

Scorecard - Wellington North Power Inc.

Performance Outcomes	Performance Categories	Measures	2012	2013	2014	2015	2016	Trend	Target		
									Industry	Distributor	
Customer Focus Services are provided in a manner that responds to identified customer preferences.	Service Quality	New Residential/Small Business Services Connected on Time	100.00%	100.00%	100.00%	100.00%	100.00%		90.00%		
		Scheduled Appointments Met On Time	95.20%	100.00%	100.00%	95.60%	99.00%		90.00%		
		Telephone Calls Answered On Time	100.00%	100.00%	100.00%	100.00%	99.90%		65.00%		
	Customer Satisfaction	First Contact Resolution				99.91%	99.63%	99.84%			
		Billing Accuracy				99.73%	99.56%	99.47%		98.00%	
		Customer Satisfaction Survey Results				A	A	79.0%			
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Level of Public Awareness					82.40%	82.40%			
		Level of Compliance with Ontario Regulation 22/04 ¹	C	C	C	C	C			C	
		Serious Electrical Incident Index	Number of General Public Incidents	0	0	0	0	0			0
	Rate per 10, 100, 1000 km of line		0.000	0.000	0.000	0.000	0.000			0.000	
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	0.14	0.14	0.12	0.06	0.34			0.26	
		Average Number of Times that Power to a Customer is Interrupted ²	0.10	0.10	0.11	0.06	0.20			0.15	
	Asset Management	Distribution System Plan Implementation Progress				On Target	DSP filed	24%			
	Cost Control	Efficiency Assessment	4	4	4	4	4				
		Total Cost per Customer ³	\$740	\$785	\$785	\$791	\$838				
		Total Cost per Km of Line ³	\$35,543	\$38,175	\$38,552	\$38,763	\$39,667				
Public Policy Responsiveness Distributors deliver on obligations mandated by government (e.g., in legislation and in regulatory requirements imposed further to Ministerial directives to the Board).	Conservation & Demand Management	Net Cumulative Energy Savings ⁴					12.05%	22.39%		5.89 GWh	
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time				100.00%					
		New Micro-embedded Generation Facilities Connected On Time					100.00%	100.00%		90.00%	
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)	1.01	1.52	0.79	0.97	1.06				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.84	1.30	1.39	1.56	1.56				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.12%	9.12%	9.12%	9.12%	9.19%			
			Achieved	1.66%	4.35%	5.74%	7.30%	10.68%			

1. Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).
 2. The trend's arrow direction is based on the comparison of the current 5-year rolling average to the fixed 5-year (2010 to 2014) average distributor-specific target on the right. An upward arrow indicates decreasing reliability while downward indicates improving reliability.
 3. A benchmarking analysis determines the total cost figures from the distributor's reported information.
 4. The CDM measure is based on the new 2015-2020 Conservation First Framework.

Legend:

5-year trend
 up down flat

Current year
 target met target not met

Wellington North Power Inc.'s 2016 Scorecard: Management Discussion & Analysis

General Overview:

Wellington North Power Inc. is an electricity distribution company regulated by the Ontario Energy Board. Our company provides safe and reliable electricity distribution to consumers in the urban areas of Arthur, Holstein and Mount Forest.

Wellington North Power Inc.'s Scorecard summarizes how we are performing each year against measures set by the energy regulator, the Ontario Energy Board. All electricity distributors in Ontario publish their Scorecard performance results annually.

The Ontario Energy Board's document "*Scorecard - Performance Measures and Descriptions*" provides a plain language description of each measure and how the performance may be compared for each of the Scorecard's categories in the 2016 Scorecard Management Discussion and Analysis – this document can be viewed on the Ontario Energy Board's website at:

https://www.oeb.ca/sites/default/files/uploads/Scorecard_Performance_Measure_Descriptions.pdf

In 2016, your local hydro company, Wellington North Power Inc., met or exceeded all industry-set performance targets.

Aging distribution infrastructure continues to be the primary challenge facing utilities today. Similar to most utilities in Ontario, Wellington North Power Inc. needs to maintain or replace aging infrastructure in order to maintain the reliability and safety of electricity distribution within our community.

Wellington North Power Inc. continues to focus on you, the customer. We make every effort to engage our customers to ensure we are aware of your needs and are committed to provide a safe and reliable service at the least possible cost as well as meeting legislative and regulatory requirements.

In 2017, Wellington North Power Inc. will continue to focus on improving its overall scorecard performance results as compared to prior years. This performance improvement is expected as a result of continued investment in our infrastructure, our employees and in our response to your needs.

Thank you for taking the time to review our 2016 Scorecard. Should you have any questions or comments regarding Wellington North Power Inc.'s Scorecard, please visit our office at 290 Queen Street West in Mount Forest or telephone 519-323-1710 (8:30am to 4:30pm Monday to Friday) or e-mail customerservice@wellingtonnorthpower.com.

Wellington North Power Inc.

- **New Residential/Small Business Services Connected on Time**

In 2016, Wellington North Power Inc. connected 22 low-voltage (connections under 750 volts) residential and small business customers within the five business day timeline as prescribed by the Ontario Energy Board. This represents an increase of 16% in the number of connections compared to 2015 due to a growth of new residential/small business property developments in our service area.

Wellington North Power Inc. views “New Services Connected on Time” as an important form of customer engagement because this is our first opportunity to meet and/or exceed customers’ expectations which promotes customer satisfaction.

Consistent with prior years, Wellington North Power Inc. connected 100% of these customers on time (i.e. within 5 working days) which exceeds the Ontario Energy Board’s mandated target of 90% for this measure.

Outlook: Wellington North Power Inc. expects to maintain this level of performance for this service.

- **Scheduled Appointments Met On Time**

Wellington North Power Inc. scheduled 163 appointments (where the presence of a customer / customer representative is required) in 2016 to connect services, disconnect services or complete work requested by our customers.

Wellington North Power Inc. considers “Scheduled Appointments Met” as an important form of customer-engagement as customer presence is required for all types of appointments. Wellington North Power Inc. met 99.0% of these appointments on time, which exceeds the Ontario Energy Board’s mandated target of 90% for this measure.

Outlook: Wellington North Power Inc. expects to maintain this level of performance for this service.

- **Telephone Calls Answered On Time**

In 2016, Wellington North Power Inc. received 6,761 telephone calls. Of these calls, 5,245 were “qualified” telephone calls (i.e. related to electricity). In 2016, Wellington North Power received and answered 2.2% more “qualified” telephone calls compared to 2015.

Wellington North Power Inc. considers “Telephone Calls” to be an important communication tool for responding to customers’ needs. Wellington North Power live-answered 99.9% of these calls in 30 seconds or less, which exceeds the Ontario Energy Board mandated target of 65% for this measure.

Outlook: Wellington North Power Inc. expects to maintain this level of performance for this service.

- **First Contact Resolution**

First Contact Resolution is a scorecard measure introduced by the Ontario Energy Board (OEB) in 2014. Currently, there is no standardized definition and therefore this measure may differ from other utilities in the Province.

Wellington North Power Inc. defines “First Contact Resolution” as the number of customer service enquiries received by telephone, letter, fax or e-mail that are resolved by the first contact person at the utility (i.e. the query is not escalated to an alternative person at the company such as a supervisor or a manager.) Wellington North Power Inc. considers the ability to address customer enquiries efficiently and accurately to be an essential component of customer satisfaction.

In 2016, Wellington North Power Inc. received 5,661 enquiries from its customers, of which 99.8% were successfully resolved at the point of first contact.

Outlook: Wellington North Power Inc. expects to maintain this level of customer satisfaction for 2017.

- **Billing Accuracy**

Billing Accuracy is defined as the number of accurate bills issued shown as a percentage of total bills issued. Wellington North Power Inc. considers timely and accurate billing to be an essential component of customer satisfaction.

In 2016, Wellington North Power Inc. issued 45,749 customer bills and achieved a billing accuracy of 99.47% which is above the Ontario Energy Board mandated target of 98%.

Outlook: Wellington North Power Inc. expects to maintain this level of customer satisfaction for 2017.

- **Customer Satisfaction Survey Results**

Customer Satisfaction Survey is a scorecard measure introduced by the Ontario Energy Board (OEB) in 2014. Currently, there is no standardized definition and therefore this measure may differ from other utilities in the Province.

Wellington North Power Inc. engaged a third-party organization to conduct a customer satisfaction survey. This statistical survey canvassed a number of key areas including power quality and reliability, price, billing and payments, communications and the overall customer service experience. We believe this satisfaction survey to be useful tool for engagement to identify customer requirements with respect to the provision of electricity services as well as identifying areas that may require improvement.

For 2016, Wellington North Power Inc. received a rating of 79% on its customer satisfaction survey. We wish to thank our customers for participating in this telephone survey and for providing positive feedback. We are assessing the results to identify areas for improvement.

Outlook: Wellington North Power Inc. is required to report on this measure on a biennial basis (every second year) with the next survey being conducted in 2018.

- **Public Safety**

The Public Safety measure is generated by the Electrical Safety Authority (ESA) and consists of three components as described below:

a) Component A – Public Awareness of Electrical Safety:

Component A involves a new statistical survey that gauges the public’s awareness of key electrical safety concepts related to electrical distribution equipment located in Wellington North Power Inc.’s service area. The survey also provides a benchmark of the levels of awareness including identifying gaps where additional education and awareness efforts may be required.

Wellington North Power Inc. engaged a third-party organization to conduct the Electrical Safety Authority’s Public Awareness safety survey. The utility considers this survey to be useful tool to measure customer’s knowledge of electrical safety as well as identifying areas that may require improvement.

Wellington North Power Inc. received a rating of 82.4% on public awareness safety survey which falls within the very tight spectrum of index scores for all participating distribution companies in Ontario.

Outlook: Wellington North Power Inc. is required to report on this measure on a biennial basis (every second year) with the next survey being conducted in 2017.

b) Component B – Compliance with Ontario Regulation 22/04:

Component B is an evaluation of Wellington North Power Inc.’s compliance with Ontario Regulation 22/04 – “Electrical Distribution Safety”. Ontario Regulation 22/04 defines the safety requirements for the design, construction, and maintenance of electrical distribution systems, particularly in relation to the approvals and inspections required prior to putting electrical equipment into service.

Annual audits conducted by the Electrical Safety Authority have reported that Wellington North Power Inc. was “C” - Compliant with Ontario Regulation 22/04 (Electrical Distribution Safety). This has been achieved and maintained by our resilient commitment to safety coupled with the adherence to company procedures & policies.

Outlook: Wellington North Power Inc. will continue to construct and maintain the electrical distribution system in accordance with the safety standards set-out by the Ontario Regulation 22/04 code.

c) Component C - Serious Electrical Incident Index:

Component C consists of the number of serious electrical incidents, including fatalities, which occur within a utility’s territory.

During 2016, Wellington North Power Inc. had zero fatalities and zero serious incidents within its operating service area of the urban areas of Arthur, Holstein and Mount Forest.

Outlook: Wellington North Power Inc. will continue its commitment to safety to protect the public and employees within our community.

- **Average Number of Hours that Power to a Customer is Interrupted**

The average number of hours that power to a customer is interrupted is a measure of system reliability or the ability of a system to perform its required function. Wellington North Power Inc. considers the reliability of electrical service as a high priority for its customers and constantly monitors its distribution system for signs of reliability degradation. Regular maintenance of equipment is carried-out to ensure the level of reliability is kept as high as possible.

The Ontario Energy Board (OEB) requires a utility to keep its hours of interruption within the range of its historical performance. Wellington North Power Inc.'s 5-year performance is 0.26 average hours based on the utility's average performance for 2010 to 2014.

In 2016, Wellington North Power Inc. achieved 0.34 average hours of interrupted power which is above the utility's target of 0.26 average hours. 2016's above-target result was predominately due to a major capital project of a new 2nd line 44kV feeder in Mount Forest which required more planned power outages than prior years to safely complete pole-line construction work.

Outlook: Wellington North Power Inc. expects to return to its historical performance target of 0.26 average hours of interruption in 2017.

- **Average Number of Times that Power to a Customer is Interrupted**

The average number of times that power to a customer is interrupted is also a measure of system reliability and is also a high priority for Wellington North Power Inc. As outlined above, the OEB also typically requires a utility to keep this measure within the range of its historical performance and outside factors can also greatly impact this measure.

In 2016, Wellington North Power Inc. experienced interrupted power 0.20 times which is above the range of the utilities 5-year average performance of 0.15 for interrupted power between 2010 and 2014. Again this above-target result is due to the 2nd line 44kV feeder in Mount Forest capital project as described above.

Outlook: Wellington North Power Inc. expects to return to its historical performance target of 0.15 times (or less) per customer in 2017.

Notes:

- 1) The above measures exclude power outages caused by a "Loss of Supply". A "Loss of Supply" are interruptions due to an outage that occurs upstream of a Wellington North Power Inc.'s electricity system and is beyond the control of the company.
- 2) The above measures also exclude defined major events (such as the ice-storm of March 25, 2016 that affected the communities of Arthur and Mount Forest).
- 3) Wellington North Power Inc. has adopted a proactive, balanced approach to distribution system planning, infrastructure investment and replacement programs to address immediate risks associated with end-of-life assets; manage distribution system risks; ensure the safe and reliable delivery of electricity; and balance customers' expectations versus utility affordability. This approach has been summarized in the company's Distribution System Plan which is discussed below.

Operational Effectiveness: **Asset Management**

- **Distribution System Plan Implementation Progress**

Distribution system plan implementation progress is a performance measure implemented by the Ontario Energy Board (OEB) beginning in 2013. The Distribution System Plan illustrates Wellington North Power Inc.'s forecasted capital expenditures over the next five years that are required to maintain the utility's electricity system; meet the current and future requirements of our customers; as well as keep pace with technological, safety and legislative changes.

The Distribution System Plan Implementation Progress measure is intended to assess Wellington North Power Inc.'s effectiveness at planning and implementing these capital expenditures. Consistent with other new measures, utilities were given an opportunity to define this measure in the manner that best fits their organization and as a result, this measure may differ from other utilities in the Province.

Wellington North Power Inc. filed its 5-year Distribution System Plan with the Ontario Energy Board in 2015, detailing planned capital expenditures for the years 2016 to 2020. As planned, in 2016, the utility spent 24% of its total 5-year capital plan budget within this year which included a major project – the construction and energization of a new 2nd line 44kV feeder to Mount Forest.

Outlook: Wellington North Power Inc.'s planned capital expenditures in 2017 relates to 12% of the approved total 5-year capital plan budget.

Operational Effectiveness: **Cost Control**

- **Efficiency Assessment**

The total costs for Ontario local electricity distribution companies are evaluated by the Pacific Economics Group LLC on behalf of the Ontario Energy Board to produce a single efficiency ranking. The electricity distributors are divided into five groups based on the magnitude of the difference between their respective individual actual and predicted costs.

[Five groups efficiency are ranked as: 1 = Excellent; 2 = Good; 3 = Average; 4 = Fair; and 5 = Poor]

In 2016 Wellington North Power Inc. was placed in Group 4 in terms of efficiency – i.e. defined as having actual costs between 10% to 25% above predicted modelled costs. Group 4 is considered “fair” - costs are slightly above the average cost range for distributors in the Province of Ontario.

Outlook: Although Wellington North Power Inc.'s forward looking goal is to advance to a “more efficient” group, management's expectation is that its efficiency performance will not decline in the foreseeable future.

- **Total Cost per Customer**

Total cost per customer is calculated as:
$$= \frac{\text{Capital Costs} + \text{Operating Expenses}}{\text{Total Number of Customers serviced by Wellington North Power Inc.}}$$

The cost performance result for 2016 is \$838 per customer which is a 5.9% change (\$47 increase per customer per year) compared to 2015. This increase is predominately as a result of capital expenditure for a major project completed in 2016 - the construction and energization of a new 2nd line 44kV feeder to Mount Forest to meet future electricity demand capacity requirements of our customers.

Wellington North Power Inc.'s Total Cost per Customer has increased by 2.6% per year over the period 2012 to 2016 which equates to an increase of \$19.60 per year per customer. Similar to most distributors in the province, Wellington North Power Inc. has experienced increases in its total costs required to deliver quality and reliable services to customers. Province wide programs such as Time of Use pricing, labour cost adjustments for inflation for our employees, investments in new information systems technology as well as the renewal of the distribution system have all contributed to increased operating and capital costs. Wellington North Power Inc. will continue to replace distribution assets balancing system risks and customer rate impacts as demonstrated in the utility's Cost of Service 2016 rate application. In addition, on-going customer engagement initiatives will continue in order to ensure customers have an opportunity to share their viewpoint on their local hydro's capital spending plans.

Outlook: It is anticipated that utility costs are expected to keep pace with economic fluctuations and inflation rates. Wellington North Power Inc. will continue to implement productivity and efficiency improvements to help offset some of the costs associated with distribution system enhancements while maintaining the reliability and quality of its distribution system.

- **Total Cost per Km of Line**

Total cost per kilometer of line is calculated as:
$$= \frac{\text{Capital Costs} + \text{Operating Expenses}}{\text{Kilometers of line maintained by Wellington North Power Inc.}}$$

The cost performance result for 2016 is \$39,667 per kilometer of line which is a 2.3% change (\$904 increase) compared to 2015. This increase was expected as noted in the utility's 2015 Scorecard *"the utility has planned for two major capital projects in 2016 and 2018, focusing on maintaining service reliability and increasing load capacity."*

Wellington North Power Inc.'s growth rate for its territory is considered to be relatively steady at less than 1% per year. The utility will continue to seek innovative solutions to help ensure cost/km of line remains competitive and within acceptable limits to our customers.

Outlook: Wellington North Power Inc. anticipates the cost per kilometer of line will remain stable based on its 2017 operating and capital budgets.

In 2015, a new energy conservation program called “Conservation First Framework” was mandated by the Ministry of Energy for the period 2015 to 2020 (6 years). Consequently, the program administrator, the Independent Electricity System Operator (IESO) established CDM targets for the reduction of electrical consumption (kWh’s) to be met by licensed electricity distributors across the province.

The Independent Electricity System Operator (IESO) supports this initiative by measuring the energy savings as a result of Provincial approved energy saving programs. These approved energy savings programs are available to all energy consumers (customer classes – Residential, Small Business, Industrial and Commercial).

Wellington North Power Inc. Energy Conservation Plan has been approved by the Independent Electricity System.

In January 2016, Wellington North Power Inc. announced its partnership with GreenSaver for delivery and promotion of conservation programs in our service area. This partnership has been successful with GreenSaver promoting energy conservation to all our customers and providing knowledgeable assistance to complete energy-saving programs.

- **Net Cumulative Energy Savings (percent of target achieved)**

Wellington North Power Inc.’s Energy Savings target for the period 2015 to 2020 is 5.89 GWh (5,890,000 kWh – equivalent to a 5% annual reduction of energy consumption of all Wellington North Power Inc.’s customers in Arthur, Holstein and Mount Forest.)

At the end of 2016, the actual kWh Energy Savings achieved was 1.318 GWh (1,318,667 kWh) or 22.39% of the six-year target (above the industry minimum expectation of 16.7%.) Wellington North Power Inc. and GreenSaver continued to forge good relationships with residential and small businesses. This was achieved by leveraging the suite of Provincial approved energy-saving programs designed for the residential, small business and commercial customers.

Outlook: Wellington North Power Inc. and GreenSaver will continue to deliver and promote energy conservation programs in our service area to all customers.

The energy conservation section on our website offers excellent energy savings tips, ideas and updates as well as further information for residential and business customers – please visit <https://www.wellingtonnorthpower.com/conservation.cfm>

- **Renewable Generation Connection Impact Assessments Completed on Time**

All new or proposed Feed-in-Tariff generation connections (FIT) require a Connection Impact Assessment (CIA) to be performed to determine (a) if there is sufficient capacity and (b) it is safe to connect the generation project to the distribution/transmission network. A distributor has 120 days to complete the CIA from the date the application is received from the customer. In 2016, Wellington North Power Inc. received no IESO approved FIT applications.

Outlook: Wellington North Power Inc. anticipates no / very few new renewable generation requests in 2017; however, the utility is ready to review and support requests if there is customer demand.

- **New Micro-embedded Generation Facilities Connected On Time**

Micro-embedded generation facilities consist of solar, wind, or other clean energy projects of less than 10 kW that are typically installed by homeowners, farms or small businesses. The Ontario Energy Board expects these facilities, once contractually approved by the Independent Electricity System Operator, to be connected within 5 business days.

In 2016, Wellington North Power Inc. received one new micro-embedded generation facility request which was connected within the required 5 business days. The utility works closely with its customers and their contractors to ensure their needs are met and/or exceeded.

Outlook: Wellington North Power Inc. anticipates there will be very few new Micro-embedded Generation facility connections in 2017.

Financial Performance: **Financial Ratios**

- **Liquidity: Current Ratio (Current Assets/Current Liabilities)**

As an indicator of financial health, a current ratio indicates a company's ability to pay its short term debts and financial obligations. Typically, a current ratio between 1 and 1.5 is considered good. If the current ratio is below 1, then a company may have problems meeting its current financial obligations. If the current ratio is too high (higher than 1.5) then the company may be inefficient at using its current assets or its short-term financing facilities.

Wellington North Power Inc.'s current ratio increased from 0.97 in 2015 to 1.06 in 2016.

Outlook: Wellington North Power Inc.'s current ratio is expected to remain between 1 and 1.5 in 2017.

- **Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio**

The debt to equity ratio is a financial ratio indicating the relative proportion of shareholders' equity and debt used to finance a company's assets. The Ontario Energy Board uses a capital structure of 60% debt and 40% equity (a debt to equity ratio of 60/40 or 1.5) when setting rates for an electricity utility. A high debt to equity ratio may indicate that an electricity distributor may have difficulty generating sufficient cash flows to make its debt payments, while a low debt-to-equity ratio may indicate that an electricity distributor is not taking advantage of the increased profits that may be had through increased financial debt.

In 2016, Wellington North Power Inc.'s debt to equity ratio was 1.56 which resembles the ratio expected by the Ontario Energy Board.

Outlook: For 2017, Wellington North Power Inc. expects to maintain a debt to equity ratio of 1.5 as per the Ontario Energy Board's expectations.

- **Profitability: Regulatory Return on Equity – Deemed (included in rates)**

Return on Equity (ROE) measures the rate of return on shareholder equity. ROE demonstrates an organization's profitability or how well a company uses its investments to generate earnings growth. A ROE of 10% is generally considered good.

Wellington North Power Inc.'s current distribution rates were approved by the Ontario Energy Board (OEB) in 2016 with an expected (deemed) regulatory return on equity of 9.19%. The Ontario Energy Board allows a distributor to earn within +/- 3% of the expected return on equity. If a distributor performs outside of this range, it may trigger a regulatory review of the distributor's financial structure by the OEB.

- **Profitability: Regulatory Return on Equity – Achieved**

Wellington North Power Inc. achieved a Return on Equity (ROE) of 10.68% in 2016, which is within the +/-3% range allowed by the Ontario Energy Board (see above paragraph) – a variance of 1.49% above than the deemed ROE of 9.19%.

The ROE over the past five years for Wellington North Power Inc. has continued to steadily rise emphasizing the increased profitability of the utility year-over-year predominately due to good cost-control and budgetary practices.

Outlook: For 2017, Wellington North Power Inc. anticipates a Return on Equity within the +/-3% range of 9.19%.

Important Note to Readers of 2016 Scorecard Management Discussion & Analysis

The information provided by Wellington North Power Inc. for their future performance ("outlook" or what can be construed as forward-looking information) may be subject to a number of risks, uncertainties and other factors that may cause actual events, conditions or results to differ materially from historical results or those contemplated by the distributor regarding their future performance. Some of the factors that could cause such differences include legislative or regulatory developments, financial market conditions, general economic conditions and the weather. For these reasons, the information on future performance is intended to be management's best judgment on the reporting date of the performance scorecard, and could be markedly different in the future.