



1 - CCC - 1

Reference:

Ex. 1/p. 6

Question:

Please indicate, specifically, where in the Application ENWIN did not follow the OEB's Handbook for Utility Rate Applications dated October 13, 2016 and Chapter 2 of the OEB's Filing Requirements for Electricity Distribution Rate Applications dated July 12, 2018.

Response:

To the best of its knowledge, ENWIN has followed the OEB's Handbook for Utility Rate Applications dated October 13, 2016 and Chapter 2 of the OEB's Filing Requirements for Electricity Distribution Rate Applications dated July 12, 2018 in preparing the evidence presented in its Application.



1 - CCC - 2

Reference:

Ex. 1

Question:

Please provide all materials provided to ENWIN's Board of Directors when seeking approval of this Application and the underlying budgets.

Response:

Please see the response to AMPCO - 2.

**1 - CCC - 3**Reference:

Ex. 1

Question:

Please list all external reports and consulting engagements that were undertaken in the development of this Application. Please list the costs associated with each engagement and whether the work was the subject of an RFP process.

Response:

The table below summarizes external reports and consulting engagements that were undertaken, as of the date of filing this response, in the development of ENWIN's Application. ENWIN conducted a formal Request for Proposals process for the selection of its customer engagement consultant.

Consultant	Engagement	Cost
Elenchus Research Associates Inc.	Load Forecast and Models	\$ 33,900
Innovative Research Group	Customer Engagement - Phase I	\$ 124,182
Innovative Research Group	Customer Engagement - Phase II	\$ 25,250
Singer & Watts Ltd.	Application Planning, Handbook Development, Evidence Templates	\$ 97,133
Kinectrics Inc.	Asset Condition Assessment and Prosort Tool	\$ 100,000

**1 - CCC - 4**Reference:

Ex. 1/p. 16

Question:

Please explain why ENWIN has not rebased since 2009. How were ENWIN's rates set in each year 2010-2018?

Response:

Following its 2009 Cost of Service proceeding, ENWIN was next eligible for rebasing in 2013. As a normal part of its business, ENWIN has long worked at providing maximum value to ratepayers, through a combination of safe and reliable electricity distribution service while striving to keep distribution rates as reasonable as possible. Annually since 2013, ENWIN has evaluated the trade-off between developing and filing a cost of service application, as well as the time and level of cost involved, against the financial need to do so in order to maintain its commitment to providing safe and reliable service to its customers. ENWIN was also cognizant of the economic conditions of its service territory, which have only recently started to recover, and the ability of its customers to absorb increases to their distribution rates.

During the deferred rebasing period, ENWIN's performance metrics demonstrated that ENWIN ratepayers were receiving high quality service, and ENWIN was still able to maintain an overall strong financial position, even with distribution rates that were likely lower than what could have been obtained through a Cost of Service proceeding.

For each year 2010-2018, please see below for the basis under which ENWIN's rates were set:

Year	Rate-Setting Method
2010	IRM - Price-Cap
2011	IRM - Price-Cap
2012	IRM - Price-Cap
2013	IRM - Price-Cap
2014	Annual IR Index
2015	Annual IR Index
2016	Annual IR Index



EB-2019-0032

Filed: August 1, 2019

Responses to Interrogatories from CCC

1 - CCC - 4

Page 2 of 2

2017	Annual IR Index
2018	Annual IR Index

**1 - CCC - 5**Reference:

Ex. 1/pp. 26-27 and Ex. 4/p. 12

Question:

Please provide all budget directives, memos etc. that were provided to employees regarding the development of the budgets underlying this Application. Please provide a timeline regarding the development of the 2019-2024 Business Plan and the development of the budgets underlying this Application.

Response:

CCC 5 - Attachment 1 contains the Budget Memo that was issued to all staff responsible for Budget preparation on April 11, 2018. Within the memo, instructions regarding the process along with a timeline were provided.

The timeline for the key items in the development of the 2019 and 2020 budgets were are follows:

Budgets issued to Cost Centers	April 27
Budgets due back to Finance (including capital)	May 18
Revenue forecast	June 8
Budget week	July 9 – 13
Budget revisions due back to Finance	July 20
A&F Committee Meeting	September 5
Board meeting to seek approval	September 18
Parent Company board meeting to seek approval	September 20



To: Executives and Management responsible for administrative budget s

April 11, 2018

From: Matt Carlini

Re: 2019 Budget

Overview:

Similar to previous years, we will be required to develop a multi-year budget however on the EWU side we will be seeking a two year approved budget from the Board of Directors in anticipation of the upcoming Cost of Service ("COS"). This year the budget will cover the periods 2019-2024 along with a forecast for 2018 as well. This includes both a **Capital** and **Operating** budget for each of those years. We use a zero based budgeting approach which means specific detail is required in your 2019 base budget year in order to support any requests for funding.

Process:

Budget Template Completion - 3 weeks (April 27 – May 18)

- Finance will provide a budget template to each Cost Center. Historical data will be prepopulated.
- Each Cost Center is required to specifically budget their OM&A costs for the 2019, 2020 and 2021 years. Specific detail, names, backup calculations are required to support the request.
- Any Capital projects should be identified during this time as well.
- Once completed, Finance will load the current salary and wages and reconcile key elements within the budget to ensure it is accurate.
- Each Cost Center's management team, including the Director, should then review and ensure they support the budget being proposed or identify any concerns or constraints on activities anticipated as a result of the budget.

Budget Analysis and Consolidation – Finance (May 22 – June 29)

- Finance will reconcile and review the budgets. This includes capital reviews, headcount analysis and OM&A activity.
- Finance will calculate depreciation and run the MSA for all periods.
- Finance will perform a consolidation for all of the entities.

Budget Week (July 9 – July 13)

- Each Cost Center management team will have an opportunity to discuss their budgets with the Executive team. The tentative schedule is included with this communication but is subject to change.
- Total OM&A costs should be justified and each Manager/Director/Executive should be able to support their budget requests.

2019 Budget

2

- Any adjustments discussed during the meetings or following the meetings will be updated within the following week.
- Finance will provide each cost center with a final budget for review.

Guidelines:

The results from this budget are expected to be used in *ENWIN's* upcoming COS application. Additionally, in order to ensure we are increasing the entities values while keeping rates at reasonable levels, we will need to ensure we have the appropriate amount of supporting detail within the budgets to be able to assess the requested spending levels and variances to prior years.

Due to the need for sufficient funding for ongoing capital asset renewal, the same level of scrutiny and diligence should also be followed when completing the Windsor Utilities Commission budget. Based on this the following guidelines are being proposed:

- Standard Costs
 - Finance will provide some standard assumptions to use across the organization. Examples include:
 - Foreign exchange rates
 - Burden rates
 - Interest rates
 - Per diem allowances
 - Certain standards for office and other miscellaneous expenses
- Headcount
 - The 2019 budgeted headcount approved during last year's budget process will be used in this year's 2019 budget as the starting point.
 - Finance will send a list of employees to each cost center to confirm the roles and individuals that will be budgeted.
 - **Any increase in excess of the prior year's 2019 budget headcount (for 2019 and any subsequent year) requires approval by the CEO.**
 - The attached form is required to be submitted to the CEO by May 25th, so that discussions can be held in advance of the detailed budget preparations.
- Operating Expenses (OM&A)
 - To end up with a 2019 budget that will be acceptable for COS purposes we should generally **target expense levels to be consistent with the 2019 levels projected during the 2018 budget.**
 - All increases above the targeted amounts require appropriate documentation and backup sufficient to support these costs in a COS application (WUC is also being held to the same standard and must provide this documentation as well).

2019 Budget

3

- Capital

- All capital requests must contain a project description.
- Any **budget request greater than \$250,000** (*last year it was \$100,000*) **requires a written description of the project** (prior year format is acceptable), justifying the need for the expenditure. The document should include the impact of the project on ongoing operating costs and/or an estimate of operating savings expected to result from the project if any.
- Any descriptions of carryforward/previously approved projects should be reviewed for the above requirements to ensure completeness.

Timeline (Key Dates):

Budgets issued to Cost Centers	April 27
Budgets due back to Finance (including capital)	May 18
Capital business cases due to Finance	June 1
Revenue forecast	June 8
Budget documents delivered to management & executive	June 29
Budget week	July 9 – 13
Budget revisions due back to Finance	July 20
Deadline to provide budget to WUC	August 31
EWU A&F Committee Meeting	September 5
WUC A&F Committee Meeting	September 7
EWU Board meeting to seek approval	September 18
WUC board meeting to seek approval	September 19
WCU Board meeting to seek approval	September 20
EWE board meeting to seek approval	September 24



1 - CCC - 6

Reference:

Ex. 1/p. 38

Question:

Please provide the actual and Board Approved ROE for ENWIN for each year 2009-2018.

Response:

Please refer to the response provided to OEB Staff - 6.



1 - CCC - 7

Reference:

Ex. 1

Question:

Please provide the current status of the Collective Bargaining Agreement negotiations with the IBEW and for the Inside and Outside Bargaining Units.

Response:

ENWIN Utilities Ltd. ("ENWIN") and IBEW Local 636, Unit 23 ("The Hydro Division") reached a tentative agreement on June 18, 2019. This agreement was ratified by ENWIN's Board of Directors on June 20, 2019 and by the Hydro Union on June 24, 2019. The agreement covers a five (5) year term for the period of April 1, 2019 until March 31, 2024.

The current collective agreement between ENWIN Utilities Ltd. and IBEW Local 636 ("The Services Division") will expire on December 31, 2019. Collective bargaining is expected to commence sometime in Q4 2019.



1 - CCC - 8

Reference:

Ex. 1/pp.28-30

Question:

Is ENWIN using the same load forecast methodology it used in 2009? If not, please explain how the new methodology has changed. Does ENWIN forecast load each year? If so, please provide the actual and forecast load for each year since 2009-2018.

Response:

The load forecast methodology is fundamentally the same as the methodology used in 2009. The methodology continues to be underpinned by class-specific multivariate regressions based on monthly consumption data and weather normalized with heating and cooling degree days. The methodology has evolved over time to include specific adjustments for historic, planned, and persisting CDM and more robust analysis of the historic relationship between kWh consumption and kW demand.

ENWIN does not forecast load for each year.

**1 - CCC - 9**Reference:

Ex. 1/p. 28-30

Question:

Has ENWIN considered how the cancellation of the Conservation First CDM Framework could impact its load forecast? Has ENWIN considered how further electrification of the transportation sector could impact its over the next five years?

Response:

Within the CDM forecast (in the load forecast) ENWIN had included savings related to energy efficiency projects placed under contract as part of the former Conservation First Framework, and savings which were based on past participation. These savings were intended to account for activities undertaken within ENWIN's service territory under the IESO's Interim Framework. With the release of the OEB's addendum to the filing requirements for electricity distribution rate applications¹ (released July 15, 2019), it has been determined that distributors are only to include savings subject to a Conservation First Framework contract. As such, ENWIN has updated its CDM forecast within the load forecast to adhere to this requirement.

ENWIN is aware of the potential for transportation electrification to add significant loads to its distribution system. ENWIN believes its distribution system has sufficient capacity to accommodate modest growth and expects only modest growth through the forecast period and consequently has not included any capital investment driven through an expectation of load growth through transportation electrification

¹ Ontario Energy Board, *Addendum to Filing Requirements for Electricity Distribution Rate Applications – 2020 Rate Applications*; Issued July 15, 2019, section 2.3.1.3 CDM Adjustment for the Load Forecast for Distributors.



1 - CCC - 10

Reference:

Ex. 1/p. 32

Question:

Please explain why Contributed Capital amounts are significantly higher in 2020 relative to other years.

Response:

Contributed Capital is expected to be significantly higher in both 2019 and 2020. For 2019, the largest part of this increase is related to the \$3,700,000 forecast for the Ambassador Bridge twinning project and the relocation of the Bridge Plaza, which is included in the System Access capital expenditure category. Since this work will be 100% paid for by the proponent, there is a corresponding increase in contributed capital. For 2020, the Ambassador Bridge twinning project and Bridge Plaza relocation work will be winding down (forecast of \$2,000,000), but the Gordie Howe International Bridge (GHIB) is not expected to be in service until 2024, so some level of work is likely to continue. Again, since this work will be 100% paid for by the proponent, there is a corresponding increase in contributed capital. This is further explained in Exhibit 2, pages 270 to 275.

**1 - CCC - 11**Reference:

Ex. 1/p/. 43

Question:

Please provide one schedule setting out distribution rate impacts with and without the DVA rate riders.

Response:

Please see the attached tables below which outline the distribution rate impacts with and without rate riders. Note: the bill impacts tables are based on the updated Cost Allocation Model and Revenue Requirement Work Form filed with responses to interrogatories.

Bill impacts including rate riders:

Customer Class	kWh	kW	Distribution (Fixed & Volumetric)				Total Bill			
			Current 2019	Proposed 2020	\$ Change	% Impact	Current 2019	Proposed 2020	\$ Change	% Impact
Residential	750	-	\$28.10	\$28.07	(\$0.03)	-0.11%	\$111.04	\$110.82	(\$0.22)	-0.20%
General Service < 50 kW	2,000	-	\$67.93	\$63.67	(\$4.26)	-6.27%	\$285.17	\$279.76	(\$5.41)	-1.90%
General Service > 50 to 4,999 kW	65,000	200	\$1,148.25	\$1,122.67	(\$25.58)	-2.23%	\$11,019.89	\$10,566.26	(\$453.63)	-4.12%
Large Use 3TS	8,334,000	15,800	\$79,946.72	\$84,048.68	\$4,101.96	5.13%	\$1,232,815.46	\$1,240,364.45	\$7,548.99	0.61%
Large Use - Regular	4,323,000	7,900	\$27,733.45	\$21,716.37	(\$6,017.08)	-21.70%	\$648,899.67	\$616,947.30	(\$31,952.37)	-4.92%
Street Lighting	269,000	800	\$73,451.43	\$62,732.15	(\$10,719.28)	-14.59%	\$122,779.04	\$109,019.21	(\$13,759.83)	-11.21%
Sentinel Lighting	255	1	\$24.90	\$26.04	\$1.14	4.58%	\$58.34	\$59.58	\$1.24	2.13%
Unmetered Scattered Load	6,100	-	\$249.55	\$251.16	\$1.61	0.65%	\$981.04	\$980.57	(\$0.47)	-0.05%

Bill impacts without rate riders:

Customer Class	kWh	kW	Distribution (Fixed & Volumetric)				Total Bill			
			Current 2019	Proposed 2020	\$ Change	% Impact	Current 2019	Proposed 2020	\$ Change	% Impact
Residential	750	-	\$26.57	\$28.15	\$1.58	5.95%	\$110.39	\$111.69	\$1.30	1.18%
General Service < 50 kW	2,000	-	\$62.38	\$63.47	\$1.09	1.75%	\$281.86	\$282.07	\$0.21	0.07%
General Service > 50 to 4,999 kW	65,000	200	\$1,104.71	\$1,169.17	\$64.46	5.84%	\$10,937.40	\$10,970.03	\$32.63	0.30%
Large Use 3TS	8,334,000	15,800	\$75,431.08	\$92,713.40	\$17,282.32	22.91%	\$1,239,883.86	\$1,261,085.80	\$21,201.94	1.71%
Large Use - Regular	4,323,000	7,900	\$26,797.30	\$30,721.58	\$3,924.28	14.64%	\$644,299.51	\$649,552.55	\$5,253.04	0.82%
Street Lighting	269,000	800	\$73,938.67	\$63,463.01	(\$10,475.66)	-14.17%	\$123,165.01	\$111,153.87	(\$12,011.14)	-9.75%
Sentinel Lighting	255	1	\$25.18	\$26.68	\$1.50	5.96%	\$58.99	\$60.59	\$1.60	2.71%
Unmetered Scattered Load	6,100	-	\$252.31	\$267.26	\$14.95	5.93%	\$992.74	\$1,006.56	\$13.82	1.39%



1 - CCC - 12

Reference:

Ex. 1/p. 46

Question:

Please provide the total cost of the Innovative Research work and explain how those costs will be recovered.

Response:

The total cost of the Innovative Research engagement (Phase I and Phase II) was \$149,432. These costs are included as part of the total one-time application specific costs which are to be amortized over the IRM period (per Appendix 2-M, one fifth per year).



1 - CCC - 13

Reference:

Ex. 1/p. 67

Question:

Please provide all of ENWIN's Scorecards since 2013.

Response:

Please see CCC 13 – Attachment 1.

Scorecard - EnWin Utilities Ltd.										EB-2019-0032 Filed: August 1, 2019 Responses to Interrogatories from CCC 1 - CCC - 13 - Attachment 1		9/24/2018		
Performance Outcomes	Performance Categories	Measures	2013	2014	2015	2016	2017	Trend	Target					
									Industry	Distributor				
Customer Focus Services are provided in a manner that responds to identified customer preferences.	Service Quality	New Residential/Small Business Services Connected on Time	99.70%	100.00%	99.10%	100.00%	100.00%	⬆️	90.00%					
		Scheduled Appointments Met On Time	100.00%	100.00%	100.00%	100.00%	99.76%	⬇️	90.00%					
		Telephone Calls Answered On Time	82.20%	86.80%	75.50%	70.70%	78.21%	⬇️	65.00%					
	Customer Satisfaction	First Contact Resolution		97.93%	98.17%	97.93%	98.04 %	⬆️	98.00%					
		Billing Accuracy		99.86%	99.98%	99.99%	99.99%							
		Customer Satisfaction Survey Results		Good	Good	GOOD	Good							
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Level of Public Awareness				83.00%	83.00%	82.00%	➡️		C			
		Level of Compliance with Ontario Regulation 22/04 ¹		C	C	C	C	C						
		Serious Electrical Incident Index	Number of General Public Incidents	0	0	0	1	2				⬆️	0	
			Rate per 10, 100, 1000 km of line	0.000	0.000	0.000	0.898	1.792				⬆️	0.245	
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²		0.80	0.81	1.06	0.64	0.72	⬇️		1.17			
		Average Number of Times that Power to a Customer is Interrupted ²		2.06	1.85	1.88	1.47	1.70	⬇️		2.03			
	Asset Management	Distribution System Plan Implementation Progress			-16%	96%	83%	81 %						
	Cost Control	Efficiency Assessment		4	4	4	4	3						
		Total Cost per Customer ³		\$652	\$683	\$699	\$707	\$707						
		Total Cost per Km of Line ³		\$48,500	\$51,189	\$54,728	\$55,668	\$13,094						
	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				9.79%	30.97%	53.52%			151.30 GWh		
Connection of Renewable Generation		Renewable Generation Connection Impact Assessments Completed On Time		50.00%	100.00%	100.00%	100.00%							
		New Micro-embedded Generation Facilities Connected On Time			100.00%	100.00%	100.00%	100.00%	➡️	90.00%				
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)		1.18	1.27	1.44	1.60	1.83						
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio		0.58	0.56	0.50	0.39	0.43						
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	8.01%	8.01%	8.01%	8.01%	8.01%						
			Achieved	13.04%	9.62%	6.88%	5.92%	2.50%						
1. Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC). 2. The trend's arrow direction is based on the comparison of the current 5-year rolling average to the distributor-specific target on the right. An upward arrow indicates decreasing reliability while downward indicates improving reliability. 3. A benchmarking analysis determines the total cost figures from the distributor's reported information. 4. The CDM measure is based on the new 2015-2020 Conservation First Framework.							Legend:	5-year trend	⬆️ up	⬇️ down	➡️ flat	Current year	🟢 target met	🔴 target not met

2017 Scorecard Management Discussion and Analysis ("2017 Scorecard MD&A")

The link below provides a document titled "Scorecard - Performance Measure Descriptions" that has the technical definition, plain language description and how the measure may be compared for each of the Scorecard's measures in the 2017 Scorecard MD&A:

[http://www.ontarioenergyboard.ca/OEB/ Documents/scorecard/Scorecard Performance Measure Descriptions.pdf](http://www.ontarioenergyboard.ca/OEB/Documents/scorecard/Scorecard%20Performance%20Measure%20Descriptions.pdf)

Scorecard MD&A - General Overview

ENWIN's 2017 scorecard results are very positive. ENWIN scored at or above industry targets (where such industry targets are established) in the performance categories of Service Quality, Customer Satisfaction, System Reliability and Connection of Renewable Generation.

ENWIN has always maintained a strong focus on the safety and reliability of the electricity we supply to customers. With an economy that relies heavily on manufacturing, ENWIN's focus on providing a high level of reliability for its customers drives our capital and maintenance spending profiles.

No distribution system can deliver 100% reliable electrical service. From time to time, customers will experience an electrical service interruption. Electrical distribution systems are outdoors and subject to sun, wind, rain, lightning, ice, falling tree branches, vehicle accidents, animal contact, excavations (on underground lines) and natural aging. Generally, the more difficult the environment, the more difficult it is to maintain reliable electrical service. The Windsor region has the highest frequency and intensity of thunderstorms in all of Canada, and ENWIN's service territory experiences the highest average number of days with lightning in Canada. As well, climate change has resulted in more frequent and more severe storms, as evidenced in the last few years by three tornados in Windsor and Essex County. A higher degree of reliability in any electrical distribution system results in higher costs. ENWIN, like all electricity distributors, faces a balancing act between keeping costs as low as possible and keeping reliability at acceptable levels.

For most customers, the key test of system reliability is "**Do the lights stay on?**" ENWIN tries to minimize both the number of outages that customers experience and the length of time the power is out. ENWIN's OEB calculated target 5-year average number of hours that power is interrupted is 1.17 hours per year, and number of times that power is interrupted is 2.03 times per year.

ENWIN continues to focus on providing quality customer service, controlling costs and increasing efficiencies in order to deliver reliable power to customers at affordable rates.

Service Quality

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

In 2017, ENWIN connected 100% of its 698 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 result is well above the OEB-mandated threshold of 90%. ENWIN's successful result in this measure was achieved by performing daily checks for ESA Authorization, providing instant notification to our Metering department when connections are ready, and by having a quick dispatch process for meter installers. ENWIN's commitment to achieving this requirement also includes pulling crews from other projects when the 5 days window cannot be met by the regular service crews.

- **Scheduled Appointments Met On Time**

When an appointment is either requested by a customer with ENWIN or requested by ENWIN with a customer, ENWIN must schedule the appointment during regular hours of operation, within a 4-hour time window, and an ENWIN representative must arrive for the appointment within the scheduled timeframe. In 2017, ENWIN met its appointment targets for 3,339 appointments scheduled for an overall result of 99.76% of appointments met on time. This result exceeds the OEB industry target for this measure of 90% of appointments met.

- **Telephone Calls Answered On Time**

ENWIN answered 78.21% of calls offered within 30 seconds or less. This percentage increased in 2017 compared to 2016 due primarily to a decrease in call volume. The average ratio of calls received decreased from 7,520 calls per CSR in 2016 to 6,640 calls per CSR throughout 2017. The majority of calls logged continue to be related to credit inquiries, moving notifications, and hydro billing inquiries. ENWIN has once again exceeded the OEB mandated target of 65% and continues to work hard to answer calls while not increasing staff complement.

Customer Satisfaction

- **First Contact Resolution**

ENWIN successfully resolved 98.04% of calls during the customer's initial contact. ENWIN strives to serve customers in a friendly and professional manner within the first call. We use call monitoring tools to record and archive every call to allow us to evaluate our staff's call handling. Any anomalies or customer escalations are reviewed when warranted. All customer interactions are logged in our CIS System, including any escalations.

- **Billing Accuracy**

ENWIN's billing accuracy is 99.99% which exceeds the OEB-mandated 98% industry target. In 2017, ENWIN produced 1,060,341 bills to its customers. ENWIN routinely reviews its billing processes for compliance and continuous improvement opportunities. In addition, ENWIN continues to offer customers an easy, convenient and environmentally friendly means to securely access and manage their usage data on-line on a daily, weekly or monthly basis through its "ENWIN Connect" web portal.

- **Customer Satisfaction Survey Results**

ENWIN has engaged a third party to conduct customer satisfaction surveys. ENWIN achieved a “Customer Experience Performance Rating” (CEPr) of 84% in 2017, which is above the National average of 83% and the Ontario average of 81% based on others surveyed by UtilityPulse. Factors that are considered as part of the overall customer experience include delivery of accessible and consistent customer service, understanding customer expectations, providing timely issue resolution, providing effective communication(s) according to customer needs, demonstrating responsiveness, conducting problem analysis to prevent recurring issues, ease of engagement on issues, seeking customer feedback and following through on recommendations. The CEPr is only one element of the customer survey. The survey also gathers information on engagement, operational effectiveness and service quality through the eyes of the customer. ENWIN reviews all of the data gathered in the survey to help drive decision making and to continuously improve ENWIN’s customer experience. In 2017, information gathered on the importance of various online features to our customers has helped us identify the need to upgrade ENWIN’s online customer portal in 2018.

Safety

- **Public Safety**

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

ENWIN engaged a third party to conduct a survey of customer perception and overall electrical safety awareness in 2018 and achieved an overall score of 82%. In addition, ENWIN maintained its previous levels of Public Service Announcements (PSA) broadcasting and participation in the local Children’s Safety Village programs. ENWIN will continue to support and provide education and training to our community on electrical safety through these initiatives.

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

ENWIN remains fully compliant with all sections of Ontario Regulation 22/04 (Electrical Distribution Safety). This continued achievement is reflective of ENWIN’s strong commitment to safety, adherence to company procedures, policies and the elements of the regulation itself. Ontario Regulation 22/04 establishes objective-based electrical safety requirements for design, construction and maintenance of electrical distribution systems owned by licensed distributors. Specifically, the regulation requires the approval of equipment, plans, specifications and the inspection of construction before it is put into service. The Electrical Safety Authority (ESA) performs Due Diligence Inspections (DDI) throughout the year to ensure utilities remain compliant with the objectives set out in Ontario Regulation 22/04. Both independent and Electrical Safety Authority (ESA) compliance audits yielded only a few opportunities for improvement which have all subsequently been addressed.

In summary, ENWIN has successfully completed its 2017 ESA audit cycle, obtaining full compliance with Regulation 22/04, with no ‘non-compliance’ or ‘needs improvement’ identified.

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

ENWIN experienced and reported 2 (two) Serious Electrical Incidents, as defined in Ontario Regulation 22/04, for the time frame used for this measure (January 01, 2016 to December 31, 2016). Fortunately, there were no injuries to people as a result of these incidents. These incidents qualify as serious electrical incidents because there was potential for injury, regardless that there were no personal injuries. The calculated rate of incidents per 1000km of line is 1.792 for this period. In an ongoing effort to prevent incidents, ENWIN continues its aggressive public safety messages through radio, television and online advertising, bill inserts, brochures, banners, media releases, taglines, Website challenge, YouTube videos, Twitter messaging and public events.

System Reliability

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

ENWIN continues to invest in infrastructure and new technologies to minimize customer downtime. ENWIN's adjusted System Average Interruption Duration Index ("SAIDI", which is the average number of hours power is interrupted) for 2017 was 0.72 and while it was a slight increase from the previous year, the five year history (2013-2017) shows a downward trend. Additionally, it is still much lower than the OEB calculated target 5-year average (1.17). The increase experienced in 2017 from 2016 (which had an adjusted SAIDI of 0.64) is attributable to the location, timing and nature of the outages experienced as compared to the prior year. ENWIN's investment in infrastructure renewal and modernization, including automated switches, helps reduce the average time that customers have their power interrupted.

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

ENWIN's adjusted System Average Interruption Frequency Index ("SAIFI", which is the average number of times power is interrupted) for 2017 was 1.70, which has increased slightly from 2016 but still compares favorably with the OEB calculated target 5-year average of 2.03. The relatively low frequency of interruption was despite the March 8, 2017 windstorm which was reported by our neighbouring utility, DTE, as the second most impactful storm in their history. The good result was also due to ENWIN's investments in renewing infrastructure at end of life and its ongoing maintenance programs such as tree trimming.

Asset Management

- **Distribution System Plan Implementation Progress**

Distribution System Plan (DSP) implementation progress is a performance measure instituted by the OEB starting in 2014. The DSP prepared by ENWIN in 2014 outlined ENWIN'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 ENWIN's effectiveness at planning and implementing the DSP. DSP Investment Plan for 2017 was forecast at \$34.5M and included the construction of a new TS Station and new feeders in the West end of the City to adequately serve existing customers in the area, at an estimated cost of \$16.5M. However, due to "behind the meter generation" installed or in the process of installation, by two major customers and under consideration by at least 2 other major customers, this

investment was deemed unnecessary and cancelled. The move to behind the meter generation was funded by the IESO-funded conservation program and was not anticipated when the DSP was prepared. The adjusted forecast, removing this item, results in a forecast of \$18.0M. The actual capital spend was \$14.6M, resulting in progress to the other elements of the DSP of 81%.

Cost Control

- **Efficiency Assessment**

The total costs for Ontario Local Electricity Distribution Companies are evaluated by the Pacific Economics Group LLC (PEG) on behalf of the OEB to produce a single efficiency ranking. The electricity distributors are divided into five cohort groups based on the magnitude of the difference between their respective individual actual and predicted costs. ENWIN's efficiency performance has been improving year over year since 2014. The PEG methodology utilizes a three-year average; and in 2017, ENWIN has transitioned from the Group 4 cohort in 2016 to the Group 3 cohort in 2017, which is indicative of improved cost performance results. ENWIN is replacing assets proactively along a carefully managed timeframe in a manner that balances system risks and customer rate impacts.

- **Total Cost per Customer**

Total cost per customer is calculated by the PEG methodology, as the sum of ENWIN's capital and operating costs divided by the total number of customers that ENWIN serves. The cost performance result for 2017 is \$707 per customer, which has been held constant from 2016. It is important to note, when examined over 5 years, ENWIN has held relatively constant the total cost per customer despite inflationary pressures.

ENWIN's cost per customer is comparable to other distributors serving built-out, established communities, and to distributors serving energy-intensive customers. ENWIN is committed to infrastructure reinvestment in order to meet its customer's expectations for reliability with a reasonable cost. While ENWIN's load base has eroded since peaking in 2006, ENWIN continues to invest in replacement of its infrastructure as that infrastructure reaches end-of-life. This investment is to ensure that ENWIN's customers continue to have the reliable electrical service they currently enjoy.

- **Total Cost per Km of Line**

This measure uses the same total cost that is used in the Total Cost per Customer calculation above. The total cost is divided by the kilometers of line that ENWIN operates to serve its customers.

ENWIN's 2017 total cost per kilometer of line is \$13,094, which is 76% less than the prior year result primarily due to a change in methodology by ENWIN which, for the first time in 2017 and as permitted by the reporting definition, accounts for the presence of the utility's significant secondary (lower-voltage) distribution network. This change in methodology makes ENWIN comparable with other LDC's which have previously made this change.

Conservation & Demand Management

- **Net Cumulative Energy Savings**

ENWIN continues to rely on its community partners and the strong relationships they've developed with both their customers and trade allies to succeed in achieving their 2015-2020 Conservation First Framework ("CFF") energy savings target. The 2017 program implementation year was a successful one, with ENWIN achieving 26.9 GWh of energy savings, or 17.8% of their 2015-2020 CFF energy savings target. At the end of 2017, ENWIN had achieved 54% of their 2015-2020 energy savings target through 50% of the program term. ENWIN continues to support the conservation efforts of its customers and remains committed to meeting their obligations to the Province and the ratepayers.

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 all required documentation. In 2017, ENWIN did not receive any requests to perform CIAs. ENWIN developed and implemented measures to ensure CIAs are completed within the required timeframe by clearly defining requirements for proponents and by standardizing on both the format and technical components of our consultant's reports.

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

In 2017, ENWIN connected 93 MicroFIT generation facilities and 100% were done within the prescribed time frame of five (5) working days, consistent with the 2016 result. The minimum acceptable OEB-mandated industry performance level for this measure is to connect within the prescribed time frame 90% of the time. ENWIN's successful result in this measure was achieved by performing daily checks for ESA Authorization, providing instant notification to our Metering department when connections are ready, and by having a quick dispatch process for meter installers. ENWIN's commitment to achieving this requirement also includes pulling crews from other projects when the 5 days window cannot be met by the regular service crews.

Financial Ratios

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

ENWIN's current ratio was 1.83 in 2017 (1.60 in 2016). This continues to demonstrate the company's strong financial position and ability to meet the company's short term financial obligations. The improvement in the current ratio during the year was a result of a decline in the amounts owing in short term liabilities at year end compared to the prior year. The focus on liquidity and reduction of debt is contributing to this strong liquidity ratio.

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

ENWIN's debt to equity ratio was 0.43 in 2017 (0.39 in 2016). This is one of the lowest debt to equity ratios when compared to other

LDCs of similar size within the province of Ontario. This low debt to equity ratio has been achieved through financial practices targeting liquidity and financial stability to ensure resources are available to continue future investment in new infrastructure.

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

ENWIN's current distribution rates were approved by the OEB and included a deemed regulatory rate of return on equity ("ROE") of 8.01%. ENWIN's customers continue to benefit from one of the lowest deemed ROE's within the industry in Ontario.

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

ENWIN's actual regulatory return on equity declined relative to 2016 which is not uncommon in between Cost of Service years. ENWIN is planning a Cost of Service filing and once that is completed, the regulated return on equity should return to target levels.

Note to Readers of 2017 Scorecard MD&A

The information provided by distributors on their future performance (or what can be construed as forward-looking information) may be subject to a number of risks, uncertainties and other factors that may cause actual events, conditions or results to differ materially from historical results or those contemplated by the distributor regarding their future performance. Some of the factors that could cause such differences include legislative or regulatory developments, financial market conditions, general economic conditions and the weather. For these reasons, the information on future performance is intended to be management's best judgement on the reporting date of the performance scorecard, and could be markedly different in the future.

									Target	
Performance Outcomes	Performance Categories	Measures	2012	2013	2014	2015	2016	Trend	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%	99.70%	100.00%	99.10%	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	80.30%	82.20%	86.80%	75.50%	70.70%	🟢	65.00%	
	Customer Satisfaction	First Contact Resolution			97.93%	98.17%	97.93%			
		Billing Accuracy			99.86%	99.98%	99.99%	🟡	98.00%	
		Customer Satisfaction Survey Results			Good	Good	GOOD			
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Level of Public Awareness				83.00%	83.00%			
		Level of Compliance with Ontario Regulation 22/04 ¹	C	C	C	C	C	➡️		C
		Serious Electrical Incident Index	1	0	0	0	1	🔴		0
			0.850	0.000	0.000	0.000	0.898	🔴		0.119
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	0.80	0.80	0.81	1.06	0.64	🟢		1.17
		Average Number of Times that Power to a Customer is Interrupted ²	1.72	2.06	1.85	1.88	1.47	🟢		2.03
	Asset Management	Distribution System Plan Implementation Progress			-16%	96%	83%			
	Cost Control	Efficiency Assessment	4	4	4	4	4			
		Total Cost per Customer ³	\$705	\$652	\$683	\$699	\$707			
		Total Cost per Km of Line ³	\$52,058	\$48,500	\$51,189	\$54,728	\$55,668			
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				9.79%	30.97%			151.30 GWh
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time	25.00%	50.00%	100.00%	100.00%	100.00%			
		New Micro-embedded Generation Facilities Connected On Time			100.00%	100.00%	100.00%	➡️	90.00%	
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)	1.15	1.18	1.27	1.44	1.60			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.67	0.58	0.56	0.50	0.39			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	8.01%	8.01%	8.01%	8.01%	8.01%		
			Achieved	3.48%	13.04%	9.62%	6.88%	5.92%		

1. Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).
2. The trend's arrow direction is based on the comparison of the current 5-year rolling average to the 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.

Legend: 5-year trend
🟡 up 🟢 down ➡️ flat
Current year
🟢 target met 🔴 target not met

2016 Scorecard Management Discussion and Analysis ("2016 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 2016 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

ENWIN's 2016 scorecard results are very positive. *ENWIN* scored at or above industry targets (where such industry targets are established) in the performance categories of Service Quality, Customer Satisfaction, System Reliability and Connection of Renewable Generation.

ENWIN has always maintained a strong focus on the safety and reliability of the electricity we supply to customers. With an economy that relies heavily on manufacturing, *ENWIN's* focus on providing a high level of reliability for its customers drives our capital and maintenance spending profiles.

No distribution system can deliver 100% reliable electrical service. From time to time, customers will experience an electrical service interruption. Electrical distribution systems are outdoors and subject to sun, wind, rain, lightning, ice, falling tree branches, vehicle accidents, animal contact, excavations (on underground lines) and natural aging. Generally, the more difficult the environment, the more difficult it is to maintain reliable electrical service. The Windsor region has the highest frequency and intensity of thunderstorms in all of Canada, and *ENWIN's* service territory experiences the highest average number of days with lightning in Canada. As well, climate change has resulted in more frequent and more severe storms, as evidenced in the last few years by three tornados in Windsor and Essex County. A higher degree of reliability in any electrical distribution system results in higher costs. *ENWIN*, like all electricity distributors, faces a balancing act between keeping costs as low as possible and keeping reliability at acceptable levels.

For most customers, the key test of system reliability is "**Do the lights stay on?**" *ENWIN* tries to minimize both the number of outages that customers experience and the length of time the power is out. *ENWIN's* 5-year average number of hours that power is interrupted is 1.17 hours per year, and number of times that power is interrupted is 2.03 times per year.

ENWIN continues to focus on providing quality customer service, controlling costs and increasing efficiencies in order to deliver reliable power to customers at affordable rates.

Service Quality

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

In 2016, *ENWIN* connected 100% of its 821 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 result is well above the OEB-mandated threshold of 90%. *ENWIN*'s successful result in this measure was achieved by performing daily checks for Electrical Safety Authority ("ESA") Authorizations, providing instant notification to the Metering department when connections were ready, and by having a quick dispatch process for meter installers. *ENWIN*'s commitment to achieving this requirement also included re-directing crews from other projects when the 5 day window could not be met by the regular service crews.

- **Scheduled Appointments Met On Time**

ENWIN achieved 100% of the scheduled appointments on time for the fifth consecutive year. This exceeds the industry target of 90% and includes 3,919 scheduled appointments met on time. Customer requests include meter reads, performing service spots, and other needs.

- **Telephone Calls Answered On Time**

ENWIN answered 70.70% of calls offered within 30 seconds or less. This percentage decreased slightly in 2016 compared to 2015 due primarily to an increase in call volume. The average ratio of calls received increased from 7,140 calls per CSR in 2015 to 7,520 calls per CSR throughout 2016. The majority of calls logged were related to credit inquiries, moving notifications, and hydro billing inquiries. *ENWIN* has once again exceeded the OEB mandated target of 65% and continues to work hard to answer calls.

Customer Satisfaction

- **First Contact Resolution**

ENWIN successfully resolved 97.93% of calls during the customer's initial contact. *ENWIN* strives to serve customers in a friendly and professional manner within the first call. We use call monitoring tools to record and archive every call to allow us to evaluate our staff's call handling. Any anomalies or customer escalations are reviewed when warranted. All customer interactions are logged in our CIS System, including any escalations. The results of our annual Customer Satisfaction Survey give us the opportunity to confirm what is working and what areas require improvement.

- **Billing Accuracy**

ENWIN's billing accuracy is 99.99% which exceeds the OEB-mandated 98% industry target. In 2016, *ENWIN* produced 1,062,812 bills to its customers. *ENWIN* routinely reviews its billing processes for compliance and continuous improvement opportunities. In addition, *ENWIN* offers customers an easy, convenient and environmentally friendly means to securely access and manage their usage data on-line on a daily, weekly or monthly basis through its “*ENWIN* Connect” web portal.

- **Customer Satisfaction Survey Results**

ENWIN has engaged a third party to conduct customer satisfaction surveys. Based on the “Customer Experience Performance Rating” (CEPr), the results indicate that a large majority of customers gave a good to excellent experience rating for dealing with *ENWIN* staff. Factors that are considered as part of the overall customer experience include delivery of accessible and consistent customer service, understanding customer expectations, providing timely issue resolution, providing effective communication(s) according to customer needs, demonstrating responsiveness, conducting problem analysis to prevent recurring issues, ease of engagement on issues, seeking customer feedback and following through on recommendations. The CEPr is only one element of the customer survey. The survey also gathers information on engagement, operational effectiveness and service quality through the eyes of the customer. All of the data gathered in the survey is evaluated and used to continuously improve *ENWIN's* customer experience.

Safety

- **Public Safety**

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

ENWIN engaged a third party to conduct a survey of customer perception and overall electrical safety awareness and achieved an overall score of 83%. In addition, *ENWIN* maintained its previous levels of Public Service Announcement (PSA) broadcasting and participation in the local Children's Safety Village programs. *ENWIN* will continue to support and provide education and training to our community on electrical safety through these initiatives.

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

ENWIN remains fully compliant with all sections of Ontario Regulation 22/04 (Electrical Distribution Safety). This continued achievement is reflective of *ENWIN's* strong commitment to safety, adherence to company procedures, policies and the elements of the regulation itself. Ontario Regulation 22/04 establishes objectives based electrical safety requirements for 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. The Electrical Safety Authority

(ESA) performs Due Diligence Inspections (DDI) throughout the year to ensure utilities remain compliant with the objectives set out in Ontario Regulation 22/04. Both independent and Electrical Safety Authority (ESA) compliance audits yielded only a few opportunities for improvement which have subsequently been addressed.

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

EnWin experienced and reported one (1) Serious Electrical Incident, as defined in Ontario Regulation 22/04, for the time frame used for this measure (January 01, 2015 to December 31, 2015). Fortunately, there were no injuries to people as a result of the incident. This incident qualifies as a serious electrical incident because there was potential for injury, regardless that there were no personal injuries. The calculated rate of incidents per 1000 km of line is 0.898 for this period.

System Reliability

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

ENWIN continues to invest in infrastructure and new technologies to minimize customer downtime. *ENWIN*'s adjusted System Average Interruption Duration Index ("SAIDI", which is the average number of hours power is interrupted) for 2016 was 0.64 which is the lowest reported over the last 5 years, and significantly lower than the OEB calculated target 5-year average (1.17). The decrease from 2015 to 2016 (which had an adjusted SAIDI of 1.06) can be attributed to continued investment in infrastructure renewal and modernization, including automated switches which help reduce the average time that customers have their power interrupted. Location, timing and nature of the outages experienced will vary from year to year and will impact SAIDI levels. Additionally, 2016 saw the implementation of an Outage Management System ("OMS") which allows *ENWIN* to respond to outages more efficiently.

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

ENWIN's adjusted System Average Interruption Frequency Index ("SAIFI", which is the average number of times power is interrupted) for 2016 was 1.47 times, which has improved from 2015 (which had an adjusted SAIFI of 1.88) and compares favourably with the OEB calculated target 5-year average of 2.03. The relatively low frequency of interruption was a product of another mild summer storm period as well as *ENWIN*'s investments in renewing infrastructure at end of life and its ongoing maintenance programs such as tree trimming.

Asset Management

- **Distribution System Plan Implementation Progress**

Distribution System Plan (DSP) implementation progress is a performance measure instituted by the OEB starting in 2014. Consistent

with other new measures, utilities were given an opportunity to define it in the manner that best fits their organization. The DSP outlines *ENWIN'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 *ENWIN's* effectiveness at planning and implementing the DSP. DSP Investment Plan for 2016 was forecast at \$ 18.0M. Actual capital spend in 2016 was \$14.9M, which resulted in a reported Distribution System Plan Implementation Progress of 83%.

Cost Control

- **Efficiency Assessment**

The total costs for Ontario Local Electricity Distribution Companies are evaluated by the Pacific Economics Group LLC (PEG) on behalf of the OEB to produce a single efficiency ranking. The electricity distributors are divided into five cohort groups based on the magnitude of the difference between their respective individual actual and predicted costs. As reported in the PEG report for 2016, *ENWIN* has been placed in Group 4, where a Group 4 distributor is defined as having actual costs within 10% to 25% more than predicted by the PEG model for that distributor group.

ENWIN's efficiency performance has been improving year over year since 2014. The PEG methodology utilizes a three-year average; otherwise, *ENWIN* would have been measured in the Group 3 cohort in both 2015 and 2016.

ENWIN is replacing assets proactively along a carefully managed timeframe in a manner that balances system risks and customer rate impacts.

- **Total Cost per Customer**

Total cost per customer is calculated by the PEG methodology, as the sum of *ENWIN's* capital and operating costs divided by the total number of customers that *ENWIN* serves. The cost performance result for 2016 is \$707 per customer, which is only a 1.1% increase over 2015. It is important to note, when examined over 5 years, *ENWIN* has held relatively constant the total cost per customer despite inflationary pressures.

ENWIN's cost per customer is comparable to other distributors serving built-out, established communities, and to distributors serving energy-intensive customers. *ENWIN* is committed to infrastructure reinvestment in order to meet its customer's expectations for reliability with a reasonable cost. While *ENWIN's* load base has eroded since peaking in 2006, *ENWIN* continues to invest in replacement of its infrastructure as that infrastructure reaches end-of-life. This investment is to ensure that *ENWIN's* customers continue to have the reliable electrical service they currently enjoy.

- **Total Cost per Km of Line**

This measure uses the same total cost that is used in the Total Cost per Customer calculation above. The total cost is divided by the kilometers of line that *ENWIN* operates to serve its customers. *ENWIN*'s 2016 result is \$55,668 per km of line, a 1.7% increase over 2015. *ENWIN*'s customer base has very limited growth while the commitment to reinvest remains. *ENWIN* continues to seek opportunities to realize efficiencies and innovation through the investment in new technologies and infrastructure at a low cost.

Conservation & Demand Management

- **Net Cumulative Energy Savings**

ENWIN continues to rely on its community partners and the strong relationships they've developed with both their customers and trade allies to succeed in achieving their 2015-2020 Conservation First Framework energy savings target. The 2016 program implementation year was a successful one, with *ENWIN* exceeding its annual energy savings milestone. At the end of 2016, *ENWIN* had achieved 31% of their 2015-2020 energy savings target through 33% of the program term. *ENWIN* continues to support the conservation efforts of its customers and remains committed to meeting their obligations to the Province and the ratepayers.

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 all required documentation. In 2016, *ENWIN* completed 100% of its 13 CIAs within the prescribed time limit, which is consistent with 2015 results. *ENWIN* developed and implemented measures to ensure CIAs are completed within the required timeframe by clearly defining requirements for proponents and by standardizing on both the format and technical components of our consultant's reports.

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

In 2016, *ENWIN* connected 133 MicroFIT generation facilities and 100% were done within the prescribed time frame of five (5) working days, consistent with the 2015 result. The minimum acceptable OEB-mandated industry performance level for this measure is to connect within the prescribed time frame 90% of the time. *ENWIN*'s successful result in this measure was achieved by performing daily checks for ESA Authorization, providing instant notification to our Metering department when connections are ready, and by having a quick dispatch process for meter installers. *ENWIN*'s commitment to achieving this requirement also includes re-direction of crews from other projects when the 5 day window cannot be met by the regular service crews.

Financial Ratios

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

ENWIN's current ratio in 2016 was 1.60 (1.44 in 2015). This continues to demonstrate the company's strong financial position and ability to meet the company's short term financial obligations. The improvement in the current ratio in 2016 is a result of an increase in cash and lower related party debt offset by increases in working capital due to timing of bill and payment cycles. The focus on liquidity and reduction of debt (where possible) is contributing to this strong liquidity ratio.

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

ENWIN's debt to equity ratio was 0.39 in 2016 (0.50 in 2015). This is one of the lowest debt to equity ratios when compared to other LDCs within the province of Ontario. The improvement in the year was as a result of paying down and refinancing some intercompany debt. Over the past few years, *ENWIN's* focus on operational efficiencies and productivity improvements has allowed the financial strength of the company to continue to grow while still being able to deliver safe and reliable electricity to its customers.

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

ENWIN's current distribution rates were approved by the OEB and included a deemed Regulatory Rate of Return on Equity ("ROE") of 8.01%. *ENWIN's* customers continue to benefit from one of the lowest ROE's within the industry in the province of Ontario.

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

ENWIN's Regulatory Return on Equity was 5.92% (6.88% in 2015) and is within the established range allowed by the OEB. *ENWIN's* attention to operational efficiencies and improvements continues to be the focus of the organization.

Note to Readers of 2016 Scorecard MD&A

The information provided by distributors on their future performance (or what can be construed as forward-looking information) may be subject to a number of risks, uncertainties and other factors that may cause actual events, conditions or results to differ materially from historical results or those contemplated by the distributor regarding their future performance. Some of the factors that could cause such differences include legislative or regulatory developments, financial market conditions, general economic conditions and the weather. For these reasons, the information on future performance is intended to be management's best judgement on the reporting date of the performance scorecard, and could be markedly different in the future.

Scorecard - EnWin Utilities Ltd.										EB-2019-0032 Filed: August 1, 2019 Responses to Interrogatories from CCC 1 - CCC - 13 - Attachment 1		9/29/2016
Performance Outcomes	Performance Categories	Measures	2011	2012	2013	2014	2015	Trend	Target			
									Industry	Distributor		
Customer Focus Services are provided in a manner that responds to identified customer preferences.	Service Quality	New Residential/Small Business Services Connected on Time	100.00%	100.00%	99.70%	100.00%	99.10%	↕	90.00%			
		Scheduled Appointments Met On Time	99.60%	100.00%	100.00%	100.00%	100.00%	↗	90.00%			
		Telephone Calls Answered On Time	76.30%	80.30%	82.20%	86.80%	75.50%	↗	65.00%			
	Customer Satisfaction	First Contact Resolution				97.93%	98.17%					
		Billing Accuracy				99.86%	99.98%	↗	98.00%			
		Customer Satisfaction Survey Results				Good	Good					
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Level of Public Awareness					83.00%					
		Level of Compliance with Ontario Regulation 22/04 ¹	C	C	C	C	C	→		C		
		Serious Electrical Incident Index	Number of General Public Incidents	0	1	0	0	0	→		0	
			Rate per 10, 100, 1000 km of line	0.000	0.850	0.000	0.000	0.000	→		0.119	
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	2.45	1.03	0.94	0.81	1.06	↗		1.24		
		Average Number of Times that Power to a Customer is Interrupted ²	2.69	1.88	2.29	1.85	1.88	↗		2.10		
	Asset Management	Distribution System Plan Implementation Progress				-16%	96%					
	Cost Control	Efficiency Assessment		4	4	4	4					
		Total Cost per Customer ³	\$690	\$705	\$652	\$683	\$699					
		Total Cost per Km of Line ³	\$49,900	\$52,058	\$48,500	\$51,189	\$54,728					
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					9.79%			151.30 GWh		
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time	14.29%	25.00%	50.00%	100.00%	100.00%					
		New Micro-embedded Generation Facilities Connected On Time				100.00%	100.00%	→	90.00%			
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)	0.91	1.15	1.18	1.27	1.44					
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.55	0.67	0.58	0.56	0.50					
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	8.01%	8.01%	8.01%	8.01%	8.01%				
		Achieved	8.49%	3.48%	13.04%	9.62%	6.88%					
<div>1. Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).</div> <div>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.</div> <div>3. A benchmarking analysis determines the total cost figures from the distributor's reported information.</div> <div>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.</div>							Legend:	5-year trend ↗ up ↘ down → flat	Current year ● target met ● target not met			

2015 Scorecard Management Discussion and Analysis ("2015 Scorecard MD&A")

The link below provides a document titled "Scorecard - Performance Measure Descriptions" that has the technical definition, plain language description and how the measure may be compared for each of the Scorecard's measures in the 2015 Scorecard MD&A:

[http://www.ontarioenergyboard.ca/OEB/ Documents/scorecard/Scorecard Performance Measure Descriptions.pdf](http://www.ontarioenergyboard.ca/OEB/Documents/scorecard/Scorecard%20Performance%20Measure%20Descriptions.pdf)

Scorecard MD&A - General Overview

EnWin has always maintained a strong focus on the safety and reliability of the electricity we supply to customers. With a service territory in the highest isokeraunic (lightning) area in Canada, and an economy that relies heavily on manufacturing, EnWin's focus on providing a high level of reliability for its customers drives our capital and maintenance spending profiles. EnWin also focuses on providing quality customer service, controlling costs and increasing efficiencies, in order to deliver reliable power to customers at affordable rates. EnWin is committed to ensuring the safety of its workforce and in 2015 received OHSAS 18001 certification, an international occupational health and safety management system standard. This standard requires an organization to develop a managed approach to Health & Safety taking into account every element within that standard, with one of the elements being a commitment to continuous improvement.

Service Quality

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

In 2015, EnWin connected 99.1% of its 587 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 result is well above the OEB-mandated threshold of 90%.

- **Scheduled Appointments Met On Time**

EnWin achieved 100% of the scheduled appointments on time for the fourth consecutive year. This exceeds the industry target of 90% and includes 8,584 scheduled appointments met on time. Customer requests include meter reads, performing spot services, and other needs.

- **Telephone Calls Answered On Time**

In 2015, EnWin Customer Service Representatives answered 75.5% of total calls in 30 seconds or less. EnWin's on-time percentage decreased in 2015 compared with 2014, mainly due to the fact that the ratio of calls received to Customer Service Representatives increased by 21.3% in 2015 (from 5887 calls per CSR in 2014 to 7140 calls per CSR in 2015). EnWin continues to work hard to answer calls on time and has once again exceeded the OEB mandated target of 65% for timely call response.

Customer Satisfaction

- **First Contact Resolution**

EnWin resolved 98.17% of calls on first contact, EnWin's front line staff is well trained to resolve customer issues directly. EnWin strives to serve customers in a friendly and professional manner within the first call. We use call monitoring tools to record and archive every call to allow us to evaluate our staff's call handling. Any anomalies or customer escalations are reviewed when warranted. All customer interactions are logged in our CIS System, including any escalations. The results of our annual Customer Satisfaction Survey give us the opportunity to confirm what is working and what areas require improvement.

- **Billing Accuracy**

EnWin's billing accuracy is 99.98% which exceeds the OEB-mandated 98% industry target. In 2015, EnWin produced 1,053,383 bills to its customers. EnWin routinely reviews its billing processes for compliance and continuous improvement opportunities. In addition, EnWin offers customers an easy, convenient and environmentally friendly means to securely access and manage their usage data on-line on a daily, weekly or monthly basis through its "EnWin Connect" web portal.

- **Customer Satisfaction Survey Results**

EnWin has engaged a third party to conduct customer satisfaction surveys. Based on the "Customer Experience Performance Rating" (CEPr), the results indicate that a large majority of customers gave a good to excellent experience rating for dealing with EnWin staff. Factors that are considered as part of the overall customer experience include delivery of accessible and consistent customer service, understanding customer expectations, providing timely issue resolution, providing effective communication(s) according to customer needs, demonstrating responsiveness, conducting problem analysis to prevent recurring issues, ease of engagement on issues, seeking customer feedback and following through on recommendations. The CEPr is only one element of the customer survey. The survey also gathers information on engagement, operational effectiveness and service quality through the eyes of the customer. All of the data gathered in the survey is evaluated and used to continuously improve EnWin's customer experience.

Safety

- **Public Safety**

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

EnWin engaged a third party to conduct a survey of customer perception and overall electrical safety awareness in 2015 and achieved an overall score of 83%. In addition, EnWin maintained its previous levels of Public Service Announcement (PSA) broadcasting, student engagement through school safety outreach educational initiatives and participation in the local Children's Safety Village programs. EnWin will continue to support and provide education and training to our community through these initiatives.

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

Over the past six years, EnWin remains fully compliant with all sections of Ontario Regulation 22/04 (Electrical Distribution Safety). This continued achievement is reflective of EnWin's strong commitment to safety, adherence to company procedures, policies and the elements of the regulation itself. Ontario Regulation 22/04 establishes objectives 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. The Electrical Safety Authority (ESA) performs Due Diligence Inspections (DDI) throughout the year to ensure utilities remain compliant with the objectives set out in Ontario Regulation 22/04. Both independent and Electrical Safety Authority (ESA) compliance audits yielded only a few opportunities for improvement which have subsequently been addressed.

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

EnWin experienced and reported no (0) Serious Electrical Incidents in 2015.

System Reliability

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

EnWin continues to invest in infrastructure and new technologies to minimize customer downtime. EnWin's adjusted System Average Interruption Duration Index ("SAIDI", which is the average number of hours power is interrupted) for 2015 was 1.06 hours and while it was the second highest reported in the last 5 years, it is still lower than the OEB calculated target 5-year average (1.24). The increase experienced in 2015 from 2014 (which had an adjusted SAIDI of 0.81 hours) is attributable to the location, timing and nature of the outages experienced as compared to the prior year. EnWin's investment in infrastructure renewal and modernization, including automated switches, helps reduce the average time that customers have their power interrupted.

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

EnWin's adjusted System Average Interruption Frequency Index ("SAIFI", which is the average number of times power is interrupted) for 2015 was 1.88 times, which has increased slightly from 2014, but still compares favourably with the OEB calculated target 5-year average of 2.10. The relatively low frequency of interruption was a product of another mild summer storm period as well as EnWin's investments in renewing infrastructure at end of life and its ongoing maintenance programs such as tree trimming.

Asset Management

- **Distribution System Plan Implementation Progress**

Distribution System Plan (DSP) implementation progress is a new performance measure instituted by the OEB starting in 2014. Consistent with other new measures, utilities were given an opportunity to define it in the manner that best fits their organization. The DSP outlines EnWin'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 EnWin's effectiveness at planning and implementing the DSP. DSP Investment Plan for 2015 was forecast at \$18 million. Actual capital spend in 2015 was \$17.4 million, which resulted in a reported Distribution System Plan Implementation Progress of 96%.

Cost Control

- **Efficiency Assessment**

The total costs for Ontario Local Electricity Distribution Companies are evaluated by the Pacific Economics Group LLC (PEG) 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. As reported in the PEG report, EnWin has been placed in Group 4, where a Group 4 distributor is defined as having actual costs within 10% to 25% more than predicted by the PEG model for that distributor group. EnWin is replacing assets proactively along a carefully managed timeframe in a manner that balances system risks and customer rate impacts. EnWin has experienced minimal growth rates with upward cost pressures.

- **Total Cost per Customer**

Total cost per customer is calculated as the sum of EnWin's capital and operating costs divided by the total number of customers that EnWin serves. The cost performance result for 2015 is \$699 per customer which is a 2.3% increase over 2014. EnWin's cost per customer is comparable to other distributors serving built-out, established communities, and to distributors serving energy-intensive customers. EnWin is committed to infrastructure reinvestment in order to meet its customer's expectations for reliability with a reasonable cost. While EnWin's load base has eroded since peaking in 2006, EnWin continues to invest in replacement of its infrastructure as that infrastructure reaches end-of-life. This investment is to ensure that EnWin's customers continue to have the reliable electrical service they currently enjoy. Notwithstanding this reinvestment, distribution rates have remained relatively stable at about \$32 for a typical residential household since 2006.

- **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 EnWin operates to serve its customers. EnWin's 2015 result is \$54,728 per km of line, a 6.9% increase over 2014. EnWin's customer base has very limited growth while the commitment to reinvest remains. EnWin continues to seek opportunities to realize efficiencies and innovation through the investment in new technologies and infrastructure at a low cost.

Conservation & Demand Management

- **Net Cumulative Energy Savings**

EnWin Utilities Ltd. (“EnWin”) achieved 9.79% of its 2015-2020 Energy Savings Target in 2015. EnWin took advantage of the extension period offered by the IESO for 2015 in order to ramp up and prepare for 2016-2020. As a result only 9.79% of the energy target was achieved although we anticipate we will be able to achieve our 2015-2020 Energy Savings Target. This will be accomplished through building and maintaining relationships with and supporting the conservation efforts of our Industrial, Commercial and Institutional (“ICI”) customers, and capitalizing on the Behind-the-Meter Generation opportunities that exist within the EnWin service territory.

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 all required documentation. In 2015, EnWin completed 100% of its CIAs within the prescribed time limit, which is consistent with 2014 results. EnWin developed and implemented measures to ensure CIAs are completed within the required timeframe by clearly defining requirements for proponents and by standardizing on both the format and technical components of our consultant’s reports.

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

In 2015, EnWin connected 124 MicroFIT generation facilities and 100% were done within the prescribed time frame of five (5) working days, consistent with the 2014 result. The minimum acceptable OEB-mandated industry performance level for this measure is to connect within the prescribed time frame 90% of the time. EnWin’s successful result in this measure was achieved by performing daily checks for ESA Authorization, providing instant notification to our Metering department when connections are ready, and by having a quick dispatch process for meter installers.

Financial Ratios

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

EnWin's current ratio of 1.44 in 2015 continues to demonstrate the organization's strong financial performance by obtaining a ratio of greater than one as a sign of liquidity. This exhibits the organization's ability to satisfy its short term debts and financial obligations. In 2015, EnWin's current ratio increased 13% driven by an increase in cash as well accounts receivable related to billings to the Independent Electricity System Operator ("IESO") for the Conservation First Framework ("CFF"). The receipt of cash is very dependent on customer billing cycles, and corresponding due dates and offset by timing of cash outlays.

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

EnWin has one of the lowest debt to equity ratios (0.50 in 2015) when compared to other LDCs within the province of Ontario. Over the last several years EnWin has been one of the least leveraged mid-size or large utilities which is achieved through operational efficiencies and productivity improvements that do not result in the requirement to source further debt to realize these synergies.

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

EnWin's current distribution rates were approved by the OEB and included an expected (deemed) regulatory rate of return on equity ("ROE") of 8.01%. EnWin's customers pay one of the lowest deemed ROE within their rates across the entire province.

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

EnWin's achieved ROE in 2015 was 6.88%, calculated following Canadian Generally Accepted Accounting Principles ("CGAAP") and is within the +/-3% range allowed by the OEB. EnWin's profitability is funded through realized operational efficiencies and productivity improvements rather than incremental revenue.

Note to Readers of 2015 Scorecard MD&A

The information provided by distributors on their future performance (or what can be construed as forward-looking information) may be subject to a number of risks, uncertainties and other factors that may cause actual events, conditions or results to differ materially from historical results or those contemplated by the distributor regarding their future performance. Some of the factors that could cause such differences include legislative or regulatory developments, financial market conditions, general economic conditions and the weather. For these reasons, the information on future performance is intended to be management's best judgement on the reporting date of the performance scorecard, and could be markedly different in the future.

Scorecard - EnWin Utilities Ltd.										EB-2019-0032 Filed: August 1, 2019 Responses to Interrogatories from CCC 1 - CCC - 13 - Attachment 1 25 of 36		9/28/2015
									Target			
Performance Outcomes	Performance Categories	Measures	2010	2011	2012	2013	2014	Trend	Industry	Distributor		
Customer Focus Services are provided in a manner that responds to identified customer preferences.	Service Quality	New Residential/Small Business Services Connected on Time	99.30%	100.00%	100.00%	99.70%	100.00%	⬆️	90.00%			
		Scheduled Appointments Met On Time	99.60%	99.60%	100.00%	100.00%	100.00%	⬆️	90.00%			
		Telephone Calls Answered On Time	76.70%	76.30%	80.30%	82.20%	86.80%	⬆️	65.00%			
	Customer Satisfaction	First Contact Resolution					97.93%					
		Billing Accuracy					99.86%	➡️	98.00%			
		Customer Satisfaction Survey Results					Good					
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Level of Public awareness [measure to be determined]										
		Level of Compliance with Ontario Regulation 22/04	C	C	C	C	C	➡️		C		
		Serious Electrical Incident Index	Number of General Public Incidents	1	0	1	0	0	➡️		0	
			Rate per 10, 100, 1000 km of line	0.887	0.000	0.850	0.000	0.000	➡️		0.244	
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted	0.99	2.45	1.03	0.94	0.81	⬇️		at least within 0.94 - 2.45		
		Average Number of Times that Power to a Customer is Interrupted	1.81	2.69	1.88	2.29	1.85	⬇️		at least within 1.81 - 2.69		
	Asset Management	Distribution System Plan Implementation Progress					-16%					
	Cost Control	Efficiency Assessment			4	4	4					
		Total Cost per Customer ¹	\$681	\$690	\$705	\$652	\$683					
		Total Cost per Km of Line ¹	\$49,027	\$49,900	\$52,058	\$48,500	\$51,189					
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		10.48%	22.88%	49.43%	65.43%	🔴		26.81MW		
		Net Cumulative Energy Savings (Percent of target achieved)		29.86%	72.80%	108.96%	130.55%	🟢		117.89GWh		
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time	100.00%	14.29%	25.00%	50.00%	100.00%					
		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)	0.73	0.91	1.15	1.18	1.27					
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.69	0.55	0.67	0.58	0.56					
		Profitability: Regulatory Return on Equity		8.01%	8.01%	8.01%	8.01%					
		Deemed (included in rates)		8.49%	3.48%	13.04%	9.62%					
Notes:							Legend: ⬆️ up ⬇️ down ➡️ flat					
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.							🟢 target met 🔴 target not met					
2. The Conservation & Demand Management net annual peak demand savings include any persisting peak demand savings from the previous years.												

EnWin Utilities Ltd. 2014 Scorecard

Management Discussion and Analysis (“2014 Scorecard MD&A”)

Scorecard MD&A - General Overview

EnWin has always maintained a strong focus on safety and reliability of supply of electricity for EnWin customers. EnWin's service territory lies in the highest isokeraunic (lightning) area in Canada and Windsor's economy relies heavily on manufacturing. As a result, EnWin provides a high level of reliability for its customers and this drives EnWin's capital and maintenance spending profiles. EnWin also focuses on providing quality customer service, controlling costs and increasing efficiencies in order to deliver reliable power to customers at affordable rates. EnWin is committed to ensuring the safety of its workforce and in 2015 received OHSAS 18001 certification. This standard requires an organization to develop a managed approach to Health & Safety taking into account every element within that standard, with one of the elements being a commitment to continual improvement.

Service Quality

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

In 2014, EnWin connected 406 new services under 750V. 100% of these services were connected within the five day goal prescribed by the Ontario Energy Board (OEB). This exceeds the OEB-mandated threshold of 90% and has improved over 2013 results. The number of new connections under 750V for 2014 represents an increase of 11.2% over the prior year.

- **Scheduled Appointments Met On Time**

EnWin achieved 100% of the scheduled appointments on time consistent with years prior. This exceeds the industry target of 90% and includes over 6,200 scheduled appointments met on time. Customer requests include meter reads, performing spot services, and other needs.

- **Telephone Calls Answered On Time**

EnWin continues to offer exceptional customer service by answering 86.8% of telephone calls on time. This represents an improvement of 4.6% over prior years. In addition, EnWin's call volumes over the prior year increased by approximately 17,500 or 15%. This result for several years has consistently exceeded the OEB-mandated 65% target for timely call response.

Customer Satisfaction

- **First Contact Resolution**

EnWin resolved 97.93% of calls on first contact. EnWin's front line staff is trained to resolve customer's issues directly.

- **Billing Accuracy**

EnWin's billing accuracy is 99.86% which exceeds the OEB-mandated 98% target. This represents data collected from May to December 2014 (after implementation of EnWin's new CIS/Billing system) during which time EnWin produced in excess of 700,000 bills to their customers. EnWin routinely reviews their billing processes for continuous improvement and compliance. As such, EnWin offers customers an easy, convenient and environmentally friendly means to securely access and manage their usage data on-line on a daily, weekly or monthly basis through its "EnWin Connect" web portal.

- **Customer Satisfaction Survey Results**

EnWin has engaged a third party to conduct customer satisfaction surveys. Based on the "Customer Experience Performance rating (CEPr)", the results indicate that a large majority of customers gave a good to excellent experience rating for dealing with EnWin staff. Factors that are considered as part of the overall customer experience include delivery of accessible and consistent customer service, understanding customer expectations, providing timely issue resolution, providing effective communication(s) according to customer needs, demonstrating responsiveness, conducting problem analysis to prevent recurring issues, ease of engagement on issues, seeking customer feedback and following through on recommendations. The CEPr is only one element of the customer survey. The survey also gathers information on engagement, operational effectiveness and service quality through the eyes of the customer. All of the data gathered in the survey is evaluated and used to improve EnWin's customer satisfaction.

Safety

- **Public Safety**

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

EnWin continues to monitor industry trends and participate in working groups to understand proposed measures for assessing this metric. Current measures under consideration include surveys of public perceptions and electrical safety knowledge, reporting on levels of Public Service Announcement (PSA) broadcasting, numbers of students engaged through school safety outreach educational initiatives and EnWin's participation in the local Children's Safety Village programs.

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

Over the past 5 years, EnWin remains fully compliant with all sections of Ontario Regulation 22/04. This continues to be achieved by EnWin's strong commitment to safety, and adherence to company procedures & policies. Both independent and Electrical Safety Authority (ESA)-driven compliance audits yielded only a few opportunities for improvement. These opportunities have subsequently been addressed.

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

EnWin experienced and reported no (0) Serious Electrical Incidents in 2014.

System Reliability

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

EnWin continues to invest in infrastructure and new technologies to minimize customer downtime. EnWin's System Average Interruption Duration Index (SAIDI) (average number of hours power is interrupted) for 2014 was 0.81 hours and was the lowest reported in the last 5 years. This average is also lower than the average for the previous 5 years (1.185 hours). EnWin's investment in infrastructure renewal and modernization, including automated switches, contributes to the reduction in the average time that customers have interrupted power. The relatively low interruption duration is also a result of a mild summer and fewer, less severe storm incidents. EnWin's infrastructure is a largely overhead supplied system which results in a more exposed grid footprint than predominantly underground utilities. EnWin operates a Control Centre 24/7/365 to monitor and operate its grid in order to minimize impact to customers in the event of power disruptions.

System Reliability (cont'd)

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

EnWin's System Average Interruption Frequency Index (SAIFI) (average number of times power is interrupted) for 2014 was 1.85 times and was the second lowest reported interruption frequency for the last 5 years. This was lower than the average for the previous 5 years (1.9572). The relatively low frequency of interruption was a product of a mild summer storm period as well as EnWin's investment in renewing infrastructure at end of life and its maintenance programs such as tree trimming.

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 EnWin'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 EnWin's effectiveness at planning and implementing the DSP. EnWin filed its DSP with the OEB on May, 2014 and as such, 2014 is the first year for reporting on the implementation of the plan. EnWin measures progress on the DSP relative to the percentage of actual capital spend to planned spending per the DSP. For 2014, EnWin's DSP indicated a planned capital spend of \$21.0M. The actual 2014 capital spend was \$17.4M or 83% of the planned spend. EnWin considers its progress to be successful given the actual capital spend is within +/- 20% of the planned spend. Major variances include work planned to be completed in coordination with City of Windsor road widening work which was delayed due to other priority projects and variances related technological investments.

Cost Control

- **Efficiency Assessment**

The total costs for Ontario Local Electricity Distribution Companies are evaluated by the Pacific Economics Group LLC (PEG) 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. As reported in the PEG report, EnWin has been placed in Group 4, where a Group 4 distributor is defined as having actual costs within 10% to 25% more than predicted by the PEG for that distributor group. EnWin is replacing assets proactively along a carefully managed timeframe in a manner that balances system risks and customer rate impacts. EnWin has experienced minimal growth rates with upward cost pressures.

- **Total Cost per Customer**

Total cost per customer is calculated as the sum of EnWin's capital and operating costs divided by the total number of customers that EnWin serves. The cost performance result for 2014 is \$683/customer which is a 4.8% increase over 2013. Nevertheless, the total cost per customer is the same as it was in 2010 according to the same calculation. EnWin's cost per customer is comparable to other distributors serving built-out, established communities, and to distributors serving energy-intensive customers. EnWin is committed to infrastructure reinvestment in order to meet its customer's expectations for reliability with a reasonable cost. While EnWin's load base has eroded since peaking in 2006, EnWin continues to invest in replacement of its infrastructure as that infrastructure reaches end-of-life. This investment is to ensure that EnWin's customers continue to have the reliable electrical service they currently enjoy. Notwithstanding this reinvestment, EnWin has held its distribution rates relatively stable at about \$32 for a typical household (Residential 1000kWh) since 2006.

- **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 EnWin operates to serve its customers. EnWin's 2014 rate is \$51,189 per km of line, a 5.5% increase over 2013. EnWin's customer base has very limited growth while the commitment to reinvest remains. EnWin continues to seek opportunities to realize efficiencies and innovation through the investment in new technologies and infrastructure at a low cost.

Conservation & Demand Management

- **Net Annual Peak Demand Savings (Percent of target achieved)**

EnWin achieved 65.43% of its net annual peak demand targets. EnWin was in line with the provincial progress towards this same target and ranked 18 of 76 utilities in this category. This high ranking was achieved through strong relationships and support of conservation efforts from EnWin's Industrial, Commercial and Institutional ("ICI) customers and EnWin's local channel partners.

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

EnWin exceeded its four year net cumulative energy savings target by the end of 2014. EnWin achieved 130.55% of its target. EnWin's success is directly attributable to the strong participation of local ICI customers in the saveONenergy for business programs.

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 all required documentation. In 2014, EnWin completed eleven (11) CIAs and all were done within the prescribed time limit. This is an improvement over the past year. EnWin has developed and implemented measures to ensure CIAs are done within the specified time limits by defining requirements for proponents more clearly and by standardizing on both the format and technical components of the consultant's reports.

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

In 2014, EnWin connected 27 MicroFIT generation facilities and 100% were done within the prescribed time frame of five (5) business days. This exceeds the minimum acceptable performance level for this measure to connect within the prescribed time frame 90% of the time. All connections were completed within two (2) days of the all-ready date and nine (9) were connected on the same day. These times are achieved by performing daily checks for ESA Authorization, providing instant notification to the Metering department when connections are ready, and by having a quick dispatch process for meter installers.

Financial Ratios

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

As an indicator of financial health, a current ratio 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.

EnWin’s current ratio increased from 1.18 in 2013 to 1.27 in 2014. This is a reflection of strong financial performance.

- **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). EnWin’s debt to equity ratio is 0.56. This trend has been consistent over the past 5 years. This ratio supports how EnWin is fiscally prudent.

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

EnWin’s current distribution rates were approved by the OEB and include an expected (deemed) regulatory return on equity of 8.01%. 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. EnWin’s customers pay one of the lowest ROE rates in Ontario (Deemed ROE).

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

EnWin’s return on equity achieved in 2014 was 9.62%, which is within the +/-3% range allowed by the OEB. EnWin has a strong commitment to focus on continuous productivity and process improvements and to realize efficiencies for all stakeholders, including EnWin’s customers. EnWin’s core business plan is driven by its vision to continue to be a respected leader in the delivery of safe and reliable power and water for Windsor rate payers. This vision is based on values of integrity, leadership and accountability. A number of initiatives have been completed that have allowed EnWin to realize operational efficiencies, synergies and cost savings. This has effectively created value for EnWin’s customers. EnWin continues to seek these opportunities in order to realize future benefits.

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 judgement on the reporting date of the performance scorecard, and could be markedly different in the future.

									Target	
Performance Outcomes	Performance Categories	Measures	2009	2010	2011	2012	2013	Trend	Industry	Distributor
Customer Focus Services are provided in a manner that responds to identified customer preferences.	Service Quality	New Residential/Small Business Services Connected on Time	99.00%	99.30%	100.00%	100.00%	99.70%	⬆️	90.00%	
		Scheduled Appointments Met On Time	97.20%	99.60%	99.60%	100.00%	100.00%	⬆️	90.00%	
		Telephone Calls Answered On Time	75.70%	76.70%	76.30%	80.30%	82.20%	⬆️	65.00%	
	Customer Satisfaction	First Contact Resolution								
		Billing Accuracy								
		Customer Satisfaction Survey Results								
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Public Safety [measure to be determined]								
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted	0.55	0.99	2.45	1.03	0.94	⬆️		at least within 0.55 - 2.45
		Average Number of Times that Power to a Customer is Interrupted	1.18	1.81	2.69	1.88	2.29	⬆️		at least within 1.18 - 2.69
	Asset Management	Distribution System Plan Implementation Progress								
	Cost Control	Efficiency Assessment				4	4			
		Total Cost per Customer ¹	\$626	\$681	\$690	\$705	\$652			
		Total Cost per Km of Line ¹	\$47,028	\$49,027	\$49,900	\$52,058	\$48,500			
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			12.00%	15.00%	31.40%			26.81MW
		Net Cumulative Energy Savings (Percent of target achieved)			27.00%	73.00%	109.00%			117.89GWh
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time		100.00%	14.29%	25.00%	50.00%			
		New Micro-embedded Generation Facilities Connected On Time							90.00%	
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)	0.76	0.73	0.91	1.15	1.18			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.66	0.69	0.55	0.67	0.58			
		Profitability: Regulatory Return on Equity		Deemed (included in rates)	8.01%	8.01%	8.01%			
				Achieved	8.49%	3.48%	13.04%			

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 do not include any persisting peak demand savings from the previous years.

Legend:

⬆️

up

⬆️

down

⬆️

flat

🟢

target met

🔴

target not met

Service Quality

EnWin's call centre and operations centre are in Windsor and EnWin is one of the few utilities to still offer counter service to walk-in customers. EnWin's front line staff is trained to resolve customers' issues directly. Combined with performance results that significantly exceed the industry target, EnWin's customers enjoy some of the best service in Ontario. Importantly, EnWin's investments in technology allow for higher precision and certainty in determining these metrics. Not all distributors have made comparable investments. As a result, these figures are not comparable to all other distributors.

Customer Satisfaction

The final filing requirement for this section have yet to be stipulated by the OEB.

Safety

The final filing requirement for this section have yet to be stipulated by the OEB.

System Reliability

With a 100 year history of serving some of Ontario's most important manufacturing plants, EnWin has built and maintained a robust local grid that powers the local economy. With the introduction of increasingly advanced and power-sensitive industrial and commercial customers, there are ever rising demands on EnWin to limit customer downtime. EnWin's control room remotely manages the local grid: rerouting power and dispatching crews 24/7/365. To keep local rates and nuisance to customers to a minimum, EnWin has continued to invest in a largely overhead supplied system. As a result, EnWin's powerlines are exposed to the elements more than some other urban distributors. While this leads to more outages than primarily underground supplied systems, the trade-off is lower costs to customers. Further, EnWin restores power more quickly than most other distributors, thanks to the constant attention of its staff and crews and its investments in advanced technologies. Importantly, the precision and certainty in determining these metrics depends in large part on the investments made in technology. The process of further enhancement is ongoing at EnWin. Not all distributors have made comparable investments. As a result, these figures are not comparable to all other distributors.

Asset Management

The final filing requirement for this section have yet to be stipulated by the OEB.

Cost Control

Total cost is a measure of reinvestment in the local power grid and local economy. The reinvestment needs and programs of the two largest distributors in the province are well known and EnWin is equally committed to its reinvestment initiatives. EnWin's efficiency performance is better than that of the two largest distributors in the province and is comparable to other distributors serving built-out, established communities, and those also serving energy-intensive customers. By contrast, reinvestment programs and efficiency targets are shown to be less an issue for distributors serving new build communities and smaller distributors in semi-rural bedroom communities where the demands on infrastructure are less pronounced. In Windsor, the shift away from energy intensive customers is leading to higher per capita costs for reinvesting in the infrastructure to support the energy intensive customers that do remain. EnWin has chosen to reinvest for the benefit of its remaining customers rather than neglect or harvest lesser utilized assets. Notwithstanding this reinvestment, EnWin has held its distribution rates relatively stable at about \$32 for a typical household (Residential 1000kWh) since 2006.

Conservation & Demand Management

EnWin is proud to be one of the top performing distributors in helping its customers access funding and achieve energy savings through conservation and demand management (CDM) programs. Hard hit by the global recession only a few years ago, for many of EnWin's customers, these CDM programs have been critical to sustain their operations in Windsor and in Ontario. Success in serving customers of all sizes and low income customers are a priority for EnWin. EnWin recognizes the spill-over effect for the local community in helping its industrial and commercial customers become more energy efficient and therefore more globally competitive.

Connection of Renewable Generation

EnWin works closely with generators that apply to connect to the local grid. Working together, connections can typically made made within the prescribed timeframe. From the introduction of the Green Energy Act through to the end of 2013, EnWin connected 12 large renewable generators (FIT) and over 250 small renewable generators (microFIT). EnWin has connected far more of these generators than most other distributors. This uptake rate is an indicator that EnWin is facilitating renewable generation in accordance with the Government's vision and requirements. Robust historic and ongoing investment in the distribution grid is critical to ensuring continued performance and compliance.

Financial Ratios

While EnWin typically has one of the strongest levels of profitability in the sector (Achieved ROE), its customers pay one of the lowest ROE rates in Ontario (Deemed ROE). That is, EnWin's profitability is funded by achieving cost reductions rather than incremental revenue. Moreover, as a measure of fiscal prudence, EnWin has consistently improved its liquidity and is one of the least leveraged mid-size or large utilities in the province. The stability of EnWin's financial position has allowed EnWin to remain on the OEB's IR ratemaking stream for one of the longest periods in the sector: since EnWin last rebased in 2009. EnWin's commitment to ongoing productivity improvements that benefit its customers is evidenced by its entry into Annual IR. That ratesetting approach caps any rate change at an amount significantly lower than inflation. EnWin's strong financial performance in 2013 was in the context of distribution rates that decreased to \$33 per month for a typical household. The comparability of EnWin's recent financial performance to historic financial performance is impacted by the transition of Canadian Generally Accepted Accounting Principles (GAAP) to the International Financial Reporting Standards (IFRS) as set out by the International Accounting Standards Board (IASB).

**4 - CCC - 14**Reference:

Ex. 4/p. 10

Question:

Please set out the annual salary and wage increase for the period 2009-2018.

Response:

The annual salary and wage increases for the period 2009-2018 are shown in the table below

	IBEW Hydro Division		IBEW Services Division		Management/Non-Union	
Year	Effective	Increase	Effective	Increase	Effective	Increase
2009	October 1	1.875%	January 1	1.875%	January 1	1.875%
2010	October 1	1.875%	January 1	1.875%	January 1	1.875%
2011	October 1	1.000%	January 1	1.875%	January 1	1.875%
2012	April 1	1.500%	January 1	1.875%	January 1	1.50%
2013	April 1	1.500%	April 1	1.50%	January 1	1.50%
2014	April 1	1.500%	March 31	1.50%	January 1	1.50%
2015	April 1	1.000%	January 1	1.50%	January 1	1.50%
2016	January 1	1.250%	January 1	1.00%	January 1	2.25%
	April 1	1.000%	July 1	N/A *		
2017	January 1	1.250%	January 1	N/A *	January 1	2.05%
	April 1	1.000%				
2018	January 1	1.250%	January 1	1.00%	January 1	2.05%
	April 1	1.000%				
2019	January 1	1.250%	January 1	2.20%	January 1	2.05%

*Services Division received lump sum payments, with no addition to pay grids in 2016, 2017 and 2018



4 - CCC - 15

Reference:

Ex. 4/p. 27

Question:

Please recast the OM&A Programs Table to include 2018 actuals and 2019 budget.

Response:

ENWIN has updated Appendix 2-JC with 2018 actuals along with the 2019 Bridge Year programs.



4 - CCC - 16

Reference:

Ex. 4/Appendix 2-JC

Question:

Please provide a detailed break out the Audit, Legal and Consulting budget for 2020 of \$896,526.

Response:

a) Below is a breakdown of Professional Fees and Consulting for 2020.



ENWIN Utilities Ltd.

Legal & Professional Details	2020 Test Year
<u>Legal Fees</u>	
<u>Corporate & Commercial</u>	
Active litigation	50,000
External Service contract agreement review	5,000
Engineering agreement review	7,000
Connection agreement review	2,853
Community support initiatives, corporate documents	52,751
Software/hardware contract reviews	22,777
Bank credit agreements, audit responses	1,113
Procurement contract reviews	8,866
Disclosure of prior tenant utility usage info.	1,391
Employment / Labour grievances, general	28,408
Corporate governance issues, OEB proceedings	56,000
Total Legal	\$ 236,158
<u>Professional & Consulting Fees</u>	
<u>Executive / Governance</u>	
Strategic Planning / Provisional Consulting	68,179
Executive/Governance Consulting	15,267
<u>Human Resources</u>	
Pay Equity	6,818
EAP	9,682
WSIB Consultant	5,693
Benefits Consultant	24,713
Miscellaneous	3,409
<u>Finance / IT / Regulatory</u>	
Regulatory Studies/Reassessments	27,600
Cost of Service	185,202
Audit Fees/Tax Consulting	66,758
Internal Audits	29,750
Technical consultation	144,282
<u>Operations</u>	
ISO/ESA Audits	29,500
Asset Management Fees	2,165
H&S External Audit	15,430
Total Professional & Consulting	\$ 634,450
Total Temporary Services - CSR support	\$ 25,919
	\$ 896,526



4 - CCC - 17

Reference:

Ex. 4/Appendix 2-JC

Question:

Please update Appendix 2-JC to include 2018 actual amounts.

Response:

Appendix 2-JC has been updated within the Chapter 2 Appendices with 2018 actual amounts.



4 - CCC - 18

Reference:

Ex. 4/Appendix 2-JC

Question:

Please explain the significant increase in the Engineering budget for 2020 as compared to the last rebasing year.

Response:

Over the 11 year period since its last rebasing, ENWIN developed and implemented a Geographical Information System ("GIS"), which required the addition of 5 staff. Otherwise the rest of the increase is a result of inflation.



4 - CCC - 19

Reference:

Ex. 4/Ex. 2

Question:

Please explain the extent to which ENWIN has built productivity into the 2020 budget for both Capital and OM&A. Please provide a list setting out each specific productivity initiative and the associated savings.

Response:

Please refer to the response provided to SEC - 5.



8 - CCC - 20

Reference:

Ex. 8/pp. 8-10

Question:

Please explain if there is any impact on the Residential Rate Class arising out of ENWIN's proposals for Gross load Billing.

Response:

Pursuant to the OEB's rate order for 2019 Uniform Electricity Transmission Rates¹, and as of the date of this interrogatory response, ENWIN has one (1) General Service 50-4,999 kW customer which qualifies for Gross Load Billing for Retail Transmission Rate – Line and Transformation Connection Service.

ENWIN further has one (1) Large Use – Regular customer that is installing a 9MW behind the meter generator, and when commissioned (currently expected in Q1, 2020), Gross Load Billing would be applied if approved in this Application.

If ENWIN's application for Gross Load Billing contained in Section 8.4.2 of this Application is not approved, the impact would be the incremental costs for Retail Transmission Rate – Line and Transformation Connection Service not captured at the distribution meter due to the generating facility (and therefore not charged to the customer whereby in absence of the generator, the customer would have paid the charges), are assessed to ENWIN by the transmitter (i.e. Hydro One); and such charges would flow through the deferral and variance account RSVA 1586, and be settled with all of ENWIN's customer classes in a future rate proceeding.

¹ EB-2018-0326, Appendix B 2019 Uniform Transmission Rate Schedules, page 5 of 6, note 3.