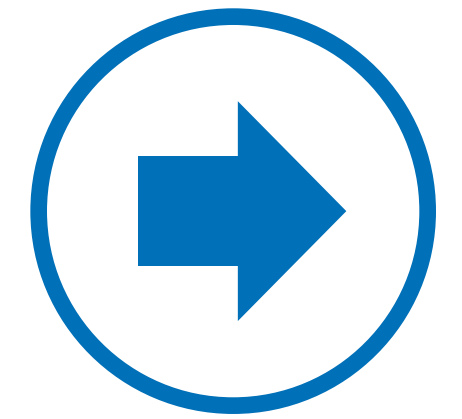
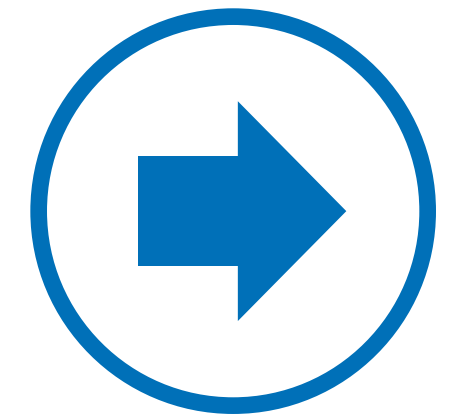


# Strategic Objectives 2021 Initiatives



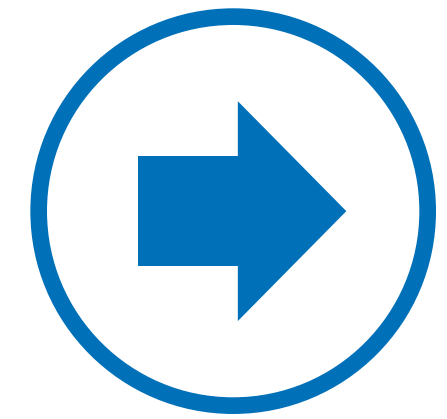
Initiative	Actions/Measures	Max Target Weight (500 Total)
<p><b>1</b> Develop external communication strategy to promote TSU's role as a provider of low carbon energy solutions to our customers.</p>	<p><b>Develop consolidated communications plan and create associated marketing materials</b> to show how TSU's business will be part of the energy future. This may include, but is not limited to: website update, brochures, external handouts.</p>	<p>50</p>
<p><b>2</b> Ensure the perspectives of TSU and its Business Units are considered by policy makers. (Cost to customers, low carbon, resiliency, customer choice, etc.)</p>	<p><b>Document stakeholder relations (including indigenous stakeholders) strategies</b> for each of BC, Alberta and NS, focused on Federal, Provincial, Municipal governments to ensure gas distribution utilities are part of energy policy moving forward.</p> <p><b>Formally meet with</b> a member of the relevant Province's Department of Energy, a commissioner, or senior staff of each utility commission at least (6) times in the TSU aggregate to discuss future energy markets, policies and regulatory matters.</p> <p><b>Formally meet with</b> Enercan at least (1) time to discuss joint development of new energy efficiency or lower emission technology.</p> <p><b>Formally advance</b> at least (2) joint communications on the position of gas distribution utilities as part of energy policy in our relevant jurisdictions through CGA or through bi-lateral projects with gas peers.</p>	<p>50</p>

# Strategic Objectives 2021 Initiatives



Initiative	Actions/Measures	Max Target Weight (500 Total)
<p><b>3</b> Develop RNG and/or Hydrogen strategies for each of the three Canadian utilities.</p>	<p><b>Develop plan and timeline</b> for at least one RNG or one Hydrogen project, either through direct ownership or through offtake contracts, including technical feasibility, commercial contracting construct and path for regulatory approval.</p> <p><b>Develop a strategic plan</b> on TSU's preference and balance of directly owning the low carbon infrastructure projects (with appropriate returns) vs. contracting the low carbon energy from 3rd parties.</p>	100
<p><b>4</b> Focusing on Our People, increase organizational capacity and bench strength through: employee development and training; inclusion and diversity; and resource planning and collaboration; to ensure delivery of corporate and utility initiatives.</p>	<p><b>Complete assessment</b> of diversity in TSU's existing workforce and <b>create roadmap</b> towards improved diversity.</p> <p><b>Complete assessment</b> of workforce resiliency and skill competency.  <b>Develop a roadmap</b> to assess identified gaps and <b>develop PD plans</b> for upskilling where applicable.</p>	75

# Strategic Objectives 2021 Initiatives



Initiative	Actions/Measures	Max Target Weight (500 Total)
<p><b>5</b> Obtain regulatory approval for Salvus to Galloway and RECAP.</p>	<p><b>Obtain</b> regulatory approvals in 2021.</p> <p><b>Obtain</b> Salvus to Galloway approval by Commission, including capital costs &amp; scope.</p> <p><b>Obtain</b> RECAP contracts approved by Commission, including capital costs &amp; scope.</p>	<p>100</p>
<p><b>6</b> Re-think traditional norms and precedent for designing rates for the services we provide.</p>	<p><b>Develop utility specific rate design strategies</b> (including the long-term implementation timeline and steps to achieve) that address the risks of energy transition and results of energy efficiencies.</p>	<p>50</p>
<p><b>7</b> Execute on TSU's corporate development strategy of "smart growth."</p>	<p><b>Target, analyze and pursue</b> (to level of submission of non-binding offer):</p> <ul style="list-style-type: none"> <li>• At least 1 Corporate acquisition of the size requiring Board approval and in alignment with existing strategy</li> <li>• At least 1 business development opportunity or partnership beyond the existing LT financial model and in alignment with existing strategy</li> </ul>	<p>75</p>