



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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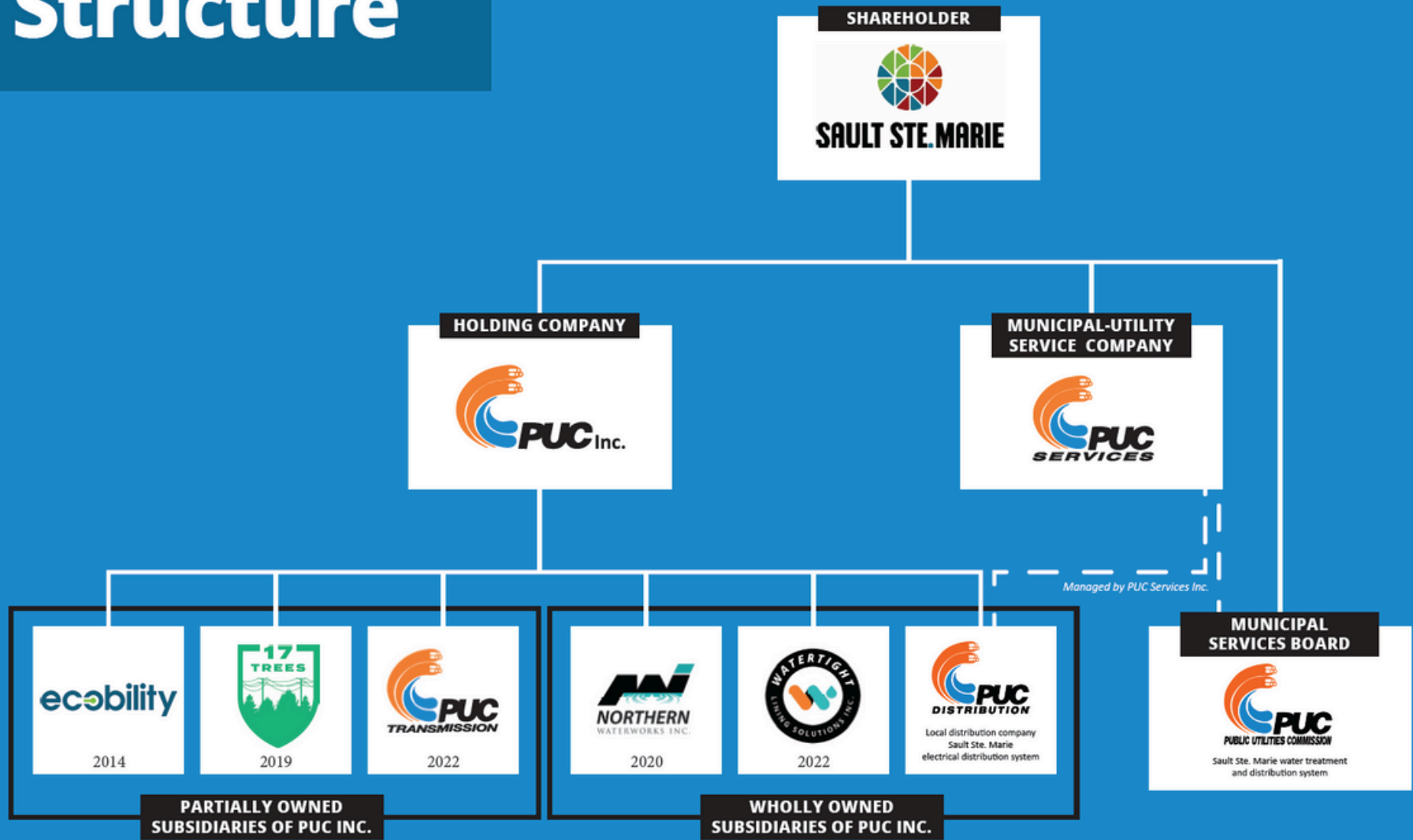
About Us

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."

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. GHG Reduction 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



Digital Transformation

Strategic Initiatives

2025 Goals:

Process Optimization

- Progress is made on implementation without investment of 6 optimized processes (2024).
- Value achieved from process optimization of 6 processes (2024) is demonstrated.
- Additional staff are educated on LEAN.
- 6 additional processes are optimized.

GIS

- Progress is made towards implementation (see milestones from GIS plan)

IT in the Field Strategy

- Wastewater Department
 - Implementation of (5) digital forms
- Water Treatment Department
 - Implementation of digital logbooks.
 - SCADA reporting is automated.
 - IT is trained in SCADA support (ability to create forms).
- General
 - All field staff are provided with one device (i.e. tablet).
 - Ergonomic vehicle mounts are identified and piloted for one department.

2025

2026

2027



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 division 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 (*NOTE: excludes NWI and WLS*)
 - Provide utility services outside of Ontario.
 - Increase clientele by 150% (Base quantity of 2 at end of 2024)
 - Develop tracking mechanisms and advanced dashboards.
 - Achieve \$1M in revenue from 2025 to 2027. (Note: 2023 - \$186k, 2024 - \$254k)

Operational Planning & Execution



Strategic Initiatives

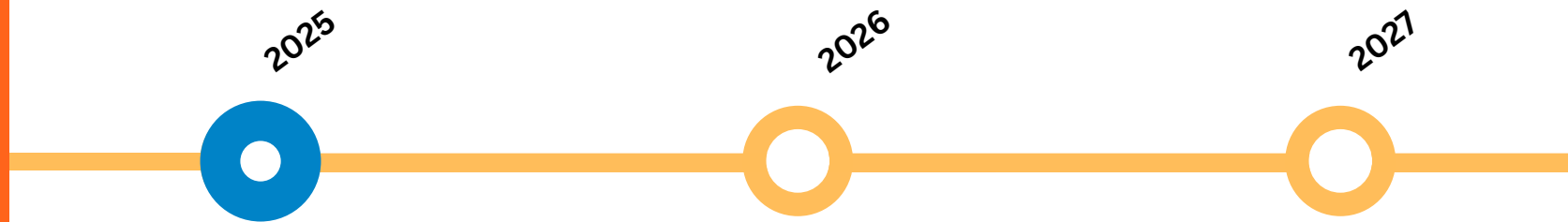
2025 Goals:

Project Management

- Project Delivery Model (PDM) to be used in more than 2 departments
- Four (4) projects are run through the Project Delivery Model (PDM)
- Establish long term PMO objectives and revenue goals
- Obtain 2 or more designations related to Project Management (Ex. PMP, CMP)

Service Offerings

- Obtain two additional clients
- Identify 5 potential clients outside of Ontario



GHG Reduction Strategy



Strategic Initiatives

Purpose Statement:

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

Our Approach:

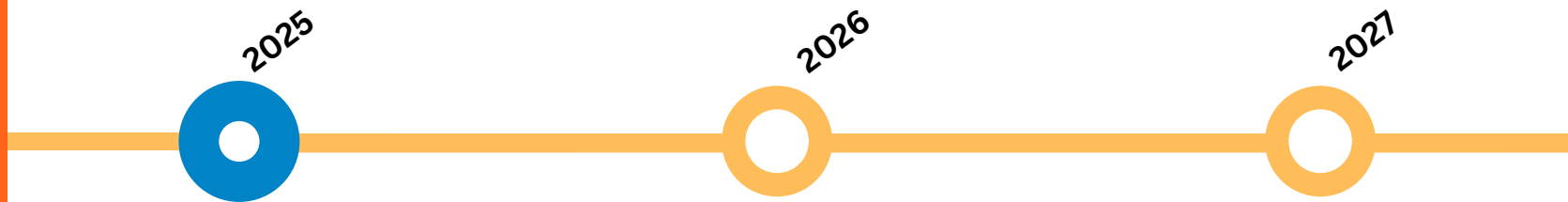
- Assess current emissions to establish a baseline.
- Set clear targets and create plan for implementation and measurement.

What We Will Achieve:

- Baseline is established
- Clear targets are set

2025 Goals:

- GHG Reduction plan is completed.



Purpose Statement:

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

Our Approach:

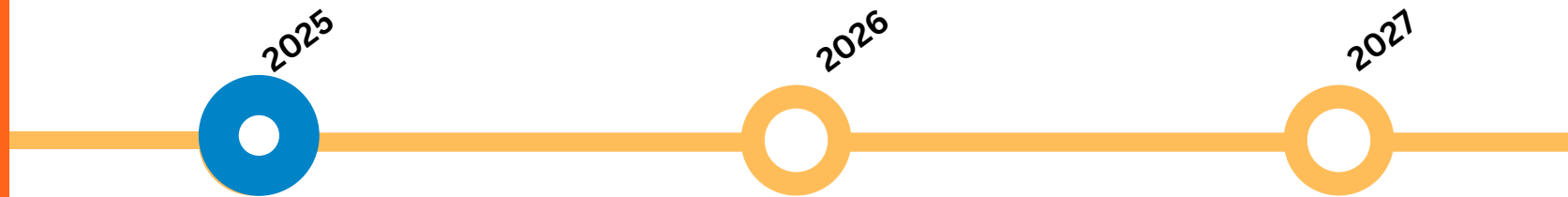
- Develop strategies for investing PUC's available capital and optimizing levels of return.
- Approach all opportunities through a lens of synergistic growth consistent with a shared services model.
- Manageable growth targets.
- Establish a framework for PUC's next round of strategic growth.

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, 2026

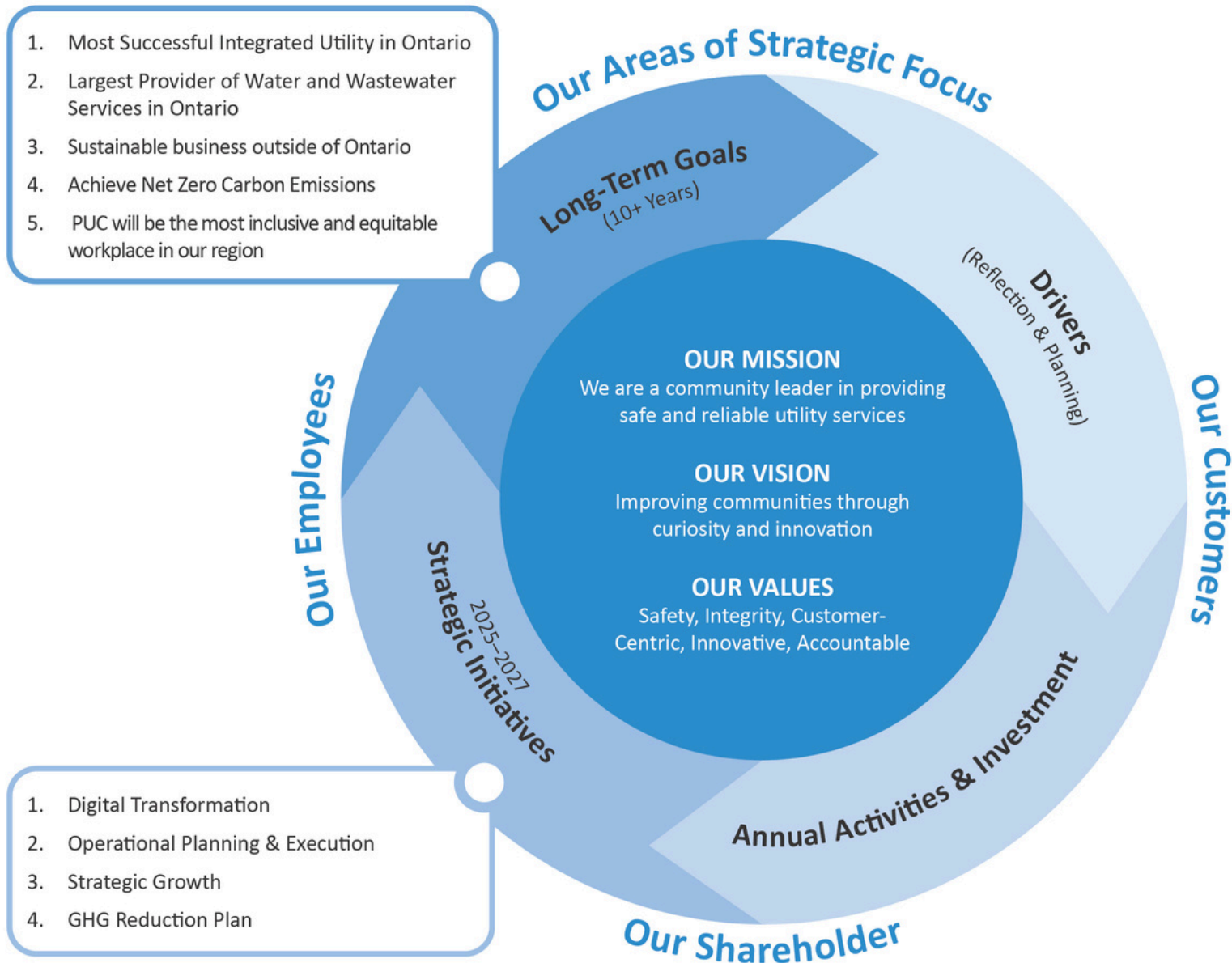
2025 Goals:

- One new opportunity is finalized.
- One additional transmission project is ready for Leave to Construct phase.
- One new generation project is approved.



Strategic Growth

Overview





PUC SERVICES INC. | 2025-27 STRATEGIC PLAN

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