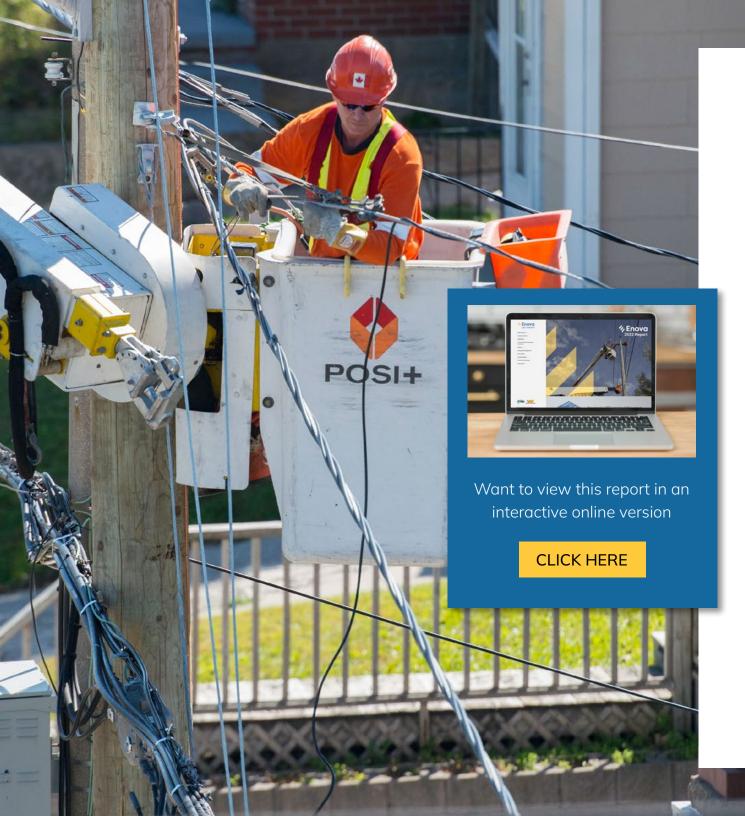
Enova 2022 Report



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Welcome to Ontario's Newest Electrical Utility

The future is exciting. Full of endless opportunities to achieve great things.

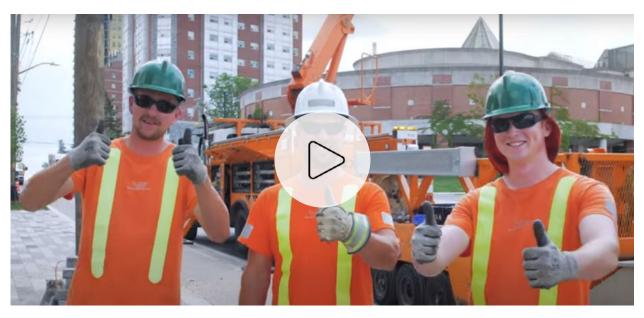
The future needs energy. It needs power. It needs innovation.

A region built by barn-raisers is now one of Canada's brightest and fastestgrowing communities. For years, as two distinct companies, we served the customers in our respective areas diligently and reliably.

We are now one team.

As one, we bring new ways of thinking to our communities and partners. We are their go-to for evolving energy solutions; their smart friend up for solving tough challenges.

As one, we plan ahead so that everyone from the neighbour next door to the diverse businesses that drive our economy can continue to create, invent and achieve.



<u>Click here</u> to view the Enova Welcome Video

As Enova, we are ready for whatever the future may bring.

For over 100 years, we've had the privilege of serving our customers – every day providing power essential to our families, friends and neighbours. Always putting safety first. This will never change. And together, nothing excites us more than the opportunity to be the bright source that energizes and empowers our communities to achieve great things.

Smart use of energy is here.

And for that we are ready.

About Us

Enova is Ontario's seventh-largest municipally-owned electrical utility. We serve more than 157,000 residential and business customers in the City of Kitchener, the City of Waterloo, the Township of Wellesley, The Township of Wilmot and the Township of Woolwich. What we do matters to the people and businesses in our communities, and we have the proven responsiveness and experience to support our customers and keep them safe.



Our Vision

To drive what's next in energy and sustainability for our communities and beyond.

Our Values

- Safety and well-being above all
- Everyone has a voice
- Transparency
- Driven to explore new ideas
- Inclusive and empowered

Our Pillars

At Enova, we're dedicated to

- Dependable and reliable service
- Customer and community partnerships
- Continuous improvement

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October 1, 2021 📀	Proposed merger of Kitchener-Wilmot Hydro and Waterloo North Hydro announced.
October 5, 2021 📀	Municipal shareholders unanimously pass the Memorandum of Understanding.
October - November 2021 🛛 🔊	Public input and engagement process.
December 14, 2021 📀	Municipal Councils unanimously approve the merger to proceed.
January 11, 2022 📀	Appointment of Co-CEOs for the newly merged company.
January 31, 2022 📀	Mergers, Amalgamations, Acquisitions and Divestitures (MAADs) application is filed with the Ontario Energy Board (OEB).
June 13, 2022 📀	Enova's Executive Team announced.
June 28, 2022 📀	OEB approves MAADs application.
September 1, 2022	Enova Power Corp. (Enova), first day of operations.

September 8, 2022

October, 2022

Employees and the public are officially introduced to Enova Power Corp. with a kick-off event for employees and a media event.

First branded Enova vehicles hit the road.

Enova eBilling campaign donates 10,000 healthy meals to The Food Bank of Waterloo Region.

Message to Shareholders

Dear Shareholders,

We are pleased to share with you our first Annual Report as Enova Power Corp., including the pre-merger successes of the two long-time legacy companies, and the strong utility that has been formed effective September 2022 as Enova.

Our first few months as a new organization have been a whirlwind. In addition to helping customers get to know the newest electricity distributor in Waterloo Region, we have been building our strategy including significant engagement with our municipal leaders, boards, and management, and helping our teams adjust to the many changes needed to integrate our processes and practices. While it has been a time of change and uncertainty, we are unwavering in our efforts to move toward our vision for Enova: To drive what's next in energy and sustainability for our communities and beyond.

When we began the work to create the Enova brand, it was a unique opportunity to take a deep look at who we want to be as an organization, to explore all the commonalities that we share and to develop what our vision is for the future. And while this report reflects our earliest days, it also reveals the potential we hold and offers a sneak peek into what we can look forward to.

Our work to create a thriving team and culture continues as we forge Enova's strategic plan, focused on building one of Ontario's most respected and innovative utilities. To help our team understand the process and the work involved, we have used the analogy of building a house. You must first build the foundation which is critical but less visible. Thereafter, you can see much progress in the form of new walls, windows and roof being installed, and other times the work is critical but less visible, such as installing electrical and heating systems. Our integration work involves all of these steps.

Enova is the seventh-largest utility in Ontario in one of the fastest-growing communities in the province. Our business customers represent some of the most diverse in the province, from agricultural to hightech industries to post-secondary education institutions. Our service territory includes bustling urban centres and sprawling rural farmland. Our employees understand our customers and their electricity and service needs, and with these needs in mind, we continue to build the foundation for Waterloo Region's electricity future and rapid growth.

We are pleased to share some of our successes from the past year in this report and note some of our early successes as Enova :

- We developed and launched our new name and brand, including launching our new website within days of the merger taking effect and rebranding all our small vehicles by year-end
- Part of our rebranding was to develop our Purpose, Mission, Vison, Values and Pillars for the future of Enova
- Enova's first eBilling campaign saw more than 1,300 customers register for eBilling, and in return we were able to donate more than 10,000 meals to the Food Bank of Waterloo Region.

Our future as a new company is just getting started and there is still a lot of work to be done, but we know we have the right people for the job. Our people are among the brightest in the province, with determination and pride in the work they do. On a separate note, as Chair of Enova Power Corp., I must acknowledge that this is the final Annual Report presented by our co-CEOs, Jerry Van Ooteghem and Rene Gatien as they retire later this year. Combined they led Kitchener-Wilmot Hydro Inc. and Waterloo North Hydro Inc. for more than 37 years and through some of the most significant changes the electricity industry has ever seen. From deregulation to smart meters to almost routine severe storms. their steady guidance and leadership have helped ensure that customers could rely on safe electricity and at the lowest possible cost. On behalf of the Board, employees and customers, I wish to thank these gentlemen, for their outstanding leadership over the years. As we look to 2023 and into 2024, we are inspired by what we have seen so far. There are growing pains and as our teams continue to work through these challenges with grace and determination, we are proud and optimistic about what lies ahead.

Yours Truly,

Rene Gatien, co-CEO, Enova Power Corp.

Jerry Van Ooteghem, co-CEO, Enova Power Corp.

Steve McCartney, Board Chair, Enova Power Corp.

Continuing a century of superior customer care

78,000+ calls answered within 30 seconds

DAD

1.9 Million +

bills issued in 2022

Our name has changed, but our high standards of customer care have not. Building on more than a century of outstanding customer care, Enova's customers and the residents of the City of Kitchener, the City of Waterloo, the Township of Woolwich, the Township of Wilmot and the Township of Wellesley will continue to enjoy the same high-quality service they have come to expect from us. This is evident right from the start of Enova's operations. While working to combine systems and processes, there has been no noticeable impact on customer service levels and customer relations. The Victoria Street and Country Squire offices both surpassed the Ontario Energy Board's Service Quality Indicators for 2022.

Enova's first customer campaign was an eBilling campaign in support of The Food Bank of Waterloo Region. The campaign resulted in more than 1,300 new eBilling signups and more than 10,000 healthy meals for families in need. **1,779** new residential and small business service connections.

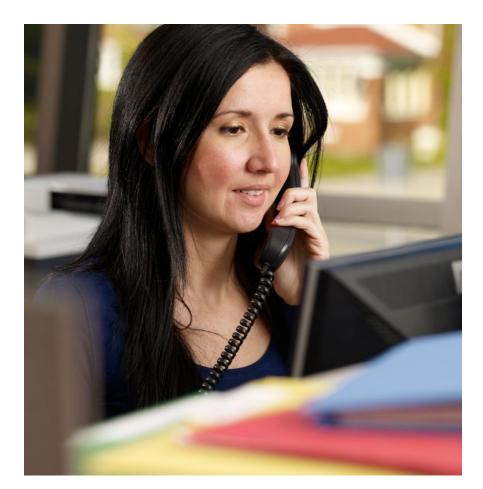
1,369 new eBilling registrations during the fall eBilling campaign Customer care continued...

Enova continues to focus on harmonizing policies and practices to ensure a seamless experience for customers.

Proactive communication efforts, including print and digital ad campaigns as well as quarterly eBlasts to residential and small business customers, help provide clarity and information to customers as Enova continues to integrate processes. There has been no noticeable increase in customer calls or inquiries since Enova began operations in September 2022.

Accurate and timely billing remains a priority for Enova. While we are still working to integrate our billing systems, both offices also continued to provide accurate and reliable service to customers. The Country Squire office recorded a 99.9% billing accuracy in 2022.

For the third year in a row, our Victoria Street office was recognized by the Independent Electricity System Operator with the Best in Class Billing Award, a highly technical award that recognizes utilities for overall excellence in billing, including a high billing success rate and low estimation. We earned this distinction while training a team of new staff and learning a new billing system.





Reliability

Enova works every day to provide power you can rely on. Building on more than 100 years of experience, Enova combines the expertise of two highly skilled operations departments to provide exceptional reliability and dependability.

Enova's capital projects and maintenance work focuses on enhancing reliability, powering growing communities, and decreasing the length and severity of unplanned outages through the replacement of end-of-life and damaged equipment. Our forestry crews and contractors conduct annual tree trimming cycles to ensure branches and foliage are trimmed away from powerlines and electrical equipment for reliability and safety reasons.Thanks to our commitment to improving reliability, Thanks to our commitment to improving reliability, Enova customers overall experienced fewer and shorter unplanned outages across our service territory. The average length of a power interruption was 62 minutes in 2022.

System automation has also improved system performance. <u>Enova's Fault</u> <u>Location Isolation and Service Restoration</u> (FLISR) technology led to a more than 30 percent decrease in Customer Minutes of Interruption for customers in Waterloo, Woolwich and Wellesley in 2022, resulting in more than 2 million minutes of customer interruption saved. All Waterloo, Woolwich and Wellesley customers are on FLISR-enabled feeders. Further automation efforts will continue across Enova's entire service territory.

44,000 poles across our service territory

3,665 kilometres of underground and overhead powerlines

62 minutes average length of a power interruption for Enova customers

Working together to get the lights on

A rare derecho windstorm, with gusts of more than 132 km/h, swept through the Waterloo region around 12 pm on May 21. The storm caused widespread outages and knocked out power to more than 28,000 customers across Enova's service territory.

The storm caused extensive damage. Trees fell on overhead power lines, poles were broken and transformers needed to be replaced interrupting power to customers during the short, but intense, windstorm.

Crews from both Enova offices worked tirelessly to make repairs through the long weekend. Legacy Waterloo North Hydro and Kitchener-Wilmot Hydro crews worked together to restore power to more than 90% of the 28,000 customers within 11 hours of the first reported outage.

Enova's communications team kept customers up-to-date throughout the outage. Social media messaging, website updates and interactive outage maps informed customers of estimated restoration times and provided vital safety information.

The May Derecho offered customers an opportunity to see Enova's two offices work together to restore power safely and efficiently. This is a commitment that will carry forward into the future.

17%

of Enova customers in Enova's service territory experienced outages during the storm.

90% of impacted customers had power restored within 11 hours.

132 km/h wind gusts reported during the rare storm

269,000 website pageviews within three months of launch

10,01

Introducing Enova

As Waterloo Region's newest electricity distributor and the seventh largest in the province, we wanted a powerful public introduction to Enova.

This meant a comprehensive communications strategy targeting all customers to let them know that Kitchener-Wilmot Hydro and Waterloo North Hydro were now Enova Power Corp.

Enova

733 Twitter followers by end of 2022



Google Search ranking for Enova Power within three months of launching

62% Open Rate for the first residential quarterly newsletter

203,383 traditional media hits from brand unveiling media event.

738,832 social media hits generated from the brand unveiling media event

Introducing Enova continued...



Website

On our first day of full operations, September 12, we launched a fullyfunctional corporate website to replace the legacy utility websites and reinforce the message that the utilities had merged and were now Enova Power Corp. Visitors were greeted with a banner that announced the merger and linked to the official media release. The new site provides a seamless user experience, allowing customers to easily find the forms, rate information and account management tools they need. 19.000 users visited the site in the first two weeks it was live, helping keep customer calls to the Enova call centres down.



Social Media

Enova also launched new social media channels to educate customers on the new organization and provide updates on safety, outage preparedness, account management tools and more. New channels were created on Twitter, Facebook, Instagram, YouTube, and LinkedIn. Each social media channel grew steadily and gained more followers each month following the public launch.



Email & Personalized Communications

The utility also used email and online messaging to introduce Enova to customers, industry groups and community organizations. More than 75,000 residential customers received the fall quarterly eBlast, which included safety tips, an overview of Enova's corporate values and energy efficiency tips. Shortly after the launch. we used full-page advertorials to introduce the organization to the Greater Kitchener-Waterloo Chamber of Commerce and the Electricity Distributors Association. Customer and community outreach through email and more traditional tools will continue in 2023 as the new utility continues to build trust and brand recognition with its customers.

Safety and well-being above all

Safety and well-being above all is at the core of our business and is one of our key values. Our comprehensive safety program includes extensive public safety education outreach and a rigorous employee safety program, which begins with an employee's orientation and includes daily risk assessments, regular training and safety meetings for all staff.

Mental health and well-being are as important as the physical health of Enova employees and their families. Enova's two offices provide on-site fitness equipment for employees to use at any time, and the utility offers mental health awareness training to staff and management and participates in mental health initiatives including Bell Let's Talk Day and the Movember movement.

The Country Squire office also completed the Roadmap to Psychological Safety Program, which focuses on an allencompassing approach to mental health and wellbeing, including employee training, peer support, and access to mental health experts as well as confidential employee surveys to help monitor and track mental health. Enova's Country Squire office received the 2022 Worker Safety Award in recognition of the success of the Roadmap program. 6,500 hours employee training hours in 2022

952 streetlights repaired on behalf of the municipalities, improving public safety

39,183 call before you dig requests safely processed

Award Recognition



Best Psychological Wellness and Psychological Safety Program

Canada's Safest Utilities and Electrical Employer



Worker Safety Award



Public Safety Excellence Award

Annual Elementary School Poster Contest



Our annual Elementary School Safety Poster Contest took place for the fifth consecutive year, inviting students in Grades 1-8 at schools across Enova's service territory to create an electrical safety poster based on a safety theme. This year's theme was "What to do if a Powerline falls on your Vehicle." More than 130 students entered this year's contest, making it the most popular year yet for the contest. The winning artists are recognized during a presentation in front of their classmates, and the winning posters are used in bill inserts. web content and social media throughout the year as an education tool for electrical safety awareness.

Keeping the Public Safe

Safety Presentations

Enova's safety-first commitment extends beyond our employees to residents and businesses across our service territory.

We focus on safety education for the youngest residents in our communities through our award-winning school presentations. The presentation covers topics from home electrical safety, electricity distribution and cautionary case studies. In 2022, almost 3,000 students at schools across Waterloo Region participated in the school safety program. Enova's Victoria Street office adapted its school program presentations to an interactive virtual model during the pandemic. The Victoria Street office received the 2022 Electrical Safety Authority Public Safety Excellence Award from the Electricity Distributors Association for the adoption of the interactive virtual program, which allowed presentations to continue while schools were closed.

Public safety education is not limited to school-aged residents. We also held safety training seminars for local firefighters and hosted a booth at the annual Police Week Open House at the Children's Safety Village.



3,000 students took part in safety presentations

123 presentations to schools across Kitchener, Waterloo, Wilmot Woolwich, Wellesley.



Partners In Energy Management

As the smart friend you can rely on, Enova is working with our business customers to help prepare for the future of electrification.

We're moving past traditional energy efficiency support with the introduction of our key accounts team. These energy management experts focus on reconnecting with customers to better understand their needs. We're working closely with businesses to gain insight into how we can support them through energy management, greenhouse gas reductions, electrification planning, benchmarking, monitoring and reporting.

This fall, we introduced our key accounts vision to more than 50 business customers at our first key account customer event. The feedback we received helped inform our future direction as we lead customers through the energy transition.

50+

attendees at our Large Customer breakfast in the fall.



Innovation

Enova is driven to explore new ideas and foster innovation.

Innovation was a key component of the business strategies for both legacy utilities, and it will continue to be at the forefront for Enova moving forward. To help prepare the utility for the future, Enova has a newly formed Innovation and Business Transformation department, which will work to improve the customer experience and enhance efficiencies across the business in operations and maintenance while also supporting the need for electrification as Waterloo Region continues to grow.

For Enova, innovation is not just something happening in the future, as the utility has several highly successful innovative projects that began before the merger announcement and are continuing to help shape the future of electricity and reliability in Ontario.

Innovation continued...



Fault Location Isolation and Service Restoration

Beginning as a pilot program in 2018, the award-winning FLISR project automatically activates softwarecontrolled devices when a fault is detected, restoring power to as many customers as possible after an outage, without operator intervention. The FLISR technology, which reduced Customer Minutes of Interruption by 30 percent in 2022 is in use across the City of Waterloo and the townships of Woolwich and Wellesley. The technology will be expanded across the entire Enova service territory to include the City of Kitchener and the Township of Woolwich.

Innovia Geo-Pile Research Project

In 2020, Enova partnered with Innovia GEO and several other groups to help advance geothermal heating options for Ontario residents. Our Eby Rush Transformer Station is being used as the first demonstration project for Innovia's Geo-Pile technology. Geopiles are a new type of in-ground heat exchanger using existing structural equipment to replace conventional geothermal equipment - yielding two building functions from the same installation cost. The project at the Eby Rush Transformer station features a geo-pile array that provides heating and cooling to our station building. The site includes a loop geothermal system, which allows for easy comparison between the Geo-Pile system and a more conventional geothermal system using the same building, site, and climate information.





Local Electric Vehicle Charging Platform Program

Enova introduced a project to help electric vehicle (EV) drivers manage their charging demand and better control their electricity costs. Through the pilot program, EV customers receive a charging unit that helps control their charging. The unit is integrated with an app, ensuring customers have real-time access to their electricity consumption and charging patterns. Enova gains a better understanding of EV charging patterns, and customer charging habits through the program. These insights help Enova better plan for future developments and electrification. Enova completed 19 unit installs in 2022.

Sustainability

Commitment to the environment and the health of the natural environment has been a long-standing priority of Enova's predecessor utilities.

Enova's Country Squire and Victoria Street offices are equipped with solar arrays, which returned more than 579,000 kWh to the grid in 2022. That is enough electricity to power more than 64 average residential homes for a year. The Country Squire office has a Silver LEED certification, and as a member of Sustainable Waterloo Region, the utility has pledged to decrease its Greenhouse Gas emissions by 2025. The Victoria Street office is also an observing organization with Sustainable Waterloo Region. Our offices have comprehensive recycling programs to divert waste from landfills. Recycling programs include construction materials, batteries, electronics, paper, cardboard and more. The Country Squire office's recycling programs and waste management efforts earned distinction as one of Canada's Greenest Employers in 2022. Last fall, Enova hosted Sustainable Waterloo's UN Sustainable Development Goals workshop.

4,100km

travelled sustainably through the Eco-Challenge

64 homes

could be powered for a year thanks to the electricity saved through our solar panels at the Country Squire office

Sustainability continued...

Employees also drive environmental awareness internally through the annual Eco-Challenge. Held in July, the Green Team-run program helps bring environmental issues to the forefront for employees and their families with events that include a 20-minute neighbourhood waste clean-up, a commuter challenge, a free bike tune-up, and a used clothing drive. The 2022 event saw a six-percent increase in employee participation over the previous year's challenge.

Preserving and improving the natural environment in our service territory is important to Enova and our employees. The Country Squire office has a number of eco-friendly features to ensure there is no ecological impact to the surrounding waterways and landscape. In 2022, our Victoria Street office Victoria Street office donated and installed four cedar hydro poles at the Mike Schout Wetlands Preserve in the Township of Wilmot to provide habitat and nesting for ospreys, eagles and herons. We provided \$100,000 in reforestation grants to the City of Kitchener and the Township of Wilmot.

2022 also saw the introduction of a beehive project at the Country Squire location. Working with Alveole, an urban beekeeping organization, Enova has two hives installed outside the building in Waterloo. The project's first year was successful as the environment was ideal for pollinators. The bees helped local plant and flower life and produced a large quantity of honey for employees to enjoy at home. 2 beehives were installed at the Country Squire office





Community Involvement

Supporting the local organizations that help those in need across Waterloo Region is critical to ensuring the wellbeing of our communities. At Enova, we encourage our employees to become active volunteers at work and at home to make a difference in the lives of the people we serve.

The Victoria Street and Country Squire offices have long histories of supporting

the United Way of Waterloo Region Communities through annual fundraising campaigns. This continued in 2022, with Enova running its first campaign. The one-month campaign included an auction, a hygiene kit drive, and draws for prizes based on donations. Employees could also make payroll deductions to support The United Way. The campaign raised more than \$10,000.

\$10,000+ raised in the first United Way

campaign

Community Involvement continued...

Enova customers also assisted with the utility's eBilling Campaign in support of The Food Bank of Waterloo Region. The utility donated six healthy meals to The Food Bank for each customer that registered for eBilling from mid-October until the end of November. During the Week of Giving, Enova doubled its donation to 12 meals per new registration. In total, Enova donated 10,092 meals to The Food Bank during the holiday season.

Employees also raised \$2,180 for the Movember Foundation and supported several other organizations through donations of money, goods, time, and expertise, including Red Shirt Day.



In addition to these initiatives, we're proud to support:

- Centre in the Square
- REEP Green Solutions
- Children's Safety Village
- Greater Kitchener-Waterloo Chamber of Commerce
- Drive4data Waterloo Institute for Sustainable Energy
- Strong Start and other local charitable organizations
- Sponsorship of the Powerline Technician Program at Conestoga College, including scholarships and the donation of surplus vehicles
- Scholarship for students in the Electrical Engineering Technology and Energy Systems Technology programs at Conestoga College
- Sponsorship of the Engineering Program at the University of Waterloo, including weconnect
- Sponsorship of the Midnight Sun, the University of Waterloo's solar car.





10,092 healthy meals donated to The Food Bank of Waterloo Region

Partnerships

Enova' s commitment to strong partnership extends to work with industry organizations and community groups that will help shape Ontario's energy future. We work closely with community groups and industry organizations in electricity and sustainability to build a brighter future for our customers and area residents.



Enova is one of 13 member LDCs of the GridSmartCity Cooperative. Operating within a formalized structure, and as a legal cooperative entity, the Cooperative's LDC members share resources, insights and systems that help run smarter companies, while advancing innovation, reliability and efficiency across Ontario's electricity grid.

Enova's employees serve on the Cooperative's seven working committees. Each committee works to share insights and find collective savings that benefit members and their customers. Since its inception, GirdSmartCity has secured \$4.2-million in savings for members across the various committees.

For full details, visit <u>gridsmartcity.com</u>



We are a member and continuing supporter of WR Community Energy partnership of the cities of Cambridge, Kitchener and Waterloo, the Region, Enova and Grand Bridge Energy, as well as the two gas companies in the Region of Waterloo. The goal of the partners is to show leadership to take advantage of energy opportunities to benefit the local economy and improve quality of life, and the environment.

Learn more about the work WR Community Energy does through the group's website.



Sustainable Waterloo Region (SWR) is a social enterprise non-profit organization that helps the local business community, and Waterloo region as a whole, become more environmentally and economically sustainable.

Learn more about our commitments through the organization and the organization's work in Waterloo Region by visiting <u>sustainablewaterlooregion.ca</u>.



The Electrical Distributors Association (EDA) exists to provide local distribution companies with valued industry knowledge, networking opportunities and collective action vital to the business success of each member.

Enova is one of more than 40 Ontario LDC members of the EDA. Our leaders and employees serve on the EDAs eight council and provide insight and share best practices across the industry while helping to promote the importance of LDCs across the province.

For more information, visit <u>eda.on.ca</u>.

We're also proud members of:

- Smart Energy Consumer Collaborative
- Greater Kitchener-Waterloo Chamber of Commerce
- ClimateActionWR

- Utilities Standards Forum
- Association of Energy Service Professionals
- Survalent SmartVU OMS Users Group

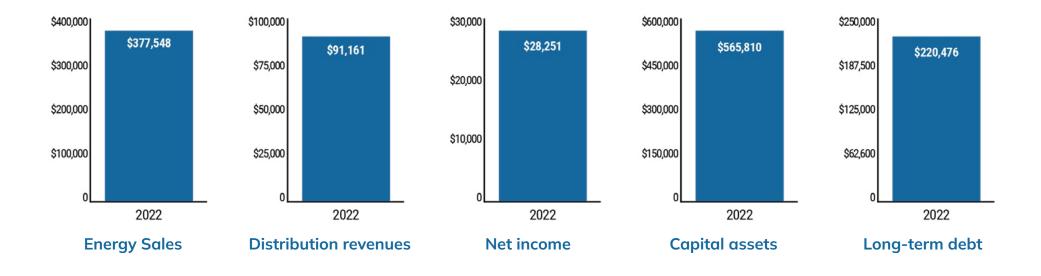


Corporate Structure

Enova Power Corp. was formed from the merger of Kitchener-Wilmot Hydro Inc. and Waterloo North Hydro Inc. Enova is solely owned by Enova Energy Corporation.



Financial Highlights (\$000s)



Leadership

Enova Power Corp.'s Executive Team combines the leadership of the two legacy utilities and ensures the new organization has the forward-thinking and expertise needed to position Enova as a leader in energy solutions as we move into the future.

For more information on each member of our leadership team, visit <u>enovapower.com/leadership</u>.



Rene W. Gatien Co-CEO and Executive Officer



Jerry Van Ootegham Co-CEO and Executive Officer



Margaret Nanninga Vice-President, Finance and Chief Financial Officer



Dorothy Moryc Vice-President, Stations and Engineering



Mark Dillon Vice-President, Information Technology



Greig Cameron Vice-President, Innovation and Business Transformation



Wilf Meston Vice-President, Operations



Will Stratford Director, Corporate Services



Jenny McGeachy Director, People and Culture

Board of Directors

The Board of Directors of Enova Power Corp. was selected before the public unveiling of the new organization. The board brings together the best and brightest in Waterloo Region and members are committed to embracing innovation and helping move the organization forward.

For more information on each member of our leadership team, visit <u>enovapower.com/leadership</u>.



Steve McCartney Chair



Sandra MacGillivray Vice-Chair



David Schnarr



Jacinda Reitsma



Mayor Berry Vrbanovic City of Kitchener



Mayor Dorothy McCabe City of Waterloo



Mayor Sandy Shantz Township of Woolwich



Scott Davey City of Kitchener Councillor

🥠 Enova

www.enovapower.com

Kitchener Office 301 Victoria Street South, Kitchener, Ontario, N2G 4L2.

Waterloo Office 526 Country Squire Road, Waterloo, Ontario, N2J 4G8.

Phone 226-896-2200

Email customercare@enovapower.com



