

Scorecard - Northern Ontario Wires Inc.

Performance Outcomes	Performance Categories	Measures	2015	2016	2017	2018	2019	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%	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	100.00%	100.00%	100.00%	100.00%	100.00%	➡	65.00%	
	Customer Satisfaction	First Contact Resolution	100%	100%	100%	100%	100%			
		Billing Accuracy	99.92%	99.87%	99.89%	99.95%	99.85%	⬇	98.00%	
		Customer Satisfaction Survey Results	89%	88%	88%	88%	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	80.14%	80.14%	80.82%	80.82%	80.50%			
		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	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 <sup>2</sup>	1.10	3.46	3.43	4.73	2.87	⬆		3.05
		Average Number of Times that Power to a Customer is Interrupted <sup>2</sup>	0.61	1.90	1.56	1.47	1.63	⬇		1.54
	Asset Management	Distribution System Plan Implementation Progress	Excellent	Excellent	Excellent	Excellent	Excellent			
	Cost Control	Efficiency Assessment	1	1	1	1	1			
		Total Cost per Customer <sup>3</sup>	\$608	\$645	\$666	\$695	\$715			
Total Cost per Km of Line <sup>3</sup>		\$9,975	\$10,470	\$10,757	\$11,085	\$11,551				
<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>	11.83%	33.77%	82.96%	122.00%	135.00%			4.31 GWh
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time								
New Micro-embedded Generation Facilities Connected On Time									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)	1.31	1.23	1.24	1.80	1.70			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	1.52	1.42	1.04	1.06	0.92			
		Profitability: Regulatory Deemed (included in rates)	8.98%	8.98%	8.78%	8.78%	8.78%			
		Return on Equity Achieved	6.20%	3.44%	6.24%	9.97%	10.92%			

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 now discontinued 2015-2020 Conservation First Framework. 2019 results include savings reported to the IESO up until the end of February 2020.

**Legend:**

5-year trend  
 ⬆ up ⬇ down ➡ flat

Current year  
 ● target met ● target not met

# 2019 Scorecard Management Discussion and Analysis (“2019 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 2019 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 2019, Northern Ontario Wires Inc. once again performed well on performance targets. System reliability results show that NOW Inc. is replacing aging infrastructure in accordance with the Distribution System Plan and increased vegetation control activities in order to mitigate outages. NOW Inc. is continuing to work to increase resiliency to weather and foreign interference that is impacting statistics. NOW Inc. is implementing outage management tools that will assist in identifying and mitigating potential concerns which will impact NOW Inc. statistics.

In 2020, the company expects to maintain its excellent results and improve where possible. Sustaining results is a priority focus as this enhances overall operational effectiveness, performance and customer satisfaction.

## Service Quality

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

In 2019, Northern Ontario Wires Inc. connected 100% of one 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 percentage is maintained from the previous year and above the OEB-mandated threshold of 90%. Where possible, Northern Ontario Wires Inc. coordinates connection activities with other planned construction activities undertaken by the utility, other utilities or municipal and provincial government agencies. Northern Ontario Wires Inc. continuously works with local municipalities, to further enhance the coordination between municipal and electrical distribution construction activities.

- **Scheduled Appointments Met On Time**

Northern Ontario Wires Inc. meets with customers to complete work, read meters, reconnect, or otherwise perform necessary consultation. The 2019 result is consistent with the prior year as the utility met 100% of these appointments on time, which significantly exceeds the industry target of 90%.

- **Telephone Calls Answered On Time**

In 2019 Northern Ontario Wires Inc. received approximately 5,332 calls from its customers, which is an 8% increase from the previous year. Our clerks answer calls within 30 seconds or less at all times. This result significantly exceeds the OEB-mandated 65% target for timely call response. Northern Ontario Wires Inc. does not have an automated system and promotes a one-on-one friendly service.

## Customer Satisfaction

- **First Contact Resolution**

First Contact Resolution can be measured in a variety of ways and further regulatory guidance is necessary in order to achieve meaningful comparable information across electricity distributors.

For Northern Ontario Wires Inc., First Contact Resolution was measured based on whether the clerk answering the call resolved the issue. This is documented for each call. In some cases, written correspondence was required and documented accordingly. NOW Inc. resolved issues with 100% accuracy. In most cases, balance inquiries or notifications of moving are the primary reason for calls.

- **Billing Accuracy**

For the period from January 1, 2019 – December 31, 2019 Northern Ontario Wires Inc. issued more than 71,500 bills and achieved a billing accuracy of 99.85%. This compares favourably to the prescribed OEB target of 98%.

Northern Ontario Wires Inc. continues to monitor its billing accuracy results and processes to identify opportunities for improvement.

- **Customer Satisfaction Survey Results**

The Ontario Energy Board (OEB) introduced the Customer Satisfaction Survey Results measure beginning in 2013. At a minimum, electricity distributors are required to measure and report a customer satisfaction result at least every other year. At this time the Ontario Energy Board is allowing electricity distributors discretion as to how they implement this measure.

Northern Ontario Wires Inc. last conducted a customer satisfaction survey in 2019. The customer satisfaction survey provides information that supports discussions surrounding improving customer service at all levels and departments within Northern Ontario Wires Inc. The final report on these customer satisfaction surveys evaluates the level of customer satisfaction and identifies areas of improvement. It also helps identify the most effective means of communication. The survey asks customers questions on a wide range of topics, including: overall satisfaction with Northern Ontario Wires Inc. reliability, customer service, outages, billing and corporate image. In its 2019 Scorecard Northern Ontario Wires Inc. reported the number of customers that were very or fairly satisfied and received a score of 92%. The general feedback was positive and Northern Ontario Wires Inc. will continue to monitor customer satisfaction and response.

## Safety

- **Public Safety**

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

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

Northern Ontario Wires Inc. continues to promote electrical safety within the service territories and maintains a website with safety tips for when dealing with electricity. Additionally, information detailing outages and how to prepare for them are outlined for customer reference. NOW Inc. performed the last Electrical Safety Authority Survey in 2019 and received a score of 80.50%. This is similar to the score achieved in 2017 which was 80.82%. NOW Inc., will continue to monitor its messages to enhance customer safety.

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

In May 2019 Northern Ontario Wires Inc. was found to be compliant with Ontario Regulation 22/04 (Electrical Distribution Safety). This is the same result as in 2014, 2015, 2016, 2017 and 2018. Northern Ontario Wires Inc. has a strong commitment to safety, and adherence to company procedures & policies. Ontario Regulation 22/04 - *Electrical Distribution Safety* establishes objective based electrical safety requirements for the design, construction, and maintenance of electrical distribution systems owned by licensed distributors. Specifically, the regulation requires the approval of equipment, plans, specifications and inspection of construction before they are put into service.

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

Northern Ontario Wires Inc. had no reported incidents.

## **System Reliability**

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

Northern Ontario Wires Inc. experienced a decrease in the average number of hours that power to a customer was interrupted during 2019. A result of 2.87 was achieved which is under the target of 3.05. In 2016 the target for this measure was 3.75 which was reduced as a result of improved performance in the comparative period. Despite Northern Ontario Wires Inc.'s system reliability improvement trend in the last few years, there are still a number of foreign interference issues (mainly birds) that have contributed to these numbers as well as scheduled outages to upgrade the distribution system. NOW's construction standards are being reviewed to improve resiliency to such events, including severe weather, wherein enhanced tree trimming practices are being enacted and upgrades to the distribution system are being regularly implemented.

Northern Ontario Wires Inc. continues to view reliability of electricity service as a high priority for its customers and as such developed a program several years ago for the continuous improvement of reliability, which has been incorporated into the Asset Management Plan and capital works.

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

Northern Ontario Wires Inc.'s Average Number of Times that Power to a Customer is Interrupted (i.e., frequency) of 1.63 is slightly higher than the 1.54 target. The target in 2016 was 1.69 and has been reduced as a result of improved performance in the comparative period. The frequency of outages was on a downward trend in recent years, thus proving the effectiveness of our Asset Management Plan. Northern Ontario Wires Inc. has adopted a proactive, balanced approach to distribution system planning, infrastructure investment and replacement programs to address immediate risks associated with end-of-life assets; manage distribution system risks; ensure the safe and reliable delivery of electricity; and balance ratepayer and utility affordability.

## Asset Management

- **Distribution System Plan Implementation Progress**

Distribution system plan implementation progress is a new performance measure instituted by the OEB starting in 2013. Consistent with other new measures, utilities were given an opportunity to define it in the manner that best fits their organization. The Distribution System Plan (“DSP”) outlines Northern Ontario Wires Inc.’s forecasted capital expenditures, over the next five (5) years, required to maintain and expand the distributor’s electricity system to serve its current and future customers. The “Distribution System Plan Implementation Progress” measure is intended to assess NOW’s effectiveness at planning and implementing the DSP. Northern Ontario Wires Inc. measures the progress of its DSP implementation against a target based on planned activities, the capital expenditure and amount of work completed are both utilized to come up with a determination for each calendar year.

## Cost Control

- **Efficiency Assessment**

The total costs for Ontario local electricity distribution companies are evaluated by the Pacific Economics Group LLC on behalf of the OEB to produce a single efficiency ranking. The electricity distributors are divided into five groups based on the magnitude of the difference between their respective individual actual and predicted costs. In 2019, for the eighth year in a row, Northern Ontario Wires Inc. was placed in Group 1, where a Group 1 distributor is defined as being the most efficient. Northern Ontario Wires Inc. is continually working to ensure this rating continues.

- **Total Cost per Customer**

Total cost per customer is calculated as the sum of Northern Ontario Wires Inc.’s capital and operating costs and dividing this cost figure by the total number of customers that NOW Inc. serves. The cost performance result for 2019 is \$715 /customer which is a 2.9% increase over 2018.

Northern Ontario Wires Inc. continues to strive to increase operating efficiency in order to provide the cost effective service to our customers. Province wide programs such as Time of Use pricing, growth in wage and benefits 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. Northern Ontario Wires Inc. however, has mitigated these increases with effective planning and cost sharing. Northern Ontario Wires Inc. will continue to implement productivity and improvement initiatives to help offset some of the costs associated with future system improvement and enhancements.

- **Total Cost per Km of Line**

This measure uses the same total cost that is used in the Cost per Customer calculation above, The Total cost is divided by the kilometers of line that Northern Ontario Wires Inc. operates to serve its customers. NOW’s 2019 rate is \$11,551 per Km of line, a 4.2% increase over 2018. Northern Ontario Wires Inc. experienced a low level of growth in its total kilometers of lines due to a low annual customer growth rate. See above cost per customer section for cost drivers commentary. Northern Ontario Wires Inc. 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**

NOW Inc. is committed to helping our customers understand their energy usage by offering programs that enable them to become more energy efficient. As an electrical distributor, NOW Inc. had a conservation target of 4.31 Gigawatt hours. The results for 2019 show that NOW Inc. has reached 122% of said target.

As announced on May 21, 2019 by the Minister of Energy, Northern Development and Mines, the IESO was directed to cancel the conservation programs running through electrical Utilities in the Province and those business programs that remained were to be delivered directly by the IESO. The government is committed to ensuring that Ontario has an affordable and reliable electricity system, while continuing to find efficiencies in the electricity sector. It was felt that it was appropriate to re-evaluate the current conservation programs and to refocus efforts on the most cost-effective initiatives and discontinue programs and delivery models that are less effective in driving cost efficiencies and meeting system needs.

## Connection of Renewable Generation

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

Electricity distributors are required to conduct Connection Impact Assessments (CIAs) within 60 days of receiving authorization from the Electrical Safety Authority. NOW Inc. had no Connection Impact Assessments for projects >10kW in 2019. Northern Ontario Wires Inc. outsources the CIA work to an engineering consultant.

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

In 2019, Northern Ontario Wires Inc. had no new micro-embedded generation facilities (microFIT projects of less than 10 kW). 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. NOW Inc. works closely with its customers and their contractors to tackle any connection issues to ensure the project is connected on time.

## Financial Ratios

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

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

Northern Ontario Wires’ current ratio decreased from 1.8 in 2018 to 1.7 in 2019. This level continues to allow NOW Inc. to meet current obligations. Additionally, NOW Inc. currently regularly pays the principal portion of long-term debt that is not included in funding which would reduce current assets with no comparative decline in current liabilities.

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

The OEB uses a deemed capital structure of 60% debt, 40% equity for electricity distributors when establishing rates. This deemed capital mix is equal to a debt to equity ratio of 1.5 (60/40). A debt to equity ratio of more than 1.5 indicates that a distributor is more highly levered than the deemed capital structure. A high debt to equity ratio may indicate that an electricity distributor may have difficulty generating sufficient cash flows to make its debt payments. A debt to equity ratio of less than 1.5 indicates that the distributor is less levered than the deemed capital structure. A low debt-to-equity ratio may indicate that an electricity distributor is not taking advantage of the increased profits that financial leverage may bring. Northern Ontario Wires continues to strive for a debt to equity structure that approximates the deemed 60% to 40% capital mix as set out by the OEB. NOW Inc. balances the future cash flow needs and the amount of debt outstanding. The 2019 debt to equity ratio is 0.92. In 2019 NOW Inc. did not use additional leverage for capital projects. NOW Inc.'s current arrangement includes regular principal payments on long-term debt, which reduces the debt to equity ratio while increasing credit.

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

Northern Ontario Wires' current distribution rates were approved by the OEB and include an expected (deemed) regulatory return on equity 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's revenues and costs structure by the OEB.

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

Northern Ontario Wires' return achieved in 2019 was 10.92%, which is within the +/-3% range allowed by the OEB. NOW Inc. has had the Cost of Service Application for May 1, 2017 rates approved, which would adjust rate to realize profitability and target. The 2019 fiscal year was the third year since rebasing, NOW Inc. continues to follow the manage projects in order to maintain a financially viable utility while promoting efficiency in the operations to try and offset cost pressures.

## Note to Readers of 2019 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.