

Scorecard - Festival Hydro 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	99.50%	99.40%	100.00%	99.60%	99.70%	↑	90.00%		
		Scheduled Appointments Met On Time	99.80%	99.80%	100.00%	99.80%	100.00%	↑	90.00%		
		Telephone Calls Answered On Time	78.70%	84.50%	84.60%	90.10%	87.00%	↑	65.00%		
	Customer Satisfaction	First Contact Resolution				99.89%	99.97%	99.99			
		Billing Accuracy				99.89%	99.97%	99.97%	↑	98.00%	
		Customer Satisfaction Survey Results				79%	79	91%			
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					80.00%	80.00%			
		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	1.04	1.34	0.65	1.02	1.32	↓		1.19	
		Average Number of Times that Power to a Customer is Interrupted ²	1.42	1.73	1.05	1.21	0.93	↓		1.57	
	Asset Management	Distribution System Plan Implementation Progress				91.45%	107.67%	97.2%			
	Cost Control	Efficiency Assessment	4	4	4	4	4				
		Total Cost per Customer ³	\$612	\$627	\$634	\$639	\$645				
Total Cost per Km of Line ³		\$44,313	\$49,466	\$50,028	\$50,535	\$51,669					
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					13.92%	47.13%		34.65 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				100.00%	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)	0.37	0.48	0.48	0.46	0.55				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	1.10	1.34	1.40	1.26	1.32				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.85%	9.85%	9.85%	9.30%	9.30%			
			Achieved	9.75%	10.50%	8.18%	14.24%	7.37%			

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

2016 Scorecard Management Discussion and Analysis (“2016 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 2016 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

Festival Hydro Inc. (“Festival”) is a locally owned distribution company (“LDC”) servicing over 20,000 customers within a 45-sq. km urban territory in the municipalities of Stratford, St. Marys, Seaforth, Hensall, Zurich, Dashwood and Brussels. Festival is committed to maintaining a safe, reliable and efficient electricity distribution system and providing quality service to its customers.

In 2016, Festival Hydro exceeded all but one OEB Scorecard performance target. Festival is pleased with its Scorecard results achieved within each of the four performance outcome measures of customer focus, operational effectiveness, public policy responsiveness and financial performance.

One of Festival’s goals is to continue to improve the customer experience. In early 2016, Festival replaced its current website with a more user focused system, with a broad array of useful, real-time, and interactive tools that allow customers more self-service features. Throughout 2016 Festival continued to add features to the website as they became available.

In the fall of 2016, Festival conducted a detailed customer survey to obtain valuable input from our customers and were pleased with the overall satisfaction score of 91%.

Service Quality

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

In 2016 Festival connected 99.7% (294 of 295 requested) of its eligible low-voltage residential, small business and microFIT customer connections (those utilizing connections under 750 volts) to its system within the five-day timeline prescribed by the OEB. This is a slightly higher score than 2015 and is well above the OEB-mandated threshold of 90%. The high score reflects Festival’s commitment to quality and timely customer service.

- **Scheduled Appointments Met On-Time**

Festival met all 594 appointments scheduled on time in 2016 (in 2015 546 of 547, or 99.8% of appointments were met on time) to complete work for special meter reads, reconnects, locates, or other work requiring an appointment to be performed. Festivals' score continues to significantly exceed the industry target of 90%. This performance category once again reflects Festival's commitment to quality and timely customer service.

- **Telephone Calls Answered On-Time**

In 2016, Festival's customer service agents received 22,136 customer related calls. This compares to 20,688 customer calls received in 2015. A customer service representative answered these calls in 30 seconds or less 87% of the time. This is a slight reduction from 2015's performance measurement which measured 90.1%, however Festival's result still significantly exceeds the OEB mandated 65% target for timely call response and demonstrates Festival's commitment to timely customer service.

Festival expects enhanced features and self-help options on the website to reduce call volumes and to improve the percentage of calls answered within 30 seconds.

Customer Satisfaction

- **First Contact Resolution**

Specific customer satisfaction measurements have not been formally defined across the industry. The OEB instructed all electricity distributors to review and develop measurements in these areas and to 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. In July 2014, Festival implemented a first contact resolution process whereby at the end of a customer phone call, our customer service representative records whether or not the customer's issue or reason for calling was satisfactorily resolved on their first call. Of the total customer calls received in 2016, 99.99% were found to be resolved after the first call to Festival. This is a slight improvement over 2015's measure of 99.97%.

- **Billing Accuracy**

During 2016, over 249,000 bills were issued for which Festival achieved a billing accuracy rate of 99.97%. This amount is equivalent to

the 2015 result achieved. Festival's results adequately met the prescribed OEB target of 98%, and are a result of the emphasis that Festival places great value in internal processes that allow for the highest standard of billing accuracy to be achieved.

- **Customer Satisfaction Survey Results**

The OEB introduced the customer satisfaction survey results measure in 2013. At a minimum, electricity distributors are required to measure and report a customer satisfaction result at least every other year.

During 2014, Festival conducted its first customer satisfaction survey. The survey was created in-house and asked customers a set of questions on specific topics related to their interaction with Festival. These included questions related to telephone interaction, front counter interaction, website interaction, on-site interaction and overall impression of their experience with Festival. The 2014 customer survey results and feedback were utilized to implement corporate initiatives such as the release of the new website in 2016 as well as the implementation of a new phone system in 2017 aimed to improve the customer experience.

During 2016, Festival issued another customer satisfaction survey, this time by utilizing a third party. The survey was posed to relatively equal respondents from Stratford and Festival's distribution territory outside of Stratford, from low, medium-low, medium-high and high consumption customers, and from both relatively equal groups of residential vs. general service customers. Questions were posed around power quality and reliability, billing and payment, customer service experience, price, and environmental controls. The overall informed satisfaction segmentation Festival received as a result of the survey responses was 91%.

Festival is very pleased with the survey results, but will continue to use feedback from the survey responses to drive decisions regarding initiatives that could be pursued to improve customer satisfaction.

Safety

- **Public Safety**

The Ontario Energy Board introduced these safety measures in 2015. The measures look at safety from a customer's point of view as safety of the distribution system is a high priority. The safety measures are generated by the Electrical Safety Authority (ESA) and include 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**

In 2015, the ESA launched a public awareness survey among a representative sample of Festival's territory population on behalf of Festival Hydro. The survey gauged awareness levels of key electrical safety concepts related to distribution assets and was based on a

template survey provided by the ESA. The survey provided a benchmark of levels of awareness including identifying gaps where additional education and awareness efforts may be required. Festival scored 80% on this survey in 2015, and plans to issue a similar survey every other year. As such our 2016 score is reflective of the 2015 score reported.

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

Festival has been in compliance with Ontario Regulation 22/04 since it was introduced as a measure. This has been achieved as a result of Festival's strong commitment to safety and adherence to company safety procedures and practices. Ontario Regulation 22/04 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**

Festival has reported no serious electrical incidences in the past 5+ years, which reflects Festival's commitment to public safety and setting the safety of the public and our employees as our number one priority.

System Reliability

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

In 2015 the Ontario Energy Board established a new measure for distributors related to the average number of hours that power to a customer is interrupted in that distributors stay within their most recent 5-year average. The result for 2016 of 1.32 is higher than Festival's 5-year average of 1.07. Festival's score of 1.32 is lower than the provincial average of 4.75 as reported in the 2016 OEB Yearbook of Electricity Distributors. Results in 2016 are higher than the average as a result of an increase in SAIDI on a feeder that experienced a prolonged interruption due to a weather event (ice buildup) in March. Festival is taking action to rectify this situation by investigating a feeder reconfiguration to reduce the number of customers on the feeder that would be affected by a similar event.

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

Festival's average number of times that power to a customer is interrupted (i.e. frequency) of 0.93 is an improvement over 2015 and previous years. The OEB also introduced a new measure in 2015 that requires the distributors to be within their five-year average, similar to the measure above. Festival's result of 0.93 is lower than our 5-year average of 1.27 and compares favorably to the provincial average (excluding Hydro One Networks) of 2.03 as reported in the 2016 OEB Yearbook of Electricity Distributors.

Festival's distribution system plan, filed with its 2015 cost of service application, specifically addresses system reliability. Festival has conducted a detailed review of its distribution assets as part of its distribution system plan and has prepared a comprehensive plan, which provides for the renewal of its distribution system over the five-year period of 2015 – 2020. Festival maintains a proactive, balanced approach to distribution system planning, infrastructure investment and replacement programs to address immediate risks associated with end-of-life assets to ensure the safe and reliable delivery of electricity. Festival has committed to a minimum of 10% of its capital budget to be spent annually on system reliability.

Asset Management

- **Distribution System Plan Implementation Progress**

Distribution system plan (DSP) implementation progress is a new performance measure instituted by the OEB starting in 2014. Consistent with other new measures, utilities were given an opportunity to define this measure in the manner that best fits their organization.

This measure is intended to assess the effectiveness of planning and implementing the DSP. As part of Festival's 2015 COS application, our 5-year distribution system plan was developed. The DSP outlines Festival's forecasted capital expenditures which are required to maintain and expand Festival's electricity system in order to serve our current and future customers over the period 2015 through 2020.

Festival measures the progress of its capital expenditures as a ratio of actual total capital expenditures in the year compared to the total amount of planned capital expenditure for the year included in the DSP. In 2016, Festival was at 97.2% of planned capital spending, indicating Festival spent less than planned on distribution capital. Note that in 2015, Festival reported a measure of 107.67%, or an overspend compared to planned distribution capital spend.

Because the DSP is a plan with a five-year horizon, Festival expects that some years may be slightly more or slightly less than budget for the year, with the objective that Festival will cumulatively achieve close to 100% of budget levels over the five-year period.

Festival has planned relatively flat expenditures on infrastructure and capital over the time period of 2015 to 2020. Due to strong capital programs in the past, Festival is fortunate to not be in the position where substantial amounts of capital investment are required over the next five to ten years to address aging infrastructure.

Cost Control

- **Efficiency Assessment**

The total costs for Ontario local electricity distribution companies are evaluated by the Pacific Economics Group LLC (“PEG”) on behalf of the OEB to produce a single efficiency ranking. The ranking is based on a total cost approach taking into account the amounts spent on capital and infrastructure reinvestments and the amounts spent on operations, maintenance and administration. The electricity distributors are divided into five groups based on the magnitude of the difference between their respective individual actual and predicted costs.

In 2016, for the fifth year in a row, Festival was placed in Group 4. A Group 4 distributor is defined as having actual costs in excess of 10% to 25% above predicted costs. The group 4 rating was anticipated by Festival as a result of a number of years of sustained higher investment to improve the infrastructure within the smaller towns purchased by Festival.

Based on the 2016 PEG results, Festival's total cost per customer increased by 2.20% which was below the average of LDCs at 2.52%. With major capital investments now completed, Festival anticipates advancing to the “more efficient” group 3 within the next few years.

Note that under the previous OEB performance efficiency model, which was based solely on operating costs, Festival was amongst the top 10 most efficient local distribution companies in the Province.

It should also be noted that Festival Hydro predicted costs continue to decrease, FHI has seen a 2.1% decrease in costs since the 2013 – 2015 average which is 2.5x the average savings seen in the industry.

- **Total Cost per Customer**

Total cost per customer is calculated as the sum of Festival’s capital and operating costs and dividing this cost figure by the total number of customers that Festival serves. The cost performance result for 2016 is \$645 per customer, which is a 0.9% increase from 2015. This increase is less than the CPI increases in Ontario for 2016.

Festival’s Total Cost per Customer has increased on average by 1.4% per annum over the period 2012 through 2016, which is well below inflationary CPI for that period. Similar to most distributors in the province, Festival has experienced increases in its total costs required to deliver quality and reliable services to customers. Festival has managed to keep its costs reasonable despite having to deliver on provincial wide programs such as Time of Use metering, growth in wage and benefits costs, investments in new information systems technology and the renewal and growth of the distribution system.

Festival plans to 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 Festival’s Distribution Plan filed as part of its 2015 Cost of Service application. Festival will continue to implement productivity and improvement initiatives to help offset some of the costs.

- **Total Cost per Km of Line**

This measure uses the same total cost as used in the Cost per Customer calculation above. The total cost is divided by the kilometers of

line that Festival operates to serve its customers. Festival's 2016 rate is \$51,669 per Km of line, a 2.2% increase over 2015.

Festival generally experiences minimal growth in its total kilometers of lines due to low annual customer and population growth rate and as a result, cost per Km of line has increased year over year with the increases in capital and operating costs. Festival 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**

Festival, as a participant in the Conservation First Framework, has contracted with the IESO for the delivery of CDM programs over the 2015 – 2020 period with an energy savings target for the six-year period of 34.65 GWh. To 2016, Festival has achieved 47.13% of its target. Festival is very pleased to have achieved almost 50% of our targeted results by the end of the second year in the six-year program.

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 ESA. Festival completed all CIAs in 2016 within the prescribed time limit.

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

In 2016, Festival connected 7 new micro-embedded generation facilities (microFIT projects of less than 10kW) 100% of the time within the prescribed time frame of five business days. The minimum acceptable performance level for this measure is 90% of the time. Festival works closely with its customers to minimize connection issues and to ensure projects are 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.

Festival's current ratio increased in 2016 over the 2015 ratio and prior year ratios. The reason for the ratio being substantially less than 1.00 is because of the shareholder loan. The repayment term on the promissory note is "on demand" and as such that borrowing instrument is classified as a current liability. If the impact of the promissory note is removed, Festival then has a current ratio of 1.16 for 2016 (1.09 for 2015).

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

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 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.

Festival continues to maintain a debt to equity structure that is slightly less than the deemed 60%/40% capital mix as set out by the OEB at 1.32. Capital expenditures planned for the 2015 – 2020 period will be primarily funded through current operations so the leverage ratio is expected not to exceed the OEB deemed ratio of 1.5.

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

Festival's current deemed regulatory return of equity (ROE) of 9.3% was approved by the OEB as part of Festival's 2015 Cost of Service Application. The deemed regulatory return on equity is traditionally only changed as part of a Cost of Service Application. The OEB expects a distributor to earn within +/- 3% of the deemed 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 cost structure. The 2016 deemed regulatory return on equity approved by the OEB as part of Festival's 2015 Cost of Service Application is set at 9.3% compared to the previous approved rate of 9.85%, resulting in a lower return to Festival and a lower amount to be collected through distribution rates.

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

Festival achieved a regulatory return of 7.37% in 2016. This is within the 300-basis points band noted above. The reduction in the ROE from the deemed rate is largely the result of one-time operating costs incurred in 2016.

Note to Readers of 2016 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.