

2023

Annual Report

Delivering Value:
Today & Tomorrow

A close-up photograph of a person's hand, wearing a blue denim sleeve, plugging a black charging cable into the charging port of a bright blue electric vehicle. The port is labeled 'e-tron' in orange and black. The car's body is a vibrant blue, and a black tire with an orange rim is visible in the lower left corner.

Table of Contents

4	Letter From the Chair
6	Letter From the President
8	Organizational Profile
10	At a Glance
12	Our Lines of Business
13	Vision, Mission, Values
14	Strategy
16	Leadership
20	Rebrand
22	Reliability
30	Customer Service
34	Promoting Carbon-Conscious Choices
36	Community
38	Readying Our Team for Tomorrow

Letter From the Chair

Delivering Value: Today & Tomorrow

Progress, power, performance, and persistence.

As we look ahead at the City of Oshawa's 100th anniversary of incorporation in 2024, we remain incredibly proud of the work our organization has done to help our city reach this important milestone. Powering Oshawa's local economy through its success as Canada's automotive nexus to its evolving modern economy with strong ties to healthcare, education, and energy, Oshawa Power has played an integral role as a collaborative partner and technological enabler in Oshawa's evolution. Oshawa's anniversary will mark a time to reflect on past successes and plan for a sustainable future that will move our city forward through the next 100 years.

In 2023, our team remained focused on preparing our local electricity grid for the future. As our industry, the local economy, and the way customers use electricity continues to evolve, we understand that Oshawa Power will play an essential role in enabling the accelerating energy transformation.

Preparing for the future begins with an innovative, forward-looking leadership team. This April, we proudly introduced our new President & CEO alongside our revamped leadership and executive team. With innovation in mind and an entrepreneurial spirit, our leaders are tasked with leading modernization and cross-departmental collaboration that will allow us to continue advancing our grid and preparing for a lower carbon future.

Our organizational evolution is also evident in our new look, launched in early 2023. After more than 25 years, we have updated the way we present Oshawa Power to be more visible in our community and create an instantly recognizable brand that will inspire trust in our customers. Whether working across our city or connecting with our community at local events, we want our customers to instantly recognize our presence and feel confident in our expertise.

Our team remains as dedicated as ever to delivering one of the most reliable electricity grids in our province. With the energy transformation underway, more customers are adopting electrification of personal transportation and home heating & cooling, increasing the importance of a reliable supply of electricity today and into the future. In November, our team seamlessly replaced the aging switchgear at Municipal Substation #2 with a modern, interconnected solution that will improve energy security for more than 7,000 homes in the surrounding neighbourhoods.

We have continued the expansion of our industry leading SmartGrid, with more than 40% of our grid now connected to our Fault Location, Isolation, and Service Restoration (FLISR) system, allowing us to

maintain and improve on our sterling record of reliability for our city. In 2023, customers experienced an average of a single outage, lasting approximately 48 minutes, a 45% decrease in downtime compared to 2022. Meanwhile our team's response time averaged just 12 minutes, or 14% faster than last year's record number. The dedication and readiness of our crews is something our organization remains incredibly proud of.

As we continue to integrate automation into our grid, adopt new technologies that improve organizational efficiencies, and prepare for a more interconnected future, we have placed a renewed focus on cyber security. An increased reliance on digital technologies to monitor and control our grid and offer improved services to our customers means that we must be diligent in our preparation against potential attacks and service interruptions. Our Information Technology team has implemented new processes, procedures, and controls designed to meet and exceed the OEB's new guidelines on cyber security, keeping both our grid and customers' private information secure.

For our customers, we introduced a new and improved version of our online customer portal, MyOshawaPower. This improved service allows customers complete transparency and access to their Oshawa Power account, including usage tracking down to the hour, payment and billing history, access to their personal data through Green Button integration, custom notifications, and so much more. Available across devices, our customers can manage their account at home or on the go, allowing them to make prudent energy choices and find new ways to save.

With an increasing focus on sustainability across our industry, Oshawa Power is taking action to lead the way. By introducing new hybrid vehicles into our light-duty fleet, building electric vehicle awareness through our Moving Forwards partnership, and continuing to offer premier eBilling solutions, we are encouraging our staff and customers to look at all options to make carbon-conscious choices. We are committed to establishing new ways to reduce emissions, lower our carbon footprint, and become a more sustainable organization.

In our community, we leveraged our position as a trusted community partner to continue educating residents on electrical safety, promote STEM education, and give back to our community through charitable donations. We recognize the responsibility we have to strengthen our community and are committed to giving back.

Looking towards the future, we understand that our customers are increasing their reliance on a safe and reliable supply of electricity to power their daily lives. With demand expected to increase rapidly in the coming years, we are preparing for the challenge ahead. Building and continuously developing a diverse and uniquely talented workforce will play an integral role in meeting the needs of our community.

We remain confident that our community is in good hands, and that with close collaboration and shared principles, we will work together with our shareholder, the City of Oshawa, to continue meeting the evolving needs of our customers today and tomorrow, while serving our city with a lifetime of power.


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



Letter From the President

With the energy transformation well underway across Ontario, our team remains focused on delivering value through superior performance and careful planning that will help us to better serve our community for today and for tomorrow.

Delivering value to our community begins with our team. As we look ahead to our next long term plan, we have been hard at work crafting a new, future-focused strategy that will allow the City of Oshawa to continue expanding our local economy, rapidly accommodate an increasing population, and prepare for a more sustainable future.

Our new strategy will be the guiding principle for our organization, including new Vision, Mission, and Values to be introduced in 2024, that will encourage innovation, value the safety of our employees and local community, as well as promote a high performance culture across Oshawa Power and our affiliates.

In 2023, we showcased the level of performance that our customers have come to expect from one of Ontario's leading LDCs. We once again achieved a reliability score of greater than 99.99% and showcased leading Operational Effectiveness by posting SAIDI and SAIFI scores of 0.803 and 1.022 respectively, outperforming the average across our industry.

Building one of Ontario's most reliable local electrical grids necessitates an ongoing commitment to innovation and advancement. Our team worked diligently throughout 2023 to complete our Capital Plan on time and on budget, while refining our ability to rapidly connect new customers and restore service during power interruptions through the expansion of our industry-leading SmartGrid. As electrification accelerates across our province, we want Oshawa Power customers to know that they can count on our grid to meet rising demand.

At Oshawa Power, we understand that our greatest asset is our people. Building our organization for the future means not only attracting and retaining a talented workforce but, most importantly, keeping them safe each and every day. This year we built on our outstanding safety record by retaining our Certificate of Recognition (COR®) Certification from the Infrastructure Health & Safety Association (IHSA), one of only four Ontario LDCs to achieve this certification, and reaching nearly 7 years, or more than 1,288,000 work hours without a Lost-Time Injury (LTI).

As I reflect on my first year as President & CEO of Oshawa Power, I am filled with gratitude for the warm welcome I have received from our dedicated team and the community we serve. In this short time, I have witnessed firsthand the incredible work ethic, commitment to excellence, and unwavering dedication that has defined Oshawa Power throughout its rich history.

Standing at the threshold of a new era in our industry, I am aware of the challenges we face and am deeply inspired by the opportunities that lie ahead. Our commitment to innovation, reliability, and safety has laid the foundation for a future where Oshawa Power continues to be at the forefront of the energy transformation. Looking forward, our vision is clear – we will continue to invest in cutting-edge technologies, sustainable practices, and the development of our workforce to ensure that we not only meet the evolving needs of our community, but also exceed them.




Daniel Arbour
President & CEO

Organizational Profile

The Group

The Group is a wholly owned subsidiary of the City of Oshawa, with more than 100 employees, a rapidly increasing asset base of \$285M, and an annual operating budget of approximately \$156M.

At our core, we are an enabler of critical energy and infrastructure for the City of Oshawa and in communities across Ontario.

The Group also incorporates several assets outside the regulated framework of traditional utilities — this includes energy generation, energy services, a broadband communications business, and both new and existing technologies that enable the energy transition.

In these areas we are helping to build a diverse and sustainable community for the next generation. This includes contributing an attractive return for our shareholder, the City of Oshawa.

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

2023

At A Glance

63,000+

Customers

9

MUNICIPAL
SUBSTATIONS

6,475

TRANSFORMERS

11,241

POLES

145 km²

SERVICE AREA

236 MW

PEAK DEMAND SERVED

GENERATION ASSETS OUTPUT 20,865 MW

OWNED & MANAGED

698 MVA

STATION
CAPACITY

538 km

O/H PRIMARY
CIRCUIT

2

CONTROL
CENTRES

245

SWITCHES

476 km

U/G PRIMARY
CIRCUIT

8

EV CHARGING
STATIONS

Our Lines of Business

The Group owns and operates three lines of business: electricity distribution, renewable energy generation and solutions, and broadband services. With the organization continuing to grow and diversify its business, our affiliate organizations are working together to build a better, more sustainable and resilient future.

At our core, we are an enabler of critical energy and infrastructure for the City of Oshawa and in communities across Ontario.



Oshawa Power is a regulated local electricity distribution company licensed and rate-regulated by the Ontario Energy Board (OEB) under the Ontario Energy Board Act, 1998. It is dedicated to delivering a safe and reliable supply of electricity to more than 63,000 homes and businesses across Oshawa.



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



Durham Broadband is the region's largest fibre optic network, connecting Durham Region to the world with ultrafast, reliable, and low-cost communications solutions. It offers custom solutions for institutional, enterprise, and small and medium-sized business (SMB) customers. It has been serving local institutions on its dark-fibre network for nearly 20 years.

Vision

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

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



Strategy

In 2023, our team began the process of developing our next long term strategy. This exercise will guide our outlook for 2025-2030 and present a new, future-focused strategy including a revamped Vision, Mission, and Values that will position our organization for the developing energy transformation.

Board of Directors



Denise Carpenter
ICD.D, GCB.D
Board Chair



Dan Benoit
Member, Project
Monitoring Committee
Member, Finance &
Audit Committee



Grant Buchanan
Chair, Project
Monitoring Committee
Member, Finance &
Audit Committee



Neel Bungaroo
Member, HR &
Governance Committee



Terry Caputo
Chair, Finance &
Audit Committee
Member, HR &
Governance Committee



Donna Kingelin
Chair, HR &
Governance Committee



Robert Watson
Member, Finance &
Audit Committee
Member, Project
Monitoring Committee

Leadership Team



Daniel Arbour
President & CEO



Susanna Beckstead
CA,CPA
Chief Financial Officer
& Chief Administrative
Officer



Maged Yackoub
Chief Technology Officer
& Director, Business
Transformation



Mike Weatherbee
Managing Director -
Oshawa Power



Doug Proska
Managing Director -
EnerFORGE



Renee McFarland
Director,
People & Culture



Jennifer McHugh
Director,
Communications &
Customer Success

Welcoming New Leadership

With the energy transition underway in our community and across Ontario, the electricity distribution industry is experiencing a period of immense change. As our industry evolves rapidly, we recognize that the presence of a forward-looking, innovative leadership team will be essential to guide us into the new era of electrification and an increasingly interconnected local power grid.

In 2023, we had the honour of introducing our new, revamped leadership team, focused on fostering collaboration and strengthening our ability to deliver on our robust goals of modernizing and transforming our organization to lead the way as a modern utility.

Daniel Arbour joins Oshawa Power as our new President & CEO, overseeing a diverse, multifaceted executive team. With more than 15 years of leadership and development experience, including a decade in enabling and accelerating the energy transition through the development of mobile energy infrastructure, Daniel brings a commercial mindset to Oshawa Power. His diverse skill set promises to help move partnerships forwards and facilitate opportunities for innovative energy solutions that will allow us to serve our city better today and into the future.

Most recently, Daniel served as the CEO & Global Head of Shell TapUp after holding several positions in operations, price management, and logistics as well as executive sales and marketing roles with Shell in Canada and across the United States.

In addition, our executive team underwent significant restructuring in the past year. Our new organizational structure is intended to facilitate cross-departmental collaboration, stoke innovation, and allow us to better serve our more than 63,000 customers.

At Oshawa Power, we embrace change while working diligently to prepare Oshawa for the future and adapt to new technologies that will allow us to keep our city connected for decades to come. We are confident that our new leadership team will ensure Oshawa Power remains one of Ontario's most reliable and innovative Local Distribution Companies, helping to usher in a new era of prosperity for our local community.



Rebrand

Our New and Modern Look



This year, we looked different when you saw us around our city.

Since we first turned the lights on more than 130 years ago, we've experienced many evolutions. From powering electric arc lamps on Downtown streets to powering your electric vehicle for the morning commute, we've been there every step of the way.

Oshawa continues its evolution into a modern, electrified, and increasingly connected local community, becoming even more reliant on our safe, clean, and reliable supply of electricity to continue powering our future. As a leading partner in Oshawa's evolution, we understand that we will have to be so much more than a traditional utility. After 25 years, we've retired our former branding to adopt a new, timeless mark that presents Oshawa Power as a modern utility of the future, facilitating the energy transition as we move forward towards a lower-carbon, electrified future.

Reliability

Delivering on Our Promise

Keeping your family out of the dark.

Just like you always have, we want you to know you can count on us to keep your lights on and respond with urgency when service is interrupted. In 2023, we once again delivered on our promise of operating one of Ontario’s most reliable local electrical grids by posting an overall reliability score of greater than 99.99%

Through 24/7 monitoring of our grid, comprehensive infrastructure assessment, dedicated field staff, continuous planned maintenance, and developing one of our province’s most advanced SmartGrids, we have been able to provide Oshawa with a supply of electricity that residents and businesses can always rely on.

99.99%

RELIABILITY SCORE

1

AVERAGE
NUMBER OF
OUTAGES

48 minutes

AVERAGE YEARLY
DOWNTIME

12 minutes

OUTAGE RESPONSE
TIME

59%

UNAVOIDABLE OUTAGES

150

MOMENTARY OUTAGES

1ST OF 4

PLANNED
UPGRADES

Preparing Our City for the Future

In 2023, we completed our planned upgrade to Municipal Substation #2 located near the heart of our city. This project, valued at more than \$2.5 million dollars, included the replacement of one of the longest serving switchgears in our service territory along with the construction of a new foundation and installation of new 15kV feeder lines and additional wiring necessary to energize the unit and increase station capacity.

During a robust and comprehensive assessment of our local power grid, undertaken as part of our Strategic Asset Management Plan, our engineering team highlighted Municipal Substation #2 as a key opportunity to replace an aging asset that would allow us to maintain or improve reliability in the surrounding area and expand station capacity to prepare for increased electrification and development. Planned for completion during this phase of our Capital Rebuild Plan, our distribution team went to work on the upgrade last November, working closely with our project partners to remove the old unit and install a state of the art eHouse Solution. Once in place, our team of Power Maintenance Electricians (PME) began the process of energizing the unit and ensuring full integration into our SmartGrid.



39

YEAR-OLD
UNIT
REPLACED

7,000

CUSTOMERS

\$2.5

MILLION PROJECT

"In November, our team had the pleasure of welcoming Ontario Energy Board CEO Susanna Zagar to Oshawa and showcasing the projects we are working on to better our local power grid and improve reliability across our service territory.

Through sharing insights from local and provincial perspectives, we were able to advance our mutual understanding of the factors affecting Ontario's energy industry including an ever increasing focus on cyber security, customer success, and how to serve a growing community. As we continue to plan for future growth across our province, collaboration between LDCs and the OEB will play an important role in ensuring we are prepared for the acceleration of electrification across the territories we power.

Our team was proud to share our recent successes, future plans to power residential and commercial growth across Oshawa, and our commitment to continue operating one of Ontario's most secure and reliable local electricity grids."



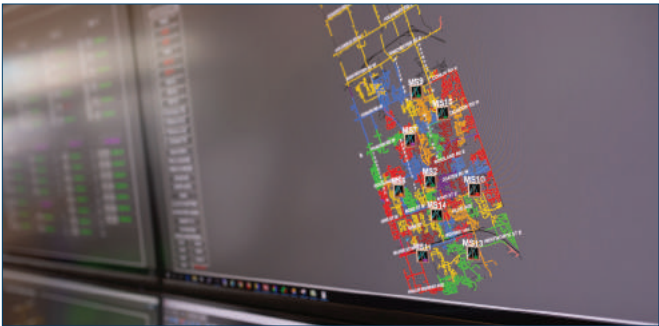
Keeping You Connected

This year, we were proud to launch our new Projects & Engagement page on the Oshawa Power website. We recognize that customer engagement plays an important role in our ability to deliver a product that consistently meets our customers' expectations.

The new page was created to help showcase the projects that we are undertaking throughout our community and help our customers understand how we are investing in our grid. As we plan, complete, and document projects across our city, we want to hear from our customers to better understand their priorities and develop action plans to address their needs.

Continuing to proactively engage with our community will help us to better understand how we can best serve our customers and develop plans that maximize value to residential and commercial customers across Oshawa.

Predictive Prevention



The reliability of a local power grid depends on a wide array of factors, some of which are invisible to the naked eye. One factor that can cause equipment failure and corresponding power outages, is overheating occurring at connection points caused by loosening or degradation of components. As part of our proactive approach to reliability, we regularly scan our system using

infrared imaging technology to pinpoint anomalies, or 'hotspots', across the city that pose a risk of interruption.

While hotspots are not uncommon, if left unrepaired, these anomalies will cause a drop in efficiency and, eventually, a failure causing a loss of power. Scanning these connections informs our maintenance planning, allowing our team to place highest priority on problem areas and begin the process of eliminating the risk of outages before they can happen.

BIENNIAL SCANNING

534 km
OF OVERHEAD
CIRCUIT

150
UNDERGROUND
VAULTS

81.5°C LARGEST
AMBIENT
TEMPERATURE
ANOMALY

Modernizing Our Grid

Our grid modernization efforts continued throughout 2023 as we worked towards further developing one of Ontario’s leading SmartGrids. In order to take our system from a traditional local electrical distribution grid to a modern, interconnected SmartGrid, we are continuing to install auto-switches and additional ‘smart’ components that allow us to further integrate remote grid management and automation across our city.

These components are directly integrated with our **Fault Location, Isolation, and Service Restoration (FLISR)** system that allows us to improve reliability, avoid prolonged outages, and improve our restoration process. When a fault occurs in our system, this system is designed to automatically detect the outage and communicate with auto-switches installed across our grid to open or close as necessary, restoring service to all, or as many customers as possible, nearly instantaneously. In situations where the automation cannot achieve full restoration, these switches are also able to be controlled remotely by the operators in our control room. By communicating and working directly with our field staff, our Control Room Operators can assist in the restoration process by controlling the switches and increasing the efficiency at which our team completes the restoration process.

Our goal is to create a completely connected SmartGrid across our entire service territory. As we work to maintain, upgrade, and rebuild our system, we are methodically replacing traditional components with new ‘smart’ components that allow us to further expand and improve upon our existing FLISR connections. While we install these components on all rebuilds, planned or unplanned, our Strategic Asset Management Program has helped us highlight locations across our system where these installations will have the largest effect on our reliability record. This informs our Capital Rebuild Plan and allows us to maximize the value of our investments in our grid and create the greatest impact for our ratepayers.

As of year-end 2023, our team has connected more than 40% of our distribution feeders to our FLISR system, along with additional substation-level components. The ongoing development of our SmartGrid will play a vital role in improving reliability and managing capacity requirements as Oshawa continues to expand its population and local economy.





Discovering Efficiencies

As our city and organization continue to experience growth, we explore additional opportunities to improve the efficiency of our operations to better serve our customers and reduce our operating costs.

In the past year, our team worked to relocate and expand our existing control room. This change allows our team to improve monitoring of our local electrical grid and coordination with our stores, distribution, and IT teams. Through increased collaboration across functions, our teams can respond more efficiently during restoration efforts and further technological grid advancements to enhance our SmartGrid, improving reliability and response time.

Additionally, our fleet introduced a new, state-of-the-art digger truck in 2023. The first of its kind in the province, the new vehicle will enable greater efficiency during infrastructure rebuild projects. Added excavation and freight transportation capabilities will help to eliminate expenses associated with equipment rentals, allowing for operational savings and a more self-dependent organization.

Customer Experience

Power at Your Fingertips

At Oshawa Power, we work hard to understand our customers and meet their developing needs. A growing dependence on mobile technology has led to a transition in the way customers choose to interact with service providers. Traditional paper and telephone-based customer service options will no longer meet the needs of an increasingly connected customer base.

To meet the needs of our customers, we launched our new and improved MyOshawaPower customer portal. The new MyOshawaPower is designed to give the power back to our customers and enable personalized account management, at home or on the go. Available across desktop and mobile devices, our new customer portal boasts a simplified dashboard and allows customers to make changes to their account in realtime.

This new technology sets a foundation for an online ‘one stop shop’ that will help create a simple, streamlined customer experience. Featuring online payments, detailed electricity usage tracking, access to Green Button data, outage notifications and so much more, this new platform helps simplify the way Oshawa Power customers manage their account.



Customer Welcome Package

We understand that moving into a new home is never an easy process. To help onboard new Oshawa Power customers we’ve developed our Welcome Package, designed to give our customers the information they need to get started with Oshawa Power, in an easy to digest digital package.

After years of experiencing issues onboarding new customers and fielding thousands of calls and emails asking similar questions from new account holders, our team collaborated to find a creative solution that would provide new customers with valuable information about our service, set realistic expectations about billing timelines, and showcase services we offer to improve the customer experience, including linking to our revamped customer portal and creating a built-in Pre-Authorized Payment (PAP) enrollment form.

At its core, the Welcome Package is designed to support new customers while developing brand awareness and a connection to the Oshawa Power brand. By presenting a well designed, branded document that presents immediate value to our customers, we are aiming to begin each new relationship on strong footing and create goodwill with our customers and community.



81%
OPEN RATE

1,878
DELIVERED

286
PAP SIGN UPS

15.2%
CONVERSION RATE

Your Power, Your Choice

In 2020, the Ontario Energy Board (OEB) launched the new Customer Choice plan, allowing electricity customers across Ontario to choose how they would be billed for their usage for the very first time. Building on the initial plan consisting of two choices; traditional Time-of-Use (TOU) Pricing where customers are billed in three tiers depending on when they use electricity, and Tiered Pricing that allows customers to use their electricity when they prefer, billing in two tiers dependent on total usage during their billing cycle, the OEB introduced the new, Ultra-Low Overnight (ULO) Pricing in 2023.

Offered to Oshawa Power customers as of November 1st, the new ULO Pricing plan offers customers who have the most control over when they use their electricity a way to find additional savings. Arranged similar to TOU Pricing, the new ULO Plan differs by having four distinct usage categories, including; Ultra-Low Overnight from 11 p.m. to 7 a.m, Weekend Off-Peak from 7 a.m. to 11 p.m. on weekends, Mid-Peak from 7 a.m. to 4 p.m. and 9 p.m. to 11 p.m. on weekdays, and On-Peak from 4 p.m. to 9 p.m. on weekdays. Customers can consider their lifestyle, how they use electricity at home, and how much they can shift their usage to determine which plan can help them save the most on electricity costs and minimize their monthly bill.

Personal Data, Enhanced Insights

Along with the launch of ULO, utilities across Ontario implemented Green Button integration, offering customers full access to all of their electricity data. With the click of a button customers can access up to two years of historical energy data, allowing them to gain deeper insights into how they have traditionally used electricity at their home or business. Allowing access to this data will help customers make changes to their habits, lifestyle, and pricing plan that can allow them to save even more on their electricity bill.



Promoting Carbon-Conscious Choices

Driving a Cleaner Future

The energy transition is underway in Ontario, with consumers opting for new, emerging innovations that improve efficiency, increase savings, and offer new alternatives to traditional technologies. As more Oshawa Power customers look towards adopting electric vehicles (EVs) as a means to save money and lower their personal carbon footprint, we understand the role we need to play as a trusted source of information and an enabler of local electrical infrastructure.

In 2023, we partnered with Scout Environmental to deliver Moving Forwards, an interactive guide to EV ownership in our community. Partially funded by Natural Resources Canada, this project provided a ‘one stop shop’ for EV information and a personalized journey to help customers decide if an EV would work for their lifestyle. From those who already own EVs to those who are completely new to the technology, Moving Forwards guides the user through an EV learning journey based on their existing knowledge and sentiment regarding electric mobility.

Gathering location and sentiment data from our customers also allows our teams to collaborate on infrastructure planning to ensure our local power grid is able to accommodate the growth of EV adoption throughout our community. With more than 1,400 registered EVs in our service territory and adoption growing by 40% year over year, highlighting areas of increased adoption, and thus increased demand, will be key to developing and maintaining the necessary infrastructure to enable continued adoption of low-carbon transportation across Oshawa.



2,000+
SESSIONS

752
USERS PROVIDED
DATA TO HELP
OUR PLANNING
PROCESS

78%
OF RESPONDENTS
OWNED AN EV OR
WERE INTERESTED
IN ADOPTION

52%
OF RESPONDENTS
PLAN AN EV
ADOPTION IN THE
NEXT YEAR

Leading by Example

Our fleet plays an essential part in the service we provide to the City of Oshawa. Making up the largest part of our active fleet, our light-duty pickup trucks are used on a daily basis for general transportation, inspections, and other lighter duty work. This year, we were proud to introduce four new hybrid electric pickup trucks into our light-duty fleet.

These new vehicles are just the beginning of a transition that will see us reduce our carbon emissions and lead by example in our community. Through emissions tracking and firsthand learning from our own electrified vehicles, we can be more in touch with the benefits and potential shortcomings of EVs. We are confident that our learnings can help us better prepare our customers for the adoption of EVs, while continuing to reduce our own emissions and operate as one of Ontario’s most efficient electric utilities.



Going Paperless

Entering a more digitally connected era offers opportunities to reduce our environmental impact through encouraging customers to leave paper bills in the past and opt to receive bills and communications through digital channels. In the past year, we moved to an opt-out process, automatically enrolling new customers in our eBilling program.

Since introducing our eBilling program, we have been a leader in the Ontario electric utility industry, inching ever closer to a 50% rate of enrollment. Encouraging customers to adopt paperless billing is a simple, hassle free way to help customers declutter and help lower our environmental impact.



Community

Spreading Safety Education

With high voltage equipment extending all across our city, we understand that we have an increasingly important role to play in the safety of our community. On September 7, we took our trucks and Hazard Hamlet demonstration to connect with our community at the 9th Annual Touch-a-Truck.

As one of downtown Oshawa's marquee summer events, we took the opportunity to focus on spreading safety knowledge to families across our community. Utilizing our interactive Hazard Hamlet safety display, we spoke with more than 1,500 local residents about electrical safety.



Honouring Our Heroes

In partnership with the Royal Canadian Legion Branch #43, our Veteran's Banner program returned in 2023, honouring a record number of veterans from our local community. Each November our crews work to replace banners across the downtown core with memorials recognizing the heroes from our community that served our country. In 2023, we were proud to help recognize more than 100 honoured veterans.



Giving Back to Our Community

Supporting our community is at the core of all that we do. This holiday season, our Customer Service team started a small movement to help support the Durham Regional Police Service's Holiday Food & Toy Drive. After word spread across our organization, the donations came pouring in from all departments and our team was able to raise a large donation of both toys and non-perishable goods in support of this long standing community initiative.

Promoting STEM Education

We were proud to once again sponsor the Oshawa Generals' Adopt-a-School Program this season. This program recognizes youth in our community that are excelling in Science, Technology, Engineering, and Math (STEM) education while fostering a love of hockey.

Last season, we partnered with the Oshawa Generals and 26 elementary schools across Oshawa to distribute more than 1,000 pairs of tickets to students finding success in STEM.

Readying our Team for Tomorrow

Certifications

This year, we were proud to graduate two apprentice linemen to journeyman service. Congratulations to **Ethan Ianuzzo** & **Jared Fleming** on achieving your Red Seal certification!



Training

Improving our grid and reliability is only half of the equation when it comes to preparing to serve our city into the future. At Oshawa Power, we understand that the continuous development of our staff is equally important.

In 2023, our team completed nearly 2,000 hours of training, an 11% increase over 2022. Our training is focused on preparing our team to complete the work necessary to continue upgrading and improving our grid and keeping all of our employees and members of our community safe while doing so. Key training highlights from this year include barehand work training to ensure our staff can safely and effectively work with high voltage feeders and traffic control training to ensure our field crews and drivers in our community are kept safe while our crews complete work on our grid.

Throughout the year, our team was joined by five Co-Op students from post-secondary institutions across Ontario. Reaching across departments, these students brought fresh, innovative ideas and developed an important understanding of the LDC landscape, preparing them to be part of the next generation of workers in the utility industry.

COR®

As an industry leader in safety, we were proud to once again achieve Certificate of Recognition (COR®) Certification from the Infrastructure Health & Safety Association (IHSA). This yearly safety audit ensures that our procedures are held to a high standard and encourages us to consistently revisit our safety practices to continue keeping our employees and community safe.

We are proud to be one of only four Ontario LDCs to achieve Certificate of Recognition (COR®) Certification.

Safety

Building our team for tomorrow means making sure each employee is ready to work each and every morning. At Oshawa Power, we place a premium on the health and safety of every employee and member of our community. This year, our organization once again experienced no Lost-Time Injuries, bringing our total number of hours without a Lost-Time Injury to more than 1,288,000 hours or nearly 7 working years.

We remain diligent in our development of a culture of safety across our organization through our adherence to health and safety protocols and the work of our Joint Health & Safety Committee.

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