerFORGE

# Who We Are

The Oshawa Power Group of Companies is a wholly-owned entity of the City of Oshawa. The Oshawa Power Group operates as an enabler of critical energy and communications infrastructure for the City of Oshawa and in communities across Ontario.

Through our focus on innovative and sustainable energy and communications solutions, we connect local communities, develop local economies, encourage growth and development, and improve quality of life for all of our customers.

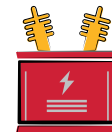
## At A Glance



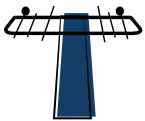
**61,000+**  
CUSTOMERS



**9** MUNICIPAL  
SUBSTATIONS



**6,464**  
TRANSFORMERS



**11,213**  
POLES



**145 km<sup>2</sup>**  
SERVICE AREA



**227 MW**  
PEAK DEMAND  
SERVED

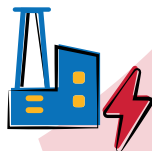


**3.6 MW**  
CHP GENERATION  
OUTPUT  
OWNED

**534 km**  
O/H PRIMARY  
CIRCUIT



**4.95 MW**  
CHP GENERATION  
OUTPUT  
MANAGED



**698 MVA**  
STATION  
CAPACITY

**463 km**  
U/G PRIMARY  
CIRCUIT



**2** CONTROL  
CENTRES



**242**  
KV SWITCHES



**72** NEW  
BROADBAND  
CUSTOMERS



**195 km**  
INSTALLED FIBRE



**6** EV CHARGING  
STATIONS

# Committed to Our Community

At the heart of all we do is a deeply rooted commitment to our community. Through more than 130 years serving Oshawa, we have grown shoulder to shoulder, alongside our city - enabling growth, empowering industry, and building our community. We understand and value our role as an enabler of critical infrastructure for our city, and the families and businesses that call Oshawa home.

We helped build our city's past, now we are dedicated to helping build Oshawa's future

## Our Vision

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

## Our Mission

We deliver value and earn the trust of our customers every day by delivering safe, sustainable, and reliable energy at a competitive rate.

## 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 and Reliability**

**Providing Value to Our Customers**

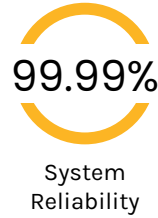
**Valuing Our People**

**Embracing Innovation**

**Holding Each Other Accountable**

**Living a Culture of Respect**

# Empowering Reliability



We are focused on what matters most to our customers - safely and reliably powering life in our city

## Improving Reliability & Resiliency

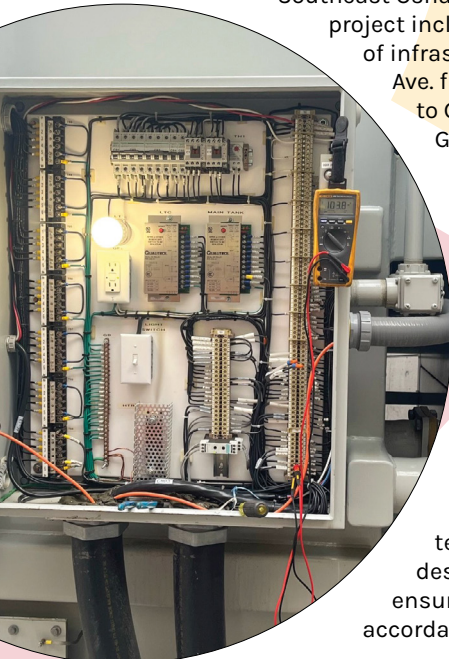
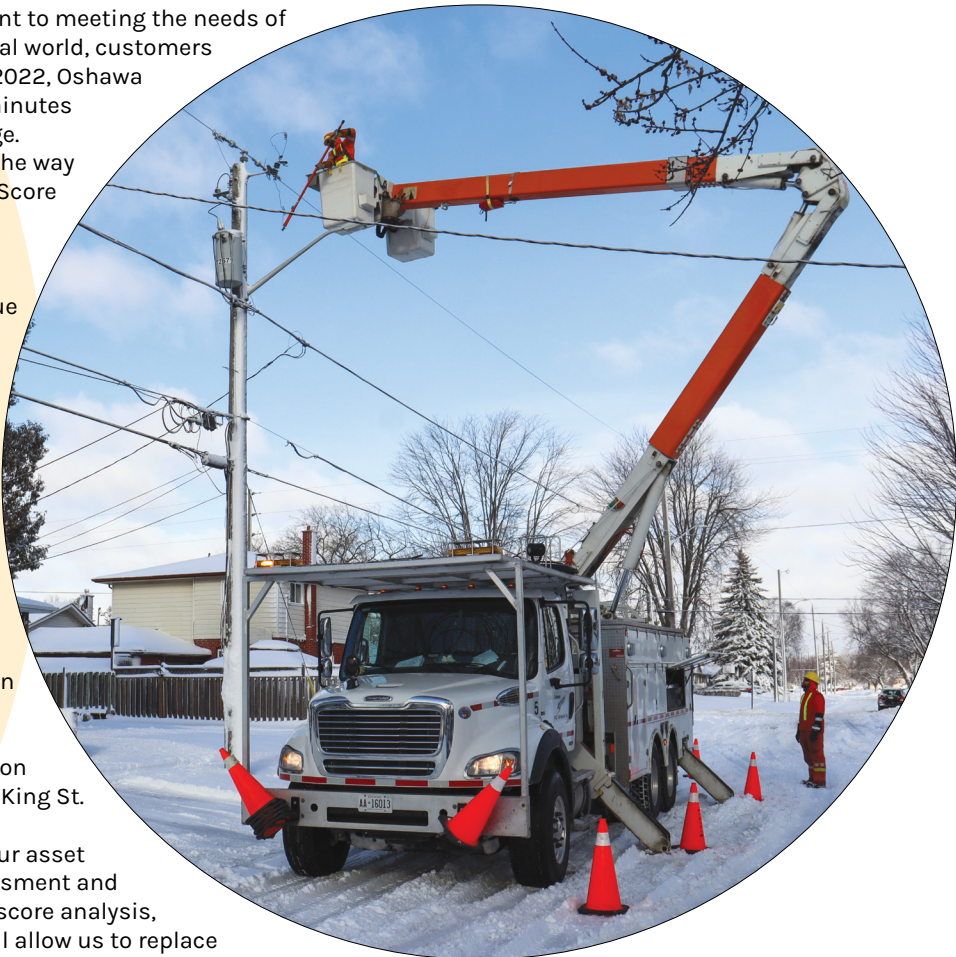
Delivering on our promise of reliability is paramount to meeting the needs of customers across Oshawa. In an increasingly digital world, customers are more reliant on electricity than ever before. In 2022, Oshawa Power customers experienced approximately 88 minutes of power outages across just one outage on average. Despite historic challenges, we continued to lead the way in reliability, posting an overall System Reliability Score of greater than 99.99%.

As we approach the upper limits of our system reliability, our team recognizes the need to continue maintaining and improving our local distribution grid through a program of strategic engineering. Our ongoing 5-year Capital Rebuild Plan takes a data-backed approach to grid maintenance and infrastructure replacement, while allowing us to implement modern, innovative resiliency and redundancy measures to build upon one of the strongest local grids in our province.

Over the past year, our Distribution team kicked off a major, multiyear rebuild project in Southeast Oshawa. This \$750,000 project includes rehabilitation of infrastructure on Olive Ave. from Townline Rd. to Grandview St. and on Grandview St. from King St. to Willowdale Ave.

Highlighted by our asset condition assessment and system health score analysis, this project will allow us to replace aging infrastructure, install protective measures to minimize line contact risk, and implement new SmartGrid connected devices and equipment. Upon completion, this project will improve reliability in the area for years to come and, together with additional targeted projects, improve the resiliency of our grid for customers across Oshawa.

Our nine Municipal Substations located throughout the city play an integral part in keeping our city connected. To ensure performance optimization and reliability of our substations, our team performed full maintenance on three substations during 2022. This maintenance program is designed to fully inspect, test, and maintain each of our substations once in every three year period, ensuring all equipment, from power transformers, to circuit breakers, to battery banks, is operating in accordance with manufacturer specifications.





# Battling the Elements

Oshawa's electric grid stretches to every corner of our city, running parallel to our city's major roadways and in close quarters with nature and dense green spaces. By its very nature, the infrastructure necessary to power a modern city is susceptible to interference from the world around it. As we strive to build Ontario's most reliable local power grid, we are continuously assessing outside risks to our equipment and developing new strategies to improve resiliency and mitigate potential outages caused by the elements and foreign interference.

## Storm Response

Last May, Ontario was struck by a historic and devastating derecho, defined as a 'widespread, long-lived, straight-line wind storm associated with a fast-moving group of thunderstorms.' With wind speeds eclipsing 100 km/h and torrential downpours, the storm caused extensive damage to greenery and infrastructure across the city, leaving more than 9,000 Oshawa Power customers without power.

Before the weather struck, our team began preparing for potential devastation by bringing all available field staff onsite to ensure a timely dispatch. In addition to our own crews, we connected with third party contractors and utility arborists to place them on standby for assistance with the restoration efforts that we knew were coming.

Within minutes our team began assessing damages and crafting a plan to restore all customers as quickly, and safely, as possible. With trees torn limb from limb, utility poles sheared in half, and wires snapped, our crews sprang into action to begin clearing potential hazards to our community and making repairs to bring customers back online. After nearly 24 hours of work, our team managed to restore power to more than 99% of our customers. Overall, our team used thousands of individual parts to repair damage caused by the heavy rain and intense winds, including 25 pole replacements and more than 8.1 km of overhead wire, enough to stretch from Oshawa's eastern border with Courtice to our western border with Whitby.

After working around the clock to restore service to our city, 25% of our crew members hit the road to offer their services to neighbouring utilities in an effort to help restore power to as many homes as possible. We understand that in times of trouble, we are better when we work together.

In the aftermath of our response, our team held detailed event retrospective sessions to assess what we learned and how we can improve our Emergency Preparedness Plan in order to ensure we are as well-equipped as possible to serve our city. As the compounding effects of climate change yield increasingly unpredictable, intense weather events, we understand that a carefully coordinated response plan is necessary to optimize our response and restore power across Oshawa as quickly and safely as possible.



## Critter Guards

Since we began installing critter guards to protect our infrastructure from local wildlife, we have seen a drastic reduction in outages caused by animal contacts. With all of our local substations completely outfitted with wildlife deterrents, we've now shifted our focus to protecting our pole top transformers. Every new installation is outfitted with state of the art critter guards designed to prevent wildlife, specifically squirrels and raccoons, from contacting our transformers and causing outages.

In 2022, the success of this program was evident in the numbers - we saw a significant reduction in the impact of animal contact incidents, measured in outage duration and frequency. In fact, during the past year, actual animal contact incidents were approximately 73% lower than expected, keeping both our grid and local wildlife safe and sound.



## Purging Porcelain

Creating a modern grid means upgrading to modern materials. Porcelain, long used across our industry for its insulating properties, is on its way out. In its place, our team is making the change to polymer-based switches and insulators as part of our Porcelain Change Out Program. So far, our team has replaced 60% of our porcelain equipment with polymer alternatives, more than half way to our goal of a wholesale replacement.

New, modern polymer options reduce the risks of 'tracking' or the buildup of debris, a common cause of disruptive pole fires. Tracking is predominantly caused by road salt evaporating and condensing on porcelain infrastructure, an issue most common during the colder months. By working towards eliminating the risk of pole fires caused by debris this program will contribute to improved reliability in the winter, when customers need it most.

## Acting With Urgency

When a fault occurs and leaves part of our city in the dark, a prompt and carefully coordinated response is imperative. In 2022, our team posted one of our fastest response times on record, averaging just 14 minutes to dispatch.

97,000 +  
Total  
Conversations

96.5%  
Grade of  
Service

92.5%  
Customer  
Satisfaction

# Empowering Our Customers

*We are focused on being there for our customers when they need us*

## Wherever, Whenever, However

In an increasingly connected world, we recognize that our community relies on their critical service providers to be there when they need them most. By continuing to implement new, 24/7 communication channels for our customers, we can ensure assistance is available when they need it.

In 2022, our team added new ways for our customers to report outages around the clock. In addition to our 24/7 Outage Reporting phone line, we introduced two new 24/7 reporting services for our customers - an online chat service and a text messaging line. With both new communication channels, customers receive the same one-on-one interaction with a real, live agent to ensure accurate reporting and access to the most recent outage information currently available.

## Meet Watt



To better serve our city, we expanded options and introduced new ways to interact with us during outages, online, and anytime customers need answers. One way we're working towards innovating the way customers interact with their utility is through the development of our digital assistant, Watt. Built using leading chat bot software, Watt provides our customers with 24/7 support to help with account management and questions about our service. Using a click- and keyword-based conversational flow, Watt grants every one of our 61,000+ customers instant, around the clock access to a customer-focused knowledge base.

Developed in phases throughout the second half of 2021 and launched on our website in March 2022, Watt had more than 5,000 chats with our customers, helping thousands of people with their moving process, bill payments, payment arrangement programs and more.

Through careful monitoring of popular keywords and chat pathways, our team works to consistently update Watt so that the service can better serve our customers. In 2023, we plan to carefully review and rebuild Watt to improve the experience and develop customer account level integration.

## eBilling

At Oshawa Power, we recognize the environmental benefits of eschewing traditional paper bills for digital eBilling offerings. For more than a decade we have made a concerted effort to not only promote eBilling to our customers, but to offer a simple, convenient process for receiving and paying electricity bills online. As of year-end 2022, nearly 45% of our customers are signed up to receive their bills online, for a year over year increase of nearly 2%.

With nearly 45% of our customers going digital, we are helping lead digital adoption across our industry. Having more than 27,000 customers receiving digital bills rather than traditional paper bills helps reduce our paper usage by more 330,000 pages and an additional 330,000 envelopes, or approximately 80 trees per year. In addition to campaigns encouraging our customers to make the switch, starting in 2023 we are implementing an opt-out process, automatically enrolling all new customers.

## Accurate & On-Time

Residents of Oshawa rely on us to deliver their electricity bills on-time and with 100% accuracy. In 2022, we were recognized for our efforts in this area, receiving the IESO's Meter Data Accuracy Award. Our focus on clean, accurate data leads to less billing errors for our customers and more accurate data for our team to work with.

# Empowering Our Future

*We are focused on embracing technology and innovation to ready our organization for tomorrow.*

## Building Tomorrow's Grid, Today

As the energy landscape across Ontario continues to advance through a period of immense change, we have recognized the challenges presented by the rapid growth of our city, intensifying effects of climate change, and rapid adoption of transportation electrification. To mitigate the potential effects of these factors on our local grid, our Engineering and Distribution teams continue to design and build one of Canada's leading SmartGrids.

Introduced for initial testing in 2021, LaZer Fault Location Isolation and Service Restoration (FLISR) with Loss of Voltage (LOV) functionality successfully bridged a gap in our automation scheme by integrating all intelligent devices with communication capabilities into the automation. This SmartGrid setup utilizes our existing Supervisory Control and Data Acquisition (SCADA) system for automatic source transfer functionality, restoring all customers on a feeder on Loss of Voltage and half the customers on a faulted line in less than a minute. With this rollout complete, our focus shifts to strategically installing new smart devices on our grid in the areas that would create maximum benefit for our customers.

"Our grid has been designed with redundancy in mind. Installing new SmartGrid connected devices in areas most critical to the reliability of our grid allows us to quickly pivot to our backup supply when issues occur, minimizing their impact to the customer," explains Mike Weatherbee, Oshawa Power's Managing Director. "We call it 'strategic engineering', where we want to put the right devices in the right places."

Built upon a leading Advanced Distribution Management Solution (ADMS), this rollout is the first stage in an organizational shift towards advanced technology and grid automation. By integrating our local grid with an ADMS, we can continue to work towards the implementation of additional advanced modules that will help improve reliability, detect potential issues before they happen, reduce costs through optimizing our investments in infrastructure renewal, and prepare our grid for the future growth and electrification of our city.

## Leading By Example

In October 2022, we were proud to attend the Survalent Global User Conference to showcase the initial implementation of our FLISR LOV system. As an industry-leader in SmartGrid automation, Control Room Operator Len Koech presented our initial rollout and the lessons we learned in year one to peers from across North America, inspiring utility providers to develop more connected and resilient infrastructure.

## Momentary Outages

Have you experienced momentary 'flickers' or outages at your home or place of work? While these can be inconvenient, they are the sign of an effective SmartGrid. With self-healing and fault isolating capabilities, our grid is able to automatically restore power to as many customers as possible by effectively rerouting power. This can often restore service to all or most affected customers before our crew can make repairs, rather than experiencing an outage until crews showed up.

# Charging Up the Downtown Core

Personal transportation continues to evolve as progressively more drivers leave behind the internal combustion engines (ICEs) of the past in favour of electric vehicles (EVs). With electrification on the rise, we understand that a strong, mobile charging backbone is required to encourage adoption and ready our city's infrastructure. In May, we bolstered Downtown Oshawa's EV charging infrastructure with the installation of four new dual-charger installations, for a total of eight new dedicated EV charging parking spaces.

Strategically located in the heart of our city and within steps of numerous shopping, dining, and entertainment options, this infrastructure is designed to promote the adoption of transit electrification for our customers, while also supporting our local economy. To further incentivize EV adoption and the use of our charging infrastructure, Oshawa Power assumed all associated charging costs through the end of 2022.

This project will not only expand charging infrastructure for our city, but allows us to continue working with our partners to collect data, predict load changes associated with EV charging, and further optimize our grid to handle increased electrification and the future expansion of our charging network. Through the end of 2022, more than 1,000 drivers plugged in at our new charging stations for a total of 3,600 hours or 150 days' worth of charging time.



# Future-Proofing Our Organization

Creating a more automated, technology reliant SmartGrid means our network infrastructure needs to be up to the increased demand. In 2022, our engineering and technology teams worked hard to build a more resilient, interconnected, and redundant backbone for our network needs.

Completing and kicking off a number of large technology modernization projects, we were able to implement new software and infrastructure that will not only improve system reliability by minimizing downtime, but also help our team reduce costs through optimization.

Rebuilding a strong foundation will allow us to maximize the performance of all of our systems, including those built on our new ADMS. With these in place, we are able to better integrate FLISR, Outage Management System (OMS), Geographical Information System (GIS), Meter Data Management (MDM) and other systems through the completion of ongoing major upgrades to these core systems that will improve operations across our organization.

For our customers, this means that we can continue to find ways to improve reliability, keep personal data secure, continue to offer timely and accurate bills, and improve the way customers communicate and interact with us.

Benefits to our team are seen from the facilitating of digitized mapping for our crews, to improved data reliability for financial forecasting and grid analysis, and further enabling remote work for increased flexibility.

# Fleet Digitization

Maintaining our local power grid and providing reliable electricity to customers across our city requires the utilization of a large, diverse fleet of vehicles, ranging from our largest 85-foot boom lift bucket truck, to mid-sized cargo-style vans, to our lightest-duty pickup trucks. In 2022, we took a big step in modernizing the way we manage and track our fleet through the implementation of electronic daily inspection submissions.

Leaving the paper behind, the digitization of this process allows us to reduce costs and receive inspection reports in realtime and in a centralized location. Instant access to daily inspection reports allows for closer management of our fleet and optimized fleet management. When an issue is reported via daily inspection, our team is alerted instantly and can begin making alternate arrangements for our crews and planning necessary maintenance as soon as possible. This process allows us to optimize our fleet and ensure that all Oshawa Power vehicles on our roads meet the required safety standards.



# Empowering Our People



Time Since LTI:  
Hours



Training Hours



New Apprentices

*We are focused on keeping our people safe and moving forward.*

## Reaching a Milestone

Creating a culture where safety comes first is important to our team. This year, we were once again recognized for our record of safety performance. During 2022, our team crossed a very important milestone - 1,000,000 work hours without a lost-time injury (LTI). What does 1,000,000 hours look like? For our team, that means we've been sending our employees home injury free for more than six years without incident.

Our accomplishment was recognized by Ontario's Infrastructure Health & Safety Association (IHSA) president Enzo Garittano with an award honouring the occasion. To celebrate this achievement for our employees, we gathered our team together to enjoy an authentic BBQ feast served by celebrity chef Ted Reader.

This milestone was made possible by a deeply ingrained dedication to safety. Through ongoing training, open communication surrounding workplace safety, providing adequate personal protective equipment (PPE), and living our culture of safe work, we aim to maintain our stellar safety record and focus on our next goal - 2,000,000 hours without an LTI.



## Fostering a Learning Environment

The growth and development of our workforce is important to our success as an organization. Embracing a culture of continuous personal and professional improvement allows us to develop and retain a highly skilled workforce. Over the past calendar year, 128 employees underwent 1,892 hours of training to expand their knowledge and abilities. To further the development of our field team, we hired three new apprentices while graduating one to journeyman.



# Keeping Each Other Safe

*To continue developing a culture of safety for our organization, we recognize the importance of holding each other accountable and creating an effective two-way communication strategy centred around our safety mantra of 'if we don't know, we can't fix it'. As a part of our safety strategy, we have worked hard to create a knowledgeable and effective Joint Health & Safety Committee (JHSC).*

In 2022 we expanded our JHSC to include eight members, with equal representation from management and field staff. Additionally, JHSC certification was achieved for two more members, bringing our total to six members, or 75% of the committee, obtaining their certification. While our organization's committee is only required to include one certified member, we believe that encouraging those responsible for shaping new safety policy and raising issues on behalf of our workforce to undergo formal training will help us to better keep all of our employees safe.

Further improvements including the creation of Occupational Health & Safety (OHS) Communications and Management of Change processes will allow us to carry our record of safety forward as any new conditions arise. These processes work in tandem to ensure the development of new training and processes in response to industry, regulatory, or legislative changes and proper communication of these updates to our staff. Our OHS Communications process also encourages and facilitates open, two-way communications centred around safety to ensure all new and existing procedures and standards are adequate and concerns are promptly and thoroughly reviewed by our health & safety team.

We also understand that safety extends beyond our organization to the contractors we employ and our local community. This year we redesigned our contractor management process to align with our own policies and ensure that all third party work was performed to the same standards we expect from our employees. This focus on safe and proper work not only ensures people are able to get home safe and sound at the end of the work day, but also ensures that all of our infrastructure is built to the highest quality standards, improving safety in our community.



# Empowering Our Community

*We are focused on reconnecting with our local community.*

## Getting Back Together

With the worst of the pandemic in the rearview and community events back on the schedule, our team was thrilled to reconnect with our customers and local community in a meaningful way. Throughout the year, our team was pleased to participate in some important community events that helped us bring public safety and awareness to our local community, support diversity and inclusion in Science, Technology, Engineer, and Math (STEM), and connect with local talent that will help shape the energy sector of the future.



In June we were proud to support **Parkwood Estates' Royal Tea** in support of young women in STEM. Attended by members of our executive and engineering teams, this event championed inclusion for young women in traditionally male-dominated STEM industries, including power distribution. Highlighted by the presentation of awards to young women succeeding in STEM education, we were thrilled to celebrate their success and advocate for increased diversity across our industry and the broader STEM sector.

One of Oshawa's marquee summer events, **Kars on King** returned to Downtown Oshawa in August, offering our team the opportunity to participate in the 8th annual **Touch-a-Truck** event. Bringing thousands of residents to the streets of Downtown Oshawa, this event offered our team a fantastic opportunity to showcase the unique machinery we utilize in our daily work to safely and reliably power our city. Through sharing important public safety messaging with young families and allowing children to suit up and jump in the 'bucket', we aimed to create awareness about the potential dangers of electrical infrastructure and spark an interest in what we do to help inspire a future generation of power workers.



Connecting with local talent is another way we build strong ties to our community and develop a workforce truly invested in our local community. In October we were delighted to have the opportunity to attend **Ontario Tech University's Reverse Career Fair**, showcasing the impressive projects completed by students in their Engineering faculty. Our team was able to connect with local post-secondary students across engineering disciplines, showcasing Oshawa Power as a great place to work and providing valuable networking for the engineers of tomorrow.





# E-Mission

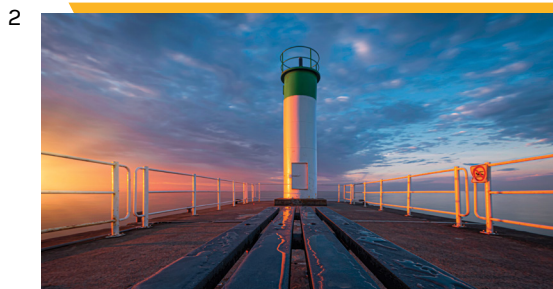
Building on the success of our past E-Mission initiatives in partnership with the Region of Durham, we were proud to host **Plug'n Drive's Mobile Electric Vehicle Education Trailer (MEET)** at the Oshawa Power offices for a four-week period last summer. Presented free to our local community, this tactile information event combined one-on-one interaction with Plug'n Drive's team of electric vehicle (EV) experts, with the chance to test drive some of the latest popular EV models.

As one of Canada's fastest growing communities and featuring one of the longest average daily commutes in the Greater Toronto Area, we recognize the potential benefits of personal transportation electrification for our city's residents. Bringing the EV roadshow to our community helped raise awareness of electric transportation options, dispel common EV myths, and provided more than 300+ potential EV adopters with the chance to get behind the wheel and experience driving electrified.

# Celebrating Our City

After more than two years of lockdowns, restrictions, and turmoil, we wanted to develop a campaign that encouraged residents across Oshawa to get back out into our local community and celebrate the special places that make Oshawa feel like home. Through our **#CaptureOshawa** campaign, we asked our customers to photograph their favourite local spots - places where they play, enjoy nature, and take in the beauty of our city. Receiving more than 120 submissions, showcased permanently online, this campaign helped remind our customers of all the wonderful activities and locations our city has to offer.

From these submissions, five winning photos were chosen that capture the essence of our city. Winners received a \$100 gift card to a local business of their choice and a custom 2023 calendar featuring the winning photos and additional honourable mentions. The winning photos are showcased below:



1. Merle Cole
2. Todd Murrison
3. Freida Smit
4. Kathy Rifkin
5. James Dawson

# Empowering Local Business

*We are focused on enabling future-ready local economies.*



***Our newest business offering, Durham Broadband, continued to find success and establish itself as a leader in the local telecommunications space. In the past year Durham Broadband continued to expand on Durham's largest fibre optic network, connect new customers, and deliver reliability and service our clients can count on.***

With a focus on industry-leading customer service, we continued to provide for our customers, both new and old throughout 2022. We managed to rapidly expand our customer base with more than 6 times as many customers joining our network compared to 2021, all without losing a single existing customer. Our customers know that they can rely on us for prompt, local support and near 100% reliability. In fact, during a national service outage in July 2022 affecting more than 12 million Canadian consumers, Durham Broadband customers didn't miss a beat, remaining connected with zero downtime.

## **Connected Corridor**

As part of our mission to connect local organizations across our community and enable a modern, digital economy, our 'Connected Corridor' pilot project worked to light up Downtown Oshawa with free community Wi-Fi in time for Kars on King, one of Oshawa's largest events of the year. In August, this project went live connecting four city blocks across the downtown core with free community Wi-Fi through the end of October. With more than 1,500 devices connecting to our network through the project, our pilot confirmed that free public Wi-Fi can help modernize Downtown Oshawa and proved our ability to swiftly and reliably connect large-scale wireless networks built on the back of our high-speed fibre infrastructure.





***As our world’s energy landscape continues to evolve, laying the groundwork for a wide scale energy transition is becoming increasingly important for the future of our province. EnerFORGE continues to hone our expertise in developing, managing, and operating low-carbon, sustainable energy systems that will help power our future. In 2022, our focus was on learning from our experience with existing projects and optimizing those systems to maximize their benefit for our clients and partners, while solidifying our roadmap for developing maximum efficiency projects in the future.***

## **ZooShare Bio-Gas**

At Canada’s first zoo to biogas project, ZooShare, we continued to improve system capacity and perform maintenance during our second year of operations. System renewal and maintenance performed in early summer allowed us to further improve system reliability. We also continued working to improve air quality in areas on, or adjacent to, the project grounds. To ensure the wellness of those directly involved with operations and plant management, we installed sensor tags on worker PPE to actively monitor air quality with results showing that the air quality within the facility met safety standards, ensuring the safety of our team and contractors. Additionally, we began collaborating with Parks Canada to complete assessments for neighbouring Rouge Park in order to ensure local wildlife and park patrons are not impacted by ZooShare’s operations..

## **Notable Milestones**

This year, we reached an important milestone in our operations of the Campus electric system for Canada’s largest social housing development, successfully testing our design to ensure the five separate blocks that comprise the campus electric system can be individually ‘islanded’. This capability allows our team of operators to individually control and activate each CHP (combined heat & power) engine in the system in different combinations for optimal handling of load and load shedding. Further, this enables each system to act as emergency back up in the event of an outage, allowing each building to remain powered. Combined with preventative maintenance on chiller and boiler systems, this has contributed to more efficient operations and improved reliability. These improvements became increasingly important during 2022, as our team moved forward with commissioning one additional building as part of the district energy system.

Continuing on the theme of major milestones, an additional two projects reached critical junctures in 2022. In North Oshawa, the CHP engine at the DelPark Homes Centre, an important community activity and gathering place, successfully completed required Measurement & Verification (M&V) testing, readying the system for final commissioning. Final commissioning, and thus the outset of a 20-year contract, currently awaits optimal external factors for completion. Further afield, the first wind-based project in our portfolio completed its first full year of operations. With system performance highly dependent on a variety of external factors, our system successfully achieved greater than 85% output and 93% total availability for an overall generation output of more than 6,600 MWh.



100 Simcoe Street South,  
Oshawa, Ontario L1H 7M7

[contactus@oshawapower.ca](mailto:contactus@oshawapower.ca)  
905-723-4623

[oshawapower.ca](http://oshawapower.ca)

@oshawapower

