



PUC SERVICES INC.
STRATEGIC PLAN 2023-25

Growing With Purpose



PUC Services Inc. (PUC) is dedicated to supporting the **communities we serve** through new ideas, innovation & growth.

Today more than ever, our focus is on a sustainable PUC that is developing strategies to lower our carbon footprint, support our communities, and maintain exceptional customer service well into the future.

PUC's strategic plan provides direction and focus, connecting PUC's mission and vision for the future to our roadmap on how to get there.



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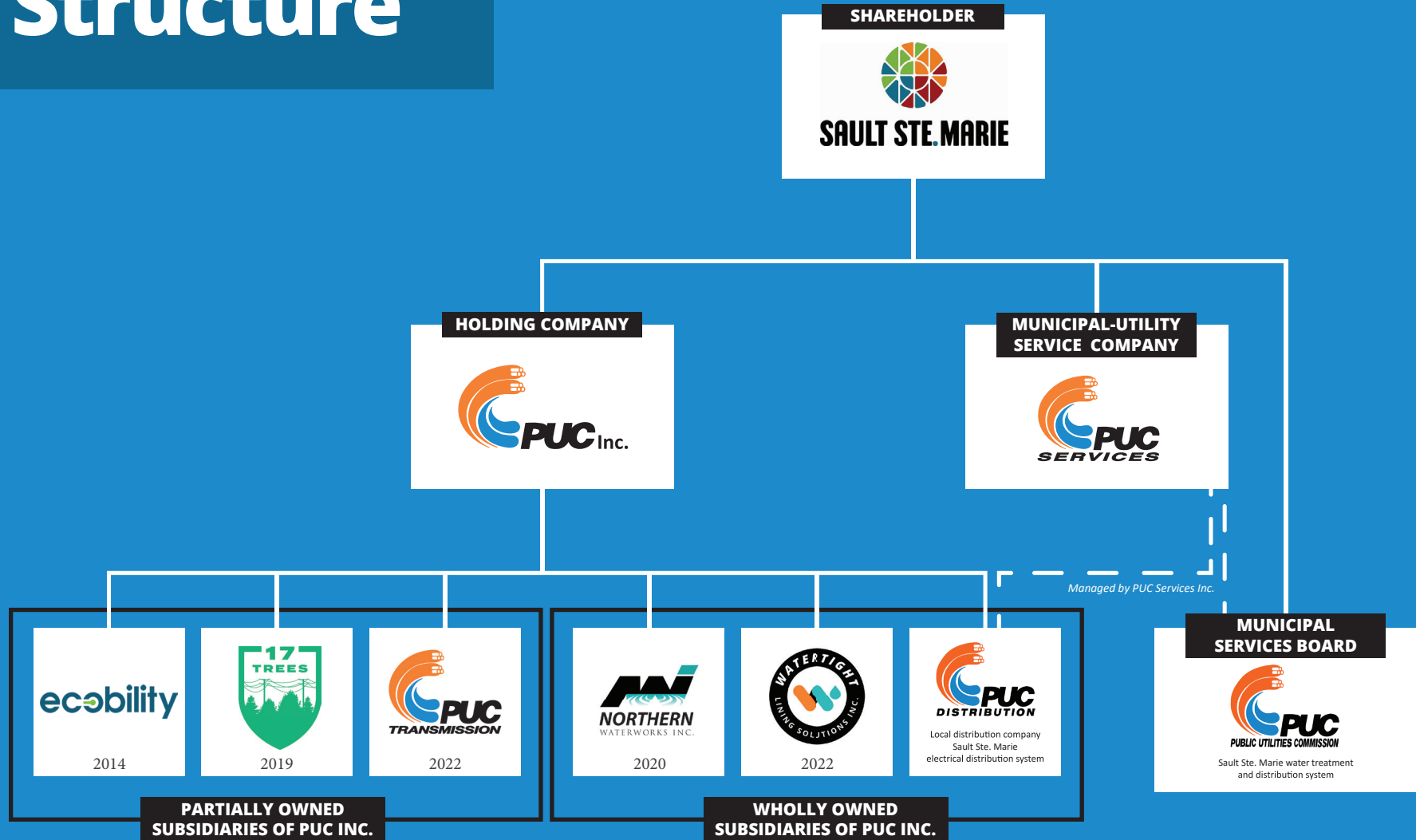
About Us

As a trusted utility services provider for over 100 years, PUC remains committed to having a positive impact in the communities we serve.

PUC Services Inc. (PUC) is a private utility services company wholly owned by the Corporation of the City of Sault Ste. Marie. Operating as a shared services model, PUC manages the assets and business of PUC Distribution Inc., the Public Utilities Commission (Sault Ste. Marie's water treatment and distribution system), and PUC Transmission LP. In addition, PUC operates the city's wastewater treatment facilities under multi-year contracts, and provides water and wastewater services to several communities and organizations throughout the Algoma District.

PUC's brand promise is to "lead the way through innovation and compassion to deliver outstanding service every single day."

Corporate Structure



Where We Operate

PUC operates within 142 communities throughout Ontario to provide:



The supply of electricity



The supply, treatment and distribution of drinking water



The operation of wastewater treatment facilities



Emergency response services & annual inspections for First Nations





OUR VISION

Improving communities through curiosity and innovation



OUR MISSION

We are a community leader providing safe and reliable utility services



OUR VALUES

Safety, Integrity, Customer-Centric, Innovative, Accountable

Areas of Focus

At PUC, we are focused on what matters most. Our employees, our customers and our shareholder are at the centre of our strategic plan.

1

Our **Employees** Appreciate Us



2

Our **Customers** Trust Us



3

Our **Shareholder** Commends Us



Roadmap to Success

PUC's long-term goals are clear and compelling targets, representing a big picture plan that may take ten plus years to complete. Strategic initiatives allow PUC to translate a handful of actions that we can take to execute the long-term goals over the medium term.

Long-Term Goals:

1. Dominant electric utility in Northern Ontario
2. Largest provider of water and wastewater services in Ontario
3. Top 100 Best Companies to work for in Canada
4. Model for Diveristy, Equity & Inclusion (DEI)

Strategic Initiatives 2023-25

1. Digital Transformation
2. Operational Planning & Execution
3. Diversity, Equity & Inclusion (DEI) Strategy
4. Strategic Growth

Long-Term Goals
10 Years+



Strategic Initiatives
1-3 years



Digital Transformation



Strategic Initiatives

Purpose Statement:

We will use innovation and technology to create a more efficient and scalable company.

Our Approach:

Enhance the customer experience by incorporating new and improved digital tools.
Map end-to-end processes to identify inefficiencies.

Apply process optimization principles to gain efficiencies.

Improve Geographical Information Systems (GIS) for improved data analytics.

What We Will Achieve:

New website and online tools, including Green Button, are launched to the public.

Current state Level 2 processes are mapped in every division of the company to define accountabilities and responsibilities.

One key process is reviewed and optimized through a process optimization approach.

GIS strategy and three-year plan is implemented and communicated with stakeholders.

Operational Planning & Execution



Strategic Initiatives

Purpose Statement:

We will become leaders in Northern Ontario for utility services engineering and project management.

Our Approach:

Offer engineering services to third parties, including municipalities that PUC and Northern Waterworks Inc. (NWI) serve.

Improve internal project management knowledge and align language to project management industry best practices.

Develop capital project delivery model.

What We Will Achieve:

Evaluation of market interests and need for engineering services is completed.

Proposal template and rates are defined for engineering services

- One or more client is obtained (2023)
- Additions to the client base (2024-25)

Project Management training is completed.

PUC's project delivery model is established (Level 1 and Level 2 processes).

Diversity, Equity & Inclusion Strategy



Strategic Initiatives

Purpose Statement:

We will be a leader in fostering a culture of diversity, inclusion and equity (DEI) that will:

- Better serve our employees, our customers and our shareholder;
- Encourage a culture of innovation and creativity that celebrates a variety of perspectives;
- Create a safe environment where people are respected being their true self.

Our Approach:

Create an environment that fosters innovation, creativity and a diversity of perspectives.

Create education and learning opportunities for our employees and board of directors.

Review and amend recruitment practices.

Review and amend company policies.

Improve how we deliver services to our customers.

Develop and implement a data strategy related to diversity, equity and inclusion.

All actions are based on continuous evaluation, reflection and improvement.

What We Will Achieve:

Partnerships are created and further developed.

Employees and Board of Directors are provided with DEI training.

Increase in the number of recruitment platforms (sources for talent, locations).

DEI is incorporated as a core value at PUC.

Increase in number of diverse candidates.

Building modifications are completed (e.g. imagery on walls, accessibility, etc.).

Employees feel valued and safe (sense of belonging).

Increase in comprehensive customer services (e.g. diversity of languages, accessibility).

Purpose Statement:

We will pursue strategic business opportunities that will benefit our employees, our customers and our shareholder.

Our Approach:

Develop strategies for investing PUC's available capital and optimizing levels of return.

Approach all opportunities through a lens of synergistic growth consistent with a shared services model.

Manageable growth targets.

Establish a framework for PUC's next round of strategic growth.

What We Will Achieve:

Build partnerships to maximize opportunities.

Leverage partnerships to move into generating assets.

Invest in and commence construction of PUC Transmission LP (TransCo).

Increase customer base for Watertight Lining Solutions Inc. (WLS).

Grow the Customer Energy Management Program (CEMa)

Strategic Growth



Overview



