

Scorecard - Bluewater Power Distribution Corporation

9/29/2016

| Performance Outcomes | Performance Categories | Measures | 2011 | 2012 | 2013 | 2014 | 2015 | 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 | 98.00% | 90.40% | 92.20% | 94.20% | 98.00% | ↑ | 90.00% | |
| | | Scheduled Appointments Met On Time | 100.00% | 100.00% | 100.00% | 99.80% | 100.00% | ↓ | 90.00% | |
| | | Telephone Calls Answered On Time | 73.10% | 79.80% | 77.00% | 73.10% | 75.60% | ↓ | 65.00% | |
| | Customer Satisfaction | First Contact Resolution | | | | 99.1% | 99.86% | | | |
| | | Billing Accuracy | | | | 99.92% | 99.94% | ↑ | 98.00% | |
| | | Customer Satisfaction Survey Results | | | | 74% Good | 74% Good | | | |
| 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 | | | | | 81.90% | | | |
| | | Level of Compliance with Ontario Regulation 22/04 ¹ | C | C | C | NI | 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 | 2.78 | 2.75 | 1.82 | 0.89 | 3.28 | ↓ | 1.95 | |
| | | Average Number of Times that Power to a Customer is Interrupted ² | 2.38 | 4.27 | 1.48 | 0.68 | 2.09 | → | 2.18 | |
| | Asset Management | Distribution System Plan Implementation Progress | | | | 95% | Above budget | | | |
| | Cost Control | Efficiency Assessment | | 3 | 3 | 3 | 3 | | | |
| | | Total Cost per Customer ³ | \$609 | \$624 | \$646 | \$637 | \$664 | | | |
| | | Total Cost per Km of Line ³ | \$28,054 | \$28,058 | \$29,017 | \$29,216 | \$30,709 | | | |
| 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 | | | | | 12.43% | | 62.37 GWh | |
| | Connection of Renewable Generation | Renewable Generation Connection Impact Assessments Completed On Time | 100.00% | 100.00% | 100.00% | 100.00% | | | | |
| | | New Micro-embedded Generation Facilities Connected On Time | | | 100.00% | 87.50% | 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) | 1.53 | 1.62 | 1.66 | 1.49 | 1.28 | | | |
| | | Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio | 1.18 | 1.12 | 1.01 | 0.92 | 0.85 | | | |
| | | Profitability: Regulatory Return on Equity | Deemed (included in rates) | 8.01% | 8.01% | 8.98% | 8.98% | 8.98% | | |
| | | | Achieved | 9.20% | 9.70% | 11.40% | 10.17% | 11.83% | | |

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. This measure is under review and subject to change in the future.

Legend:

5-year trend
 up down flat

Current year
 target met target not met

2015 Scorecard Management Discussion and Analysis (“2015 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 2015 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

- Bluewater Power is pleased to report on its Scorecard results for 2015. Bluewater Power serves over 36,000 customers throughout six Municipalities in Lambton County and we serve our customers in the most efficient and reliable way possible every day. The Ontario Energy Board (“OEB”) has determined that the measures below are important for distributors to report on, and the measures touch on all aspects of our service requirements.

Service Quality

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

Distributors must connect a new service for a customer within 5 business days, 90% of the time, unless the customer agrees to a later date. In 2015, Bluewater Power connected 478 of the 488 new services or 98.0% within the five day time frame.

- **Scheduled Appointments Met On Time**

For appointments required during Bluewater Power’s regular business hours, we must offer a window of time that is not more than four hours long, and must arrive within that window 90% of the time. Bluewater Power met that requirement 100% of the time in 2015.

- **Telephone Calls Answered On Time**

During Bluewater Power’s regular call center hours, we must answer phone calls within 30 seconds of receiving the call, 65% of the time. Bluewater Power received over 45,000 phone calls during 2015, and 75.6% of the time they were answered within 30 seconds. Bluewater Power strives to manage the phone calls in an efficient manner, and to be able to handle unforeseen events such as extreme weather, legislative changes, and new business practices within existing staffing levels.

Customer Satisfaction

- **First Contact Resolution**

First Contact Resolution is a measure of how effective a distributor is at meeting a customer's needs the first time the utility is contacted. The OEB has not mandated how this measure is to be calculated, therefore there will be many different ways and different values presented by utilities. In Bluewater Power's case, an indicator is included on a customer record to track any instances where a customer seeks a higher level of management in order to address their concern. The end result is that Bluewater Power successfully addressed 99.86% of customer's questions and concerns at the first contact.

- **Billing Accuracy**

The Ontario Energy Board prescribed a measurement of billing accuracy which must be used by all distributors. Bluewater Power issued over 250,000 bills during 2015, and 99.94% of them were issued correctly which exceeds the minimum requirement of 98%.

- **Customer Satisfaction Survey Results**

Distributors are required to report on customer satisfaction results at least every other year. In December 2014, Bluewater Power hired a third party consultant to perform a telephone based customer satisfaction poll. 400 residential customers and 200 commercial customers were surveyed during a one week period. 74% of residential customers were satisfied with Bluewater Power as their provider by giving us a good or very good rating, and 85% of commercial customers gave a good or very good rating.

Safety

- **Public Safety**

The Ontario Energy Board introduced the Public 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 data for the Safety measure is generated by the Electrical Safety Authority (ESA) and includes three components as outlined below.

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

The public awareness component is expected to measure the level of awareness of key electrical safety precautions among public within the distributors service territory. A standard survey across the province was implemented in early 2016, and Bluewater Power customers have an 81.9% awareness of electrical safety based on survey results.

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

Ontario Regulation 22/04 establishes objective based electrical safety requirements for the design, construction and maintenance of electrical distribution systems owned by distributors. Specifically, the regulation requires the approval of equipment, plans, specifications and inspection of construction before the assets are put into service. The regulation is monitored through an audit of compliance. There are 3 levels assessed: Non-compliance (NC), Needs Improvement (NI), and Compliant (C). At Bluewater Power, safety of both the public and employees is paramount; Bluewater Power is pleased to have received a 'Compliant' rating for 2015.

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

This index measures the number and rate of serious electrical incidents occurring on a distributor's assets affecting the public, and is normalized per km of line. Bluewater Power has had zero serious electrical incidents involving the public over the last five years.

System Reliability

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

An important feature of a reliable distribution system is recovering from power outages as quickly as possible. Bluewater Power must track the average length of time, in hours, that its customers have experienced a power outage over the past year. This is calculated as the number of total hours of power interruptions divided by the average number of customers served within a year. The 2015 result is 3.28 hours per customer, meaning in 2015 the average customer experienced approximately 3 hours of interruption for the year. The 2015 result is higher than the prior two years which primarily driven by severe weather incidents that affected our system, or our supply of power from Hydro One. On July 18, 2015 there was an intense summer storm with a high number of lightening hits and, again, on October 15, 2015 as a storm with high winds caused large outages. In addition, there was also a planned outage on September 15, 2015 whereby 8 km of new underground cable was installed resulting in an 8 hour outage required in order to complete the installation.

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

Another important feature of a reliable distribution system is reducing the frequency of power outages, thus Bluewater Power must track the number of times its customers have experienced a power outage in the last year. This is calculated as the number of interruptions divided by the average number of customers served within a year. The 2015 result is 2.09 meaning the average customer experienced just over two outages during the year. The value in 2015 is higher than prior years again primarily related to the unfavorable weather conditions we experienced in 2015.

Asset Management

- **Distribution System Plan Implementation Progress**

Bluewater Power undergoes a rigorous planning process each year to establish the amount of asset maintenance and asset replacement that is warranted in order to have a safe, reliable distribution system. Each utility uses a different way to assess whether their work is 'on track' with their plans. Bluewater Power categorizes each capital project based on high, medium or 'other', mainly based on the specific project's impact on system reliability. In 2015, Bluewater Power had 13 projects in the high priority category valued at approximately \$1.4 million. Bluewater Power focuses on these high priority projects as they typically relate to improvements in system reliability. In 2015, we exceeded the budget allocated to the high priority projects which was due to the discovery of a large number of deteriorated wooden poles. The remaining capital projects are completed based on priority and Bluewater Power is continually balancing resources to focus on completing capital projects as planned.

Cost Control

- **Efficiency Assessment**

Bluewater Power must manage its costs successfully in order to assure its customers they are receiving value for the cost of the service they receive. The 'total costs' are calculated as the sum of capital cost and operations and maintenance costs, including certain adjustments to make the costs more comparable between distributors. These total costs are evaluated to produce a single 'efficiency' ranking for each utility. The ranking is based on how big the difference is between each utility's actual and predicted cost as determined by a study undertaken by the Ontario Energy Board. Utilities whose actual costs are lower than predicted costs are considered more efficient and are assigned to Group 1 or Group 2. Utilities that are considered average performers will be assigned to Group 3, and utilities whose actual costs are higher than predicted costs will be assigned to Group 4 or 5. Bluewater Power is in the middle ranking (Efficiency Assessment = 3) of five groups which means our actual costs are close (+/-10%) to what was predicted by the study.

- **Total Cost per Customer**

A somewhat simple measure that can be used to compare utilities is the Total cost per customer. Bluewater Power's cost per customer in 2015 is \$664 which is in the middle range of all distributors.

- **Total Cost per Km of Line**

Similar to the Total Cost per Customer noted above, another simple measure is the utilities Total Cost per km of line. Bluewater Power's cost per km of line is \$30,709 which is also in the middle range of all distributors.

Conservation & Demand Management

- **Net Cumulative Energy Savings**

All distributors in the Province implement conservation and demand management programs for its customers in order to help them reduce energy usage. Bluewater Power completed the first year in a new six year (2015-2020) program which promotes savings to all customer groups from residential customers to our largest industrial customers. 2015 was a 'Ramp-up' year where we put our plans together and started to implement programs under the 'save on energy' platform. Bluewater Power has a target by the end of 2020 to achieve 62.4 GWh of energy savings. In 2015, we achieved Net Cumulative Energy Savings of 7.7 GWh or 12.43% of the 6 year target. We budgeted to 'ramp-up' our results over the six years, and, in fact achieved 140% of our 2015 budgeted target in 2015. Therefore, we are pleased with progress of the program to-date.

Connection of Renewable Generation

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

All distributors must complete a connection impact assessment for a renewable generator within 10 days. A connection impact assessment determines whether our current system can accept the level of generation requested and determines what additional assets may be required. Bluewater Power has achieved the required timeline 100% of the time for the last 5 years.

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

All distributors must connect smaller generators (< 10 kW) such as rooftop solar panels, within 5 business days, 90% of the time, unless the customer agrees to a later date. In 2015, Bluewater Power connected 12 micro-embedded facilities within the timeline 100% of the time.

Financial Ratios

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

The current ratio measures whether or not the utility has enough resources (assets) to pay its debts (liabilities) over the next 12 months. Bluewater Power's current ratio for 2015 is 1.28 which is a favorable value.

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

This ratio measures the degree to which the utility is leveraging itself through its use of borrowed money. Bluewater Power's debt to equity ratio for 2015 is 0.85. This is slightly lower than the previous 4 years due to the growth in retained earnings being higher than the reduction in overall debt.

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

Return on Equity is the rate of return that the utility is allowed to earn through its distribution rates, as approved by the Ontario Energy Board. The deemed rate allowed for Bluewater Power is 8.98%. The Ontario Energy Board 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.

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

The achieved rate indicates the utilities actual Return on Equity earned each year. In 2015, Bluewater Power earned a return on equity of 11.83% which is within the allowed range of +/-3 % of the deemed return on equity. Bluewater Power is proud of its financial results and the ROE is a result of continually balancing costs with productivity savings.

Note to Readers of 2015 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.

Frequently Asked Questions Scorecard for Ontario's Electricity Distributors

PART 1 – GENERAL INFORMATION

What is the Electricity Distributor Scorecard?

The scorecard is a tool that measures how well Ontario's electricity distributors are performing each year.

Ontario's electricity distributors report their scorecard performance results annually, and make the results available to the public on their websites. The most current results (showing the past five years) are available on the Ontario Energy Board's (OEB) and distributors' websites on September 30 each year (or the next business day if this date falls on a weekend).

Why was the scorecard created?

The scorecard was developed as a tool to allow customers to gain a better sense of how well their distributor is performing. It is designed to encourage Ontario's electricity distributors to operate effectively, continually seek ways to improve productivity and focus on improvements that their customers value.

The scorecard is a key part of the OEB's [Renewed Regulatory Framework for Electricity Distributors](#) – a framework that is designed to support the cost-effective planning and operation of the electricity distribution network. It enables the OEB to align the needs of a sustainable, financially viable electricity sector with the expectations of customers, who want reliable service at a reasonable price.

In developing the scorecard, the OEB sought input from industry and consumer groups, including those representing vulnerable consumers. [Read more about the scorecard here.](#)

What does it measure?

The scorecard includes *traditional* metrics for assessing a distributor's services, such as frequency of power outages, financial performance and costs per customer.

For 2014 and onwards, the performance results include a number of *metrics that directly reflect the customer experience*, such as how well the distributor resolves a customer's concern on the first contact, the accuracy of customers' bills, public safety and other performance metrics.

How will the scorecard data be used?

For consumers, the scorecard allows them to assess for themselves the value of the service received from their distributor and learn how well it is performing.

For distributors, the scorecards are a way to track how well they are performing year over year, and how they compare against other distributors. It will also help distributors better engage with their customers to understand and respond to their customers' needs and to demonstrate the value that is being delivered.

For the OEB, the scorecard will be used to help monitor an individual distributor's performance and to compare performance across the sector. Evaluations and comparisons are critical to the OEB's rate-setting process, and can signal whether corrective action is needed. The OEB will monitor the effectiveness of the scorecard as a performance monitoring tool, and work with stakeholders to ensure that it continues to support its objectives.

How can consumers use the scorecard?

The scorecards include measures that relate to customer experience. Over time, consumers will be able see how their distributor is faring year over year, as well as how it compares to other distributors.

The scorecard can be used as a tool for consumers to assess for themselves the value of the service received from their electricity distributor. For example:

- When service appointments are booked with my distributor, how often did they show up on time?
- How often did my power go out, and how long did the distributor take to fix the problem and restore power?
- How successful is my distributor at issuing accurate bills?
- Did my distributor answer phone calls from customers in a timely way?

What are distributors doing to make their customers aware of the scorecards and performance?

Distributors are encouraged to consult more broadly and more frequently with their customers about their performance. Doing so will give customers a better understanding of cost-drivers and a better sense of the value of the distribution system and benefits to them as customers. At the same time, talking with customers will give the distributor a first-hand sense of its customers' priorities and what they are willing to pay for.

With respect to promoting performance scorecards, distributors are reaching out to their customers in a number of ways; for example using messaging in bills, social media, annual and financial reports, web ads and more. The scorecard is an excellent opportunity for customers to voice concerns or positive feedback to their distributor.

What do the scorecard measures mean?

Technical and plain-language descriptions of all scorecard measures [can be found on the OEB website](#).

The following three measures have not been defined across the industry:

- First Contact Resolution
- Customer Satisfaction Survey Results
- Distribution System Plan Implementation Progress

The OEB plans to review information provided by electricity distributors and implement a commonly defined measure for these areas by 2018. 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.

What improvements have been made to the scorecards since their implementation?

To ensure scorecards continue to be helpful, the OEB formed a working group of 13 electricity distributors in early 2015. OEB staff and the working group collaborated to develop and implement improvements to support the annual scorecard implementation.

The following documents were prepared to enhance the scorecards:

- A detailed scorecard activities schedule for distributors to better plan and organize various processes for publication of their scorecards.
- A Scorecard Management, Discussion and Analysis Guide for distributors to better explain the story beyond their scorecard numbers including areas in need of improvements, if applicable.
- A Scorecard Communications Guide to help distributors better share and communicate the information in scorecards with customers.

In addition, each distributor's executive signing officers must certify the completeness and accuracy of their scorecard data prior to signing off on the scorecard.

PART 2 – READING THE SCORECARDS

Why are there blanks in some sections of scorecard?

A blank means that the data for that particular metric and year is either not available or no service was required to be performed. For example:

- for the measures introduced in 2013 (First Contact Resolution, Billing Accuracy, Customer Satisfaction Survey Results and Distribution System Plan Implementation Progress), prior years will show a blank as the results were not available; and
- a blank in the measure “Renewable Generation Connection Impact Assessments Completed on Time” means that no assessments were required to be completed for that year; thus no data was available.

Are there any performance targets in the scorecard for distributors to achieve?

Yes, for many of the measures the OEB established industry and distributor-specific performance targets. These performance targets take into consideration the level of service customers can expect to receive from their distributor at levels the OEB has determined are reasonable. The OEB will monitor performance and data until sufficient experience has been gained.

Over time, year-over-year improvements will differentiate the distributor’s performance levels relative to the norm and superior performance levels in the sector. This information can be used by the OEB to ensure performance targets continue to be appropriate and continue to encourage continuous improvement.

What do the arrows under the “trend” column mean?

The scorecard is used to track how well the distributor is performing over the five-year period. The arrows indicate the directional trend being achieved (up, down or flat) based on data from the past five years. The symbol will be green if the value reported in the most current year is “on target” (target is met or exceeded), and it will be red if the target has not been met.

How do I compare my distributor’s performance with the performance of another distributor?

The most current year’s and prior years’ scorecard results for all of Ontario’s electricity distributors [are available on the OEB website](#).

In February 2015, the OEB launched a new section of our website that displays the performance of Ontario’s electricity distributors in an interactive way. The tool is a one-stop shop for industry staff and consumers who are looking for performance data about their distributor. Individual webpages

display scorecard performance data, highlights from the annual distributors' yearbook, consumer complaints and regulatory information for each distributor. Users can also create custom reports to compare data with other distributors.

Are distributors expected to post their scorecards on their websites?

Yes, on September 30 each year (or the next business day if this date falls on a weekend) the scorecards of the previous calendar year are available on distributors' websites.

How can consumers provide feedback about their distributor's scorecard performance?

Consumers are encouraged to send any questions and/or comments to your distributor directly, or the OEB at IndustryRelations@ontarioenergyboard.ca.