



# GEARING UP FOR GROWTH

2022-2024

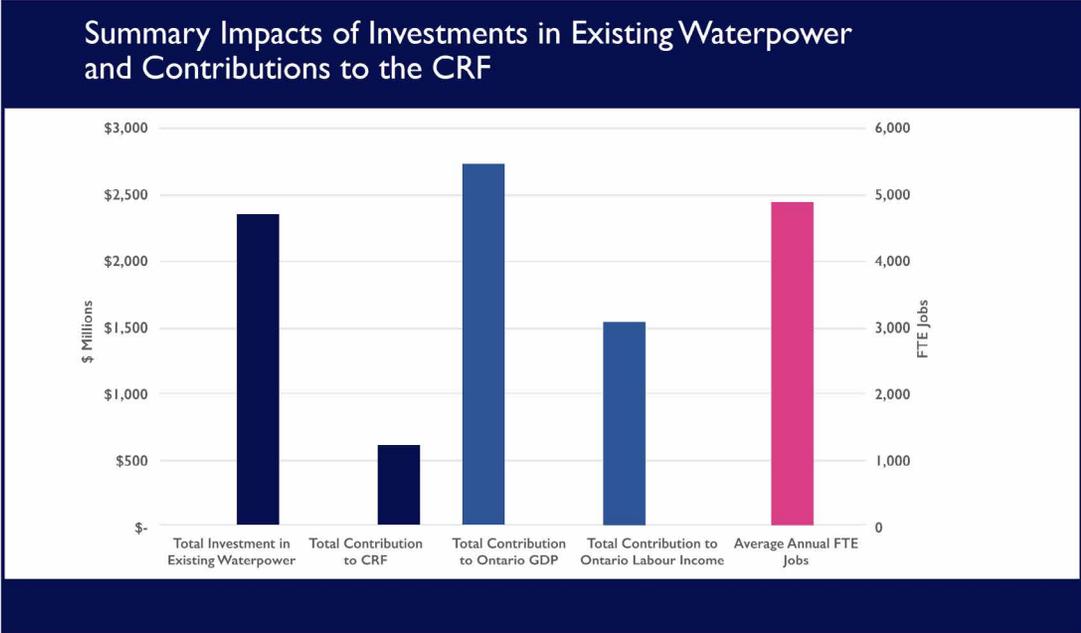
STRATEGIC  
PLAN

# INTRODUCTION

Ontario's largely decarbonized electricity sector is well positioned to serve as a catalyst to achieve the province's economic and environmental objectives and Made in Ontario Waterpower – the foundation upon which the province's electricity system was built over the last century - is particularly important to realizing our potential. Even without consideration of the anticipated electrification of the broader economy, Ontario is facing a capacity deficit in the short term and an enduring and growing energy shortfall over the longer term. Policy decisions and electricity planning and procurement choices made now will enable or limit options for the future. The waterpower industry, through the OWA, must continue to take a lead role in informing and influencing those decisions and choices.



To support the development of the Strategic Plan the OWA commissioned a socioeconomic analysis of generator members’ potential investment in existing waterpower facilities over the next five years (2021-2025). The results indicate that such investment could top \$2.4 billion dollars and contribution to the to the Consolidated Revenue Fund (CRF) could exceed \$600 million dollars, as illustrated in the Figure below.



Fundamental to realizing this economic contribution will be the confidence of owners and investors in the long-term future of these assets. While there are no safety or engineering barriers to sustaining these facilities for decades to come, provincial policy direction, particularly as it applies to the electricity sector, can have a significant positive or adverse effect on capital investment decisions. As Ontario renews its electricity market structure, designs its resource acquisition and re-acquisition framework, and prepares to improve the approach to Long Term Energy Planning, it is imperative that the investment signals and time horizons for these multi- generational assets be recognized and incorporated. This is even more pertinent with respect to new waterpower developments.

It is against this backdrop that this Strategic Plan has been developed and will be implemented. No longer can waterpower be taken for granted. No longer can we afford to be complacent. It is time to begin “Building Back Bolder”, by deliberately sustaining and enhancing the assets we already have and by ensuring we are positioned to expand the province’s waterpower resources – retrofitting unpowered dams, pursuing pumped storage, and realizing the significant untapped potential of Ontario’s North led by and/or in partnership with Indigenous Communities.

The OWA has been and will continue to be the collective voice for the growth of affordable, reliable, sustainable waterpower in the province. This plan is not only a call to action and leadership by members, but for citizens, communities and governments.





## VISION

Waterpower is valued by governments, communities and citizens for the electricity, economic environmental and social contributions it makes to the province and as a catalyst for Ontario's transition to the achievement of Climate Change objectives.



## MISSION

Inform public policy and public opinion to maintain, enhance and build investment opportunities for members of our industry in the communities and regions of Ontario within which they work.



## GOALS

To sustain and enhance the significant contributions of Ontario's existing waterpower assets.  
To provide new opportunities for waterpower development and industry growth across the province.



## OBJECTIVES

### Advocacy

Responsible advocacy is at the core of the OWA's work on behalf of the industry, both with respect to existing assets and new development. Ensuring the financial sustainability of generating facilities benefits the broader industry that comprises OWA's membership.

### Member Value

At the heart of the ability of the Association to effectively advance the interests of the industry is its breadth of representation through the membership. Providing exceptional member value is absolutely essential to achieving the goals of the Strategic Plan.

### Public & Community Support

Public opinion influences public policy and, as such, an informed and supportive public and local community support is essential to sustaining and expanding the industry.



## FOUNDATION

Underlying the ability of the OWA to facilitate success for the industry is the internal functioning of the Association and the relationships fostered and alliances established with others with an interest in energy, economic and environmental matters of importance to the industry.

# VISION

Waterpower is valued by governments, communities and citizens for the electricity, economic environmental and social contributions it makes to the province and as a catalyst for Ontario's transition to the achievement of Climate Change objectives.

# OWA MISSION

Inform public policy and public opinion to maintain, enhance and build investment opportunities for members of our industry in the communities and regions of Ontario within which they work.

# GOALS

To sustain and enhance the significant contributions of Ontario's existing waterpower assets.

To provide new opportunities for waterpower development and industry growth across the province.



By its very nature, waterpower offers a number of intrinsic advantages that other forms of energy do not. It provides base load and peak load power, it is the most energy-efficient of all renewable technologies and the most durable of all energy options. It provides unique social benefits such as flood control, the protection of riparian land value, water level and flow management and the creation and stabilization of recreational facilities. Ontario's waterpower facilities are also the single largest source of annual resource royalties to the provincial government. These attributes speak to the value proposition that differentiates waterpower from other sources of supply. It also serves to demonstrate the value that waterpower offers to Ontario's future.

A prosperous future for Ontario necessitates that we have in place a clean energy system that is resilient and reliable, robust and responsive and importantly, affordable. The OWA Strategic Plan focuses on positioning Ontario's waterpower industry for both short and long-term success. It sets a course of action for industry that will guide our work over the next three-year period and beyond. Our individual industry and collective Association interests will focus on maximizing the value of waterpower by sustaining and strengthening waterpower's place in Ontario.

# ORGANIZATIONAL OBJECTIVES

To deliver the OWA's two (2) goals toward the achievement of the vision for the industry in Ontario, three (3) organizational objectives are integral. While advocacy remains the Association's primary activity, ensuring member value and commitment as well as sustaining and expanding public and community support will underpin the achievement of advocacy efforts.



# Advocacy

Responsible advocacy is at the core of the OWA's work on behalf of the industry, both with respect to existing assets and new development. Ensuring the financial sustainability of generating facilities benefits the broader industry that comprises OWA's membership.

The focus of OWA's advocacy efforts will be as follows:

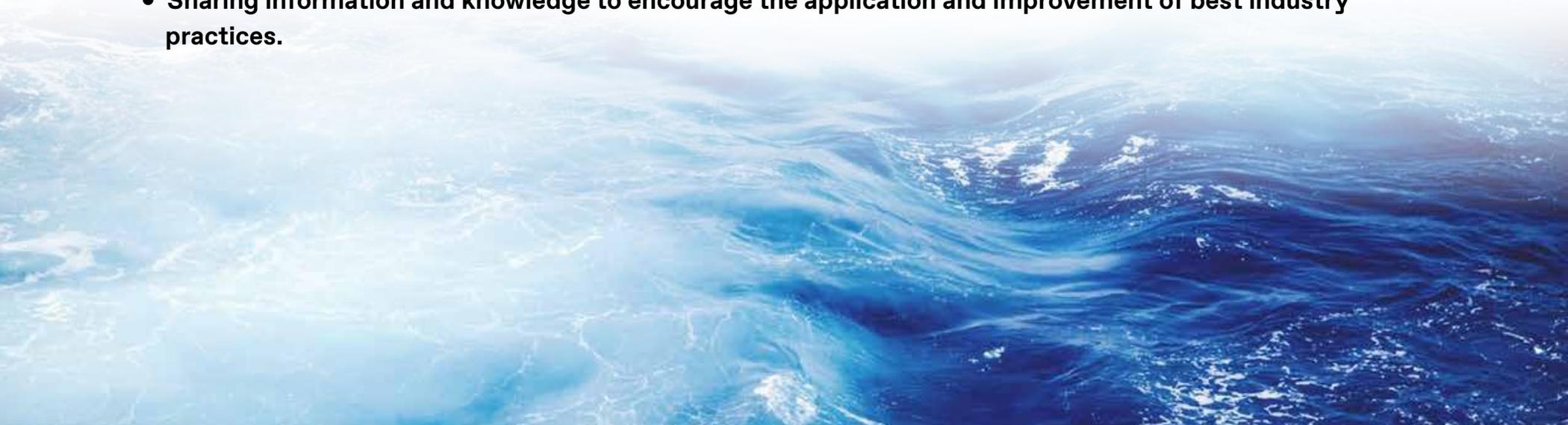
- **Protecting and enhancing the viability of existing operating facilities and contracts;**
- **Ensuring waterpower is valued and has the opportunity to participate in future electricity markets and or procurements;**
- **Informing and educating government agencies and elected officials of all political parties of the attributes, value and significance of waterpower in Ontario's electricity system mix;**
- **Pursuing opportunities to optimize existing infrastructure, through upgrades, retrofits and redevelopments;**
- **Advancing pumped storage as a solution among the suite of energy storage options;**
- **Enabling the development of waterpower development in northern Ontario through Indigenous partnerships; and**
- **Advancing legislative, regulatory and policy burden reduction initiatives for existing facilities and new development.**

# Member Value

At the heart of the ability of the Association to effectively advance the interests of the industry is its breadth of representation through the membership. Providing exceptional member value is absolutely essential to achieving the goals of the Strategic Plan.

Emphasis will be placed on:

- **Retaining and recruiting OWA members across the breadth of the industry;**
- **Sustaining, differentiating and expanding the Power of Water Canada Technical Conference and Tradeshow;**
- **Facilitating business relationships between member companies to create investment opportunities;**
- **Providing opportunities to foster the exchange of ideas and experiences to advance member competitiveness in the Ontario market; and**
- **Sharing information and knowledge to encourage the application and improvement of best industry practices.**



# Public and Community Support

Public opinion influences public policy and, as such, an informed and supportive public and local community support is essential to sustaining and expanding the industry.

Investment priorities will include:

- **Sustaining strong public acceptance and support for waterpower across the province;**
- **Maintaining, expanding and engaging local community champions in support of OWA's goals; and**
- **Advancing the brand of waterpower through communications and education channels, including print and social media, strategic partnerships and relationships.**

# FOUNDATIONS

Underlying the ability of the OWA to facilitate success for the industry is the internal functioning of the Association and the relationships fostered and alliances established with others with an interest in energy, economic and environmental matters of importance to the industry.

## Organizational excellence

- **good governance through an active and engaged Board of Directors;**
- **prudent financial resource management ensuring organizational sustainability;**
- **competent and committed staff;**
- **an engaged and informed membership;**
- **strategic third-party business relationships; and**
- **robust succession planning processes to ensure that the OWA continues to deliver on its mandate.**

## Collaboration with:

- **Organizations advancing Climate Change and Net Zero policies**
- **Indigenous peoples and organizations;**
- **Municipal partners and Community Champions;**
- **Industry Associations;**
- **Environmental NGOs; and**
- **Academic Institutions**

# SUMMARY

The OWA and its members are rapidly approaching a crossroads where public policy will either shift to provide greater opportunity for waterpower through the achievement of multiple societal benefits or continue to focus on short-term siloed attributes leading to less efficient outcomes. Through strong advocacy, providing trusted information to influencers and decision-makers the OWA seeks to ensure the success of the industry and its enhanced role in the province. Trust and respect are earned through integrity, commitment and vision which require the organization and staff to have the necessary resources, focus and direction to fulfill the mission.



ONTARIO WATERPOWER ASSOCIATION STRATEGIC PLAN

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[owa.ca](http://owa.ca)