

OSHAWA PUC NETWORKS INC.

# Business Plan

2026-2030



EMPOWERING CUSTOMERS TO THRIVE  
THROUGH THE EVOLVING ENERGY TRANSITION



# Content

MESSAGE FROM THE PRESIDENT	02
INTRODUCTION	03
ORGANIZATIONAL PROFILE	04
OUR MISSION, VISION & CORE VALUES	05
OUR PLANNING PROCESS	06
LONG TERM CORPORATE GOALS	07
STRATEGIC OBJECTIVES	08
CUSTOMER FOCUS	08
OPERATIONAL EFFECTIVENESS	10
PUBLIC POLICY RESPONSIVENESS	12
FINANCIAL PERFORMANCE	14
LOOKING TO THE FUTURE	16

# Message From The President & CEO

As we launch our 2026–2030 Business Plan, Oshawa Power is focused on building a sustainable, resilient future for our community. This plan, aligned with our new Strategic Plan, integrates key objectives, financial planning, and operational excellence to meet Oshawa’s evolving energy needs.

Our commitment to innovation, reliability, and safety guides each goal within this roadmap, ensuring we are well prepared for Ontario’s energy transition. We remain dedicated to delivering exceptional service while fostering community trust and confidence.

With a renewed emphasis on employee safety and community engagement, Oshawa Power will continue investing in advanced technology and sustainable practices to drive local growth. We remain energized by the opportunities ahead and look forward to a future of growth and innovation for Oshawa and Oshawa Power.



*Daniel Arbour – President & CEO*

# Introduction

This 2026–2030 Business Plan outlines the operational and financial plan for Oshawa Power to serve its customers, aligning with the 2026–2030 strategic plan. It is designed to support Oshawa Power’s performance outcomes while adhering to the Ontario Energy Board’s Renewed Regulatory Framework for Electricity Distributors (RRFE) and its performance-based approach. This plan also reflects feedback received from our customers in the September 2024 customer survey on the cost of service application. Additionally, it considers the broader economic, political, and regulatory environment, addressing potential uncertainties and risks within Oshawa Power’s service territory. This plan consolidates key objectives, financial forecasts, and operational priorities to ensure sustainable growth and enhanced service delivery, in accordance with Oshawa Power’s newly developed 2026–2030 Strategic Plan.





# Organizational Profile



At our core, Oshawa Power is a regulated local distribution company (LDC) that has served the city of Oshawa for 130 years. Oshawa Power is licensed and rate-regulated by the OEB under the Ontario Energy Board Act, 1998. We are dedicated to delivering a safe and reliable supply of electricity to approximately 63,000 homes and businesses across Oshawa.

Oshawa Power is part of a group of companies which also incorporates several assets outside the regulated framework of traditional utilities – this includes energy generation, services, a broadband communications business, and both new and existing technologies enabling the energy transition.



**EnerFORGE** focuses on intelligent positioning to provide value to its customers. EnerFORGE develops, owns, and operates infrastructure as well as provides ancillary utility services. EnerFORGE owns and operates electric vehicle chargers, solar, wind, renewable natural gas plant and combined heat and power systems to support decarbonization. EnerFORGE operates one of the largest district energy systems in Ontario for Toronto Community Housing providing cost effective and low carbon energy.



**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, small and medium-size business customers. It has been serving local institutions on its dark-fibre network for almost 20 years.

# Vision, Mission & Values

## VISION

Be a trusted partner and leader in the energy sector today and tomorrow.

## MISSION

Our mission is to empower customers to thrive through the evolving energy transition.

## VALUES

### SAFETY

We remain dedicated to always keeping both our community and employees safe. We are proud to offer continuous safety communications and training to both our customers and workforce.

### INNOVATION

We remain outwardly focused to ensure we maintain an innovative approach to our regulated business that benefits our customers.

### COURAGE TO ACT

We gain strength from challenges and tough decisions. We are not afraid of failure. We thrive on learning and development to support change and continuous improvements that benefit our customers.

## OPERATIONAL THEMES

### OUR VALUES + RELIABILITY

Minimize downtime and disruption to our customers by maintaining high reliability in our electricity distribution system.

### STEWARDSHIP

We are dedicated to supporting the community we work in, driving energy resilience through advocacy, openness, and storytelling.

### CARE FOR PEOPLE

We always treat our employees, customers, community and partners with respect and look to grow together with trust and integrity. We encourage open dialogue and collaboration.

### CUSTOMER FOCUS

Empowering and educating our customers while providing better service and transparency is key to our operations. With the customer in mind, we drive our decisions to safeguard mutual value.

# Our Planning Process



# Performance Outcomes

To guide Oshawa Power's regulated utility into the future, this plan is built around strategic objectives that align with industry standards and performance outcomes as outlined in the Ontario Energy Board's Renewed Regulatory Framework for Electricity Distributors (RRFE). By leveraging our strengths and distribution system expertise, we aim to deliver reliable and cost-effective service for customers while preparing for the evolving needs of the energy sector.

## CUSTOMER FOCUS

Oshawa Power is committed to adapting to our customers' evolving needs by fostering stronger relationships through transparency, active listening, and strategic investments aligned with customer preferences.

## OPERATIONAL EFFECTIVENESS

Oshawa Power is dedicated to the ongoing enhancement of productivity and effectiveness across its operations, with a focus on teams and implementation strategy.

## PUBLIC POLICY RESPONSIVENESS

Oshawa Power meets its obligations while adapting to rapid sector changes, centering on planning, modernization, and advancing technology to keep pace with the evolving energy landscape.

## FINANCIAL PERFORMANCE

Oshawa Power will maintain financial viability by achieving operational savings while modernizing and expanding, ensuring reasonable customer rates and supporting the company's growth.



# Our Strategies For The Future: Strategic Objectives

Oshawa Power’s strategic objectives leverage our strengths to ensure cost performance and reliability while preparing for the future. Focused on customers, operational efficiency, policy responsiveness, and financial sustainability, these objectives align with our Mission, Vision, and Values, setting clear goals to help us measure success.

## CUSTOMER FOCUS

### ENHANCING CUSTOMER ENGAGEMENT & CUSTOMER SUCCESS

We will strengthen our relationship with customers by building trust, promoting openness, and demonstrating a strong commitment to actively listening to their needs.

GOAL	SUCCESS MEASURE
Achieve alignment through regular dialogue and feedback opportunities.	<ul style="list-style-type: none"> <li>Improved Customer Satisfaction (CSAT) scores, more service-level agreements and positive partner feedback</li> <li>Requests for more services and products and consultations for expertise</li> </ul>
Strengthen relationship with our small commercial and industrial customers with unique and tailored support	<ul style="list-style-type: none"> <li>Key account activity &amp; reporting</li> <li>Progress reporting through an adaptive action plan</li> </ul>
Build a consistent customer experience across all mediums, supported by ongoing dialogue and engagement	<ul style="list-style-type: none"> <li>Map customer touchpoints, identifying opportunities to provide high-touch service, balanced with improved digital engagement and accessibility</li> </ul>

# Our Strategies For The Future: Strategic Objectives

## CUSTOMER FOCUS

### INVESTMENTS TO MEET CUSTOMER NEEDS

We will invest strategically in service enhancements to connect customers efficiently, meet appointments reliably, and elevate experiences through automation, supporting growth in the city of Oshawa.

GOAL	SUCCESS MEASURE
Identify and execute opportunities for enhanced customer services	<ul style="list-style-type: none"> <li>• Execute customer service enhancements to support customers in person and on the phone</li> </ul>
Meet scheduled appointments, connect and reconnect customers quickly	<ul style="list-style-type: none"> <li>• New Residential/Small Business Services Connected on Time</li> <li>• Scheduled Appointments Met on Time</li> <li>• Reconnects met within OEB minimum standard</li> </ul>
Maximize customer experience across multiple channels providing faster, more efficient options through enhanced automation	<ul style="list-style-type: none"> <li>• Increase in customer engagement and satisfaction across channels</li> </ul>
Improve support for low-income and customers facing payment challenges	<ul style="list-style-type: none"> <li>• Expand assistance including through programs like LEAP, ensuring equitable solutions for customers</li> </ul>

# Our Strategies For The Future: Strategic Objectives

## OPERATIONAL EFFECTIVENESS

### STRATEGICALLY MANAGE ASSETS

We will ensure that our investments deliver value to customers throughout their service life by carefully balancing asset lifecycle costs with associated risks.

GOAL	SUCCESS MEASURE
Enact SAMP (Strategic Asset Management Plan) and Asset Management Policies, including development of the 2026-2030 DSP	<ul style="list-style-type: none"> <li>• Fully enact SAMP by Q1 2026</li> <li>• 2026-2030 DSP reflects both customer demand and policy &amp; regulatory changes (e.g. changes to customer contribution for housing expansion)</li> </ul>
Prudently implement planned 2026-2030 DSP (Distribution System Plan) capital investments	<ul style="list-style-type: none"> <li>• Asset management: DSP implementation progress</li> <li>• Delivery on schedule</li> <li>• Deliver on capital budget</li> </ul>
Design and construct new administrative and operational facility	<ul style="list-style-type: none"> <li>• Prudent design &amp; construction</li> <li>• Move in by Q4 2027</li> </ul>
Maintaining a high standard of safety	<ul style="list-style-type: none"> <li>• Comply with applicable standards while maintaining levels of safety exceeding the targets required by the OEBs</li> </ul>
Maintaining a high standard of system reliability	<ul style="list-style-type: none"> <li>• Average number of hours that power to a customer is interrupted (SAIDI)</li> <li>• Average number of times that power to a customer is interrupted (SAIFI)</li> </ul>

# Our Strategies For The Future: Strategic Objectives

## OPERATIONAL EFFECTIVENESS

### TRANSFORMING COMPANY CULTURE

We will vigorously pursue effective talent attraction and retention strategies to remain competitive in a challenging labour market, strengthening workforce capacity and establishing a learning culture.

GOAL	SUCCESS MEASURE
Establish a Learning Culture	<ul style="list-style-type: none"> <li>• Increased efficiency, higher output, innovative solutions, knowledge sharing</li> <li>• Will create a high performing team that will impact the attainment of greater results, achievement of desired behaviors to support organizational goals</li> </ul>
Improve Employee Experience	<ul style="list-style-type: none"> <li>• Higher engagement scores, enhanced productivity, reduction in turnover. Key to fostering a positive, productive work environment and achieving organizational success ensuring employees feel connected and understand how their role contributes to the overall strategy of the organization</li> </ul>
Strengthen Workforce Capacity	<ul style="list-style-type: none"> <li>• Align staffing levels to drive operational efficiency and support cultural transformation, guided by the Resource Optimization Review findings</li> <li>• Strengthen our competitive edge in talent acquisition and drive innovation through strategic partnerships that bridge skill gaps and build a highly skilled energy sector workforce for the future.</li> <li>• Outsource functions such as call centre operations and collections to enhance efficiency and service quality.</li> </ul>

# Our Strategies For The Future: Strategic Objectives

## PUBLIC POLICY RESPONSIVENESS

### PLANNING & MODERNIZATION TO KEEP PACE WITH THE SECTOR

We will extensively plan and modernize our distribution system to ensure customers benefit from innovation, policy and programs related to the energy transition.

GOAL	SUCCESS MEASURE
Keep pace with innovations in the sector and opportunities to improve our system through operational and financial performance	<ul style="list-style-type: none"> <li>Oshawa Power will maintain best-in-class reliability while effectively meeting growing demand through 2030.</li> <li>Showcase our transformation to the industry in the latter years of the strategy</li> </ul>
Requirements and opportunities under the OEB's Non-wires solutions Guidelines and the IESO's 2025-2036 Electricity Energy Efficiency Framework are implemented to benefit Oshawa Power's customers and the distribution system	<ul style="list-style-type: none"> <li>Non-wires solutions are tested and integrated in to the distribution system plan by 2028, where cost-effective and suitable</li> <li>Oshawa Power leverages available eDSM funding available in 2025 and 2026 to benefit its customers</li> </ul>
Environmental, Social, Governance Framework (ESG) in place	<ul style="list-style-type: none"> <li>Oshawa Power has a framework for ESG compliance</li> <li>First report issued with Oshawa Power annual report by 2027</li> </ul>
Drive continuous improvement in Activity and Program-Based Benchmarking (APB) results	<ul style="list-style-type: none"> <li>Maintain good standing in APB evaluations, with unit cost metrics ranking better than the industry average where feasible, demonstrating operational efficiency and fiscal responsibility</li> </ul>

# Our Strategies For The Future: Strategic Objectives

## PUBLIC POLICY RESPONSIVENESS

### KEEPING UP WITH TECHNOLOGY TRANSFORMATION & DATA

We will invest in, carefully select, and effectively utilize new technologies, while maintaining cyber safety in alignment with the OEB's cybersecurity framework (CSF) and excelling in operational effectiveness aligning with our IT Business Transformation Strategy.

GOAL	SUCCESS MEASURE
Implement IT Business Transformation Strategy	<ul style="list-style-type: none"> <li>• Execute major business transformation initiatives and continuous improvement projects in alignment with the roadmap</li> </ul>
Business Process Optimization	<ul style="list-style-type: none"> <li>• Complete Business Process Documentation/Optimization exercises through major and minor Business transformation projects on-time and on-budget</li> </ul>
Continuous improvement of cyber security program	<ul style="list-style-type: none"> <li>• External validation of compliance with OEB CSF, exceeding CSF standard as required</li> </ul>
Selection and implementation of a new Enterprise Resource Planning software to replace end of life software, streamline operations, and improve data accessibility for increasingly data-driven decision-making	<ul style="list-style-type: none"> <li>• Select and procure best-of-breed and right-sized solution for Oshawa Power</li> <li>• Implement on time and on budget</li> <li>• Optimize implementation of solution to maximize digitization and automation of records and processes</li> </ul>



# Our Strategies For The Future: Strategic Objectives

## FINANCIAL PERFORMANCE

### CONTROLLING COSTS FOR REASONABLE RATES

We will continue to prioritize regulatory excellence, cost efficiency, and the management of outstanding customer debt while making strategic investments to meet customer needs.

GOAL	SUCCESS MEASURE
Excellence in regulatory compliance and rate applications	<ul style="list-style-type: none"> <li>Internal departments understand and support success of rate and compliance-related filing</li> <li>Filings to the Ontario Energy Board and IESO are well-considered, accurate and of high quality</li> <li>Industry and regulatory interactions effectively represent the organization.</li> </ul>
Ensure cost-effective regulated operations while maintaining reasonable rates for our customers.	<ul style="list-style-type: none"> <li>Preserve Cohort II status, equivalent to 10-25% better cost performance than predicted in the OEB's total cost performance benchmarking through 2030</li> </ul>
Develop and execute a plan for collecting outstanding debts.	<ul style="list-style-type: none"> <li>Implement a targeted collections process to reduce the growth of bad debt</li> </ul>

# Our Strategies For The Future: Strategic Objectives

## FINANCIAL PERFORMANCE

### OPTIMIZING FINANCIAL CAPACITY FOR PERFORMANCE & GROWTH

We will maintain financial viability and increase our capacity to ensure the organization sustains its performance and is able to meet growing customer needs.

GOAL	SUCCESS MEASURE
Grow expertise in financial analysis and modeling, and optimize financial capacity through business process optimization	<ul style="list-style-type: none"> <li>• Growth of capacity and expertise to support effective due diligence and decision making on growth opportunities</li> <li>• Implementation of an ERP financial system to enable effective due diligence and decision making</li> </ul>
Evolving and expanding our governance approach	<ul style="list-style-type: none"> <li>• Increased visibility and accountability across projects in the company</li> </ul>
Develop and execute a renewed financing strategy	<ul style="list-style-type: none"> <li>• New financing strategy developed and executed by 2028 to support operations and beyond</li> <li>• Identify and implement a long-term debt vehicle to provide cost certainty</li> <li>• Achieve financial ratios, return on equity and cashflow from operations</li> </ul>
Strategic Sourcing	<ul style="list-style-type: none"> <li>• Implementation of enhanced procurement processes</li> <li>• Optimizing procurement process, optimize cashflow (e.g. bulk buying)</li> </ul>

# Looking To The Future

Looking beyond 2030, Oshawa Power will build on its 130-year legacy of delivering reliable electricity, adapting to the evolving energy landscape. Our commitment to being a trusted energy partner remains strong.

We will empower our workforce, engage with customers, and innovate to provide sustainable, cutting-edge energy solutions. By streamlining operations and staying adaptable to industry shifts, we will uphold high standards of reliability and excellence. Oshawa Power will continue driving growth, sustainability, and community success well into the future.