



# A reliable future for our communities

REPORT TO SHAREHOLDER FOR THE YEAR OF 2021



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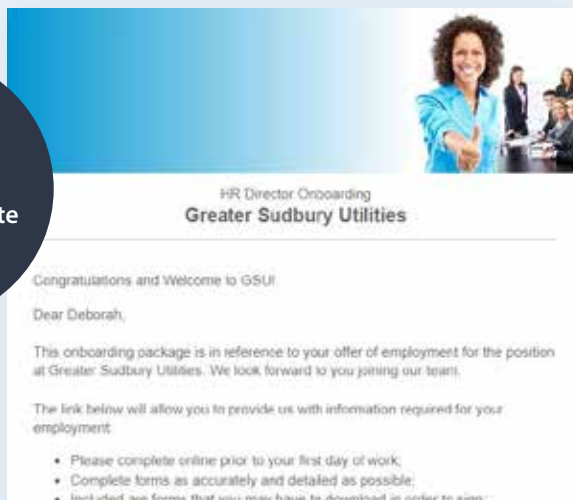
# Our Human Assets.

One of the most important assets we have is our people. Having the right people is key to organizational success.

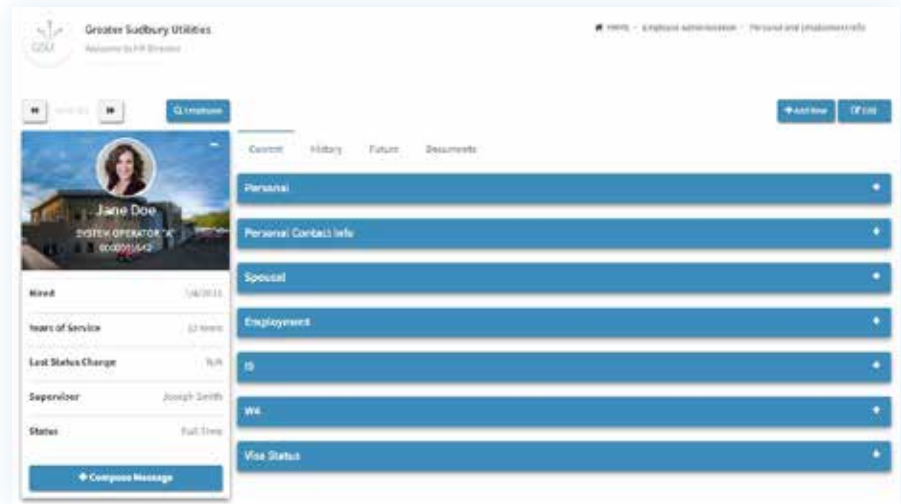
## Business Continuity:

In Year 2 of COVID, we continued to protect our office staff by keeping them home for the duration. To ensure we could continue delivering services, we kept operational crews isolated in separate mustering pods as well.

**9 team members**  
successful remote onboarding



## RELIABLE RESOURCES



## Human Resources Management System

In 2021, GSU launched a new Human Resources Management System. The HRMS helped us effectively and safely onboard new staff who were working from home.

Having electronic employee data at our fingertips saved time and made it much easier to find information versus going through paper files.

## Some Benefits of HRMS:

- ✔ New hires input their own information
- ✔ Runs reports efficiently & quickly
- ✔ Customizable/quick look-up for data searches
- ✔ Tracks ongoing professional development and coaching
- ✔ Less manual entry = fewer transcription errors
- ✔ Saves time for employees and HR team
- ✔ Secure and local data storage (not in the cloud)



# Major Asset Renewal.

Asset renewal is a cornerstone in providing our customers and community with reliable power. Reliability is the product of systematic planned renewal and regular maintenance. That work minimizes unplanned outages!

## Outages/Reporting 2021

**1.23 hrs**

*74 minutes*

**Average Outage Duration**

2020 = 1.48 hrs (88 minutes)

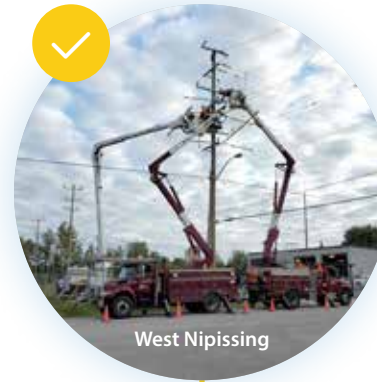
**1.16**

*per customer*

**Average Outage Frequency**

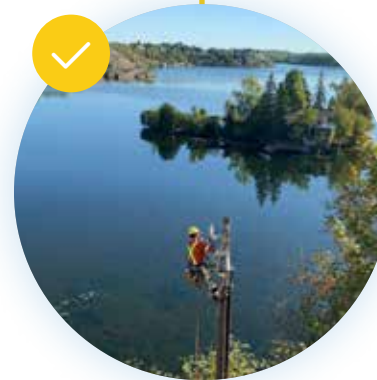
2020 = 0.99/customer

## MAINTAINING OUR ASSETS



### Ongoing Distribution System Planning & Maintenance

Greater Sudbury Hydro is committed to continually modernizing and upgrading our local distribution system throughout our territory in Greater Sudbury and West Nipissing. **In 2021, we invested \$12M in capital toward that goal.**



### Repairs with a View - Nepahwin Lake, Switch and Arrestor Replacement

Sometimes our crew get to work in the most spectacular places, like this one, 45 feet above the water.



### Crews repaired fallen lines on Lorne Street

Accidents happen, and our crews ensure we make repairs quickly and safely, no matter the weather or location.

## RELIABLE POWER

# Cressey Substation

✓ On Time

✓ On Budget

The 70-year-old Cressey Substation was renewed as part of the Distribution Capital program for 2021. We installed two new transformers to increase capacity, added new controls to enable more remote operation, and replaced the overhead structure with pad-mounted equipment. The familiar building commissioned in

1951 remains however the facility has been upgraded to modern standards and clearance requirements. These changes will improve the reliability and resilience of the distribution system in the entire West End/ Gatchell area of Greater Sudbury.





# Customer Service Assets.

In 2021, we provided our customers with **more channels and accessible ways to communicate with us.**



## RELIABLE COMMUNICATION



### More Electronic Communication

People asked for choices; GSU has listened. In 2021, we offered more electronic communication options than ever before, increasing the use of email and interactive voice applications.



### e-Billing *Waste Less-Do More!*

All GSU companies offer e-billing and continually encourage more customers in all categories to go paperless. Waste Less-Do More!



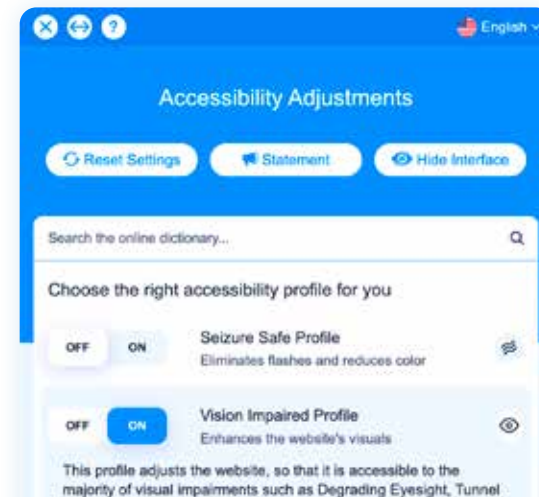
### More Language Options

We live in a global world. With immigration from all corners of the world, offering online information in several languages through a built-in translation program helps our website keep customers informed.



### Enhanced Website Accessibility

We enhanced website accessibility on all GSU websites with the **Accessibe** plugin for accessibility adjustments. With this tool, users can easily adjust a wide-range of settings.



Readable Font



Text Magnifier



## INDUSTRY ASSETS

### OnMAG Industry Pilot Program

In 2021, GSH was part of an industry pilot program. OnMAG is a mutual assistance program designed to make it easy for utility members to get personnel or materials in emergency restoration situations. One point of contact activates a mutual assistance network. The year-long pilot phase was a success and GSH is now a subscriber to the non-profit utility-led program, administered by Electricity Canada.



## SYSTEM ASSETS

### “The Power of Us” is the way GSU works together

Our team developed and branded our own Integrated Management System (IMS) - QMS 9001:2015 & OHSAS 45001:2018 certifications.

IMS now resides in our GSU SharePoint online environment.

- ✔ More cloud-reliant
- ✔ Still audited annually by external agency to maintain certifications

The Power of Us



# AN EYE ON SAFETY.

In 2021, we focussed on improving our documentation and reporting occurrences consistently to continue our focus on our culture of safety. Everyone should go home healthy and whole at the end of the workday.

✔ #SafetyFirst



## PROTECT OUR ASSETS

### Continual changes and improvements

In 2021, changes and enhancements were made to some work procedures, including inspections, equipment maintenance & JHSC responsibilities.

More stringent safety reporting caused a slight increase in some statistics.

For example, minor damage to vehicles was logged more consistently where similar occurrences in the past would have been omitted. These changes give us more data to analyze with the expectation that we can reduce, or even eliminate, hazardous conditions.



# 0

### Lost Time Accidents

No Lost Time Accidents for  
3rd consecutive year.

## 2021 Safety Stats

# 5

### Accidents (no lost time)

There were 5 accidents with no lost time in 2021. This is of equal value to 2020 and 2019.

↓ 

# 7

### Reported Incidents

In 2021, there were 7 reported incidents. Down from 15 in 2020 and 15 in 2019.

↑ 

# 7

### Hazard Observations

Hazard observations were up from 3 in 2020 and 2 in 2019.

↑ 

# 5

### Threat Incidents

Threat incidents were up from 0 in 2020 and 1 in 2019.

↑ 

# 11

### Vehicle Accidents

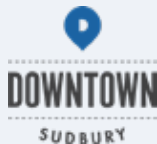
11 vehicle accidents in 2021. Up from 8 in 2020 and 6 in 2019.



# Community Assets.

Reliable relationships are important to the communities we serve and to all GSU companies. **We live here and value the responsibilities we have to our Shareholder, our Customers, and our Communities.**

## A sample of GSU Community Involvement:



**Cinéfest**  
SUDBURY  
INTERNATIONAL FILM FESTIVAL  
FESTIVAL INTERNATIONAL DU FILM  
18-26 SEP 2021



*“What makes Agilis stand out from its competitors is the real-time flexibility of their services. The seasonal work we do in the film industry sometimes means that we need access to increased bandwidth in a moment’s notice so that we can receive large file packages that contain the films we will screen. Agilis is a quick phone call away. The personalization of the customer service experience they provide has been shown in their willingness to expand our services to meet the demand—and all without ever having to change our data plan. They took the time to understand our unique, technology-based needs, which is rare in telecommunications.”*

**Patrick O’Hearn, Managing Director**  
**Cinefest Sudbury International Film Festival**



## RELIABLE RELATIONSHIPS



Pictured here is a project by Live Love Louder, a group that works with neighbourhoods to engage people living in the area to make their spaces more beautiful. Up Here continues to make the Downtown more artful!



**We live here, we work here, we support our local economy.**



For Consolidated Financial Statements  
visit [gsuinc.ca/corporate](http://gsuinc.ca/corporate)

# Financial Assets.

**Our customers and community rely on us to be financially responsible, reliable and accurate.**

In early 2021, while doing a very detailed analysis of our 2020 financial statements, our team of accountants discovered a calculation error affecting the fixed rates we charge customers, resulting in a small overcharge. On an average residential monthly bill for 750 kWh in 2020 this amounted to approximately \$0.42 or 0.37% of the total bill. GSH reported the discrepancy to our regulator, the Ontario Energy Board (OEB), and proposed an Assurance of Voluntary Compliance (AVC) which saw all current customers credited with a refund that was, notionally, based on a 4-year refund period spanning May 1, 2017 to April 30, 2021; for each current GSH residential customer the total credit was \$17.61. The AVC was accepted by the OEB and GSH also paid a \$5k administrative penalty to the OEB. In total, approximately \$919K was credited to customers.

## VALUE TO SHAREHOLDER



**\$3.8 million**

**Transferred to City of Greater Sudbury**

Annually, paid quarterly. \$79.7 million since 2000.



**\$1.37 million**

**Discounts in Telecommunications**

Agilis Networks contributed \$1.2M to CGS and \$163K to GSPS. \$12.25 million since discounting began.



**\$320,000**

**Landfill Gas purchases by Convergen from CGS**

\$4.3 million since 2007.

**\$5.49M**

**Tangible Value Transferred to CGS in 2021**



**\$15.4M**  
**CAPEX 2021**

**\$66.6M**  
**CAPEX 2017-21 (Inclusive)**

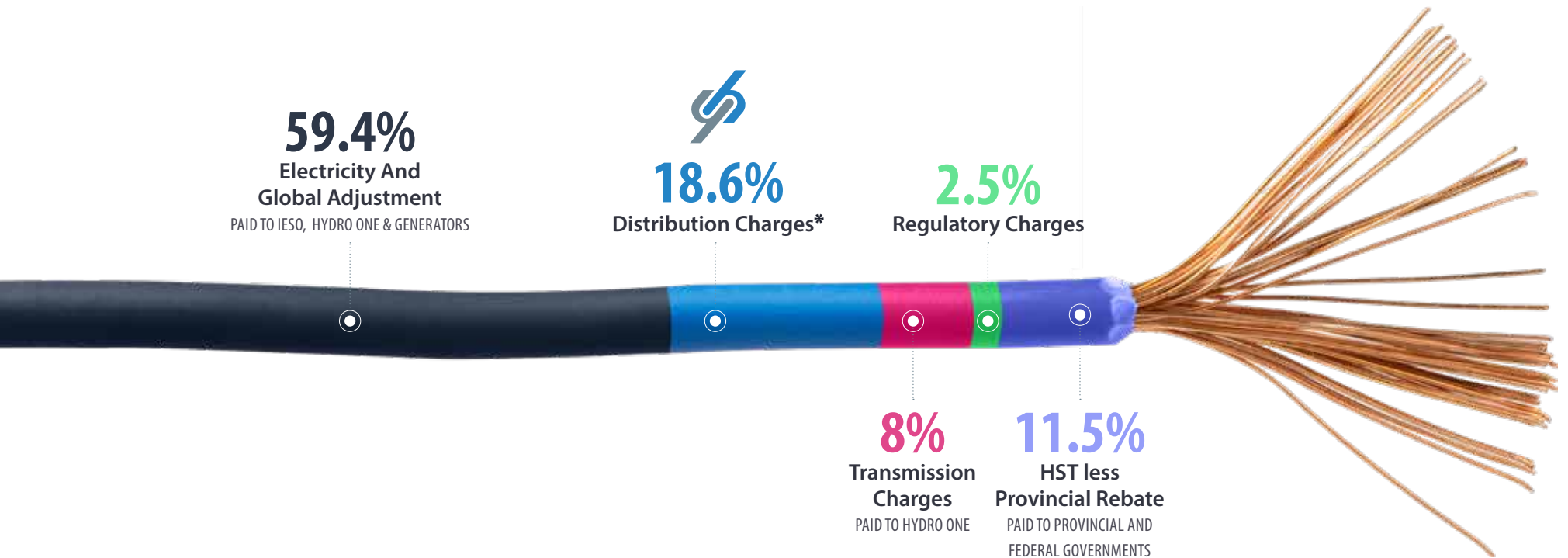
**\$33.8M**

**CHANGE IN EQUITY (83%\*)**

December 31, 2016 - December 31, 2021 \**impact of OPEB persists*

RELIABLE NUMBERS

# Where a dollar went in 2021



Electricity & Global Adjustment	59.4%
Distribution Charges	18.6%
Transmission Charges	8%
Regulatory Charges	2.5%
HST less Provincial Rebate	11.5%



### Did you know?

GSH collects the entire bill, but keeps only **18.6%** to maintain the distribution system. Other agencies absorb the remaining 81.4%.



# Helping our customers adapt.

Agilis Networks was founded on the idea that taking care of customers in the best way possible is the highest priority. COVID gave us an opportunity to prove just how important that is. We helped our customers adapt their business models to remote formats previously not contemplated, and they were able to do it seamlessly, without missing a beat or a deal.

 **Business**  
Fibre Optic Internet

 **Business**  
Phones

 **Business**  
Hosting Services



Every year our affiliates are profitable and contribute to lowering electricity bills for GSH customers.

Agilis Networks removes my pain points and allows me to focus on my job.

*Agilis provides impeccable customer service. What I enjoy about this the most is being able to reach a real person in real time, not having to wait for minutes on end. Agilis solves any problems I have experienced or made changes or added services right when we need it done.*

**Kristine Hajek, Office Administrator**  
Itasca Consulting

## Vaccination Booking Hotline CASE STUDY



PHSD and CGS jointly established a vaccination booking hotline, and Agilis Networks was happy to assist with the phone system. From March 2021 to March 2022, **nearly 574,000 calls were placed to the vaccination call centre.** Of those, 257,653 calls were processed; 197,902 were incoming calls, 59,751 were outgoing calls.



*"The partnership with Agilis is unparalleled. The flexibility and willingness of their support team played a huge role in successfully planning, implementing, and launching the Vaccination Call Centre during a time of uncertainty."* **Ryan Wicklander, CGS, Manager, Client Services**



94%  
of New installs  
completed within  
2 business days.

# Everyone needs hot water.

@home Energy takes the responsibility of delivering hot water to our customers seriously. Despite global shortage, supply chain issues and HVAC staffing challenges, @home Energy provides an essential service made even more valuable when enhanced hygiene measures are needed.

**A quick note, but very sincere one, to thank you for your friendly and most efficient resolution to our water problem! We now have hot water and are delighted!!!**

*Thank you again, we truly appreciated all the assistance you provided to us. It goes without having to say, but, nonetheless, please know that we would highly recommend @home Energy to our friends should they require the services you provide.*

**Stay safe, Dan and Gail**



In COVID Year Two, more people than ever moved in/moved out. We found new ways of serving our customers, including new digital contracts, enhanced electronic billing options, and more.



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