

Scorecard - West Coast Huron Energy Inc.

Performance Outcomes	Performance Categories	Measures	2013	2014	2015	2016	2017	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	99.40%	100.00%	100.00%	97.70%	98.46%	⬇	90.00%		
		Telephone Calls Answered On Time	98.50%	98.30%	98.20%	98.50%	98.49%	⬆	65.00%		
	Customer Satisfaction	First Contact Resolution		97%	98	99	99				
		Billing Accuracy		99.88%	72.09%	99.81%	99.75%	⬆	98.00%		
		Customer Satisfaction Survey Results			76	77	77				
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			82.00%	82.00%	84.00%				
		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	3.56	0.24	0.19	0.15	0.23	⬇		10.74	
		Average Number of Times that Power to a Customer is Interrupted ²	1.16	0.19	0.43	0.06	0.47	⬇		0.63	
	Asset Management	Distribution System Plan Implementation Progress		67%	74	82	68				
	Cost Control	Efficiency Assessment	5	5	5	5	5				
		Total Cost per Customer ³	\$820	\$784	\$820	\$848	\$788				
		Total Cost per Km of Line ³	\$50,545	\$48,824	\$51,251	\$53,239	\$50,054				
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			5.43%	31.11%	47.36%			8.08 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%				90.00%	
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)	0.51	0.93	1.05	0.93	0.75				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.63	0.89	0.91	0.92	0.92				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	8.98%	8.98%	8.98%	8.98%	8.98%			
			Achieved	9.40%	14.84%	6.91%	4.40%	6.00%			

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 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

2017 Scorecard Management Discussion and Analysis (“2017 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>

Scorecard MD&A - General Overview

- In 2017 West Coast Huron Energy Inc. met all of the Ministry performance targets. These will be discussed throughout this analysis.
- West Coast Huron Energy Inc. continues to focus on you, the customer. West Coast Huron Energy Inc. makes every effort to engage its customers on a regular basis to ensure we are aware of your needs and that you are receiving the best value for your money. West Coast Huron Energy Inc. remains committed to providing its customers with the most reliable service at the best possible cost.
- In 2018 West Coast Huron Energy Inc. will continue its efforts to improve its overall scorecard performance results as compared to prior years. This performance is expected as a result of continued investment in both our infrastructure and in our response to your needs.

Service Quality

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

In 2017, West Coast Huron Energy Inc. connected 71 low voltage (connections under 750 volts) residential and small business customers within the five-day timeline as prescribed by the Ontario Energy Board. This represents a slight increase of 4 new connections compared to 2016. West Coast Huron Energy Inc. considers “New Services Connected on Time” as an important form of customer engagement as it is our first opportunity to meet and/or exceed the customer’s expectations, which in turn affects the level of customer satisfaction. Consistent with prior years, West Coast Huron Energy Inc. connected 100% of these customers on time, which significantly exceeds the Ontario Energy Board’s mandated target of 90% for this measure. West Coast Huron Energy Inc. expects this trend to continue into the foreseeable future.

- **Scheduled Appointments Met On Time**

West Coast Huron Energy Inc. scheduled 192 appointments in 2017 to connect services, disconnect services or otherwise complete work requested by its customers. This represents an increase of 23 scheduled appointments over 2016. West Coast Huron Energy Inc. still surpassed the Ministry's target of 90% with a score of 98.46% which is a slight increase from 2016 at 97.7%. West Coast Huron Energy Inc. considers "Scheduled Appointments met" as an important form of customer engagement and satisfaction as we recognize that your time is as valuable as ours. West Coast Huron Energy Inc. expects this trend to continue into the foreseeable future.

- **Telephone Calls Answered On Time**

In 2017 West Coast Huron Energy Inc. received a total of 3,310 calls from its customers. Despite the significant drop in calls, 3,833 calls in 2016, there was little difference regarding our overall score. Consistent with prior years, our customer service representatives answered 98.49% of these calls within 30 seconds or less, which significantly exceeds the Ontario Energy Board's mandated target of 65% for this measure. There are more and more customers preferring contact by email and as such, fewer calls needing to be answered than previous years. West Coast Huron Energy Inc. still believes customer service is extremely important and therefore, does not see this performance decreasing in the future.

Customer Satisfaction

- **First Contact Resolution**

Since this measure first came into practice 4 years ago, West Coast Huron Energy Inc. has increased its performance each year, starting at 97% and increasing in 2016 to 99% and maintaining that 99% into 2017. The Ontario Energy Board has not yet issued a common definition for this measure but it is expected to do so within the next few years. As a result, this measure may differ from other utilities in the Province.

West Coast Huron Energy Inc. defines "First Contact Resolution" as the number of customer inquiries that are resolved by the first contact at the utility. This includes all customer inquiries that are made to a customer service representative whether by telephone, letter, email or in person. West Coast Huron Energy Inc. considers the ability to address customer inquiries quickly and accurately to be an essential component of customer satisfaction. For the year 2017, West Coast Huron Energy Inc. received 3,958 inquiries from its customers, of which 99% were successfully resolved during first contact. West Coast Huron Energy Inc. expects this trend to continue for 2018.

- **Billing Accuracy**

Billing Accuracy was introduced to the scorecard by the Ontario Energy Board in late 2014. Billing Accuracy is derived from calculating the percentage of accurate bills issued in a year. West Coast Huron Energy Inc. considers timely and accurate billing to be an essential component of customer satisfaction. In 2017, 47,091 bills were issued with 99.75% being accurate. Our scorecard exceeds the Ontario Energy Board's standard of 98%.

- **Customer Satisfaction Survey Results**

Customer Satisfaction is the last measure in the Performance Category on the scorecard. The Ontario Energy Board has not yet issued a common definition of this measure but is expected to do so within the next few years. As a result, this measure may differ from other utilities in the Province. Surveys need to be completed every other year. In 2016, West Coast Huron Energy Inc. contracted RedHead Media to conduct the Ontario Energy Board regulated Customer Satisfaction Survey. Three hundred surveys were completed between January 18th, 2017 and March 9th, 2017. Unfortunately, this was during a time when high hydro bills and unhappy customers were all over the media. It was also right before the announcement of the disconnection moratorium and rate reduction. From an analysis of the survey results, it was clear that those who considered the price of hydro was too high scored West Coast Huron Energy Inc. lower on the Customer Satisfaction. It is also interesting to note, that the majority of the negative comments provided at the end of the survey were political in nature and not with respect to West Coast Huron Energy Inc. specifically.

It should also be mentioned that this survey should not be compared to the survey that was completed two years ago for scorecard purposes. The survey questions are not the same nor was the political climate.

Overall, West Coast Huron Energy Inc. scored a 77.2% which is comparable to the last survey conducted (76%). It is rewarding to know that all of the hard work staff put into working with our customers regarding all aspects of their hydro service, is being acknowledged.

Safety

- **Public Safety**

Public Safety is a new scorecard measure introduced by the Ontario Energy Board for the 2014 scorecard. The Public Safety measure is generated by the Electrical Safety Authority and is comprised of the three components listed below.

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

Component A consists of a new statistical survey that measures the public's awareness of key electrical safety concepts related to electrical distribution equipment found in a utility's territory. It is to be completed every other year. West Coast Huron Energy Inc. had customers complete the survey in 2017 and received a score of 84%. This telephone survey also provides a benchmark of the levels of awareness including identifying gaps where additional education and awareness efforts may be required. West Coast Huron Energy Inc. will continue to educate customers on electrical safety.

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

Component B consists of a utility's compliance with Ontario Regulation 22/04 – Electrical Distribution Safety. Ontario Regulation 22/04 establishes 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. Over the past five years, West Coast Huron Energy Inc. was found to be compliant with Ontario Regulation 22/04 (Electrical Distribution Safety). This was achieved by our strong commitment to safety and the adherence to company procedures and policies

- **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. In 2017, West Coast Huron Energy Inc. had zero fatalities and zero serious incidents within its territory. This trend is expected to continue as everyone's safety is a major concern.

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 functions. West Coast Huron Energy Inc. views reliability of electrical service as a high priority for its customers and constantly monitors its system for signs of reliability degradation. West Coast Huron Energy Inc. also regularly maintains its distribution system to ensure its level of reliability is kept as high as possible. The Ontario Energy Board typically requires a utility to keep its hours of interruption within the range of its historical performance however, outside factors such as severe weather, defective equipment or even regularly scheduled maintenance can greatly impact this measure.

In 2017 West Coast Huron Energy Inc. achieved 0.23 hours of interrupted power. This is a slight increase over 2016's score of 0.15 hours interrupted due to upgrades to services throughout the summer of 2017. Save and except for the tornado in 2011, when the score for interrupted power was 3.56 hours, West Coast Huron Energy Inc.'s average score for interrupted power in the last 5 years is 0.20 hours. Our 2017 low score, and overall low average, is a reflection of how West Coast Huron Energy Inc. has built, and continues to ensure, a reliable distribution system.

- **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 West Coast Huron Energy Inc. As outlined above, the Ontario Energy Board 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. West Coast Huron Energy Inc. experienced interrupted power 0.47 times during 2017. This is within West Coast Huron Energy Inc.'s average of 0.46 over the previous 4 years. West Coast Huron Energy Inc. works to keep its system reliable which will mean less customer service interruptions.

Asset Management

- **Distribution System Plan Implementation Progress**

Distribution System Plan Implementation Progress is a new performance measure instituted by the Ontario Energy Board in 2013. As such, there is no defined target requirements to be met. The Distribution System Plan outlines West Coast Huron Energy Inc.'s forecasted capital expenditures over the next five years, which are required to maintain and expand the utility's electricity system to service its current and future customers. The Distribution System Plan Implementation Progress measure is intended to assess West Coast Huron Energy 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. As a result, this measure may differ from other utilities in the Province.

West Coast Huron Energy Inc. defined this measure as the tracking of actual dollars spent on capital projects compared to the budgeted dollars to be spent on capital projects, expressed as a percentage. For 2017, West Coast Huron Energy Inc. spent 68% of the capital dollars budgeted for 2017. There were a few projects deferred in 2017. This is the reason for the difference between 2016's performance of 82%. West Coast Huron Energy Inc. will continue to plan, budget and monitor capital projects and dollars to be spent.

Cost Control

- **Efficiency Assessment**

On an annual basis, each utility in Ontario is assigned an "Efficiency Ranking" based on its performance. To determine a ranking, electricity distributors are divided into five groups based on the magnitude of the difference between their actual costs and predicted costs. West Coast Huron Energy Inc. has been in Group 5 since 2013. Group 5 is considered fair and is defined as having actual costs 25% above predicted costs. Although West Coast Huron Energy 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 the sum of West Coast Huron Energy Inc.'s capital and operating costs and dividing this cost figure by the total number of customers that West Coast Huron Energy Inc. services. Similar to most distributors in the province, West Coast Huron Energy 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, growth in wage and benefit costs for our employees 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.

The total cost performance result for 2017 is \$788/customer, which is a decrease of \$60/customer over 2016's scorecard. As costs are expected to keep pace with economic fluctuations, West Coast Huron Energy Inc. will continue to implement productivity and efficient 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**

This measure uses the same total cost that is used in the Cost per Customer calculation described above. Based on this, West Coast Huron Energy Inc.'s rate is \$50,054 per km of line. This is a decrease of \$3,185 per km of line over its 2016 rate. West Coast Huron Energy Inc.'s growth rate for its territory is considered to be relatively low. As we progress into the future, we will continue 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**

West Coast Huron Energy Inc. continues to participate in the provincial SaveOn Energy programs and continues to develop and collaborate on customer/innovative programs to be successful in the 2016-2020 Conservation First Framework. West Coast Huron Energy Inc. was given an energy target of saving 8,100.1 MWh by the end of 2020. At the end of 2017, we have reached 47.36% of this target.

Connection of Renewable Generation

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

Electricity distributors are required to conduct Connection Impact Assessments (CIA's) on all renewable generation connections within 60 days of receiving authorization from the Electrical Safety Authority. West Coast Huron Energy Inc. has developed and implemented an internal procedure to ensure compliance with this regulation. All CIA's are conducted internally by West Coast Huron Energy Inc.'s line staff.

In 2017, West Coast Huron Energy Inc. had 2 CIA projects completed.

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

Micro-embedded generation facilities consist of solar, wind or other clean energy projects of less than 10kW that are typically installed by homeowners, farms or small businesses. West Coast Huron Energy Inc.'s process for these projects is well documented and we work closely with our customers and their contractors to ensure the customer's needs are met and/or exceeded. In 2017 West Coast Huron Energy Inc. did not have any new micro-embedded generation facilities connected.

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 financial facilities.

West Coast Huron Energy Inc.'s current ratio dropped down to 0.75 in 2017 from 0.93 in 2016. This is indicative of a relatively financially healthy organization. West Coast Huron Energy Inc.'s current ratio is expected to remain healthy into the foreseeable future.

- **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 shareholder's 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. 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 2017 West Coast Huron Energy's debt to equity ratio was 0.92, which is just slightly below the capital structure used by the Ontario Energy Board when setting rates. Over the last five years the utility has increased its use of debt to finance its capital projects resulting in an increasing trend reflected in this ratio. As West Coast Huron Energy Inc. plans its future cash requirements for capital projects, it expects to continue to consider the use of debt as a means of financing.

- **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. West Coast Huron Energy Inc.'s current distribution rates were approved by the Ontario Energy Board and include an expected (deemed) regulatory return on equity of 8.98% (this number has remained constant for the last 5 years). 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 Ontario Energy Board.

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

West Coast Huron Energy Inc. achieved a ROE of 6.00% in 2017, which is inside of the +/- 3% ranged allowed by the Ontario Energy Board (see above paragraph). West Coast Huron Energy Inc.'s average ROE over the last 3 years is 5.77% which is slightly below the Ontario Energy Board's expected return.

Note to Readers of 2017 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.