



# ANNUAL REPORT 2024



Energy is Everything



## **CONSOLIDATED LAND ACKNOWLEDGEMENT FOR ESSEX POWER CORPORATION**

We acknowledge that the ground on which we live is the Traditional territory of Caldwell First Nation, of the Three Fires Confederacy and the original people of Point Pelee & Pelee Island and its surrounding lands and waters, and that of the Huron-Wendot and Wyandot Peoples. We recognize and respect the First Nations who are stewards of the lands and waters of Turtle Island and who have embraced this stewardship since time immemorial. We would also like to acknowledge the contributions of other nearby First Nation communities and all Original People across Turtle Island.

We are grateful to share in the responsibilities of stewarding this land and are committed to ongoing learning and respectful partnership with Indigenous communities.



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## CORPORATE PHILOSOPHY

Essex Power Corporation is a dynamic energy company that provides safe, reliable, and economical energy supply and services to our customers. Our commitment to innovation, performance management, and leading by example has built the foundation at Essex Power and our affiliates to establish a diverse set of energy products and services that are valued by our customers. At Essex Power, Your Power is Our Priority.



### TO ALL OF OUR CUSTOMERS

If you have questions regarding the content of this annual report please contact us at [info@essexpower.ca](mailto:info@essexpower.ca)

# MISSION STATEMENT

Essex Power Corporation's vision is to be an Energy Provider that utilizes "best in class" people, processes, and technology to lead the marketplace in sustainable energy solutions. Our customers will receive the greatest value by integrating an economic and environmental balance to the products and services we will deliver to them. As an Energy Provider, we will be a community leader in ensuring that environmental stewardship is a vital component of our services to increase customer awareness of proper energy utilization and management.



ESSEX POWER CORPORATION'S  
VISION IS TO BE AN ENERGY  
PROVIDER THAT UTILIZES "BEST  
IN CLASS" PEOPLE, PROCESSES,  
AND TECHNOLOGY TO LEAD THE  
MARKETPLACE IN SUSTAINABLE  
ENERGY SOLUTIONS.

A yellow rectangular sign with a black border and rounded corners, mounted on a grey post. The sign is set against a background of a blue sky with white clouds.

**OUR MISSION**



# ● MESSAGE FROM THE PRESIDENT & CEO and BOARD CHAIR

As we close Fiscal Year 2024, we are proud to reflect on a year of significant progress and transformation for the EPC Group of Companies and for Ontario's energy sector as a whole. The province is in the midst of a historic energy transition—one that is reshaping how we generate, deliver, and manage electricity to meet the evolving needs of our communities.

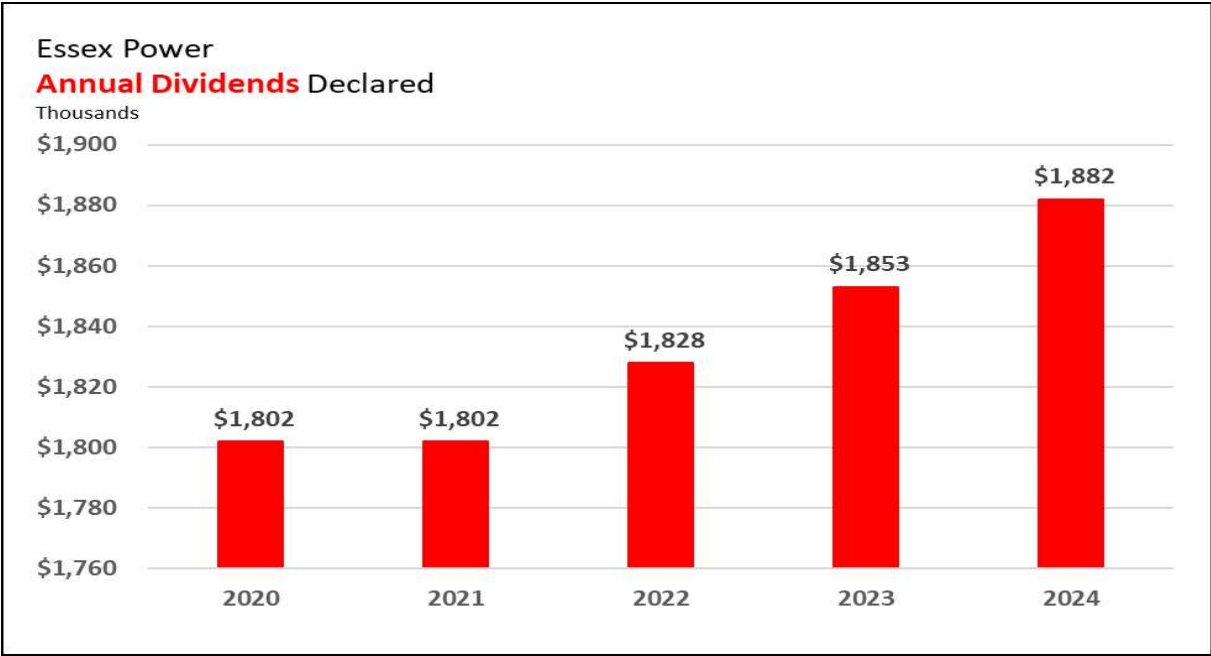
Essex Power is focused on supporting and enabling the energy transition as it, like all LDCs, occupies the unique position of being closest to the actual consumer, the Customer. And in this position, we can deliver the highest value to the customer by delivering in that final mile of connection between the greater electricity system and the consumer.

This year, EPC has played a central role in advancing Ontario's clean energy future. Guided by the provincial roadmap Powering Ontario's Growth, we have aligned our operations with the broader goals of reliability, affordability, and sustainability. Our investments in grid modernization, clean generation, and customer-centric innovation are helping to build a more resilient and low-carbon energy system.



A handwritten signature in black ink, consisting of stylized, flowing letters that appear to read 'J. Avdoulos'.

**JOHN AVDOULOS**  
**PRESIDENT & CHIEF EXECUTIVE OFFICER**



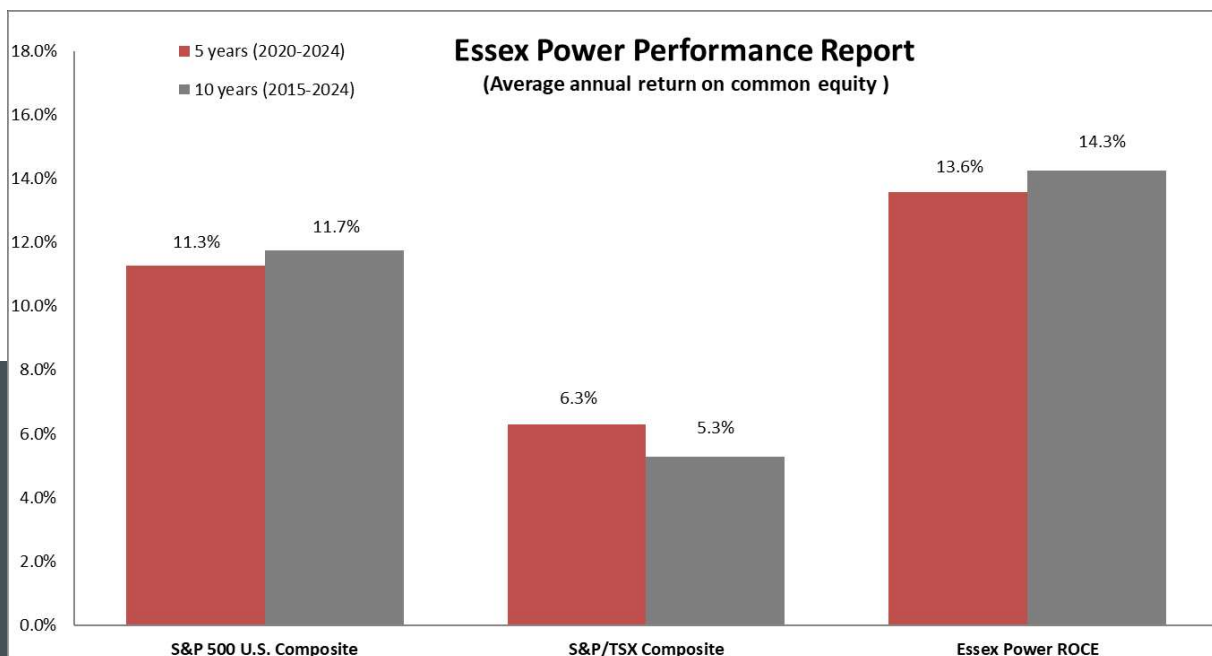
Grid modernization initiatives that enhance reliability and prepare our infrastructure for increased electrification. We worked through the final stages of our Recloser Project, deploying multiple grid management devices and reclosers through out service territories, supporting resiliency and optimizing our local grid management. This \$3M project was supported by NRCAN with 50% funding.

Evaluating benefits of integrating new clean energy resources was achieved as we concluded our PowerShare project. This significant initiative is a first of its kind in Ontario, as Essex Powerlines operated a local energy market as part of Distribution System Operator (DSO) activities. Support by the OEB Innovation Sandbox and funding from the IESO, this project highlighted EPL's forward thinking innovative work.

- Collaborative partnerships with Indigenous communities, municipalities, and industry stakeholders to ensure inclusive and equitable energy development.
- Continued delivery of reliable, safe, cost-effective electricity, ensuring affordability for households and small businesses during this period of transition.
- Delivery of innovative industry-wide support through data management, software and field service work at Utilismart, Wattsworth and Essex Energy.

We are also proud of our contributions to regulatory innovation, exploring Power Purchase Agreement models and operating as a Distribution System Operator (DSO), while working closely with initiatives and consultations of the Ontario Energy Board to streamline processes and support emerging technologies that benefit our customers and the grid.

It is these activities that signal the transition occurring in Local Distribution Companies – the transition from tradition Poles and Wires companies to Energy Management Services Companies, with wider mandates and addressing evolving and increasing customer needs.





Essex Power's 2024 financial performance enabled continued reinvestment in the distribution system that serves our customers and to provide a fair and equitable return to our valued Shareholders through dividends. Essex Power's Return on Common Equity (ROCE) continues to near or exceed S&P markets on a 5- and 10-year average analysis. Again, Essex Power has declared a larger than previous dividend. For 2024 that dividend of \$1,881,709, permitted our Shareholders the means to continue invest in local initiatives and communities.

Looking ahead, we remain committed to being a trusted partner in Ontario's energy future. As the Minister continues to direct and accelerate the evolution of the sector at all levels, from generation, through transmission and distribution, and while challenging the Ontario Energy Board to evolve at that same pace, our focus will remain on delivering safe, reliable, and sustainable energy services while supporting the province's and our municipal shareholders' economic growth and climate goals. World events will demand flexible and high value investments, and we have proven that we will act on this need, and achieve results.

Thank you to our board, employees, partners, and customers for your continued trust and support.

  
**GARY MCNAMARA**  
**BOARD CHAIR**



# ● 2024 HIGHLIGHTS

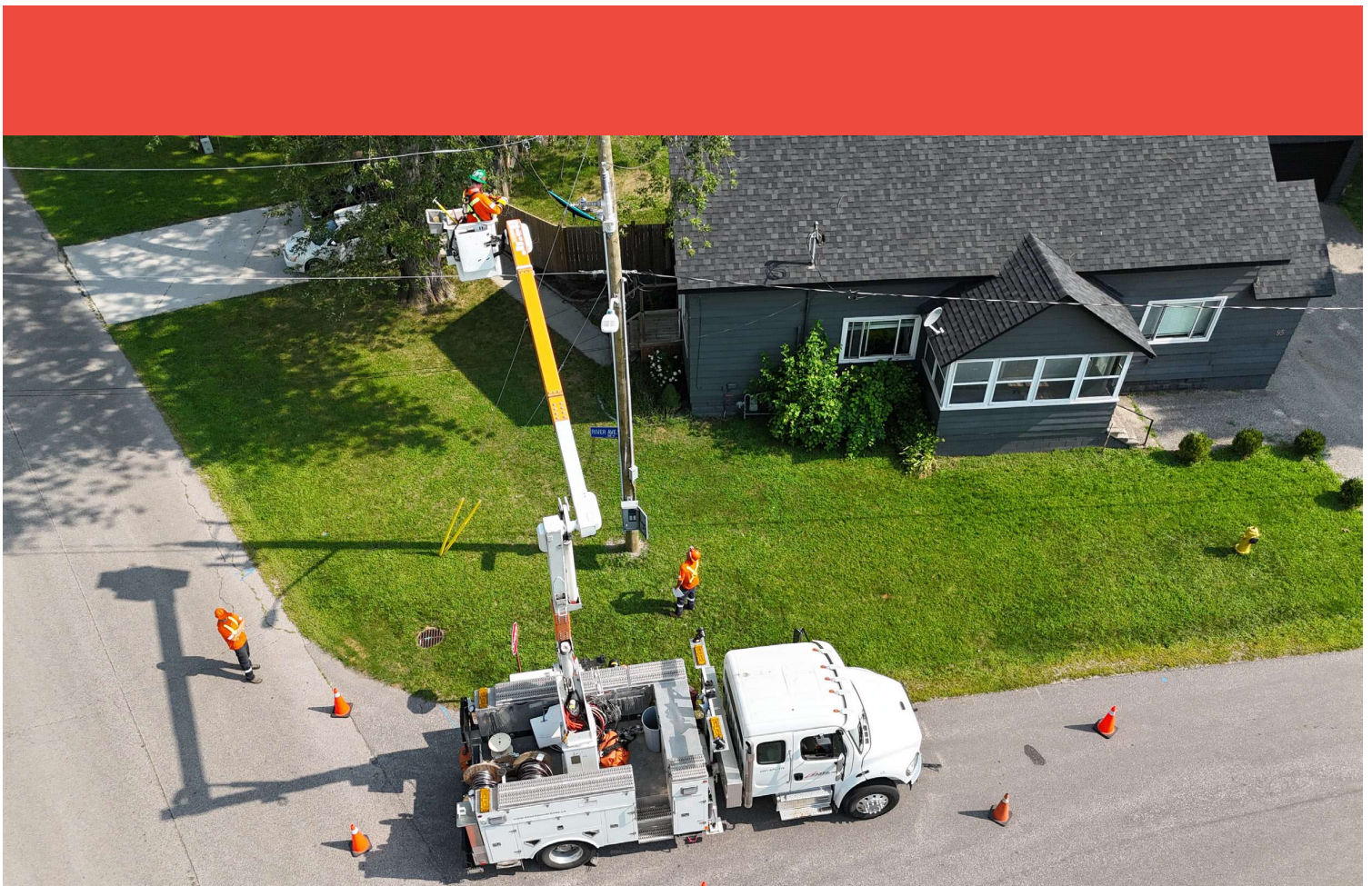
## ESSEX POWERLINES CORPORATION

In 2024, Essex Powerlines (EPL) continued to make significant progress toward achieving its goals of ensuring grid reliability, improving customer service, and embracing sustainability. Throughout the year, we focused on grid modernization, fleet upgrades, and employee development, while continuing to provide reliable service to our communities. Here are the key highlights from our operations:

### Operations and Grid Modernization

In 2024, EPL made major strides in grid modernization. We continued our support for the self-healing grid system, which saw the integration of advanced technologies like Reclosers and Distribution Automation Controllers (DAC). These systems improve our ability to detect and restore outages, ensuring resiliency and more reliable service.

Our 24/7 Control Room operation, developed in collaboration with Welland Hydro, is fully operational, providing real-time system monitoring and improving our response times. We also transitioned from paper mapping to digitized wall maps in the Control Room, allowing for real-time updates on primary service conditions.







As part of our commitment to reliability, EPL increased its OEB compliance percentage for Emergency Response, Low Voltage (LV) Connections, and Appointments. We also implemented engineering-developed projects which facilitated efficient and effective infrastructure improvements.

Throughout the summer, EPL participated in mutual assistance programs, sending a crew of Powerline Technicians (PLTs) and a bucket truck to assist in the clean-up following the devastating hurricanes in South Carolina and Florida.

We also welcomed an apprentice to the Powerline department, preparing for future retirements and ensuring the continued success of our operations.

### **Fleet Upgrades and Sustainability**

Sustainability is a core focus at EPL, reflected in our continued efforts to upgrade our fleet. In 2024, we added five hybrid and plug-in hybrid electric vehicles (PHEVs) to our fleet, reducing our carbon footprint while enhancing the efficiency of our operations.

Looking ahead to 2025, EPLC plans to replace several more vehicles to keep our fleet modern and environmentally friendly, as well as key Pole Trailers and Radial Boom Derrick equipment.

# ● 2024 HIGHLIGHTS

## ESSEX POWERLINES CORPORATION

### Health and Safety

Health and safety remain a top priority at EPL, and we made important strides in 2024 to improve safety protocols. The ongoing implementation of our eCompliance Health and Safety Management System allows us to be better equipped to track and report incidents and improve safety outcomes. The eCompliance system provides an intuitive database for tracking policies, procedures, training, and reported incidents, allowing us to make data-driven decisions to reduce risks.

EPL provided extensive training to employees across multiple departments, including C.P.R. and Automated External Defibrillator Certification, Powerline Proficiency Training, and Pole Top and Bucket Rescue. These training sessions, along with additional job-specific training for new hires and apprentices, ensure that our teams have the skills and knowledge necessary to perform safely and efficiently.

### Human Resources and Organizational Development

EPL continued to focus on investing in its workforce in 2024. Wayne Richard was promoted to General Manager, bringing over 20 years of experience within the company. This transition further strengthens our leadership team, ensuring we are well-equipped to navigate the challenges and opportunities in the evolving utility sector.

Our Human Resources strategy also included major renovations to our Highway #3 office, designed to meet the growing needs of the organization and foster a more inclusive, open working environment for all departments.







### **Customer Engagement and Satisfaction**

In 2024, customer engagement continued to be a key priority. EPL expanded its digital tools, including the Green Button data standard, which allows customers to access their electricity usage data for better energy management. Additionally, our 24/7 chat support continued to improve customer satisfaction, contributing to an 87% satisfaction rating in customer surveys.

EPL also focused on paperless billing, resulting in a 6.6% increase in paperless customers. This initiative reduces our environmental impact while providing customers with a convenient way to manage their accounts.

### **Community Support and Strategic Partnerships**

Throughout the year, EPL has maintained strong ties with the community, partnering with Caldwell First Nations on several development projects and providing essential infrastructure support. We also continued our participation in the Ontario Mutual Assistance and Great Lakes Mutual Assistance programs, assisting in the recovery efforts in South Carolina and Florida.

### **Conclusion**

2024 was a year of growth, innovation, and community support for Essex Powerlines. We are proud of the progress made in upgrading our infrastructure, enhancing our customer service offerings, and investing in our people. Looking forward, EPL will continue to focus on grid modernization, sustainability, and customer satisfaction, ensuring that we remain a leader in the utility industry and continue to provide safe, reliable, and efficient services to the communities we serve.

# ● 2024 HIGHLIGHTS

## ESSEX ENERGY CORPORATION

Essex Energy Corporation (EE) demonstrated remarkable resilience and adaptability in 2024, positioning itself for continued success in 2025 through key initiatives and strategic focuses that will drive growth and innovation for years to come.

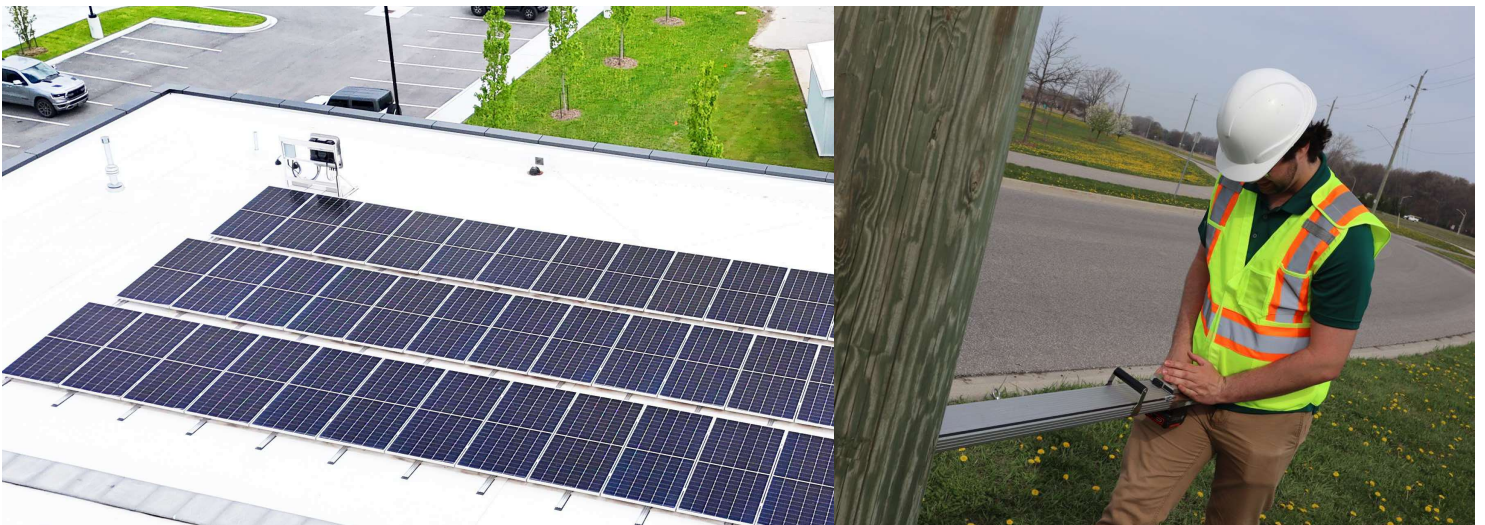
Building on 2023's success, in 2024 EE had a strong year as it relates to Solar PV system development, while also committing to filling its pipeline of future sales. Additionally, the company continued to explore investment opportunities in Battery Energy Storage Systems (BESS) to diversify its offerings and meet the growing energy storage needs of our clients. This strategic approach will continue to position EE as a leader in the renewable energy market.

EE has renewed its focus on capital investments, particularly as Power Purchase Agreements (PPA) in Ontario have gained legislative clarity. Also, the anticipated benefits from the federal Investment Tax Credit (ITC) have further bolstered the renewable energy market enabling EE to invest strategically in renewable energy projects. This renewed focus is expected to add to our asset base and drive sustainable growth.

As the company's 'EE-owned' portfolio of solar PV assets expands and ages, maintaining these systems has become a critical focus. Our dedicated maintenance team did a fantastic job in 2024 implementing best practices to uphold the reliability and efficiency of EE's solar fleet.

As Distributed Energy Resources (DER) continue to gain acceptance in the sector, EEC was able to expand its engineering services to help Ontario utilities sort out complexities in their distribution systems in 2024. These services included connection impact assessments (CIA), load flow studies, load forecast analysis, and much more.

The company remained active in the IESO Administered Markets in 2024, adding 1.6 megawatts to its Capacity Auction fleet and growing its Meter Service Provider (MSP) offering significantly by adding high profile industrial loads to its client base – a truly great accomplishment!







After three years of highly successful and intense program management, EE completed the Zero Emissions Vehicle Infrastructure Plan (ZEVIP), in partnership with Natural Resources Canada. This project resulted in the reinforcement of Electric Vehicle infrastructure in Essex Power's shareholder communities and was a huge enabler for electrification of transportation in the region.

The launch of a joint venture between Enwin Energy and Essex Energy, ENERTRACE Services Ltd., was a resounding success in 2024. ENERTRACE provides locating services for underground infrastructure, and in 2025, plans to continue expanding in Windsor / Essex enabling infrastructure and economic development in the region.

The key enabler for 2024's tremendous success is, once again, the talented and motivated staff that the company has trained and retained over the past decade. The company is in excellent shape as it relates to its culture, and continue to engage in professional development, succession planning, and reinforcing (adding) in 2025 – as it does every year.

Essex Energy Corporation is well-positioned for a successful 2025, building on the achievements of 2024. With a renewed focus on capital investment, engineering services, and strategic expansion, we are committed to leading the way in the renewable energy sector. Our dedication to innovation and sustainability will ensure that we continue to meet the evolving needs of our customers and stakeholders.

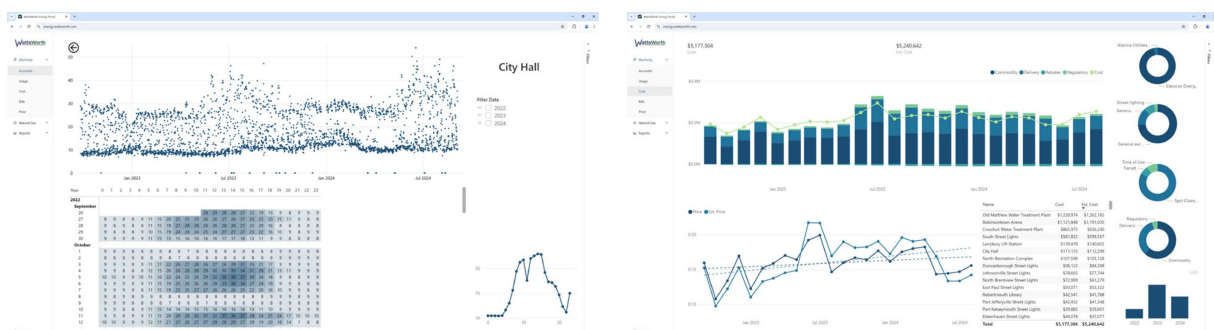
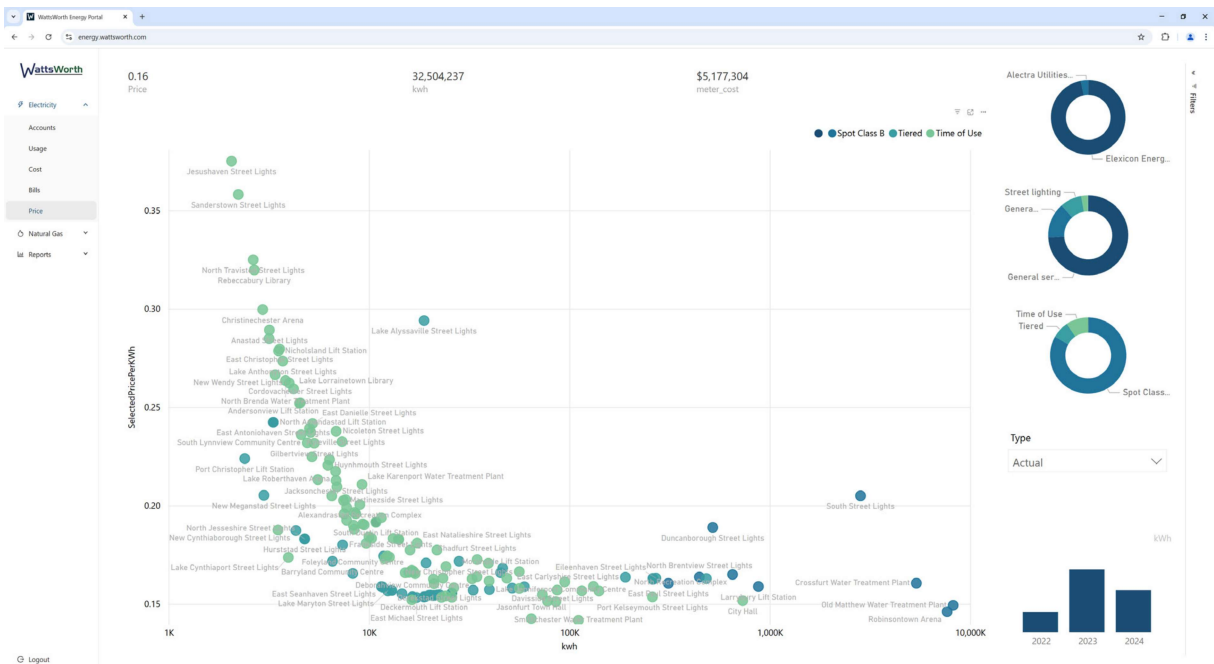
## ● 2024 HIGHLIGHTS

**WATTSWORTH ANALYSIS INC.**

2024 was a very busy and successful year for WattsWorth Analysis Inc. (WW), adding new clients in both the public and commercial sectors.

The company's expert consulting services continue to enable large energy consumers in Ontario to achieve significant bottom-line savings. For example, WW's Peak Notification service alone saved clients an estimated \$50M in electricity charges in 2024, helping Ontario businesses remain cost-competitive in a landscape that absolutely requires it.

WattsWorth's expansion into Software as a Service (SaaS) means a growing number of its Public Sector clients are better able to manage their energy usage and gain insights as to how their assets and facilities are performing compared to industry baselines.





With its revamped website and its trusted familiar faces, WattsWorth will continue to be leaned on by its clients in 2025 as the Ontario (and global) economy undergo change influenced by geo-politics.

WattsWorth's many customers that include municipalities, large electricity consumers, and large generators regularly express great gratitude to the company for consistently providing top notch services, around the clock, without exception. Congrats and thanks to the WattsWorth team!



# ● 2024 HIGHLIGHTS

## UTILISMART CORPORATION

Utilismart Corporation, an ISO 27001-certified company, continues to be a leading provider of advanced Meter Data Management (MDM) solutions and MDM-driven analytics for utilities, and businesses. With a strong focus on digital transformation, the company is helping utilities enhance system reliability, optimize operations, and reduce costs by turning complex data into actionable insights.

In 2024, Utilismart continued its expansion in the North American market, strengthening its position as a key player in the evolving energy sector. With increasing complexity in the industry and customer needs, Utilismart remained steadfast in its mission to solve customer challenges and turn data into decisions, ensuring that utilities have the tools needed to navigate all aspects of the digital grid.

Beyond business growth, Utilismart reinforced its commitment to community engagement, adopting a local park where employees actively contribute to maintaining a clean, welcoming space. Additionally, the company donated over \$21,000 to the Canadian Cancer Society, demonstrating its dedication to social responsibility.







As part of its forward-thinking strategy, Utilismart invested heavily in product innovation, launching two new products alongside multiple new modules and functionality for existing applications. These advancements are designed to address both current and future customer needs. For example, in preparation for the Independent Electricity System Operators (IESO) Market Renewal Program (MRP) launching in 2025, Utilismart undertook significant efforts in 2024 to ensure a seamless transition and continued success for its customers.

Of course, at the heart of Utilismart's achievements is its talented staff, whose innovation and expertise drive the company's ongoing growth. Following a strong 2024, Utilismart is well-positioned for continued success in 2025, ready to meet new challenges and opportunities head-on.



# ● CORPORATE STRUCTURE



Essex Power Corporation is a dynamic energy company that provides safe, reliable, and economical energy supply and services to our customers. Our commitment to innovation, performance management and leading by example has built the foundation for Essex Power and our affiliates to establish a diverse set of energy products and services that are valued by our customers.



Essex Powerlines Corporation, a regulated company, provides safe, reliable, and economical electrical distribution and service to over 34,000 residents and businesses in Amherstburg, LaSalle, Leamington, and Tecumseh. The foundation to empower our corporate vision is based on a dynamic and progressive workforce that will be industry leaders in providing "best in class" business solutions in the delivery of service to our customers.



Essex Energy Corporation is a dynamic energy company that focuses on implementing a wide range of energy related initiatives, including but not limited to, solar PV projects, site feasibility assessments, and full turnkey solar PV solutions. With almost 20 years of experience in the energy market, EEC has grown its success and has exceeded boundaries in Ontario by developing its in-house expertise and Distributed Energy Resources portfolio of assets and services, as well as its engineering and consulting services.



Since 2002, Utilismart has been an industry leader in providing settlement, regulatory, operational analytics, and data management services to utilities throughout North America. Our services are built on industry expertise and an in-depth understanding of both utility requirements in a market that is transforming digitally, and the needs of energy consumers more broadly. Our hosted applications offer customers an economical, accurate, and efficient solution with built-in reporting and analysis tools. Utilismart integrates with all mission critical utility software systems to enable customers to turn their large volumes of data into clear real time decisions.



As a Canadian company based in Ontario, WattsWorth offers a variety of energy management services to participants in the Ontario market. Our clients include large industrial/commercial companies, electric utilities, electricity generators and municipalities. WattsWorth has over 1-billion kWh consumed annually.



# 2024

## SHAREHOLDERS

The Town of  
**Amherstburg**  
ONTARIO



Municipality of  
**Leamington**  
live | play | work

TOWN OF  
**Tecumseh**  
ONTARIO - CANADA



(Holdco)

John Avdoulos

President and CEO

Board of Directors

Gary McNamara **Chair**, Michael Prue **Vice Chair**, Tom Burton, Bill Wark, Crystal Meloche, Frank Ricci, Hilda MacDonald, John Wladarski, Frank Ricci



Board of Directors

Michael Prue **Chair**, Mark Galvin,  
Hilda MacDonald, Bill Wark,  
Victoria ZuberJ, John Wladarski



Board of Directors

Marie Campagna **Chair**, Crystal Meloche,  
Tom Burton, Gary McNamara,  
Frank Ricci, Raymond Tracey

utilismart<sup>™</sup>  
CORPORATION

WattsWorth

# ● SOCIAL PERFORMANCE

Community engagement and philanthropic support remains a top priority for Essex Power Corporation.

At Essex Power, we believe that corporations have a responsibility to invest in the economic, social, and environmental wellbeing of their neighbours. In 2024, Essex Power continued its support to our communities through various charitable donations and employee involvement.

Provided **in-kind services** to each of our municipal shareholders

*The Town of*  
**Amherstburg**  
ONTARIO

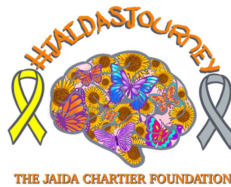


TOWN OF  
**Tecumseh**  
ONTARIO · CANADA



Municipality of  
**Leamington**  
live | play | work

Sponsored **local organizations** and **charities** through community events



Canadian  
Cancer  
Society

Société  
canadienne  
du cancer



**Adopt-A-Family**  
HOLIDAY GIFT PROGRAM

## Other Donations

## Powering Future Leaders

**Powering Future Leaders Bursary:** Awarded a \$1,000 bursary to four students within EPLC's service territory that were pursuing post-secondary education in the areas of study that build and support our industry



# • FAST FACTS

## 34,524

Total Customers



& Connections



## 85%

Public Safety  
Awareness  
Index Score

## 91%

Overall  
Satisfaction

## 74%

Quality of  
Service

## 77%

Quality of  
Customer  
Service



## 21,946

EPL Call  
Centre Calls

## 167

New Service  
Installed



Total  
Electricity  
Consumed

**273,855,027.84** kWh  
Residential

**257,689,329.92** kWh  
Commercial & Industrial



## 6,244

Poles



## 1,139

Overhead Transformers

...

## 1,983

Underground Transformers



## 25

Fleet  
Vehicles

## 181.8

km Primary  
Overhead Lines

## 426.2

km Secondary  
Overhead Lines



# Energy is Everything



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*The Town of*  
**Amherstburg**

