

Scorecard - Niagara Peninsula Energy Inc.

Performance Outcomes	Performance Categories	Measures	2011	2012	2013	2014	2015	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	81.70%	89.30%	79.20%	91.00%	91.40%	↑	90.00%		
		Scheduled Appointments Met On Time	83.20%	99.60%	96.20%	95.10%	95.70%	↑	90.00%		
		Telephone Calls Answered On Time	70.30%	76.10%	80.70%	81.60%	82.70%	↑	65.00%		
	Customer Satisfaction	First Contact Resolution				93%	94%				
		Billing Accuracy				99.58%	99.28%	↓	98.00%		
		Customer Satisfaction Survey Results				87%	87%				
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					84.00%				
		Level of Compliance with Ontario Regulation 22/04 ¹	C	C	C	C	C	→	C	C	
		Serious Electrical Incident Index	Number of General Public Incidents	0	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	0.000	
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	2.58	2.31	5.31	3.69	2.05	↑	3.13	3.13	
		Average Number of Times that Power to a Customer is Interrupted ²	1.53	1.23	1.94	1.51	1.42	↑	1.45	1.45	
	Asset Management	Distribution System Plan Implementation Progress				95.2%	94.55%				
	Cost Control	Efficiency Assessment		3	3	3	3				
		Total Cost per Customer ³	\$690	\$687	\$672	\$742	\$744				
		Total Cost per Km of Line ³	\$17,881	\$17,863	\$17,408	\$19,458	\$19,871				
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					17.12%		74.44 GWh		
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time	100.00%		100.00%		100.00%				
		New Micro-embedded Generation Facilities Connected On Time			95.79%	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)	1.40	1.69	1.87	1.86	1.90				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.61	0.70	0.80	0.89	0.82				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.58%	9.58%	9.58%	9.58%	9.30%			
			Achieved	6.03%	7.23%	6.71%	4.89%	8.96%			

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. This measure is under review and subject to change in the future.

Legend:

5-year trend
 up down flat

Current year
 target met target not met

2015 Scorecard Management Discussion and Analysis (“2015 Scorecard MD&A”)

The link below provides a document titled “Scorecard - Performance Measure Descriptions” that has the technical definition, plain language description and how the measure may be compared for each of the Scorecard’s measures in the 2015 Scorecard MD&A:

[http://www.ontarioenergyboard.ca/OEB/ Documents/scorecard/Scorecard Performance Measure Descriptions.pdf](http://www.ontarioenergyboard.ca/OEB/Documents/scorecard/Scorecard%20Performance%20Measure%20Descriptions.pdf)

Scorecard MD&A - General Overview

- In 2015, Niagara Peninsula Energy Inc. (NPEI) met or exceeded all scorecard performance targets.
- For 2016, NPEI expects to maintain its overall scorecard performance results as compared to prior years. The continued level of performance is expected due to the company’s budgeted major investments in its distribution system reliability and continued responsiveness to customer feedback.

Service Quality

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

In 2015, NPEI connected 91.4% of 760 eligible low-voltage residential and small business customers (those utilizing connections under 750 volts) to its system within the five-day timeline prescribed by the Ontario Energy Board (OEB). This is consistent with the previous year (91.0%) and above the OEB-mandated threshold of 90%.

• **Scheduled Appointments Met On Time**

- For appointments during a utility’s regular business hours, the utility must offer a window of time that is not more than four hours long, and must arrive within that window, 90% of the time.
- NPEI scheduled 1,004 appointments with its customers in 2015 to complete work requested by customers, read meters, reconnect, discuss Conservation and Demand Management (CDM) programs, or as otherwise necessary to perform scheduled work. Consistent with the prior year (95.1%), NPEI met 95.7% of these appointments on time in 2015, which exceeds the industry target of 90%.

- **Telephone Calls Answered On Time**

In 2015, NPEI's Customer Service Representatives received over 55,870 calls from its customers – over 226 calls per working day. A Customer Service representative answered a call in 30 seconds or less in 82.7% of these calls, which represents an improvement over 2014 (81.6%) and significantly exceeds the OEB-mandated 65% target for timely call response. Call volumes decreased by 6% which can be attributed to promoting on-line self-serve features.

Customer Satisfaction

- **First Contact Resolution**

- Specific customer satisfaction measurements have not been previously defined across the industry. The Ontario Energy Board instructed all electricity distributors to review and develop measurements in these areas and begin tracking by July 1, 2014. The OEB plans to review information provided by electricity distributors over the next few years and implement a commonly defined measure for these areas in the future. As a result, each electricity distributor may have different measurements of performance until such time as the OEB provides specific direction regarding a commonly defined measure.
- First Contact Resolution can be measured in a variety of ways and further regulatory guidance is necessary in order to achieve meaningful comparable information across electricity distributors.
- For NPEI, First Contact Resolution was measured based on NPEI representatives reviewing the previous call received from the customer. At the time of acknowledging the basis for the call, the representative gathers the information to determine if the current call is linked to an existing/previously recorded issue; if so, the calls are linked, and the call is treated as a non- first call resolution. This statistic is calculated from the number of requests completed by a representative which are not linked to a previous or current issue and dividing by the total incoming and outgoing requests being handled by a representative.
- Consistent with the prior year (93%), NPEI had a First Contact Resolution of 94% in 2015. NPEI will continue to implement and track customer satisfaction.

- **Billing Accuracy**

- Until July 2014 a specific measurement of billing accuracy had not been previously defined across the industry. After consultation with some electricity distributors, the Ontario Energy Board has prescribed a measurement of billing accuracy which was implemented by all electricity distributors effective October 1, 2014. The measurement is defined as accurate bills issued expressed as a percentage of total bills issued.
- A bill is considered inaccurate if: it is an estimated bill, or if the bill has been issued to the customer and subsequently cancelled due to a billing error, or if there has been a billing adjustment in a subsequent billing as a result of a previous billing error.
- During 2015, NPEI issued more than 635,000 bills and achieved a billing accuracy of 99.28%. This is consistent with the prior year (99.58%) and compares favourably to the prescribed OEB target of 98%.
- NPEI continues to monitor its billing accuracy results and processes to identify opportunities for improvement.

- **Customer Satisfaction Survey Results**

- The Ontario Energy Board (OEB) introduced the Customer Satisfaction Survey Results measure beginning in 2013. At a minimum, electricity distributors are required to measure and report a customer satisfaction result at least every other year. At this time the Ontario Energy Board is allowing electricity distributors discretion as to how they implement this measure.
- In 2014, NPEI engaged a third party UtilityPULSE to conduct its first customer satisfaction survey. The purpose of the survey was to profile the connection between NPEI and its customers. The customer satisfaction survey provided information that supports discussions surrounding improving customer service at all levels and departments within NPEI. The survey asked customers questions on a wide range of topics, including: overall satisfaction with NPEI, reliability, customer service, outages, billing and corporate image. In addition, NPEI provides input to this third party to enable them to develop questions that will aid in gathering data about customer expectations and needs. This data was then incorporated into NPEI's planning process and formed the basis of plans to improve customer satisfaction and meet the needs of customers. The final report on this customer satisfaction survey evaluated the level of customer satisfaction and identified areas of improvement. It also helped identify the most effective means of communication. NPEI's 2014 Customer Satisfaction Results contain a number of measures of customer satisfaction. In its 2014 and 2015 Scorecards, NPEI reported the number of customers that were very or fairly satisfied with NPEI, based on the results of the 2014 survey. NPEI received an overall score of 87% of customers who are "very or fairly" satisfied with NPEI on this measure. NPEI scored 4% higher than the provincial overall score of customers who are "very or fairly" satisfied with their Local Utility.
- NPEI will conduct its next Customer Satisfaction Survey in the first quarter of 2017. NPEI will continue to use the survey results to identify additional improvement opportunities.

Safety

- **Public Safety**

The Ontario Energy Board (OEB) introduced the Safety measure in 2015. This measure looks at safety from a customers' point of view as safety of the distribution system is a high priority. The Safety measure is generated by the Electrical Safety Authority (ESA) and includes three components: Public Awareness of Electrical Safety, Compliance with Ontario Regulation 22/04, and the Serious Electrical Incident Index.

- **Component A – Public Awareness of Electrical Safety**

Starting in 2015, each electricity distributor must carry out a survey every two years that measures the effort made to raise public's awareness about electrical safety. The survey was developed by the Electrical Safety Authority. NPEI engaged a third party, UtilityPULSE, to conduct its first electrical safety survey. NPEI received a Public Safety Awareness Index Score of 84%, which is above the industry average of 82%.

- **Component B – Compliance with Ontario Regulation 22/04**

In each of the past five years, NPEI was found to be compliant with Ontario Regulation 22/04 (Electrical Distribution Safety). This was achieved by our strong commitment to safety, and adherence to company procedures & policies. Ontario Regulation 22/04 - *Electrical Distribution Safety* establishes objective based electrical safety requirements for the design, construction, and maintenance of electrical distribution systems owned by licensed distributors. Specifically, the regulation requires the approval of equipment, plans, specifications and inspection of construction before they are put into service.

- **Component C – Serious Electrical Incident Index**

NPEI reported no serious electrical incidents involving its equipment and the general public. The result was a total of zero (0) incidents with a rate of 0.000 incidents per 1,000 km of line for 2015.

System Reliability

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

- SAIDI – System Average Interruption Duration Index is an important feature of a reliable distribution system is recovering from power outages as quickly as possible. The utility must track the average length of time, in hours, that its customers have experienced a power outage over the past year.
- SAIDI = Sum of all interruptions durations/Total number of customers served.
- NPEI experienced a decrease in the average number of hours that power to a customer was interrupted during 2015 at 2.05 (2014 = 3.69). NPEI's target for 2015 is an average duration index of less than 3.13, which is NPEI's average SAIDI for the previous 5 years.
- NPEI reviews the indices monthly to identify negative trends in feeder performance related to a re-occurring outage cause. For example, in 2012 and 2013 the Murray TS 3M30 feeder was a significant contributor to both SAIDI and SAIFI. A capital project was executed to correct this deficiency by reducing feeder exposure and introducing redundant supply to the area. Another capital project was executed in 2014 which was selected for execution based on cost/risk-differential analysis in order to mitigate reliability issues on the Vineland DS 4501F1 feeder. This circuit was a significant contributor to SAIDI and SAIFI in 2014. Implementation of this project reduced feeder exposure by an additional point of supply to the area.
- NPEI will continue to trend feeder performance and evaluate technical alternatives to correct deficiencies. In 2016 there is a planned multi-year project designed to provide a second source of supply to the Jordan area. This area is serviced by a radial supply from the Vineland 4501F1 feeder which has experienced degradation in SAIDI and SAIFI due to lack of redundancy. The total cost of the multi-year implementation is \$1.1M.
- NPEI also has re-occurring programs directed at reliability improvements. For example, there is a multi-year project that targets air insulated switchgear in areas susceptible to contamination. These units contribute to SAIDI, SAIFI and momentary outages and are prioritized for replacement based on risk analysis. NPEI has a re-occurring capital expenditure of \$250K to replace these suspect units.
- NPEI continues to view reliability of electricity service as a high priority for its customers. NPEI's senior management team's commitment to review the worst performing feeders on a regular basis for the opportunity to improve reliability will ensure customers continue to receive high value from their electricity service.

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

- SAIFI - System Average Interruption Frequency Index is another important feature of a reliable distribution system whereby the utility strives to reduce the frequency of power outages. The utility must track the number of times its customers have experienced a power outage over the past year.
- SAIFI = Number of customer interruptions/Total number of customers served
- In 2015, NPEI's Average Number of Times that Power to a Customer was Interrupted was 1.42 (2014 = 1.51) which is lower than the five year average target value of 1.45. NPEI is taking action to maintain its system reliability. NPEI has conducted a detailed review of its distribution assets and prepared a comprehensive plan, which provides for the renewal of its distribution system over the period 2015 - 2019. NPEI 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 ratepayer and utility affordability.

Asset Management

- **Distribution System Plan Implementation Progress**

Distribution system plan implementation progress is a new performance measure instituted by the OEB starting in 2013. Consistent with other new measures, utilities were given an opportunity to define it in the manner that best fits their organization. The Distribution System Plan ("DSP") outlines NPEI's forecasted capital expenditures, over the 5 year period 2015-2019, required to maintain and expand the distributor's electricity system to serve its current and future customers. The "Distribution System Plan Implementation Progress" measure is intended to assess NPEI's effectiveness at planning and implementing the DSP. NPEI measures the progress of its DSP implementation as a ratio of actual total capital expenditures made in a calendar year over the total amount of planned capital expenditures for that calendar year per the DSP. NPEI filed its DSP with its Cost of Service rate application for 2015. Consistent with 2014 (95.2%), NPEI reports 94.55% completion at December 31, 2015 of its 2015 capital budget.

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 OEB 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. In 2015, NPEI was placed in Group 3, where a Group 3 distributor is defined as having actual costs within +/- 10 percent of predicted costs. Group 3 is considered “average efficiency” – in other words, NPEI’s costs are within the average cost range for distributors in the Province of Ontario. In 2015, 51% (36 distributors) of the Ontario distributors were ranked as “average efficiency”; 28% (20 distributors) were ranked as “more efficient”; 21% (15 distributors) were ranked as “less efficient”. Although NPEI’s forward looking goal is to advance to the “more efficient” group, management’s expectation is that efficiency performance will not decline.

- **Total Cost per Customer**

- Total cost per customer is calculated as the sum of NPEI’s capital and operating costs and dividing this cost figure by the total number of customers that NPEI serves. The cost performance result for 2015 is \$744 /customer which is a 0.3% increase over 2014.
- Similar to most distributors in the province, NPEI 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, annual wage increases for our employees, succession planning due to an aging workforce, as well as investments in new information systems technology and the renewal and growth of the distribution system, have all contributed to increased operating and capital costs. NPEI will continue to replace distribution assets proactively along a carefully managed timeframe in a manner that balances system risks and customer rate impacts as demonstrated in our 2015 rate application. NPEI will continue to implement productivity and improvement initiatives to help offset some of the costs associated with future system improvement and enhancements. Customer engagement initiatives will continue in order to ensure customers have an opportunity to share their viewpoint on NPEI’s capital spending plans.

- **Total Cost per Km of Line**

This measure uses the same total cost that is used in the Cost per Customer calculation above. The Total cost is divided by the kilometers of line that NPEI operates to serve its customers. NPEI’s 2015 rate is \$19,871 per km of line, a 2.1% increase over 2014. See above cost per customer section for cost drivers commentary. NPEI continues to seek innovative solutions to help ensure cost/km of line remains competitive and within acceptable limits to our customers.

Conservation & Demand Management

- **Net Cumulative Energy Savings**

NPEI's target for the 2015-2020 Conservation First Framework is energy savings of 74.44 GWh to be achieved over the six year period. During 2015, which is the first year of the new framework, NPEI achieved 17.12% of the total target.

Connection of Renewable Generation

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

Electricity distributors are required to conduct Connection Impact Assessments (CIAs) within 60 days of receiving authorization from the Electrical Safety Authority. In 2015, NPEI completed 1 CIA for a 250 kW renewable generation facility, which was connected within the prescribed time frame.

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

In 2015, NPEI connected 58 new micro-embedded generation facilities (microFIT projects of less than 10 kW) 100% of them on time and within the prescribed time frame of five business days. The minimum acceptable performance level for this measure is 90% of the time. Our workflow to connect these projects is very streamlined and transparent with our customers. NPEI works closely with its customers and their contractors to tackle any connection issues to ensure the project is connected on time.

Financial Ratios

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

- As an indicator of financial health, a current ratio that is greater than 1 is considered good as it indicates that the company can pay its short term debts and financial obligations. Companies with a ratio of greater than 1 are often referred to as being "liquid". The higher the number, the more "liquid" and the larger the margin of safety to cover the company's short-term debts and financial obligations.

- NPEI's current ratio increased from 1.86 in 2014 to 1.90 in 2015. From 2011 NPEI's current ratio has steadily increased.

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

The OEB uses a deemed capital structure of 60% debt, 40% equity for electricity distributors when establishing rates. This deemed capital mix is equal to a debt to equity ratio of 1.5 (60/40). A debt to equity ratio of more than 1.5 indicates that a distributor is more highly levered than the deemed capital structure. A high debt to equity ratio may indicate that an electricity distributor may have difficulty generating sufficient cash flows to make its debt payments. A debt to equity ratio of less than 1.5 indicates that the distributor is less levered than the deemed capital structure. A low debt-to-equity ratio may indicate that an electricity distributor is not taking advantage of the increased profits that financial leverage may bring. NPEI's debt to equity ratio decreased from 0.89 in 2014 to 0.82 in 2014. NPEI continues to monitor its debt to equity ratio on an annual basis.

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

NPEI's 2015 distribution rates were approved by the OEB on an interim basis on May 14, 2015, and on a final basis on May 12, 2016, which includes a deemed regulatory return on equity of 9.30%. The OEB allows a distributor to earn within +/- 3% of the expected return on equity. When a distributor performs outside of this range, the actual performance may trigger a regulatory review of the distributor's revenues and costs structure by the OEB.

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

- NPEI's interim 2015 rates were based on a Working Capital Allowance (WCA) placeholder of 13%. NPEI was directed by the OEB to file a lead/lag study with its 2016 Rate Application.
- NPEI's final 2015 rates were approved on May 12, 2016, and were based on an approved WCA of 10.48% as determined by the lead/lag study.
- NPEI's regulated rate of return achieved in 2015 was 8.96%, which is well within the +/-3% range allowed by the OEB.
- Due to the timing of NPEI's regulated rate of return achieved in 2015 and the approval of the WCA in 2016, NPEI used the 13% WCA in its 2015 return on equity calculation.
- NPEI's 2016 regulated return on equity will be calculated based on a WCA of 10.48%.

Note to Readers of 2015 Scorecard MD&A

The information provided by distributors on their future performance (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.