



**London  
Hydro**

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R E P O R T

O N

P R O G R E S S

## CEO MESSAGE

Here at London Hydro, 2020 began on a very positive note filled with initiatives to make our system more robust and resilient and to serve our customers better. The COVID-19 pandemic put all that in doubt. Initially, we grappled with how to cope. Like everyone, we asked ourselves: What do we do now?

As I reflect on this past year, I am filled with sadness at all the loss and grief the pandemic caused in 2020. Yet, I have to say that I am also very proud of how our organization and our employees responded. Very quickly, we began planning our path forward. We knew we would face plenty of adversity. Our challenge would be to find ways to overcome every obstacle, safely and responsibly.

As an essential service, we have a duty to ensure the continued safety and reliability of the supply of electricity to our community. In keeping with that duty, we instituted strict safety protocols and provided PPE for all our field staff and essential inside workers. Office staff were immediately instructed to work remotely and London Hydro

provided all necessary support. We responded to the urgent need for financial relief in our community through every means available to us. We communicated openly and honestly with our customers and the community. And we moved forward with capital projects that improved our grid and service capacity. Every adversity was confronted and, through teamwork and collaboration, was overcome.

As you read through this report, you'll see example after example of the incredible determination and professionalism of London Hydro employees. You'll see an organization and its employees responding to reassure a community filled with anxiety and stress. And we accomplished all this with only two office staff who were working from home contracting the virus, both of whom have recovered.

Looking forward, while a degree of uncertainty still exists, one thing of which you can be certain is that London Hydro and our employees will remain committed to our customers and our community no matter what obstacles we may face.

Vinay Sharma,  
CEO



## YTD RESULTS FOR THE PERIOD ENDED

FINANCIAL HIGHLIGHTS	ACTUAL 31-Dec-20	ACTUAL 31-Dec-19	CHANGE	PLAN 31-Dec-20	% OF PLAN
Energy Distributed - Gigawatt Hrs	3,162.2	3,208.5	(46.3)	3,263.0	(3.1)%
(in thousands of \$'s)					
Sale of Energy	\$436,237	\$366,746	\$69,491	\$472,365	(7.6)%
Distribution revenue	70,239	69,726	513	69,957	0.4 %
Other revenue	11,228	11,778	(550)	10,642	5.5 %
Cost of power	433,635	368,249	65,386	472,358	(8.2)%
Operating expenses	44,910	44,229	681	47,167	(4.8)%
Amortization expenses	21,432	20,180	1,252	21,242	0.9 %
Net finance costs	11,027	4,905	6,122	6,010	83.5 %
Income taxes	1,206	2,781	(1,575)	(579)	(308.3)%
Net earnings before regulatory adjustments	5,494	7,906	(2,412)	6,766	(18.8)%
Regulatory adjustment	196	4,064	(3,868)	1,398	(86.0)%
Net earnings after regulatory adjustments	5,690	11,970	(6,280)	8,164	(30.3)%
Operating Expenses as a % of Distribution Revenue	63.9%	63.4%			
Annualized Return on Equity	3.3%	7.0%			
Energy distributed - gigawatt hrs	3,162.2	3,208.5	(1.4)%		
Number of customers	162,140	160,599	1.0%		
(in thousands of \$'s)					
Operating Cash flow	19,140	31,808			
Investing Cash flow	(39,238)	(38,120)			
Financing Cash flow	44,968	8,446			
Cash flow	24,870	2,134			
Cash - end of period	28,298	3,428			

# “COMMERCE” HELPS COMMERCIAL CUSTOMERS

## BETTER MANAGE USAGE

In 2019, London Hydro introduced the Interval Data Centre (IDC) to provide commercial customers with a powerful energy monitoring application that helped them better manage their energy consumption and control their costs.

Fast forward to 2020 and thanks to many customer-driven updates, IDC was rebranded as “Commerce” and now provides users with many new features that make it better suited to their needs.

Customers were first introduced to the rebranded site through a marketing campaign that included an e-newsletter, an Industrial Conservation Initiative (ICI) customer webinar in May, followed by a broader virtual customer engagement session in November. London Hydro staff also conducted virtual one-on-one consultations with many customers to do walk-throughs of the site and its new features.

## THE RESPONSE HAS BEEN VERY POSITIVE

The new site has proven to be very popular with users. The stats below indicate the number of times various features were accessed.

- The Dashboard - 3,586
- The Detail Profile - 2,143
- Google Maps Location Details - 1,915
- Global Adjustment - 371
- Daily Totals - 341
- The Cost Estimator tool - 233
- There were 4,436 logins



## IT KEPT GETTING BETTER AND BETTER

Throughout the year, as we were introducing Commerce, we were also receiving feedback and input from customers that enabled us to make further upgrades to make the site even more useful and productive for customers. They include:

- Email and Secure File Transfer Protocol (SFTP) Integration which enables easier integration to Commerce for non-London Hydro meters.
- Improved the look and feel and user experience through redesigned Global Adjustment (GA) reports and enhanced stacked bar graphs.
- Enhanced the GA Tracker feature by displaying current and adjusted provincial peaks.
- Historical Meter Comparison allows users to view two periods of time on the same graph .
- User Preference gives users the ability to configure certain default settings and customize the application to suit their needs.
- Auto suggest - Delegate Notifications, which allows businesses to delegate their Commerce application to multiple employees or third-parties who track energy.

# LONDON HYDRO STEPPED UP

## WHEN OUR COMMUNITY WAS HURTING

While it is still far from over, the COVID-19 pandemic took its toll on our community in 2020. And when the community in which we live and work and the customers we serve were under such duress, we're proud that our organization stepped up and became a source of comfort and reassurance during a time of great stress and anxiety.

### WE VOWED TO KEEP THE LIGHTS ON AND MAINTAIN OUR LEVEL OF SERVICE

Following all the necessary measures based on Health Canada guidelines and protected with the appropriate PPE, our field staff continued to respond to calls and maintain the safety and integrity of our grid. And, in the midst of the lockdown, a storm response crew went to Chatham to help restore power after high winds knocked out power to most of the area.

London Hydro office staff immediately adjusted to working remotely and continued to provide the high level of service our customers have come to expect.

### WHEN OUR COMMUNITY WAS IN NEED, WITHOUT HESITATION, WE GAVE BACK

To demonstrate our gratitude to health care workers in London, London Hydro donated 3,000 N95 masks at a time when they were in short supply everywhere.



As an organization, London Hydro donated \$400,000 to the Low-income Energy Assistance Program (LEAP) administered by the Salvation Army to help the most vulnerable members of our community pay their energy bills. And we worked with all customers who were having difficulty paying their accounts to make extended payment arrangements.

London Hydro employees generously raised and donated \$25,000 to local charities – including \$4,400 to the Salvation Army Christmas Hamper Program -- so that they could continue their important work in our community.

Through it all over the course of the year, our CEO was front and centre reassuring the community and leading our organization with a message of hope, understanding and compassion.

As difficult as 2020 was, if we all continue to work towards a common goal to put it behind us, together we make 2021 a year filled with promise and progress.

Not only did our staff step up to the challenge of following new safety protocols while maintaining a high level of customer service, employees also contributed over \$46,800 to local charities.

# ACCESSIBILITY

## WAS A KEY COMPONENT OF OUR COMPREHENSIVE WEBSITE UPDATE

Right from the outset, ensuring our new website remained fully compliant with the Accessibility for Ontarians with Disabilities Act (AODA) and WCAG 2.0 guidelines was a top priority. It was essential that the information, resources, tools and services on the site remain quickly and easily accessible for all of our customers.

London Hydro retained the services of local experts to conduct an extensive accessibility review. From June 29 to July 7, 2020, their team used multiple automated and manual tools to evaluate the accessibility of our redesigned website and make recommendations for improvement. Every recommendation made was immediately incorporated into the redesign.

After running a secondary scan of the site to ensure all remediation actions were taken, the London Hydro website was officially recognized as being AODA "AA" and WCAG 2.0 compliant in August. This contributed to receiving the EDA Customer Service Excellence Award.

At London Hydro, we recognize that ensuring all our properties and services remain fully accessible to all our customers is an ongoing commitment to identifying barriers and removing them. In keeping with that commitment, all of our digital properties will be monitored and reviewed regularly to meet current standards, guidelines and regulations.



# IN A TIME OF CRISIS

COLLABORATION IS CRITICAL

As we confronted the challenges presented by this pandemic, we closely monitored and reviewed all communications from the government and health agencies to ensure every available resource was incorporated into our response.

In addition to providing emergency relief in the form of a freeze on power disconnections, an extension of fixed TOU and Tier RPP rates, and the COVID-19 Energy Assistance Program (CEAP). London Hydro went above and beyond the requirements by extending the disconnection ban and providing resources and payment arrangements to help our customers.

London Hydro developed a comprehensive Safety Protocols for London Hydro Employees book that was distributed to all employees. Our Safety Protocols for London Hydro Employees book was distributed to all employees. It proved to be instrumental in our efforts to keep the lights on and continue with infrastructure projects while, at the same time, making the health and safety of our employees and customers our first priority.



# FOR US, PROTECTING THE ENVIRONMENT

IS JUST THE SMART THING TO DO

Fundamental to our organization and everything we do is a commitment to design, construct, operate and maintain our equipment to ensure environmental sustainability. And when we can adopt new technology to reduce our environmental impact, we don't hesitate.

Oil containment systems are a critical component of our environmental protection strategy. Installed at environmentally sensitive locations, they help prevent transformer oil from negatively impacting the environment should a breach occur.

In 2020, we introduced a revolutionary secondary oil containment solution known as "Smart Barrier". Essentially, it forms a membrane to prevent anything other than water from seeping into the ground. When transformer oil comes in contact with the Smart Barrier, it immediately congeals to form a leak-proof membrane that seals in the oil and prevents it from escaping.

London Hydro completed two large transformer installation projects in 2020 at City Centre, a dense urban area near storm sewers, and SUB-39 near an ecologically sensitive area. In both cases, the new Smart Barrier adds an extra layer of protection to keep the surrounding environment safe.

Going forward, installing Smart Barrier will become an integral element of our environmental protection best practices. You can rest assured that London Hydro will continue to protect our community and the environment for you and for future generations.



# DIGITAL GRID TECHNOLOGY

MAKES COMMUNICATION FASTER,  
EASIER AND SAFER

Historically, determining the status of relays in the downtown network meant relying on employees physically going into underground vaults to check on them and communicate with the surface by radio. Not exactly the safest or most efficient solution.

That's why London Hydro Engineering and Operations began exploring Digital Grid technology, which uses existing primary and secondary cables in combination with Power Line Carriers (PLC) communication technology, as a way to significantly improve upon the current outdated radio-based system.

## USING EXISTING CABLES TO TRANSMIT DATA

By using existing cables to transmit and receive Supervisory control and data acquisition (SCADA)/Outage Management System (OMS) information using PLC technology, London Hydro avoids the need to install additional communication infrastructure, saving time and money. A section of the northern edge of the Downtown network was selected to be Phase One, and was installed in early 2020.

London Hydro engaged the services of Digital Grid, a US-based supplier of PLC technology and services, to supply the equipment which was installed by our internal staff. Digital Grid engineers were scheduled to complete the final commissioning and fine-tune the communication frequencies in late 2020.

## THE COVID-19 BORDER CLOSURE PUT THE PROJECT ON HOLD

Unfortunately, the conversion is now on hold because the Digital Grid personnel can't travel to Canada. As soon as travel restrictions are lifted, we will proceed with a 5-year installation rollout to have the entire downtown core covered by 2025.

## BETTER SERVICE AND SAFER WORK ENVIRONMENTS

This new transformational communication technology will automate and update the oldest part of the downtown network and enable us to better serve our downtown customers. Once operational, we will be able to receive real-time insight, data and situational awareness so that, in the event of a problem, we can respond faster and minimize supply disruptions.

The new system also enhances employee safety by eliminating the need to go into underground vaults in many situations.



# OUR 2020 CUSTOMER SATISFACTION SURVEY

IS EXTRA RELEVANT DURING THIS  
DIFFICULT YEAR

Each year, we retain the services of a 3rd party consultant to conduct a satisfaction survey of London Hydro customers on our behalf. While the feedback we receive every year gives us critical insights into how we can improve our service, this year's survey and feedback are even more critical.

The difficulties the COVID-19 pandemic has created for our customers were unprecedented, and we were resolved to ensure we did everything possible to meet your needs.

## A FOCUS ON THE IMPACT OF COVID-19

This year's survey included a focus on the effects of the pandemic on customer beliefs and attitudes. Overall, London Hydro received a report card score of "A" and achieved a customer satisfaction rating of 91% among residential users and 93% among commercial users.

While we are extremely proud of the results achieved by the organization, we are especially proud of the fact that, in a year filled with anxiety about COVID-19, our customers believe London Hydro has handled the pandemic very well and that London Hydro was a source of comfort rather than a contributor to customers stress levels in 2020.

## RISING TO THE CHALLENGE

These results are a testament to the hard work and dedication of all London Hydro employees. From our executive management team to our frontline field workers, the survey results demonstrate our commitment to serving our customers during these extremely challenging times.



# DURING A YEAR THAT CHALLENGED US ALL,

OUR CUSTOMERS GAVE LONDON HYDRO AN “A”

Our annual Customer Satisfaction Survey this year was conducted via telephone with a total of 403 randomly-selected respondents interviewed. The group consisted of a balanced cross-section of low, middle and top kWh user groups. Residential customers represented 85% of respondents interviewed while the remaining 15% were commercial customers.

## A TOOL TO HELP US BETTER SERVE YOU

The performance of London Hydro is benchmarked and ranked against other provincial Local Distribution Companies (LDCs) as well as nationally against utilities in other provinces. It is a critically important tool that gives us insights into what our customers think of our performance, areas where our services can be improved, and how our customers' needs are evolving.

**95%**

BELIEVE LONDON HYDRO PROVIDES CONSISTENT, RELIABLE ELECTRICITY

**90%**

BELIEVE LONDON HYDRO IS TRUSTED AND TRUSTWORTHY

**85%**

BELIEVE LONDON HYDRO IS SOCIALLY RESPONSIBLE



**94%**

BELIEVE LONDON HYDRO HAS  
A STANDARD OF RELIABILITY  
THAT MEETS EXPECTATIONS

**91%**

BELIEVE LONDON HYDRO  
QUICKLY HANDLES OUTAGES  
AND RESTORES POWER

**89%**

BELIEVE LONDON HYDRO  
DEALS PROFESSIONALLY  
WITH CUSTOMERS' PROBLEMS

**89%**

BELIEVE LONDON  
HYDRO PROVIDES  
ACCURATE BILLING

**87%**

ARE CONFIDENT ABOUT  
THE ABILITY OF LONDON  
HYDRO TO MEET ITS  
OBLIGATION TO DELIVER  
ELECTRICITY EFFICIENTLY  
AND SAFELY

**86%**

BELIEVE LONDON HYDRO IS A  
COMPANY THAT'S EASY TO DO  
BUSINESS WITH

# PLAN CALCULATOR HELPS CUSTOMERS

## CHOOSE THEIR BEST PRICING OPTION

In April 2020, the Ontario Energy Board (OEB) mandated that, by November 1st 2020, Local Distribution Companies, like London Hydro, provide residential and small business customers with the choice between remaining with the long-established Time-of-Use (TOU) pricing or switching to a Tiered Pricing option.

### PRICE PLAN CALCULATOR MAKES SURE THE CHOICE IS AN INFORMED ONE

The team at London Hydro realized that, in order to make an informed decision on which pricing option to choose, customers would need to be able to quickly and easily compare them using real data. That's where the Price Plan Calculator comes in.

### A CONVENIENT, EASY-TO-USE TOOL

The Price Plan Calculator enables each customer to decide which plan best suits their household or small business based on their own historical data. With one click of a button, the calculator provides an accurate overview of past, present and future bills for both plans so the customer can clearly see which one delivers the best value. It's simple, fast and accurate and, once the customers makes a his or her choice, the price change appears automatically on the next bill.

In addition to residing on all MyLondonHydro accounts, it was also added to new move-in accounts and a dedicated website information page was created with links to either MyLondonHydro accounts or the option of a manual process through an Election form.



## OVER 12 MILLION IMPRESSIONS AND OVER 27,000 VIEWS SINCE LAUNCH

Launched in October 2020, the Price Plan Calculator has been a success in every sense. It's currently the 4th most viewed page in MyLondonHydro and 77% of customers who requested to switch plans did so using the Price Plan Calculator.

A TOU vs Tier Customer Survey conducted after the launch shows:

- 92% of customers found the calculator easy to use,
- 92% of customers will use the calculator again, and
- 93% of customers will recommend the calculator to friends and family.

The Price Plan Calculator is just one more example of how the employees at London Hydro are working hard every day to ensure our customers continue receiving the high level of service they deserve.

### HISTORICAL BILLING PERIOD

**\$134.70**  
TOU

**\$149.33**  
TOU

July 18, 2019 -  
Aug 16, 2019

July 18, 2020 -  
Aug 17, 2020

### LAST BILLING PERIOD

**\$125.41**  
TOU

**\$119.07**  
TIER

Aug 18, 2020 - Sept 17, 2020

### NEXT BILLING PERIOD (PROJECTED)

**\$112.88**  
TOU

**\$107.26**  
TIER

Sept 18, 2020 - Oct 16, 2020

How when  
use it

pricing, the rate  
on the time of day



**TOU or Tiered?**

Visit [londonhydro.com](https://londonhydro.com)  
to choose the rate that's  
right for you.

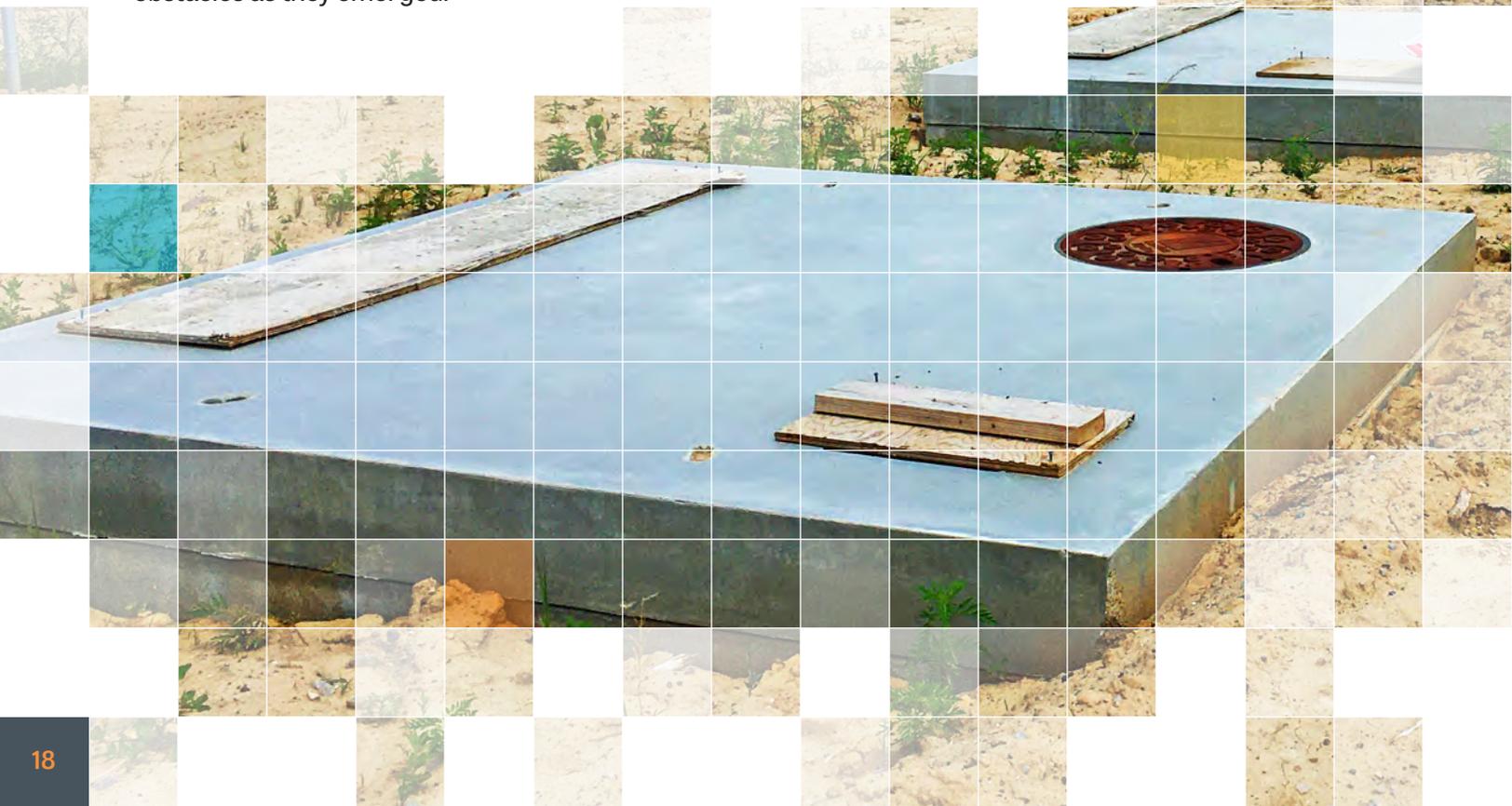
# MAPLE LEAF FOODS FACILITY

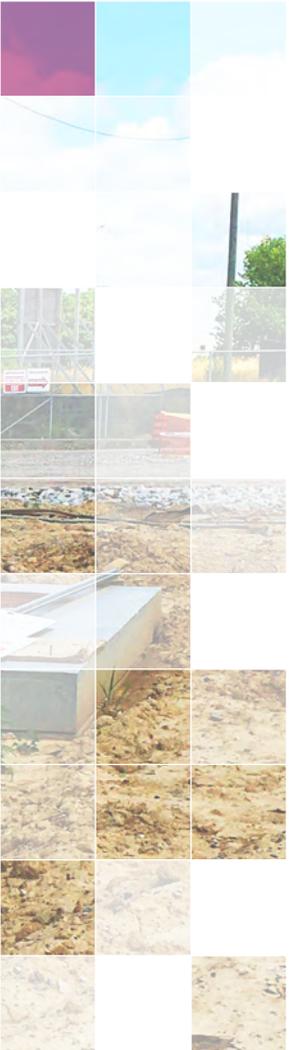
REQUIRED EXTENSIVE PLANNING  
AND TEAMWORK

Building a state-of-the-art 640,000 square-foot fresh poultry processing plant is no small feat. For London Hydro, beginning the construction phase just as the pandemic struck presented a whole new level of complexity as additional safety guidelines and protocols were introduced. As usual, the professionals at London Hydro rose to the challenge and overcame obstacles as they emerged.

## AN EXERCISE IN COLLABORATION, CO-ORDINATION AND COMMUNICATION

Working with Maple Leaf Foods (MLF), their consultants, the City of London and other stakeholders, hundreds of hours were spent in the design and planning stage to work out the best solution to connect the new facility to the grid. Two detailed Impact Assessments were done before arriving at the best solution, which was to connect MLF to two 27.6kV feeders, one underground and one overhead, from the Buchanan Transformer Station.





## MODERN AUTOMATED SUPPLY FOR A MAJOR NEW CUSTOMER

Construction commenced in early 2020. It involved the installation of a completely new overhead pole line along Wilton Grove East and up Old Victoria Road to connect the two feeders. Additionally, working closely with multiple stakeholders, London Hydro bored a hole five metres beneath Highway 401 and laid the necessary cable to complete the connection. All without disturbing traffic above on the 401 or affecting the structural integrity of the highway.

In the final connection phase, our Protection and Controls Department automated the switchgear so that the system could be monitored remotely and power could be quickly restored in the event of an outage.



In all, London Hydro installed:

- 2 km of concrete-encased duct structures,
- 11 manholes,
- 8 km of high voltage cable,
- 3 automated high voltage switchgears, and
- 5 pole-mounted reclosers.

## SUPPLYING POWER FOR TODAY AND TOMORROW

London Hydro took the initiative to incorporate service upgrades to the area surrounding the new facility to proactively provide supply for future growth. The enhanced reliability and added capacity will help attract new businesses to the area down the road.



# AN OVERHAUL OF OUR WEBSITE

LOOK AND FEEL WAS LONG OVERDUE

Originally launched in 2014, customers indicated to us through online surveys that they were quite happy with the London Hydro website. That said, we knew that, by incorporating new technologies and more advanced design, we could make a good thing even better. In addition, the site's coding and design needed to remain compliant with the Accessibility for Ontarians with Disabilities Act (AODA) and WCAG 2.0 mandated for 2021.

## AN INDISPENSABLE TOOL CUSTOMERS REGULARLY USE

Data analytics reveal that the London Hydro website is highly valued by our customers and serves as a hub of information, services and tools. Data confirm that:

- Each week, the site gets over 35,000 visitors.
- Weekly visits can reach as high as 50,000 during major storms and outages.
- In addition, over 45% of visitors use mobile or tablet devices to access the site.
- Over 40% of website visitors regularly log into their MyLondonHydro accounts to perform self-service account activities.



### Get Notified If There Is An Outage In Your Neighbourhood

Sign up for power outage notifications in your MyLondonHydro account and receive alerts by phone text or e-mail.

**SIGN UP FOR OUTAGE NOTIFICATIONS TODAY**



## NO SMALL UNDERTAKING

We retained the services of a local web development company specializing in Drupal open-source technology and, despite the challenges created by the pandemic, a team of 28 dedicated people worked diligently to complete the project. Throughout the process, we conducted several customer focus groups on the Quality Assurance site to ensure customer engagement and involvement.

The new site's innovative design and layout make it easier for customers to find the information and services they need in two clicks or less while maintaining AODA compliance. SEO functionality was added to help customers find the service or self-service feature they need more easily, and we successfully made londonhydro.com the easiest site to find for existing customers and especially for new customers moving into the area.

## THE RESULTS WERE WELL WORTH THE EFFORT

Surveys conducted after the launch in August 2020, indicated that our efforts were paying dividends. Levels of customer satisfaction were even higher and analytics confirmed that engagement improved significantly across all areas of the site. Compared to the previous year, the redesigned site had:

- A 52% increase in visitor traffic.
- An 18% decrease in website traffic bounce rates.
- A 45% increase in MyLondonHydro registrations.
- A 39% increase in new customer move-ins.
- A 30% increase in outage notifications.
- An 8% increase in Aeroplan registrations.

Despite the challenges and obstacles brought on by the pandemic, the team prevailed and the London Hydro website better serves the needs of our customers. Thanks to their dedication and hard work, a good thing is now even better.

# INFRASTRUCTURE IN OAKRIDGE

## MOVES FROM THE 20<sup>TH</sup> TO THE 21<sup>ST</sup> CENTURY

In subdivisions built from 1930 to 1970, electricity was supplied from local substations into subdivisions like Oakridge via poles and a network of overhead wires and transformers.

The development of underground XLPE cable technology, connectors, pad mounted transformers, fault indication and automation has resulted in a newer, more advanced standard. That, coupled with new installation technology such as directional boring, has made underground construction more practical and safer with a more attractive end result.

### GOING FROM BACKYARD OVERHEAD TO FRONT YARD UNDERGROUND

As the infrastructure in these older subdivisions reaches the end of its operational life, the options for rebuilding it, along with the associated cost and potential obstacles, have to be considered. Equally important, we have to consider the preferences of home owners currently living in the subdivision before proceeding.

Initially with the agreement of the homeowners that were being upgraded, a trial project was undertaken to fully convert a small section of the subdivision from overhead backyard to front yard underground distribution. Doing so enabled us to better understand the costs and potential obstacles.

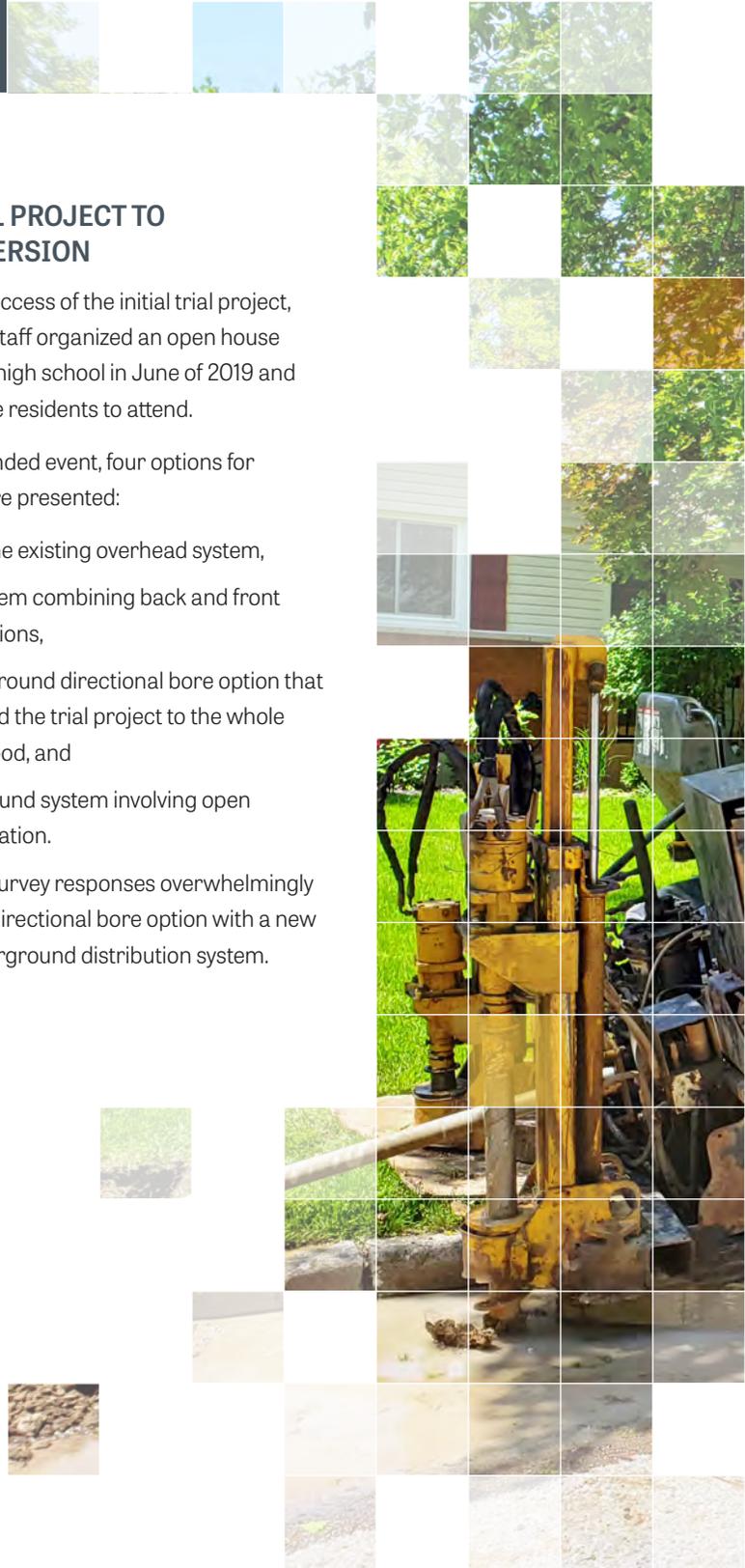
### FROM TRIAL PROJECT TO FULL CONVERSION

Based on the success of the initial trial project, London Hydro staff organized an open house event at a local high school in June of 2019 and invited Oakridge residents to attend.

At the well-attended event, four options for proceeding were presented:

- Rebuilding the existing overhead system,
- A hybrid system combining back and front yard installations,
- A full underground directional bore option that would expand the trial project to the whole neighbourhood, and
- An underground system involving open trench excavation.

Feedback and survey responses overwhelmingly supported the directional bore option with a new front yard underground distribution system.



## A JOB WELL DONE UNDER TRYING CIRCUMSTANCES

Construction on the full conversion began soon after the results of the survey were in. In response to the pandemic, we quickly established safety protocols and practices so that our employees and the community could be comfortable that they were working and living in a safe environment. Despite the demands and difficulties of working through the pandemic, the project was completed at the end of October 2020.

By all accounts, residents are very pleased with the end result and many made a point of complimenting London Hydro staff on a job very well done.



# WE'RE MOVING AHEAD VERY QUICKLY

## WITH THE CITY'S BUS RAPID TRANSIT PLAN

In mid-2017, the City of London released its plan for a Bus Rapid Transit (BRT) system called SHIFT. It called for a 5-corridor system consisting of North, South, West and East lines as well as the Downtown Couplet. Excited by the project, London Hydro staff immediately began working with the City to determine the scope and estimates to relocate and upgrade our infrastructure.

However, in mid-2019, the opportunity arose for the City to access both federal and provincial infrastructure funding, so the scope of the project was revised to include 10 transit projects. Three were former SHIFT lines, while three others meant London Hydro would have to significantly relocate or replace existing infrastructure in the areas of Downtown, the intersection of Wharncliffe & Oxford and the Adelaide Street underpass.



In 2020, we began detailed design work for the Phase One Downtown Loop and, following months of close collaboration with the City, the team was able to significantly reduce the amount of relocation work required which resulted in considerable cost savings. After months of hard work together, the engineered design of the Phase One Downtown Loop along King Street between Ridout and Wellington Streets was completed. Construction will begin in 2021 and, by 2026, over 15 km of BRT work will be completed.

This BRT initiative is the The BRT initiative will require a complex redesign. It will require a complex redesign in three main areas of the city; balancing the needs of our distribution network; working within the constraints of limited rights of way, collaborating with other utilities; and the patience and understanding of customers who will be affected.

But in the end, it is projects exactly like this that will help our city grow and prosper, delivering incredible benefits to all of us when we're able to move about our city more quickly and easily.



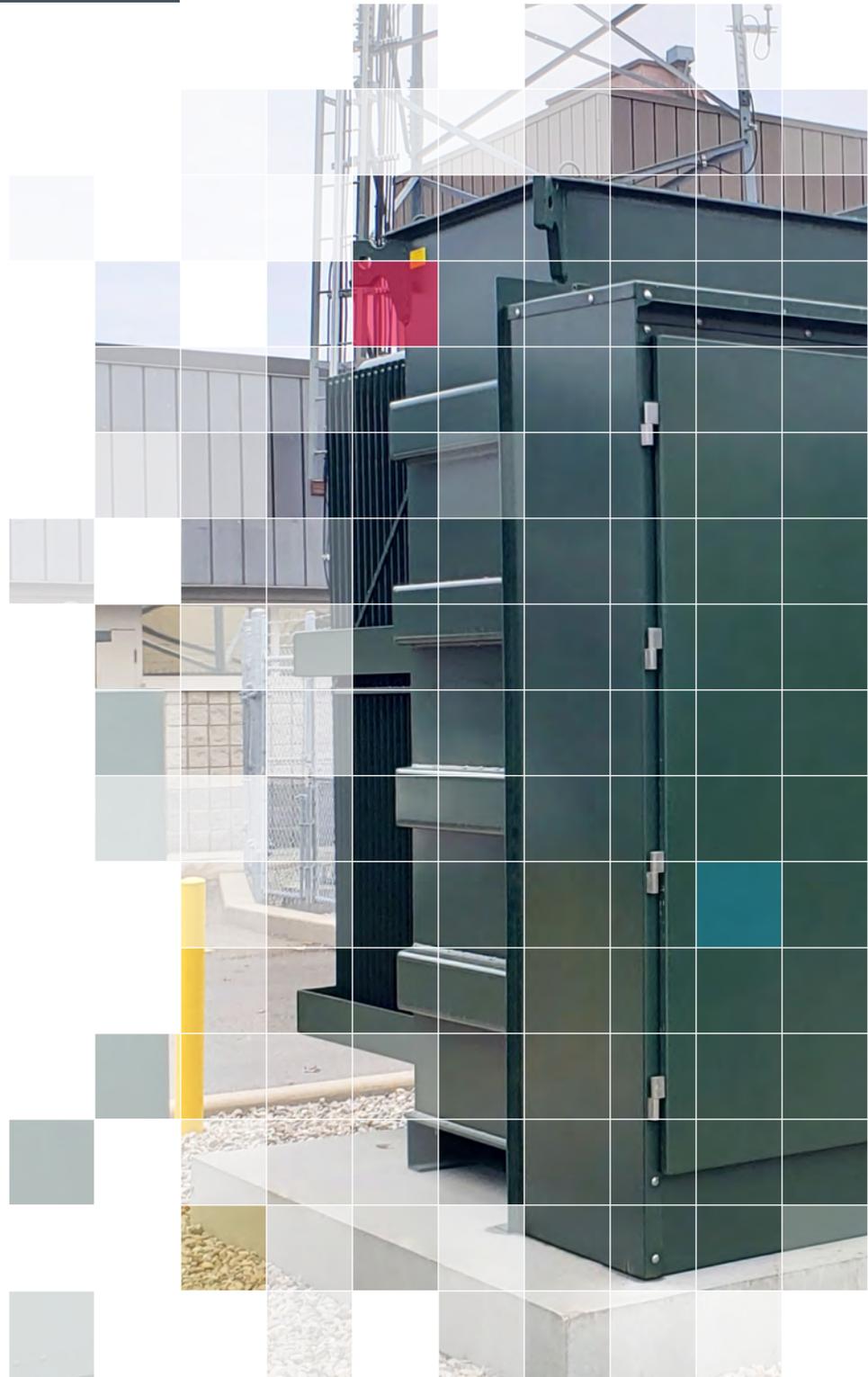
# CONVERSION OF THE DOWNTOWN CORE

ENTERED THE HOME STRETCH IN 2020

In 2015, we began work on the Nelson Project, a 5-year, phased conversion of the outdated 13.8 kV non-network system to an advanced and integrated 27.6 kV system spanning the whole city. Working closely with the City, other utilities and our customers, we methodically progressed through the conversion in different regions of the city, until finally moving to the last, and most difficult, phase which involved conversion of the downtown core.

Already challenging, our work was made even more complicated with the additional safety precautions mandated by the pandemic. It required an entirely new layout, involved a higher concentration of complex services requiring unique solutions, and demanded continuous customer engagement and outreach.

After finishing the work at the Bell Building in early 2021 and successfully removing all connections to the old 13.8kV transformer station, the conversion was complete. Hydro One was able to decommission the old TS 138 station and will begin dismantling it this year.

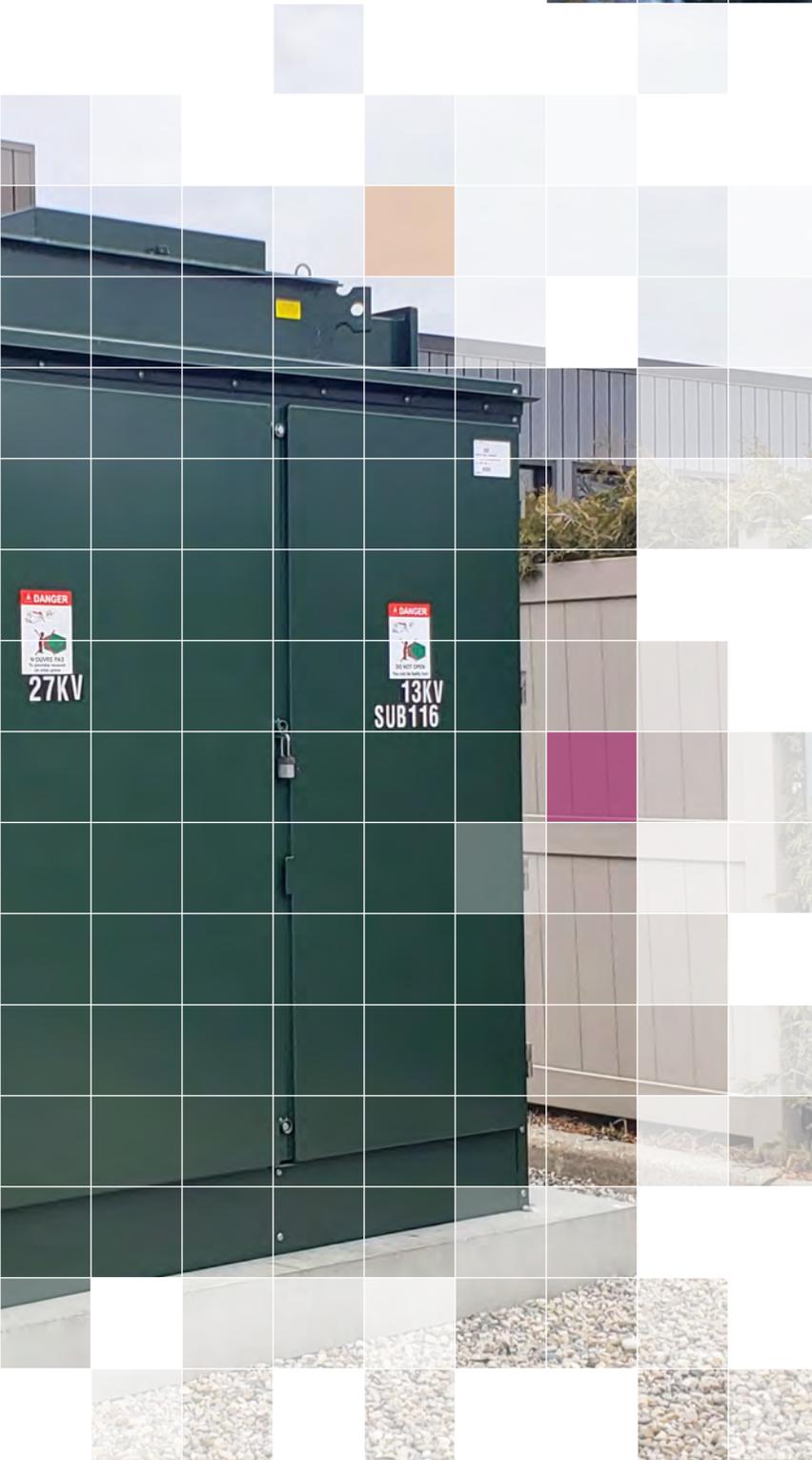


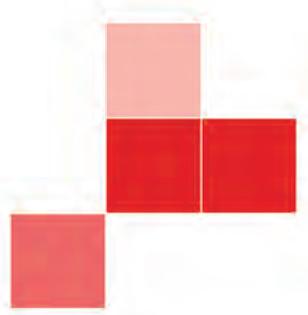
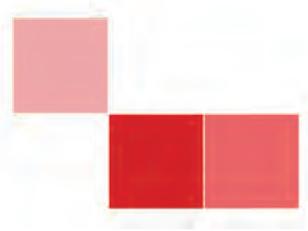
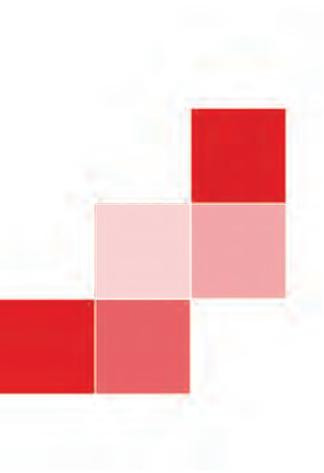


Transitioning to the new 27.6 kV system, while incredibly complex and massive, is hugely beneficial. It:

- Brings increased operating flexibility to our network,
- Creates multiple options to reroute power around the city and to the downtown core which will shorten the duration of any potential outage,
- Improves the resiliency of supply to many of our largest downtown customers including, Labatt Brewery, City Centre Towers and the Bell Building,
- Removes over 25 km of 50-year-old lead cables,
- Upgrades the level of safety to the public and our employees with new underground vaults and advanced modern equipment,
- Enables us to facilitate Distributed Generation connections to accommodate future growth in the downtown core.

The Nelson Project is London Hydro's largest single investment in the downtown core's energy supply and its surrounding area.





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**Empowering You.**

