



PUC Services Inc.

# Strategic Plan 2025-27

# Growing with Purpose



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

Today, more than ever, we are committed to building a sustainable PUC. Our focus is on developing strategies to reduce our carbon footprint, strengthen our communities, and uphold exceptional customer service for years to come.

PUC's strategic plan serves as our guide, aligning our mission and vision for the future with a clear roadmap to achieve our goals.



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# About Us

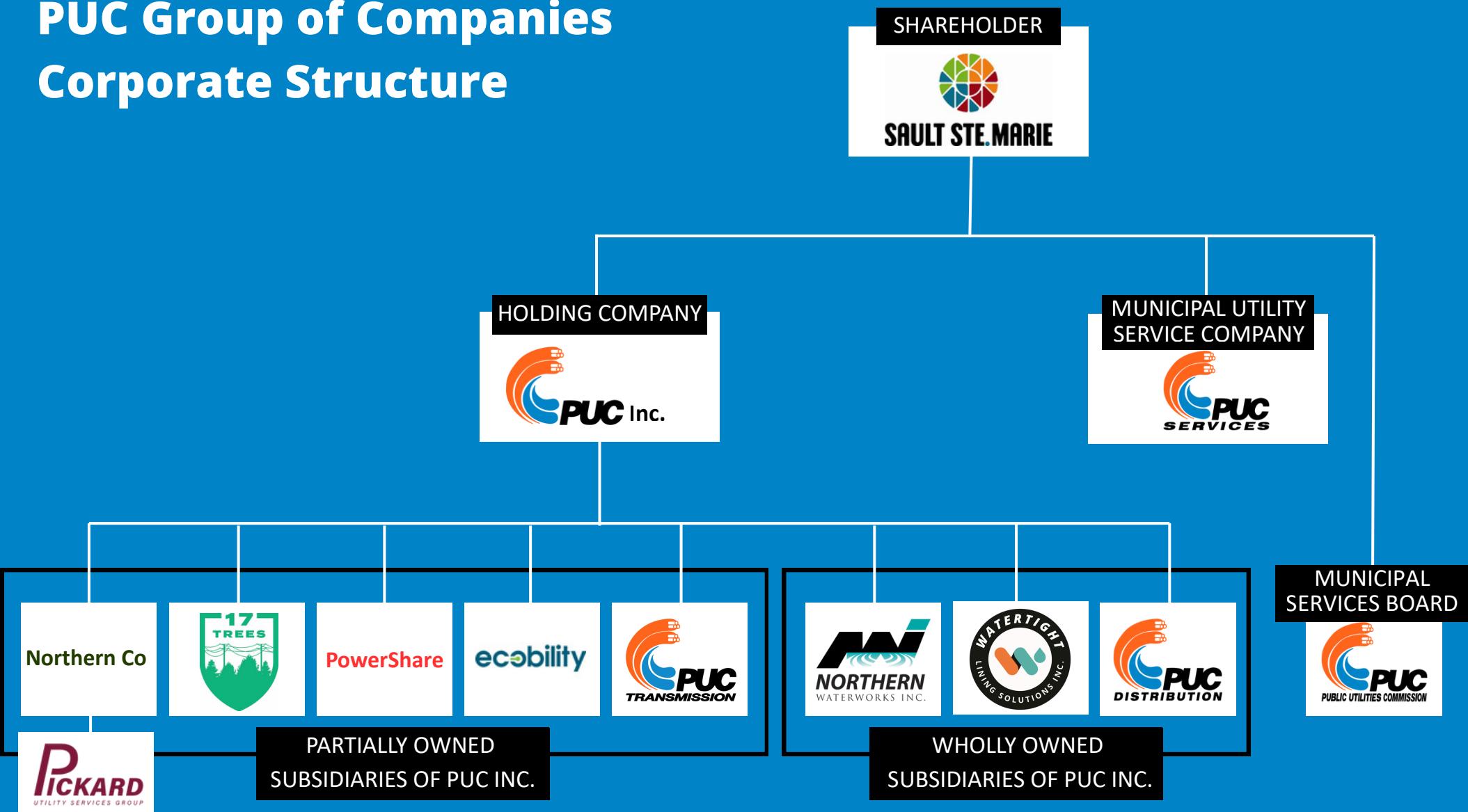
**As a trusted utility services provider for over 100 years, PUC remains committed to having a positive impact in the communities we serve.**

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."

# PUC Group of Companies

## 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

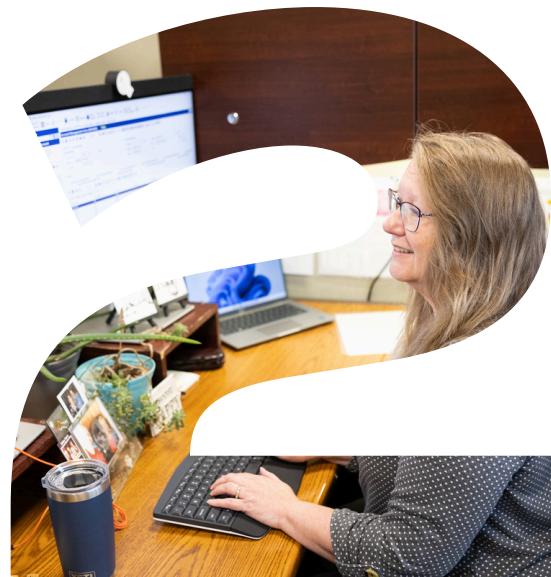
# Areas of Focus

At PUC, our priorities are clear: our employees, customers, and shareholder are at the heart of our strategic plan. Together, we are building a future driven by innovation, collaboration, and a commitment to excellence.

## Our **Employees** Appreciate Us



## Our **Customers** Trust Us



## 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. Most Successful Integrated Utility in Ontario
2. Largest Provider of Water and Wastewater Services in Ontario
3. Sustainable Business Outside of Ontario
4. Achieve Net Zero Carbon Emissions
5. Most Inclusive and Equitable Workplace in our Region

## **Strategic Initiatives 2025-27:**

1. Digital Transformation
2. Operational Planning & Execution
3. Net-Zero Plan
4. Strategic Growth



# Long-Term Goals

At PUC, our long-term goals are not just milestones—*they're a promise to keep building a brighter future together.*

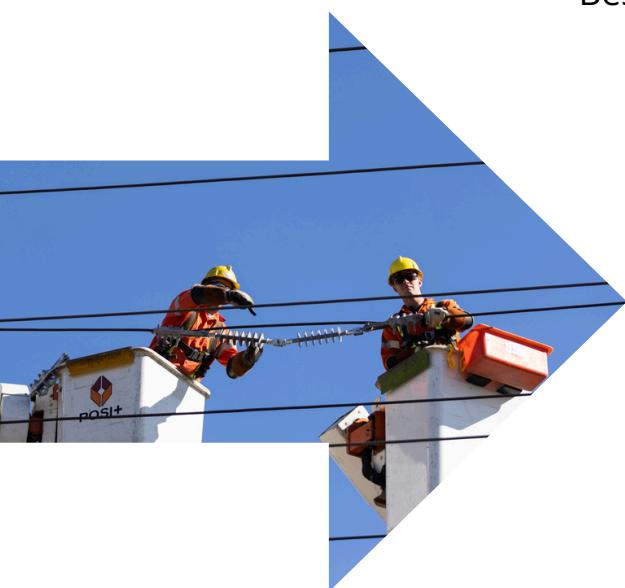
1

## Most Successful Integrated Utility in Ontario

- Electrical Assets (generation, transmission, distribution) Under Management increases to \$1B by 2033.
- Total enterprise value (combination PUCI PUCS) to triple from 2023 to 2033 (PUCI)
- Net Income – (consolidated PUCI/PUCS) to sustainably triple from 2023 to 2033.
  - **Table Stakes**
    - Best in class for Safety – safety record - top quartile
    - Best in class for Customer experience - top quartile
    - Best in class for Employee experience – Top 100 Employer

### Why does this matter? How does it align with our strategy?

- Supports sustainable growth and community resilience by driving local economic development, reinvesting in infrastructure, delivering value to shareholders, enhancing employee opportunities, and improving the customer experience.



# Long-Term Goals

2

## Largest Provider of Water and Wastewater Services in Ontario

**Why does this matter? How does it align with our strategy?**

- Scales innovation for community impact by improving infrastructure at lower costs, addressing water quality issues in First Nation communities, and driving sustainability through lower GHG emissions and enhanced water access.

3

## Sustainable business outside of Ontario

**Why does this matter? How does it align with our strategy?**

- Promotes sustainable development by enhancing infrastructure at lower costs, reducing GHG emissions, fostering economic growth, introducing innovative solutions, and reinvesting revenue to benefit the communities we serve.



# Long-Term Goals

4

## Achieve Net-Zero Carbon Emissions

**Why does this matter? How does it align with our strategy?**

- Creates healthier communities by improving air quality and reducing pollution, drives sustainable innovation through forward-thinking solutions, and strengthens our role as a regional and provincial leader with growth opportunities.



# Long-Term Goals

5

## PUC will be the most Inclusive and Equitable Workplace in our Region

- Inclusive Hiring Practices
- Community Outreach
- Employee Resource Group
- Workplace culture – training & initiatives
- Equitable opportunities



### Why does this matter? How does it align with our strategy?

- Prioritizing inclusion and equity helps attract top talent, especially from underrepresented groups, while fostering a supportive and engaging workplace culture that enhances employee retention. As a regional leader in equity and inclusion, PUC can drive innovation, improve decision-making, achieve higher performance, and inspire other organizations to promote social progress.

# Digital Transformation

## Strategic Initiatives

### Purpose Statement:

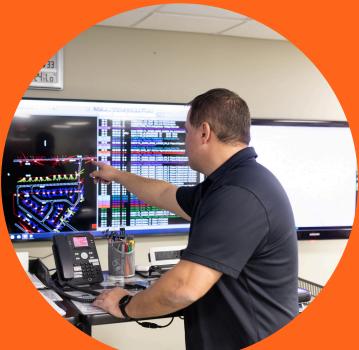
- We will use innovation and technology to create a more efficient and scalable company.

### Our Approach:

- Apply process optimization principles to gain efficiencies.
- Bring Geographical Information Systems (GIS) in-house for improved data analytics.
- Enhance field IT capabilities to drive productivity.

### What We Will Achieve:

- Achieve Lean Operations
  - Conduct lean assessments and implement initiatives to reduce waste in core operational processes.
  - Digitize manual processes, focusing on scalability and error reduction.
- Implement GIS strategy
- Expand Field Connectivity
  - Equip field staff with advanced devices and integrate mobile workforce applications.
  - Provide continuous training for field IT tools, automate routine field tasks



### 2026 Goals:

#### Process Optimization

- **Advance Implementation of 2024 & 2025 Optimized Processes**

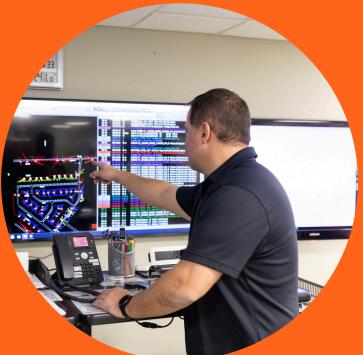
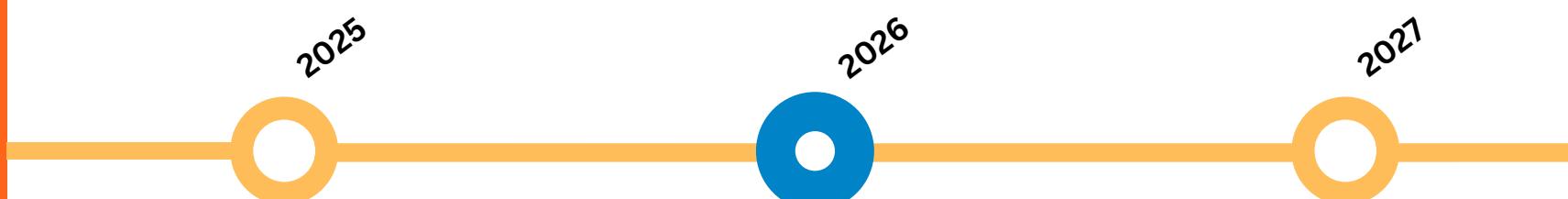
- Implementation of 4 processes, with 2 showing sustained adoption or transition to departments by end of 2026.
- Provide measurable value for certain process improvements implemented in previous years and forecast the measured value for 2026 implementation.
- Establish in-take and project planning process for 2027.

#### Geographic Information System (GIS)

- Establish an enterprise-wide single source of truth for asset data through effective change management and employee empowerment.
  - Achieve Level 1 GIS software training for 95% of staff, ensuring broad foundational capability and consistent use of GIS across the organization.
  - Develop Level 2 GIS training plans for six departments, and complete full operational implementation plans for two departments to enable deeper analytical capability and improved asset data accuracy.
- Electric (PUC Distribution Inc.) soft launch in Q2 2026.

#### Operational Automation through SCADA (Public Utilities Commission)

- Implement full automation of the Water Treatment Plant (WTP)
  - Build communications infrastructure to support water system automation



# Operational Planning & Execution



## Strategic Initiatives

### Purpose Statement:

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

### Our Approach:

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

### What We Will Achieve:

- Create an established sustainable project management office (PMO) that provides value to PUC.
  - Established project managers with project management and change management certifications.
  - Project delivery model and templates available for effective use.
  - Provide effective project delivery to PUC group of companies.
  - Collect, measure and leverage data analytics in project management.
  - Provide project management services to clients outside of PUC utilities.
- Provide effective utility services in Ontario and outside of Ontario
  - Provide utility services outside of Ontario.
  - Increase clientele by 150%
  - Develop tracking mechanisms and advanced dashboards.
  - Achieve \$1M in revenue from 2025 to 2027.

# Operational Planning & Execution



## Strategic Initiatives

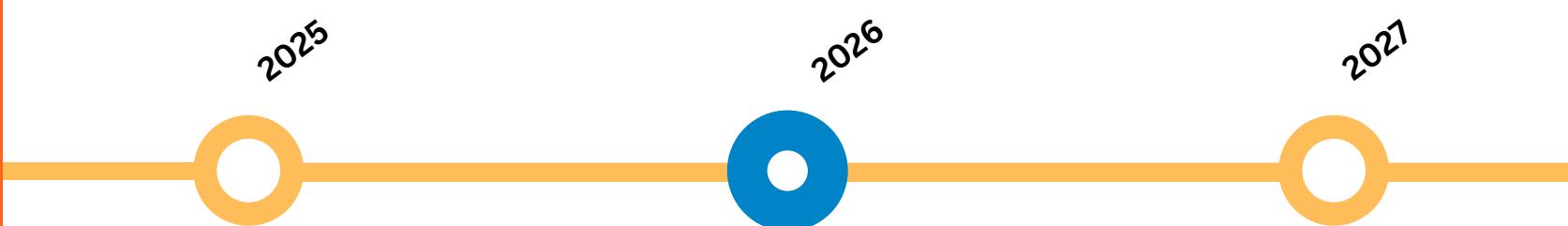
### 2026 Goals:

#### Project Management

- Provide Project Management Office (PMO) support to at least 6 internal projects across 3 or more departments using the Project Delivery Model (PDM)
- Deliver project management services to at least one external client
- Launch a PMO dashboard page with relevant project-specific KPIs

#### Service Offerings

- Deliver Offers to Clients Outside of Ontario
- Obtain Contract for Services Not Previously Provided
- Develop tracking mechanisms and advanced dashboard



# Net Zero Strategy



## Strategic Initiatives

### Purpose Statement:

- Through innovative solutions, we will minimize our environmental impact and enhance our energy efficiency.

### Our Approach:

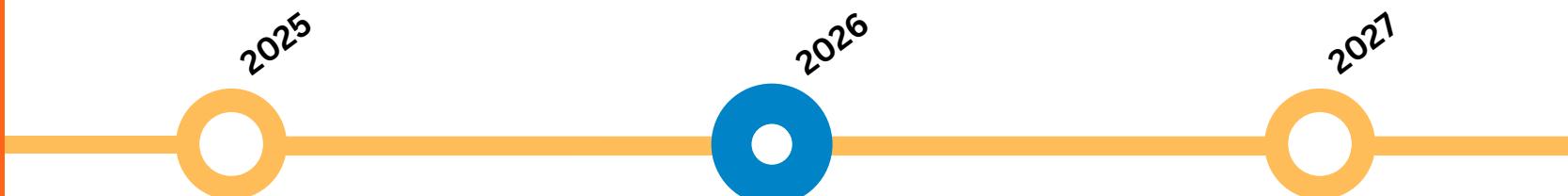
- Assess current emissions to establish a baseline.
- Set clear targets and create plan for implementation and measurement.

### What We Will Achieve:

- Baseline is established and net-zero roadmap is completed
- Clear targets are set
- The net-zero strategy results in a 4.5% reduction in GHG emissions from the 2024 baseline

### 2026 Goals:

- Launch staff awareness programs
- Advance policies that enable the transition to net-zero
- Evaluate capital projects to ensure alignment with PUC's net-zero objectives



# Strategic Growth



## Purpose Statement:

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

## Our Approach:

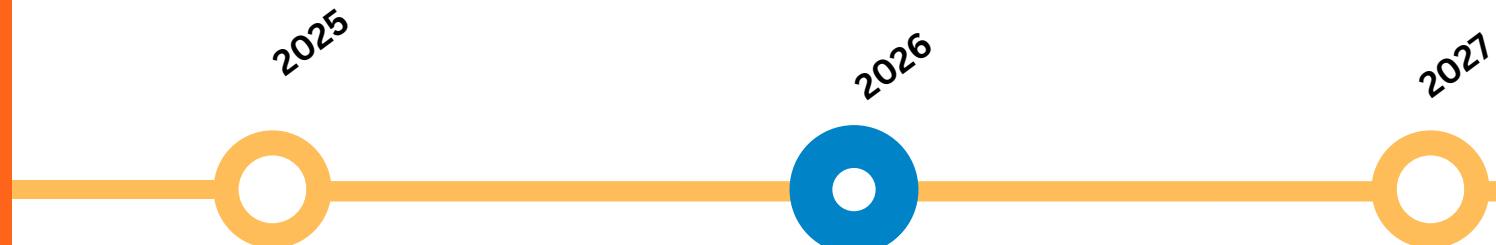
- Develop strategies for investing PUC's available capital and optimizing levels of return.
- Approach all opportunities through a lens of synergistic growth consistent with a shared services model.
- Manageable growth targets.
- Establish a framework for PUC's next round of strategic growth.

## What We Will Achieve:

- New opportunities are finalized.
- Finance strategy is established for future growth and development
- Enterprise value increased to \$200M by January 1, 2027

## 2026 Goals:

- One Leave to Construct is awarded for a Transmission Project
- Two projects are submitted to the Independent Electricity System Operator (IESO)'s LT3 procurement
- PUC Transmission (SSM) is on track (on-time, on-budget, on-scope)
- Achieve target satisfaction levels from the PUC Transmission LP Board of Directors
- Development Services Agreement (DSA) revenue of \$3MM



# Overview

- 1. Most Successful Integrated Utility in Ontario
- 2. Largest Provider of Water and Wastewater Services in Ontario
- 3. Sustainable business outside of Ontario
- 4. Achieve Net Zero Carbon Emissions
- 5. PUC will be the most inclusive and equitable workplace in our region

- 1. Digital Transformation
- 2. Operational Planning & Execution
- 3. Strategic Growth
- 4. Net-Zero Strategy

**Our Employees**

2025-2027  
Strategic Initiatives

**Our Areas of Strategic Focus**

**Long-Term Goals**  
(10+ Years)

**Drivers**  
(Reflection & Planning)

**Our Customers**

**Annual Activities & Investment**

**Our Shareholder**

**OUR MISSION**  
We are a community leader in providing  
safe and reliable utility services

**OUR VISION**  
Improving communities through  
curiosity and innovation

**OUR VALUES**  
Safety, Integrity, Customer-  
Centric, Innovative, Accountable



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