

Table Of Contents

TABLE OF CONTENTS

<u>Exh</u>	<u>Tab</u>	<u>Sch</u>	<u>Att</u>	<u>Title</u>
1				ADMINISTRATIVE DOCUMENTS
1	1			Table of Contents
1	1	1		Table of Contents
1	1	2		Legal Application
1	2			Executive Summary
1	2	1		Executive Summary
1	3			Administration
1	3	1		Certification of Evidence
1	3	2		Application Contact Information
1	3	3		Legal Representation
1	3	4		Applicants Internet Address
1	3	5		Statement of Who will be Affected by Application
1	3	6		Notice of Hearing Publication
1	3	7		Bill Impacts
1	3	8		Statement of Requested Hearing Form
1	3	9		Approvals Requested and Effective Date
1	3	10		Statement of Deviation from Filing Requirements
1	3	11		Statement of Changes in Methodology
1	3	12		Identification of OEB Directives From Previous OEB Decisions
1	3	13		Reference to Conditions of Service
1	3	14		Description of Corporate and Utility Organizational Structure
1	3	15		Board of Directors Membership
1	4			Applicant Overview
1	4	1		Description of Service Area

Table Of Contents

TABLE OF CONTENTS

<u>Exh</u>	<u>Tab</u>	<u>Sch</u>	<u>Att</u>	<u>Title</u>
1	4	2		Description of Embedded / Host Distributor Relationships
1	4	3		Statement of Deemed Transmission / High Voltage Assets
1	5			Application Summary
1	5	1		Revenue Requirement
1	5	2		Budgeting and Accounting Assumptions
1	5	3		Load Forecast Summary
1	5	4		Rate Base and DSP
1	5	5		OM&A Expense
1	5	6		Cost of Capital
1	5	7		Cost Allocation and Rate Design
1	5	8		Deferral and Variance Accounts
1	5	9		Bill Impacts
1	5	10		Materiality Threshold
1	6			Customer Engagement
1	6	1		Customer Engagement
1	6	1	1	OEB Appendix 2-AC
1	6	1	2	Customer Survey Results - English
1	6	1	3	Customer Survey Results - French
1	6	1	4	Customer Presentation
1	7			Scorecard Performance Evaluation
1	7	1		Discussion of Performance by Measure
1	7	1	1	Scorecard 2014
1	7	1	2	Scorecard 2015
1	7	1	3	IESO Correspondence Adjusting 2011-2014 Final Results (CDM)

Table Of Contents

TABLE OF CONTENTS

<u>Exh</u>	<u>Tab</u>	<u>Sch</u>	<u>Att</u>	<u>Title</u>
1	8			Financial Information
1	8	1		Financial Information
1	8	1	1	2013 Audited Statements
1	8	1	2	2014 Audited Statements
1	8	1	3	2015 Audited Statements
1	8	1	4	Reconciliation of Financial Statements to Regulatory Results
1	8	2		Statement of Accounting Standards Used
1	8	3		Summary of Changes in Accounting Policies
1	8	4		Identification of Material Changes in Adoption of MIFRS
1	9			Productivity
1	9	1		Overview of Productivity Initiatives



Northern Ontario Wires Inc.
Filed: 26 August, 2016
EB-2016-0096
Exhibit 1

Exhibit 1:

ADMINISTRATIVE DOCUMENTS



Northern Ontario Wires Inc.
Filed: 26 August, 2016
EB-2016-0096
Exhibit 1
Tab 1

Exhibit 1: Administrative Documents

Tab 1 (of 9): Table of Contents

Table Of Contents

TABLE OF CONTENTS

<u>Exh</u>	<u>Tab</u>	<u>Sch</u>	<u>Att</u>	<u>Title</u>
1				ADMINISTRATIVE DOCUMENTS
1	1			Table of Contents
1	1	1		Table of Contents
1	1	2		Legal Application
1	2			Executive Summary
1	2	1		Executive Summary
1	3			Administration
1	3	1		Certification of Evidence
1	3	2		Application Contact Information
1	3	3		Legal Representation
1	3	4		Applicants Internet Address
1	3	5		Statement of Who will be Affected by Application
1	3	6		Notice of Hearing Publication
1	3	7		Bill Impacts
1	3	8		Statement of Requested Hearing Form
1	3	9		Approvals Requested and Effective Date
1	3	10		Statement of Deviation from Filing Requirements
1	3	11		Statement of Changes in Methodology
1	3	12		Identification of OEB Directives From Previous OEB Decisions
1	3	13		Reference to Conditions of Service
1	3	14		Description of Corporate and Utility Organizational Structure
1	3	15		Board of Directors Membership
1	4			Applicant Overview
1	4	1		Description of Service Area
1	4	2		Description of Embedded / Host Distributor Relationships
1	4	3		Statement of Deemed Transmission / High Voltage Assets
1	5			Application Summary
1	5	1		Revenue Requirement
1	5	2		Budgeting and Accounting Assumptions
1	5	3		Load Forecast Summary

Table Of Contents

TABLE OF CONTENTS

<u>Exh</u>	<u>Tab</u>	<u>Sch</u>	<u>Att</u>	<u>Title</u>
1	5	4		Rate Base and DSP
1	5	5		OM&A Expense
1	5	6		Cost of Capital
1	5	7		Cost Allocation and Rate Design
1	5	8		Deferral and Variance Accounts
1	5	9		Bill Impacts
1	5	10		Materiality Threshold
1	6			Customer Engagement
1	6	1		Customer Engagement
1	6	1	1	OEB Appendix 2-AC
1	6	1	2	Customer Survey Results - English
1	6	1	3	Customer Survey Results - French
1	6	1	4	Customer Presentation
1	7			Scorecard Performance Evaluation
1	7	1		Discussion of Performance by Measure
1	7	1	1	Scorecard 2014
1	7	1	2	Scorecard 2015
1	7	1	3	IESO Correspondence Adjusting 2011-2014 Final Results (CDM)
1	8			Financial Information
1	8	1		Financial Information
1	8	1	1	2013 Audited Statements
1	8	1	2	2014 Audited Statements
1	8	1	3	2015 Audited Statements
1	8	1	4	Reconciliation of Financial Statements to Regulatory Results
1	8	2		Statement of Accounting Standards Used
1	8	3		Summary of Changes in Accounting Policies
1	8	4		Identification of Material Changes in Adoption of MIFRS
1	9			Productivity
1	9	1		Overview of Productivity Initiatives
2				RATE BASE

Table Of Contents

TABLE OF CONTENTS

<u>Exh</u>	<u>Tab</u>	<u>Sch</u>	<u>Att</u>	<u>Title</u>
2	1			Rate Base
2	1	1		Overview
2	1	1	1	OEB Appendix 2-BA
2	1	2		Gross Assets (PP&E)
2	1	3		Depreciation Expense
2	1	4		Allowance for Working Capital
2	2			Capital Expenditures
2	2	1		Planning
2	2	1	1	Distribution System Plan
2	2	1	2	OEB Appendix 2-AB
2	2	1	3	OEB Appenidx 2-AA
2	2	1	4	2015 O. Reg. 22/04 Audit Report
2	2	1	5	Site Inspection Oil Sample Report
2	2	1	6	Fleet Matrix
2	2	2		Capitalization Overview
2	2	2	1	Capitalization Policy
2	2	3		Capitalization of Overhead
2	2	3	1	OEB Appendix 2-D
2	2	4		Costs of Eligible Investments for Distributors
2	2	5		New Policy Options for the Funding of Capital
2	2	6		Addition of ICM Assets to Rate Base
2	2	7		Service Quality and Reliability Performance
2	2	7	1	OEB Appendix 2-G
3				OPERATING REVENUE
3	1			Load and Revenue Forecast
3	1	1		Overview of Operating Revenue
3	1	2		Historical & Forecast Volumes
3	1	2	1	Load Forecast Report
3	1	2	2	OEB Appendix 2-IB
3	1	3		CDM Adjustment

Table Of Contents

TABLE OF CONTENTS

<u>Exh</u>	<u>Tab</u>	<u>Sch</u>	<u>Att</u>	<u>Title</u>
3	1	3	1	OEB Appendix 2-I
3	1	3	2	LDC CDM Target and Budget Allocations
3	1	4		Pass-through Charges
3	1	4	1	Projected Power Supply Expenses
3	2			Accuracy of Load Forecast and Variance Analysis
3	2	1		Variance Analysis of Load Forecast
3	2	1	1	Annual Consumption And Connection Variance
3	3			Other Revenue
3	3	1		Other Revenue
3	3	1	1	OEB Appendix 2-H
3	3	1	2	Schedule of Service Charges
3	3	1	3	Other Revenue Variance Analysis
4				OPERATING COSTS
4	1			Overview
4	1	1		Overview
4	2			Program Delivery Appendices
4	2	1		Program Delivery Appendices
4	2	1	1	OEB Appendix 2-JA
4	2	1	2	OEB Appendix 2-JB
4	2	1	3	OEB Appendix 2-JC
4	2	1	4	OEB Appendix 2-L
4	3			Program Delivery Costs
4	3	1		Program Delivery Costs
4	3	2		Employee Compensation
4	3	2	1	OEB Appendix 2-K
4	3	2	2	OEB Appendix 2-KA
4	3	2	3	OPEB Report December 2014
4	3	3		Shared Services & Corporate Cost Allocations
4	3	3	1	OEB Appendix 2-N
4	3	3	2	Services Agreement with Cochrane Telecom Services

Table Of Contents

TABLE OF CONTENTS

<u>Exh</u>	<u>Tab</u>	<u>Sch</u>	<u>Att</u>	<u>Title</u>
4	3	4		Purchase of Non-Affiliate Services
4	3	4	1	Purchases From Vendors Exceeding \$50k
4	3	4	2	Procurement Policy
4	3	5		One Time Costs
4	3	6		Regulatory Costs
4	3	6	1	OEB Appendix 2-M
4	3	7		Low Income Energy Assistance Programs
4	3	8		Charitable and Political Donations
4	4			Depreciation and Amortization
4	4	1		Depreciation Policy
4	4	1	1	OEB Appendix 2-CH
4	5			Taxes or Payments in Lieu of Taxes (PILs) and Property Taxes
4	5	1		Overview of Provision In Lieu of Taxes (PILs)
4	5	1	1	Proposed PILs Model
4	5	2		Historical PILs
4	5	2	1	Latest Filed Federal Tax Return
4	5	2	2	2015 Notice of Assessment
4	5	3		Property Taxes
4	5	4		Non-Recoverable and Disallowed Expenses
4	5	5		Integrity Checks
4	6			Conservation and Demand Management
4	6	1		Lost Revenue Adjustment Mechanism
4	6	1	1	LRAMVA Report
5				COST OF CAPITAL AND CAPITAL STRUCTURE
5	1			Cost of Capital and Capital Structure
5	1	1		Cost of Capital and Capital Structure
5	1	1	1	OEB Appendix 2-OA
5	1	1	2	OEB Appendix 2-OB
5	1	1	3	Debt Instruments
5	2			Not-for-Profit Corporations

Table Of Contents

TABLE OF CONTENTS

<u>Exh</u>	<u>Tab</u>	<u>Sch</u>	<u>Att</u>	<u>Title</u>
5	2	1		Declaration of For-Profit Status
6				REVENUE DEFICIENCY OR SUFFICIENCY
6	1			Overview
6	1	1		Revenue Deficiency or Sufficiency
6	1	1	1	Revenue Requirement Work Form
7				COST ALLOCATION
7	1			Cost Allocation Study
7	1	1		Overview of Cost Allocation
7	1	1	1	Cost Allocation Elenchus Report
7	1	1	2	Cost Allocation Model - Revenue Worksheets
7	2			Class Revenue Requirements
7	2	1		Class Revenue Requirements
7	2	1	1	RRWF Sheet 11
8				RATE DESIGN
8	1			Fixed/Variable Proportion
8	1	1		Fixed/Variable Proportion
8	1	1	1	RRWF Sheet 13
8	2			Rate Design Policy
8	2	1		Rate Design Policy
8	2	1	1	RRWF Sheet 12
8	3			Retail Transmission Service Rates (RTSRs) and Other Charges
8	3	1		Retail Transmission Service Rates (RTSR)
8	3	1	1	OEB RTSR Model
8	3	2		Retail Service Charge
8	3	3		Wholesale Market Service Rate
8	3	4		Specific Service Charges
8	3	5		Low Voltage Charges
8	3	5	1	Calculation of Low Voltage Rate Adders
8	4			Loss Adjustment Factors
8	4	1		Loss Adjustment Factors

Table Of Contents

TABLE OF CONTENTS

<u>Exh</u>	<u>Tab</u>	<u>Sch</u>	<u>Att</u>	<u>Title</u>
8	4	1	1	OEB Appendix 2-R
8	5			Rates and Bill Impacts
8	5	1		Tariff of Rates and Charges and Bill Impacts
8	5	1	1	Tariff Schedule
8	5	1	2	Bill Impact Model Sheets
8	5	2		Revenue Reconciliation
8	5	3		Rate Mitigation
9				DEFERRAL AND VARIANCE ACCOUNTS
9	1			Status of Deferral and Variance Accounts
9	1	1		List of Outstanding Deferral and Variance Accounts
9	1	1	1	DVA Continuity Schedule
9	1	2		Interest Rates Applied
9	1	3		Group 2 Accounts
9	1	4		New Deferral and Variance Accounts
9	1	5		Adjustments to Board Approved Deferral and Variance Accounts
9	1	6		Breakdown of Energy Sales and Cost of Power
9	1	7		IESO Global Adjustment Pro-ration
9	2			Clearance of Deferral and Variance Accounts
9	2	1		Account 1508 - IFRS Transition Costs
9	2	1	1	OEB Appendix 2-YA
9	2	2		Account 1575-IFRS-CGAAP PP&E
9	2	2	1	OEB Appendix 2-EA
9	2	3		Account 1576-Accounting Changes Under CGAAP
9	2	3	1	OEB Appendix 2-EC
9	2	4		Retail Service Charges
9	2	5		Proposed Rate Riders for Recovery of Balances
9	2	6		Global Adjustment
10				Cost of Service Checklist
10	1			Cost of Service Checklist
10	1	1		Cost of Service Checklist

Table Of Contents

TABLE OF CONTENTS

<u>Exh</u>	<u>Tab</u>	<u>Sch</u>	<u>Att</u>	<u>Title</u>
				END OF APPLICATION



LEGAL DESCRIPTION

IN THE MATTER OF the *Ontario Energy Board Act, 1998*,
S.O.1998, c.15 (Sched. B)

AND IN THE MATTER OF an application by Northern Ontario Wires Inc. for an Order or
Orders pursuant to section 78 of the *Ontario Energy Board Act, 1998* for 2017
distribution rates and related matters.

APPLICATION

1. The Applicant is Northern Ontario Wires Inc. ("NOW Inc."). NOW Inc. distributes electricity to approximately 6,100 customers in the Town of Cochrane, Town of Iroquois Falls and Town of Kapuskasing pursuant to distribution license (ED-2003-0018) issued by the Ontario Energy Board (the "Board") and charges Board-authorized rates (EB-2015-0093) for the distribution service it provides.
2. NOW Inc. hereby applies to the Ontario Energy Board (the "Board") for an order or orders made pursuant to Section 78 of the *Ontario Energy Board Act, 1998*, as amended, (the "OEB Act") approving just and reasonable rates for the distribution of electricity based on a 2017 Test Year.
3. Except where specifically identified in this Application, the Applicant followed Chapter 2 of the *Filing Requirements for Electricity Distribution Rate Applications, 2016 Edition for 2017 Rate Applications*, dated July 14, 2016 in preparing this application.
4. The 2017 distribution rates proposed by the Applicant will result in overall bill impacts for residential, GS<50 customer and all other rate classes as detailed in



1 **Table 1** below. A full list of the bill impacts applicable to all customer classes is
 2 found at E8/T5/S1.

3 **Table 1 - Bill Impacts**

Rate Class	Variable Metric	kWh	kW	Total Bill Change (\$)	Total Bill Change (%)
Residential	kWh	750		\$ 2.61	1.65%
General Service < 50kW	kWh	2,000		\$ 4.83	1.21%
General Service > 50 to 4999kW	kW	66,182	195	-\$ 301.16	-2.59%
Unmetered Scattered Load	kWh	599		\$ 1.33	1.05%
Street Lighting	kW	28	0.08	\$ 1.33	10.16%

4
 5
 6 5. This Application is supported by written evidence. The written evidence will be
 7 pre-filed and may be amended from time to time, prior to the Board's final
 8 decision on this Application.

9
 10 6. The Applicant certifies to the best of their knowledge that the information
 11 provided in this application is accurate, consistent and complete at the time of
 12 this filing.

13
 14 7. NOW Inc. acknowledges that the Board will publish an update to the Return on
 15 Equity and Long & Short Term Debt Rates and that these matters will affect the
 16 Revenue Requirement that NOW Inc. has requested in this Application.

17
 18 8. The Applicant requests that a copy of all documents filed with the Board in this
 19 proceeding be served on the Applicant.

20
 21 DATED at Cochrane, Ontario, this 26th day of August, 2016.

22
 23 **All of which is respectfully submitted.**

24
 25 **NORTHERN ONTARIO WIRES INC.**

26 Geoffrey Sutton, CPA, CA

27 Chief Financial Officer



Northern Ontario Wires Inc.
Filed: 26 August, 2016
EB-2016-0096
Exhibit 1
Tab 2

Exhibit 1: Administrative Documents

Tab 2 (of 9): Executive Summary



EXECUTIVE SUMMARY

Northern Ontario Wires Inc. (NOW Inc.) is submitting this Cost of Service Application based on a forward test year for 2017 electricity distribution rates and other identified items. The requested rate changes for customers are summarized in **Table 1** below.

Table 1: Bill Impact Summary

Rate Class	kWh	kW	Distribution Excluding Pass Through (\$)	Distribution Excluding Pass Through (%)	Distribution (\$)	Distribution (%)	Total Bill (\$)	Total Bill (%)
Residential	750		\$ 5.62	16.77%	\$ 2.01	4.55%	\$ 2.61	1.65%
General Service < 50kW	2,000		\$ 12.69	21.20%	\$ 3.47	4.00%	\$ 4.83	1.21%
General Service > 50kW	66,182	195	\$ 54.89	14.81%	-\$285.13	-37.45%	-\$301.16	-2.59%

The rates represent recovery of a Base Revenue Requirement of \$3,563,567 in 2017. Further Bill Impact details are provided in E8/T5/S1.

The application has been prepared according to the Ontario Energy Board's *Filing Requirements for Electricity Distribution Rate Applications* as updated on July 14, 2016.

NOW Inc. is a wholly owned subsidiary of the Corporation of the Town of Cochrane and is a licensed electricity distributor by the Ontario Energy Board. NOW Inc.'s Distribution License Number is ED-2003-0018.

This summary provides an overview of the application and the factors contributing to the rate changes as well as a reference to evidence where more details can be found.



Introduction

NOW Inc. service area is comprised of three distinct territories with these being the towns of Kapuskasing, Cochrane and Iroquois Falls. The head office is located in Cochrane which is the middle service territory and is situated 730 kilometers north of Toronto on Highway 11. The distance between service territories is 170 km (between Kapuskasing and Iroquois Falls).

The population in each of the three communities served by NOW Inc. has been decreasing for a number of years. In 2001 the population of Kapuskasing was 9,238 and in 2011 (most recent available population information) it was 8,196 representing an 11.3% decrease. Kapuskasing electricity customers are serviced by NOW Inc. and Hydro One Networks Inc. in separate parts of the town

The population of Iroquois Falls has declined from 5,217 in 2001 to 4,595 in 2011, representing a decrease of 11.9%. Iroquois Falls had a paper mill close down in 2014 which was just outside of NOW Inc.'s service territory. It was operating in the community for 100 years and eliminated 180 local jobs.

The population of Cochrane has decreased from 5,690 in 2001 to 5,340 in 2011, representing a decrease of 6.2%. In 2013, Cochrane had a major employer declare bankruptcy which left many unemployed and resulted in a significant bad debt expense for NOW Inc. that is discussed in E4/T4/S1. A new company has purchased the location of the former hardwood plywood plant and has started operations. This has allowed some of the labour force to return to work and restore some of the load that was lost from the prior plant.



At a Glance

Table 2 below provides the NOW Inc. size in the overall context of Ontario LDCs:

Table 2 - Northern Ontario Wires Inc. in LDC Industry Context				
Metric	All LDC's	NOW Inc	NOW Inc. % of Total	NOW Inc. Size Rank
# Customers	3,119,924	6,075*	0.19%	57 of 71 LDC's
OM&A (\$)	\$1,610,695,415	\$2,393,466	0.15%	54 of 71 LDC's
Overhead Lines (km)	153,357	367	0.24%	35 of 71 LDC's
Urban Service Area (sq. km.)	7,105	28	0.39%	47 of 71 LDC's

Source: OEB Electricity Distributors 2015 Yearbook

*Excluding Street Lighting and USL customers

Past Performance

NOW Inc.'s last Cost of Service Application was for May 1, 2013 Rates (EB-2012-0153).

The application was subject to a Settlement Agreement and due to timing the resulting rates became effective June 1, 2013. Also in 2013, NOW Inc. disposed of its smart meter variance accounts in application EB-2012-0353.



Responsiveness to the Renewed Regulatory Framework for Electricity (RRFE)

NOW Inc.'s goals tied to RRFE Outcomes are shown in **Table 3**:

Table 3: Strategic Goals – Ties to OEB RRFE Outcomes

Strategic Goal	RRFE - Outcomes			
	Customer Focus	Operational Effectiveness	Public Policy Responsiveness	Financial Performance
Deliver safe and reliable electricity	X	X	X	
Enhance customer value while contributing to the well-being of the communities	X		X	
Achieve performance excellence	X	X	X	X
Invest in Capital, Technology and Infrastructure	X	X	X	X
Collaborate with other LDC's	X	X	X	X

Customer Engagement

One of the benefits of living in a small community is the close relationship that NOW Inc. has with its customers. NOW Inc. is an active supporter of community activities and also sends out literature on a regular basis, informing and educating its customers on upcoming changes and subsequent impacts this will have on their bills. In 2016, formal surveys and a virtual Town Hall meeting were undertaken as a way to further communicate with and learn from customers. Overall, customers are satisfied to very satisfied with the service that NOW Inc. provides and their main areas of concern based on the feedback received are reliability of service and cost. Further details of NOW Inc.'s customer engagement activities are provided in E1/T6/S1

Return on Equity

In 2013, NOW Inc. had a Return on Equity -13.11%. This significant under-earning was the result of unforeseen events. In 2013 a large customer filed for bankruptcy and left a \$381,362 outstanding debt which was primarily cost of power that was not allowed to be recovered from the IESO. This bad debt expenses alone exceeded the deemed 2013 ROE amount of \$261,250 as approved in EB-2012-0153. Additional costs incurred for



1 smart metering, regulatory proceedings and key maintenance also contributed to the
2 negative ROE.

3
4 In 2014 NOW Inc.'s ROE on the scorecard was 8.99% which is 0.01% greater than the
5 Deemed ROE. However, this ROE included distribution revenue from the rate rider
6 relating to the smart meter disposition in EB-2012-0353; excluding this revenue, the
7 Achieved ROE would be lowered to 3.96% which is below the +/- 300 basis points ROE
8 dead band.

9 In 2015 NOW Inc. ROE on the scorecard is 6.20% which is 2.78% lower than the Board
10 approved rate of 8.98% and falls just inside the +/- 300 basis points dead band.

11 As NOW Inc. has been under-earning over the past three years, challenges have arisen
12 and management has managed costs and undertaken initiatives that are temporary and
13 short-term in nature in order to "get by" until rates can be re-set through this cost of
14 service application. NOW Inc. requires rates to be re-set to enable key work programs
15 and restore the utility to a profitable level.

16 17 **Company Goals and Planning**

18
19 Going forward NOW Inc. intends on returning to profitability while ensuring continued
20 customer focus and strong customer service. NOW Inc. will utilize customer engagement
21 results to continue to shape utility operations and explore alternative methods that
22 customers are interested in. Maintaining high quality service in all three service
23 territories is a focus of NOW Inc. which is increasingly important due to the challenges in
24 Northern Ontario due to weather and the reliance customers have on maintaining a
25 supply of quality power.

26
27 Northern Ontario Wires Inc. will continue to pursue operational efficiencies through
28 internal initiatives and through collaboration with other LDC's.



1 **Productivity**

2 Since the 2013 Cost of Service decision, NOW Inc. has placed in the most efficient
3 "Cohort 1" group based on the Pacific Economics Group Research reports. In the
4 update of July 2016 entitled " Empirical Research in Support of Incentive Rate-Setting:
5 2015 Benchmarking Update" NOW Inc. continued this performance by remaining ranked
6 in the most efficient "Cohort 1" group.

7 NOW Inc. has been able to achieve a high productivity ranking through a number of
8 initiatives which include cost savings due to use of shared resources, using technology
9 to achieve efficiencies and leveraging purchasing and engineering capability through
10 partnering with other LDCs. As a result of efficiencies, NOW Inc. has reduced staff levels
11 from 18.8 FTEs in the 2013 Cost of Service Application to a level of 16.7 FTEs for 2017
12 in this Application.

13 NOW Inc. is a member of Customer First Inc. which is a collaboration of several small
14 and midsize utilities. This group has provided NOW Inc. and other members with more
15 effective and efficient Conservation and Demand Management (CDM) support/programs
16 than NOW Inc. could implement if operating in isolation. NOW Inc. will continue to utilize
17 this collaboration to promote CDM and assist customers to create energy efficiencies.

18

19 NOW Inc. also collaborates with other utilities in different areas as economies of scale
20 are sought on projects and initiatives that are common to the LDCs. Recently NOW Inc.
21 partnered with Hearst Power Distribution Company Limited, Chapleau Public Utilities
22 Corporation, Cooperative Hydro Embrun Inc., and Hydro Hawkesbury Inc. in undertaking
23 the Public Awareness of Electricity Safety Survey as required for the Scorecard. This
24 collaboration reduced costs and increased business relations with partnering utilities.
25 This type of arrangement will continue to be explored for future endeavors.

26

27



Northern Ontario Wires Inc.
Filed: 26 August, 2016
EB-2016-0096
Exhibit 1
Tab 3

Exhibit 1: Administrative Documents

Tab 3 (of 9): Administration



CERTIFICATION OF EVIDENCE

As General Manager and President of Northern Ontario Wires Inc., I certify that the evidence filed in this Application is accurate, consistent and complete to the best of my knowledge and belief.

A handwritten signature in blue ink, appearing to read 'Dan Boucher', is written over a horizontal line.

Dan Boucher

General Manager and President



APPLICATION CONTACT INFORMATION

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LEGAL REPRESENTATION

NOW Inc. will be represented in this proceeding by:

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1 **APPLICANTS INTERNET ADDRESS**

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3
4 www.northernontariowires.com
5



**STATEMENT OF WHO WILL BE AFFECTED BY
APPLICATION**

Residents, businesses and institutions in NOW Inc.'s service territory as described in E1/T4/S1 who receive electricity distribution services from NOW Inc. will be affected by the Application.



NOTICE OF HEARING PUBLICATION

NOW Inc. proposes to publish the Notice of Application in the primary publications located in the municipalities of Cochrane, Iroquois Falls and Kapuskasing, wherein a bilingual advertisement will appear. To further elaborate, these publications all have a French language section:

- Cochrane Times-Post (Cochrane)
- The Enterprise (Iroquois Falls)
- The Northern Times (Kapuskasing)



1

BILL IMPACTS

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For the average customers in each rate class are included in **Table 1**.

3

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Table 1: Bill Impacts

Rate Class	kWh	kW	Distribution Excluding Pass Through (\$)	Distribution Excluding Pass Through (%)	Distribution (\$)	Distribution (%)	Total Bill (\$)	Total Bill (%)
Residential	750		\$ 5.62	16.77%	\$ 2.01	4.55%	\$ 2.61	1.65%
General Service < 50kW	2,000		\$ 12.69	21.20%	\$ 3.47	4.00%	\$ 4.83	1.21%
General Service > 50kW	66,182	195	\$ 54.89	14.81%	-\$285.13	-37.45%	-\$301.16	-2.59%
Unmetered Scattered Lo	599		\$ 3.76	15.42%	\$ 0.94	2.90%	\$ 1.33	1.05%
Street Lighting	28	0.08	\$ 1.33	17.96%	\$ 1.17	14.88%	\$ 1.33	10.16%

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Further Bill Impact details are provided in E8/T5/S1.



1 **STATEMENT OF REQUESTED HEARING FORM**

2 NOW Inc. respectfully requests that due to geographical location and cost, that this
3 proceeding be conducted in writing.

4

5



APPROVALS REQUESTED AND EFFECTIVE DATE

NOW Inc. is requesting the following approvals:

1. Approval to charge distribution rates effective May 1, 2017 to recover a Service Revenue Requirement of \$3,832,485 as outlined in Exhibit 6. NOW Inc.'s proposed schedule of rates is included in Exhibit 8;
2. Approval of NOW Inc.'s Test Year OM&A Expenditures of \$2,907,906 (Exhibit 4) and Test Year Capital Expenditures of \$827,500 (Exhibit 2);
3. Approval of NOW Inc.'s Distribution System Plan as set out in Exhibit 2;
4. Approval of updated Retail Transmission, Network and Connection rates as set out in Exhibit 8;
5. Approval of updated Low Voltage rates as proposed and described in Exhibit 8;
6. Approval to continue the Wholesale Market Service Rate, Ontario Electricity Support Program Charge, and Rural Rate Protection Charges in the Decision and Order to NOW Inc.'s 2016 IRM Rate Application (EB-2015-0093);
7. Approval to continue the Specific Service Charges and Transformer Allowance approved in EB-2015-0093;
8. Approval of the proposed Loss Factors as calculated in Exhibit 8;
9. Approval of the Rate Riders for disposition of Group 1 and Group 2 and Other Deferral and Variance Accounts as at December 31, 2015 (with interest to April 30, 2017) over a two-year period, as calculated in Exhibit 9;



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10. Approval of the LRAM amount as calculated (Exhibit 4) and approval for an associated Rate Rider (Exhibit 9) for a two-year disposition;

11. Approval of an effective date of May 1, 2017 for the proposed rate changes;

12. In the event the Board is unable to approve NOW Inc.'s 2017 rates for implementation by May 1, 2017, NOW Inc. requests that the Board issue an Interim Order approving the current distribution rates and charges effective May 1, 2017.

NOW Inc. may request other approvals during the course of the proceeding as the Board may allow.



**STATEMENT OF DEVIATION FROM FILING
REQUIREMENTS**

NOW Inc. is not requesting any deviations from Filing Requirements.



1 **STATEMENT OF CHANGES IN METHODOLOGY**

2 There are no changes in methodology from the previous 2013 Cost of Service
3 Application EB-2012-0153 other than the mandatory transition to IFRS.

4

5



**IDENTIFICATION OF OEB DIRECTIVES FROM
PREVIOUS OEB DECISIONS**

There were no OEB directives as a result of the decision in EB-2012-0153.



REFERENCE TO CONDITIONS OF SERVICE

The current version of Northern Ontario Wires Inc.'s Conditions of Service is available on NOW Inc.'s website as www.northernontariowires.com.

Rates and charges which are the subject of this rate application are not contained in the Conditions of Service, therefore no changes will result from the Cost of Service application.

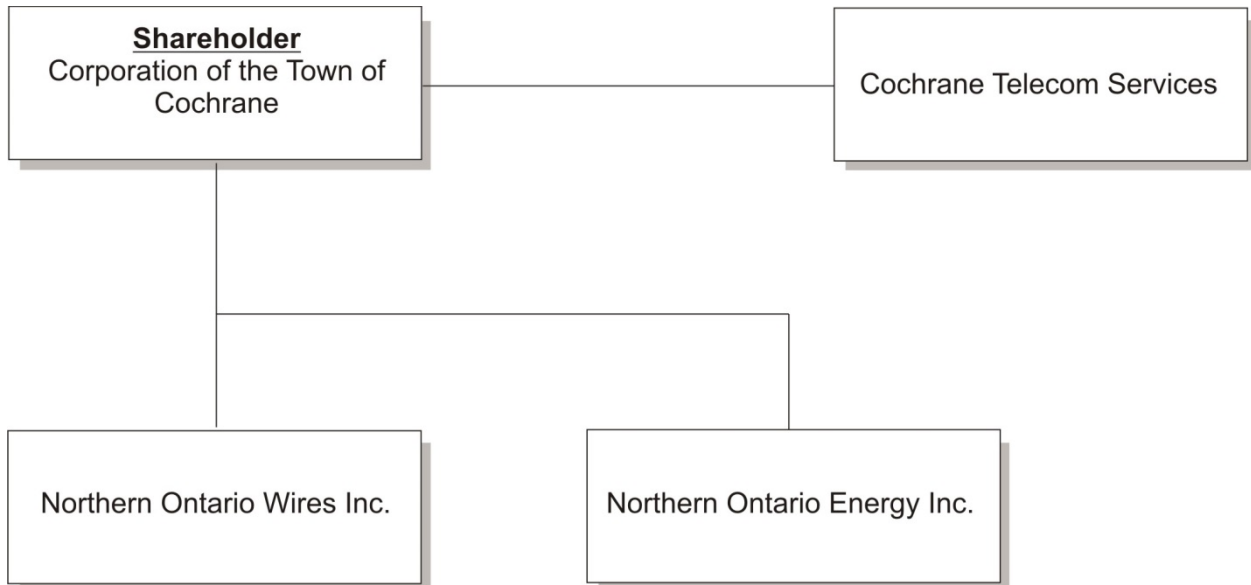
There have been no changes to the Conditions of Service since the last Cost of Service application EB-2012-0153.



DESCRIPTION OF CORPORATE AND UTILITY ORGANIZATIONAL STRUCTURE

CORPORATE ENTITIES RELATIONSHIP CHART

As of January 1, 2016



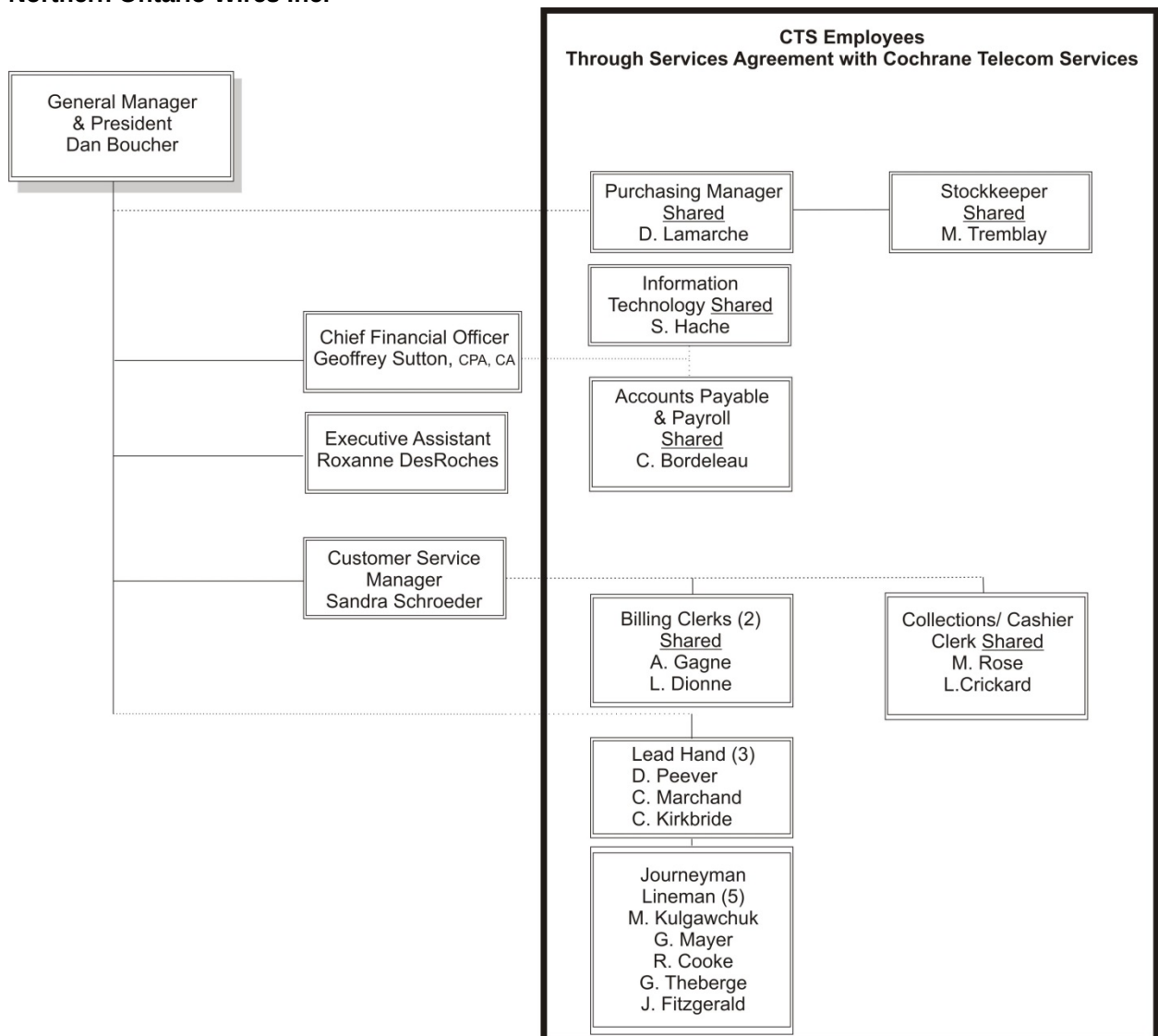


UTILITY ORGANIZATIONAL CHART

As of January 1, 2016

Northern Ontario Wires Inc. employs four staff. Other staff required to support the operations of NOW Inc. are provided through a shared Services Agreement with Cochrane Telecom Services.

Northern Ontario Wires Inc.





BOARD OF DIRECTORS MEMBERSHIP

Name	Residence	Date appointed
Peter Politis*	Cochrane, ON	December 1, 2010
Darryl Owens*	Cochrane, ON	January 17, 2013
Monika Malherbe* - Chair	Cochrane, ON	March 27, 2013
Jean Pierre Ouellette* – Vice Chair	Cochrane, ON	March 27, 2013
Donald Narbonne	Cochrane, ON	April 9, 2013
Gary Huizing	Cochrane, ON	May 14, 2013
Tory Delaurier	Iroquois Falls, ON	September 28, 2015
David Plourde	Kapuskasing, ON	December 1, 2014
David Butler	Cochrane, ON	June 25, 2015

*Parent company (Corporation of the Town of Cochrane) representatives on NOW Inc. Board.

Northern Ontario Wires Inc. reports to the Shareholder (Corporation of the Town of Cochrane) at the annual Shareholder meeting. The utility also reports to the Shareholder on an adhoc basis during the year.



Northern Ontario Wires Inc.
Filed: 26 August, 2016
EB-2016-0096
Exhibit 1
Tab 4

Exhibit 1: Administrative Documents

Tab 4 (of 9): Applicant Overview

DESCRIPTION OF SERVICE AREA

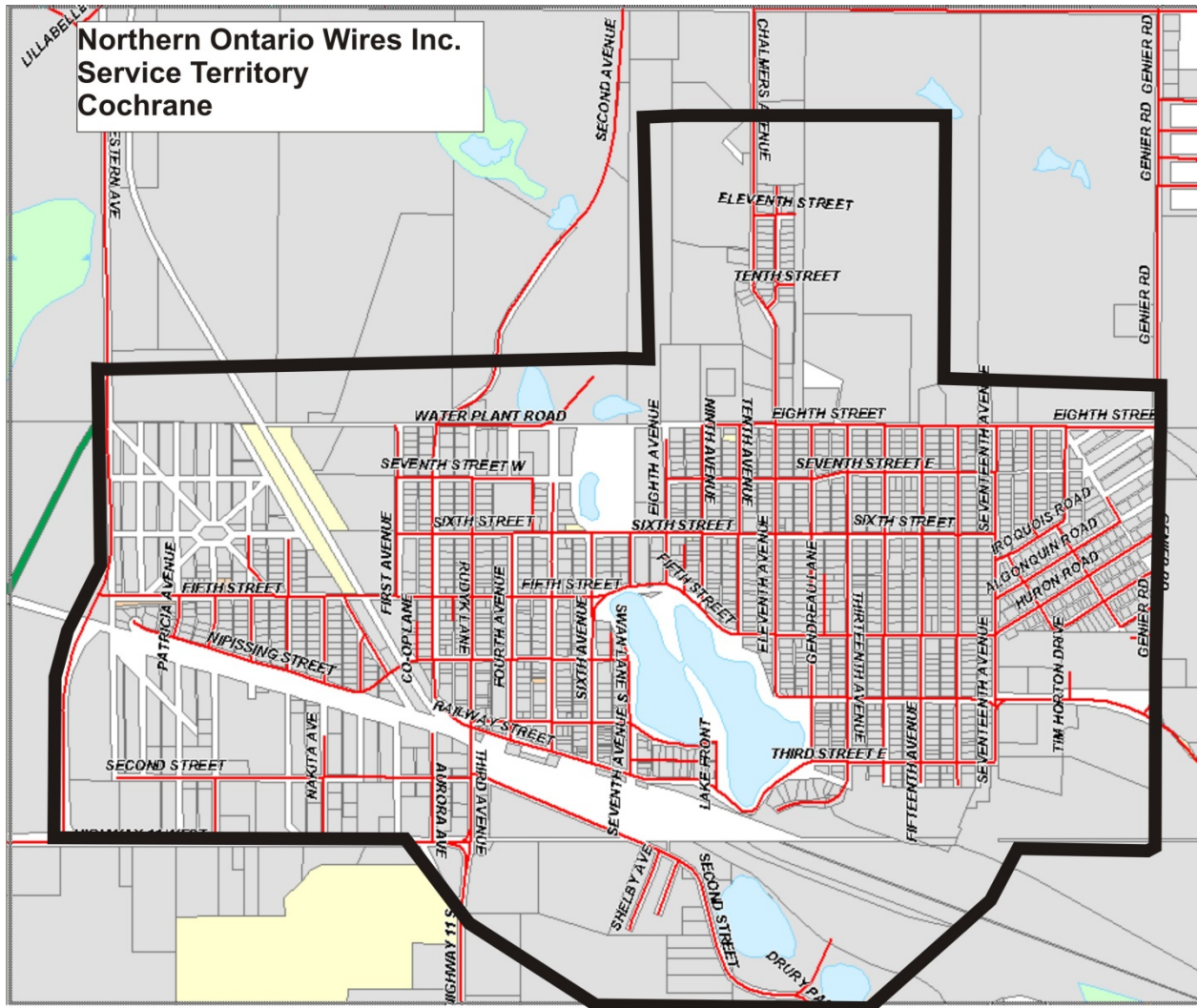
Northern Ontario Wires Inc. serves the communities of Cochrane, Iroquois Falls and Kapuskasing. Geographically, the service territory is dispersed over three communities. The head office is based in Cochrane and there is a distance of 117 km between Cochrane and Kapuskasing, and 57 km between Cochrane and Iroquois Falls.



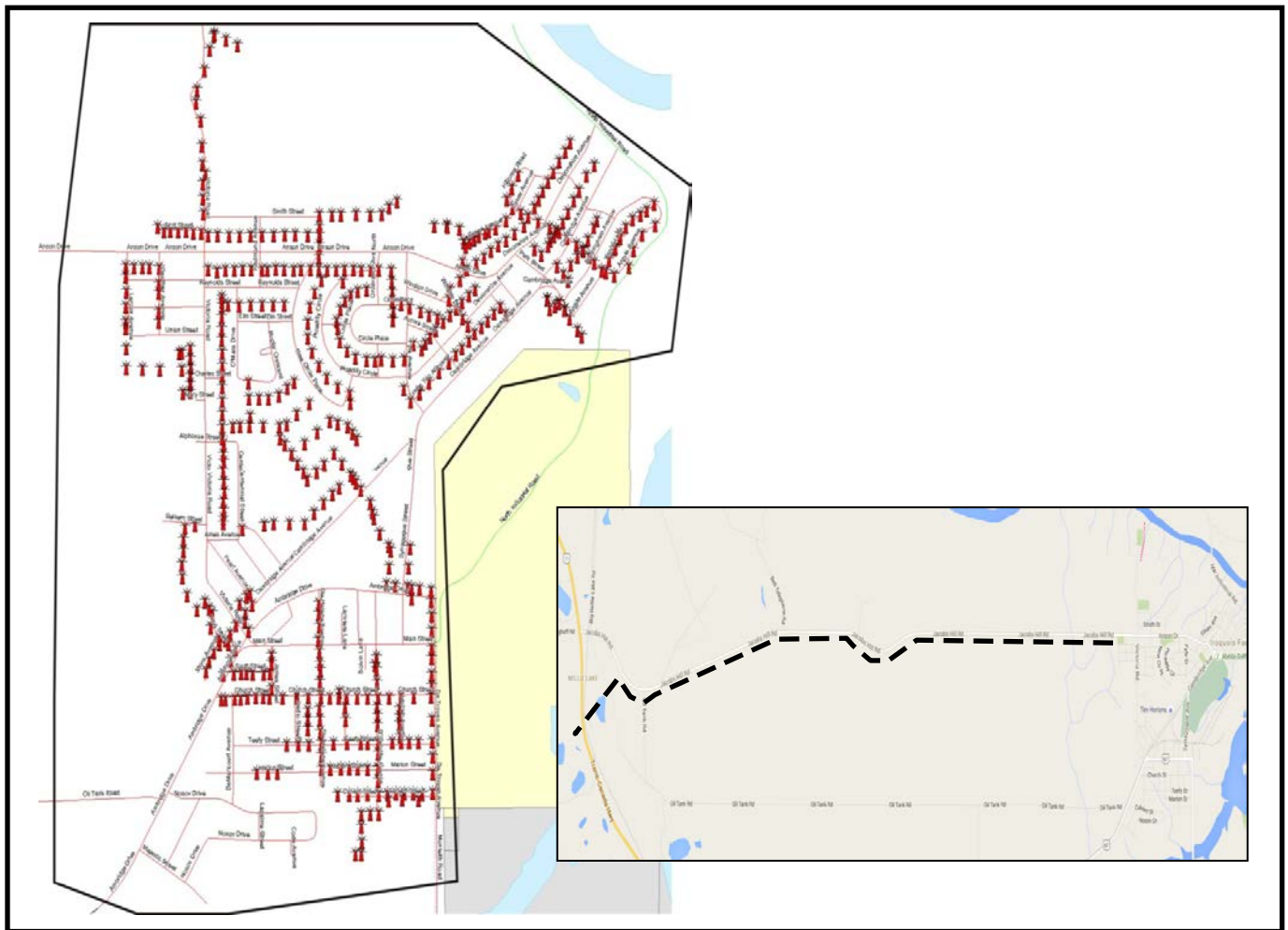


The boundaries within the Town of Cochrane primarily follow the municipal boundaries, encompassing the downtown core as well as a residential subdivision located on the north part of Town.

Cochrane Service Territory



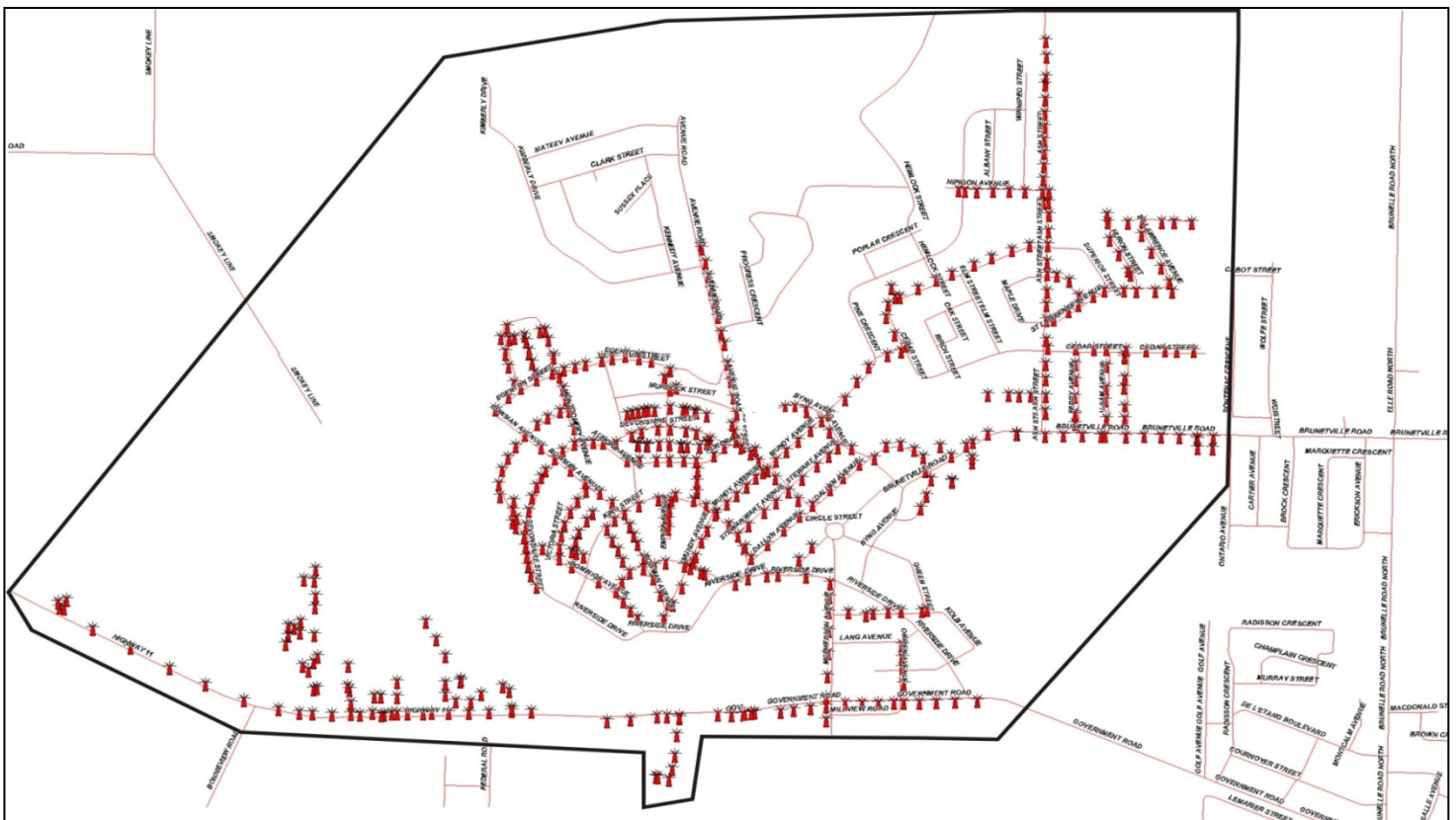
Iroquois Falls Service Territory





The Town of Kapuskasing is shared between two distributors. The downtown core and the west side of the community is serviced by Northern Ontario Wires Inc. and the remainder of the Town is serviced by Hydro One Networks Inc.

Kapuskasing Service Territory





1 **DESCRIPTION OF EMBEDDED / HOST DISTRIBUTOR**
2 **RELATIONSHIPS**

3 NOW Inc. is an embedded distributor served by Hydro One Networks Inc. in its
4 Kapusksasing and Iroquois Falls service territories. The Cochrane service territory is
5 service from a Hydro One transmission feeder and is not embedded.

6

7 NOW Inc. is not a host distributor.

8

9



**STATEMENT OF DEEMED TRANSMISSION / HIGH
VOLTAGE ASSETS**

NOW Inc. confirms that it does not have transmission assets (i.e. assets operating at greater than 50 kV) in its distribution system that had previously been deemed by the Board as distribution assets. Further, NOW Inc. confirms that it is not seeking approval in this Application for any such assets.



Northern Ontario Wires Inc.
Filed: 26 August, 2016
EB-2016-0096
Exhibit 1
Tab 5

Exhibit 1: Administrative Documents

Tab 5 (of 9): Application Summary



REVENUE REQUIREMENT

Northern Ontario Wires Inc. (NOW Inc.) is seeking approval of the proposed Service Revenue Requirement for 2017 of \$3,832,485. This is an increase of 20.1% from the Service Revenue Requirement of \$3,189,951 approved in NOW Inc.'s 2013 Cost of Service Rate Application (EB-2012-0153).

Table 1 shows a comparison of the Revenue Requirement calculations between the 2013 Application and the 2017 Application.

Table 1 – Comparison of 2013 Approved vs 2017 Test Year Revenue Requirement

Description	2013 Board Approved	2017 Test Year	Change(\$)	Change (%)
OM&A Expense	\$ 2,440,480	\$ 2,907,906	\$ 467,426	19.2%
Depreciation	\$ 318,130	\$ 439,680	\$ 121,550	38.2%
Interest	\$ 158,757	\$ 183,080	\$ 24,323	15.3%
Return on Equity	\$ 261,250	\$ 285,489	\$ 24,239	9.3%
PILS	\$ 11,334	\$ 16,330	\$ 4,996	44.1%
Service Revenue Requirement	\$ 3,189,951	\$ 3,832,485	\$ 642,534	20.1%
Revenue Offsets	\$ 273,298	\$ 268,918	-\$ 4,380	-1.6%
Base Revenue Requirement	\$ 2,916,653	\$ 3,563,567	\$ 646,914	22.2%



BUDGETING AND ACCOUNTING ASSUMPTIONS

BUSINESS PLANNING AND BUDGET PROCESS

OM&A Budget

NOW Inc.'s OM&A budget is prepared in collaboration of the Chief Financial Officer and the General Manager and is reviewed and approved by NOW Inc.'s Board of Directors. The budget is prepared in the fourth quarter of the year and finalized in the first quarter of the subsequent year (the budget year). Once approved the budget is revised if a material change in plan is required.

Throughout the budget process each line item is examined to determine the cost requirements for the upcoming year. Known quantifiable items are incorporated into the budget along with the assumptions regarding work projects as required. As each program and line item is reviewed multiple times, areas of cost savings are identified and incorporated. NOW Inc. does not rely on generic increases across all accounts.

The budget is prepared based on assessment of work program needs. Program needs are based on timing and prioritization as determined by line patrols, visual inspection and condition. Trouble calls and equipment failures are also valuable sources of information that are factored into the maintenance plan. Information on prior year's actual results is also reviewed and adjusted for non-recurring items and anticipated work program related changes for the budget year. Work program related changes are identified by assessments of asset need, customer expectations and new identified initiatives. In order to cost work programs, labour costs are determined based on wage and benefit costs and required material and equipment resources. Overtime costs are based on the estimated workload and outage scheduling. In addition, labour and material escalation is factored into the costing of work.



NOW Inc. has a collective agreement in place with its union (CUPE 71) and as a result negotiated wage rates have been incorporated into the 2017 Test Year. Wages for management staff are assumed to be consistent with the CPI Index for Ontario.

Budget Economic Assumptions

NOW Inc. has estimated inflationary increases for its OM&A budget as follows:

2017 Labour Escalation Assumptions:

- Management Staff: 2.1% per CPI Ontario Index April 2016
- Union Staff (as per collective agreement):
 - o Base: 2.0%
 - o Line Crew: Base (2%) + \$0.80/hour

2017 Material Escalation Assumptions:

- Escalation is forecast based on a number of factors including CPI Ontario Index as per Statistics Canada, past experience with suppliers, and known increases.
- The assumption is that material costs will increase at 3% as determined in the following manner. Cost trends are evaluated based on invoices and supplier costs provided to NOW Inc. Other factors include the rate increases of supplies including cost of fuel. The CPI for Ontario (2.3%) forms the major part of the assumed 3% rate increase.
- After the assumed inflation rate is determined, all work programs and accounts are reviewed by the General Manager and the Chief Financial Officer to determine any adjustments as required to inflation pressure or work required in certain areas. The specifically identified items are then adjusted accordingly.

Load and Customer growth – NOW Inc.'s distribution service territory is not growing. The communities in which NOW Inc. operates are small Northern towns on the Highway 11 corridor.



1 Being situated 700 kilometers North of Toronto impacts costs of materials and supplies
2 in the service territory. Fuel costs and other required materials are more expensive in
3 Northern communities.

4
5 **Multiple Operating Facilities:** NOW INC. operates in three communities with a line
6 crew working out of each service centre. The distance between communities and
7 customer responsiveness has necessitated the three service centres and three crews.
8 This enables quicker response times and reduced inefficiencies than if NOW Inc.
9 attempted to operate out of a single central location, given that the communities are 170
10 kilometers apart.

11 12 **Capital Budget**

13
14 The proposed capital expenditures for 2017 - 2021 reflected in NOW Inc.'s first DSP
15 reflect a level of investment consistent with historical 2012 and 2013 levels
16 (E2/T2/S1/Att5). The planned capital investments reflect projects focused on the
17 following:

- 18
19
 - Priority projects identified from NOW Inc.'s asset management program;
 - Other investments necessary to respond to customer concerns raised during the
- 20 various customer engagement initiatives.
- 21
 - Continued investments for the renewal of NOW Inc.'s Information Systems
- 22 infrastructure most notably the CIS and establishing an OMS system in 2017.
- 23
24

25 With respect to the assumptions used in establishing capital expenditure values a
26 number of methods have been used depending on the particular project and
27 circumstances:

- 28
29
 - All selected priority projects are budgeted using the standard budget estimation
- 30 process where estimated time and materials are calculated and costed at
- 31 expected rates using historical patterns for similar work and are completed based
- 32 on priority.



- Other distribution system or general plant projects are costed using estimated time and materials using historical patterns for similar projects and preliminary discussions with potential service providers.

Historically, NOW Inc. focused a significant proportion of its capital investments on distribution plant projects to meet customer connection requirements and to strengthen the distribution system with the goal of achieving and maintaining high system reliability. This focus has resulted in NOW Inc. reporting relatively strong and consistent reliability figures which has resulted in high levels of customer satisfaction. This is in large part due to the fact that NOW Inc. has focused on developing and maintaining a robust distribution system without significant infrastructure deficits to address. Similarly, NOW Inc. has focused past investment in General Plant in assets that have direct impacts on the operations and maintenance of the distribution system such as fleet additions or major tools.

The proposed DSP continues to identify required distribution plant investments to ensure appropriate reliability levels or to address specific new or existing customer requirements. NOW Inc. has been focused recent investments into system reliability and now needs to invest in information systems infrastructure.

Information Systems Infrastructure: NOW Inc. has multiple information systems that are essential to utility functions including its three core systems; a Financial Accounting System, a Customer Information System and a GIS system.

NOW Inc. is required to update the CIS system as the current version will be no longer supported by the provider. As the industry is evolving and new programs mandated, such as OESP, upgrading to a new version is required in order to continue to meet regulatory requirements. This necessary upgrade also provides the platform for electronic billing that NOW Inc. will continue to evaluate.

On the operations side, NOW Inc. will be implementing an Outage Management System that will communicate with the GIS system. This new platform will allow NOW Inc. staff



1 access to real time data which will assist in locating troubled areas and help reduce the
2 duration of unexpected outages. The platform will also assist in customer communication
3 which was identified as a need from the customer engagement activities.

4

5 **Accounting Standard Applied**

6 Beginning January 1 2015, NOW Inc. has used IFRS as its accounting standard. NOW
7 Inc. notes, however that the conversion to IFRS did not result in any material changes
8 that need to be reconciled from a regulatory perspective. NOW Inc. had already adjusted
9 useful lives based on the Kinectrics report and reflected the change in the last Cost of
10 Service Application. As such there is no difference in capital additions, depreciation
11 rates, and capitalization policy subsequent to the last COS application.

12



LOAD FORECAST SUMMARY

For 2017, NOW Inc. has forecasted power purchases of 125,716,585 kWh, compared to 126,735,437 approved in its 2013 Rate Application, representing a 0.8% decrease. In terms of billed kWh, comparable figures are 117,554,891 kWh forecasted for 2017, or a 0.6% decrease from the 2013 approved energy consumption. NOW Inc. has forecasted an overall customer connection count increase of 1.1%, however the increase is attributed to the Street Light LED conversion. Excluding street lights, NOW Inc. has forecasted a decrease in customer connections of 0.3% compared to the 2013 Board Approved level.

Table 1: Load Forecast Comparison

Customer Class Name	2013 Approved kWh	2017 Normalized kWh	2013 Approved Connections	2017 Normalized Connections
Residential	42,490,590	40,704,801	5,255	5,216
General Service < 50 kW	19,894,994	19,740,824	767	784
General Service > 50 to 4999 kW	54,194,875	56,387,438	70	71
Unmetered Scattered Load	126,311	165,218	18	23
Street Lighting	1,593,834	556,610	1,546	1,650
TOTAL	118,300,604	117,554,891	7,656	7,744

The Load Forecast has been prepared on the basis of a multivariate regression analysis of NOW Inc.'s historic energy sales by rate class. The sales are weather normalized and the factors considered in the regression are related to weather, economic, and calendar data, as well as a trend related to consumption decreases. NOW Inc. has prepared its customer/connection forecast based on the geometric average of the historical customer growth per year (with some exceptions as detailed in E3/T1/S2/Att1). For those rate classes which are weather sensitive, this forecast was adjusted to account for the weather-normalized billed energy forecast derived from the regression model. For applicable rate classes which are billed on monthly peak demand kW for distribution rates, the kW forecast was developed by applying a historic relationship between kWh and kW for that class. Additionally, NOW Inc. has made manual CDM adjustments to its



Northern Ontario Wires Inc.
Filed: 26 August, 2016
EB-2016-0096
Exhibit 1
Tab 5
Schedule 3
Page 2 of 2

- 1 Residential, General Service less than 50 kW and General Service 50 to 4,999 kW
- 2 classes. The adjustments are also outlined in detail in E3/T1/S2/Att1 and correspond
- 3 with NOW Inc.'s CDM Plan for the 2015 to 2020 period.
- 4



RATE BASE AND DSP

The Rate Base calculated in E2/T1/S1 of this Application is \$7,766,289, which is an increase of \$493,183 or 6.8% compared to the Rate Base of \$7,273,106 approved in NOW Inc.'s 2013 Cost of Service Application.

The drivers for the increase in Rate Base include:

- Capital Construction activities related to poles, transformers, and overhead conductors partially offset by a reduction in working capital.
- Capital additions related to System Service and System Renewal expenditures account for 81% of the \$827,500 capital plan for 2017. These projects are a key component of the long-term distribution plan of the utility. The upgrades will reduce line losses, and work to remove substations from NOW Inc.'s distribution system.
- General Plant capital expenditures related to NOW Inc.'s investment in its systems, including its CIS and the Outage Management System are necessary in order to effectively utilize the data that has been generated from the smart metering initiative.



Table 1 shows the 2017 Test Year Rate Base Calculation

Table 1: 2017 Rate Base Calculation

Description	2017 Test Year IFRS
Net Book Value	
Average Gross Fixed Assets	\$ 8,496,800
Average Accumulated Depreciation	-\$ 2,147,471
Average Net Book Value	\$ 6,349,329
Working Capital - 2017 - 7.5% Allowance	
Cost of Power	\$ 1,198,867
OM&A	\$ 218,093
Working Capital Allowance	\$ 1,416,960
Rate Base	\$ 7,766,289

Capital Expenditures proposed for the Test Year are \$827,500. This represents an increase of \$102,421 or 14% over the 2013 Board Approved Capital Expenditure level of \$725,079.

Table 2 below summarizes the capital expenditures for 2012 to 2021.

Table 2: Summary of Capital Expenditures

CATEGORY	Historical Period				Forecast Period (planned)					
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
System Access	\$ -	\$ 40	\$ 8	\$ 58	\$ 15	\$ 15	\$ 15	\$ 20	\$ 20	\$ 20
System Renewal	\$ 283	\$ 245	\$ 112	\$ 179	\$ 213	\$ 355	\$ 395	\$ 370	\$ 350	\$ 380
System Service	\$ 185	\$ 269	\$ 235	\$ 178	\$ 227	\$ 315	\$ 355	\$ 370	\$ 385	\$ 400
General Plant	\$ 363	\$ 254	\$ 366	\$ 171	\$ 248	\$ 143	\$ 33	\$ 33	\$ 33	\$ 33
TOTAL EXPENDITURE	\$ 831	\$ 808	\$ 721	\$ 586	\$ 703	\$ 828	\$ 798	\$ 793	\$ 788	\$ 833



1 To take advantage of the advancements in smart grid technology NOW Inc. has included
2 the following projects in its DSP;

- 3 • Communications including an Outage Management System;
- 4 • Upgrading the CIS system from a version that will no longer be supported. This is
5 also the first step towards e-billing.

6
7 NOW Inc. has no investments included in its DSP related to REG investments
8 (investments that accommodate the connection of renewable energy generation) and no
9 investments amounts for renewable energy connection planned for recovery through O.

10 Reg. 330/09.

11



OM&A EXPENSE

Exhibit 4 contains the details of Northern Ontario Wires Inc.'s operating programs. NOW Inc. is proposing to recover Operations, Maintenance and Administrative ("OM&A") expenses of \$2,907,906 in the 2017 Test Year. This represents an increase of \$467,426 or 19.2% over the 2013 Board Approved OM&A of \$2,440,480*.

*It should be noted that in 2013 *"for purposes of settlement the parties have agreed with NOW to remove the allocation of depreciation from OM&A both for reporting purposes and in the context of the working capital calculation"* (Settlement Agreement pg. 23 of 41). As the actual accounting and work program costing includes allocated depreciation, in this application, for presentation and comparative purposes, the settled 2013 OM&A value of \$2,304,546 has been increased by \$135,932 to \$2,440,480 and depreciation expense reduced by the same amount (reference EB-2012-0153, Decision and Rate Order, Appendix 1 of 7 pg. 2). This enables the adjusted 2013 Board Approved OM&A amount to be compared to 2013 Actual - 2017 Test Year OM&A on consistent component cost basis. This is also consistent with the adjustment for "Fully Allocated Depreciation" that is required to be made in the Fixed Asset Continuity Schedule (Appendix 2-BA).

Table 1 below shows the total OM&A from the 2013 OEB Approved to the 2017 Test Year.

Table 1: OM&A Expenditures 2013 - 2017

		Historical			Bridge Year	Test Year
	2013 APPROVED	2013	2014	2015	2016	2017
OPERATIONS	500,179	600,841	749,465	618,070	617,237	815,665
MAINTENANCE	602,566	631,448	487,822	509,810	592,253	697,590
CUSTOMER SERVICE	756,864	1,072,708	584,730	752,020	714,670	746,564
ADMINISTRATION	580,871	1,252,523	646,500	515,318	751,526	648,087
Total	2,440,480	3,557,519	2,468,517	2,395,218	2,675,686	2,907,906



A summary of key cost drivers from 2013 to 2017 is as follows:

- Inflationary pressures have increased the cost of labour and material. It is estimated that inflation is approximately 1.8% per year over the period.
- Increase in operation activities at customer premises due to increased customer requests such as locates, service upgrades and trouble calls.
- Increased Engineering and Operations costs associated with increased requirements such as distribution system planning, outage management and regulatory requirements
- Increase in maintenance for overhead lines as a result of the aging infrastructure
- The hiring of an additional Lineman in 2017 in order to restore staffing complement to ensure that continued maintenance initiatives are met and to help to increase the reliability and safety of the distribution system
- Bad Debt expenses have risen as a number of small businesses have gone bankrupt in addition to several residential customers
- Due to the small staff complement, regulatory related expenses have increased as a result of the need to utilize external consultants for rate applications to meet increased OEB requirements.
- NOW Inc. disposed of its smart meters Jan 1, 2013. 2013 OM&A includes smart meter costs of \$577K which increased the 2013 actual compared to a 2013 Approved.

Total compensation in 2017 is forecasted to be \$1,744,373 which is \$83,870 or 5% higher than 2013 OEB Approved as seen in **Table 2**. NOW Inc. has managed to keep overall compensation costs below inflation the average annual inflation over the period by capitalizing on efficiencies and not replacing vacancies. More details on compensation can be found in E4/T3/S2.



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Table 2: Employee Costs

**Appendix 2-K
Employee Costs**

	Last Rebasing Year - 2013- Board Approved	Last Rebasing Year - 2013- Actual	2014 Actuals	2015 Actuals	2016 Bridge Year	2017 Test Year
Number of Employees (FTEs including Part-Time)¹						
Management (including executive)	4.2	4.5	4.5	3.5	3.5	3.5
Non-Management (union and non-union)	14.6	14.0	13.6	12.6	12.2	13.2
Total	18.8	18.5	18.1	16.1	15.7	16.7
Total Salary and Wages including overtime and incentive pay						
Management (including executive)	\$ 343,682	\$ 409,460	\$ 459,366	\$ 328,853	\$ 337,749	\$ 345,411
Non-Management (union and non-union)	\$ 922,279	\$ 920,392	\$ 939,014	\$ 933,605	\$ 900,235	\$ 1,001,414
Total	\$ 1,265,961	\$ 1,329,852	\$ 1,398,380	\$ 1,262,458	\$ 1,237,984	\$ 1,346,825
Total Benefits (Current + Accrued)²						
Management (including executive)	\$ 114,208	\$ 117,493	\$ 141,048	\$ 87,864	\$ 94,404	\$ 95,772
Non-Management (union and non-union)	\$ 280,334	\$ 136,557	\$ 211,500	\$ 231,702	\$ 276,084	\$ 301,776
Total	\$ 394,542	\$ 254,050	\$ 352,549	\$ 319,565	\$ 370,488	\$ 397,548
Total Compensation (Salary, Wages, & Benefits)						
Management (including executive)	\$ 457,890	\$ 526,953	\$ 600,414	\$ 416,717	\$ 432,153	\$ 441,183
Non-Management (union and non-union)	\$ 1,202,613	\$ 1,056,949	\$ 1,150,514	\$ 1,165,307	\$ 1,176,319	\$ 1,303,190
Total	\$ 1,660,503	\$ 1,583,902	\$ 1,750,928	\$ 1,582,024	\$ 1,608,472	\$ 1,744,373

4



COST OF CAPITAL

NOW Inc. has applied the following cost of capital parameters in calculating its cost of Capital.

Table 1: Deemed Capital Structure

	Deemed Portion	Effective Rate
Return on Equity	40%	9.19%
Short Term Debt	4%	1.65%
Long Term Debt	56%	4.09%
Regulated Rate of Return		6.03%

NOW Inc. has used rates consistent with the Board's letter of October 15, 2015 "Cost of Capital Parameter Update for 2016 Applications." The ROE is at the Board Approved rate, the short-term debt rate is the deemed rate and the long-term debt rate is a blend of actual third party debt and the deemed rate.

NOW Inc. has not deviated from the OEB's cost of capital methodology.

Details of the cost of capital are provided in E5/T1/S1.



COST ALLOCATION AND RATE DESIGN

In preparing its Cost Allocation and Rate Design, NOW Inc. has not deviated from the Filing Requirements.

The following Revenue to Cost Ratios and Class Revenue Requirements are proposed in this Application.

Table 1: Revenue to Cost Ratios by Class and Class Base Revenue Requirements

Customer Class Name	Proposed Base Revenue	Proposed Revenue to Cost Ratio
Residential	\$ 2,381,807	96.94%
General Service < 50 kW	\$ 681,824	115.63%
General Service > 50 to 4999 kW	\$ 318,652	104.85%
Unmetered Scattered Load	\$ 7,759	120.00%
Street Lighting	\$ 173,525	83.38%
TOTAL	\$ 3,563,567	100.00%

All proposed Revenue to Cost Ratios are within the Board's target ranges for the respective class.

NOW Inc. is not proposing any mitigation plans at this time. With the exception of Street Light, all bill impacts fall below the 10% mitigation threshold. In the case of Street Light, the total bill impact is 10.2%, and all customers have recently completed LED conversion projects – therefore the total bills will be less than historic amounts as a result of the recently reduced demand and energy.

On April 2, 2015, the Board released its Policy "A New Distribution Rate Design for Residential Electricity Customers", (OEB file number EB-2012-0410). Consistent with this Policy, NOW INC. began the transition to fully fixed distribution rates for the Residential Class in its 2016 IRM distribution rates (EB-2015-0055, Decision dated December 10, 2015). NOW Inc. has completed RRWF Sheet 12 (E8/T2/S1/Att1), which



- 1 proposes a further increase in the fixed proportion of rates to be recovered from the
- 2 Residential class (with an offsetting decrease in the variable proportion).
- 3
- 4 NOW Inc. has consulted its unmetered customers and made updates to the forecasts
- 5 used as inputs to its cost allocation and rate design accordingly.
- 6
- 7 Further details on Cost Allocation are provided in E7/T1/S1.



DEFERRAL AND VARIANCE ACCOUNTS

NOW Inc. is requesting to dispose of Deferral and Variance Account balances up to December 31, 2015, including projected interest to April 30, 2017.

The disposition period for all new Deferral and Variance Account Rate Riders is proposed to be two years in order to smooth the rate impact. Details are provided in E9/T1/S1.

Table 1: Deferral and Variance Account Disposition

Deferral and Variance Accounts	Total Disposition	Disposition Period
Group One Accounts (Excluding Global Adjustment	-\$258,991	2
Group Two Accounts	\$44,467	2
Group One Accounts - Global Adjustment - Class B Non-RPP	\$26,492	2
LRAM Variance Account	\$27,449	2
Renewable Generation Connection OM&A	-\$2,234	2
Special Purpose Charge	\$4,931	2
Total	-\$157,886	

Account 1589 RSVA Global Adjustment has only been allocated to Non-RPP customers.

NOW Inc. is not requesting any specific new utility specific deferral and variance accounts at this time.



BILL IMPACTS

Northern Ontario Wires Inc. has prepared this application with customers in mind. Customer feedback was sought and received in regards to how the utility is operating, sensitivity to bill impacts and the improvements requested by customers. NOW Inc. has considered and implemented a plan that addresses customer feedback in relation to outage notifications. This program will also benefit customers through responsiveness and increased effectiveness of system and resource planning.

NOW Inc. is a small distributor that has been under-earning since the last cost of service and as a result of the bill increase, a proposed two year recovery of the deferral and variance account disposition will help mitigate the rate increase as a result of this application.

Table 1 summarizes the total bill impacts arising from the proposals in this Application for the typical customer in each class.

Table 1: Impacts of Total Bill for Typical Customer

Rate Class	Variable Metric	kWh	kW	Total Bill Change (\$)	Total Bill Change (%)
Residential	kWh	750		\$ 2.61	1.65%
General Service < 50kW	kWh	2,000		\$ 4.83	1.21%
General Service > 50 to 4999kW	kW	66,182	195	-\$ 301.16	-2.59%
Unmetered Scattered Load	kWh	599		\$ 1.33	1.05%
Street Lighting	kW	28	0.08	\$ 1.33	10.16%



1

MATERIALITY THRESHOLD

2

3 NOW Inc.'s 2017 TY Service Revenue Requirement of \$3,832,485 is well below \$10M.

4 In accordance with section 2.0.8 of the Board's filing requirements a materiality threshold

5 of \$50,000 applies throughout this application.



Northern Ontario Wires Inc.
Filed: 26 August, 2016
EB-2016-0096
Exhibit 1
Tab 6

Exhibit 1: Administrative Documents

Tab 6 (of 9): Customer Engagement



CUSTOMER ENGAGEMENT

In recent years, Northern Ontario Wires Inc. (NOW Inc.) has enhanced and formalized customer engagement activities. Historically customer engagement focused on involvement in the community and addressing issues of concern raised directly by customers. This reactive focus has shifted, and NOW Inc. is on the journey towards more proactively engaging with its customers. A summary of Customer Engagement Activities (Appendix 2-AC) is presented in E1/T6/S1/Att1 and these are discussed in more detail in this Exhibit.

One of the benefits of living in a small community is the close relationship that NOW Inc. has with its customers. The General Manager meets on a regular basis with the large use customers to discuss their needs and concerns. In the spring of 2016, two of these meetings resulted in further interest and subsequent participation in conservation programs. Another benefit to living in a small community is that NOW Inc. staff has come to know its customer base very well. Customers call regularly to discuss concerns (proximity of trees, power outages, etc.) and make general service and billing inquiries. As NOW Inc. does not have an automated telephone system, calls are answered by live agents, and most concerns, as mentioned above, are immediately addressed.

In May 2016, the Conservation Officer (who is also the Executive Assistant) visited the elementary schools within the three municipalities in order to distribute and promote the importance of conservation and electrical safety. A total of 300 activity books were circulated to grades four and five students, wherein electricity is part of the curriculum.

NOW Inc. is an active supporter of community activities, such as festivals, sporting events, etc. These occasions permit feedback from the public in an informal atmosphere. Northern Ontario Wires supports the Kapuskasing Lumberjack festival as well as the Cochrane Summerfest festival. NOW Inc. has also sponsored a number of hockey tournaments and has set up a booth to permit one on one discussion with its customers.



NOW Inc. also sends out literature on a regular basis, informing and educating its customers on upcoming changes and subsequent impacts this will have on their bills. In 2015 and 2016 NOW Inc. provided bill inserts dealing with conservation tips and available conservation programs, energy assistance programs, low income programs, time-of-use rate changes, internal rate changes, surveys, and electrical safety.

Customer Engagement

As a component of the RRFE, the OEB introduced the requirement for distributors to undertake customer engagement activities, to include the results in preparing applications and if practical or necessary to address the customer results in Distribution System Plans.

Customer Engagement and Customer Focus:

Customer engagement has always been important to the success of NOW Inc. and this was positively identified during NOW Inc.'s feedback process.

Proactive Communication:

- We continually inform, educate and promote the business of the utility and the industry overall to all stakeholders
- Our communications by way of various media, are consistent, timely, responsive, and heightened in times of crisis (NOW Inc.'s Contingency Plan).
- We effectively promote energy conservation and the protection of resources

Customer Satisfaction:

- We are committed to the safe and reliable delivery of power
- We define meaningful customer service standards and monitor our efforts for customer service excellence



- We consistently listen to our customers and act responsibly

Engagement processes have historically focused on addressing issues of concern raised directly by customers. In 2016 formal surveys and virtual Town Hall meeting were conducted.

In 2015 customers were also engaged in the following manner:

- 5,964 inbound phone calls were answered by NOW Inc.'s customer service staff on different topics of concern to customers including (among others) account information, services such as TOU rates, outages, conservation programs, payment and bill components;
- 741 locates were completed to allow customers to safely build on their property without danger of electrical contact;
- Some customers have requested paperless electricity bills. As a part of upgrading the billing system NOW Inc. will consider future electronic billing options.
- Many customers have expressed an interest in reviewing their electricity consumption.
- Customers have been and continue to be very interested in conservation with over 70% of small businesses having participated in conservation activities.
- Bill inserts and on-bill messaging is included monthly in/on the bill according to topics of interest and relevance to customers. For example, a recent insert included information on how to access the virtual Town Hall presentation.



- Before construction projects begin, customers are contacted in person advising of the work being done and how long the project is expected to take. During the project NOW Inc. addresses customer questions and concerns.

On-Going Communications

- **Municipal Governments:**
NOW Inc. regularly meets with the Towns of Cochrane, Iroquois Falls and Kapuskasing to share planning and development information that will provide timely and coordinated planning and the effective delivery of services. The value of shared information allows NOW Inc. to plan for immediate work that must be considered in current plans for design and construction or longer term planning that may be budgeted in following years. NOW Inc. is also an active participant on the Regional Emergency Task Force which coordinates emergency restoration activities in the municipalities.
- **Conservation and Demand Management ("CDM")**
NOW Inc. has been providing Conservation and Demand Management programs since 2010, and has been actively working with the IESO (formerly the OPA), consultants, government and non-government agencies, surrounding regional distributors and customers. With the end of the 2011 – 2014 OPA funded conservation programs NOW Inc. has joined the Customer First Inc. group and filed a joint CDM plan with the IESO, which has now been accepted as a working plan for the years 2015 – 2020. Consultations will be on-going throughout the plan years.
- **Transmitter (Hydro One)**
NOW Inc. is supplied from one Hydro One transformer station. NOW Inc. regularly consults with Hydro One Networks Inc. on planning and operational information, primarily longer term plans for supply needs.



Customer Engagement Survey

In 2016, NOW Inc. conducted an Electric Utility Customer Engagement Survey to obtain actionable and measureable feedback from NOW Inc.'s customers. This survey will be updated every two years as part of NOW Inc.'s commitment to proactive communication and customer satisfaction. In order to promote this survey and generate high response rates, an "Ultimate Fishing Prize" was offered consisting of an assortment of fishing tackle and gear. Given the northern location of the customers NOW Inc. services and understanding our customers' interests, this prize helped to generate a good response and meaningful feedback.

NOW Inc. reviewed the responses from households and small businesses that pay or are responsible for the electricity bills from NOW Inc. A copy of the Customer Engagement Survey and the tabulated responses for each question is included in E1/T6/S1/Att2 and E1/T6/S1/Att 3. Please note that pages 110-149 (of 151 pages) have been removed as they contained specific customer contact information. This is also the case with the French language results in attachment 3 where pages 89-91 (of 93 pages) have been removed.

A summary of the number of customer survey responses is provided in **Table 1**:

Table 1

Number of Customer Survey Responses				
	Cochrane	Iroquois Falls	Kapuskasing	Total
English	175	131	161	467
French	6	5	14	25
Total	181	136	175	492

A summary of the results of the survey are:

- 92.7% responded that overall NOW Inc. provides excellent quality service



- 1 • 87.2% responded that NOW Inc. quickly restores power
- 2 • 88.9% of the respondents were very or somewhat satisfied with NOW Inc.
- 3 • 91.7% responded that NOW Inc. provides reliable service

4

5 Residential

6

7 The Residential Customer portion of NOW Inc.'s survey was filled out by 424 customers;
8 157 from Cochrane, 122 from Iroquois Falls and the remaining 145 from Kapuskasing.

9

10 According to the results, electricity supply is very reliable at 86.6% (for extremely and
11 very reliable) and customers say that it rarely goes out. There are "flickering" instances
12 when the power goes out due to inclement weather and scheduled outages for the
13 purpose of maintaining the electric distribution system in a specific area. Otherwise,
14 customers seem to be confident that NOW Inc. will restore power in an efficient manner
15 and minimize any power outages in their area. Scheduled power outages are advertised
16 in a timely manner (70.8%) and customers can contact NOW Inc. during regular
17 business hours or through its afterhours call system.

18

19 Reliable electricity does come with a cost as indicated by the survey results: 72.6% of
20 respondents claim the cost of electricity puts a strain on a household budget and 49.8%
21 of customers are not willing to pay more to assure continued reliability.

22

23 The invoice itself is thought of as being clear and accurate. There is an equal division
24 between the customers that prefer a paper bill and those that would like a paperless
25 option (invoice via electronic means). Very few customers have looked at the Northern
26 Ontario Wires Inc. website; those that do access information regarding hydro rates,
27 billing, conservation tips and conservation programs, and how to contact the utility. Over
28 the past twelve months the majority of customers have obtained important NOW Inc.
29 information from newspaper advertisements as well as numerous information pamphlets
30 included with the monthly bill. Overall customers are satisfied with the way in which
31 information is relayed.

32



1 79.6% of customers have suggested that improvements can be undertaken. These
2 include access to billing and metering information, "real time" outage notifications via
3 social media, and current information on the website. The customers that have needed
4 to contact NOW Inc. for specific information found the staff to be quite helpful and
5 courteous. Questions were answered quickly and efficiently and left the customer feeling
6 valued.

7
8 Over the past two years customers have attempted to reduce their electricity
9 consumption; 83.3% have changed habits such as regulating thermostats and turning off
10 lights. Customers also considered the time of day (TOU) when using electricity and
11 shifted loads to off-peak times, such as laundry and other chores. Others purchased and
12 installed more energy efficient lighting, windows, doors, thermostats and Energy Star
13 appliances. Although the majority support renewable energy, customers will only do so if
14 it does not increase their electricity bills and 44.5% believe that NOW Inc. promotes
15 energy conservation and 49.8% are unsure. 96.7% of customers feel that NOW Inc. has
16 a high standard of business ethics. 97.7% describe the NOW Inc. as being
17 approachable.

18
19 Most customers completing the survey were at home, the median age being in 45-65
20 years category and heat with natural gas. 56.1% of respondents were female and 43.9%
21 male.

22 23 Commercial

24
25 The Commercial Customer portion of the survey was completed by 43 customers, 17
26 from Cochrane, 9 from Iroquois Falls and the remaining 17 from Kapuskasing.

27
28 76.7% were very satisfied with the electricity service and 83.7% were very satisfied with
29 the power quality provided by NOW Inc. It is believed that NOW Inc. minimizes the
30 number of power outages and when an outage does occur NOW Inc. is extremely
31 effective at restoring the service and providing information before the scheduled outage -
32 83.7%.



1
2 95.4% of the businesses believe that NOW Inc. supplies reliable electricity, however are
3 not willing to pay 3% more to increase that reliability. The cost of electricity is a very
4 significant component of the business budget, therefore it is important that the bills be
5 clear (73.8%) and accurate (64.3%).
6

7 A total of 54.8% of businesses would prefer an electronic bill or have the choice of
8 electronic and paper format. A large number have visited NOW Inc.'s website and 100%
9 found the information needed. The majority (53.3%) were looking for contact information
10 while 40% were looking for information about rates and service changes (moving, new
11 service etc). Others were seeking information regarding energy conservation and
12 available programs to assist with the cost management of electricity.
13

14 Over the past twelve months 60% of businesses obtained important NOW Inc.
15 information from newspaper advertisements. The numerous information pamphlets
16 included with monthly bills were also noticed as well as radio announcements. 77.5%
17 say that NOW Inc. provides useful information, tools and tips to assist in managing
18 electricity consumption. Receiving information and invoices via email is an important
19 factor as well as receiving a phone call during unexpected outages. Half of the
20 businesses that completed the survey contacted NOW Inc. for information during the
21 past 12 months, and were extremely satisfied.
22

23 Over the past two years business customers have attempted to reduce their electricity
24 consumption. The survey shows that 62.5% changed habits, 70% installed energy
25 efficient lighting, 37.5% installed more energy efficient doors and windows, and 30%
26 installed a programmable thermostat. Overall 55% considered TOU and switched
27 electricity use to off peak periods when feasible. One customer actually rewired
28 warehouse light circuits to turn off more lights during off hours. The majority of the
29 businesses support renewable energy only if it does not increase electricity bills. 47.5%
30 believe that NOW Inc. promotes energy conservation and 50% stated that they didn't
31 know. Customers agree that NOW Inc. has a high standard of business ethics (100%), is
32 very approachable (97.5%) and are satisfied (95%) with the company as a whole.



Businesses that participated, completed the survey at respective facilities and have “0 to 4” employees (75%). The main heating source is natural gas (72.5%) and others have electric heat (17.5%).

Actions

The results of the survey including both the statistical responses and the “write-in” comments demonstrate three main themes that concern NOW Inc.’s customers and of which NOW Inc. has considered and incorporated within its Cost of Service Application:

1. The ability to identify, restore and advise on the status of power outages. NOW Inc. has incorporated an outage management system into its rate application in order to mitigate outages and facilitate information sharing regarding said outages. The outage management system will identify “hotspots” and problematic areas before an outage occurs. Furthermore, when an outage does occur, this software will permit a quicker response time, thus reducing loss of service, as well undertake social media notifications.
2. Customers are concerned with rising cost of power, which NOW Inc. has no direct control over. NOW Inc. has and will continue to provide additional information on conservation to customers in order to help mitigate rising costs. NOW Inc. is rated as one of the most efficient utilities within the province. As such, NOW Inc. is continuously seeking feasible efficiencies to help mitigate customer cost impacts. Staff has been streamlined and are very versatile with multi-tasking employees, thus keeping labour expenses down.
3. Some customers have requested electronic billing. NOW Inc. has incorporated billing software updates in its Application due to the vendor no longer supporting the older versions as a result of increasing regulatory



1 changes. This upgrade also provides a step in the direction for electronic
2 billing.

3
4 As an additional note, NOW Inc. has identified the need to update its website and is
5 currently undertaking this endeavour which will be completed in 2016.

6
7 **Virtual Town Hall**

8
9 In addition to the Customer Engagement Survey, NOW Inc. provided a "*Virtual Town*
10 *Hall*" presentation.

11
12 Details of the presentation and a link to the consultation were provided on the NOW Inc.
13 website and customers were notified via bill insert.

14
15 The presentation provided customers with information about the provincial electricity
16 system, NOW Inc.'s role within it, and the OEB rate application process. The
17 presentation also included information on cost drivers, and NOW Inc.'s response to
18 these drivers, its investment plan for the next five years, and the impact this investment
19 would have on customer rates. A copy of the presentation is available in E1/T6/S1/Att4
20 including the 10 responses to the survey link at the end of the presentation. NOW Inc.
21 was not able to track the number of time the presentation was viewed. Customer
22 indicated that they preferred that equipment be replaced before breaks down.
23 Customers have some understanding of the Ontario electricity system and cost drivers
24 that NOW Inc. faces, however, more communication and education is needed in this
25 regard.

26
27 NOW Inc. plans to continue the Virtual Town Hall meeting on a periodic basis. The
28 presentation will be updated in order to provide the most current and factual information
29 to customers.

30
31 NOW Inc. will also further promote the Customer Engagement Survey to increase the
32 response rate. Given the excellent participation with the "Ultimate Fishing Prize" as an



- 1 incentive, NOW Inc. will explore other similar avenues to motivate future participation
- 2 and is considering offering the 'Ultimate Hunting Prize' to help generate a high response
- 3 rate to the next Customer Engagement Survey.
- 4

1
6
1
1
1
26 August, 2016

Appendix 2-AC

Customer Engagement Activities Summary

[illegible]



Northern Ontario Wires Inc.

Filed: 26 August, 2016

EB-2016-0096

Exhibit 1

Tab 6

Schedule 1

Attachment 2

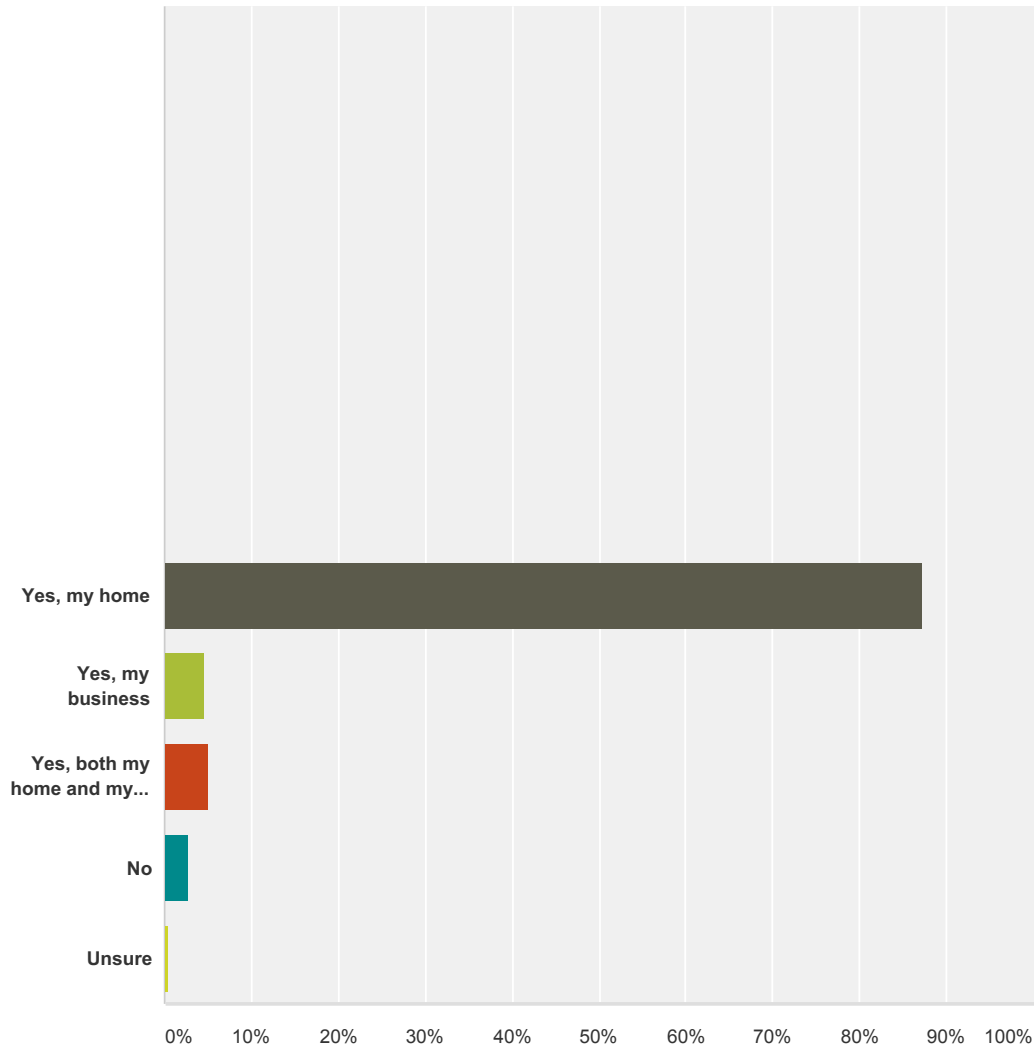
Page 1 of 112

NOW's Customer Satisfaction Survey

Thank you for taking the time to fill out the Northern Ontario Wires customer satisfaction survey. Northern Ontario Wires wants to understand how happy its customers are with its service, and to identify ways to improve the service it offers. Please answer the questions to the best of your ability. The survey should take 5-10 minutes. You will have the opportunity to enter to win an ultimate fishing prize at the end of the survey valued at over \$800.

Q1 Do you pay a Northern Ontario Wires electricity bill for your home or business (including an organization, such as a church)? Please note that only Northern Ontario Wires customers that fill out the survey are eligible for the prize draw.

Answered: 499 Skipped: 0



	Responses
	0
	0
	0
	0
	0

NOW's Customer Satisfaction Survey

Other	0.00%	0
Yes, my home	87.17%	435
Yes, my business	4.61%	23
Yes, both my home and my business	5.01%	25
No	2.81%	14
Unsure	0.40%	2
Total		499

#	Other (please specify)	Date
	There are no responses.	

Q2 Northern Ontario Wires serves three communities (Cochrane, Iroquois Falls, and Kapuskasing). In order for us know what community you live in, please let us know what the postal code is for your primary residence, where you live?

Answered: 424 Skipped: 75

#	Responses	Date
1	P0L1C0	5/30/2016 1:58 PM
2	P5N1B1	5/30/2016 12:41 PM
3	P5N1S5	5/30/2016 12:35 PM
4	P5N1B6	5/30/2016 12:30 PM
5	P0L1C0	5/25/2016 4:40 PM
6	P0L 1C0	5/22/2016 11:29 PM
7	P0L 1C0	5/22/2016 3:00 PM
8	P5N 1L4	5/20/2016 2:02 PM
9	P0K 1E0	5/20/2016 11:20 AM
10	P5N 1H6	5/20/2016 9:57 AM
11	P0L1C0	5/20/2016 9:46 AM
12	P0L1C0	5/20/2016 8:15 AM
13	P0K 1G0	5/19/2016 10:12 PM
14	P0l1c0	5/19/2016 4:47 PM
15	P5N1K6	5/19/2016 10:36 AM
16	P0K 1E0	5/19/2016 10:31 AM
17	p0l1c0	5/18/2016 7:35 PM
18	p0l1c0	5/18/2016 3:50 PM
19	P0L1C0	5/18/2016 1:40 PM
20	P0L1C0	5/18/2016 1:36 PM
21	P0L 1C0	5/17/2016 7:51 PM
22	P0k1g0	5/17/2016 7:44 PM
23	p0l1c0	5/17/2016 4:37 PM
24	P0K1E0	5/17/2016 2:04 PM
25	p5n 1m6	5/17/2016 1:26 PM
26	P5n3e5	5/17/2016 11:26 AM
27	P5N 1C9	5/17/2016 11:07 AM
28	p0l1c0	5/17/2016 9:58 AM
29	p5n1v3	5/17/2016 8:57 AM
30	p0l1c0	5/17/2016 8:54 AM
31	p0l 1c0	5/17/2016 8:15 AM

NOW's Customer Satisfaction Survey

32	P0l1co	5/17/2016 6:33 AM
33	P0k1g0	5/16/2016 7:25 PM
34	P0L1C0	5/16/2016 4:31 PM
35	P0L 1C0	5/16/2016 3:34 PM
36	P0l1co	5/16/2016 2:58 PM
37	P0K 1E0	5/16/2016 1:33 PM
38	p5n 1x7	5/16/2016 11:55 AM
39	P5N 1G1	5/16/2016 9:58 AM
40	P0L1C0	5/16/2016 7:41 AM
41	P0L 1C0	5/15/2016 4:06 PM
42	P0L1C0	5/15/2016 4:00 PM
43	p0l1c0	5/15/2016 3:20 PM
44	P0L 1C0	5/15/2016 3:13 PM
45	P5n 1p2	5/15/2016 2:40 PM
46	P0K 1G0	5/15/2016 9:33 AM
47	P5N1Y7	5/15/2016 9:30 AM
48	p5n1c2	5/14/2016 8:39 PM
49	P5N 2Z9	5/14/2016 5:21 PM
50	P5N 1B4	5/14/2016 5:08 PM
51	P5N 3A3	5/14/2016 2:40 PM
52	P0K1E0	5/14/2016 1:00 PM
53	P0K1E0	5/14/2016 12:57 PM
54	P5N1T1	5/14/2016 12:49 PM
55	P0l1c0	5/14/2016 10:43 AM
56	P5N 1R6	5/13/2016 11:45 PM
57	P0L 1C0	5/13/2016 10:07 PM
58	P0L 1C0	5/13/2016 10:04 PM
59	P5N 1B7	5/13/2016 8:31 PM
60	p5n 1b4	5/13/2016 8:21 PM
61	p0l1c0	5/13/2016 6:43 PM
62	P0L1C0	5/13/2016 6:24 PM
63	p0l1c0	5/13/2016 5:10 PM
64	p0l1c0	5/13/2016 4:28 PM
65	P5M2A8	5/13/2016 4:11 PM
66	p0k 1g0	5/13/2016 4:08 PM
67	p0k 1g0	5/13/2016 2:54 PM
68	P0L1C0	5/13/2016 2:21 PM
69	P0L1C0	5/13/2016 2:16 PM
70	P0L1C0	5/13/2016 1:08 PM
71	P0K 1G0	5/13/2016 11:11 AM
72	P5N1M9	5/13/2016 10:55 AM

NOW's Customer Satisfaction Survey

73	P0L1C0	5/13/2016 10:52 AM
74	P0K 1E0	5/13/2016 9:53 AM
75	P0L 1C0	5/13/2016 9:52 AM
76	P5N 1J5	5/13/2016 9:22 AM
77	P5N1K7	5/13/2016 8:46 AM
78	p0l1c0	5/13/2016 8:41 AM
79	P0L1C0	5/13/2016 8:26 AM
80	P0L1C0	5/13/2016 7:41 AM
81	P0L 1C0	5/12/2016 11:14 PM
82	P0L1C0	5/12/2016 8:52 PM
83	P0l1C0	5/12/2016 7:45 PM
84	P0K1G0	5/12/2016 7:14 PM
85	P0L 1C0	5/12/2016 7:06 PM
86	P0L 1C0	5/12/2016 5:29 PM
87	P0L 1C0	5/12/2016 4:57 PM
88	p0l1c0	5/12/2016 2:44 PM
89	P0N 1E0	5/12/2016 1:33 PM
90	P5N 1L9	5/12/2016 1:04 PM
91	P0k1e0	5/12/2016 12:26 PM
92	P0L 1C0	5/12/2016 12:07 PM
93	P0L 1C0	5/12/2016 10:24 AM
94	P0K 1G0	5/12/2016 9:17 AM
95	p5n 1m9	5/12/2016 8:40 AM
96	P0l1c0	5/12/2016 8:24 AM
97	P0L 1C0	5/12/2016 12:17 AM
98	P0l 1c0	5/11/2016 10:01 PM
99	P5N 1W7	5/11/2016 8:49 PM
100	P0l1c0	5/11/2016 8:34 PM
101	P5N1C3	5/11/2016 8:24 PM
102	P5N2B4	5/11/2016 8:09 PM
103	P0k 1e0	5/11/2016 7:17 PM
104	P5N 1W8	5/11/2016 5:58 PM
105	P0l1c0	5/11/2016 5:45 PM
106	P0L1C0	5/11/2016 5:19 PM
107	P0K1G0	5/11/2016 5:10 PM
108	P0k 1g0	5/11/2016 5:06 PM
109	P0L 1C0	5/11/2016 4:43 PM
110	p0k1g0	5/11/2016 1:48 PM
111	P0L 1C0	5/11/2016 11:13 AM
112	P5N 1W8	5/11/2016 7:39 AM
113	p0k1g0	5/11/2016 12:31 AM

NOW's Customer Satisfaction Survey

114	POL1C0	5/11/2016 12:01 AM
115	P0L1C0	5/10/2016 10:17 PM
116	p0k1g0	5/10/2016 9:48 PM
117	p0k1e0	5/10/2016 8:08 PM
118	P0L 1C0	5/10/2016 7:42 PM
119	P0L 1C0	5/10/2016 5:23 PM
120	P5N1K4	5/10/2016 3:47 PM
121	P0L1C0	5/10/2016 1:13 PM
122	P0L 1C0	5/10/2016 12:58 PM
123	P0L1C0	5/10/2016 10:47 AM
124	P0K1G0	5/10/2016 10:20 AM
125	p0l1c0	5/10/2016 9:21 AM
126	P0L 1C0	5/10/2016 6:13 AM
127	P5n1z7	5/9/2016 11:39 PM
128	P0L 1C0	5/9/2016 10:26 PM
129	P0L1C0	5/9/2016 10:06 PM
130	p0k1g0	5/9/2016 8:24 PM
131	P0K 1E0	5/9/2016 8:01 PM
132	p0l1c0	5/9/2016 7:49 PM
133	POL1C0	5/9/2016 6:37 PM
134	p0l 1c0	5/9/2016 6:31 PM
135	P0K 1G0	5/9/2016 5:27 PM
136	P5n2r7	5/9/2016 4:23 PM
137	P5N1Y5	5/9/2016 4:18 PM
138	P5N1P1	5/9/2016 2:58 PM
139	P5N2C7	5/9/2016 2:25 PM
140	P0K1G0	5/9/2016 1:56 PM
141	P0L 1E0	5/9/2016 12:57 PM
142	p0k1g0	5/9/2016 12:48 PM
143	p0l1c0	5/9/2016 12:40 PM
144	P0K1G0	5/9/2016 10:45 AM
145	P0K 1G0	5/9/2016 9:49 AM
146	p5n1c6	5/9/2016 9:30 AM
147	P0L1C0	5/8/2016 10:10 PM
148	P5N3H7	5/8/2016 10:05 PM
149	P5N 1K6	5/8/2016 7:27 PM
150	p5n1x6	5/8/2016 5:38 PM
151	P0L1C0	5/8/2016 5:37 PM
152	P5N1S1	5/8/2016 3:49 PM
153	P5N2A6	5/8/2016 2:27 PM
154	P5N 1Y4	5/8/2016 1:46 PM

NOW's Customer Satisfaction Survey

155	P0L 1C0	5/8/2016 1:27 PM
156	P0k1e0	5/8/2016 1:03 PM
157	P0K1E0	5/8/2016 12:18 PM
158	P5N 1J2	5/8/2016 11:33 AM
159	P0K1E0	5/8/2016 10:42 AM
160	P0L1C0	5/8/2016 9:58 AM
161	p0l1c0	5/8/2016 9:39 AM
162	P0L1C0	5/8/2016 7:14 AM
163	P0K 1E0	5/7/2016 11:35 PM
164	p5n1y1	5/7/2016 9:13 PM
165	p0k1g0	5/7/2016 8:31 PM
166	P5N1C1	5/7/2016 8:29 PM
167	P0L 1C0	5/7/2016 6:31 PM
168	P5N1R2	5/7/2016 5:54 PM
169	P5n1c1	5/7/2016 5:52 PM
170	p5n3e5	5/7/2016 5:37 PM
171	P5n2b4	5/7/2016 4:52 PM
172	P0K 1G0	5/7/2016 4:35 PM
173	P0k 1g0	5/7/2016 4:11 PM
174	P0L1C0	5/7/2016 4:01 PM
175	P0L1C0	5/7/2016 3:54 PM
176	P0K 1E0	5/7/2016 3:41 PM
177	p0k1e0	5/7/2016 2:24 PM
178	P5n 2b2	5/7/2016 12:58 PM
179	P0k1g0	5/7/2016 11:23 AM
180	P0K 1G0	5/7/2016 10:18 AM
181	p5n1n5	5/7/2016 9:13 AM
182	p5n1n5	5/7/2016 9:05 AM
183	P5N1B3	5/7/2016 8:40 AM
184	P0l1c0	5/7/2016 7:42 AM
185	P0L1C0	5/7/2016 12:07 AM
186	P0K 1E0	5/6/2016 11:31 PM
187	P0K 1E0	5/6/2016 9:32 PM
188	P0K 1E0	5/6/2016 8:55 PM
189	P0L 1C0	5/6/2016 8:12 PM
190	P0L1C0	5/6/2016 5:28 PM
191	P0l1c0	5/6/2016 4:56 PM
192	P5n1x7	5/6/2016 4:31 PM
193	P0L-1C0	5/6/2016 3:44 PM
194	P0K1G0	5/6/2016 3:03 PM
195	P0L1C0	5/6/2016 2:53 PM

NOW's Customer Satisfaction Survey

196	p5n1c9	5/6/2016 2:44 PM
197	P0l1c0	5/6/2016 2:24 PM
198	P0K1E0	5/6/2016 2:10 PM
199	P0L1C0	5/6/2016 1:08 PM
200	p0l1c0	5/6/2016 12:34 PM
201	P0L 1C0	5/6/2016 12:12 PM
202	P0K1G0	5/6/2016 12:04 PM
203	P0L 1C0	5/6/2016 11:13 AM
204	P5n1p7	5/6/2016 10:15 AM
205	p0k1g0	5/6/2016 9:43 AM
206	P0K1G0	5/6/2016 9:26 AM
207	P0K 1G0	5/6/2016 8:57 AM
208	P0K1E0	5/6/2016 8:22 AM
209	p0l1c0	5/6/2016 8:19 AM
210	p0k 1e0	5/6/2016 7:08 AM
211	P0k1e0	5/5/2016 11:40 PM
212	P0k 1g0	5/5/2016 10:46 PM
213	p0k1g0	5/5/2016 9:44 PM
214	P0L1C0	5/5/2016 9:42 PM
215	P0k1e0	5/5/2016 9:25 PM
216	P0L1C0	5/5/2016 8:52 PM
217	P0L1C0	5/5/2016 6:26 PM
218	P0l1c0	5/5/2016 6:06 PM
219	P5N 2B8	5/5/2016 6:03 PM
220	P0L1C0	5/5/2016 5:47 PM
221	P0L 1C0	5/5/2016 5:36 PM
222	P0l1c0	5/5/2016 5:35 PM
223	P0K1G0	5/5/2016 5:22 PM
224	P0k 1e0	5/5/2016 4:30 PM
225	P0K1E0	5/5/2016 4:25 PM
226	P0k1g0	5/5/2016 4:20 PM
227	P0L1C0	5/5/2016 4:17 PM
228	P0L 1C0	5/5/2016 3:56 PM
229	P0K1G0	5/5/2016 3:51 PM
230	P0K1E0	5/5/2016 3:09 PM
231	P0K1E0	5/5/2016 3:05 PM
232	P0L1C0	5/5/2016 3:04 PM
233	P0L 1C0	5/5/2016 2:44 PM
234	P0K-1G0	5/5/2016 2:42 PM
235	P0K1G0	5/5/2016 2:37 PM
236	P0L1C0	5/5/2016 2:17 PM

NOW's Customer Satisfaction Survey

237	P5M2E2	5/5/2016 1:48 PM
238	P0L1C0	5/5/2016 1:48 PM
239	P0L1C0	5/5/2016 1:37 PM
240	P0L 1C0	5/5/2016 1:26 PM
241	P5N 2A5	5/5/2016 1:03 PM
242	P0L 1C0	5/5/2016 12:54 PM
243	P0K 1G0	5/5/2016 12:38 PM
244	P0k1g0	5/5/2016 12:29 PM
245	P0L1C0	5/5/2016 12:18 PM
246	P0k1e0	5/5/2016 11:47 AM
247	P0K1G0	5/5/2016 11:40 AM
248	P0L1C0	5/5/2016 11:35 AM
249	P5N1X6	5/5/2016 11:15 AM
250	P0L 1C0	5/5/2016 11:00 AM
251	p0l1c0	5/5/2016 10:54 AM
252	P0L1C0	5/5/2016 10:40 AM
253	P5n1z5	5/5/2016 9:26 AM
254	P0L 1C0	5/5/2016 9:22 AM
255	P0L 1C0	5/5/2016 9:00 AM
256	p0l1c0	5/5/2016 8:05 AM
257	p5n2k5	5/5/2016 8:01 AM
258	P0K 1E0	5/5/2016 7:43 AM
259	P0K 1G0	5/5/2016 6:57 AM
260	pol1c0	5/5/2016 6:36 AM
261	P0K 1G0	5/4/2016 11:39 PM
262	P0K1G0	5/4/2016 10:52 PM
263	p5n1x7	5/4/2016 9:50 PM
264	P0L 1C0	5/4/2016 9:40 PM
265	P0L 1C0	5/4/2016 9:27 PM
266	P0L 1C0	5/4/2016 9:11 PM
267	P0L 1C0	5/4/2016 9:03 PM
268	P0L 1C0	5/4/2016 8:22 PM
269	P0k1g0	5/4/2016 8:04 PM
270	P0K1E0	5/4/2016 8:02 PM
271	pol ico	5/4/2016 8:00 PM
272	P0L1C0	5/4/2016 7:50 PM
273	P0K 1G0	5/4/2016 7:36 PM
274	P0K 1G0	5/4/2016 7:31 PM
275	P5N 1B8	5/4/2016 7:26 PM
276	P0K1E0	5/4/2016 7:14 PM
277	POL1C0	5/4/2016 7:04 PM

NOW's Customer Satisfaction Survey

278	P0K 1G0	5/4/2016 6:54 PM
279	P5N 1Y9	5/4/2016 6:43 PM
280	p0l1c0	5/4/2016 6:42 PM
281	P0L 1C0	5/4/2016 6:36 PM
282	P0L 1C0	5/4/2016 6:29 PM
283	P0k1e0	5/4/2016 5:38 PM
284	P0K1E0	5/4/2016 5:28 PM
285	P5N 2A6	5/4/2016 5:14 PM
286	P0l1c0	5/4/2016 4:25 PM
287	P0L 1C0	5/4/2016 4:10 PM
288	P0K1G0	5/4/2016 3:39 PM
289	P0L 1C0	5/4/2016 3:29 PM
290	P5N 1K6	5/4/2016 3:11 PM
291	p5n1b6	5/4/2016 3:10 PM
292	P0L 1C0	5/4/2016 3:09 PM
293	P5N 2B8	5/4/2016 3:08 PM
294	P5N 2C5	5/4/2016 3:08 PM
295	P5N 2B8	5/4/2016 3:02 PM
296	p5n1p4	5/4/2016 3:00 PM
297	p5n 1s2	5/4/2016 2:41 PM
298	Wp5n1l4	5/4/2016 2:39 PM
299	P0K1G0	5/4/2016 2:20 PM
300	P5N 1W9	5/4/2016 2:19 PM
301	P5N1N5	5/4/2016 2:16 PM
302	p5n2b6	5/4/2016 2:11 PM
303	P0L1C0	5/4/2016 2:07 PM
304	P0L 1C0	5/4/2016 2:06 PM
305	P0L 1C0	5/4/2016 1:50 PM
306	P0k 1e0	5/4/2016 1:13 PM
307	p5n 1x6	5/4/2016 1:03 PM
308	p5n 1y6	5/4/2016 12:57 PM
309	P5N 1Z1	5/4/2016 12:52 PM
310	P0L 1C0	5/4/2016 12:50 PM
311	P0L1C0	5/4/2016 12:32 PM
312	P0k1E0	5/4/2016 12:18 PM
313	P0K1E0	5/4/2016 12:09 PM
314	P0L1C0	5/4/2016 12:02 PM
315	p5n1x6	5/4/2016 11:34 AM
316	POL1C0	5/4/2016 11:08 AM
317	P5N1M6	5/4/2016 11:00 AM
318	P0L1C0	5/4/2016 10:29 AM

NOW's Customer Satisfaction Survey

319	P0K1G0	5/4/2016 10:23 AM
320	P5N1B8	5/4/2016 10:14 AM
321	P0l1c0	5/4/2016 9:59 AM
322	P5N1Z4	5/4/2016 9:53 AM
323	P0L1C0	5/4/2016 9:33 AM
324	P0K1G0	5/4/2016 9:30 AM
325	P5N1Y6	5/4/2016 9:15 AM
326	P0L1C0	5/4/2016 9:04 AM
327	p0k1g0	5/4/2016 8:42 AM
328	P5N1N2	5/4/2016 7:34 AM
329	p5n1m6	5/4/2016 7:19 AM
330	P5N1Y6	5/4/2016 1:23 AM
331	P5N1Y8	5/3/2016 11:15 PM
332	p5n3e5	5/3/2016 10:38 PM
333	p5n3e5	5/3/2016 10:27 PM
334	P5N1J7	5/3/2016 10:08 PM
335	P0K1G0	5/3/2016 9:35 PM
336	p5n2e5	5/3/2016 9:26 PM
337	P5n1z5	5/3/2016 9:14 PM
338	p5n1z5	5/3/2016 9:13 PM
339	P0L1C0	5/3/2016 8:34 PM
340	P0K1E0	5/3/2016 8:04 PM
341	P5n1r3	5/3/2016 8:02 PM
342	P0K1E0	5/3/2016 7:46 PM
343	p0k1e0	5/3/2016 7:46 PM
344	P5N3G2	5/3/2016 7:42 PM
345	P5N1M1	5/3/2016 7:18 PM
346	p5n1y6	5/3/2016 7:10 PM
347	P5N1B3	5/3/2016 7:09 PM
348	P0L1C0	5/3/2016 7:09 PM
349	p0l1c0	5/3/2016 7:08 PM
350	P5N1Y4	5/3/2016 7:04 PM
351	P5N2B4	5/3/2016 6:56 PM
352	P0L1C0	5/3/2016 6:50 PM
353	P5N1K6	5/3/2016 6:42 PM
354	P5N1S3	5/3/2016 6:36 PM
355	P5N1T8	5/3/2016 6:23 PM
356	P5N1Z6	5/3/2016 6:23 PM
357	P5n1l3	5/3/2016 5:52 PM
358	P5n3e5	5/3/2016 5:52 PM
359	P5N2A6	5/3/2016 5:36 PM

NOW's Customer Satisfaction Survey

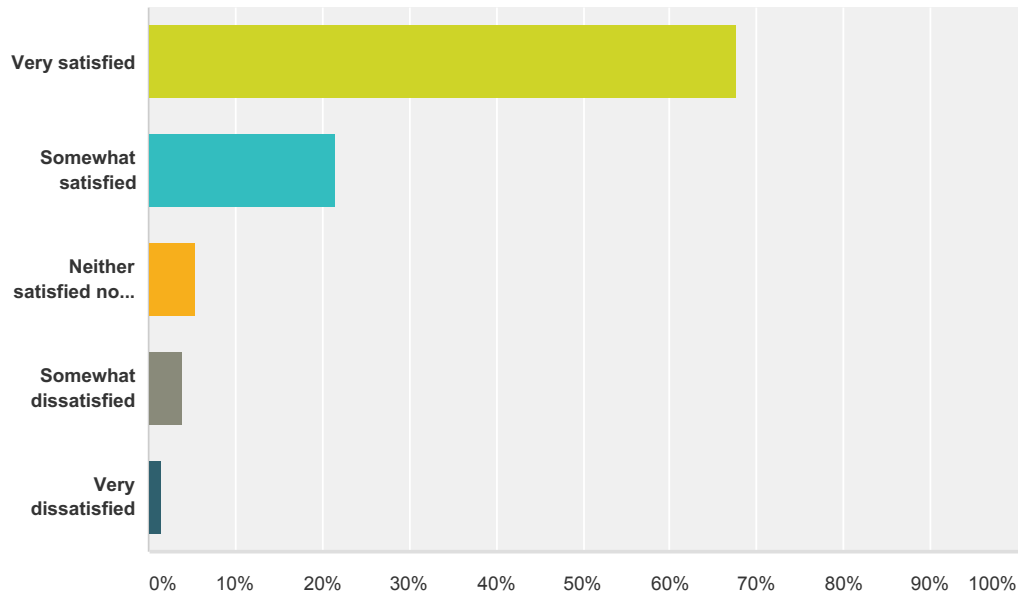
360	P0L1C0	5/3/2016 5:30 PM
361	P5N2A6	5/3/2016 5:29 PM
362	P0K1G0	5/3/2016 5:19 PM
363	P5N1Z1	5/3/2016 5:10 PM
364	P5N2Z8	5/3/2016 4:44 PM
365	P5n1c2	5/3/2016 4:43 PM
366	P5N1H6	5/3/2016 4:43 PM
367	P5N2E4	5/3/2016 4:10 PM
368	P0K1E0	5/3/2016 4:10 PM
369	P5n1l3	5/3/2016 4:07 PM
370	P0k1g0	5/3/2016 3:43 PM
371	P0K1G0	5/3/2016 3:34 PM
372	P5N1M3	5/3/2016 3:19 PM
373	P0K1G0	5/3/2016 3:03 PM
374	P0K1E0	5/3/2016 2:29 PM
375	P0L1C0	5/3/2016 2:26 PM
376	p5n2a4	5/3/2016 2:24 PM
377	P0K1G0	5/3/2016 1:51 PM
378	P0K1E0	5/3/2016 1:46 PM
379	P5N1S6	5/3/2016 1:43 PM
380	P5N1T8	5/3/2016 1:39 PM
381	P5N3E4	5/3/2016 1:34 PM
382	P5N1E6	5/3/2016 1:27 PM
383	P5N1A8	5/3/2016 1:22 PM
384	P0L1C0	5/3/2016 1:17 PM
385	P0L1C0	5/3/2016 1:13 PM
386	P5n1z5	5/3/2016 1:11 PM
387	P0K1E0	5/3/2016 1:03 PM
388	P0L1C0	5/3/2016 12:57 PM
389	P0K1E0	5/3/2016 12:55 PM
390	P0K1G0	5/3/2016 12:50 PM
391	P5n1t2	5/3/2016 12:03 PM
392	P0L1C0	5/3/2016 11:59 AM
393	P5N1Y7	5/3/2016 11:43 AM
394	P0K1E0	5/3/2016 11:39 AM
395	P5N1L5	5/3/2016 11:31 AM
396	p0k1g0	5/3/2016 11:04 AM
397	P0K1E0	5/3/2016 10:24 AM
398	P0k1e0	5/3/2016 9:31 AM
399	P0K1E0	5/3/2016 9:11 AM
400	P0K1E0	5/3/2016 9:00 AM

NOW's Customer Satisfaction Survey

401	P0L1C0	5/3/2016 8:45 AM
402	P5N1J3	5/3/2016 7:52 AM
403	P5N3E5	5/3/2016 7:26 AM
404	P0K1E0	5/3/2016 4:50 AM
405	P5N3E4	5/2/2016 11:01 PM
406	p5n1m1	5/2/2016 9:23 PM
407	p5n1c2	5/2/2016 8:58 PM
408	P5N1C9	5/2/2016 8:51 PM
409	P0K1E0	5/2/2016 8:32 PM
410	P0L1C0	5/2/2016 6:43 PM
411	P0L1C0	5/2/2016 6:37 PM
412	p0k1e0	5/2/2016 6:29 PM
413	P0K1E0	5/2/2016 5:48 PM
414	P5N3j3	5/2/2016 5:37 PM
415	P5N1L9	5/2/2016 5:05 PM
416	P5N1M2	5/2/2016 5:04 PM
417	P0k1e0	5/2/2016 5:00 PM
418	P5N1L8	5/2/2016 4:48 PM
419	P0K1E0	5/2/2016 4:45 PM
420	P0K1E0	5/2/2016 3:31 PM
421	P0K1E0	5/2/2016 2:18 PM
422	P5N1L5	5/2/2016 1:13 PM
423	P5N3E5	5/2/2016 12:45 PM
424	P5n1h6	5/2/2016 11:13 AM

Q3 Overall, how satisfied or dissatisfied are you with the electricity service from Northern Ontario Wires Inc.?

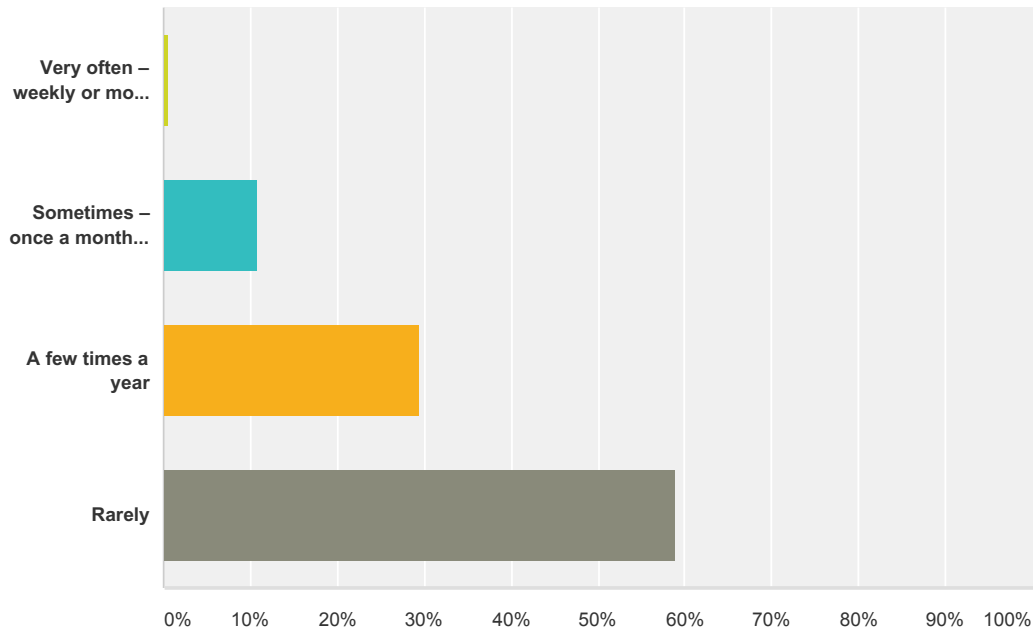
Answered: 424 Skipped: 75



Answer Choices	Responses	
Very satisfied	67.69%	287
Somewhat satisfied	21.46%	91
Neither satisfied nor dissatisfied	5.42%	23
Somewhat dissatisfied	4.01%	17
Very dissatisfied	1.42%	6
Total		424

Q4 How often do you experience problems with your electricity service, such as flickering or brief power outages?

Answered: 424 Skipped: 75



Answer Choices	Responses
Very often – weekly or more often	0.71% 3
Sometimes – once a month or so	10.85% 46
A few times a year	29.48% 125
Rarely	58.96% 250
Total	424

#	Please explain:	Date
1	I only experienced an outage when a power line was knocked down by a vehicle and most of the town sector was affected.	5/22/2016 3:00 PM
2	Power is unreliable in Kap. The power is out now	5/20/2016 2:02 PM
3	About once a month power shuts down for a minutes or so or sometimes longer have to reset everything in the house	5/17/2016 1:26 PM
4	Hydro goes off once in a while	5/16/2016 2:58 PM
5	no problems I do pay eletrcity	5/16/2016 9:58 AM
6	Sometime unexpectedly.	5/15/2016 2:40 PM
7	mostly due to weather related outages, some long scheduled ones also	5/13/2016 8:31 PM
8	raining then power outage	5/13/2016 8:21 PM
9	none at all	5/13/2016 2:54 PM
10	MOSTLY REPAIRS SUMTIMES DOWNED LINES	5/13/2016 11:11 AM
11	Been here for 2 years and no problem so far	5/12/2016 7:45 PM

NOW's Customer Satisfaction Survey

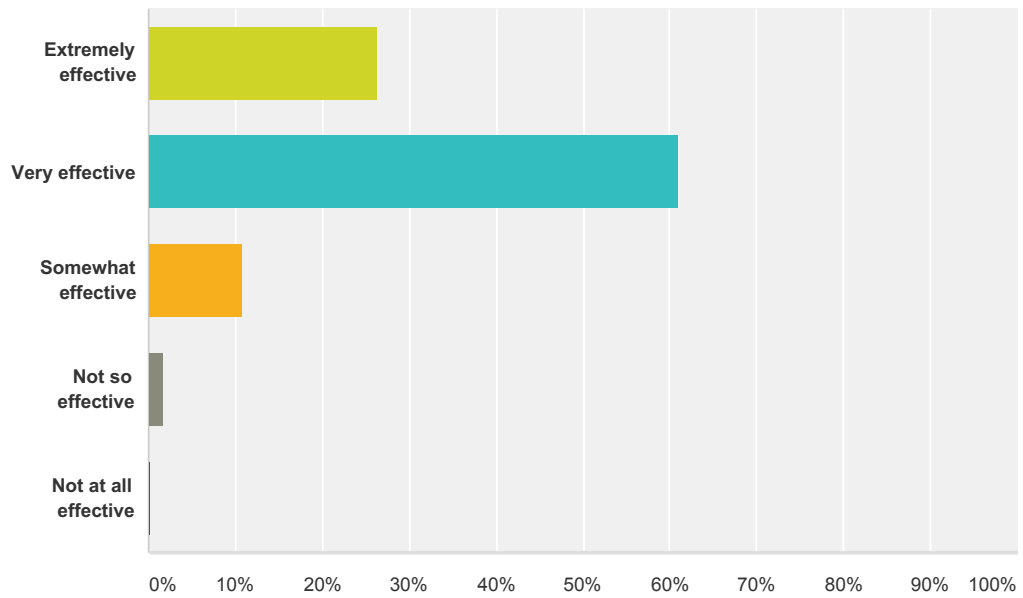
12	can,t even remember the last time....	5/12/2016 2:44 PM
13	We routinely experience 'power surges' following resumption of power after outages.	5/11/2016 5:10 PM
14	only when maintance is done	5/11/2016 7:39 AM
15	Very consistent and reliable electricity supply.	5/10/2016 10:17 PM
16	mainly during storms and even then it is infrequent	5/10/2016 12:58 PM
17	for our town repairs or upgrades	5/9/2016 12:48 PM
18	i can't remember the last time	5/8/2016 10:05 PM
19	We at times are not given notice of changes and will be getting ready for work or whatever activities are happening that day and will have to stop everything due to no power! We pay through the nose for electricity this should not happen	5/7/2016 11:35 PM
20	this veries we can get quite afew. It seems when there are power outages it goes off and on for a few days	5/7/2016 5:54 PM
21	Twice a year	5/7/2016 4:11 PM
22	We don't have any issues with the supply	5/7/2016 4:01 PM
23	Only scheduled outtages	5/7/2016 12:58 PM
24	power outages sometimes	5/7/2016 9:05 AM
25	Nothing to explain	5/6/2016 11:31 PM
26	Not to often the power the goes out. If it does I can tell because the time on my stove is wrong.	5/6/2016 3:03 PM
27	Power will flick off then go back on	5/6/2016 2:24 PM
28	when there 's a storm or Northern wires does work on the lines	5/6/2016 12:12 PM
29	Only scheduled outages for service are noticed unless there is an electrical storm.	5/6/2016 12:04 PM
30	It happens!	5/5/2016 6:03 PM
31	during a storm or from a blown transformer in the neighbourhood	5/5/2016 4:17 PM
32	nothing to explain really... sometimes they need to turn off the power for repairs, etc	5/5/2016 3:04 PM
33	no complaints good services somewhat reasonable prices	5/5/2016 2:42 PM
34	Northern Ontario Wires occasionally is down for maintenance, otherwise rarely without power.	5/5/2016 1:03 PM
35	Unless an outage is scheduled or happened by storm we have no problems or surprises	5/5/2016 12:18 PM
36	regular maintenance	5/5/2016 8:01 AM
37	Few times per year	5/4/2016 8:04 PM
38	Only have power outages if major due to weather or scheduled maintenance	5/4/2016 7:31 PM
39	High winds will make the lights flicker.	5/4/2016 6:54 PM
40	never had a problem	5/4/2016 5:28 PM
41	specially in summer time only	5/4/2016 3:11 PM
42	Frequent power outages	5/4/2016 3:08 PM
43	Usually for maintenance	5/4/2016 3:02 PM
44	due to power outages, weather, incidents	5/4/2016 2:16 PM
45	Planned for repairs or upgrades	5/4/2016 12:32 PM
46	no comments	5/4/2016 11:08 AM
47	I was dissapointed with the upgrades that were done in november and december. They should have been done in warmer weather , (in my opinion)	5/4/2016 9:30 AM
48	Brief Power Outages over and above planned outages	5/4/2016 9:15 AM
49	not awlays home when it occurs but clocks on appliances need to be reset....Computer logged off	5/4/2016 7:19 AM
50	usually aware in advance if their is a power outage	5/3/2016 10:08 PM

NOW's Customer Satisfaction Survey

51	power outages	5/3/2016 7:10 PM
52	We get routine power outages. Sometimes it is scheduled, other times there is no notification.	5/3/2016 7:09 PM
53	only when they cut the power for repair	5/3/2016 7:04 PM
54	it happens a few times a year but got fixed as soon as they could	5/3/2016 6:42 PM
55	No problems.	5/3/2016 6:36 PM
56	Just happens..sometimes planned..sometimes not.	5/3/2016 5:52 PM
57	just went ther big wind	5/3/2016 5:10 PM
58	Sometimes is too often. We have lost both a fridge and freezer caused by power surges.	5/3/2016 4:43 PM
59	Sometimes, it is just a few seconds.....just long enough to have to reset the clocks.	5/3/2016 3:19 PM
60	POWER OUT	5/3/2016 2:29 PM
61	Maintenance only	5/3/2016 2:26 PM
62	Once in a while the power will cut out for a second or so.....just enough to reset clocks and computers	5/3/2016 1:51 PM
63	Ca arrête d'une cool de secondes, juste assez pour tout fermer la télé, ordinateur etc..	5/3/2016 1:43 PM
64	Usually it's with the town preparing something	5/3/2016 1:17 PM
65	Flickering	5/3/2016 1:11 PM
66	...	5/3/2016 11:31 AM
67	storms	5/3/2016 10:24 AM
68	usually only in extreme storms do I have a power outage	5/3/2016 9:31 AM
69	does not happen too often and we are usually advised beforehand	5/3/2016 9:11 AM
70	while doing work on hydro lines	5/3/2016 9:00 AM
71	Only maintenace power outages which are ridiculous	5/3/2016 7:26 AM
72	Only when repair are made	5/2/2016 8:58 PM
73	Outages in our area and sometimes very long scheduled maintenance outages.	5/2/2016 5:37 PM
74	high winds, trees falling etc.	5/2/2016 4:45 PM

Q5 Restoring service when a power outage occurs

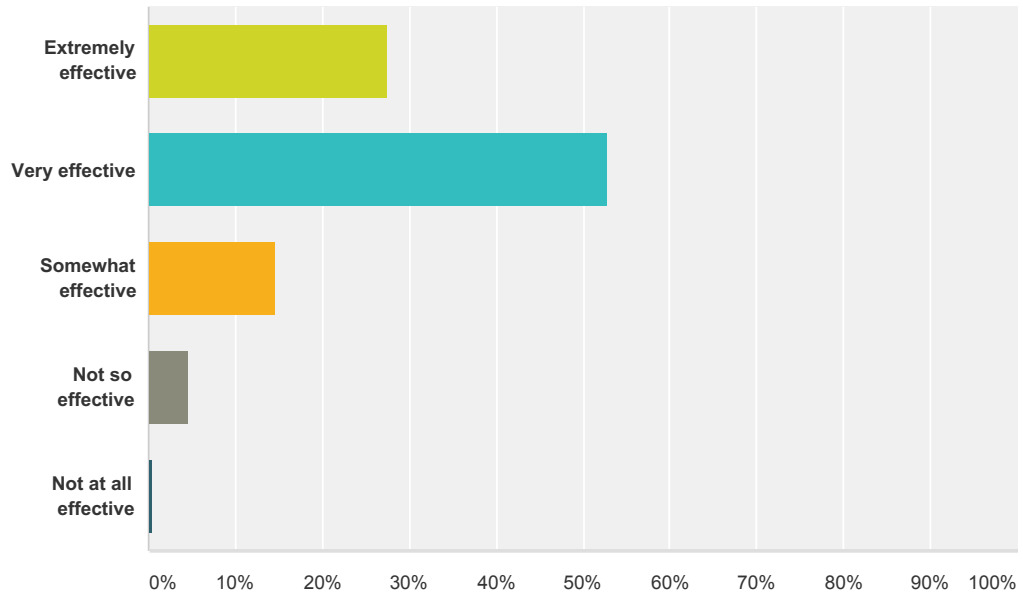
Answered: 418 Skipped: 81



Answer Choices	Responses	
Extremely effective	26.32%	110
Very effective	61.00%	255
Somewhat effective	10.77%	45
Not so effective	1.67%	7
Not at all effective	0.24%	1
Total		418

Q6 Minimizing the number of power outages

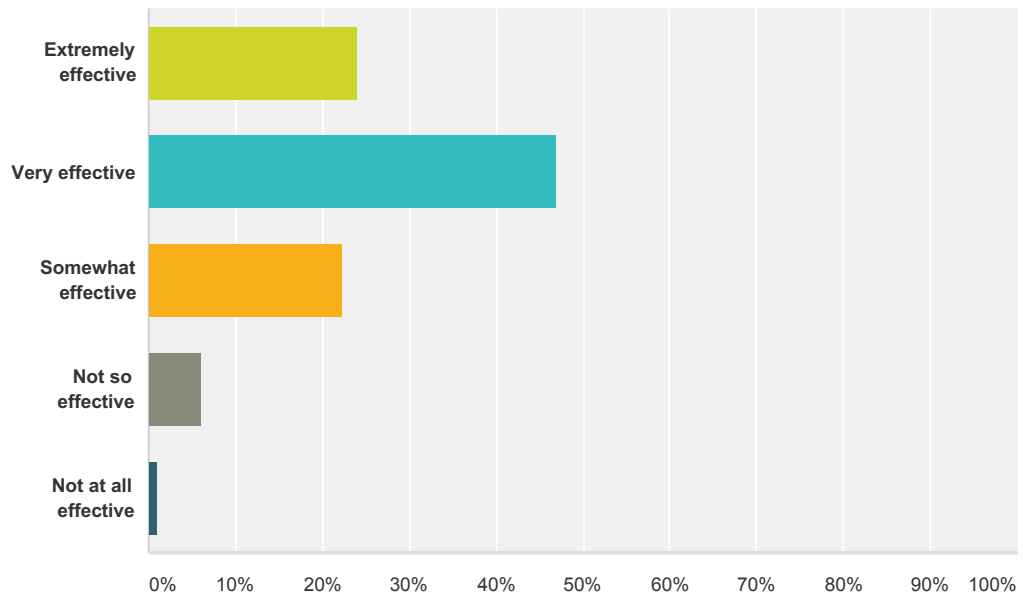
Answered: 418 Skipped: 81



Answer Choices	Responses	
Extremely effective	27.51%	115
Very effective	52.87%	221
Somewhat effective	14.59%	61
Not so effective	4.55%	19
Not at all effective	0.48%	2
Total		418

Q7 Providing information about extended outages

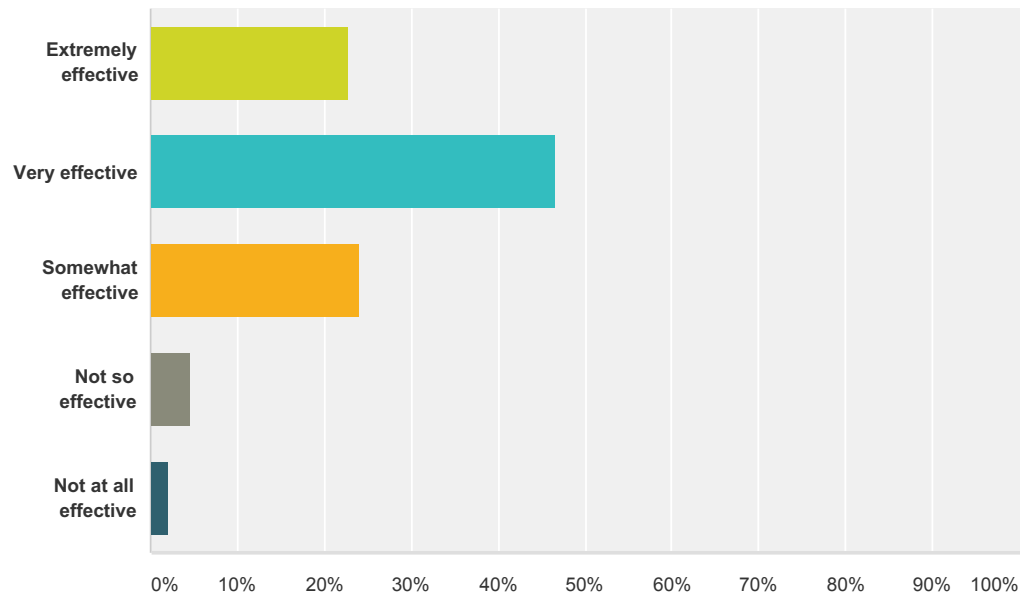
Answered: 418 Skipped: 81



Answer Choices	Responses	
Extremely effective	23.92%	100
Very effective	46.89%	196
Somewhat effective	22.25%	93
Not so effective	5.98%	25
Not at all effective	0.96%	4
Total		418

Q8 Being reachable by telephone during an outage

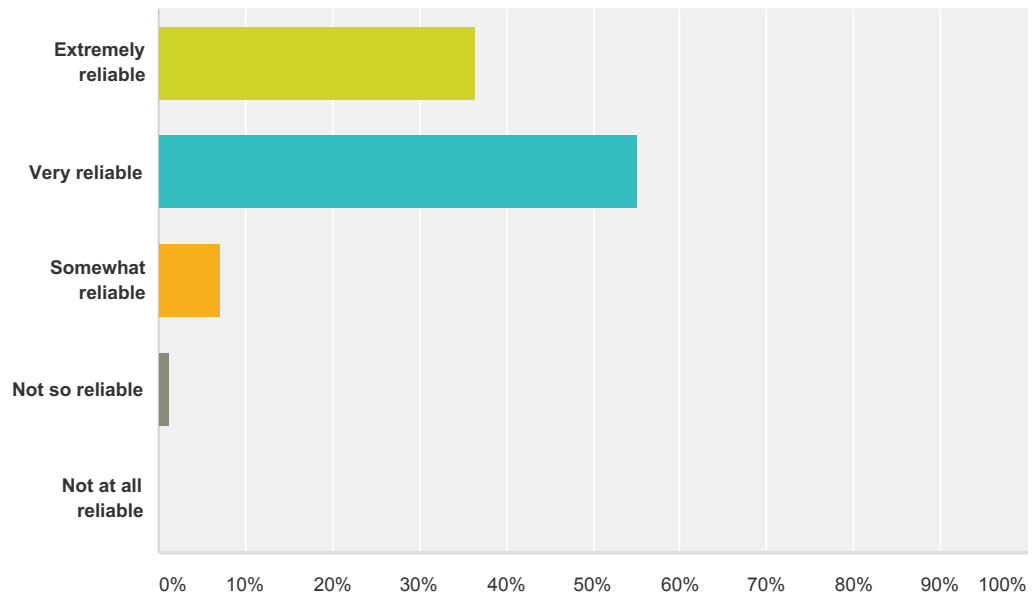
Answered: 418 Skipped: 81



Answer Choices	Responses	
Extremely effective	22.73%	95
Very effective	46.65%	195
Somewhat effective	23.92%	100
Not so effective	4.55%	19
Not at all effective	2.15%	9
Total		418

Q9 How would you rate the overall reliability of electricity from your utility?

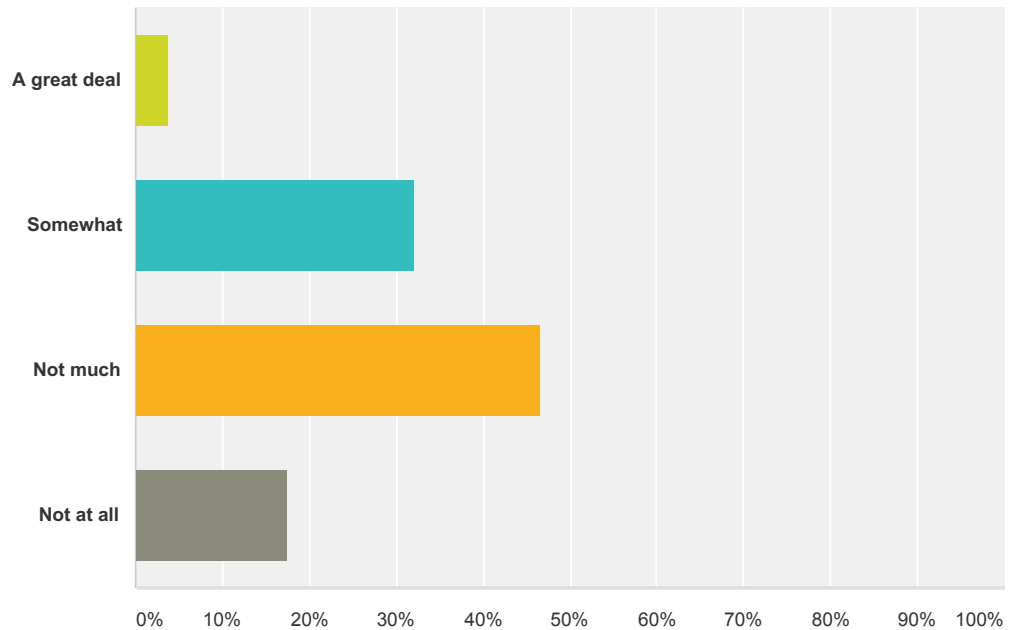
Answered: 418 Skipped: 81



Answer Choices	Responses	
Extremely reliable	36.60%	153
Very reliable	55.02%	230
Somewhat reliable	7.18%	30
Not so reliable	1.20%	5
Not at all reliable	0.00%	0
Total		418

Q10 Thinking of the last time you experienced a power outage, how much of a problem did it create for your household?

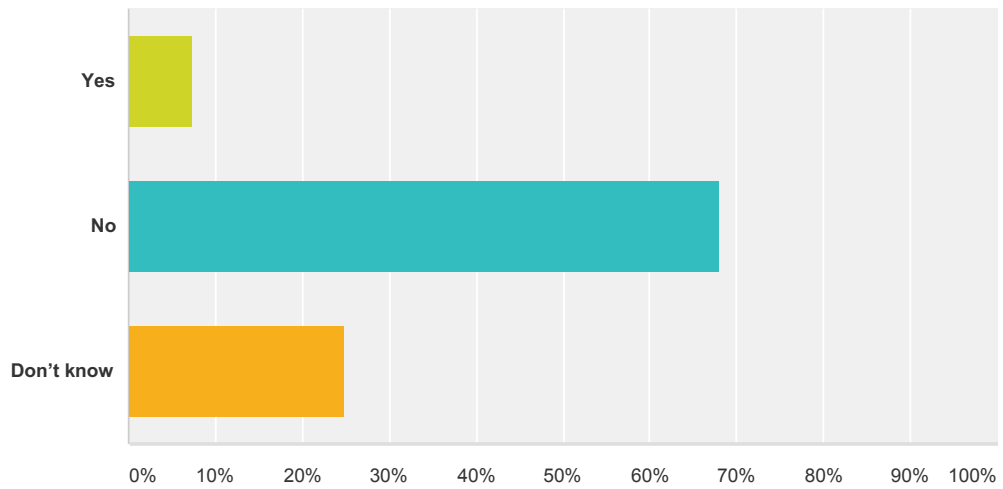
Answered: 418 Skipped: 81



Answer Choices	Responses	
A great deal	3.83%	16
Somewhat	32.06%	134
Not much	46.65%	195
Not at all	17.46%	73
Total		418

Q11 Do you purchase your electricity from a retailer?

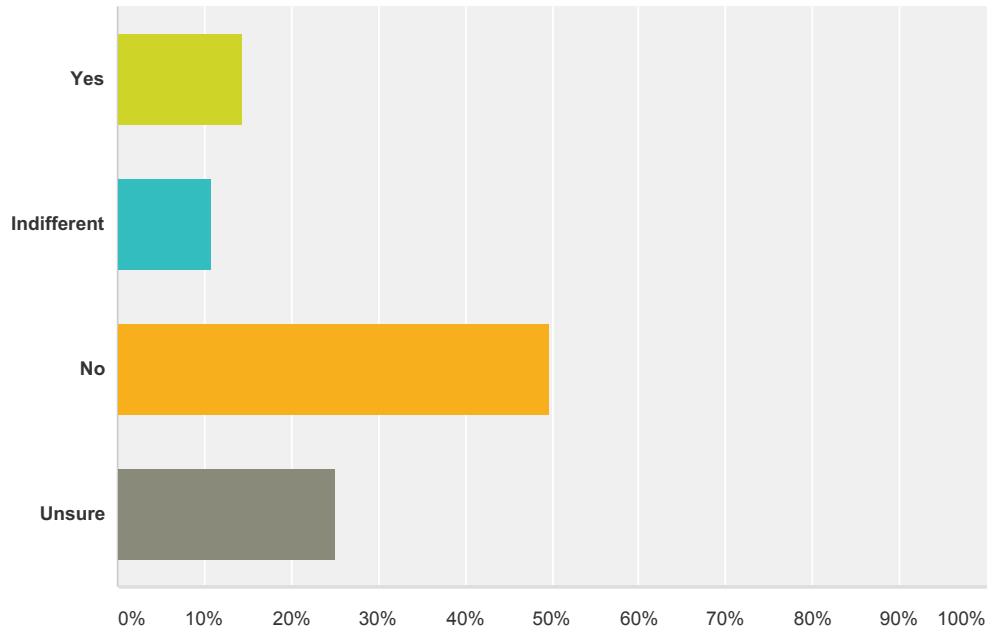
Answered: 416 Skipped: 83



Answer Choices	Responses	
Yes	7.21%	30
No	68.03%	283
Don't know	24.76%	103
Total		416

Q12 Would you be willing to pay 3% more on your total bill next year if it would mean maintained reliability and lower long-term delivery costs?

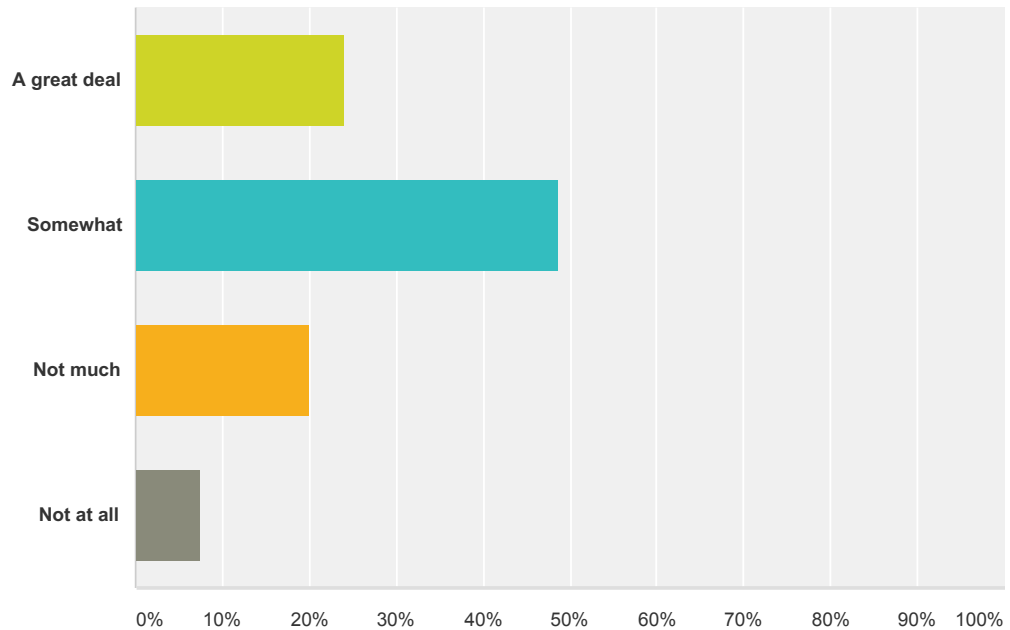
Answered: 416 Skipped: 83



Answer Choices	Responses	
Yes	14.42%	60
Indifferent	10.82%	45
No	49.76%	207
Unsure	25.00%	104
Total		416

Q13 To what extent, if any, is the cost of electricity a strain on your household budget?

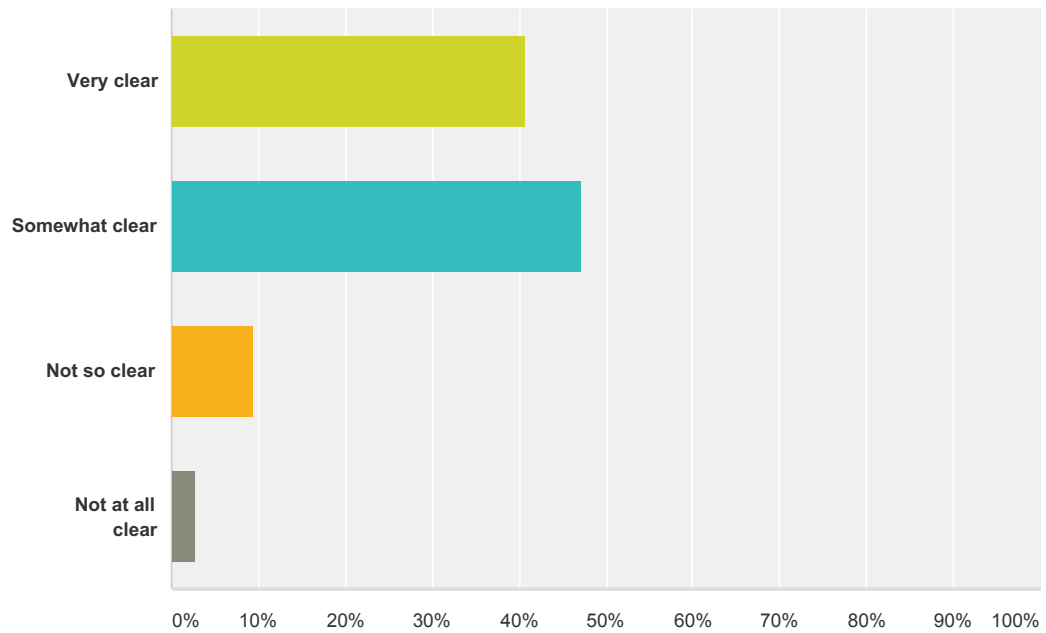
Answered: 416 Skipped: 83



Answer Choices	Responses	
A great deal	24.04%	100
Somewhat	48.56%	202
Not much	19.95%	83
Not at all	7.45%	31
Total		416

Q14 Do you find that the explanations of charges on your bill are clear?

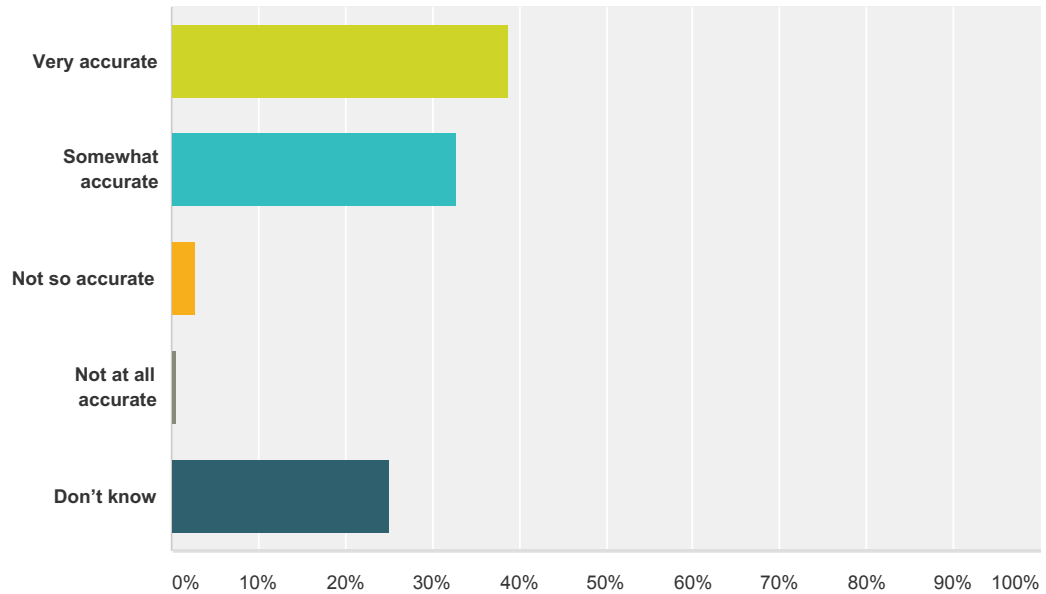
Answered: 415 Skipped: 84



Answer Choices	Responses	
Very clear	40.72%	169
Somewhat clear	47.23%	196
Not so clear	9.40%	39
Not at all clear	2.65%	11
Total		415

Q15 Is your bill accurate?

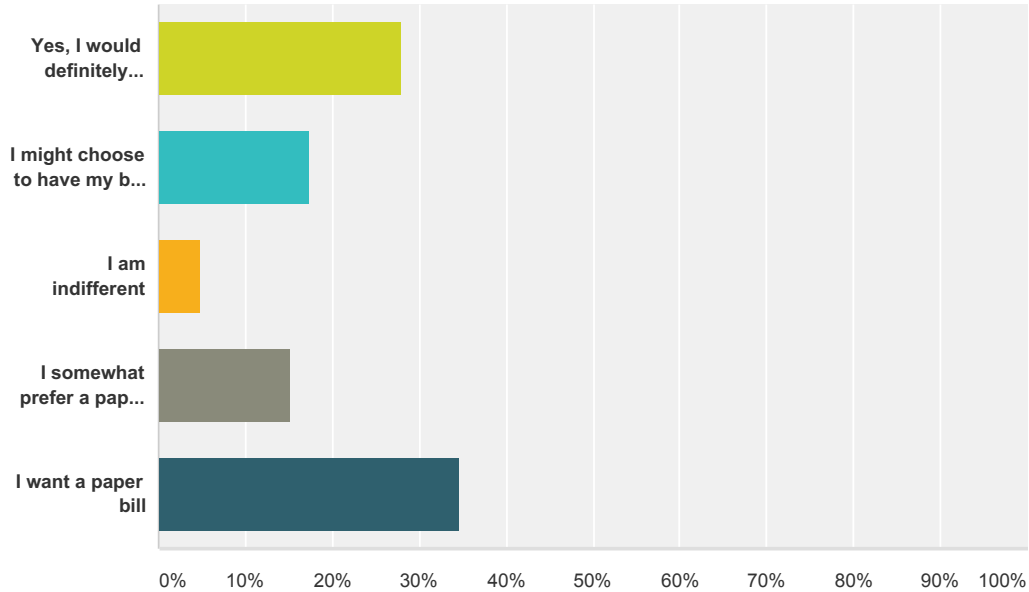
Answered: 415 Skipped: 84



Answer Choices	Responses	
Very accurate	38.80%	161
Somewhat accurate	32.77%	136
Not so accurate	2.65%	11
Not at all accurate	0.72%	3
Don't know	25.06%	104
Total		415

Q16 If you could have your electricity bill sent by e-mail rather than as a paper bill, would you choose that option?

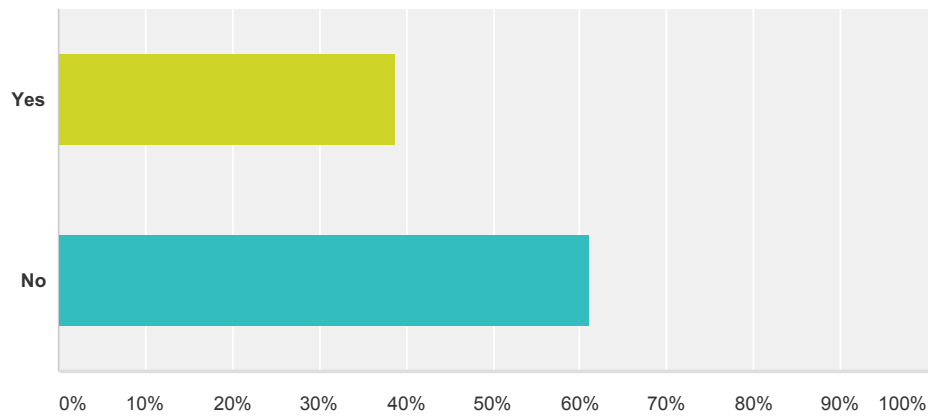
Answered: 415 Skipped: 84



Answer Choices	Responses	
Yes, I would definitely choose to have my bill sent by email	27.95%	116
I might choose to have my bill sent by email	17.35%	72
I am indifferent	4.82%	20
I somewhat prefer a paper bill	15.18%	63
I want a paper bill	34.70%	144
Total		415

Q17 Have you looked at the Northern Ontario Wires website?

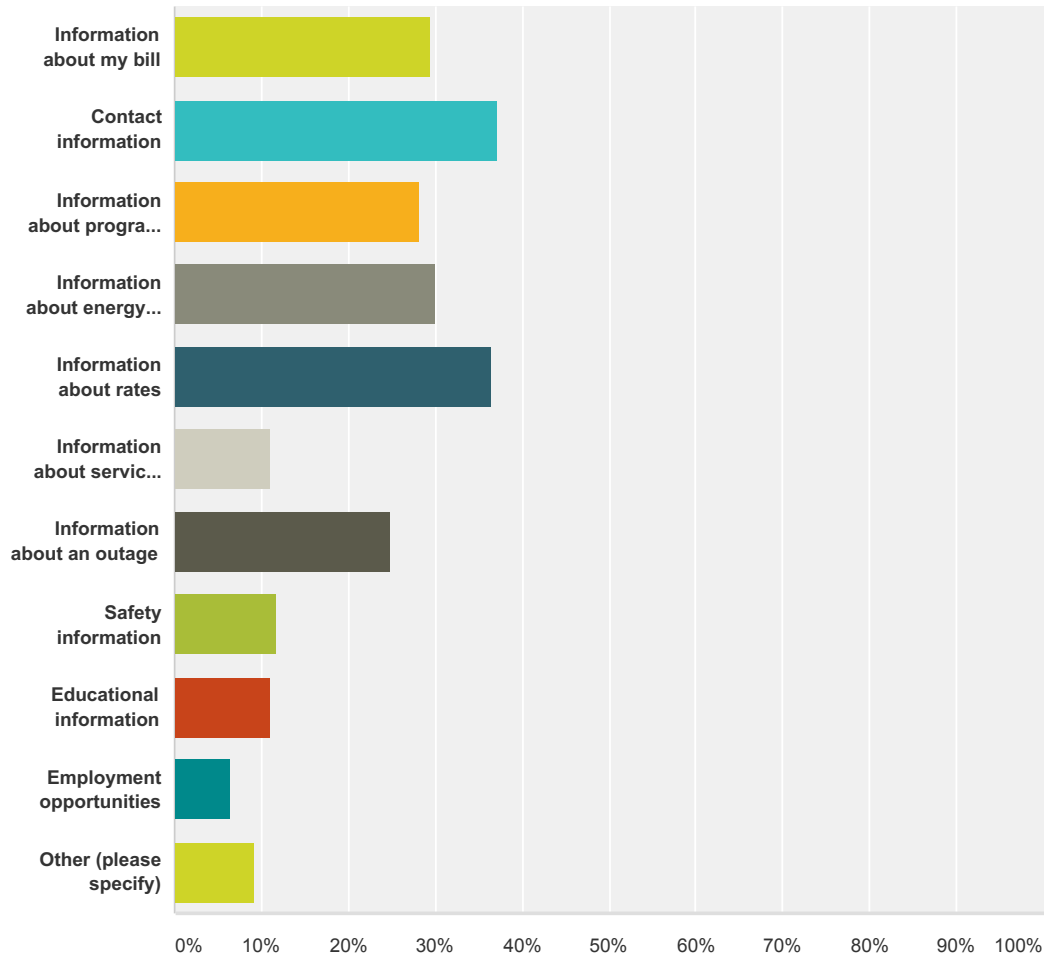
Answered: 415 Skipped: 84



Answer Choices	Responses	
Yes	38.80%	161
No	61.20%	254
Total		415

Q18 On your most recent visit, what information were you looking for on the Northern Ontario Wires website?(Check all that apply)

Answered: 153 Skipped: 346



Answer Choices	Responses	
Information about my bill	29.41%	45
Contact information	37.25%	57
Information about programs to help me with the cost of my bills	28.10%	43
Information about energy conservation programs	30.07%	46
Information about rates	36.60%	56
Information about service changes (e.g. new service, moving, cancelling service)	11.11%	17
Information about an outage	24.84%	38
Safety information	11.76%	18
Educational information	11.11%	17

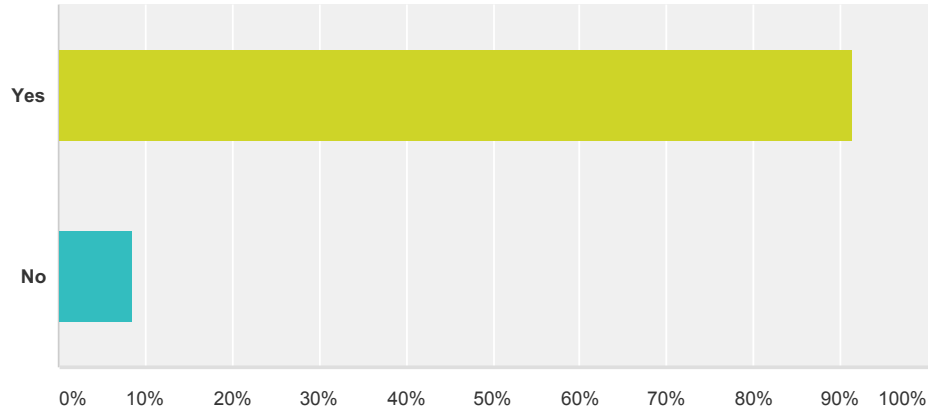
NOW's Customer Satisfaction Survey

Employment opportunities	6.54%	10
Other (please specify)	9.15%	14
Total Respondents: 153		

#	Other (please specify)	Date
1	General content	5/20/2016 10:04 AM
2	just looking to see what was on it	5/16/2016 3:38 PM
3	looking to see when paperless billing will be available.	5/16/2016 7:50 AM
4	To see if paperless billing was available	5/14/2016 2:43 PM
5	power outages reasons	5/13/2016 8:34 PM
6	i was looking for the phone number of NOW and at the same time I was curious and browsed the site	5/9/2016 10:41 PM
7	Rental products	5/6/2016 4:36 PM
8	survey	5/6/2016 2:47 PM
9	How to enter this stupid contest	5/6/2016 12:39 PM
10	when a streetlight is out in my area	5/5/2016 7:55 AM
11	I don't like having to wait till after 7 to eat because of rates. My doctor would like me to eat at 5 or 6 because of gerd	5/4/2016 9:36 AM
12	Nothing in particular. Just curiosity.	5/3/2016 6:26 PM
13	delivery charges	5/3/2016 1:03 PM
14	survey	5/3/2016 7:56 AM

Q19 Did you find the information you were looking for on the Northern Ontario Wires website?

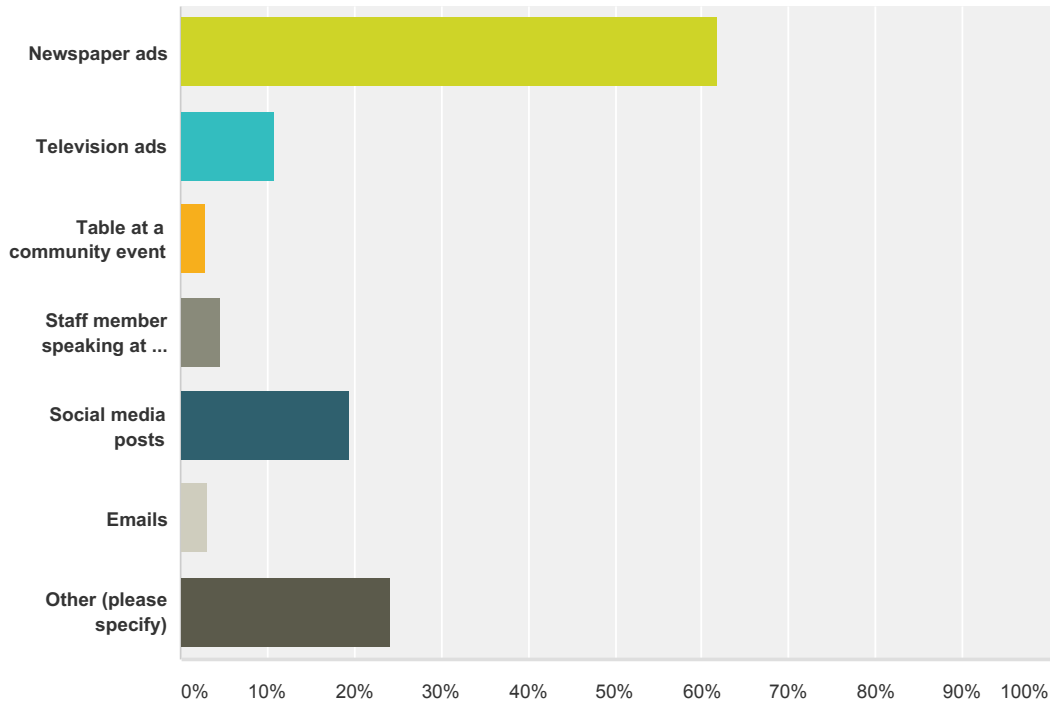
Answered: 153 Skipped: 346



Answer Choices	Responses	
Yes	91.50%	140
No	8.50%	13
Total		153

Q20 What Northern Ontario Wires communications have you heard or seen during the past 12 months? (Check all that apply)

Answered: 406 Skipped: 93



Answer Choices	Responses
Newspaper ads	61.82% 251
Television ads	10.84% 44
Table at a community event	2.96% 12
Staff member speaking at a community meeting	4.68% 19
Social media posts	19.46% 79
Emails	3.20% 13
Other (please specify)	24.14% 98
Total Respondents: 406	

#	Other (please specify)	Date
1	Notes included with the bill	5/20/2016 2:09 PM
2	personal communication	5/20/2016 11:24 AM
3	Statement	5/20/2016 10:04 AM
4	Really have not heard or seen any communications other than our bill in mail.	5/19/2016 10:36 AM
5	N/a	5/17/2016 11:32 AM

NOW's Customer Satisfaction Survey

6	havent seen any	5/17/2016 11:13 AM
7	information with my bill	5/16/2016 3:38 PM
8	none	5/16/2016 10:02 AM
9	none	5/15/2016 3:17 PM
10	None that I remember	5/15/2016 2:47 PM
11	Pamphlets send with my statement.	5/15/2016 9:33 AM
12	Friends & family	5/14/2016 5:24 PM
13	Friends and family	5/14/2016 5:12 PM
14	Monthly bills	5/14/2016 2:43 PM
15	I recieve info only through my invoicing.	5/13/2016 6:50 PM
16	NOTHING	5/13/2016 4:16 PM
17	info. sent with monthly bill	5/13/2016 2:31 PM
18	I haven't seen any communications	5/13/2016 8:48 AM
19	None of the above	5/12/2016 11:18 PM
20	letters by mail	5/12/2016 7:21 PM
21	don,t know	5/12/2016 2:48 PM
22	none of these apply	5/12/2016 1:07 PM
23	with our montly bill	5/11/2016 8:14 PM
24	Info sent with billing cost.	5/11/2016 5:11 PM
25	Inserts in bill envelope	5/10/2016 10:21 PM
26	NOTHING	5/10/2016 3:50 PM
27	insert with invoice	5/10/2016 10:49 AM
28	Bill	5/9/2016 11:45 PM
29	Do you know what I wasn't really paying attention to it. I may have seen something on the local newspaper of a power outage but my wife is the one that usually tells me of an outage since I'm not much of a social media or read news or watch TV	5/9/2016 10:41 PM
30	with my bill	5/9/2016 8:04 PM
31	signs on trucks	5/9/2016 7:54 PM
32	none	5/9/2016 6:34 PM
33	Facebook announcing outages through radio station	5/9/2016 3:02 PM
34	Only what papers come with my bills	5/9/2016 9:51 AM
35	None	5/8/2016 10:14 PM
36	Bill by mail with information sheets included	5/8/2016 2:29 PM
37	none unless there's a power outage on a Sunday there is always someone who complains than I know	5/8/2016 1:50 PM
38	Have not noticed any or probably did not pay any attention to them!!!	5/8/2016 11:39 AM
39	internet	5/8/2016 9:43 AM
40	people complaining about your services! Us included	5/7/2016 11:39 PM
41	with my bill and people complaining online	5/7/2016 6:01 PM
42	none	5/7/2016 5:42 PM
43	none	5/7/2016 3:52 PM
44	None	5/7/2016 1:01 PM

NOW's Customer Satisfaction Survey

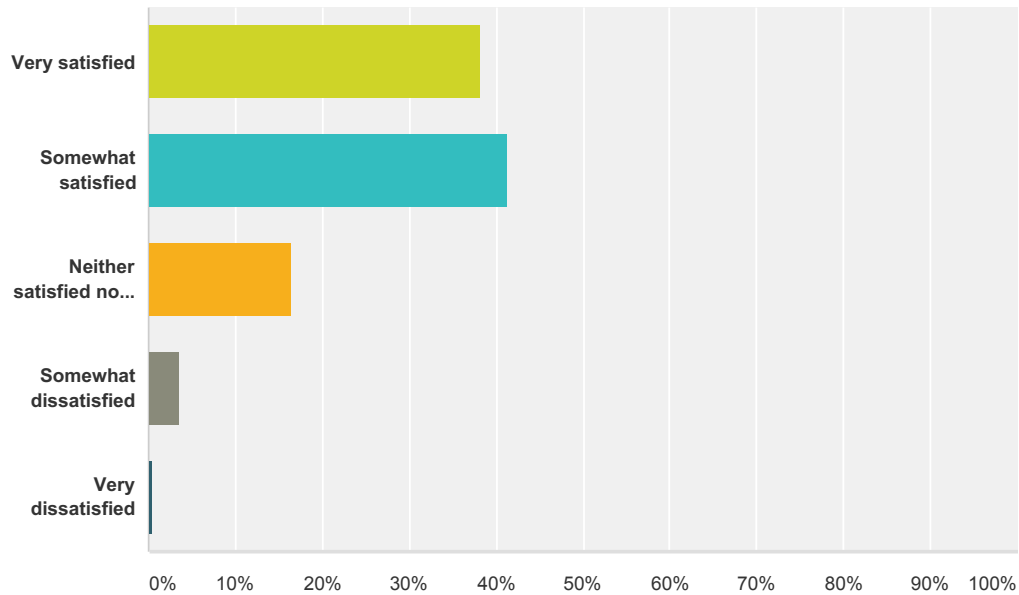
45	None, other than mailings to my residence.	5/7/2016 8:43 AM
46	none	5/6/2016 9:36 PM
47	With my paper bill	5/6/2016 8:17 PM
48	Mail	5/6/2016 4:36 PM
49	mail	5/6/2016 3:51 PM
50	Inserts in monthly bill	5/6/2016 2:27 PM
51	With my bill (I think)	5/6/2016 2:19 PM
52	none	5/6/2016 12:39 PM
53	None	5/6/2016 10:17 AM
54	mail	5/5/2016 6:07 PM
55	None	5/5/2016 5:25 PM
56	word of mouth by users not employees or staff	5/5/2016 4:05 PM
57	none	5/5/2016 3:11 PM
58	none	5/5/2016 2:41 PM
59	NOTHING	5/5/2016 1:54 PM
60	NOTHING	5/5/2016 11:45 AM
61	in my mail box	5/5/2016 11:40 AM
62	included with my bill - information	5/5/2016 7:55 AM
63	alls good	5/4/2016 9:54 PM
64	Mailed bill with insert - emailing data would be great!	5/4/2016 8:26 PM
65	monthly bills and enclosed info	5/4/2016 8:03 PM
66	Nothing other than my bill and the communication put with it.	5/4/2016 7:54 PM
67	none apply	5/4/2016 7:33 PM
68	Radio	5/4/2016 5:17 PM
69	None... you should use radio advertizing (French & English)	5/4/2016 3:17 PM
70	none	5/4/2016 2:47 PM
71	Just with my bill	5/4/2016 12:28 PM
72	price adjustments with bill.	5/4/2016 11:06 AM
73	HEARD NOTHING	5/4/2016 10:05 AM
74	bills	5/4/2016 9:14 AM
75	Only information sent with my bill	5/3/2016 8:05 PM
76	None	5/3/2016 7:14 PM
77	mail	5/3/2016 6:46 PM
78	my bills	5/3/2016 4:47 PM
79	have not seen or heard any	5/3/2016 4:16 PM
80	HEARD NOTHING	5/3/2016 4:12 PM
81	INFO WITH MY BILL	5/3/2016 2:30 PM
82	JUST WHEN I GET MY BILL	5/3/2016 2:27 PM
83	Radio	5/3/2016 1:25 PM
84	With my bill	5/3/2016 1:24 PM
85	none we are not social media watchers	5/3/2016 12:58 PM

NOW's Customer Satisfaction Survey

86	Web	5/3/2016 12:53 PM
87	Bill Inserts	5/3/2016 12:01 PM
88	none	5/3/2016 11:42 AM
89	monthly bill	5/3/2016 7:56 AM
90	None	5/3/2016 7:30 AM
91	dont recall seeing any	5/3/2016 4:53 AM
92	Only on my bills	5/2/2016 9:02 PM
93	Flyer	5/2/2016 6:43 PM
94	radio	5/2/2016 6:34 PM
95	None	5/2/2016 5:54 PM
96	The info leaflets that are given with our statement	5/2/2016 5:40 PM
97	information with my bill	5/2/2016 4:50 PM
98	none	5/2/2016 3:34 PM

Q21 How satisfied are you with Northern Ontario Wires in getting you the information you need?

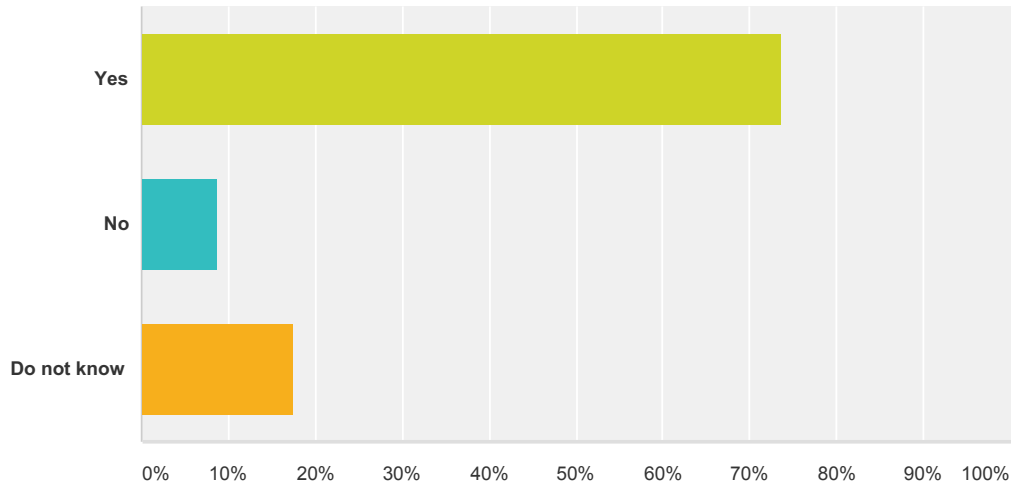
Answered: 406 Skipped: 93



Answer Choices	Responses	
Very satisfied	38.18%	155
Somewhat satisfied	41.38%	168
Neither satisfied nor dissatisfied	16.50%	67
Somewhat dissatisfied	3.45%	14
Very dissatisfied	0.49%	2
Total		406

Q22 Does Northern Ontario Wires provide you with useful information, tools, tips and assistance to help you manage your electricity consumption and bills?

Answered: 406 Skipped: 93



Answer Choices	Responses	
Yes	73.65%	299
No	8.87%	36
Do not know	17.49%	71
Total		406

NOW's Customer Satisfaction Survey

Q23 How could Northern Ontario Wires improve how it provides you with the information you need?

Answered: 163 Skipped: 336

#	Responses	Date
1	No need to improve as I receive information and notifications with my bill and through the mail.	5/22/2016 3:06 PM
2	Update web site with power outage information. Be able to monitor my current time of day usage online, like we're told we would be able to when the smart meters were installed.	5/20/2016 2:09 PM
3	2years usage on graph	5/20/2016 11:24 AM
4	Via statement as I review content of envelope	5/20/2016 10:04 AM
5	NOTHING	5/20/2016 9:47 AM
6	More news bulletins.	5/19/2016 10:39 AM
7	? have never required information re NOW.	5/19/2016 10:36 AM
8	added marketing as a reminder that this is our company, web address, etc, on a regular basis. Any other cost-saving program, benefit program, environmental program info would be welcomed.	5/18/2016 3:54 PM
9	N/A	5/18/2016 1:42 PM
10	They were very responsive when my power went out during the winter, and my power doesn't go out often. I have no idea how to read my bill though, maybe getting a description or explanation on how to read it?	5/17/2016 2:07 PM
11	Haven't taught of it.. All I know that Hydro is way too much expensive	5/17/2016 1:32 PM
12	Update website concerning power outage estimated times.	5/17/2016 11:32 AM
13	i don't know	5/17/2016 8:17 AM
14	NA	5/16/2016 4:34 PM
15	Not sure	5/16/2016 3:01 PM
16	I don't get a electricity bill I only pay my rent with utilities included	5/16/2016 10:02 AM
17	Improve website that includes customer accounts (Union Gas is a great example for a website)	5/16/2016 7:50 AM
18	Don't Know	5/15/2016 4:09 PM
19	Didn't know there was a website. Capability of calling at least till 8:00 p.m. At night if we have a problem. Some of us work during the day and don't have time on or lunch hour.	5/15/2016 2:47 PM
20	Stop spending so much on information and use that saved money to cut costs to consumers.	5/14/2016 8:44 PM
21	more information on their website on power outages, real time and also if anything on the website, should be mailed to those identified as no email so they can receive the info	5/13/2016 8:34 PM
22	emails, mail, @ your main office where I pay my bill.	5/13/2016 6:50 PM
23	GOOD	5/13/2016 4:16 PM
24	Keep up the good work! Helpful: info. sent previously about phantom power; and coupon booklet. :)	5/13/2016 2:31 PM
25	any planned outage should be mailed a week ahead of set date , e-mail customers drop off letter	5/13/2016 11:15 AM
26	Better explain increased cost for same usage	5/13/2016 9:12 AM
27	Information packaged in with our monthly bill Social media	5/13/2016 7:57 AM
28	Social Media	5/12/2016 11:18 PM
29	They need a Facebook page to post their news and events.	5/12/2016 7:57 PM
30	Keep sending tips and info with my hydro bill. especially for the others of savings. would be nice too have a magnetic info to put on my fridge	5/12/2016 7:21 PM

NOW's Customer Satisfaction Survey

31	Email blastout	5/12/2016 5:30 PM
32	No improvement necessary. Rate reductions, or stabilization, for Seniors would be welcome.	5/12/2016 5:01 PM
33	I,m good	5/12/2016 2:48 PM
34	Unsure	5/12/2016 12:30 PM
35	They are doing a good job as far as I know. But they could send tips on how to lower your bill.	5/12/2016 12:21 AM
36	I will never understand the delivery charges that keep going up or service delivery as to be honest the service has stayed the same.	5/11/2016 8:14 PM
37	at this time not sure	5/11/2016 1:52 PM
38	None.	5/11/2016 11:16 AM
39	explain debt reduction and keep giving me breaks when I use power at off peaksfor more of an incentive	5/11/2016 12:33 AM
40	E-mail would definitely be a plus.	5/10/2016 10:21 PM
41	No need!	5/10/2016 8:12 PM
42	Not much improvement needed! We rarely experience power outages, and when we do they seem to be resolved in a timely manner. We are notified of peak/mid/off-peak changes. I've never had to call with an electricity issue so therefore I can't comment on response time.	5/10/2016 7:47 PM
43	GREAT	5/10/2016 3:50 PM
44	No suggestions at this time	5/10/2016 1:03 PM
45	unsure	5/10/2016 10:24 AM
46	emails	5/10/2016 9:23 AM
47	Can't think of anything	5/10/2016 6:15 AM
48	Provide better outage information and fair warning when an outage is going to occur. To have a better explanation of our bill.	5/9/2016 11:45 PM
49	As far as prices I believe they're reasonable. We have been getting our information along with our bills but when we opt to receive our bill via email I would prefer to get the information such as outage, changes and new prices also via email. The bill should also have the option to be resent or have a notice that it's due soon.	5/9/2016 10:41 PM
50	Clear information on the on-peak off-peak through visuals, social media posts. Promoting green energy, providing discounts, promos..	5/9/2016 10:08 PM
51	would like to have a paperless bill...it saves our trees	5/9/2016 5:30 PM
52	Very satisfied,great work overall. Thank you	5/9/2016 4:27 PM
53	GOOD JOB	5/9/2016 2:30 PM
54	no comment	5/9/2016 1:59 PM
55	lower prices	5/9/2016 9:51 AM
56	e mail me necessary info.....no junk mail please.	5/9/2016 9:35 AM
57	More news paper adds bilingual	5/8/2016 5:42 PM
58	Limited income bring cost down or don't bring the up as often	5/8/2016 1:50 PM
59	Be fairer with your prices and remove the smart metres due to they are not SMART!!!!	5/7/2016 11:39 PM
60	dont really have an issue	5/7/2016 8:47 PM
61	lower your rates but its not only you's that should lower the costs	5/7/2016 6:01 PM
62	I have all I need	5/7/2016 5:42 PM
63	Emails	5/7/2016 4:13 PM
64	No issues.	5/7/2016 3:57 PM
65	don't know	5/7/2016 3:52 PM
66	For me it's ok as is.	5/7/2016 1:01 PM

NOW's Customer Satisfaction Survey

67	I would like to received information by email.	5/7/2016 8:43 AM
68	Already satisfied	5/7/2016 7:45 AM
69	Send me a letter saying that Hydro Rates are going down	5/6/2016 11:36 PM
70	KEEP THE WEBSITE UPDATED AS MUCH AS POSSIBLE	5/6/2016 5:34 PM
71	Bills be less expensive	5/6/2016 5:00 PM
72	it is all pretty clear	5/6/2016 3:51 PM
73	unsure	5/6/2016 2:47 PM
74	Emails	5/6/2016 2:27 PM
75	NOTHING	5/6/2016 1:11 PM
76	Send it to my email account	5/6/2016 12:39 PM
77	More information about the billing (why the meter read does not match the billing)	5/6/2016 12:18 PM
78	Keep up the good work!	5/6/2016 12:07 PM
79	Everything is excellent.... I would like to see an outage notification report in real time if possible?	5/6/2016 11:16 AM
80	Personally I think they do a great job and wouldn't change it.	5/6/2016 8:59 AM
81	n/a	5/6/2016 8:22 AM
82	more e-mails for power outages.	5/6/2016 7:11 AM
83	By emails.	5/5/2016 6:34 PM
84	can't think of anything specific right now	5/5/2016 5:52 PM
85	I'm really not sure how they could do more	5/5/2016 4:35 PM
86	Not sure `I try to conserve but the rates don't show it	5/5/2016 2:47 PM
87	Out of ountry in winter. Would really like email billing	5/5/2016 2:41 PM
88	LOWER AMOUNT ON BILL	5/5/2016 1:54 PM
89	Emails re power outages a must because not everyone listens to local radio of looks at newspaper.	5/5/2016 1:07 PM
90	A general idea of what appliances take up the most energy, i.e. Fridge, Stove , T.V. hair dryer, or even a product that takes a certain voltage how it will impact rates/charges based on time used.i.e. 12 volt machine running for an hour costs \$3.00. a list or chart of most common appliances or household electrical devices provided twice a year with our bill or found online.	5/5/2016 12:28 PM
91	Pay less. More info on how to save	5/5/2016 11:51 AM
92	NOTHING	5/5/2016 11:45 AM
93	By sending emails..	5/5/2016 11:40 AM
94	NOTHING	5/5/2016 10:41 AM
95	more ads in newspaper	5/5/2016 8:05 AM
96	I would like my bill and information emailed to me instead of paper/post office. most of my bills are sent that way and it is much better for me. I have been satisfied so far and have had no problems. Thank you!! If a power outage, it would be great to send an email with up to date coverage of the power outage, and not from people telling different stories of what is going on during this time. Thank you	5/5/2016 7:55 AM
97	Better communications on planned power outages.	5/4/2016 11:45 PM
98	I don't think that the company needs to improve anything	5/4/2016 10:56 PM
99	its all good..i look it up on iPhone.	5/4/2016 9:54 PM
100	Email	5/4/2016 9:30 PM
101	-emails -in 10 yrs my bill has gone from 58 to 180 per month. Pretty drastic for the same service :(	5/4/2016 8:26 PM
102	No improvements	5/4/2016 8:08 PM
103	No Suggestions	5/4/2016 8:07 PM

NOW's Customer Satisfaction Survey

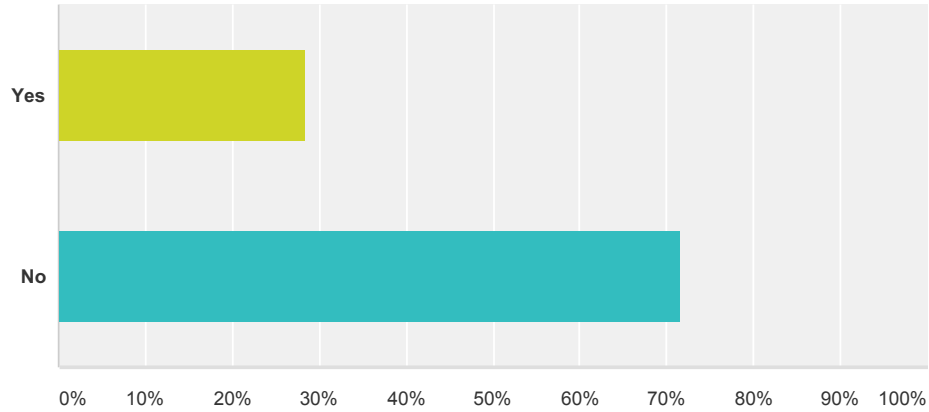
104	Not sure	5/4/2016 8:03 PM
105	by pamphlet though mail, newspapers or and radio	5/4/2016 6:40 PM
106	Don't know	5/4/2016 5:31 PM
107	DONT KNOW	5/4/2016 3:43 PM
108	Radio Ads, radio interviews, radio French and English	5/4/2016 3:17 PM
109	more info during unplanned outages	5/4/2016 3:03 PM
110	Just send notices with my bill.	5/4/2016 2:47 PM
111	dont change	5/4/2016 2:10 PM
112	The information I need is provided by N.O.W.	5/4/2016 2:09 PM
113	By emailing me info.	5/4/2016 1:56 PM
114	I dont think they need to improve	5/4/2016 1:18 PM
115	letting me know what would be a more accurate amount for me to pay on my equal billing as i just bought the home in December and yet to know what is my true average perhaps a call to me advising me what my use is and if i am paying enough or not enough monthly..	5/4/2016 1:09 PM
116	NA.	5/4/2016 12:56 PM
117	Bills sent electronically	5/4/2016 12:39 PM
118	I think they do a good Jo with the website .	5/4/2016 12:06 PM
119	I'm a happy camper	5/4/2016 11:38 AM
120	NO CHANGES	5/4/2016 10:26 AM
121	LOWER BILL AMOUNT	5/4/2016 10:05 AM
122	They kept saying there would be outages to do upgrades last fall. The times and dates did not match the newspaper	5/4/2016 9:36 AM
123	Reduce the cost instead of increases	5/4/2016 9:20 AM
124	Have a "check my balance" on the website.	5/4/2016 8:46 AM
125	I feel very confident in the information I am receiving via Social Media Radio and Mail	5/4/2016 7:38 AM
126	Outage notifications could be sent Via email when scheduled	5/4/2016 7:24 AM
127	no problem, always received very good customer service from someone in Cochrane whenever I needed help	5/3/2016 10:18 PM
128	- more notification on power outages -email or text message future power outages -update website to show current\ future power outages	5/3/2016 9:32 PM
129	Send it with my bill	5/3/2016 8:05 PM
130	don't know.	5/3/2016 7:54 PM
131	emails	5/3/2016 7:46 PM
132	More advertising via radio and social media.	5/3/2016 7:14 PM
133	Thru emails	5/3/2016 7:14 PM
134	I have all the info that I need..	5/3/2016 6:46 PM
135	send more clear details of how much we use every month or the amount.Because the bill is kind of hard to understand	5/3/2016 6:30 PM
136	Advertising	5/3/2016 6:00 PM
137	Not sure.	5/3/2016 5:34 PM
138	I don't no	5/3/2016 5:21 PM
139	Not sure	5/3/2016 4:49 PM

NOW's Customer Satisfaction Survey

140	Disappointed in news reports that doing things to reduce consumption of electricity resulted in increased hydro rates.....Ontario Hydro has to manage their business better, reduce their costs, and stop spending money on projects that didn't materialize as has happened in the past. "The debt retirement charge exemption saved you" note on the bill should be left out because the impact of losing the "Provincial Benefit Charge/Credit" amount on January 1, 2016 is not noted to compare the bottom line result.	5/3/2016 4:18 PM
141	GREAT SERVICE, NOTHING TO CHANGE	5/3/2016 4:12 PM
142	Satisfied the way it is	5/3/2016 3:06 PM
143	GREAT AS IS	5/3/2016 2:36 PM
144	E Billing and access to view/print usage and billing history	5/3/2016 2:30 PM
145	Completely Satisfied	5/3/2016 1:49 PM
146	Envoyer les factures par courriel et éliminer le papier	5/3/2016 1:48 PM
147	I will like to know how to read the bill, I never know if i'm in the red or paid too much with the equal payment option	5/3/2016 1:38 PM
148	???	5/3/2016 1:24 PM
149	Time of use reminders	5/3/2016 12:58 PM
150	email my monthly invoice	5/3/2016 11:42 AM
151	Maybe be on social media for notice on power outages as well as news paper	5/3/2016 9:34 AM
152	n/a	5/3/2016 9:14 AM
153	satisfied	5/3/2016 9:06 AM
154	stop making up asshole excuses for ridiculous billings!	5/3/2016 7:56 AM
155	We have never been called to advise of a power outage; only informed through newspaper	5/3/2016 7:30 AM
156	I am satisfied in this area.	5/2/2016 6:43 PM
157	Service is fine, Cost is ridiculous	5/2/2016 6:34 PM
158	They should call the residence for notification on outages.	5/2/2016 5:40 PM
159	Great job at providing information i need!	5/2/2016 5:07 PM
160	Send info to lower bill or tricks to lower cost.	5/2/2016 4:53 PM
161	It would be nice to have lower rates, but the province negates that idea	5/2/2016 4:50 PM
162	more communication regarding price changes needed	5/2/2016 3:34 PM
163	Send regular email with electronic bills	5/2/2016 1:15 PM

Q24 During the past 12 months, have you contacted your utility for any information or assistance?

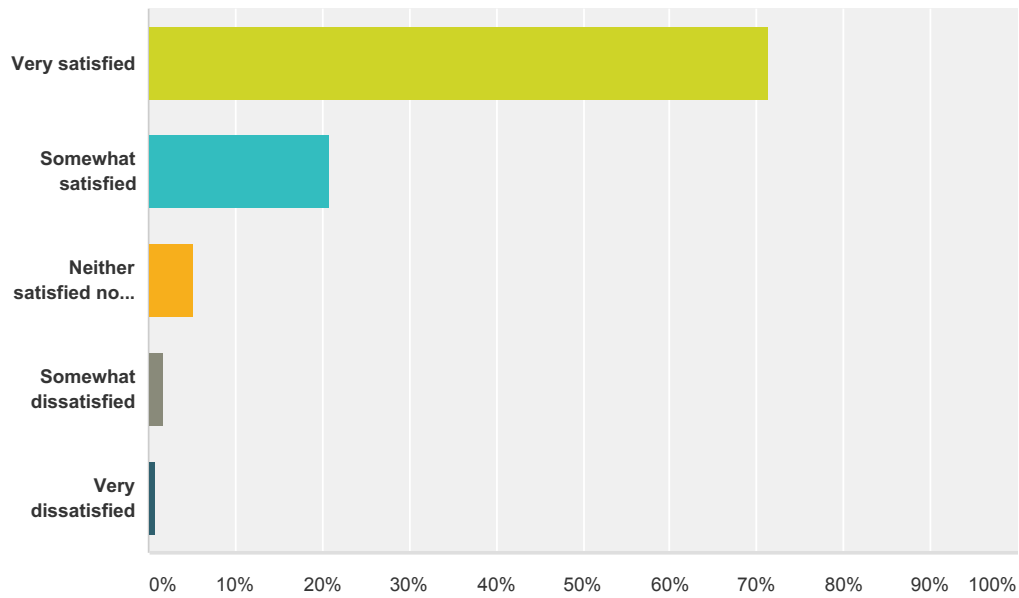
Answered: 405 Skipped: 94



Answer Choices	Responses	
Yes	28.40%	115
No	71.60%	290
Total		405

Q25 How satisfied were you with the service you received from your utility staff?

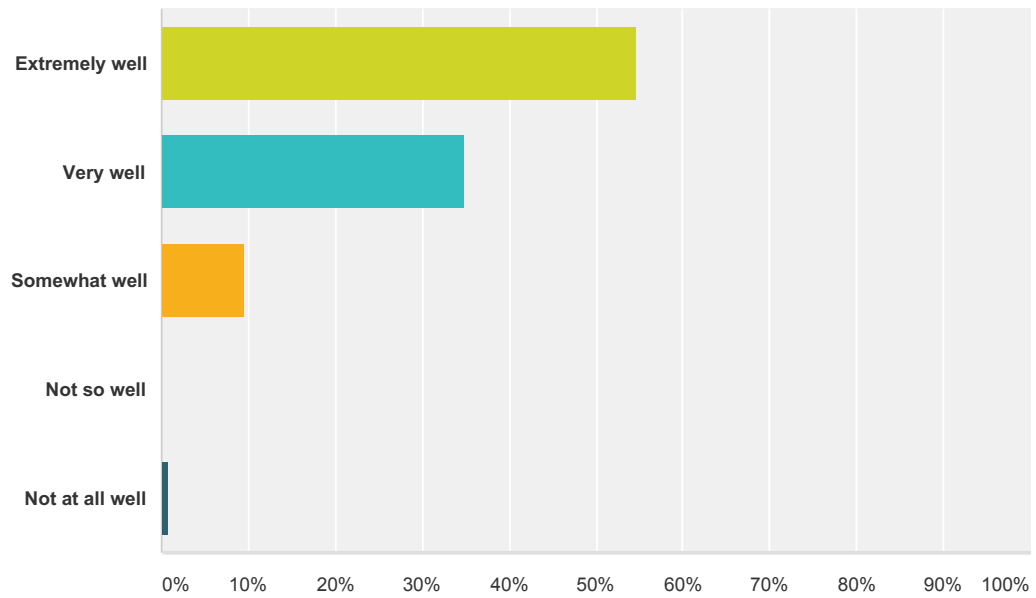
Answered: 115 Skipped: 384



Answer Choices	Responses	
Very satisfied	71.30%	82
Somewhat satisfied	20.87%	24
Neither satisfied nor dissatisfied	5.22%	6
Somewhat dissatisfied	1.74%	2
Very dissatisfied	0.87%	1
Total		115

Q26 How well did your utility staff understand your questions and concerns?

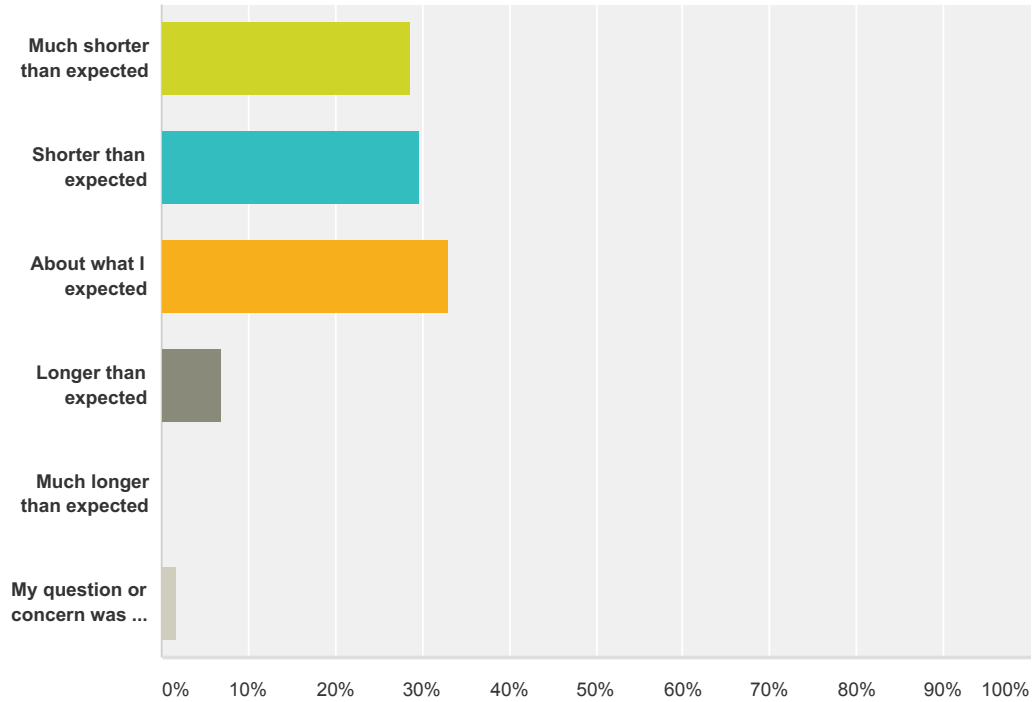
Answered: 115 Skipped: 384



Answer Choices	Responses	
Extremely well	54.78%	63
Very well	34.78%	40
Somewhat well	9.57%	11
Not so well	0.00%	0
Not at all well	0.87%	1
Total		115

Q27 How much time did it take your utility staff to deal with your questions and concerns?

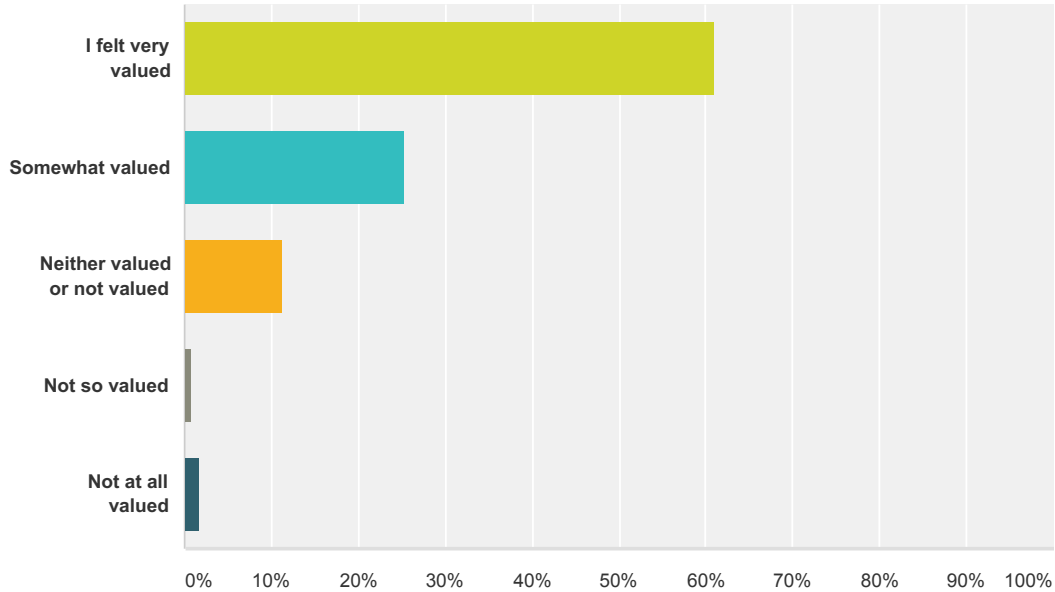
Answered: 115 Skipped: 384



Answer Choices	Responses	
Much shorter than expected	28.70%	33
Shorter than expected	29.57%	34
About what I expected	33.04%	38
Longer than expected	6.96%	8
Much longer than expected	0.00%	0
My question or concern was not addressed	1.74%	2
Total		115

Q28 Did the utility staff member that you spoke with make you feel like a valued customer?

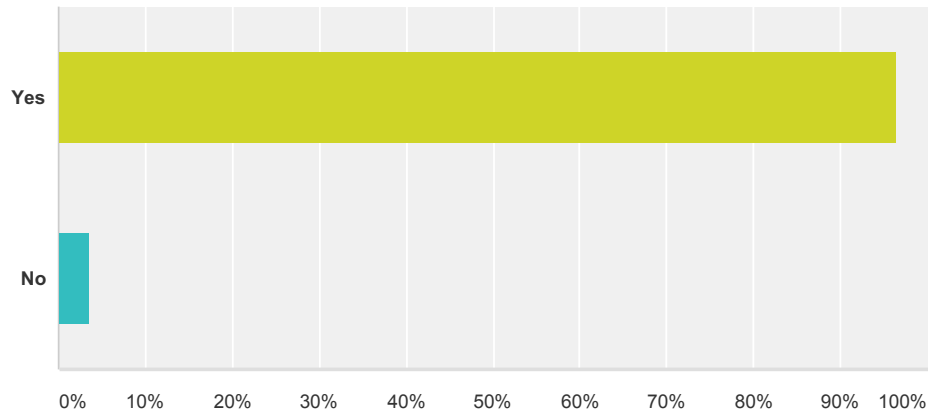
Answered: 115 Skipped: 384



Answer Choices	Responses	
I felt very valued	60.87%	70
Somewhat valued	25.22%	29
Neither valued or not valued	11.30%	13
Not so valued	0.87%	1
Not at all valued	1.74%	2
Total		115

Q29 Did your utility staff provide you with the information you needed?

Answered: 115 Skipped: 384



Answer Choices	Responses	
Yes	96.52%	111
No	3.48%	4
Total		115

NOW's Customer Satisfaction Survey

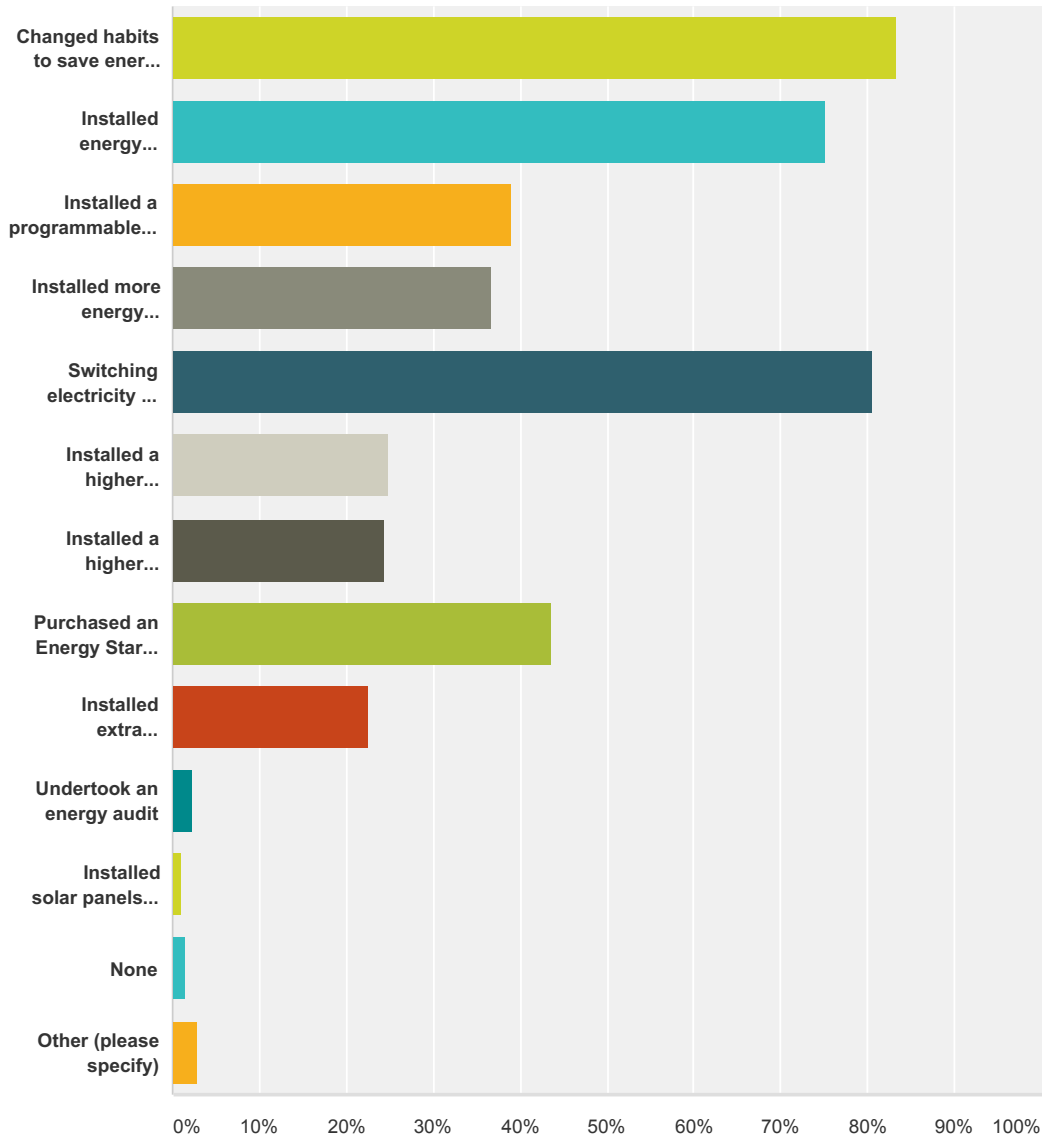
Q30 If not, what information did you need that your utility staff did not provide?

Answered: 8 Skipped: 491

#	Responses	Date
1	How long the current power outage would last. Why the emerg phone number for Kap has a full mail box	5/20/2016 2:11 PM
2	I only pay my rent when something goes wrong I call my land lord	5/16/2016 10:03 AM
3	NA	5/12/2016 7:59 PM
4	none.	5/11/2016 11:16 AM
5	Explanation for a bill they did not explained. We ask for a locate and did not do it properly.	5/9/2016 11:47 PM
6	asked for assistance because of low income They made me feel like a second class customer I have been paying northern wires for over 35 years since the purchase of my home now I need help but it seemed like they couldn't be bothered and gave me the run around	5/5/2016 2:50 PM
7	I will be calling after I complete this survey, as our streetlight (new ones) has been out for about a year, but so have others around the town, so maybe they are only keeping on certain ones to conserve energy. I will find out today. :)	5/5/2016 7:58 AM
8	all great	5/4/2016 9:55 PM

Q31 Please indicate which, if any, of these things your household has done in the past two years to reduce electricity consumption, costs, or environmental impact. (Check all that apply)

Answered: 402 Skipped: 97



Answer Choices	Responses
Changed habits to save energy, such as raising your thermostat in summer, lowering it in winter, and turning off lights that are not needed	83.33% 335
Installed energy efficient CFL or LED light bulbs	75.12% 302
Installed a programmable thermostat	39.05% 157
Installed more energy efficient doors or windows	36.82% 148
Switching electricity use to off-peak periods, such as doing laundry at night	80.60% 324

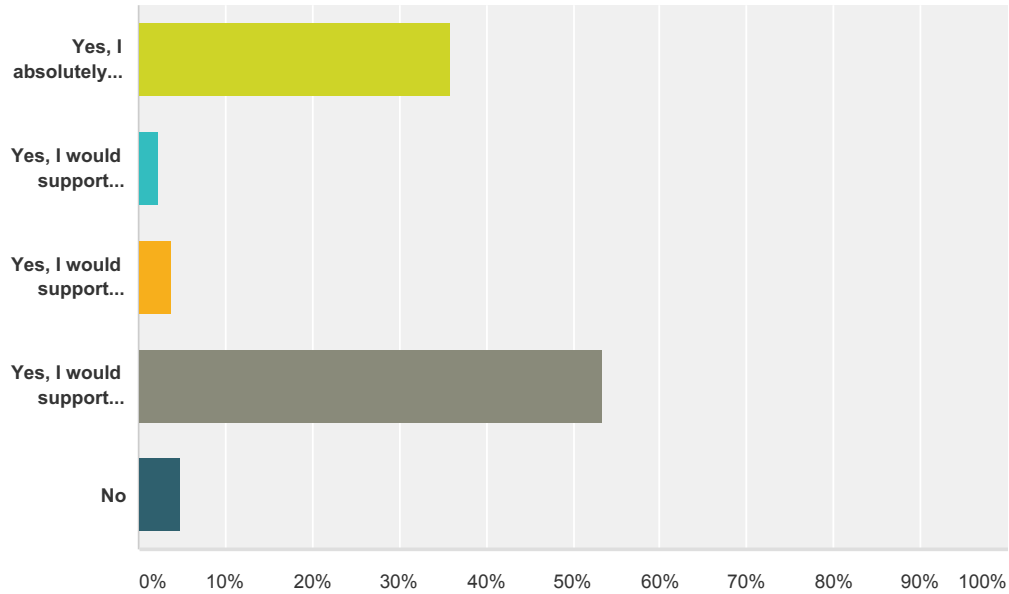
NOW's Customer Satisfaction Survey

Installed a higher efficiency water heater	24.88%	100
Installed a higher efficiency heating/cooling system	24.38%	98
Purchased an Energy Star appliance	43.53%	175
Installed extra insulation	22.64%	91
Undertook an energy audit	2.24%	9
Installed solar panels or other renewable energy generation at home	1.00%	4
None	1.49%	6
Other (please specify)	2.99%	12
Total Respondents: 402		

#	Other (please specify)	Date
1	Clothes drying outside and cold wash for washing machines, no Air Conditioner	5/17/2016 1:36 PM
2	Educated my kids in the importance.	5/9/2016 10:44 PM
3	nobody tells us how to save	5/9/2016 8:28 PM
4	We don't even use our oven during the week. Very inconvenient if you ask me	5/9/2016 3:04 PM
5	Some changes were done more than 2 years ago	5/8/2016 7:37 PM
6	I'm always cost efficient	5/8/2016 1:52 PM
7	removed pool	5/7/2016 5:44 PM
8	New Washer & Dryer	5/6/2016 4:02 PM
9	discontinued the continuous use of Christmas lights over the holidays...bah hum bug	5/6/2016 12:43 PM
10	using energy saving plugs for electronics and shutting off hotub in summer.	5/4/2016 9:59 PM
11	the above was not all within the past 2 years, but during complete house renos since 2007	5/4/2016 11:11 AM
12	I have to eat and do laundry after 7 and my doctor doesn't want me to eat that late. I can't afford to use my hydro	5/4/2016 9:38 AM

Q32 One of the ways that utilities reduce the environmental impact from the consumption of fossil fuels is by providing electricity from renewable energy sources, such as solar, wind, hydroelectric, or biomass. Do you support renewable energy?

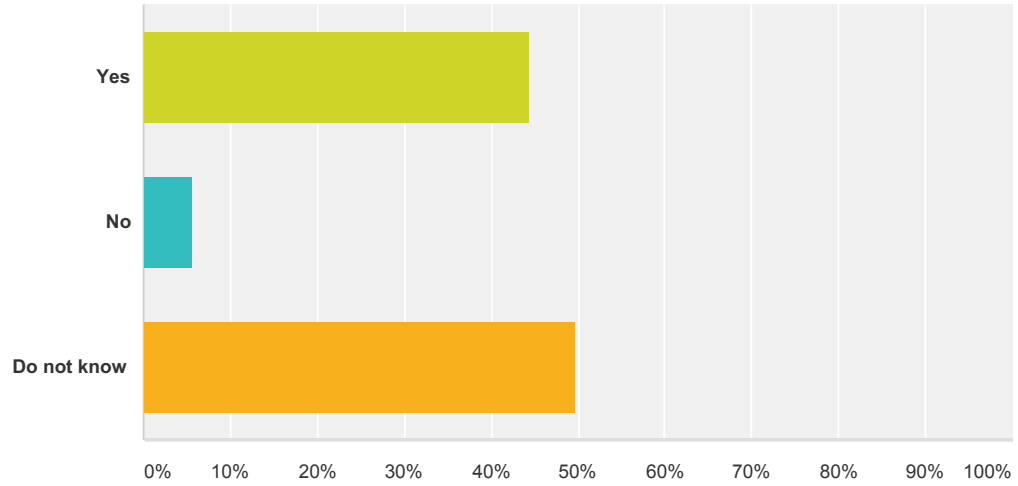
Answered: 402 Skipped: 97



Answer Choices	Responses	
Yes, I absolutely support renewable energy	35.82%	144
Yes, I would support renewable energy, even if it caused an increase of 10% to my electricity bills	2.24%	9
Yes, I would support renewable energy, even if it caused an increase of 5% to my electricity bills	3.73%	15
Yes, I would support renewable energy, but only if it does not increase my electricity bills	53.48%	215
No	4.73%	19
Total		402

**Q33 In your opinion is Northern Ontario
Wires a leader in promoting energy
conservation?**

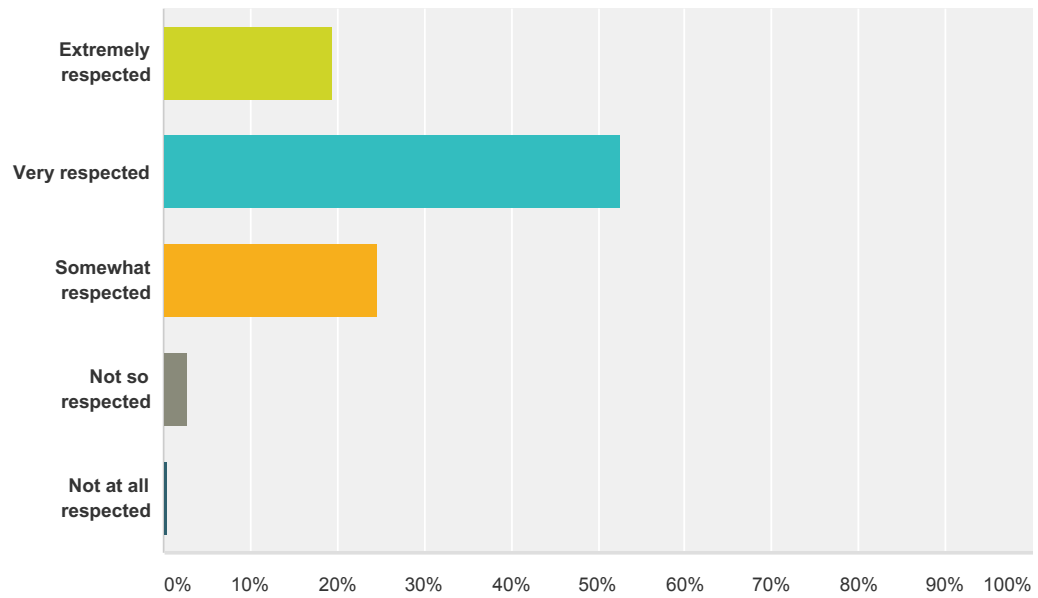
Answered: 402 Skipped: 97



Answer Choices	Responses	
Yes	44.53%	179
No	5.72%	23
Do not know	49.75%	200
Total		402

Q34 Would you say that your utility is a respected company in the community?

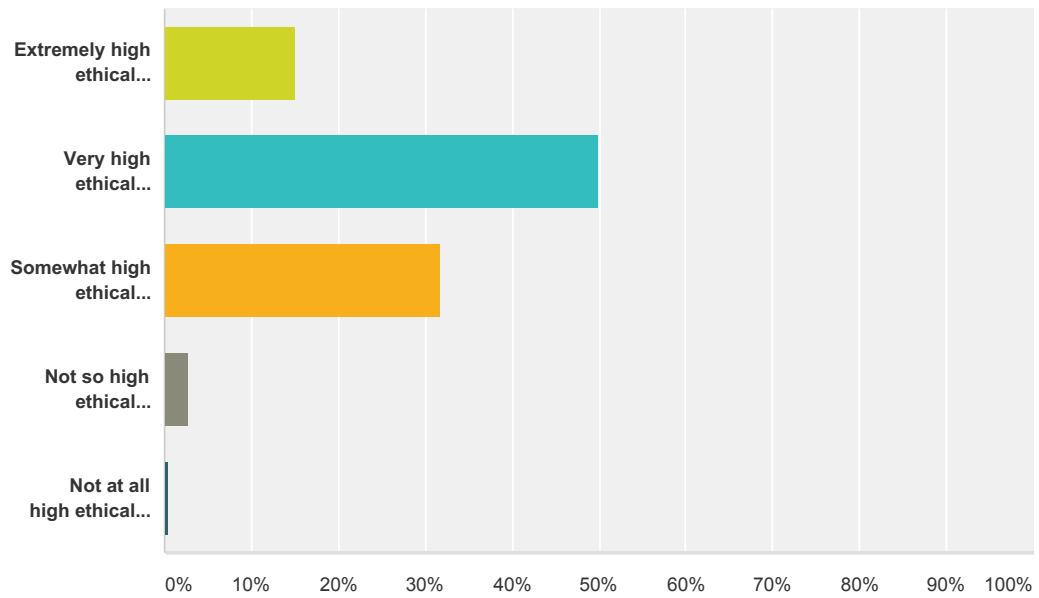
Answered: 397 Skipped: 102



Answer Choices	Responses	
Extremely respected	19.40%	77
Very respected	52.64%	209
Somewhat respected	24.69%	98
Not so respected	2.77%	11
Not at all respected	0.50%	2
Total		397

Q35 Would you say that your utility has a high standard of business ethics?

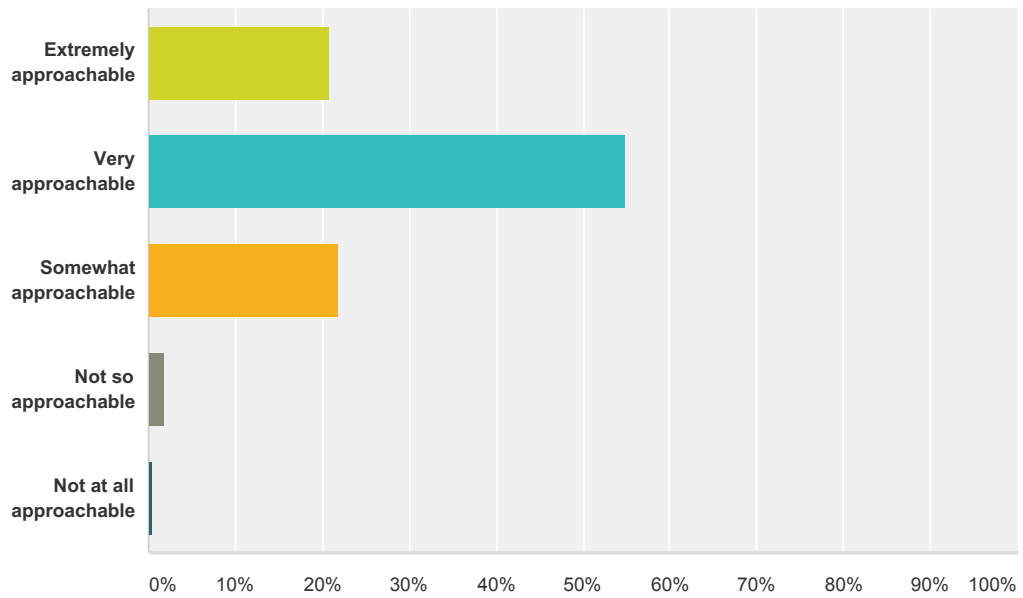
Answered: 393 Skipped: 106



Answer Choices	Responses	
Extremely high ethical standards	15.01%	59
Very high ethical standards	49.87%	196
Somewhat high ethical standards	31.81%	125
Not so high ethical standards	2.80%	11
Not at all high ethical standards	0.51%	2
Total		393

Q36 Would you describe your utility as approachable?

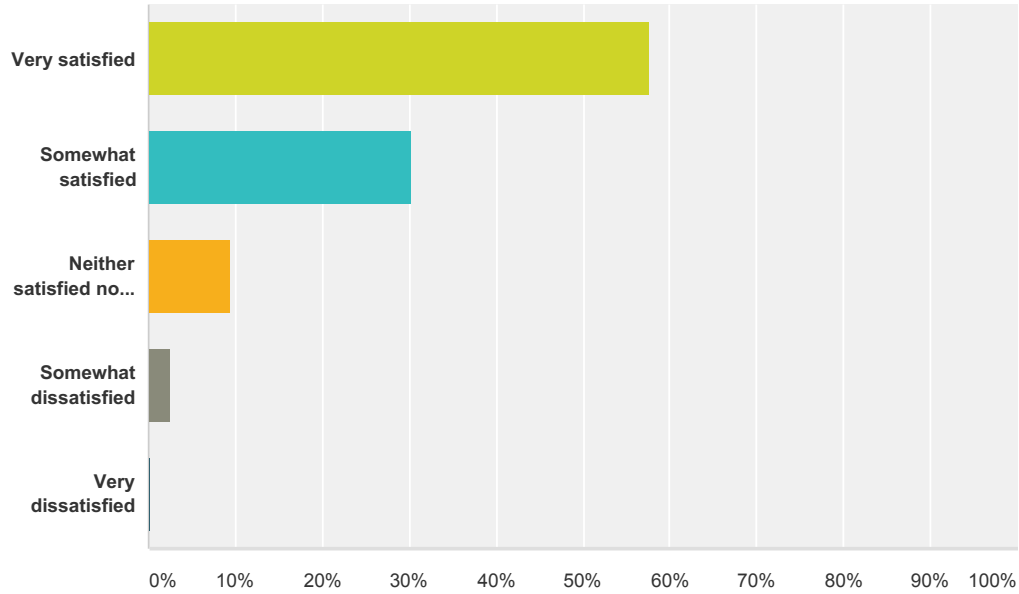
Answered: 392 Skipped: 107



Answer Choices	Responses	
Extremely approachable	20.92%	82
Very approachable	54.85%	215
Somewhat approachable	21.94%	86
Not so approachable	1.79%	7
Not at all approachable	0.51%	2
Total		392

Q37 After having taken this survey, how satisfied or dissatisfied are you with Northern Ontario Wires overall?

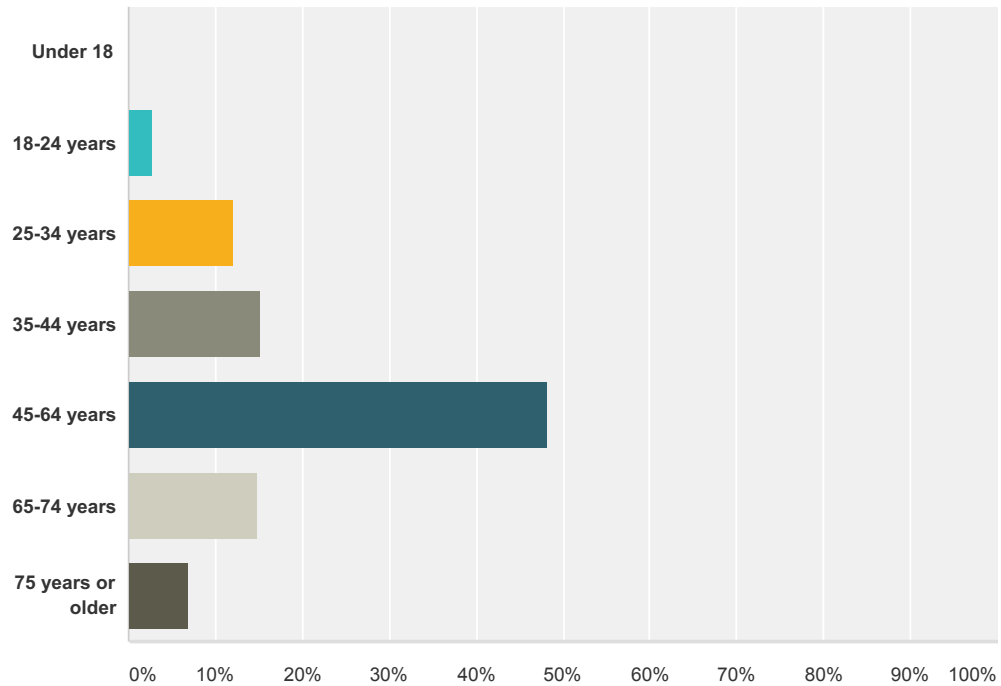
Answered: 397 Skipped: 102



Answer Choices	Responses	
Very satisfied	57.68%	229
Somewhat satisfied	30.23%	120
Neither satisfied nor dissatisfied	9.32%	37
Somewhat dissatisfied	2.52%	10
Very dissatisfied	0.25%	1
Total		397

Q38 In which age category do you belong?

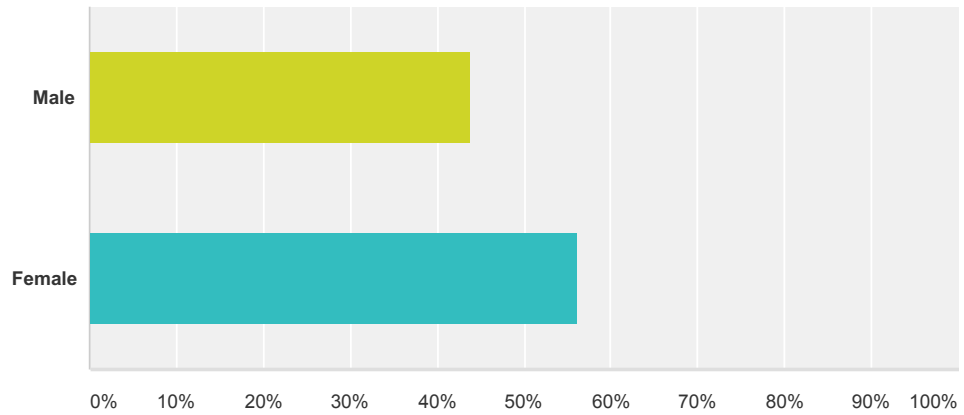
Answered: 396 Skipped: 103



Answer Choices	Responses	
Under 18	0.00%	0
18-24 years	2.78%	11
25-34 years	12.12%	48
35-44 years	15.15%	60
45-64 years	48.23%	191
65-74 years	14.90%	59
75 years or older	6.82%	27
Total		396

Q39 What is your gender?

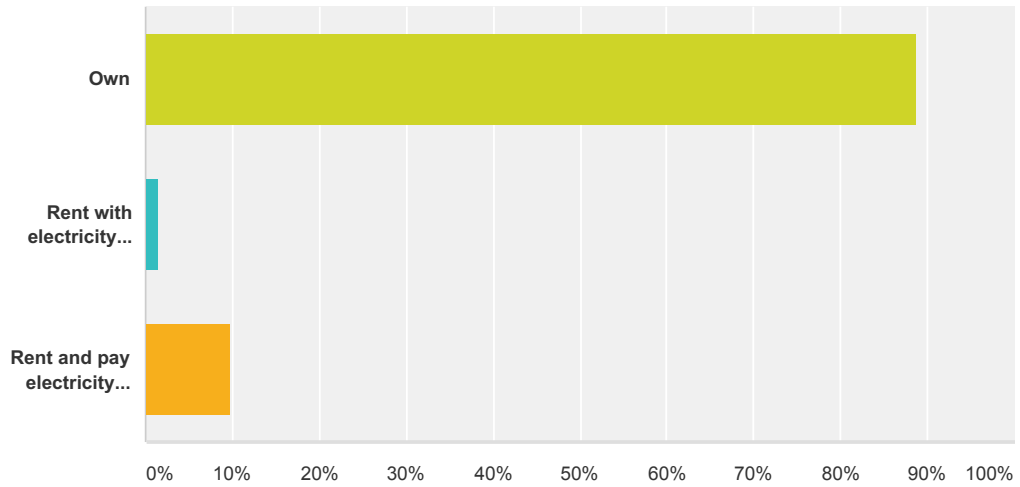
Answered: 396 Skipped: 103



Answer Choices	Responses	
Male	43.94%	174
Female	56.06%	222
Total		396

Q40 Do you own or rent your home?

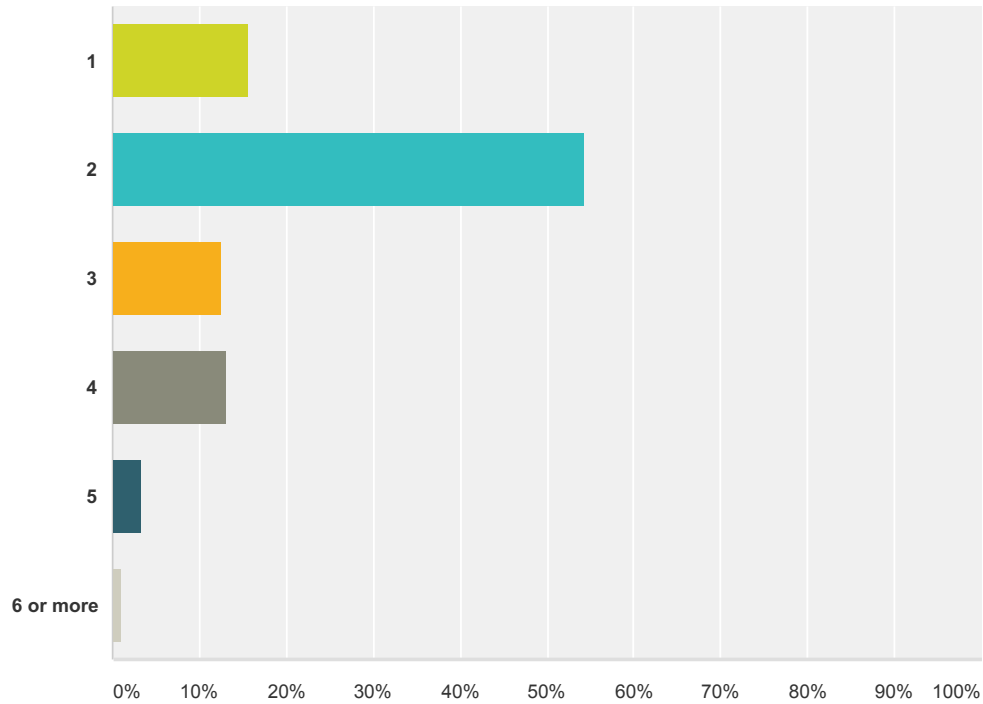
Answered: 396 Skipped: 103



Answer Choices	Responses	
Own	88.64%	351
Rent with electricity included in rent	1.52%	6
Rent and pay electricity bills in addition to rent	9.85%	39
Total		396

Q41 In order to provide context for your survey responses related to your priorities, please let us know how many people there are in your household

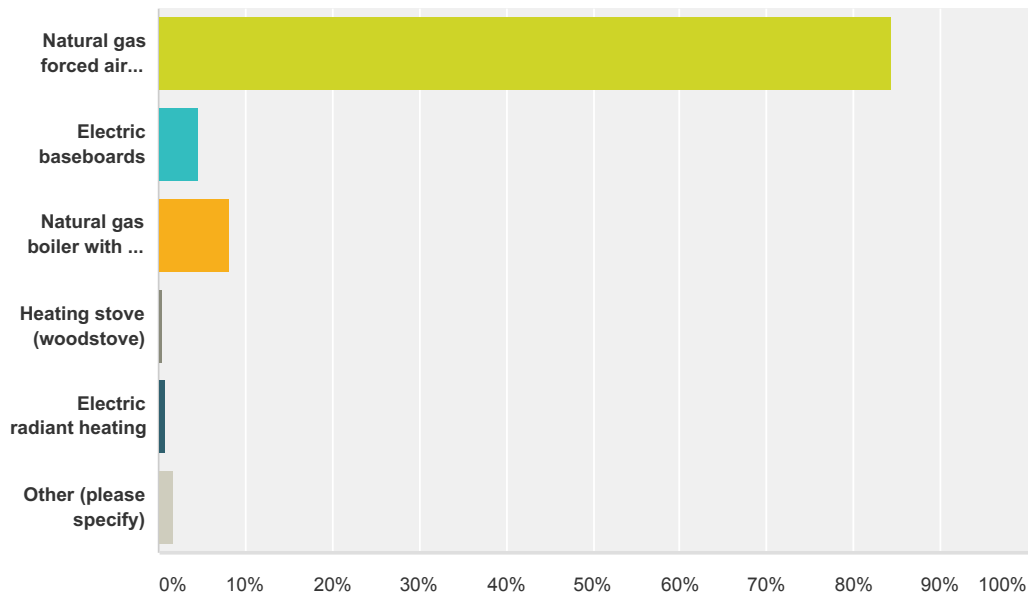
Answered: 396 Skipped: 103



Answer Choices	Responses	
1	15.66%	62
2	54.29%	215
3	12.63%	50
4	13.13%	52
5	3.28%	13
6 or more	1.01%	4
Total		396

Q42 What is the primary source of heat for your home?

Answered: 396 Skipped: 103



Answer Choices	Responses
Natural gas forced air furnace	84.34% 334
Electric baseboards	4.55% 18
Natural gas boiler with hot water or steam radiators	8.08% 32
Heating stove (woodstove)	0.51% 2
Electric radiant heating	0.76% 3
Other (please specify)	1.77% 7
Total	396

#	Other (please specify)	Date
1	We have electric baseboards and a natural gas space heater.	5/15/2016 9:37 AM
2	gas fireplace	5/7/2016 8:53 PM
3	both natural gas forced air furnace (main floor) and electric baseboards (2nd floor)	5/5/2016 5:56 PM
4	Wood Stove	5/4/2016 3:37 PM
5	WATER	5/4/2016 10:06 AM
6	Natural gas fireplace and natural gas space/unit heater	5/2/2016 11:08 PM
7	Upstairs is electricity	5/2/2016 9:12 PM

Q43 Northern Ontario Wires serves three communities (Cochrane, Iroquois Falls, and Kapuskasing). In order for us know what community you live in, please let us know what the postal code is for your primary residence, where you live?

Answered: 43 Skipped: 456

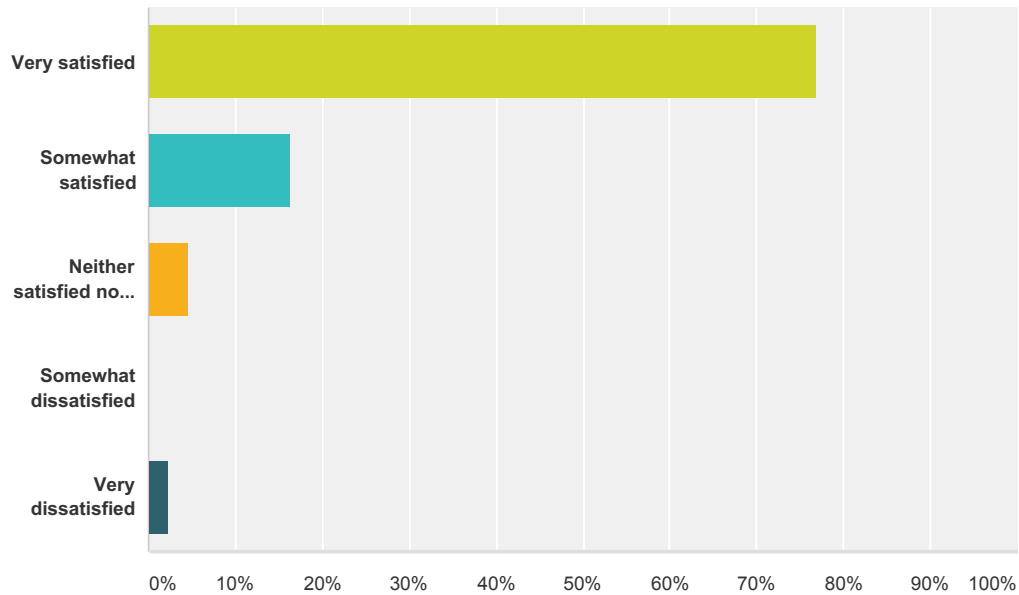
#	Responses	Date
1	P5N 1B3	5/30/2016 12:45 PM
2	P5N 1S6	5/30/2016 12:23 PM
3	p0l1c0	5/19/2016 3:39 PM
4	P0K 1G0	5/14/2016 8:13 PM
5	P5N 2G3	5/14/2016 12:19 PM
6	p0l1c0	5/13/2016 8:32 AM
7	P0l1c0	5/12/2016 10:22 PM
8	P0K 1E0	5/12/2016 8:59 PM
9	P0K 1G0	5/12/2016 8:51 PM
10	p5n1l6	5/11/2016 9:46 AM
11	P5N2X7	5/10/2016 6:59 PM
12	P5N2N9	5/10/2016 3:11 PM
13	P5n1j1	5/9/2016 8:26 PM
14	p0l1c0	5/9/2016 6:50 AM
15	P0K1E0	5/8/2016 8:29 PM
16	P5N 3A5	5/8/2016 5:28 PM
17	P0K 1E0	5/7/2016 10:14 AM
18	P0L 1C0	5/6/2016 5:38 PM
19	P0L 1C0	5/6/2016 4:34 PM
20	P0L 1C0	5/6/2016 3:17 PM
21	p0k1e0	5/6/2016 9:57 AM
22	P0l1c0	5/5/2016 9:58 PM
23	p5n 1e6	5/5/2016 8:05 PM
24	P0K 1G0	5/5/2016 4:16 PM
25	P0L 1C0	5/5/2016 2:41 PM
26	P0L 1C0	5/5/2016 12:06 PM
27	P0L 1C0	5/5/2016 12:02 PM
28	P5N1P3	5/5/2016 9:00 AM
29	P5N 1G1	5/4/2016 7:40 PM
30	P5N 1B3	5/4/2016 4:15 PM
31	P0K 1G0	5/4/2016 2:04 PM

NOW's Customer Satisfaction Survey

32	P5N2E9	5/4/2016 11:21 AM
33	P0L1C0	5/4/2016 10:18 AM
34	P0L1C0	5/4/2016 10:05 AM
35	P5N1S5	5/4/2016 8:10 AM
36	P5N1S5	5/4/2016 8:06 AM
37	p5n2x8	5/3/2016 7:53 PM
38	P0L1C0	5/3/2016 5:46 PM
39	P0L1C0	5/3/2016 3:04 PM
40	P0L1C0	5/3/2016 2:05 PM
41	P5N1X2	5/3/2016 1:54 PM
42	P0L1C0	5/3/2016 1:52 PM
43	P0K1G0	5/3/2016 9:51 AM

Q44 Overall, how satisfied or dissatisfied are you with the electricity service from Northern Ontario Wires Inc.?

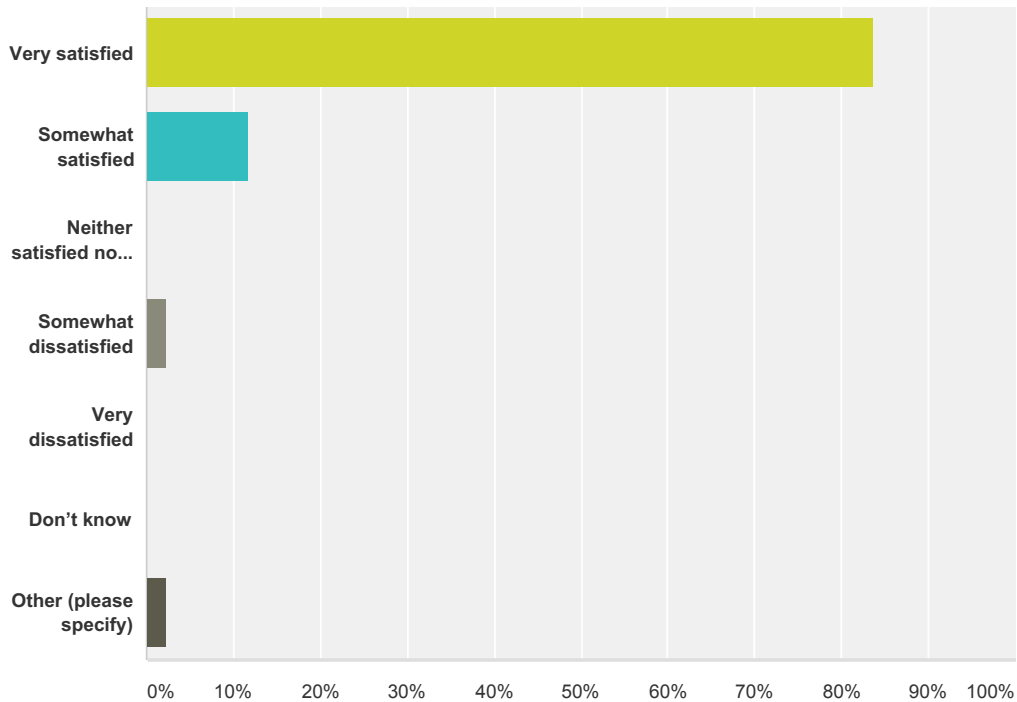
Answered: 43 Skipped: 456



Answer Choices	Responses	
Very satisfied	76.74%	33
Somewhat satisfied	16.28%	7
Neither satisfied nor dissatisfied	4.65%	2
Somewhat dissatisfied	0.00%	0
Very dissatisfied	2.33%	1
Total		43

Q45 Power quality is often defined as the electrical network's or the grid's ability to supply a clean and stable power supply. In other words, power quality ideally creates a perfect power supply that is always available, and is always within voltage and frequency tolerances. Overall, how satisfied or dissatisfied are you with the power quality provided by your utility?

Answered: 43 Skipped: 456



Answer Choices	Responses	
Very satisfied	83.72%	36
Somewhat satisfied	11.63%	5
Neither satisfied nor dissatisfied	0.00%	0
Somewhat dissatisfied	2.33%	1
Very dissatisfied	0.00%	0
Don't know	0.00%	0
Other (please specify)	2.33%	1
Total		43

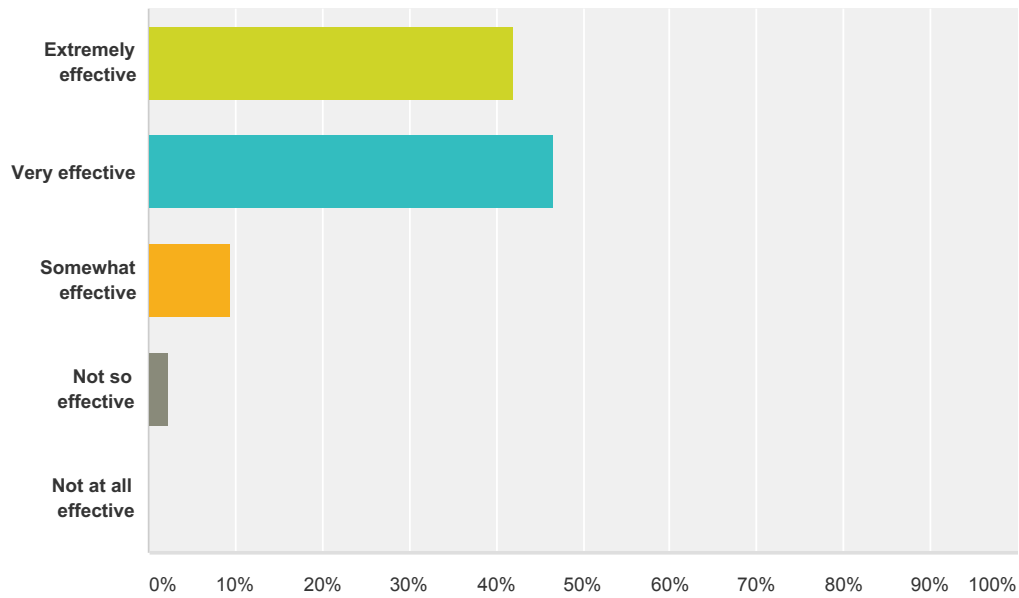
#	Other (please specify)	Date
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NOW's Customer Satisfaction Survey

1	power outages are way to often.	5/11/2016 9:46 AM
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Q46 Restoring service when a power outage occurs

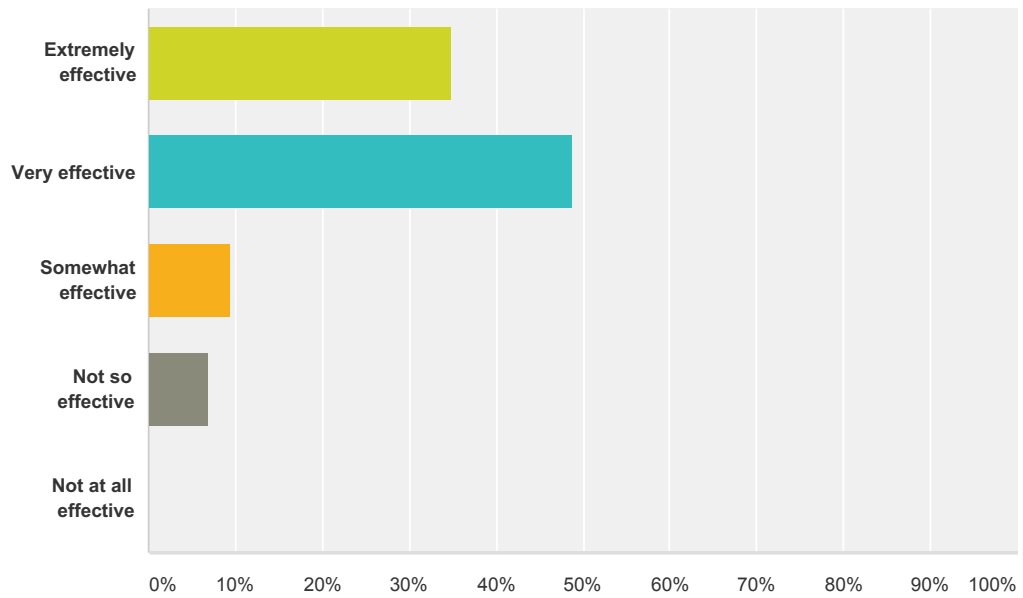
Answered: 43 Skipped: 456



Answer Choices	Responses	
Extremely effective	41.86%	18
Very effective	46.51%	20
Somewhat effective	9.30%	4
Not so effective	2.33%	1
Not at all effective	0.00%	0
Total		43

Q47 Minimizing the number of power outages

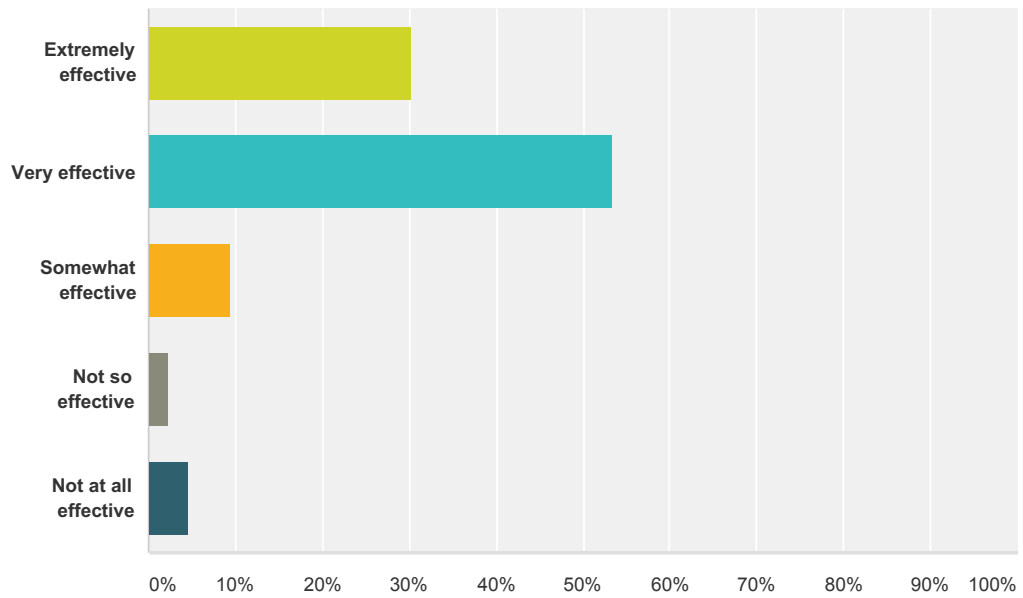
Answered: 43 Skipped: 456



Answer Choices	Responses	
Extremely effective	34.88%	15
Very effective	48.84%	21
Somewhat effective	9.30%	4
Not so effective	6.98%	3
Not at all effective	0.00%	0
Total		43

Q48 Providing information about extended outages

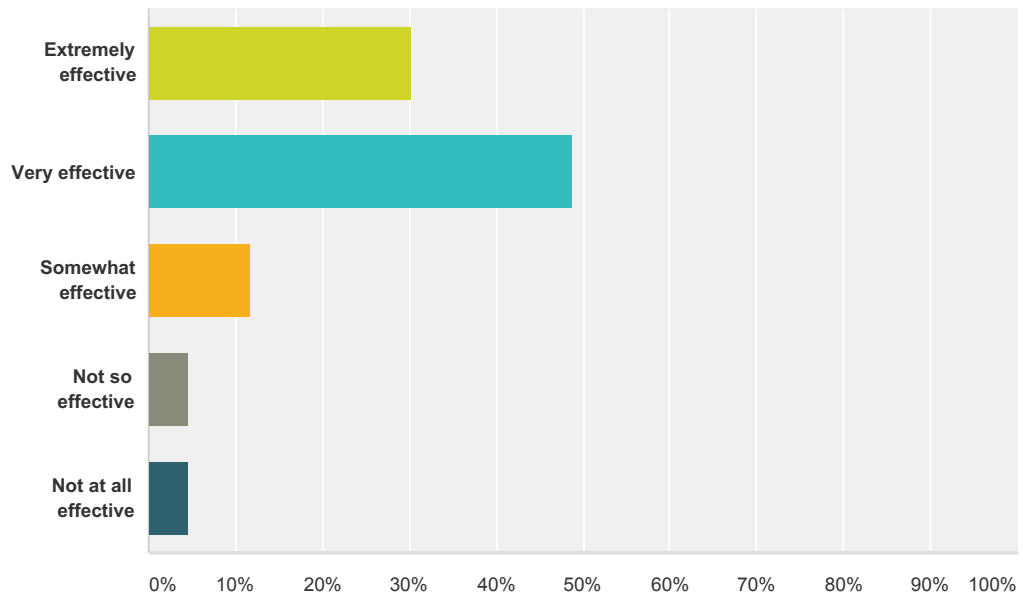
Answered: 43 Skipped: 456



Answer Choices	Responses	
Extremely effective	30.23%	13
Very effective	53.49%	23
Somewhat effective	9.30%	4
Not so effective	2.33%	1
Not at all effective	4.65%	2
Total		43

Q49 Being reachable by telephone during an outage

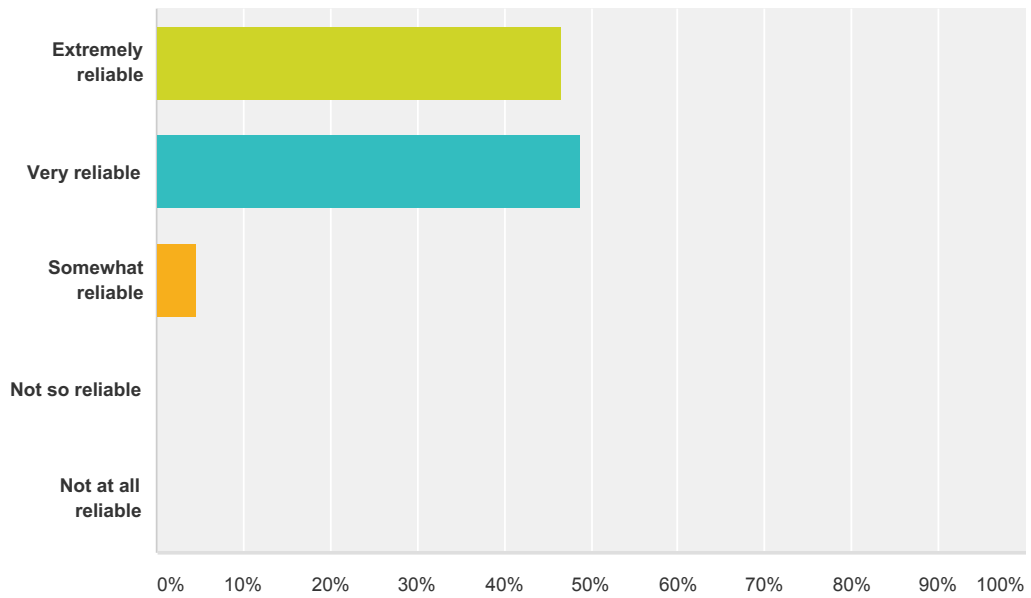
Answered: 43 Skipped: 456



Answer Choices	Responses	
Extremely effective	30.23%	13
Very effective	48.84%	21
Somewhat effective	11.63%	5
Not so effective	4.65%	2
Not at all effective	4.65%	2
Total		43

Q50 How would you rate the overall reliability of electricity from your utility?

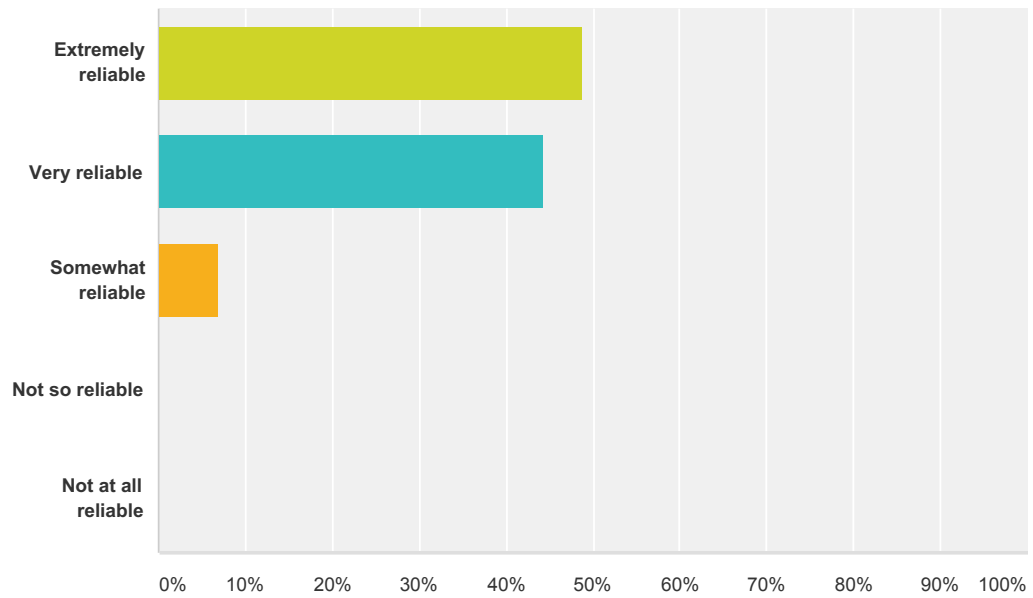
Answered: 43 Skipped: 456



Answer Choices	Responses	
Extremely reliable	46.51%	20
Very reliable	48.84%	21
Somewhat reliable	4.65%	2
Not so reliable	0.00%	0
Not at all reliable	0.00%	0
Total		43

Q51 How would you rate the overall reliability of electricity from your utility?

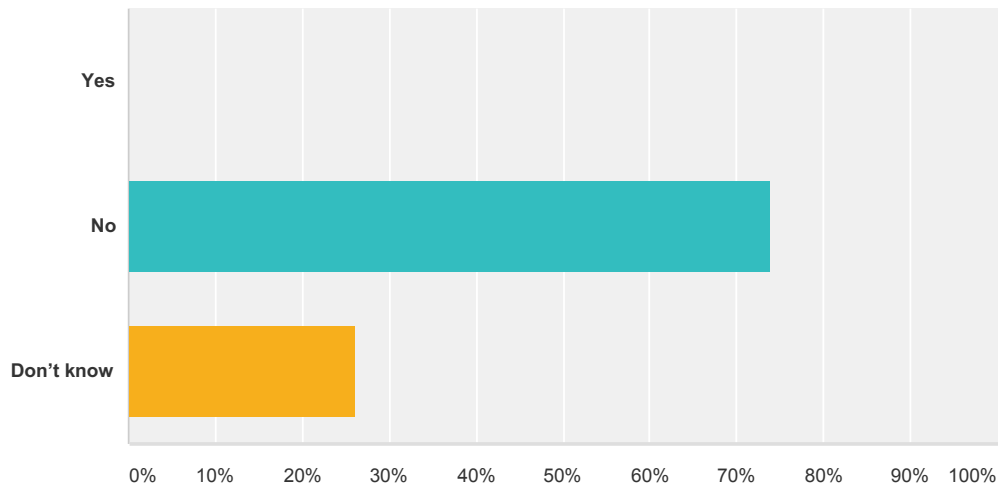
Answered: 43 Skipped: 456



Answer Choices	Responses	
Extremely reliable	48.84%	21
Very reliable	44.19%	19
Somewhat reliable	6.98%	3
Not so reliable	0.00%	0
Not at all reliable	0.00%	0
Total		43

Q52 Do you purchase your electricity from a retailer?

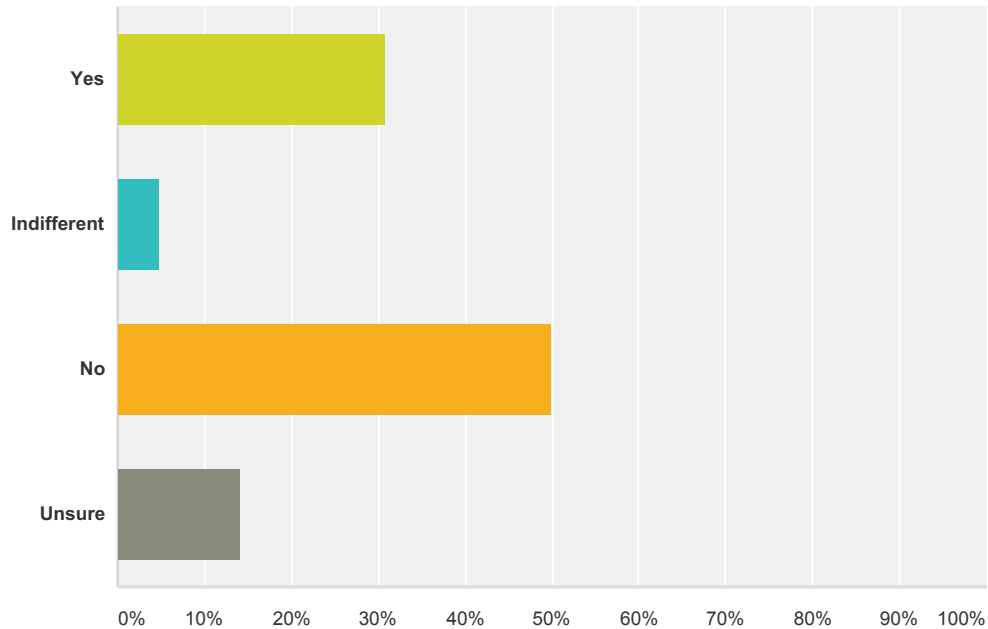
Answered: 42 Skipped: 457



Answer Choices	Responses	
Yes	0.00%	0
No	73.81%	31
Don't know	26.19%	11
Total		42

Q53 Would you be willing to pay 3% more on your total bill next year if it would mean increased reliability and lower long-term delivery costs?

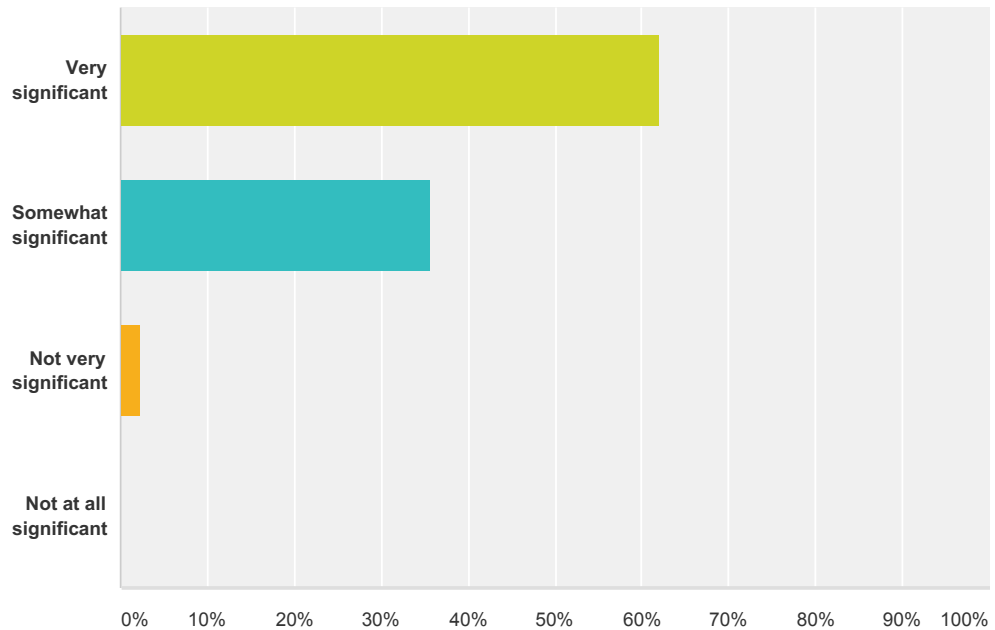
Answered: 42 Skipped: 457



Answer Choices	Responses	
Yes	30.95%	13
Indifferent	4.76%	2
No	50.00%	21
Unsure	14.29%	6
Total		42

Q54 How significant is the cost of electricity in the budget of your business or organization?

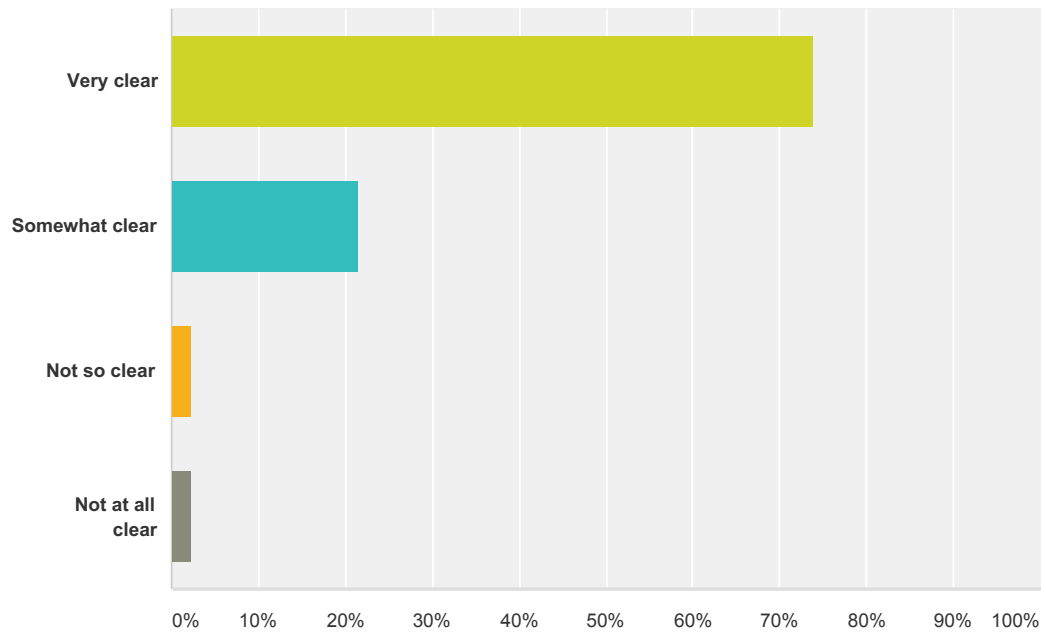
Answered: 42 Skipped: 457



Answer Choices	Responses	
Very significant	61.90%	26
Somewhat significant	35.71%	15
Not very significant	2.38%	1
Not at all significant	0.00%	0
Total		42

Q55 Do you find that the explanations of charges on your bill are clear?

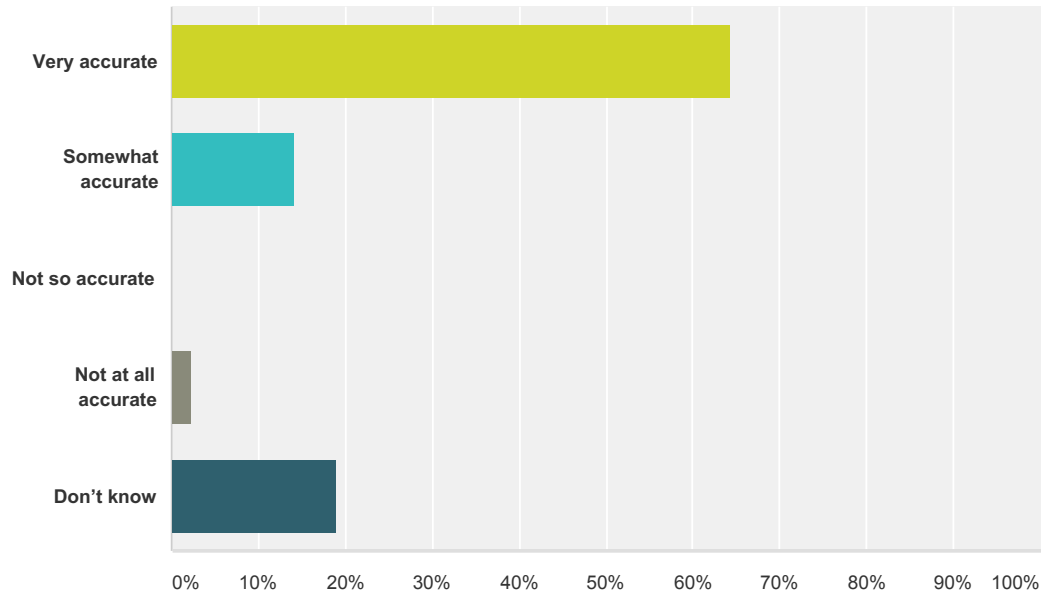
Answered: 42 Skipped: 457



Answer Choices	Responses	
Very clear	73.81%	31
Somewhat clear	21.43%	9
Not so clear	2.38%	1
Not at all clear	2.38%	1
Total		42

Q56 Is your bill accurate?

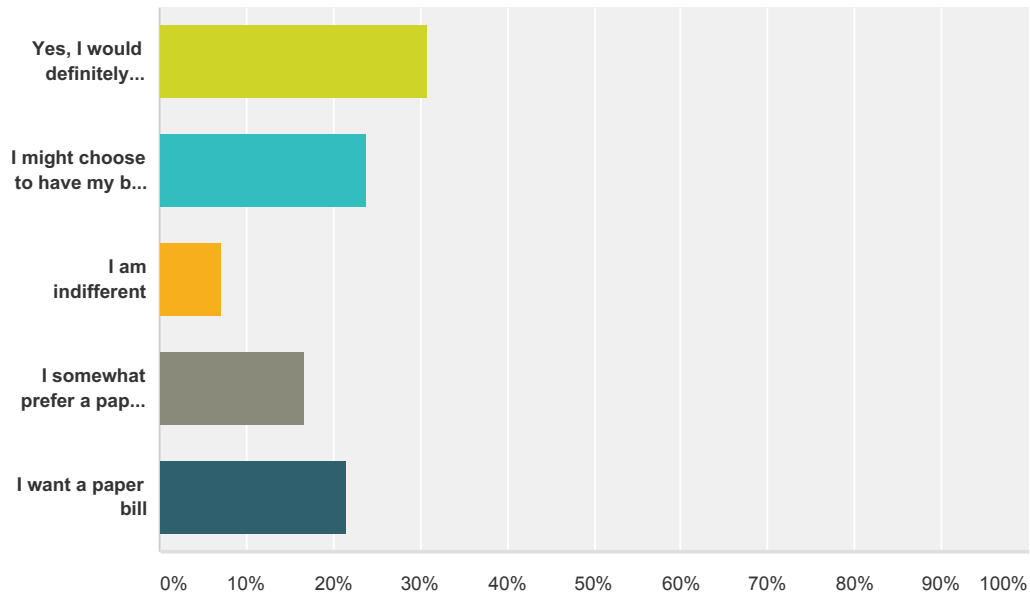
Answered: 42 Skipped: 457



Answer Choices	Responses	
Very accurate	64.29%	27
Somewhat accurate	14.29%	6
Not so accurate	0.00%	0
Not at all accurate	2.38%	1
Don't know	19.05%	8
Total		42

Q57 If you could have your electricity bill sent by e-mail rather than as a paper bill, would you choose that option?

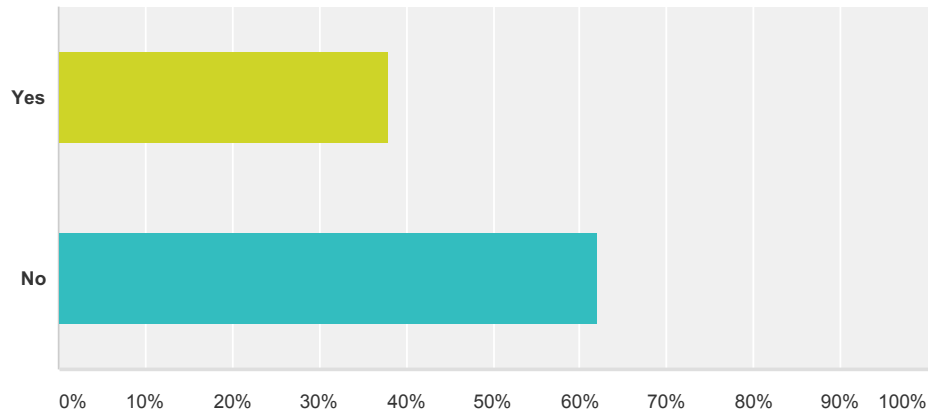
Answered: 42 Skipped: 457



Answer Choices	Responses	
Yes, I would definitely choose to have my bill sent by email	30.95%	13
I might choose to have my bill sent by email	23.81%	10
I am indifferent	7.14%	3
I somewhat prefer a paper bill	16.67%	7
I want a paper bill	21.43%	9
Total		42

Q58 Have you looked at the Northern Ontario Wires website?

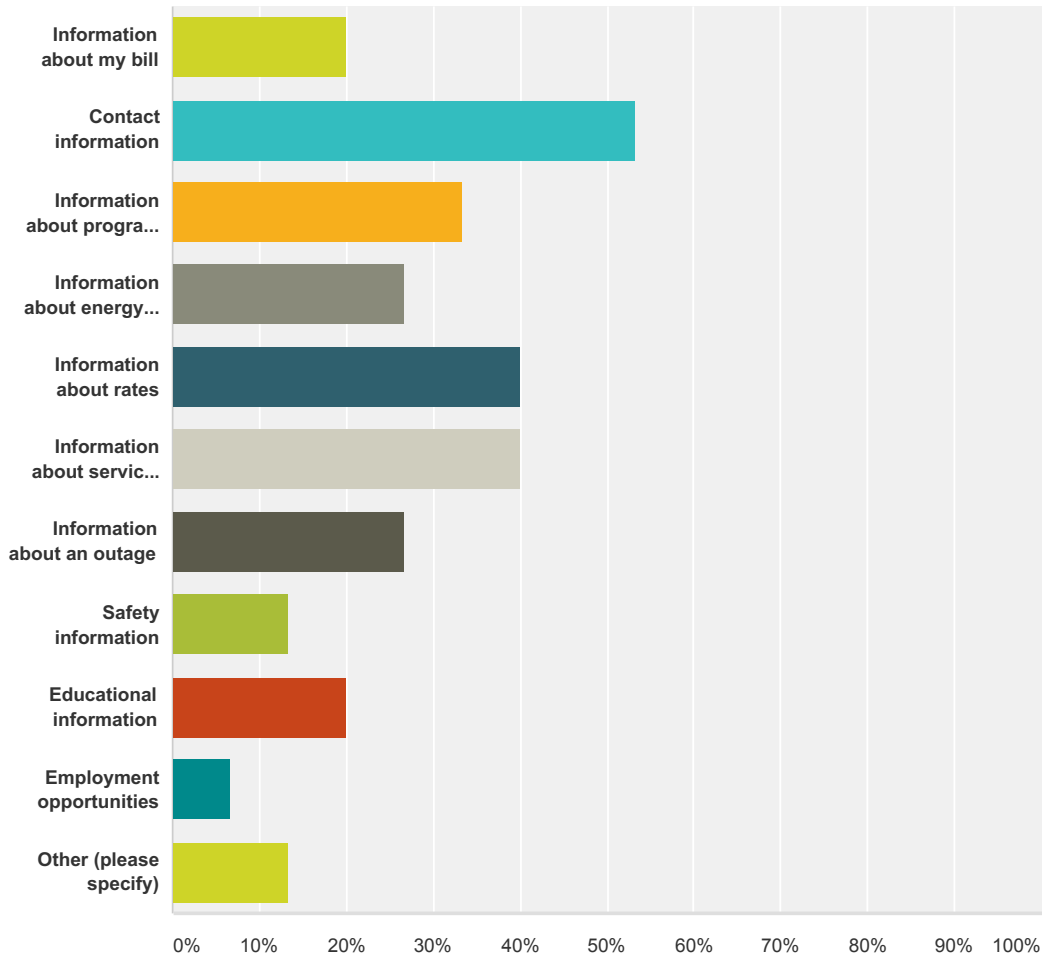
Answered: 42 Skipped: 457



Answer Choices	Responses	
Yes	38.10%	16
No	61.90%	26
Total		42

Q59 On your most recent visit, what information were you looking for on the Northern Ontario Wires website?(Check all that apply)

Answered: 15 Skipped: 484



Answer Choices	Responses
Information about my bill	20.00% 3
Contact information	53.33% 8
Information about programs to help me with the cost of my bills	33.33% 5
Information about energy conservation programs	26.67% 4
Information about rates	40.00% 6
Information about service changes (e.g. new service, moving, cancelling service)	40.00% 6
Information about an outage	26.67% 4
Safety information	13.33% 2
Educational information	20.00% 3

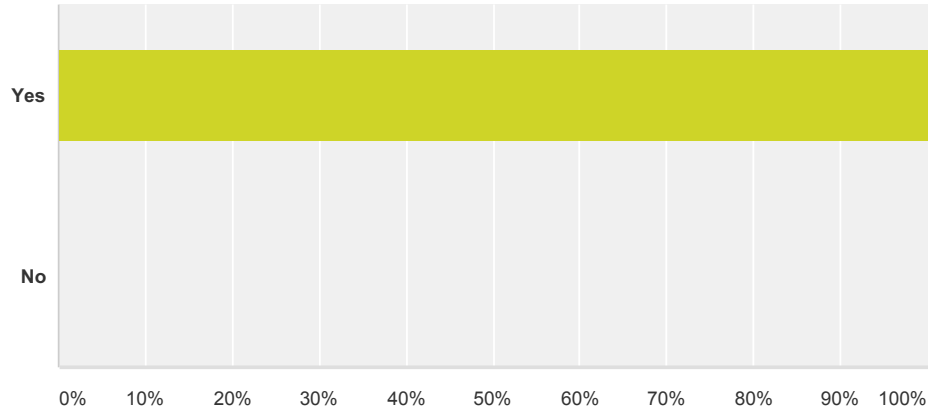
NOW's Customer Satisfaction Survey

Employment opportunities	6.67%	1
Other (please specify)	13.33%	2
Total Respondents: 15		

#	Other (please specify)	Date
1	information on bills i lost. Theywere needed for for income taxes.	5/6/2016 4:39 PM
2	Just browsing	5/4/2016 10:08 AM

Q60 Did you find the information you were looking for on the Northern Ontario Wires website?

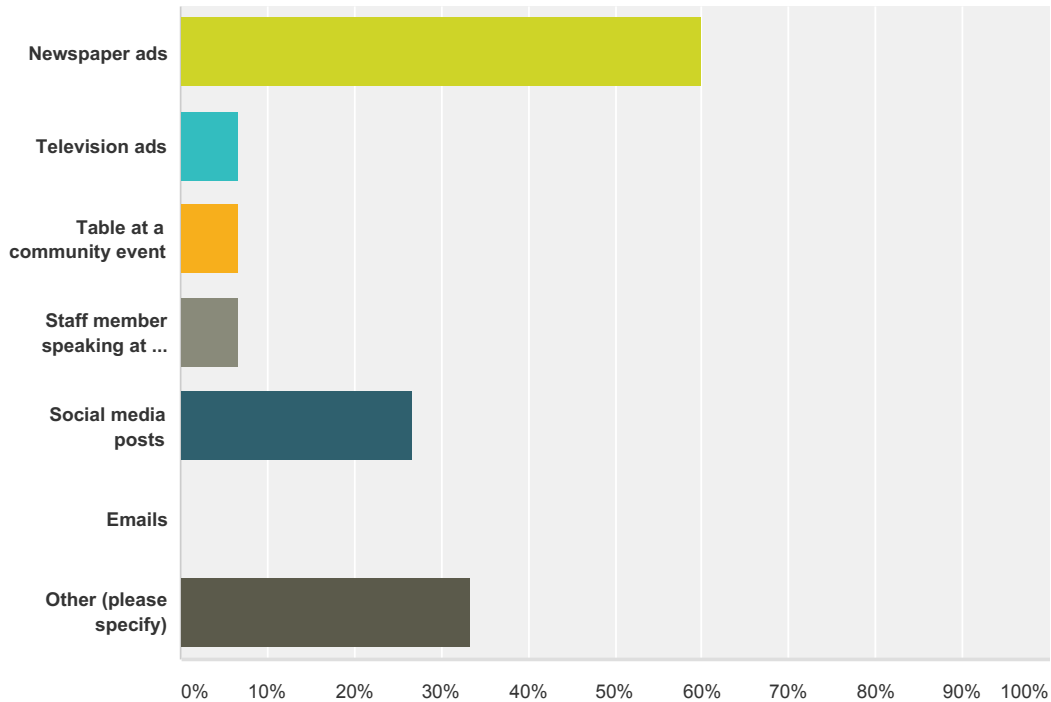
Answered: 15 Skipped: 484



Answer Choices	Responses	
Yes	100.00%	15
No	0.00%	0
Total		15

Q61 What Northern Ontario Wires communications have you heard or seen during the past 12 months? (Check all that apply)

Answered: 15 Skipped: 484

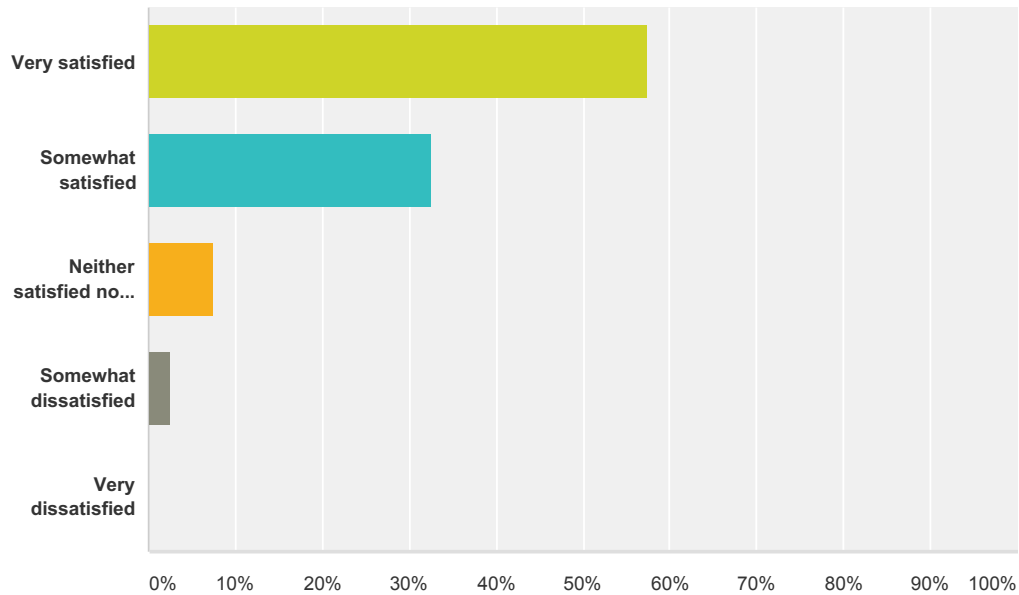


Answer Choices	Responses
Newspaper ads	60.00% 9
Television ads	6.67% 1
Table at a community event	6.67% 1
Staff member speaking at a community meeting	6.67% 1
Social media posts	26.67% 4
Emails	0.00% 0
Other (please specify)	33.33% 5
Total Respondents: 15	

#	Other (please specify)	Date
1	brochures and flyers in mail	5/6/2016 4:39 PM
2	Flyers	5/5/2016 10:01 PM
3	Radio	5/4/2016 10:08 AM
4	Flyer in mail	5/3/2016 5:50 PM
5	none	5/3/2016 1:56 PM

Q62 How satisfied are you with Northern Ontario Wires in getting you the information you need?

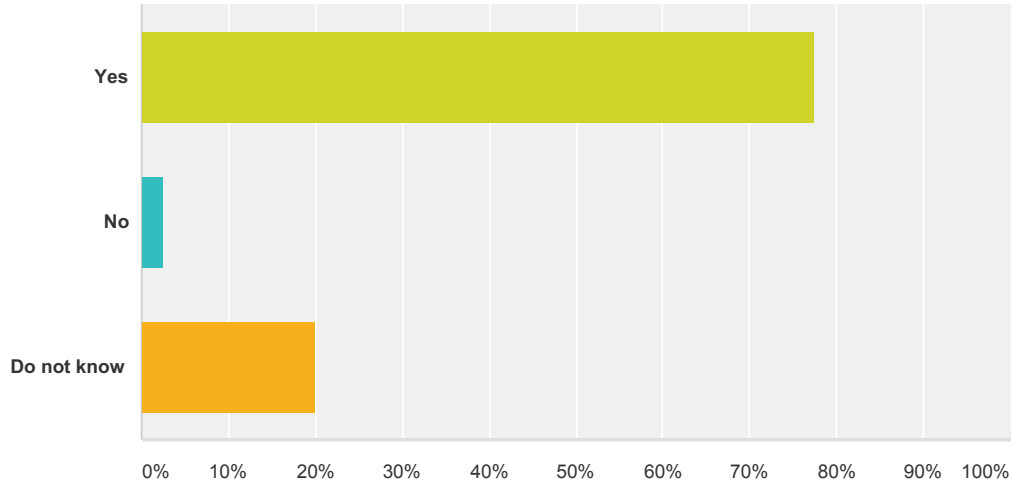
Answered: 40 Skipped: 459



Answer Choices	Responses	
Very satisfied	57.50%	23
Somewhat satisfied	32.50%	13
Neither satisfied nor dissatisfied	7.50%	3
Somewhat dissatisfied	2.50%	1
Very dissatisfied	0.00%	0
Total		40

Q63 Does Northern Ontario Wires provide you with useful information, tools, tips and assistance to help you manage your electricity consumption and bills?

Answered: 40 Skipped: 459



Answer Choices	Responses	
Yes	77.50%	31
No	2.50%	1
Do not know	20.00%	8
Total		40

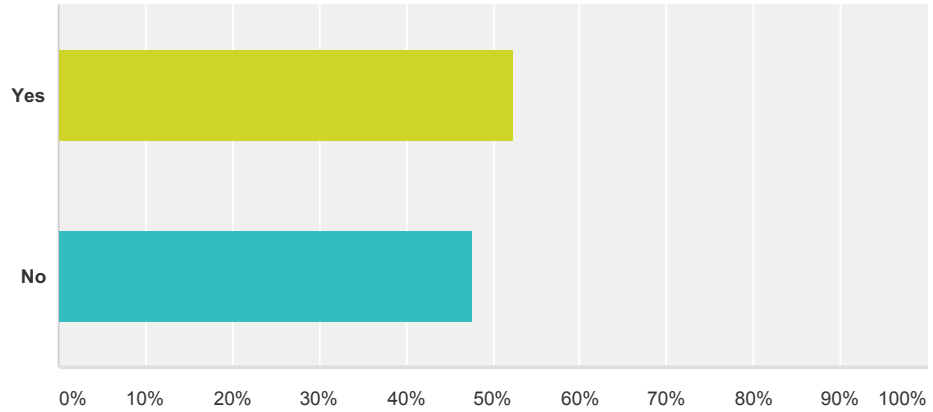
Q64 How could Northern Ontario Wires improve how it provides you with the information you need?

Answered: 13 Skipped: 486

#	Responses	Date
1	I THINK , N.O.W. is doing perfectly fine on how they provide information, very efficient utility	5/30/2016 12:26 PM
2	Call my business when they know approximately how long the power is going to be out in an extended outage. (like today)	5/19/2016 3:41 PM
3	Ads in local papers for outages.	5/11/2016 9:49 AM
4	Email	5/7/2016 10:51 AM
5	Billing electronically. Billing history accessible online for a certain period (Union gas, hydro one style)	5/6/2016 5:40 PM
6	At the end of the year, I wish we could have a summary of the amount spent on electricity instead of counting all invoices for income tax purposes. (on website, and /or by mail)	5/6/2016 4:39 PM
7	paperless and less expensive	5/6/2016 3:20 PM
8	ok the way it is	5/6/2016 10:00 AM
9	I would appreciate receiving my invoices by e-mail to be able to pay them when I am away. It would be great to be able to pay the invoices online or multiple invoices with credit card, with no fee (5.95 per invoice is not right) Thank you.	5/5/2016 8:11 PM
10	Satisfied as it is.	5/4/2016 8:13 AM
11	I'm not a fan of averaging during winter months only to be hit with a big Spring adjustment. Would support cost of improving meters for remote read.	5/3/2016 5:50 PM
12	Get a phone call when there's a long interruption in service. Would help us better prepare if we know ahead of time that we can't open our office because of lack of hydro.	5/3/2016 1:56 PM
13	They are doing a wonderful job!!	5/3/2016 9:54 AM

Q65 During the past 12 months, have you contacted your utility for any information or assistance?

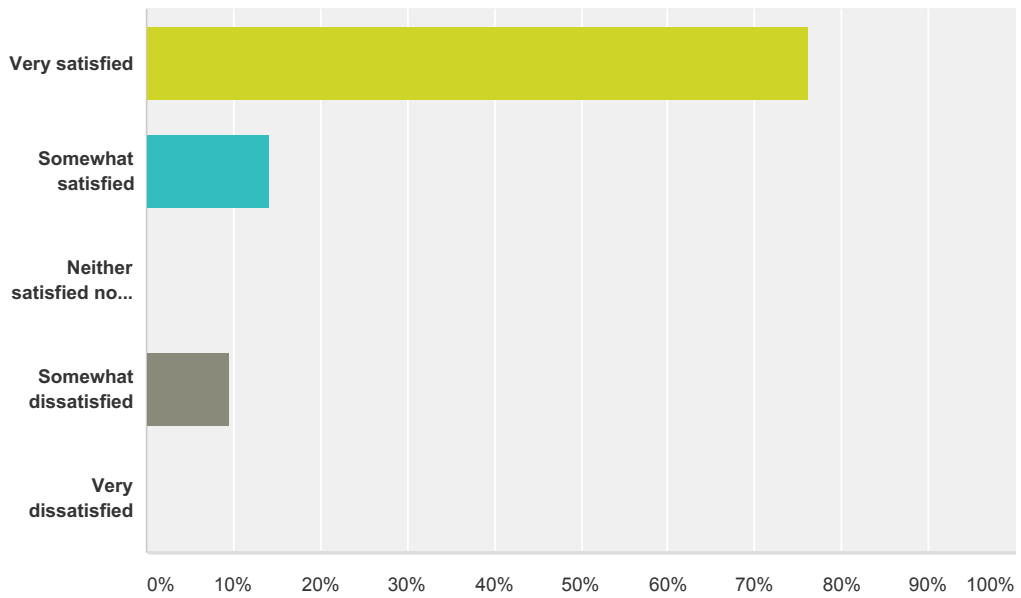
Answered: 40 Skipped: 459



Answer Choices	Responses	
Yes	52.50%	21
No	47.50%	19
Total		40

Q66 How satisfied were you with the service you received from your utility staff?

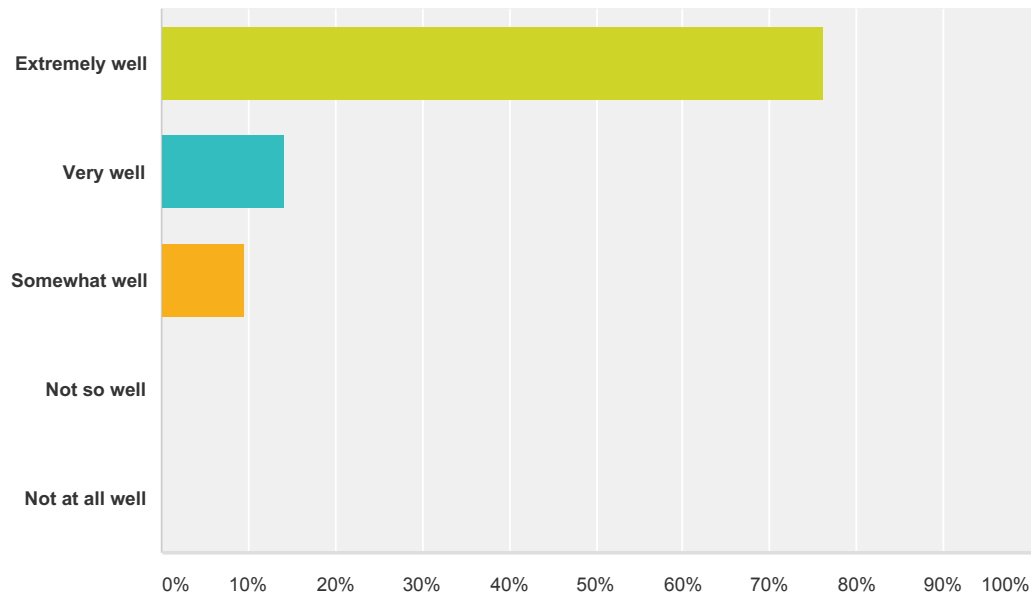
Answered: 21 Skipped: 478



Answer Choices	Responses	
Very satisfied	76.19%	16
Somewhat satisfied	14.29%	3
Neither satisfied nor dissatisfied	0.00%	0
Somewhat dissatisfied	9.52%	2
Very dissatisfied	0.00%	0
Total		21

Q67 How well did your utility staff understand your questions and concerns?

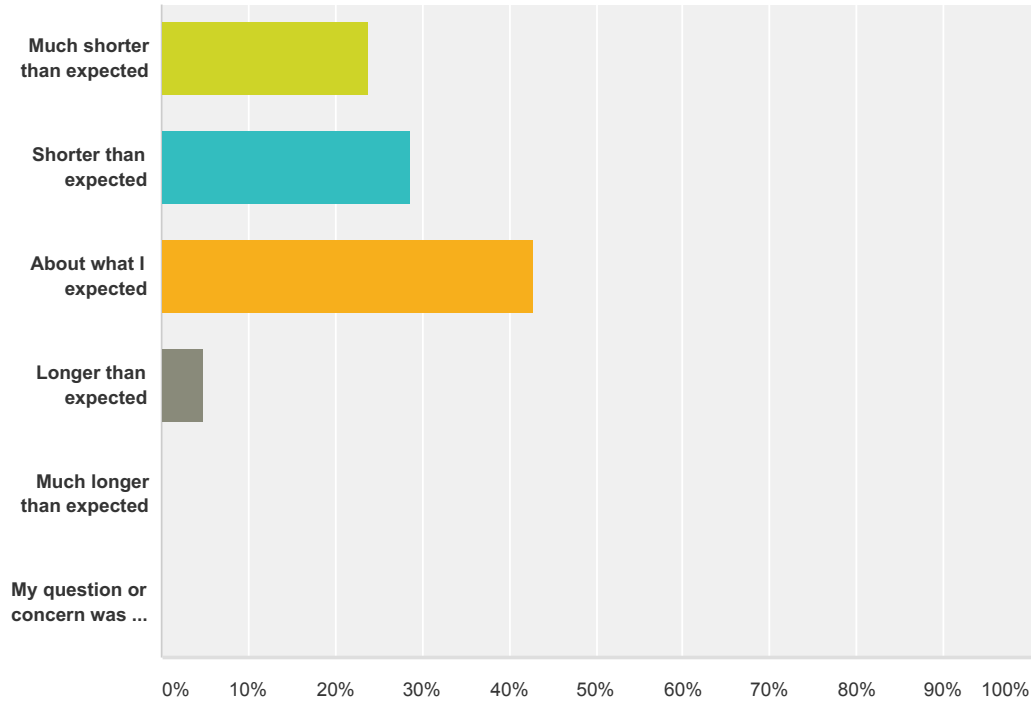
Answered: 21 Skipped: 478



Answer Choices	Responses	
Extremely well	76.19%	16
Very well	14.29%	3
Somewhat well	9.52%	2
Not so well	0.00%	0
Not at all well	0.00%	0
Total		21

Q68 How much time did it take your utility staff to deal with your questions and concerns?

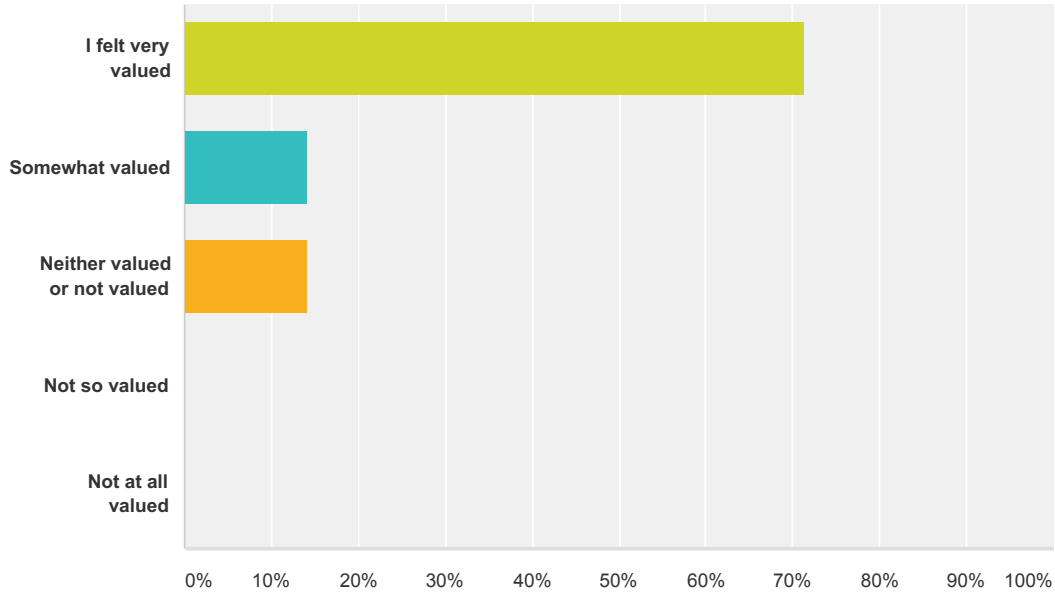
Answered: 21 Skipped: 478



Answer Choices	Responses	
Much shorter than expected	23.81%	5
Shorter than expected	28.57%	6
About what I expected	42.86%	9
Longer than expected	4.76%	1
Much longer than expected	0.00%	0
My question or concern was not addressed	0.00%	0
Total		21

Q69 Did the utility staff member that you spoke with make you feel like a valued customer?

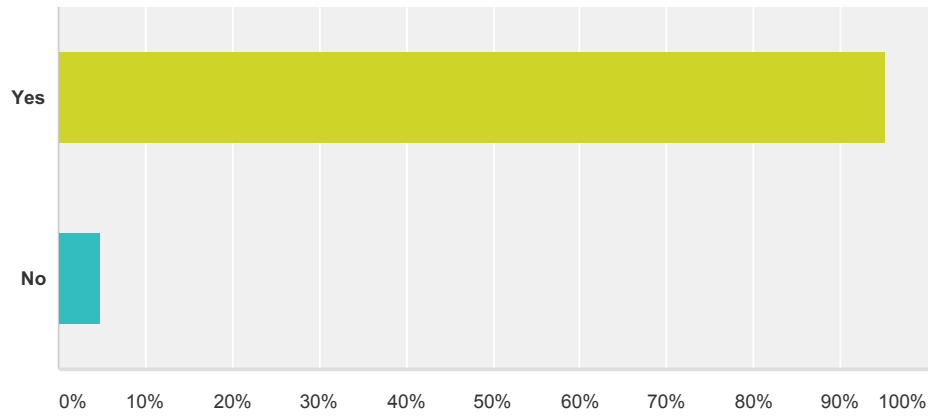
Answered: 21 Skipped: 478



Answer Choices	Responses	
I felt very valued	71.43%	15
Somewhat valued	14.29%	3
Neither valued or not valued	14.29%	3
Not so valued	0.00%	0
Not at all valued	0.00%	0
Total		21

Q70 Did your utility staff provide you with the information you needed?

Answered: 21 Skipped: 478



Answer Choices	Responses	
Yes	95.24%	20
No	4.76%	1
Total		21

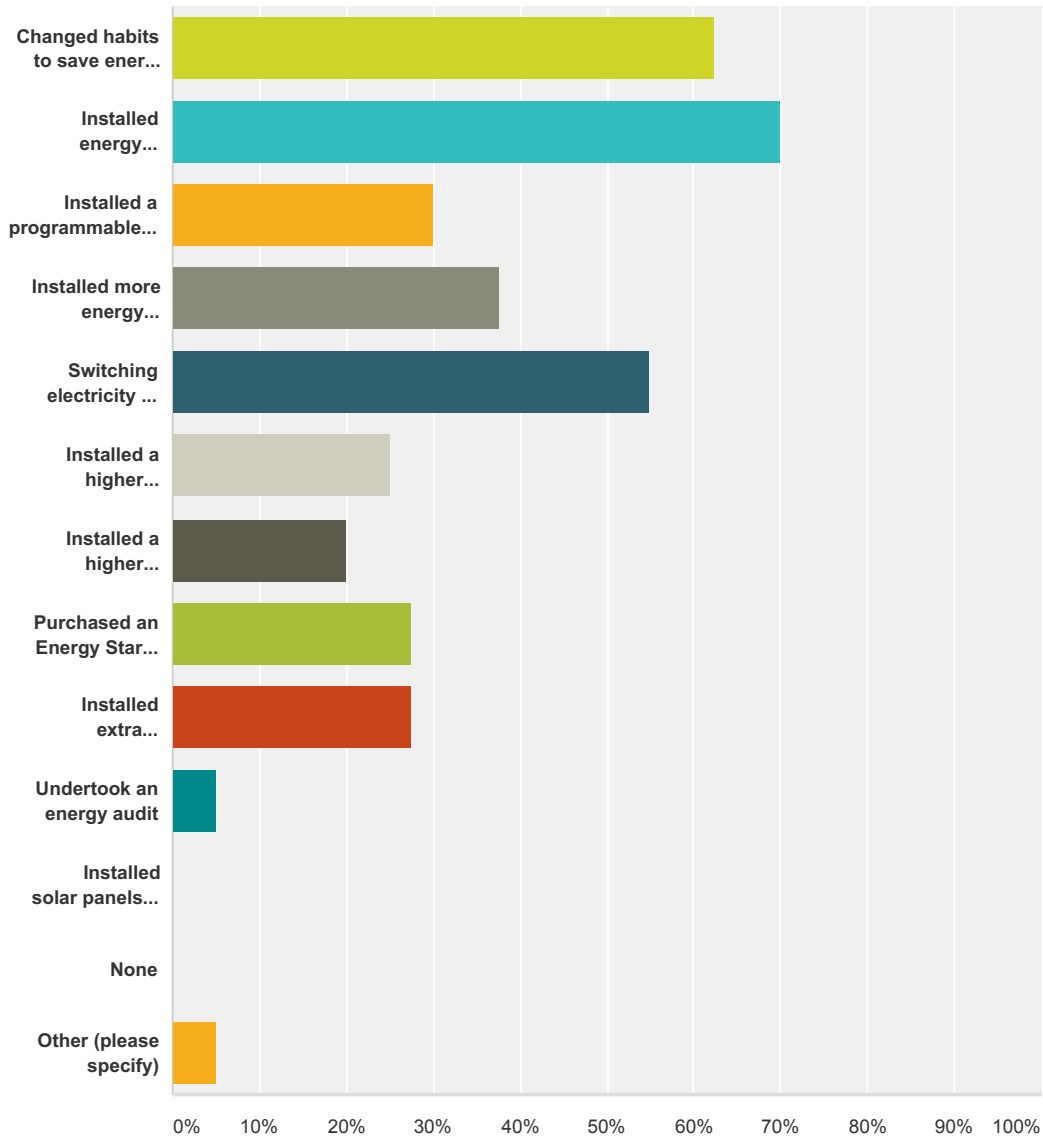
**Q71 If not, what information did you need
that your utility staff did not provide?**

Answered: 1 Skipped: 498

#	Responses	Date
1	Billing history was at a cost and didn't show HST breakdown...basic spreadsheet not relevant.	5/6/2016 5:42 PM

Q72 Please indicate which, if any, of these things your business or organization has done in the past two years to reduce electricity consumption, costs, or environmental impact. (Check all that apply)

Answered: 40 Skipped: 459



Answer Choices	Responses
Changed habits to save energy, such as raising your thermostat in summer, lowering it in winter, and turning off lights that are not needed	62.50% 25
Installed energy efficient CFL or LED light bulbs	70.00% 28
Installed a programmable thermostat	30.00% 12
Installed more energy efficient doors or windows	37.50% 15
Switching electricity use to off-peak periods, such as doing laundry at night	55.00% 22

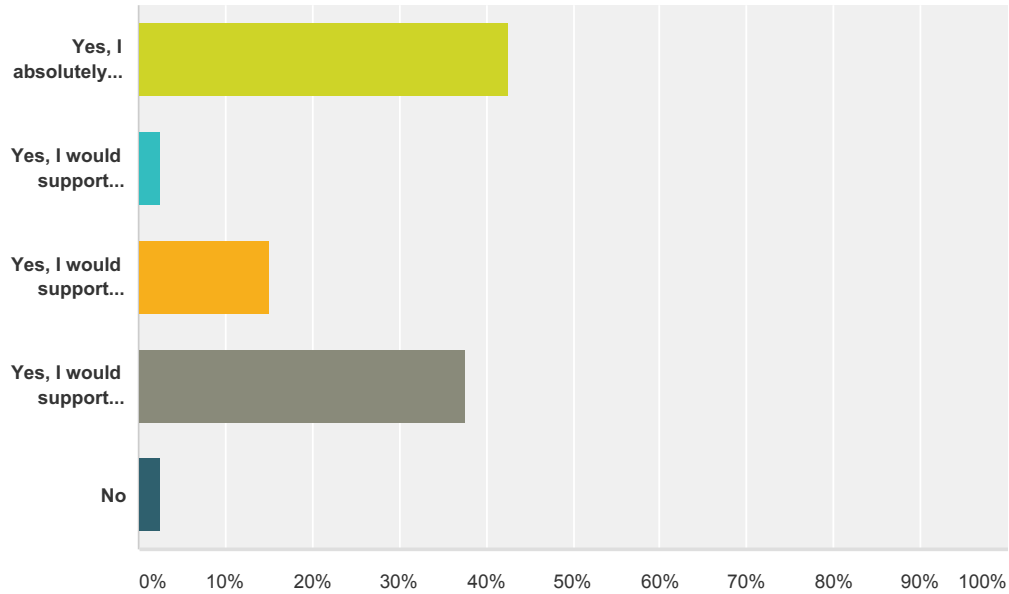
NOW's Customer Satisfaction Survey

Installed a higher efficiency water heater	25.00%	10
Installed a higher efficiency heating/cooling system	20.00%	8
Purchased an Energy Star appliance	27.50%	11
Installed extra insulation	27.50%	11
Undertook an energy audit	5.00%	2
Installed solar panels or other renewable energy generation at home	0.00%	0
None	0.00%	0
Other (please specify)	5.00%	2
Total Respondents: 40		

#	Other (please specify)	Date
1	ALready have a programmable thermostat installed many years ago	5/4/2016 2:10 PM
2	Rewired warehouse light circuits to turn off more lights during off hours	5/3/2016 5:53 PM

Q73 One of the ways that utilities reduce the environmental impact from the consumption of fossil fuels is by providing electricity from renewable energy sources, such as solar, wind, hydroelectric, or biomass. Do you support renewable energy?

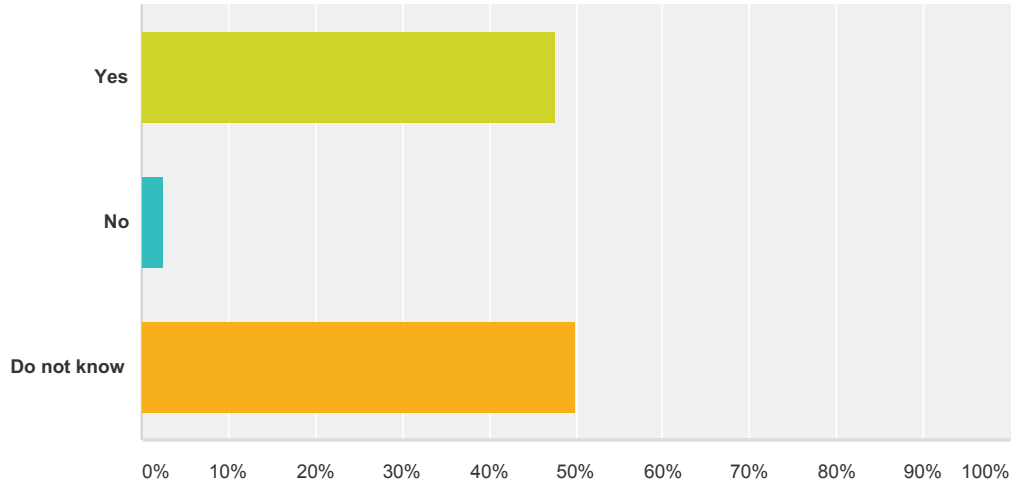
Answered: 40 Skipped: 459



Answer Choices	Responses	
Yes, I absolutely support renewable energy	42.50%	17
Yes, I would support renewable energy, even if it caused an increase of 10% to my electricity bills	2.50%	1
Yes, I would support renewable energy, even if it caused an increase of 5% to my electricity bills	15.00%	6
Yes, I would support renewable energy, but only if it does not increase my electricity bills	37.50%	15
No	2.50%	1
Total		40

**Q74 In your opinion is Northern Ontario
Wires a leader in promoting energy
conservation?**

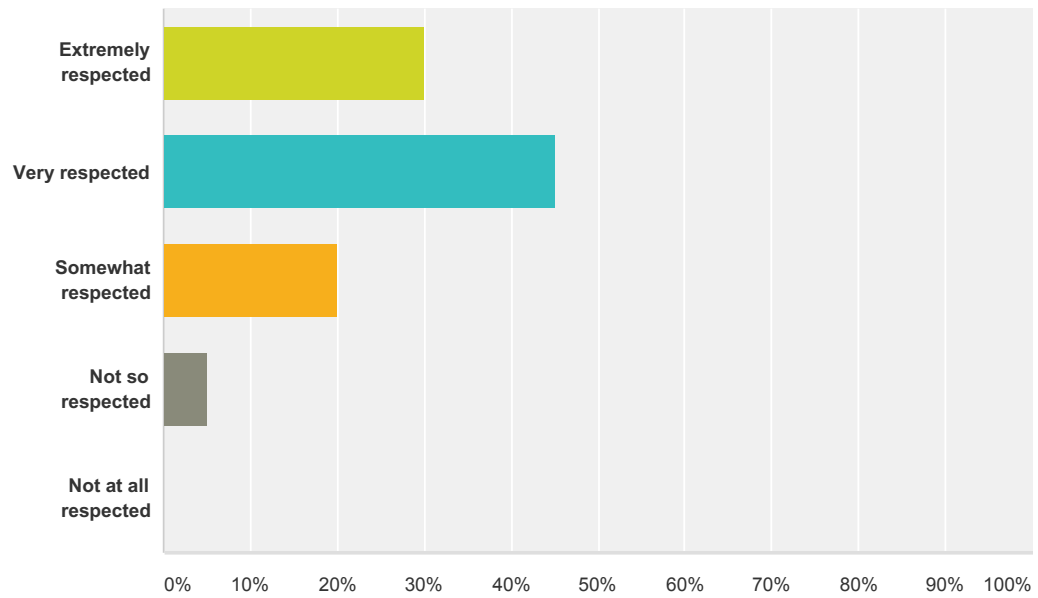
Answered: 40 Skipped: 459



Answer Choices	Responses	
Yes	47.50%	19
No	2.50%	1
Do not know	50.00%	20
Total		40

Q75 Would you say that your utility is a respected company in the community?

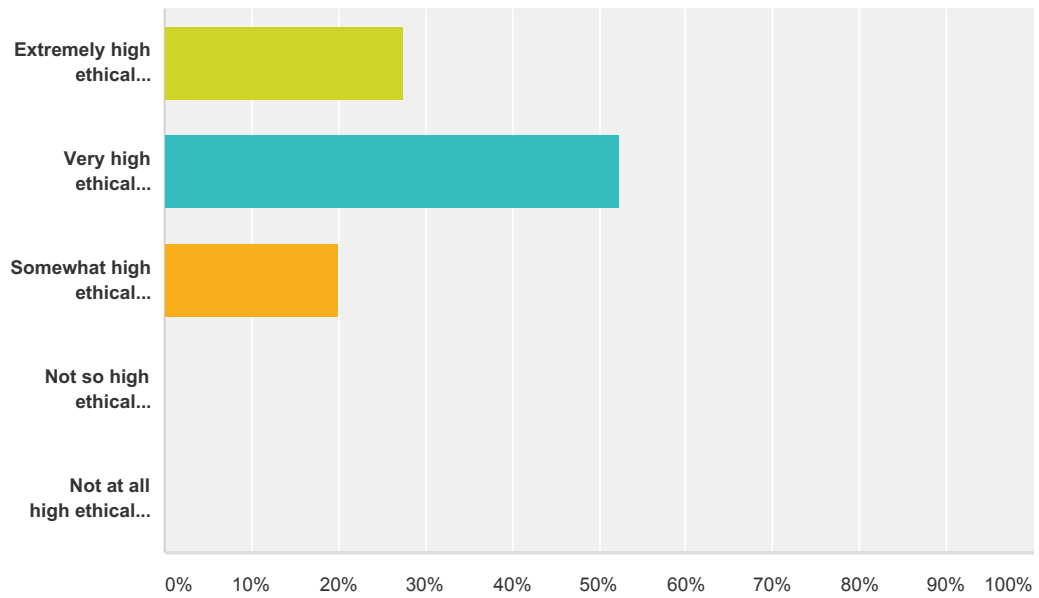
Answered: 40 Skipped: 459



Answer Choices	Responses	
Extremely respected	30.00%	12
Very respected	45.00%	18
Somewhat respected	20.00%	8
Not so respected	5.00%	2
Not at all respected	0.00%	0
Total		40

Q76 Would you say that your utility has a high standard of business ethics?

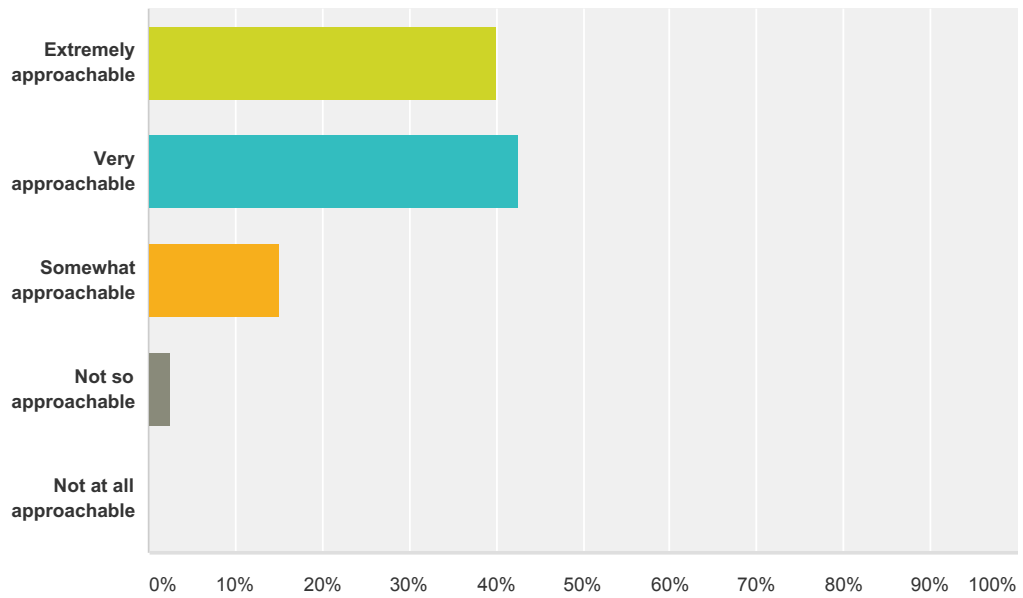
Answered: 40 Skipped: 459



Answer Choices	Responses	
Extremely high ethical standards	27.50%	11
Very high ethical standards	52.50%	21
Somewhat high ethical standards	20.00%	8
Not so high ethical standards	0.00%	0
Not at all high ethical standards	0.00%	0
Total		40

Q77 Would you describe your utility as approachable?

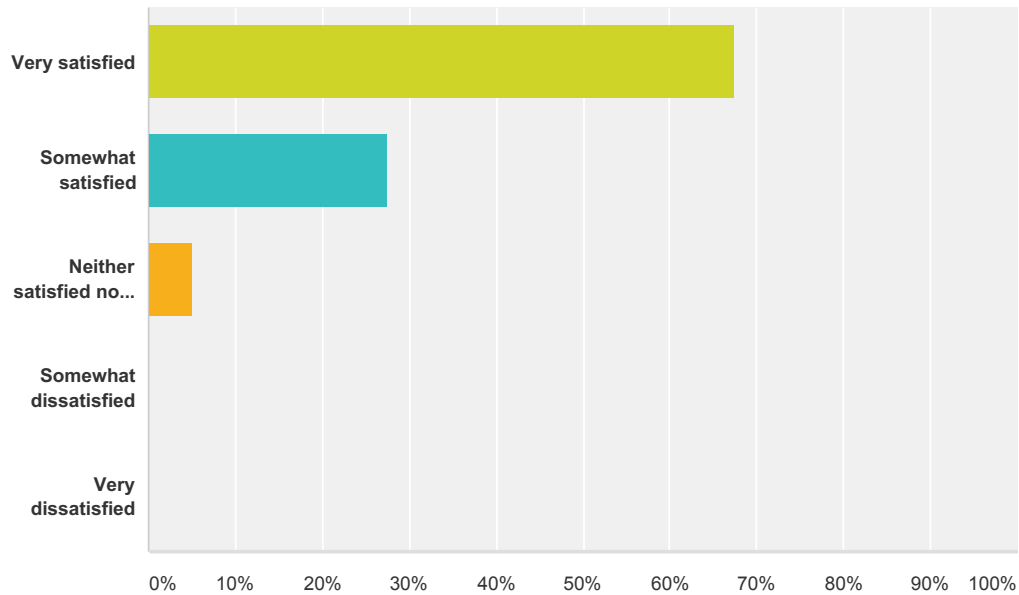
Answered: 40 Skipped: 459



Answer Choices	Responses	
Extremely approachable	40.00%	16
Very approachable	42.50%	17
Somewhat approachable	15.00%	6
Not so approachable	2.50%	1
Not at all approachable	0.00%	0
Total		40

Q78 After having taken this survey, how satisfied or dissatisfied are you with Northern Ontario Wires overall?

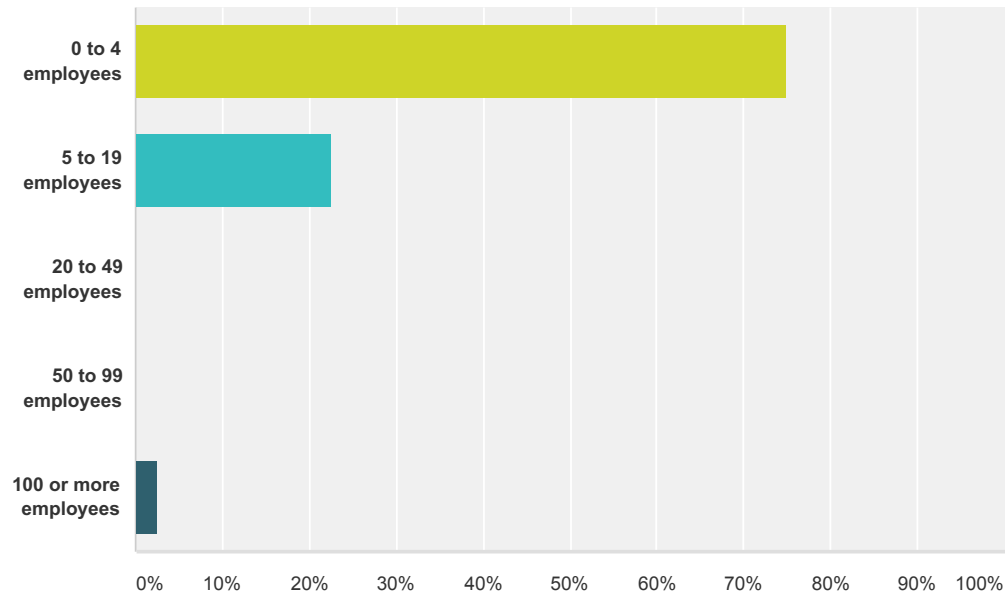
Answered: 40 Skipped: 459



Answer Choices	Responses	
Very satisfied	67.50%	27
Somewhat satisfied	27.50%	11
Neither satisfied nor dissatisfied	5.00%	2
Somewhat dissatisfied	0.00%	0
Very dissatisfied	0.00%	0
Total		40

Q79 How many employees does your business or organization have working at your location?

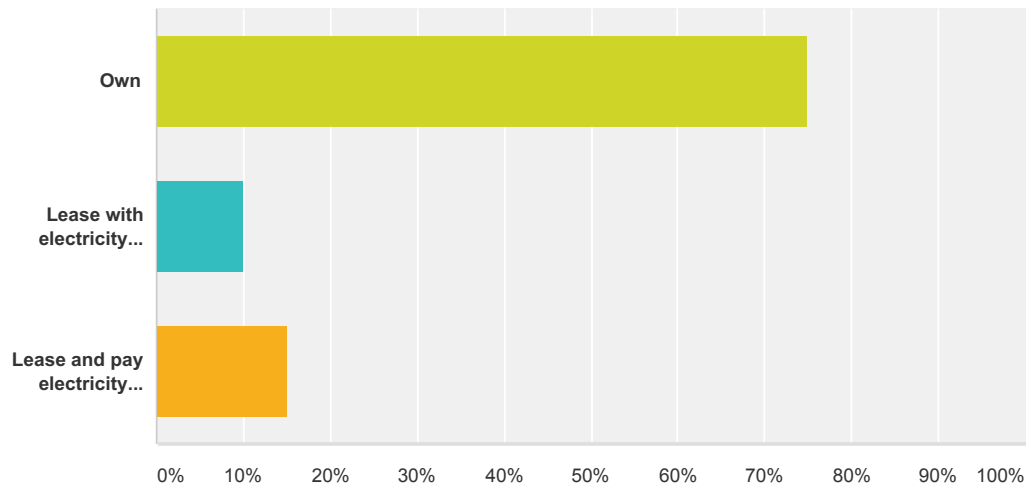
Answered: 40 Skipped: 459



Answer Choices	Responses	
0 to 4 employees	75.00%	30
5 to 19 employees	22.50%	9
20 to 49 employees	0.00%	0
50 to 99 employees	0.00%	0
100 or more employees	2.50%	1
Total		40

Q80 Do you own or lease the facility where you operate your business or organization?

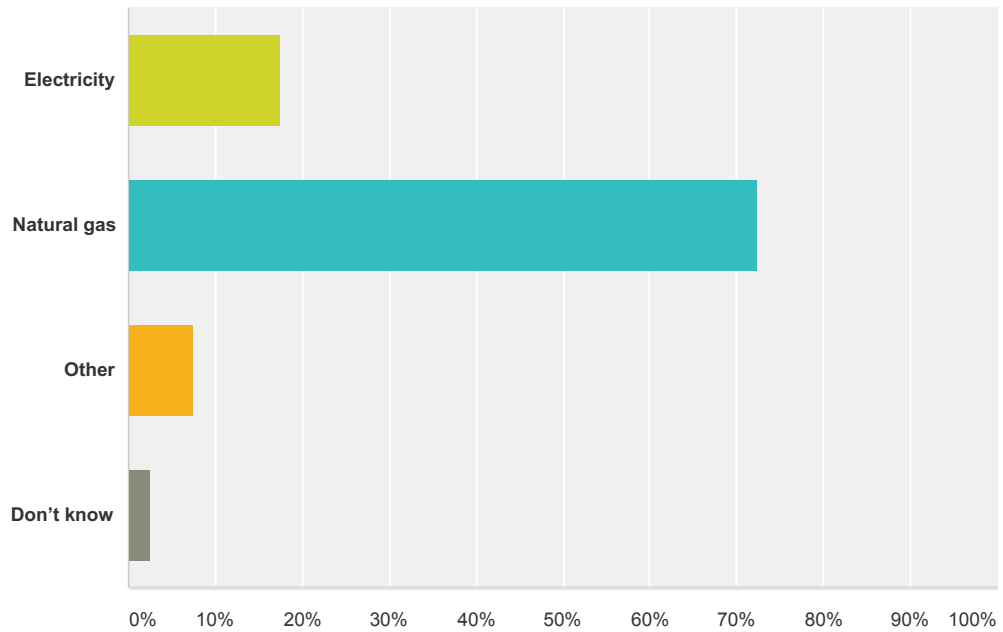
Answered: 40 Skipped: 459



Answer Choices	Responses	
Own	75.00%	30
Lease with electricity included	10.00%	4
Lease and pay electricity separately	15.00%	6
Total		40

Q81 What is the primary source of heat at the facility where your business or organization is located?

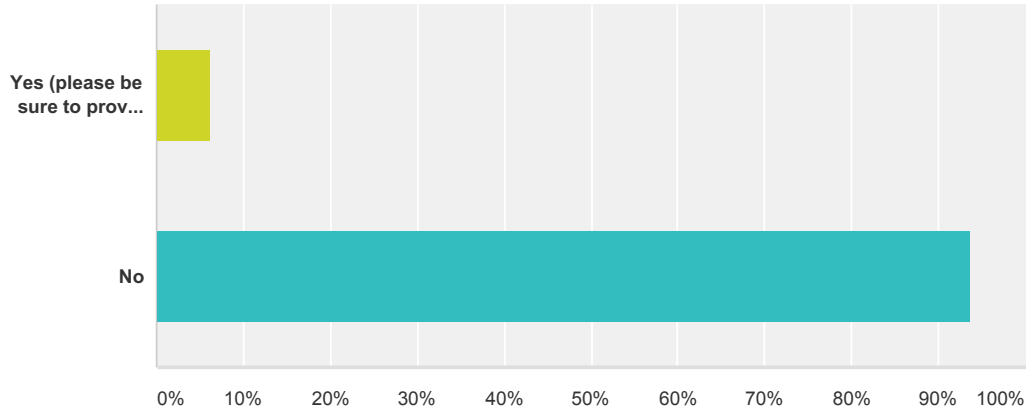
Answered: 40 Skipped: 459



Answer Choices	Responses	
Electricity	17.50%	7
Natural gas	72.50%	29
Other	7.50%	3
Don't know	2.50%	1
Total		40

Q82 Would you like someone from Northern Ontario Wires to contact you about the issues in this survey?

Answered: 418 Skipped: 81



Answer Choices	Responses	
Yes (please be sure to provide your contact information below)	6.22%	26
No	93.78%	392
Total		418

Q83 If you would like to enter the contest for an ultimate fishing prize valued at over \$800, please provide your name and contact information. Your contact information will only be used to confirm your eligibility for the contest and to contact you if you win the contest or selected Yes in question above. Alternatively, you may choose to submit your survey responses anonymously and not enter the contest.

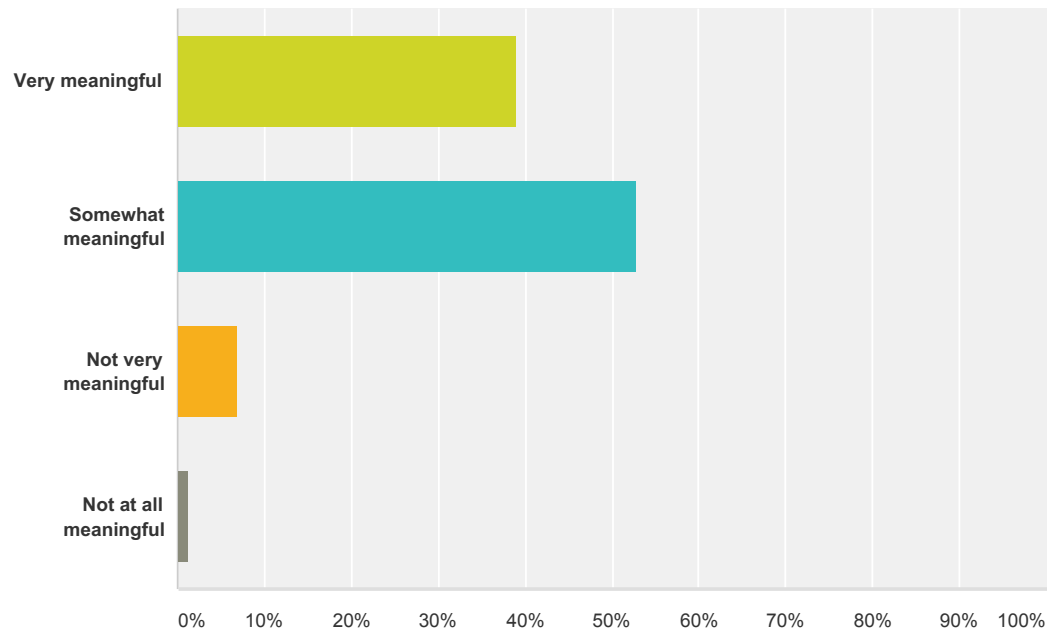
Answered: 408 Skipped: 91

Answer Choices	Responses
Name	100.00% 408
Company	19.12% 78
Your Electricity Service Address	96.08% 392
Address 2	0.00% 0
City/Town	0.00% 0
State/Province	0.00% 0
ZIP/Postal Code	0.00% 0
Country	0.00% 0
Email Address	88.97% 363
Daytime Phone Number	96.81% 395

#	Name	Date
1		5/30/2016 2:00 PM
2		5/30/2016 12:47 PM
3		5/30/2016 12:44 PM
4		5/30/2016 12:38 PM
5		5/30/2016 12:34 PM
6		5/30/2016 12:29 PM
7		5/25/2016 4:43 PM
8		5/22/2016 11:35 PM
9		5/22/2016 3:12 PM
10		5/20/2016 2:15 PM
11		5/20/2016 11:29 AM
12		5/20/2016 10:10 AM
13		5/20/2016 9:50 AM
14		5/20/2016 8:25 AM

Q84 Did you find the questions in this survey meaningful?

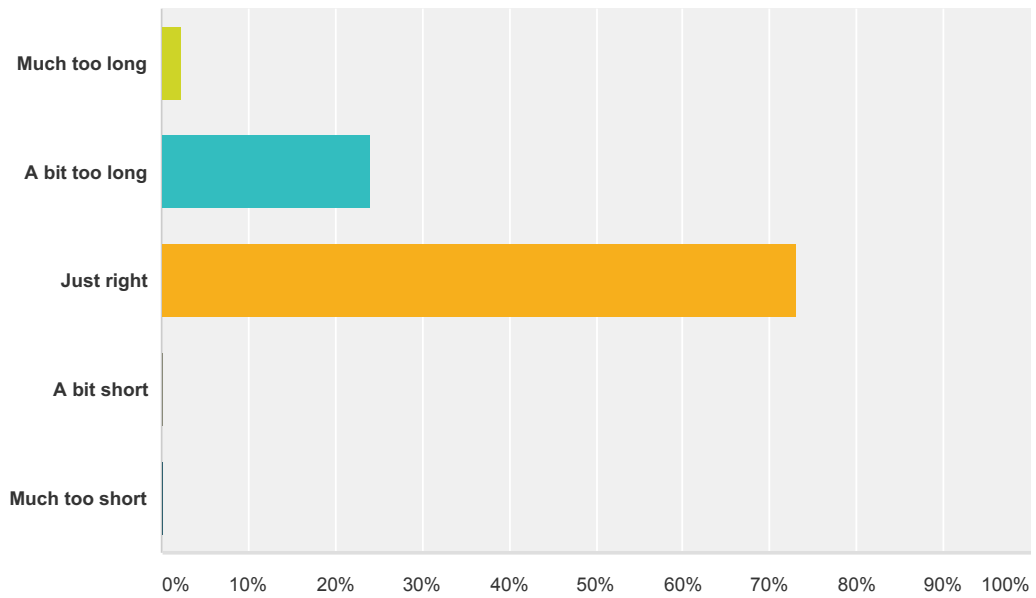
Answered: 418 Skipped: 81



Answer Choices	Responses	
Very meaningful	39.00%	163
Somewhat meaningful	52.87%	221
Not very meaningful	6.94%	29
Not at all meaningful	1.20%	5
Total		418

Q85 How did you find the length of the survey?

Answered: 420 Skipped: 79



Answer Choices	Responses	
Much too long	2.38%	10
A bit too long	24.05%	101
Just right	73.10%	307
A bit short	0.24%	1
Much too short	0.24%	1
Total		420



Northern Ontario Wires Inc.

Filed: 26 August, 2016

EB-2016-0096

Exhibit 1

Tab 6

Schedule 1

Attachment 3

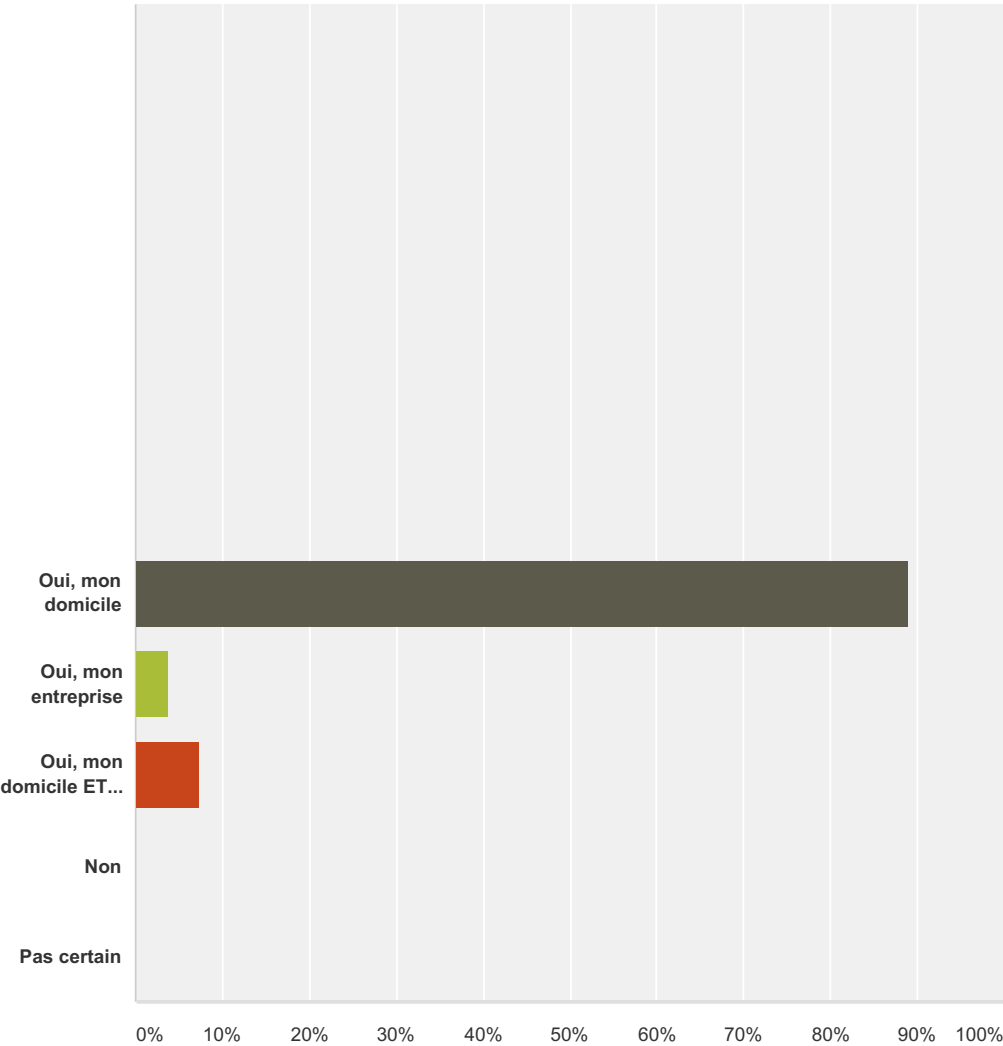
Page 1 of 91

NOW's Sondage de Service à Clientèle

Northern Ontario Wires Inc. vous remercie d'avance pour prendre le temps de compléter notre sondage sur la satisfaction à la clientèle. Nous voulons déterminer si nos clients sont satisfaits ainsi qu'identifiés des occasions pour améliorer notre service. Veuillez répondre aux questions suivantes. Le sondage a une durée d'environ 5 à 10 minutes. À la suite du sondage, vous avez la chance de gagner un prix de pêche ultime d'une valeur de 800 \$.

Q1 Payez-vous une facture d’électricité de Northern Ontario Wires pour votre domicile ou entreprise (incluant des organisations telles que des églises)? Veuillez noter que seulement les clients de Northern Ontario Wires Inc sont éligibles pour le prix.

Answered: 27 Skipped: 0



Answer Choices	Responses
Hearst Power Distribution Company Ltd.	0.00%0
Northern Ontario Wires Inc.	0.00%0
Chapleau Public Utilities Corporation	0.00%0
Hydro Hawkesbury	0.00%0
Coopérative Hydro Embrun Inc.	0.00%0

NOW's Sondage de Service à Clientèle

Other	0.00%	0
Oui, mon domicile	88.89%	24
Oui, mon entreprise	3.70%	1
Oui, mon domicile ET entreprise	7.41%	2
Non	0.00%	0
Pas certain	0.00%	0
Total		27

#	Other (please specify)	Date
	There are no responses.	

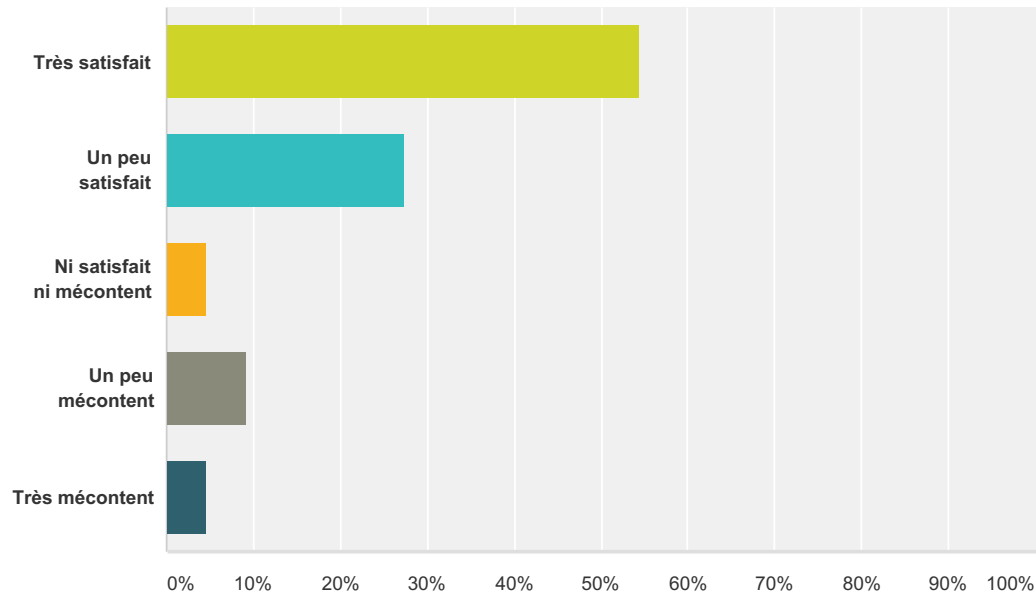
Q2 Northern Ontario Wires sert les communautés de Cochrane, Iroquois Falls et Kapuskasing. Afin de déterminer votre location, veuillez fournir votre code postal pour votre domicile primaire:

Answered: 22 Skipped: 5

#	Responses	Date
1	P5N 1C1	5/20/2016 3:19 PM
2	P5N 1L8	5/20/2016 1:51 PM
3	P0K 1G0	5/19/2016 2:34 PM
4	P5N 1Y8	5/16/2016 11:25 AM
5	P0L1C0	5/15/2016 8:56 PM
6	P5N 2E2	5/11/2016 8:19 PM
7	P5N 1M3	5/11/2016 9:42 AM
8	P0K 1G0	5/10/2016 10:09 AM
9	P5N 1M8	5/9/2016 1:50 PM
10	P0L1C0	5/9/2016 1:02 PM
11	P5N 1Z4	5/9/2016 9:39 AM
12	P5N 1Y4	5/8/2016 7:17 PM
13	p5n 1z1	5/8/2016 7:52 AM
14	P0K1G0	5/7/2016 4:15 PM
15	p0k1e0	5/7/2016 10:39 AM
16	P0K 1E0	5/6/2016 4:16 PM
17	P5N1N2	5/5/2016 6:07 PM
18	P5N 1Y5	5/4/2016 8:36 PM
19	P0L 1C0	5/4/2016 7:29 PM
20	P5N 2B8	5/4/2016 1:13 PM
21	p0l1c0	5/4/2016 12:46 PM
22	P5N2C7	5/4/2016 11:32 AM

Q3 Considérant le tout, comment satisfait
êtes-vous avec le service d’électricité de
Northern Ontario Wires Inc.?

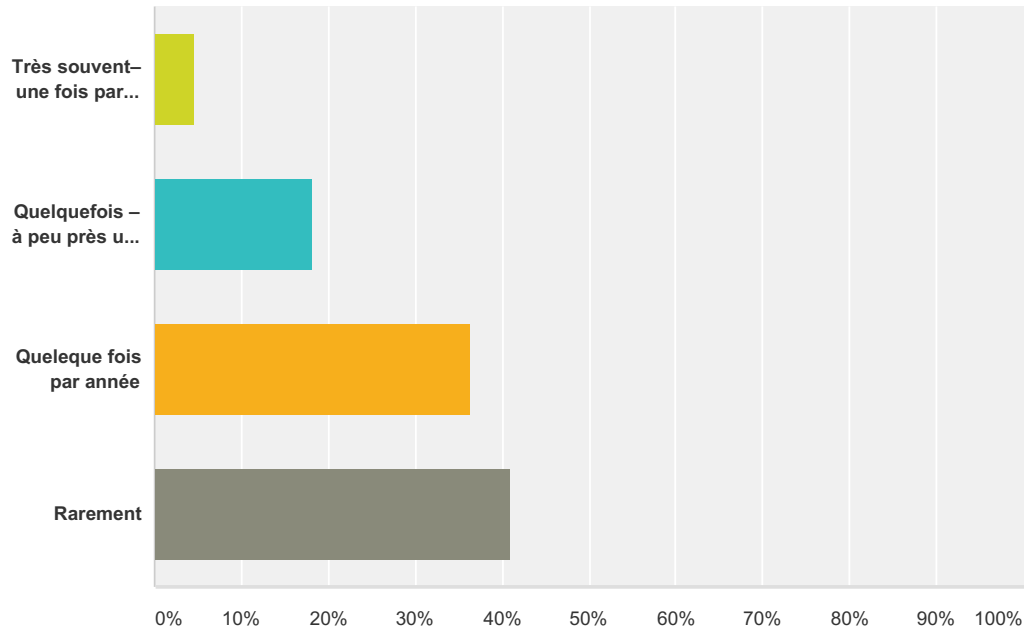
Answered: 22 Skipped: 5



Answer Choices	Responses	
Très satisfait	54.55%	12
Un peu satisfait	27.27%	6
Ni satisfait ni mécontent	4.55%	1
Un peu mécontent	9.09%	2
Très mécontent	4.55%	1
Total		22

Q4 Comment souvent avez-vous des problèmes avec votre service d'électricité, tels que des pannes de courant ou un service irrégulier ?

Answered: 22 Skipped: 5

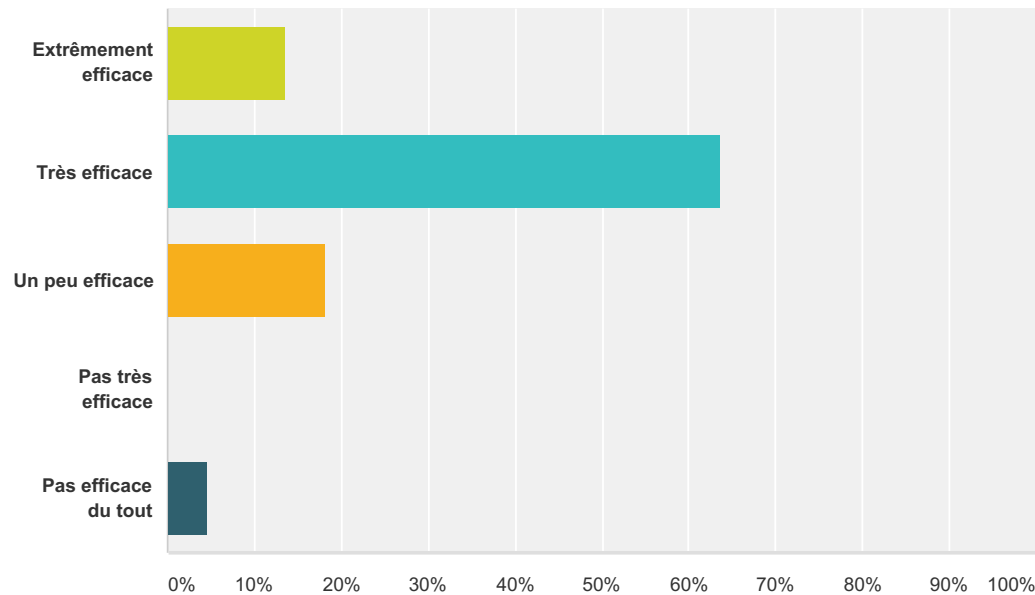


Answer Choices	Responses
Très souvent— une fois par semaine ou plus souvent	4.55% 1
Quelquefois – à peu près une fois par mois	18.18% 4
Queleque fois par année	36.36% 8
Rarement	40.91% 9
Total	22

#	Veuillez expliquer:	Date
1	Au moins 2 fois par mois.	5/20/2016 3:19 PM
2	Pendant des tempêtes de pluie, de neige, etc.	5/16/2016 11:25 AM
3	Varie selon la temperature	5/9/2016 1:02 PM
4	quand ils font des reparations	5/4/2016 12:46 PM
5	tempête	5/4/2016 11:32 AM

Q5 Le rétablissement du service en cas de panne de courant

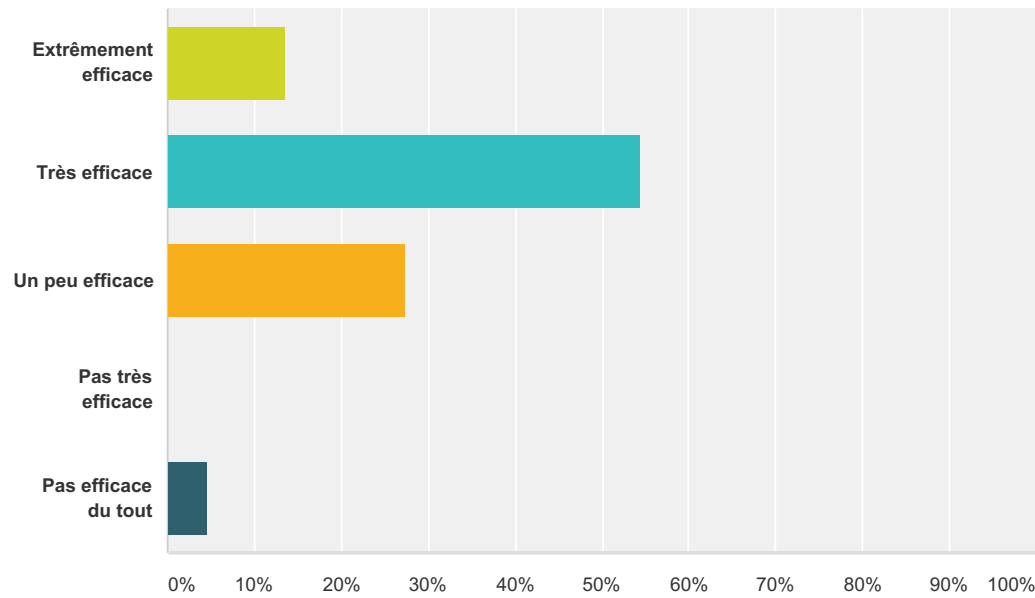
Answered: 22 Skipped: 5



Answer Choices	Responses	
Extrêmement efficace	13.64%	3
Très efficace	63.64%	14
Un peu efficace	18.18%	4
Pas très efficace	0.00%	0
Pas efficace du tout	4.55%	1
Total		22

Q6 Minimiser le nombre de pannes de courant

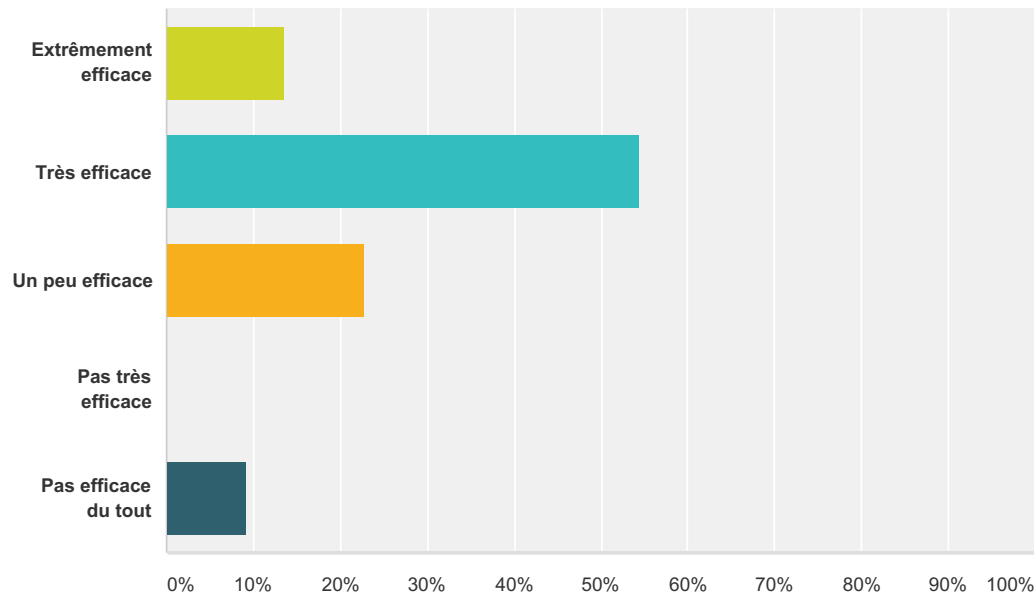
Answered: 22 Skipped: 5



Answer Choices	Responses	
Extrêmement efficace	13.64%	3
Très efficace	54.55%	12
Un peu efficace	27.27%	6
Pas très efficace	0.00%	0
Pas efficace du tout	4.55%	1
Total		22

Q7 Fournir des informations sur les pannes prolongées

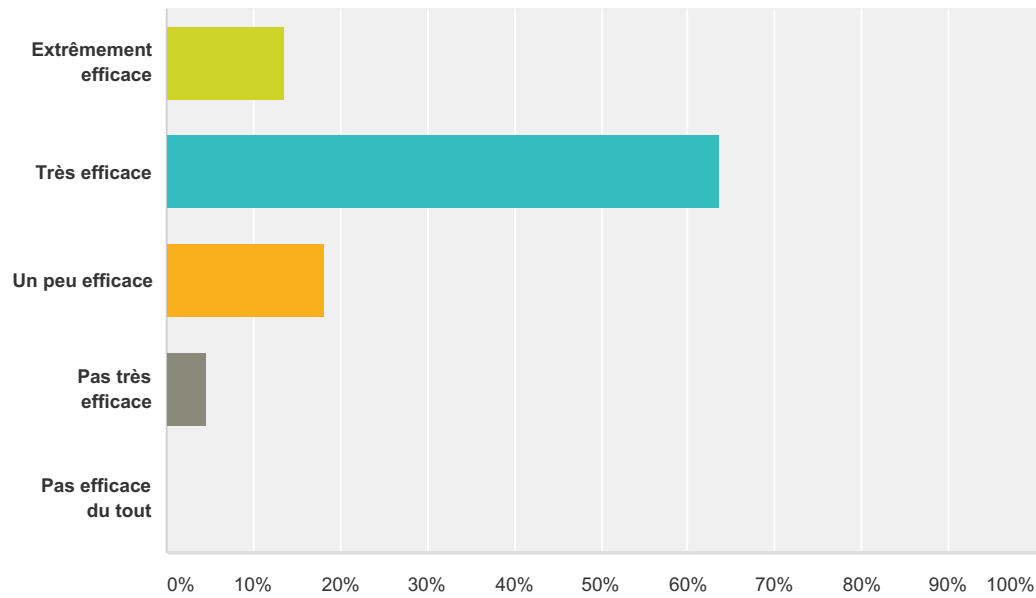
Answered: 22 Skipped: 5



Answer Choices	Responses	
Extrêmement efficace	13.64%	3
Très efficace	54.55%	12
Un peu efficace	22.73%	5
Pas très efficace	0.00%	0
Pas efficace du tout	9.09%	2
Total		22

Q8 Être accessible par téléphone durant les pannes

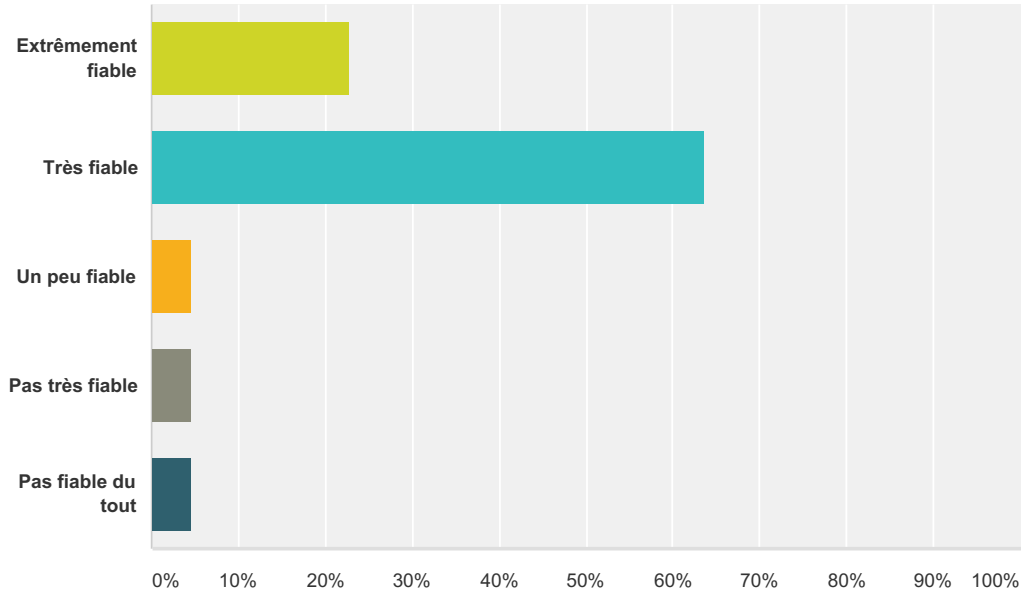
Answered: 22 Skipped: 5



Answer Choices	Responses	
Extrêmement efficace	13.64%	3
Très efficace	63.64%	14
Un peu efficace	18.18%	4
Pas très efficace	4.55%	1
Pas efficace du tout	0.00%	0
Total		22

Q9 En termes de fiabilité générale du service électrique, comment évaluez-vous le service?

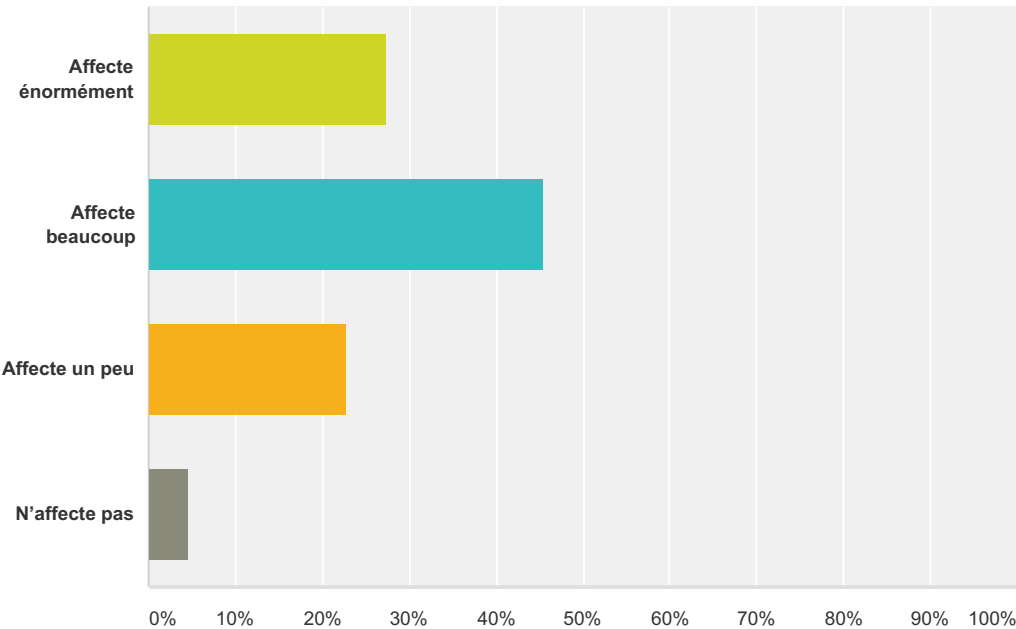
Answered: 22 Skipped: 5



Answer Choices	Responses	
Extrêmement fiable	22.73%	5
Très fiable	63.64%	14
Un peu fiable	4.55%	1
Pas très fiable	4.55%	1
Pas fiable du tout	4.55%	1
Total		22

Q10 Lorsqu’une panne électrique survient,
à quel point ceci affecte votre maison?

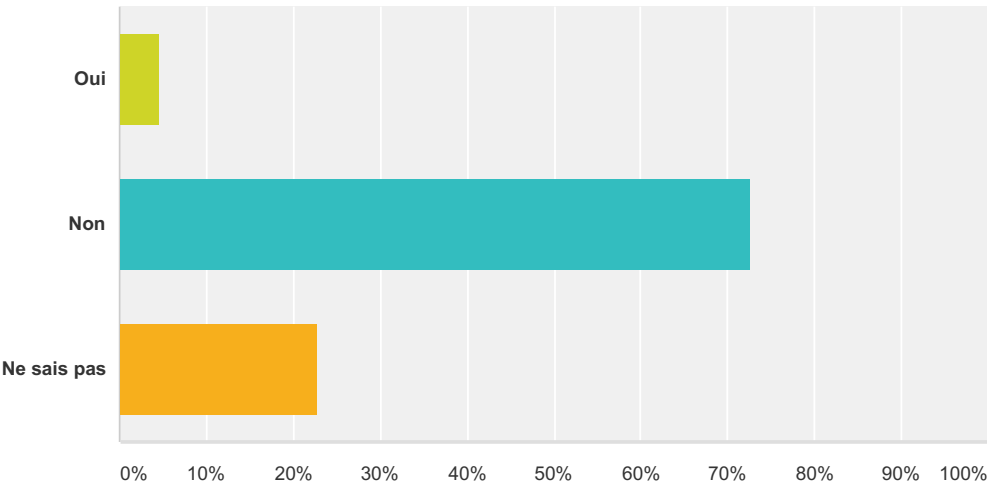
Answered: 22 Skipped: 5



Answer Choices	Responses	
Affecte énormément	27.27%	6
Affecte beaucoup	45.45%	10
Affecte un peu	22.73%	5
N'affecte pas	4.55%	1
Total		22

Q11 Achetez-vous votre électricité d'un détaillant?

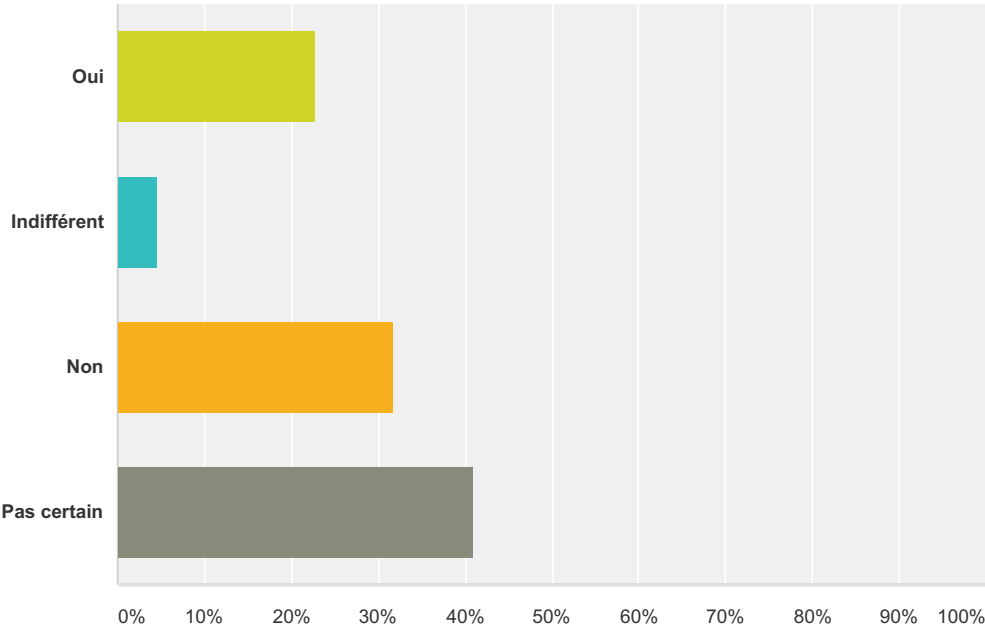
Answered: 22 Skipped: 5



Answer Choices	Responses	
Oui	4.55%	1
Non	72.73%	16
Ne sais pas	22.73%	5
Total		22

Q12 Seriez-vous prêt à payer 3% de plus sur votre facture totale l'année prochaine si nous entretenons la fiabilité de notre système électrique et qu'une baisse de frais de livraison en est le résultat à long terme?

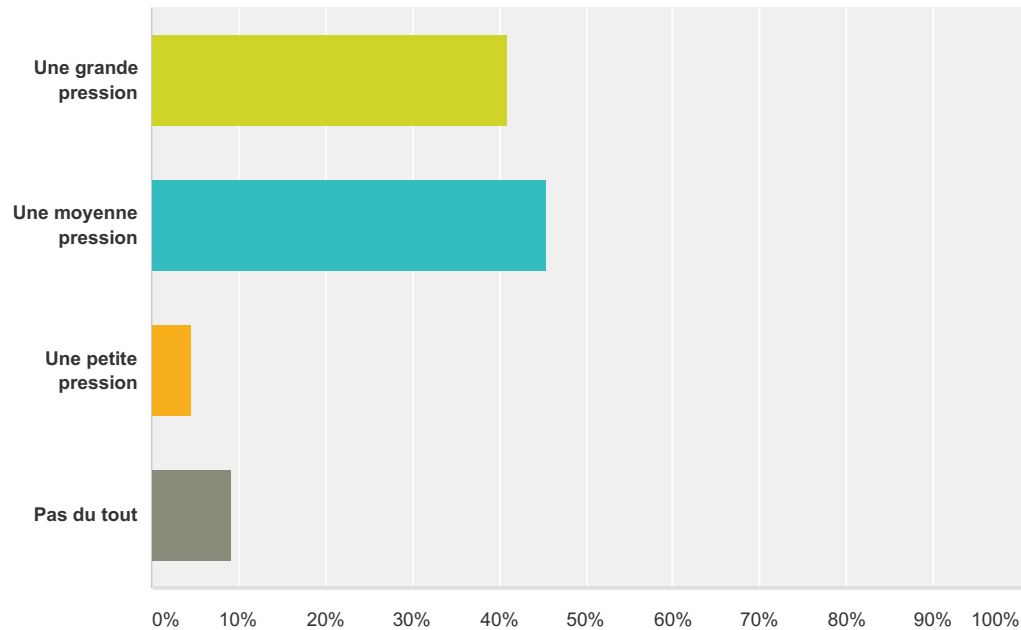
Answered: 22 Skipped: 5



Answer Choices	Responses	
Oui	22.73%	5
Indifférent	4.55%	1
Non	31.82%	7
Pas certain	40.91%	9
Total		22

Q13 Jusqu'à quel point le coût du service électrique exerce une pression sur le budget de votre famille?

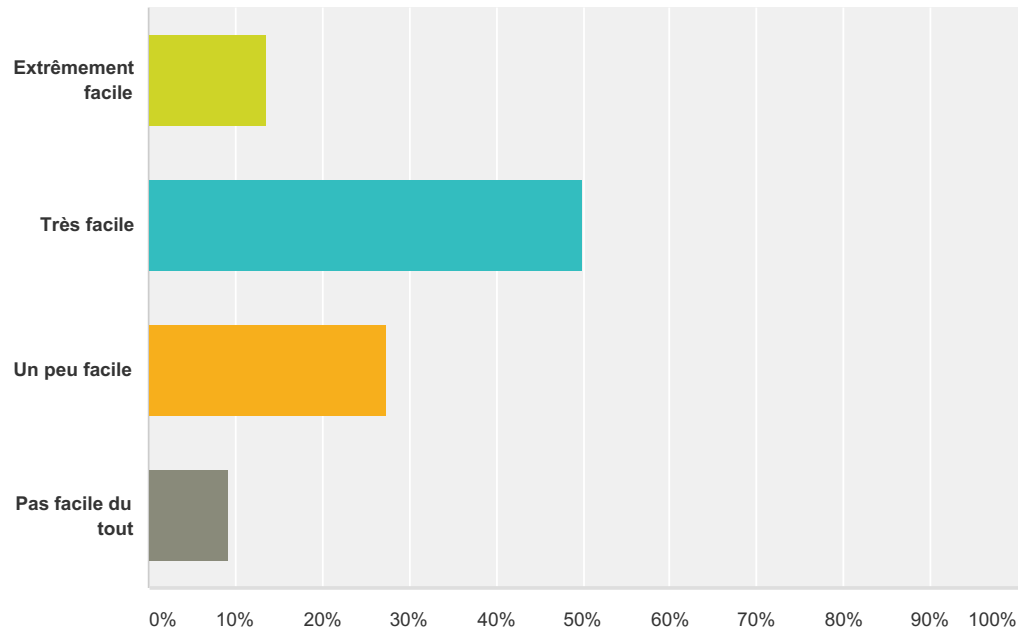
Answered: 22 Skipped: 5



Answer Choices	Responses
Une grande pression	40.91%9
Une moyenne pression	45.45%10
Une petite pression	4.55%1
Pas du tout	9.09%2
Total	22

Q14 Trouvez-vous les explications des frais sur votre facture d’électricité facile à comprendre?

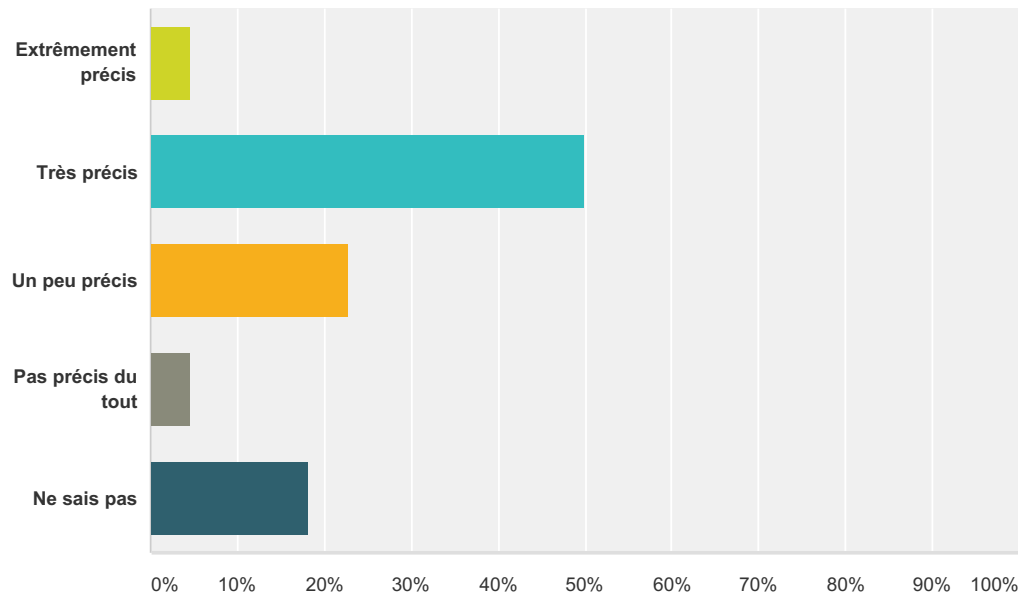
Answered: 22 Skipped: 5



Answer Choices	Responses	
Extrêmement facile	13.64%	3
Très facile	50.00%	11
Un peu facile	27.27%	6
Pas facile du tout	9.09%	2
Total		22

Q15 Est-ce que votre compte est facturé avec exactitude?

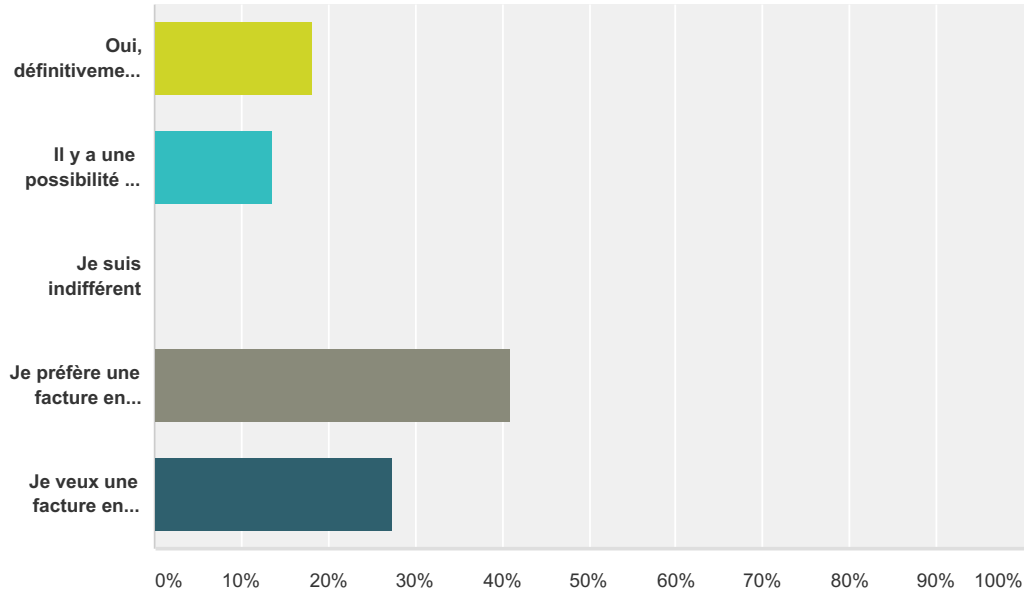
Answered: 22 Skipped: 5



Answer Choices	Responses	
Extrêmement précis	4.55%	1
Très précis	50.00%	11
Un peu précis	22.73%	5
Pas précis du tout	4.55%	1
Ne sais pas	18.18%	4
Total		22

Q16 Si vous aviez l'option de recevoir votre facture par courriel, est-ce que vous la choisiriez?

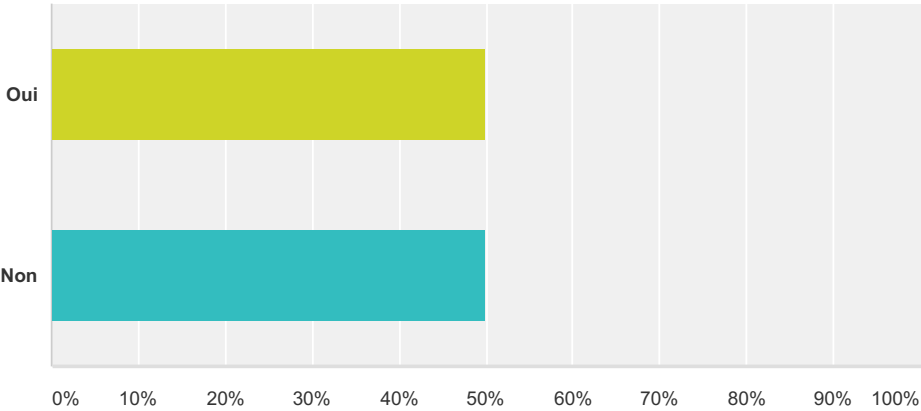
Answered: 22 Skipped: 5



Answer Choices	Responses	
Oui, définitivement je choisirais de recevoir ma facture par courriel.	18.18%	4
Il y a une possibilité que je choisisse de recevoir ma facture par courriel.	13.64%	3
Je suis indifférent	0.00%	0
Je préfère une facture en papier	40.91%	9
Je veux une facture en papier	27.27%	6
Total		22

Q17 Avez-vous visité le site web de Northern Ontario Wires?

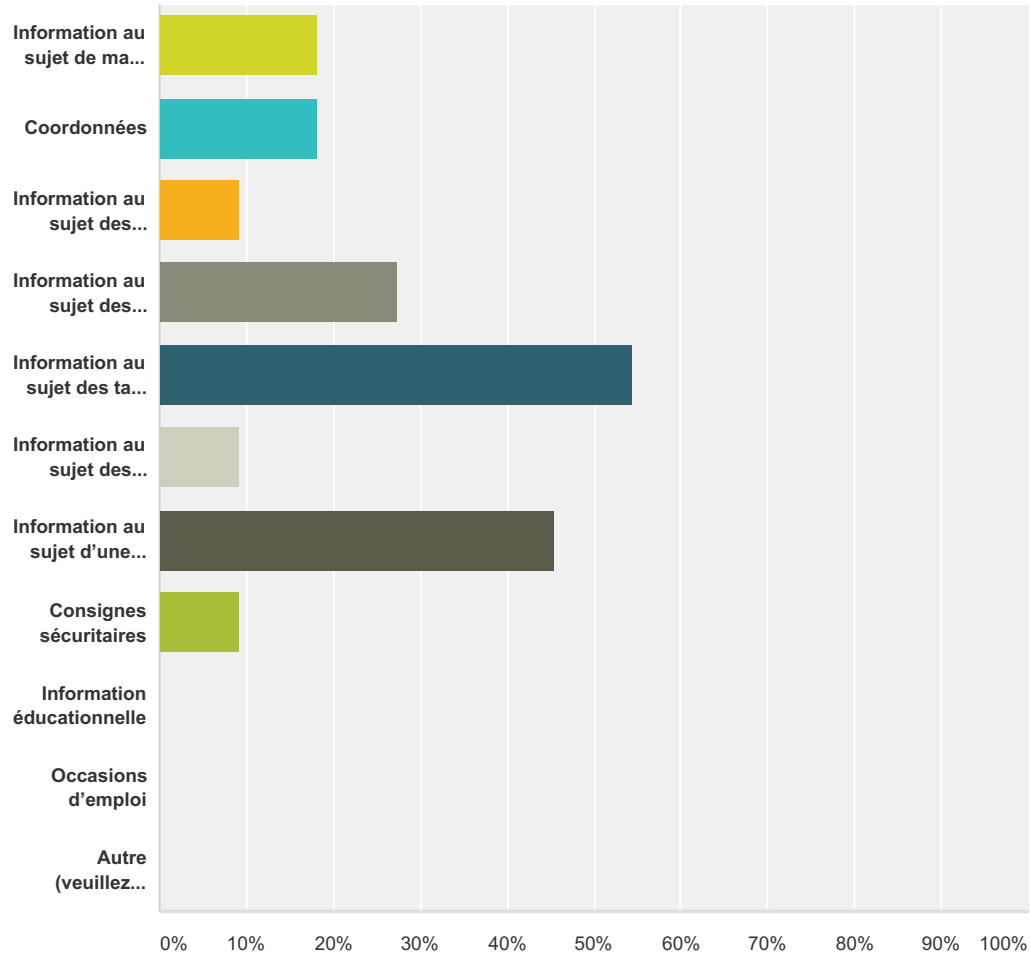
Answered: 22 Skipped: 5



Answer Choices	Responses	
Oui	50.00%	11
Non	50.00%	11
Total		22

Q18 Pendant votre dernière visite de notre Site Web, quelle information cherchiez-vous? (Cochez tous les cas)

Answered: 11 Skipped: 16



Answer Choices	Responses
Information au sujet de ma facture	18.18% 2
Coordonnées	18.18% 2
Information au sujet des programmes pour aider à payer mes factures	9.09% 1
Information au sujet des programmes d'économies d'énergie	27.27% 3
Information au sujet des taux d'électricité	54.55% 6
Information au sujet des changements de service (ex. nouveau service, déménagement, débranchement)	9.09% 1
Information au sujet d'une panne électrique	45.45% 5
Consignes sécuritaires	9.09% 1
Information éducationnelle	0.00% 0
Occasions d'emploi	0.00% 0

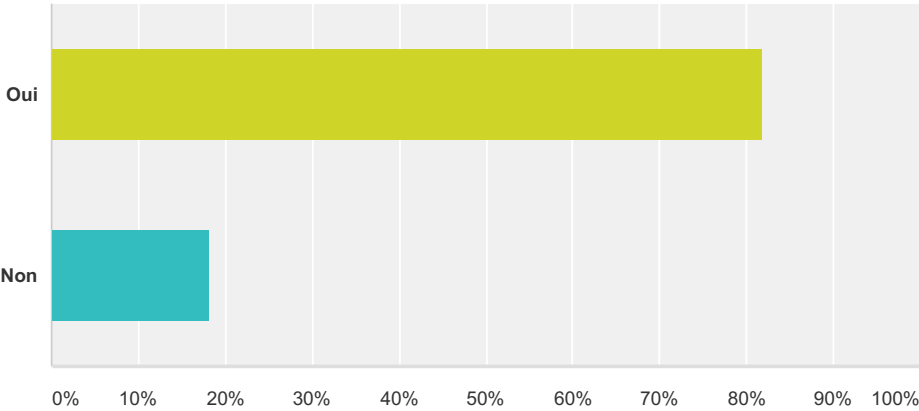
NOW's Sondage de Service à Clientèle

Autre (veuillez élaborer)	0.00%	0
Total Respondents: 11		

#	Autre (veuillez élaborer)	Date
	There are no responses.	

Q19 Avez-vous trouvé l'information que vous cherchiez sur notre site web?

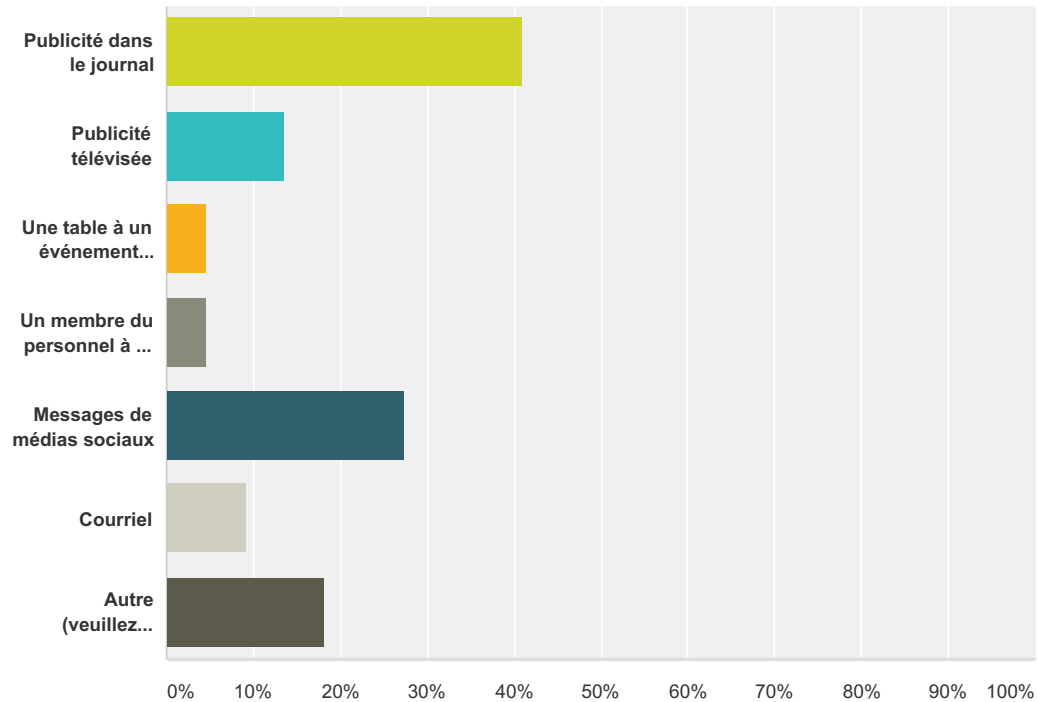
Answered: 11 Skipped: 16



Answer Choices	Responses	
Oui	81.82%	9
Non	18.18%	2
Total		11

Q20 Avez-vous entendu ou vu d'autres correspondances de Northern Ontario Wires au cours des 12 derniers mois? (Cochez tous les cas)

Answered: 22 Skipped: 5

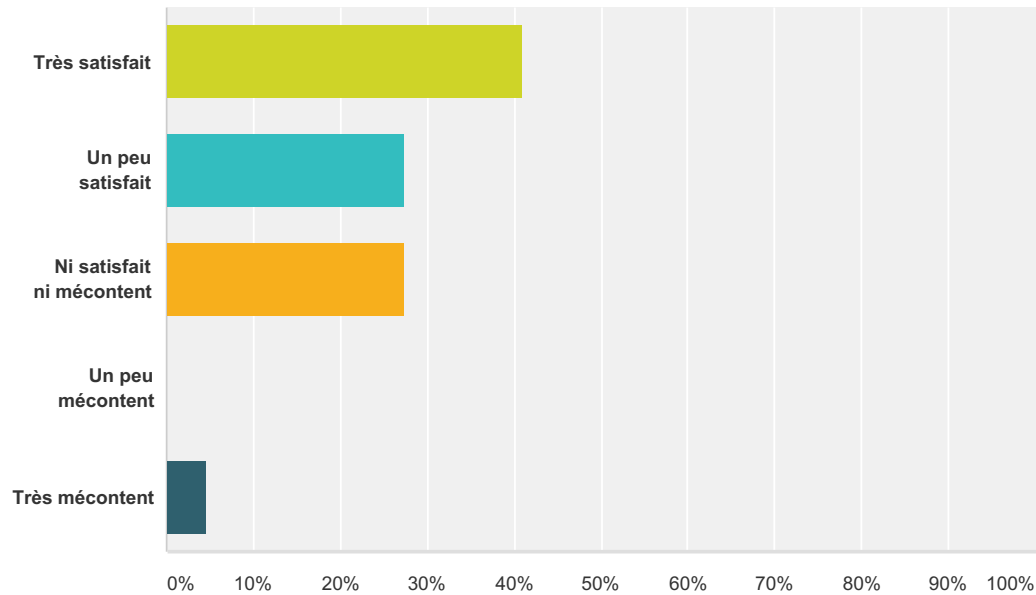


Answer Choices	Responses
Publicité dans le journal	40.91% 9
Publicité télévisée	13.64% 3
Une table à un événement communautaire	4.55% 1
Un membre du personnel à une réunion communautaire	4.55% 1
Messages de médias sociaux	27.27% 6
Courriel	9.09% 2
Autre (veuillez élaborer)	18.18% 4
Total Respondents: 22	

#	Autre (veuillez élaborer)	Date
1	Non	5/20/2016 3:23 PM
2	non	5/11/2016 8:21 PM
3	Il est très rare que l'on entende parler de NOthern ONtario Wires, sauf pour nous annoncer une panne d'électricité.	5/11/2016 9:48 AM
4	document avec facturation	5/4/2016 7:33 PM

Q21 Êst-ce que Northern Ontario Wires
vous fournis l'information dont vous avez
besoin?

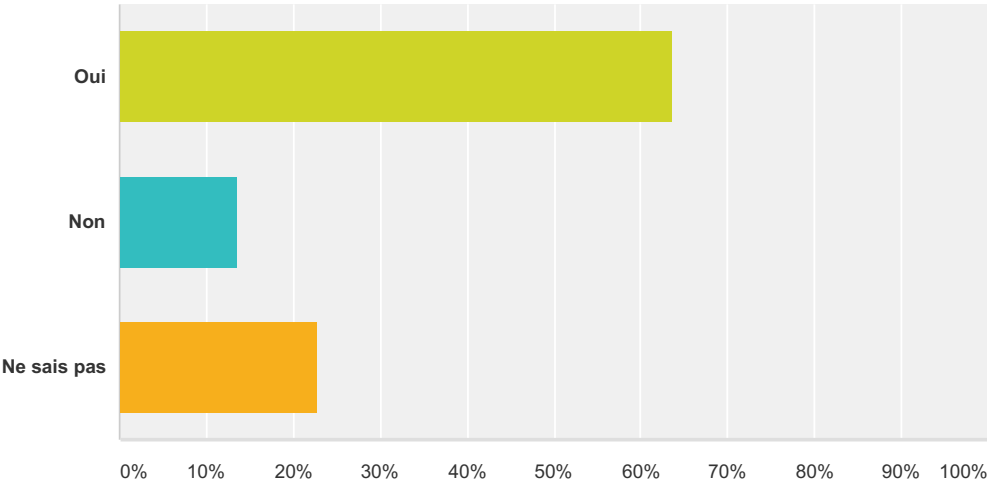
Answered: 22 Skipped: 5



Answer Choices	Responses	
Très satisfait	40.91%	9
Un peu satisfait	27.27%	6
Ni satisfait ni mécontent	27.27%	6
Un peu mécontent	0.00%	0
Très mécontent	4.55%	1
Total		22

Q22 Est-ce que Northern Ontario Wires vous fournit de l'information utile, des consignes, des outils et de l'assistance afin de vous aider à gérer votre facture et consommation électrique?

Answered: 22 Skipped: 5



Answer Choices	Responses	
Oui	63.64%	14
Non	13.64%	3
Ne sais pas	22.73%	5
Total		22

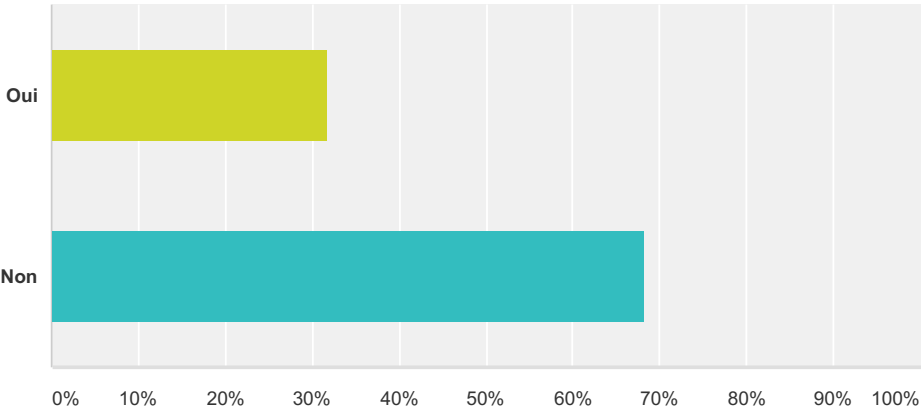
Q23 Comment est-ce que Northern Ontario Wires pourrait améliorer la méthode dont elle vous fournit l'information?

Answered: 7 Skipped: 20

#	Responses	Date
1	En utilisant les médias sociaux pour être plus rapide quant au partage des informations relatives aux pannes et interruptions.	5/20/2016 3:23 PM
2	Le site web est très informatif, donc assurer la mise à jour.	5/16/2016 11:28 AM
3	Mettre l'information dans la même enveloppe que la facture.	5/15/2016 9:05 PM
4	aucun commentaire	5/9/2016 1:09 PM
5	Nous fournir de l'information plus souvent	5/9/2016 9:44 AM
6	Mettre de l'info sur la télévsiion et téléphone.	5/5/2016 6:13 PM
7	je trouve ca coute plus cher le transport que le courant.il pourrait charger mois de transport.	5/4/2016 12:52 PM

Q24 Au cours des 12 derniers mois, avez-vous contacté le service à la clientèle pour de l'information ou assistance?

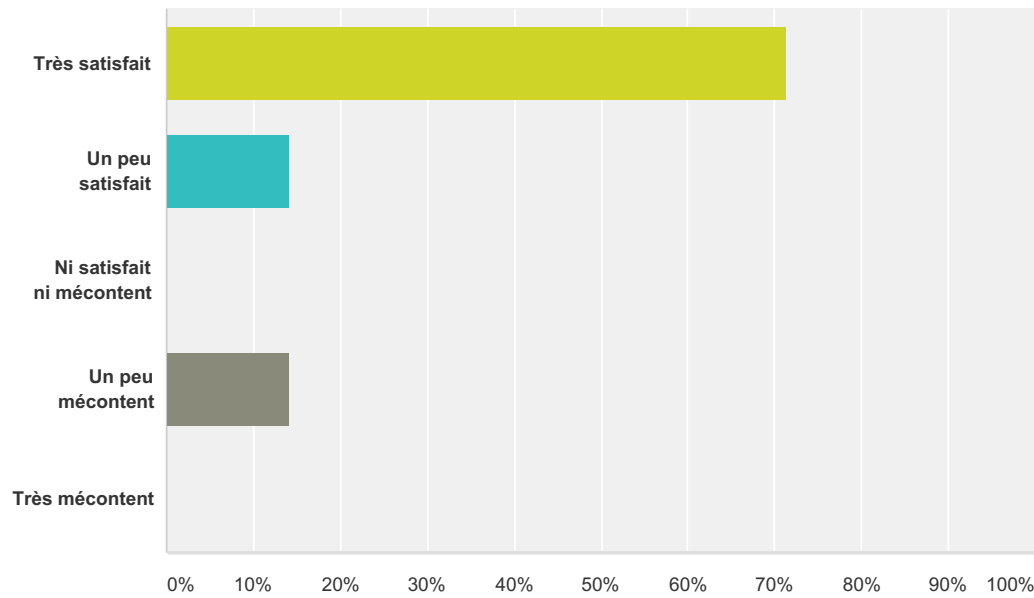
Answered: 22 Skipped: 5



Answer Choices	Responses	
Oui	31.82%	7
Non	68.18%	15
Total		22

Q25 Étiez-vous satisfait avec le service à la clientèle que vous avez reçu?

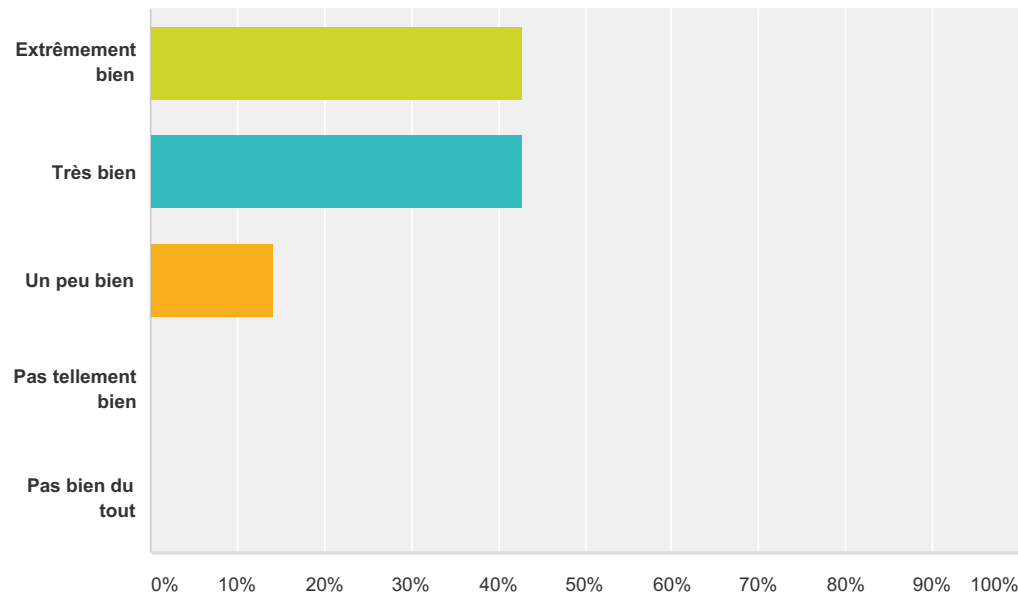
Answered: 7 Skipped: 20



Answer Choices	Responses	
Très satisfait	71.43%	5
Un peu satisfait	14.29%	1
Ni satisfait ni mécontent	0.00%	0
Un peu mécontent	14.29%	1
Très mécontent	0.00%	0
Total		7

Q26 Est-ce que le personnel a bien compris vos questions et préoccupations?

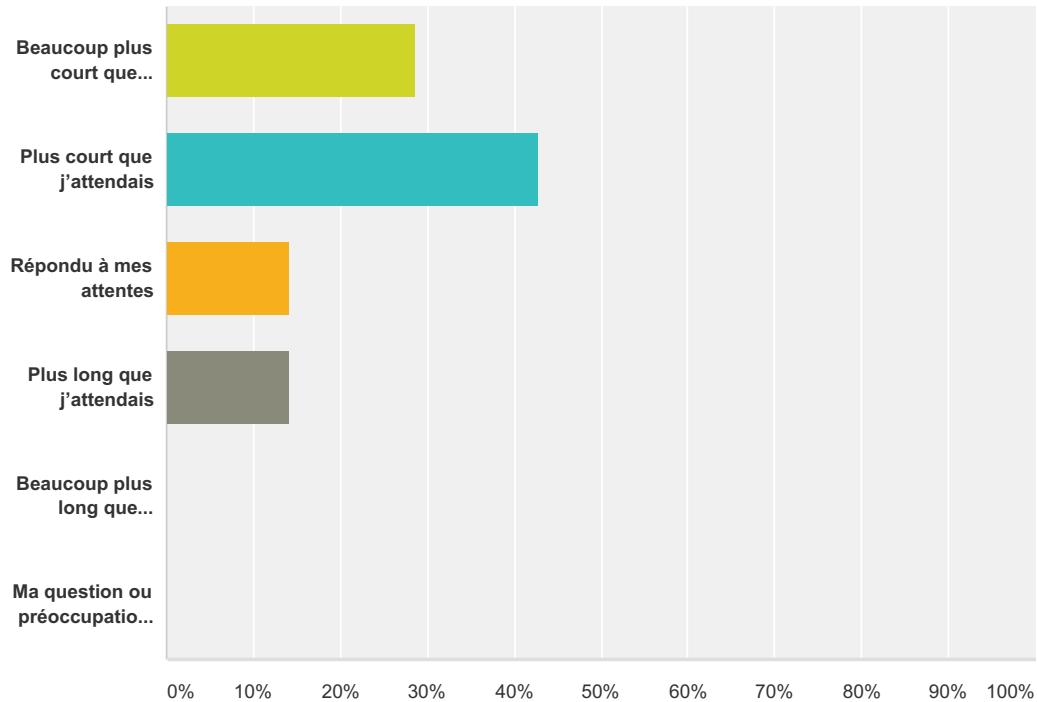
Answered: 7 Skipped: 20



Answer Choices	Responses	
Extrêmement bien	42.86%	3
Très bien	42.86%	3
Un peu bien	14.29%	1
Pas tellement bien	0.00%	0
Pas bien du tout	0.00%	0
Total		7

Q27 En vous référant à votre demande, quel est votre impression du temps que nous avons pris afin de répondre à votre question ou préoccupation?

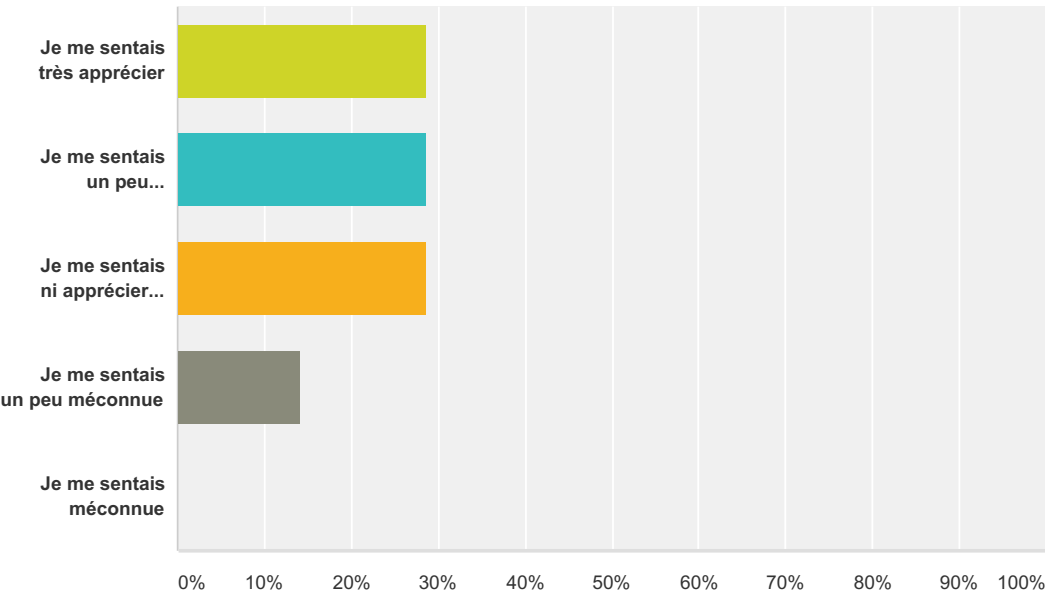
Answered: 7 Skipped: 20



Answer Choices	Responses	
Beaucoup plus court que j'attendais	28.57%	2
Plus court que j'attendais	42.86%	3
Répondu à mes attentes	14.29%	1
Plus long que j'attendais	14.29%	1
Beaucoup plus long que j'attendais	0.00%	0
Ma question ou préoccupation n'était pas résolue	0.00%	0
Total		7

Q28 Lors de votre demande, vous sentiez-vous comme un client apprécié?

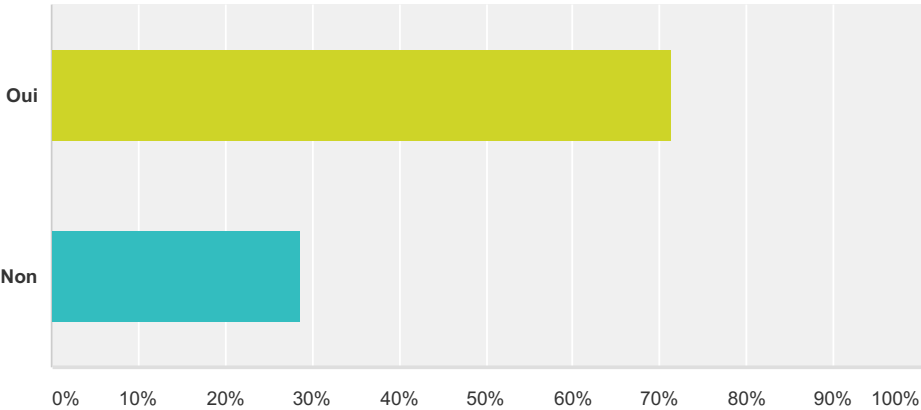
Answered: 7 Skipped: 20



Answer Choices	Responses	
Je me sentais très apprécier	28.57%	2
Je me sentais un peu apprécier	28.57%	2
Je me sentais ni apprécier ou méconnu	28.57%	2
Je me sentais un peu méconnue	14.29%	1
Je me sentais méconnue	0.00%	0
Total		7

Q29 Est-ce que Northern Ontario Wires Inc. vous a fourni l'information dont vous aviez besoin?

Answered: 7 Skipped: 20



Answer Choices	Responses	
Oui	71.43%	5
Non	28.57%	2
Total		7

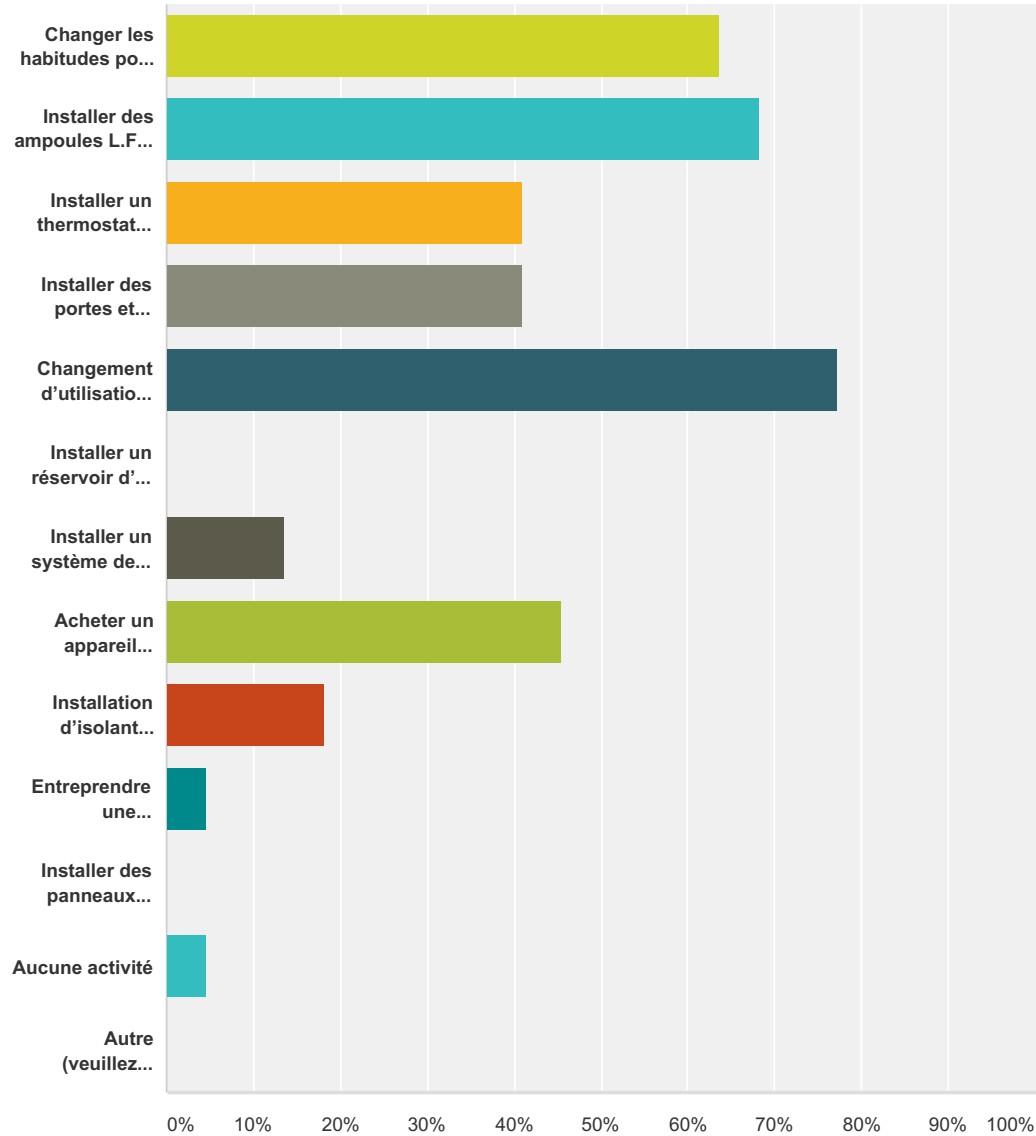
Q30 Si non, quelle information dont vous aviez besoin n'a pas été fournie?

Answered: 0 Skipped: 27

#	Responses	Date
	There are no responses.	

Q31 Veuillez indiquer quelles activités avez-vous entrepris à votre domicile au cours des deux dernières années afin de réduire votre consommation électrique, vos coûts d'électricité et votre impact sur l'environnement? (Cochez tous les cas)

Answered: 22 Skipped: 5



Answer Choices	Responses
Changer les habitudes pour économiser l'énergie telle qu'augmenter le thermomètre pendant l'été, le baisser pendant l'hiver et fermer les lumières lorsqu'elle ne sont pas nécessaires.	63.64% 14
Installer des ampoules L.F.C. or D.E.L.	68.18% 15

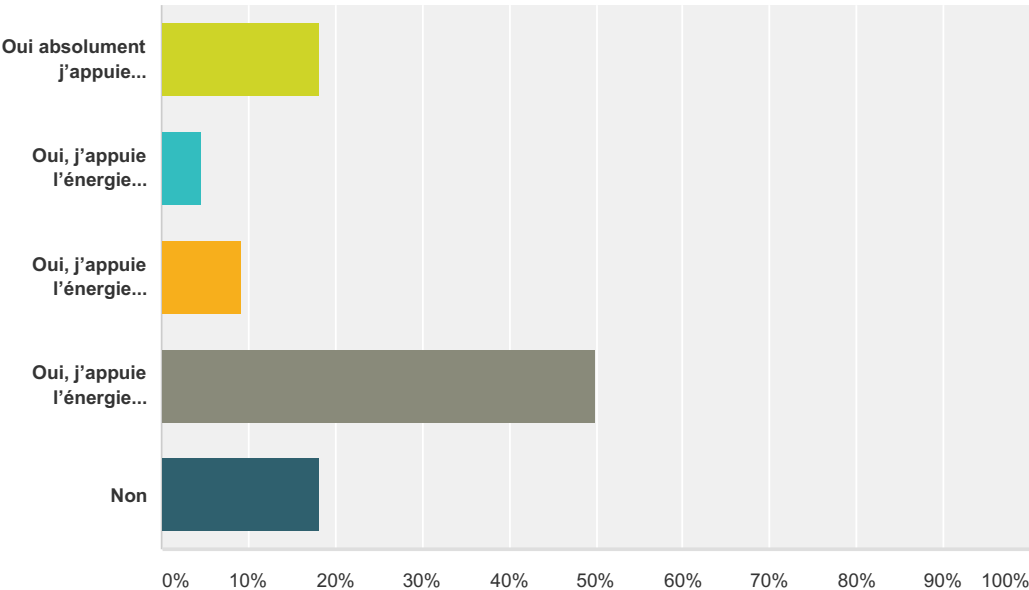
NOW's Sondage de Service à Clientèle

Installer un thermostat programmable	40.91%	9
Installer des portes et fenêtres à haut rendement	40.91%	9
Changement d'utilisation de l'énergie afin de suivre les périodes creuses, tel que faire le lavage le soir	77.27%	17
Installer un réservoir d'eau chaude à haut rendement	0.00%	0
Installer un système de chauffage/ refroidissement à haut rendement	13.64%	3
Acheter un appareil homologué Energy Star	45.45%	10
Installation d'isolant additionnel	18.18%	4
Entreprendre une vérification énergétique	4.55%	1
Installer des panneaux solaires ou d'autre type de générateur d'énergie renouvelable à la maison.	0.00%	0
Aucune activité	4.55%	1
Autre (veuillez élaborer)	0.00%	0
Total Respondents: 22		

#	Autre (veuillez élaborer)	Date
	There are no responses.	

Q32 Une des façons de réduire la consommation de combustibles fossiles est de se tourner vers des sources d'énergie renouvelables (énergie solaire, éolienne, hydraulique et biomasse), ce qui peut être plus coûteux que les sources d'énergie conventionnelles. Appuyez-vous l'énergie renouvelable?

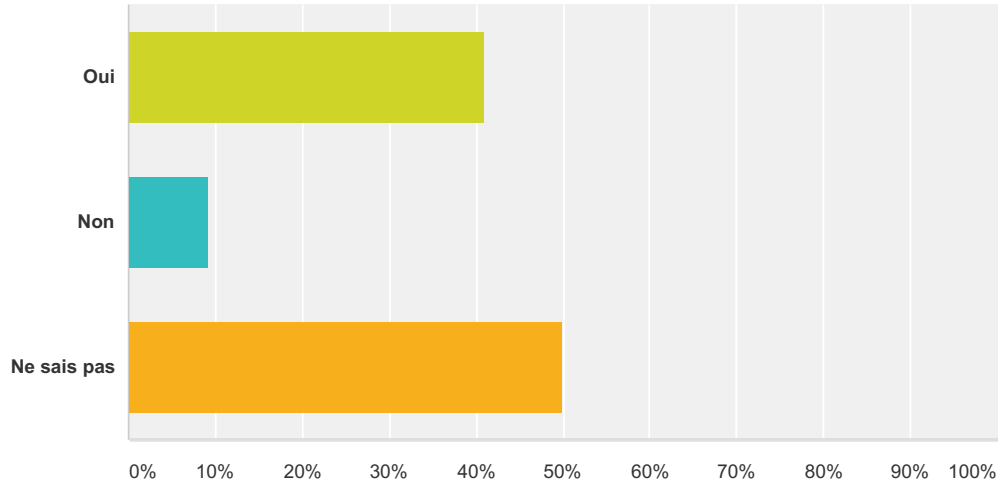
Answered: 22 Skipped: 5



Answer Choices	Responses	
Oui absolument j'appuie l'énergie renouvelable.	18.18%	4
Oui, j'appuie l'énergie renouvelable même s'il y a une augmentation sur mes factures d'électricité de 10%	4.55%	1
Oui, j'appuie l'énergie renouvelable même s'il y a une augmentation sur mes factures d'électricité de 5%	9.09%	2
Oui, j'appuie l'énergie renouvelable, mais seulement s'il n'y a pas d'augmentation sur ma facture	50.00%	11
Non	18.18%	4
Total		22

Q33 Diriez-vous que Northern Ontario Wires est un leader dans la promotion de la conservation d'énergie?

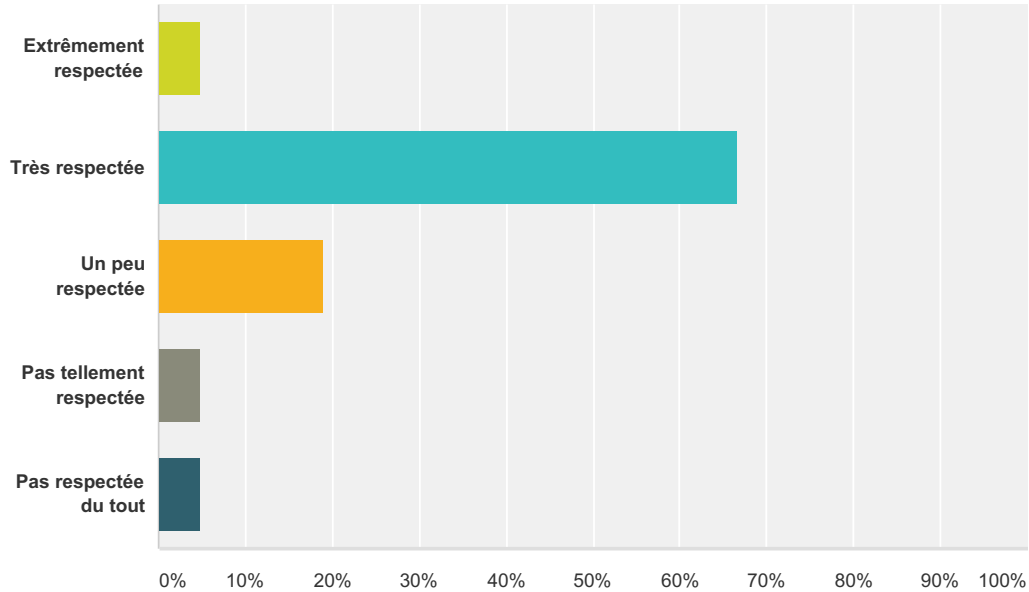
Answered: 22 Skipped: 5



Answer Choices	Responses	
Oui	40.91%	9
Non	9.09%	2
Ne sais pas	50.00%	11
Total		22

Q34 Diriez-vous que Northern Ontario Wires est une entreprise respectée dans la communauté?

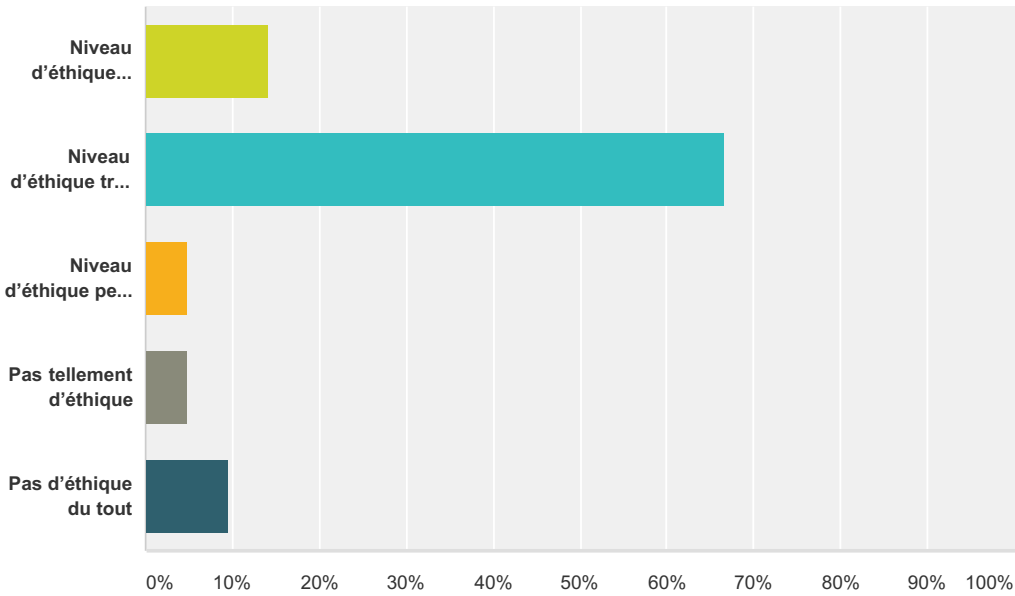
Answered: 21 Skipped: 6



Answer Choices	Responses	
Extrêmement respectée	4.76%	1
Très respectée	66.67%	14
Un peu respectée	19.05%	4
Pas tellement respectée	4.76%	1
Pas respectée du tout	4.76%	1
Total		21

Q35 Diriez-vous que Northern Ontario Wires
a un haut niveau d'éthique?

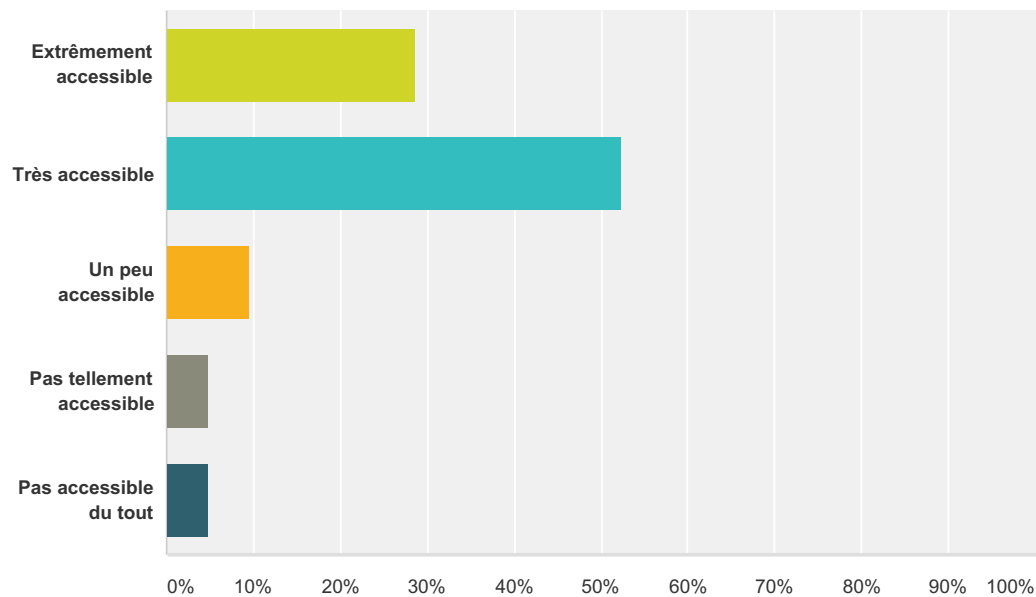
Answered: 21 Skipped: 6



Answer Choices	Responses	
Niveau d'éthique extrêmement élevé	14.29%	3
Niveau d'éthique très élevé	66.67%	14
Niveau d'éthique peu élevé	4.76%	1
Pas tellement d'éthique	4.76%	1
Pas d'éthique du tout	9.52%	2
Total		21

Q36 Diriez-vous que Northern Ontario Wires est accessible?

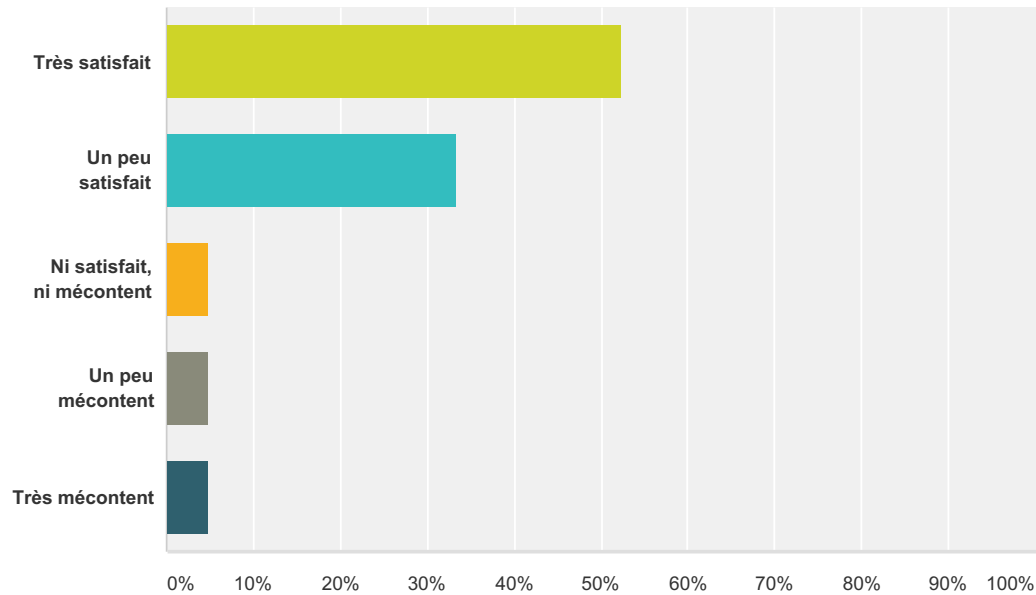
Answered: 21 Skipped: 6



Answer Choices	Responses	
Extrêmement accessible	28.57%	6
Très accessible	52.38%	11
Un peu accessible	9.52%	2
Pas tellement accessible	4.76%	1
Pas accessible du tout	4.76%	1
Total		21

Q37 Après avoir complété ce sondage, comment évaluez-vous la performance de Northern Ontario pour vous servir?

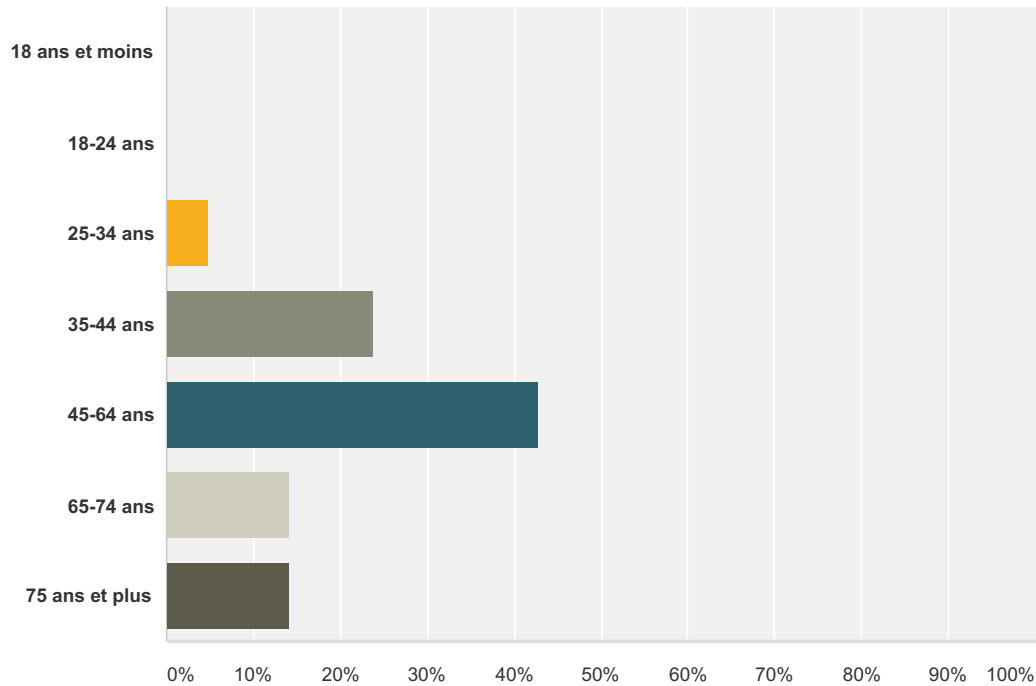
Answered: 21 Skipped: 6



Answer Choices	Responses	
Très satisfait	52.38%	11
Un peu satisfait	33.33%	7
Ni satisfait, ni mécontent	4.76%	1
Un peu mécontent	4.76%	1
Très mécontent	4.76%	1
Total		21

Q38 Dans quel groupe d'âge appartenez-vous?

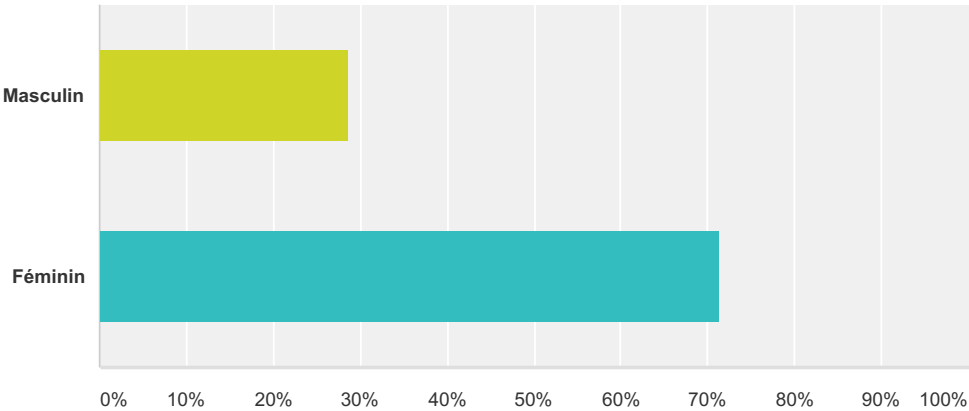
Answered: 21 Skipped: 6



Answer Choices	Responses	
18 ans et moins	0.00%	0
18-24 ans	0.00%	0
25-34 ans	4.76%	1
35-44 ans	23.81%	5
45-64 ans	42.86%	9
65-74 ans	14.29%	3
75 ans et plus	14.29%	3
Total		21

Q39 De quel sexe êtes-vous?

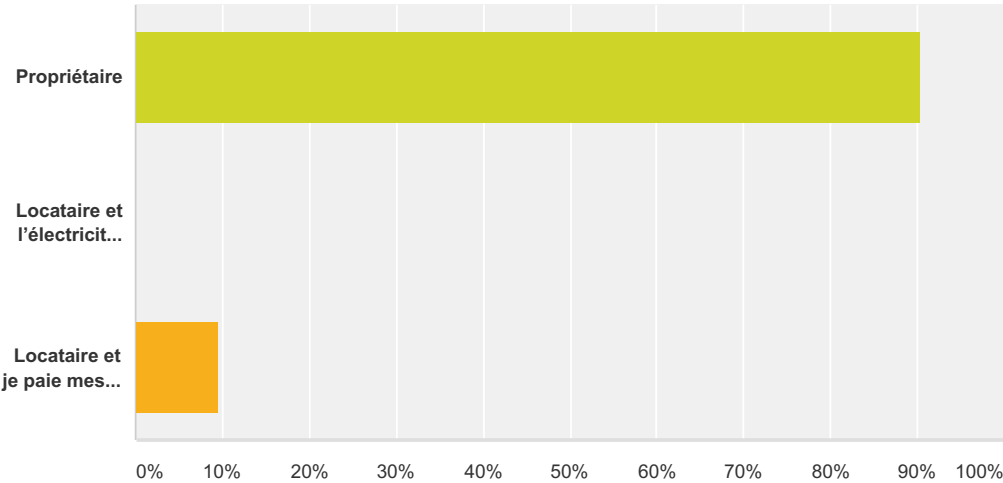
Answered: 21 Skipped: 6



Answer Choices	Responses	
Masculin	28.57%	6
Féminin	71.43%	15
Total		21

Q40 Êtes-vous propriétaire ou locataire?

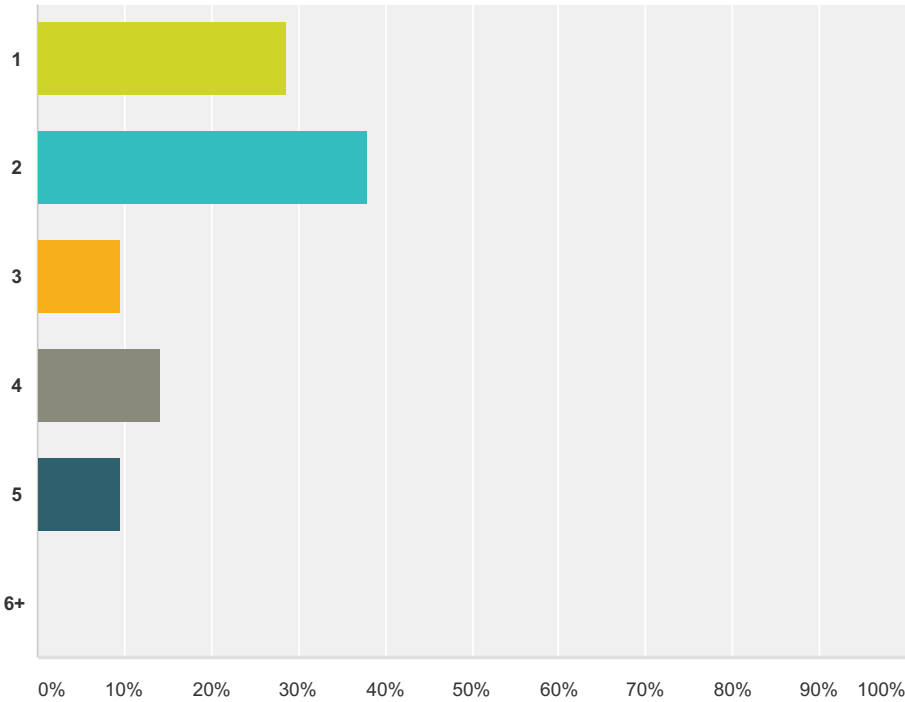
Answered: 21 Skipped: 6



Answer Choices	Responses	
Propriétaire	90.48%	19
Locataire et l'électricité est inclus avec mon loyer	0.00%	0
Locataire et je paie mes factures d'électricité en plus de mon loyer	9.52%	2
Total		21

Q41 Afin de fournir un contexte à vos réponses, veuillez indiquer le nombre de personnes qui habite dans votre domicile:

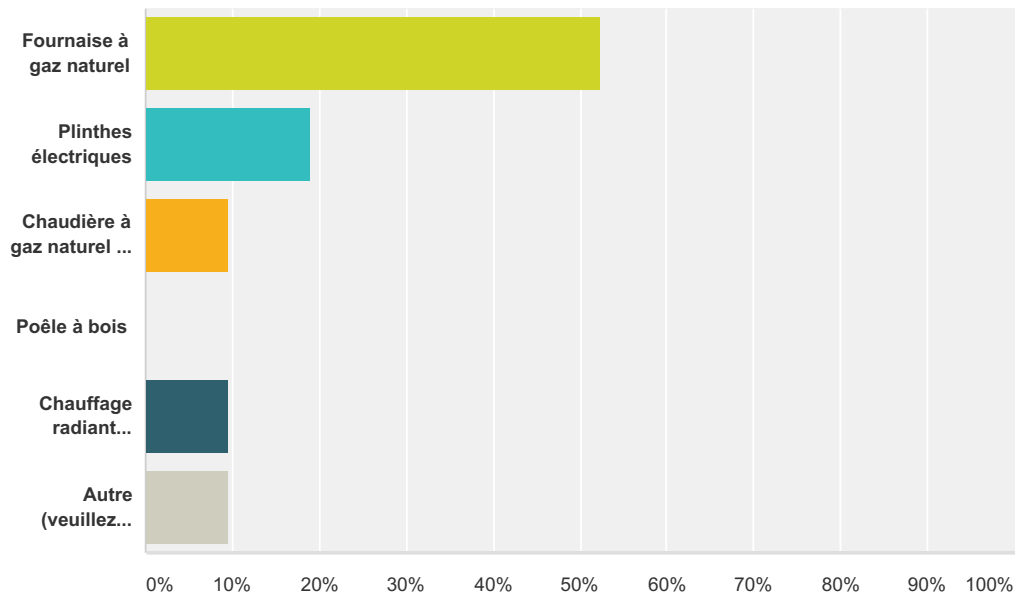
Answered: 21 Skipped: 6



Answer Choices		Responses	
1		28.57%	6
2		38.10%	8
3		9.52%	2
4		14.29%	3
5		9.52%	2
6+		0.00%	0
Total			21

Q42 Quelle est la méthode de chauffage primaire de votre résidence?

Answered: 21 Skipped: 6



Answer Choices	Responses
Fournaise à gaz naturel	52.38% 11
Plinthes électriques	19.05% 4
Chaudière à gaz naturel ou radiateurs à vapeur	9.52% 2
Poêle à bois	0.00% 0
Chauffage radiant électrique	9.52% 2
Autre (veuiliez élaborer)	9.52% 2
Total	21

#	Autre (veuiliez élaborer)	Date
1	Eau	5/9/2016 9:48 AM
2	fournaise au propane	5/7/2016 4:20 PM

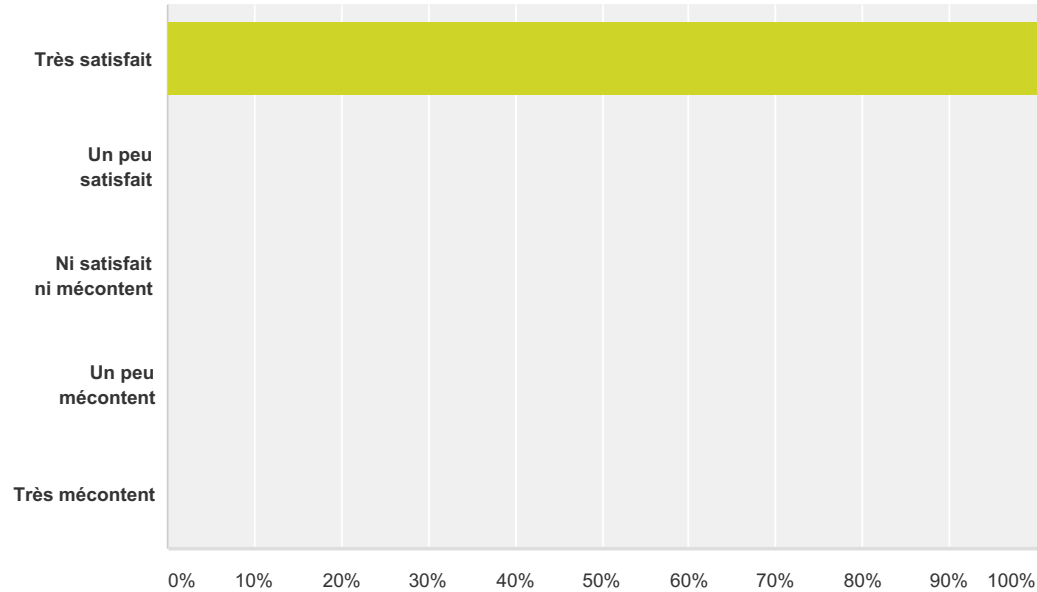
Q43 Northern Ontario Wires sert les communautés de Cochrane, Iroquois Falls et Kapuskasing. Afin de déterminer votre location, veuillez fournir votre code postal pour votre entreprise ou organisation

Answered: 3 Skipped: 24

#	Responses	Date
1	P0L1C0	5/19/2016 7:51 AM
2	p5n1y7	5/6/2016 9:27 AM
3	p0l 1co	5/4/2016 7:56 PM

Q44 Considérant le tout, comment satisfait
êtes-vous avec le service d’électricité de
Northern Ontario Wires Inc

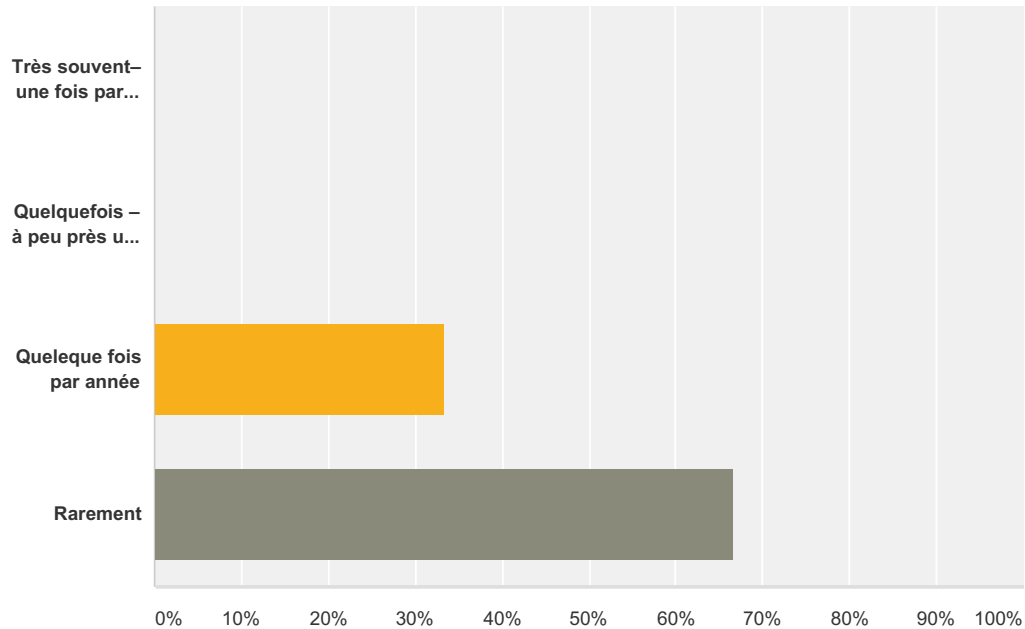
Answered: 3 Skipped: 24



Answer Choices	Responses	
Très satisfait	100.00%	3
Un peu satisfait	0.00%	0
Ni satisfait ni mécontent	0.00%	0
Un peu mécontent	0.00%	0
Très mécontent	0.00%	0
Total		3

Q45 Comment souvent avez-vous des problèmes avec votre service d'électricité, tels que des pannes de courant ou un service irrégulier ?

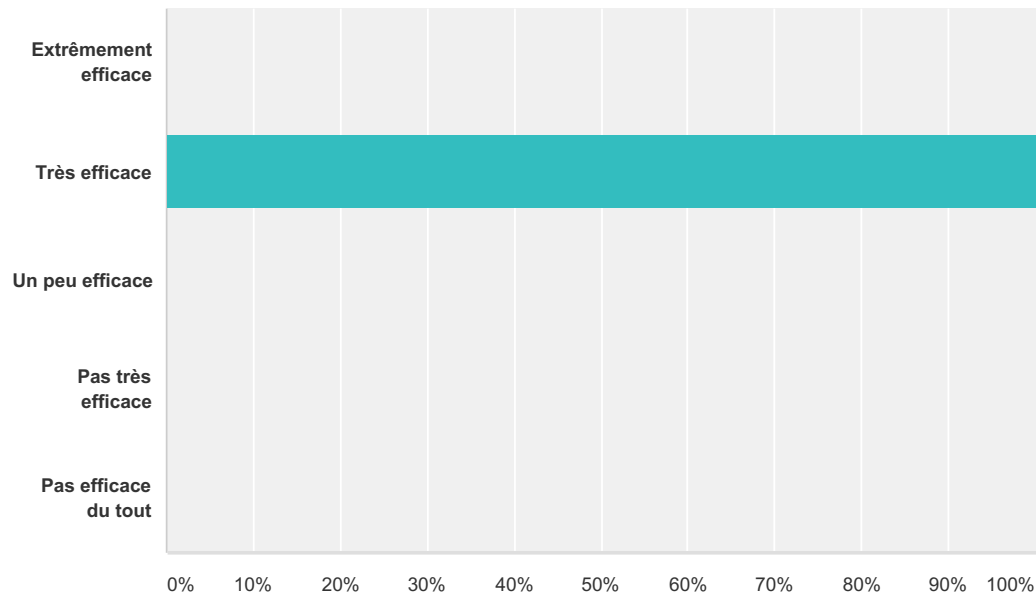
Answered: 3 Skipped: 24



Answer Choices	Responses	
Très souvent – une fois par semaine ou plus souvent	0.00%	0
Quelquefois – à peu près une fois par mois	0.00%	0
Queleque fois par année	33.33%	1
Rarement	66.67%	2
Total		3

Q46 Le rétablissement du service en cas de panne de courant

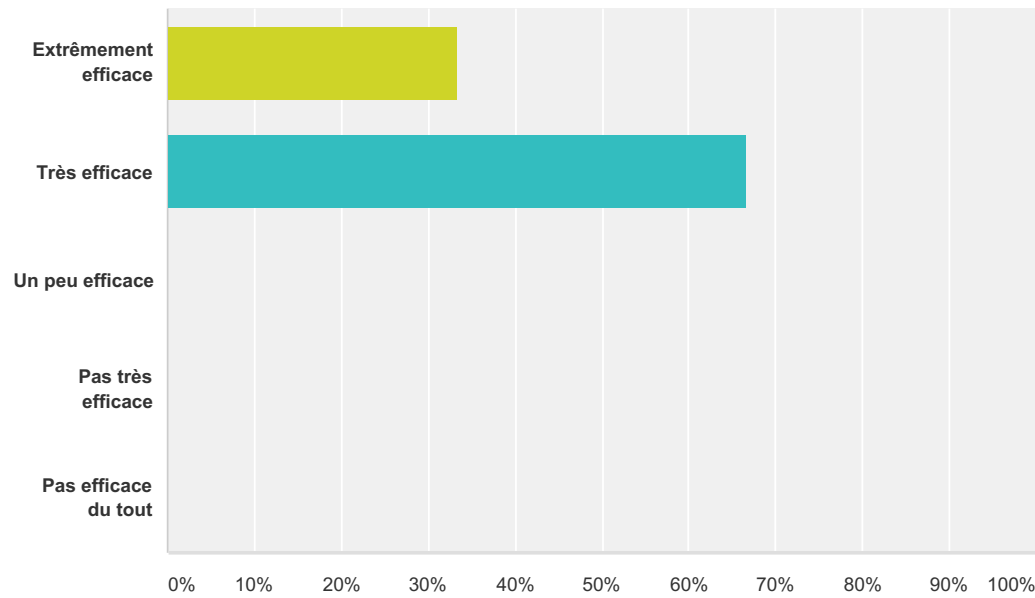
Answered: 3 Skipped: 24



Answer Choices	Responses	
Extrêmement efficace	0.00%	0
Très efficace	100.00%	3
Un peu efficace	0.00%	0
Pas très efficace	0.00%	0
Pas efficace du tout	0.00%	0
Total		3

Q47 Minimiser le nombre de pannes de courant

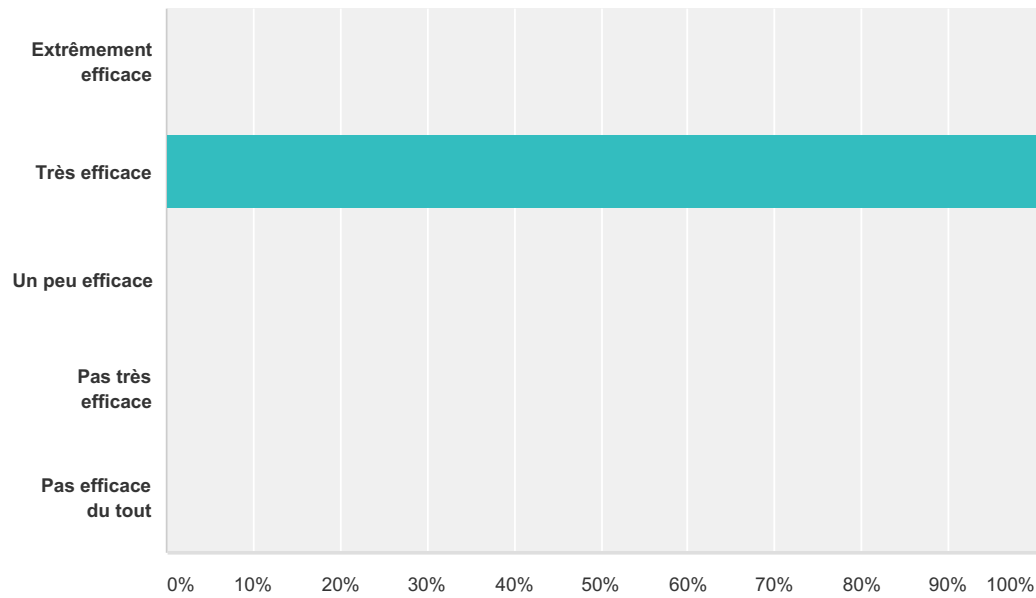
Answered: 3 Skipped: 24



Answer Choices	Responses	
Extrêmement efficace	33.33%	1
Très efficace	66.67%	2
Un peu efficace	0.00%	0
Pas très efficace	0.00%	0
Pas efficace du tout	0.00%	0
Total		3

Q48 Fournir des informations sur les pannes prolongées

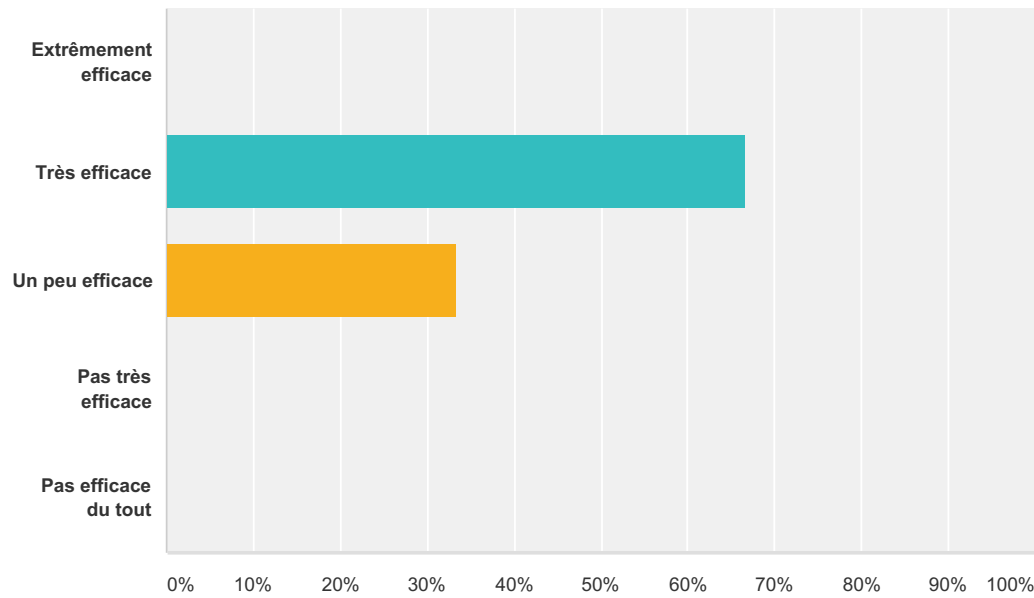
Answered: 3 Skipped: 24



Answer Choices	Responses	
Extrêmement efficace	0.00%	0
Très efficace	100.00%	3
Un peu efficace	0.00%	0
Pas très efficace	0.00%	0
Pas efficace du tout	0.00%	0
Total		3

Q49 Être accessible par téléphone durant les pannes

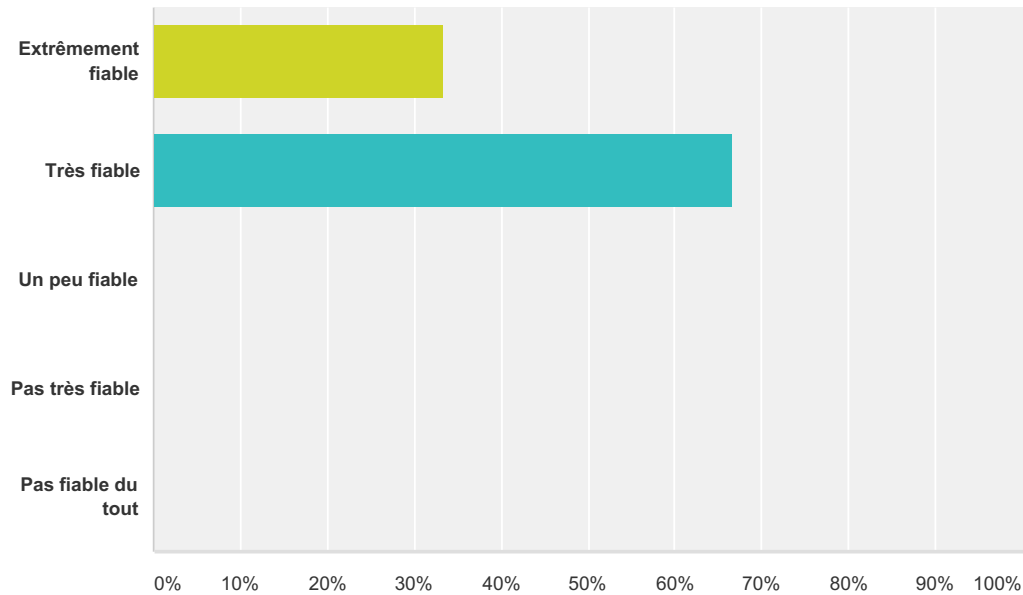
Answered: 3 Skipped: 24



Answer Choices	Responses	
Extrêmement efficace	0.00%	0
Très efficace	66.67%	2
Un peu efficace	33.33%	1
Pas très efficace	0.00%	0
Pas efficace du tout	0.00%	0
Total		3

Q50 En termes de fiabilité générale du service électrique, comment évaluez-vous le service?

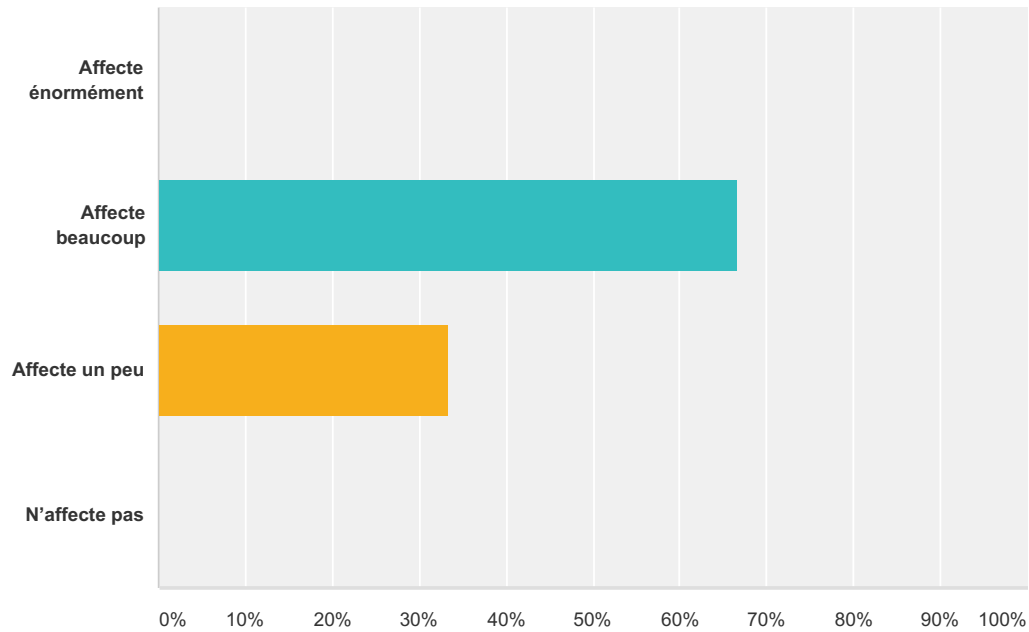
Answered: 3 Skipped: 24



Answer Choices	Responses	
Extrêmement fiable	33.33%	1
Très fiable	66.67%	2
Un peu fiable	0.00%	0
Pas très fiable	0.00%	0
Pas fiable du tout	0.00%	0
Total		3

**Q51 Lorsqu’une panne électrique survient,
à quel point ceci affecte votre entreprise ou
organisation?**

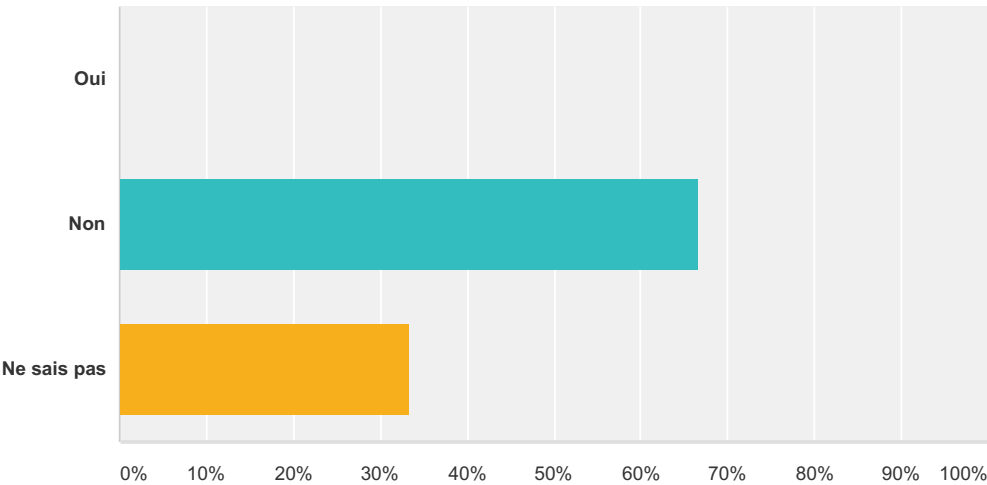
Answered: 3 Skipped: 24



Answer Choices	Responses	
Affecte énormément	0.00%	0
Affecte beaucoup	66.67%	2
Affecte un peu	33.33%	1
N'affecte pas	0.00%	0
Total		3

Q52 Achetez-vous votre électricité d'un détaillant?

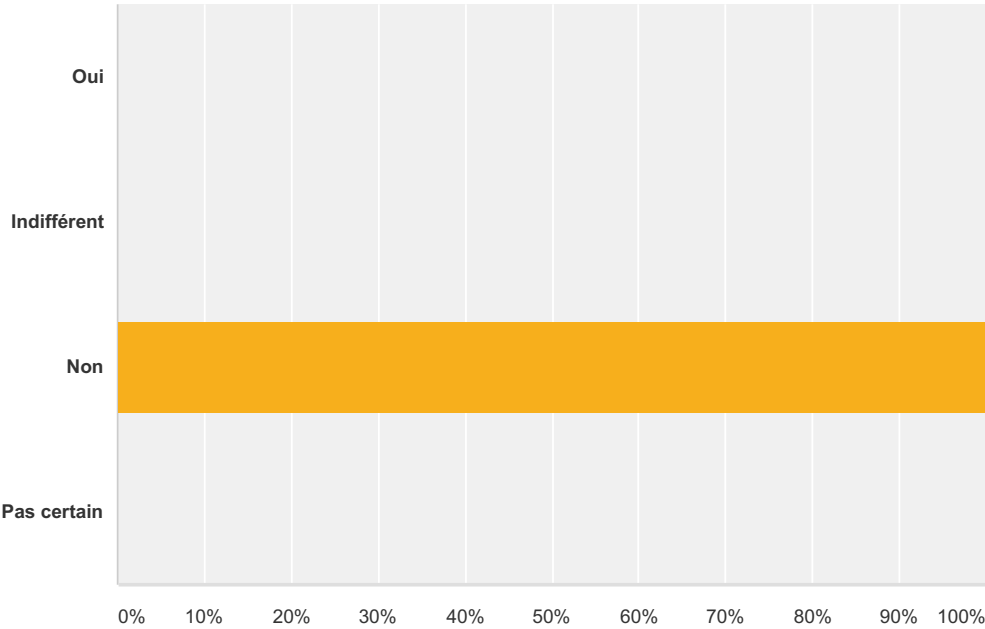
Answered: 3 Skipped: 24



Answer Choices	Responses	
Oui	0.00%	0
Non	66.67%	2
Ne sais pas	33.33%	1
Total		3

Q53 Seriez-vous prêt à payer 3% de plus sur votre facture totale l'année prochaine si nous apportons des améliorations afin d'augmenter la fiabilité de notre système électrique et qu'une baisse de frais de livraison en est le résultat à long terme?

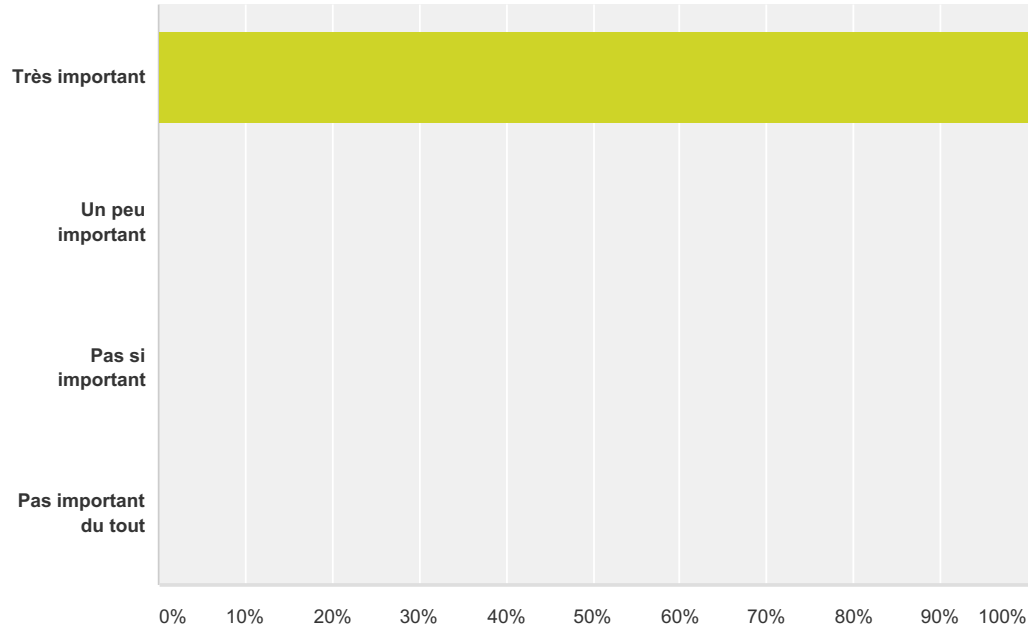
Answered: 3 Skipped: 24



Answer Choices	Responses	
Oui	0.00%	0
Indifférent	0.00%	0
Non	100.00%	3
Pas certain	0.00%	0
Total		3

Q54 Est-ce que le coût de l’électricité est important dans le budget de votre entreprise ou organisation?

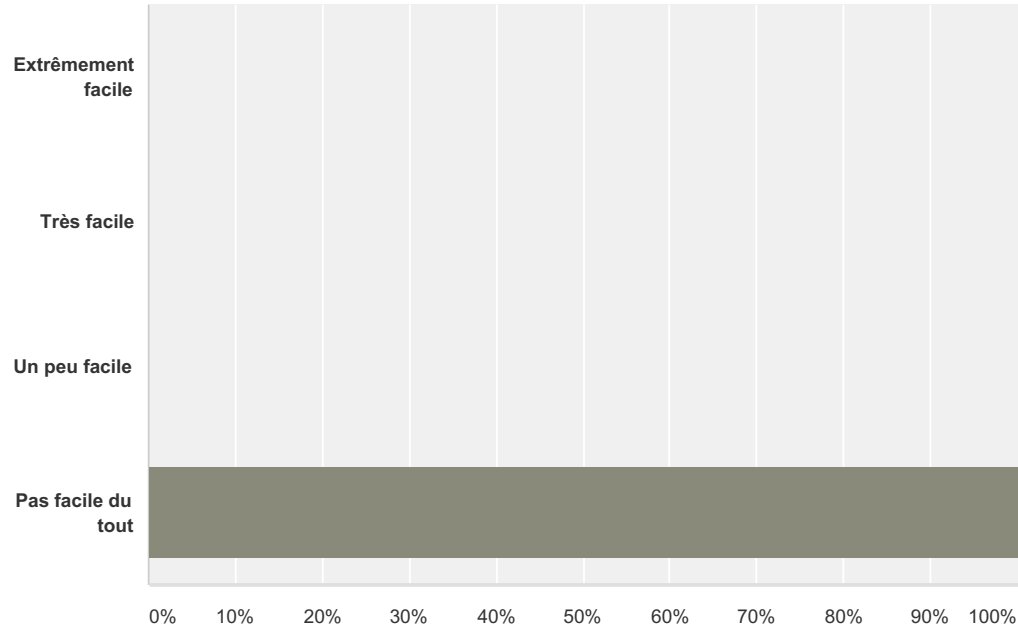
Answered: 3 Skipped: 24



Answer Choices	Responses	
Très important	100.00%	3
Un peu important	0.00%	0
Pas si important	0.00%	0
Pas important du tout	0.00%	0
Total		3

Q55 Trouvez-vous les explications des frais sur votre facture d’électricité facile à comprendre?

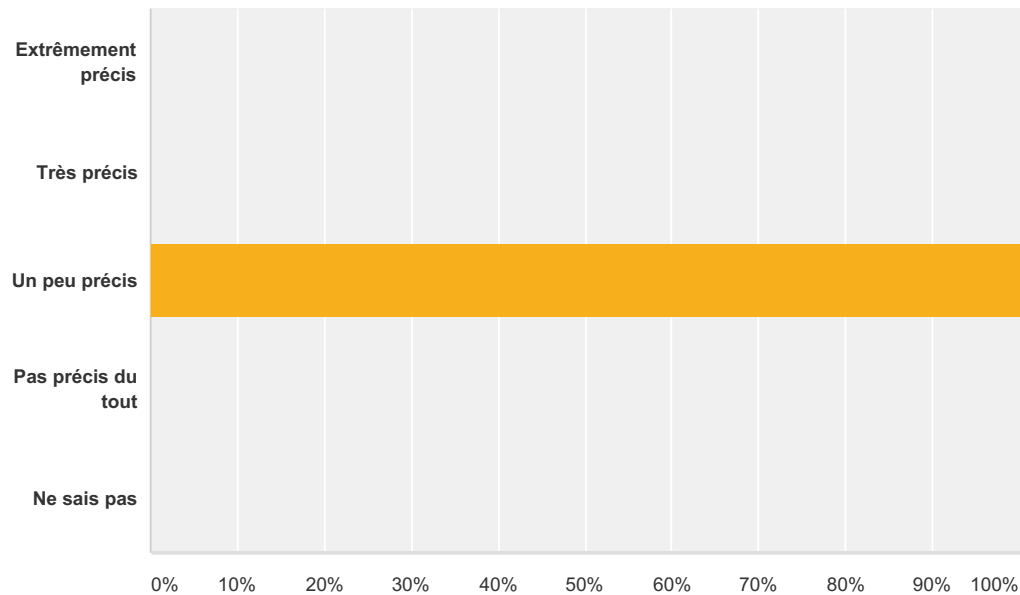
Answered: 2 Skipped: 25



Answer Choices	Responses	
Extrêmement facile	0.00%	0
Très facile	0.00%	0
Un peu facile	0.00%	0
Pas facile du tout	100.00%	2
Total		2

Q56 Est-ce que votre compte est facturé avec exactitude?

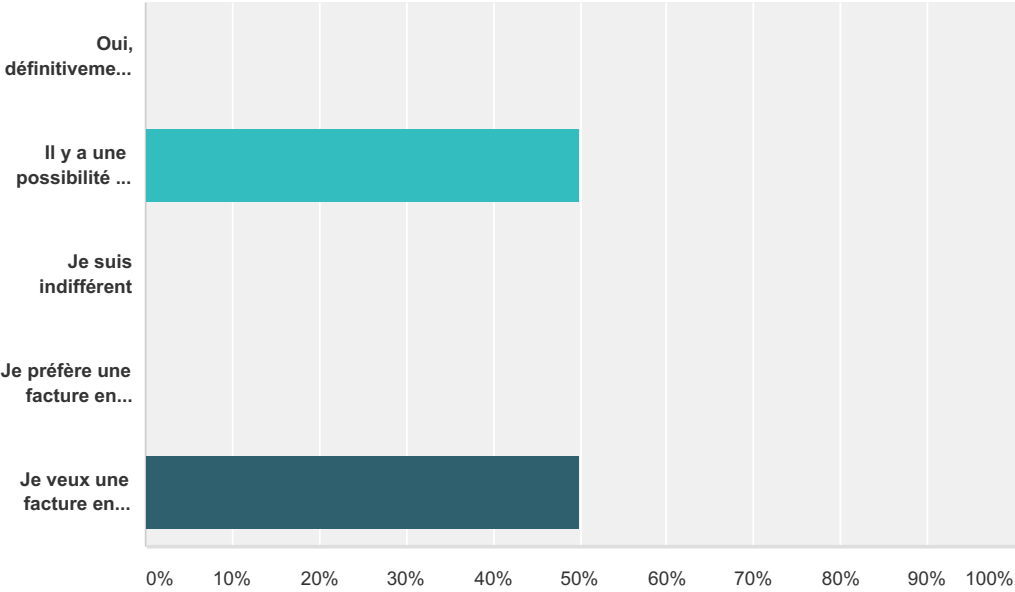
Answered: 2 Skipped: 25



Answer Choices	Responses	
Extrêmement précis	0.00%	0
Très précis	0.00%	0
Un peu précis	100.00%	2
Pas précis du tout	0.00%	0
Ne sais pas	0.00%	0
Total		2

Q57 Si vous aviez l'option de recevoir votre facture par courriel, est-ce que vous la choisissiez?

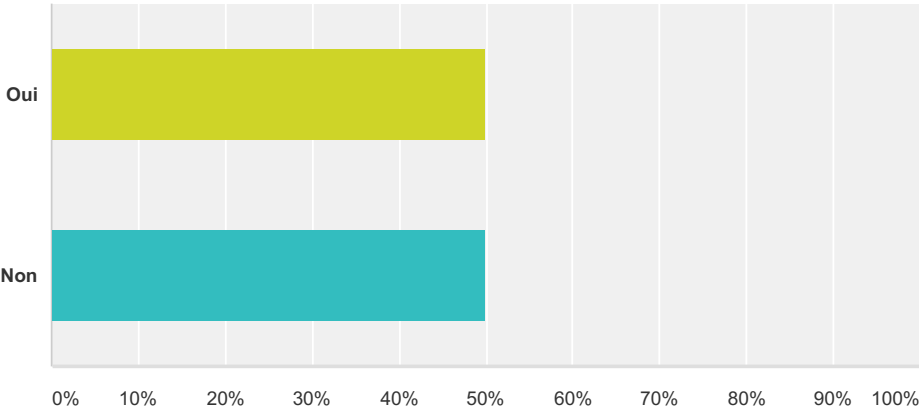
Answered: 2 Skipped: 25



Answer Choices	Responses	
Oui, définitivement je choisirais de recevoir ma facture par courriel.	0.00%	0
Il y a une possibilité que je choisisse de recevoir ma facture par courriel.	50.00%	1
Je suis indifférent	0.00%	0
Je préfère une facture en papier	0.00%	0
Je veux une facture en papier	50.00%	1
Total		2

Q58 Avez-vous visité le site web de Northern Ontario Wires?

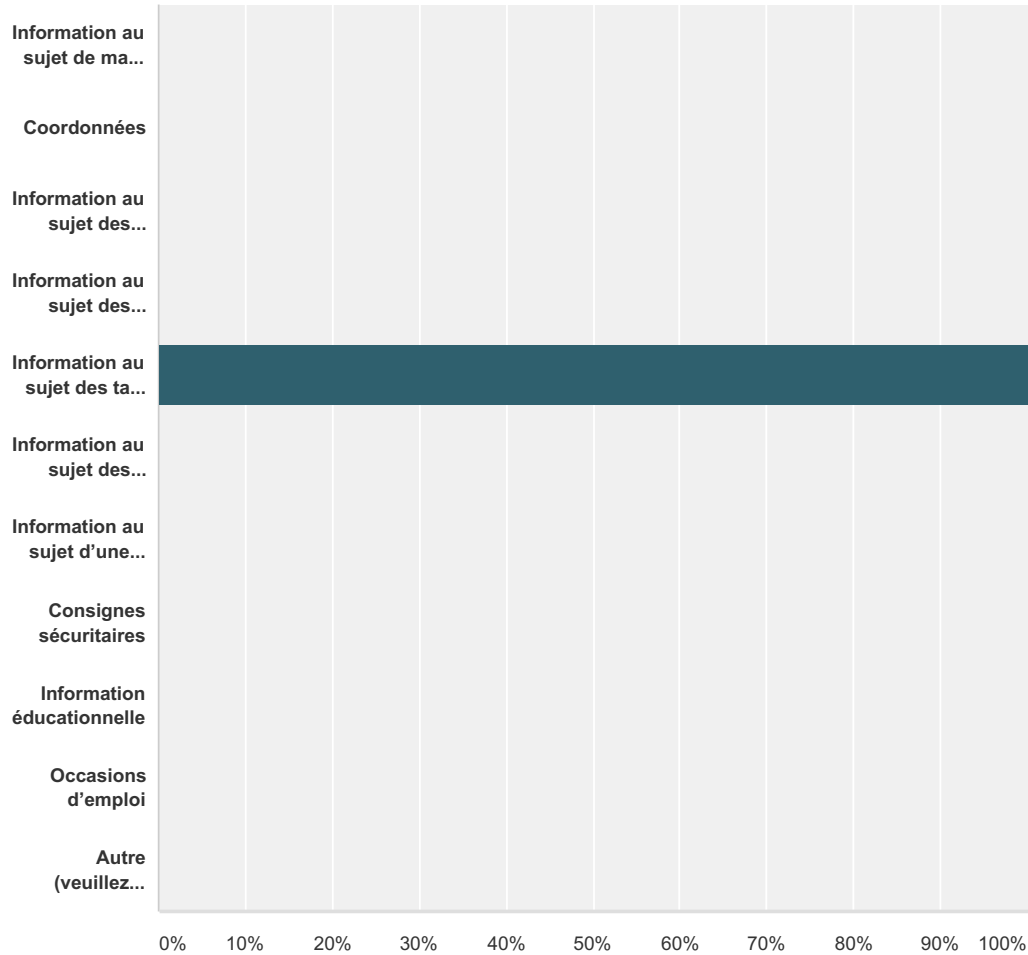
Answered: 2 Skipped: 25



Answer Choices	Responses	
Oui	50.00%	1
Non	50.00%	1
Total		2

Q59 Pendant votre dernière visite de notre Site Web, quelle information cherchiez-vous? (Cochez tous les cas)

Answered: 1 Skipped: 26



Answer Choices	Responses	
Information au sujet de ma facture	0.00%	0
Coordonnées	0.00%	0
Information au sujet des programmes pour aider à payer mes factures	0.00%	0
Information au sujet des programmes d'économies d'énergie	0.00%	0
Information au sujet des taux d'électricité	100.00%	1
Information au sujet des changements de service (ex. nouveau service, déménagement, débranchement)	0.00%	0
Information au sujet d'une panne électrique	0.00%	0
Consignes sécuritaires	0.00%	0
Information éducationnelle	0.00%	0
Occasions d'emploi	0.00%	0

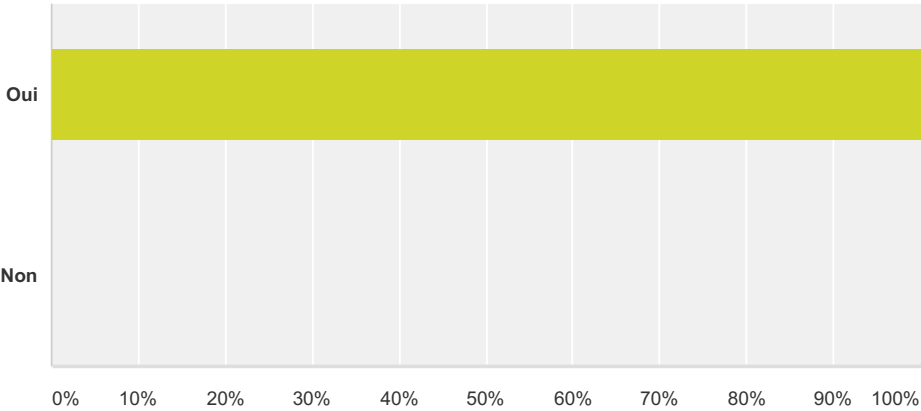
NOW's Sondage de Service à Clientèle

Autre (veuillez élaborer)	0.00%	0
Total Respondents: 1		

#	Autre (veuillez élaborer)	Date
	There are no responses.	

Q60 Avez-vous trouvé l'information que vous cherchiez sur notre site web?

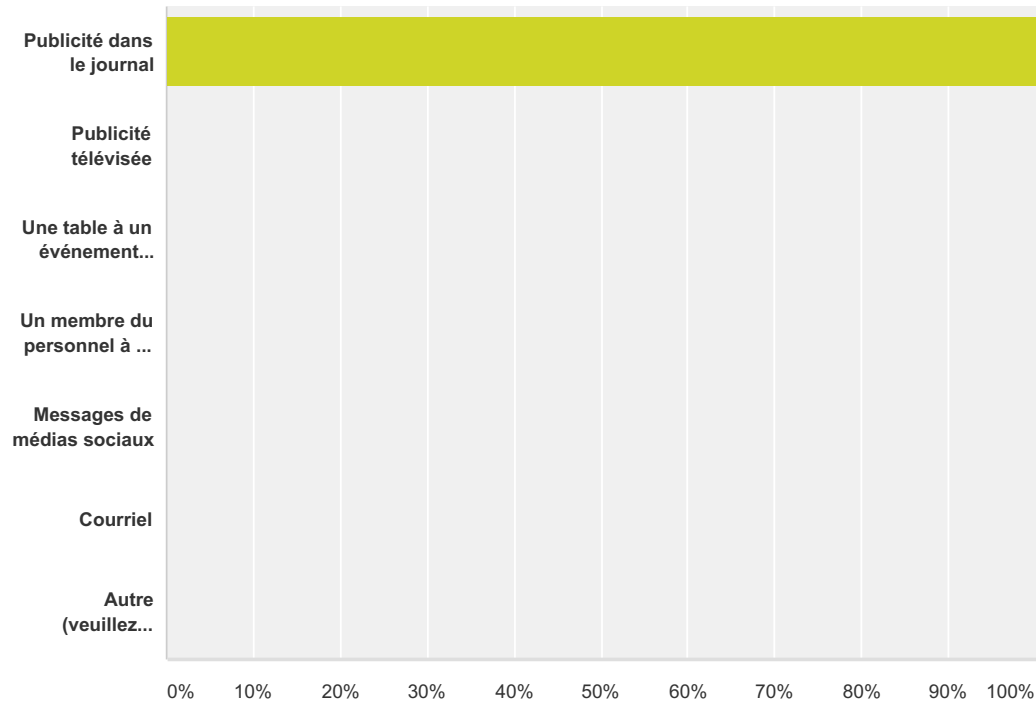
Answered: 1 Skipped: 26



Answer Choices	Responses	
Oui	100.00%	1
Non	0.00%	0
Total		1

Q61 Avez-vous entendu ou vu d'autres correspondances de Northern Ontario Wires au cours des 12 derniers mois? (Cochez tous les cas)

Answered: 1 Skipped: 26

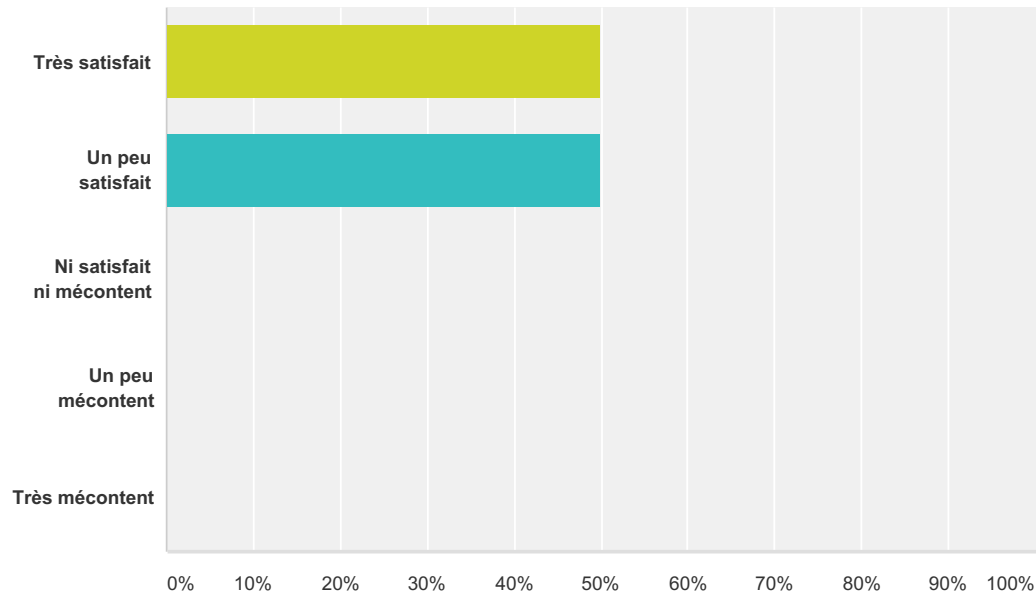


Answer Choices	Responses	
Publicité dans le journal	100.00%	1
Publicité télévisée	0.00%	0
Une table à un événement communautaire	0.00%	0
Un membre du personnel à une réunion communautaire	0.00%	0
Messages de médias sociaux	0.00%	0
Courriel	0.00%	0
Autre (veuillez élaborer)	0.00%	0
Total Respondents: 1		

#	Autre (veuillez élaborer)	Date
	There are no responses.	

Q62 Êst-ce que Northern Ontario Wires
vous fournis l’information dont vous avez
besoin?

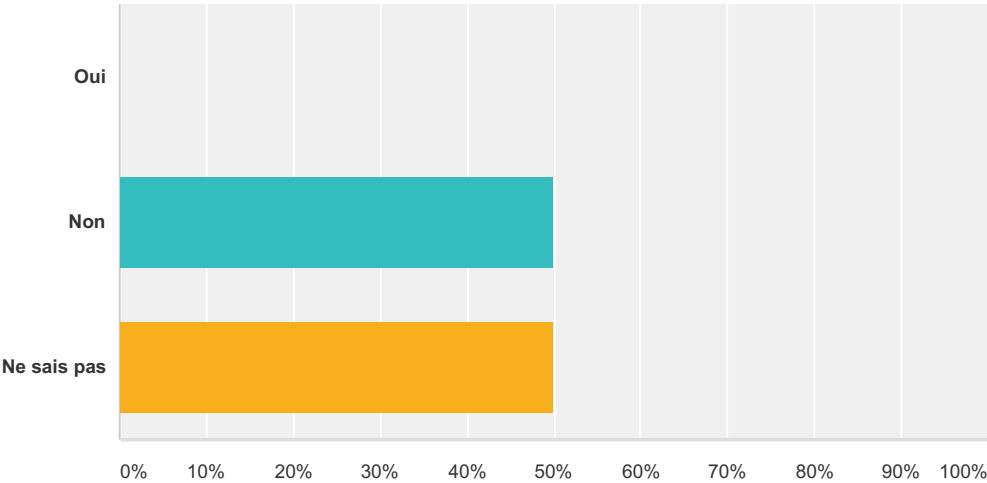
Answered: 2 Skipped: 25



Answer Choices	Responses	
Très satisfait	50.00%	1
Un peu satisfait	50.00%	1
Ni satisfait ni mécontent	0.00%	0
Un peu mécontent	0.00%	0
Très mécontent	0.00%	0
Total		2

Q63 Est-ce que Northern Ontario Wires vous fournit de l'information utile, des consignes, des outils et de l'assistance afin de vous aider à gérer votre facture et consommation électrique?

Answered: 2 Skipped: 25



Answer Choices	Responses	
Oui	0.00%	0
Non	50.00%	1
Ne sais pas	50.00%	1
Total		2

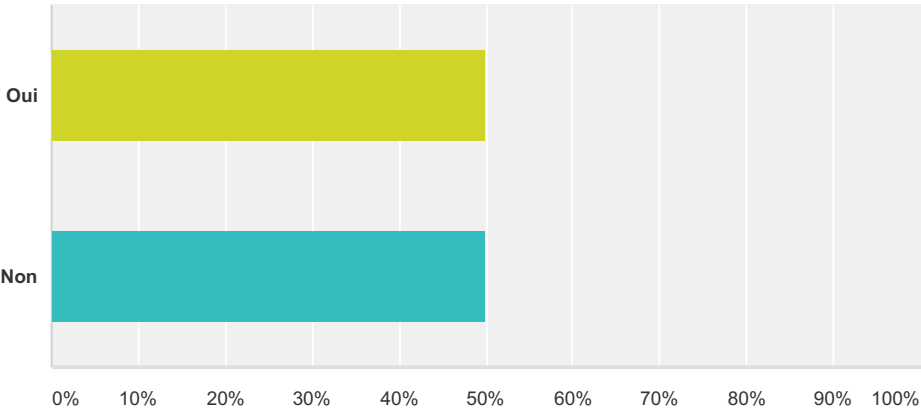
**Q64 Comment est-ce que Northern Ontario
Wires pourrait améliorer la méthode dont
elle vous fournit l'information?**

Answered: 2 Skipped: 25

#	Responses	Date
1	en rendant la facture moin complique.	5/6/2016 9:33 AM
2	aucune idée	5/4/2016 7:57 PM

Q65 Au cours des 12 derniers mois, avez-vous contacté le service à la clientèle pour de l'information ou assistance?

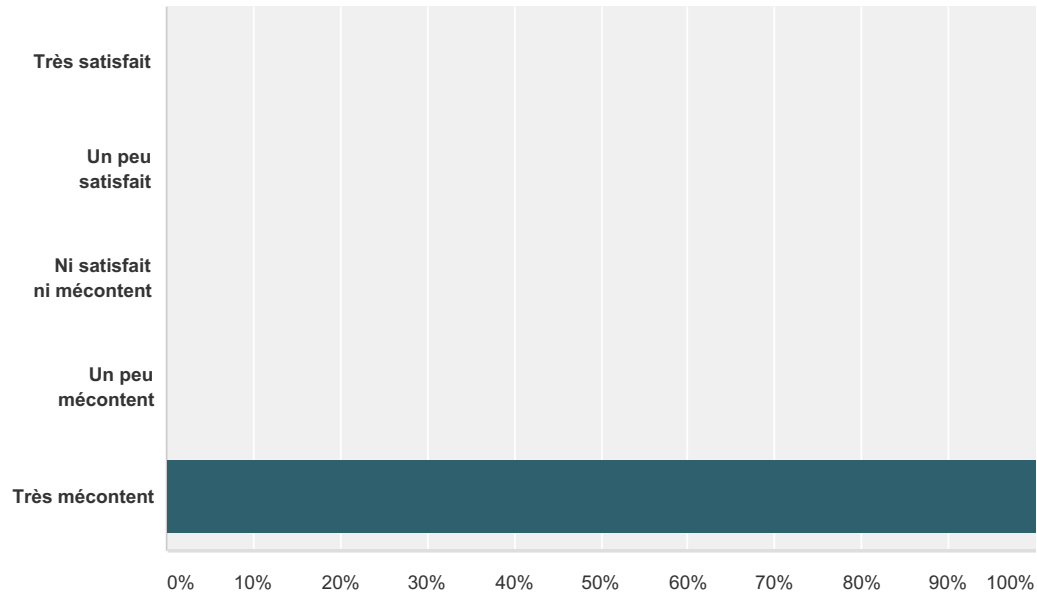
Answered: 2 Skipped: 25



Answer Choices	Responses	
Oui	50.00%	1
Non	50.00%	1
Total		2

Q66 Étiez-vous satisfait avec le service à la clientèle que vous avez reçu?

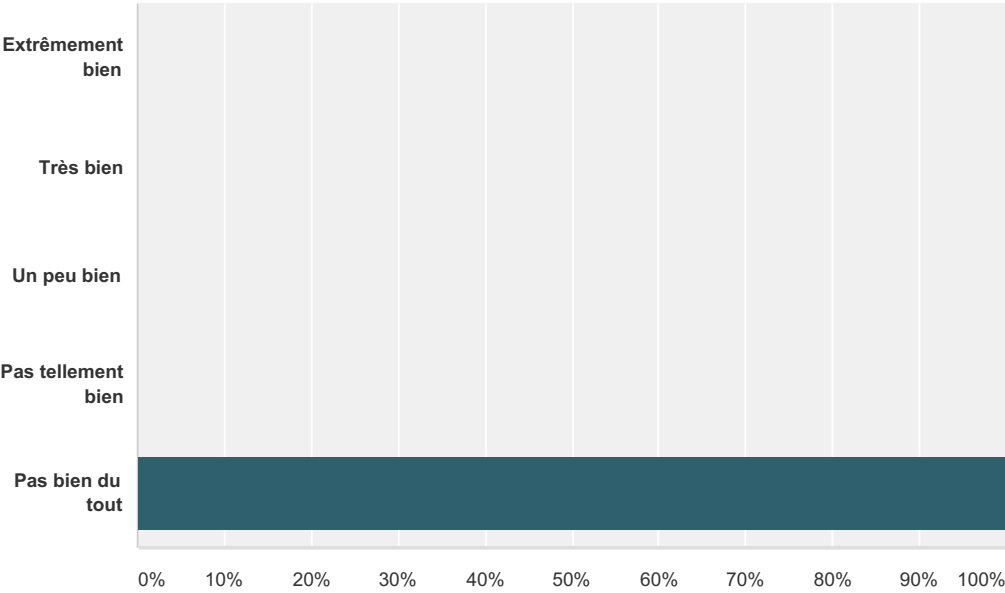
Answered: 1 Skipped: 26



Answer Choices	Responses	
Très satisfait	0.00%	0
Un peu satisfait	0.00%	0
Ni satisfait ni mécontent	0.00%	0
Un peu mécontent	0.00%	0
Très mécontent	100.00%	1
Total		1

Q67 Est-ce que le personnel a bien compris vos questions et preoccupations?

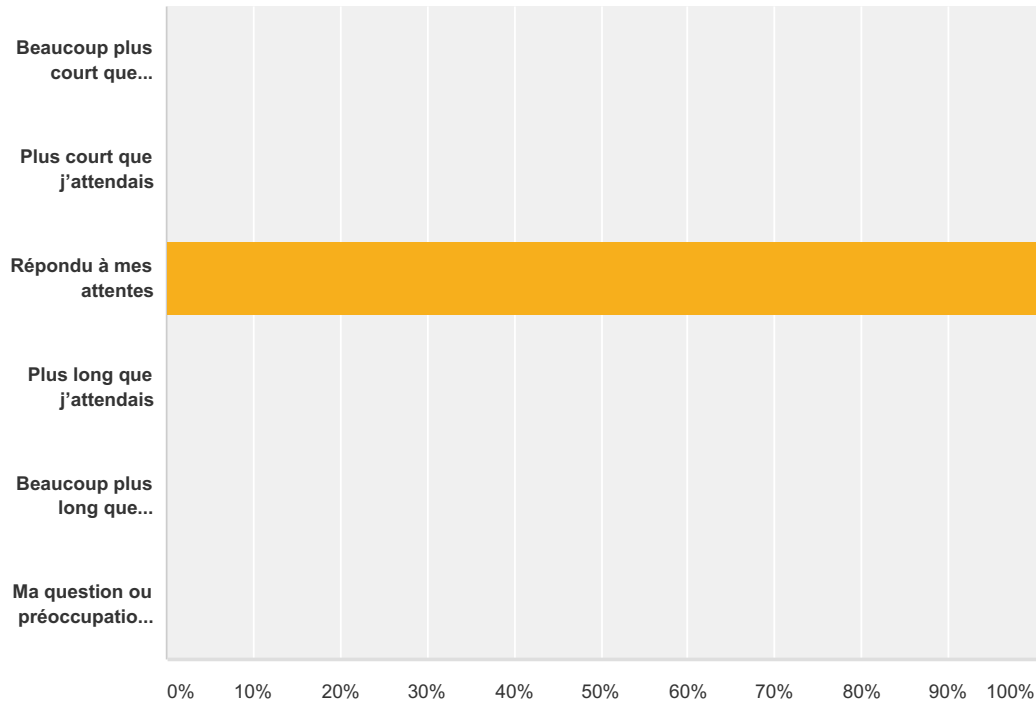
Answered: 1 Skipped: 26



Answer Choices	Responses	
Extrêmement bien	0.00%	0
Très bien	0.00%	0
Un peu bien	0.00%	0
Pas tellement bien	0.00%	0
Pas bien du tout	100.00%	1
Total		1

Q68 En vous référant à votre demande, quel est votre impression du temps que nous avons pris afin de répondre à votre question ou préoccupation?

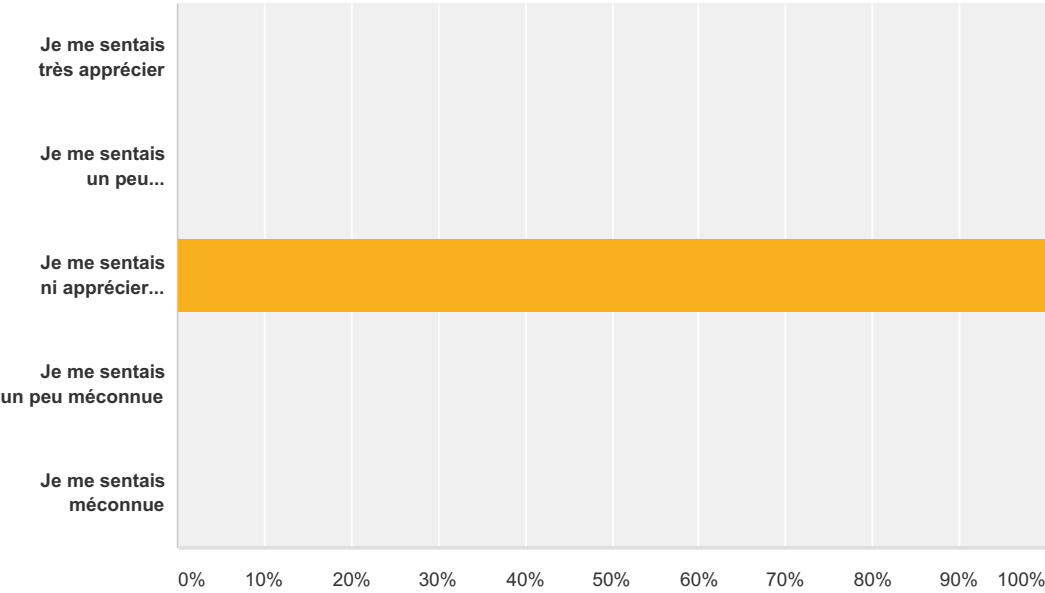
Answered: 1 Skipped: 26



Answer Choices	Responses	
Beaucoup plus court que j'attendais	0.00%	0
Plus court que j'attendais	0.00%	0
Répondu à mes attentes	100.00%	1
Plus long que j'attendais	0.00%	0
Beaucoup plus long que j'attendais	0.00%	0
Ma question ou préoccupation n'était pas résolue	0.00%	0
Total		1

Q69 Lors de votre demande, vous sentiez-vous comme un client apprécié?

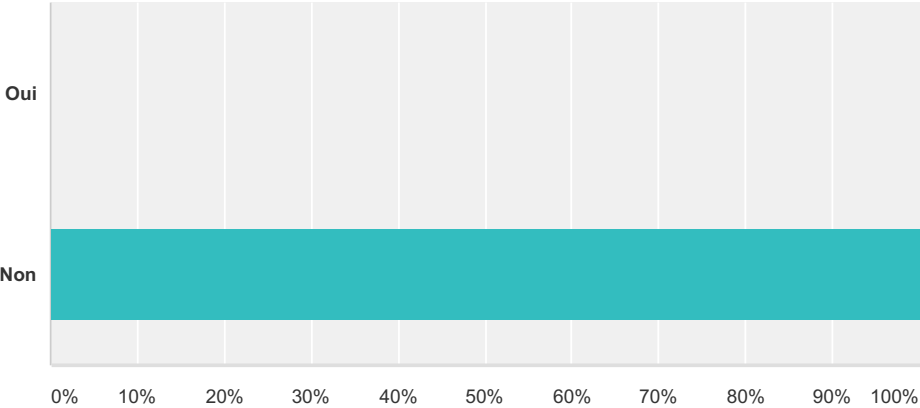
Answered: 1 Skipped: 26



Answer Choices	Responses	
Je me sentais très apprécier	0.00%	0
Je me sentais un peu apprécier	0.00%	0
Je me sentais ni apprécier ou méconnu	100.00%	1
Je me sentais un peu méconnue	0.00%	0
Je me sentais méconnue	0.00%	0
Total		1

Q70 Est-ce que Northern Ontario Wires Inc. vous a fourni l'information dont vous aviez besoin?

Answered: 1 Skipped: 26



Answer Choices	Responses	
Oui	0.00%	0
Non	100.00%	1
Total		1

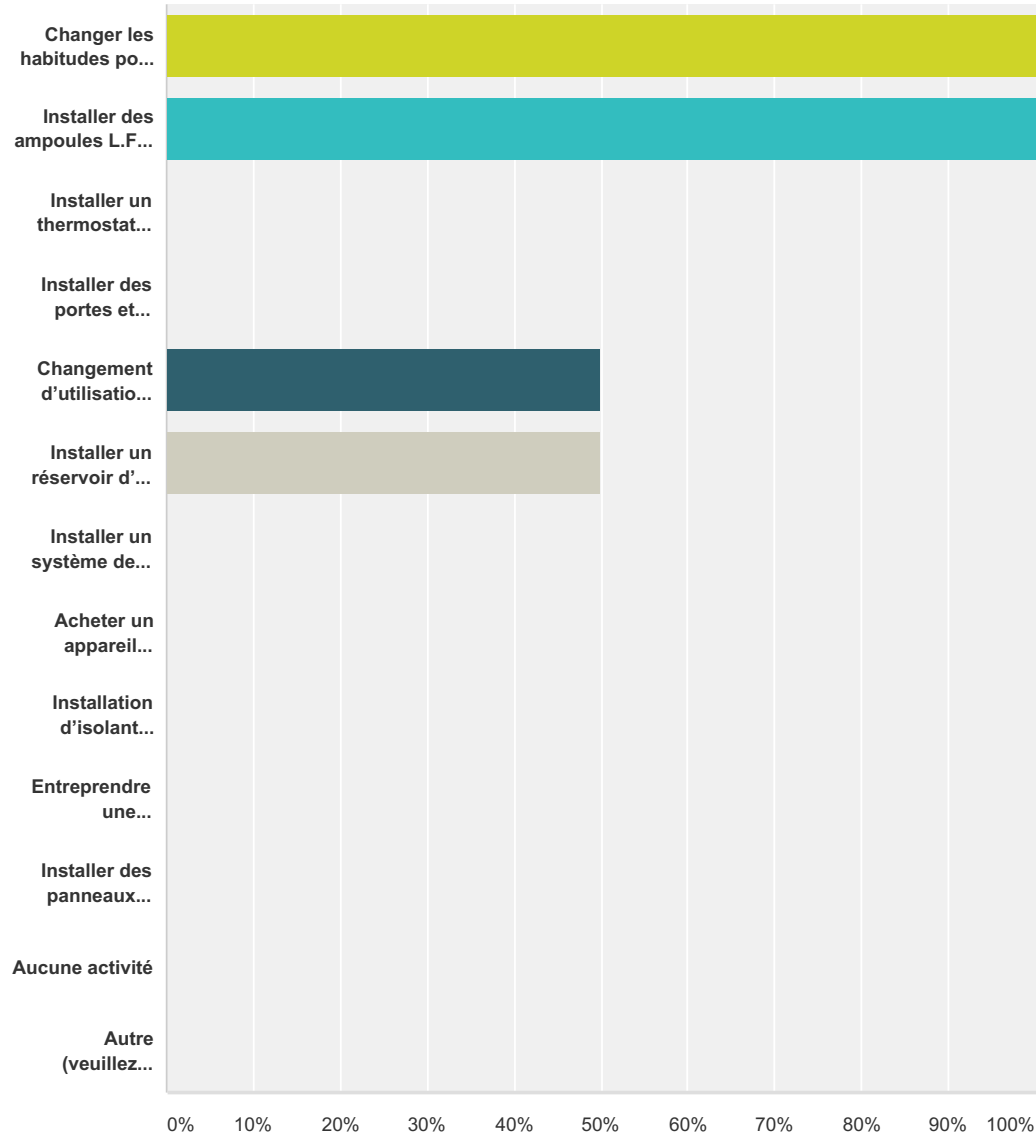
Q71 Si non, quelle information dont vous aviez besoin n'a pas été fournie?

Answered: 1 Skipped: 26

#	Responses	Date
1	réponses vides	5/4/2016 7:59 PM

Q72 Veuillez indiquer quelles activités avez-vous entrepris à votre domicile au cours des deux dernières années afin de réduire votre consommation électrique, vos coûts d'électricité et votre impact sur l'environnement? (Cochez tous les cas)

Answered: 2 Skipped: 25



Answer Choices	Responses
Changer les habitudes pour économiser l'énergie telle qu'augmenter le thermomètre pendant l'été, le baisser pendant l'hiver et fermer les lumières lorsqu'elle ne sont pas nécessaires.	100.00% 2
Installer des ampoules L.F.C. or D.E.L.	100.00% 2

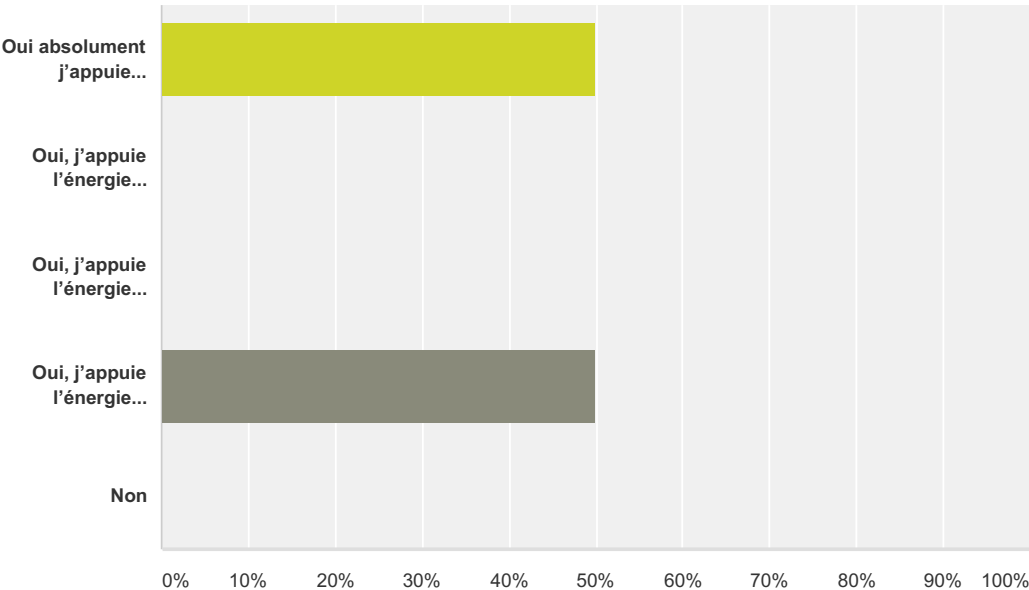
NOW's Sondage de Service à Clientèle

Installer un thermostat programmable	0.00%	0
Installer des portes et fenêtres à haut rendement	0.00%	0
Changement d'utilisation de l'énergie afin de suivre les périodes creuses, tel que faire le lavage le soir	50.00%	1
Installer un réservoir d'eau chaude à haut rendement	50.00%	1
Installer un système de chauffage/ refroidissement à haut rendement	0.00%	0
Acheter un appareil homologué Energy Star	0.00%	0
Installation d'isolant additionnel	0.00%	0
Entreprendre une vérification énergétique	0.00%	0
Installer des panneaux solaires ou d'autre type de générateur d'énergie renouvelable à la maison.	0.00%	0
Aucune activité	0.00%	0
Autre (veuillez élaborer)	0.00%	0
Total Respondents: 2		

#	Autre (veuillez élaborer)	Date
	There are no responses.	

Q73 Une des façons de réduire la consommation de combustibles fossiles est de se tourner vers des sources d'énergie renouvelables (énergie solaire, éolienne, hydraulique et biomasse), ce qui peut être plus coûteux que les sources d'énergie conventionnelles. Appuyez-vous l'énergie renouvelable?

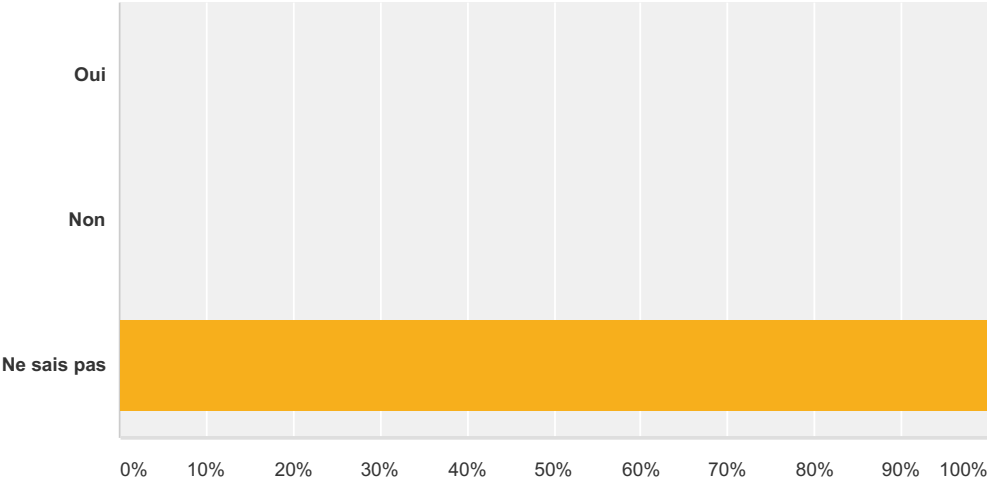
Answered: 2 Skipped: 25



Answer Choices	Responses	
Oui absolument j'appuie l'énergie renouvelable.	50.00%	1
Oui, j'appuie l'énergie renouvelable même s'il y a une augmentation sur mes factures d'électricité de 10%	0.00%	0
Oui, j'appuie l'énergie renouvelable même s'il y a une augmentation sur mes factures d'électricité de 5%	0.00%	0
Oui, j'appuie l'énergie renouvelable, mais seulement s'il n'y a pas d'augmentation sur ma facture	50.00%	1
Non	0.00%	0
Total		2

Q74 Diriez-vous que Northern Ontario Wires est un leader dans la promotion de la conservation d'énergie?

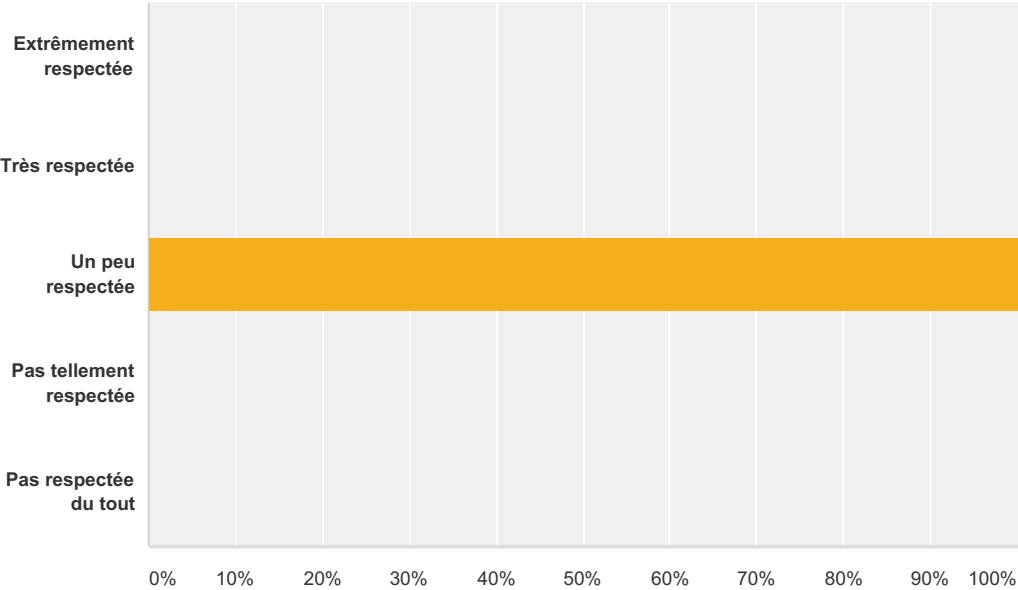
Answered: 2 Skipped: 25



Answer Choices	Responses	
Oui	0.00%	0
Non	0.00%	0
Ne sais pas	100.00%	2
Total		2

Q75 Diriez-vous que Northern Ontario Wires est une entreprise respectée dans la communauté?

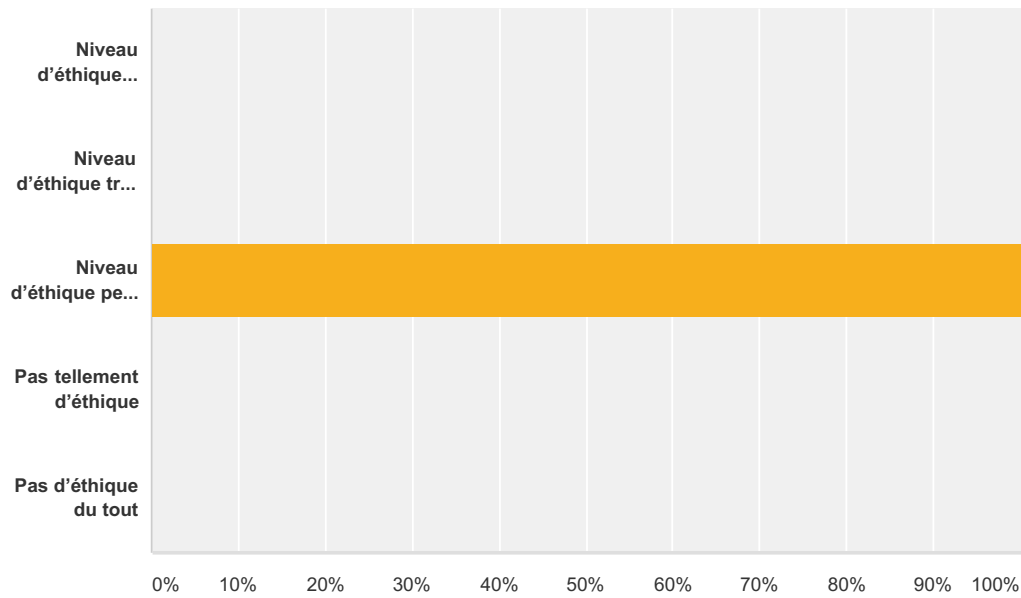
Answered: 2 Skipped: 25



Answer Choices	Responses	
Extrêmement respectée	0.00%	0
Très respectée	0.00%	0
Un peu respectée	100.00%	2
Pas tellement respectée	0.00%	0
Pas respectée du tout	0.00%	0
Total		2

Q76 Diriez-vous que Northern Ontario Wires
a un haut niveau d'éthique?

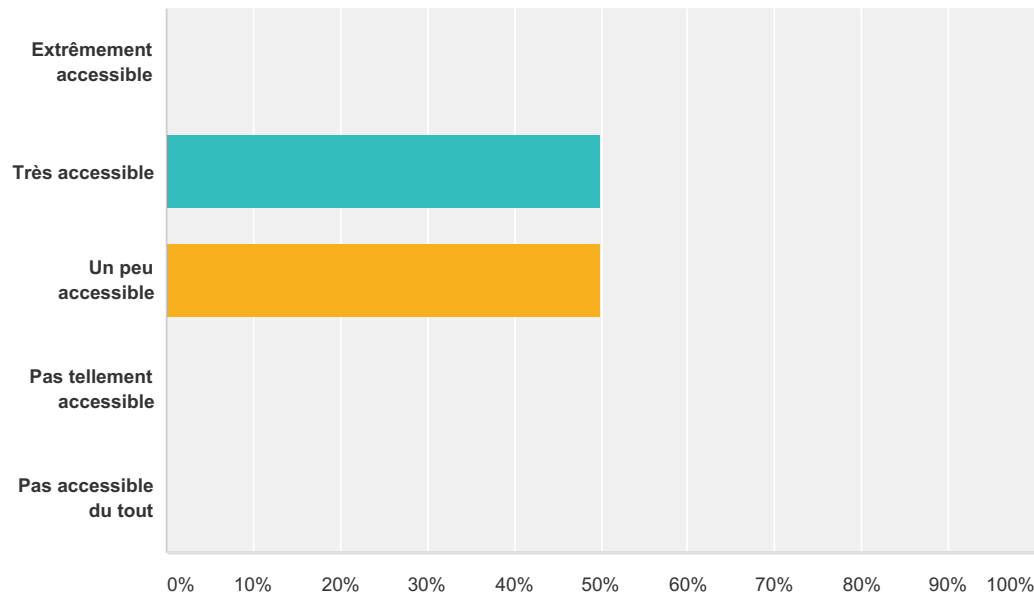
Answered: 2 Skipped: 25



Answer Choices	Responses	
Niveau d'éthique extrêmement élevé	0.00%	0
Niveau d'éthique très élevé	0.00%	0
Niveau d'éthique peu élevé	100.00%	2
Pas tellement d'éthique	0.00%	0
Pas d'éthique du tout	0.00%	0
Total		2

Q77 Diriez-vous que Northern Ontario Wires est accessible?

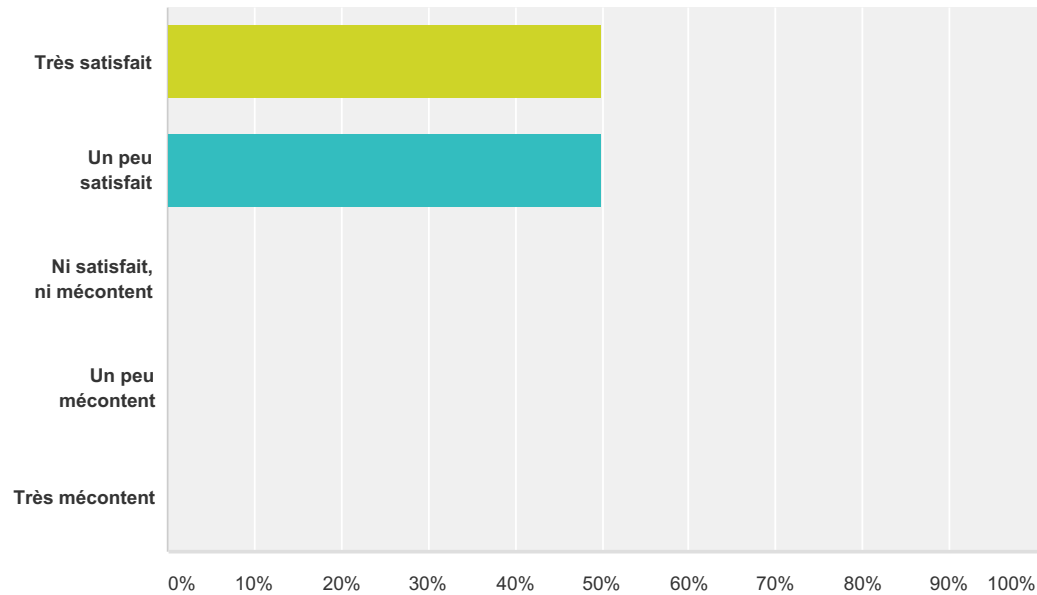
Answered: 2 Skipped: 25



Answer Choices	Responses
Extrêmement accessible	0.00%0
Très accessible	50.00%1
Un peu accessible	50.00%1
Pas tellement accessible	0.00%0
Pas accessible du tout	0.00%0
Total	2

Q78 Après avoir complété ce sondage, comment évaluez-vous la performance de Northern Ontario pour vous servir?

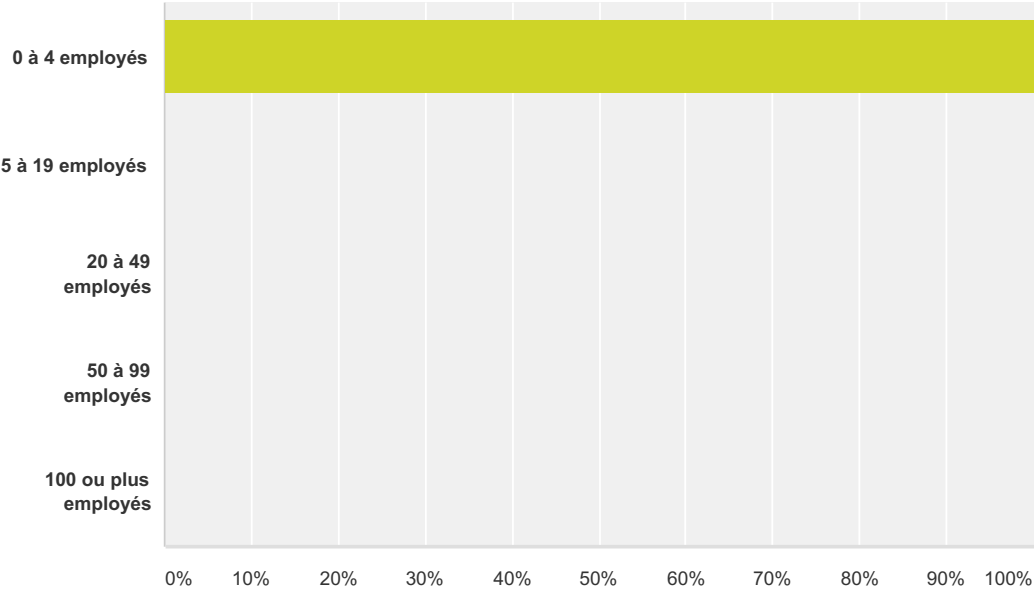
Answered: 2 Skipped: 25



Answer Choices	Responses	
Très satisfait	50.00%	1
Un peu satisfait	50.00%	1
Ni satisfait, ni mécontent	0.00%	0
Un peu mécontent	0.00%	0
Très mécontent	0.00%	0
Total		2

Q79 Veuillez indiquer le nombre de personnels qui travaillent pour votre entreprise ou organisation.

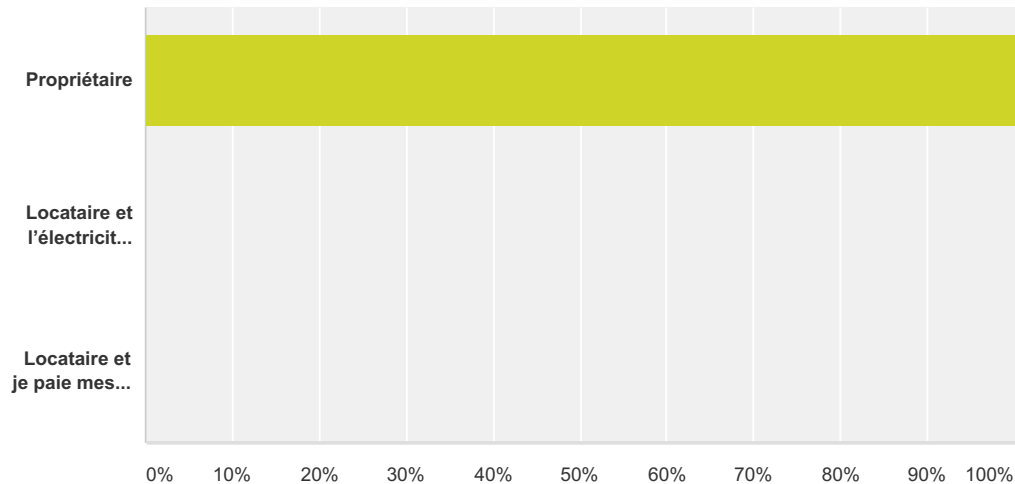
Answered: 2 Skipped: 25



Answer Choices	Responses	
0 à 4 employés	100.00%	2
5 à 19 employés	0.00%	0
20 à 49 employés	0.00%	0
50 à 99 employés	0.00%	0
100 ou plus employés	0.00%	0
Total		2

Q80 Êtes-vous propriétaire ou locataire du bâtiment où votre entreprise ou organisation est située?

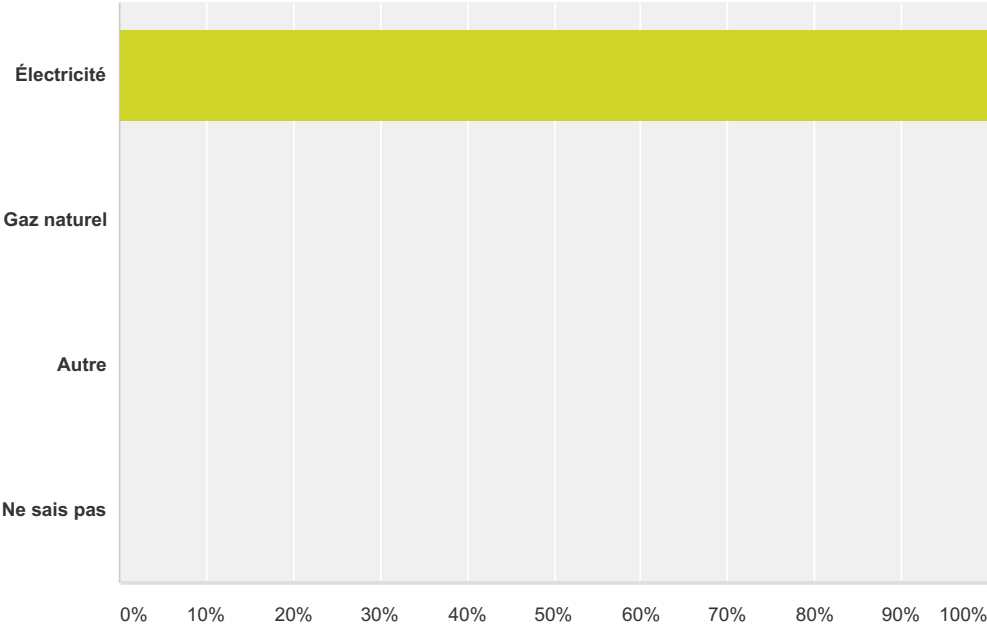
Answered: 2 Skipped: 25



Answer Choices	Responses	
Propriétaire	100.00%	2
Locataire et l'électricité sont inclus avec mon loyer	0.00%	0
Locataire et je paie mes factures d'électricité en plus de mon loyer	0.00%	0
Total		2

**Q81 Indiquez la source de chauffage
primaire du bâtiment ou votre entreprise ou
organisation est située:**

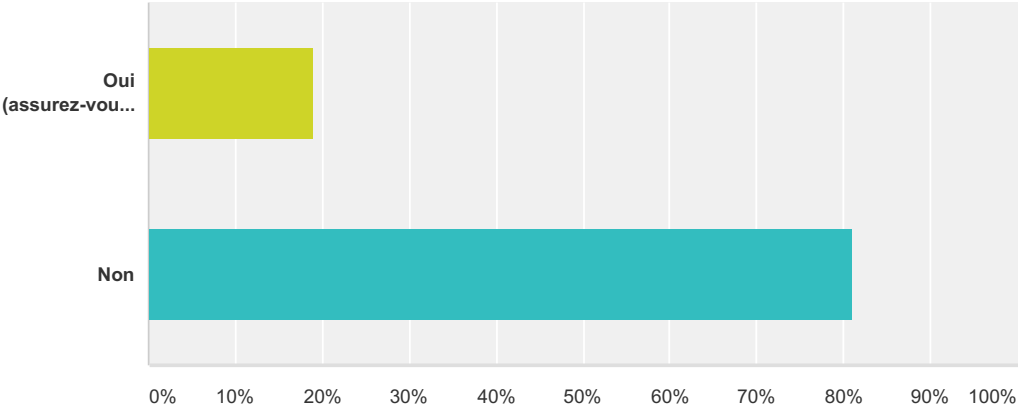
Answered: 2 Skipped: 25



Answer Choices	Responses	
Électricité	100.00%	2
Gaz naturel	0.00%	0
Autre	0.00%	0
Ne sais pas	0.00%	0
Total		2

Q82 Aimeriez-vous que quelqu'un de Northern Ontario Wires vous communique au sujet de ce sondage?

Answered: 21 Skipped: 6



Answer Choices	Responses	
Oui (assurez-vous de fournir vos coordonnées ci-dessous)	19.05%	4
Non	80.95%	17
Total		21

Q83 Si vous voulez participer au concours pour un prix de pêche ultime évaluer à au-delà de 800\$, veuillez remplir votre information ci-dessous. Vos coordonnées seront seulement utilisées afin de déterminer votre admissibilité pour le concours et de vous communiquer si vous êtes le gagnant ou si vous avez choisi <> à la question ci-dessus. Sinon, vous pouvez choisir de soumettre vos réponses au sondage anonyme et ne pas participer au concours.

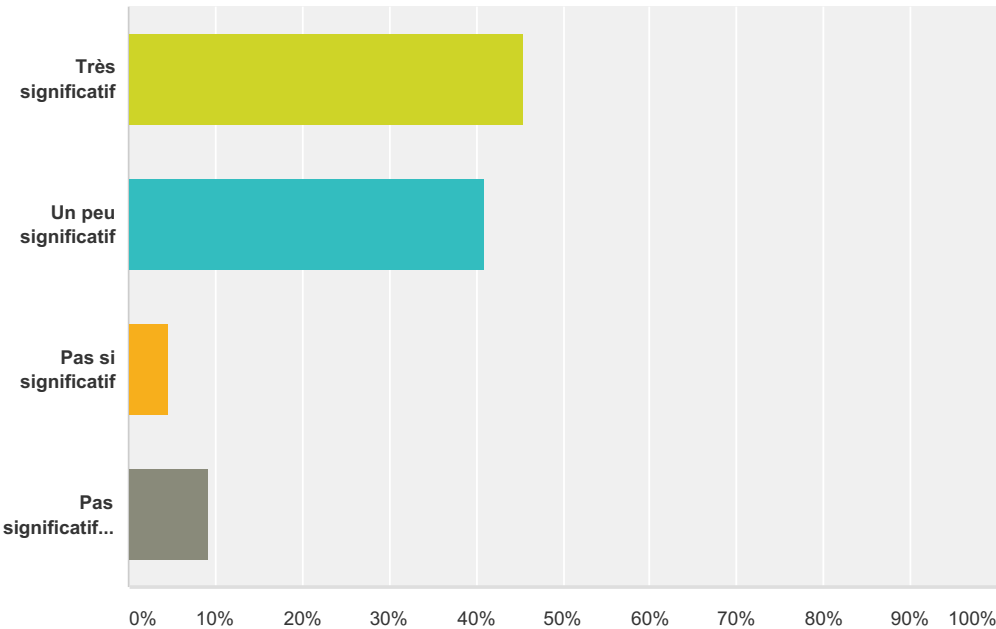
Answered: 22 Skipped: 5

Answer Choices	Responses
Nom	100.00% 22
Organisation	9.09% 2
Votre adresse où vous recevez votre service électrique	95.45% 21
Address 2	0.00% 0
City/Town	0.00% 0
State/Province	0.00% 0
ZIP/Postal Code	0.00% 0
Country	0.00% 0
Votre courriel	81.82% 18
Votre numéro pendant le jour	95.45% 21

#	Nom	Date
1		5/20/2016 3:26 PM
2		5/20/2016 1:56 PM
3		5/19/2016 3:03 PM
4		5/16/2016 11:31 AM
5		5/11/2016 8:23 PM
6		5/11/2016 9:53 AM
7		5/10/2016 10:23 AM
8		5/9/2016 1:54 PM
9		5/9/2016 1:15 PM
10		5/9/2016 9:49 AM
11		5/8/2016 7:33 PM
12		5/8/2016 7:57 AM

Q84 Trouvez-vous les questions de ce sondage significatif?

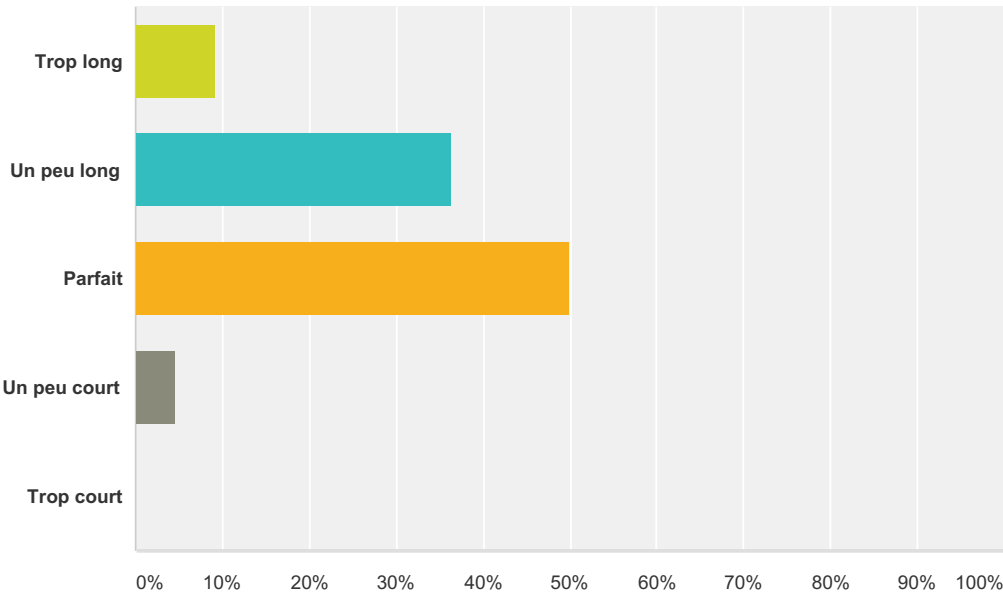
Answered: 22 Skipped: 5



Answer Choices	Responses	
Très significatif	45.45%	10
Un peu significatif	40.91%	9
Pas si significatif	4.55%	1
Pas significatif du tout	9.09%	2
Total		22

Q85 Est-ce que la durée du sondage était:

Answered: 22 Skipped: 5



Answer Choices	Responses	
Trop long	9.09%	2
Un peu long	36.36%	8
Parfait	50.00%	11
Un peu court	4.55%	1
Trop court	0.00%	0
Total		22

DISTRIBUTION SYSTEM INVESTMENT PLAN REVIEW



Northern Ontario Wires Inc.
Filed: 26 August, 2016
EB-2016-0096
Exhibit 1
Tab 6
Schedule 1
Attachment 4
Page 1 of 30

Customer Consultation Presentation



Northern Ontario Wires Inc. (NOW Inc.) is the local distribution company responsible for distributing electricity with the towns of Cochrane, Iroquois Falls and Kapuskasing.

NOW Inc. operates and maintains a distribution system serving approximately 6,000 residential, commercial and industrial customers in a service territory of 28 square km.

NOW Inc. is 100% owned by the Corporation of the Town of Cochrane

Table of Contents

What Is This Consultation All About?	4
Electricity 101	8
NOW Inc.'s Distribution System Today	11
System Reliability	14
Cost Pressures	17
What The Plan Means For You	23



What Is This Consultation All About?

The purpose of this customer consultation is to collect your feedback on NOW Inc.'s investment and spending plan from 2017 to 2021.

NOW Inc.'s goal is to deliver safe and reliable electricity to homes and local businesses as efficiently as possible and at an affordable price. However, there is a balancing act that all utilities must consider when planning for the future: system reliability and resilience vs. the cost to consumers. No utility can guarantee that its distribution system can deliver perfectly reliable electricity. Generally, the more reliable the system the more expensive the system is to build, operate and maintain. This customer consultation is designed to collect your feedback on the reliability of the electricity distribution system and the spending choices NOW Inc. will need to make to maintain its system reliability going forward. Ultimately, this consultation will provide NOW Inc. with additional insights, allowing better alignment between operational and capital investment plans and customers' needs and preferences.

As a NOW Inc. customer, this is an opportunity for you to tell NOW Inc. what you think about the plan and the cost implications for you. This is also an opportunity for NOW Inc. to explain to you the challenges in operating and maintaining the local electricity distribution system and more importantly how NOW Inc. intends to meet those challenges.

To participate in this review, you do not need to be an expert. This presentation explains key parts of the electrical distribution system, and the company's budgetary plan for the next 5 years.

NOW Inc. does not expect you to make electrical engineering decisions. We want to hear about the electricity issues that matter most to you and whether or not you feel the company's spending and investing priorities seem reasonable.

This presentation is designed to provide enough background about these issues so you can develop an informed opinion.



The process that NOW Inc. must follow

How are electricity rates determined in Ontario?

The electricity industry in Ontario is regulated by the Ontario Energy Board, which recently developed a new regulatory requirement for electricity distributors, such as NOW Inc., to gather customer preferences on distribution system investments.

NOW Inc. is mainly funded by the distribution rates paid by its customers. NOW Inc. is required to file an application with the Ontario Energy Board to get approval for the funding required to operate, maintain and expand the distribution system. NOW Inc. must submit evidence to justify the amount of funding it needs to safely and reliably distribute electricity to its customers.

As a customer, how are my interests protected?

NOW Inc.'s rationale for a customer rate adjustment is assessed in an open and transparent public process known as a rate hearing. Any individual or group may intervene on NOW Inc.'s application to ask questions or challenge NOW Inc.'s plans and assumptions. At the end of the process, the Ontario Energy Board weighs the evidence and decides on the rates NOW Inc. can charge for distribution.

Why is my feedback important?

Your feedback will be presented to the Ontario Energy Board when NOW Inc. files its rate application for 2017. As part of the rate hearing process, the Ontario Energy Board will review how NOW Inc. acquired and responded to customer feedback on its distribution system plan.

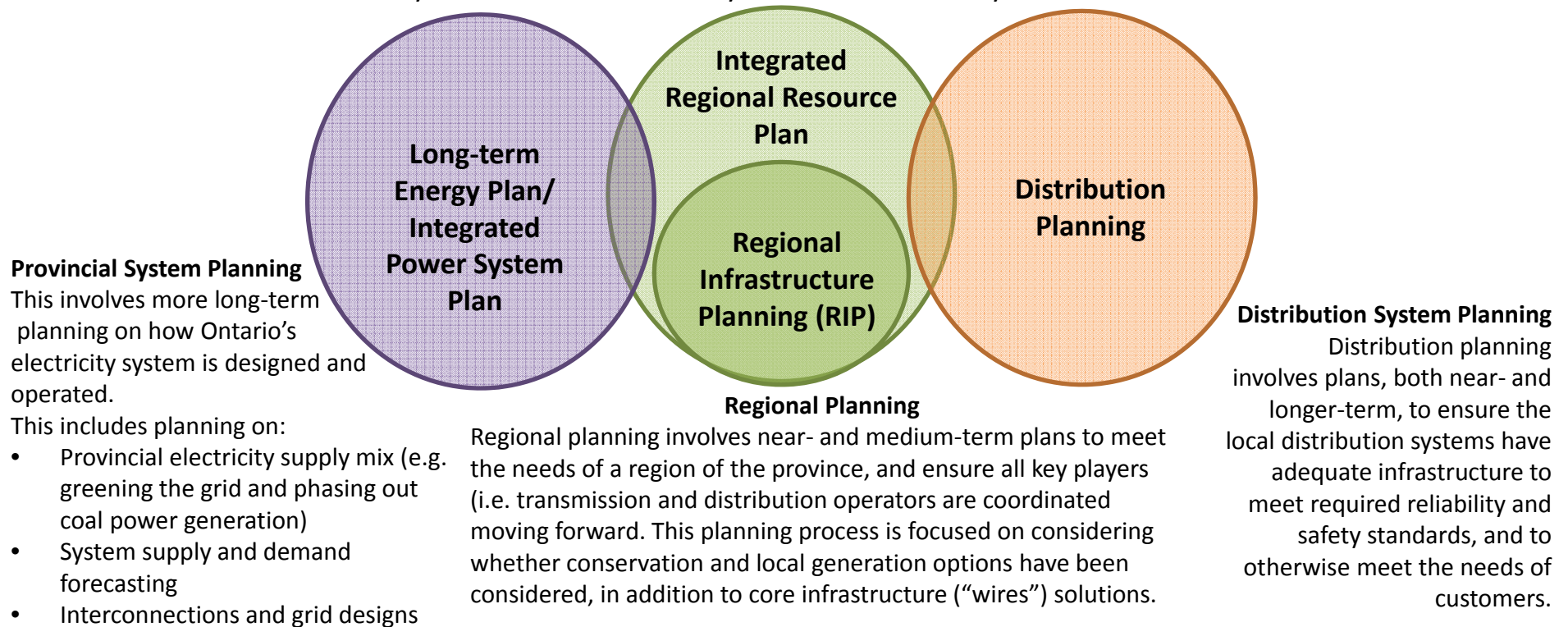
Rate Application Process



Consumer feedback on Ontario's electricity system

There are a number of ways for consumers to voice their opinions on provincial, regional and local electricity issues. However, this consultation is about your local distribution system and your preferences on how NOW Inc. uses your money.

Distribution Planning: This consultation concentrates on the short-term plan for NOW Inc.'s distribution system. The graphic below shows the various planning initiatives ongoing across Ontario's electricity system. In addition to the short-term distribution plan being discussed in this workbook, there are other planning initiatives undertaken to ensure that the distribution system maintains reliability and works efficiently for the benefit of customers



Electricity Grid 101

Who Does What in Ontario's Power System

Ontario's electricity system is owned and operated by public, private and municipal corporations across the province. It is made up of three components: generation, transmission and distribution

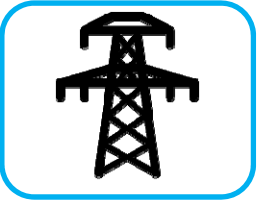


GENERATION

Generating facilities convert various forms of energy into electric power.

EXAMPLE

Ontario Power Generation



TRANSMISSION

Transmission lines connect to the power produced at generating facilities to substations.

EXAMPLE

Hydro One



DISTRIBUTION

Distribution lines carry electricity to homes and businesses.

EXAMPLE

Northern Ontario Wires Inc.
Hydro One.



CONSUMERS

Electricity is delivered to homes and businesses

EXAMPLE

Residential
Commercial
Industrial

Electricity Grid 101

How is Ontario's Electricity System Regulated?

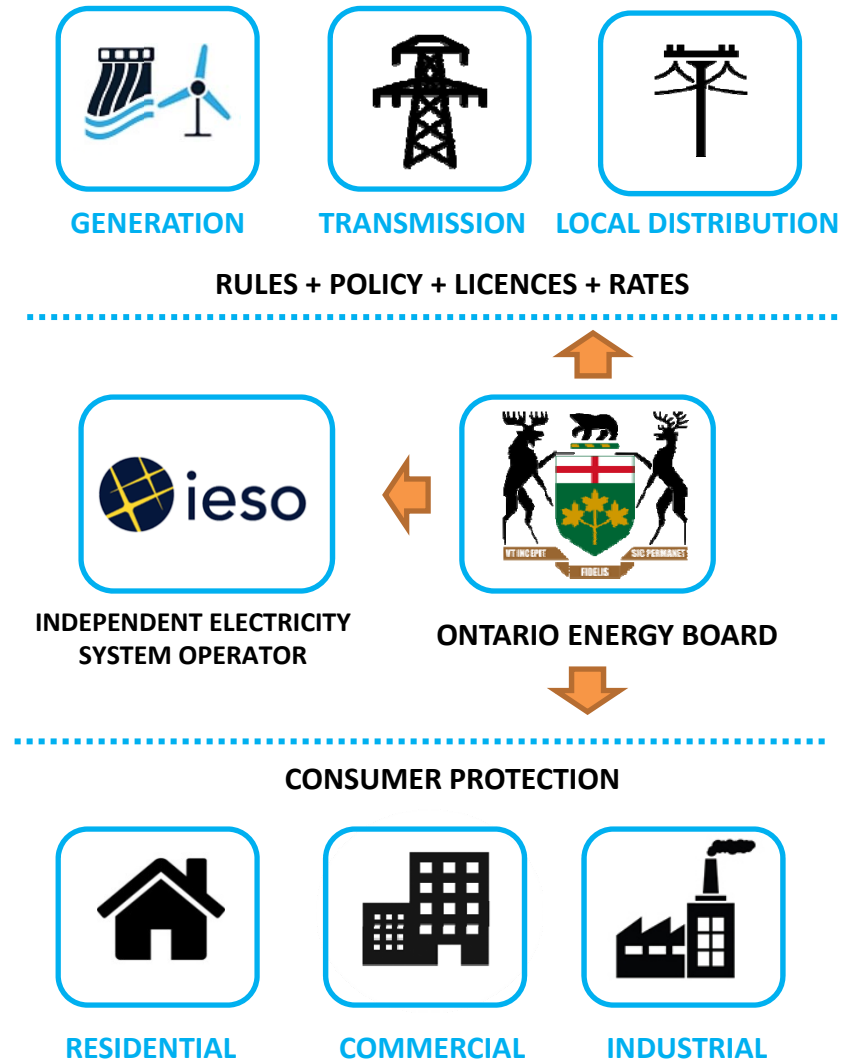
Ontario Ministry of Energy:

The Ontario Ministry of Energy sets energy policy. It sets the rules and establishes key planning and regulatory agencies through legislation.

Ontario Energy Board:

The mission of the Ontario Energy Board is to promote a viable, sustainable and efficient energy sector that serves the public interest and assists consumers to obtain reliable energy services at reasonable cost. It is an independent body established by legislation that sets the rules and regulations for the provincial electricity sector. One of the Ontario Energy Board's roles is to review the distribution plans of all electricity distributors and approve their rates.

The Independent Electricity System Operator: The Independent Electricity System Operator (IESO) – is responsible for short-, medium- and long-term electricity planning to ensure an adequate supply of electricity is available for Ontario residents and businesses. It operates the electricity grid in real-time to ensure that Ontario has the electricity it needs, where and when it needs it. The IESO receives directives from the Ministry of Energy (i.e., energy supply mix, Green Energy Act), but otherwise works at arm's-length from the government.



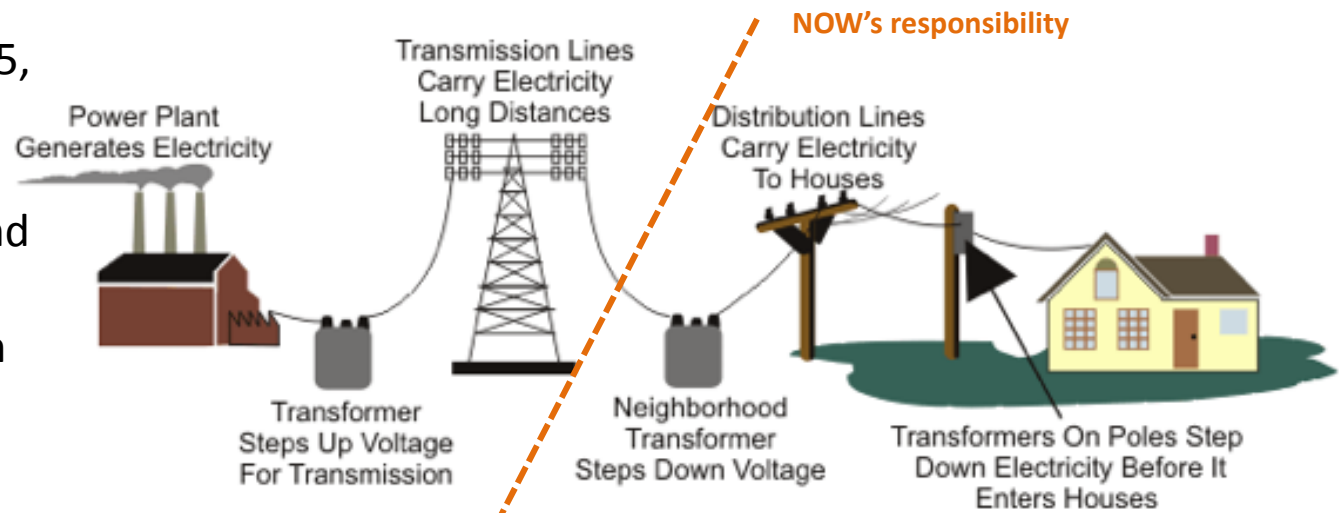
NOW Inc.'s Distribution System Today

This section describes the construction of NOW Inc's electricity distribution system including its substations, overhead and underground systems. It also explains the company's historical growth and current electrical infrastructure.

Background on NOW Inc.'s Distribution System

NOW Inc. is an urban utility serving the municipalities of Cochrane, Iroquois Falls and Kapuskasing. NOW Inc. is responsible for maintaining distribution and infrastructure assets deployed, including approximately 300 kilometers of overhead lines. A significant portion of these assets have been installed since in the last 15 years.

As of December 31, 2015, NOW Inc. served approximately 5,211 residential customers and 773 small business (GS<50kW) customers in a service area of 28 square kilometers.





NOW Inc.'s Distribution System Today

How the Electricity Distribution System Works:

Every distribution system is unique with its own history and challenges. In order to better understand the current NOW Inc. distribution system, we first have to understand all of the different components and how they impact the way in which you receive electricity when you need it. NOW Inc. is supplied power from transformer stations at 44kV and 27.6kV. These transformer stations are owned and operated by Hydro One Networks Inc. The majority of customers are served from NOW Inc.'s 27.6kV distribution transformers. The 27.6kV feeder network is used to move the power to residential and small commercial neighbourhoods where it is transformed down, through local distribution transformation facilities, to user utilization levels of 120/240V, 600/347V and 120/208V.

Hydro One's Transmission System:

High Voltage Transmission – Connects our distribution system to electricity generating stations across the province.

Transmission Station – Reduces high voltage electricity from transmission lines to medium voltage which is fed into NOW Inc.'s distribution grid.

NOW Inc.'s Distribution System:

Some areas are supplied directly by Transmission Stations, other areas are supplied by Municipal Substations, which are local hubs from where electricity is distributed to an area. Municipal substations contain:

Transformers - Important pieces of equipment that reduce the voltage of electricity from a high level to a level that can be safely distributed to your area.

Feeder Circuits - The wires that connect the transformer station to the broader distribution system in order to deliver electricity to customers

Breakers- Devices that protect the distribution system by interrupting a circuit if a higher than normal amount of electricity is detected.

Switches - Control the flow of electricity and steer the current to the correct circuits



NOW Inc.'s Distribution System Today

Asset Management

Managing the Distribution System

NOW Inc. adheres to the Ontario Energy Board's Distribution System Code that sets out good utility practices, minimum performance standards, and minimum inspection requirements for distribution equipment.

Historically, maintaining and upgrading equipment has been achieved with only a moderate increase in customers' bills. NOW Inc. has been prudent when incurring costs since customer satisfaction survey results indicate that the low price of electricity is an important factor to customers. Despite best practices, there are several assets within the NOW Inc. distribution system that are nearing the end of their useful life and will have to be replaced.

Asset	# in System	Length of Useful Life	# w/ <10% Useful Life Remaining
Substation Transformers	12	50 years	3
Pole-Mounted Transformers	570	50 years	50
Pad-Mounted Transformers	6	45 years	1
Pad-Mounted Switchgear	5	45 years	0
Overhead conductors (kilometres)	366.7	75 years	50 km
Gang-operated overhead switches	5	45 years	0
Underground Cable (kilometres)	3.18	25 years	0
Poles – Wood	2,721	45 years	375

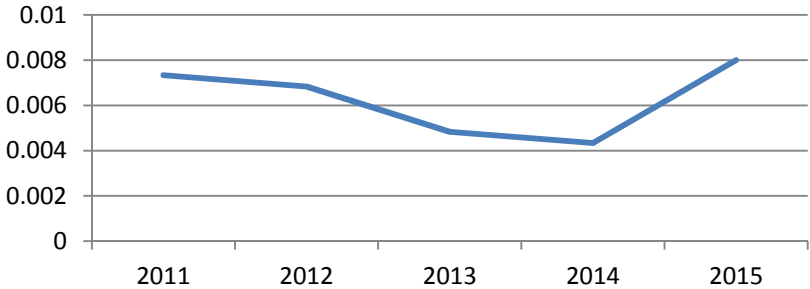


System Reliability

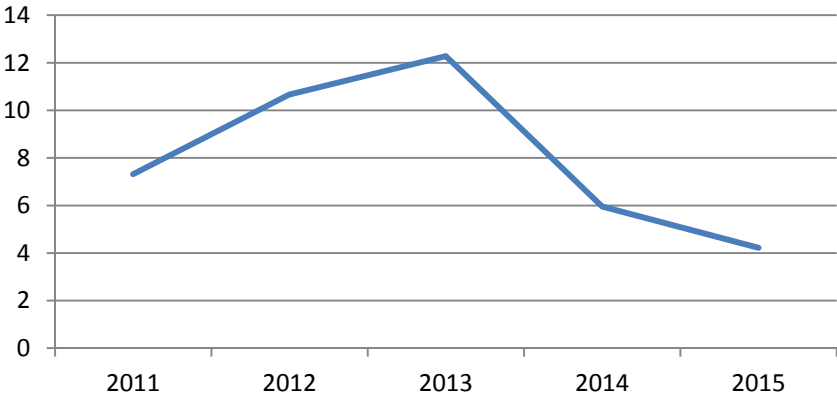
No utility can guarantee that its distribution system can deliver perfectly reliable electricity. There is a balancing act between reliability and the cost of running the system. NOW Inc.'s commitment to customers is to ensure ***"highest standards of performance and business excellence for the safe, reliable provision of service"***.

The reliability indices indicate that equipment failure and adverse weather are two of the key contributors to customer outages. While the number of equipment failure related outages has been fairly steady over the historical period, there has been an increase in the frequency of adverse weather related outages. Climate change experts indicate that adverse weather conditions are expected to increase putting additional strain on the design and operation of the distribution system. This highlights the need for NOW Inc. to continue to manage its assets through its Asset Management Plan and investigate the impact of climate change on the design and operation of the distribution system.

AVG # Outages Per Customer Per Year



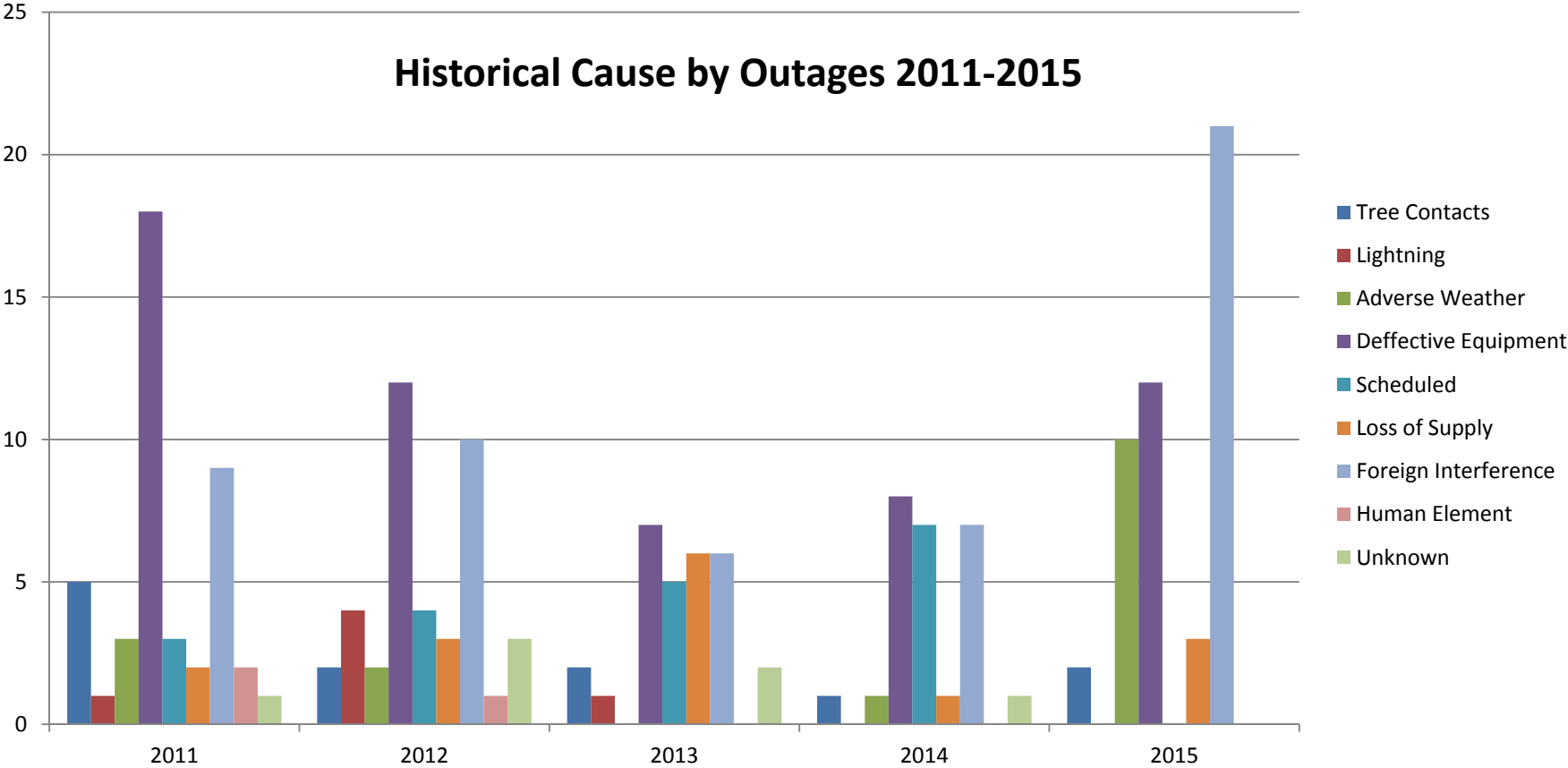
Length of Outages (hours)





System Reliability

The various causes of outages has remained fairly steady over the past five years, with the notable exceptions of 2013 with the high number of scheduled outages. Hydro One also schedules outages, which impact our customers.





Cost Pressures

From the day-to-day operation to repairing damage caused by severe weather events, there are a variety of ever-present pressures on NOW Inc.'s operating and capital budget.

Many of these expenditures are items over which NOW Inc. has little or no control – major storms, and the implementation of Provincial directives such as Smart Meters, Regional/Municipal projects and growth.

Other costs are associated with preventative maintenance like replacing aging equipment. Over recent years, NOW Inc. has undertaken several large scale projects to maintain or upgrade the system, and more are planned.

How does NOW Inc. prioritize repairs or upgrades to aging infrastructure?

NOW Inc. monitors the health of its electric infrastructure very closely. As part of its rate application, NOW Inc. must show that through its own staff or third parties, it monitors the condition of its system's assets. This knowledge of asset conditions helps NOW Inc. prioritize which parts of its system get upgraded or rebuilt first.

Why hasn't NOW Inc. set aside funds to pay for required upgrades?

The Ontario Energy Board does not allow utilities in Ontario (including NOW Inc.) to create reserve funds. If reserve funds were allowed, a utility would have to charge customers a premium on their rates to set money aside. In accordance with the Ontario Electricity Act and the regulatory codes, a utility can only charge customers the rate required to run the distribution system at a reliability standard set by regulatory bodies.

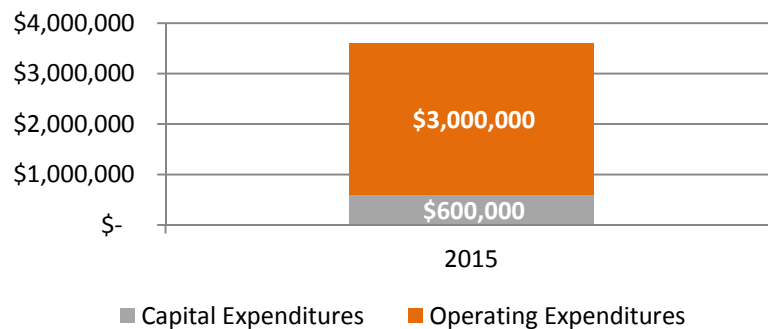
Paying for the Distribution System

As is typical of most businesses, NOW Inc. manages its spending in two budgets – an operating budget and a capital budget. NOW Inc.'s operating budget covers regularly recurring expenses such as the costs of running service vehicles, the payroll for employees, and the maintenance of distribution equipment and buildings. Its capital budget covers items that, when purchased, do not need to be repurchased for some time and that have lasting benefits over many years. This can include much of the equipment that is part of the distribution system, such as poles, wires, underground cables and transformers, major computer systems, and vehicles.

Paying for NOW Inc.'s Distribution System:

Types of Capital Investments

2015 Operating and Capital Budgets



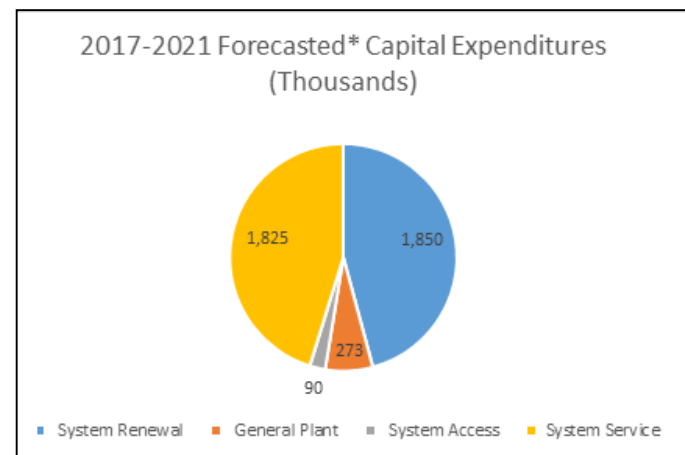
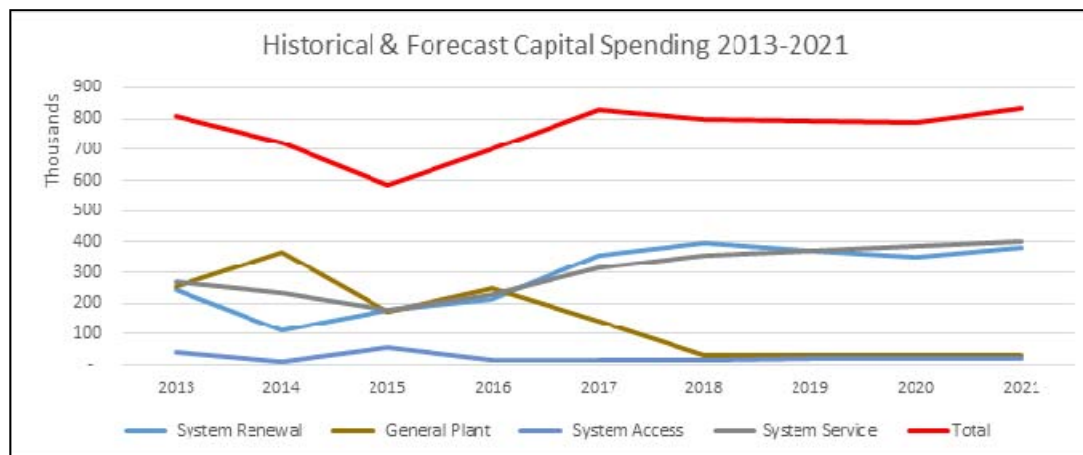
Managing the distribution system requires millions of dollars in maintenance, system access, system renewal and running the day-to-day operations. In its last fiscal year (2015), NOW Inc.'s operating expenses and capital expenditure totalled approximately \$3.6 million.

What are the major issues NOW Inc. needs to address?

Over the years, NOW Inc. has worked hard to keep its equipment working well to keep up with growth and to get maximum value for money. However, NOW Inc.'s key challenge still comes from the need to continue investing in plant assets to keep up with growth as well as replace aging equipment. Between 2017 and 2021, the capital expenditures required to address system access, system renewal, maintain system reliability and invest in other infrastructure priorities are estimated by NOW Inc. to be \$3.9 million. NOW Inc. plans for four types of capital investment costs:

Paying for NOW Inc.'s Distribution System:

Types of Capital Investments



NOW Inc.'s capital investment plans are driven by three key factors:

1. NOW Inc.'s obligation to connect customers in accordance with Section 28 of the Electricity Act, 1998, Section 7 of NOW Inc.'s Electricity Distribution Licence and the Distribution System Code.
2. The Town of Cochrane and Kapuskasing are investing in the widening of roads, installation of sewers and water which in many cases results in NOW Inc. being required to relocate existing distribution lines.
3. NOW Inc.'s commitment to provide a safe and reliable supply of electricity to its customers



Paying for NOW Inc.'s Distribution System: *Types of Capital Investments*

The key investments for each category of capital investment are described below

SYSTEM ACCESS

(Customer requests for new connections or new infrastructure development. Usually a high priority, “must do” request)

- Customer service requests - new customer connections
- 3rd party infrastructure - planned road widening work by the Towns of Cochrane and Kapuskasing requiring asset relocation
- Mandated service obligations

SYSTEM RENEWAL

(Replacing aging equipment in poor condition)

- Failure risk - multiyear planned pole replacement program ; overhead conductor upgrades
 - Functional obsolescence - conversion of municipal substations from 13.8kV to 27.6 kV supply
 - High Performance risks - overhead line rebuilds
- System Renewal spending will continue to focus on converting the remaining 13.8kV supplied areas to 27.6kV supply and the planned proactive pole replacement program.

SYSTEM SERVICE

(Projects that improve system reliability)

- System constraints – line extensions and feeder interconnections to accommodate system demand growth
 - System operational objectives – projects to maintain system reliability and efficiency and implementation of NOW Inc.'s Smart Grid program
- System Service spending will continue to focus on the upgrade of infrastructure.

GENERAL PLANT

(Assets that support the system)

- System Maintenance support – replacement of rolling stock; tools
- Business Operations efficiency – GIS development
- Outage Management System/ CIS system upgrade

Operating Cost Drivers

In addition to its capital budget, NOW Inc. needs to consider its operating budget which also impacts customer bills. Cost drivers contributing to the operating budget can largely be attributed to on-going maintenance and management of the distribution system.

Labour Costs:

- Increased workload, provincial policies and the operating and maintenance needs of the system.
- Annual wage and benefit increases -compensation at NOW Inc. is in line with industry benchmarks.

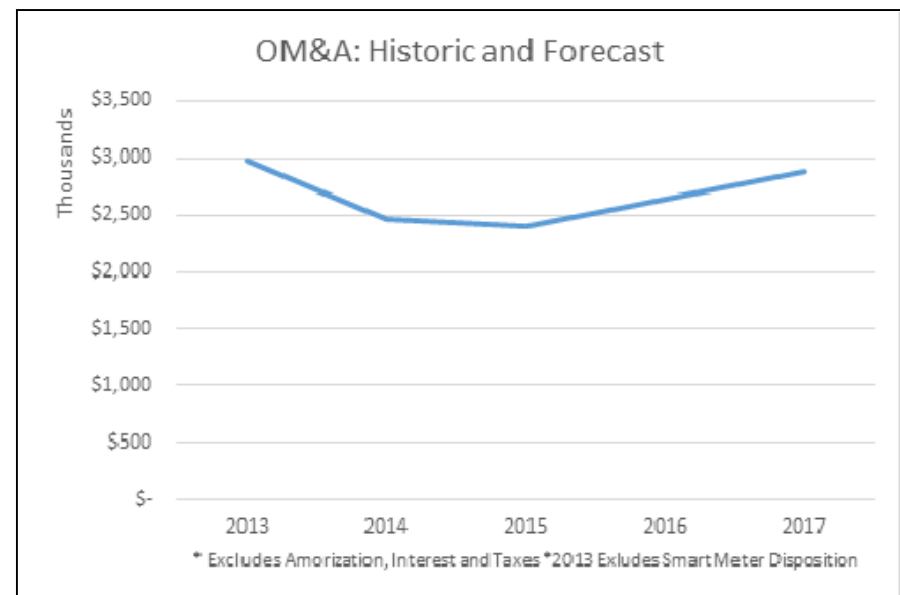
Customer Engagement:

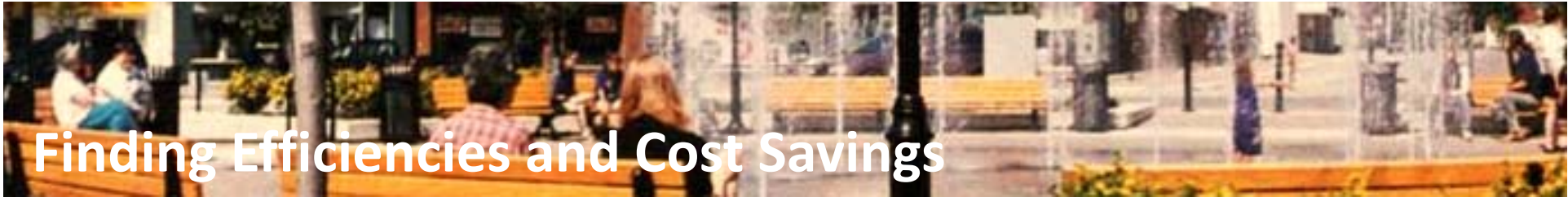
- The OEB now requires all local distribution companies to demonstrate that they have consulted customers before applying for a rate increase. NOW Inc. agrees with this new practice, but these programs add to operating costs.
- NOW Inc. completed its first bi-annual Customer Satisfaction Survey with overall rating of A.
- NOW Inc. continues to make changes to its website including easy to use online forms, a focus on conservation information and information on system status. Major unplanned outages are updated on the website and customers are informed that NOW Inc. is responding.

Business & Strategic Planning:

- Since 2010, there has been an unprecedented amount of change in the electricity sector. Changes are occurring at every level (government, regulatory, municipal) and they NOW Inc. operates.

- Minimizing IT costs by maintaining existing IT systems. New modules are being added to meet new functional requirements on an as-needed basis only.
- As part of its mandate, NOW Inc. is required to manage vegetation in proximity to power lines. NOW Inc.'s tree trimming efforts are intended to minimize power interruptions. From 2010 to 2014, the percentage of outages related to Trees or Adverse Weather is approximately 19%.





Finding Efficiencies and Cost Savings

NOW Inc. has worked hard to identify efficiencies and cost savings within the system. These are some of the efficiencies NOW Inc. will be focussing on in the next few years.

To set the context of NOW Inc.'s operations, below are some examples of the other things NOW Inc. does on top of construction and maintenance of the physical distribution system. In 2015:

- Installed **7** new residential services
- managed **741** customer locate requests,
- Approximately **72,000** bills issued each year
- NOW Inc. has been actively participating in Town's Emergency Preparedness activities.

- **Proactive maintenance and replacement of assets** will reduce reactive maintenance costs and improve service to the customer that will result in fewer and shorter duration outages that will have a beneficial impact on the cost of outages to customers.

- **Improved use of the GIS** to capture/access asset attribute data (e.g. nameplate data, condition, inspection/maintenance histories, etc.) will aid in cost control through optimization of the asset's lifecycle.

- **Prudent investment in distribution** automation (e.g. remotely operated switches), as part of NOW Inc.'s Smart Grid development, will improve day to day switching operations and have a positive impact on improving outage restoration times thereby mitigating customer outage costs.

- **Mobile equipment** (i.e. laptops) are in use that provide paperless and timely access to NOW Inc. GIS maps and service orders for work crews. During the period 2017-2021, it is intended to add GIS information, inspection programs, report forms to the mobile devices to facilitate electronic transmission of information versus paper processes.

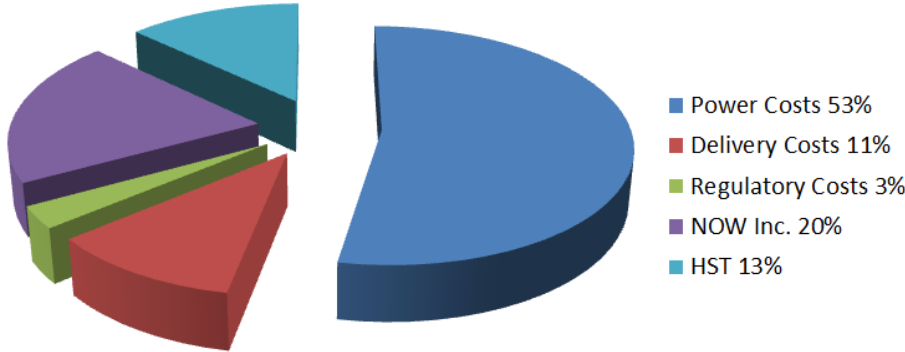
- **Elimination of a municipal substation** in 2015 through conversion to 27.6kV supply. This will eliminate incremental losses of substation transformation losses and will allow for redistribution of maintenance resources to other system needs. Contract work associated with the substation will also be eliminated. Environmental risk due to potential transformer oil spill/fire will also be eliminated.



Your Electricity Bill: Every item and charge on your bill is mandated by the provincial government or regulated by the Ontario Energy Board. There are two distinct cost areas that make up the “Delivery” charge on your bill: **distribution** and **transmission**. While NOW Inc. collects both, it remits the transmission charge to Hydro One, who manages and operates Ontario’s transmission system. The distribution charges are what NOW Inc. uses to fund its utility needs. Distribution costs make up about 20% of the typical residential customer’s (750 kilowatt hours [kWh] per month) total electricity bill. NOW Inc.’s distribution rates are subject to the review and approval of the Ontario Energy Board. The revenues collected from customers cover NOW Inc.’s capital investments and operating expenses.

About 20% of the average residential electricity bill goes to NOW Inc.

Electricity - Based on average residential (before tax)



SAMPLE RESIDENTIAL MONTHLY BILL Northern Ontario Wires Inc.	
Account Number: 000000-00 Meter Number: NOW000000	
Your Electricity Charges	
Electricity	
On-Peak @18.0 ¢/kWh	24.30
Mid-Peak @13.2¢/kWh	16.83
Off-Peak @8.7 ¢/kWh	42.41
Delivery (NOW Inc.\$33.48)	51.05
Regulatory Charge	5.08
Total Electricity Charges	139.69
HST	18.16
Total	\$157.83

Current monthly distribution charges are approximately \$33.48 or 20% of the total monthly bill for a typical NOW Inc. residential customer who consumes 750 kWh in a month. It is estimated that an additional \$5.68 per month will be required in 2017 to operate, maintain, and modernize NOW Inc.’s electricity distribution system. For 2018-2021 a nominal monthly increase is forecasted as follows:

	2018	2019	2020	2021
\$	0.63	\$ 0.64	\$ 0.65	\$ 0.66



What NOW Inc.'s Plan Means for You

As has been described in this workbook, NOW Inc. is funded by the distribution rates paid by its customers. Every 5 years, NOW Inc. can file a Cost of Service (COS) application with the Ontario Energy Board to request funding to operate and maintain the distribution system in accordance with its spending and investment plan. NOW Inc. must submit evidence to justify the amount of funding it needs to safely and reliably distribute electricity to its customers. NOW Inc.'s last COS application was filed for rates effective May 1, 2013. During the years between COS applications, the OEB approves nominal increases to distribution rates.

Historical and Forecast Increases to Distribution Rates

NOW Inc. distribution rate increases between 2014 and 2016 averaged 1.8%. Each year's increase was approved by the Ontario Energy Board and reflects an increase due to inflation. Between 2018 and 2021, distribution rates are forecast to increase an average of 1.7% per year to operate and maintain NOW Inc.'s distribution system.

Estimated Typical Residential Annual Increase in Monthly Bill (5 year forecast)

NOW Inc. is funded by the distribution rates paid by its customers. To fund its 2017-2021 plan, NOW Inc. is proposing the average residential customer's rate increase by an estimated \$1.65 per month on the distribution portion of their bill over the next five years. So, by 2021, the average residential household will be paying an estimated \$8.26 more per month on the distribution portion of its electricity bill.



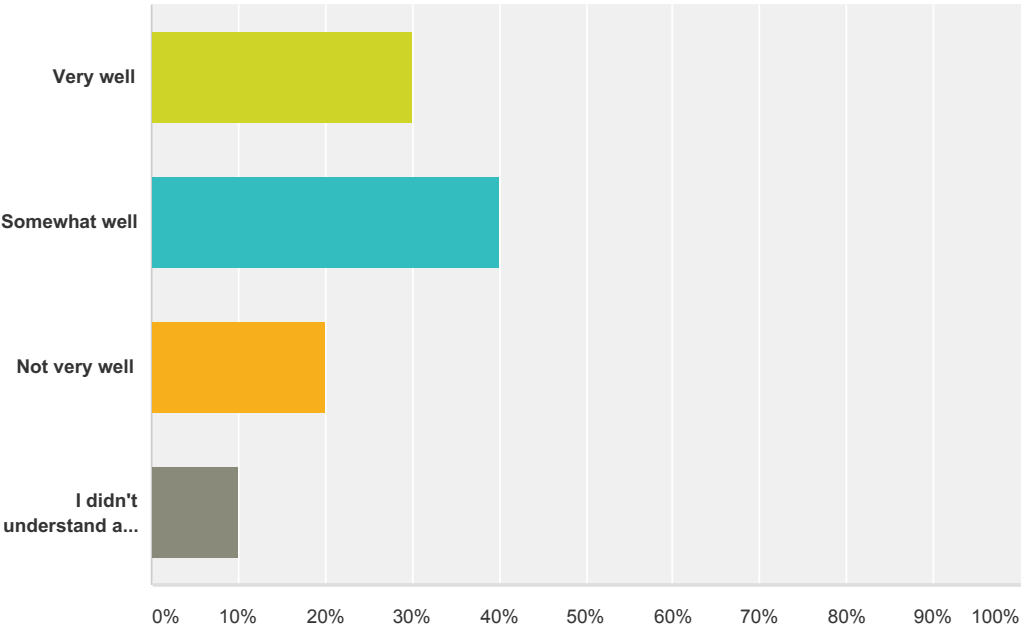
Your feedback is important to us!

Customer feedback is an important part of our company. Please feel free to complete our survey and provide comments at:

<https://www.surveymonkey.com/r/nowtownhall>

Q1 Before this consultation, how well do you feel you understood the parts of Ontario’s electricity system?

Answered: 10 Skipped: 0



Answer Choices	Responses	
Very well	30.00%	3
Somewhat well	40.00%	4
Not very well	20.00%	2
I didn't understand at all	10.00%	1
Total		10

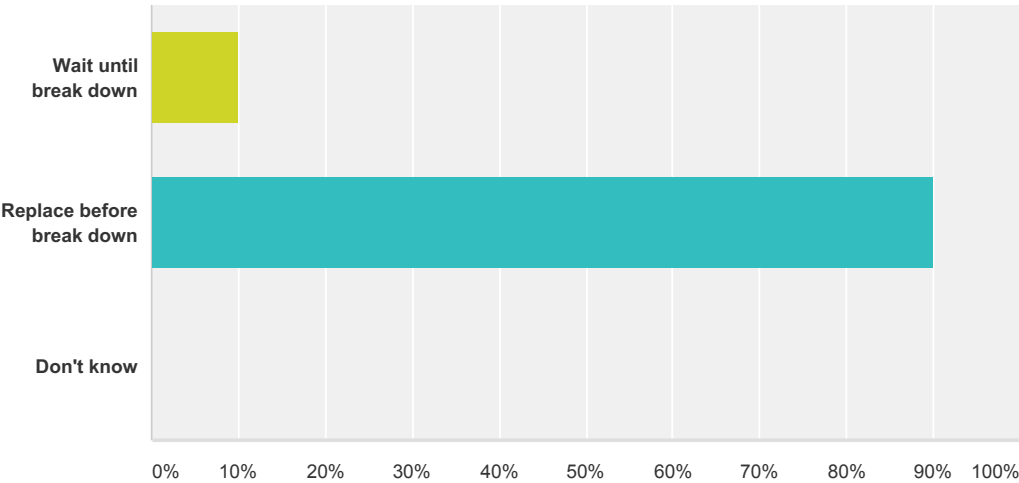
Q2 Is there anything in particular that Northern Ontario Wires Inc. can do to improve its service to you?

Answered: 3 Skipped: 7

#	Responses	Date
1	info on outages	8/8/2016 11:36 AM
2	Unfortunately, NOW Inc has been allocating far too little funding to its capital budget expenditures over the past years. When you compare the Operating budget to capital, far too much is being spent on operating budget. This has now resulted in shortfalls in maintaining/replacing equipment, and the burden will now fall, again, on the rate payers.	8/3/2016 7:42 PM
3	i think the delivery cost? is very high just about as much hydro i use monthly ? other price are good	8/3/2016 4:12 PM

Q3 Thinking about the aging equipment in the grid, do you feel it's best to wait until the equipment breaks down to get full value from each piece of equipment, even if it means power outages, or do you feel the best approach is to replace the equipment before it breaks down to avoid power outages, even if it means not getting all the use possible from each piece of equipment?

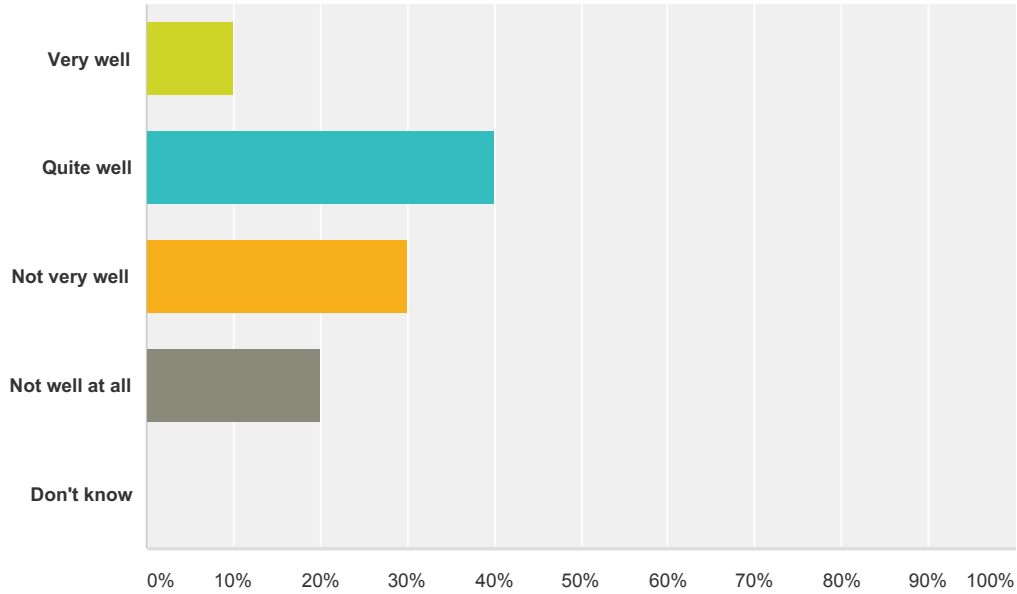
Answered: 10 Skipped: 0



Answer Choices	Responses	
Wait until break down	10.00%	1
Replace before break down	90.00%	9
Don't know	0.00%	0
Total		10

Q4 How well do you feel you understand the cost drivers that Northern Ontario Wires Inc. is responding to?

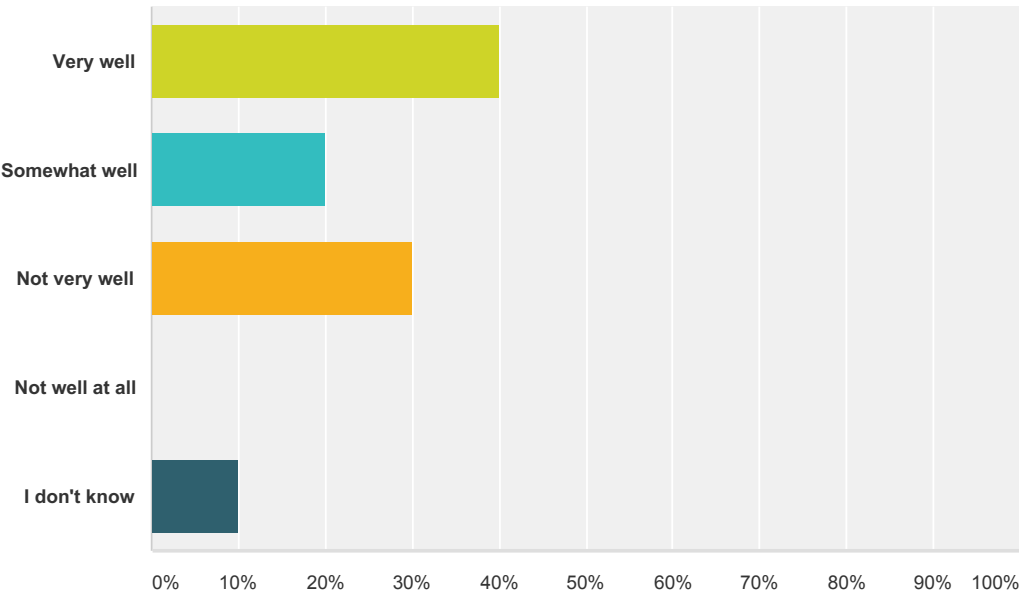
Answered: 10 Skipped: 0



Answer Choices	Responses	
Very well	10.00%	1
Quite well	40.00%	4
Not very well	30.00%	3
Not well at all	20.00%	2
Don't know	0.00%	0
Total		10

**Q5 How well do you think Northern Ontario
Wires Inc. is planning for the future?**

Answered: 10 Skipped: 0



Answer Choices	Responses	
Very well	40.00%	4
Somewhat well	20.00%	2
Not very well	30.00%	3
Not well at all	0.00%	0
I don't know	10.00%	1
Total		10

Q6 Do you have any other comments?

Answered: 5 Skipped: 5

#	Responses	Date
1	It always involves more money!!!!	8/4/2016 2:52 PM
2	There is only so much with regards to electricity in the province of Ontario which can be downloaded onto the consumers. I believe it has reached the breaking point.	8/3/2016 7:42 PM
3	not at this time	8/3/2016 4:12 PM
4	Electricity costs are high enough as it is and we seem to have power outages and interruptions constantly.	8/2/2016 7:04 PM
5	Keep up the good work and thank you	8/2/2016 2:41 PM

Q7 Please provide contact information

Answered: 4 Skipped: 6

Answer Choices	Responses
Name	75.00% 3
Company (if commercial account)	0.00% 0
Address	75.00% 3
Address 2	0.00% 0
City/Town	75.00% 3
State/Province	0.00% 0
ZIP/Postal Code	0.00% 0
Country	0.00% 0
Email Address	75.00% 3
Daytime Phone Number	75.00% 3

#	Name	Date
1		8/5/2016 9:01 AM
2		8/3/2016 4:13 PM
3		8/2/2016 2:42 PM
#	Company (if commercial account)	Date
	There are no responses.	
#	Address	Date
1		8/5/2016 9:01 AM
2		8/3/2016 4:13 PM
3		8/2/2016 2:42 PM
#	Address 2	Date
	There are no responses.	
#	City/Town	Date
1	cochrane	8/5/2016 9:01 AM
2	iroquois falls	8/3/2016 4:13 PM
3	Kapuskasing	8/2/2016 2:42 PM
#	State/Province	Date
	There are no responses.	
#	ZIP/Postal Code	Date
	There are no responses.	
#	Country	Date
	There are no responses.	
#	Email Address	Date
1		8/3/2016 7:43 PM

NOW Virtual Town Hall

2		8/3/2016 4:13 PM
3		8/2/2016 2:42 PM
#	Daytime Phone Number	Date
1		8/5/2016 9:01 AM
2		8/3/2016 4:13 PM
3		8/2/2016 2:42 PM



Northern Ontario Wires Inc.
Filed: 26 August, 2016
EB-2016-0096
Exhibit 1
Tab 7

Exhibit 1: Administrative Documents

Tab 7 (of 9): Scorecard Performance Evaluation



DISCUSSION OF PERFORMANCE BY MEASURE

NOW Inc.'s strategic objectives are to (a) to deliver safe and reliable electricity (b) enhance customer value while contributing to the well-being of the communities (c) to achieve performance excellence; (d) invest in capital, technology, and infrastructure; and (e) collaborate with other LDC's. NOW Inc. believes that delivering customer value is at the core of its mission and that through the activities and initiatives it undertakes, NOW Inc. can achieve or exceed target performance and contribute to the three communities served. As a result customers will receive long-term-value.

These corporate objectives are consistent with the four performance outcomes set out in the Ontario Energy Board's Renewed Regulatory Framework, namely (a) Customer Focus – that services are provided in a manner that responds to identified customer preferences; (b) Operational Effectiveness – that continuous improvement in productivity and cost performance is achieved and utilities deliver on system reliability and quality objectives; (c) Public Policy Responsiveness – that utilities deliver on obligations mandated by government; and (d) Financial Performance – that financial viability is maintained and savings from operational efficiencies are sustainable.

The Scorecard reflects the operational and financial performance for NOW Inc. NOW Inc. has performed very well relative to the OEB targets. 2014 and 2015 Scorecards are provided in E1/T7/S1/Att1 and E1/T7/S1/Att2 respectively. **Table 1** below presents a summary of the Scorecard. NOW Inc. has used the most current 2015 data to demonstrate its performance over the last five years.



1

2

Table 1 – Summary Scorecard

Measure	2011	2012	2013	2014	2015
Services Connected on Time	87.5%	97.2%	91.9%	100%	100%
Appointments Met On Time	100%	100%	100%	100%	100%
Telephone Calls Answered on Time	-	-	100%	100%	100%
First Contact Resolution	-	-	-	100%	100%
Billing Accuracy	-	-	-	100%	99.92%
Customer Survey Results	-	-	-	89%	89%
Public Awareness	-	-	-	-	80.1%
Compliance With O.Reg 22/04	NI	NI	NI	C	C
Public Incidents	0	0	0	0	0
Average Hours of Interruption	3.42	4.63	3.89	2.19	1.10
Average Number of Interruptions	1.23	2.19	1.62	1.41	.61
DSP Implementation Progress	-	-	-	Excellent	Excellent
Efficiency Assessment	-	1	1	1	1
Total Cost per Customer	\$581	\$627	\$687	\$643	\$608
Total Cost per Km of Line	\$9,506	\$10,284	\$11,268	\$10,532	\$9,975
Liquidity – Current Ratio	2.22	1.94	1.59	1.22	1.31
Leverage – Total Debt	0.83	1.22	1.69	1.71	1.52
Deemed Profitability	9.85%	8.01%	8.98%	8.98%	8.98%
Achieved Profitability	10.65%	2.48%	-13.11%	8.99%	6.20%

3

4

5



SERVICE QUALITY

New Residential/Small Business Services Connected on Time

Over the past four years, NOW Inc. has provided excellent service and exceeded the industry standard in connecting the eligible low-voltage residential and small business customers to its system within the five-day timeline prescribed by the Distribution System Code. This is an improvement from 2011, primarily the result of a new work order scheduling and tracking system.

Scheduled Appointments Met On Time

Providing excellence in customer service is a core value of NOW Inc.'s. The Company is seeking new ways to improve communication, and service convenience. Over the last five years, NOW Inc. has exceeded the industry standard of the measure "Appointments Met".

Telephone Calls Answered On Time

NOW Inc. exceeds the OEB-mandated 65% target for timely call response. In reviewing the overall performance of customer interaction, NOW Inc. focuses on both improving call answering time and also the quality of the interaction in answering our customers questions.

CUSTOMER SATISFACTION

First Contact Resolution

The OEB issued a new measure to see how successful utilities are at resolving customer requests from the first point of contact with the utility, starting July 1, 2014. Since this was a new initiative, utilities were given the opportunity to independently strategize how they could measure their first contact resolution. For NOW Inc., First Contact Resolution measures whether the clerk answering the call resolved the issue at



1 the first instance. This is documented for each call. In some cases, written
2 correspondence is required and documented accordingly.

3 **Billing Accuracy**

4 Billing accuracy is another new measure introduced by the OEB and effective as of
5 October 1, 2014. NOW Inc. implemented the prescribed methodology and continually
6 monitors its billing accuracy results and processes with a goal to exceed the OEB
7 performance standard and to identify opportunities for improvement.

8 **Customer Satisfaction Survey Results**

9 At a minimum, the OEB prescribes electricity distributors to measure and report the
10 customer satisfaction result at least every other year. At this time the OEB is allowing
11 electricity distributors' discretion as to how they define, track and report this measure. In
12 2016, NOW Inc. conducted a customer satisfaction survey. The customer satisfaction
13 survey provides information that supports discussions surrounding improving customer
14 service. The survey results have been reviewed and areas of improvement have been
15 identified. The survey asked customers questions on a wide range of topics, including:
16 overall satisfaction with Northern Ontario Wires Inc. reliability, customer service, outages
17 and billing. In its 2015 Scorecard NOW Inc. reported the number of customers that were
18 very or fairly satisfied and received a score of 89%. The general feedback of the survey
19 was positive and Northern Ontario Wires Inc. will continue to monitor and learn from
20 customer feedback. The 2016 Customer Survey is provided in E1/T6/S1/Att2 and
21 E1/T6/S1/Att3.

22 **SAFETY**

23
24 The OEB introduced the Safety measure in 2015. This measure looks at safety from a
25 customers' point of view as the safe operation of the distribution system and the safety
26 of the public is a high priority. The Safety measure is generated by the Electrical Safety
27 Authority (ESA) and includes three components: Public Awareness of Electrical Safety
28 (Component A), Compliance with Ontario Regulation 22/04 (Component B), and the
29 Serious Electrical Incident Index (Component C). In 2015, residents of NOW Inc.'s
30 service area scored 80% on their awareness of electrical safety.



1 Ontario Regulation 22/04 establishes objective-based electrical safety requirements for
2 the design, construction and maintenance of electrical distribution systems owned by
3 licensed distributors. NOW Inc. is compliant with Ontario Regulation 22/04 and NOW
4 Inc. has recorded zero serious electrical incidents in the past five years. Strong
5 commitment to safety and adherence to company's procedures and policies is at the
6 heart of NOW Inc.'s everyday mission.

7 **SYSTEM RELIABILITY**

8
9 NOW Inc. has been experiencing a decrease in the average number of hours that power
10 to a customer was interrupted. NOW Inc.'s system reliability has been trending in an
11 improved manner, when analyzed over the past five year period. NOW Inc.'s
12 construction standards are being reviewed to improve resiliency to severe weather,
13 enhanced tree trimming practices are being enacted and upgrades to the distribution
14 system are being regularly implemented. NOW Inc. continues to view reliability of
15 electricity service as a high priority for its customers and as such developed programs
16 for continuous improvement of reliability, which have been incorporated into the capital
17 expenditure program.

18 NOW Inc.'s Average Number of Times that Power to a Customer is Interrupted (i.e.,
19 frequency) is below the target of 1.7. The frequency of outages is on a downward trend
20 in recent years. NOW Inc. has adopted a proactive approach to distribution system
21 planning, infrastructure investment and replacement programs to address immediate
22 risks associated with end-of-life assets; manage distribution system risks; ensure the
23 safe and reliable delivery of electricity; and balance ratepayer and utility affordability.

24 **ASSET MANAGEMENT**

25
26 The Distribution System Plan (DSP) implementation progress is a new performance
27 measure instituted by the OEB starting in 2013. Consistent with other new measures,
28 utilities were given an opportunity to define this measure in the manner that best fits their
29 organization.



1 The DSP outlines NOW Inc.'s forecasted capital expenditures from 2017 to 2021 that
2 are required to maintain and expand the company's electricity system to serve its current
3 and future customers. The current DSP within this Cost of Service Application is the first
4 one prepared by NOW Inc. and is a continuance of NOW Inc.'s original Asset
5 Management Plan. As such, the implementation process has been continuing on a
6 positive path with the asset replacement schedule being implemented on a yearly basis.
7 NOW Inc. maintains the system reliability within the OEB target levels of 3.75 for SAIDI
8 and 1.70 for SAIFI. The DSP details the actions to be undertaken to improve the
9 response and restoration time due to outages, e.g. tree trimming and outage
10 management system. NOW Inc. will augment its line operational staff by one individual
11 to help build and maintain the proposed infrastructure.

12 **COST CONTROL**

14 **Efficiency Assessment**

15 The Pacific Economics Group LLC ("PEG") report evaluates the total costs for Ontario
16 local electricity distribution companies on behalf of the OEB to produce a single
17 efficiency ranking. The rankings of the electricity distributors are divided into five groups
18 based on the magnitude of the difference between their actual and predicted costs. Over
19 the past four years, NOW Inc. has been placed in Group 1, where a Group 1 distributor
20 is defined as being the most efficient. NOW Inc. is continually working to maintain the
21 ranking.

23 **Total Cost per Customer**

24 Total cost per customer is calculated as the sum of NOW Inc.'s capital and operating
25 costs and dividing this cost figure by the total number of customers that NOW Inc.
26 serves. NOW Inc. continues to strive to lower operating costs in order to provide the
27 most cost effectiveness to our customers. Province wide programs such as Time of Use
28 pricing, growth in wage and benefits costs for our employees, as well as investments in
29 new information systems technology and the renewal and growth of the distribution
30 system, have all contributed to increased operating and capital costs. NOW Inc.,
31 however, has mitigated these increases with effective planning and cost sharing. NOW



1 Inc. will continue to implement productivity and improvement initiatives in order to offset
2 some of the costs associated with future system improvement and enhancements.

4 **Total Cost per Km of Line**

5 This measure uses the same total cost that is used in the Cost per Customer calculation
6 above. The Total Cost is divided by the kilometers of line that NOW Inc. operates to
7 serve its customers. NOW Inc. has been experiencing essentially no growth in its total
8 kilometers of lines due to negligible annual customer growth. NOW Inc. continues to seek
9 innovative solutions to help ensure cost/km of line remains reasonable.

11 **CONSERVATION AND DEMAND MANAGEMENT**

12 Under the new regulations, NOW Inc. in collaboration with the Customer First Inc. group
13 has developed a CDM plan to meet the 2015-2020 energy targets. As outlined in
14 E1/T7/S1/Att3, the IESO has recognized an additional project which resulted in
15 exceeding the energy savings target as set by the regulatory body.

17 **CONNECTION OF RENEWABLE GENERATION**

18 Electricity distributors are required to conduct Connection Impact Assessments (CIAs)
19 within 60 days of receiving authorization from the ESA. NOW Inc. had one Connection
20 Impact Assessment in 2013 and another in 2015 and both were completed within the
21 required time. CIA work is outsourced to an engineering consultant.

23 **FINANCIAL RATIOS**

24 Other than ROE, the financial performance parameters do not have targets set and will
25 be discussed in general terms. Capital projects are financed through internal and
26 external financial resources. NOW Inc. does not anticipate exceeding the 60/40
27 debt/equity ratio but it is expected that the total debt will remain near the 60% level and
28 the ratio is a factor in the budget approval process. NOW Inc.'s Regulatory Returns and
29 Liquidity ratios are within industry norms, except for 2013 when there was a negative
30 ROE due in part to the write-off of a large customer account resulting from bankruptcy.



EXPECTED PERFORMANCE

In 2016-2021, NOW Inc. expects to improve its overall scorecard performance results as compared to prior years. NOW Inc. continues to invest in its distribution system based on prudent system planning and asset management processes which incorporate customer interests and feedback. With the approvals requested in this Application, NOW Inc. will be well positioned to deliver on its goals.

The implementation of a new outage management system in 2017 is expected to provide more timely and meaningful management information to help achieve NOW Inc.'s goals with respect to cost control. With a management system, NOW Inc. will be able to complete more timely analyses allowing for greater ability to mitigate outages, increase reliability and realize more cost savings.

The implementation of new software upgrades will allow NOW Inc. to enhance the services provided to customers, with a goal of maintaining and improving NOW's customer satisfaction scores. These factors together present a risk to scorecard measures including first call resolution, billing accuracy and reliability.

As discussed previously, NOW Inc.'s system reliability ratios generally fare well against comparable utilities, and NOW Inc. meets its reliability targets. NOW Inc.'s customer engagement activities indicate that while reliability is a key concern to NOW Inc.'s customer base, customers are generally satisfied with the level of reliability they experience. NOW Inc.'s capital budget includes several investments to help maintain current levels of system reliability, and particularly to mitigate the risk of outages. There are also investments included in the Test Year and forecast period to address customer concerns regarding momentary outages. The implementation of an Outage Management System will also provide needed enhancements in available management information to better address the cause and possible prevention of outages. NOW Inc. is proposing with this Application several items which will enable the continuation of excellent service to customers including investments in new systems and facilities.

Scorecard - Northern Ontario Wires Inc.

9/28/2015

Performance Outcomes	Performance Categories	Measures	2010	2011	2012	2013	2014	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%	87.50%	97.20%	91.90%	100.00%	⬆️	90.00%	
		Scheduled Appointments Met On Time	96.00%	100.00%	100.00%	100.00%	100.00%	⬆️	90.00%	
		Telephone Calls Answered On Time	0.00%	0.00%	0.00%	100.00%	100.00%	⬆️	65.00%	
	Customer Satisfaction	First Contact Resolution					100%			
		Billing Accuracy					100.00%	➡️	98.00%	
		Customer Satisfaction Survey Results					89%			
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 [measure to be determined]								
		Level of Compliance with Ontario Regulation 22/04	NI	NI	NI	NI	C	➡️		C
		Serious Electrical Incident Index	0	0	0	0	0	➡️		0
			Rate per 10, 100, 1000 km of line	0.000	0.000	0.000	0.000	➡️		0.000
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted	4.62	3.42	4.63	3.89	2.19	⬇️		at least within 3.42 - 4.63
		Average Number of Times that Power to a Customer is Interrupted	2.03	1.23	2.19	1.62	1.41	⬇️		at least within 1.23 - 2.19
	Asset Management	Distribution System Plan Implementation Progress					Excellent			
	Cost Control	Efficiency Assessment			1	1	1			
		Total Cost per Customer ¹	\$552	\$581	\$627	\$687	\$643			
		Total Cost per Km of Line ¹	\$8,983	\$9,506	\$10,284	\$11,268	\$10,532			
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 Annual Peak Demand Savings (Percent of target achieved) ²		7.93%	19.35%	32.90%	52.74%	🔴		1.06MW
		Net Cumulative Energy Savings (Percent of target achieved)		31.91%	56.20%	79.28%	97.69%	🔴		5.88GWh
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time								
		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)	1.94	2.22	1.94	1.59	1.22			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.71	0.83	1.22	1.69	1.71			
		Profitability: Regulatory Return on Equity		9.85%	8.01%	8.98%	8.98%			
				10.65%	2.48%	-13.11%	8.99%			

Notes:
1. These figures were generated by the Board based on the total cost benchmarking analysis conducted by Pacific Economics Group Research, LLC and based on the distributor's annual reported information.
2. The Conservation & Demand Management net annual peak demand savings include any persisting peak demand savings from the previous years.

Legend:

⬆️ up

⬇️ down

➡️ flat

🟢 target met

🔴 target not met

Appendix A – 2014 Scorecard Management Discussion and Analysis (“2014 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 2014 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 2014, Northern Ontario Wires Inc. exceeded all performance targets with the exception of the two measures of conservation and demand management. Northern Ontario Wires continues to promote conservation and demand management and has had success despite the achieved results on the scorecard which is outlined below. System reliability results showed improvement and similar to other utilities in Ontario, Northern Ontario Wires Inc. must replace aging infrastructure in addition to vegetation control including tree trimming activities to increase system reliability.

In 2015, the company expects to improve its overall scorecard performance results as compared to prior years. The performance improvements are expected as a result enhanced system reliability due to the investment in its distribution system reliability and continued responsiveness to customer feedback.

Service Quality

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

In 2014, Northern Ontario Wires Inc. connected 100% of 40 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 is an 8% improvement from the previous year and above the OEB-mandated threshold of 90%. The improvement over the prior year was primarily the result of a newly implemented work order scheduling and tracking system. In addition, where possible, Northern Ontario Wires Inc. also coordinates connection activities with other planned construction activities undertaken by the utility, other utilities or municipal and provincial government agencies. Northern Ontario Wires Inc. is currently working with local municipalities, to further enhance the coordination between municipal and electrical distribution construction activities.

- **Scheduled Appointments Met On Time**

Northern Ontario Wires Inc. only had 6 appointments with its customers in 2014 to complete work requested by customers, read meters, reconnect, or otherwise necessary to perform. Consistent with the prior year, the utility met 100% of these appointments on time, which significantly exceeds the industry target of 90%.

- **Telephone Calls Answered On Time**

In 2014 Northern Ontario Wires Inc. received approximately 4,821 calls from its customers – roughly 20 calls per working day. 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 does not have an automated system and promotes a one-on-one friendly service. Call volumes are consistent with previous years.

Customer Satisfaction

- **First Contact Resolution**

Specific customer satisfaction measurements have not been previously defined across the industry. The Ontario Energy Board (OEB) has instructed all electricity distributors to review and develop measurements in these areas and begin tracking by July 1, 2014 so that information can be reported in 2015. The OEB plans to review information provided by electricity distributors over the next few years and implement a commonly defined measure for these areas in the future. 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.

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.

- **Billing Accuracy**

Until July 2014 a specific measurement of billing accuracy had not been previously defined across the industry. After consultation with some electricity distributors, the Ontario Energy Board (OEB) has prescribed a measurement of billing accuracy which must be used by all electricity distributors effective October 1, 2014.

For the period from October 1, 2014 – December 31, 2014 Northern Ontario Wires Inc. issued more than 12,000 bills and achieved a billing accuracy of 100%. 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.

In 2014, Northern Ontario Wires Inc. conducted a customer satisfaction survey. 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 2014 Scorecard Northern Ontario Wires Inc. reported the number of customers that were very or fairly satisfied and received a score of 89% in 2014. 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. **Note, this component of the public safety measure will not have performance data for the 2014 scorecard because the survey result is not available. The year 2016 will be the first year that the data for this component of measure will be shown on the scorecard for the 2015 results.**

Component B – Compliance with Ontario Regulation 22/04

In January 2014 Northern Ontario Wires Inc. was found to be compliant with Ontario Regulation 22/04 (Electrical Distribution Safety). In prior years, there were minor points that needed improvement and were immediately rectified. 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 2014. Northern Ontario Wires Inc.'s system reliability has been trending in an improved manner, when analyzed over the past five year period. NOW's construction standards are being reviewed to improve resiliency to severe weather, 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 1.41 was within the target range of 1.23-2.19. The frequency of outages is 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 as a ratio of actual total capital expenditures made in a calendar year over the total amount of planned capital expenditures for that calendar year per the DSP.

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 2014, for the third 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 2014 is \$643 /customer which is a 6.3% decrease over 2013.

Northern Ontario Wires Inc. continues to strive to lower operating costs in order to provide the most cost effectiveness 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 2014 rate is \$10,532 per Km of line, a 6.5% decrease over 2013. 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 Annual Peak Demand Savings (Percent of target achieved)**

Northern Ontario Wires Inc. did not meet its Net Annual Peak Demand Savings target at the end of 2014. Given that NOW is a northern peaking utility, the suite of Ontario Power Authority ("OPA") province-wide demand management programs were primarily designed for southern peaking utilities. Additionally, Northern Ontario Wires Inc.'s customer base is 86% residential, with little to no industrial customers, thus making the Demand Target a challenge to achieve. However, given these challenges, Northern Ontario Wires Inc. implemented an LED exchange and a behaviour-based program resulting, which if included with NOW's final peak demand result would have resulted in an increase from 52.7% to 62.2%. It is noted that Demand targets for the 2015-2020 framework have been eliminated.

- **Net Cumulative Energy Savings (Percent of target achieved)**

Northern Ontario Wires Inc. is pleased to have achieved its four-year net cumulative energy savings target by the end of 2014. Although the Ontario Power Authority (OPA) has indicated 97.69% of the target, Northern Ontario Wires Inc. implemented two additional programs outside of the province-wide offering: the first event was a very successful LED exchange, which occurred in June 2014; the second event was a behaviour-based program for customers with electric heat in the fall of 2014. Both gained positive results. According to our calculations and if these additional savings were to be included in NOW's final Energy Savings target, a 4.9% increase would have resulted, making our new total 102.6%. Our successful achievement was made possible by the strong and early participation by local commercial customers in the small commercial direct install program.

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. There were no Connection Impact Assessments in 2014 or 2013. Northern Ontario Wires Inc. outsources the CIA work to an engineering consultant.

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

In 2014, 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 1.59 in 2013 to 1.22 in 2014. This is not indicative of a decline in financial performance but rather the result of an increase in the receivable for variance accounts which are excluded from current assets. Northern Ontario Wires' current ratio in subsequent years is expected to be in line with results from earlier years as opposed to 2014.

- **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 maintain a debt to equity structure that approximates the deemed 60% to 40% capital mix as set out by the OEB – this is demonstrated by the 2014 debt to equity ratio of 1.71.

- **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 8.98%. 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 2014 was 8.99%, which is well within the +/-3% range allowed by the OEB. The average return has increased as Northern Ontario Wires has continued to enhance its efficiency as evident by out group 1 efficiency assessment for cost control. In the prior year Northern Ontario Wires experienced events that were not typical in nature which negatively impacted the achieved regulatory return on equity.

Note to Readers of 2014 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 judgment on the reporting date of the performance scorecard, and could be markedly different in the future.

Scorecard - Northern Ontario Wires Inc.

8/17/2016

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	87.50%	97.20%	91.90%	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	0.00%	0.00%	100.00%	100.00%	100.00%	⬆️	65.00%	
	Customer Satisfaction	First Contact Resolution				100%	100%			
		Billing Accuracy				100.00%	99.92%	⬇️	98.00%	
		Customer Satisfaction Survey Results				89%	89%			
							80.14%			
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								
		Level of Compliance with Ontario Regulation 22/04 ¹	NI	NI	NI	C	C	⬆️		C
		Serious Electrical Incident Index	0	0	0	0	0	➡️		0
			Rate per 10, 100, 1000 km of line	0.000	0.000	0.000	0.000	➡️		0.000
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	3.42	4.63	3.89	2.19	1.10	⬇️		3.75
		Average Number of Times that Power to a Customer is Interrupted ²	1.23	2.19	1.62	1.41	0.61	⬇️		1.70
	Asset Management	Distribution System Plan Implementation Progress				Excellent	Excellent			
	Cost Control	Efficiency Assessment		1	1	1	1			
		Total Cost per Customer ³	\$581	\$627	\$687	\$643	\$608			
		Total Cost per Km of Line ³	\$9,506	\$10,284	\$11,268	\$10,532	\$9,975			
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					11.83%			4.31 GWh
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time								
		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)	2.22	1.94	1.59	1.22	1.31			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.83	1.22	1.69	1.71	1.52			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.85%	8.01%	8.98%	8.98%	8.98%		
			Achieved	10.65%	2.48%	-13.11%	8.99%	6.20%		

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

Date: September 30, 2015

To: Northern Ontario Wires Inc.

From: Independent Electricity System Operator (the “**IESO**”)

Re: Request for adjustments to Northern Ontario Wires 2011-2014 Final Results Report pursuant to Section 8.2 of the Master CDM Program Agreement (“**Master Agreement**”) dated as of January 1, 2011 between the IESO and the LDC, as amended.

We have received your 2011-2014 Final Results Report adjustments request dated September 23, 2015 to adjust Northern Ontario Wires 2011-2014 Final Results Report pursuant to Section 8.2 of the Master Agreement.

The IESO and Northern Ontario Wires agree that the following projects qualify for additional energy savings and peak demand savings arising from registered initiatives delivered by Northern Ontario Wires:

Initiative	Unit	Incremental Activity	Net Incremental Peak Demand Savings (kW)	Net Incremental Energy Savings (kWh)
Program Enabled Savings	Projects	1	17.5	167,300.0

The IESO estimates an additional 1.7% of peak demand and 2.8% of energy savings to Northern Ontario Wires’ achievement against target as a result of the abovementioned projects. This is further detailed in Appendix A, as updates to Table 4: Net Peak Demand Savings at the End User Level (MW) (Scenario 1) and Table 5: Net Energy Savings at the End User Level (GWh) of your 2011-2014 Final Results Report.

While the IESO will not reissue a 2011-2014 Final Results Report, Northern Ontario Wires may include these additional energy savings and peak demand savings at your discretion in your Annual Report to the Ontario Energy Board.

Regards,



Nik Schruder
Manager, Program Delivery & Partner Services, Conservation

Cc: Josh Wasylyk, Ontario Energy Board

Appendix A

Table 4: Net Peak Demand Savings at the End User Level (MW) (Scenario 1)

Implementation Period	Annual			
	2011	2012	2013	2014
2011 - Verified	0.1	0.1	0.1	0.1
2012 - Verified†	0.0	0.1	0.1	0.1
2013 - Verified†	0.0	0.0	0.1	0.1
2014 - Verified†	0.0	0.0	0.0	0.2
Verified Net Annual Peak Demand Savings Persisting in 2014:				0.6
Northern Ontario Wires Inc. 2014 Annual CDM Capacity Target:				1.1
Verified Portion of Peak Demand Savings Target Achieved in 2014 (%):				54.4%

Table 5: Net Energy Savings at the End User Level (GWh)

Implementation Period	Annual				Cumulative
	2011	2012	2013	2014	2011-2014
2011 - Verified	0.5	0.5	0.5	0.4	1.9
2012 - Verified†	0.0	0.5	0.5	0.5	1.4
2013 - Verified†	0.0	0.0	0.7	0.7	1.4
2014 - Verified†	0.0	0.0	0.03	1.2	1.2
Verified Net Cumulative Energy Savings 2011-2014:					5.9
Northern Ontario Wires Inc. 2011-2014 Annual CDM Energy Target:					5.9
Verified Portion of Cumulative Energy Target Achieved in 2014 (%):					100.5%

†Includes adjustments to previous years' verified results

Results presented using scenario 1 which assumes that demand response resources have a persistence of 1 year



Northern Ontario Wires Inc.
Filed: 26 August, 2016
EB-2016-0096
Exhibit 1
Tab 8

Exhibit 1: Administrative Documents

Tab 8 (of 9): Financial Information



FINANCIAL INFORMATION

The audited financial statements, each with the previous year's comparative results are provided for 2013, 2014, and 2015 as follows:

- Attachment 1: 2013 Audited Financial Statements
- Attachment 2: 2014 Audited Financial Statements
- Attachment 3: 2015 Audited Financial Statements

NOW Inc. does not have any annual reports, rating agency reports or any other public reports to file.

Attachment 4 provides a reconciliation of the Financial Statements to regulated results for 2013 to 2015.

NORTHERN ONTARIO WIRES INC.

**INDEPENDENT AUDITOR'S REPORT AND
FINANCIAL STATEMENTS**

DECEMBER 31, 2013

INDEPENDENT AUDITOR'S REPORT

To the Shareholder of
Northern Ontario Wires Inc.

We have audited the accompanying financial statements of Northern Ontario Wires Inc., which comprise the balance sheet as at December 31, 2013, and the statements of loss, accumulated deficit and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

INDEPENDENT AUDITOR'S REPORT, (CONT'D)

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Northern Ontario Wires Inc. as at December 31, 2013, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Collins Barrow Gagné Gagnon Bisson Hébert

Chartered Accountants
Licenced Public Accountants
April 24, 2014

NORTHERN ONTARIO WIRES INC.

FINANCIAL STATEMENTS

DECEMBER 31, 2013

Statement of Loss	1
Statement of Accumulated Deficit	2
Balance Sheet	3
Statement of Cash Flows	4
Notes to Financial Statements	5 - 19
Schedule of Operating and Maintenance Expenses	20
Schedule of Billing and Collection Expenses	20
Schedule of Administration Expenses	20

NORTHERN ONTARIO WIRES INC.

STATEMENT OF LOSS

YEAR ENDED DECEMBER 31, 2013

	2013	2012
SERVICE REVENUE		
Electricity	\$ 11,349,948	\$ 9,457,654
Wholesale market services, transmission and connection	2,113,508	1,858,991
	<u>13,463,456</u>	<u>11,316,645</u>
COST OF SALES		
Electricity	11,349,948	9,457,654
Wholesale market services, transmission and connection	2,113,508	1,858,991
	<u>13,463,456</u>	<u>11,316,645</u>
GROSS MARGIN	<u>-</u>	<u>-</u>
DISTRIBUTION REVENUE	3,628,397	2,518,669
INTEREST INCOME (EXPENSE)	(42,503)	29,251
OTHER REVENUE	366,789	390,808
	<u>3,952,683</u>	<u>2,938,728</u>
EXPENSES		
Operating and maintenance (Schedule 1)	1,637,025	1,011,623
Billing and collection (Schedule 2)	1,022,914	590,754
Administration (Schedule 3)	933,244	873,776
Amortization	652,043	288,399
Interest on long-term debt	163,526	138,259
	<u>4,408,752</u>	<u>2,902,811</u>
INCOME (LOSS) BEFORE PAYMENT-IN-LIEU OF TAXES	<u>(456,069)</u>	<u>35,917</u>
PAYMENT-IN-LIEU OF TAXES		
Current (recovery)	(35,319)	(17,990)
Future (recovery)	327,678	(88,345)
	<u>292,359</u>	<u>(106,335)</u>
NET INCOME (LOSS)	<u>\$ (748,428)</u>	<u>\$ 142,252</u>

NORTHERN ONTARIO WIRES INC.

STATEMENT OF ACCUMULATED DEFICIT

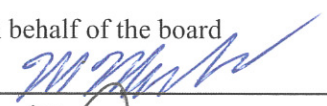
YEAR ENDED DECEMBER 31, 2013

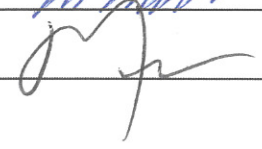
	2013	2012
BALANCE, BEGINNING OF YEAR	\$ (526,030)	\$ (194,149)
NET INCOME (LOSS)	(748,428)	142,252
RE-CAPITALIZATION DIVIDEND	-	(450,000)
DIVIDENDS PAID	(5,400)	(24,133)
BALANCE, END OF YEAR	\$ (1,279,858)	\$ (526,030)

NORTHERN ONTARIO WIRES INC.**BALANCE SHEET****DECEMBER 31, 2013**

	2013	2012
ASSETS		
CURRENT ASSETS		
Accounts receivable (note 3)	\$ 1,697,804	\$ 1,681,382
Unbilled revenue	1,856,648	1,371,880
Inventories	413,540	390,924
Prepaid expenses	125,032	118,268
Payment-in-lieu of taxes	65,109	57,463
Due from related party (note 7)	4,463	-
	4,162,596	3,619,917
PROPERTY AND EQUIPMENT (note 4)	6,208,878	4,869,811
FUTURE PAYMENT-IN-LIEU OF TAXES	23,632	351,310
OTHER REGULATORY ASSETS AND LIABILITIES (note 5)	-	960,680
	<u>\$ 10,395,106</u>	<u>\$ 9,801,718</u>
LIABILITIES		
CURRENT LIABILITIES		
Bank indebtedness (note 6)	\$ 200,131	\$ 31,940
Accounts payable and accrued liabilities	2,390,873	1,729,005
Customer deposits	42,418	50,921
Due to related parties (note 7)	-	18,428
Current portion of long-term debt	237,667	152,528
	2,871,089	1,982,822
LONG-TERM DEBT (note 8)	4,339,444	4,172,367
POST-RETIREMENT BENEFITS PAYABLE (note 9)	75,880	65,966
OTHER REGULATORY ASSETS AND LIABILITIES (note 5)	281,958	-
	7,568,371	6,221,155
SHAREHOLDER'S EQUITY		
CAPITAL STOCK (note 10)	4,106,593	4,106,593
ACCUMULATED DEFICIT	(1,279,858)	(526,030)
	2,826,735	3,580,563
	<u>\$ 10,395,106</u>	<u>\$ 9,801,718</u>

On behalf of the board


 _____ Director


 _____ Director

NORTHERN ONTARIO WIRES INC.

STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2013

	2013	2012
OPERATING ACTIVITIES		
Net income (loss):	\$ (748,428)	\$ 142,252
Items not involving cash:		
Amortization	552,143	470,240
Gain on disposal of property and equipment	-	(16,125)
Future payment-in-lieu of taxes	327,678	(88,345)
	131,393	508,022
Changes in:		
Accounts receivable	(16,422)	(326,937)
Unbilled revenue	(484,768)	(153,275)
Inventories	(22,616)	(62,323)
Prepaid expenses	(6,764)	(61,019)
Payment-in-lieu of taxes	(7,646)	(28,565)
Accounts payable and accrued liabilities	661,868	207,179
Customer deposits	(8,503)	(24,500)
Post-retirement benefits payable	9,914	16,908
	256,456	75,490
INVESTING ACTIVITIES		
Purchase of property and equipment	(809,186)	(830,295)
Smart meters transferred to property and equipment	(1,082,024)	-
Proceeds on disposal of property and equipment	-	16,125
	(1,891,210)	(814,170)
FINANCING ACTIVITIES		
Due to (from) related parties	(22,891)	(19,433)
Repayments on long-term debt	(171,866)	(3,292,246)
Proceeds of long-term debt	424,082	4,380,000
Regulatory assets and liabilities	1,242,638	(672,247)
Re-capitalization dividend	-	(450,000)
Dividends paid	(5,400)	(24,133)
	1,466,563	(78,059)
CHANGE IN CASH POSITION	(168,191)	(816,739)
CASH POSITION, BEGINNING OF YEAR	(31,940)	784,799
CASH POSITION, END OF YEAR	\$ (200,131)	\$ (31,940)

STATEMENT OF CASH FLOWS (note 11)

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

1. STATUS AND NATURE OF OPERATIONS

Northern Ontario Wires Inc. was incorporated under the laws of the province of Ontario on March 23, 1999. The company operates electrical distribution utilities in Cochrane, Iroquois Falls and Kapuskasing, Ontario.

RATE REGULATED ENTITY

The Ontario Energy Board (OEB) has regulatory oversight of electricity matters in the Province of Ontario. Among other duties, the OEB has the authority to issue distribution licences along with conditions pertaining to accounting records and filing requirements for rate setting purposes.

All energy must be purchased through Independent Electricity System Operations (IESO) in a weighted average basis whereas the price paid for the electricity is based on the market price adjusted for the peak periods of demand.

2. SIGNIFICANT ACCOUNTING POLICIES

BASIS OF ACCOUNTING

These financial statements have been prepared in accordance with Part V - Pre-changeover Accounting Standards of the Canadian Institute of Chartered Accountants (CICA) Handbook, Canadian generally accepted accounting principles (GAAP), including policies from the Accounting Procedure Manual issued by the Ontario Energy Board (OEB) under the authority of the Ontario Energy Board Act, 1998 (OEBA).

INTERNATIONAL FINANCIAL REPORTING STANDARDS

On February 13, 2008, The Canadian Accounting Standards Board (AcSB) confirmed that publicly accountable enterprises will be required to adopt International Financial Reporting Standards (IFRS) in place of Canadian generally accepted accounting principles for reporting purposes for fiscal years beginning on or after January 1, 2011.

In a decision summary released in February 2013, the AcSB granted qualifying entities subject to rate regulation activities with the option to defer their adoption of IFRS until the period beginning on or after January 1, 2015. This decision came in light of the uncertainty created by the International Accounting Standards Board in regard to the rate-regulated project which is assessing the potential recognition of regulatory assets and regulatory liabilities under IFRS. The company will apply IFRS in the year beginning on January 1, 2015.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

2. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

REGULATORY ASSETS AND LIABILITIES

The rates of the company's electricity business are subject to regulation by the OEB. The OEB has the general power to include or exclude costs, revenues, losses or gains in the rates of a specific period, resulting in a change in the timing of accounting recognition from that which would have been applied in an unregulated company. Such change in timing involves the application of rate regulated accounting giving rise to the recognition of regulatory assets and liabilities. The company's regulatory assets represent certain amounts receivable from future customers and costs that have been deferred for accounting purposes because it is probable that they will be recovered in future years. In addition, the company has recorded regulatory liabilities which represent amounts for expenses incurred in different periods that would be the case had the company not been regulated. Specific regulatory assets and liabilities are disclosed in note 5.

FINANCIAL INSTRUMENTS - RECOGNITION AND MEASUREMENT

Section 3855 establishes standards for recognizing and measuring financial assets, financial liabilities and non-financial derivatives. It requires that financial assets and financial liabilities, including derivatives, be recognized on the balance sheet when they become a party to the contractual provisions of a financial instrument or non-financial derivative contract. Under this standard, all financial instruments are required to be measured at fair value on initial recognition except for certain related party transactions. Measurement in subsequent periods depends on whether the financial instrument has been classified as held-for-trading, available-for-sale, held-to-maturity, loans and receivables, or other financial liabilities. Transaction costs are expenses as incurred for financial instruments classified or designated as held-for-trading. For other financial instruments, transaction costs are capitalized on initial recognition.

Financial assets and financial liabilities classified or designated as held-for-trading are measured at fair value with changes in those fair values recognized in the statement of operations. Financial assets held-to-maturity, loans and receivables, and other financial liabilities are measured at amortized cost using the effective interest method of amortization. Available-for-sale financial assets, are measured at fair value. The company has implemented the following classifications:

Held for trading: bank indebtedness

Loans and receivables : Unbilled revenue and accounts receivable

Other financial liabilities: Accounts payable, accrued liabilities, customer deposits, due to related parties, long-term debt and post-retirement benefits payable

NORTHERN ONTARIO WIRES INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2013**

2. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)**REVENUE RECOGNITION**

Distribution and energy related revenues attributable to the supply and delivery of electricity are based on OEB-approved rates and are recognized as electricity is delivered to customers.

Distribution revenue is recorded on the basis of regular meter readings and estimates of customer usage. Estimated customer usage from the last meter reading date to the end of the year are included in revenues and unbilled revenue.

Other revenues, which includes pole rentals, customer demand work and other miscellaneous revenues are recognized at the time the service is provided.

POWER PURCHASES

The power purchased from Independent Electricity System Operator (IESO) and Hydro One is recorded in the period in which it is purchased and not in the period in which it is received.

Power purchases include the cost of delivering electricity to customers, the wholesale commodity cost of energy, the IESO and Hydro One wholesale market charges and transmission charges.

UNBILLED REVENUE

Revenue is recorded in the accounts at various dates based on meter readings. At the end of an accounting cycle, there is energy used by customers for which meter readings are not available. This unbilled revenue is estimated and recorded in the accounts at the end of each fiscal year. The related cost of energy is recorded on the basis of energy used.

INVENTORIES

Inventory is valued at the lower of cost and net realizable value. Cost is determined using the average method.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

2. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

PROPERTY PLANT AND EQUIPMENT

Property and Equipment are recorded at cost. Depreciation is recognized in net income on a straight-line basis over the estimated useful life of each part or component of an item of property and equipment. Land is not amortized. Capital work in progress assets are not amortized until the project is complete and in service. The estimated useful lives are as follows;

Land, buildings and leasehold improvements	5 - 50 years
Vehicles	5 - 20 years
Distribution system	15 - 45 years
Office and computer equipment	5 - 15 years
Distribution stations	30 - 45 years
Tools and equipment	5 - 10 years

Depreciation methods and useful lives are reviewed at each reporting date.

See Note 13 - Change in Accounting Policy.

PAYMENT-IN-LIEU OF TAXES

A municipal electric utility is exempt from tax under section 149 (1) of the Income Tax Act. Under the Electricity Act of 1998, municipal electric utilities have to make payment-in-lieu of taxes (PILS) to the province. These payments are generally equivalent to the income taxes that would be otherwise due if the municipal electric utility would have been taxable as a small business corporation under the Income Tax Act.

The company follows the asset and liability method of accounting for income taxes. Future income tax assets that are likely to be realized and future income tax liabilities are recognized for temporary differences between the tax and accounting basis of assets and liabilities. Any payment-in-lieu of futures tax assets are reassessed each year to determine if a valuation allowance is required. Any effect of the re-measurement or reassessment is recognized in the period of change. Future tax amounts are measured at enacted tax rates expected to apply to taxable income in the years in which temporary differences are expected to be recovered or settled.

CUSTOMER DEPOSITS

Customer deposits are cash collections from customers to mitigate the financial risk of non-payment of energy bills. Security deposits are refunded on customers account when a customer is deemed to have maintained a good payment history during the relevant time period set out in the customer security deposit policy.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

2. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

EMPLOYEE FUTURE BENEFITS

Ontario Municipal Employees Retirement System (OMERS)

The company provides a pension plan for its employees through the Ontario Municipal Employees Retirement System (OMERS), a defined benefit plan established by the province. Both employers and employees are required to make contributions to the plan. Since the company is only a contributor to the plan and all the actuarial costs/benefits are assumed by the province, only its yearly contributions/adjustments required by the province are recorded as expenses in the income statement.

Post-Retirement Benefits Payable

The company pays certain life, health and dental insurance benefits on behalf of its retired employees. It accounts for these employee benefits as per section 3461 of the Canadian Institute of Chartered Accountants Handbook.

Actuarial gains or losses - Net gains or losses are combined with the unamortized balance of previous gains or losses, and the portion of the total that exceeds 10% of the accrued benefit obligation is amortized over the remaining service period of active employees.

Transitional Obligations - Implementation of Section 3461 resulted in a Transitional Obligation which is accounted for on a prospective basis and amortized over the average remaining service period of active employees.

MEASUREMENT UNCERTAINTY / USE OF ESTIMATES

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting year. The significant estimates used by management in preparing these financial statements include an allowance for doubtful accounts, unbilled revenue, useful life of assets, future payment-in-lieu of taxes based on estimates of future tax rates, significant accrual estimates and post-retirement benefits payable. Actual results could differ from those estimates.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

3. ACCOUNTS RECEIVABLE

	2013	2012
Electrical energy	\$ 2,139,916	\$ 1,680,067
Others	66,524	110,801
Allowance for doubtful accounts	(508,636)	(109,486)
	<u>\$ 1,697,804</u>	<u>\$ 1,681,382</u>

The book value of the accounts receivable that have been placed in allowance for doubtful accounts is \$546,760.

4. PROPERTY AND EQUIPMENT

	Cost	Accumulated Amortization	2013 Net	2012 Net
Land, buildings and leasehold improvements	\$ 610,060	\$ 70,899	\$ 539,161	\$ 421,617
Vehicles	1,729,391	715,116	1,014,275	979,561
Distribution system	7,053,622	3,130,157	3,923,465	2,921,054
Office and computer equipment	800,452	396,524	403,928	80,719
Distribution stations	560,639	351,134	209,505	228,295
Tools and equipment	218,304	144,557	73,747	82,429
Capital work in progress	44,797	-	44,797	156,136
	<u>\$ 11,017,265</u>	<u>\$ 4,808,387</u>	<u>\$ 6,208,878</u>	<u>\$ 4,869,811</u>

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

5. OTHER REGULATORY ASSETS AND LIABILITIES

	2013	2012
Retail Cost Variances (a)	\$ (8,506)	\$ (11,185)
Other Regulatory Assets (b)	41,000	45,285
Miscellaneous Deferral debits	(460)	(248)
Renewable Generation Connection Capital (c)	(2,148)	621
Special Purpose Charge/Conservation Assessment Charge (d)	4,769	4,709
Smart Meter Capital and Recovery (e)	112,477	933,449
Smart Meter OM&A variance (e)	-	831,159
RSVA & Low Voltage - Power Wholesale Market Services, Network and Connection (f)	(185,745)	(508,421)
Disposition and Recovery of Regulatory Balances (g)	(245,884)	(323,282)
Deferred Payment-In-Lieu of Taxes (h)	-	(25,238)
Lost Revenue Adjustment Mechanism (LRAM) (i)	(2,459)	13,831
Smart Metering Entity Charge (j)	4,998	-
	<u>\$ (281,958)</u>	<u>\$ 960,680</u>

(a) The OEB has allowed the deferral of specific customer and retailer billing costs.

(b) The OEB has allowed for the deferral of specific costs with application for future recovery. As at December 31, 2013, the company has incurred \$40,982 (2012 - \$39,021) of costs relating to conversion to IFRS. Costs for the development of an OEB mandated CDM Strategic Plan and residual costs for Pension Contributions have almost entirely been recovered in 2013, as approved by the OEB.

(c) The OEB has allowed deferral of specific costs with application for future recovery of costs in relation to distribution system planning under Green Energy and Green Economy Act.

(d) The OEB has authorized a variance account for the Conservation Assessment Charge (or Special Purpose Charge) billed to licensed electricity distributors in accordance with section 8 of Ontario Regulation 66/10 for Assessments for the Ministry of Energy and Infrastructure Conservation and Renewable Program Costs.

(e) The OEB had allowed the corporation to defer capital expenditures, operating expenditures, amortization expenses and revenues relating to smart meters. In the current year \$1,082,024 of these costs have been transferred to capital assets, as approved by the OEB. The OM&A balances, which had been partially recovered, have been expensed in 2013, as required by the OEB. The remaining balance of \$112,477 represents stranded smart meter costs.

NORTHERN ONTARIO WIRES INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2013**

5. OTHER REGULATORY ASSETS AND LIABILITIES, (CONT'D)

(f) The net difference between the amount paid in the year to IESO and Hydro One and the amount billed to customers and retailers, based on Board approved rates. The net of these variances is recovered through rate riders and is reviewed annually by the OEB to determine eligibility for disposition in accordance with an OEB specified threshold test.

(g) To record the disposition of deferral and variance account balances for electricity distributors that have received OEB approval to refund or (recover) account balances in rates as part of the regulatory process.

(h) To record the amount resulting from the Board approved PILs methodology for determining the 2001 Deferral Account Allowance and the PILs proxy amount determined for 2002 and subsequent years. This amount has been recovered in 2013, as approved by the OEB.

(i) To record the lost revenue adjustment mechanism (LRAM) variances in relation to the conservation and demand management (CDM) programs or activities undertaken by a distributor in accordance with Board-prescribed requirements.

(j) To recover costs is managing the development of the meter data management/repository to collect, manage, store and retrieve information related to the metering of customers' use of electricity in Ontario.

A monthly carrying charge is calculated based on Board approved interest rates and added to the balance of each account.

6. BANK INDEBTEDNESS

The corporation has an authorized line of credit of \$500,000 bearing interest at prime and secured by a general security agreement.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

7. DUE FROM (TO) RELATED PARTIES

The company's related parties include Cochrane Telecom Services and Northern Ontario Energy Inc. Cochrane Telecom Services, Northern Ontario Energy Inc. are related with the company under common ownership rules. Related party transactions are described in note 12.

	2013	2012
Due from (to) Cochrane Telecom Services	\$ 74,799	\$ 24,167
Due to Northern Ontario Energy Inc.	(70,336)	(42,595)
	<u>\$ 4,463</u>	<u>\$ (18,428)</u>

8. LONG-TERM DEBT

	2013	2012
3.75% revolving credit advance, payable in blended monthly principal and interest payments of \$7,762, secured by a general security agreement, with a term maturing in July 2018	\$ 404,741	\$ -
3.75% loan payable in blended monthly principal and interest payments of \$26,009, secured by a guarantee of the Town of Cochrane, with a term maturing in July 2017	4,172,370	4,324,895
	<u>4,577,111</u>	<u>4,324,895</u>
Current portion	237,667	152,528
	<u>\$ 4,339,444</u>	<u>\$ 4,172,367</u>

The principal instalments to be paid over the next five fiscal years are as follows:

2014	\$ 237,667
2015	246,736
2016	256,148
2017	265,921
2018	252,766

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

9. POST-RETIREMENT BENEFITS PAYABLE

Ontario Municipal Employees Retirement System (OMERS)

During the year, the company contributed \$48,701 to the OMERS plan (2012 - \$42,270). Since the company is only a contributor to the plan and all the actuarial costs/benefits are assumed by the province, no pension liability for this type of plan is included in the company's financial statements.

Post-Retirement Benefits Payable

The company pays certain life, health and dental insurance benefits on behalf of its retired employees.

Accrued benefit liability at December 31, 2012	\$ 65,966
Benefit expense for the year	16,423
Contributions by the employer	<u>(6,509)</u>
Accrued benefit liability as at December 31, 2013	<u>\$ 75,880</u>

The Accrued Benefit Liability is reconciled with the Accrued Benefit Obligation at December 31, 2013 as follows:

Accrued benefit obligation at December 31, 2013	\$ 116,158
Unamortized actuarial loss at December 31, 2013	(30,553)
Unamortized transitional obligation at December 31, 2013	<u>(9,725)</u>
	<u>\$ 75,880</u>

The main actuarial assumptions employed for the valuation are as follows:

- a) General Inflation - The Consumer Price Index is assumed to be 2.00% per annum.
- b) Discount Rate - The rate used to discount future benefits is assumed to be 4.50% per annum
- c) Salary Increase Rate - The rate used to increase salaries is assumed to be 3.30% per annum
- d) Benefit Costs - projected to increase as follows:

	Health	Dental
2013	7.25 %	5 %
2014	6.88 %	5 %
2015	6.50 %	5 %
2016	6.13 %	5 %
2017	5.77 %	5 %
2018	5.38 %	5 %
2019 and thereafter	5.00 %	5 %

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

10. CAPITAL STOCK

	2013	2012
Authorized		
Unlimited number of Class D non-voting, retractable, redeemable, preferred shares		
Unlimited number of preferred shares		
Subject to the Business Corporations Act, the directors may fix, before the issue thereof, the number of preferred shares of each series and the designation, rights, privilege restrictions and conditions attaching to the preferred shares of each series		
Issued		
1,000 common shares	\$ 4,106,593	\$ 4,106,593

11. STATEMENT OF CASH FLOWS

Cash payments (receipts) were made for the following items:

	2013	2012
Interest	\$ 163,526	\$ 138,259
Payment-in-lieu of taxes	(37,944)	1,102

NORTHERN ONTARIO WIRES INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2013**

12. RELATED PARTY TRANSACTIONS

The company is wholly owned by the Town of Cochrane.

The company provides electrical energy to the Town of Cochrane at the same regulated rates and terms as other similar customers based on the amount of electricity consumed.

Transactions with the Town are in the normal course of operations and are recorded at the exchange amount, which is the amount agreed to by the related parties. It is management's opinion that the exchange amount represents fair market for these services.

The company has entered into an agreement with Cochrane Telecom Services of the Corporation of the Town of Cochrane, which is affiliated with the company. Cochrane Telecom Services provides management and staff services, administration facilities and equipment to Northern Ontario Wires Inc. The total expense for rent and services under this agreement for the year was \$1,658,091 (2012 - \$1,591,990) which is included in expense functions on the Statement of Income. These transactions are in the normal courses of operations and are measured at the exchange amount.

The company is related to Northern Ontario Energy Inc. which is owned by the same shareholder. The company provides equipment and inventory to Northern Ontario Energy Inc.

13. CHANGE IN ACCOUNTING POLICY

On July 8, 2010, the OEB released a depreciation study for use by electricity distributors in preparation for transition to IFRS. The results of this study were released in a report by a 3rd party consultant, Kinetrics, and provided information and guidance that the OEB expected LDCs to consider as asset service lives were determined under IFRS. Even though Northern Ontario Wires Inc. has deferred adoption of IFRS until January 1, 2015, as permitted by the Canadian Accounting Standards Board, the release of this study provided Northern Ontario Wires Inc. with new information with regards to the estimates used for depreciation purposes. In accordance with the OEB's letter of July 17, 2012, "Regulatory accounting policy direction regarding changes to depreciation expense and capitalization policies in 2012 and 2013", Northern Ontario Wires Inc. has adopted the required changes to depreciation and capitalization under CGAAP as of January 1, 2013 on a prospective basis.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2013

13. CHANGE IN ACCOUNTING POLICY, (CONT'D)

The OEB has approved variance Account 1576, Accounting Changes Under CGAAP, for distributors to record the financial differences arising as a result of the election to make accounting changes to depreciation; the difference is a reflection of the revised depreciation expense in comparison to the depreciation that would have been recorded under previous service life terms and thus included in rates charged to customers. The cumulative variance in this account will be refunded to ratepayers in the year of the company's next cost of service application through an adjustment to depreciation expense over an approved amortization period pending review and approval by the OEB.

Upon review of the Kinectrics Report, Northern Ontario Wires Inc. has determined that the useful lives of the distribution assets are longer than previously estimated. Northern Ontario Wires Inc. has revised its componentization structure and revised the estimated useful lives of its distribution system assets and other assets as a result of that study. This has led to a decrease in the depreciation expense compared to prior periods. Depreciation for 2013 is based on straight-line amortization over the remaining useful life based on the new useful lives determined by reference to the Kinectrics Report.

Additionally, Northern Ontario Wires Inc. has modified its policy relating to asset disposals where an asset is derecognized at its carrying value when it is disposed of or when no future economic benefits are expected from its use. The gain or loss arising on the disposal or retirement of an item of PP&E is determined as the difference between the proceeds from sale and the carrying amount of the asset, and is recognized in the income statement.

14. COMMITMENTS

Particular financial guarantees became necessary in the deregulated market for electricity after the system opening in May 2002, to meet prudential requirements of the Independent Electricity System Operator (IESO) in the event of a default of payment to the (IESO), which is the supplier of electricity. These financial guarantees became necessary for the company to carry on as an electrical distribution company. Financial Guarantees of \$898,462 were provided by Northern Ontario Wires through an agreement with Caisse Populaire de Cochrane.

In 2013, OMERS plan requested a commercial letter of guarantee in the amount of \$32,000, which was provided by Northern Ontario Wires through an agreement with Caisse Populaire de Cochrane.

NORTHERN ONTARIO WIRES INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2013**

15. FINANCIAL INSTRUMENTS

It is management's opinion that the company is not exposed to significant fair value, foreign exchange, market, or concentration risks. The significant risks which the company is exposed to in respect of its financial instruments are credit risk, interest rate risk and liquidity risk, each of which is described below:

CREDIT RISK

Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The company is exposed to credit risk in respect of its accounts receivable and unbilled revenue in the amounts of \$1,697,804 (2012 - \$1,681,382) and \$1,856,648 (2012 - \$1,371,880), respectively. The company reduces its exposure to credit risk by performing credit valuations on a regular basis, granting credit upon a review of the credit history of the applicant and creating an allowance for bad debts when applicable. Subsequent recoveries of receivables previously provisioned are credited to the income statement. The company maintains strict credit policies and limits in respect to counterparties.

INTEREST RATE RISK

Bank indebtedness bear interest at floating rates based on the bank prime rate, and as such, are subject to interest rate cash flow risk resulting from market fluctuations in interest rates. Long-term debts that have a fixed interest rate component are subject to interest rate price risk resulting from changes in fair value from market fluctuations in interest rates.

LIQUIDITY RISK

Liquidity risk relates to the risk the company will encounter difficulty in meeting its obligations associated with financial liabilities. The company is exposed to liquidity risk in respect of its bank indebtedness, accounts payable and accrued liabilities, customer deposits, due to related parties, long-term debt and post-retirement benefits payable totalling \$7,286,413 (2012 - \$6,221,155). The company monitors its exposure to liquidity risk with respect to its operational and investment requirements by ensuring that it documents when authorized payments become due and by maintaining an adequate line of credit to repay trade creditors.

NORTHERN ONTARIO WIRES INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2013**

16. CAPITAL DISCLOSURE

The company's objectives when managing capital are in accordance with the expectations as outlined in the Shareholder Declaration. Specifically:

"The Shareholder expects that the Board will establish policies and practices to develop and maintain a prudent financial and capitalization structure for the Corporation and any Subsidiaries consistent with OEB benchmarks and sound financial principles and established on the basis that the Corporation and any Subsidiaries are intended to be self-financing entities."

NORTHERN ONTARIO WIRES INC.**SCHEDULES TO FINANCIAL STATEMENTS****YEAR ENDED DECEMBER 31, 2013****SCHEDULE OF OPERATING AND MAINTENANCE EXPENSES****Schedule 1**

	2013	2012
Wages and benefits	\$ 719,903	\$ 669,951
Materials and supplies	424,625	341,672
Smart Meters OM&A	492,497	-
	<u>\$ 1,637,025</u>	<u>\$ 1,011,623</u>

SCHEDULE OF BILLING AND COLLECTION EXPENSES**Schedule 2**

	2013	2012
Wages and benefits	\$ 361,855	\$ 401,175
Billing costs	263,450	161,628
Bad debt expense	397,609	27,951
	<u>\$ 1,022,914</u>	<u>\$ 590,754</u>

SCHEDULE OF ADMINISTRATION EXPENSES**Schedule 3**

	2013	2012
Management fees	\$ 134,398	\$ 133,333
Insurance expense	37,507	34,781
Interest and late payment charges	20,897	8,555
Materials and supplies	190,441	129,956
Travel	53,263	46,068
Outside services	120,313	184,111
Wages and benefits	362,173	316,187
Regulatory interest charges	14,252	20,785
	<u>\$ 933,244</u>	<u>\$ 873,776</u>

NORTHERN ONTARIO WIRES INC.

**INDEPENDENT AUDITOR'S REPORT AND
FINANCIAL STATEMENTS**

DECEMBER 31, 2014

Eric G. Gagnon Professional Corporation
Noël G. Cantin Professional Corporation
Julie A. Lemieux CPA, CA
Martine Lemaire-Mignault CPA, CA
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INDEPENDENT AUDITOR'S REPORT

To the Shareholder of
Northern Ontario Wires Inc.

We have audited the accompanying financial statements of Northern Ontario Wires Inc., which comprise the balance sheet as at December 31, 2014, and the statements of income, accumulated deficit and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

INDEPENDENT AUDITOR'S REPORT, (CONT'D)

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Northern Ontario Wires Inc. as at December 31, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Collins Barrow Gagné Gagnon Bisson Hébert

Chartered Professional Accountants
Licenced Public Accountants
April 28, 2015

NORTHERN ONTARIO WIRES INC.

FINANCIAL STATEMENTS

DECEMBER 31, 2014

Statement of Income	1
Statement of Accumulated Deficit	2
Balance Sheet	3
Statement of Cash Flows	4
Notes to Financial Statements	5 - 18
Schedule of Operating and Maintenance Expenses	19
Schedule of Billing and Collection Expenses	19
Schedule of Administration Expenses	19

NORTHERN ONTARIO WIRES INC.**STATEMENT OF INCOME****YEAR ENDED DECEMBER 31, 2014**

	2014	2013
SERVICE REVENUE		
Electricity	\$ 11,597,983	\$ 11,349,948
Wholesale market services, transmission and connection	1,852,496	2,113,508
	<u>13,450,479</u>	<u>13,463,456</u>
COST OF SALES		
Electricity	11,597,983	11,349,948
Wholesale market services, transmission and connection	1,852,496	2,113,508
	<u>13,450,479</u>	<u>13,463,456</u>
GROSS MARGIN	-	-
DISTRIBUTION REVENUE	2,973,986	3,628,397
INTEREST INCOME (EXPENSE)	12,505	(42,503)
OTHER REVENUES	351,653	366,789
	<u>3,338,144</u>	<u>3,952,683</u>
EXPENSES		
Operating and maintenance, schedule 1	1,144,807	1,640,369
Billing and collection, schedule 2	541,304	1,022,914
Administration, schedule 3	813,718	929,900
Amortization	357,653	652,043
Interest on long-term debt	173,211	163,526
	<u>3,030,693</u>	<u>4,408,752</u>
INCOME (LOSS) BEFORE PAYMENT-IN-LIEU OF TAXES	<u>307,451</u>	<u>(456,069)</u>
PAYMENT-IN-LIEU OF TAXES		
Current (recovery)	41,560	(35,319)
Future	5,975	327,678
	<u>47,535</u>	<u>292,359</u>
NET INCOME (LOSS)	<u>\$ 259,916</u>	<u>\$ (748,428)</u>

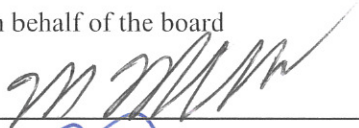
NORTHERN ONTARIO WIRES INC.**STATEMENT OF ACCUMULATED DEFICIT****YEAR ENDED DECEMBER 31, 2014**

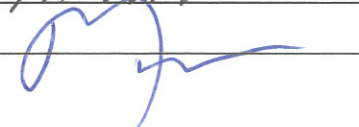
	2014	2013
BALANCE, BEGINNING OF YEAR	\$ (1,279,858)	\$ (526,030)
NET INCOME (LOSS)	259,916	(748,428)
DIVIDENDS PAID	-	(5,400)
BALANCE, END OF YEAR	\$ (1,019,942)	\$ (1,279,858)

NORTHERN ONTARIO WIRES INC.**BALANCE SHEET****DECEMBER 31, 2014**

	2014	2013
ASSETS		
CURRENT ASSETS		
Accounts receivable (note 3)	\$ 2,120,373	\$ 1,697,804
Unbilled revenue	1,681,412	1,856,648
Inventories	445,997	413,540
Prepaid expenses	99,121	125,032
Payment-in-lieu of taxes	23,549	65,109
Due from related parties (note 4)	-	4,463
	<u>4,370,452</u>	<u>4,162,596</u>
PROPERTY AND EQUIPMENT (note 5)	6,323,976	6,208,878
FUTURE PAYMENT-IN-LIEU OF TAXES	17,657	23,632
OTHER REGULATORY ASSETS AND LIABILITIES (note 6)	<u>419,796</u>	<u>-</u>
	<u>\$ 11,131,881</u>	<u>\$ 10,395,106</u>
LIABILITIES		
CURRENT LIABILITIES		
Bank indebtedness (note 7)	\$ 703,782	\$ 200,131
Accounts payable and accrued liabilities	2,622,562	2,390,873
Customer deposits	36,792	42,418
Due to related parties (note 4)	32,127	-
Current portion of long-term debt	<u>296,631</u>	<u>237,667</u>
	<u>3,691,894</u>	<u>2,871,089</u>
LONG-TERM DEBT (note 8)	4,271,849	4,339,444
POST-RETIREMENT BENEFITS PAYABLE (note 9)	81,487	75,880
OTHER REGULATORY ASSETS AND LIABILITIES (note 6)	<u>-</u>	<u>281,958</u>
	<u>8,045,230</u>	<u>7,568,371</u>
SHAREHOLDER'S EQUITY		
CAPITAL STOCK (note 10)	4,106,593	4,106,593
ACCUMULATED DEFICIT	<u>(1,019,942)</u>	<u>(1,279,858)</u>
	<u>3,086,651</u>	<u>2,826,735</u>
	<u>\$ 11,131,881</u>	<u>\$ 10,395,106</u>

On behalf of the board





Director

Director

NORTHERN ONTARIO WIRES INC.**STATEMENT OF CASH FLOWS****YEAR ENDED DECEMBER 31, 2014**

	2014	2013
OPERATING ACTIVITIES		
Net income (loss)	\$ 259,916	\$ (748,428)
Items not involving cash		
Amortization	606,158	552,143
Future payment-in-lieu of taxes	5,975	327,678
	<u>872,049</u>	<u>131,393</u>
Changes in		
Accounts receivable	(422,569)	(16,422)
Unbilled revenue	175,236	(484,768)
Inventories	(32,457)	(22,616)
Prepaid expenses	25,911	(6,764)
Payment-in-lieu of taxes	41,560	(7,646)
Accounts payable and accrued liabilities	231,689	661,868
Customer deposits	(5,626)	(8,503)
Post-retirement benefits payable	5,607	9,914
	<u>891,400</u>	<u>256,456</u>
INVESTING ACTIVITIES		
Purchase of property and equipment	(721,256)	(809,186)
Smart meters transferred to property and equipment	-	(1,082,024)
	<u>(721,256)</u>	<u>(1,891,210)</u>
FINANCING ACTIVITIES		
Due to (from) related parties	36,590	(22,891)
Repayment of long-term debt	(270,006)	(171,866)
Proceeds of long-term debt	261,375	424,082
Regulatory assets and liabilities	(701,754)	1,242,638
Dividends paid	-	(5,400)
	<u>(673,795)</u>	<u>1,466,563</u>
CHANGE IN CASH POSITION	<u>(503,651)</u>	<u>(168,191)</u>
CASH POSITION, BEGINNING OF YEAR	<u>(200,131)</u>	<u>(31,940)</u>
CASH POSITION, END OF YEAR	<u>\$ (703,782)</u>	<u>\$ (200,131)</u>

STATEMENT OF CASH FLOWS - NOTE 11

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

1. STATUS AND NATURE OF OPERATIONS

Northern Ontario Wires Inc. was incorporated under the laws of the province of Ontario on March 23, 1999. The company operates electrical distribution utilities in Cochrane, Iroquois Falls and Kapuskasing, Ontario.

RATE REGULATED ENTITY

The Ontario Energy Board (OEB) has regulatory oversight of electricity matters in the Province of Ontario. Among other duties, the OEB has the authority to issue distribution licences along with conditions pertaining to accounting records and filing requirements for rate setting purposes.

All energy must be purchased through Independent Electricity System Operations (IESO) in a weighted average basis whereas the price paid for the electricity is based on the market price adjusted for the peak periods of demand.

2. SIGNIFICANT ACCOUNTING POLICIES

BASIS OF ACCOUNTING

These financial statements have been prepared in accordance with Part V - Pre-changeover Accounting Standards of the Chartered Professional Accountants of Canada (CPA Canada) Handbook, Canadian generally accepted accounting principles (GAAP), including policies from the Accounting Procedure Manual issued by the Ontario Energy Board (OEB) under the authority of the Ontario Energy Board Act, 1998 (OEBA).

INTERNATIONAL FINANCIAL REPORTING STANDARDS

On February 13, 2008, The Canadian Accounting Standards Board (AcSB) confirmed that publicly accountable enterprises will be required to adopt International Financial Reporting Standards (IFRS) in place of Canadian generally accepted accounting principles for reporting purposes for fiscal years beginning on or after January 1, 2011.

In a decision summary released in February 2013, the AcSB granted qualifying entities subject to rate regulation activities with the option to defer their adoption of IFRS until the period beginning on or after January 1, 2015. This decision came in light of the uncertainty created by the International Accounting Standards Board in regard to the rate-regulated project which is assessing the potential recognition of regulatory assets and regulatory liabilities under IFRS. The company will apply IFRS in the year beginning on January 1, 2015.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

2. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

REGULATORY ASSETS AND LIABILITIES

The rates of the company's electricity business are subject to regulation by the OEB. The OEB has the general power to include or exclude costs, revenues, losses or gains in the rates of a specific period, resulting in a change in the timing of accounting recognition from that which would have been applied in an unregulated company. Such change in timing involves the application of rate regulated accounting giving rise to the recognition of regulatory assets and liabilities. The company's regulatory assets represent certain amounts receivable from future customers and costs that have been deferred for accounting purposes because it is probable that they will be recovered in future years. In addition, the company has recorded regulatory liabilities which represent amounts for expenses incurred in different periods that would be the case had the company not been regulated. Specific regulatory assets and liabilities are disclosed in note 6.

FINANCIAL INSTRUMENTS - RECOGNITION AND MEASUREMENT

Section 3855 establishes standards for recognizing and measuring financial assets, financial liabilities and non-financial derivatives. It requires that financial assets and financial liabilities, including derivatives, be recognized on the balance sheet when they become a party to the contractual provisions of a financial instrument or non-financial derivative contract. Under this standard, all financial instruments are required to be measured at fair value on initial recognition except for certain related party transactions. Measurement in subsequent periods depends on whether the financial instrument has been classified as held-for-trading, available-for-sale, held-to-maturity, loans and receivables, or other financial liabilities. Transaction costs are expenses as incurred for financial instruments classified or designated as held-for-trading. For other financial instruments, transaction costs are capitalized on initial recognition.

Financial assets and financial liabilities classified or designated as held-for-trading are measured at fair value with changes in those fair values recognized in the statement of operations. Financial assets held-to-maturity, loans and receivables, and other financial liabilities are measured at amortized cost using the effective interest method of amortization. Available-for-sale financial assets, are measured at fair value. The company has implemented the following classifications:

Held for trading: bank indebtedness

Loans and receivables : Accounts receivable and unbilled revenue

Other financial liabilities: Accounts payable, accrued liabilities, customer deposits, due to related parties, long-term debt and post-retirement benefits payable

NORTHERN ONTARIO WIRES INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2014**

2. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)**REVENUE RECOGNITION**

Distribution and energy related revenues attributable to the supply and delivery of electricity are based on OEB-approved rates and are recognized as electricity when delivered to customers.

Distribution revenue is recorded on the basis of regular meter readings and estimates of customer usage. Estimated customer usage from the last meter reading date to the end of the year are included in revenues and unbilled revenue.

Other revenues, which includes pole rentals, customer demand work and other miscellaneous revenues are recognized at the time the service is provided.

POWER PURCHASES

The power purchased from Independent Electricity System Operator (IESO) and Hydro One is recorded in the period in which it is purchased and not in the period in which it is received.

Power purchases include the cost of delivering electricity to customers, the wholesale commodity cost of energy, the IESO and Hydro One wholesale market charges and transmission charges.

UNBILLED REVENUE

Revenue is recorded in the accounts at various dates based on meter readings. At the end of an accounting cycle, there is energy used by customers for which meter readings are not available. This unbilled revenue is estimated and recorded in the accounts at the end of each fiscal year. The related cost of energy is recorded on the basis of energy used.

INVENTORIES

Inventory is valued at the lower of cost and net realizable value. Cost is determined using the average method.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

2. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

PROPERTY AND EQUIPMENT

Property and Equipment are recorded at cost. Depreciation is recognized in net income on a straight-line basis over the estimated useful life of each part or component of an item of property and equipment. Land is not amortized. Capital work in progress assets are not amortized until the project is complete and in service. The estimated useful lives are as follows:

Land, buildings and leasehold improvements	5 - 50 years
Vehicles	5 - 20 years
Distribution system	15 - 45 years
Office equipment	5 - 15 years
Distribution stations	30 - 45 years
Tools and equipment	5 - 10 years

Depreciation methods and useful lives are reviewed at each reporting date.

PAYMENT-IN-LIEU OF TAXES

A municipal electric utility is exempt from tax under section 149 (1) of the Income Tax Act. Under the Electricity Act of 1998, municipal electric utilities have to make payment-in-lieu of taxes (PILS) to the province. These payments are generally equivalent to the income taxes that would be otherwise due if the municipal electric utility would have been taxable as a small business corporation under the Income Tax Act.

The company follows the asset and liability method of accounting for income taxes. Future income tax assets that are likely to be realized and future income tax liabilities are recognized for temporary differences between the tax and accounting basis of assets and liabilities. Any payment-in-lieu of futures tax assets are reassessed each year to determine if a valuation allowance is required. Any effect of the re-measurement or reassessment is recognized in the period of change. Future tax amounts are measured at enacted tax rates expected to apply to taxable income in the years in which temporary differences are expected to be recovered or settled.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

2. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

CUSTOMER DEPOSITS

Customer deposits are cash collections from customers to mitigate the financial risk of non-payment of energy bills. Security deposits are refunded on customer's account when a customer is deemed to have maintained a good payment history during the relevant time period set out in the customer security deposit policy.

EMPLOYEE FUTURE BENEFITS

Ontario Municipal Employees Retirement System (OMERS)

The company provides a pension plan for its employees through the Ontario Municipal Employees Retirement System (OMERS), a defined benefit plan established by the province. Both employers and employees are required to make contributions to the plan. Since the company is only a contributor to the plan and all the actuarial costs/benefits are assumed by the province, only its yearly contributions/adjustments required by the province are recorded as expenses in the income statement.

Post-Retirement Benefits Payable

The company pays certain life, health and dental insurance benefits on behalf of its retired employees. It accounts for these employee benefits as per section 3461 of the CPA Canada Handbook - Accounting .

Actuarial gains or losses - Net gains or losses are combined with the unamortized balance of previous gains or losses, and the portion of the total that exceeds 10% of the accrued benefit obligation is amortized over the remaining service period of active employees.

Transitional Obligations - Implementation of Section 3461 resulted in a Transitional Obligation which is accounted for on a prospective basis and amortized over the average remaining service period of active employees.

MEASUREMENT UNCERTAINTY / USE OF ESTIMATES

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting year. The significant estimates used by management in preparing these financial statements include an allowance for doubtful accounts, unbilled revenue, useful life of assets, future payment-in-lieu of taxes based on estimates of future tax rates, significant accrual estimates and post-retirement benefits payable. Actual results could differ from those estimates.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

3. ACCOUNTS RECEIVABLE

	2014	2013
Electrical energy	\$ 2,237,133	\$ 2,139,916
Others	380,915	66,524
Allowance for doubtful accounts	(497,675)	(508,636)
	<u>\$ 2,120,373</u>	<u>\$ 1,697,804</u>

The book value of the accounts receivable that have been placed in allowance for doubtful accounts is \$497,675 (2013 - \$546,760).

4. DUE FROM (TO) RELATED PARTIES

The company's related parties include Cochrane Telecom Services and Northern Ontario Energy Inc. Cochrane Telecom Services and Northern Ontario Energy Inc. are related with the company under common ownership rules. Related party transactions are described in note 12.

	2014	2013
Due from (to) Cochrane Telecom Services	\$ (18,619)	\$ 74,799
Due to Northern Ontario Energy Inc.	(13,508)	(70,336)
	<u>\$ (32,127)</u>	<u>\$ 4,463</u>

5. PROPERTY AND EQUIPMENT

	Cost	Accumulated Amortization	2014 Net	2013 Net
Land, buildings and leasehold improvements	\$ 620,288	\$ 90,427	\$ 529,861	\$ 539,161
Vehicles	1,877,445	831,241	1,046,204	1,014,275
Distribution system	7,408,975	3,381,653	4,027,322	3,923,465
Office equipment	802,252	454,394	347,858	403,928
Distribution stations	560,639	370,715	189,924	209,505
Tools and equipment	223,311	172,794	50,517	73,747
Capital work in progress	132,290	-	132,290	44,797
	<u>\$ 11,625,200</u>	<u>\$ 5,301,224</u>	<u>\$ 6,323,976</u>	<u>\$ 6,208,878</u>

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

6. OTHER REGULATORY ASSETS AND LIABILITIES

	2014	2013
Retail Cost Variances (a)	\$ (5,517)	\$ (8,506)
Other Regulatory Assets (b)	46,149	41,000
Miscellaneous Deferral debits	(460)	(460)
Renewable Generation Connection Capital (c)	(2,178)	(2,148)
Special Purpose Charge/Conservation Assessment Charge (d)	4,828	4,769
Smart Meter Capital and Recovery (e)	27,253	112,477
RSVA & Low Voltage - Power wholesale Market Services, Network and Connection (f)	393,329	(185,745)
Disposition and Recovery of Regulatory Balances (g)	(46,710)	(245,884)
Lost Revenue Adjustment Mechanism (LRAM) (h)	(2,090)	(2,459)
Smart Metering Entity Charge (i)	5,192	4,998
	<u>\$ 419,796</u>	<u>\$ (281,958)</u>

(a) The OEB has allowed the deferral of specific customer and retailer billing costs.

(b) The OEB has allowed for the deferral of specific costs with application for future recovery. As at December 31, 2014, the company has incurred \$45,482 (2013 - \$40,982) of costs relating to conversion to IFRS.

(c) The OEB has allowed deferral of specific costs with application for future recovery of costs in relation to distribution system planning under Green Energy and Green Economy Act.

(d) The OEB has authorized a variance account for the Conservation Assessment Charge (or Special Purpose Charge) billed to licensed electricity distributors in accordance with section 8 of Ontario Regulation 66/10 for Assessments for the Ministry of Energy and Infrastructure Conservation and Renewable Program Costs.

(e) The OEB had allowed the corporation to defer capital expenditures, operating expenditures, amortization expenses and revenues relating to smart meters. The remaining balance of \$27,253 represents stranded smart meter costs.

NORTHERN ONTARIO WIRES INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2014**

6. OTHER REGULATORY ASSETS AND LIABILITIES, (CONT'D)

(f) The net difference between the amount paid in the year to IESO and Hydro One and the amount billed to customers and retailers, based on Board approved rates. The net of these variances is recovered through rate riders and is reviewed annually by the OEB to determine eligibility for disposition in accordance with an OEB specified threshold test.

(g) To record the disposition of deferral and variance account balances for electricity distributors that have received OEB approval to refund or (recover) account balances in rates as part of the regulatory process.

(h) To record the lost revenue adjustment mechanism (LRAM) variances in relation to the conservation and demand management (CDM) programs or activities undertaken by a distributor in accordance with Board-prescribed requirements.

(i) To recover costs in managing the development of the meter data management/repository to collect, manage, store and retrieve information related to the metering of customers' use of electricity in Ontario.

A monthly carrying charge is calculated based on Board approved interest rates and added to the balance of each account.

7. BANK INDEBTEDNESS

The corporation has an authorized line of credit of \$1,000,000 bearing interest at prime and secured by a general security agreement and guaranteed by the Corporation of the Town of Cochrane.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

8. LONG-TERM DEBT

	2014	2013
3.75% revolving credit advance, payable in blended monthly principal and interest payments of \$7,762, secured by a general security agreement, with a term maturing in September 2018	\$ 325,404	\$ 404,741
3.75% loan payable in blended monthly principal and interest payments of \$26,009, secured by a guarantee of the Town of Cochrane, with a term maturing in July 2017	4,014,026	4,172,370
3.42% loan payable in blended monthly principal and interest payments of \$4,746, secured by a vehicle with a net book value of \$245,039, with a term maturing in April 2019	229,050	-
	4,568,480	4,577,111
Current portion	296,631	237,667
	<u>\$ 4,271,849</u>	<u>\$ 4,339,444</u>

The principal instalments to be paid over the next five fiscal years are as follows:

2015	\$ 296,631
2016	307,778
2017	319,344
2018	308,027
2019	209,770

9. POST-RETIREMENT BENEFITS PAYABLE

Ontario Municipal Employees Retirement System (OMERS)

During the year, the company contributed \$50,677 to the OMERS plan (2013 - \$48,701). Since the company is only a contributor to the plan and all the actuarial costs/benefits are assumed by the province, no pension liability for this type of plan is included in the company's financial statements.

Post-Retirement Benefits Payable

The company pays certain life, health and dental insurance benefits on behalf of its retired employees.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

9. POST-RETIREMENT BENEFITS PAYABLE, (CONT'D)

	2014
Accrued benefit liability at December 31, 2013	\$ 75,880
Benefit expense for the year	11,450
Contributions by the employer	<u>(5,843)</u>
Accrued benefit liability as at December 31, 2014	<u>\$ 81,487</u>

The Accrued Benefit Liability is reconciled with the Accrued Benefit Obligation at December 31, 2014 as follows:

	2014
Accrued benefit obligation at December 31, 2014	\$ 117,633
Unamortized actuarial loss at December 31, 2014	(28,042)
Unamortized transitional obligation at December 31, 2014	<u>(8,104)</u>
	<u>\$ 81,487</u>

The main actuarial assumptions employed for the valuation are as follows:

- a) General Inflation - The Consumer Price Index is assumed to be 2.00% per annum.
- b) Discount Rate - The rate used to discount future benefits is assumed to be 4.50% per annum
- c) Salary Increase Rate - The rate used to increase salaries is assumed to be 3.30% per annum
- d) Benefit Costs - projected to increase as follows:

	Health	Dental
2014	6.88 %	5 %
2015	6.50 %	5 %
2016	6.13 %	5 %
2017	5.77 %	5 %
2018	5.38 %	5 %
2019 and thereafter	5.00 %	5 %

NORTHERN ONTARIO WIRES INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2014****10. CAPITAL STOCK**

	2014	2013
Authorized		
Unlimited number of Class D non-voting, retractable, redeemable, preferred shares		
Unlimited number of preferred shares		
Subject to the Business Corporations Act, the directors may fix, before the issue thereof, the number of preferred shares of each series and the designation, rights, privilege restrictions and conditions attaching to the preferred shares of each series		
Issued		
1,000 common shares	\$ 4,106,593	\$ 4,106,593

11. STATEMENT OF CASH FLOWS

Cash payments (receipts) were made for the following items:

	2014	2013
Interest	\$ 173,211	\$ 163,526
Payment-in-lieu of taxes	-	(37,944)
	\$ 173,211	\$ 125,582

NORTHERN ONTARIO WIRES INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2014**

12. RELATED PARTY TRANSACTIONS

The company is wholly owned by the Town of Cochrane.

The company provides electrical energy to the Town of Cochrane at the same regulated rates and terms as other similar customers based on the amount of electricity consumed.

Transactions with the Town are in the normal course of operations and are recorded at the exchange amount, which is the amount agreed to by the related parties. It is management's opinion that the exchange amount represents fair market for these services.

The company has entered into an agreement with Cochrane Telecom Services of the Corporation of the Town of Cochrane, which is affiliated with the company. Cochrane Telecom Services provides management and staff services, administration facilities and equipment to Northern Ontario Wires Inc. The total expense for rent and services under this agreement for the year was \$1,192,819 (2013 - \$1,658,091) which is included in expense functions on the Statement of Income. These transactions are in the normal courses of operations and are measured at the exchange amount.

The company is related to Northern Ontario Energy Inc. which is owned by the same shareholder. The company provides equipment and inventory to Northern Ontario Energy Inc.

13. COMMITMENTS

Particular financial guarantees became necessary in the deregulated market for electricity after the system opening in May 2002, to meet prudential requirements of the Independent Electricity System Operator (IESO) in the event of a default of payment to the (IESO), which is the supplier of electricity. These financial guarantees became necessary for the company to carry on as an electrical distribution company. Financial Guarantees of \$898,462 were provided by Northern Ontario Wires through an agreement with Caisse Populaire de Cochrane.

In 2013, OMERS plan requested a commercial letter of guarantee in the amount of \$32,000, which was provided by Northern Ontario Wires through an agreement with Caisse Populaire de Cochrane.

NORTHERN ONTARIO WIRES INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2014

14. FINANCIAL INSTRUMENTS

It is management's opinion that the company is not exposed to significant fair value, foreign exchange, market, or concentration risks. The significant risks which the company is exposed to in respect of its financial instruments are credit risk, interest rate risk and liquidity risk, each of which is described below:

CREDIT RISK

Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The company is exposed to credit risk in respect of its accounts receivable and unbilled revenue in the amounts of \$2,120,373 (2013 - \$1,697,804) and \$1,681,412 (2013 - \$1,856,648), respectively. The company reduces its exposure to credit risk by performing credit valuations on a regular basis, granting credit upon a review of the credit history of the applicant and creating an allowance for bad debts when applicable. Subsequent recoveries of receivables previously provisioned are credited to the income statement. The company maintains strict credit policies and limits in respect to counterparties.

INTEREST RATE RISK

Bank indebtedness bear interest at floating rates based on the bank prime rate, and as such, are subject to interest rate cash flow risk resulting from market fluctuations in interest rates. Long-term debts that have a fixed interest rate component are subject to interest rate price risk resulting from changes in fair value from market fluctuations in interest rates.

LIQUIDITY RISK

Liquidity risk relates to the risk the company will encounter difficulty in meeting its obligations associated with financial liabilities. The company is exposed to liquidity risk in respect of its bank indebtedness, accounts payable and accrued liabilities, customer deposits, due to related parties, long-term debt and post-retirement benefits payable totalling \$8,045,230 (2013 - \$7,286,413). The company monitors its exposure to liquidity risk with respect to its operational and investment requirements by ensuring that it documents when authorized payments become due and by maintaining an adequate line of credit to repay trade creditors.

15. COMPARATIVE AMOUNTS

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.

NORTHERN ONTARIO WIRES INC.**NOTES TO FINANCIAL STATEMENTS****DECEMBER 31, 2014**

16. CAPITAL DISCLOSURE

The company's objectives when managing capital are in accordance with the expectations as outlined in the Shareholder Declaration. Specifically:

"The Shareholder expects that the Board will establish policies and practices to develop and maintain a prudent financial and capitalization structure for the Corporation and any Subsidiaries consistent with OEB benchmarks and sound financial principles and established on the basis that the Corporation and any Subsidiaries are intended to be self-financing entities."

NORTHERN ONTARIO WIRES INC.**SCHEDULES TO FINANCIAL STATEMENTS****YEAR ENDED DECEMBER 31, 2014****SCHEDULE OF OPERATING AND MAINTENANCE EXPENSES****Schedule 1**

	2014	2013
Wages and benefits	\$ 687,874	\$ 719,903
Materials and supplies	456,933	427,969
Smart Meters OM&A	-	492,497
	<u>\$ 1,144,807</u>	<u>\$ 1,640,369</u>

SCHEDULE OF BILLING AND COLLECTION EXPENSES**Schedule 2**

	2014	2013
Wages and benefits	\$ 289,900	\$ 361,855
Billing costs	238,726	263,450
Bad debt expense	12,678	397,609
	<u>\$ 541,304</u>	<u>\$ 1,022,914</u>

SCHEDULE OF ADMINISTRATION EXPENSES**Schedule 3**

	2014	2013
Management fees	\$ 134,181	\$ 134,399
Insurance expense	34,787	37,507
Interest and late payment charges	24,392	20,897
Materials and supplies	126,587	190,441
Travel	27,090	53,263
Outside services	75,102	120,313
Wages and benefits	384,658	358,828
Regulatory interest charges	6,921	14,252
	<u>\$ 813,718</u>	<u>\$ 929,900</u>

NORTHERN ONTARIO WIRES INC.

**INDEPENDENT AUDITOR'S REPORT AND
FINANCIAL STATEMENTS**

**FOR THE YEARS ENDED DECEMBER 31, 2015
AND DECEMBER 31, 2014**

INDEPENDENT AUDITOR'S REPORT

To the Directors and shareholder of
Northern Ontario Wires Inc.

Report on the Financial Statements

We have audited the accompanying financial statements of Northern Ontario Wires Inc., which comprise the statements of financial position as at December 31, 2015, December 31, 2014 and January 1, 2014, and the statements of income and comprehensive income, changes in equity and cash flows for the years ended December 31, 2015 and December 31, 2014, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Independent Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the management's preparation and fair presentation of the financial statements in order to design audit procedures that are

INDEPENDENT AUDITOR'S REPORT, (CONT'D)

appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Northern Ontario Wires Inc. as at December 31, 2015, December 31, 2014 and January 1, 2014, and its financial performance and its cash flows for the years ended December 31, 2015 and December 31, 2014 in accordance with International Financial Reporting Standards.

Collins Barrow Gagné Gagnon Bisson Hébert

Chartered Professional Accountants

Licensed Public Accountants

April 26, 2016

NORTHERN ONTARIO WIRES INC.
FINANCIAL STATEMENTS
DECEMBER 31, 2015

Statement of Financial Position	1 - 2
Statement of Income and Comprehensive Income	3
Statement of Changes in Equity	4
Statement of Cash Flows	5
Notes to the Financial Statements	6 - 32

NORTHERN ONTARIO WIRES INC.

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2015, DECEMBER 31, 2014 AND JANUARY 1, 2014

	December 31, 2015	December 31, 2014 (note 21)	January 1, 2014 (note 21)
ASSETS			
CURRENT ASSETS			
Accounts receivable (note 5)	\$ 1,657,482	\$ 2,120,373	\$ 1,697,804
Unbilled revenue	1,748,217	1,681,412	1,856,648
Payment in lieu of taxes	-	23,549	65,109
Prepaid expenses	126,217	99,121	125,032
Inventories (note 6)	255,159	243,146	233,649
Due from related parties (note 13)	-	-	4,463
	3,787,075	4,167,601	3,982,705
 PROPERTY AND EQUIPMENT (note 7)	6,493,128	6,526,827	6,388,769
FUTURE PAYMENT IN LIEU OF TAXES	20,736	17,657	23,632
	6,513,864	6,544,484	6,412,401
 TOTAL ASSETS	10,300,939	10,712,085	10,395,106
 REGULATORY DEFERRALS (note 8)	432,539	476,291	163,244
TOTAL ASSETS AND REGULATORY DEFERRALS	\$ 10,733,478	\$ 11,188,376	\$ 10,558,350

The accompanying notes are an integral part of these financial statements.

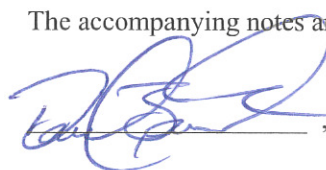
NORTHERN ONTARIO WIRES INC.

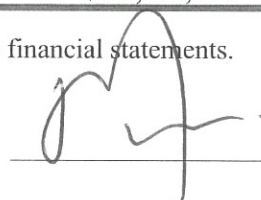
STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2015, DECEMBER 31, 2014 AND JANUARY 1, 2014

	December 31, 2015	December 31, 2014 (note 21)	January 1, 2014 (note 21)
LIABILITIES			
CURRENT LIABILITIES			
Bank indebtedness (note 9)	\$ 736,771	\$ 703,782	\$ 200,131
Accounts payable and accrued liabilities (note 10)	1,922,500	2,622,562	2,390,873
Payment-in-lieu of taxes (note 11)	20,231	-	-
Customer deposits (note 12)	78,487	36,792	42,418
Due to related parties (note 13)	85,341	32,127	-
Current portion of long-term debt	307,778	296,631	237,667
	3,151,108	3,691,894	2,871,089
LONG-TERM DEBT (note 14)	3,964,066	4,271,849	4,339,444
EMPLOYEE FUTURE BENEFITS (note 15)	58,425	66,991	55,531
CONTRIBUTIONS IN AID OF CONSTRUCTION	122,003	-	-
TOTAL LONG-TERM LIABILITIES	4,144,494	4,338,840	4,394,975
TOTAL LIABILITIES	7,295,602	8,030,734	7,266,064
SHAREHOLDER'S EQUITY			
SHARE CAPITAL (note 16)	4,106,593	4,106,593	4,106,593
DEFICIT	(797,124)	(999,908)	(1,259,509)
ACCUMULATED OTHER COMPREHENSIVE LOSS	(5,538)	(5,538)	-
TOTAL SHAREHOLDER'S EQUITY	3,303,931	3,101,147	2,847,084
TOTAL LIABILITIES AND SHAREHOLDER'S EQUITY	10,599,533	11,131,881	10,113,148
REGULATORY DEFERRALS (note 8)	133,945	56,495	445,202
TOTAL LIABILITIES, EQUITY AND REGULATORY DEFERRALS	\$ 10,733,478	\$ 11,188,376	\$ 10,558,350

The accompanying notes are an integral part of these financial statements.

 , President

 , Director

NORTHERN ONTARIO WIRES INC.
STATEMENT OF INCOME AND COMPREHENSIVE INCOME
YEARS ENDED DECEMBER 31, 2015 AND 2014

	2015	2014
SERVICE REVENUE		
Electricity	\$ 12,740,214	\$ 11,597,983
Wholesale market services, transmission and connection	1,682,749	1,852,496
Regulatory adjustment to sale of energy	(121,202)	701,754
	<u>14,301,761</u>	<u>14,152,233</u>
COST OF SALES		
Electricity	12,740,214	11,597,983
Wholesale market services, transmission and connection	1,682,749	1,852,496
	<u>14,422,963</u>	<u>13,450,479</u>
	<u>(121,202)</u>	<u>701,754</u>
DISTRIBUTION REVENUE	2,799,779	2,973,986
INTEREST INCOME	7,656	12,505
OTHER REVENUES	393,006	351,652
	<u>3,200,441</u>	<u>3,338,143</u>
EXPENSES		
Operating and maintenance (note 24)	1,036,957	1,144,807
Billing and collection (note 24)	704,774	541,304
Administration (note 24)	680,479	814,033
Amortization	366,475	357,653
Loss on disposal of property and equipment	2,709	-
	<u>2,791,394</u>	<u>2,857,797</u>
INTEREST ON LONG-TERM DEBT	165,562	173,210
	<u>2,956,956</u>	<u>3,031,007</u>
INCOME BEFORE INCOME TAXES AND REGULATORY ITEMS	122,283	1,008,890
Net movement on regulatory deferral accounts	(121,202)	701,754
INCOME BEFORE PAYMENTS IN LIEU OF TAXES	243,485	307,136
PAYMENTS IN LIEU OF TAXES		
Current	43,780	41,560
Future	(3,079)	5,975
	<u>40,701</u>	<u>47,535</u>
NET INCOME	<u>202,784</u>	<u>259,601</u>
OTHER COMPREHENSIVE LOSS		
Remeasurement of defined benefit plan	-	5,538
OTHER COMPREHENSIVE LOSS, NET OF TAX	<u>-</u>	<u>5,538</u>
TOTAL COMPREHENSIVE INCOME	<u>\$ 202,784</u>	<u>\$ 254,063</u>

The accompanying notes are an integral part of these financial statements.

NORTHERN ONTARIO WIRES INC.

STATEMENT OF CHANGES IN EQUITY

YEARS ENDED DECEMBER 31, 2015 AND 2014

	Share capital	Accumulated Other Comprehensive Loss	Deficit	Total
Balance at January 1, 2014, as previously stated	\$ 4,106,593	\$ -	\$ (1,279,858)	\$ 2,826,735
Transition to IFRS (note 20)	-	-	20,349	20,349
Balance at January 1, 2014, as restated	4,106,593	-	(1,259,509)	2,847,084
Change in account	-	(5,538)	259,601	254,063
Balance at December 31, 2014	4,106,593	(5,538)	(999,908)	3,101,147
Balance at January 1, 2015	4,106,593	(5,538)	(999,908)	3,101,147
Net Income	-	-	202,784	202,784
Balance at December 31, 2015	\$ 4,106,593	\$ (5,538)	\$ (797,124)	\$ 3,303,931

The accompanying notes are an integral part of these financial statements.

NORTHERN ONTARIO WIRES INC.

STATEMENT OF CASH FLOWS

YEARS ENDED DECEMBER 31, 2015 AND 2014

	2015	2014
OPERATING ACTIVITIES		
Net income	\$ 202,784	\$ 254,063
Items not involving cash:		
Amortization	616,758	606,157
Amortization of contributions in aid of construction	(1,408)	-
Future payment-in-lieu of taxes	(3,079)	5,975
Loss on disposal of property and equipment	2,709	-
	817,764	866,195
Changes in:		
Accounts receivable	462,891	(422,569)
Unbilled revenue	(66,805)	175,236
Prepaid expenses	(27,096)	25,911
Inventories	(12,013)	(9,497)
Accounts payable and accrued liabilities	(700,062)	231,689
Payment-in-lieu of taxes	43,780	41,560
Customer deposits	41,695	(5,626)
Employee future benefits	(8,566)	11,460
Regulatory assets and liabilities	121,202	(701,754)
	672,790	212,605
INVESTING ACTIVITIES		
Purchase of property and equipment	(585,768)	(744,215)
FINANCING ACTIVITIES		
Due to/from related parties	53,214	36,590
Repayment of long-term debt	(296,636)	(270,006)
Proceeds of long-term debt	-	261,375
Contributions in aid of constructions received	123,411	-
	(120,011)	27,959
DECREASE IN CASH	(32,989)	(503,651)
BANK INDEBTEDNESS, BEGINNING OF YEAR	(703,782)	(200,131)
BANK INDEBTEDNESS, END OF YEAR	\$ (736,771)	\$ (703,782)

The accompanying notes are an integral part of these financial statements.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

1. STATUS AND NATURE OF OPERATIONS

Northern Ontario Wires Inc. was incorporated under the Ontario Business Corporations Act. The company operates an electrical distribution utilities in Cochrane, Iroquois Falls and Kapuskasing, Ontario. The address of the corporation's office and principal place of business is 153 Sixth Avenue, Cochrane, Ontario, Canada.

The sole shareholder of the Company is the Corporation of the Town of Cochrane.

2. BASIS OF PREPARATION

a) Statement of compliance

The financial statements of Northern Ontario Wires Inc. have been prepared in accordance with International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB") and interpretations as issued by the International Financial Reporting Interpretations Committee ("IFRIC") of the IASB.

These are the company's first financial statements prepared in accordance with IFRS and IFRS 1 *First-time Adoption of International Financial Reporting Standards* has been applied. They should be read in conjunction with the 2014 Canadian generally accepted accounting principles ("Canadian GAAP") financial statements and related notes. In this context, the term "Canadian GAAP" refers to generally accepted accounting principles before the adoption of IFRS. An explanation of how the transition to IFRS has affected the reporting financial position, financial performance and cash flows of the company is provided in note 21.

The financial statements were authorized for issue by the Board of Directors on April 26, 2016.

b) Basis of measurement

The financial statements have been prepared on a historical cost basis. The financial statements are presented in Canadian dollars (CDN\$), which is also the Company's functional currency, and all values are rounded to the nearest dollar, unless when otherwise indicated.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

2. BASIS OF PREPARATION, (CONT'D)

The preparation of financial statements in compliance with IFRS requires management to make certain critical accounting estimates. It also requires management to exercise judgment in applying the company's accounting policies. The areas involving a higher degree of judgment, complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4.

c) Explanation of Activities subject to Rate Regulation

Northern Ontario Wires Inc., as an electricity distributor, is both licensed and regulated by the OEB which has a legislative mandate to oversee various aspects of the electricity industry. The OEB exercises statutory authority through setting or approving all rates charged by the company and establishing standards of service for the company's customers.

The OEB has broad powers relating to licensing, standards of conduct and service and the regulation of rates charged by the company and other electricity distributors in Ontario. The Ontario government enacted the Energy Competition Act, 1998, to introduce competition to the Ontario energy market. Rates are set by the OEB on an annual basis for May 1 to April 30.

Regulatory risk

Regulatory risk is the risk that the Province and its regulator, the OEB, could establish a regulator regime that imposes conditions that restrict the electricity distribution business from achieving an acceptable rate of return that permits financial sustainability of its operations including the recovery of expenses incurred for the benefit of other market participants in the electricity industry such as transition costs and other regulatory assets. All requests for changes in electricity distribution charges require the approval of the OEB.

Recovery risk

Regulatory developments in Ontario's electricity industry, including current and possible future consultations between the OEB and interested stakeholders, may affect distribution rates and other permitted recoveries in the future. Northern Ontario Wires Inc. is subject to a cost of service regulatory mechanism under which the OEB establishes the revenues required (i) to recover the forecast operating costs, including depreciation and amortization and income taxes, of providing the regulated service, and (ii) to provide a fair and reasonable return on utility investment, or rate base. As actual operating conditions may vary from forecast, actual returns achieved can differ from approved returns.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

3. SIGNIFICANT ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these financial statements and in preparing the opening IFRS statement of financial position at January 1, 2014 for the purposes of the transition to IFRS, unless otherwise indicated.

a) Regulatory Deferral Accounts

The company has early adopted IFRS 14 *Regulatory Deferral Accounts*. In accordance with IFRS 14, the company has continued to apply the accounting policies it applied in accordance the pre-changeover Canadian GAAP for the recognition, measurement and impairment of assets and liabilities arising from rate regulation. These are referred to as regulatory deferral account balances.

Regulatory deferral account debit balances represent future revenues associated with certain costs incurred in the current period or in prior period(s), that are expected to be recovered from consumers in future periods through the rate-setting process. Regulatory deferral account credit balances are associated with the collection of certain revenues earned in the current period or in prior period(s), that are expected to be returned to consumers in future periods through the rate-setting process. Regulatory deferral account balances can arise from differences in amounts collected from customers (based on regulated rates) and the corresponding cost of non-competitive electricity service incurred by the company in the wholesales market administered by the Independent Electricity System Operator (the "IESO") after May 1, 2002. These amounts have been accumulated pursuant to regulation underlying the Electricity Act (the "EA") and deferred in anticipation of their future recovery or expense in electricity distribution service charges.

Explanation of Recognized Amounts

Regulatory deferral account balances are recognized and measured initially and subsequently at cost. They are assessed for impairment on the same basis as other non-financial assets as described below.

Management continually assesses the likelihood of recovery of regulatory assets. If recovery through future rates is no longer considered probable, the amounts would be charged to the results of operations in the period that the assessment is made.

b) Revenue

Revenue is recognized to the extent that it is probable that economic benefits will flow to the company and that the revenue can be reliably measured. Revenue comprises of sales and distribution of energy, pole use rental, collection charges, investment income and other miscellaneous revenues.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

3. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

Sale and distribution of energy

The company is licensed by the OEB to distribute electricity. As a licensed distributor, the company is responsible for billing customers for electricity generated by third parties and the related costs of providing electricity service, such as transmission services and other services provided by third parties. The company is required, pursuant to regulation, to remit such amounts to these third parties, irrespective of whether the company ultimately collects these amounts from customers. The company has determined that they are acting as a principal for the electricity distribution and, therefore, have presented the electricity revenues on a gross basis.

Revenues from the sale and distribution of electricity is recognized on an accrual basis, including unbilled revenues accrued in respect of electricity delivered but not yet billed. Sale and distribution of energy revenue is comprised of customer billings for distribution service charges. Customer billings for distribution service charges are recorded based on meter readings.

Other

Other revenues, which include revenues from pole use rental, collection charges, contributions in aid of construction, street lighting installation and repair and/or maintenance services and other miscellaneous revenues are recognized at the time services are provided. Investment income is recognized when earned.

Where the company has an ongoing obligation to provide services, revenues are recognized as the service is performed and amounts billed in advance are recognized as deferred revenue.

Certain assets may be acquired or constructed with financial assistance in the form of contributions from customers when the estimated revenue is less than the cost of providing service or where special equipment is needed to supply the customers' specific requirements. Since the contributions will provide customers with ongoing access to the supply of electricity, these contributions are classified as contributions in aid of construction and are amortized as revenue on a straight-line basis over the useful life of the constructed or contributed asset.

c) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and subject to an insignificant risk of change in value.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

3. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

d) Financial Assets

Financial assets are classified as loans and receivables.

These include accounts receivables and unbilled revenue. Collectability of accounts receivable is reviewed on an ongoing basis. Accounts receivable which are known to be uncollectible are written off. A provision for doubtful receivables is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of the receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of future cash flows. The amount of the provision is recognized in the Statement of Comprehensive Income.

e) Financial Liabilities

Bank indebtedness, accounts payable and accrued liabilities, customer deposits, due to related parties, long-term debt and employee future benefits are classified as other financial liabilities. These liabilities are measured at amortized cost.

Customer Deposits

Customers may be required to post security to obtain electricity or other services, which are refundable. Where the security posted is in the form of cash or cash equivalents, these amounts are recorded in the accounts as deposits, which are reported separately from the company's own cash and cash equivalents. Deposits to be refunded to customers within the next fiscal year are classified as a current liability. Interest rates paid on customer deposits are based on the Bank of Canada's prime business rate less 2%.

f) Property and Equipment

Recognition and measurement

Property and equipment ("P&E") are recognized at cost, being the purchase price and directly attributable cost of acquisition or construction required to bring the asset to the location and condition necessary to be capable of operating in the manner intended by the company, including eligible borrowing costs.

Amortization of P&E is recorded in the statements of comprehensive income on a straight-line basis over the estimated useful life of the related asset. In the year of acquisition, only half of the following rate is used. In the year of disposition, no amortization is recorded. The estimated useful lives, residual values and depreciation methods are reviewed at the end of each annual reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

3. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

The estimated useful lives are as follows:

Land	Not amortized
Buildings and components	5 to 50 years
Leasehold improvements	5 to 20 years
Vehicles	5 to 20 years
Distribution system	15 to 45 years
Office equipment	5 to 15 years
Distribution stations	30 to 45 years
Tools and equipment	5 to 10 years
Capital work in progress	Not amortized
Contributed capital	35 to 45 years

Major spare parts

Major spare such as spare transformers and other items kept as standby/backup equipment are accounted for as P&E since they support the company's distribution system reliability.

Contributions in aid of construction

When an asset is received as a capital contribution, the asset is initially recognized at its fair value, with the corresponding amount recognized as contributions in aid of construction.

Gains and losses on disposal

Gains and losses on disposal of an item of property and equipment are determined by comparing the net proceeds from disposal with the carrying amount of the asset, and are included in the Statement of Comprehensive Income when the asset is disposed of. When an item of property and equipment with related contributions in aid of construction is disposed, the remaining deferred revenue is recognized in full in the Statement of Comprehensive Income.

g) Borrowing Costs

The company capitalizes interest expenses and other finance charges directly relating to the acquisition, construction or production of assets that take a substantial period of time to get ready for its intended use. Capitalization commences when expenditures are being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. Capitalization will be suspended during periods in which active development is interrupted. Capitalization should cease when substantially all of the activities necessary to prepare the asset for its intended use or sale are complete.

h) Impairment of Non-Financial Assets

The company conducts annual internal assessments of the values of property and equipment and

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

3. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

regulatory deferral account debit balances to determine whether there are events or changes in circumstances that indicate that their carrying amount may not be recoverable. Where the carrying value exceeds its recoverable amount, which is the higher of value in use and fair value less costs to sell, the asset is written down accordingly. Where it is not possible to estimate the recoverable amount of an individual asset, the impairment test is carried out on the asset's cash-generating unit ("CGU"), which is the lowest group of assets to which the asset belongs for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets. The company has one cash-generating unit for which impairment testing is performed. An impairment loss is charged to the statement of comprehensive income, except to the extent it reverses gains previously recognized in other comprehensive income.

i) Employee Future Benefits

Defined contribution plan

The employees of the company participate in the Ontario Municipal Employees Retirement System ("OMERS"). The company also makes contributions to the OMERS plan on behalf of its employees. The plan has a defined benefit option at retirement available to some employees, which specifies the amount of the retirement benefit plan to be received by the employees based on length of service and rates of pay. However, the plan is accounted for as a defined contribution plan as insufficient information is available to account for the plan as a defined benefit plan. The contribution payable in exchange for services rendered during a period is recognized as an expense during that period. The company is only one of a number of employers that participates in the plan and the financial information provided to the company on the basis of the contractual agreements is usually insufficient to measure the company's proportionate share in the plan assets and liabilities on defined benefit accounting requirements.

Defined benefit plans

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan. The company's net obligation on behalf of its retired employees unfunded extended medical and dental benefits is calculated by estimating the amount of future benefits that are expected to be paid out discounted to determine its present value. Any unrecognized past service costs are deducted.

Other long-term service benefits

Other employee benefits that are expected to be settled wholly within 12 months after the end of the reporting period are presented as current liabilities. Other employee benefits that are not expected to be settled wholly within 12 months after the end of the reporting period are presented as non-current liabilities and calculated using the projected unit credit method and then discounted using yields available on high quality corporate bonds that have maturity dates approximating to the expected remaining period to settlement.

Early retirement benefit

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

3. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

A program of early-retirement benefits including drug plan coverage, dental benefits, semi-private bed insurance, optical plan coverage and life insurance benefits to those employees who retire at age 55 whose normal retirement age is 65 and who have completed 25 years of service with the company. The benefit is available to all employees of the company.

j) Payment in Lieu of Taxes Payable

Tax status

The company is a Municipal Electricity Utility ("MEU") for purposes of the payments in lieu of taxes ("PILs") regime contained in the Electricity Act, 1998. As an MEU, the company is exempt from tax under the Income Tax Act (Canada) and the Corporations Tax Act (Ontario).

Under the Electricity Act, 1998, the company is required to make, for each taxation year, PILs to Ontario Electricity Financial Corporation ("OEFC"), commencing October 1, 2001. These payments are calculated in accordance with the rules for computing taxable income and taxable capital and other relevant amounts contained in the Income Tax Act (Canada) and the Corporation Tax Act (Ontario) as modified by the Electricity Act, 1998, and related regulations.

Current and deferred tax

Income tax expense comprises of current and deferred tax. Current tax and deferred tax are recognized in net income except to the extent that it relates to items recognized directly in equity or regulatory deferral account balances. Current income taxes are recognized for the estimated income taxes payable or receivable on taxable income or loss for the current year and any adjustment to income taxes payable in respect of previous years. Current income taxes are determined using tax rates and tax laws that have been enacted or substantively enacted by the year-end date.

Deferred tax assets and liabilities are recognized where the carrying amount of an asset or liability differs from its tax base. The amount of the deferred tax asset or liability is measured at the amount expected to be recovered from or paid to the taxation authorities. This amount is determined using tax rates and tax laws that have been enacted or substantively enacted by the year-end date and are expected to apply when the liabilities/(assets) are settled/(recovered). The company recognized deferred tax arising from temporary difference on regulatory deferral account balances.

Recognition of deferred tax assets for unused tax losses, tax credits and deductible temporary differences is restricted to those instances where it is probable that future taxable profit will be available against which the deferred tax asset can be utilized.

At the end of each reporting period, the company reassesses both recognized and unrecognized deferred tax assets. The company recognizes a previously unrecognized deferred tax asset to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

3. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

k) Interest Income and Interest Costs

Interest income comprises of interest income on funds invested such as cash and short-term investments. Interest income is recognized as it accrues in the statement of income and comprehensive income, using the effective interest method.

Finance cost comprises of interest payable on debt and impairment losses recognized on financial assets and net interest on employee future benefits.

l) Inventories

Cost of inventories comprise of direct materials, which typically consists of distribution assets not deemed as major spares, unless purchased for specific capital projects in process or as spare units. Costs, after deducting rebates and discounts, are assigned to individual items of inventory on the basis of weighted average cost. Decommissioned assets that are transferred to inventory are tested for impairment once they are removed from service and placed in inventory. Inventory is recognized at the lower of cost and net realizable value.

Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

m) Standards, Amendments and Interpretations Not Yet Effective

At the date of authorization of these financial statements, certain new standards, amendments IAS 8.31 and interpretations to existing standards have been published by the IASB but are not yet effective, and have not been adopted early by the company.

Management anticipates that all of the relevant pronouncements will be adopted in the company's accounting policies for the first period beginning after the effective date of the pronouncement. Information on new standards, amendments and interpretations that are expected to be relevant to the company's financial statements is provided below. Certain other new standards and interpretations have been issued but are not expected to have a material impact on the company's financial statements.

IFRS 9, Financial Instruments replaces IAS 39, Financial Instruments: Recognition and Measurement

IFRS 9 amends the requirements for classification and measurement of financial assets, impairment, and hedge accounting. IFRS 9 retains but simplifies the mixed measurement model and establishes three primary measurement categories for financial assets: amortized cost, fair value through profit or loss, and fair value through other comprehensive income. The basis of classification depends on the entity's business model and the contractual cash flow characteristics of the financial asset. The effective date for IFRS 9 is January 1, 2018.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

3. SIGNIFICANT ACCOUNTING POLICIES, (CONT'D)

IFRS 15, Revenue from Contracts with Customers

IFRS 15 is based on the core principle to recognize revenue to depict the transfer of goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. IFRS 15 focuses on the transfer of control. IFRS 15 replaces all of the revenue guidance that previously existed in IFRSs. The effective date for IFRS 15 is January 1, 2017.

The company is in the process of evaluating the impact of these new standards.

4. USE OF ESTIMATES AND JUDGEMENTS

The company makes certain estimates and assumptions regarding the future. Estimates and judgements are continually evaluated based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. In the future, actual experience may differ from these estimates and assumptions. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Payments in lieu of taxes payable

The company is required to make payments in lieu of tax calculated on the same basis as income taxes on taxable income earned and capital taxes. Significant judgment is required in determining the provision for income taxes. There are many transactions and calculations undertaken during the ordinary course of business for which the ultimate tax determination is uncertain. The company recognizes liabilities for anticipated tax audit issues based on the company's current understanding of the tax law. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred tax provisions in the period in which such determination is made.

Accounts receivable impairment

In determining the allowance for doubtful accounts, the company considers historical loss experience of account balances based on the aging and arrears status of accounts receivable balances.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

5. ACCOUNTS RECEIVABLE

	December 31, 2015	December 31, 2014	January 1, 2014
Electric energy receivable	\$ 2,055,226	\$ 2,237,133	\$ 2,139,916
Others	196,477	380,915	66,524
	2,251,703	2,618,048	2,206,440
Allowance for impairment	(594,221)	(497,675)	(508,636)
	\$ 1,657,482	\$ 2,120,373	\$ 1,697,804

6. INVENTORIES

The amount of inventories consumed by the company and recognized as an expense during 2015 was \$25,605 (2014 - \$21,477).

NORTHERN ONTARIO WIRES INC.
NOTES TO THE FINANCIAL STATEMENTS
DECEMBER 31, 2015 AND 2014

7. PROPERTY AND EQUIPMENT

	Land and buildings	Vehicles	Distribution system	Office equipment	Distribution stations	Tools and equipment	Capital work in progress	Contributed capital	Total
COST									
January 1, 2014	539,161	1,014,275	3,924,279	403,928	209,505	72,932	224,689	-	6,388,769
Additions	10,228	261,375	355,353	1,800	-	5,007	110,452	-	744,215
Disposals	-	-	-	-	-	-	-	-	-
Dec. 31, 2014	549,389	1,275,650	4,279,632	405,728	209,505	77,939	335,141	-	7,132,984
Additions	1,165	-	279,936	6,000	11,743	2,500	161,012	123,412	585,768
Disposals	-	-	(12,101)	-	-	-	-	-	(12,101)
Dec. 31, 2015	550,554	1,275,650	4,547,467	411,728	221,248	80,439	496,153	123,412	7,706,651
ACCUMULATED AMORTIZATION									
Amortization	19,528	229,446	251,291	57,871	19,581	28,440	-	-	606,157
Dec. 31, 2014	19,528	229,446	251,291	57,871	19,581	28,440	-	-	606,157
Amortization	21,068	229,167	265,012	57,301	19,886	22,917	-	1,408	616,759
Disposals	-	-	(9,393)	-	-	-	-	-	(9,393)
Dec. 31, 2015	40,596	458,613	506,910	115,172	39,467	51,357	-	1,408	1,213,523

CARRYING AMOUNTS

January 1, 2014	539,161	1,014,275	3,924,279	403,928	209,505	72,932	224,689	-	6,388,769
Dec. 31, 2014	529,861	1,046,204	4,028,341	347,857	189,924	49,499	335,141	-	6,526,827
Dec. 31, 2015	509,958	817,037	4,040,557	296,556	181,781	29,082	496,153	122,004	6,493,128

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

8. REGULATORY DEFERRALS

To recover costs in managing the development of the meter data management/repository to collect, manage, store and retrieve information related to the metering of customers' use of electricity in Ontario.

A monthly carrying charge is calculated based on Board approved interest rates and added to the balance of the account. The OEB quarterly prescribed interest rates for 2015 were 1.47% for the first quarter and 1.10% for the remaining three quarters.

	2014	Disposition	Balances arising in the period	Recovery	2015
Regulatory deferral debits:					
Other Regulatory Assets (a)	46,149	-	531	-	46,680
Miscellaneous Deferral debits	(460)	-	-	-	(460)
Special Purpose Charge / Conversion Assessment Charge (b)	4,828	-	45	-	4,873
Smart Meter Capital and Recovery (c)	27,253	-	293	-	27,546
RSVA & Low Voltage - Power wholesale Market Services, Network and Connection (d)	393,329	187,686	(227,496)	-	353,519
Smart Metering Entity Charge (e)	5,192	(5,023)	212	-	381
Total Regulatory deferral debits:	476,291	182,663	(226,415)	-	432,539
Regulatory deferral credits:					
Retail Cost Variance (f)	(5,517)	-	3,142	-	(2,375)
Renewable Generation Connection Capital (g)	(2,178)	-	(25)	-	(2,203)
Disposition and Recovery of Regulatory Balances (h)	(46,710)	(7,053)	102,098	(175,611)	(127,276)
Lost Revenue Adjustment Mechanism (LRAM) (i)	(2,090)	-	-	(1)	(2,091)
Total Regulatory deferral credits:	(56,495)	(7,053)	105,215	(175,612)	(133,945)
Net Regulatory asset	419,796	175,610	(121,200)	(175,612)	298,594

a) Other Regulatory Assets

The OEB has allowed for the deferral of specific costs with application for future recovery including costs relating to conversion to IFRS.

b) Special Purpose Charge / Conversion Assessment Charge

The OEB has authorized a variance account for the Conservation Assessment Charge (or Special Purpose Charge) billed to licensed electricity distributors in accordance with section 8 of Ontario Regulation 66/10 for Assessments for the Ministry of Energy and Infrastructure Conservation and Renewable Program Costs.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

8. REGULATORY DEFERRALS, (CONT'D)

c) Smart Meter Capital and Recovery

Smart Meter Capital and the OEB had allowed the corporation to defer capital expenditures, operating expenditures, amortization expenses and revenues relating to smart meters. The remaining balance represents stranded smart meter costs.

d) RSVA & Low Voltage - Power wholesale Market Services, Network and Connection

The net difference between the amount paid in the year to IESO and Hydro One and the amount billed to customers and retailers, based on Board approved rates. The net of these variances is recovered through rate riders and is reviewed annually by the OEB to determine eligibility for disposition in accordance with an OEB specified threshold test.

e) Smart Metering Entity Charge

To recover costs in managing the development of the meter data management/repository to collect, manage, store and retrieve information related to the metering of customers' use of electricity in Ontario.

A monthly carrying charge is calculated based on Board approved interest rates and added to the balance of each account.

f) Retail Cost Variances

The OEB has allowed the deferral of specific customer and retailer billing costs.

g) Renewable Generation Connection Capital

The OEB has allowed deferral of specific costs with application for future recovery of costs in relation to distribution system planning under Green Energy and Green Economy Act.

h) Disposition and Recovery of Regulatory Balances

To record the disposition of deferral and variance account balances for electricity distributors that have received OEB approval to refund or (recover) account balances in rates as part of the regulatory process.

i) Lost Revenue Adjustment Mechanism (LRAM)

To record the lost revenue adjustment mechanism (LRAM) variances in relation to the conservation and demand management (CDM) programs or activities undertaken by a distributor in accordance with Board-prescribed requirements.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

9. BANK INDEBTEDNESS

The company has an authorized line of credit of \$1,000,000 bearing interest at prime and secured by a general security agreement and guaranteed by the Corporation of the Town of Cochrane. As at December 31, 2015, \$740,000 was utilized.

10. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	December 31, 2015	December 31, 2014	January 1, 2014
Accounts payable	\$ 1,695,069	\$ 2,111,353	\$ 1,879,450
Accrued liabilities	83,597	74,809	109,818
Government remittances	16,129	902	-
Other payables	127,705	435,498	401,605
	<u>\$ 1,922,500</u>	<u>\$ 2,622,562</u>	<u>\$ 2,390,873</u>

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

11. PAYMENTS-IN-LIEU OF TAXES

The provision for payments in lieu of taxes recognized in income is as follows:

	2015	2014
Based on current year taxable income	\$ 43,780	\$ 41,560
Reversal of temporary differences	(3,079)	5,975
Provision for payments in lieu of taxes	\$ 40,701	\$ 47,535

Reconciliation of effective tax rate

Statutory Canadian federal and provincial tax rates for the current year comprise 11% (2014 - 11%) for Federal corporate tax and 4.5% (2014 - 4.5%) for Ontario corporate tax. The PILs expense varies from amounts which would be computed by applying the company's combined statutory income tax rate as follows:

	2015	2014
Income before payment in lieu of taxes	\$ 243,485	\$ 307,136
Statutory Canadian Federal and provincial tax rate	15.5%	15.5%
Provision for PILs at statutory rate	37,740	47,606
Increase (decrease) in income tax resulting from:		
Amortization expense in excess of capital cost allowance	5,731	(5,975)
Cumulative eligible capital deduction	(111)	(71)
Loss on disposal of P&E not recognized for tax	420	-
Total provision	43,780	41,560
Effective tax rate	17.98%	13.53%

Deferred payments in lieu of income taxes balances

Significant components of the company's deferred payments in lieu of income tax balances are as follows:

	2015	2014
Property and equipment	\$ 20,736	\$ 17,657

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

12. CUSTOMER DEPOSITS

Customer deposits represents cash deposits from electricity distribution customers and retailers.

Deposits from electricity distribution customers are refundable to customers demonstrating an acceptable level of credit risk as determined by the company in accordance with policies set out by the OEB or upon termination of their electricity distribution service.

	December 31, 2015	December 31, 2014	January 1, 2014
Customer deposits	\$ 78,487	\$ 36,792	\$ 42,418

13. DUE TO/FROM RELATED PARTIES

The company's related parties include Cochrane Telecom Services and Northern Ontario Energy Inc. Cochrane Telecom Services and Northern Ontario Energy Inc. are related with the company under common ownership rules. Related party transactions are described in note 18.

	December 31, 2015	December 31, 2014	January 1, 2014
Due from (to) Cochrane Telecom Services	\$ (82,492)	\$ (18,619)	\$ 74,799
Due to Northern Ontario Energy Inc.	(2,848)	(13,508)	(70,336)
	\$ (85,341)	\$ (32,127)	\$ 4,463

14. LONG-TERM DEBT

	December 31, 2015	December 31, 2014	January 31, 2014
3.75% revolving credit advance, payable in blended monthly principal and interest payments of \$7,762, secured by a general security agreement, with a term maturing in September 2018	\$ 243,043	\$ 325,404	\$ 404,741
3.75% loan payable in blended monthly principal and interest payments of \$26,009, secured by a guarantee of the Town of Cochrane, with a term maturing in July 2017	3,849,642	4,014,026	4,172,370
Carried forward	4,092,685	4,339,430	4,577,111

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

10. LONG-TERM DEBT, (CONT'D)

	2015	2014	2013
Carried forward	4,092,685	4,339,430	4,577,111
3.42% loan payable in blended monthly principal and interest payments of \$4,746, secured by a vehicle with a net book value of \$212,367, with a term maturing in April 2019	179,159	229,049	-
	4,271,844	4,568,480	4,577,111
Less current portion	307,778	296,631	237,667
	<u>\$ 3,964,066</u>	<u>\$ 4,271,849</u>	<u>\$ 4,339,444</u>

The principal payments to be made over the next five fiscal years are as follows:

	December 31, 2015
2016	\$ 307,778
2017	319,345
2018	308,011
2019	209,776
2020	198,232
Subsequent	<u>2,928,702</u>
	<u>\$ 4,271,844</u>

15. EMPLOYEE FUTURE BENEFITS

a) Defined contribution plan

The employees of the company participate in the Ontario Municipal Employees Retirement System ("OMERS"). Although the plan has a defined retirement benefit plan for employees, the related obligation of the corporation cannot be identified. The OMERS plan has several unrelated participating municipalities and costs are not specifically attributed to each participant. The employer portion of amounts paid to OMERS during the year was \$37,621 (2014 - \$50,677). The contributions were made for current service and these have been recognized in net income.

b) Defined benefit plan

The company provides certain unfunded health, dental and life insurance benefits on behalf of its retired employees. These benefits are provided through a group defined benefit plan. The company has reported its share of the defined benefit costs and related liabilities in these financial statements.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

15. EMPLOYEE FUTURE BENEFITS, (CONT'D)

	December 31, 2015
Accrued benefit liability at beginning of year	\$ 66,991
Current service cost	2,694
Interest cost	2,210
Prospective adjustment for changes in the 2014 service cost and interest	(7,038)
Included in profit or loss	(2,134)
Actuarial loss, included in other comprehensive income	-
	64,857
Benefits paid during the year	(6,432)
	\$ 58,425

The main actuarial assumptions employed for the valuation are as follows:

- a) Discount rate - The rate used to discount future benefits is assumed to be:
 - 3.75% for fiscal 2015 benefit expense
 - 4.50% for fiscal 2014 benefit expense
- b) Inflation rate - The Consumer Price Index is assumed to be 2.50% per annum
- c) Retirement age - The later of 60 and age that employee will attain 30 years of service
- d) Dental cost trend rate - The increase in dental cost is assumed to be 4.00% per annum
- e) Extended Health Care trend rate - The increase in health care costs is assumed to be 8.00% in 2016; decreasing by 0.25% per annum to an ultimate rate of 5.00%

16. CONTRIBUTIONS IN AID OF CONSTRUCTION

	2014
Contributed capital added during the year	\$ 123,411
Amortized to revenues during the year	(1,408)
	\$ 122,003

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

17. SHARE CAPITAL

	December 31, 2015	December 31, 2014	January 1, 2014
Authorized			
Unlimited number of Class D non-voting, retractable, redeemable, preferred shares			
Unlimited number of preferred shares			
Subject to the Business Corporations Act, the directors may fix, before the issue thereof, the number of preferred shares of each series and the designation, rights, privilege restrictions and conditions attaching to the preferred shares of each series			
Issued			
1,000 common shares	\$ 4,106,593	\$ 4,106,593	\$ 4,106,593

18. RELATED PARTIES TRANSACTIONS

The company is wholly owned by the Town of Cochrane.

The company provides electrical energy to the Town of Cochrane at the same regulated rates and terms as other similar customers based on the amount of electricity consumed.

Transactions with the Town are in the normal course of operations and are recorded at the exchange amount, which is the amount agreed to by the related parties. It is management's opinion that the exchange amount represents fair market for these services.

The company has entered into an agreement with Cochrane Telecom Services of the Corporation of the Town of Cochrane, which is affiliated with the company. Cochrane Telecom Services provides management and staff services, administration facilities and equipment to Northern Ontario Wires Inc. The total expense for rent and services under this agreement for the year was \$1,664,320 (2014 - \$1,192,819) which is included in expense functions on the Statement of Comprehensive Income. At the end of the year, amounts owing to Cochrane Telecom Services are \$82,492 (2014 - \$18,619). These transactions are in the normal courses of operations and are measured at the exchange amount.

The company is related to Northern Ontario Energy Inc. which is owned by the same shareholder. The company provides equipment and inventory to Northern Ontario Energy Inc. At the end of the year, amounts owing to Northern Ontario Energy Inc. are \$2,848 (2014 - \$13,508).

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

18. RELATED PARTIES TRANSACTIONS, (CONT'D)

	2015	2014
<i>Cochrane Telecom Services</i>		
Expenses		
Payroll	\$ 1,356,360	\$ 988,327
Rent	49,700	42,663
Management fees	140,400	64,800
Other	\$ 117,860	\$ 97,029

19. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

FAIR VALUE DISCLOSURE

The carrying values of accounts receivable, and accounts payable and accrued liabilities approximate their respective fair values because of the short maturity of these instruments. The carrying value of the customer deposits approximates fair value because the amounts are payable on demand.

FINANCIAL RISKS

The company understands the risks inherent in its business and defines them broadly as anything that could impact its ability to achieve its strategic objectives. The company's exposure to a variety of risks such as credit risk, interest rate risk, and liquidity risk as well as related mitigation strategies are discussed below. However, the risks described below are not exhaustive of all the risks nor will the mitigation strategies eliminate the company's exposure to all risks listed.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

19. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT, (CONT'D)

CREDIT RISK

Financial assets carry credit risk that a counter-party will fail to discharge an obligation which would result in a financial loss. Financial assets held by the company, such as accounts receivable, expose it to credit risk. The company earns its revenue from a broad base of customers located in the municipalities of Cochrane, Kapuskasing and Iroquois Falls. For the year ended December 31, 2015, two customers from the forestry industry account for revenue in excess of 10% of total revenue.

The carrying amount of accounts receivable is reduced through the use of an allowance for bad debts and the amount of the related impairment loss is recognized in the statement of comprehensive income. Subsequent recoveries of receivables previously provisioned are credited to the income statement. As at year-end, an allowance for impairment is recognized in the amount of \$594,221 (2014 - \$497,675).

The company's credit risk associated with accounts receivable is primarily related to payments from distribution customers. At December 31, 2015, approximately \$587,409 (2014 - \$561,821) is considered 60 days past due. The company has many customers, the majority of which are residential. Credit risk is managed through collection of security deposits from customers in accordance with directions provided by the OEB. As at December 31, 2015, the company holds security deposits in the amount of \$78,487 (2014 - \$36,792).

LIQUIDITY RISK

Liquidity risk is the risk that the company will not be able to meet its financial obligations as they come due. The company monitors its liquidity risk to ensure access to sufficient funds to meet operational and investing requirements. The company's objective is to ensure that sufficient liquidity is on hand to meet obligations as they fall due while minimizing interest exposure. The company has access to a line of credit and monitors cash balances to ensure that sufficient levels of liquidity are on hand to meet financial commitments as they come due.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

20. CAPITAL MANAGEMENT

The main objectives of the company, when managing capital, are:

- (a) To ensure ongoing access to funding to maintain and improve the electricity distribution system;
- (b) To respect the capital structure for regulated activities with debt to equity structure recommended by the OEB, which is 60% debt and 40% equity;
- (c) To ensure prudent management of its capital structure with regard for recoveries of financing charges permitted by the OEB on its regulated electricity business.

The company defines capital as shareholder's equity.

The OEB regulates the amount of interest on debt that may be recovered by the regulated electricity distribution business of the company through its electricity distribution rates. The actual capital structure of the company may differ from the OEB deemed structure.

The company has no external capital requirements.

21. FIRST TIME ADOPTION OF INTERNATIONAL FINANCIAL REPORTING STANDARDS

IFRS 1, *First Time Adoption of International Financial Reporting Standards*, requires that comparative financial information be provided. As a result, the first date at which the company has applied IFRS was January 1, 2014 (the "Transition Date"). IFRS 1 requires first-time adopters to retrospectively apply all effective IFRS standards as of the reporting date, which for the company will be December 31, 2015. However, it also provides for certain optional exemptions and certain mandatory exceptions for first-time IFRS adoption. Prior to transition to IFRS, the Company prepared its financial statement in accordance with Canadian generally accepted accounting principles ("pre-changeover Canadian GAAP").

The IFRS 1 applicable exemptions and exceptions applied in the conversion from pre-changeover Canadian GAAP to IFRS are as follows:

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

21. FIRST TIME ADOPTION OF INTERNATIONAL FINANCIAL REPORTING STANDARDS , (CONT'D)

Mandatory exceptions:

Derecognition of financial assets and liabilities

The company has applied the derecognition requirements in IAS 39 prospectively for transactions occurring on or after January 1, 2014. As a result any non-derivative financial assets or non-derivative financial liabilities derecognized in accordance with pre-changeover Canadian GAAP as a result of a transaction that occurred before January 1, 2014, have not been recognized in accordance with IFRS unless they qualify for recognition as a result of a later transaction or event.

Estimates

The estimates previously made by the company under pre-changeover Canadian GAAP were not revised for the application of IFRS, except where necessary to reflect any difference in accounting policy or where there was objective evidence that those estimates were in error. As a result, the company has not used hindsight to revise estimates.

Optional elections:

Borrowing costs

The company has elected to apply the transitional provisions of IAS 23, *Borrowing Costs* which permits prospective capitalization of borrowing costs on qualifying assets from the Transition Date.

Deemed cost for Operations subject to Rate Regulation

The company has elected the deemed cost exemption applicable to entities subject to rate regulation as described under IFRS 1. The election permits the company, at the date of transition to IFRS, to use the previous Canadian GAAP carrying amount of items of P&E and intangible assets as deemed cost (thereby eliminating any accumulated depreciation balances existing at the date of transition); hence there will be no impact on retaining earnings for opening balances of P&E and intangible assets at the date of transition. In accordance with the election, the company has tested these items of property and equipment at the date of transition to IFRS. No impairment losses were recognized.

Transfers of Assets from Customers

The company has elected to apply the IFRS 1 election to only apply IFRIC 18 prospectively from the date of transition to non-repayable supply contribution made by customers.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

21. FIRST TIME ADOPTION OF INTERNATIONAL FINANCIAL REPORTING STANDARDS , (CONT'D)

Reconciliations of pre-changeover Canadian GAAP equity and comprehensive income to IFRS

IFRS 1 requires an entity to reconcile cash flows, equity, and comprehensive income for prior periods as shown below.

In the statement of changes in cash flows, there is a reclassification from the movement in regulatory assets and regulatory liabilities to a movement in the regulatory deferral account balance. These are both shown as movements within investing activities and as such do not result in material adjustments to the net cash flow balance.

The explanations for the impact of the transition to IFRS on the specific accounts is described below. Reconciliation of equity and comprehensive income as previously reported under Canadian GAAP to IFRS are provided below. Other than the employee future benefits and the related deferred taxes, all other items have no impact on equity or comprehensive income as they are reclassifications within the relevant statements.

Reconciliation of the net income and net comprehensive income for the period ending December 31, 2014:

Net income, as reported under Canadian GAAP	\$ 259,916
Increase current service cost expense	(315)
Net income, as reported under IFRS	259,601
Remeasurement of defined benefit plan	(5,538)
Net comprehensive income	\$ 254,063

Reconciliation of retained earnings for the period beginning January 1, 2014:

Deficit, as reported under Canadian GAAP	\$ (1,279,858)
Recognition of previously deferred transition obligation	(9,725)
Recognition of previously unamortized actuarial losses	30,074
Deficit, as reported under IFRS	\$ (1,259,509)

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

21. FIRST TIME ADOPTION OF INTERNATIONAL FINANCIAL REPORTING STANDARDS , (CONT'D)

i) Regulatory assets and liabilities

Regulatory assets and liabilities that were recognized under pre-changeover Canadian GAAP have been reclassified to the regulatory deferral account balance as either a debit balance or a credit balance. The amount recorded as a regulatory asset and liabilities respectively, under pre-changeover Canadian GAAP was \$281,958. This transitional adjustment is a reclassification on the Statement of Financial Position and has no impact on the Statement of Equity or the Statement of Comprehensive Income.

ii) Contributions in Aid of Construction

Under IFRS Contributions in aid of construction are recognized as deferred revenue and are amortized as revenue on a straight-line basis over the useful life of the constructed or contributed asset. in the Statement of Comprehensive Income. The impact of this transitional adjustment related to Contributions in Aid of Construction is an increase in assets and an increase in liabilities on the Statement of Financial Position. On transition, no amount was reclassified as deferred revenue from property and equipment.

iii) Deferred taxes

The above changes had no impact on the deferred tax asset.

22. SUBSEQUENT EVENTS

Subsequent to the year end, the company entered in an agreement with its sole shareholder, The Corporation of the Town of Cochrane (Lender) to borrow \$546,000 in the form of a demand loan bearing interest at 2%.The loan is an interest only loan until July 2016, and unless and until demand for payment is made by the Lender, the interest is payable on the first day of each and every month.

23. COMPARATIVE AMOUNTS

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings except for the transition to IFRS as explained in note 21.

NORTHERN ONTARIO WIRES INC.

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2015 AND 2014

24. EXPENSES BY NATURE

	2015	2014
SCHEDULE OF OPERATING AND MAINTENANCE EXPENSES		
Wages and benefits	\$ 691,701	\$ 687,874
Materials and supplies	345,256	456,933
	<u>1,036,957</u>	<u>1,144,807</u>
SCHEDULE OF BILLING AND COLLECTION EXPENSES		
Wages and benefits	306,481	289,900
Billing costs	246,779	238,726
Bad debt expense	151,514	12,678
	<u>704,774</u>	<u>541,304</u>
SCHEDULE OF ADMINISTRATION EXPENSES		
Management fees	137,989	134,181
Insurance expense	34,418	34,787
Interest and late payment charges	24,785	24,392
Materials and supplies	159,215	126,587
Travel	12,420	27,090
Outside services	54,357	75,102
Wages and benefits	253,227	384,973
Regulatory interest charges	4,068	6,921
	<u>\$ 680,479</u>	<u>\$ 814,033</u>

NORTHERN ONTARIO WIRES INC							Northern Ontario Wires Inc.
December 31, 2013							Filed:26 August, 2016
STATEMENT OF INCOME AND EXPENSES							EB-2016-0096
RECONCILIATION OF TRIAL BALANCE ACCOUNTS TO AUDITED FINANCIAL STATEMENT							Exhibit 1
							Tab 8
							Schedule 1
							Attachments 4
							Page 1 of13
DESCRIPTION			Audited F/S	Trial Balance to 2.1.7			
				Account \$ included	Mat & Exp added	Total 2.1.7	2.1.7 account
SALES							
	Revenues	Distribution Revenues		361	-	3,651,799	4006
	Revenues	Distribution Revenues		-	-	-	4025
	Revenues	Distribution Revenues		- 11,721	-	6,669,792	4035
	Revenues	Distribution Revenues		- 605,244	-	605,244	4055
	Revenues	Distribution Revenues		- 213,321	-	423,112	4050
			- 11,349,948				
	Revenues	Distribution Revenues		- 653	-	699,776	4062
	Revenues	Distribution Revenues		- 5,367	-	870,088	4066
	Revenues	Distribution Revenues		- 1,931	-	347,683	4068
	Revenues	Distribution Revenues		- 5,178	-	158,416	4075
	Revenues	Distribution Revenues		- 4,545	-	37,545	4076
			- 2,113,508				
	Revenues	Distribution Revenues	- 3,628,397		-	3,628,397	4080
COST OF POWER							
	Revenues	Distribution Revenues		4,270,577		11,349,948	4705
			11,349,948				
	Revenues	Distribution Revenues		699,776		699,776	4708
	Revenues	Distribution Revenues		870,088		870,088	4714
	Revenues	Distribution Revenues		347,683		347,683	4716
	Revenues	Distribution Revenues		158,416		158,416	4750
	Revenues	Distribution Revenues		37,545		37,545	4751
TOTAL COST OF POWER	Revenues	Distribution Revenues	2,113,508				
DISTRIBUTION REVENUES			- 3,628,397				
OTHER REVENUE							
	Revenue	Other Revenue		- 6,000	-	94,610	4210
	Revenue	Other Revenue		- 4,480	-	4,480	4215
	Revenue	Other Revenue		- 37,220	-	91,285	4225
	Revenue	Other Revenue		- 111,160	-	140,634	4235
	Revenue	Other Revenue		3		3	4324
	Revenue	Other Revenue		- 20,805	-	20,805	4325
	Revenue	Other Revenue		- 1,261	-	1,261	4375
	Revenue	Other Revenue					
	Revenue	Other Revenue		- 10,257	-	10,257	4390
TOTAL OTHER REVENUE			- 366,789				
TOTAL INTEREST INCOME			42,503			42,503	4405
EXPENSES							
OPERATIONS AND MAINTENANCE							
					-	105,077	5005
				-	299	702	5012
				-	6,381	9,499	5016
	Expenses	Operation & Maintenance			4,183	48,754	5020
	Expenses	Operation & Maintenance		-	2,113	6,332	5030
	Expenses	Operation & Maintenance			888	888	5055
	Expenses	Operation & Maintenance		-	1,555	8,257	5065
	Expenses	Operation & Maintenance			94,887	216,516	5070
					-	176,100	5085
	Expenses	Operation & Maintenance			83	1,044	5105
	Expenses	Operation & Maintenance			18,734	21,039	5112
	Expenses	Operation & Maintenance			3,522	8,780	5114
	Expenses	Operation & Maintenance			1,260	30,864	5120
	Expenses	Operation & Maintenance			61,914	150,270	5125
	Expenses	Operation & Maintenance			31,850	73,920	5130
	Expenses	Operation & Maintenance			47,544	114,042	5135
	Expenses	Operation & Maintenance			2,627	4,164	5145
	Expenses	Operation & Maintenance			20,285	63,667	5150
	Expenses	Operation & Maintenance			7,990	39,411	5155
					11,261	25,112	5160
					930	930	5175
	Expenses	Operation & Maintenance		9,000		9,000	5017
	Expenses	Operation & Maintenance		11,178		11,178	5025

DESCRIPTION			Audited F/S	Trial Balance to 2.1.7			
				Account \$ included	Mat & Exp added	Total 2.1.7	2.1.7 account
	Expenses	Operation & Maintenance		7,765		7,765	5035
	Expenses	Operation & Maintenance		13,108		13,108	5095
TOTAL OPERATING AND MAINTENANCE			1,146,420	SM OMA			
BILLING & COLLECTING							
				-	10,397	83,446	5305
					139,894	197,062	5310
					67,766	216,048	5315
					251	117,231	5320
	Expenses	Billing and Collection		- 19	-	19	5325
	Expenses	Billing and Collection		4,236		4,236	5330
	Expenses	Billing and Collection		397,609		397,609	5335
	Expenses	Billing and Collection		3,840		3,840	5340
TOTAL BILLING & COLLECTING			1,022,914				
ADMINISTRATION							
	Expenses	Administration	37,507	37,507		37,507	5635
					14,252	35,149	6035
	Expenses	Administration		61,394		91,309	5620
	Expenses	Administration		62,318		62,318	5655
	Expenses	Administration		7,963		7,963	5660
	Expenses	Administration		11,658		11,658	5665
	Expenses	Administration		3,605		3,605	5680
	Expenses			492,497		492,497	5695
					134,400	254,713	5630
					8,788	155,042	5605
	Expenses	Administration			20,426	127,056	5610
	Expenses	Administration			24,049	129,993	5615
TOTAL ADMINISTRATION			1,422,397				
AMORTIZATION							
AMORT.-PROPERTY, PLANT, EQUIPMENT			655,388	655,388		655,388	5705
INTEREST - LONG TERM DEBT							
TOTAL INTEREST LONG TERM DEBT			163,526	163,526		163,526	6005
PAYMENT IN LIEU OF TAXES							
TAXES - CORPORATE PILS CURRENT	Payment in lieu of taxes	Current	- 35,319	- 35,319	-	35,319	6110
TAXES - CORPORATE PILS FUTURE	Payment in lieu of taxes	Future (recovery)	327,678	327,678		327,678	6115
			see Admin above			11,695	6205
						- 13,463,456	
						- 3,628,397	
						13,463,456	
						- 331,009	
						- 32,320	
						42,503	
						1,146,420	
						1,019,453	
						1,373,661	
						198,674	
						BELOW	
						-	
						655,388	
						11,695	
						292,359	
						748,427	
						0	

NORTHERN ONTARIO WIRES INC							
December 31, 2013							
BALANCE SHEET							
RECONCILIATION OF TRIAL BALANCE ACCOUNTS TO AUDITED FINANCIAL STATEMENT							
					Trial Balance to 2.1.7		
DESCRIPTION	B/S Section	B/S Line Grouping	Audited F/S		Account \$ included	Total 2.1.7	2.1.7 account
TOTAL BANK			- 200,131	C	- 200,131	- 200,131	1005/2225
	Current Asset	Accounts Receivable			-	2,121,112	1100
	Current Asset	Accounts Receivable			- 508,636	- 508,636	1130
	Current Liability	AP and Accrued Liab	see below		- 37,020	- 37,020	1102
					-	3,493	1104
	Current Asset	Accounts Receivable			170	170	1105
TOTAL RECEIVABLES			1,697,804	C		- 143,852	1110
UNBILLED REVENUE							
TOTAL UNBILLED REVENUE			1,856,648	C	1,856,648	1,856,648	1120
PREPAID EXPENSES							
TOTAL PREPAID EXPENSES			125,032	C	125,032	125,032	1180
INVENTORY							
TOTAL INVENTORY			413,540	C	413,540	413,540	1330
OTHER REGULATORY CHARGES							
	Asset	Other Reg Assets			953	41,000	1508
	Asset	Other Reg Assets			- 244	- 12,098	1518
	Asset	Other Reg Assets			795	4,768	1521
	Asset	Other Reg Assets			- 460	- 460	1525
	Asset	Other Reg Assets			- 48	- 2,148	1532
	Asset	Other Reg Assets	C		107	3,592	1548
	Asset	Other Reg Assets	C		1,424	112,477	1555
	Asset	Other Reg Assets			- 2,459	- 2,459	1568
	Asset	Other Reg Assets			- 237,369	- 242,318	1580
	Asset	Other Reg Assets			- 135,751	- 137,511	1584
	Asset	Other Reg Assets			- 60,961	- 63,052	1586
	Asset	Other Reg Assets			5,277	185,594	1588
	Asset	Other Reg Assets			1,171	71,570	1550
	Asset	Other Reg Assets			48	4,999	1551
	Asset	Other Reg Assets			- 1,441	- 245,884	1595
	Asset	Other Reg Assets			15,598		
	Asset	Other Reg Assets			- 15,628	- 29	1592
TOTAL OTHER REGULATORY ASSETS			- 281,958	C		- 281,958	
FIXED ASSETS							
FIXED ASSETS - COST							
	Asset	Property & Equipment			85,371	87,700	1805
	Asset	Property & Equipment			296,479	519,360	1808
	Asset	Property & Equipment			212,949	558,947	1820
	Asset	Property & Equipment			12,168	2,998,023	
	Asset	Property & Equipment			277,906	1,848,277	1835
	Asset	Property & Equipment			59,966	112,571	1840
	Asset	Property & Equipment			3,307	3,690	1845
	Asset	Property & Equipment			340,783	836,970	1850
	Asset	Property & Equipment			52,015	336,604	1855
	Asset	Property & Equipment			886,212	917,489	1860
	Asset	Property & Equipment			4,692	4,692	1910
	Asset	Property & Equipment			6,659	17,607	1915
	Asset	Property & Equipment			501,882	593,392	1920
	Asset	Property & Equipment			30,616	189,454	1925
	Asset	Property & Equipment			2,502	1,729,391	1930
	Asset	Property & Equipment			1,501	2,180	1935
	Asset	Property & Equipment			4,846	204,882	1940
	Asset	Property & Equipment			686	4,638	1955
	Asset	Property & Equipment			6,603	6,603	1960
	Asset	Property & Equipment			44,797	44,797	2055
TOTAL FIXED ASSETS - COST			11,017,265				
ACCUMULATED AMORTIZATION							
	Asset	Property & Equipment			- 964	- 4,808,389	2105
TOTAL ACCUMULATED AMORTIZATION			- 4,808,389				
NET FIXED ASSETS			6,208,876	C			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES							
DUE TO RELATED PARTIES			15,229	C		15,229	1200

NORTHERN ONTARIO WIRES INC							
December 31, 2013							
BALANCE SHEET							
RECONCILIATION OF TRIAL BALANCE ACCOUNTS TO AUDITED FINANCIAL STATEMENT							
					Trial Balance to 2.1.7		
DESCRIPTION	B/S Section	B/S Line Grouping	Audited F/S		Account \$ included	Total 2.1.7	2.1.7 account
	Current Liabilities	AP and Accrued Liab			- 61,204	- 2,044,928	2205
	Current Liabilities	AP and Accrued Liab	see above		9,266	- 1,938	2220
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES			- 2,401,636	C		- 2,223	2290
POST RETIREMENT LIABILITY	Liability	Post Retirement Benefits Payable	- 75,880	C	- 75,880	- 75,880	2306
CUSTOMER DEPOSITS							
TOTAL CUSTOMER DEPOSITS			- 42,418	C	47,592	47,592	2335
LONG TERM DEBT							
CURRENT PORTION	Current Liabilities	Current portion LTD	- 237,667	C	- 237,667	- 237,667	2260
LONG TERM PORTION	Liabilities	Long Term Debt	- 4,339,444	C	- 4,339,444	- 4,339,444	2520
			- 4,577,111				
Payment in lieu of taxes							
CAPITAL TAX PAYABLE	Current Assets	Payment in lieu of taxes	65,109	C	65,109	65,109	2294
		Future Payment in lieu of taxes					
FEDERAL TAXES PAYABLE	Assets		23,632	C	23,632	23,632	2350
SHAREHOLDERS' EQUITY							
COMMON SHARES ISSUED	Shareholder's Equity	Capital Stock	- 4,106,593	C	- 4,106,593	- 4,106,593	3005
					-	531,430	3045&3049&3046
			- 748,427				
			0				

NORTHERN ONTARIO WIRES INC							
December 31, 2014							
STATEMENT OF INCOME AND EXPENSES							
RECONCILIATION OF TRIAL BALANCE ACCOUNTS TO AUDITED FINANCIAL STATEMENT							
DESCRIPTION			Audited F/S	Trial Balance to 2.1.7			
				Account \$ included	Mat & Exp added	Total 2.1.7	2.1.7 account
SALES							
	Revenues	Distribution Revenues		310	-	4,130,595	4006
	Revenues	Distribution Revenues	-	529	-	529	4025
	Revenues	Distribution Revenues	-	12,507	-	6,764,710	4035
	Revenues	Distribution Revenues	-	838,887	-	838,887	4055
	Revenues	Distribution Revenues		42,947		136,738	4050
			-	11,597,983			
	Revenues	Distribution Revenues		5,404	-	719,487	4062
	Revenues	Distribution Revenues		15,321	-	661,893	4066
	Revenues	Distribution Revenues		5,261	-	283,247	4068
	Revenues	Distribution Revenues		2,978	-	131,240	4075
	Revenues	Distribution Revenues	-	30	-	56,629	4076
			-	1,852,496			
	Revenues	Distribution Revenues	-	2,973,986		2,973,986	4080
COST OF POWER							
	Revenues	Distribution Revenues		8,175,990		8,175,990	4705
	Revenues	Distribution Revenues		3,421,993		3,421,993	4707
				11,597,983			
	Revenues	Distribution Revenues		719,487		719,487	4708
	Revenues	Distribution Revenues		661,893		661,893	4714
	Revenues	Distribution Revenues		283,247		283,247	4716
	Revenues	Distribution Revenues		131,240		131,240	4750
	Revenues	Distribution Revenues		56,629		56,629	4751
TOTAL COST OF POWER	Revenues	Distribution Revenues	1,852,496				
DISTRIBUTION REVENUES			-	2,973,986			
OTHER REVENUE							
				7,226		0	4082
	Revenue	Other Revenue	-	2,000	-	90,639	4210
	Revenue	Other Revenue	-	1,536	-	1,536	4215
	Revenue	Other Revenue	-	51,510	-	75,041	4225
	Revenue	Other Revenue	-	124,553	-	156,104	4235
	Revenue	Other Revenue	-	6	-	6	4324
	Revenue	Other Revenue	-	17,747	-	17,747	4325
	Revenue	Other Revenue	-	2,000	-	2,000	4355
	Revenue	Other Revenue	-	842	-	842	4375
	Revenue	Other Revenue	-	266	-	266	4390
TOTAL OTHER REVENUE			-	351,653			
TOTAL INTEREST INCOME			-	12,505			
EXPENSES							
OPERATIONS AND MAINTENANCE							
					-	82,002	5005
				-	200	1,041	5012
				-	3,056	3,970	5016
	Expenses	Operation & Maintenance		2,619		40,772	5020
	Expenses	Operation & Maintenance	-	1,117		5,012	5030
	Expenses	Operation & Maintenance	-	16		268	5040
				32		113	5050
	Expenses	Operation & Maintenance		74		523	5055
	Expenses	Operation & Maintenance	-	3,430		16,739	5065
	Expenses	Operation & Maintenance				158,662	5070
					-	246,800	5085
	Expenses	Operation & Maintenance		4,799		7,725	5105
	Expenses	Operation & Maintenance		31		527	5110
	Expenses	Operation & Maintenance		1,034		3,315	5112
	Expenses	Operation & Maintenance		8,676		12,174	5114
	Expenses	Operation & Maintenance		5,274		16,921	5120
	Expenses	Operation & Maintenance		47,556		108,710	5125
	Expenses	Operation & Maintenance		32,668		74,176	5130
	Expenses	Operation & Maintenance		34,058		74,385	5135
	Expenses	Operation & Maintenance		5,929		11,466	5145
	Expenses	Operation & Maintenance		21,476		70,009	5150
	Expenses	Operation & Maintenance		8,029		32,575	5155
					3,923	11,670	5160
					900	900	5175
			687,875				
	Expenses	Operation & Maintenance		1,479		1,479	5015
	Expenses	Operation & Maintenance		9,000		9,000	5017

DESCRIPTION			Audited F/S	Trial Balance to 2.1.7			
				Account \$ included	Mat & Exp added	Total 2.1.7	2.1.7 account
	Expenses	Operation & Maintenance		839		839	5025
	Expenses	Operation & Maintenance		20,414		20,414	5035
	Expenses	Operation & Maintenance		115,505		115,505	5075
	Expenses	Operation & Maintenance		13,106		13,106	5095
	Expenses	Operation & Maintenance		4,009		4,009	5096
TOTAL OPERATIONS MATERIALS & EXP			456,933				
TOTAL OPERATING AND MAINTENANCE			1,144,807	SM OMA			
BILLING & COLLECTING							
				-	12,142	80,238	5305
					122,976	167,530	5310
					-	109,136	5320
			289,900				
	Expenses	Billing and Collection		3,381		3,381	5330
	Expenses	Billing and Collection		12,678		12,678	5335
	Expenses	Billing and Collection		3,257		3,257	5340
TOTAL BILLING & COLLECTING			541,304				
ADMINISTRATION							
	Expenses	Administration	34,787	34,787		34,787	5635
					6,921	31,313	6035
	Expenses	Administration		57,151		78,607	5620
	Expenses	Administration		17,394		17,394	5655
	Expenses	Administration		3,053		3,053	5660
	Expenses	Administration		778		10,974	5665
	Expenses	Administration		3,653		3,653	5680
					134,181	215,816	5630
					6,300	199,858	5605
	Expenses	Administration			17,429	119,827	5610
	Expenses	Administration			3,362	92,063	5615
TOTAL ADMINISTRATION			813,718				
AMORTIZATION							
AMORT.-PROPERTY, PLANT, EQUIPMENT			357,653	357,653		357,653	5705
INTEREST - LONG TERM DEBT							
TOTAL INTEREST LONG TERM DEBT			173,211	173,211		173,211	6005
PAYMENT IN LIEU OF TAXES							
TAXES - CORPORATE PILS CURRENT	Payment in lieu of taxes	Current	41,560	41,560		41,560	6110
TAXES - CORPORATE PILS FUTURE	Payment in lieu of taxes	Future (recovery)	5,975	5,975		5,975	6115
		see Admin above				4,550	6205
						- 13,450,479	
						- 2,973,986	
						13,450,479	
						- 323,320	
						- 20,861	
						- 12,505	
						1,144,807	
						533,832	
						776,032	
						204,524	
						BELOW	
						-	
						357,653	
						49,358	
						4,550	
						- 259,916	

NORTHERN ONTARIO WIRES INC							
December 31, 2014							
BALANCE SHEET							
RECONCILIATION OF TRIAL BALANCE ACCOUNTS TO AUDITED FINANCIAL STATEMENT							
					Trial Balance to 2.1.7		
DESCRIPTION	B/S Section	B/S Line Grouping	Audited F/S		Account \$ included	Total 2.1.7	2.1.7 account
TOTAL BANK			- 703,782	C	- 703,782	- 703,782	1005/2225
	Current Asset	Accounts Receivable			-	2,233,493	1100
	Current Asset	Accounts Receivable			- 497,675	- 497,675	1130
	Current Liability	AP and Accrued Liab	see below		- 38,968	- 38,968	1102
					-	21,474	1104
	Current Asset	Accounts Receivable			170	170	1105
TOTAL RECEIVABLES			2,120,373	C		23,762	1110
UNBILLED REVENUE							
TOTAL UNBILLED REVENUE			1,681,412	C	1,681,412	1,681,412	1120
PREPAID EXPENSES							
TOTAL PREPAID EXPENSES			99,121	C	99,121	99,121	1180
INVENTORY							
TOTAL INVENTORY			445,997	C	445,997	445,997	1330
OTHER REGULATORY CHARGES							
	Asset	Other Reg Assets			1,603	46,149	1508
	Asset	Other Reg Assets			- 412	- 10,764	1518
	Asset	Other Reg Assets			854	4,828	1521
	Asset	Other Reg Assets			- 460	- 460	1525
	Asset	Other Reg Assets			- 78	- 2,178	1532
	Asset	Other Reg Assets	C		169	5,247	1548
	Asset	Other Reg Assets	C		2,162	27,253	1555
	Asset	Other Reg Assets			- 2,090	- 2,090	1568
	Asset	Other Reg Assets			- 243,541	- 251,034	1580
	Asset	Other Reg Assets			32,245	28,900	1584
	Asset	Other Reg Assets			1,498	1,352	1586
	Asset	Other Reg Assets			280,721	285,514	1588
	Asset	Other Reg Assets			7,259	207,806	1589
	Asset	Other Reg Assets			2,405	123,493	1550
	Asset	Other Reg Assets			137	5,192	1551
	Asset	Other Reg Assets			- 1,441	- 46,710	1595
TOTAL OTHER REGULATORY ASSETS			419,796	C		419,796	
FIXED ASSETS							
FIXED ASSETS - COST							
	Asset	Property & Equipment			85,371	87,700	1805
	Asset	Property & Equipment			296,479	529,588	1808
	Asset	Property & Equipment			212,949	558,947	1820
	Asset	Property & Equipment			12,168	3,154,049	1830
	Asset	Property & Equipment			351,554	1,962,159	1835
	Asset	Property & Equipment			59,966	112,571	1840
	Asset	Property & Equipment			3,307	3,690	1845
	Asset	Property & Equipment			365,094	872,827	1850
	Asset	Property & Equipment			73,945	377,981	1855
	Asset	Property & Equipment			894,421	925,699	1860
	Asset	Property & Equipment			4,692	4,692	1910
	Asset	Property & Equipment			6,659	17,607	1915
	Asset	Property & Equipment			501,882	595,191	1920
	Asset	Property & Equipment			30,616	189,454	1925
	Asset	Property & Equipment			2,502	1,877,445	1930
	Asset	Property & Equipment			1,501	2,180	1935
	Asset	Property & Equipment			4,846	209,889	1940
	Asset	Property & Equipment			686	4,638	1955
	Asset	Property & Equipment			6,603	6,603	1960
	Asset	Property & Equipment			43,577	132,290	2055
TOTAL FIXED ASSETS - COST			11,625,199				
ACCUMULATED AMORTIZATION							
TOTAL ACCUMULATED AMORTIZATION			- 5,301,225			- 5,301,225	2105
NET FIXED ASSETS			6,323,974	C			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES							
DUE TO RELATED PARTIES			- 32,127	C	- 32,127	32,127	1200/2240

NORTHERN ONTARIO WIRES INC							
December 31, 2014							
BALANCE SHEET							
RECONCILIATION OF TRIAL BALANCE ACCOUNTS TO AUDITED FINANCIAL STATEMENT							
					Trial Balance to 2.1.7		
DESCRIPTION	B/S Section	B/S Line Grouping	Audited F/S		Account \$ included	Total 2.1.7	2.1.7 account
	Current Liabilities	AP and Accrued Liab			- 33,969	- 2,232,935	2205
	Current Liabilities	AP and Accrued Liab	see above		12,805	- 10,436	2220
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES			- 2,622,559	C		- 1,071	2290
		Post Retirement Benefits Payable					
POST RETIREMENT LIABILITY	Liability		- 81,487	C	- 81,487	- 81,487	2306
CUSTOMER DEPOSITS							
TOTAL CUSTOMER DEPOSITS			- 36,792	C	- 36,791	- 36,791	2335
LONG TERM DEBT							
CURRENT PORTION	Current Liabilities	Current portion LTD	- 296,631	C	- 296,631	- 296,631	2260
LONG TERM PORTION	Liabilities	Long Term Debt	- 4,271,849	C	- 4,271,849	- 4,271,849	2520
			- 4,568,480				
Payment in lieu of taxes							
CAPITAL TAX PAYABLE	Current Assets	Payment in lieu of taxes	23,549	C	23,549	23,549	2294
FEDERAL TAXES PAYABLE	Assets	Future Payment in lieu of taxes	17,657	C	17,657	17,657	2350
SHAREHOLDERS' EQUITY							
COMMON SHARES ISSUED	Shareholder's Equity	Capital Stock	- 4,106,593	C	- 4,106,593	- 4,106,593	3005
			1,279,858		-	1,279,858	3045&3049&3046
			259,916				

NORTHERN ONTARIO WIRES INC							
December 31, 2015							
STATEMENT OF INCOME AND EXPENSES							
RECONCILIATION OF TRIAL BALANCE ACCOUNTS TO AUDITED FINANCIAL STATEMENT							
DESCRIPTION	IFRS		Audited F/S	Trial Balance to 2.1.7 - IFRS			
				Account \$ included	Mat & Exp added	Total 2.1.7	2.1.7 account
SALES							
	Revenues	Distribution Revenues		-	-	4,073,579	4006
	Revenues	Distribution Revenues		- 260	-	260	4025
	Revenues	Distribution Revenues		- 14,233	-	8,100,783	4035
	Revenues	Distribution Revenues		- 441,252	-	441,252	4055
	Revenues	Distribution Revenues		- 221,358	-	124,340	4050
			- 12,740,214				
	Revenues	Distribution Revenues		7,791	-	471,110	4062
	Revenues	Distribution Revenues		16,172	-	706,586	4066
	Revenues	Distribution Revenues		7,833	-	298,319	4068
	Revenues	Distribution Revenues		1,247	-	150,213	4075
	Revenues	Distribution Revenues		30	-	56,521	4076
			- 1,682,749				
TOTAL ENERGY SALES	Revenues	Distribution Revenues	- 2,799,779		-	2,799,779	4080
COST OF POWER							
	Revenues	Distribution Revenues		7,405,292		7,405,292	4705
	Revenues	Distribution Revenues		5,334,922		5,334,922	4707
			12,740,214				
	Revenues	Distribution Revenues		471,110		471,110	4708
	Revenues	Distribution Revenues		706,586		706,586	4714
	Revenues	Distribution Revenues		298,319		298,319	4716
	Revenues	Distribution Revenues		150,213		150,213	4750
	Revenues	Distribution Revenues		56,521		56,521	4751
TOTAL COST OF POWER	Revenues	Distribution Revenues	1,682,749				
DISTRIBUTION REVENUES							
			- 2,799,779				
OTHER REVENUE							
				6,970		0	4082
	Revenue	Other Revenue	- 170	-	-	88,868	4210
	Revenue	Other Revenue		457		457	4215
	Revenue	Other Revenue	- 59,501	-	-	88,131	4225
	Revenue	Other Revenue	- 133,786	-	-	163,212	4235
	Revenue	Other Revenue	- 1,408	-	-	1,408	4245
	Revenue	Other Revenue		3		3	4324
	Revenue	Other Revenue	- 38,002	-	-	38,002	4325
	Revenue	Other Revenue		2,709		2,709	4360
	Revenue	Other Revenue	- 842	-	-	6,488	4375
	Revenue	Other Revenue	- 171	-	-	171	4390
TOTAL OTHER REVENUE			- 393,006				
TOTAL INTEREST INCOME							
			- 7,656		-	7,656	4405
EXPENSES							
OPERATIONS AND MAINTENANCE							
					160	103,211	5005
				-	115	2,200	5012
				-	75	1,490	5016
	Expenses	Operation & Maintenance			2,040	38,980	5020
	Expenses	Operation & Maintenance	-		188	1,110	5030
					76	267	5050
	Expenses	Operation & Maintenance			379	1,655	5055
	Expenses	Operation & Maintenance	-		3,217	14,790	5065
	Expenses	Operation & Maintenance	802			127,530	5070
	Expenses	Operation & Maintenance			42,767	42,767	5075
					-	220,793	5085
	Expenses	Operation & Maintenance			5,199	9,914	5105
	Expenses	Operation & Maintenance			49	67	5110
	Expenses	Operation & Maintenance			1,491	3,596	5112
	Expenses	Operation & Maintenance			5,548	7,808	5114
	Expenses	Operation & Maintenance			7,106	26,970	5120
	Expenses	Operation & Maintenance			58,387	143,751	5125
	Expenses	Operation & Maintenance			52,583	105,867	5130
	Expenses	Operation & Maintenance			36,306	81,752	5135
	Expenses	Operation & Maintenance			8,614	12,084	5145
	Expenses	Operation & Maintenance			9,082	32,501	5150

DESCRIPTION	IFRS		Audited F/S	Trial Balance to 2.1.7 - IFRS			
				Account \$ included	Mat & Exp added	Total 2.1.7	2.1.7 account
	Expenses	Operation & Maintenance			3,871	9,082	5155
					4,078	11,376	5160
					515	574	5175
	Expenses	Operation & Maintenance		9,581		9,581	5017
	Expenses	Operation & Maintenance		1,171		1,171	5025
	Expenses	Operation & Maintenance		10,575		10,575	5035
	Expenses	Operation & Maintenance		13,106		13,106	5095
	Expenses	Operation & Maintenance		635		635	5096
TOTAL OPERATING AND MAINTENANCE			1,036,957	SM OMA			
BILLING & COLLECTING							
				-	10,884	83,897	5305
					138,967	178,102	5310
					61,016	163,828	5315
					410	114,155	5320
	Expenses	Billing and Collection		25		25	5325
	Expenses	Billing and Collection		3,945		3,945	5330
	Expenses	Billing and Collection		151,514		151,514	5335
	Expenses	Billing and Collection		2,123		2,123	5340
TOTAL BILLING & COLLECTING			704,774				
ADMINISTRATION							
	Expenses	Administration	34,418	34,418		34,418	5635
	Expenses	Administration		15,223	4,068	19,806	6035
	Expenses	Administration		66,109		102,652	5620
	Expenses	Administration		25,217		25,217	5655
	Expenses	Administration		9,087		9,087	5660
	Expenses	Administration		3,221		9,734	5665
	Expenses	Administration		4,146		4,146	5680
					137,989	193,377	5630
					2,894	34,192	5605
	Expenses	Administration			9,037	126,350	5610
	Expenses	Administration			490	104,932	5615
	Expenses	Administration		8,374		9,220	5645
TOTAL ADMINISTRATION			680,479				
AMORTIZATION							
AMORT.-PROPERTY, PLANT, EQUIPMENT			366,475	368,228		368,228	5705
LOSS ON RETIREMENT OF ASSET		Expense	Loss on Disposal	2,709	see above	see above	
INTEREST - LONG TERM DEBT							
TOTAL INTEREST LONG TERM DEBT			165,563	165,563		165,563	6005
PAYMENT IN LIEU OF TAXES							
	Expenses	Admin	see above	-		1,948	6105
TAXES - CORPORATE PILS CURRENT			Payment in lieu of taxes Current	43,780	43,780	43,780	6110
TAXES - CORPORATE PILS FUTURE			Payment in lieu of taxes Future (recovery)	- 3,079	- 3,079	- 3,079	6115
			see Admin above			5,400	6205
						- 14,422,963	
						- 2,799,779	
						14,422,963	
						- 341,163	
						- 41,949	
						- 7,656	
						1,035,204	
						697,589	
						653,325	
						185,369	
						BELOW	
						-	
						368,228	

DESCRIPTION	IFRS		Audited F/S	Trial Balance to 2.1.7 - IFRS			
				Account \$ included	Mat & Exp added	Total 2.1.7	2.1.7 account
						42,649	
						5,400	
						- 202,784	
						- 202,784	
						- 0	

NORTHERN ONTARIO WIRES INC							
December 31, 2015							
BALANCE SHEET							
RECONCILIATION OF TRIAL BALANCE ACCOUNTS TO AUDITED FINANCIAL STATEMENT							
IFRS							
					Trial Balance to 2.1.7 - IFRS		
DESCRIPTION	B/S Section	B/S Line Grouping	Audited F/S		Account \$ included	Total 2.1.7	2.1.7 account
TOTAL BANK			- 736,771	C	- 736,771	- 736,771	1005/2225
	Current Asset	Accounts Receivable			-	2,032,728	1100
	Current Asset	Accounts Receivable			- 594,221	- 594,221	1130
	Current Liability	AP and Accrued Liab	see below		- 29,460	- 29,460	1102
					-	72,670	1104
	Current Asset	Accounts Receivable			170	170	1105
TOTAL RECEIVABLES			1,657,482	C		94,355	1110
UNBILLED REVENUE							
TOTAL UNBILLED REVENUE			1,748,217	C	1,748,217	1,748,217	1120
PREPAID EXPENSES							
TOTAL PREPAID EXPENSES			126,217	C	126,217	126,217	1180
INVENTORY							
TOTAL INVENTORY			255,159	C	255,159	255,159	1330
DEFERRED ORGANIZATIONAL COSTS							
	Asset	Other Reg Assets			2,134	46,680	1508
	Asset	Other Reg Assets			- 525	- 9,275	1518
	Asset	Other Reg Assets			901	4,873	1521
	Asset	Other Reg Assets			- 460	- 460	1525
	Asset	Other Reg Assets			- 103	- 2,203	1532
	Asset	Other Reg Assets	C		238	6,900	1548
	Asset	Other Reg Assets	C		2,461	27,546	1555
	Asset	Other Reg Assets			- 2,091	- 2,091	1568
	Asset	Other Reg Assets			32,151	243,191	1580
	Asset	Other Reg Assets			303,647	304,467	1584
	Asset	Other Reg Assets			128,137	128,307	1586
	Asset	Other Reg Assets			- 38,928	- 36,353	1588
	Asset	Other Reg Assets			3,648	102,195	1589
	Asset	Other Reg Assets			2,015	98,094	1550
	Asset	Other Reg Assets			94	381	1551
	Asset	Other Reg Assets			-	- 127,276	1595
TOTAL OTHER REGULATORY ASSETS DEBIT			432,539	C			
TOTAL OTHER REGULATORY ASSETS			298,593			298,593	
FIXED ASSETS							
FIXED ASSETS - COST							
	Asset	Property & Equipment			85,371	87,700	1805
	Asset	Property & Equipment			271,772	462,385	1808
	Asset	Property & Equipment			94,129	221,248	1820
	Asset	Property & Equipment			9,232	2,033,839	1830
	Asset	Property & Equipment			2,431	1,136,527	1835
	Asset	Property & Equipment			2,519	9,548	1840
	Asset	Property & Equipment			1,941	2,110	1845
	Asset	Property & Equipment			18,176	562,955	1850
	Asset	Property & Equipment			11,655	237,442	1855
	Asset	Property & Equipment			667,551	688,456	1860
	Asset	Property & Equipment			469	469	1910
	Asset	Property & Equipment			418	682	1915
	Asset	Property & Equipment			348,364	358,389	1920
	Asset	Property & Equipment			4,490	52,657	1611
	Asset	Property & Equipment			-	1,275,650	1930
	Asset	Property & Equipment			536	876	1935
	Asset	Property & Equipment			2,747	78,377	1940
	Asset	Property & Equipment			-	1,186	1955
	Asset	Property & Equipment			127,849	496,153	2055
TOTAL FIXED ASSETS - COST			7,706,649				
ACCUMULATED AMORTIZATION							
TOTAL ACCUMULATED AMORTIZATION			- 1,213,523			- 1,213,523	2105
NET FIXED ASSETS			6,493,126	C			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES							
DUE TO RELATED PARTIES			- 85,341	C	- 85,341	85,341	1200/2240

NORTHERN ONTARIO WIRES INC							
December 31, 2015							
BALANCE SHEET							
RECONCILIATION OF TRIAL BALANCE ACCOUNTS TO AUDITED FINANCIAL STATEMENT							
IFRS							
					Trial Balance to 2.1.7 - IFRS		
DESCRIPTION	B/S Section	B/S Line Grouping	Audited F/S		Account \$ included	Total 2.1.7	2.1.7 account
	Current Liabilities	AP and Accrued Liab			- 35,819	- 1,823,048	2205
	Current Liabilities	AP and Accrued Liab			- 8,374	- 2,527	2220
	Current Liabilities	AP and Accrued Liab			- 647	- 647	2250
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES			- 1,922,496	C		- 15,033	2290
POST RETIREMENT LIABILITY	Liability	Post Retirement Benefits Payable	- 58,425	C	- 58,425	- 58,425	2306
CUSTOMER DEPOSITS							
TOTAL CUSTOMER DEPOSITS			- 78,487	C	- 78,487	- 78,487	2335
CONTRIBUTIONS IN AID OF CONSTRUCTION							
TOTAL CONTRIBUTIONS IN AID OF CONSTRUCTION			- 122,003	C	- 122,003	- 122,003	2440
LONG TERM DEBT							
CURRENT PORTION	Current Liabilities	Current portion LTD	- 307,778	C	- 307,778	- 307,778	2260
LONG TERM PORTION	Liabilities	Long Term Debt	- 3,964,066	C	- 3,964,066	- 3,964,066	2520
			- 4,271,844				
Payment in lieu of taxes							
CAPITAL TAX PAYABLE	Current Assets	Payment in lieu of taxes	- 20,231	C	- 20,231	- 20,231	2294
FEDERAL TAXES PAYABLE	Assets	Future Payment in lieu of taxes	20,736	C	20,736	20,736	2350
REGULATORY DEFERRAL LIABILITIES	LIABILITIES	REGULATORY DEFERRAL	- 133,945	C	above	above	
SHAREHOLDERS' EQUITY							
COMMON SHARES ISSUED	Shareholder's Equity	Capital Stock	- 4,106,593	C	- 4,106,593	- 4,106,593	3005
	Shareholder's Equity	Opening Accumulated Deficit		C	999,906		3045
	Shareholder's Equity	Opening Accumulated Deficit			5,538		3090
					-	1,005,444	3045&3049&3046
			202,784				
			- 0				



STATEMENT OF ACCOUNTING STANDARDS USED

Northern Ontario Wires Inc. files this 2017 application on the basis of International Financial Reporting Standards (IFRS).

NOW Inc. external financial statements were prepared under IFRS in 2015 with comparative information for 2014. Prior to 2014 financial statements were prepared in accordance with Canadian Generally Accepted Accounting Principles (CGAAP). It should be noted that RRR filings have been prepared using CGAAP for 2015 as required by the Board.

Although NOW Inc. used CGAAP up to December 31, 2014, adjustments were made in order to comply with a letter from the Board dated July 17, 2012 entitled "Regulatory Accounting Policy Direction Regarding Changes to Depreciation Expense and Capitalization Policies in 2012 and 2013." The letter to all distributors who deferred adoption of IFRS to apply certain accounting policy changes effective January 1, 2013 for regulatory purposes. Depreciation and Capitalization Policies were reviewed and adjusted as necessary to be consistent with International Accounting Standard (IAS) 16, "Property, Plant, and Equipment."

Any changes as a result of this policy were to be recorded in variance account 1576. As NOW Inc. was preparing the 2013 Cost of Service Application when the letter was provided, the Application was updated to reflect IAS 16.

The result is that there is no difference in depreciation expense included in the 2013 revenue requirement and hence no entry required to variance account 1576. The capitalization practices were compared with IAS 16 and NOW Inc. was already compliant and as a result, there is no change in overhead capitalization.



1 **SUMMARY OF CHANGES IN ACCOUNTING POLICIES**

2 **Accounting Standard Applied**

3 Beginning January 1 2015, NOW Inc. has used IFRS as its accounting standard. NOW
4 Inc. notes, however that the conversion to IFRS did not result in any material changes
5 that need to be reconciled from a regulatory perspective. NOW Inc. had already adjusted
6 useful lives based on the Kinectrics report and reflected the change in the last Cost of
7 Service Application. As such there is no difference in capital additions, depreciation
8 rates, and capitalization policy subsequent to the last COS application. As per OEB
9 Filing Requirements 2.4.4 "For applicants that have made any depreciation expense
10 policy or asset service life changes since its last rebasing application, the following is
11 required... Appendix 2-BB". NOW Inc. confirms that no depreciation policy or asset
12 service life changes have been made since the last rebasing application.

13
14
15



**IDENTIFICATION OF MATERIAL CHANGES IN
ADOPTION OF MIFRS**

1
2
3
4
5

There are no material changes in associated with the adoption of MIFRS.



Northern Ontario Wires Inc.
Filed: 26 August, 2016
EB-2016-0096
Exhibit 1
Tab 9

Exhibit 1: Administrative Documents

Tab 9 (1 of 9): Productivity



OVERVIEW OF PRODUCTIVITY INITIATIVES

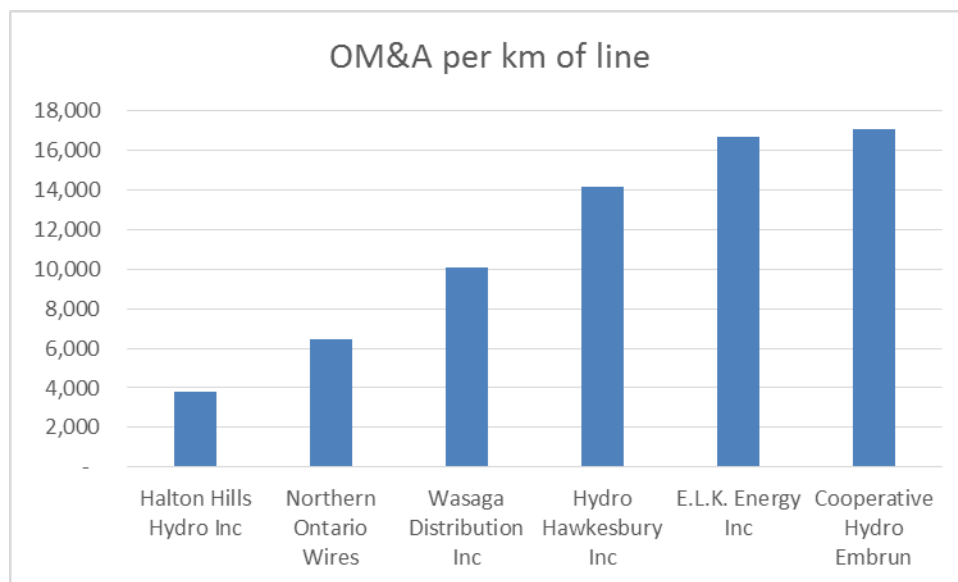
NOW Inc.'s strategy is to continue to improve its operations, with employee safety and reliability being of foremost importance. The current plan continues to focus on productivity improvements and cost containment by further leveraging current resources and other technology. NOW Inc. will continue to invest capital to accommodate future growth and maintain reliability of existing plant.

Corporate Productivity

NOW Inc. is currently one of the most efficient utilities in the province (PEG Cohort Group 1, with a 0.0 Stretch factor assigned), a result accomplished by careful planning of projects, use of cost containment initiatives and contracting out when economically beneficial.

A useful metric is the OM&A/ Kilometer of Line which helps to demonstrate the effectiveness and efficiency of NOW Inc.. Figure 1 below shows the OM&A expenditures per kilometer of line for all utilities in the Cohort Group 1.

Figure 1 – Cohort Group 1

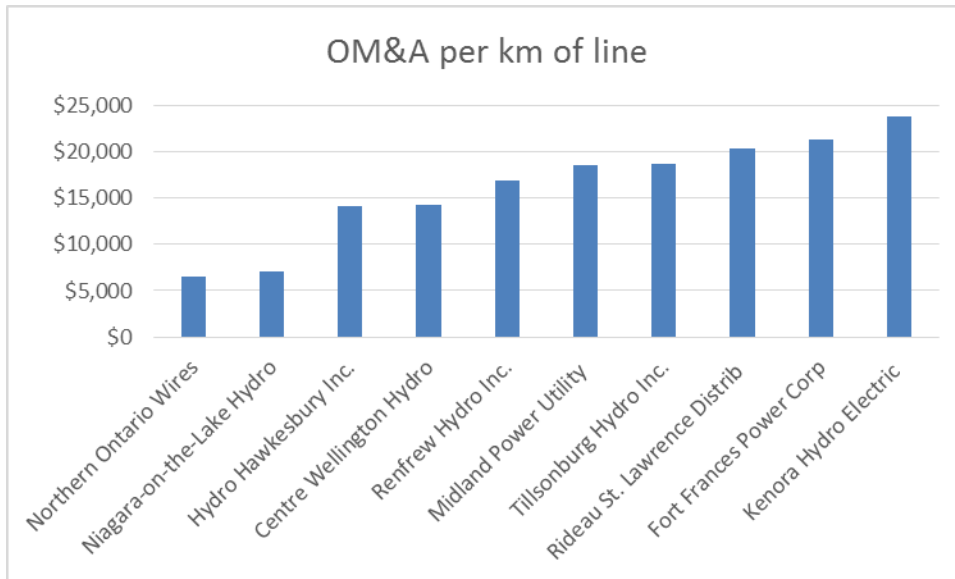


Source: OEB Electricity Distributors 2015 Yearbook



In this comparison NOW Inc. compares favorably, having the second lowest OM&A cost/km. When comparing NOW Inc. to the top 10 similar size utilities (based on the number of customers), NOW Inc. ranks the first as can be seen in Figure 2 below.

Figure 2 – Similar Size Distribution Utilities*



Source: OEB Electricity Distributors 2015 Yearbook

SPECIFIC PRODUCTIVITY INITIATIVES

NOW Inc. plans to undertake the following productivity initiatives during the planning period in order to remain cost efficient and provide value to customers:

Proactive Asset Replacements

Planned overhead rebuild and voltage conversion projects allow sections of lines to be replaced more efficiently. Individual pole replacements are also planned in each of the three Towns. NOW Inc. utilizes its pole inspection program to identify poles that have reached end-of-life, therefore avoiding the cost of replacing an asset too early or too late. Replacing these assets before a failure occurs prevents outages and avoids the cost of emergency restoration and repair work.



Distribution Plant Life Extension

Life extension of NOW Inc.'s distribution plant extends the useful life of the assets by deferring the capital investment until maintenance is no longer economical. Maintenance in substations is key to ensuring continuity of electrical service and extending the lives of substation equipment. Gang-operated switches and pad-mounted switchgear also receive regular maintenance that extend their useful lives. Finally, pad-mounted transformers are maintained as required to extend their useful lives.

Improved Capital and Maintenance Planning (GIS)

NOW Inc. is improving its capital and maintenance planning using its GIS. Information such as inspection and maintenance records, which were previously stored on paper forms, are now stored in the GIS making them easily accessible. This decreases the resource requirement of project and work order planning and allows projects to be planned using a more complete set of information. NOW Inc. is planning to complete the upgrades to its GIS in 2017.

Improved Fault Locating Capability (OMS)

NOW Inc. is planning to upgrade its Outage Management System (OMS) in 2017. The upgraded OMS will have fault location capabilities, allowing crews to be effectively dispatched to restore the outage, rather than locating the outage from crew vehicles. This will provide a number of benefits to NOW Inc.'s customers, including more outage information, faster restoration times, and less cost to restore power.

Voltage Conversions

Voltage conversions reduce line losses since less current is required to supply the same power at a higher voltage. Cost savings due to the planned decommissioning of two substations will not be realized over the forecast period as they fall outside of the five-year window.



1
2
3 ***Buying Consortium***

4 NOW Inc. is a member of the Northeast District Buying Consortium ("NEDBC"). The
5 NEDBC consists of nine LDCs. It negotiates prices based on volume, therefore reducing
6 costs of materials.
7

8 ***Standardized Designs***

9 As a member of Utilities Standards Forum ("USF"), NOW Inc. has access to
10 standardized designs that meet the requirements of the Distribution System Code. The
11 use of standardized designs reduces the resource requirements of project design. USF
12 provides Operational engineering which eliminates the need for a NOWI Inc. engineer or
13 obtaining consultant. In addition, NOW Inc. is not charged for the services of the USF
14 engineers who approve purchasing group materials.
15

16 ***Compliance Audits***

17 Annual Electrical Safety Authority ("ESA") Ontario Regulation 22/04 compliance audits
18 are done in conjunction with other utilities in northeastern Ontario to save costs.
19

20 ***Resource Sharing***

21 NOW Inc. has several sources of savings that result in efficiencies. These operational
22 efficiencies are a result of:

- 23 1. Sharing facilities and staff resources with its affiliate, Cochrane Telecom Services
24 ("CTS").
25 2. Being member of NEDBC group. An opportunity to share resources with Sudbury
26 Power, Algoma and Sault St. Marie to do all testing and evaluations on new
27 products and hardware, insulators, switches and etc. for NOW Inc..

28 For example as a result of being a member of NEDBC, NOW Inc. has savings in freight
29 costs. The weekly cost of freight based on weight is estimated to be \$500 to
30 \$1000/week. As a member of NEDBC, does not pay freight costs. Resulting in savings
31 of \$26,000 to \$52,000/year. In addition there are savings on pole shipments (typically 4

per year) which cost \$2,500 per shipment for an annual savings of \$10,000. With respect to general purchasing, the discount is approximately 27% or \$40,000/year.

In addition, NOW Inc. will continue to develop its Distribution System Plan, with a focus on continuous improvement. The details of this process and improvements are discussed in the Distribution System Plan at E2/T2/S1/Att1. Figure 3 below illustrates this process with its focus on continuous improvement.

Figure 3: Continuous Improvement Cycle

