

Scorecard - Orillia Power Distribution Corporation

9/28/2015

Performance Outcomes	Performance Categories	Measures	2010	2011	2012	2013	2014	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	100.00%	100.00%	100.00%	100.00%	100.00%	➡	90.00%		
		Telephone Calls Answered On Time	99.20%	99.20%	98.40%	99.70%	99.70%	⬆️	65.00%		
	Customer Satisfaction	First Contact Resolution						99.93%			
		Billing Accuracy						99.98%	➡	98.00%	
		Customer Satisfaction Survey Results						A			
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 [measure to be determined]									
		Level of Compliance with Ontario Regulation 22/04	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	0.24	0.93	0.56	1.13	2.15	⬆️		at least within 0.24 - 1.13	
		Average Number of Times that Power to a Customer is Interrupted	0.86	1.27	1.89	1.03	1.28	⬆️		at least within 0.86 - 1.89	
	Asset Management	Distribution System Plan Implementation Progress						In Progress			
	Cost Control	Efficiency Assessment			3	3	3				
Total Cost per Customer ¹		\$574	\$597	\$593	\$591	\$612					
Total Cost per Km of Line ¹		\$23,605	\$24,768	\$31,948	\$32,280	\$33,711					
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 Annual Peak Demand Savings (Percent of target achieved) ²		29.88%	34.03%	45.01%	87.45%	🔴		3.07MW	
		Net Cumulative Energy Savings (Percent of target achieved)		50.30%	81.22%	94.13%	226.87%	🟢		15.05GWh	
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time	100.00%	75.00%	100.00%	100.00%	87.50%				
		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)	1.78	1.81	1.78	1.49	1.39				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	1.21	1.10	1.05	1.02	0.85				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)		9.85%	9.85%	9.85%	9.85%			
			Achieved		9.93%	11.60%	11.70%	12.11%			

Notes:
 1. These figures were generated by the Board based on the total cost benchmarking analysis conducted by Pacific Economics Group Research, LLC and based on the distributor's annual reported information.
 2. The Conservation & Demand Management net annual peak demand savings include any persisting peak demand savings from the previous years.

Legend: up down flat
 target met target not met

Appendix A – 2014 Scorecard Management Discussion and Analysis (“2014 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 2014 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 2014, Orillia Power met or exceeded all but two performance targets on the company’s Scorecard. Under System Reliability, Orillia Power did not meet its target for Average Number of Hours that Power to a Customer is Interrupted. System reliability was affected by severe weather events during the year presenting challenges in maintaining the high standards of reliability that Orillia Power has achieved over the past several years. Although weather events are unpredictable, both in their timing and potential severity, Orillia Power continues to focus on system improvements that will enhance reliability going forward. Under Conservation & Demand Management, Orillia Power fell short of its target for Net Annual Peak Demand Savings (Percentage of target achieved). However, it is worth noting that Orillia Power was among a small number of distributors that achieved greater than 85% of their peak demand savings targets. Combined progress of all distributors towards the Provincial target for net annual peak demand savings was 69.8%.

With continued focus on customer service, Orillia Power completed a detailed Customer Satisfaction Survey and scored well above Provincial and National averages for overall customer satisfaction. By delivering new services, such as e-billing and a variety of conservation initiatives, while also maintaining existing services and accessibility to our customer service staff, Orillia Power strives to consistently provide first-call customer service.

Orillia Power continues to develop and improve its asset management tools and procedures in order to extract the maximum value from all of the distribution system components and deliver reliable, cost-effective services to our customers. In 2015, the company will continue efforts to achieve or exceed its performance targets by staying focused on our customers and implementing measures that will drive continuous improvement.

Service Quality

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

In 2014, Orillia Power connected 100% of approximately 90 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 previous years and above the OEB-mandated threshold of 90%. In order to provide increased efficiency and convenience for customers, where possible, Orillia Power coordinates connection activities with other planned construction activities undertaken by the utility, other utilities or municipal and provincial government agencies.

- **Scheduled Appointments Met On Time**

Orillia Power scheduled approximately 330 appointments with its customers in 2014 to complete work requested by customers, read meters, reconnect, or otherwise necessary to perform. Consistent with the previous years, the utility met 100% of these appointments on time, which significantly exceeds the industry target of 90%. The company recognizes and respects the value of customer's time and displays that by consistently exceeding the industry target in this area.

- **Telephone Calls Answered On Time**

In 2014 Orillia Power customer service representatives received almost 11,000 calls from its customers – over 40 calls per working day. A representative answered a call in 30 seconds or less 99.7% of time. This result significantly exceeds the OEB-mandated 65% target for timely call response and is consistent with previous years. Customers regularly indicate to company staff that they value the ability to 'talk to a person' when they have a question or issue. Customer service staff take pride in maintaining this measure at high level as they know that is what our customers have come to expect.

Customer Satisfaction

- **First Contact Resolution**

Specific customer satisfaction measurements have not been previously defined across the industry. The Ontario Energy Board (OEB) has instructed all electricity distributors to review and develop measurements in these areas and begin tracking by July 1, 2014 so that full year data can be reported in 2015. 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.

Orillia Power endeavors to resolve all issues and answer questions received from our customers by way of telephone calls, walk-ins, letters and email and was successful in 2014 in achieving this on first contact with its customers 99.93% of the time. The measure shown in our Scorecard represents the total number of enquiries successful answered at the first point of contact with our customer service staff divided by the total number of enquiries in the period July 1, 2014 to December 31, 2014. Orillia Power staff continue to work diligently to maintain this standard throughout the year.

- **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 (OEB) has prescribed a measurement of billing accuracy which must be used by all electricity distributors effective October 1, 2014. Billing Accuracy is defined as the number of accurate bills issued expressed as a percentage of total bills issued.

For the period from October 1, 2014 – December 31, 2014, Orillia Power issued more than 40,000 bills and achieved a billing accuracy of 99.98%. This compares favourably to the prescribed OEB target of 98%. Orillia Power continues to monitor its billing accuracy results and processes to ensure this success rate is maintained. In addition to ensuring a high level of billing accuracy, Orillia Power works with customers to help them better understand their bills and

manage their electricity costs. Our customer friendly web portal provides valuable information for customers that want to monitor their consumption patterns and they can use that information to make adjustments where possible and save money.

- **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 OEB is allowing electricity distributors' discretion as to how they implement this measure.

Orillia Power engaged a third party to conduct a customer satisfaction survey on our behalf, with the objective to provide information that supports discussions surrounding improving customer service at all levels and departments within Orillia Power. The survey asked our customers questions on a wide range of topics, including overall satisfaction with Orillia Power, reliability, customer service, outages, billing and corporate image. Orillia Power provided input to assist the third party in developing questions that would effectively gather data about our customer expectations and needs. This data informs Orillia Power's planning process and forms the basis of plans to improve customer satisfaction and meeting the needs of our customers.

In 2014 Orillia Power customers gave the company an 'A' overall for consistently providing reliable energy, handling outages and restoring power, accurate billing, quickly dealing with issues that affect customers, providing excellent quality services and making electricity safety a top priority. Orillia Power engaged an independent, highly reputable firm to conduct our survey. The firm has provided this service since 1999 for many Ontario utilities. The report provides a comparison of our company to both National and Ontario survey results, with Orillia Power scoring above average among all Ontario utilities, as well as nationally, for customer care, company image, and management operations.

Safety

- **Public Safety**

Public Safety is a new scorecard measure introduced by the Ontario Energy Board (OEB) for the 2014 scorecard. The Public Safety measure is generated by the Electrical Safety Authority (ESA) and is comprised of three components: Public Awareness of Electrical Safety, Compliance with Ontario Regulation 22/04, and the Serious Electrical Incident Index. A breakdown of the three components is as follows:

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

The Public Awareness of Electrical Safety component of the public safety measure is expected to measure the level of awareness of key electrical safety precautions among public within the electricity distributor's service territory. It measures the level of effort placed by distributors on preventing electrical accidents.

The ESA is developing standardized questions for a survey of statistically representative sample of a distributor's service territory's population to be conducted by the distributor every two years, starting in 2015. The ESA will monitor the effectiveness of the surveys and update survey questions, if required. The OEB will establish a performance target for Public Awareness of Electrical Safety once three years of data is gathered from distributors.

Orillia Power is expected to report on this measure in the company's 2015 Scorecard.

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

Compliance with Ontario Regulation 22/04 (Audit, Declaration of Compliance, Due Diligence Inspections, Public Safety Concerns and Compliance Investigations) make up Component B. All the elements are evaluated as a whole and determine the status of compliance (Non-Compliant, Needs Improvement, or Compliant) in regards to the Public Safety Metric for the Public Safety Scorecard. The performance target is for the distributor to be fully compliant.

Orillia Power has been fully compliant in each of the five years reported in the company's Scorecard, having met and exceeded ESA expectations with respect to Ontario Regulation 22/04 each year and is working to continue this record in 2015.

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

"Serious electrical incidents", as defined by Regulation 22/04, make up Component C. The metric details the number of and rate of "serious electrical incidents" occurring on a distributor's assets and is normalized per 10, 100 or 1,000 km of line. A "serious electrical incident" will appear as part of this Component if it was determined that a member of the public was involved in the incident (ie. caused a death, critical injury or had the potential to cause death or critical injury). The performance target is based on distributor's specific performance using the company's historical data and prior performance.

Orillia Power is proud of its record of zero serious electrical incidents involving members of the public in each of the five years reported. The company is committed to continuing to educate the public to the dangers of contact with electricity through various forums as part of its ongoing customer outreach programs.

System Reliability

- **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. The reliability of Orillia Power's electrical service is a high priority for the company and our customers. The company regularly monitors its system for signs of reliability degradation.

In 2014, the average number of hours that power to a customer was interrupted (i.e., duration) for Orillia Power was 2.15. This statistic is outside the target range of 0.24 – 1.13 which was previously established based on Orillia Power's historic performance over the last 4 years. The 2014 measure is reflective of severe weather that impacted the region, including a severe wind storm in September. The September 5th storm caused significant damage to trees and property throughout the City and impacted a large number of our customers. Excluding this weather event, the average number of hours that power to a customer was interrupted would be 0.70, well within the target range. Although 2014 performance was outside the target range, we did face some particularly difficult challenges in the year and it is worth noting that the results for the previous four years are more representative of the standard of reliability Orillia Power normally provides and the level of service we strive to provide for our customers.

Orillia Power continues to monitor the reliability of its electricity service and to working diligently to improve this statistic for 2015 and beyond. Orillia Power's System Control Centre tracks and reviews reliability performance and this data is utilized in our asset management processes to target system maintenance, upgrades and improvements in the most appropriate areas. The company expects to perform within or better than established targets in future years.

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

The average number of times that power to a customer is interrupted is an additional measure of system reliability and Orillia Power strives to minimize this number. The severe weather described above also impacted this measure in 2014.

In 2014, the average number of times that power to a customer was interrupted (i.e., frequency) for Orillia Power was 1.28. This statistic is within the target range of 0.86 – 1.89 which was previously established based on Orillia Power’s historic performance over the last 4 years. Excluding the weather event noted above, the average number of times that power to a customer was interrupted would be 0.88. Orillia Power continually monitors and analyzes outage instances and patterns, looking for ways to continuously improve performance for our customers and expects to continue to perform within or better than established targets in future years.

Asset Management

- **Distribution System Plan Implementation Progress**

Orillia Power is scheduled to file an application with the OEB for a full review of its rates effective May 1, 2017. A major component of the rate application to the Ontario Energy Board (OEB) is a detailed Distribution System Plan (DSP). A DSP consolidates documentation of the company’s asset management processes and capital expenditure plan (“the Asset Management Plan”).

On its 2014 scorecard, Orillia Power has reported that the DSP is ‘in progress’, with the understanding that the measure refers to project management progress toward the drafting of the DSP document itself, and does not reflect implementation.

As noted above, part of the DSP involves reviewing and documenting the company’s asset management processes. As stewards of the electrical distribution system in the City of Orillia for over 100 years, Orillia Power has long been involved in the management of assets. Distribution systems by their nature are asset focused, capital intensive operations. There is currently a shift in the industry towards more formalized asset management practices that is being driven by the expectation of improved operational efficiency and increasing regulatory demands. This shift is supported and enabled by advances in technology, data collection and analysis capabilities. Orillia Power has achieved significant milestones in the formalization of its asset management processes and this will be a major contribution to the ultimate completion and filing of its DSP in conjunction with its next ‘full review’ rate application.

Ultimately, the implementation of a detailed DSP in conjunction with the Asset Management Plan will assist Orillia Power in achieving the strategic goals of providing a safe, reliable, efficient and cost-effective distribution system for our customers, the citizens of Orillia.

Cost Control

- **Efficiency Assessment**

On an annual basis, each utility in Ontario is assigned an efficiency ranking based on its performance. 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 for each distributor. The electricity distributors are divided into five groups based on the magnitude of the difference between their respective individual actual and predicted costs.

In 2014, consistent with the previous two years, Orillia Power's actual costs were within +/- 10 percent of predicted costs, placing us in Group 3, which is considered "average efficiency". In other words, Orillia Power's costs are within the average cost range for distributors in the Province of Ontario. In 2014, 47% of the Ontario distributors were ranked as "average efficiency", 28% were ranked as "more efficient" and 25% were ranked as "least efficient". Over the past four years, Orillia Power has shown consistent improvements in this measure, with actual costs within -5.3% of predicted costs in 2014 (2013 -4.7%, 2012 -3.7%, 2011 -1.9%). Orillia Power is working to find efficiencies in its operations that will help to continue this positive trend.

- **Total Cost per Customer**

Total cost per customer is calculated as the sum of Orillia Power's capital and operating costs and dividing this cost figure by the total number of customers that Orillia Power serves. The cost performance result for 2014 is \$612/customer which represents a 3.5% increase over 2013 but follows two consecutive years of decreases. Over the period 2010 through 2014, Orillia Power customers have experienced an average annual increase in Total Cost per Customer of 1.3%.

Similar to most distributors in the province, Orillia Power continues to experience upward pressure on the costs required to deliver quality, reliable services to customers. Orillia Power will continue to proactively replace and upgrade distribution assets along a carefully managed timeframe in a manner that balances system risks and customer rate impacts. Orillia Power is focused on implementing productivity and improvement initiatives to help offset some of the costs associated with future system improvement and enhancements. Customer engagement initiatives will take place in order to ensure our customers have an opportunity to share their viewpoint on Orillia Power's operations.

- **Total Cost per Km of Line**

This measure uses the same total cost that is used in Total Cost per Customer described above. Total cost is divided by the kilometers of line that Orillia Power owns and operates to serve our customers. Orillia Power's 2014 rate is \$33,711 per km of line, a 4.4% increase over 2013. When reviewing the five years of data contained in the scorecard, it appears that a significant expansion / increase occurred between 2011 and 2012. However, this year over year change was noted following the implementation of a new Geographic Informational System (GIS) and a full and detailed audit of our infrastructure. This process identified a previous overstatement of km of line, which resulted in an understatement of Cost per km of Line in 2010 and 2011. Orillia Power's Total Cost per km of line has increased on average by 1.8% per annum over the period 2012 through 2014.

Orillia Power has experienced a relatively low level of growth in its total kilometers of lines due primarily to a low annual customer growth rate. With limited growth, Orillia Power's ability to fund capital renewal and increased operating costs through an expanded customer base is limited. As a result, cost per km of line has risen year over year with the increase in capital and operating costs. As noted in the previous section, Orillia Power continues to seek innovative solutions to help ensure costs remain competitive and within acceptable limits to our customers.

Conservation & Demand Management

Late in 2010, the Ministry of Energy mandated a new 2011 - 2014 framework for electricity conservation and demand management (CDM) in Ontario. As a result, the Ontario Energy Board (OEB) was required to establish CDM targets for the reduction of electrical consumption (kWh's) and electricity demand (kW's) to be met by certain licensed electricity distributors across the province. The Ontario Power Authority (OPA) supported this initiative through the introduction of a suite of province-wide CDM programs designed to conserve electricity across all classes of electricity customers. Effective January 1, 2015, the Independent Electricity System Operator (IESO) and the OPA merged and is now operating under the name, IESO. Going forward, a new CDM framework and new targets are expected to be implemented for the period 2015 – 2020 and is referred to as the Conservation First Framework.

Orillia Power's achievements over the period 2011 to 2014 place the company among the top performers in Ontario. The summary of provincial progress towards CDM targets established for the province was 69.8% of Net Annual Peak Demand Savings target of 1,330,000 kW's and 109.2% of Net Cumulative Energy Savings target of 6,000,000,000 kWh's. Orillia Power's scores shown in the scorecard have been calculated by the IESO as follows:

- **Net Annual Peak Demand Savings (Percent of target achieved)**

Orillia Power met 87.45% of its Net Annual Peak Demand Savings target of 3,070 kW's as at the end of 2014. This was achieved by fully leveraging of OPA province-wide CDM programs and placing increased emphasis on supporting the conservation efforts of our commercial, industrial and institutional customers. Orillia Power's efforts were supported by an energy manager who was retained jointly along with a small group of utilities to identify and pursue conservation opportunities with our industrial, commercial and institutional customers.

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

Orillia Power has surpassed its 4 year Net Cumulative Energy Savings target at the end of 2014, achieving 226.87% of its target of 15,050,000 kWh's. This achievement was made possible by the strong and early participation by our industrial, commercial and institutional customers in OPA province-wide CDM programs, including retrofit and energy efficient lighting programs. Our residential customers contributed to this success with remarkable participation, 18% of our achieved savings, in appliance retirement and exchange programs, heating and cooling upgrades and coupon events featuring energy efficient devices (e.g CFLs, LEDs, programmable powerbars).

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 receipt of a customer's complete application where no distribution system reinforcement or expansion is required. In 2014, Orillia Power completed 16 CIAs of which 14 were completed within the prescribed time limit resulting in the measure of 87.5% shown on the scorecard. In 2013, Orillia Power completed one CIA and it was done within the prescribed time limit. Orillia Power has since developed and implemented certain measures to ensure that all CIAs are done within the prescribed timelines in the future.

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

In 2014, Orillia Power connected five new micro-embedded generation facilities (microFIT projects of less than 10 kW). All of these facilities (100%) were connected within the prescribed time frame of 5 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. Orillia Power works closely with our customers and their contractors to identify and resolve 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 1.0 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 1.0 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.

Orillia Power’s current ratio in 2014 is 1.39 and indicates a solid position with respect to liquidity. The company anticipates that its current ratio in subsequent years will remain in the range of 2013 / 2014 levels.

- **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).

Orillia Power’s debt to equity ratio of 0.85 in 2014 is below the deemed capital structure and indicates that the company has the capacity to borrow funds if required for future growth / expansion.

- **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.

Orillia Power’s current distribution rates were approved by the OEB and include a deemed regulatory return on equity of 9.85%, our scorecard measure in 2014. The OEB may initiate a review of our approved rates if our achieved rate of return on equity is +/- 3% of our deemed return on equity (6.85% to 12.85%).

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

Orillia Power achieved a Regulated Return on Equity of 12.11% in 2014, within the range allowed by the OEB. The average is 11.3% over the past 4 years. The company’s regulatory return on equity in 2013 / 2014 reflects productivity savings arising from continuous improvement initiatives, to be continued in the future.

Note to Readers of 2014 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 judgement on the reporting date of the performance scorecard, and could be markedly different in the future.