

Scorecard - Enova Power Corp.

Performance Outcomes	Performance Categories	Measures	2018	2019	2020	2021	2022	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	99.41%	99.01%	99.18%	97.77%	98.45%		90.00%		
		Scheduled Appointments Met On Time	99.23%	99.25%	98.79%	98.58%	99.42%		90.00%		
		Telephone Calls Answered On Time	92.17%	90.31%	87.61%	78.97%	81.34%		65.00%		
	Customer Satisfaction	First Contact Resolution	99.30%	99.08%	99.44%	99.09%	98.37%				
		Billing Accuracy	98.35%	99.95%	99.98%	99.91%	99.95%		98.00%		
		Customer Satisfaction Survey Results	A	A	A	A	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	83.00%	83.00%	82.00%	84.00%	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	9	4	4	2	1			3
			Rate per 10, 100, 1000 km of line	2.490	1.103	1.103	0.548	0.273			0.773
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	0.78	0.95	0.63	0.58	1.03			0.84	
		Average Number of Times that Power to a Customer is Interrupted ²	1.10	1.14	0.95	0.71	0.90			1.10	
	Asset Management	Distribution System Plan Implementation Progress	In Progress	In Progress	On Target	On Target	On Target				
	Cost Control	Efficiency Assessment	3	3	3	3	3				
		Total Cost per Customer ³	\$631	\$639	\$622	\$653	\$711				
		Total Cost per Km of Line ³	\$26,838	\$27,403	\$26,867	\$28,369	\$31,080				
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).	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time ⁴	100.00%	100.00%	100.00%	100.00%					
		New Micro-embedded Generation Facilities Connected On Time	100.00%	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)	1.51	1.25	1.12	1.04	1.34				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.76	0.74	0.76	0.71	0.50				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.26%	9.26%	8.83%	8.43%	8.43%			
			Achieved	8.63%	7.93%	9.12%	8.94%	8.07%			

1. Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).
 2. 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. Value displayed for 2021 reflects data from the first quarter, as the filing requirement was subsequently removed from the Reporting and Record-keeping Requirements (RRR).

Legend:

5-year trend
 up down flat

Current year
 target met target not met

2022 Scorecard Management Discussion and Analysis (“2022 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 2022 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

Enova Power Corp. (Enova Power) is Waterloo Region’s newest electricity distributor, born from the merger of Kitchener-Wilmot Hydro Inc. and Waterloo North Hydro Inc. Enova Power is the backbone of our communities. What we do matters to the people and businesses in our communities, and we have the proven responsiveness and experience to support our customers and keep them safe. The results in this scorecard represent the combined scores for the legacy utilities as a single entity except as noted.

In 2022, Enova Power proudly exceeded industry targets for all Scorecard measures, achieving exceptional ratings in customer satisfaction, billing accuracy, service quality, and safety. In addition, Enova Power has the twenty sixth lowest total cost per customer out of fifty-four Ontario distributors. Enova Power continues to carefully pace and prioritize capital investments to effectively manage distribution system assets, complete necessary infrastructure improvements and reduce outage frequency and duration to improve customer experience.

Enova Power’s team of more than 300 employees effectively manage a distribution system that serves over 160,000 customers spanning 1,100 square kilometres and includes more than 3,600 kilometres of overhead and underground distribution lines, 45,200 power poles, 20,200 transformers and 12 transformer stations.

Service Quality

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

In 2022, Enova Power connected 1,585 low-voltage residential and small business customers within the five-day timeline prescribed by the Ontario Energy Board, achieving 98.45% of its total service connections on time.

- **Scheduled Appointments Met on Time**

In 2022, Enova Power scheduled 2,586 customer appointments where the customer or representative was required to be present. Enova Power staff were on time for the appointment 99.42% of the time, once again exceeding the industry standard of 90% of scheduled appointments met on time.

- **Telephone Calls Answered on Time**

81.34% of the more than 96,100 telephone calls answered by Enova Power's Customer Care team were answered within 30 seconds, exceeding the industry standard of 65% as set by the Ontario Energy Board. Enova Power continues to develop new ways for customers to connect with its staff quickly and easily to reduce wait times, call volumes and improve customer satisfaction.

Customer Satisfaction

- **First Contact Resolution**

In 2014, LDC's were given an opportunity to define this measure in the manner that provides the most meaningful assessment. Enova Power defines First Contact Resolution as all telephone calls resolved by the Call Centre on first contact and strives to handle each customer interaction quickly, efficiently and to the customer's satisfaction. As this measure is evolving, Enova Power continues to monitor its progress and track best practices of other LDCs to improve its own customer service offering.

In 2022, 98.37% of phone calls received by the Call Centre achieved First Contact Resolution thanks to the thoughtful, proactive service provided by Enova Power's Customer Care team.

- **Billing Accuracy**

An accurate bill is defined as a bill that contains correct customer information, correct meter readings and correct rates. In 2022, Enova Power issued more than 1,940,000 electricity bills to over 160,000 customers and achieved a billing accuracy percentage of 99.95%.

- **Customer Satisfaction Survey Results**

In 2021, Kitchener-Wilmot Hydro Inc. engaged a third party to conduct a customer satisfaction survey which invited customers to provide feedback in a variety of areas including customer service, reliability, service value, billing, and outages and received an “A” for its overall performance. Enova Power continues to review the results along with feedback received in other areas to improve its customer service offering.

Safety

- **Public Safety**

Enova Power’s extensive public safety outreach program educates customers on overhead power line safety, underground electrical contact/locates, electrical safety and emergency preparedness, including participation in Fire Prevention Week, Emergency Preparedness Week and the Electrical Safety Authority’s Powerline Safety Week.

On an ongoing basis, Enova Power shares public electrical safety messages through radio and newspaper advertising on its website, social media channels and other outlets, providing businesses, seniors, farmers, volunteers, parents, and children in its service area with seasonally relevant public safety reminders. Enova Power also provides funding for electrical safety education at the Waterloo Regional Police Service’s Children’s Safety Village and sponsors the Children’s Hero Awards.

In 2022 Enova Power provided electrical safety education to almost 3,000 grade five and six students in 123 schools. The program is delivered in person and in an online, virtual delivery version that teachers can easily access for their classes.

Enova Power’s safety program includes the award-winning one-minute animated videos featuring “Lucky the Squirrel,” which teaches viewers how to be safe around electricity in areas ranging from Call Before You Dig to proximity to overhead power lines. The videos are shared on Enova Power’s social channels and used in Enova Power’s school safety program, and modified versions are played three (3) times at every Kitchener Ranger’s Ontario Hockey League home game during the regular season.

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

This component of the public safety measure is intended to measure the level of safety awareness of the general public within the electricity distributor's service territory.

Enova Power's score of 84.00% is the result of a standard safety survey performed by a third party in March 2022 in the legacy Kitchner-Wilmot Hydro Inc. service area. Enova Power is using the information gathered in this survey to develop and target its safety messages going forward.

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

This component of the public safety measure addresses the level of distributor compliance to Ontario Regulation 22/04, which governs the safe design and construction of electrical distribution systems. Measurement includes an audit and declaration of compliance submitted by the distributor and due diligence inspections completed by the Electrical Safety Authority. Enova Power fully complies with the Ontario Regulation 22/04 safety standard.

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

A Serious Electrical Incident is defined as electrical contact, fire or explosion or equipment failure in the distribution system that causes or has the potential to cause loss of life or critical injury to a member of the general public. The guideline for reporting Serious Electrical Incidents was revised in 2017 to include a broader definition of incidents that now qualify. This component of Public Safety measures the number of serious electrical incidents involving members of the general public in Enova Power's service territory. Enova Power had one (1) serious electrical incident in the 2022 reporting period. Enova Power continues to make public safety a priority through its educational activities and programs.

System Reliability

Enova Power is proud to have a robust, reliable distribution system. The utility invests in system upgrades to replace inferior or end of life equipment, as well as animal control and vegetation management programs to improve reliability. Public updates on outages are provided through its online outage maps at enovapower.com/outageskw for the customers in Kitchener and Wilmot and enovapower.com/outageswaterloo for customers in Waterloo, Woolwich, and Wellesley.

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

In 2022, Enova Power saw an increase in the number of hours that power was interrupted to a customer. Enova Power's average number of hours that power is interrupted to a customer of 62 minutes is less than the provincial average.

Enova Power continues to view the reliability of electricity service as a high priority for its customers and as such developed programs several years ago for the continuous improvement of reliability. The program includes a constant review of reliability within Enova Power's two 24/7 control rooms and a response plan for any areas of the distribution system experiencing a degradation in reliability. This, combined with Enova Power's commitment to review poorly performing feeders on an ongoing basis to improve reliability, will ensure customers continue to receive high value from their electricity service.

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

The average number of times power was interrupted to an Enova Power customer was 0.90 times, below the OEB target of 1.10. Enova Power continues to carefully monitor and assess its investments to maintain the high reliability standards its customers have come to expect.

Enova Power takes a proactive, balanced approach to distribution system planning and infrastructure investment and replacement programs to address immediate risks associated with end-of-life assets and to manage distribution system risks to ensure the safe and reliable delivery of electricity while balancing customer and utility affordability.

Asset Management

- **Distribution System Plan Implementation Progress**

Enova Power has a long-term asset management plan that allows it to effectively pace infrastructure replacement and investments. Enova Power has incorporated elements of its ongoing asset management plan into a Distribution System Plan (DSP) beginning in 2016 for Waterloo North Hydro Inc. and 2020 for Kitchener-Wilmot Hydro Inc. Enova Power measures the progress of its DSP implementation by comparing actual total capital expenditures in service each year to the total amount of planned capital expenditures in the 2020-2025 DSP for the corresponding year. A variance target of +/-10% is used to determine if the DSP is on target. The result for 2022 is -1% (99%) and shows that the DSP progress is currently "On Target".

Cost Control

The following section commentary is based on figures generated by the Ontario Energy Board based on total cost benchmarking analysis conducted by the Pacific Economics Group Research LLC. The model used by the Ontario Energy Board is based on econometrics. This model establishes relationships between business conditions (i.e., number of customers, kWh deliveries, length of lines) and distributor cost. Many adjustments are made to ensure fair comparison between distributors.

- **Efficiency Assessment**

The efficiency assessment measure compares distributors' actual costs to costs predicted by the Ontario Energy Board model described above. Those LDCs with lower actual costs than predicted are considered to be better cost performers. Enova Power ranked twenty sixth in the province for cost per customer in 2022. Combined results of the legacy utilities result in a Group 3 cost efficiency level for the past five years, while continuing to provide exceptional customer service and high reliability performance.

- **Total Cost per Customer**

Enova Power's total cost per customer compares favourably to other LDC's for providing distribution services to its customers. Distribution services include design, maintenance and construction of infrastructure, customer services and customer education. Enova Power's total cost per customer of \$711 per year is lower than the provincial average.

- **Total Cost per Km of Line**

Enova Power's total cost per kilometre of line is \$31,080. Enova Power continues to seek innovative solutions to help ensure its cost per kilometre of line remains competitive and is affordable for customers.

Connection of Renewable Generation

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

As per the footnote 4 on the Scorecard, this requirement has been discontinued.

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

As per the footnote 4 on the Scorecard, this requirement has been discontinued.

Financial Ratios

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

The current ratio is a liquidity ratio that measures a company's ability to pay short-term and long-term debt obligations. To gauge this financial metric, the current ratio considers the total current assets of a company relative to that company's total current liabilities. Enova Power is maintaining a current ratio that allows it to have a margin of safety to cover financial obligations on a timely basis.

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

The Ontario Energy Board uses a deemed capital structure of 60% debt and 40% equity for distributors when establishing rates. This equates to a debt to equity ratio of 1.5. Enova Power's actual debt to equity ratio of 0.5 ensures a strong balance sheet.

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

Enova Power's current distribution rates were approved by the Ontario Energy Board effective January 1, 2023. In 2023, rates included an expected (deemed) regulatory return on equity of 8.43%. The Ontario Energy Board allows a distributor to earn within +/- 3% of the expected return on equity.

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

In 2022, Enova Power's regulatory return on equity achieved was 8.07%, which is below the deemed regulatory return on equity but is well within the +/-3% range allowed by the Ontario Energy Board. The average return over the past five years was 8.54%, which is also well within the allowed return included in Enova Power's approved rates. Enova Power is mindful of declining kW demand and kWh energy consumption due to conservation efforts and actively seeks productivity savings arising from related process improvement initiatives.

Note to Readers of 2022 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.