

Scorecard - Welland Hydro-Electric System Corp.

Performance Outcomes	Performance Categories	Measures	2013	2014	2015	2016	2017	Trend	Target		
									Industry	Distributor	
<b>Customer Focus</b>  Services are provided in a manner that responds to identified customer preferences.	Service Quality	New Residential/Small Business Services Connected on Time	100.00%	94.00%	100.00%	100.00%	100.00%	↑	90.00%		
		Scheduled Appointments Met On Time	99.40%	99.70%	98.50%	98.50%	98.64%	↓	90.00%		
		Telephone Calls Answered On Time	99.00%	96.90%	98.50%	98.60%	96.19%	↓	65.00%		
	Customer Satisfaction	First Contact Resolution		78%	84	75%	75%				
		Billing Accuracy		99.99%	99.99%	99.99%	99.98%	↔	98.00%		
		Customer Satisfaction Survey Results		88%	90	92%	92%				
<b>Operational Effectiveness</b>  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%	84.00%	83.00%				
		Level of Compliance with Ontario Regulation 22/04 <sup>1</sup>	C	C	C	C	C	↔		C	
		Serious Electrical Incident Index	Number of General Public Incidents	0	0	0	0	1	↑		0
	Rate per 10, 100, 1000 km of line		0.000	0.000	0.000	0.208	0.208	↑		0.029	
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted <sup>2</sup>	0.77	0.76	1.74	0.63	1.83	↑		0.90	
		Average Number of Times that Power to a Customer is Interrupted <sup>2</sup>	0.90	1.25	1.39	0.72	1.56	↑		1.04	
	Asset Management	Distribution System Plan Implementation Progress		On Track	On Track	Completed	Completed				
	Cost Control	Efficiency Assessment	2	2	2	2	2				
		Total Cost per Customer <sup>3</sup>	\$472	\$483	\$493	\$510	\$497				
		Total Cost per Km of Line <sup>3</sup>	\$23,533	\$23,278	\$23,293	\$24,268	\$23,937				
<b>Public Policy Responsiveness</b>  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 <sup>4</sup>			6.78%	21.08%	40.55%			25.50 GWh	
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time				100.00%	100.00%				
		New Micro-embedded Generation Facilities Connected On Time	100.00%	100.00%	100.00%	100.00%	100.00%	↔	90.00%		
<b>Financial Performance</b>  Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)	1.42	1.61	1.50	1.46	1.51				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	1.15	0.87	0.84	0.82	0.81				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	8.93%	8.93%	8.93%	8.93%	8.78%			
			Achieved	10.50%	9.98%	8.72%	6.63%	8.51%			

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 2017 Scorecard MD&A:

<http://www.ontarioenergyboard.ca/OEB/ Documents/scorecard/Scorecard Performance Measure Descriptions.pdf>

## Scorecard MD&A - General Overview

The 2017 scorecard reflects another very successful year for Welland Hydro (“WHESC”). The results reflect WHESC’s commitment to a locally owned distribution company providing safe reliable power at competitive rates thru prudent planning of distribution system capital expenditures and cost management. WHESC continues to seek ways to meet the needs of its valued customers, employees, and shareholder.

### Service Quality

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

In 2017, Welland Hydro-Electric System Corp. (WHESC) connected 100% of eligible new low-voltage and small business customers to the distribution system within the five-day timeline as prescribed by the Ontario Energy Board (OEB).

- **Scheduled Appointments Met On Time**

WHESC, Scheduled 809 appointments with customers in 2017. WHESC completed 99% appointments on time – exceeding the industry target of 90%.

- **Telephone Calls Answered On Time**

In 2017, WHESC contact centre representatives answered 96% of 16,257 calls within 30 seconds or less, above the OEB mandated 65% target for timely call response. The number of incoming telephone calls decreased during 2017 as customers utilized the online move in and move out software platform and the 24 hour customer service email.

## Customer Satisfaction

### ○ **First Contact Resolution**

First Contact Resolution measurements have not been previously defined across the industry. The OEB has instructed all electricity distributors to review and develop measurements in these areas.

First Contact Resolution requires front line staff to be prepared to respond to customer issues to the complete satisfaction of the customer. As part of our Customer Satisfaction Survey (telephone survey), 415 customers were asked about six aspects of their most recent experience with a representative from WHESC. The results showed 75% of responses were either very or fairly satisfied with the most recent telephone or in-person contact experience.

### ○ **Billing Accuracy**

WHESC issued 280,804 invoices during 2017 with a billing accuracy of 99.98% exceeding the OEB Standard of 98%. WHESC continues to monitor its billing accuracy results and processes to identify opportunities for improvement.

### ○ **Customer Satisfaction Survey Results**

WHESC engaged a third party to conduct a Customer Satisfaction Survey in 2016. In the Scorecard WHESC reports the percentage of customers that were very or fairly satisfied. The 2016 results shows 92% were either very or fairly satisfied which is an increase from the 2015 results of 90%. WHESC is conducting another Customer Satisfaction Survey in 2018 as required by the OEB.

## Safety

### **Public Safety**

#### ○ **Component A – Public Awareness of Electrical Safety**

WHESC completed its second Public Electric Safety Survey in 2017 (2016 results). The results indicate that a significant number of customers/contractors (83%) have a good knowledge or have received some information pertaining to the six core measurement questions. WHESC joined a group of LDC's in 2017 to begin the development of a web based public messaging program to increase public awareness in the six core areas. WHESC will continue to promote electrical safety through the elementary school safety program and the electrical safety radio campaign.

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

The metric measuring Ontario Regulation 22/04 (the ‘Regulation’) assesses an LDC’s compliance with the ESA’s standard for safety performance based on requirements for the design, construction, and maintenance of Electrical Distribution Systems. WHESC was independently audited and found to be in compliance with the Regulation. The audit consisted of a review of the Declaration of Compliance, Due Diligence inspections, Public Safety Concerns and Compliance Investigations.

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

WHESC has had no serious electrical incidents resulting in death or critical injury over the past five years. WHESC had one incident, recorded in the 2017 statistics, which resulted in a 2.4KV overhead conductor entering the public space. WHESC responded to the scene, created a safe area, and restored the distribution system to safe operating condition.

## System Reliability

System Reliability is key component of the OEB’s Renewed Regulatory Framework. Distributors are required to measure system reliability indices with a goal towards continuous improvements. The two metrics used to track individual distributor’s system reliability performance are Customer Outage Duration and Customer Power Outage Frequency. The score card shows the distributor’s performance over a five year period. All distributors have a potential exposure to significant year over year volatility experienced due to major weather events. As weather impacts become more prevalent, they will continue to influence year over year volatility.

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

Recovering from power outages as quickly as possible is valued by Customers. System Average Interruption Duration Index (SAIDI) is the formula used to measure the average number of hours that power to a Customer is interrupted. SAIDI is equal to the sum of all Interruption Durations / Average number of Customers served. Starting in 2017 (for the 2016 reporting period), Licensed Electricity Distributors began analyzing power outage occurrences to determine if a particular event is considered a “Major Event”. The definition of a Major Event can be found in the Ontario Energy Board document: “Electricity Reporting and Record Keeping Requirements”. For the period 2012 to 2015, WHESC re-stated values for SAIDI with consideration of the Major Event criteria. This was necessary in order to establish a baseline of WHESC’s average performance over a five-year period, with Major Events removed. The values for SAIDI (indicated as both excluding and including Major Events) for the historical five-year period are as follows:

Year	SAIDI (excluding Major Events)	SAIDI (including Major Events)
2012	0.58	1.26
2013	0.77	4.86
2014	0.76	1.53

<b>2015</b>	1.74	1.95
<b>2016</b>	0.63	0.63
<b>5 Year Average</b>	<b>0.90</b>	<b>2.05</b>
<b>2017</b>	1.83	1.83

In 2017, WHESC did not have an outage occurrence that met both the calculated threshold (using the IEEE Standard 1366 approach) and the definition of a Major Event. The performance index in 2017 of 1.83 included four significant events that contributed 1.03 to the value of SAIDI.

The value for SAIDI of 1.83 for 2017 continues to be below WHESC’s internal target of 2.0, which is identified in WHESC Distribution system plan. Programs such as vegetation control, capital spending, and outage management system initiatives will continue to be evaluated, with implementation aimed at sustainability and continuous improvement.

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

System Average Interruption Frequency Index (SAIFI) is equal to the Total number of Customer Interruptions experienced by all Customers / Average number of Customers served.

The values for SAIFI (indicated as both excluding and including Major Events) for the historical five-year period are as follows:

<b>Year</b>	<b>SAIFI (excluding Major Events)</b>	<b>SAIFI (including Major Events)</b>
<b>2012</b>	0.94	1.33
<b>2013</b>	0.90	2.34
<b>2014</b>	1.25	1.76
<b>2015</b>	1.39	1.68
<b>2016</b>	0.72	0.72
<b>5 Year Rolling Average</b>	<b>1.04</b>	<b>1.57</b>
<b>2017</b>	1.56	1.56

The four significant events noted above contributed 1.20 to the value of SAIFI. The performance index in 2017 of 1.56 continues to be below WHESC’s internal target of 2.0. Indices are reviewed regularly including the 5 year rolling average reported on the scorecard, to identify negative trends in feeder performance. Ratepayer and utility affordability are balanced with distribution system risk.

## Asset Management

### ○ **Distribution System Plan Implementation Progress**

The Distribution System Plan (“DSP”) was completed and submitted with WHESC’s 2017 Cost of Service application. The DSP outlines WHESC’s forecasted capital spending through 2021. WHESC utilized third party engineering services to complete the development of an Asset Condition Assessment (ACA). The ACA provides the foundation for the implementation of WHESC’s Asset Management Plan and continued refinement of the DSP.

## Cost Control

### ○ **Efficiency Assessment**

Total Costs for Ontario’s distribution companies (“LDCs”) are evaluated by the Pacific Economics Group LLC on behalf of the OEB to produce a single efficiency ranking. LDCs are divided into five groups based on the magnitude of the difference between their respective individual actual and predicted costs. WHESC’s 2017 Efficiency Assessment of 18.5% below expected cost, ranks 10<sup>th</sup> best in Ontario and reflects a commitment to finding continuous improvements in all areas.

### ○ **Total Cost per Customer**

Cost per Customer is calculated as the sum of Capital and Operating related costs divided by the Total Customers. Cost per customer at \$497, decreased by 2.5% over 2016 levels.

### ○ **Total Cost per Km of Line**

This measure divides Total Costs by the Total km of Line maintained by a distributor. Actual cost per Km of line serviced by WHESC in 2017 decreased by 1% over 2016 levels.

## Conservation & Demand Management

### ○ **Net Cumulative Energy Savings**

WHESC has achieved 41% of its 2015-2020 Net Energy Savings target according to the IESO’s Final Verified 2017 Annual CDM results. An Achievable Potential Study conducted by the IESO determined that WHESC’s target should be reduced by 5.0 GWh to 20.5 GWh. When using the revised target as the base, WHESC has reached over 50% of target at the Mid-Term.

## Connection of Renewable Generation

- **Renewable Generation Connection Impact Assessments Completed on Time**  
Electricity distributors are required to conduct Connection Impact Assessments (CIAs) with 60 days of receiving authorization from the Electrical Safety Authority. In 2017, WHESC completed 2 CIAs within the prescribed time limit.
- **New Micro-embedded Generation Facilities Connected On Time**  
In 2017, WHESC successfully connected 100% (23) of all new micro embedded generation facilities within the prescribed time frame of five business days. Microfit is a Feed in Tariff project of less than 10 kW.

## 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. WHESC has consistently had a current ratio greater than 1. The majority of current assets is related to receivables and unbilled revenues whereas current liabilities are for the most part related to amounts owed to the IESO for power purchased. There was no significant change with this ratio in 2017 (1.51) compared to 2016 (1.46) as WHESC continues to manage its working capital
- **Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio**  
The OEB has set a deemed capital structure of 60% debt and 40% equity for LDC's in Ontario. This deemed structure assumes 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 leveraged than the deemed capital structure. WHESC's 2017 leverage ratio of 0.81 indicates that it is currently operating with less actual debt than deemed debt. WHESC anticipates securing additional financing in the next few years to finance the capital program necessary to replace aging infrastructure and maintain the excellent reliability currently provided to customers.
- **Profitability: Regulatory Return on Equity – Deemed (included in rates)**  
WHESC's current distribution rates were approved by the OEB and include an expected (deemed) regulatory return of 8.78%. 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 by the OEB.
- **Profitability: Regulatory Return on Equity – Achieved**

WHESC's achieved return in 2017 was 8.51% which is below its deemed rate of return of 8.78% but within +/- 3% allowed by the OEB. Cost of Service distribution rates were not in effect for the full year (May 1, 2017), which resulted in a slightly lower Return on Equity than deemed.

## 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.