



5-Year Strategic Plan (2019–2024)
2022 MID-TERM UPDATE

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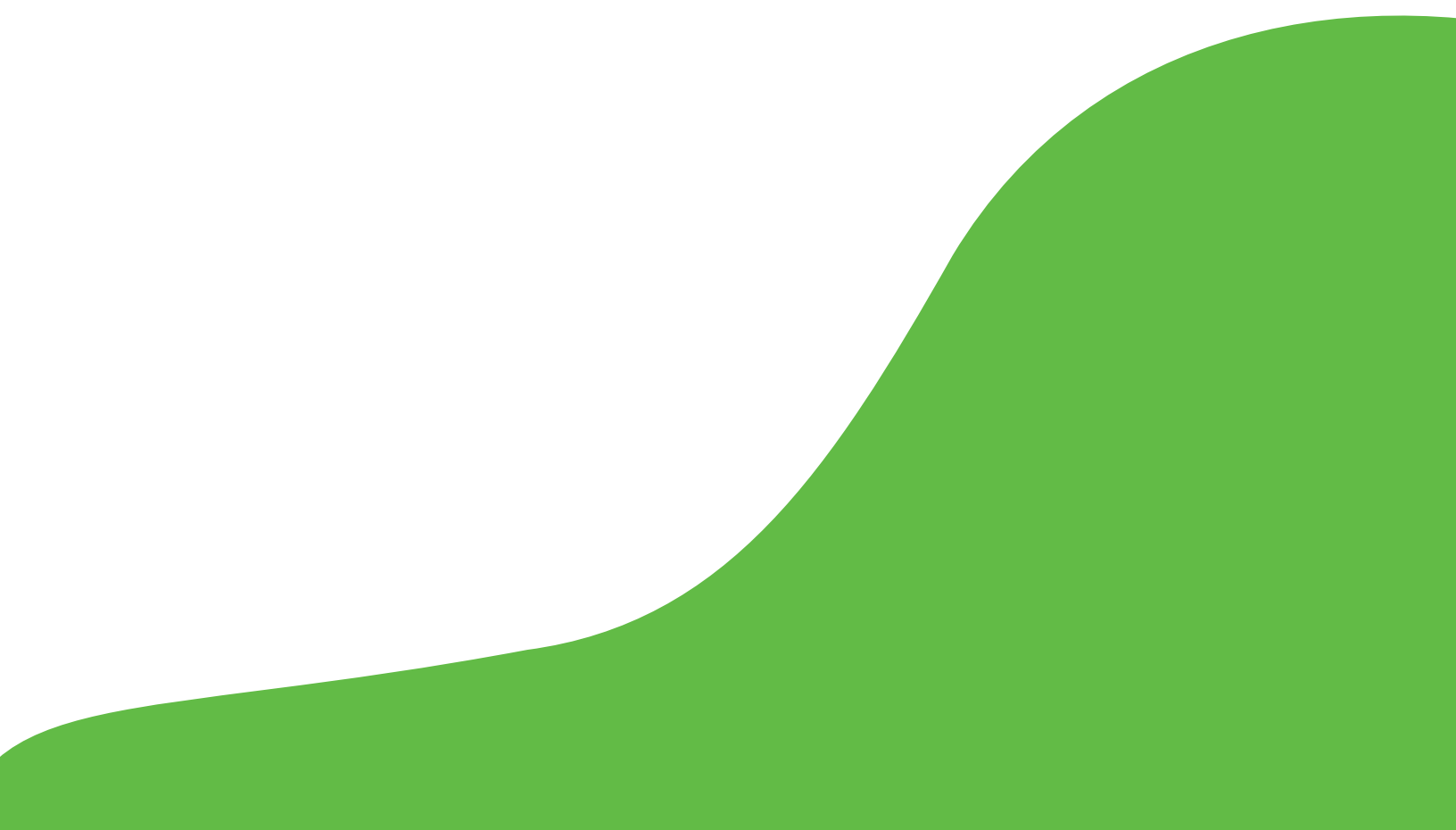
Who we are

Yukon Energy is a publicly owned electrical utility established in 1987. We operate as a business, at arm's-length from the Yukon government, to generate and transmit electrical energy in Yukon. We work with Yukon Development Corporation, our parent company, to provide sustainable, cost-effective and reliable electricity to Yukoners.

There are over 21,000 electricity consumers in the territory. We provide power to most of them indirectly, through ATCO Electric Yukon, who buys wholesale power from us. We directly serve some 2,200 residential and business customers, most of whom live in and around Dawson City, Mayo and Faro, and three industrial customers across the territory.

Most of the electricity we produce is renewable, coming primarily from hydro resources at our Whitehorse, Aishihik and Mayo hydroelectric facilities. We also generate a small amount of thermal energy from our liquefied natural gas (LNG) and diesel plants. These thermal plants ensure we have reliable electricity when it's needed at peak times, during emergencies, and when renewable sources of electricity are not available.

Our headquarters are located near the Whitehorse Rapids generating facility in Whitehorse.



Values

- » Safety
- » Accountability
- » Continuous Improvement
- » Teamwork
- » Professionalism
- » Good Corporate Citizenship

Mission

To enable Yukon's prosperity with sustainable, cost-effective and reliable electricity

Vision

To establish a sustainable legacy for Yukon's future

“Most of the electricity we produce is renewable, coming primarily from hydro resources.”

Message from the Chair

The 5-year Strategic Plan 2019–2024 released by Yukon Energy in 2019 was driven by a bold vision — to be a Canadian leader in sustainable energy by 2030.

Now, at the halfway point in the plan, we can assess the work done on each of its six strategic priorities and see the significant progress made to achieve that vision. Here are some of the highlights that demonstrate what we've been doing to provide reliable, affordable and clean electricity to Yukoners.

- We released our 10-Year Renewable Electricity Plan in January 2020. The plan is a clear demonstration of our commitment to fulfill our overall strategy and provide Yukoners with the reliable and renewable power they've told us that the future of energy in the territory should be.

It's an ambitious plan, developed in response to Yukon government's Our Clean Future strategy that focuses on using electrification to reduce carbon emissions from Yukon's heating and transportation sectors. Our plan identifies the key steps, projects and partnerships that will enable us to reach our 97% renewable target by 2030 in order to address the substantial growth in demand for renewable electricity in Yukon that is anticipated by Our Clean Future.

Of the major projects outlined in the 10-year plan, the grid-scale battery is now under construction in Whitehorse, in partnership with the Kwanlin Dün First Nation and Ta'an Kwäch'än Council. The Atlin hydro project is also well-advanced with federal funding in place and signed agreements with Tlingit Homeland Energy Limited Partnership (THELP), our Taku River Tlingit First Nation partner in Atlin.

- We've worked with Yukon government and ATCO Electric Yukon to implement the Independent Power Production Standing Offer Program and create opportunities for First Nations development corporations and private businesses to contribute to our clean energy future. The Electricity Purchase Agreements we've signed with three proponents to date for the purchase of power from their independently built and owned solar farms are prime examples of the kind of partnerships that move us toward the future we want.
- Completing the \$34 million Mayo to McQuesten Transmission Line Replacement Project — during the height of the Covid-19 pandemic — adds significantly to stable, reliable electricity in Yukon.
- Renting diesel generators each winter in the short-term gives us the insurance we need to keep the lights and heat on when temperatures drop, especially with the increase in electrically heated buildings in Yukon.

- By effectively pursuing federal funding for major projects such as the grid-scale battery, Atlin hydro, and Mayo to McQuesten projects, we've ensured that Yukon ratepayers continue to enjoy the lowest rates across the North.

While we've made great progress, we are also aware that the context has shifted in multiple areas that require our focus, requiring adjustments to our five-year strategic priorities and actions. For one, the demand for electricity continues to increase as Yukon continues to grow. This past year saw us set a new peak demand record of 104.42 megawatts.

Dealing with the Covid-19 pandemic over the last two years was another shift in context. We pivoted accordingly with flexible billing, work-from-home programs, and a company-wide mental wellness initiative.

Our commitment to reconciliation and to honouring the spirit and intent of the Final and Self-Government Agreements is a key principle that we willingly embrace. However, Yukon's utility legislation and our regulator, the Yukon Utilities Board, do not consider reconciliation nor climate change and reducing our emissions in their decisions and mandates. For this reason, our mid-term update to the strategic plan includes an additional context factor, #8 Regulatory, and articulates the strategic priorities to address it.

Our mission to enable Yukon's prosperity with sustainable, cost-effective and reliable electricity focuses us on our purpose and enables us to advance the work outlined in our strategic plan with clarity. It also enables us to view the changes in context through the lens of our vision and mission and develop new strategic priorities as we work to establish a sustainable energy legacy for future generations of Yukoners.

I'm extremely proud of all the work Yukon Energy's Board of Directors and staff have accomplished so far to advance the strategic priorities and objectives in this plan. I'm looking forward to what the next three years will bring.

Lesley Cabott

Chair

Yukon Energy Corporation

Board of Directors

“ We will be a Canadian
leader in sustainable energy
by 2030. ”

mid-term review





In January 2022, Yukon Energy board members and senior staff conducted a mid-term review of the Corporation's 5-Year Strategic Plan 2019–2024.

In a workshop format, Yukon Energy participants were asked to describe the external factors that influence Yukon Energy.

- 1. What has changed in each of the seven context theme areas included in the strategic plan?**
- 2. Have any new themes emerged?**

Context Themes:

- 1. Energy Supply**
- 2. Energy Demand**
- 3. Financing**
- 4. First Nations Partnerships**
- 5. Governance**
- 6. Climate**
- 7. Workforce**

Then, participants were asked to update the six strategic priorities by answering the following questions.

- 1. What has Yukon Energy completed?**
- 2. Given the evolving context, should the focus of any of the six strategic priorities in the plan change?**
- 3. Have any new strategic priorities emerged?**

The following pages outline the output from that review and the actions that will guide Yukon Energy's decisions through 2024.

Strategic Priorities:

- 1. Generate reliable and sustainable electricity**
- 2. Secure long-term sustainable financing**
- 3. Develop mutually beneficial First Nations partnerships**
- 4. Achieve excellence in employee engagement**
- 5. Streamline and clarify governance**
- 6. Provide outstanding, reliable customer value**

context themes

and mid-term updates

Yukon Energy must navigate a set of complex factors over the next decade and beyond if it is to continue to be an industry leader in sustainable, cost-effective and reliable energy production.





Context themes

(original)

2022 Mid-term updates

(additional considerations)

1. ENERGY SUPPLY

The vast majority of Yukon Energy's power — over 90% — is derived from clean, renewable hydroelectric facilities. However, much of that infrastructure is aging, having been built and paid for by the federal government over 50 years ago to support mining operations, before being transferred to the Yukon government.

Current capacity is already insufficient to keep pace with demand, particularly during winter peak events. All electricity utilities, especially those like Yukon Energy, operating islanded transmission systems in northern regions, must plan for worst-case scenarios. For Yukon Energy, the system must have sufficient redundant capacity to meet demand in the event of a failure of our largest generation and transmission facilities. Yukon Energy is currently safeguarding the supply of reliable year-round energy by renting mobile diesel generators during the winter months.

The costs and risks of re-licensing our existing generation facilities are increasing, and funding for the full portfolio of projects in Yukon Energy's 10-Year Renewable Electricity Plan remains uncertain.

There has been a fundamental transformation in the supply side of electricity in Yukon, with Yukon Energy becoming a purchaser of electricity from Independent Power Producers (IPP). Distributed energy production creates opportunities but also increases costs and complexity.

2. ENERGY DEMAND

Yukon is experiencing population growth and an expanding economy. Electric heat is being installed in most new homes and commercial buildings, resulting in higher winter demand peaks — Yukon's energy consumption record was broken three times in 2017 alone. Demand for electricity is forecast to continue to grow for the foreseeable future.

Peak demand growth is exceeding modelled expectations and forecasts in the 2016 Resource Plan. New records for peak demand in Yukon were set in 2019, 2020 and again in 2021. There is some uncertainty in future demand growth from electrification and the mining sector, but demand for electricity is forecast to continue to grow for the foreseeable future.

Context themes

(original)

2022 Mid-term updates

(additional considerations)

3. FINANCING

Yukon Energy is not currently positioned to self-finance long-term infrastructure development. This point is further complicated by the absence of any ability of the Yukon Development Corporation to generate revenue for potential investment in Yukon Energy. Yukon Energy is also subject to price regulation by the Yukon Utilities Board and, as such, may only charge electricity prices allowed by the Yukon Utilities Board. For decades, the Yukon public has been shielded from the true cost of electricity by the federal government's initial investments in Yukon's electricity infrastructure and various rate stabilization bill subsidies.

Any debt that Yukon Energy takes on to finance new investments falls under the Yukon government's "debt cap" imposed by the federal government. Access to funds within the debt cap is shared with all other Yukon government departments and entities.

Yukon Energy and the Yukon Development Corporation are not currently able to self-finance Yukon Energy's planned long-term infrastructure development. Additional sources of equity and/or government grant funding will be required.

Context themes

(original)

2022 Mid-term updates

(additional considerations)

4. FIRST NATIONS PARTNERSHIPS

Yukon Energy is committed to establishing mutually beneficial and strategic partnerships with Yukon First Nation governments, as envisioned in the Yukon land claim agreements, through respectful and thoughtful collaboration. Yukon Energy is working to create economic opportunities for Yukon's First Nations people through First Nations procurement and employment policies.

Yukon Energy's efforts to advance economic opportunities for Yukon's First Nations people are starting to be realised through:

- dialogue on partnership, ownership and investment in generation projects, including First Nations ownership of projects in the 10-Year Renewable Electricity Plan;
- implementation of a First Nations procurement policy;
- opportunities for First Nations debenture investments associated with new Yukon Energy projects; and
- enhanced access to federal grant funding through First Nations ownership.

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), Calls to Action from the Truth and Reconciliation Commission of Canada (TRC), and reconciliation efforts across Canada continue to change the context in which Yukon Energy operates. Close collaboration is needed with Yukon government to address issues and opportunities for reconciliation.

5. GOVERNANCE

Yukon Energy is a wholly owned subsidiary of the Yukon Development Corporation, which in turn is owned by the Yukon government. The Yukon Development Corporation and Yukon Energy recently signed a Protocol Agreement setting out the roles and responsibilities of each corporation, streamlining communications and supporting good governance.

The Yukon Development Corporation and Yukon Energy have agreed on a framework for financial reporting to support the approvals of Yukon Energy's annual financing transactions.

A need has been identified to enhance Board oversight of Yukon Energy's major capital projects and a commitment to adopting Environment, Social and Governance (ESG) best practices.

Context themes (original)

2022 Mid-term updates (additional considerations)

6. CLIMATE

Yukoners are deeply concerned about climate change. As the extensive public consultations of the 2016 Resource Plan showed, the vast majority of Yukon residents prefer renewable low-carbon energy when made available at current prices. With more than 90% of its electricity already generated from non-carbon producing sources, Yukon Energy is well aware of the benefits of renewable electricity production. To ensure the safe and reliable supply of energy throughout the year, however, Yukon Energy will need to meet near-term demand growth with generation from fossil-fuelled thermal sources. Yukon Energy understands and embraces the challenge ahead, to return to a low-carbon optimum as quickly as possible within the constraints of operating an islanded electricity generation and transmission system.

The federal government has accelerated Canada's climate change goals — to decrease greenhouse gas emissions (GHG) by 30% by 2030, and Net Zero by 2050. Yukon government has released Our Clean Future which targets a 45% reduction in Yukon's GHG emissions, which will increase the demand for renewable electricity to support electrification.

The vast majority of Yukon residents prefer renewable low-carbon energy when made available at current prices. In our 10-Year Renewable Electricity Plan, "Electricity for 2030," Yukon Energy targets an average of 93% of production from renewable sources, with an aspirational goal of 97% by 2030.

Yukon Energy is actively navigating the challenge of expectations from climate change policy, available resources, and the constraints of operating an islanded electricity generation and transmission system.

7. WORKFORCE

Yukon Energy faces the same demographic challenges as all other electric utilities in Canada in recruiting and retaining workers with the specialized skills needed to generate, transmit and distribute electricity. Yukon's remote northern location, as well as competition for talent from major resource development projects in Western Canada, serve to create an additional layer of recruitment challenges.

Changes in how, and where, employees work have been accelerated by Covid-19. Yukon's remote northern location, competition for talent from other employers, and availability/cost of local housing, create additional recruitment challenges.

NEW Mid-term context theme

8. REGULATORY

Yukon Energy is a regulated utility under the Yukon's *Public Utilities Act*. The current mandate of the Yukon Utilities Board struggles to consider Yukon Energy's strategy for advancing First Nations relationships and reconciliation, climate change adaptation and initiatives, and support of energy conservation.

The complexity and costs of regulatory approvals and compliance for Yukon Energy's existing and future assets continue to increase. Yukon government's Our Clean Future includes specific actions to pass a Clean Energy Act, and update the *Public Utilities Act*, and opportunities exist to modernize the regulatory framework in Yukon.





strategic priorities,

updates and mid-term
performance





Strategic priorities

Mid-term performance

1. GENERATE RELIABLE AND SUSTAINABLE ELECTRICITY

1.1

We will plan and build a 10-year portfolio of projects to meet Yukon's future energy and capacity needs.

1.1 COMPLETED:

- > We released our 10-Year Renewable Electricity Plan in January 2020 that outlines the key projects and partnerships needed by 2030 to address growing peak demands for electricity.

ONGOING:

Progress on key projects identified in the renewable electricity plan includes the following.

- > Signed an Electricity Purchase Agreement in January 2022 to purchase hydro power from THELP's proposed Atlin Hydro Expansion Project when complete. Worked with THELP to secure financing for the proposed Atlin Hydro Expansion Project to ensure electricity purchased from the project is affordable for Yukoners.
- > Secured First Nations partners, financing, location, approvals, supplier and contractors for our Grid-Scale Battery Storage Project. Work is now well underway and scheduled for completion in 2023.

1.2

We will successfully secure water licence renewals for our hydro facilities at Aishihik (2019), Whitehorse and Mayo (both 2025).

1.2 COMPLETED:

- > The Yukon Water Board approved a three-year water use licence renewal for the Aishihik hydro facility on February 19, 2020. This is a critical interim solution as we continue to work with Champagne and Aishihik First Nations on a longer-term agreement.

ONGOING:

- > Licence renewal projects have been initiated for the Whitehorse and Mayo hydro facilities in collaboration with First Nations governments in each area.

1.3

We will collaborate with the Yukon government to implement its newly established Independent Power Production (IPP) Policy.

1.3 COMPLETED:

- > Collaborated with Yukon government and ATCO Electric Yukon to develop the policy's Standing Offer Program (SOP) materials.
- > Signed agreements to purchase solar power from three Independent Power Producers (IPP) in Yukon who we have since connected to the grid.

ONGOING:

- > Work with Yukon government, Yukon Development Corporation, ATCO Electric Yukon and IPPs to complete a review of the Independent Power Production Policy and SOP program.
- > Continue to work with prospective IPPs in the SOP program queue to connect their projects to the grid.

1.4

We will continue to ensure that we meet our worst-case scenario (N-1) capacity requirements each year through innovation and sound planning.

1.4 COMPLETED:

- > Replaced the original 1957 runner (the large "propeller" in the turbine) of Whitehorse unit #2 in 2021. It can now produce more renewable electricity from the same amount of water running through it. Additional uprate work on Whitehorse unit #4 removed a bottleneck from the system that limited its output. Our biggest unit can now reach 100% potential output.

ONGOING:

- > Rent diesel generators each winter as our insurance policy against prolonged outages, until we can build or purchase more dependable sources of renewable energy and capacity.

NEW Mid-term strategic objective

1.5

We will develop alternatives if federal funding is not available for the full project portfolio in our 10-Year Renewable Electricity Plan.

1.5 A 2022–2024 FOCUS

2. SECURE LONG-TERM SUSTAINABLE FINANCING

2.1

We will develop and receive government approval for a 10-year capital plan, including capital for both new projects and to sustain our existing asset base.

2.1 COMPLETED:

- > Developed a 10-year capital plan.
- > Worked with our shareholder, Yukon Development Corporation, to secure near-term funding for projects in our five-year capital plan.

2.2

We will secure federal funding to build a 10-year portfolio of projects.

2.2 COMPLETED:

- > Federal and territorial funding secured to date includes:
 - \$150 million for the Atlin Hydro Expansion Project;
 - \$22.7 million for the Mayo to McQuesten Transmission Line Replacement Project;
 - \$16.5 million for our Grid-Scale Battery Project; and
 - \$650,000 for our Peak Smart pilot program.

ONGOING:

- > We continue to seek federal funding for the remainder of projects in our 10-year plan.

2.3

We will develop models and options for First Nations investment in relevant projects within the 10-year capital plan.

2.3 COMPLETED:

- > We have developed and are implementing a framework for partnership options that would lead to best practices and generate benefits for First Nations governments and development corporations in Yukon Energy projects.

2.4

We will work with our shareholder, the Yukon Development Corporation, to facilitate access to flexible financing in the future.

2.4 COMPLETED:

- > We submitted an application to our regulator, the Yukon Utilities Board, for a rate increase in 2021 that had nearly zero impact on average monthly electricity bills.

ONGOING:

- > We will develop a forecast of Yukon Energy's long-term debt and equity requirements.

2.5

We will work with our partners to streamline the annual budget approval process to ensure budget and capital plans are approved prior to the start of Yukon Energy's fiscal year.

2.5 ONGOING:

- > We are revising budgets to incorporate costs of regulatory uncertainty and rate impacts.

3. DEVELOP MUTUALLY BENEFICIAL FIRST NATIONS PARTNERSHIPS

3.1

We will strengthen our relationships with First Nations where we have existing or planned operations.

3.1 COMPLETED:

- > In 2019, all Yukon Energy board members and 56% of employees participated in Yukon College's Yukon First Nations Core Competency course. The remainder of staff completed the training in 2020. This training is now a requirement for all new Yukon Energy board and staff.
- > Formed a Battery Project Committee with representatives from Yukon Energy, Kwanlin Dün First Nation and Ta'an Kwäch'än Council.
- > In 2021, we hired Chris Milner, Vice President of Government Relations, whose work includes developing a framework for First Nations partnerships, advancing our work on reconciliation, and creating procurement and contracting opportunities for First Nations-owned businesses.

ONGOING:

- > Implement a First Nations Procurement Process to provide contracting opportunities for First Nations-owned businesses.
 - > Working with Champagne and Aishihik First Nations representation on the long-term relicensing of the Aishihik hydro facility.
 - > Working together as part of the Whitehorse Rapids Fish Ladder/Hatchery Technical Working Group with representatives from the Government of Carcross/Tagish First Nation, Kwanlin Dün First Nation, and Ta'an Kwäch'än Council. The group's focus is to improve fish passage through the Whitehorse Fish Ladder.
-

3.2

We will develop a framework of partnership options with First Nations, including consideration of equity buy-in, corporate partnership and Independent Power Production (IPP) investment, on a project-by-project basis, by 2019.

3.2 COMPLETED:

- > Signed a Project Agreement with the First Nation of Na-Cho Nyäk Dun for the Mayo to McQuesten Transmission Line Replacement Project, with procurement opportunities and legacy benefits.
- > Entered into a lease agreement with Da Dan Developments, a subsidiary of Chu Níikwän Development Corporation, for a 25-year lease on the land needed for the grid-scale battery.
- > Signed an Agreement in Principle and Electricity Purchase Agreement with THELP for the proposed Atlin Hydro Expansion Project.

ONGOING:

- > We will continue to develop a framework of partnership options with First Nations, including consideration of equity buy-in, corporate partnership and Independent Power Production (IPP) investment.

3.3

We will share opportunities for First Nations-owned businesses and create a workplace pipeline for Yukon First Nations people to join our team.

3.3 COMPLETED:

- > We have developed and implemented First Nations employment and procurement policies.

ONGOING:

- > We seek to leverage our business operations and project development work to create opportunities for economic, social and cultural development for Yukon First Nations. We are pursuing certification under the Aboriginal Business Council's Progressive Aboriginal Relations (PAR) program to manage and benchmark our First Nations engagement program. Certification recognizes results in aboriginal relations through leadership actions, employment, business development and community relationships.
- > Businesses owned by Ta'an Kwäch'än Council and Kwanlin Dün First Nation have, and will continue to have, a significant role in the development of the battery, including investment, procurement and contracting opportunities, as part of the overall project.

MOVED:

> Creating additional opportunities for Yukon First Nations people to join our team will be a distinct objective between 2022 and 2024. See strategic objective 3.4.

NEW Mid-term strategic objectives

3.4

We will create opportunities for Yukon First Nations people to join our team.

3.4 A 2022–2024 FOCUS**3.5**

We will develop an internal policy to address reconciliation and the Truth and Reconciliation Commission Calls to Action.

3.5 WORK IN PROGRESS:

> Our new Vice President of Government Relations will develop a framework for First Nations partnerships and advance our work on reconciliation.

3.6

We will work with Yukon government leadership and Yukon First Nations to create a shared strategic commitment to Yukon's energy future.

3.6 A 2022–2024 FOCUS

REVISED Mid-term strategic priority

4. BUILD A WORKFORCE FOR THE FUTURE (ORIGINALLY: ACHIEVE EXCELLENCE IN EMPLOYEE ENGAGEMENT)

4.1

We will develop a succession plan for our Senior Management Team, by December 2019.

4.1 ONGOING:

- > Starting in 2019, we consciously set out to focus on leadership and growth, succession planning, and general planning for the future. By enabling our people to realize their full potential, we also encourage them to grow and stay with the Corporation, to all our benefit.
- > Succession plans have been developed for a number of leadership positions in Yukon Energy.

4.2

We will implement an annual employee survey to increase engagement and measure success as an employer, by December 2019.

4.2 ONGOING:

- > An employee survey conducted in late 2019 showed an increase in performance in almost all areas of the survey. The greatest overall performance increases were in the information sharing, information to make decisions, and trusting your supervisor categories.
- > We will continue regular employee surveys to increase engagement and measure success as an employer.

4.3

We will inspire the Corporation with a goal of zero lost-time incidents each year.

4.3 MOVED:

- > Moved to new strategic priority #7 *Health and Safety of Employees and Public.*

NEW Mid-term strategic objectives

4.4

We will develop strategies and take actions to effectively recruit, engage and retain employees.

4.4 WORK IN PROGRESS:

- > We developed a Work from Home program (with a focus on health and safety, records and security, and work-life balance) that provides an alternative that meets the needs of employees as well as the company.
- > Our employee-led Mental Wellness Committee encourages and elevates conversations about mental wellness in our workplace.

4.5

We will develop strategies to grow internal talent and skills.

4.5 ONGOING:

- > We leveraged the opportunity of having many of our employees working from home during the early days of Covid-19 to provide online training opportunities.
 - > In early 2021, we made changes to position titles and reporting structures to provide opportunities for some individuals to advance, change their career, or take on new leadership roles within our company.
 - > Our Extended Leadership Team continues to provide input and support of corporate initiatives.
-

REVISED Mid-term strategic priority

5. STRENGTHEN GOVERNANCE PRACTICES (ORIGINALLY: STREAMLINE AND CLARIFY GOVERNANCE)

5.1

Continue to work on good governance practices between Yukon Energy and the Yukon Development Corporation, with improved communication, support and mutual solution-building.

5.1 ONGOING—COMPLETED:

- > Protocol Agreements are signed each year between the Chair of Yukon Energy Corporation's Board of Directors and the Chair of Yukon Development Corporation's Board of Directors. The agreement describes Yukon Energy's accountabilities in relation to Yukon Development Corporation's performance expectations for the utility. It outlines both corporations' agreement to each of their respective roles and responsibilities, and provides a framework that encourages strong corporate governance of Yukon Energy.
- > We continue to work on good governance practices between our corporations with improved communication, support and mutual solution-building.

5.2

All Yukon Energy budgets and capital plans will be approved prior to December 31 of each year.

5.2 COMPLETED:

- > All Yukon Energy budgets and capital plans are approved prior to December 31 of each year.

REVISED Mid-term strategic objectives

5.3

We will confirm internal governance models (e.g., key large projects, ESG, and asset management).

5.3 WORK IN PROGRESS:

- > We hold ourselves accountable for our environmental, social and corporate impacts. Terms of References for a new Environmental, Social and Governance Committee and Projects Committee on our Board of Directors will be developed in 2022.

5.4

We will refresh the mandates for our Yukon Energy Board committees by 2022.

5.4 WORK IN PROGRESS:

- > Board and Board Committee mandates and Terms of References will be updated in 2022.

REVISED Mid-term strategic priority

6. PROVIDE OUTSTANDING, RELIABLE CUSTOMER AND COMMUNITY VALUE (ORIGINALLY: PROVIDE OUTSTANDING, RELIABLE CUSTOMER VALUE)

6.1

We will examine options to simplify electricity distribution to customers, streamline operations and reduce overhead.

6.1 COMPLETED:

- > We completed our *My Account* online customer portal in late 2020 and released it to customers in early 2021.
- > Together with ATCO Electric Yukon, we worked with customers on a case-by-case basis to manage their electricity bill payments during the pandemic. We developed customized and flexible bill payment options and temporarily adapted our normal business practices to ensure that no customer's electricity service was interrupted in 2020 because they couldn't pay their bill.
- > With the Yukon Utilities Board's support, our two interim rate increases in 2021 were applied on the same days that other charges on electricity bills were either reduced to zero or came off bills. The net result was nearly zero change to what average residential and commercial customers paid for electricity each month.

ONGOING:

- > We actively engage Yukoners and other stakeholders during the planning of new projects and initiatives, and incorporate, to the extent possible, the preferences of stakeholders in those plans.
- > We are acting to strengthen relationships and convey Yukon Energy's value with communities across Yukon.

6.2

We will collaborate with the Yukon government on the delivery of energy conservation programs for Yukon homeowners and businesses.

6.2 COMPLETED–ONGOING:

> In 2019, we launched a two-year Peak Smart pilot project in partnership with ATCO Electric Yukon, Yukon Development Corporation, and Natural Resources Canada. With hundreds of Yukon homeowners participating, we tested the feasibility of shifting peak demands for power. Internet-connected devices on electric hot water tanks and heaters shifted the times they were used away from peak consumption times. Results were encouraging enough for us to plan a full-scale program rollout by 2024 as part of the new suite of demand side management programs.

6.3

We will establish and achieve a measurable reliability target in electrical supply to the customers that we serve directly.

6.3 ONGOING:

> We are developing metrics and options to increase Yukon Energy's value for customers including reliability targets for the communities we serve directly.

6.4

We will collaborate with ATCO Electric Yukon to improve communication with customers during outages.

6.4 COMPLETED:

> Together, we developed protocols and processes to better communicate with Yukoners about the status of power outages.

NEW Mid-term strategic objective

6.5

We will explore behind-the-meter opportunities.

6.5 A 2022–2024 FOCUS

NEW Mid-term strategic priority

7. HEALTH AND SAFETY OF EMPLOYEES AND PUBLIC

7.1

We will continue to achieve zero high-risk incidents.

7.1 MOVED—ONGOING:

- > Strategic priority moved from #4 *Achieve excellence in employee engagement*.
- > For us, there is nothing more important than each and every one of our employees making it home safely each day. In 2022, we have modified our corporate safety goal to be Zero Serious Incidents with Fatality Potential to ensure that we continue to improve the systems, procedures and practices we have in place to make sure everyone goes home safely.

NEW Mid-term strategic objectives

7.2

We will continue to implement Environment, Health and Safety (EH&S) practices including employee, public and dam safety.

7.2 A 2022–2024 FOCUS

7.3

We will develop external communications around the priority of Health and Safety.

7.3 A 2022–2024 FOCUS

NEW Mid-term strategic priority

8. ADDRESS REGULATORY REFORM AND INNOVATION

8.1

We will advocate Yukon Energy's strategic priorities in the development and implementation of the Clean Energy Act.

8.1 A 2022–2024 FOCUS

8.2

We will advocate Yukon Energy's strategic priorities in the review and update of the *Public Utilities Act*.

8.1 A 2022–2024 FOCUS

8.3

We will address key risks with Yukon Utilities Board approval of key options in the First Nations investment framework.

8.1 2022–2024 FOCUS



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