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December 2, 2024

**BY RESS**

Ms. Nancy Marconi  
Ontario Energy Board  
2300 Yonge Street, 27th Floor  
Toronto, ON M4P 1E4

Dear Ms. Marconi:

Re: **Northern Ontario Wires Incorporated ("NOW Inc.")**  
**EB-2024-0046, Interrogatory, Commitment and Error Checking Responses**

Please find enclosed NOW Inc.'s interrogatory responses filed in accordance with Procedural Order No.

1. Also provided are responses to Commitments (Schedule C) and Error Checking Questions (Schedule D) contained in Board Staff's letter of November 5, 2024.

NOW Inc. is requesting confidential treatment of the following responses pursuant to the OEB's Practice Direction on Confidential Filings:

1. 7-SEC-10 (a) – contains customer specific commercially sensitive operational information.
2. 7-SEC-11(c) - contains project cost contingency information that could negatively impact NOW Inc.'s competitive tendering process.
3. Commitment #3 – contains project cost detail that could negatively impact NOW Inc.'s competitive tendering process.
4. Commitment #10 – contains information that could negatively impact NOW Inc.'s collective bargaining position.
5. Commitment #57 – contains project cost detail that could negatively impact NOW Inc.'s competitive tendering process.

NOW Inc. has redacted the above responses in this submission and has separately provided the OEB with unredacted responses with the proposed redactions highlighted

Respectfully Submitted,

A handwritten signature in black ink, appearing to read 'Geoffrey Sutton'.

Geoffrey Sutton, CPA, CA  
Chief Financial Officer  
Northern Ontario Wires Inc.

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## **Tab 1**

### Summary of Changes

Tab 1

Summary of Changes

1. Responses that Required Updates to Models

	Response #
Commitments	1, 19, 20, 23, 32, 33, 36, 45, 55, 60
Error Checking	1, 2, 3, 4, 5, 10, 11
Interrogatories	2-SEC-8

2. List of Updated Models

List of Updated Models			
Model Impacted	Interrogatory #	Commitments #	Error Checking #
Chapter 2 Appendices	2-SEC-8	1, 19, 20, 23, 60	1
Revenue Requirement Workform	2-SEC-8	1, 19, 20, 23	4
Cost Allocation Model*		36, 39	11
Income Tax/PILS Workform		1, 19	2, 3
Deferral and Variance Account Workform		32, 33, 55	5
Load Forecast		32, 33	10
RTSR Workform		45	

\* All responses listed under Revenue Requirement Workform and Load Forecast which impact Cost Allocation Model inputs

Tab 1 (cont'd.)

3. Impact of Updates

	As Filed	Interrogatory Response	Difference
	30-Aug-24	02-Dec-24	
Long-Term Debt (%)	3.86%	3.82%	-0.04%
Short-Term Debt (%)	6.23%	5.04%	-1.19%
Return on Equity (%)	9.21%	9.25%	0.04%
Regulated Rate of Return (%)	6.10%	6.04%	-0.05%
Controllable Expenses	\$4,550,911	\$4,550,911	\$-
Cost of Power	\$13,561,454	\$13,181,047	-\$380,407
Working Capital Base	\$18,112,365	\$17,731,958	-\$380,407
Working Capital Allowance Rate	7.50%	7.50%	0.00%
Working Capital Allowance	\$1,358,427	\$1,329,897	-\$28,531
Average Gross Assets	\$16,109,429	\$16,116,104	\$6,675
Average Accumulated Depr.	-\$6,169,719	-\$6,170,553	-\$834
Average Net Fixed Assets	\$9,939,710	\$9,945,551	\$5,841
Working Capital Allowance	\$1,358,427	\$1,329,897	-\$28,531
Rate Base	\$11,298,137	\$11,275,448	-\$22,690
Regulated Rate of Return	6.10%	6.04%	-0.05%
Return on Capital	\$688,757	\$681,282	-\$7,475
Deemed Interest Expense	\$272,533	\$264,090	-\$8,443
Deemed Return on Equity	\$416,223	\$417,192	\$968
OM&A	\$4,547,882	\$4,526,052	-\$21,830
Depreciation Expense	\$444,406	\$445,241	\$835
PILs	\$-	\$-	\$-
Property Taxes	\$3,029	\$24,859	\$21,830
Service Revenue Requirement	\$5,684,074	\$5,677,434	-\$6,640
Revenue Offsets	\$247,849	\$255,015	\$7,166
Base Revenue Requirement	\$5,436,225	\$5,422,419	-\$13,806

## **Tab 2**

### Interrogatory Responses

**OEB Staff Interrogatories**  
**Northern Ontario Wires Inc.**  
**EB-2024-0046**

**1. Capital Spending and Rate Base**

**1.1 Are the proposed capital expenditures and in-service additions appropriate?**

**1-Staff-1**

**Asset Condition Assessment Report**

**Ref 1:** Exhibit 2, page 368

**Preamble:**

The asset condition assessment report in the application identifies opportunities for Northern Ontario Wires to enhance data collection and availability while continuously improving the Asset Condition Assessment framework.

The asset condition report outlines additional condition parameters that could be implemented to achieve best practice Health Index formulations for each asset class.

At reference 1, the asset condition assessment report rates the health indices of the thirteen power transformers using the following ratings: good, fair, poor and very poor.

**Question(s):**

- a) Please explain the progress Northern Ontario Wires has made with implementing the recommendations from the asset condition assessment report.
- b) For each power transformer being proposed for replacement/removal through one of the capital projects in this application, please confirm which capital project this corresponds to, and the health index of the transformer being replaced/removed.

**Response:**

- a) *NOW Inc. continues to make progress with respect to the recommendations from the Asset Condition Assessment report. In particular, NOW Inc. has reviewed the ACA recommendations and continues to collect data/information to enhance the health index calculations. NOW Inc. will assess the parameters (asset information) to determine if it is able to collect additional information as part of existing activities and will identify parameters required for new activities. NOW Inc. will work through these activities during its next rate period.*
- b) - *Iroquois Falls Mill Gate Transformer (5KV) – 25% - Very Poor (removed from service upon completion of the Mill Gate project)*
- *Iroquois Falls Detroyes Transformer (5KV) – 37% - Poor (removed from service upon completion of the Detroyes project)*
- *Kapuskasing Mateev Transformer (5KV) – 0% - Very Poor (removed from service upon completion of the River Heights project)*
- *Cochrane (5KV Transformers) :*
- *T1A – 33% - Poor*
  - *T1B – 33% - Poor*
  - *T1C – 47% - Poor*
  - *T2A – 78% - Good*
  - *T2B – 60% - Fair*
  - *T2C – 52% - Fair*
- (All removed from service upon completion of the Cochrane MTS project)*
- *T2 and T3 (Cochrane 25 kV) they are referred to as in the Stark reports*
- *Cochrane Main Station TX1- 77% - Good*
- *Cochrane Main Station TX2 – 60% - Fair*
- (both removed from service upon completion of the Cochrane MTS project)*

**1-Staff-2**

**Pole Replacement in Capital Projects**

**Ref 1: Exhibit 2, page 96**



**Preamble:**

The application states that there are three pole replacement programs – one for each Town – to replace poles that have reached the end of their service life, which is budgeted each year.

The voltage conversion projects included in the application include planned pole replacements within the scope of work.

**Question(s):**

- a) From 2017-2024, please quantify the total number of poles replaced through the pole replacement programs, and the total number of poles replaced through all other capital programs.
- b) Please complete the same analysis as part a) above for the planned pole replacements for the forecast period, 2025-2029.

**Response:**

- a) From 2017-2024, the total number of poles replaced through the pole replacement programs and capital programs is 329. Pole replacement information is not currently separately tracked between replacement and capital programs.*
- b) NOW Inc. estimates a total of 436 poles will be changed during the forecasted period 2025-2029. This estimate includes poles replace through the Capital Program and poles replace under the projected pole replacement program. NOW Inc. will endeavour to track the poles replaced separately by the Capital Program and Pole Replacement Program going forward.*

**1-Staff-3**

**General Plant – Transportation**

**Ref 1:** Exhibit 2, page 55

**Ref 2:** Exhibit 2, page 66

**Ref 3:** Exhibit 2, page 79

**Ref 4:** Exhibit 2, pages 552-553

**Preamble:**

The application states that the following expenditures for transportation equipment:

- 2024 - \$410,754, costs driven by the purchase of a bucket truck
- 2026 - \$641,717, costs driven by the purchase of a bucket truck
- 2029 - \$582,315, costs driven by the for the purchase of a derrick digger

The application states that redundancies are necessary due to common winter road closures, and that expenditures on transportation equipment are needed to replace the aging fleet and ensure timely outage responses in all communities.

The application includes a fleet replacement schedule based on a fleet evaluation matrix that considers age, mileage, type of service, reliability, maintenance costs, and condition.

- Please confirm if the transportation investments in years 2024, 2026 and 2029 will replace older fleet upon in-service or if they will be a new addition to the fleet. If the new vehicles will be replacing older units, please identify the ID number of the equipment from the fleet replacement schedule that is being replaced.
- [Note: Blank per OEB]**
- In the fleet replacement schedule, for 2024, the in-service additions total to \$457,655 while the total 2024 capital budget for transportation equipment is \$410,754. Please explain the discrepancy.
- Please breakdown the transportation costs for 2026 and 2029 by the specific transportation equipment being purchased in each year.
- Please explain why the transportation budget for 2026 is 56% higher than the one proposed for 2024.

**Response:**

- 2024 Bucket truck is added and will eventually replace Unit #540 once it is no longer feasible to maintain.  
2026 – Bucket truck is a replacement, the unit being replaced would be Unit #522  
2029 – Digger Derrick is a replacement, the unit being replaced would be Unit #520***

- N/A***

- NOW Inc. was not able to find the reference to \$457,655 as per the question based on the fleet replacement schedule. NOW Inc. confirms the 2024 budget for transportation equipment is \$410,754.***

***d) In 2026 – Altec 65 foot boom truck with material handling \$641,717. In 2029 – Posi-Plus Model 900-55 Digger Derrick \$582,315***

***e) The transportation budget in 2026 is 56% higher than the 2024 budget primarily due to the increased cost of a large boom truck. In addition to the impact of inflation, the 2026 vehicle is larger and has more range than the 2024 addition which allows for greater reach for work on equipment in difficult locations.***

#### **1-Staff-4**

#### **General Plant – Computer Software**

**Ref 1:** Exhibit 2, page 55

#### **Preamble:**

Northern Ontario Wires stated that the Go360 platform offers numerous applications including reporting tools, asset management tools, service order systems, outage management maps (available to the public), data gathering of all assets, GIS mapping initiatives and asset assessments. Northern Ontario Wires forecasted a budget of \$719,993 for 2024.

- a) Please explain the progress on the Go360 implementation to date. Please confirm that the project is on schedule to complete the work that was planned for 2024.
- b) Is the project still forecasted to cost \$719,993 for 2024? If not, please provide an updated budget.
- c) Please explain the work that is planned for the Go360 implementation for the forecast years.

#### **Response:**

- a) The Go360 project implementation is on schedule. GIS mapping, OMS, Public Outage Map and Asset Condition software and related projects are implemented in 2024.***
- b) NOW Inc. confirms that the forecast cost is still \$719,993 for 2024.***
- c) 2025 will include implementation of Go360 Business Centre modules including Customer Contact Centre, Go360 Dispatch and Go360 CrewOps. This will include integration to key systems (Harris CIS and AMI) for sharing data as required for optimizing business processes.***

***Future years are projected to scale capabilities of Go360 system for automating RRR reporting and providing one stop shop for advanced asset analytics for all asset classes (e.g. stations and lines)***

**1-Staff-5**

**Service Quality and Reliability Performance**

**Ref 1:** Exhibit 2, page 109

**Ref 2:** Exhibit 2, page 120, Table 5.2-1.0

**Ref 3:** [2021 OEB Scorecard Northern Ontario Wires](#)

**Preamble:**

At reference 1, the application states that one specific incident led to an 8.25-hour outage for 1,200 customers, resulting from the top part of a pole breaking at the communication attachment.

At reference 2, the application states that the number of customer outages due to foreign interference was 2,387 in 2017, decreased sharply to 95 in 2018 and has increased to 2,330 by 2023 – see the table below. The application states that much of the foreign interference in past years is mainly due to birds.

**Table 1: Number of Customer Interruptions due to Foreign Interference**

Customer Interruptions	2017	2018	2019	2020	2021	2022	2023
Foreign Interference	2,387	95	139	126	466	135	2,330

In Northern Ontario Wires' scorecard for the year 2021, Northern Ontario Wires was found to need improvement with Ontario Regulation 22/04 (Electrical Distribution Safety), resulting in a "Needs Improvement" for the metric.

**Question(s):**

- Please explain the pole failure from reference 1. Who owned the pole? What year did the pole incident occur? Was it identified as being in poor condition? What SAIDI/SAIFI code did this fall under?
- Please explain the reason for incidents of foreign interference trending upward from 2018.

- c) Please explain the reason why Northern Ontario Wires received a “Needs Improvement” score in Northern Ontario Wires’ 2021 scorecard and how Northern Ontario Wires is addressing this in the current application.

**Response:**

- a) *This pole is joint use with Hydro One (owned by Hydro One), In 2023 the top of the pole (M4 feeder) for Hydro One broke at the third-party attachment level onto the M2 feeder for NOW Inc. This incident was reported as cause code 5 - Defective Equipment.*
- b) *NOW Inc. believes that the increase in foreign interference could be due to growth of vegetation around lines and transformers. The steps that NOW Inc. has taken with regards to vegetation management, animal guarding and system fuse coordination and using insulated conductors on transformers will help to correct this trend going forward.*
- c) *During an ESA Audit, the findings concluded that Third Party attachment plans did not contain an appropriate P. Eng. seal and Certificate of Approval. As a result, a letter was sent to the third-party attacher wherein all drawings were certified with a P. Eng seal and a Certificate of Approval was provided. All documentation was then provided to the ESA to resolve this issue.*

## **1-Staff-6**

### **NWS/CDM in Distribution System Planning**

**Ref 1:** EB-2024-0118, Non-Wires Solutions Guidelines for Electricity Distributors

**Ref 2:** EB-2024-0046, Exhibit 2, Distribution System Plan, Tab 2, Schedule 1, page 73, Table 5.4-13a

#### **Preamble:**

Per the OEB's Non-Wires Solutions Guidelines for Electricity Distributors (NWS Guidelines), electricity distributors are required to include consideration of non-wires solutions (NWSs) in their distribution system planning process. This involves evaluating whether a distribution rate-funded NWS may be a preferred approach to meeting a system need, thereby avoiding or deferring spending on traditional infrastructure. According to the NWS Guidelines, traditional Conservation and Demand Management (CDM) is a potential NWS that distributors may consider. Distributors must document their consideration of NWS when making investment decisions on electricity system needs with an expected capital cost of \$2 million or more as part of distribution system planning, excluding general plant investments. Distributors filing rate applications in 2024 or 2025 are also strongly encouraged (but not required) to use the Benefit-Cost Analysis (BCA) Framework to determine whether a NWS or traditional poles-and-wires infrastructure solution is the more economically feasible approach to meeting an electricity system need. The OEB expects all rate applications filed in 2026 to be fully consistent with the BCA Framework.

Northern Ontario Wires indicated in Table 5.4-13a in Ref 2 that it intends to spend \$5.1 million, \$3.2 million, and \$3.8 million in 2025, 2026, and 2027, respectively, on the construction of a new Cochrane Municipal Station to address current capacity constraints and future load growth.

#### **Question(s):**

- a) How has Northern Ontario Wires addressed, or how does it plan to address, the requirement (found in the OEB's NWS Guidelines) for distributors to incorporate NWSs into their distribution system planning process?

#### **Response:**

***Non-Wires Solutions were considered for all CAPEX related projects, but no solution was found to be able to rectify the aging baseline infrastructure needs. Non-Wires Solutions will continue to be considered in NOW Inc's capital planning.***

## 2. OM&A

### 2.1 Are the proposed OM&A expenditures appropriate?

#### 2-Staff-7

#### Vegetation Management

**Ref 1:** Exhibit 4, page 44

**Ref 2:** Exhibit 4, page 180

**Ref 3:** Chapter 2 Appendices, Tab 2AB – Capital Expenditures

#### Preamble:

At reference 1, the application states that tree trimming is a seasonal activity occurring primarily in the summer with a three-year cycle. Northern Ontario Wires states that it plans to have some maintenance in every community each year and more significant areas every three years. This work program typically is performed in-house.

The application states that demand for vegetation management has increased in recent years. Northern Ontario Wires operates in a large service area with challenging terrain and frequent extreme weather events. To enhance reliability and build a more resilient system, Northern Ontario Wires states that it plans to expand the vegetation management efforts. The expenditure planned for 2024 and 2025 is expected to start the process of bringing Northern Ontario Wires' program back to a 'steady state'.

Northern Ontario Wires states that due to staffing issues up until very recently all vegetation management activities have been done in-house.

At reference 2, the application includes a five-year action plan from ArborWorks Tree Services.

At reference 3, the application proposes the following budget for Operating and Maintenance (O&M) costs:

**Table 2: Forecast O&M Costs**

<b>\$1,000's</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
O&M Costs	2,578	2,668	2,748	2,830	2,915

#### Question(s):

- a) Please confirm Northern Ontario Wires' current practice for vegetation clearance distance for primary and secondary conductors prior to implementing the five-year action plan.
- b) Please confirm the standard which Northern Ontario Wires uses for establishing its clearance distance for tree trimming.
- c) Has Northern Ontario Wires implemented the five-year vegetation action plan? If yes, please explain the progress made with the implementation to date.
- d) What impact will implementing the five-year vegetation action plan have on future spending? Please explain.
- e) Please explain what it means to bring the vegetation program back to "steady state". What year does Northern Ontario Wires expect to get the program back to steady state?
- f) The first year of the vegetation action plan only includes assessment and planning and does not specify work for tree trimming. Similarly, the fifth year only reviews the vegetation management plan. Is Northern Ontario Wires still trimming as per its tree trimming during the first and fifth years of the action plan? If not, please explain.
- g) Please confirm which years Northern Ontario Wires contracted out the vegetation management services, and the amounts spent in each of those years.
- h) The O&M costs listed in Appendix 2AB – Capital Expenditures are relatively flat during the forecast period. What other programs were adjusted to account for higher spend on tree trimming in 2025?

**Response:**

- a) ***NOW Inc.'s current vegetation clearance practice is based on needs identified during regular line patrols or in response to customer requests. Sections of line are identified and NOW Inc. staff trim trees and clear vegetation as needed.***
- b) ***NOW Inc. follows the CAN/CSA 22.3 No. 1 Overhead Systems standard:***
  - ***Secondary lines: 1 meter of clearance***
  - ***Primary lines: 4 meters of clearance***
- c) ***No, NOW Inc. has not yet moved to the five-year vegetation management action plan due to lack of qualified staff and funding. Sections have been addressed during major scheduled power outages and in-house staff have been addressing some areas of concerns. The five – year vegetation management action plan will be executed with outside qualified resources in 2025.***



- d) *The nature of this maintenance will be cyclical. NOW Inc. expects a small decrease in spending depending on trimming vs complete tree removal. This will be reevaluated in 5 years. the 5-year tree trimming cycle will increase costs in the vegetation management program. There may be some offsetting costs due to reduced outages, however these are difficult to quantify.*
- e) *“Steady State” refers to end of the additional measures required to address reliability issues through the vegetation management program. It is expected that NOW Inc. Will achieve a “Steady State” vegetation management program by the end of 2029.*
- f) *Yes, NOW Inc. is trimming trees in years 1 and 5 of the plan. The proposed cyclical spending reflects work being performed every year regardless of assessment periods.*
- g) *NOW Inc. started to contract out vegetation management work in 2020. The contractors involved were not qualified for live line work and were only engaged during power outages. Future plans are with qualified contractors to mitigate outages.*

*The 2020 to 2024 contracted out vegetation management spending is as follows:*

- *2020: \$12,070*
- *2022: \$14,010*
- *2023: \$21,700*
- *2024: \$88,050*

- h) *In order to help fund the Vegetation Management program in 2025 the following programs were reduced:*
- *Customer Premises*
  - *Maintenance of Overhead Lines*
  - *Load Dispatching*

**2-Staff-8**

**Employee Compensation - Management**

**Ref 1: Exhibit 4, page 234**

**Preamble:**

The application includes the annual management salary increases from 2017 to 2024.

During the Issues Meeting held on October 30, 2024, Northern Ontario Wires committed to providing information on the annual management salary increases used to budget for 2025 management salaries.

The application states that a recent MEARIE study indicates that Northern Ontario Wires' management salaries are below the industry average for similar roles. Northern Ontario Wires states that it plans to adjust 2025 management salaries and benefits to align with the industry average.

**Question(s):**

- a) Please confirm if the annual management salary increases for 2017-2024 are on an average per employee basis. If not, please provide this information on an annual average per employee basis for each year from 2017 to 2024.
- b) Please explain the methodology used to determine the annual percentage increase for management salaries in 2024 and 2025, including any supporting calculations and the rationale for why this method is appropriate.
- c) Based on the list of local distribution companies (LDCs) in the sample data used in the MEARIE compensation study, please calculate the number of LDCs that are similar to Northern Ontario Wires in terms of gross revenue (+/- 20%).
- d) Please complete the same analysis as c) in terms of employee count (+/- 20%).
- e) Please complete the same analysis as c) in terms of customer count (+/- 20%).

**Response:**

- a) ***Confirmed. Please note that the increases in Table 3 are for inflation only and exclude any step changes on the salary grid.***
- b) ***The annual percentage increase for management salaries in 2024 was determined by using the Ontario CPI Index for all items for the month of November 2023 as calculated below:***

Geography : Reference period

Ontario Time : November 2023

Didn't find what you're looking for? [View related tables, including other calculations and frequencies](#)

Showing 27 records

Geography	Ontario <a href="#">(map)</a>		
Products and product groups <sup>3,4</sup>	November 2022	October 2023	November 2023
	2002=100		
All-items	155.4	160.3	160.6

***$(160.6-155.4)/155.4 = 0.0346 \times 100 = 3.35\%$  or 3.4% (rounded to one decimal place for chart).***

***This method was also used to estimate 2025 inflation rate of 3.0% which is based on the May 2024 Statistics Canada Ontario CPI Index. In addition to inflation, the 2025 Management Increase also includes an adjustment to address salary compression resulting from the anticipated union negotiation.***

***The CPI calculation method is appropriate as it provides consistent methodology and reflects inflation as close as possible, while having the data to implement at the start of the fiscal year.***

- c) There are three LDCs with revenues within 20% of NOW Inc.'s 2023 revenue, one of which participated in the MEARIE compensation study. This is determined using "Annual Billings USoA 4080" data in 2023 from the OEB's Open Data file "2.1.5.4 Demand and Revenue (Total Consumption and Annual Billings)."***
- d) There are five LDCs with FTE counts within 20% of NOW Inc.'s 2023 FTE count, one of which participated in the MEARIE compensation study. This is determined using "Number of Full Time Equivalent Employees" data in 2023 from the OEB's Open Data file "2.1.5.1 Labour Analysis" for all LDCs except NOW Inc. The FTE count for NOW Inc. is 16.1 FTEs, consistent with the 2023 FTE count provided in Ch. 2 Appendix 2-K.***
- e) Neither of the two LDCs with customer counts within 20% of NOW Inc.'s 2023 customer count participated in the MEARIE compensation study. This is determined using "Total Customers or Connections" data in 2023 from the OEB's Open Data file "2.1.2 Customers and Connections". The same LDCs are within 20% whether unmetered connections are included or excluded.***

**2-Staff- 9**

**Employee Compensation – Non-Management**

**Ref 1:** Exhibit 4, page 253

**Preamble:**

The application states that from 2017 to 2025 Northern Ontario Wires is projected to increase its staff by 3.9 full-time equivalents (FTEs), with 3.5 FTEs added since 2023. Northern Ontario Wires states that it has faced challenges in attracting and retaining employees, particularly between 2020 and 2023. The new positions created in recent years include two powerline technicians (one in Kapuskasing and one in Cochrane) and a billing/general clerk.

Northern Ontario Wires states that the new billing/general clerk supplements the two existing billing clerk positions that are overworked and unable to keep up with work demands.

**Question(s):**

- a) For each year from 2017-2023 and projected for 2024 and 2025, please provide the total number of powerline technician FTE employed, turnovers, and retired. Please provide the information in the following table format.

<b>Powerline Technicians (FTEs)</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Total Employed									
Turnovers									
Retired									
Added									

- b) For each year from 2017-2025, please provide the annual overtime hours worked for powerline technicians.
- c) Will hiring new powerline technicians reduce costs for contracting work out to third parties? If yes, please quantify the savings for the 2025 Test Year.
- d) For each year from 2017-2025, please provide the annual overtime hours worked for the billing clerks.

**Response:**

a) *Please see requested information in Table below. For clarity, a “Total Position” row has been added to the table.*

<b>Powerline Technicians (FTEs)</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Total Positions	8	8	8	8	8	8	8	11	11
Total Employed	8.67	7.96	8	8.29	7.67	8	7.1	10.3	11
Turnovers						1	2	2	
Retired	1								
Added						1	1	3	

b) *The following table provides the annual overtime hours worked by powerline technicians.*

		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024 (Forecast)</b>	<b>2025 (Forecast)</b>
Powerline Technicians		831	966	1009	838	986	1454	1071	1049	1025

c) *The new powerline technicians should alleviate some overtime hours, however the cost of contracting out work to third parties is not expected to be reduced. Contractors are planned for vegetation management and capital while other operational duties will remain in-house.*

d) *The following table provides the annual overtime hours worked by billing clerks.*

		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024 (Forecast)</b>	<b>2025 (Forecast)</b>
Billing Clerks		95	130	146	244	192	367	74	81	80

## 2-Staff-10

### Activity and Program-based Benchmarking (APB)

Ref 1: Exhibit 1, pages 13-21

#### Preamble:

The application states that it relies on third-party meter reading services as well as meter testing and reverifications. Any maintenance and work on the meters in the service territory is performed by powerline technicians at a higher rate than a meter

technician. Northern Ontario Wires states that it does not have an increasing customer base which would help with economies of scale.

The application states that the direction of vegetation management is changing as the system has hit a critical point and the current practice is unsustainable.

The application states that for poles and towers CAPEX unit cost index, Northern Ontario Wires has used in-house powerline technicians to perform capital pole replacements, with some pole conversions being performed by contractors. Northern Ontario Wires states that it is also part of the Northeast District Buying Consortium which allows for savings on the cost of poles. Northern Ontario Wires states that the crew wages were stagnant between June 2019 to July 2022, which reduced labour costs.

**Question(s):**

- a) For Metering O&M does Northern Ontario Wires expect to change the meter maintenance workforce type from Powerline Technicians to Meter Technicians? What initiatives, if any, is Northern Ontario Wires taking to drive down these costs?
- b) For Vegetation Management O&M what is the expected cost impacts of using a third-party contractor versus inhouse powerline technicians? Please further explain what “critical point” has been hit and why the current system is unsustainable.
- c) For poles and towers CAPEX please elaborate on the increase in unit costs for 2022 in comparison to 2021. Please explain why the increase for Northern Ontario Wires was substantially higher than its peers.

**Response:**

- a) ***Northern Ontario Wires does not expect to change the meter maintenance workforce type from Powerline Technicians to Meter Technicians. No new initiatives have been taken to reduce these costs. It is not cost effective to hire two Meter Technicians and transfer this work to them as there are not enough Metering O&M manhours to justify two full time meter technicians which would be needed to safely execute the work.***

- b) The “critical point” primarily refers to operational restrictions and concerns expressed by a local hospital. The current situation is not sustainable because it could negatively impact the health care system in Kapuskasing.***
- c) The increases are due to the complexity of pole structures, accessibility of pole installations, hydro vac excavation requirements, labour re-negotiation of 2022 and selected pole grade requirements. NOW Inc. is not aware of the cost drivers for poles and wires CAPEX associated with its peers.***

## **2-Staff-11**

### **OPEB**

**Ref 1:** Exhibit 4, page 244, Table 6b

**Ref 2:** Actuarial Report

### **Preamble:**

In reference 1, Northern Ontario Wires has provided Employee Benefit Details, in which OPEB has been included in the health care benefits amount.

### **Question(s):**

- a) Please provide a separate breakdown of OPEB amount for years 2017 through 2025.
- b) Please provide a breakdown of the OPEB amount into the amount capitalized and the amount included in OM&A by year from 2017 to 2025.
- c) Please confirm the forecast OPEB does not include actuarial gain/loss. Please explain and provide the necessary details.
- d) Please confirm that the defined benefit cost (i.e., service and interest cost) of the actuarial valuation tie to the OPEB amount accrued to OM&A for 2023. If not, please explain the difference.

### **Response:**

- a) Please see requested OPEB information in table below:***

		2017	2018	2019	2020	2021	2022	2023	2024	2025
OPEBs		\$ 21,932	\$ 176,261	\$ 24,437	\$ 24,828	\$ 26,021	\$ 25,916	\$ 24,978	\$ 26,089	\$ 28,203
Capital		\$ 2,533	\$ 2,837	\$ 2,635	\$ 1,942	\$ 2,404	\$ 1,753	\$ 1,452	\$ 1,920	\$ 2,112
OM&A		\$ 19,399	\$ 173,424	\$ 21,802	\$ 22,886	\$ 23,617	\$ 24,163	\$ 23,526	\$ 24,169	\$ 26,091

***b) See Table in response to a) for Capital and OM&A allocation of OPEBs.***

***c) NOW Inc. confirms that the forecast OPEB does not include actuarial gains or losses.***

***d) NOW Inc. confirms that the actuarial valuation ties to the OPEB amount accrued to OM&A for 2023.***

## 7. Other

**7.3 Is Northern Ontario Wires' proposal to adjust base distribution rates for residential customers appropriate in the circumstances when the New Cochrane Municipal Transformer Station is placed in service, rather than establish a rate rider in accordance with the Advanced Capital Module policy?**

### 7-Staff- 12

#### ACM Request, Special Rate Treatment for Residential Class

Ref 1: Exhibit 2, page 578

#### Preamble:

Northern Ontario Wires is seeking special rate consideration for the residential customer portion of the revenue requirement for the New Cochrane Municipal Transformer Station project. Instead of establishing a separate rate rider for residential customers, Northern Ontario Wires proposes that this portion of the revenue requirement be included in the base rates once the project is placed in service. Northern Ontario Wire states that this approach would allow for recovery through the Distribution Rate Protection mechanism.

#### Question(s):



- a) In the situation the special rate treatment for the residential class is not approved in this application, please explain the potential impact, if any, with regard to initiating construction on the project.

**Response:**

***NOW Inc. believes it is prudent to proceed with this project. In the situation the special rate treatment for the residential class is not approved, there would be no impact with regard to initiating construction on the project; the costs of this project would be collected from residential customers via a rate rider associated with the filed ACM proposal. The rate impact of the rider is discussed in the response to the Settlements Commitments #58.***

**INTERROGATORIES  
ON BEHALF OF THE  
SCHOOL ENERGY COALITION**

**1-SEC-1**

[Ex. 2-2-1, Attachment 4 and Appendix 2-AA] The average CapEx from 2017 to 2023, not including any spending on the Cochrane New Station, is \$702k (removed amounts for Cochrane Feeder Fortification, Cochrane New Station and Land). The planned spending in 2024 is \$1,788k and for 2025 to 2029 is \$1,719k, also not including any spending on the Cochrane New Station.

- a. Please confirm that these are the averages excluding all spending on the Cochrane New Station.

**Response:**

***NOW Inc. confirms that these are the averages excluding all spending on the New Cochrane Station. NOW Inc. would like to note that it cannot verify the 2024 number of \$1,788k in the questions. NOW Inc. has calculated the value as \$1,827k.***

**1-SEC-2**

[Ex. 2, Distribution System Plan (DSP) 2025-2029, Appendix A Material Narratives – 2.4 to 12 kV Upgrade-Millgate Sub; EB-2016-0096, 2017 Distribution System Plan (2017 DSP)] Further to the question above, a large contributor to the increased spending for 2025 to 2029 is the increased spending on voltage conversion.

- a. NOW also included voltage conversion in the DSP submitted with its 2017 rate application (EB-2016-0096). Please file on the record of this proceeding a copy of the DSP filed as part of NOW's 2017 rate application. (Note: It is sufficient for the Applicant to simply agree to deem the EB-2016-0096 DSP on the record for this proceeding and provide a link to the OEB's Regulatory Document Search, as opposed to re-filing.)
- b. In the 2017 DSP, NOW stated in section 2.3.2.3.3 that, '[w]ith the completion of the 2.4 kV delta voltage conversion to 12.5/7.2 kV in Iroquois Falls in 2021, the 2.4 kV delta substation (Mill Gate DS) will be decommissioned.' Please confirm that this did not happen, and explain why.
- c. The total cost for the Iroquois Falls 2.4 kV voltage conversion in order to retire the Mill Gate DS in the 2017 DSP was \$810k between 2017 and 2021 and the cost to

decommission the station was \$75k in 2021. Please explain what these funds were spent on instead of the planned project. (Ref. 2017 DSP, Table 4-1)

- d. Based on Exhibit 2-2-1 Figure 2 in the 2017 DSP and Exhibit 2-2-1 Figure 3 in the current DSP, it appears that the proposed areas for conversion in 2025 were also included in the work proposed in 2017-2021. Please confirm and provide an explanation.
- e. In the 2017 DSP, NOW identified a reduction in OM&A costs as one of the benefits of its proposed voltage conversion plan. Please provide the details of the reductions in OM&A that have been included in the 2025 forecasted OM&A resulting from the voltage conversion work done in 2017 to 2024.

**Response:**

- a. ***NOW Inc. deems the EB-2016-0096 DSP to be on the record of this proceeding.***
- b. ***NOW Inc. confirms that this work did not happen. Priorities were shifted to the Kapuskasing 5kV voltage conversions as indicated by the re-allocation of funds from Iroquois Falls projects. The COVID-19 Pandemic also played a role resulting in the lack of ability to perform work in house which is indicated by the reduction of spending during those years.***
- c. ***Priorities were shifted to Kapuskasing 5kV voltage conversions as indicated by the reprioritization of funds from Iroquois Falls projects to Kapuskasing and the Mateev underground upgrade.***
- d. ***NOW Inc. confirms that some of the areas planned for conversion were also in the 2025 DSP. Based on Exhibit 2-2-1 Figure 2 in the 2017 DSP ,4 out of the 6 sections were competed and energized and the remainder of the sections identified in purple and green overlap. The overlap is explained in 1-SEC-2 c.***
- e. ***The OM&A reductions from voltage conversions identified in the 2017 DSP have had some effect on the 2025 forecast OM&A. The reductions are due to replacement of aging infrastructure that would have had a higher probability of failure which would have then increased costs for unplanned outages. Other savings relating to decommissioning are not included in the 2025 forecast as the voltage conversions are not yet complete.***

**1-SEC-3**

[Ex. 2, DSP, Appendix A Material Narratives – Kapuskasing – 5kV to 25kV Conv. Upgrade]

- a. Based on Exhibit 2-2-1 Figure 3 in the 2017 DSP and Exhibit 2-2-1 Figure 7 in the current DSP, it appears that some of the proposed areas for conversion in 2025 were also included in the work proposed in 2017-2021. Please confirm and provide an explanation.
- b. NOW's 2017 DSP indicated that the Kapuskasing conversion would be completed in 2025. In the 2025-2029 DSP, work is scheduled to finish in 2026. Please explain the reasons for the extension to the completion of the work.

**Response:**

- a. ***NOW Inc. confirms that it is still working on conversion in some of the same areas as proposed in the 2017 DSP. (As shown in Exhibit 2-2-1 Figure 7 in the 2017 DSP Purple section). The work in this section needs to continue because it is the main source of power to the final section River Heights subdivision.***
- b. ***The delay is due to a dispute with the town of Kapuskasing regarding the rights of an LDC under the Electricity Act of 1998. The town of Kapuskasing would not acknowledge the right of NOW Inc. to construct lines off any road allowance. The town of Kapuskasing did not initially acknowledge the right of NOW Inc. to construct lines off any road allowance. NOW believes that the town has since recognized that right and NOW plans to proceed with the planned work in consultation with the town in 2026.***

**2-SEC- 4**

[Ex. 4, Appendix 2-JB]

- a. Appendix 2-JB shows a \$364k increase in Operation Maintenance and Vehicles from 2017 approved to 2025 in addition to a \$888k increase for Salaries, Wages and Benefits, \$254k increase in 3<sup>rd</sup> party tree trimming and \$110k in Professional Services. Please explain what is included in the Operation Maintenance and Vehicles category and the reasons for this increase.

**Response:**

***The Operation Maintenance and Vehicles category includes costs associated with the fleet (eg, fuel, repairs, depreciation etc) stores and service centre costs, along with minor operation and maintenance activities. The reason for the increase is a combination of inflation pressure, increased maintenance programs, and aging infrastructure.***

## 2-SEC-5

[Ex. 4-4-1, p. 7]

- Please provide the number of locates performed and forecast for each year between 2017 and 2025.
- Please provide the budget amount for locates for each year between 2017 and 2025.

### **Response:**

**a. & b. Please see table below:**

	<i>Actual</i>							<i>Forecast</i>	
	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
<i># of Locates</i>	<i>860</i>	<i>774</i>	<i>710</i>	<i>726</i>	<i>762</i>	<i>639</i>	<i>708</i>	<i>685</i>	<i>770</i>
<i>Actual \$</i>	<i>217,170</i>	<i>206,990</i>	<i>269,275</i>	<i>268,048</i>	<i>263,422</i>	<i>340,553</i>	<i>413,485</i>	<i>397,538</i>	<i>449,575</i>

***NOW Inc. includes the cost of locates as part of the Customer Premises work program. It did not separately budget for locates in the 2017-2025 period***

## 2-SEC-6

[Ex. 4-4-2, p. 9, Table 4 and Appendix 2-N] SEC has prepared the following table from information provided in the application.

	\$000	NOW Inc pay	2017 approved	2017 actual	2018	2019	2020	2021	2022	2023	2024	2025
A	Appendix 2-N	CTS/ToCGU		\$ 1,419	\$ 1,435	\$ 1,478	\$ 1,496	\$ 1,432	\$ 1,488	\$ 1,459	\$ 1,800	\$ 2,079
B	Table 4	CTS Outside	8	8.13	7.96	8	5.17	0	0	0	0	0
C	Table 4	GU Outside	0	0	0	0	3.13	7.67	8.03	7.08	10.58	11
D	Table 4	CTS Office	4.2	5.08	4.59	5.4	3.1	0.4	0.4	0.17	0.17	0.13
E	Table 4	GU Office	0	0	0	0	1.71	4.4	3.35	4.06	4.8	4.5
F	Table 4	ToC	0	0	0	0	0	0	0.25	0.35	0.65	1
G=B+C+D+E+F	Total		12.2	13.21	12.55	13.4	13.11	12.47	12.03	11.66	16.2	16.63
A/G	Charge/FTE			\$ 107	\$ 114	\$ 110	\$ 114	\$ 115	\$ 124	\$ 125	\$ 111	\$ 125

- Please correct any errors in the table, if any, and fill in the highlighted cells.
- Please explain the variance in the Charge/FTE for CTS/ToCGU. For example, why does the charge/FTE dip in 2024?
- NOW is planning to move one IT staff from part time to full time. Please describe the additional job responsibilities and explain the need for the position.

**Response:**

- a. ***NOW Inc. confirms that the table in a) based on the pre-filed evidence is correct. However, through the course of updating for error corrections, commitments and interrogatories NOW provides the following revised table. Please see cells in blue for the specific changes.***

	\$'000	NOW Inc Pay	2017 Approved	2017 Actual	2018	2019	2020	2021	2022	2023	2024	2025
A	Appendix 2-N	CTS/ToCGu	\$ 1,333	\$ 1,419	\$ 1,435	\$ 1,478	\$ 1,496	\$ 1,432	\$ 1,488	\$ 1,459	\$ 1,847	\$ 2,219
B	Table 4	CTS Outside	8.00	8.13	7.96	8.00	5.17					
C	Table 4	GU Outside	0.00	0.00	0.00	0.00	3.13	7.67	8.03	7.08	10.00	11.00
D	Table 4	CTS Office	4.20	5.08	4.59	5.40	3.10	0.40	0.40	0.17	0.17	0.13
E	Table 4	GU Office	0.00	0.00	0.00	0.00	1.71	4.40	3.35	4.06	4.50	4.50
F	Table 4	ToC	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.35	0.40	1.00
G=B+C+D+E+F			12.20	13.21	12.55	13.40	13.11	12.47	12.03	11.66	15.07	16.63
A/G	Charge/FTE		\$ 109	\$ 107	\$ 114	\$ 110	\$ 114	\$ 115	\$ 124	\$ 125	\$ 123	\$ 133

- b. ***With the noted revisions, the result is the 2024 Charge/FTE is relatively consistent with 2023 and the year prior. Contributing to this is the loss of a fully qualified powerline technician and the addition of not-fully qualified apprentices. Additional inside staff have a lower cost/FTE which also reduced the ratio. These types of changes in positions also explain the pattern in the previous years. Additionally, there was no collective agreement from June 2019 to July 1, 2022 such that wage increases for unionized staff did not occur.***
- c. ***NOW Inc. has only a partial resource in IT and the result is project delays and IT gaps. Having a full-time employee will allow dedicated access and projects completed in a timely manner along with continuous improvement for cyber security and network fortification. Additionally, hardware and software operations and upgrades will be managed on a more proactive basis to ensure maximum efficiency.***

**2-SEC- 7**

[Ex. 4-4-3, p. 2]

- a. Please explain how the amount of rent paid to the Town of Cochrane and Cochrane Telecom Services (i.e. allocated 50% in both cases) is determined.

**Response:**

***The amount of rent paid to the Town of Cochrane and Cochrane Telcom Services is determined on a square footage basis and costs are prorated accordingly. NOW rents a portion of the building space at 153 Sixth Avenue, Cochrane ON. The cost of the space is based on repairs and***

***maintenance, property tax, depreciation, hydro, heat, water/sewer, janitorial, snow removal, and insurance. These costs are aggregated and a percentage is charged to NOW Inc. based on its proportion of total space square footage.***

## **2-SEC- 8**

[Ex. 4-4-3, Appendices 2-N and 2-H]

- a. Please explain why Appendix 2-N shows NOW receiving \$20,345 in rent from the Town of Cochrane for TGB Tower Rent, and Appendix 2-H shows revenue for TGB Rental as \$13,179.

### **Response:**

- a. ***The amount of \$20,345 in Appendix 2-N is correct. A correction to Appendix 2-H has been made and is reflected in the updated models.***

## **7-SEC-9**

[Ex. 2, DSP, Appendices: A Material Narratives –Cochrane New MS and A-2 McMillan - Feasibility Study New Transformer Station (McMillan Report)]

- a. The McMillan Report includes ‘[c]ursory examination of alternatives such as modifying the existing Cochrane MTS or non-wires alternatives’ and refers to the potential for Distributed Energy Resources (DER) and/or Conservation and Demand Management (CDM) in the area. It recommends that ‘[f]urther discussion with customers, engineering study and economic evaluation of wires versus non-wires options is required to determine the preferred option for Northern Ontario Wires.’ Please provide full details on any further work that has been done to investigate non-wires alternatives to defer or eliminate the need for the new station.
- b. The Material Narrative for the Cochrane MS states, with respect to DERs and CDM, “each of these alternatives presented limitations in terms of reliability, cost-effectiveness, and the ability to address the underlying issues with the aging infrastructure.’ These non-wire solution options are shown as Options 4, 5 and 6 under Investment Justification. Please provide details on what the specific alternatives investigated were, the analysis done on the impact on reliability, and the cost-benefit analysis.

### **Response:**

- a. Given the urgency to address aging infrastructure the non-wires alternatives that were examined in the McMillan report would not serve to defer or eliminate the need for the new station. Through conversations with its largest customers NOW Inc. has determined there are no plans for additional CDM measures at this time that would greatly impact the load forecast. NOW Inc. has not received any customer applications for DERs connections, which would provide significant capacity increases that would support deferral or elimination of the need for the new station.***
- b. Only a high-level review of Options provided in table was performed. The DER opportunities evaluated depended upon customer engagement to drive connections. The table has information on impact to reliability especially for a standby generation solution. However, gaining enough capacity to offset a single transformer would be difficult.***

**7-SEC-10**

[Ex. 2, DSP, Appendix A Material Narratives –Cochrane New MS]

- a. NOW notes that '[t]wo industrial customers have projected significant increases in their energy consumption'. Please provide details on the certainty of these new loads materializing and the timing, e.g. have the customers made any financial commitments, etc.
- b. Should these increased loads not materialize, would the new Cochrane MTS be required, and if so, when?
- c. NOW states 'To support the cost development, quotes have been obtained from vendors.' Please provide details of the quotes that were obtained, including work involved and costs.

**Response:**

- a. 
- b. NOW Inc. is relying upon the McMillan Report's main takeaway that the system in Cochrane is already at capacity and any additional increase in***



***demand will jeopardise reliability on an aging infrastructure. Accordingly, NOWI believes it is prudent to move forward considering the future mandates for electrification.***

- c. Details supporting the development of costs for the new Cochrane MS are provided as an attachment to Commitment #57.***

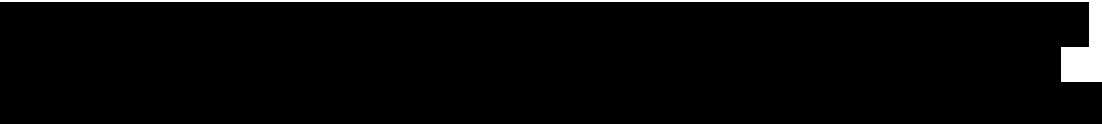
**7-SEC-11**

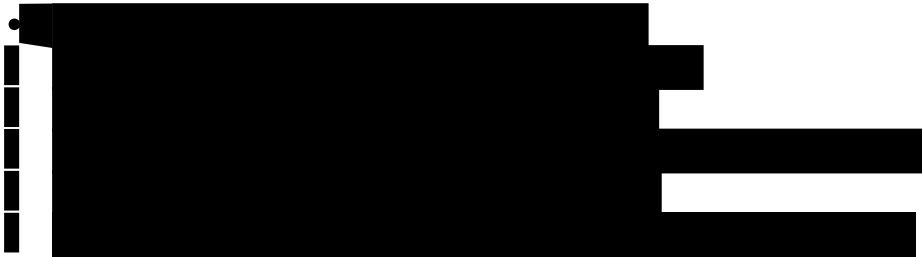
[Ex. 2-2-5, Table 1 and DSP, Appendix A Material Narratives –Cochrane New MS]

- a. NOW has provided the following breakdown of the budget:  
Equipment: \$10161k  
Design: \$328k  
Construction: \$405k  
Valard Equipment/Construction /Design: \$3251k  
Commissioning: \$142k  
Site Preparation: \$100k  
Please provide a more detailed breakdown of the total budget of \$14,386.5k and indicate what has already been spent.
- b. Has Valard Construction already been awarded a contract? If so, please provide further details on how the contract was awarded and the scope of work.
- c. Does the above budget include a contingency? If so, how much is included?
- d. Does the above budget include the decommissioning of the current site of the Cochrane MTS?
- e. Have the two new transformers been ordered? If so, when will they be delivered?
- f. Please provide the calculation of the revenue requirement and the bill impacts when the new station goes into service in 2028.

**Response:**

- a. Please see response to Settlement Commitment #57 for a more detailed breakdown of the budget. A total of \$914,992 is estimated to be spent on the New Cochrane MS to the end of 2024.***
- b. No contract has been awarded***

- c.*** 



- d. The budget does not include decommissioning costs as the timeline for decommissioning the existing site does not fall within the 2025-2029 period.**
- e. The new Transformers have not been ordered.**
- f. The forecast 2028 revenue requirement and bill impacts are provided in the following tables. Please also see the response to Commitment #58.**

<b>Incremental Revenue Requirement</b>	<b>2028</b>
Return on Rate Base - Total	\$866,067
Amortization Expense - Total	\$359,663
Grossed-Up Taxes/PILs	-\$96,584
<b>Incremental Revenue Requirement</b>	<b>\$1,129,145</b>

	<b>Distribution Bill Impact (Sub-Total A)</b>		<b>Total Bill Impact (Total Bill)</b>	
	<b>(\$)</b>	<b>(%)</b>	<b>(\$)</b>	<b>(%)</b>
Residential (no DRP)	\$9.71	23.5%	\$9.10	6.5%
GS < 50 kW	\$15.56	16.2%	\$14.58	4.1%
GS > 50 kW	\$136.81	16.2%	\$154.60	1.5%
Street Lighting	\$1,138.66	16.2%	\$1,286.69	13.2%
USL	\$7.23	16.2%	\$6.77	5.4%

**7-SEC-12**

[Ex. 2, DSP, Appendix A Material Narratives –Cochrane New MS]

- a. Has NOW benchmarked the proposed cost of the Cochrane New MS? If so, please provide details.
- b. If not, how has NOW determined that the proposed budget is prudent for what is being constructed?
- c. NOW stated at the Issues Day that the cost estimate of \$14,386.5k was a Class D estimate. Please confirm that the current estimate is +30% and -20%.
- d. Please provide a detailed schedule of what work will be completed in each year between 2025 and 2028.

**Response:**

- a. NOW has not benchmarked the cost of the New Cochrane MS.***
- b. The 3<sup>rd</sup> party engineering firm employed to determine cost has expertise with substation projects in NOW Inc.'s region.***
- c. NOW Inc. Confirms that the current estimate is +30% and –20%.***
- d. Please see attachment in response to Settlement Commitment #57.***

## VECC Interrogatories

### 2.0 RATE BASE AND CAPITAL (EXHIBIT 2)

#### 2.0-VECC -1

**Reference:** Exhibit 2, Tab 1, Schedule 1, page 9, Appendix 2-AA

- a) Please provide a vehicle breakdown of the \$410,754 in 2024 transportation equipment. Please provide the current status of the purchase of these vehicles (e.g., acquired, ordered etc.).

**Response:**

***The vehicle breakdown, status and cost in 2024 is provided in the following table:***

Transportation Equipment	2024	Status
Chevrolet Pickup	\$ 59,091	Acquired
Chevrolet Pickup	\$ 60,381	Acquired
Galvanized Dump Trailer	\$ 13,917	Acquired
2022 AT48 Dodge Ram 5500 4X4	\$ 284,039	Acquired
Total	\$ 417,429	

#### 2.0-VECC -2

**Reference:** Exhibit 2, Tab 2, Appendix 2-AA

- a) Please provide the status of the Kapuskasing 5Kv to 25Kv conversion indicating if the project is complete and electrified and if not the current stage of the project. Please provide the Gantt or other planning charts which show the staging of this project.

**Response:**

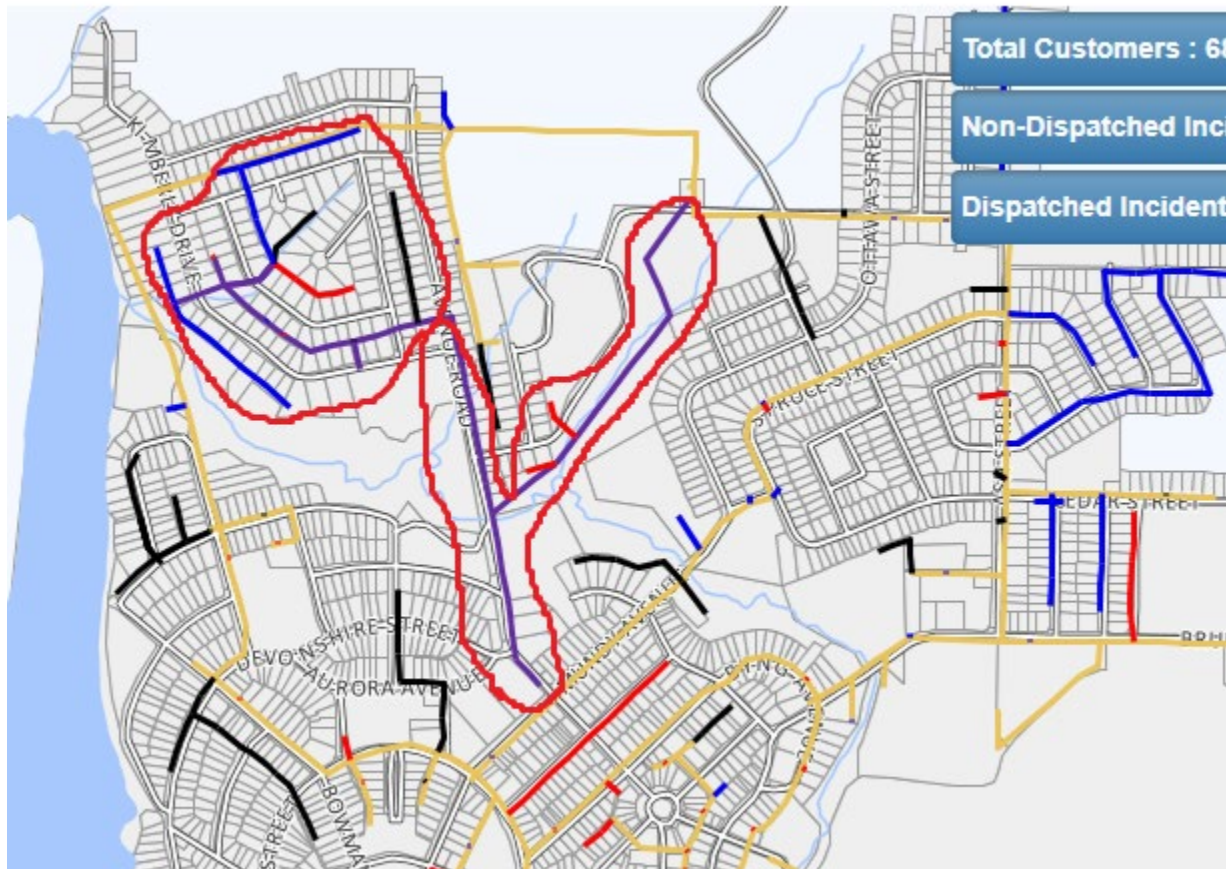
***A Gantt chart is not available. NOW Inc is providing the following diagram and explanation.***

***In Diagram 1 below the red circled area is the remainder of the circuits required to eliminate the 5 kV substation. The elimination of the 5kV substation is the ultimate goal of the conversion project. This is the final step to***

*completing the project.*

*Diagram 1 below is from exhibit 2 of the NOW Inc. 2017 COS of Service Rates Application and outlines the various sections to be converted.*

*Diagram 1*



*As shown in Diagrams 1 and 2 all sections except the one identified in purple were converted and energised. The purple section has 13 residential customers remaining and two commercial customers. This section of line needs to be operational as the main feeder for the remaining subdivision River Heights.*

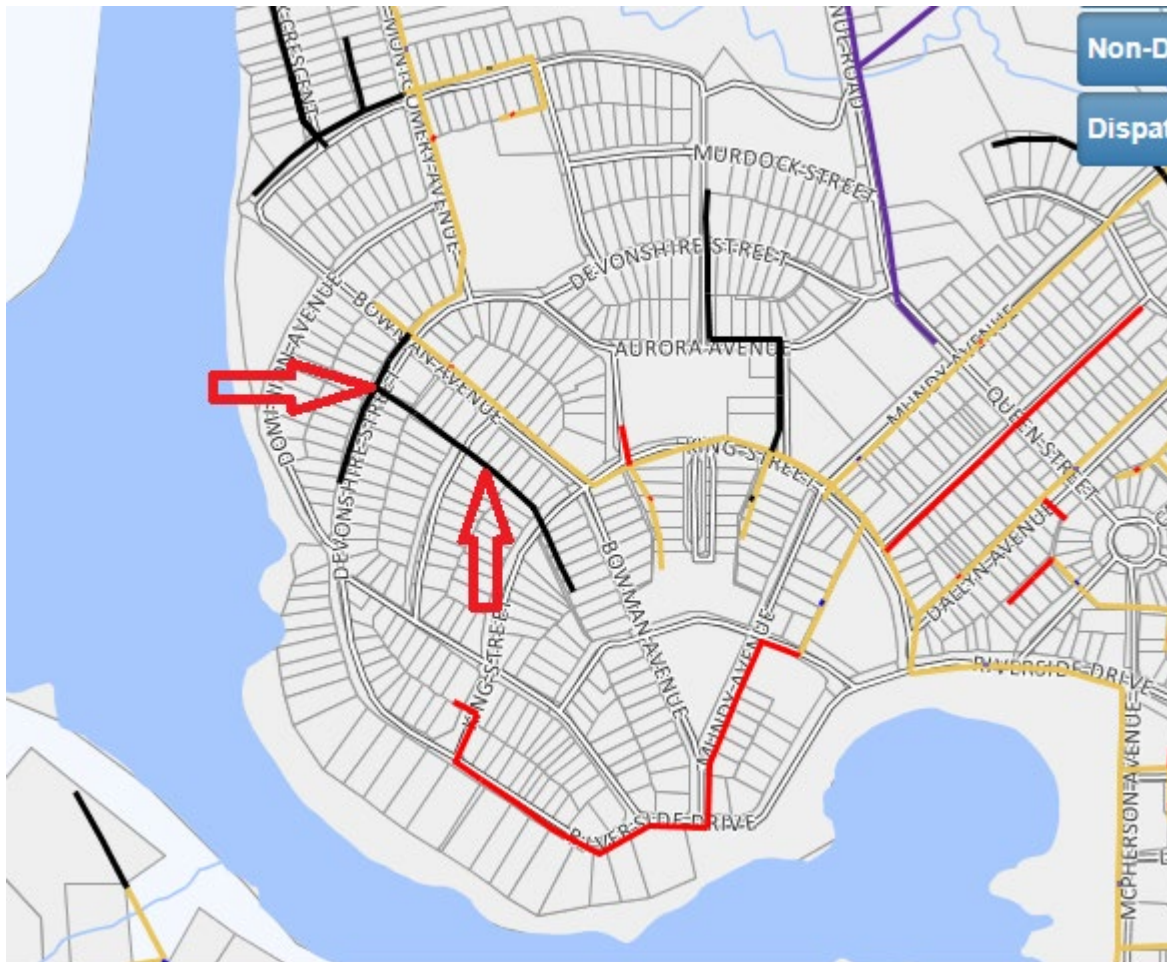
**Diagram 2**



***During the last rate cycle the following sections were completed and energized above and beyond the items planned in the 2017 DSP:***

- ***Mateev U/G cable upgrade***
- ***Bowman main single-phase line (See diagram 3 below)***
- ***Devonshire single-phase line (See diagram 3 below)***

***Diagram 3***



## **2.0-VECC -3**

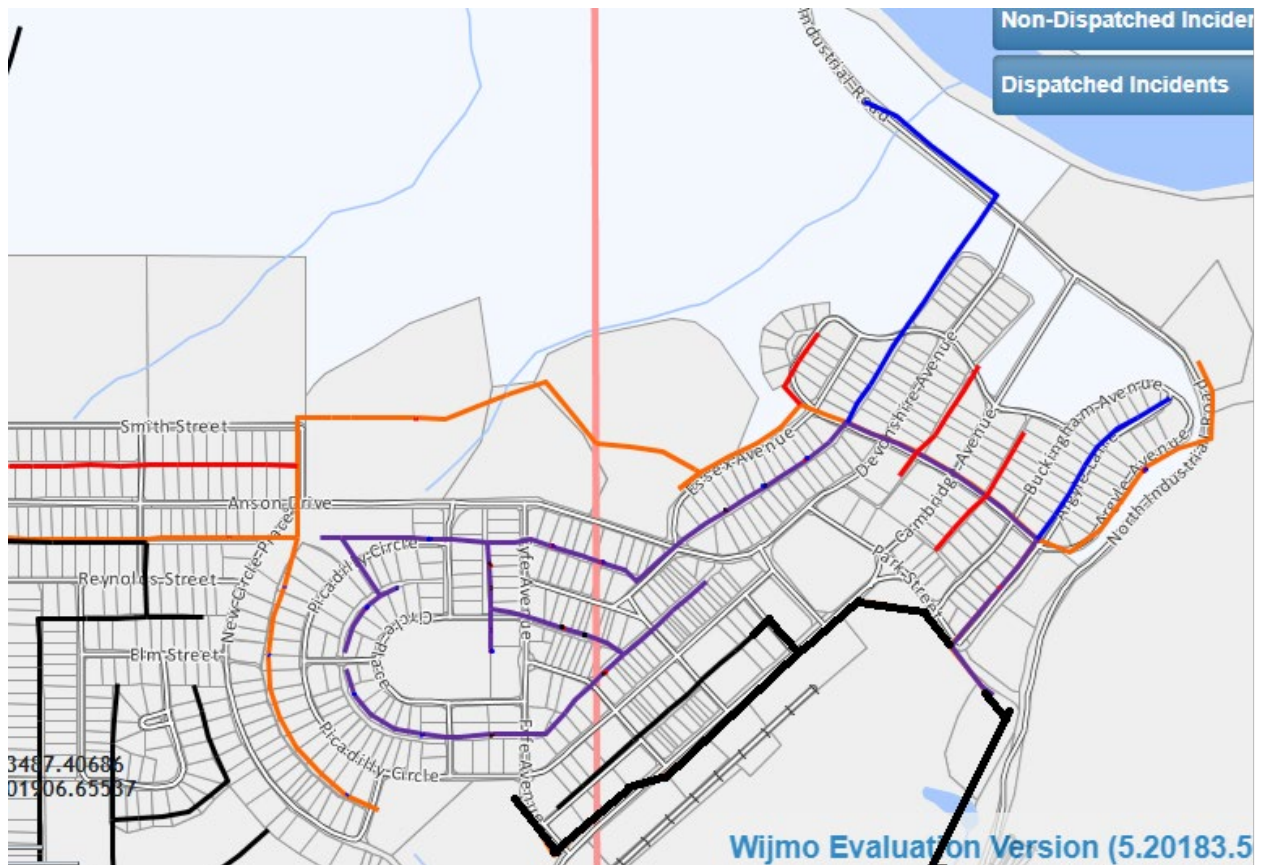
**Reference: Exhibit 2, Tab 2, Appendix A Material Projects**

- a) Please provide the Gantt or other planning charts which show the staging of the Millgate project.



**Response:**

***A Gantt chart is not available. NOW Inc. is providing the following diagram of the Mill Gate circuit and explanation.***



***Lines in Red, Orange and Blue have been converted from 2.4 kV Delta to 12.7 kV and are energized. The remainder in purple is the final stage to eliminate the substation.***

**2.0-VECC -4**

**Reference: Exhibit 2, Tab 2, Schedule 1, page 6**

- Please provide a breakdown of the computer software spending in 2024 of \$719,993 into the amount for asset management software and other software costs (please identify these if material).
- Please identify the asset management software product
- Please provide the current status of the asset management software implementation.



**Response:**

- a) *The following table outlines the breakdown of the computer software spending in 2024.*

Computer Software	2024
Labour - GIS and Mapping/Modeling	\$ 152,842
Asset Condition Assessment	\$ 530,150
Other Non-Material Software	\$ 37,001
Total	\$ 719,993

- b) *The asset management software product is Go360.*
- c) *The asset management software implementation is complete, the condition assessment data has been collected and loaded into the software. Other asset condition assessment data is also complete and in its own software that can be merged into Go360 in the future. All software additions are used and useful.*

**2.0-VECC -5**

**Reference: Appendix 2-BA 2025 Continuity Schedule**

- a) Please identify the projects related to the \$587,242 of CWIP in 2025.

**Response:**

*Of the \$587,242 CWIP balance in 2025, \$482,568 relates to the new Cochrane TS project. The remaining \$104,674 relates to WIP for the current Cochrane station that is now expected to be in service in 2024.*

**4.0 OM&A (EXHIBIT 4)**

**4.0 -VECC -6**

**Reference: Exhibit 4, Tab 4, Schedule 1, page 5, Table 5/ pages 17-**

- a) In every year 2017 through 2021 NOW spent less on tree trimming and vegetation control than was allotted in the Board approved 2017 budget. Please explain why.
- b) Please provide a table showing the number of km of line which were subject to tree trimming in each year 2017 through 2025 (forecast)

- c) Please show the amounts spent (separately) on contracted and in-house vegetation management for each year 2017 through 2025 (forecast)

**Response:**

- a) ***Vegetation management was performed as resources were available and in response to addressing priority needs. In the 2017 to 2021 period NOW spent an average of \$103,733 per year on vegetation management. This was 4.2% lower than the OEB approved amount of \$108,274. Annual vegetation management expenditures were lower primarily due to prioritization of other work and lack of availability of internal resources to perform this work***
- b) ***NOW Inc does not track kms of line accomplishments for tree trimming. Kms of line is not necessarily a good representation of work performed in areas of concern identified by line patrols. Some sections involve more complex work depending on vegetation and access. Tree trimming work is tracked in a Services Order system by service order number and location. NOW Inc. plans to implement map-based tracking in the future.***
- c) ***The amounts contracted vs in-house vegetation management by year are as per the following table.***

Vegetation Management	2017	2018	2019	2020	2021	2022	2023	2024 *	2025 *
In House	\$ 90,716	\$ 68,067	\$ 94,374	\$ 102,392	\$ 163,117	\$ 148,130	\$ 101,084	\$ 158,428	\$ 118,811
Contracted	\$ -	\$ -	\$ -	\$ 12,070	\$ -	\$ 14,010	\$ 21,700	\$ 88,050	\$ 379,781
	\$ 90,716	\$ 68,067	\$ 94,374	\$ 102,392	\$ 163,117	\$ 162,140	\$ 122,784	\$ 246,478	\$ 498,592
	* Forecast								

**4.0 -VECC -7**

**Reference: Exhibit 4, Tab 4, Schedule 1, page 20, Table 15**

- a) Please recast table 15 to show the Billing and Collecting costs separated into labour and non-labour costs.

**Response:**

***The following table recast Table 15 to separate labour and non-labour costs.***

Programs	Last Rebasings Year (2017 OEB-Approved)	Last Rebasings Year (2017 Actuals)	2018 Actuals	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals	2023 Actuals	2024 Bridge Year	2025 Test Year	Variance (Test Year vs. 2023 Actuals)	Variance (Test Year vs. Last Rebasings Year (2017 OEB-Approved))
Billing and Collecting	453,441	478,902	465,477	503,166	430,237	456,394	517,177	494,901	530,113	625,193	130,292	171,752
Labour	315,038	290,773	321,165	342,405	274,431	283,339	340,358	325,102	368,196	418,499	93,397	103,461
Non-Labour	138,403	188,128	144,312	160,762	155,806	173,055	176,819	169,799	161,917	206,694	36,895	68,291

#### 4.0 -VECC -8

**Reference: Exhibit 4, Tab 4, Schedule 3, page 3-**

*“Direct labour and facility costs charged by TOC GU to NOW Inc. are subject to a 12% Management Fee.”*

- Please provide the methodological basis for the 12% management fee charged to NOW.
- Please provide the dollar amount of management fees paid to NOW affiliates in each year 2017 through 2025 (forecast).
- Does NOW pay a management fee for employees who are working 100% for NOW? If so please explain the rationale for management fees on employees who are solely managed by NOW.
- Are the fees prorated for the percentage of time worked with NOW? If not please explain why not.

**Response:**

- The management fee covers services received such as HR Services, IT Management, Health and Safety Management and Regulation Support (e.g. OHSA Act), contract negotiations with suppliers, group purchasing advantages, supply chain management and meeting space. The management fee is calculated by tabulating the wages charged by ToC GU for labour related to NOW Inc.. Any services provided to the ToC GU offset the amount of the management fee. The combination of the wages and facility charge and offset services is then multiplied by the 12% fee.***
- The following table provides the dollar amount of management fees paid by NOW Inc.***

	2017	2018	2019	2020	2021	2022	2023	2024 (Forecast)	2025 (Forecast)
Management Fee	\$ 154,267	\$ 151,307	\$ 158,671	\$ 158,848	\$ 154,846	\$ 162,163	\$ 158,851	\$ 192,956	\$ 225,261

- c) The management fee is paid based on all employees covered by the ToC GU services agreement, many of whom work solely for NOW Inc. Some of these employees also provide services to other affiliates, however the majority of their time is working for NOW. NOW receives supervision, HR and negotiation support, board meeting space, supply chain management and building occupancy space along with others identified in a) above.***
- d) NOW Inc. confirms that the fees are prorated and are for only the time worked with NOW Inc.***

**4.0 -VECC -9**

**Reference: Exhibit 4, Tab 4, Schedule 3**

- a) Please confirm (or clarify) that Cochrane Telecom Services (CTS) as of April 2021 was no longer affiliated with either NOW or any NOW affiliates, including the Town of Cochrane (i.e., CTS is now a third party independent company).
- b) Are there any agreements between CTS and NOW or CTS and any NOW affiliate which are in respect to NOW? If so please provide those agreements or the relevant portions for which NOW is a party to any such agreement.

**Response:**

- a) CTS as of April 2021 remains an affiliate of NOW Inc. and affiliates including the Town of Cochrane as the Town of Cochrane retains 30% interest in CTS.***
- b) A Bilateral Shared Services Agreement is provided as Attachment 1.***

**4.0 -VECC -10**

**Reference: Exhibit 4, Tab 4, Schedule 3, page 3-**

**Table 1**  
**Shared Services Variance Summary**

Service Offered			2017 OEB Approved	2023 Actual	2025 Test Year	2025 TY vs. 2017 OEB Appr.	2025 TY vs. 2023 Actual	
Shared Services:								
	From:	To:						
	ToC GU	NOW Inc.	Wages and Benefits	1,189,978	1,303,059	1,856,172	666,194	553,113
	CTS	NOW Inc.	Office Rental	27,295	41,634	46,538	19,243	4,904
	ToC GU	NOW Inc.	Service Centre Rental	25,214	20,703	21,000	(4,214)	297
	NOW Inc.	NOE Inc.	Truck/Eq. Rental	9,872	9,167	10,000	128	833
	NOW Inc.	NOE Inc.	Wages and Benefits	3,897	835	2,000	(1,897)	1,165
	NOW Inc.	CTS	Wages and Benefits	52,676	-	-	(52,676)	-
Corporate Cost Allocation								
	From:	To:						
	NOW Inc.	ToC	Tower Rental	-	18,178	13,179	13,179	(4,999)

- Shared services as between ToC GU and Now for wages and benefits increased 56% between 2017 and 2025 (forecast). NOW explains this was due to an increase in FTEs from 15.7 to 19.6 which is the same increase shown in Appendix 2-K. Please confirm (or clarify) that the entire amount of the increase of \$666,194 shown in this table is included as part of the increase shown in Appendix 2-K.
- The Office Rental increase between 2017 (\$25,214) and 2025 (\$46,538) is over 70%. Please provide evidence of similar office rental increases of this magnitude in NOW's franchises (towns) over the 2017-2015 period.
- Is the office rental cost now charged by CTS or by Town of Cochrane or another affiliate of NOW?

**Response:**

- NOW Inc. confirms that the entire amount of wage and benefit increases are included in Appendix 2-K.***
- NOW Inc. does not have access to office rental information in the Towns of Kapuskasing, Cochrane and Iroquois Falls over the 2017-2024 period. In order to be responsive to this question, NOW Inc. checked www.realtor.ca and other office rental listing sites and there is no relevant information that is publicly available. It is noted that the annual office rental cost in 2025 of \$46,358 breaks down to \$3,878/month. This amount includes all utility and maintenance costs. NOW Inc. rents approximately 2,000 sq ft. of office space resulting in a monthly cost of \$1.95 sq ft.***

***c) Office rental costs are charged by CTS.***

#### **4.0 -VECC -11**

**Reference: Exhibit 4, Tab 4, Schedule 3, Attachment 2**

- a) The Service Agreement at the above reference has a number of “in-draft edits” (see for example sections 11.5.1 and 8.3) which have not been initialed to show the acceptance of the parties for those changes. Please confirm that the “edit” version of this agreement is the one currently in force.
- b) This agreement appears to have replaced and superseded another agreement. Was this new agreement made as part of the change made for the sale of the CTS?
- c) Please provide a list of the changes in the agreement filed and the prior agreement.
- d) Please file the prior agreement

**Response:**

- a) The “edit “version of the agreement is the one in force.***
- b) The new agreement was updated as a result of the sale of CTS.***
- c) The only changes are the name “Cochrane Telcom Services” to the “Town of Cochrane” as well as the handwritten changes.***
- d) The prior agreement is filed as Attachment 2.***

#### **4.0 -VECC -12**

**Reference: Exhibit 4, Tab 4, Schedule 3, Appendix 2-N**

- a) Appendix 2-N shows that prior to 2020 all affiliate transactions (other than TGB Tower Rental) were between NOW Inc. and the Affiliates of CTS or NOE inc.). Beginning in 2021 there is a change showing transaction

between ToC GU and NOW for employee wages and benefits previously form CTS). Please explain the change that occurred in 2021.

- b) Are any employees previously working for CTS (then employed by CTS, NOW or ToC GU) prior to the purchase of CTS in 2021 currently employed by NOW (directly or by assignment through an affiliate)? If yes, please identify these FTEs and provide a description of their pre and post 2021 duties. Please provide the job classifications/descriptions for these employees and the total cost in 2025 of their employment.

**Response:**

- a) *The change occurred when the Town of Cochrane sold 70% of its stake in CTS. As a result of the change, the employees and services were assigned to ToC GU.*
- b) *All employees employed by CTS working for NOW Inc. prior to the purchase of CTS were assigned to ToC GU after the sale and continued working for NOW Inc. The job descriptions pre and post 2021 remained the same for the following classifications: powerline technicians, billing clerks. With the reorganization, NOW Inc.'s partial FTE for Collections and General Clerk was merged with the accounting/payroll clerk who was also a partial FTE and added duties to billing clerks. The total cost of these employees for 2025 is \$1,856,172.*

**Tab 3**

**SCHEDULE C**

**Commitment Responses**



## Commitments to Provide Information

### Generic

1. NOWI to provide an update to Appendices 2-AB, 2-AA, 2-JA, 2-JC, and 2-K on or before November 13, 2024, if there are material updates since the application was filed on August 30, 2024, so that parties can ask interrogatories with respect to any such material changes. The update is to consider changes for both 2024 and 2025, and NOWI is to advise the period of actuals used for the 2024 forecast both in the original application and in any update provided.

#### **Response:**

***Based on recorded results up to October 31, 2024, NOW Inc. has not identified any material change in projections for the 2024 or 2025 periods for capital and OM&A results relative to what was forecast in the original application. The 2024 forecast in the original application considered actuals up to June 2024 along with any new information up to the end of July 2024.***

***We do note that the cost-of-service costs for this proceeding were included both in NOW Inc.'s forecast regulatory costs for 2024 as well as in NOW Inc.'s forecast regulatory costs for the 2025 test year (on an amortized basis per OEB Policy); NOW Inc. will update the affected chapter 2 appendices on December 2, 2024 as part of the interrogatory process.***

### Capital Spending and Rate Base

2. NOWI to identify the specific assets tracked as CWIP at year-end 2024 and in 2025.

#### **Response:**

***The assets tracked in CWIP at year-end 2024 and 2025 are costs for the proposed new Cochrane MTS Station. This includes but not limited to engineering feasibility studies, environmental assessments, and some components.***

3. NOWI to provide a cost breakdown of the Iroquois Falls-Milgate and Kapuskasing conversion project capital spending included in the 2025 Capital Projects forecast.

**Response:**

[REDACTED]

[REDACTED]

[REDACTED]

4. NOWI to explain how it interprets the customer engagement responses to questions 12-14 in its customer survey in terms of the level of support from its customers for increased spending.

**Response:**

***The responses to customer survey questions 12-14 indicate that customers understand the need for increased spending but are hesitant about receiving a rate increase to accommodate this. While the largest number of customers indicated this, the second largest response was from customers supporting increased spending and the potential increases to rates. This indicates that there is understanding of the need to invest with a difference in receptivity regarding rate increases.***

***While NOW Inc. acknowledges that a number of customers are not willing to pay for an increase in expenditures, it has obligations to maintain a safe and reliable distribution network. NOW Inc. has identified a plan that will enable it to meet its obligations. Reduced spending would negatively impact NOW Inc.'s ability to operate a safe and reliable network. Many assets are in poor condition and reaching end of life, which has been affecting reliability. The majority of customer survey responses were from residential customers who will be protected from large rate increases through NOW Inc.'s inclusion in the Distribution Rate Protection (DRP) program. The DRP and its impact was not explained to customers in order to avoid skewing the survey results.***

***Overall, NOW Inc. has taken customer feedback along with the other elements that go into the AM planning process as outlined in section 5.3.1 of the DSP to develop an optimized plan that will enable NOW Inc. to meet its obligations and provide a safe and reliable grid to serve its customers and keep employees safe.***

5. NOWI to summarize how it uses the fleet matrix in the context of actual vehicle replacement decisions.

**Response:**

***NOW Inc. uses the fleet matrix as an input in deciding whether or not a vehicle needs to be replaced. This information (e.g. age, mileage) along with a mechanical and visual assessment of vehicle condition and utilization are considered prior to replacing a fleet unit. In some cases, this evaluation may result in continuing to maintain rather than replace the asset.***

6. In consideration of the apparent increase in reliability issues in 2023, NOWI to summarize its activities to deal with reliability issues, including specifically measures to deal with bird contacts.

**Response:**

***NOW Inc. has conducted a fuse coordination study and implemented fusing on the lateral circuit in Kapuskasing to minimise the impact of system faults. The Main breaker setting in Kapuskasing has been updated to reflect current system protection. When purchasing transformers animal guarding is now a***

***requirement. In addition, all new primary conductors connected from the bushing to the line are now insulated.***

7. NOWI to confirm whether SAIDI and SAIFI results (DSP pgs. 33 & 34) can be provided for each town in the NOWI service territory.

**Response:**

***The following tables contain the SAIDI and SAIFI results for each town which correct some minor errors in some of the total numbers in the original DSP tables.***

Kapuskasing Total Customer Hours Interrupted									
Cause Code	2017	2018	2019	2020	2021	2022	2023	Total	%
0-Unknown/Other	0	0	0	1	0	0	0	1	0%
1-Scheduled Outage	1160	13154	930	60	160	794	0	16258	5%
2-Loss of Supply	39075	44222	10205	35375	13476	25760	61322	229433	65%
3-Tree Contacts	4	15	243	80	3369	95	14892	18698	5%
4-Lightning	0	0	0	0	0	0	2793	2793	1%
5-Defective Equipment	5473	1450	15518	10226	4824	4920	220	42631	12%
6-Adverse Weather	8	6811	225	25882	175	0	0	33101	9%
7-Adverse Environment	0	0	0	0	0	0	0	0	0%
8-Human Element	0	0	0	0	0	0	0	0	0%
9-Foreign Interference	723	23	198	278	136	15	6696	8069	2%
Total	46443	65674	27319	71901	22140	31584	85922	350983	100%

Cochrane Total Customer Hours Interrupted									
Cause Code	2017	2018	2019	2020	2021	2022	2023	Total	%
0-Unknown/Other	0	0	0	0	0	0	525	525	1%
1-Scheduled Outage	1309	0	0	0	0	0	0	1309	3%
2-Loss of Supply-Hydro On	0	0	0	12114	0	0	20850	32964	71%
3-Tree Contacts	0	0	0	0	2341	83	0	2424	5%
4-Lightning	0	0	0	0	0	0	0	0	0%
5-Defective Equipment	14	121	0	0	0	230	92	456	1%
6-Adverse Weather	2025	6000	7	40	0	40	8	8120	18%
7-Adverse Environment	0	0	0	0	0	0	0	0	0%
8-Human Element	0	0	0	0	0	0	0	0	0%
9-Foreign Interference	8	109	3	12	33	33	175	370	1%
Total	3355	6230	10	12166	2374	386	21649	46168	100%

Iroquois Falls Total Customer Hours Interrupted										
Cause Code	2017	2018	2019	2020	2021	2022	2023	Total	%	
0-Unknown/Other	0	0	0	600	0	0	0	525	1%	
1-Scheduled Outage	0	0	0	0	0	0	19430	1309	3%	
2-Loss of Supply-Hydro On	0	0	0	10344	0	0	3436	32964	71%	
3-Tree Contacts	0	40	0	8	0	416	0	2424	5%	
4-Lightning	0	0	0	0	0	0	0	0	0%	
5-Defective Equipment	9907	450	0	40	0	12	3850	456	1%	
6-Adverse Weather	0	0	0	200	0	23	0	8120	18%	
7-Adverse Environment	0	0	0	0	0	0	0	0	0%	
8-Human Element	0	0	0	0	0	0	0	0	0%	
9-Foreign Interference	0	5	0	0	15	0	0	370	1%	
Total	9907	495	0	11192	15	450	26716	46168	100%	

Kapuskasing Total Customers Interrupted										
Cause Code	2017	2018	2019	2020	2021	2022	2023	Total	%	
0-Unknown/Other	0	3	0	1	0	0	0	4	0%	
1-Scheduled Outage	140	3030	142	18	32	201	0	3563	3%	
2-Loss of Supply	17748	4549	6802	6738	6738	6720	6690	55985	52%	
3-Tree Contacts	2	30	69	20	2246	40	4864	7271	7%	
4-Lightning	0	0	0	0	0	0	2234	2234	2%	
5-Defective Equipment	5140	2376	9369	2282	4570	2450	86	26273	24%	
6-Adverse Weather	3	2287	30	5653	50	0	0	8023	7%	
7-Adverse Environment	0	0	0	0	0	0	0	0	0%	
8-Human Element	0	0	0	0	0	0	0	0	0%	
9-Foreign Interference	2377	24	135	107	113	20	2232	5008	5%	
Total	25410	12299	16547	14819	13749	9431	16106	108361	100%	

Cochrane Customers Interrupted										
Cause Code	2017	2018	2019	2020	2021	2022	2023	Total	%	
0-Unknown/Other	0	0	0	0	0	0	173	173	1%	
1-Scheduled Outage	202	0	0	0	0	0	0	202	2%	
2-Loss of Supply-Hydro On	0	2037	0	2019	0	0	6105	10161	77%	
3-Tree Contacts	0	0	0	0	1093	23	0	1116	8%	
4-Lightning	0	0	0	0	0	0	0	0	0%	
5-Defective Equipment	3	41	0	0	0	190	31	265	2%	
6-Adverse Weather	300	600	5	8	0	20	7	940	7%	
7-Adverse Environment	0	0	0	0	0	0	0	0	0%	
8-Human Element	0	0	0	0	0	0	0	0	0%	
9-Foreign Interference	10	65	6	19	53	115	98	366	3%	
Total	515	2743	11	2046	1146	348	6414	13223	100%	

Iroquois Falls Customers Interrupted									
Cause Code	2017	2018	2019	2020	2021	2022	2023	Total	%
0-Unknown/Other	0	0	0	300	0	0	0	300	3%
1-Scheduled Outage	0	0	0	0	0	0	2135	2135	22%
2-Loss of Supply-Hydro On	0	0	0	1724	0	0	1718	3442	36%
3-Tree Contacts	0	10	0	15	0	312	0	337	3%
4-Lightning	0	0	0	0	0	0	0	0	0%
5-Defective Equipment	1209	300	0	10	0	8	1400	2927	30%
6-Adverse Weather	0	0	0	200	0	15	0	215	2%
7-Adverse Environment	0	0	0	0	0	0	0	0	0%
8-Human Element	0	0	0	0	0	0	0	0	0%
9-Foreign Interference	0	6	0	0	300	0	0	306	3%
Total	1209	316	0	2249	300	335	5253	9662	100%

## OM&A

8. With respect to its evidence on employee compensation, NOWI to respond to a request to file the referenced MEARIE Compensation Study on the case record.

### **Response:**

***NOW Inc. has filed the MEARIE Salary Survey on the case record as Attachment 3.***

9. With respect to the human resources NOWI uses to provide distribution service, NOWI to:
- explain why its non-management staff are employed by an affiliate rather than NOWI;
  - explain the services received as part of the management fee charged to it by its affiliate and provide its rationale for continuing to pay the fee;
  - confirm if the management fee is included in NOWI's Appendix 2-K numbers;
  - confirm how many of the employees provided to NOWI by its affiliate spend more than 95% of their time on NOWI work on an annual basis;
  - discuss whether NOWI anticipates a scenario where the arrangement between NOWI and affiliate could change; and
  - discuss whether, with the change in union representation for its unionized staff to the Power Workers Union, it may make more sense for utility staff be part of the NOWI.

**Response:**

- a) Non-management staff are employed by the affiliate in order to maintain a historical agreement that continues to benefit NOW Inc. Additionally, the affiliate has an HR director that NOW Inc. does not have which ensures compliance with regulations. There are efficiencies in maintaining the non-management staff in affiliate that include but not limited to burden of reallocating all agreements, submissions and filings.***
  - b) Services received as part of the management fee charged by the affiliate include, HR Services, IT Management, Health and Safety Management and Regulations Support, contract negotiations with suppliers, group purchasing advantages, supply chain management, meeting space and building occupancy space.***
  - c) NOW Inc. confirms that the management fee is NOT included in Appendix 2-K numbers.***
  - d) Approximately 13 employees provided by the affiliate spend more than 95% of their time on NOW Inc. work on an annual basis.***
  - e) NOW Inc. does not anticipate changing the relationship between NOW Inc. and the affiliate due to the benefits of the arrangement as well as the immateriality of any cost changes that could result. A scenario where it could change is if the affiliate required that NOW Inc. employ the staff in question.***
  - f) The change in union representation for the unionized staff to the Power Workers Union does not change the rationale for those represented utility staff to be a part of NOW Inc. Union representation can change and does not have bearing on which company holds the staff.***
10. NOWI to provide the percentage amount used for the 2025 labour escalation assumption for its unionized workers, on a confidential basis if necessary. NOWI to also provide the proposed annual increase in management salary budgeted for 2025. NOWI to confirm that the annual management salary increases noted on Exhibit 4, PDF page 234, Table 3 are based on the annual Consumer Price Index for Canada.

**Response:**



***NOW Inc. confirms that the annual management salary increases noted on Exhibit 4, PDF page 234, Table 3 are based on the annual CPI Index for Ontario for the month ending November.***

11. NOWI to clarify and reconcile the Regulatory Costs for the Cost-of-Service proceeding forecast in Exhibit 4, Table 5 with the amount forecast in Appendix 2-M.

**Response:**

***Appendix 2-M presents one-time regulatory costs in each the years that costs were actually and are forecast to be incurred (2023-2025). The regulatory costs in Exhibit 4, Tab 1, Schedule 1, Table 5 include both ongoing (e.g. OEB Cost Assessment) and one-time regulatory costs. In order to establish the amount of annual OM&A required to recover one-time costs over the 2025-2029 period (5-year rate term) one fifth of the total one-time costs in the amount of \$86,510 (per Appendix 2-M) are included in 2025 Regulatory costs in Table 5 along with the ongoing regulatory costs.***

12. NOWI to provide the annual OEB Cost Assessments amounts from 2017 actuals to 2025 forecast.

**Response:**

***The OEB Cost Assessments amounts from 2017 actuals to 2025 forecast are as follows:***



Year	OEB Cost Assessment Amounts
2017	\$27,901
2018	\$25,745
2019	\$25,823
2020	\$25,280
2021	\$24,396
2022	\$26,107
2023	\$28,780
2024	\$33,046
2025 (Forecast)	\$34,137

13. NOWI to provide the annual fees it pays for membership in utility organizations from 2017 to 2025.

**Response:**

***The annual fees paid for membership in utility organizations from 2017 to 2025 are as follows:***

Year	USF Fees	CHEC	EDA Fees
2017	\$8,750		\$16,900
2018	\$8,750		\$17,200
2019	\$8,750		\$17,500
2020	\$7,950		\$17,900
2021	\$8,750		\$18,100
2022	\$8,750		\$18,100
2023	\$8,750		\$19,000
2024	\$9,144		\$19,500
2025 (Forecast)	\$9,446	\$18,600	\$20,144

14. NOWI to provide a breakdown of its FTEs by job classification for the 2017–2025 period.

**Response:**

***The following table provides a breakdown of FTEs by job classification for the 2017-2025 period.***

Northern Ontario Wires Inc.  
Commitments Response  
EB-2024-0046  
Filed: December 2, 2024

Employees Positions	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Estimate
<b><u>NOW Inc Employees</u></b>									
GM	1	1	1	1	1	1	1.4	1	1
CFO	1	1	1	1	1	1	1	1	1
Customer Service Manager	1	1	1.34	1	1	1.542	2	1	1
Confidential Secretary	0.5	0.5	0.4	0.4	0.4	0.4			
<b>Total NOW Employees</b>	<b>3.5</b>	<b>3.5</b>	<b>3.74</b>	<b>3.4</b>	<b>3.4</b>	<b>3.942</b>	<b>4.4</b>	<b>3</b>	<b>3</b>
	August 21 2020 was last day on the payroll with CTS-transferred to GU								
<b><u>CTS Outside Employees</u></b>									
Lead Hand (Kap)	3	3	3	1.937	0	0	0	0	0
Journeyman/Lineman	5.67	4.96	5	3.229	0	0	0	0	0
NOW Apprentice	0.625		0.25						
<b>Total Outside Employees</b>	<b>9.295</b>	<b>7.96</b>	<b>8.25</b>	<b>5.166</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>GU Outside Employees</u></b>									
Lead Hand (Kap)	0	0	0	1.0626	3	2.875	3	3	3
Journeyman/Lineman	0	0	0	1.771	4.67	4.99	3.48	4	4
NOW Apprentice	0	0	0	0.2917	0	0.1666	0.6041	3.2917	4
Engineering Student	0	0	0	0	0	0	0	0.2917	0
<b>Total Outside Employees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3.1253</b>	<b>7.67</b>	<b>8.0316</b>	<b>7.0841</b>	<b>10.5834</b>	<b>11</b>
<b><u>CTS Office Employees</u></b>									
	August 21 2020 was last day on the payroll with CTS-transferred to GU								
ICT Manager	0	0	0.24	0.16	0	0	0	0	0
ICT	0.25	0.2638	0.5049	0.3333	0	0	0	0	0
Accounting/Payroll Clerk	0.5	0.5	0.5	0.25	0	0	0	0	0
Billing Clerk	2	2	2	1.2916	0	0	0	0	0
Collections/General Clerk	0	0	0	0.2	0.4	0.1667	0	0	0
General Office Clerk	0.8	0.8	0.8	0.3667	0	0	0	0	0
Stock keeper	0.5	0.5	0.5	0.25	0	0	0	0	0
Store Manager	0.4	0.4	0.48	0.125					
Summer Student	0	0.125	0.125	0.125	0	0.2332	0.1668	0.1655	0.125
<b>Total Office Employees</b>	<b>4.45</b>	<b>4.5888</b>	<b>5.1499</b>	<b>3.1016</b>	<b>0.4</b>	<b>0.3999</b>	<b>0.1668</b>	<b>0.1655</b>	<b>0.125</b>
<b><u>GU Office Employees</u></b>									
ICT Manager	0	0	0	0.214	0.2167				
Accounting/Payroll Clerk	0	0	0	0.5	1	1	1	1	1
Billing Clerk	0	0	0	0.7084	2	1.458	1.5417	2.3	2
Collections/General Clerk	0	0	0	0	0	0.25	1.0208	1	1
General Office Clerk	0	0	0	0.04	0.5	0.145	0	0	0
Stock keeper	0	0	0	0.25	0.687	0.5	0.5	0.5	0.5
<b>Total Office Employees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1.7124</b>	<b>4.4037</b>	<b>3.353</b>	<b>4.0625</b>	<b>4.8</b>	<b>4.5</b>
<b><u>ToC Employees</u></b>									
ICT Manager						0.25	0.35	0.4	0.4
ICT								0.25	0.5
<b>Total ToC Employees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.25</b>	<b>0.35</b>	<b>0.65</b>	<b>0.9</b>
<b>Total NOW Employees</b>	<b>3.5</b>	<b>3.5</b>	<b>3.74</b>	<b>3.4</b>	<b>3.4</b>	<b>3.942</b>	<b>4.4</b>	<b>3.0</b>	<b>3.0</b>
<b>Total CTS Employees</b>	<b>13.745</b>	<b>12.5488</b>	<b>13.3999</b>	<b>8.2676</b>	<b>0.4</b>	<b>0.3999</b>	<b>0.1668</b>	<b>0.1655</b>	<b>0.125</b>
<b>Total GU Employees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4.8377</b>	<b>12.0737</b>	<b>11.3846</b>	<b>11.1466</b>	<b>15.3834</b>	<b>15.5</b>
<b>Total ToC Employees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.25</b>	<b>0.35</b>	<b>0.65</b>	<b>0.9</b>
<b>Non Mgmt</b>	<b>13.745</b>	<b>12.5488</b>	<b>13.3999</b>	<b>13.1053</b>	<b>12.4737</b>	<b>12.0345</b>	<b>11.6634</b>	<b>16.1989</b>	<b>16.525</b>
<b>Yearly Total</b>	<b>17.25</b>	<b>16.05</b>	<b>17.14</b>	<b>16.51</b>	<b>15.87</b>	<b>15.98</b>	<b>16.06</b>	<b>19.20</b>	<b>19.53</b>

15. NOWI to describe the job responsibilities of the new Billing Clerk and explain the need for this position.

**Response:**

***Duties included in the new Billing Clerk position are collections, customer service, miscellaneous billing, report analysis, link-ups, social media account maintenance and updates, Statistics Canada reporting, OESP program duties, regulatory reporting duties, regulatory application research and support, regulatory update compliance, project implementation support and customer outreach coordination.***

***The new position was needed as some tasks risked not being completed on time and overtime was required on a sustained basis to complete necessary work. Having the additional Billing Clerk returns the staffing complement to the level NOW Inc. had in previous years.***

***This position will keep the day-to-day activities running smoothly and support system changes. Understanding, preparing for and implementing new changes in the billing system is a time-consuming task. This position will help to ensure that all supporting external vendors involved in changes are also coordinated with the systems (Sensus, MDM/R, Utilismart, Smartworks/Metersense).***

***The three clerks now each serve one community and this also allows for coverage for vacations and unplanned leaves. The additional billing clerk also is cross trained for other office positions to provide back-up for absences.***

16. NOWI to confirm its current staff complement, including a status update on any planned positions that have yet to be filled.

**Response:**

***NOW Inc's staff complement is 18 staff as of October 31, 2024. NOW Inc. is in the process of replacing an apprentice who recently left and the position has been posted.***

17. NOWI to provide the amount of overtime paid in 2023 and the amount of overtime included in the 2025 budget.

**Response:**

***The amount of overtime paid in 2023 is \$79,857 and the amount of overtime included in the 2025 budget is \$72,000.***

**Cost of Capital, PILs, and Revenue Requirement**

18. NOWI to confirm if/how it intends to implement the outcome from the generic Cost of Capital Review in EB-2024-0063.

**Response:**

***NOW Inc. will follow OEB direction with respect to the outcome of the Cost of Capital Review. This would include following the Accounting Orders for ROE and Deemed Long Term Debt rate as included in the 2025 Cost of Capital Parameters letter of October 31, 2024.***

19. NOWI to update its application for the 2025 Cost of Capital parameters issued by the OEB where applicable.

**Response:**

***NOW Inc. has updated the cost of capital parameters in Ch. 2-OA and 2-OB in the Chapter 2 Appendices, the Revenue Requirement Workform, and the PILs model.***

20. NOWI to confirm the extent to which it will implement the directions from the OEB's letter dated July 26, 2024, in EB-2024-0063, including specifically using the anticipated October 2024 issued Short Term Debt Rate for 2025 Cost-of-Service applications on an interim basis.

**Response:**

***NOW Inc. confirms that as part the Model updates in response to interrogatories, it will update the Short-Term Debt Rate to 5.04% which is consistent with the specified rate in the letter from the OEB Re: 2025 Cost of Capital Parameters dated October 31, 2024. Furthermore, NOW Inc. confirms that it will follow the accounting order in the OEB letter of July 26, 2024 regarding tracking the impact of any differential between the Short-Term Debt Rate issued on October 31, 2024 and the Short-Term Debt Rate approved by the OEB as a result of the cost of the generic Cost of Capital Review.***

21. NOWI to provide the main driver(s) and the magnitude of the corresponding impact for the difference in ROE from OEB approved level of 8.78% for the years 2018 to 2022 on an annual basis.

**Response:**

***The main drivers and magnitude of the impact of the ROE variance from the achieved and deemed ROE for 2018 to 2022 is provided in the following table.***

		2018	2019	2020	2021	2022
Late Payment Charges		-1.23%	-0.89%			
Bad Debt Expense			-1.600%	-1.16%	-2.00%	-3.37%
Union Contract Delay			-0.8400%	-1.60%	-1.89%	-0.96%
Staff Shortages					-1.66%	
		-1.23%	-3.33%	-2.76%	-5.55%	-4.33%
Achieved ROE		9.97%	10.92%	8.99%	10.48%	9.06%
Adjusted ROE		8.74%	7.59%	6.23%	4.93%	4.73%
Deemed ROE		8.78%	8.78%	8.78%	8.78%	8.78%
Adjusted Difference		-0.04%	-1.19%	-2.55%	-3.85%	-4.05%

22. NOWI to provide a forecast ROE for 2024 and the main driver(s) for any deviation from the deemed ROE of 8.78%.

**Response:**

***The main drivers and magnitude of the impact of the ROE variance from the forecast ROE and deemed ROE for 2024 is provided in the following table.***

	2024
Professional Services	-1.58%
Wages	7.78%
Engineering	1.62%
Regulatory Costs	8.21%
	16.03%
Forecast ROE	-5.69%
Adjusted Forecast ROE	10.34%
Deemed ROE	8.78%
Adjusted Difference	1.56%

23. NOWI to provide an updated estimate of the cost of Long-Term-Debt for the instrument that is planned to be issued on December 10, 2024, particularly considering recent decreases in the Bank of Canada rate.

**Response:**

***The updated estimate for the cost of Long-term debt for the planned issuance in December is approximately 4.54% for a five-year fixed rate.***

24. NOWI to reconcile the cited interest cost of \$244,378 in Exhibit 5, Tab 1, Schedule 1, page 2 and the interest cost of \$239,206 in appendix 2-OB.

**Response:**

***The interest cost of \$239,206 in Appendix 2-OB is the total annual interest on all outstanding debt instruments in 2025. Based on this total interest cost and the total principal of all outstanding debt, an average interest rate of 3.86% was***

**calculated. The interest rate of 3.86% was then multiplied by the deemed amount of long-term debt resulting in a deemed long term interest cost of \$244,378 which is the value in Exhibit 5, Tab 1, Schedule 1 page 2.**

25. NOWI to explain the apparent increase in borrowing in 2024 relative to previous years, including the impact, if any, of increased capital spending on its borrowing activity.

**Response:**

**NOW Inc. has increased borrowing in 2024 as compared to previous years. NOW Inc. evaluates and manages cashflow with diligence and debt is third-party financed with debt repayment. There were more draws in 2024 due to the timing of the draws as well as the increase in capital spending. The first draw in 2024 was planned for 2023 but due to timing issues was funded in early 2024. All NOW Inc. long-term borrowing is tied to capital spending.**

26. NOWI to describe any due diligence that is done when seeking 3<sup>rd</sup> party debt in the market.

**Response:**

**NOW Inc. has gone to market in the past to evaluate the options as far as rates and terms that were available. The current provider has been a partner of NOW Inc. and its affiliates for some time, and has provided great service and better rates when other quotes were received. NOW Inc. has a revolving agreement with the provider that allows NOW Inc. to get access to funding for capital projects. NOW Inc. continues to monitor the Bank of Canada interest rates and ensures that any decreases are accounted for when securing new debt.**

## **Load Forecast and Other Revenue**

27. NOWI to confirm that the only difference between Other Revenue in Exhibit 6, Tab 2, Schedule 1, page. 2 Table 1 and Other Revenue in Appendix 2-H is due to the Streetlight Revenue from the service charge being incorrectly included in Appendix 2H. NOWI to also provide a calculation of the 2023 Streetlight Revenue from the service charge.



**Response:**

***NOW Inc. assumes that the reference E6T2S1 page 2 Table 1 should be E6T4S1 Page 2 Table 1.***

***NOW Inc. confirms that the only difference between E6T4S1 Page 2 Table 1 and Appendix 2-H is the Streetlight Revenue service charge. The following table provides the calculation of the 2023 Streetlight Revenue from the service charge.***

2023					
			Monthly Revenue	# of Months	Total Revenue
Streetlight Connections		1710			
Monthly Service Charge	Jan-Apr	\$ 8.46	\$ 14,466.60	4	\$ 57,866.40
Monthly Service Charge	May - Dec	\$ 8.77	\$ 14,996.70	8	\$ 119,973.60
					\$ 177,840.00

28. NOWI to provide actual number of customer connections for each month in 2024 by customer class.

**Response:**

***The customer and connection counts for each class in 2024 to date is provided in the table below.***

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Residential	5,196	5,188	5,185	5,187	5,196	5,177	5,167	5,177	5,178	5,177
GS < 50	710	711	714	713	717	718	716	716	717	715
GS > 50	69	69	70	69	69	69	69	70	70	70
Street Light	1,710	1,710	1,710	1,710	1,710	1,710	1,710	1,710	1,710	1,710
USL	22	22	22	22	22	22	22	22	22	22

29. NOWI to provide the results of using residential customer counts as an additional variable in its load forecast regression analysis.

**Response:**

***The results of the regression analysis are provided in the following table. The Residential Count variable has a t-ratio of 1.35 and p-value of 0.1798, indicating the variable is not statistically significant at a 95% or 90% confidence interval.***

Model 1: Prais-Winsten, using observations 2014:01-2023:12 (T = 120)				
Dependent variable: Res_NoCDM				
rho = 0.028871				
	coefficient	std. error	t-ratio	p-value
const	-402,129	2,498,201	-0.16	0.8724
HDD10	1,940	80	24.14	0.0000
Fall	-616,291	61,311	-10.05	0.0000
Dec	-644,461	85,737	-7.52	0.0000
<b>ResidentialCount</b>	<b>650</b>	<b>482</b>	<b>1.35</b>	<b>0.1798</b>
Statistics based on the rho-differenced data				
Sum squared resid	6.88E+12	S.E. of regression	244,580	
R-squared	0.8621	Adjusted R-squared	0.8573	
F(4, 115)	172.4859	P-value(F)	1.29E-47	
rho	-0.0030	Durbin-Watson	1.9700	
Statistics based on the original data				
Mean dependent				
var	3,421,506	S.D. dependent var	647,478	

***The Residential kWh forecast is 46,478 kWh lower (-0.12%) when the Residential Count variable is used.***

30. NOWI to explain why 2014 CDM program saving used for 2014/2015 in its Load Forecast do not match the 2011-2015 CDM results verification report.

**Response:**

***A reconciliation of all CDM data used in the load forecast and LRAMVA workform is provided as “NOWI CDM Reconciliation\_20241202”. This attachment includes 2011-2015 Results Persistence sheets from “NOW\_2011-2015\_LDC\_CDM\_Program\_Persistence\_Results\_Report\_20240830”, the LDC***

***Progress sheet that includes 2015 to 2019 savings data from “NOW\_Participation\_and\_Cost\_Report\_2019\_04\_20240830”, and the CDM tab from the load forecast. The ‘CDM Reconciliation’ tab in this attachment compares savings in each year to CDM data included in the load forecast.***

***CDM savings in 2014 is consistent between the 2014 Results Persistence sheet and the load forecast. Total 2014 savings provided in that tab (1,052,502 kWh) include 26,409 kWh in adjustments from 2012/2013 programs. The difference between these figures is first-year 2014 savings, 1,026,093 kWh, which is consistent with first-year 2014 savings in the load forecast.***

***CDM savings in 2015 from the Participation and Cost report, including 2016 and 2017 adjustments to 2015 programs, is 729,979 kWh, which is consistent with the load forecast.***

31. NOWI to identify the source of the savings for 2017 CDM programs, given that the verified savings reported for those programs do not match the savings used for the purpose of the load forecast. [AB]

**Response:**

***CDM savings used in the load forecast for 2017 is from “NOW\_Participation\_and\_Cost\_Report\_2019\_04\_20240830”. Savings in 2017, including adjustments, is 1,687,550 kWh, consistent with the value used in the load forecast. See “NOWI CDM Reconciliation\_20241202”.***

32. NOWI to explain how 2018 and 2019 CDM program savings were derived.

**Response:**

***CDM savings used in the load forecast for 2018 and 2019 are from “NOW\_Participation\_and\_Cost\_Report\_2019\_04\_20240830”, though two programs are missing in the load forecast for 2018.***

***Savings in 2018, including adjustments, is 1,474,963 kWh, which is 283,160 kWh higher than the value used in the load forecast. Two programs, the Save on Energy Small Business Lighting Program and Instant Savings Program, were unintentionally excluded from the load forecast. Savings for these two programs are included in the updated load forecast filed with interrogatory responses.***

***Savings in 2019 is 23,198 kWh, consistent with the value used in the load forecast.***

33. NOWI to confirm that values for the Save on Energy small business lighting program are not included and consider updating the load forecast to include those values if not already included.

**Response:**

***Confirmed (see the response to #32). Savings for the Save on Energy Small Business Lighting Program, and Instant Savings Program, are included in the updated load forecast filed with interrogatory responses.***

34. NOWI to provide information on the CDM Framework targets for 2021-2024, identifying NOWI's percentage of the total provincial energy use by customer class.

**Response:**

***The share of total provincial energy used by the Residential, General Service < 50 kW, and General Service > 50 kW is provided in the following three tables.***

<b>Residential</b>	<b>NOW Inc.</b>	<b>Total</b>	<b>%</b>
2019	38,802,690	40,380,447,498	0.096%
2020	40,126,981	43,245,011,031	0.093%
2021	39,104,541	43,371,552,787	0.090%
2022	39,671,263	43,540,648,596	0.091%
2023	39,128,268	42,711,992,242	0.092%
<b>Average</b>	<b>39,366,749</b>	<b>42,649,930,431</b>	<b>0.092%</b>

<b>GS &lt; 50</b>	<b>NOW Inc.</b>	<b>Total</b>	<b>%</b>
2019	17,709,286	13,348,732,845	0.133%
2020	16,586,733	12,530,281,719	0.132%
2021	17,080,206	12,853,976,851	0.133%
2022	17,769,474	13,791,653,391	0.129%
2023	17,511,886	13,740,005,714	0.127%

<b>Average</b>	<b>17,331,517</b>	<b>13,252,930,104</b>	<b>0.131%</b>
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<b>GS &gt;=50</b>	<b>NOW Inc.</b>	<b>Total</b>	<b>%</b>
2019	60,254,777	51,307,299,221	0.117%
2020	57,599,230	48,237,791,431	0.119%
2021	57,309,861	48,842,596,891	0.117%
2022	56,933,855	49,862,673,591	0.114%
2023	56,007,213	49,525,695,242	0.113%
<b>Average</b>	<b>57,620,987</b>	<b>49,555,211,275</b>	<b>0.116%</b>

***An alternate version of the load forecast using these class energy percentages is provided in the table below. The regressions were rerun to produce these results, and the Residential forecast includes the correction to Fall and Dec variables noted in Error Checking Question #10.***

<b>2025</b>	<b>kWh</b>	<b>kW</b>	<b>Customers/ Connections</b>
Residential	39,467,788		5,179
GS < 50	17,830,135		707
GS > 50	55,560,234	153,333	69
Street Light	491,060	1,468	1,710
USL	163,953		22
<b>Total</b>	<b>113,513,170</b>	<b>154,801</b>	<b>7,687</b>

35. NOWI to confirm if the new load identified in Exhibit 2 in the discussion of the new Cochrane TS is included in the load forecast, including a discussion around when that new load is expected to materialize.

**Response:**

***The new load identified in Exhibit 2 is not included in the load forecast. The new load from one customer materialized in February 2024. The customer's average monthly demand from February 2024 to October 2024 is approximately 280 kW higher than the customer's average demand from January 2021 to December 2023. The other customer is expected to increase monthly demand volumes by 400 kW, however the timing of this additional load is uncertain as the customer experienced a fire at their facility in August 2024. NOW Inc. has regular***

***communication with this customer and has not yet been informed of the timing for when the customer will return to its normal operating volumes or increase its demand volumes. The customer's September and October 2024 demand volumes were approximately 1,750 kW lower than average monthly demands from January 2021 to December 2023.***

### **Cost Allocation, Rate Design, and Other Charges**

36. NOWI to explain why in Tab 6.2 of the cost allocation model for the Gas>50 class the primary customer count is 66, whereas the total customer count is 69.

**Response:**

***The primary customer count should be 69. This is corrected in the updated cost allocation model filed with interrogatory responses.***

37. NOWI to provide the supporting analysis used to determine its proposed billing and collecting weighting factors.

**Response:**

***Please see Attachment 4 "Billing and Collecting Weighting Factors".***

38. NOWI to explain how the contract demand rate for standby rates will be determined and explain what is proposed to happen from a billing perspective if under the standby rate a customer's actual demand exceeds its contract demand.

**Response:**

***The contract demand rate is proposed to be equal to NOW Inc.'s General Service > 50 kW rate until NOW Inc. has sufficient information to analyse the load characteristics of customers taking Standby service. Contract demand volumes will be determined based on the maximum volumes expected when the customer's load displacement generation is not operational. NOW Inc. will consider the customer's historic volumes and the customer's ability to curtail load when it requires backup service. If actual demand exceeds contract***

***demand, the customer will be billed General Service > 50 kW demand charges on its actual volumes and contract demand volumes will be re-evaluated.***

39. NOWI to consider whether something other than a flat load profile for EVs may be appropriate.

**Response:**

***An alternate Residential EV load profile with demands concentrated in off-peak hours is likely more appropriate given the Ultra-Low Overnight RPP option. NOW Inc. does not have the data necessary to confirm the load profiles of its Residential loads related to EVs, but accepts that an alternate profile is a more reasonable assumption than a flat load profile. The cost allocation model filed with interrogatories includes the revisions noted below.***

***EV uptake in NOW Inc's service area has been low relative to the EV sales across the province so EV loads have a small impact on overall load profiles. Alternate load profiles have been calculated by spreading incremental EV volumes equally across all hours between 11pm and 7am, which is the period in which the ULO rate is applied. The impact is a 20.57 kW decrease in peak and mid-peak hours and a 41.13 kW increase in peak hours. The change in 4CP, 4NCP, and revenue to cost ratios is summarized in the table below. This refinement does not change which hours of the year are the peak hours so there is no impact on the loads of other classes. The changes to the revenue to cost ratios are caused by the reduction in costs allocated to Residential and the reallocation of those costs among all classes.***

		Residential	GS <50	GS>50	Street Light	Unmetered Scattered Load
DCP4	As Filed	32,356	12,626	39,382	53	75
	Alt. Res EV	32,274	12,626	39,382	53	75
	Difference	82	-	-	-	-
DNCP4	As Filed	35,368	14,031	41,321	505	75
	Alt. Res EV	35,286	14,031	41,321	505	75
	Difference	82	-	-	-	-
R/C Ratio	As Filed	100.80%	137.26%	68.39%	80.11%	102.09%
	Alt. Res EV	100.82%	137.20%	68.33%	80.11%	102.08%
	Difference	-0.03%	0.06%	0.06%	0.00%	0.01%

40. NOWI to explain, to the extent possible, why the revenue to cost ratio for the GS>50 rate has changed so drastically from 2017 to 2025.

**Response:**

***The GS>50 kW revenue to cost ratio declined from 104.54% in the 2017 test year to 68.39% in the 2025 test year.***

***The primary reason for the decrease is that the GS > 50 kW class did not receive allocations of any secondary costs in 2017. GS > 50 kW line transformer and secondary customer counts in I6.2 Customer Data were set at 0, and line transformer and secondary NCP volumes in I8 Demand Data were set at 0. In 2017 approximately 50% of billed GS > 50 kW demands was from customers receiving the line transformer allowance. Approximately 50% of billed demands were from customers that did not own their own line transformers but the class was not allocated any line transformer costs. The share of loads from customers that do not own line transformers is typically in line with the share of loads from customers that are connected to the secondary distribution network, but no secondary costs were allocated to GS > 50 kW either.***

***In an alternate version of the 2017 cost allocation model that includes line transformer and secondary demands and customer counts, in proportion to the 50% share of load that did not receive the line transformer allowance, the GS > 50 kW revenue to cost ratio declines from 104.54% to 82.55%.***

***The proportion of billed demand from customers that receive the line transformer allowance has increased from approximately 50% in 2017 to approximately 67% in 2025. This decreases both the revenue recovered from the GS > 50 kW class and allocated line transformer and secondary costs. However, since no secondary costs were allocated to the GS > 50 kW class in 2017, there is a decrease in revenues collected from GS > 50 kW and an increase in costs allocated to the class. This impact is more significant for NOWI than it would be for other LDCs because its GS > 50 kW variable charge is comparatively low at \$1.3276/kW. Variable revenues are 45% lower from customers that receive the transformer ownership allowance. Ignoring the impact on allocated costs, if the proportion of load applicable to the transformer ownership allowance remained at 50%, the GS > 50 kW revenue to cost ratio would increase from 68.39% to 71.12%.***



***Another cause of the change in revenue to cost ratios is the update in the source for demand data. Demand data used in 2017 was based on 2004 load profiles scaled to the 2017 load forecast. Demand data used in 2025 is based on updated weather-normalized load profiles from 2022 and 2023. The GS > 50 kW class receives a lower allocation of coincident peak-allocated costs (46.61% in 2025 vs 48.14% in 2017) and a higher allocation of non-coincident peak-allocated costs (50.42% in 2023 vs 46.06% in 2017).***

***Approximately 4.4% of total costs are allocated by coincident peak allocators and 21.5% of costs are allocated by non-coincident peak allocators, so the increase in 2025 to the share of non-coincident peak costs allocated to GS > 50 kW has a greater impact than the decrease in coincident peak costs allocated to GS > 50 kW. The change in demand-related allocations by using updated load profiles is associated with an approximate 1.69% percentage point decrease to the revenue to cost ratio. Relative to 2022/23 actual demand data, the weather normalization process resulted in a nearly immaterial decrease in costs allocated to GS > 50 kW.***

41. NOWI to explain why meter reading costs for GS>50 are weighted higher than for the Residential class.

**Response:**

***NOW Inc.'s meter reading costs for Residential and General Service < 50 kW meters are related to costs for services from Sense and MeterSense. Meter reading costs for General Service > 50 kW meters are related to costs for services from Utilismart and MeterSense. There are fixed and variable components to the amounts charged by MeterSense and Utilismart. Though the amount paid to Sense is higher than the amount paid to Utilismart, the fixed portion of the cost is spread among a higher number of customers.***

42. NOWI to provide the proposed total bill and distribution bill impacts for the three largest customers in the GS>50 class.

**Response:**

***The distribution and total bill impacts of NOWI's largest three customers are provided in the table below.***

	Distribution Bill Impact		Total Bill Impact	
	\$	%	\$	%
Customer 1	\$4,074	100.38%	\$4,539	3.01%
Customer 2	\$2,989	99.06%	\$3,257	2.83%
Customer 3	\$1,094	91.24%	\$784	1.10%

43. NOWI to show how many GS>50 customers fall within the following demand ranges: 50-99 kW; 100-199 kW; 200-499 kW; 500-999 kW; 1000 kW and above.

**Response:**

***The number of GS>50 kW customers within the demand ranges stated above is provided in the table below.***

	50-99 kW	100-199 kW	200-499 kW	500-999 kW	1,000-4,999 kW
GS > 50 KW	50	13	4	1	2

44. With respect to the RTSR calculation, NOWI to confirm that the RRR volumes and host volumes are sourced from the same year.

**Response:**

***The RRR volumes and host volumes are both sourced from 2023.***

45. NOWI to update the RTSRs to account for the 2025 UTRs released by the OEB on November 1, 2024.

**Response:**

***An updated RTSR Workform with 2025 UTRs released on November 1, 2024 is filed with interrogatory responses. The cost of power in the Ch. 2 Appendices, Revenue Requirement Workform, and Cost Allocation Model have been revised with the updated RTSRs.***

46. NOWI to provide further detail in support of calculation to derive the proposed Low Voltage charges, including confirming whether the calculation accounts for reductions in volumes relative to historical years.

**Response:**

***Low voltage host charges are calculated by escalating average historical charges by 3.3% and applying that charge to forecast volumes. Forecast volumes are calculated by decreasing 2023 volumes by the forecast decline in peak load in the DSP, specifically Table 2 of Appendix A-2 of the DSP (Exhibit 2, Tab 2, Schedule 1, Attachment 1). NOWI confirms the calculation accounts for reductions in volumes relative to historic years.***

47. NOWI to explain why the historical retail kWh used in the Loss factor calculation in Appendix 2-R does not match the historical kWh value in Exhibit 3, Table 1.

**Response:**

***The historical volumes used in Appendix 2-R are consistent with RRR volumes. The volumes in the load forecast in Exhibit 3, Table 1 is the sum of monthly volumes by rate class from NOW Inc.'s billing systems. The total volumes do not match but are within 1% in each year and there is a difference of 0.135% over the five-year period from 2019 to 2023.***

**Deferral and Variance Accounts**

48. NOWI to provide supporting calculation (number of poles, attachments and rates) for Pole Attachment revenue for the years 2023-2025.

**Response:**

***The following table provides the supporting calculation for the gross pole attachment revenue for the years 2023-2025.***

Year	Pole Attachments	Pole Attachments Billed after Year	Clearance Pole Attachments	Rate	Prior Year Rate	Clearance Rate	Pole Attachment Revenue
2023	3,589	72	78	\$ 36.05	\$ 34.76	\$ 18.03	\$ 133,292.51
2024 - Forecast	3,589	72	78	\$ 37.78	\$ 36.05	\$ 18.89	\$ 139,661.44
2025 - Forecast	3,589	72	78	\$ 39.14	\$ 37.78	\$ 19.57	\$ 144,720.08

49. NOWI to describe its status and any plans with respect to cloud computing, including any present or future request for a related Cloud Computing Deferral Account.

**Response:**

***NOW Inc. is familiar with the OEB letter of November 2, 2023 regarding the establishment of an Accounting Order in respect of incremental cloud computing costs and also the webinar Q&A session that was held on February 15, 2024. NOW Inc. is currently considering migration to a cloud based solution for an upgraded NorthStar billing system and will consider use of the deferral account consistent with the guidance that has been provided for this and any other cloud based solutions that may arise.***

50. NOWI to confirm the impact, if any, of the Getting Ontario Connected Act (GOCA) on its locate costs and any planned use of the related (or similar) variance account.

**Response:**

***NOW Inc. has not identified any impact of the GOCA on locate costs at this point as all locates are performed in house and there has not been any significant located requests associated with GOCA. If GOCA requests begin and are outside of normal expected locates, then NOW Inc. plans to use the related variance account.***

51. NOWI to update Table 1 in Exhibit 9, Tab 1, Schedule 1, pg. 3 to also clarify which DVA accounts that are not being sought for disposition (including all the accounts in the DVA continuity schedule) NOWI is planning to either keep open or close.

**Response:**

***The table below contains updates to clarify the DVA accounts not being sought for disposition and which accounts are planning to keep open or close/closed for all accounts in the DVA continuity schedule.***

Northern Ontario Wires Inc.  
Commitments Response  
EB-2024-0046  
Filed: December 2, 2024

Deferral and Variance Accounts	Account Number	2023 Closing Principal Balance (Adjusted for 2024 Disposition)	2023 Closing Interest Balance (Adjusted for 2024 Disposition)	Projected Interest (Jan 1, 2024 - April 30, 2025)	Total Claim	Dispose (Yes/No)	Status
<b>Group 1 Accounts</b>							
LV Variance Account	1550	\$60,743.84	\$1,177.65	\$4,294.87	\$66,216.36	Yes	Continue
Smart Metering Entity Charge Variance Account	1551	-\$11,179.49	\$61.62	-\$1,109.30	-\$12,227.17	Yes	Continue
RSVA - Wholesale Market Service Charge <sup>5</sup>	1580	-\$130,286.70	-\$7,104.46	-\$2,979.89	-\$140,371.05	Yes	Continue
Variance WMS – Sub-account CBR Class A <sup>5</sup>	1580	\$0.00	\$0.00	\$0.00	\$0.00	No	Continue
Variance WMS – Sub-account CBR Class B <sup>5</sup>	1580	\$10,480.77	\$72.50	\$403.87	\$10,957.14	Yes	Continue
RSVA - Retail Transmission Network Charge	1584	\$95,635.20	\$831.54	\$8,699.51	\$105,166.25	Yes	Continue
RSVA - Retail Transmission Connection Charge	1586	\$35,059.70	\$683.30	\$2,892.64	\$38,635.64	Yes	Continue
RSVA - Power (excluding Global Adjustment) <sup>4</sup>	1588	-\$43,800.12	-\$1,859.49	-\$3,639.34	-\$49,298.95	Yes	Continue
RSVA - Global Adjustment <sup>4</sup>	1589	\$100,713.26	\$6,875.00	\$6,658.58	\$114,246.84	Yes	Continue
Disposition and Recovery/Refund of Regulatory Balances (2019) <sup>3</sup>	1595					No	Closed
Disposition and Recovery/Refund of Regulatory Balances (2020) <sup>3</sup>	1595	-\$17,897.07	-\$14,114.89	-\$1,183.27	-\$33,195.23	Yes	Close
Disposition and Recovery/Refund of Regulatory Balances (2021) <sup>3</sup>	1595	\$2,930.46	\$5,111.95	\$0.00	\$0.00	No	Continue
Disposition and Recovery/Refund of Regulatory Balances (2022) <sup>3</sup>	1595	\$6,712.59	\$4,482.63	\$0.00	\$0.00	No	Continue
Disposition and Recovery/Refund of Regulatory Balances (2023) <sup>3</sup>	1595	\$77,832.24	\$7,321.22	\$0.00	\$0.00	No	Continue
Disposition and Recovery/Refund of Regulatory Balances (2024) <sup>3</sup>	1595	\$321,836.26	\$21,715.00	\$0.00	\$0.00	No	Continue
<b>Total Group 1 (excluding Global Adjustment)</b>		<b>\$408,067.68</b>	<b>\$18,378.57</b>	<b>\$7,379.09</b>	<b>-\$14,117.01</b>		
<b>RSVA - Global Adjustment</b>	<b>1589</b>	<b>\$100,713.26</b>	<b>\$6,875.00</b>	<b>\$6,658.58</b>	<b>\$114,246.84</b>	<b>Yes</b>	<b>Continue</b>
<b>Group 2 Accounts</b>							
Deferred IFRS Transition Costs	1508					No	Closed
Pole Attachment Revenue Variance <sup>5</sup>	1508	-\$414,857.26	-\$26,798.76	-\$22,419.20	-\$464,075.22	Yes	Close *
Retail Service Charge Incremental Revenue <sup>6</sup>	1508					No	Closed
Customer Choice Initiative Costs <sup>7</sup>	1508	\$17,315.65	\$1,204.30	\$1,144.84	\$19,664.79	Yes	Close
Local Initiatives Program Costs <sup>9</sup>	1508					No	Closed
Green Button Initiative Costs <sup>10</sup>	1508	\$97,297.99	\$1,035.51	\$7,922.22	\$106,255.72	Yes	Close
Other Regulatory Assets, Sub-account Designated Broadband Project Impacts <sup>13</sup>	1508						
Other Regulatory Assets, Sub-account ULO Implementation Cost <sup>14</sup>	1508	\$9,225.00	\$174.40	\$609.95	\$10,009.35	Yes	Close
Other Regulatory Assets, Sub-account GOCA Variance Account <sup>15</sup>	1508					No	Continue
Other Regulatory Assets, sub-account LEAF EFA Funding Deferral Account <sup>17</sup>	1508					No	Continue
Other Regulatory Assets - Sub-Account - Other <sup>4</sup>	1508					No	Close
Other Regulatory Assets, sub-account OEB Cost Assessment Variance	1508	\$11,685.33	\$1,692.00	\$772.63	\$14,149.96	Yes	Close
Other Regulatory Assets, sub-account OPEB	1508	\$69,671.60	\$0.00	\$0.00	\$69,671.60	Yes	Close *
Retail Cost Variance Account - Retail <sup>6</sup>	1518	-\$2,796.89	\$370.61	-\$18.07	-\$2,444.35	Yes	Close
Pension & OPEB Forecast Accrual versus Actual Cash Payment Difference	1522					No	Closed
Misc. Deferred Debits	1525	\$0.00	\$0.00	\$0.00	\$0.00	No	Continue
Retail Cost Variance Account - STR <sup>6</sup>	1548	\$16,507.50	\$1,371.79	\$911.66	\$18,790.95	Yes	Close
Extra-Ordinary Event Costs	1572					No	Continue
Deferred Rate Impact Amounts	1574					No	Continue
RSVA - One-time	1582					No	Close
Other Deferred Credits	2425					No	Continue
PIs and Tax Variance for 2006 and Subsequent Years (excludes sub-account and contra account below)	1592					No	Closed
PIs and Tax Variance for 2006 and Subsequent Years- Sub-account CCA Changes <sup>12</sup>	1592	-\$74,673.00		\$0.00	-\$74,673.00	Yes	Continue
<b>Total Group 2</b>		<b>-\$270,624.08</b>	<b>-\$20,950.15</b>	<b>-\$11,075.97</b>	<b>-\$302,650.20</b>		
<b>Other Accounts</b>							
LRAM Variance Account <sup>4</sup>	1568	\$127,440.82	\$15,519.00	\$8,365.00	\$151,324.82	Yes	Close
<b>Total including Account 1568</b>		<b>-\$143,183.26</b>	<b>-\$5,431.15</b>	<b>-\$2,710.97</b>	<b>-\$151,325.38</b>		
Pension & OPEB Forecast Accrual versus Actual Cash Payment Differential <sup>8</sup>	1522					No	Continue
Pension & OPEB Forecast Accrual versus Actual Cash Payment Differential Contra Account <sup>8</sup>	1522					No	Continue
Renewable Generation Connection Capital Deferral Account	1531					No	Continue
Renewable Generation Connection OM&A Deferral Account	1532					No	Continue
Renewable Generation Connection Funding Adder Deferral Account	1533					No	Continue
Smart Grid Capital Deferral Account	1534					No	Continue
Smart Grid OM&A Deferral Account	1535					No	Continue
Smart Grid Funding Adder Deferral Account	1536					No	Continue
Smart Meter Capital and Recovery Offset Variance - Sub-Account - Capital <sup>4</sup>	1555					No	Closed
Smart Meter Capital and Recovery Offset Variance - Sub-Account - Recoveries <sup>4</sup>	1555					No	Closed
Smart Meter Capital and Recovery Offset Variance - Sub-Account - Stranded Meter Costs	1555					No	Closed
Smart Meter OM&A Variance <sup>4</sup>	1556					No	Closed
Meter Cost Deferral Account (MIST Meters) <sup>3</sup>	1557					No	Continue
IFRS-CGAAP Transition PP&E Amounts Balance + Return Component	1575					No	Closed
Accounting Changes Under CGAAP Balance + Return Component	1576					No	Closed
Impacts Arising from the COVID-19 Emergency <sup>11</sup>	1509					No	Close
Incremental Cloud Computing Implementation Costs <sup>16</sup>	1511					No	Continue
<b>Total Deferral and Variance Balance</b>		<b>\$365,597.68</b>	<b>\$19,822.42</b>	<b>\$11,326.70</b>	<b>-\$51,195.55</b>		

52. NOWI to confirm for the ULO, Customer Choice, OEB Assessment, Misc. Deferred Dr./Cr., Pole Attachment Retail Cost and Green Button accounts which accounts it is seeking to dispose of and the rationale for the disposition, with consideration of any applicable materiality thresholds.

**Response:**

***As per the table in response 51, NOW Inc. confirms that ULO, Customer Choice, OEB Assessment, Pole Attachment, Retail Cost, and Green Button accounts are seeking to be disposed of.***

***NOW Inc. has followed OEB guidance on the creation of the variance accounts as well as the prudence of costs allocated to the DVA accounts.***

***The Pole Attachment and Green Button costs are greater than materiality on their own. ULO, Customer Choice, OEB Assessment and Retail Costs are individually, lower than materiality, however in aggregate exceed materiality. As a whole, by treating the accounts in isolation, the cash-flow impacts of disallowing the claims would adversely impact a small utility that followed guidance and implemented the required programs/changes in an efficient manner. As all costs were prudently incurred and accounting followed OEB guidance, the individual accounts should be disposed regardless of individual materiality as these accounts have a material impact on NOW Inc.'s cashflow. NOW Inc. is concerned that denying recovery from accounts such as these because they technically and individually fall below materiality could encourage distributors to contract all aspects of the related undertakings out to 3<sup>rd</sup> parties with less consideration for cost control through the use of internal resources to ensure the related materiality threshold is breached.***

53. NOWI to provide details in support of the incremental costs associated with Green Button implementation, including a breakdown of the claimed \$106,000 between incremental labour and 3<sup>rd</sup> party costs, an explanation of what is meant by incremental labour and how incremental labour was calculated.

**Response:**

***The details of the incremental costs associated with Green Button implementation for the amount claimed of \$106,709.74 is provided in the following table.***

Green Button Implementation	Costs
Incremental Labour	\$ 70,171.56
Third Party Costs	\$ 27,126.43
DVA Interest Cost	\$ 9,411.75
	<u>\$ 106,709.74</u>

***Incremental labour costs are the additional resources that were required in order to implement/test and validate the Green Button solution. A staff member was set to retire and a replacement was hired. Due to Green Button, the retirement was postponed and the staff member stayed to work on and complete the Green Button project resulting in the incremental labour costs. If the retirement was not postponed, external resources would have been required to implement the project at a higher cost. The incremental labour was calculated by the by the rate inclusive of burden of the staff member for the time worked on the project.***

54. NOWI to provide details of the ULO implementation costs and confirm that they are incremental.

**Response:**

***Details of the ULO implementation costs are provided in the table below. NOW Inc. confirms that they are incremental. There was no incremental labour as no staff worked on this with existing resources.***



ULO Implementation	Costs
Incremental Labour	\$ -
Third Party Costs	\$ 9,225.00
DVA Interest Cost	\$ 827.40
	\$ 10,052.40

55. NOWI to provide updated accelerated CCA information in the table below, which will also include 2024 on a forecast basis and include the relevant PILS amounts on a grossed-up basis. NOWI to also update the DVA continuity schedule with the grossed-up amount for principal adjustments for Account 1592.

**Response:**

**CCA difference Calculation table for Account 1592 Sub-account CCA changes**

Year	Capital Additions	CCA Using Legacy half-year rule	Accelerated CCA (AIIP)	Difference in CCA	Tax Rate (Approved in last rebasing application)	Tax Impact of the CCA Difference	Difference in Grossed Up PILs
	z	a	b	c= a-b	d	e = c x d	f = e / (1d)
2019	588,616	587,776	644,027	(76,251)	15%	(11,438)	(13,456)
2020	570,480	569,280	607,188	(37,908)	15%	(5,686)	(6,690)
2021	526,974	538,905	552,452	(13,547)	15%	(2,032)	(2,391)
2022	661,894	541,700	763,309	(221,609)	15%	(33,241)	(39,107)
2023	349,082	584,067	657,899	(78,832)	15%	(11,075)	(13,029)
2024	2,805,959	916,303	1,286,481	(370,178)	15%	(55,527)	(65,326)
						<b>Total</b>	<b>(139,999)</b>

***NOW Inc. has filled out the table and has updated the DVA continuity principal adjustments for the grossed-up difference.***

56. NOWI to confirm that the proposed LRAM disposition includes all outstanding balances and is proposed to be cleared up to April 30, 2025.

**Response:**

***Confirmed.***

**Other**

57. NOWI to provide details as to how the project cost budget for the new Cochrane TS was derived, and to provide, to the extent available, a more detailed project cost breakdown.

**Response:**



58. With respect to the proposed new Cochrane TS, NOWI to forecast the revenue requirement, bill impacts and rate riders by customer class, including consideration of how much of the impact will be absorbed by Distribution Rate Protection (DRP) under NOWI's request to account for the ACM revenue through a base rate adjustment for DRP eligible rate customers. NOWI to estimate the bill impacts and rate riders for the Residential class in the scenario where the special rate treatment requested for the Residential class is not approved.

**Response:**

***The requested information is provided for what is described in the application as ACM Method 1. This method calculates maximum allowed incremental capital on an annual basis such that the full cost of Cochrane TS is eligible.***

***The first table provides the calculation of the incremental revenue requirement, which is calculated on a full-year depreciation basis. The amount absorbed by the DRP is 67.7% of the incremental revenue requirement. This is the share of revenues recovered from the Residential class (without the DRP), which is the basis for allocating the incremental revenue requirement to rate classes in the ACM/ICM model.***

<b>Incremental Revenue Requirement</b>	<b>2028</b>
Return on Rate Base - Total	\$866,067
Amortization Expense - Total	\$359,663
Grossed-Up Taxes/PILs	-\$96,584
<b>Incremental Revenue Requirement</b>	<b>\$1,129,145</b>
Absorbed by DRP (scenario)	\$764,543

***The rate riders for are provided in the following table.***

	<b>Service Charge Rate Rider</b>	<b>Distribution Volumetric Rate kWh Rate Rider</b>	<b>Distribution Volumetric Rate kW Rate Rider</b>
Residential	\$12.30		
GS < 50 kW	\$9.33	\$0.0052	
GS > 50 kW	\$64.67		\$0.5434
Street Lighting	\$2.34		\$2.7399
USL	\$5.43	\$0.0060	

***Bill Impacts are provided in the following table. The Residential bill impacts assume no amount of the ACM rider is absorbed by the DRP. The distribution bill impacts are the same for each rate class except Residential. The Residential class is allocated the incremental revenue requirement according to its revenues excluding the DRP so its share of the incremental revenue requirement is higher than its share of revenues when the DRP is included. For the purposes of calculating total bill impacts, the proposed 2025 charges are used for both the with ACM and without ACM scenarios and all other rate riders have been removed.***

	Distribution Bill Impact (Sub-Total A)		Total Bill Impact (Total Bill)	
	(\$)	(%)	(\$)	(%)
Residential	\$9.71	23.5%	\$9.10	6.5%
GS < 50 kW	\$15.56	16.2%	\$14.58	4.1%
GS > 50 kW	\$136.81	16.2%	\$154.60	1.5%
Street Lighting	\$1,138.66	16.2%	\$1,286.69	13.2%
USL	\$7.23	16.2%	\$6.77	5.4%

59. NOWI to discuss the potential for capital contributions in relation to the proposed new Cochrane TS.

**Response:**

***NOW Inc. will be exploring the potential for a capital contribution in relation to the proposed new Cochrane TS. Sources for consideration include customers who drive demand as well as government sources resulting from the increased capacity to necessitate EV adoption and Green technologies. NOW Inc. believes that government funding should be provided to distributors, due to the increased future demand resulting from government policy so that current ratepayers are less adversely impacted by preparation for loads by future customers from government policies.***

60. NOWI to explain what the spending to date, shown on 2-AA, on the Cochrane TS and related projects was for and whether it was included in CWIP. If not included in CWIP, NOWI to explain why spending on the Cochrane TS is going into service before the station is in service.

**Response:**

***It should be noted that the line item in Appendix 2-AA "Cochrane New Station" included spending for both the New Cochrane TS and also the existing Cochrane TS. The following table provides a breakdown of 2019-2024 spending on the new and existing Cochrane TS as shown in 2-AA (updated) along with the balance included in WIP. Adjustments include reallocations to major spare parts and capital spending on the existing Cochrane TS in service in 2024.***

New Cochrane TS			
	2-AA Spending (2019-2024)	Less Adjustments to Spare Parts	Adjusted WIP Balance 2024
	(A)	(B)	(C) = A+B
Engineering/Consulting	\$ 448,247		\$ 448,247
Site work	\$ 77,603		\$ 77,603
Equipment/Hardware	\$ 347,964	-\$ 327,750	\$ 20,214
Labour	\$ 41,178		\$ 41,178
	\$ 914,992	-\$ 327,750	\$ 587,242
Existing Cochrane TS			
	2-AA Spending (2019-2024)	Less Adjustments to In-Service	Adjusted WIP Balance 2024
	(A)	(B)	(C) = A+B
Engineering/Consulting	\$ -		\$ -
Site work	\$ 67,997	-\$ 67,997	\$ -
Equipment/Hardware	\$ -		\$ -
Labour	\$ -		\$ -
	\$ 67,997	-\$ 67,997	\$ -

61. Is the Cochrane 5 kV upgrade \$485k in 2028 and Feeder Fortification \$621k in 2027 only being done in conjunction with the Cochrane ACM and therefore part of ACM?

**Response:**

***The Cochrane 5 kV upgrade and Feeder Fortification projects are not part of the ACM. These projects represent capital spending 2027 and 2028 independent of the New Cochrane TS. While the specific manner in which these projects will proceed depends on whether or not the New Cochrane TS project proceeds, the projects will be pursued independent of the New Cochrane TS.***

## **Tab 4**

### Schedule D

### Error Checking Responses

**Q-1**

Deferred Revenue

Ref (1) Appendix 2-BA Fixed Asset Cont

Ref (2) Exhibit 2, p23-25.

Preamble: In reference 1, the deferred revenue on lines 503,570 and 636 does not match the same amount reflected in reference 2 pdf version.

**Question(s):**

- a) Please update the evidence as needed to reflect the correct amounts.

**Response:**

- a) Ref (1) is correct. Ref (2) has been updated to correct values.***

**Q-2**

Cost of acquisitions/additions during the year

Ref (1) Appendix 2-BA

Ref (2) Test Year Income Tax PILs, B8 Sch 8 CCA Bridge

	Additions as per		
Year	Appendix 2-BA Fixed Asset Continuity	Income Tax PILs B8 Sch 8 CCA	Difference
2024	\$2,884,284	\$2,027,275	\$857,008

Preamble: For bridge and test years, the capital additions in reference 1 should tie to cost of acquisitions in the year in column F, excluding the non-depreciable items.

**Questions(s):**

- a) Please explain/reconcile the differences noted in the table above for 2024.  
b) Please update the evidence as needed.

**Response:**

- a) The difference is primarily due to major spare parts being included in capital accounts for rate base purposes in Ref (1) and not being depreciated, hence treated as non-depreciable and not included for CCA***

**calculation purposes in Ref (2). The other reconciling item is Land which is included as an acquisition for rate base purposes, but is a non-depreciable asset and excluded from Ref (2). The following table provides this reconciliation.**

	Appendix 2-BA Fixed Asset Continuity	Income Tax PILs B8 Sch 8 CCA	Difference
<b>2024</b>	\$ 2,884,284.00	\$ 2,027,275.00	\$ 857,009.00
<b>Spare Parts Allocation</b>		\$ 772,009.00	-\$ 772,009.00
<b>Land</b>		\$ 85,000.00	-\$ 85,000.00
	\$ 2,884,284.00	\$ 2,884,284.00	\$ -

- b) The IncomeTax/PILS Workform for 2025 Filers (Ref 2), has been updated to add Spare Parts to column F, and deduct the same amounts in column H adjustments. The difference between Appendix 2-BA and B8 Sch 8 CCA is now only the \$85,000 land cost, thus reconciling to Ref (1).**

### Q-3

Net Depreciation

Ref (1) Appendix 2-BA

Ref (2) Test Year Income Tax PILs

Preamble:

OEB staff has created the following table outlining the net depreciation reflected in reference 1 versus reference 2.

Year	Appendix 2-BA Fixed Asset Continuity	Test Year Income Tax PILs Model Sch 1	Difference
<b>2023</b>	\$380,320	\$476,677	(\$96,357)
<b>2024</b>	\$384,613	\$494,201	(\$109,588)
<b>2025</b>	\$440,407	\$542,412	(\$102,005)

### Question(s):

- Please explain the difference between net depreciation amount between reference 1 and reference 2.
- If done in error, please update the evidence as needed.



**Response:**

**a) NOW Inc. notes the \$476,677 in the OEB Staff table is incorrect as it includes \$697 of interest and penalties on taxes. The revised table would be as follows:**

Year	Appendix 2-BA Fixed Asset Continuity	Test Year Income Tax PILs Model Sch 1	Difference
2023	\$380,320	\$475,980	(\$95,660)
2024	\$384,613	\$494,201	(\$109,588)
2025	\$440,407	\$542,412	(\$102,005)

***In the staff table, Appendix 2-BA the amount selected is the net depreciation, whereas the Test Year Income Tax PILS model is the total depreciation. The difference resulting from the fully allocated depreciation in Appendix 2-BA and the Deferred revenue offset. The following revised table shows the updated difference that results in 2024 and 2025. The difference needs to be updated in the PILS Model.***

Year	Appendix 2-BA Fixed Asset Continuity (A)	Appendix 2-BA Deferred Revenue (B)	Test Year Income Tax PILs Model Sch 1 (C)	Difference (D)=A+B-C
2023	\$472,414	\$3,566	\$475,980	(\$0)
2024	\$502,416	\$3,566	\$494,201	\$11,781
2025	\$559,209	\$3,566	\$542,412	\$20,363

**b) After the PILS update, the difference is Nil.**

Year	Appendix 2-BA Fixed Asset Continuity (A)	Appendix 2-BA Deferred Revenue (B)	Test Year Income Tax PILs Model Sch 1 (C)	Difference (D)=A+B-C
2023	\$472,414	\$3,566	\$475,980	(\$0)
2024	\$502,416	\$3,566	\$505,982	\$0
2025	\$559,209	\$3,566	\$562,775	\$0

**Q-4**

Property Tax

Ref (1) Exhibit 6, Schedule 4, page 1

Ref (2) 2025 Rev Req Workform, Tab 5 Utility Income, Line 6

Preamble: In reference 1, property tax for tax year is reflected as \$24,859, however in reference 2, property tax is reflected as \$3,029 for test year.

**Question(s):**

- a) Please confirm the correct property tax amount.
- b) Please update the evidence as needed to reflect the correct amount.

**Response:**

- a) The correct property tax amount is \$24,859.***
- b) The property tax amount is corrected in the revenue requirement workform and cost allocation models.***

**Q-5**

DVA Continuity Schedule

Ref (1) Prescribed interest rates

Ref (2) DVA Continuity Schedule

Preamble: In reference 1, the OEB has recently published its prescribed interest rate for deferral and variance account balances for Q4 2024 of 4.40%. OEB staff notes that the DVA Continuity Schedule in reference 2 has not been updated with the Q4 2024 prescribed interest rate of 4.40%.

**Question(s):**

A) Please update the total balance and carrying charges in the DVA Continuity Schedule to reflect the updated Q4 2024 prescribed interest rates.

**Response:**

***A) NOW Inc. has updated the DVA Continuity Schedule to reflect the Q4 2024 prescribed interest rate of 4.40%.***

**Q-6**

Please fill in the Chapter 2 Appendices - Appendix 2-BB Service Life tab.

**Response:**

***NOW Inc. did not provide Appendix 2-BB as there have been no changes in asset service lives since its last application. The Chapter 2 Filing Requirements state that “A completed Appendix 2-BB – Service Life Comparison must be filed if there have been changes in asset service lives since the distributor’s last rebasing application.”***

**Q-7**

In the DSP (Exh 2, p. 137, Table 5.3-5), the two existing 115/25kV transformers show a capacity of 7.5 MVA, whereas the business case shows 10 MVA capacity. Please clarify.

**Response:**

***These are different ratings based on if the transformer has a cooling system that uses natural convection for up to a certain MVA rating. After it reaches a limit the transformer uses fans to force air across the cooling surface for higher MVA ratings.***

***ONAN (Oil Natural Air Natural) 7.5 MVA***

***ONAF (Oil Natural Air Forced) 10 MVA***

***The fans must be running to achieve a 10MVA rating***

**Q-8**

The material investment narrative for the New Cochrane MTS refers to the transformers as T3 and T4, but the DSP (Exh 2, p. 137, Table 5.3-5) refers to them as T1 and T2.

**Response:**

***The correct nomenclature is T3 and T4, but the Stark reported them as T1X and T2X which created this confusion. The Stark reports should be corrected in the future.***

**Q-9**

Some of the scores for the fleet don't align with the legend. For example (p. 553 of Exh 2), 1) Unit #538, score is 20 but the cell is coloured "green"; 2) Unit#540, score is 30 but cell is coloured "orange".

**Response:**

***The numerical results are correct but the shading did not align with the legend and should be disregarded. Shading in this document will be addressed in future versions.***

**Q-10**

The Res Normalized sheet in the load forecasting model does not continue the Fall and Dec variables into 2024 and 2025. Please extend the variables or explain why not.

**Response:**

***The Fall and Dec variables should be continued to 2024 and 2025. This is corrected in the load forecast filed with interrogatory responses.***

**Q-11**

On Sheet I6.2 of the Cost Allocation Model, the number of street light devices was left blank. Please populate the number of streetlights. If multiple streetlights share a connection in a "daisy chain" configuration, please ensure that the connection count entry reflects the number of actual connections to the distribution system.

**Response:**

***The number of street light devices should be equal to the number of streetlight connections. This is corrected in the updated cost allocation model filed with interrogatory responses.***

**Q-12**

The rates in the LRAMVA workform (Tab 3) do not align with the approved distribution rates for Northern Ontario Wires. Can you clarify the discrepancies and confirm the updates made to ensure the LRAMVA reflects the approved rates

**Response:**

***NOW Inc. has reviewed each rate from 2015 to 2024 for each rate class between the LRAMVA workform and its tariff schedules and cannot identify any discrepancies.***

## **Tab 5**

### **Attachments**

- Attachment 1: Bilateral Shared Services Agreement (in response to 4-VECC-9(b))
- Attachment 2: Prior Shared Services Agreement (in response to 4-VECC-11(d))
- Attachment 3: MEARIE Salary Survey (in response to Commitment #8)
- Attachment 4: Billing and Collecting Weighting Factors (in response to Commitment #37)
- Attachment 5: Protection Philosophy Document (in response to Commitment #57)
- Attachment 6: Budgetary Estimate for Construction of a New Main Transformer Station (in response to Commitment #57)
- Attachment 7: New Cochrane MTS – Budget Estimate (in response to Commitment #57)

# **BILATERAL SHARED COSTS AGREEMENT**

**THIS AGREEMENT** made as of the 1<sup>st</sup> day of December 2020

**BETWEEN:**

**NORTHERN ONTARIO WIRES INC.**

Governed under the laws of the Province of Ontario

("NOW Inc.")

**OF THE FIRST PART**

-and-

**COCHRANE TELECOM SERVICES INC.**

Governed under the laws of the Province of Ontario

("CTS")

**OF THE SECOND PART**

**RECITALS:**

- A. The Corporation of the Town of Cochrane and Cochrane Telecom Services Inc. entered into an Asset Purchase Agreement dated December 31<sup>st</sup>, 2020 pursuant to which they established the terms and conditions upon which each entity would contribute to the business of Cochrane Telecom Services (New Corporation).

- B. Section 3.9(a) of the said Asset Purchase Agreement provides that TOC and Northern Ontario Wires Inc. will enter into a bilateral shared costs agreement with Cochrane Telecom Services Inc., pursuant to which each party will agree to carry out specific activities on behalf of the other party.

**NOW THEREFORE THIS AGREEMENT WITNESSES THAT** in consideration of the fees, other payments and mutual covenants provided for in this Agreement, and for other good and valuable consideration, the receipt and sufficiency of which is acknowledged by each of the Parties, the Parties covenant and agree as follows:

**1. REPRESENTATION AND WARRANTY BY Cochrane Telecom Services Inc. and NOW Inc.**

Cochrane Telecom Services Inc. and NOW Inc. represent and warrant that they have, and throughout the Term will continue to have, the required expertise, skill, personnel, and experience to fulfill its obligations and duties under this Agreement with the exception noted in part 3.

**2. TERM**

**2.1 Initial Term**

This Agreement shall commence on the 1<sup>st</sup> day of January 2021 and shall continue for a term of two (2) years until the 31<sup>st</sup> day of December 2023 (the "Term").

**2.2 Renewal**

This Agreement may be renewed after the initial two (2) year term for successive renewal terms of one (1) year upon each party giving written notice to the other, to that effect at least ninety (90) days prior to the termination of the initial term or renewal term, as the case may be.



3. **SCOPE OF SERVICES – TO BE PROVIDED BY NOW Inc. TO Cochrane Telecom Services Inc.**

LABOUR RESOURCES

NOW Inc. shall perform and carry out all its obligations and duties under this Agreement honestly, in good faith, competently, efficiently, with due care and attention and in a business-like manner. NOW Inc. shall make the appropriate employees available to CTS. as is necessary to discharge NOW Inc.'s responsibilities under this Agreement. At the date of the Purchase Agreement, the employee as well as estimates of the allocation of time and costs to be recovered from CTS. (Note: This applies only to the current NOW employee as NOW is not responsible for finding a suitable replacement for the CTS Office Manager/Financial Controller.

Position	% to CTS	2021 estimated share cost to CTS (incl. burden)
Office Manager/ Financial Comptroller	70%	\$74,000
Time split is 60% CTS and 40% NOW		

4. **SCOPE OF SERVICES – TO BE PROVIDED BY CTS to NOW Inc.**

OTHER RESOURCES

Description	Allocation Method	2021 estimated shared cost to NOW
Security Umbrella	Annual invoice	\$500
Microsoft 365 Licensing sharing	Monthly invoice	\$2,200
Dameware Remote access software	Annual Invoice	\$497
Antivirus (AMP) sharing	Annual Invoice	\$420

Network Infrastructure (services, switch, firewall, network domain)	Annual Invoice	\$2,000
Unit #134 – IT Van	Included	Included
Unit #130 – Purchaser's van	Included	Included
Operating and Maintenance Costs related to Main Office 153 Sixth Avenue	Per allocation worksheet (includes depreciation, taxes, utilities, building repairs, Janitorial, snow removal and insurance)	\$35,000
Misc. Expenses (cell phones, photocopies advertisements, office supplies, health/safety, etc)	Per invoice	Per invoice

## 5. CHANGES

Either party may from time-to-time request changes in the scope of the services to be performed hereunder, and such requests shall be in writing. Each party shall assess the impact and determine if there is an increase to fees, which shall only be implemented with prior written approval of each party.

## 6. FEES

The cost of the services shall include cost recoveries for:

- (i) expenditures for wages and for salaries and a reasonable portion of employee future liabilities of personnel
- (ii) expenditures for material used in or required in connection with the performance of the services hereunder.
- (iii) the cost of all the expendable materials, supplies and tools.
- (iv) the cost of office and other commercial space utilized in the operations

- (v) such other expenditures in connection with the services hereunder as may be approved
- (vi) depreciation costs on building improvements

Within 90 days of the commencement of each Fiscal Year, each party shall discuss the anticipated services required by each other for the next Fiscal Year and provide budgetary estimates to the other party within 60 days of the commencement of the fiscal year. Each party shall acknowledge in writing, the acceptance of the budgetary estimates and related services for the upcoming year.

The fees charged for the services agreed upon shall not exceed by more than 10%, the budgetary estimates without obtaining the prior written approvals of the other party.

## **7. TERMINATION**

- a) If either party fails to make any payment which it is obliged to make or provide under this Agreement, written notice may be given specifying in reasonable detail the matter complained of. If, in the case of a monetary default, within ten (10) days after receipt of such notice either party fails to cure the matter complained of, or, in the case of a non-monetary default, if either party fails to begin to cure such failure within thirty (30) days after receipt of such notice either party may terminate this Agreement upon providing written notice and the termination of this Agreement shall be effective as of the date which is thirty (30) days after the date on which the notice of termination is given.
- b) Any termination of this Agreement shall terminate all rights and obligations of the Parties to this Agreement except with respect to amounts owing or to remedies, if either party is entitled to an accounting as to the fees or other monies payable and which shall survive any termination of this Agreement and shall remain in full force and effect thereafter.

## **8. GENERAL**

### **8.1 Indemnity by Cochrane Telecom Services Inc. and NOW Inc.**

Both during and after the termination of this Agreement, Cochrane Telecom Services Inc. shall indemnify and save NOW Inc. and its employees, officers and directors harmless from any action, cause of action, suit, debt, cost, expense, liability, claim or demand whatsoever at law or in equity, in connection with the performance by TOC of any and all of its obligations under this Agreement.

Both during and after the termination of this Agreement, NOW Inc. shall indemnify and save CTS their employees, officers and directors harmless in respect of any action, cause of action, suit, debt, cost, expense, liability, claim or demand whatsoever, at law or in equity, arising by reason of any,

## **8.2    Insurance**

CTS will maintain, at their expense, insurance on its real and personal property and public liability insurance and carry NOW Inc. as an additional insured. The insurance policy shall contain a waiver of any subrogation rights which the Corporations' insurers may have against NOW Inc. whether any such damage is caused by the act, omission, or negligence of NOW Inc.

## **8.3    Notice**

Any notice or other communication required or permitted to be given under or for the purposes of this Agreement shall be in writing.

1.2.1    in the case of a notice to CTS:

Cochrane Telecom Services Inc.

153 Sixth Avenue

COCHRANE, ON P0L 1C0

2.2.1    in the case of a notice to NOW Inc. at:

Northern Ontario Wires Inc.

153 Sixth Avenue

COCHRANE, ON P0L 1C0

## **8.4    Severability**

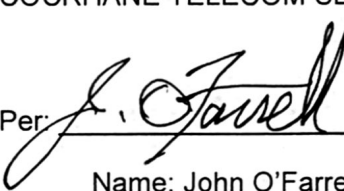
Any provision of this Agreement which is illegal, prohibited or unenforceable in any jurisdiction shall as to such jurisdiction, be ineffective to the extent of such illegality, prohibition or unenforceability without invalidating the remaining provisions hereof or affecting the validity or enforceability of such provision in any jurisdiction.

**8.5 Enurement**

This Agreement shall enure to the benefit of and be binding upon the parties hereto and their respective successors and permitted assigns.

**IN WITNESS WHEREOF** the Parties have duly executed this Agreement as of the day, month and year first above written.

COCRHANE TELECOM SERVICES INC.

Per:  \_\_\_\_\_

Name: John O'Farrell

Title: General Manager

Per: \_\_\_\_\_

Name: Kalai S. Kalaichelvan

Title: CEO

NORTHERN ONTARIO WIRES INC.

Per:  \_\_\_\_\_

Name: Dan Boucher

Title: General Manager

Per:  \_\_\_\_\_

Name: Monika Malherbe

Title: Chair

# SERVICES AGREEMENT

**THIS AGREEMENT** made as of the 1<sup>st</sup> day of November, 2000.  
**REVISED** January 1, 2016

## BETWEEN:

**NORTHERN ONTARIO WIRES INC.,**  
a business corporation governed by  
the laws of the Province of Ontario

("NOW")

**OF THE FIRST PART**

-and-

**NORTHERN ONTARIO ENERGY INC.,**  
a business corporation governed by  
the laws of the Province of Ontario

("NOE")

**OF THE SECOND PART**

-and-

**COCHRANE TELECOM SERVICES,**  
Of the Corporation of the Town of Cochrane  
Governed under the laws of the Province of Ontario

("CTS")

**OF THE THIRD PART**

## RECITALS:

- A. The Corporation of the Town of Cochrane and the Corporation of the Town of Iroquois Falls entered into a Merger Agreement dated October 27, 2000, pursuant to which they established the terms and conditions upon which each Town would merge the businesses of the electricity portion of the Cochrane Public Utilities Commission and the Iroquois Falls Hydro-Electric Commission.
- B. The Town of Cochrane and the Town of Iroquois Falls created NOW and NOE (collectively the "Corporations") and transferred to the Corporations pursuant to transfer by-laws substantially all of the assets and liabilities of each Town, the Iroquois Falls Hydro-Electric Commission and the electricity portion of the Cochrane Public Utilities

Commission associated with the generation, distribution, transmission and retailing of electricity and associated businesses.

- C. Section 6 of the said Merger Agreement provides that NOW and NOE will enter into a services agreement with the Cochrane Public Utilities Commission, pursuant to which the Cochrane Public Utilities Commission will agree to carry out substantially all of the day-to-day activities of NOW and NOE, including the operations, administration and operational support of NOW and NOE. In 2003, the Cochrane Public Utilities Commission changed its name to Cochrane Telecom Services of the Corporation of the Town of Cochrane.
- D. NOW and NOE require the services of a contractor to provide certain management services to NOW and NOE;
- E. In 2007 NOW created its own management team, wherein all outside personnel listed in Schedule "A" of the Collective Agreement as "Electrical Department" are now under the direct supervision of a NOW manager.
- F. Notwithstanding Section E, NOW and NOE wish to appoint CTS to provide certain management services to NOW and NOE, and CTS wishes to accept such appointment, upon and subject to the terms and conditions set forth in this Agreement;

**NOW THEREFORE THIS AGREEMENT WITNESSES THAT** in consideration of the fees, other payments and mutual covenants provided for in this Agreement, and for other good and valuable consideration, the receipt and sufficiency of which is acknowledged by each of the Parties, the Parties covenant and agree as follows:

## **1. INTERPRETATION**

Words or phrases defined in Schedule "A" to this Agreement shall have the meaning ascribed to them in that Schedule unless the context expressly or by necessary implication otherwise requires. In this Agreement, where the context so admits, words importing the singular include the plural and vice-versa and words importing gender include all genders.

## **2. APPOINTMENT OF CTS**

### **2.1 Appointment by NOW and NOE**

NOW and NOE appoint CTS to provide certain management services to NOW and NOE upon and subject to the terms and conditions of this Agreement.

### **2.2 Acceptance by CTS**

CTS accepts its appointment to provide certain management services to NOW and NOE upon and subject to the terms and conditions of this Agreement.

### **2.3 CTS and Independent Contractor**

Nothing in this Agreement shall be construed as or shall constitute a partnership or joint venture between CTS and the Corporations and each Party expressly disclaims any intention to create a partnership or joint venture. Except as otherwise expressly provided in this Agreement, the duties to be performed and the obligations assumed by CTS under this Agreement shall be performed and assumed by CTS as an independent contractor and not as the agent or otherwise as the representative of the Corporations. The Corporations acknowledge and agree that the business of CTS includes the management of the business affairs of CTS and that this Agreement shall not be construed as in any way restricting the business of CTS.

### **3. REPRESENTATION AND WARRANTY BY CTS**

CTS represents and warrants that it has, and throughout the Term will continue to have, the required expertise, skill, personnel and experience to fulfill its obligations and duties under this Agreement. CTS acknowledges and agrees that the Corporations are relying on the truthfulness and accuracy of this representation and warranty in entering into this Agreement.

### **4. TERM**

#### **4.1 Initial Term**

This Agreement, and the appointment of CTS, shall commence on the 1<sup>st</sup> day of November, 2000 and, subject to early termination in accordance with the provisions of Article 9, shall continue for a term of ten (10) years until the 31<sup>st</sup> day of October, 2010 (the "Term").

#### **4.2 Renewal**

This Agreement may be renewed by NOW and/or NOE after the initial ten (10) year term for successive renewal terms of ten (10) years upon NOW and NOE giving written notice to CTS to that effect at least one (1) year prior to the termination of the initial term or renewal term, as the case may be. The Management Fees payable hereunder for any renewal term shall be negotiated and agreed to by the Corporations and CTS prior to the commencement of such renewal term, failing which the matter shall be referred to arbitration in accordance with the provisions of section 10 hereof.

### **5. DUTIES OF CTS**

#### **5.1 Standard of Performance of CTS**

CTS shall perform and carry out all its obligations and duties under this Agreement honestly, in good faith, competently, efficiently, with due care and attention and in a business-like manner. CTS shall make appropriate employees of CTS available to the Corporations from time to time as is necessary to discharge CTS's management and administration responsibilities under this Agreement.. CTS shall select employees that are suitable to perform the acts or provide the services for which they are appointed or retained by CTS and CTS shall properly supervise all such employees, provided that NOW or NOE shall have the right to notify CTS that any such employee selected by CTS and providing senior management services is not acceptable to NOW or NOE, in which case CTS shall not utilize such employee in providing services to NOW



or NOE pursuant to this Agreement and shall provide alternate personnel to perform such services.

## **5.2 General Duties and Obligations of CTS**

### **5.2.1 Management and Administration**

Upon and subject to the terms of this Agreement and, in particular, but without limitation, Section 5.1 and Article 6, CTS shall administer and manage aspects of the day-to-day operations of NOW and NOE that are not administered directly by NOW staff.

### **5.2.2 Value Enhancement Strategies**

CTS shall develop for review and consideration by the Corporations and advise the Corporations with respect to strategies, opportunities, policies and programs for the development and improvement of the operations of the Corporations. Such advice will be submitted by CTS to the Boards of Directors of NOW and NOE, as applicable.

## **5.3 Specific Duties and Obligations of CTS**

The specific duties and obligations of CTS, under this Agreement shall include, without limiting Section 5.2, the following:

### **5.3.1 Administrative Services**

Provide budgetary, accounting, billing, collecting, payroll and financial services, including assisting the Corporations in their financial planning.

### **5.3.2 Management Services**

Carry out invoicing and collection of accounts for customers of the Corporations; respond to customer concerns and complaints; provide such marketing services, as are deemed advantageous by the Corporations; provide management of the human resources activities of the Corporations; provide information systems and system analysis services; ensure that payments in lieu of taxes are properly calculated and paid on time. A detailed description of these services is set forth in Schedule "B" hereto.

### **5.3.3 Collections**

It is agreed that, that CTS shall maintain a separate cash and transaction journal to record daily payments received from customers and applied to customer accounts.

## **5.4 Personnel**

### **5.4.1 Required Personnel**

CTS shall engage employees and properly instruct all personnel as may be required for the satisfactory performance of the joint responsibilities under this Agreement.

#### 5.4.2 Responsibility for Personnel

All of the personnel required to provide management services hereunder shall be employees of CTS. The remuneration of all of CTS's personnel shall be solely for the account of CTS.

#### 5.4.3 Compliance With Laws

CTS, NOW and NOE shall at all times comply with all applicable collective agreements and other applicable employment standards, occupational health and safety, Highway Traffic Act, workers' compensation and human rights legislation relating to employees and personnel working at the Corporations.

#### 5.4.4 Disclosure

At the request of NOW or NOE, CTS shall provide the Corporations with any and all information and documentation relating to the employees of CTS working at NOW or NOE.

#### 5.4.5 Utilization of Others

For greater certainty, the parties hereby expressly agree that in providing the Management services hereunder CTS may utilize the advice and assistance and may engage the services of such other firms, professionals, persons or third parties, as it may reasonably determine necessary or appropriate and the costs and expenses of such services shall, without duplication, be recoverable from the Corporations in accordance with the provisions of this Agreement, provided, however, that CTS shall be liable for the acts and omissions of such third parties.

### 5.5 Conduct of Work

5.5.1 CTS agrees that when performing its services in connection with this Agreement, that it shall ensure:

- (a) that its services to the Corporations are in compliance with all of the applicable requirements of the Energy Competition Act, 1998, the Independent Electricity System Operator ("IESO") and of the OEB, including the Affiliate Relationship Code for Electricity Distributors and Transmitters issued by the OEB and any amendments or additions thereto;
- (b) that sharing personnel and information between NOW and NOE will not disadvantage potential or actual competitors of NOW, thereby placing NOW at risk of violation of the OEB's Affiliate Relationship Code for Electricity Distributors and Transmitters.

- (c) that its employees, contractors and subcontractors are Qualified;
- (d) that safe working practices are used in carrying out the services; and
- (e) that any and all of its employees, workers, agents, contractors and subcontractors and servants, at all times, comply with Applicable Laws including applicable rules of the Electric Utilities Safety Association (EUSA), the Workplace Safety and Insurance Act, 1997 and the Occupational Health and Safety Act and any amendments or additions thereto.

5.5.2 All services shall comply with Applicable Law and be in accordance with Good Utility Practice.

## **5.6 Changes**

NOW or NOE may from time to time request changes in the scope of the services to be performed hereunder by CTS, and such requests are subject to the following procedure:

- 5.6.1 NOW or NOE shall advise CTS in writing of the desired change or modification;
- 5.6.2 CTS will assess the impact of the desired changes or modifications on the total cost of the services, the time frame for completion and any further areas which, in the opinion of CTS, is likely to be affected by the desired changes;
- 5.6.3 CTS shall notify NOW or NOE, as applicable, in writing of its estimates and shall await instructions from NOW or NOE on whether or not to proceed with the changes or modifications;
- 5.6.4 any changes or modifications which increase the fee to be charged to NOW or NOE hereunder shall be implemented only with the prior written approval of the Board of Directors of NOW or NOE;
- 5.6.5 any increased fee caused by the desired changes or modifications shall be billed to NOW or NOE, as applicable, and are recoverable outside any limit of maximum fees under this Agreement.

## **6. CONTROL BY THE CORPORATIONS**

### **6.1 General Control by the Corporations**

CTS shall not take any action unless that action:

- 6.1.1 is authorized by the terms of this Agreement; or
- 6.1.2 has been approved by NOW or NOE, as applicable,

provided that in the event of an emergency, where NOW or NOE, as applicable, or their duly authorized representatives cannot be reasonably located for the purpose of giving its approval, CTS may take such actions as it reasonably determines if in CTS's opinion the failure to act could:

- (a) result in a hazardous situation which could cause personal injury or damage to property, or
- (b) impair the value of NOW or NOE's investment, as applicable, or
- (c) expose any of CTS, NOW or NOE, as applicable, to the imposition of penalties, fines, imprisonment or any other liability,

and shall notify the Corporations in writing of any such actions as soon as practicable thereafter.

## **6.2 The Corporations' Right to Issue Directives**

NOW or NOE may, from time to time, at CTS's request or at NOW or NOE's own initiative, issue written directives and instructions and establish written policies and procedures governing the duties and obligations of CTS and the performance by CTS of its duties and obligations under this Agreement and shall provide those directives, instructions, policies and procedures to CTS. CTS shall at all times act in accordance with such directives, instructions, policies and procedures provided that such directives, instructions and policies shall not oblige CTS to perform any duty or obligation not provided for in this Agreement and shall not have the effect of putting CTS into default under this Agreement.

## **6.3 Approval of the Corporations**

Notwithstanding, and without limiting, any other provisions in this Agreement, CTS in its capacity as manager shall not undertake any of the following matters without the prior approval of NOW or NOE:

6.3.1 those matters specifically identified in this Agreement as requiring the approval of either of the Corporations.

6.3.2 those matters requiring the approval of the IESO or the OEB.

## **6.4 Approval and Response Time**

In the event that approval of NOW or NOE is required pursuant to this Agreement, CTS shall deliver written notice in the manner set forth in section 11.6 setting forth particulars of the matter and requesting approval of NOW or NOE. NOW or NOE shall endeavour to respond to any request by CTS for the approval of NOW or NOE or for the directions or instructions of NOW or NOE within five (5) Business Days, or such other period as is expressly provided for in this Agreement.

## **7. MANAGEMENT FEES**

### **7.1 Level of Management Fees**

- (a) It is acknowledged that NOW is regulated by the OEB and that the management fees payable by NOW will be calculated and paid in accordance with the OEB's regulatory requirements in force from time to time. Currently, such fees must be calculated, at the CTS's long run incremental cost, plus a reasonable mark-up for fixed common costs (the "Mark-up"). The fees that NOE pays the CTS for its services are unregulated, but, because NOE must also make payments in lieu of taxes, management fees must be reasonable for such tax purposes.
- (b) NOW and NOE, as applicable, will pay CTS the cost of the services (as hereinafter defined) and a fee of 12% on items (i), (iv) and (v) of the cost of the services, being a reasonable Mark-up for fixed common costs.
- (c) The cost of the services shall include cost recoveries for:
  - (i) expenditures for wages and for salaries and a reasonable portion of employee future liabilities of outdoor workers, clerks and other personnel of the CTS while engaged in providing services to the Corporations;
  - (ii) expenditures for material used in or required in connection with the performance of the services hereunder;
  - (iii) the cost of all the expendable materials, supplies and tools;
  - (iv) the cost of office and other commercial space utilized in the operations of NOW and NOE; and
  - (v) such other expenditures in connection with the services hereunder as may be approved by NOW or NOE as applicable.
- (d) It is acknowledged by the parties hereto that the reduction of costs by the CTS is a direct benefit to the Corporations because these reductions will be passed through to NOW and NOE. Accordingly, the Corporations and the CTS agree to negotiate in good faith within the six month period after the execution of this Agreement to agree upon a bonus to be earned by CTS as an incentive to the CTS, out of the cost savings passed through to NOW and NOE, for reducing the cost of the services.

### **7.2 Payment**

#### **7.2.1 Estimate**

Prior to the commencement of each Fiscal Year, NOW, NOE and CTS shall discuss the anticipated services required by the Corporations from CTS for the next Fiscal Year.

Each annual budget of the Corporations shall contain an estimate of the Management Fees payable to CTS for the ensuing Fiscal Year based upon the anticipated time to be expended by the CTS's personnel in rendering the services hereunder. The Management Fees for any Fiscal Year (or portion thereof, if such is the case) shall be paid to CTS monthly, in advance, in equal monthly installments, on the basis of the estimate referred to above.

#### 7.2.2 Time Sheets or Estimates

CTS shall cause its personnel providing services to NOW to maintain daily time sheets or estimates describing the time expended by such personnel of the CTS in rendering the management services and detailing the actual services provided.

#### 7.2.3 Actual Fees

The actual Management Fees for any Fiscal Year shall be calculated by CTS utilizing the time sheets maintained pursuant to Section 7.2.2. CTS time charges shall not exceed by more than 10% in any Fiscal Year the Management Fees payable under Section 7.1.1 estimated in the applicable annual budget of the Corporations, without obtaining the prior written approval of the Corporations. Within thirty (30) days after the completion of each Fiscal Year, CTS shall submit a final statement to the Corporations which shall present the management services provided during the prior Fiscal Year, a summary of the time expended by the personnel of CTS, the other items forming part of the cost of the services, the Mark-up charged on the cost of the services and applicable taxes, and state the actual Management Fee payable.

#### 7.2.4 Adjustment

If the amount which has been paid on account of the estimated Management Fees for any Fiscal Year differs from the actual Management Fees, the necessary adjusting payment shall be made by the Corporations or CTS, as the case may be, within thirty (30) days after the actual Management Fees payable have been determined in accordance with Section 7.2.3.

#### 7.2.5 Records and Audit

- (a) CTS and NOW shall keep complete and accurate documentation supporting the final audited statements.. The Corporation, through their representatives, employees, auditors and authorized persons, shall have the right, at the Corporations' expense, to inspect and audit the documentation at any time during the Term and for one (1) year thereafter during reasonable business hours, for the purpose of determining the sufficiency and accuracy thereof and the final annual statements.
- (b) CTS shall maintain NOW's books in conformity with the OEB's Uniform System of Accounts. These accounts will be summarized and reported to the OEB in accordance with the OEB's requirements, and to NOW for use for its planning activities. If the OEB's requirements for NOW also requires the CTS

to keep its books in accordance with the OEB's Uniform System of Accounts, the CTS will comply.

#### **7.2.6 Determination by Auditors**

If required, the auditors of the Corporations shall determine the amount paid on account of Management Fees and the actual Management Fees payable by the Corporations. If the Corporations and CTS do not agree with the determination of the auditors of the Corporations, the issue shall be submitted to final and binding arbitration as provided for in the last paragraph of section 10 hereof.

### **7.3 Expenses**

#### **7.3.1 General**

Except as otherwise expressly approved by NOW or NOE, CTS shall pay all of its own costs and expenses incurred in fulfilling its obligations under this Agreement.

#### **7.3.2 Travel and Lodging**

CTS shall be entitled to be reimbursed, in accordance with its policy, for the travel and lodging expenses it has incurred in the course of providing services under this Agreement.

#### **7.3.3 Invoices for Permitted Expenses**

CTS shall provide invoices for all out-of-pocket costs and expenses in respect of which CTS is entitled to be reimbursed together with such supporting materials as may be appropriate.

### **7.4 Hardship**

If, during the Term of this Agreement, a situation arises which is beyond the reasonable anticipation or control of either party and which results in a material disadvantage to one party, the Parties will endeavour in good faith to renegotiate the terms of this Agreement to the end that this Agreement shall operate between the Parties with fairness. The party disadvantaged shall make a request for revision within a reasonable time from the moment it becomes aware of the event and of its effect on the economy of this Agreement. The request shall indicate the grounds on which it is based. The Parties shall then consult one another with a view to revising this Agreement on an equitable basis in order to ensure that neither party suffers excessive prejudice. The request for revision does not of itself suspend performance of this Agreement. If the Parties are unable to agree on the revision to this Agreement within sixty (60) days of the request, the matter shall be referred to binding arbitration pursuant to Section 10.3 of this Agreement.

## **8. REPORTS BY CTS**

8.1 In furtherance of its obligation to provide management services to the Corporations, CTS shall do the following:

8.1.1 maintain appropriate books of account and records to be maintained at the offices of NOW, with respect to all activities undertaken by CTS in performance of this Agreement.

## **9. TERMINATION OF CTS' APPOINTMENT**

### **9.1 Event of Default**

#### **9.1.1 Notice of Default**

If an Event of Default occurs, NOW or NOE, as applicable, may provide a notice to CTS (the "Default Notice") of such Event of Default which shall specify in reasonable detail the Event of Default.

#### **9.1.2 Return Notice**

Within five (5) Business Days after delivery by NOW or NOE of the Default Notice, CTS shall provide notice to NOW or NOE which shall specify whether or not CTS believes that it will be reasonably able to cure the Event of Default within thirty (30) days and a proposed timetable and course of action for curing the Event of Default.

#### **9.1.3 Right of Termination**

NOW or NOE, as applicable, shall have the right to terminate this Agreement by notice to CTS stating that this Agreement is terminated and the reason for termination if CTS fails to:

- (a) commence diligent efforts to rectify the Event of Default within ten (10) days after the date of receipt by CTS of the Default Notice; or
- (b) either,
  - (i) rectify the Event of Default within thirty (30) days after the date of receipt by CTS of the Default Notice; or
  - (ii) if CTS is not able to rectify the Event of Default within such thirty (30) day period, notwithstanding its diligent efforts to do so, and CTS requests by notice in writing to NOW or NOE, as applicable prior to the expiry of the thirty (30) day period a longer period to rectify the Event of Default, such longer period to which NOW or NOE may consent in writing prior to the end of the thirty (30) day period, such consent not be unreasonably or arbitrarily withheld.



Such termination shall be effective as of the last day of the month following the month in which the notice of termination is delivered by NOW or NOE to CTS.

#### **9.1.4 Liquidated Damages**

If NOW terminates this Agreement pursuant to this section 9.1.1, upon the effective date of such termination, CTS shall pay to NOW or NOE, as applicable, as liquidated damages and not as a penalty an amount equal to the management fees payable by NOW to CTS pursuant to this Agreement for the previous six completed calendar months. The parties acknowledge that in terminating this Agreement by virtue of an Event of Default, NOW or NOE will suffer significant business losses and costs and expenses in searching for and retaining new management services for its business operations. The parties accordingly acknowledge that the amount of the liquidated damages set forth above is a bona fide and reasonable estimate of the damages, costs and expenses which would be incurred by NOW or NOE upon such a termination.

### **9.2 Termination for Insolvency**

CTS shall forthwith provide written notice to NOW or NOE, as applicable, in the event that an Event of Insolvency occurs, whereupon NOW or NOE, as applicable, may elect, in its sole and unfettered discretion, to terminate this Agreement by notice to CTS stating that this Agreement is terminated. In the event that CTS receives a notice of a petition in bankruptcy, it shall forthwith deliver a copy thereof to NOW or NOE and provide such information with respect thereto as may be required by NOW or NOE, so that NOW or NOE may decide if an Event of Insolvency has occurred.

### **9.3 Termination by CTS**

If NOW or NOE fails to:

#### **9.3.1 Payments**

Make any payment which it is obliged to make or provide under this Agreement; or

#### **9.3.2 Directions**

Give such directions as were properly requested by CTS for the performance of its obligations under this Agreement in the time provided to give such directions,

CTS may give written notice to NOW or NOE, as applicable, specifying in reasonable detail the matter complained of. If, in the case of a monetary default, within ten (10) days after receipt of such notice NOW fails to cure the matter complained of, or, in the case of a non-monetary default, if NOW fails to begin to cure such failure within thirty (30) days after receipt of such notice CTS may terminate this Agreement upon providing written notice to NOW and NOE and the termination of this Agreement shall be effective as of the date which is thirty (30) days after the date on which the notice of termination is given by CTS.

### **9.4 Obligations on Termination**

9.4.1 If this Agreement is terminated, by expiration or otherwise, CTS shall, upon the termination becoming effective:

(a) Deliver Books and Records

deliver to NOW and NOE all records and documents relating to NOW and NOE which are then in the possession or control of CTS;

(b) Vacate

peacefully leave and cause its personnel to peacefully leave any sites of the Corporations and return and cause its personnel to return all keys to the Corporations;

(c) Computer Records

deliver to NOW and NOE a hard copy and an electronic copy of all files and records maintained by CTS with respect to NOW and NOE and that are stored electronically and return to NOW and NOE all records, books, papers, data, notes, memoranda, reports, proposals, software, discs and other electronic or computer data, improvements, drawings, storage, media, manuals, lists, correspondence, specifications, materials or any other documents properly belonging to NOW and NOE, together with any copies or reproductions which have come into CTS's possession prior to or during the term of this Agreement (collectively, the "Computer Records"). CTS shall use its reasonable best efforts to provide the electronic copy in a format which is compatible with NOW's and NOE's electronic data maintenance system. CTS shall ensure that it does not give NOE any information that is the property of NOW and that is not also available to actual or potential competitors of NOW.

(d) Otherwise Assist

otherwise instruct its personnel to promptly provide all reasonable assistance and information requested by NOW and NOE, in order to settle all matters outstanding under this Agreement, and to enable the smooth transition of management of NOW and NOE from CTS to the Corporations or any other CTS appointed by NOW.

9.4.2 If this Agreement is terminated by expiration or otherwise, NOW shall, unless otherwise agreed to by CTS, upon the termination becoming effective:

- (a) offer employment to those employees of CTS who have provided substantial services hereunder to NOW (the "Employees") as determined by CTS acting reasonable on substantially the same terms of employment as enjoyed by the Employees on the effective date of termination of this Agreement; or

- (b) designate to CTS those Employees which NOW does not wish to employ, whereupon CTS shall terminate the employment of such designated Employees and NOW shall be responsible for and immediately pay to CTS all termination and other severance costs incurred by CTS in relation to any such terminations of employment.

## **9.5 Rights on Termination**

Any termination of this Agreement shall terminate all rights and obligations of the Parties to this Agreement except:

- 9.5.1 rights and obligations with respect to amounts owing or to remedies, if either CTS or the Corporations shall be entitled to an accounting as to the fees or other monies payable to CTS or by CTS;
- 9.5.2 rights and obligations with respect to any event which occurred prior to the effective date of the termination of this Agreement;
- 9.5.3 Sections 9.4, 9.5, 9.6, 9.7, 11.1 and 11.2 of this Agreement,

which shall survive any termination of this Agreement and shall remain in full force and effect thereafter.

## **9.6 Confidentiality**

- 9.6.1 CTS acknowledges that it has and will have access to confidential and proprietary information relating to each of the Corporations and their operations and agrees that such confidential and proprietary information shall not be used by it for any purpose other than the purposes of this Agreement and shall not be disclosed by CTS to any third party without the prior written consent of NOW or NOE, as applicable, except to employees or the Directors of CTS who have entered into an agreement with CTS to ensure the confidentiality and security of the Confidential Information. CTS agrees that it will not provide any confidential and proprietary information of NOW to NOE without NOW's prior written consent. CTS further acknowledges that it is aware of the provisions of the Shareholders Agreement relating to the Corporations and agrees to be bound by the confidential provisions of such Shareholders Agreement. All confidential and proprietary information that CTS has access to or acquires in the course of providing the services hereunder shall be used by CTS only for the benefit of the Corporations. CTS will promptly notify the Corporations in the event any unauthorized person obtains access to the Confidential Information. If any of the provisions of this Section 9.6 are violated in any material respect by CTS or its agents or employees, the Corporations shall have the right, in addition to any other right hereunder, to terminate this Agreement immediately upon notice thereof to CTS. The parties agree that injunctive relief in addition to any other right or remedy is an appropriate remedy to enforce the provisions of this Section 9.6 and the Corporations' proprietary rights, should the need arise.

9.6.2 Upon termination of this Agreement, CTS will deliver to the Corporations the Computer Records referred to in Section 9.4.3 of this Agreement.

9.6.3 CTS's obligations under this Section 9.6 shall survive the termination of the Agreement.

## **9.7 Non Solicitation**

During the term of this Agreement and for a period of one (1) year from the date of termination of this Agreement, CTS agrees that it will not, without the prior written consent of the Corporations, which consent may be unreasonably or arbitrarily withheld, directly or indirectly through any of its affiliates or associates (as such terms are defined in the Business Corporations Act, Ontario), solicit, offer employment to or employ any of the employees of the Corporations.

## **10. DISPUTE RESOLUTION**

Except as otherwise provided in this Agreement, the Corporations and CTS will act reasonably in exercising their rights and discharging their duties pursuant to this Agreement. At any time while this Agreement and any of its provisions are in force, should any dispute, difference of opinion, computation, or question arise between any of the parties hereto (the "Disputing Parties") touching this Agreement or any part thereof (other than the provisions of sections 9.6 and 9.7 hereof) which cannot be resolved by the provisions hereof or by the agreement of the parties, then such dispute, difference of opinion, computation, or question (collectively a "Dispute") shall be arrived at and settled as herein provided:

- 10.1 within two (2) Business Days of written notice by any party hereto of a Dispute, each party shall designate in writing to the other a Representative. The Representatives shall meet as often as necessary during a twenty (20) Business Day period following notice of the Dispute (or such other time period as the Representatives may agree) to gather and furnish to the other all information with respect to the Dispute which is appropriate and germane to its resolution. The Representatives shall negotiate in good faith in an effort to resolve the Dispute without the necessity of any proceedings. The specific format for such discussions will be left to the discretion of the Representatives;
- 10.2 if the Representatives cannot resolve the Dispute within that twenty (20) Business Day period, the dispute will be immediately referred by the Representatives to the following individuals (or their designated representatives) for a period of ten (10) Business Days for further good faith efforts to resolve the Dispute: for NOW or NOE, the Chairman of the Board and, for CTS, a member of senior management of CTS (who is not on the Board of either NOW or NOE);
- 10.3 if the Dispute is not resolved by those individuals within a ten (10) Business Day period, then either of the parties may initiate proceedings as set forth below; provided, however, that such proceedings for resolution of any Dispute may not be commenced until the earlier of thirty (30) Business Days after the initial notice of the Dispute or thirty (30) Business Days before the statute of limitations governing any cause of action or relating

to the dispute would expire, unless preliminary or temporary relief of an emergency nature is sought by one of the parties.

If the parties are not successful in resolving the Dispute informally, they agree to submit the matter to final and binding arbitration in accordance with the provisions of the Arbitration Act, 1991 (Ontario), as amended. Arbitration hereunder shall be held in Cochrane, Ontario or such other place in Ontario as the parties may agree. The substantive and procedural law of the Province of Ontario shall apply to the proceedings. Equitable remedies shall be available in any arbitration. Neither punitive damages nor trebled or otherwise escalated damages shall be awarded. Judgement upon the award rendered in any arbitration may be entered in any court having jurisdiction thereof, or application may be to such court for a judicial acceptance of the award and enforcement thereof, as the law of such jurisdiction may require or allow. Nothing contained herein shall prejudice the right of any party to apply to any court of appropriate jurisdiction for temporary or preliminary injunctive or other equitable relief. The costs of the arbitration will be determined by the arbitrator in his sole discretion.

## **11. GENERAL**

### **11.1 Indemnity by NOW and NOE**

Both during and after the termination of this Agreement, NOW and NOE shall indemnify and save CTS and its employees, officers and directors harmless from any action, cause of action, suit, debt, cost, expense, liability, claim or demand whatsoever at law or in equity, in connection with the performance by CTS of any and all of its obligations under this Agreement or pursuant to the policies, instructions and procedures of NOW and NOE including, without limitation, any damage or injury whatsoever to any employee or other Person or property arising out of the administration of NOW and NOE, or any assets of NOW and NOE during the Term of this Agreement, provided the indemnity provided under this Section 11.1 shall not extend to any negligence or malfeasance of CTS or its employees, officers, directors, agents or any other Person for whom it is responsible at law other than those caused by a peril or event against which NOW and NOE is liable to insure, in which event the indemnity is limited to the portion of the cost, damage or loss not recovered pursuant to insurance.

### **11.2 Indemnity by CTS**

Both during and after the termination of this Agreement, CTS shall indemnify and save NOW and NOE and their employees, officers and directors harmless in respect of any action, cause of action, suit, debt, cost, expense, liability, claim or demand whatsoever, at law or in equity, arising by reason of any,

- 11.2.1            negligence or malfeasance of CTS or its employees, officers, directors, agents or any other Person for whom it is responsible at law; or
- 11.2.2            breach by CTS of any provision under this Agreement.

other than those caused by a peril or event against which NOW and NOE is liable to insure, in which event the indemnity is limited to the portion of the cost, damage or loss not recovered pursuant to insurance.

### **11.3 Insurance**

NOW and NOE will maintain, at their expense, insurance on its real and personal property and public liability insurance and carry CTS as an additional insured. The insurance policy shall contain a waiver of any subrogation rights which the Corporations' insurers may have against CTS whether any such damage is caused by the act, omission or negligence of CTS.

CTS will maintain, at its expense, fidelity bond insurance covering its employees who handle or are responsible for handling the Corporations' funds, insuring against loss, theft, embezzlement, or other fraudulent acts on the part of employees. CTS will carry the Corporations as an additional insured and loss payee on such policy. CTS shall provide the Corporations with copies of all such insurance policies. CTS will also maintain at all times throughout the term of this Agreement, public liability and property damage insurance with respect to CTS's operations at the sites of the Corporations in such reasonable amounts and with such reasonable deductibles as determined from time to time by the Corporations. The insurance policy shall contain a waiver of any subrogation rights which CTS's insurers may have against the Corporations, whether any such damage is caused by the act, omission or negligence of the Corporations.

### **11.4 Environment**

- 11.4.1 The Corporations shall in respect of the assets and operations which are the subject of this Agreement be responsible for all environmental liability which results from:
  - (a) the operations of the Corporations;
  - (b) any products, goods or materials brought onto property or used by the Corporations.
- 11.4.2 CTS shall in respect of the assets and operations which are the subject of this Agreement be responsible for all environmental liability which results from:
  - (a) CTS's operations; or
  - (b) any products, goods or materials brought onto property or used by CTS or by a person with the express or implied consent of CTS.

### **11.5 Regulatory Matters**

- 11.5.1 Nothing in this Agreement shall derogate from, restrict or limit the rights and obligations of the parties under applicable law including, without limitation, the Electricity Act, 1998 (Ontario) and the Telecommunications Act (Canada) and any conflict or inconsistency shall be resolved in favour of applicable law.

- 11.5.2 The parties acknowledge that the subject matter of this Agreement may be subject to ruling of one or more governmental bodies including the OEB, the IMO and CRTC from time to time. The parties agree to consult and negotiate in good faith, in the event that any term of this Agreement is affected by such ruling.

## **11.6 Notice**

Any notice or other communication required or permitted to be given under or for the purposes of this Agreement shall be in writing and shall be sufficiently given if delivered personally to the Party to whom the notice or other communication is to be given, or if transmitted by telecopier or other form of recorded communication during the transmission of which no indication of failure of receipt is communicated to the sender;

- 11.6.1 in the case of a notice to the Corporations:

153 Sixth Avenue  
P.O. Box 640  
COCHRANE, ON P0L 1C0

- 11.6.2 in the case of a notice to CTS at:

Cochrane Telecom Services  
153 Sixth Avenue  
P.O. Box 640  
COCHRANE, ON P0L 1C0

or at such other address as the Party to whom such notice is to be given shall have last notified to the Party giving the same in the manner provided in this Section. Any notice delivered to a Party in accordance with this Section shall be deemed to have been given and received on the day it is so delivered at such address, provided that if such day is not a Business Day, then the notice shall be deemed to have been given and received on the Business Day next following such day. Any notice transmitted by telecopier or other form of recorded communication to a Party in accordance with this Section shall be deemed to be given and received on the day of its transmission if such day is a Business Day and the transmission is completed before 6:00 p.m. and, if not, on the next following Business Day.

## **11.7 Further Assurances**

Each of the Parties hereto shall promptly do, make, execute and deliver, or cause to be done, made, executed and delivered, all such further acts, documents and things as the other Party hereto may reasonably require from time to time for the purpose of giving effect to this Agreement and shall use reasonable efforts and take all such steps as may be reasonably within its power to implement to its full extent the provisions of this Agreement.

## **11.8 Assignment**

- 11.8.1 By CTS

This Agreement and all rights, entitlements, duties and obligations arising from it shall not be assigned in whole or in part by CTS unless the assignment is approved by NOW and NOE, which approval may be arbitrarily withheld.

#### 11.8.2 By the Corporations

This Agreement and all rights, entitlements, duties and obligations arising from it shall not be assigned in whole or in part by NOW or NOE without the prior written consent of CTS, which consent shall not be arbitrarily or unreasonably withheld.

#### 11.8.3 Transfer of Utility or Dissolution of CTS

Without the prior written consent of NOW, which consent shall not be arbitrarily or unreasonably withheld, there shall be no transfer of any utility from CTS to the Corporation of the Town of Cochrane, and no dissolution of CTS.

#### 11.8.4 Change of Control of NOW or NOE

Without the prior written consent of CTS, which consent shall not be arbitrarily or unreasonably withheld, there shall be no effective change in the voting control of NOW or NOE.

### 11.9 Extended Meanings

Words importing persons shall include individuals, partnerships, associations, trusts, unincorporated organizations and corporations.

### 11.10 Time of Essence

Time is of the essence in this Agreement.

### 11.11 Severability

Any provision of this Agreement which is illegal, prohibited or unenforceable in any jurisdiction shall as to such jurisdiction, be ineffective to the extent of such illegality, prohibition or unenforceability without invalidating the remaining provisions hereof or affecting the validity or enforceability of such provision in any jurisdiction.

### 11.12 Force Majeure

Notwithstanding anything to the contrary contained herein, if any Party hereto is bona fide delayed or hindered in or prevented from the performance of any work, term, covenant or act required hereunder by reason of strikes, labour disputes, lock outs, power failures, riots, insurrections, sabotage, rebellions, war, acts of God, or any other cause beyond the reasonable control of the Party delayed in the performance of any work, term, covenant or act required hereunder, then performance of the same is excused for the period of the delay and the Party so delayed shall be entitled to perform such work, term, covenant or act within a



reasonable time period after the expiration of the period of such delay; provided however that the Party so delayed is acting and continues at all times to act in good faith and in a reasonable manner with respect to such condition or cause and provided that, if the delay exceeds thirty (30) days and the cause of the delay is personal to CTS then at any time after the expiry of such period, the Party in whose favour the work, term, covenant or act was to be performed may terminate this Agreement forthwith by notice in writing.

The Party delayed will notify the other Party as soon as practicable after becoming aware of an event giving rise to a delay under this Section and will, from time to time, notify the other Party of the expected duration of the period of the delay.

The financial condition of a Party or any lack of funds on the part of a Party shall be deemed not to be a condition or cause beyond the reasonable control of that Party unless the lack of funds is on the part of CTS and is caused by the failure of NOW or NOE to pay CTS any sums to be provided by NOW or NOE hereunder.

#### **11.13 Change in Laws**

The rights and obligations of the Parties hereto under this Agreement shall be subject to all Applicable Law having jurisdiction over the Parties hereto. In the event, however, that any Applicable Law shall change and, in the judgement of either party hereto such change substantially alters the relationship between the Parties under this Agreement, or the advantage derived from such relationship, either party may request the other party hereto to modify this Agreement, and if, within thirty (30) days subsequent to making such requests, the Parties hereto are unable to agree upon a mutually satisfactory modification hereof, then the adversely affected party may either refer the matter to binding arbitration pursuant to Section 10.3 hereof or terminate this Agreement on 30 days prior written notice to the other party.

#### **11.14 No Waiver**

No consent or waiver, express or implied, by a Party to or of any breach or default by the other Party in the performance of such other Party of its obligations hereunder shall be deemed or construed to be a consent or waiver to or of any other breach or default in the performance by such other Party hereunder. Failure on the part of a Party to complain of any act or failure to act by the other or to declare the other Party in default, irrespective of how long such failure continues, shall not constitute a waiver by such first mentioned Party of its rights hereunder.

#### **11.15 Governing Law**

This Agreement is made pursuant to and shall be governed and interpreted in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein.

#### **11.16 Entire Agreement**

This Agreement constitutes the entire agreement between the Parties respecting the subject matter herein and supersedes all prior agreements, undertakings, negotiations and discussions between the Parties, whether oral or written, and there are no warranties, representations or other agreements between the Parties in connection with the subject matter

hereof except as specifically set forth herein. All amendments to this Agreement shall be made in writing and executed by the Parties hereto.

#### **11.17 Accounting Principles**

All accounting terms not specifically defined herein shall be construed in accordance with generally accepted accounting principles in Canada.

#### **11.18 Enurement**

This Agreement shall enure to the benefit of and be binding upon the parties hereto and their respective successors and permitted assigns.

**IN WITNESS WHEREOF** the Parties have duly executed this Agreement as of the day, month and year first above written.

NORTHERN ONTARIO WIRES INC.

Per: \_\_\_\_\_  
Name:  
Title:

Per: \_\_\_\_\_  
Name:  
Title:

NORTHERN ONTARIO ENERGY INC.

Per: \_\_\_\_\_  
Name:  
Title:

Per: \_\_\_\_\_  
Name:  
Title:

COCHRANE TELECOM SERVICES

Per: \_\_\_\_\_  
Name:  
Title:

Per: \_\_\_\_\_  
Name:  
Title:

# SCHEDULE “A”

## DEFINITIONS

In this Agreement, unless there is something in the subject matter or context inconsistent therewith, the following words shall have the respective meanings ascribed to them as follows:

1. **“Affiliate”** of any party hereto means any corporation which is an affiliate of the applicable party within the meaning of the Business Corporations Act, R.S.O. 1990, c. B.16.
2. **“Agreement”, “this Agreement”, “the Agreement”, “hereto”, “hereof”, “herein”, “hereby”, “hereunder”** and similar expressions means or refer to this Agreement, as amended or supplemented from time to time in writing by the Parties.
3. **“Applicable Law”** means any and all applicable laws, including environmental laws, statutes, codes, licensing requirements, treaties, directives, rules, regulations, protocols, policies, by-laws (of general application), orders, injunctions, rulings, awards, judgements, or decrees or any requirements or decision or agreement with or by any government or governmental department, commission board, court authority or agency and includes the standards of the Town and codes, licenses and rulings issued by the OEB, the IMO and the CRTC.
4. **“Business Day”** means any day which is not a Saturday, Sunday or statutory holiday under the laws of the Province of Ontario or the laws of Canada applicable therein.
5. **“Corporations”** means NOW and NOE collectively.
6. **“Event of Default”** means any default under this Agreement including, without limitation, either of the following:
  - 6.1 any failure by CTS to perform or comply with its duties and obligations under this Agreement; and
  - 6.2 a situation in which the personnel of CTS who are providing services hereunder do not have the requisite skills or experience to provide management services to the Corporations.
7. **“Event of Insolvency”** means the occurrence of any one of the following events:
  - 7.1 if any Party:
    - 7.1.1 other than in connection with a bona fide corporate reorganization which does not otherwise contravene this Agreement, is wound up, dissolved, liquidated or has its existence terminated or has any resolution passed therefore or makes a general assignment for the benefit of its creditors or

a proposal under the Bankruptcy and Insolvency Act, as amended or re-enacted from time to time;

7.1.2 makes an application to the applicable court for a compromise or arrangement under the Companies' Creditors Arrangement Act (Canada), as amended or re-enacted from time to time; or

7.1.3 files any written request, application, answer or other document seeking or consenting to any re-organization, arrangement, composition, re-adjustment, liquidation or similar relief for itself under any present or future law relating to bankruptcy, insolvency or other relief for or against debtors generally including, without limitation, any notice of intention to make a proposal pursuant to the Bankruptcy and Insolvency Act;

7.1.4 if a court of competent jurisdiction enters an order, judgement or decree against such Party which approves or provides for any reorganization, arrangement, composition, re-adjustment, liquidation, dissolution, winding-up, termination of existence, declaration of bankruptcy or insolvency or similar relief with respect to such Party, under any present or future law relating to bankruptcy, insolvency or other relief for or against debtors generally and such order, judgement or decree remains unvacated and unstayed for an aggregate period of thirty (30) days (whether or not consecutive) from the date it is made;

7.1.5 if any trustee in bankruptcy, receiver, receiver and manager, liquidator or any other officer with similar powers is appointed for or with respect to such Party and that appointment remains in effect for an aggregate period of thirty (30) days (whether or not consecutive) from the date of the appointment; or

7.1.6 if an encumbrancer or anyone acting on behalf of an encumbrancer takes possession of all or substantially all of the property of CTS and remains in possession for an aggregate period of thirty (30) days (whether or not consecutive) from the first date of the taking of possession.

8. **"Fiscal Year"** means a period of twelve (12) consecutive months ending on December 31, or such other date as designated in writing by the Corporations, or such other period as may be designated in writing from time to time by the Corporations, provided that any such other period shall not be effective unless CTS receives written notice of such period at least ninety (days) prior to the first day of such period; provided that the initial Fiscal Year shall be the period commencing on the date of this Agreement and ending on December 31, 2001.

9. **"Good Utility Practice"** means any of the practices, methods and acts engaged in or approved by a significant portion of the electrical utilities of comparable numbers of customers and geographic area in North America during the relevant time period, or any of the practices, methods and acts which, in the exercise of reasonable judgement in light of the facts known at the time the decision was made, could have been expected to

accomplish the desired result at a reasonable cost consistent with good business practices, reliability, safety and expedition. Good Utility Practice is not intended to be limited to optimum practices or methods, or act to the exclusion of all others, but rather to include all practices, methods, or acts generally accepted in North America.

10. **“IESO”** has the same meaning as in subsection 2 (1) of the Electricity Act, 1998.
11. **“Management Fees”** means the aggregate of all net fees payable to CTS pursuant to Sections 7.1.1 and 7.1.2.
12. **“OEB”** means the Ontario Energy Board and any successor or other governmental regulatory authority in respect of the electricity industry in Ontario.
13. **“Parties”** means CTS, NOW and NOE and their respective permitted successors and assigns.
14. **“Person”** means an individual, partnership, corporation, government or any department or agency thereof, trustee, or unincorporated organization and the heirs, executors, administrators or legal representatives or an individual.
15. **“Qualified”** means the worker or workers in question are duly qualified under Applicable Law (including the requirements of the Occupational Health and Safety Act, with respect to working near electrical hazards) or the entity uses only such qualified workers, to carry on the work in question, as applicable.
16. **“Term”** has the meaning ascribed to it in Section 4.

## SCHEDULE “B”

**Description of Services.** The Management Services provided by CTS to the Corporations pursuant to Section 5.3.2 shall consist of the following categories:

- (a) **General Corporate.** CTS shall provide to the Corporations general office, corporate and other management services including, without limitation, the following services (collectively, the “General Corporate Services”):
  - (i) Corporate accounting, including, without limitation, fixed asset accounting, maintenance of accounting books and records, review, preparation and consolidation of corporate financial information, including financial information of all subsidiaries and preparation of monthly, quarterly and annual financial reports and the review, analysis, consultation and recommendation concerning special projects;
  - (ii) Finance, including, without limitation, treasury and cash management services (including reconciliation of bank accounts), monitoring and preparation for payment of accounts payable, maintenance of bank relationships
  - (iii) Transportation, including, without limitation, fleet maintenance, fleet replacement management, analysis of inbound and outbound freight costs, verification of payment of freight and warehousing charges, damage prevention activities, monitoring of warehousing / distribution operations;
  - (iv) Taxation, including, without limitation, , compliance with federal and provincial tax requirements, computations of tax payments and filings of required declarations and vouchers, preparation and filing of any applicable federal and provincial tax or payment in lieu of tax returns, preparation of monthly sales tax returns, advising purchasing department personnel regarding proper sales tax procedures, auditing of accounts payable, listing invoices to ensure proper tax liability, monitoring progress on outstanding tax audits, preparation and filing of any compliance reporting to regulators, and monitoring of evolving regulatory requirements to ensure continuing compliance;
  - (v) Management information systems services such as implementation, maintenance and servicing of various information systems and programs related to payroll matters, human resources, management reporting, roll outs, ordering and shipping, statistical quality control, statistic process control, order fulfillment system, and periodic review of the effectiveness of the information systems;
  - (vi) Internal audit services, including without limitation, evaluation of the adequacy, application and effectiveness of internal financial controls, internal controls relating to computer operations, systems and security, monitoring and preservation of corporate assets, monitoring of compliance

with corporate policies, guidelines and procedures, co-ordination with external auditors, and reporting of audit findings and follow-up;

- (vii) Risk management and insurance, including, without limitation, ensuring the adequacy of, provision and maintenance of insurance coverage for property, business interruption, automobile, general liability, employee fidelity, bonds and other types of exposures as are required and/ or standard in the industry, assistance in the filing and negotiations of claims and their follow-up, and administrative services in relation to the foregoing;
  - (viii) Administrative services, including, without limitation, communications and public relations, commercial property leases, filing, records and archive services, management of the Corporations' real and immoveable property, wherever situated, whether such real and immoveable property is owned or leased.
  - (ix) Such other general management services as are ancillary to the provision of any of the above or upon which the Parties may from time to time agree.
- (b) **Human Resources.** CTS shall provide to the Corporations general human resources services, including, without limitation, the following (collectively, the "Human Resources Services"): corporate employee relations, labour relations services including negotiation and management of collective agreements and grievances and co-ordination of related legal matters, management of employee/ pension and benefits plans, including payroll services for non-unionized employees and coordination of employee health and safety plans and the CTS shall report on a regular basis to the Operations, Health, Safety and Environmental Committee in connection with such services.
- (c) **Distribution Facilities Operations.** CTS shall provide to the Corporations general services required to ensure the continued operations of the Corporations' facilities (the "**Facilities**"), at levels of service quality and reliability that are the higher of OEB prescribed levels and Good Utility Practice, such operations to include, without limitation, the following (collectively the "**Facilities Operation Services**"); general management and maintenance of the Facilities, purchasing and procurement services including supply chain management, the negotiation of supply contracts and management of computerized purchasing, inventory and invoice matching systems, technical support and testing services, general administration and personnel services including the use and operation of computer programs, including monitoring of information systems, system engineering and planning services and technical services.

The MEARIE Group

# **2023 Management Salary Survey of Local Distribution Companies**

September 2023

Survey Administrators: Eckler Ltd.  
Confidential and Proprietary



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## Introduction

The MEARIE Group is pleased to present this report of the 2023 Management Salary Survey of Local Distribution Companies (LDCs).

In today's competitive talent market, Local Distribution Companies (LDCs) are challenged with establishing and maintaining competitive, yet affordable, compensation programs and policies. High inflation and changing workplaces in response to the COVID-19 pandemic have also further impacted compensation programs and policies. The MEARIE Group established the Management Salary Survey of Ontario's LDCs to assist you and in understanding the competitive landscape and support your efforts in developing pay practices that attract, motivate, and retain high quality, high performing employees.

The survey was administered in 2023 in partnership with Eckler Ltd., who are experts in developing and managing salary surveys across all sectors of the economy. There were no significant changes to the survey for 2023. The survey was launched in May 2023 and 37 organizations provided completed survey materials to inform this report. The report is divided into two parts:

### **Part 1 – Study Report (this document)**

- Profile of survey participants
- Overview of salary projections for 2024 salary planning, and other market trends and programs
- Information on benefits programs and offerings
- Summary of the survey methodology and definitions of terms
- Job descriptions for the 56 benchmark jobs

### **Part 2 – Benchmark Job Tables (provided as a separate Excel file)**

- Reporting based on number of customers, number of employees, region, and revenue
- Reporting up to total cash compensation, including annual incentive or variable pay information

## Confidentiality Policy

**The MEARIE Group recognizes the importance of maintaining the security of your information and has developed the following policy that applies to all participants (and their delegates) in the Management Salary Survey and the Survey on Board of Director Compensation (each, a “Survey”), as well as the Survey Administrator and The MEARIE Group.**

An individual LDC will provide its authorization for the sharing of information identified as being information of that LDC by completing the Survey Data Submission for a Survey. This will result in the LDC’s data being identified by name in the listing of participants. This enables participants to be aware of the names of the other participants in the Survey to determine the relevance of Survey data cuts (e.g., by geography or size).

All of the information obtained through this Survey will be treated with the utmost confidentiality. Data will be reported on an aggregate basis only, and in such a way as to ensure that individual participant data cannot be identified/attributed. Standards for minimum number of data will be strictly enforced to ensure confidentiality. Neither the Survey Administrator nor The MEARIE Group will release or disclose to any other person whatsoever any information pertaining to any individual LDC participant.

Survey results will be reported only to those LDCs who participate in the Survey and provide comprehensive data. Comprehensive participation means that each LDC is expected to match as many of the Survey benchmark positions as they are able, and provide data for all incumbents of matched positions. **All participants must consider this information as strictly confidential.**

The results of a Survey will not be disclosed/sold to or shared with organizations that have not participated in that Survey, whether by The MEARIE Group or the Survey Administrator or Survey participants. **Participants may not share the Survey reports/results with non-participant LDCs or any entity under any circumstances.**

The data collected for a Survey will also be included in the Survey Administrator’s compensation database. Information in the Survey Administrator’s database is maintained with the highest standards of confidentiality; analysis and reporting of data is on an aggregate basis only, and in such a way as to ensure that individual participant data cannot be identified or attributed.

**The obligations of confidentiality set out in this policy are subject to the requirements of applicable law.** However, LDCs may not disclose the existence or results of a Survey to any regulatory body (or other person) unless compelled by law to do so, and if an LDC is compelled by law to make such a disclosure, it will give The MEARIE Group as much notice in advance as possible of the disclosure and the reasons the disclosure is legally required. In such circumstances, the LDC will take such steps as The MEARIE Group reasonably requests, or will co-operate with respect to any steps The MEARIE Group and/or Survey Administrator reasonably wishes to take, to contest or limit the scope of the disclosure.

**The MEARIE Group will not be liable for breaches by participating LDCs or the Survey Administrator of this Confidentiality Policy.**

## Survey Overview

### Benchmark Positions

This survey covers 56 benchmark jobs that are representative of the functions within The MEARIE Group's member organizations. No changes were made to the benchmark jobs in 2023. The job descriptions for each benchmark are provided in **Appendix C**.

Job Family	Job Code	Job Title
Executives	0000	President & Chief Executive Officer
Executives	0001	Chief Operating Officer
Executives	0002	Head of Operations and/or Engineering
Executives	0003	Chief Financial Officer / Head of Finance
Executives	0004	Head of Customer Service
Executives	0005	Head of Regulatory Affairs
Executives	0006	Head of Human Resources
Executives	0007	Head of Information Technology / Information Services
Administration	1000	Executive Assistant
Administration	1001	Administrative Assistant
Engineering	2000	Director, Engineering
Engineering	2001	Engineering Manager / Distribution Engineer
Engineering	2002	Project Engineer
Engineering	2003	Supervisor, Engineering
Operations	2500	Director, Operations
Operations	2501	Manager, Operations
Operations	2502	Manager, Control Centre
Operations	2503	Supervisor, Control Centre
Operations	2504	Supervisor, Protection and Control
Operations	2505	Supervisor, Station Maintenance
Operations	2506	Line Supervisor
Operations	2507	Manager, Meter Department
Operations	2508	Supervisor, Meter Department
Operations	2509	Manager, Continuous Improvement
Supply Chain / Procurement	3000	Director, Supply Chain Management

Supply Chain / Procurement	3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet
Supply Chain / Procurement	3002	Supervisor, Stores/Inventory/Warehouse
Accounting/Finance	4000	Controller / Director, Finance
Accounting/Finance	4001	Manager, Accounting
Accounting/Finance	4002	Manager, Risk Management
Accounting/Finance	4003	Supervisor Accounting
Accounting/Finance	4004	Financial or Business Analyst
Accounting/Finance	4005	Accountant
Customer Service	5000	Director, Customer Service
Customer Service	5001	Manager, Customer Service and/or Billing
Customer Service	5002	Supervisor, Customer Service and/or Billing and/or Collections
Customer Service	5003	Key Account Specialist
Communications	5500	Director, Communications
Communications	5501	Manager, Communications
Communications	5502	Communications Specialist
Regulatory Affairs	6000	Director, Regulatory Affairs
Regulatory Affairs	6001	Manager, Regulatory Affairs
Regulatory Affairs	6002	Regulatory Accountant
Conservation/Demand	7000	Settlement or Rate Analyst
Information Systems/Technology	8000	Director, Information Systems
Information Systems/Technology	8001	Manager, Information Systems
Information Systems/Technology	8002	Systems and/or Program Administrator / Applications and/or Systems Support Professional
Information Systems/Technology	8003	Manager Information Security
Information Systems/Technology	8004	Network Specialist/Manager/Engineer
Human Resources	9000	Human Resources Manager
Human Resources	9001	Human Resources Generalist
Human Resources	9002	Human Resources Coordinator

Human Resources	9003	Payroll
Human Resources	9004	Manager, Health & Safety
Non-Regulated Business - Business Development Roles	N001	Executive Role - Non-Regulated Business
Non-Regulated Business - Business Development Roles	N002	Non-Executive Role - Non-Regulated Business

## List of Participants

All Ontario LDC MEARIE members were invited to participate in the survey, and 37 organizations submitted completed survey materials:

Alectra Utilities Inc	Kingston Hydro
Bluewater Power Distribution	Lakeland Power Distribution Ltd
Burlington Hydro Inc	London Hydro Inc
Centre Wellington Hydro Ltd	Milton Hydro Distribution Inc
E.L.K. Energy Inc	Newmarket-Tay Power Distribution Limited
Ellexicon Energy Inc	Niagara Peninsula Energy Inc
Enova Power Corp	North Bay Hydro Distribution Limited
Entegrus Inc	Northern Ontario Wires Inc
ENWIN Utilities Ltd	Orangeville Hydro Limited
EPCOR Electricity Distribution Ontario Inc	Oshawa PUC Networks Inc
ERTH Power Corporation	Ottawa River Power Corporation
Essex Powerlines	Peterborough Utilities Group
Festival Hydro Inc	PUC Services Inc
Fort Frances Power Corporation	Rideau St. Lawrence Distribution
GrandBridge Energy	Sioux Lookout Hydro Inc
Greater Sudbury Utilities	Synergy North
Grimsby Power Inc	Wasaga Distribution Inc
Halton Hills Hydro Inc	Welland Hydro-Electric System Corp
InnPower Corporation	

## Participant Profile

The profile of the 37 participants is summarized in the tables below. The figures are reported as provided by the participants and have not been verified.

LDC Profile (N = 37)	P25	P50	P75	Average <sup>1</sup>
Operating Budget, excluding cost of energy (millions)	\$6.8	\$14.2	\$28.3	\$37.6
Operating Budget, including cost of energy (millions)	\$35.6	\$85.6	\$177.9	\$254.8
Number of Employees (full-time equivalent)	25.0	55.0	122.0	120.5
Number of Union Employees (full-time equivalent)	12.0	36.0	83.0	68.0
Number of Non-Union Employees (full-time equivalent)	10.0	24.0	41.0	52.5
Number of Customers	14,423	28,324	58,421	72,171
Gross Revenue, including cost of energy (millions)	\$37.2	\$87.7	\$191.3	\$263.8
Gross Revenue, excluding cost of energy (millions)	\$8.8	\$19.6	\$38.2	\$55.5
Regulated Gross Revenue <sup>2</sup>	97.0%	98.6%	99.0%	96.3%
Unregulated Gross Revenue <sup>2</sup>	1.0%	1.4%	3.0%	3.7%

1. Where averages are significantly higher than the median (or P75) of the market, this indicates a small number of observations with a large number which skew the average data high.
2. Twenty-five (25) of the 37 participants indicated there is a split between regulated and unregulated gross revenue; the data provided for this statistic is only the organizations indicating the split. Twelve organizations are not reporting blended revenue.

All organizations that responded reported that their fiscal year end is December.

Participants were also asked to report any sister company revenue and number of employees information, if applicable. Overall, 16 organizations reported some revenue from sister companies. Where organizations did not have direct employees generating the revenue, this was due to administration of non-employee contractors, or, overseeing other staff not within the LDC and revenue sharing arrangements.

Sister Profile (N = 16)	P25	P50	P75	Average
Total Revenue (millions)	\$0.3	\$1.8	\$13.7	\$10.5
Number of Employees (full-time equivalent)	0.0	4.3	29.0	30.0



## Salary Administration

### Salary Adjustments

Compensation ranges, also known as salary frameworks or salary structures, are the guidelines by which companies administer compensation. These frameworks may be single job rates, step rate systems, salary ranges, or broad bands. Typically, compensation ranges are adjusted based on economic factors on a regular basis (annually). Actual compensation, or salaries paid, is the actual amount paid to employees within the role. The actual compensation of an incumbent is typically within the salary range and their position in the range/steps varies with tenure, experience and often, performance.

Organizations were asked how they adjusted salary ranges and actual salaries in 2022 and 2023, what they are forecasting for 2024.

### Salary Range Adjustments

The most common month of salary range adjustments is January, followed by April. The below table shows the average salary range adjustments, excluding zeros. Survey participants are planning to increase salary ranges in 2024 by an average of 2.98%.

Year	CEO	Executive	Director	Management	Professional/ Technical	Admin	Overall
2022							
(N=35)	3.86%	3.62%	3.50%	3.00%	3.05%	3.00%	3.35%
2023							
(N=30)	3.53%	3.24%	3.19%	3.05%	3.14%	3.08%	3.20%
2024							
(N=13)	3.27%	3.27%	3.00%	2.77%	2.77%	2.77%	2.98%

The salary range adjustment predictions have trended below what is implemented in the coming year. Given higher and sustained inflation than forecasts indicated, organizations adjusted at a higher percentage. Eckler's 2022 Salary Forecast survey also indicated that close to one-third of organizations also made a mid-year adjustment to ranges in addition to annual adjustment to attempt to maintain market position and mitigate talent loss. Historically organizations have adjusted ranges annually, or even less periodically (i.e., every 2 or 3 years with market review).

### Actual Salary Increases

The most common month of actual salary increases is January, followed by April. The below table shows the average actual salary increases, excluding zeros. Survey participants are planning to increase salaries in 2024 by an average of 3.19%.

Year	CEO	Executive	Director	Management	Professional/ Technical	Admin	Overall
2022							
(N=35)	2.87%	3.04%	3.05%	3.11%	3.04%	2.98%	3.07%
2023							
(N=32)	3.66%	3.67%	3.63%	3.51%	3.49%	3.39%	3.57%
2024							
(N=14)	2.98%	3.33%	3.22%	3.18%	3.12%	3.10%	3.19%

Similar to salary range movement, actual salary increases in 2022/2023 are higher than the predicted values in 2021/2022.

## Incentive Programs

### Performance Factors

For organizations that have a broad-based annual incentive plan in place, participants were asked to provide the weighting of factors that are used to determine actual bonus payouts. The below table reports the average weighting of each performance metric, by employee category. Executives and Senior Management are typically more heavily weighted toward corporate performance, while Middle Management, Professional, and Administrative jobs are typically more heavily weighted toward individual performance. Team/Department factors are not commonly used, with only five participants reporting a weighting for Team/Department performance.

Performance Factor	CEO (N=24)	Executive (N=22)	Director (N=18)	Management (N=20)	Professional/ Technical (N=15)	Admin (N=17)
Corporate	67.9%	55.9%	50.5%	40.8%	30.9%	37.5%
Individual	28.7%	36.3%	45.4%	49.4%	64.9%	60.6%
Team/ Department	2.4%	6.7%	4.1%	8.5%	4.3%	1.9%

The most common plan for management roles is 50% equal weighting between corporate and individual performance, and the most common plan for professional/technical and administrative staff is 100% individual performance.

### Incentive Opportunity Range

Target-based incentive programs typically have a minimum level of performance that must be achieved to receive an incentive payout. If that threshold level of performance is not achieved, then there is no payout. Conversely, target-based incentive programs typically also have a maximum level of payout, where regardless of how much an employee exceeds their performance targets, the payout will not be any higher than the maximum. Between the payout at threshold performance and the maximum payout, incentive plans typically increase the level of payout as the performance levels also increase.

For example, if a job has an incentive target of 20% of base salary and the payout at the threshold level of performance is half of the target, then the threshold level of performance is achieved, the payout will be 10% of base salary. If the maximum incentive is 2X the target, then the payout will be capped at 40% of base salary.

The below table reports the average maximum incentive and average incentive at the threshold level of performance, as a multiple of target, by employee category. The typical maximum payout is 1X target, and

the typical payout at the threshold level of performance is 0.5X target. In the broader market, it is more common to see higher maximum bonus levels as a multiple of target, especially at the Senior Management and Executive levels.

Incentive Payout Range	CEO (N=20)	Executive (N=19)	Director (N=19)	Management (N=18)	Professional/ Technical (N=15)	Admin (N=16)
Maximum Payout	1.40X	1.39X	1.31X	1.33X	1.29X	1.35X
Payout at Threshold Level of Performance	0.55X	0.54X	0.52X	0.56X	0.47X	0.50X

## Compression Policies

Participants were asked if they have a formal salary compression program in place. Only 8% of participants (N=37) reported that they do have a formal program. Jobs affected include Line Supervisor and Operations Manager.

### Line Supervisors

The direct supervisor of unionized staff is typically called the “Line Supervisor”. Most organizations (60%) (21 of 35 respondents) reported that Line Supervisors receive overtime compensation. The organizations that do not offer overtime to Line Supervisors typically do offer other compensation, most commonly time in lieu, but may also be a bonus or on call premiums.

The below table reports the average annual amount of overtime paid to the Line Supervisors and average union staff incumbent reporting to the Line Supervisor; 11 organizations were able to provide average annual overtime dollar amounts.

Position (N=11)	P25	P50	P75	Average
Line Supervisor	\$7,350	\$15,000	\$23,500	\$16,357
Union Staff	\$10,250	\$14,000	\$18,966	\$18,272

Both the Line Supervisor (N=21) and the union staff (N=25) roles typically have an overtime and/or on call compensation rate of 2X regular base salary.

Participants were asked if any additional staff other than front-line supervisor roles are eligible for overtime. Out of the 22 organizations that responded, 50% do offer overtime to other roles. Typically, only roles below the Supervisor or Manager level are eligible for overtime.

The below table shows the team sizes for field teams, i.e., the number of union roles per supervisor.

Team Size (N=33)	P25	P50	P75	Average
Union Roles per Supervisor	7	9	11	9

72% of LDCs (26 of 36 respondents) indicated that a company owned or leased car is provided to supervisors for work purposes.

- 23 organizations provided information about car storage. 74% of these organizations indicated that company cars can be stored at the employee's home and 26% indicated that company cars are stored at their work location.
- 25 organizations provided information about personal use of company cars. 64% of these organizations allow some level of personal use of company cars.
  - Of these 16 organizations, 81% have a mileage tracking system in place for personal use of company cars. The most common method used to track mileage of personal use of company cars is a logbook.
  - 14 organizations provided details on limitations of personal use of company cars. 43% indicated that employees can use company cars for personal use with no limitations, 29% indicated that employees can use company cars for commuting only, 14% indicated that employees can use company cars for personal use within reason, 7% indicated the employees can use company cars for personal use by exception only, and 7% indicated that only the employee can drive the company car.
- Seven organizations provided taxable benefit amounts for company cars. The median amount reported was \$5,500.00, and the average amount reported was \$8,081.14.

## Non-Regulated Operations

Some participants in this survey earn additional revenue via non-regulated revenue channels. This section discusses the details of these non-regulated operations.

### Non-Regulated Revenue

32% of organizations (N=37) indicated that they do not have any non-regulated revenue, 38% of organizations indicated that the non-regulated revenue is structured as a separate company, and 30% indicated that non-regulated revenue is embedded within the organization.

Of the organizations that have some non-regulated revenue, 20 provided details around the non-regulated revenue is supported.

Non-Regulated Revenue	Yes	No
Full time dedicated sales staff	30%	70%
Full time dedicated non-sales staff	45%	55%
Regulated company provides corporate services for a fee	75%	25%
Shared staffing arrangement with regulated company	70%	30%

## Key Performance Indicators

Participants that have non-regulated sources of income were asked what the Key Performance Indicators (KPIs) for the business are, as well as proportion of each used in incentive and/or performance measurement. The below table summarizes the prevalence and average scorecard weighting of each KPI.

Key Performance Indicator	KPI Used (% Yes)	Average Scorecard Weighting <sup>1</sup>
	(N=13)	(N=7)
Earnings / Net Income	62%	42.7%
Other Financial Metric	54%	36.9%
Innovation: New Product / Service Offering / Development	31%	*
Customer: Retention/New	15%	*
Other	46%	30.0%

*\*Insufficient data to report*

1. Average scorecard weighting is based upon organizations only where the KPI = Yes.

Of the organizations that responded “other”, common descriptions were health and safety, system reliability, and individual goals.

Of the eleven organizations provided information, 45% of organizations are seeking to grow their non-regulated business 10-20% in the next three years, 36% are looking to maintain, 9% are seeking to grow 5-10%, and 9% are seeking to grow 30%.



## Engineer Compensation

Many organizations (43%, N=35) differentiate compensation for engineers-in-training / P.Eng candidates. Generally, engineers can expect a pay increase once they have achieved the designation. Most commonly, engineers-in-training are paid on different salary grids/ranges than engineers with their P.Eng designation, so once the designation is achieved, the engineer moves to the licensed engineer grid/range, which is higher than the engineer-in-training grid/range. In some other cases, engineers-in-training and licensed engineers are on the same pay band, however engineers-in-training cannot achieve full job rate until they have achieved the P.Eng designation.

## COVID-19 Strategies

### COVID-19 Impact

Participants were asked if COVID-19 impacted different aspects of their salary administration programs.

- 5% of organizations (N=37) reported that salary range and/or actual salary increases were affected by COVID-19.
- No organizations (N=37) reported that promotions and/or salary increases were delayed due to COVID-19.
- 5% of organizations (N=37) reported that merit increase budgets were higher or lower due to COVID-19 (though this is also due to broader economic pressure beyond COVID-19).
- 7% of organizations (N=30) reported that adjustments were made mid-year to short-term variable pay programs due to COVID-19.
- 7% of organizations (N=28) reported that incentive programs were affected by COVID-19, for example adjusting key performance indicators.
- 3% of organizations (N=37) reported that pay premiums were adopted for front-line roles due to COVID-19.

### COVID-19 Strategies

Organizations were asked what strategies were utilized to combat the labour challenges faced since the onset of the COVID-19 pandemic, and, if those strategies were temporary measures or have become continuous measures. The prevalence of “yes” responses overall is reported below.

Tactic (N=36)	Tactic Used: % Yes	Temporary Measure %	Continuous Measure %
Increase or introduction of employee wellness allowances	11%	0%	100%
Optional leave	8%	100%	0%
Stipends, home allowances, or other compensation allowances	8%	67%	33%

Increased benefits, including expanded EAP coverage	8%	0%	100%
Early retirement provision	6%	*	*
Permanent position eliminations/ terminations	6%	*	*
Bonus / discretionary compensation reduction	6%	*	*
Pay premiums / hazard pay	6%	*	*
Retention awards	6%	*	*
Introduction of new benefits	6%	*	*
Temporary layoffs / furloughs	3%	*	*
Spot / recognition bonuses	3%	*	*
Base salary freeze	0%	*	*
Temporary pay reduction with no hours/duties adjustment	0%	*	*
Temporary pay reduction with hours/duties also reduced	0%	*	*
Work-sharing program	0%	*	*
Amendments to car allowances	0%	*	*

*\*Insufficient data to report*

Details are provided for the following commonly used tactics:

- The most utilized tactic was increasing or introducing employee wellness allowances, which is a measure that continues to be in place for all organizations that offer it. Organizations increased the value of their wellness benefits and added at-home exercise equipment to their employee purchase plan program. This combined with increased benefits, including expanded EAP coverage

and increased values of health care spending accounts indicate a higher concentration on employee health and wellness and building that into total rewards.

- Optional leave was temporarily offered, where employees were unable to find childcare / dependent care and could not work from home, or where employees exhausted vacation time.
- Stipends, home allowances, and other compensation allowances were typically offered on a temporary basis. For example, employees were allowed to claim workspace items through existing allowance accounts.

### Remote Work

Participants were asked to provide details on their remote work policies. All respondents (N=27) indicated that they have not, nor will they be changing compensation policies for remote roles versus office-based roles.

Four organizations indicated that there are no remote employees, and all employees are in the office five days a week. Two organizations have no minimum in-office requirement and 11 organizations indicated that have a hybrid model:

- 13 organizations require employees to be in the office on occasion or on an ad-hoc basis, depending on meetings and events happening.
- Three organizations require employees to be in the office two days a week.
- Four organizations require employees to be in the office three days a week.
- Two organizations require employees to be in the office four days a week.
- One organization's hybrid model varies depending on the department.

Three organizations indicated that there are no limits to where an employee resides. Most organizations (N=26) do have a policy about employee geography limitations where:

- 12 organizations require employees to be able to meet in-office day requirements or be close to service their service territory.
- Four organizations require employees to be located in Ontario, and one additional organization indicated a preference for employees to be located in Ontario.
- Two organizations require employees to be in Canada.
- Two organization require employees to be within reasonable commute of their office / in the municipality.

## Employee Engagement

Participants were asked to provide details on their employee engagement strategies. Common measures employed to keep employees engaged included:

- Increased communications reported by 11 organizations, including online check-ins, team meetings, and town halls.
- Virtual company lunches and other events, or in-person if restrictions allowed reported by six organizations.
- Wellness programs/initiatives and/or awareness training reported by four organizations.
- Employee recognition initiatives reported by four organizations.

30% of organizations (N=33) experienced higher than usual voluntary turnover during the COVID-19 pandemic. Accommodations that HR made to retain employees that were subject to added pressures due to the pandemic included:

- Work from home allowances reported by 13 organizations.
- Flexible/modified work schedules reported by eight organizations.
- Unpaid leave where work from home was not possible was reported by four organizations.
- Enhanced sick leave provisions to cover COVID-related absences were reported by two organizations.

Five organizations indicated that no formal accommodations were made.

## Benefits Policies

### Company Cars

#### Company-Owned Cars and Car Allowances

Where organizations provide a car allowance or company car as a perquisite (i.e., not cars provided for business use only), they are most commonly offered as a monthly allowance. The below table shows the monthly allowance amounts reported, by employee category.

Monthly Car Allowance	P25	P50	P75	Average
CEO (N=16)	\$692	\$850	\$1,000	\$1,076
Executive (N=13)	\$584	\$750	\$750	\$715
Director (N=5)	*	\$450	*	\$430
Management (N=1)	*	*	*	*

*\*Insufficient data to report*

Monthly leases are also offered to CEOs by three organizations. The average monthly lease reported was \$1,072. Two organizations provide the CEO with a company owned car.

#### Reimbursement Rates

The below table shows the reimbursement rates reported for using a personal automobile for business purposes. The typical rate is 68 cents per kilometer, reported by 20 organizations and is aligned with the Canada Revenue Agency mileage rate for 2023.

Mileage (N=37)	P25	P50	P75	Average
Reimbursement Rate (\$/km)	\$0.61	\$0.68	\$0.68	\$0.64

Participants were also asked to provide details regarding reimbursement for travel, meals, or other allowance coverage. Common themes identified are:

- 16 organizations provided information on meal allowances. The average daily meal allowance reported was \$81.35 (N=12). Two organizations reported that meals are reimbursed based on the actual costs incurred, excluding alcohol.
- 11 organizations reported that employees must submit an expense reimbursement form and provide receipts.
- Six organizations reported that hotel and ground transportation expenses are reimbursed based on the actual costs incurred.
- Three organizations reported that they pay for highway tolls and parking, in addition to their mileage reimbursement policy.

## Perquisites

### Additional Benefit Level

Participants were asked to provide the basic and supplemental life insurance coverage offered to senior management, where the organization pays the premium. Generally, more organizations are providing a higher level of life insurance coverage to senior level roles.

Employee Level	Basic Coverage	Supplemental Coverage
CEO	1.5X N=17	2 – 3X N=9
Executive	1.5X N=16	2 – 3X N=9
Director	1.5X N=13	2X N=8
Management	1.5X N=13	2X N=7

### Education Reimbursement

24 organizations reported having a policy for post graduate programs. Common themes in the details of these plans included:

- Six organizations report that the program must be beneficial and add value to the organization.
- Three organizations reported that employees must be pre-approved for post graduate education programs.
- Three organizations reported that their post graduate programs policy covers all employees, while one organization reported that it is only offered to management and executives.

23 organizations provided information on the qualification criteria in their policy for post graduate programs:



- Nine organizations reported that the post graduate program must be a job requirement and/or beneficial for the employee's current or future position.
- Seven organizations reported that post graduate program must be pre-approved.
- Seven organizations reported that the policy applies to all permanent employees that have completed their probationary period.
- Three organizations reported that to be eligible, the employee must be a high performer or noted as a potential leader.

Five organizations reported that there is no maximum amount that will be reimbursed for post graduate programs. Twelve organizations reported specific annual maximum reimbursement amounts.

Education Reimbursement (N=12)	P25	P50	P75	Average
Annual Maximum	\$1,875	\$2,500	\$10,000	\$6,083

24 organizations provided information on any conditions of the subsidy for the employee to repay all or part of the subsidy if they leave the company within a specified time period:

- Five organizations reported that there is no formal policy in place.
- Eight organizations reported that their repayment policy requires different percentages of repayment based on years of service.
- Where the policy has a flat pay back percentage, it is most commonly either 50% or 100% of the amount reimbursed.

## Club Membership – Fitness/Wellness

The below table reports the annual value of fitness/wellness club membership fees per employee, by employee category.

Employee Category	P25	P50	P75	Average
CEO (N=19)	\$200	\$300	\$400	\$382
Executive (N=19)	\$200	\$300	\$400	\$317
Director (N=19)	\$190	\$300	\$400	\$304
Management (N=19)	\$200	\$300	\$400	\$302
Professional/ Technical (N=17)	\$200	\$300	\$400	\$296

### Health Care Spending Account

The below table reports the annual value of health care spending accounts per employee, by employee category.

Employee Category	P25	P50	P75	Average
CEO (N=13)	\$680	\$1,700	\$2,000	\$1,625
Executive (N=13)	\$565	\$1,600	\$2,000	\$1,393
Director (N=12)	\$500	\$725	\$1,263	\$1,054
Management (N=10)	\$500	\$725	\$1,263	\$960
Professional/ Technical (N=9)	\$500	\$700	\$1,350	\$952

### Executive Medical Plan

The below table reports the annual value of executive medical plans per employee, by employee category.

Employee Category	P25	P50	P75	Average
CEO (N=8)	\$1,150	\$2,713	\$3,125	\$2,283
Executive (N=8)	\$1,150	\$2,713	\$3,125	\$2,283
Director (N=4)	*	\$3,250	*	\$2,809
Management (N=0)	*	*	*	*
Professional/ Technical (N=0)	*	*	*	*

*\*Insufficient data to report*

### Personal Computer / Internet Connection for Home Use

The below table reports the annual value of personal computers and/or internet connection for home use per employee, by employee category.

Employee Category	P25	P50	P75	Average
CEO (N=4)	*	\$1,100	*	\$1,024
Executive (N=4)	*	\$1,100	*	\$1,032
Director (N=4)	*	\$1,100	*	\$1,032
Management (N=3)	*	*	*	\$933
Professional/ Technical (N=3)	*	*	*	\$933

*\*Insufficient data to report*

### Other Perquisites

Participants were also asked about other perquisites that were not reported as commonly offered.

- Five organizations pay for employees' membership/professional dues. At the Management level, the average annual dues paid per employee is \$1,100.00.
- Social club memberships are only offered by two organizations to the CEO and Executive levels, and only one organization to other employee levels.
- One organization offers second opinion medical advice to the CEO only.

## Vacation

### Vacation Entitlement – CEO

The below table reports the years of service required to be eligible for the number of vacation weeks indicated for CEOs.

CEO	2 Weeks (N=11)	3 Weeks (N=20)	4 Weeks (N=28)	5 Weeks (N=31)	6+ Weeks (N=35)
Average	Start	2	5	12	16
Median	Start	2	7	14	20
Most Common	Start	Start	Start	17	25

### Vacation Entitlement – Executives

The below table reports the years of service required to be eligible for the number of vacation weeks indicated for Executives.

Executives	2 Weeks (N=9)	3 Weeks (N=18)	4 Weeks (N=27)	5 Weeks (N=29)	6+ Weeks (N=31)
Average	Start	1	5	12	17
Median	Start	1	6	14	20
Most Common	Start	Start	Start	17	25

### Vacation Entitlement – Directors

The below table reports the years of service required to be eligible for the number of vacation weeks indicated for Directors.

Directors	2 Weeks (N=8)	3 Weeks (N=19)	4 Weeks (N=27)	5 Weeks (N=27)	6+ Weeks (N=28)
Average	Start	1	5	13	19
Median	Start	Start	6	15	21
Most Common	Start	Start	Start	15	25

### Vacation Entitlement – Management

The below table reports the years of service required to be eligible for the number of vacation weeks indicated for Management.

Management	2 Weeks (N=13)	3 Weeks (N=33)	4 Weeks (N=36)	5 Weeks (N=36)	6+ Weeks (N=36)
Average	Start	1	6	13	20
Median	Start	Start	7	14	21
Most Common	Start	Start	9	15	25

## Vacation Entitlement – Professional/Technical

The below table reports the years of service required to be eligible for the number of vacation weeks indicated for Professional/Technical roles.

Professional/ Technical	2 Weeks (N=16)	3 Weeks (N=30)	4 Weeks (N=32)	5 Weeks (N=32)	6+ Weeks (N=32)
Average	Start	2	7	15	22
Median	Start	2	8	15	24
Most Common	Start	Start	9	15	25

## Unused Vacation

Participants were asked about their policy on annual vacation entitlement that is not fully utilized before the end of the year. All 37 survey participants responded to this question.

- 51% of organizations reported that a maximum amount of unused vacation can be carried over.
- 32% of organizations reported that unused vacation entitlement may be carried over, subject to a maximum total accumulated balance.
- 14% of organizations reported that all unused vacation entitlement may be carried over with no restrictions.
- 3% of organizations reported that unused vacation entitlement cannot be carried over to the next year.

Of the organizations that allow unused vacation entitlement to be carried over with restrictions, five organizations allow the full annual entitlement to be carried over. 24 organizations have a specified number of days in their carry over policy, which is most commonly five days, or eight days on average.

- 10 organizations have no time limits within outstanding vacation days must be used.
- 14 organizations require employees to use carried over vacation days within six months or less.
- 12 organizations require employees to use carried over vacation days within 12 months.

Participants were asked to provide details on any variations in vacation carry over policies by level or length of service:

- Six organizations reported that there are no variations by level or length of service.
- Three organizations reported that under special circumstances, the Board and/or President may approve an employee to carry over more than the regular carry over policy.
- One organization reported that under special circumstances, Management positions and above may be able to have unused vacation days paid out.
- One organization reported different numbers of days based on years of service, where the longer employees have been with the company, the more days they are entitled to carry over.



## Benchmark Positions Survey Results

The benchmark job tables are provided as a separate Excel file. The file includes the statistical data for the survey benchmark jobs for up to total cash compensation, including annual incentive or variable pay information.

Reporting is available based on number of customers, number of employees, region, and revenue.

Market fluctuations can occur due to a variety of reasons, including true market movements, as well as changes in sample. Statistics derived from small sample sizes are particularly vulnerable to variations.

The table below shows the median values from the “All” data cut. The other percentiles and data cuts are available in the Excel file, where there is sufficient data to report.

Job Code	Job Title	Nb. of Incumbents	Base Salary	Salary Range Minimum	Job Rate	Salary Range Maximum	Target Incentive %	Actual Total Cash	Total Cash Design
			P50	P50	P50	P50	P50	P50	P50
0000	President & Chief Executive Officer	31	\$265,000	\$207,500	\$251,000	\$267,800	26.25%	\$314,000	\$311,500
0001	Chief Operating Officer	8	\$184,700	\$158,200	\$192,500	\$205,400	12.43%	\$206,000	\$204,600
0002	Head of Operations and/or Engineering	22	\$191,000	\$151,700	\$179,900	\$200,100	15.44%	\$207,500	\$207,000
0003	Chief Financial Officer / Head of Finance	32	\$182,300	\$144,300	\$176,400	\$186,200	15.47%	\$207,500	\$202,700
0004	Head of Customer Service	7	\$164,000	\$127,100	\$171,100	\$182,000	14.56%	\$183,700	\$198,400
0005	Head of Regulatory Affairs	8	\$184,200	\$149,900	\$176,500	\$202,200	21.10%	\$232,100	\$208,100
0006	Head of Human Resources	17	\$160,100	\$135,600	\$157,200	\$173,400	14.95%	\$177,000	\$180,500
0007	Head of Information Technology / Information Services	13	\$165,600	\$140,100	\$164,800	\$179,300	17.83%	\$203,500	\$188,000
1000	Executive Assistant	25	\$85,000	\$71,500	\$84,700	\$97,100	5.45%	\$89,800	\$89,300
1001	Administrative Assistant	15	\$73,300	\$61,200	\$70,400	\$75,300	4.54%	\$75,300	\$73,800
2000	Director, Engineering	10	\$152,300	\$124,700	\$156,600	\$172,800	14.18%	\$165,400	\$174,000
2001	Engineering Manager / Distribution Engineer	28	\$133,500	\$112,400	\$132,400	\$144,900	6.75%	\$139,400	\$140,600
2002	Project Engineer	14	\$105,500	\$89,200	\$109,700	\$118,800	5.18%	\$111,800	\$112,700
2003	Supervisor, Engineering	14	\$118,800	\$95,600	\$116,600	\$134,800	5.00%	\$124,900	\$124,900
2500	Director, Operations	12	\$149,300	\$118,400	\$143,200	\$158,100	13.43%	\$162,700	\$157,500
2501	Manager, Operations	25	\$135,000	\$110,600	\$130,300	\$138,600	7.28%	\$142,100	\$137,600
2502	Manager, Control Centre	5	\$150,000	\$117,000	\$130,800	\$150,200	9.69%	\$158,200	\$150,200
2503	Supervisor, Control Centre	8	\$118,700	\$97,500	\$112,100	\$121,900	5.00%	\$118,700	\$118,400
2504	Supervisor, Protection and Control	6	\$121,000	\$96,100	\$116,100	\$124,900	4.67%	\$126,300	\$125,100
2505	Supervisor, Station Maintenance	7	\$119,300	\$96,000	\$112,500	\$120,000	-	\$120,000	\$118,900
2506	Line Supervisor	26	\$117,100	\$96,100	\$113,400	\$122,400	5.39%	\$122,000	\$118,800
2507	Manager, Meter Department	8	\$126,300	\$99,600	\$120,300	\$133,300	8.24%	\$135,100	\$129,200
2508	Supervisor, Meter Department	10	\$111,200	\$94,200	\$110,700	\$119,500	6.09%	\$117,900	\$119,000

Job Code	Job Title	Nb. of Incumbents	Base Salary	Salary Range Minimum	Job Rate	Salary Range Maximum	Target Incentive %	Actual Total Cash	Total Cash Design
			P50	P50	P50	P50	P50	P50	P50
2509	Manager, Continuous Improvement	5	\$129,600	\$111,800	\$134,000	\$154,100	9.17%	\$140,600	\$147,000
3000	Director, Supply Chain Management	5	\$147,400	\$108,400	\$130,800	\$156,500	10.79%	\$167,600	\$152,900
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	15	\$120,300	\$98,300	\$118,200	\$131,100	7.00%	\$123,700	\$122,800
3002	Supervisor, Stores/Inventory/Warehouse	10	\$105,100	\$88,900	\$108,100	\$114,300	4.56%	\$114,400	\$111,700
4000	Controller / Director, Finance	13	\$144,200	\$115,000	\$142,800	\$164,300	10.19%	\$160,600	\$162,600
4001	Manager, Accounting	13	\$130,300	\$98,400	\$121,400	\$133,600	8.60%	\$132,100	\$131,200
4002	Manager, Risk Management	4	\$130,000	\$99,100	\$128,200	\$143,100	-	\$145,400	\$137,900
4003	Supervisor Accounting	13	\$108,500	\$91,500	\$107,700	\$118,900	5.47%	\$114,600	\$111,300
4004	Financial or Business Analyst	21	\$95,600	\$80,300	\$96,800	\$106,900	4.27%	\$97,600	\$102,500
4005	Accountant	8	\$94,100	\$77,200	\$90,600	\$102,100	7.00%	\$95,400	\$90,600
5000	Director, Customer Service	10	\$146,300	\$125,400	\$145,200	\$169,700	12.38%	\$163,700	\$164,100
5001	Manager, Customer Service and/or Billing	23	\$113,400	\$96,200	\$117,400	\$125,400	7.78%	\$118,400	\$119,100
5002	Supervisor, Customer Service and/or Billing and/or Collections	22	\$98,800	\$88,900	\$103,500	\$112,500	5.36%	\$105,200	\$106,100
5003	Key Account Specialist	4	\$110,400	\$88,000	\$110,000	\$123,900	-	\$110,900	\$120,800
5500	Director, Communications	5	\$147,000	\$114,100	\$142,700	\$150,500	11.06%	\$155,000	\$145,700
5501	Manager, Communications	9	\$118,200	\$100,900	\$119,600	\$128,500	6.18%	\$119,100	\$127,100
5502	Communications Specialist	18	\$82,100	\$71,600	\$84,800	\$94,000	4.80%	\$84,900	\$88,600
6000	Director, Regulatory Affairs	8	\$144,300	\$119,000	\$142,700	\$162,800	12.99%	\$161,300	\$161,100
6001	Manager, Regulatory Affairs	12	\$126,700	\$105,700	\$119,600	\$131,700	5.13%	\$130,600	\$124,900
6002	Regulatory Accountant	11	\$97,300	\$80,800	\$97,000	\$111,500	6.36%	\$100,000	\$103,600
7000	Settlement or Rate Analyst	5	\$97,300	\$84,200	\$100,000	\$114,900	4.05%	\$108,100	\$105,200
8000	Director, Information Systems	9	\$150,200	\$120,200	\$150,200	\$173,400	10.57%	\$162,200	\$173,900
8001	Manager, Information Systems	18	\$132,600	\$107,200	\$127,300	\$135,300	6.81%	\$137,600	\$130,700
8002	Systems and/or Program Administrator / Applications and/or Systems Support Professional	19	\$104,900	\$79,400	\$101,400	\$108,100	6.59%	\$104,900	\$103,200
8003	Manager Information Security	10	\$129,400	\$104,400	\$129,600	\$133,000	8.00%	\$134,100	\$137,100
8004	Network Specialist/Manager/Engineer	10	\$108,000	\$81,000	\$99,800	\$112,800	5.51%	\$113,500	\$106,900
9000	Human Resources Manager	13	\$126,200	\$108,400	\$121,900	\$135,500	7.61%	\$126,200	\$127,400
9001	Human Resources Generalist	14	\$93,500	\$82,300	\$98,200	\$105,100	3.32%	\$96,700	\$104,000
9002	Human Resources Coordinator	10	\$76,500	\$67,000	\$80,800	\$89,600	4.02%	\$78,900	\$85,200
9003	Payroll	14	\$88,600	\$72,200	\$89,800	\$98,500	5.00%	\$92,100	\$93,200

			Base Salary	Salary Range Minimum	Job Rate	Salary Range Maximum	Target Incentive %	Actual Total Cash	Total Cash Design
Job Code	Job Title	Nb. of Incumbents	P50	P50	P50	P50	P50	P50	P50
9004	Manager, Health & Safety	19	\$128,500	\$100,900	\$121,900	\$133,600	8.20%	\$134,500	\$128,500
N001	Executive Role - Non Regulated Business	5	\$198,000	\$158,400	\$200,500	\$211,100	14.42%	\$208,500	\$236,600
N002	Non-Executive Role - Non Regulated Business	4	\$110,400	\$97,500	\$112,200	\$126,900	-	\$112,200	\$117,200

## Appendix A: Survey Methodology

To formulate the information in this report, Eckler collected data, conducted quality assurance, and aggregated information to publish statistics.

A survey package was distributed to each participant that collected jobs data for the survey benchmark roles, as well as information on the organization's profile, salary administration policies, and benefits policies. Participants matched their jobs to the benchmark job profiles and provided data for each position, where applicable. For each position where an organization submitted more than one match, each unique data point was reviewed to ensure that all matches were accurate and should all be included. If all are valid, then each unique data point was used for that organization.

Eckler reviewed all submitted survey packages and contacted participants to verify the data provided, as necessary. Space was provided for additional comments with respect to the reported data for the role as well to ensure participants were able to provide any important context to the data of special circumstances that would influence the pay for an incumbent or position. If any of the submitted matches to the benchmark roles were deemed incorrect or not representative of the market, those outlier data points were removed from the aggregated survey results.

## Appendix B: Terms and Definitions

For collecting compensation data, Eckler provided definitions for various compensation elements which form both compensation design – the intended range of pay for a position, as well as actual compensation – what an incumbent is currently being paid in the role.

### Job Match Information

Data Collection Field	Description
Job Title within your Organization	The title used in your organization for the position you have matched to the benchmark.
Quality of Match	<p>Your assessment of the "size" (scope/complexity) of the job in your organization compared the benchmark job description provided. For some positions, indicators of scope are discussed in the description; for others it will be a matter of subjective assessment.</p> <p>+ The position in your organization has greater scope and/or complexity than the benchmark. Typically, the job would be perceived as at least 15% larger. For people managers, greater scope may include a larger than "typical" number of staff and/or wider range of activities/functions being managed or supervised. At senior management &amp; executive levels, greater scope may also include additional functions reporting into this position (e.g., IT and Customer Service reporting to the CFO would make the job "wider" than the CFO in the benchmark description).</p> <p>= The position in your organization is of similar scope and/or complexity as the benchmark. Typically, the job would be perceived as within +/- 15% of the benchmark.</p> <p>- The position in your organization has smaller scope and/or complexity than the benchmark. Typically, the job would be perceived as at least 15% smaller (i.e., less than 85% of the scope/complexity of the benchmark). For people managers, scope may include a smaller than "typical" number of staff and/or narrower range of activities/functions being managed or supervised. At senior management &amp; executive levels, smaller scope may include functions that would normally be expected to report into this position reporting elsewhere.</p>
Work Location	The postal code of the work location for this position.
Standard Hours of Work	The standard hours of work per week.

Number of Incumbents    The number of incumbents in the position you have matched.

Pay Grade	The pay grade / job grade / grade level used within your organization to designate the level of the job.
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### Design Compensation: Salary Range

Data Collection Field	Description
Minimum	The lowest salary/rate that the organization is prepared to pay for an incumbent in the position. May be the starting salary for inexperienced/non-qualified hire.
Job Rate / Control Point	The salary your organization is prepared to pay for competent performance by a fully trained incumbent. This is typically the midpoint of a salary range or the highest step of a step structure.
Maximum	The highest point in the salary range or the highest step of a step structure.

### Design Compensation: Short Term (Annual Incentive)

Data Collection Field	Description
Eligible? (Y/N)	Is the position typically eligible to participate in a defined incentive plan designed to reward the individual for performance/results achieved during a period of one year or less?
Target (%)	If the position is eligible, record the target bonus rate for the position if the target bonus is communicated as a percentage of base salary. Target bonus is the level of award that an employee in this position would expect to receive if all corporate, team and individual performance goals are met.
Target (\$)	If the position is eligible, record the target bonus rate for the position if the target bonus is communicated as a dollar amount. Target bonus is the level of award that an employee in this position would expect to receive if all corporate, team and individual performance goals are met.

Discretionary	If the position is eligible and the bonus plan is "discretionary". Discretionary plans have no target bonus rate and pay out at the end of the year at the discretion of executives / the board.
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## Actual Compensation

Data Collection Field	Description
Base Salary (\$)	This is the annualized amount paid for work performed on a regular, ongoing basis. It does NOT include variable bonus or incentive payments, sales commissions, shift premiums, or overtime payments. Record on an annual, full time equivalent basis, as of April 1, 2023.
Bonus Paid (\$)	Total of all short-term incentive awards paid to the incumbent(s) for performance/results over the previous year. If the incumbent joined the organization and/or became eligible for incentive pay during the year, and the actual bonus paid was on a pro-rated basis, please advise the annualized amount (before pro-rating).

## Additional Information

Data Collection Field	Description
Comments / Additional Information	Record any information which you feel may assist in validating position matching or explaining special circumstances that influence pay.

## Aggregated Statistics

Aggregated statistics are compiled by summing compensation elements; specifically, Eckler has prepared two aggregated statistics which provide a more holistic view of an incumbent's annual compensation.

- Total Cash Design: Salary Control Point or Job Rate + Incentive Target
- Actual Total Cash: Base Salary + Bonus Paid

Where a role is not provided with an incentive, Total Cash Design is equal to the Salary Control Point or Job Rate, and Actual Total Cash is equal to Base Salary.

Information surveyed is provided in aggregated form only to ensure that (1) data for individual organizations or incumbents is not disclosed and (2) to ensure a statistically relevant sample. Eckler requires a minimum number of observations to publish compensation statistics as follows:

Statistic	Definition	Minimum Number of Data Observations
P90	90th percentile If all observations were sorted and listed from highest/largest to lowest/smallest, 10% of the observations would fall above the 90th percentile and 90% would fall below.	12
P75	75th percentile If all observations were sorted and listed from highest/largest to lowest/smallest, 25% of the observations would fall above this value and 75% would fall below.	8
P50	50 <sup>th</sup> percentile, also referred to as “median” If all observations were sorted and listed from highest/largest to lowest/smallest, 50% of the observations would fall above this value and 50% would fall below.	4
P25	25th percentile If all observations were sorted and listed from highest/largest to lowest/smallest, 75% of the observations would fall above this value and 25% would fall below.	8
P10	10th percentile If all observations were sorted and listed from highest/largest to lowest/smallest, 90% of the observations would fall above this value and 10% would fall below.	12
Average	Average The arithmetic mean of all values, calculated by adding up all the values and dividing by the number of observations.	3



## Appendix C: Benchmark Job Models

### Executives

Job Code	Job Title	Description
0000	President & Chief Executive Officer	Directs the development of short- and long-term strategic plans, operational objectives, policies, budgets, and operating plans for the organization, as approved by the Board of Directors. Establishes an organization hierarchy and delegates limits of authority to subordinate executives regarding policies, contractual commitments, expenditures, and human resource matters. Represents the organization to the financial community, industry groups, government and regulatory agencies and the general public.
0001	Chief Operating Officer	Highest ranking operations position. Reporting to the President/CEO, directs the operational elements of the organization, could include operations & engineering, customer services, metering, and information technology. Develops the short- and long-term strategic plans, directs the development of operational objectives, policies, budgets for his/her areas of accountability. The position reports directly to the President/CEO.
0002	Head of Operations and/or Engineering	Highest ranking operations/engineering position. Reporting to COO or President. Directs both the operations and engineering functions. Develops the short- and long-term strategic plans, formulates and implements plans, budgets, policies, and procedures to facilitate and improve processes. Establishes clear controls, objectives, and measures to ensure safe and appropriate delivery of power and power related services. Evaluates the feasibility of new or revised systems or procedures and oversees operations and engineering to ensure compliance with established standards.
0003	Chief Financial Officer / Head of Finance	Highest ranking financially oriented position within the company. Reporting to the President & CEO, this strategic role plans directs and controls the organization's overall financial plans, policies and accounting practices and relationships with lending institutions, shareholders, and the financial community in mid to large organizations. Provides advice and guidance for the Board of Directors on financial matters. May direct such functions as finance, general accounting, tax, payroll, customer billing, regulatory affairs, and information systems and may be responsible for Administration functions. Normally possesses a CA, CMA or CGA designation.
0004	Head of Customer Service	The highest-ranking customer service position in the utility. Provides direction for all departmental activities, services, and practices, including customer care/call centre, billing, credit, and collections. Accountable for the development, implementation, and integration of all customer service-related activities to achieve a competitive advantage through customer driven initiatives and strategies. Directs and oversees the implementation of customer service standards, policies, and procedures; manages and coordinates budgets.

0005	Head of Regulatory Affairs	Represents the organization on quality and regulatory matters before government agencies and conformity assessment bodies including providing of evidence, regulatory filings, supporting analyses, position papers, interrogatory responses, etc. Keeps abreast of on-going developments in regulatory practices affecting electrical distribution utilities. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Is responsible for the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO). Generally, reports to President & CEO or a senior executive.
0006	Head of Human Resources	The highest-ranking human resources position in the organization. Provides direction, support and alignment of organization-wide Human Resources practices and systems with the business in terms of mission, vision, and the strategic imperatives. Ensures that existing needs and future demands of internal customers are met through a cost effective and efficient HR services. Directs HR management and staff in the development and implementation of Human Resources strategy, policies and programs covering employment, negotiations & labour relations, training, compensation, organization development, performance management, benefits and may include health & safety. Provides coaching and counsel to the executive and Board of Directors.
0007	Head of Information Technology / Information Services	The top information technology related position in the organization. Provides direction, support and alignment of organization-wide information technology practices and systems with the business in terms of mission, vision, and the strategic imperatives. Ensures that existing needs and future demands of internal and external customers are met through operationally secure and well-designed technology solutions. Directs staff/vendors in the development and implementation of information technology strategy & policies. This role will oversee software development, infrastructure development, end users support, data management, cyber security, project management, IT processes and business applications.

## Administration

Job Code	Job Title	Description
1000	Executive Assistant	Performs advanced, diversified, and confidential administrative duties requiring broad knowledge of organizational policies and practices. Initiates and prepares correspondence, reports, either routine or non-routine. Screens telephone calls and visitors and resolves routine and complex inquiries. Schedules appointments, meetings, and travel itineraries. In some cases, may have responsibility for routine HR and administrative services. Records, prepares, and distributes minutes of meetings, including Board of

Director minutes. Reports to the President & CEO and may provide support to other executives.

1001	Administrative Assistant	Performs advanced, diversified, and confidential administrative duties for executives and/or senior management, requiring broad and comprehensive experience and knowledge of organizational policies and practices. Prepares correspondence, reports, either routine or non-routine. Screens telephone calls and visitors and resolves routine and complex inquiries. Schedules appointments, meetings, and travel itineraries. Reports to a senior executive or executive team.
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## Engineering

Job Code	Job Title	Description
2000	Director, Engineering	Plans and directs the overall engineering activities and engineering staff of the organization. Formulates and implements plans, budgets, policies, and procedures to facilitate and improve processes. Coordinates the creation, development, design and improvement of the organization's projects and products in conformance with established programs and objectives. Oversees plans, resources and budgets of the department aligned with business strategy.
2001	Engineering Manager / Distribution Engineer	<p>"Supervises and directs the work of an engineering division such as distribution, line design, transmission planning, distribution planning and/or civil engineering. Responsible for engineering work involving a wide scope of assignments. Handles personnel coordination and issues of the division, prepares estimates, specifications, and designs, including the supervision, planning, and scheduling of work within the division – Requires a P. Eng.</p> <p>OR</p> <p>Supervises engineering technicians or service technicians. Directs and coordinates the activities, schedules and projects of the construction and maintenance group of those involved with the distribution of electrical power from transformer substations, construction, and maintenance of distribution systems. Consults with other department management on plant design, construction, and maintenance. Prepares monthly operating reports, budget estimates, and work and materials specifications. Reviews and approves material requisitions, work authorizations and drawings for facilities. Requires a P. Eng.</p>

2002      Project Engineer      Non-supervisory position. Directs and coordinates activities related to utility engineering project work, such as smart grid systems, renewables, large utility projects, asset renewal, etc. Requires a P. Eng.

2003	Supervisor, Engineering	Supervises a small technical work group which may include CAD operators and/or engineering technicians. Coordinates the development and maintenance of engineering and construction standards and systems (GIS, AM/FM, CAD). Organizes, stores, and maintains the integrity of hard copy file records, digital formats, and mapping standards. Normally requires a C.E.T. or A.Sc. T. Typically reports to an engineering manager.
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## Operations

Job Code	Job Title	Description
2500	Director, Operations	NOT the head of function. Plans and directs all operations functions (no engineering responsibility), of the utility. Formulates and implements plans, budgets, policies, and procedures to facilitate and improve processes and establishes clear controls, objectives, and measures to ensure safe and appropriate delivery of services and clarity of roles and responsibilities. Evaluates the feasibility of new or revised systems or procedures and oversees operations to ensure compliance with established standards.
2501	Manager, Operations	NOT the head of function. Supervises, co-ordinates, directs, schedules, and controls the construction, maintenance, and personnel of the division, including budgets, transportation, equipment and material requirements and fleet management. Division responsibilities include construction, maintenance, and repair of all overhead transmission, overhead and underground distribution and may include coordination of tree trimming for geographical area assigned to the division. In smaller utilities, a professional engineer may fill this role.
2502	Manager, Control Centre	Supervises, co-ordinates, directs, schedules, and controls the control centre and technical staff. Provide leadership in the planning and coordination of the control centre relative to safety, reliability, and control of the distribution system. Is responsible for budgets, and the direct operations of the control centre approving system outages, switching and maintenance requirements to maintain and improve system reliability.

2503	Supervisor, Control Centre	Directs and supervises control centre technical staff. Provides planning and coordination of control centre scheduling and maintenance required for the safe, reliable operation and control of the distribution system, including the authorization of the operation of system devices, equipment and control access to electrical plant and substations. Approves and coordinates system outages and switching as required for maintenance and system reliability. Oversees power interruptions and emergencies with dispatch staff to affect corrective measures for isolation, emergency repairs and restoration purposes. Monitors feeder load profiles.
2504	Supervisor, Protection and Control	Responsible for the management of all Protection & Controls activities related to the installation, maintenance, and commissioning of: Protective Relaying Schemes and Station Automation Systems; SCADA System, Visual Display System and Remote Terminal Units; Operations Ethernet and system-wide Area Communications Networks; Distribution Automation Systems, Sectionalizing Devices and Remote Supervisory Controlled Devices. Prepares and administers reports, budgets, Policies and Procedures, record keeping systems.
2505	Supervisor, Station Maintenance	Responsible for the planning, coordinating both maintenance and installation of substations, as well as ensuring reliability of the underground plant, through testing and troubleshooting. Supervises, coordinate and schedule the activities of Station Maintenance Electricians and Protection and Control Technicians, Reviews work assignments, daily logs, reports, and orders. Co-ordinate crews and plan jobs, assigns work per shift, long-term work, and shift coverage to ensure the smooth flow of routine work and that all shifts are covered.
2506	Line Supervisor	Coordinates and directs the lead journey person and/or crews in the construction and maintenance of distribution lines and equipment (overhead and/or underground). Works with lead journey person to develop plans and schedules required in directing and assigning a crew or crews of skilled trade staff in performing construction, maintenance and operation of the distribution system lines in a safe and efficient manner. Supervises and coordinates subcontractors engaged in planning and executing work procedures, interpreting specifications, and managing construction.
2507	Manager, Meter Department	Supervises the overall operations of the Meter department, prepares budgets, directs the purchase and maintenance of equipment and technology related to the department. Provides direction on the supervision of meter staff, the assignment of work and productivity of staff. Supervises the work related to interactions

		with electronic meter programming and interaction with/or the operation of the MV90 or similar data collection systems.
2508	Supervisor, Meter Department	Responsible for overall operation of the Meter department, including operations, budgeting and supervision of meter technicians or other operations staff. Assigns, monitors, and inspects the daily work and productivity of the staff in metering operations to ensure timely delivery of services, maintenance of equipment and identification of issues. Develops work plans for the department that include supervising meter re-verification, new meter installs, record maintenance and monitoring of meter maintenance, damage, reporting and theft issues. Ensures compliance with technical standards for equipment. Responsible for electronic meter programming and interaction with/operation of an MV90 or similar data collection system.
2509	Manager, Continuous Improvement	Responsible for defining, measuring, and testing procedures in a company with an eye to improving operations/production/products/services efficiency. Analyzes maintains and/or improves organizational performance, using a variety of skills, such as project design, leadership, and management to ensure performance and process development and ultimately optimization. Qualifications: Engineering background.

### Supply Chain / Procurement

Job Code	Job Title	Description
3000	Director, Supply Chain Management	Responsible for the overall operation of the Procurement, Inventory, Fleet and/or Facilities programs and initiatives in the organization. Formulates and implements plans, budgets, policies, and procedures to facilitate and improve processes and establishes clear controls, objectives, and measures to ensure safe and appropriate delivery of services and clarity of roles and responsibilities. Oversees the establishment of user service level agreements and provides contract management expertise and acts as a resource for contract negotiation, review, and approval. Directs the effective capital acquisition and maintenance of the corporate fleet and/or directs the effective maintenance and capital investment of the organization's facilities and assets.

3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	Responsible for all purchasing and/or inventory and/or facilities and/or fleet for all areas of the utility. Negotiates vendor agreements and manages the tender process. May also be responsible for stores and inventory control in the warehouse. Is responsible for budgets, policies and procedures and directs the work of the purchasing or buyers and/or stores and/or facilities and/or fleet personnel. Works with the organization in setting partnership relationships to understand and meet the needs of the organization, its operations and risk associated with the effective and efficient operations of the company.
3002	Supervisor, Stores/Inventory/ Warehouse	Supervises inventory control, records, and stores operation. Orders material to maintain on-hand quantities with procurements approval. Responsible for testing safety equipment, i.e., hoses, blankets, gloves, etc., small tool and equipment repair and reconditioning. Assists procurement department in the sale of obsolete equipment and material.

#### Accounting/Finance

Job Code	Job Title	Description
4000	Controller / Director, Finance	NOT the head of function. Responsible for all financial reporting, accounting and record keeping functions. Directs the establishment and maintenance of the organization's accounting and finance principles, practices, and procedures for the maintenance of its fiscal records and the preparation of its financial reports. Directs general and property accounting, cost accounting and budgetary control. Appraises operating results in terms of costs, budgets, operating policies, trends, and increased profit opportunities. Reports to a CFO/VP Finance.
4001	Manager, Accounting	Manages the general accounting functions and the preparation of reports and statistics reflecting earnings, profits, cash balances and other financial results. Formulates and administers approved accounting practices throughout the organization to ensure that financial and operating reports accurately reflect the condition of the business and provide reliable information. Reports to Controller/Director Finance or CFO/VP Finance.

4002	Manager, Risk Management	Responsible for risk management activities including cash flow management, credit facilities management, insurance and support for credit and collection policies throughout the corporation. May be responsible for Ensuring that cash liquidity risk is managed in an appropriate fashion such that bank account balances are sufficient to meet operational, capital expenditures and debt servicing requirements while minimizing short-term borrowings or surplus investing. Provides leadership in the developing new and refining existing risk management policies to respond to changes in risk tolerances and business conditions and as financial risks are better understood in accordance with industry best practices. Reports to Head of Finance or COO or CEO.
4003	Supervisor Accounting	Coordinates activities of the payable/receivable clerks. Supervises accounts payable and receivable transactions, entries, and trial balances; responsible for the accuracy of all journal entries and reconciliation of invoices; updates credit department on account status.
4004	Financial or Business Analyst	Conducts analysis of information for budgeting, investment, and financial forecasts; applies principles of accounting to analyze past and present financial operations; estimates future revenues and expenditures; prepares budgets; develops and maintains budgeting systems; Process and prepares business transactions and reports, reconciles ledgers and sub-ledgers, cash flow projections, entry of source documents. Holds a financial designation, either CA, CMA or CGA.
4005	Accountant	Supports the organization decisions through financial information and relevant analysis. Ensure the integrity between the CS work order systems and general ledger system is maintained. Initiate corrective measures when discrepancies occur between the systems. Collect and combine information for the decision-making process by management, including financial statements and special projects as assigned (e.g., preparation of rate submission supplemental information).



## Customer Service

Job Code	Job Title	Description
5000	Director, Customer Service	NOT the head of function. Provides direction for all departmental activities, services, and practices, including customer care/call centre, billing, credit, and collections. Accountable for the implementation and integration of all customer service-related activities. Oversees the implementation of customer service standards, policies, and procedures; manages budgets; manages activities of CS managers and/or supervisory staff.
5001	Manager, Customer Service and/or Billing	NOT the head of function. Manages a team of customer service and/or billing representatives in providing information, receiving, and responding to customer inquiries, complaint, or requests. Develops and maintains customer information systems, processes and procedures including billing, credit, deposits, and collections. Liaises with representatives of other organizations and customer groups to share information and resolve administrative, organizational, and technical problems. Responds to elevated customer complaints. This function may also be responsible for coordinating meter installation/maintenance, residential electric service connections, and service calls.
5002	Supervisor, Customer Service and/or Billing and/or Collections	Supervises customer service representatives (billing clerks and/or collections clerks) and coordinates customer service programs within the framework of established customer service policies. Schedules and organizes staff to accommodate anticipated workflow from bill inquiries, delinquent accounts, re-connections and disconnections, customer deposits, etc. Recommends corrective steps to address customer issues and refers unique issues to manager for response.
5003	Key Account Specialist	Works the organizations' largest customers to ensure customer satisfaction as well as retain top customers and nurture those key relationships over time. Acts as a strategic partner and advisor to the client, providing services, resolving complaints and where appropriate discovering new opportunities, growing the business, and meeting customer needs.

## Communications

Job Code	Job Title	Description
5500	Director, Communications	Directs the development, management, and execution of internal and external corporate communications strategies for the company, and marketing and public relations initiatives. Acts as the Chief Spokesperson for the organization. Leads the management and development of the corporate brand and identity. Oversees the development, production and distribution of corporate publications including, but not limited to, the annual report, customer newsletters, information brochures, bill inserts, Green marketing materials, employee newsletters and media releases. Directs the development and management of the company's external (corporate internet site) and internal (corporate intranet site) web presence and strategy. Oversees the management and execution of internal and external corporate events as well as community-relations activities such as sponsorship and donation programs.
5501	Manager, Communications	Responsible for managing the development and implementation of all customer communications initiatives as well as the marketing communications expertise and support required for the successful delivery of the customer communications. Communication materials may include, but are not limited to, customer newsletters, information brochures, bill form design, employee intranet, LCD information monitors, and website communications. Working in conjunction with Regulatory Affairs, develop materials or other communication methods to communicate regulatory changes/issues that may directly impact the customer. Manages event planning for internal and external company events.
5502	Communications Specialist	Responsible for providing communications support for internal and external communications. Evaluates and utilizes best platform for communication, including social media. Keeps current of industry and communication trends, monitoring communication efficacy and data as available to support the communications team by providing input to the overall communications plan. Assists in the development of key messages, composing press releases and preparing other communications materials (including website).

## Regulatory Affairs

Job Code	Job Title	Description
6000	Director, Regulatory Affairs	NOT the head of function. Supports the VP or may represent the organization on regulatory matters before government agencies and conformity assessment bodies including providing of evidence, regulatory filings, supporting analyses, position papers, interrogatory responses, etc. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Is responsible for or supports the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO).
6001	Manager, Regulatory Affairs	NOT the head of function. Manages the organization's regulatory staff, programs, and activities to ensure compliance. Assists the organization on quality and regulatory matters before government agencies, providing research and analyses. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Coordinates the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO).
6002	Regulatory Accountant	Ensures that the accounting activities for regulatory financial reporting are in compliance with all Ontario Energy Board (OEB) policies and guidelines. Act as a key resource to provide expert advice and recommendations in the implantation of all OEB, OPA and IESO codes and regulations in order to ensure corporate compliance. Track and reconcile all OEB accounts, including business rationale for changes in balances, cost side of accounts subject to prudency review (i.e., conservation, smart meters) and the cost side of Ontario Power Authority (OPA) programs.

## Conservation/Demand

Job Code	Job Title	Description
7000	Settlement or Rate Analyst	Responsible for recording, creating, analyzing, processing and reconciling metering data. Operates and administers an MV-90 or similar data collection system, downloading, validating, editing, estimating, and processing interval meter-related information. Has in-depth understanding of commercial billing practices, the IMO and the OEB's Retail Settlement Code. Analyses rates using rate sensitivity models and develops appropriate rate structures, using the specific models.

## Information Systems/Technology

Job Code	Job Title	Description
8000	Director, Information Systems	Accountable for operations and alignment of the Information and Telecommunication Systems with the business in terms of organization objectives and imperatives. Ensures that existing needs and future demands of internal and external customers are met through a cost effective and efficient information and telecommunication infrastructure. Oversees IS management in areas of computer operations, systems planning, design, security, programming, and telecommunications. Reviews and evaluates project feasibility and needs based upon management's and business requirements and priorities. Develops departmental plans, strategy, budgets, and resource requirements. Typically reports to the Chief IT role or may report directly to the CEO and/or CFO.
8001	Manager, Information Systems	Manages and directs staff in areas of computer operations, systems planning, design, programming, and telecommunications. Develops and maintains systems standards and procedures and assigns work to department staff. Reviews and evaluates project feasibility and needs based upon management's and business requirements and priorities. Develops departmental plans, project plans, budgets, and resource requirements.

8002	Systems and/or Program Administrator / Applications and/or Systems Support Professional	Responsible for maintenance of software systems including system analysis, programming and design, updates, and changes. Makes a preliminary study of new applications and recommendations to implement them, including hardware and software. Troubleshoots and corrects problems in existing programs, other than normal problems, usually caused by changes of software or hardware.
8003	Manager Information Security	Oversees all initiatives that concern the overall security of an organization's technology assets and information. Defines strategies, policies, and procedures to ensure the integrity, confidentiality, and availability of the organization's information. Manages and maintains the organization's cyber security systems and infrastructure as well as the organization's IT systems and computer networks against cyber-attacks, intrusions, malware, and various types of data breaches. Oversees the implementation of continued security improvements. Initiates auditing of current systems and risk assessments.
8004	Network Specialist/Manager/Engineer	Designs integrated IT infrastructure systems to support the organization's business needs. Analyzes and interprets business needs and delivers network solutions. Designs, installs, configures, and supports IT networks, including maintenance and troubleshooting. Develops and maintains documentation/policy relating to procedures, processes, and standards. Plans, tests, and implements upgrades and patches for networking equipment. Tunes network hardware and software to ensure optimum performance, resource utilization, and capabilities enhancement (technology strategy and road maps).

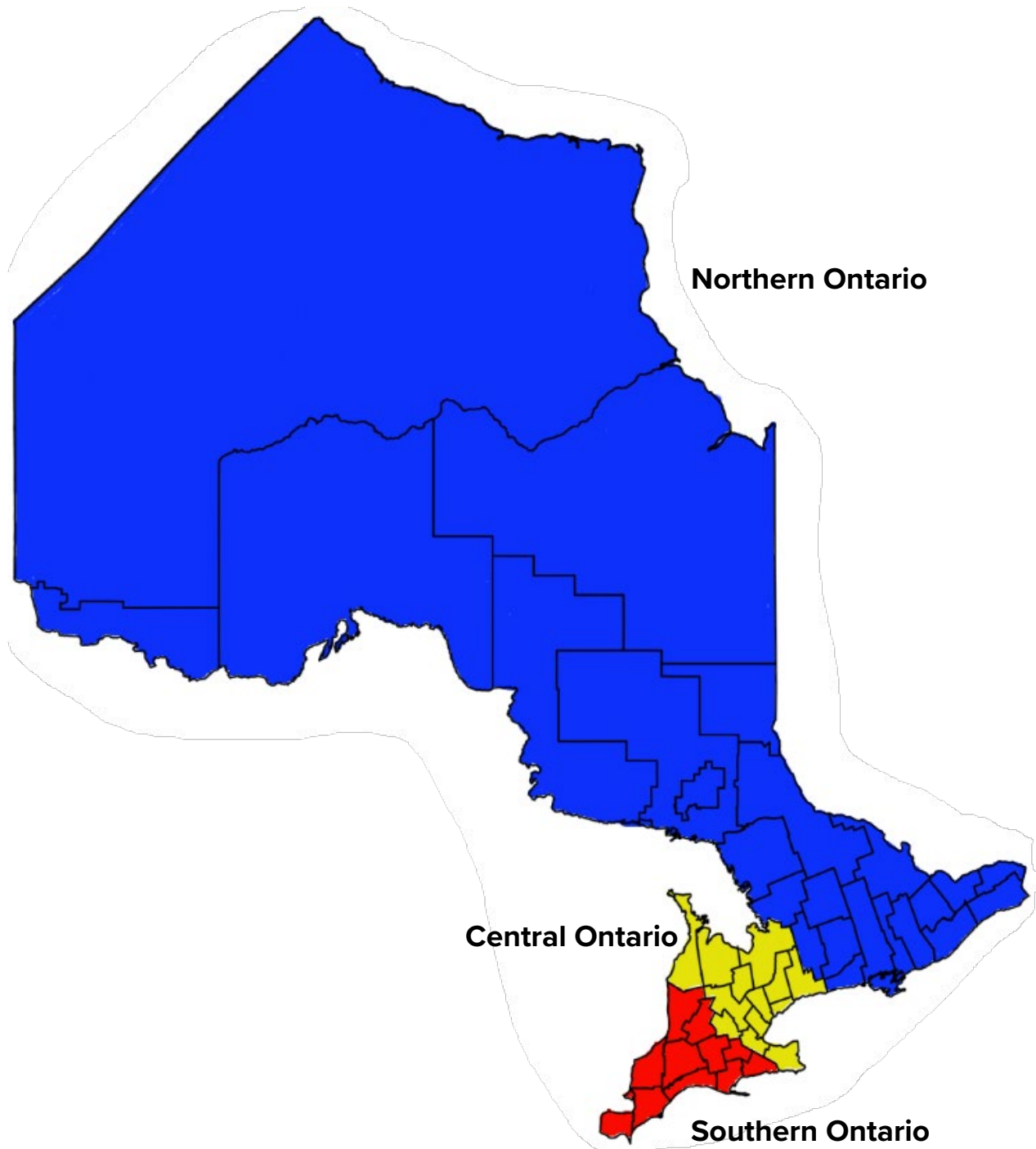
## Human Resources

Job Code	Job Title	Description
9000	Human Resources Manager	NOT the head of function. Develops and implements human resources programs, including compensation, benefits, recruitment, performance management, labour relations/negotiations, training, and development, assists in policy development, HR planning, record keeping or payroll etc. May supervise a team of HR professionals or support staff. Reports to a senior HR professional (Director or VP or equivalent).
9001	Human Resources Generalist	Assists in the development and implementation of human resources policies and programs by providing support and guidance to managers and employees in the areas of compensation, labour relations, employee relations, performance management, benefits, recruitment, training and HRIS systems. Acts as a business partner to the organization in the areas of human capital. May assist in the preparation of negotiations.
9002	Human Resources Coordinator	Administrative support to one or more functional areas of HR and/or Safety. Processes, coordinates, and enters into a HRIS or other system, a variety of documents including employment applications, benefits, compensation and payroll changes and confidential employee information. Responds to routine employment questions and distributes and maintains manuals and employee program communications.
9003	Payroll	Performs the payroll coordination and administration. Maintains the organizations internal or external payroll system. Prepares monthly requisitions for WSIB, Employee Health Tax, Receiver General, OMERS Pension and Union Dues. Administers employee pension program and provides pension calculation estimates as requested. Reconciles monthly payroll for year-end finance procedures. Prepares annual T4's and T4A's and OMERS Pension and respond to inquiries from employees and pensioners regarding the pension plan.
9004	Manager, Health & Safety	Accountable for the development and implementation of occupational health, safety, and environmental programs, including training, maintenance of safe working conditions, investigation and reporting of workplace accidents. Also identifies areas of potential risk and makes recommendations to reduce or eliminate potential accident or health hazards in compliance with government regulations.

## Non-Regulated Business – Business Development Roles

Job Code	Job Title	Description
N001	Executive Role - Non-Regulated Business	Reporting to either/or the CEO or the Board, this role is responsible for non-regulated revenue streams, and achieving growth/revenue targets for the organization. This includes the development of new offerings, enhancing existing offerings or creating value for clients by diversifying the organization's services. They are responsible for maintaining and growing client relationships as well as building relationships with additional clients in the market. May be supported by analytical staff or more junior business development roles.
N002	Non-Executive Role - Non-Regulated Business	Reporting to an executive within an LDC or an executive in a sister/nonregulated company, this role is responsible for non-regulated revenue generation. They will have growth/revenue targets for the organization and are focused on maintaining/growing relationships with clients by enhancing existing offerings or creating value by diversifying the organization's services. They may also support the development of additional market offerings.

## Appendix D: Region Map





## Appendix E: About Eckler

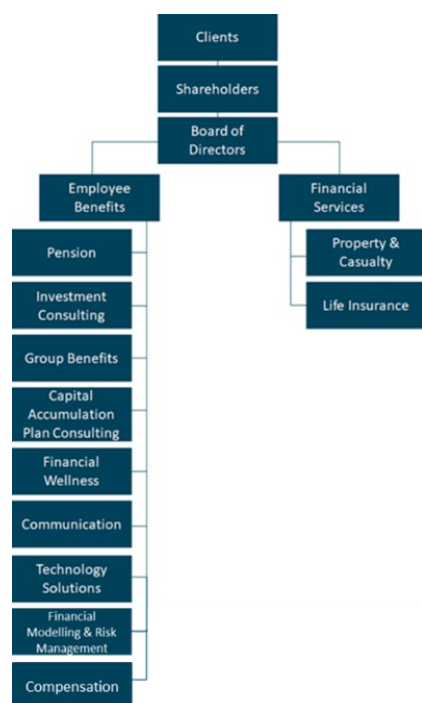
Established in 1927, Eckler Ltd. is one of the longest-established and most respected consulting and actuarial practices in Canada. With over 300 employees, we are the largest independent benefits and pensions consulting firm in the country. Our head office is located in Toronto, with additional offices in Winnipeg, Vancouver, Montreal, Quebec City, and Halifax; and two offices in the Caribbean (Jamaica and Barbados). In November 2021, Eckler was recognized by Waterstone Human Capital as one of Canada's Most Admired Corporate Cultures for 2021. We have once again been awarded this honour in 2022. Eckler have always been guided by our democratic culture of trust and commitment to purpose.

We have evolved from a strictly actuarial firm to a fully integrated consulting practice, offering a complete range of employee benefit services including group benefits consulting, investment consulting, asset/liability modelling, technology solutions, communication and change management consulting, defined contribution plan consulting, compensation consulting, as well as financial wellbeing education.

We are a privately-owned company with Principal Shareholders who are actively involved in our consulting practice. Each Shareholder owns an equal number of shares in the firm, which ensures a highly democratic and equitable distribution of authority and responsibility. This operational structure helps us to maintain a strong entrepreneurial culture while ensuring stability.

Eckler has a unique organizational structure that consists of two distinct business units:

- Employee benefits which provides consulting services primarily to sponsors of pension and benefits plans; and
- Financial services, which consults primarily to insurance and other financial services companies.



## Compensation Experience with Surveys

Understanding compensation, and specialized fields and industries can be very challenging. As a result, many sectors opt to conduct surveys that are specific to their own sector to obtain a clearer picture of the available talent in the market, and the cost of that talent. With high inflation, and a shrinking labour pool in Canada for many professions, and a growing trend of needing to compete on a regional or even national level when work is remote/hybrid enabled, organizations are facing unprecedented challenges to attract, recruit, and retain talent.

We have supported many organizations in developing programs that recognize workforces being a significant asset, and designing total rewards programs and communications plans that better position their total rewards strategically. In all our projects, our insights and program development are based upon reliable industry data which is a core deliverable of this project.

Our compensation team is located in Toronto, Vancouver, and Montreal, with several of the staff members having experience in running large scale national surveys, as well as specific industry or profession surveys. In addition to our core consulting team, we also have communications and technology solutions that may be useful to leverage for communicating data insights, and assisting in how the data should be published.

Examples of surveys led by our consulting staff previously:

- National Compensation Database – over 700 organizations, including multinational corporations and 600,000+ incumbents
- Canadian post secondary institutions survey – over 50 participants focused on executive compensation data
- Wealth Management survey – approximately 30 participants annually with a focus on 40 jobs, specializing in mutual fund sales
- Credit Union Surveys
- Healthcare surveys – focusing on several benchmark roles specific to primary care delivery and organizations in Ontario but also some nationally

Need more information about Eckler or have a question about this report?

Contact [compconsulting@eckler.ca](mailto:compconsulting@eckler.ca) and an Eckler colleague will respond to you.

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## Job Markets

The MEARIE Group - 2023 Management Salary Survey - Results



Job Code	Job Title	Grouping	Nb. of Incumbents	Quality of Match			Base Salary				
				+	=	-	P75	P50	P25	Average	N
0000	President & Chief Executive Officer	AlI	31	2	29	0	\$294,800	\$265,000	\$202,900	\$260,400	31
0001	Chief Operating Officer	AlI	8	3	4	1	\$191,100	\$184,700	\$176,200	\$183,100	8
0002	Head of Operations and/or Engineering	AlI	22	1	19	2	\$208,200	\$191,000	\$160,300	\$188,100	22
0003	Chief Financial Officer / Head of Finance	AlI	32	7	24	1	\$208,300	\$182,300	\$153,800	\$179,500	32
0004	Head of Customer Service	AlI	7	3	4	0	-	\$164,000	-	\$173,000	7
0005	Head of Regulatory Affairs	AlI	8	4	4	0	\$205,100	\$184,200	\$163,800	\$188,800	8
0006	Head of Human Resources	AlI	17	4	12	1	\$182,000	\$160,100	\$144,700	\$175,200	17
0007	Head of Information Technology / Information Services	AlI	13	2	11	0	\$183,500	\$165,600	\$155,000	\$178,700	13
1000	Executive Assistant	AlI	25	2	21	2	\$93,400	\$85,000	\$78,900	\$86,500	24
1001	Administrative Assistant	AlI	15	2	12	1	\$76,000	\$73,300	\$70,400	\$73,800	14
2000	Director, Engineering	AlI	10	4	6	0	\$171,100	\$152,300	\$144,800	\$162,100	10
2001	Engineering Manager / Distribution Engineer	AlI	28	4	23	1	\$142,900	\$133,500	\$124,600	\$133,700	27
2002	Project Engineer	AlI	14	1	12	1	\$123,700	\$105,500	\$100,900	\$111,300	14
2003	Supervisor, Engineering	AlI	14	3	9	2	\$125,600	\$118,800	\$112,700	\$120,000	14
2500	Director, Operations	AlI	12	4	8	0	\$163,100	\$149,300	\$144,200	\$158,200	12
2501	Manager, Operations	AlI	25	1	24	0	\$144,900	\$135,000	\$126,400	\$133,900	24
2502	Manager, Control Centre	AlI	5	1	4	0	-	\$150,000	-	\$140,800	5
2503	Supervisor, Control Centre	AlI	8	2	6	0	\$133,200	\$118,700	\$114,200	\$121,200	8
2504	Supervisor, Protection and Control	AlI	6	0	6	0	-	\$121,000	-	\$119,600	6
2505	Supervisor, Station Maintenance	AlI	7	1	6	0	-	\$119,300	-	\$120,100	6
2506	Line Supervisor	AlI	26	2	23	1	\$121,000	\$117,100	\$111,100	\$117,200	26
2507	Manager, Meter Department	AlI	8	2	6	0	\$127,600	\$126,300	\$123,000	\$124,600	8
2508	Supervisor, Meter Department	AlI	10	2	7	1	\$119,800	\$111,200	\$105,400	\$113,000	10
2509	Manager, Continuous Improvement	AlI	5	0	5	0	-	\$129,600	-	\$124,300	5
3000	Director, Supply Chain Management	AlI	5	1	3	1	-	\$147,400	-	\$149,100	5
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	AlI	15	2	9	4	\$135,100	\$120,300	\$109,700	\$122,200	15
3002	Supervisor, Stores/Inventory/Warehouse	AlI	10	1	6	3	\$120,400	\$105,100	\$102,000	\$107,100	10
4000	Controller / Director, Finance	AlI	13	2	11	0	\$155,000	\$144,200	\$139,100	\$147,200	13
4001	Manager, Accounting	AlI	13	3	8	2	\$140,100	\$130,300	\$112,400	\$125,000	13
4002	Manager, Risk Management	AlI	4	1	2	1	-	\$130,000	-	\$141,000	4
4003	Supervisor Accounting	AlI	13	4	9	0	\$118,900	\$108,500	\$105,600	\$108,800	13
4004	Financial or Business Analyst	AlI	21	3	17	1	\$99,500	\$95,600	\$91,000	\$94,500	21
4005	Accountant	AlI	8	2	6	0	\$98,900	\$94,100	\$83,900	\$96,300	8
5000	Director, Customer Service	AlI	10	3	5	2	\$162,100	\$146,300	\$121,300	\$144,900	9
5001	Manager, Customer Service and/or Billing	AlI	23	2	19	2	\$120,200	\$113,400	\$95,500	\$110,000	23
5002	Supervisor, Customer Service and/or Billing and/or Collections	AlI	22	2	18	2	\$104,700	\$98,800	\$91,000	\$97,100	22
5003	Key Account Specialist	AlI	4	1	3	0	-	\$110,400	-	\$110,800	4
5500	Director, Communications	AlI	5	2	3	0	-	\$147,000	-	\$144,500	5
5501	Manager, Communications	AlI	9	1	6	2	\$127,700	\$118,200	\$109,800	\$113,100	9
5502	Communications Specialist	AlI	18	4	13	1	\$90,700	\$82,100	\$76,700	\$83,200	18
6000	Director, Regulatory Affairs	AlI	8	3	5	0	\$167,700	\$144,300	\$141,600	\$149,400	8
6001	Manager, Regulatory Affairs	AlI	12	0	10	2	\$133,400	\$126,700	\$113,000	\$125,200	12
6002	Regulatory Accountant	AlI	11	1	9	1	\$99,900	\$97,300	\$92,100	\$98,000	11
7000	Settlement or Rate Analyst	AlI	5	0	4	1	-	\$97,300	-	\$97,900	5
8000	Director, Information Systems	AlI	9	4	5	0	\$164,600	\$150,200	\$134,000	\$149,400	9
8001	Manager, Information Systems	AlI	18	1	16	1	\$134,300	\$132,600	\$127,900	\$129,800	18
8002	Systems and/or Program Administrator / Applications and/or Systems Support	AlI	19	2	15	2	\$109,000	\$104,900	\$84,400	\$98,400	18
8003	Manager Information Security	AlI	10	0	8	2	\$133,000	\$129,400	\$123,900	\$125,800	10
8004	Network Specialist/Manager/Engineer	AlI	10	0	9	1	\$112,300	\$108,000	\$89,100	\$102,000	10
9000	Human Resources Manager	AlI	13	2	8	3	\$139,700	\$126,200	\$113,400	\$124,400	13
9001	Human Resources Generalist	AlI	14	3	9	2	\$99,000	\$93,500	\$85,600	\$93,000	14
9002	Human Resources Coordinator	AlI	10	2	8	0	\$82,000	\$76,500	\$72,500	\$74,700	10
9003	Payroll	AlI	14	1	12	1	\$90,900	\$88,600	\$81,900	\$88,500	14
9004	Manager, Health & Safety	AlI	19	6	12	1	\$134,900	\$128,500	\$109,800	\$123,100	19
N001	Executive Role - Non Regulated Business	AlI	5	0	4	1	-	\$198,000	-	\$205,700	5
N002	Non-Executive Role - Non Regulated Business	AlI	4	0	4	0	-	\$110,400	-	\$134,400	4





Sal ar y Range M ni num					Job Rat e					Sal ar y Range Maxi mum					Target Incent i ve %					
P75	P50	P25	Aver age	N	P75	P50	P25	Aver age	N	P75	P50	P25	Aver age	N	P75	P50	P25	Aver age	N	P75
\$239,300	\$207,500	\$153,800	\$201,600	28	\$284,000	\$251,000	\$181,600	\$250,300	30	\$305,400	\$267,800	\$200,300	\$261,800	28	38.45%	26.25%	19.16%	28.60%	23	\$404,300
-	\$158,200	-	\$152,500	7	\$206,800	\$192,500	\$168,100	\$185,200	8	-	\$205,400	-	\$196,500	7	-	12.43%	-	12.21%	6	\$224,000
\$169,700	\$151,700	\$137,800	\$153,400	21	\$199,600	\$179,900	\$157,000	\$180,700	22	\$218,000	\$200,100	\$183,500	\$206,100	21	23.05%	15.44%	7.84%	18.54%	20	\$242,300
\$159,600	\$144,300	\$121,800	\$146,700	32	\$197,300	\$176,400	\$146,400	\$173,900	32	\$216,100	\$186,200	\$158,300	\$193,300	32	22.39%	15.47%	12.19%	16.85%	24	\$228,000
-	\$127,100	-	\$139,200	7	-	\$171,100	-	\$170,300	7	-	\$182,000	-	\$188,200	7	-	14.56%	-	18.74%	7	-
\$173,000	\$149,900	\$134,500	\$154,100	8	\$198,200	\$176,500	\$156,100	\$180,100	8	\$221,300	\$202,200	\$172,400	\$204,600	8	-	21.10%	-	19.66%	7	\$260,300
\$153,200	\$135,600	\$118,000	\$140,000	17	\$178,200	\$157,200	\$144,100	\$167,100	17	\$198,000	\$173,400	\$160,100	\$189,000	17	21.72%	14.95%	10.31%	18.00%	15	\$208,500
\$156,000	\$140,100	\$124,800	\$144,800	13	\$179,700	\$164,800	\$152,600	\$173,200	13	\$189,500	\$179,300	\$169,600	\$190,200	13	22.92%	17.83%	9.75%	16.01%	12	\$214,300
\$74,700	\$71,500	\$66,100	\$71,200	24	\$92,000	\$84,700	\$77,800	\$85,200	24	\$104,100	\$97,100	\$82,400	\$93,900	24	7.29%	5.45%	4.17%	5.52%	15	\$98,500
\$64,200	\$61,200	\$54,500	\$60,500	14	\$77,500	\$70,400	\$67,300	\$71,900	14	\$88,000	\$75,300	\$72,700	\$79,700	14	5.61%	4.54%	3.07%	5.66%	9	\$83,200
\$151,700	\$124,700	\$117,900	\$134,700	10	\$171,900	\$156,600	\$144,600	\$161,400	10	\$180,600	\$172,800	\$154,900	\$178,100	10	-	14.18%	-	13.23%	7	\$184,800
\$117,800	\$112,400	\$107,000	\$111,500	26	\$136,600	\$132,400	\$123,300	\$132,300	27	\$155,200	\$144,900	\$135,400	\$146,100	26	10.12%	6.75%	4.73%	8.16%	20	\$155,200
\$95,700	\$89,200	\$82,700	\$89,800	14	\$117,300	\$109,700	\$99,300	\$109,000	14	\$125,800	\$118,800	\$111,700	\$120,000	14	6.81%	5.18%	3.90%	5.30%	10	\$124,900
\$104,400	\$95,600	\$93,200	\$100,400	14	\$125,800	\$116,600	\$113,400	\$119,600	14	\$141,600	\$134,800	\$126,600	\$133,600	14	8.53%	5.00%	3.72%	6.52%	11	\$133,400
\$126,300	\$118,400	\$115,900	\$125,200	12	\$151,800	\$143,200	\$133,000	\$148,600	12	\$172,700	\$158,100	\$147,800	\$167,500	12	14.52%	13.43%	7.05%	15.88%	8	\$185,400
\$115,500	\$110,600	\$104,900	\$110,800	23	\$135,200	\$130,300	\$121,400	\$130,200	24	\$158,300	\$138,600	\$131,600	\$144,600	23	9.04%	7.28%	5.00%	8.68%	16	\$151,400
-	\$117,000	-	\$110,700	5	-	\$130,800	-	\$135,600	5	-	\$150,200	-	\$150,900	5	-	9.69%	-	9.01%	5	-
\$103,600	\$97,500	\$93,200	\$101,300	8	\$124,200	\$112,100	\$108,000	\$115,600	8	\$133,700	\$121,900	\$118,500	\$124,100	8	-	5.00%	-	6.97%	5	\$136,100
-	\$96,100	-	\$99,100	6	-	\$116,100	-	\$117,500	6	-	\$124,900	-	\$124,700	6	-	4.67%	-	6.11%	5	-
-	\$96,000	-	\$103,500	6	-	\$112,500	-	\$116,800	6	-	\$120,000	-	\$124,600	6	-	-	-	6.18%	3	-
\$98,900	\$96,100	\$91,300	\$95,500	24	\$118,500	\$113,400	\$108,700	\$113,100	25	\$136,300	\$122,400	\$117,300	\$124,600	24	7.44%	5.39%	4.69%	6.56%	18	\$125,700
\$105,600	\$99,600	\$97,100	\$100,500	8	\$122,100	\$120,300	\$118,800	\$121,800	8	\$136,800	\$133,300	\$129,400	\$132,400	8	-	8.24%	-	8.44%	6	\$137,800
\$96,300	\$94,200	\$89,600	\$96,200	10	\$118,700	\$110,700	\$104,500	\$113,500	10	\$124,000	\$119,500	\$114,600	\$122,900	10	7.56%	6.09%	3.93%	5.57%	8	\$120,000
-	\$111,800	-	\$109,700	5	-	\$134,000	-	\$131,400	5	-	\$154,100	-	\$152,700	5	-	9.17%	-	9.58%	4	-
-	\$108,400	-	\$119,700	5	-	\$130,800	-	\$143,000	5	-	\$156,500	-	\$158,100	5	-	10.79%	-	10.44%	4	-
\$107,400	\$98,300	\$89,600	\$99,100	14	\$127,900	\$118,200	\$102,600	\$116,400	15	\$144,400	\$131,100	\$113,900	\$130,900	14	9.40%	7.00%	5.39%	6.94%	11	\$140,400
\$97,400	\$88,900	\$83,700	\$89,400	10	\$116,000	\$108,100	\$98,400	\$107,900	10	\$135,800	\$114,300	\$104,600	\$116,600	10	6.94%	4.56%	3.43%	6.45%	8	\$123,300
\$131,000	\$115,000	\$108,200	\$120,200	13	\$157,200	\$142,800	\$135,200	\$146,500	13	\$187,400	\$164,300	\$147,000	\$166,500	13	14.16%	10.19%	7.21%	10.02%	12	\$176,700
\$107,300	\$98,400	\$94,600	\$102,600	13	\$134,200	\$121,400	\$117,400	\$125,300	13	\$144,900	\$133,600	\$121,400	\$136,300	13	10.07%	8.60%	6.00%	9.04%	9	\$149,300
-	\$99,100	-	\$108,700	4	-	\$128,200	-	\$138,000	4	-	\$143,100	-	\$158,800	4	-	-	-	12.73%	3	-
\$95,000	\$91,500	\$89,100	\$89,300	13	\$116,700	\$107,700	\$100,800	\$106,700	13	\$123,800	\$118,900	\$108,400	\$118,900	13	7.50%	5.47%	4.85%	6.24%	9	\$122,100
\$82,900	\$80,300	\$76,100	\$79,700	20	\$101,500	\$96,800	\$93,800	\$96,700	21	\$113,700	\$106,900	\$98,100	\$106,000	20	6.77%	4.27%	2.73%	5.19%	15	\$101,700
\$88,100	\$77,200	\$71,100	\$79,200	8	\$97,300	\$90,600	\$84,800	\$91,600	8	\$113,900	\$102,100	\$92,100	\$104,700	8	-	7.00%	-	8.00%	5	\$106,100
\$141,900	\$125,400	\$119,300	\$129,600	8	\$173,100	\$145,200	\$134,000	\$150,800	9	\$173,400	\$169,700	\$147,000	\$174,600	8	14.56%	12.38%	8.00%	11.05%	8	\$167,400
\$100,800	\$96,200	\$83,900	\$92,800	23	\$119,800	\$117,400	\$104,900	\$110,200	23	\$136,400	\$125,400	\$109,600	\$121,600	23	9.20%	7.78%	4.88%	7.10%	15	\$130,300
\$93,200	\$88,900	\$76,800	\$84,500	21	\$108,200	\$103,500	\$89,000	\$100,200	22	\$123,800	\$112,500	\$103,500	\$112,000	21	8.84%	5.36%	3.71%	6.34%	14	\$109,000
-	\$88,000	-	\$88,700	4	-	\$110,000	-	\$108,300	4	-	\$123,900	-	\$121,800	4	-	-	-	3.18%	3	-
-	\$114,100	-	\$117,100	5	-	\$142,700	-	\$141,100	5	-	\$150,500	-	\$159,300	5	-	11.06%	-	10.53%	4	-
\$105,700	\$100,900	\$89,700	\$96,000	9	\$128,500	\$119,600	\$118,700	\$116,800	9	\$133,600	\$128,500	\$120,400	\$126,100	9	-	6.18%	-	6.07%	6	\$130,500
\$77,900	\$71,600	\$64,500	\$71,700	18	\$97,800	\$84,800	\$78,100	\$86,800	18	\$109,000	\$94,000	\$85,400	\$96,500	18	5.62%	4.80%	2.12%	4.83%	15	\$94,900
\$143,300	\$119,000	\$112,500	\$123,500	8	\$164,800	\$142,700	\$135,700	\$145,600	8	\$174,200	\$162,800	\$146,600	\$161,800	8	-	12.99%	-	11.50%	7	\$183,500
\$108,500	\$105,700	\$97,400	\$106,300	11	\$133,800	\$119,600	\$113,900	\$123,900	12	\$139,200	\$131,700	\$122,000	\$135,800	11	9.00%	5.13%	5.00%	8.85%	9	\$140,600
\$83,600	\$80,800	\$78,200	\$80,100	11	\$100,700	\$97,000	\$91,200	\$96,800	11	\$119,100	\$111,500	\$99,600	\$111,400	11	10.28%	6.36%	4.90%	7.53%	8	\$103,500
-	\$84,200	-	\$83,800	5	-	\$100,000	-	\$101,300	5	-	\$114,900	-	\$113,300	5	-	4.05%	-	7.36%	4	-
\$140,800	\$120,200	\$112,700	\$125,500	9	\$165,600	\$150,200	\$143,800	\$151,700	9	\$177,200	\$173,400	\$151,200	\$170,500	9	13.88%	10.57%	6.60%	10.51%	9	\$182,000
\$112,400	\$107,200	\$103,100	\$105,500	18	\$133,800	\$127,300	\$122,100	\$126,100	18	\$143,900	\$135,300	\$132,500	\$137,300	18	8.87%	6.81%	5.16%	6.88%	11	\$144,500
\$89,500	\$79,400	\$73,300	\$80,700	18	\$109,000	\$101,400	\$88,400	\$98,200	18	\$113,700	\$108,100	\$100,800	\$108,300	18	6.78%	6.59%	3.32%	5.70%	12	\$114,000
\$106,900	\$104,400	\$99,500	\$103,300	10	\$133,900	\$129,600	\$119,800	\$124,500	10	\$150,800	\$133,000	\$131,300	\$136,800	10	8.85%	8.00%	4.33%	7.19%	9	\$143,700
\$91,100	\$81,000	\$76,300	\$83,500	10	\$104,500	\$99,800	\$96,400	\$101,200	10	\$116,200	\$112,800	\$112,100	\$112,500	10	6.92%	5.51%	4.08%	5.59%	10	\$118,300
\$111,800	\$108,400	\$96,400	\$104,100	13	\$133,600	\$121,900	\$117,200	\$124,500	13	\$139,700	\$135,500	\$126,200	\$137,000	13	9.15%	7.61%	4.79%	8.59%	9	\$139,700
\$84,200	\$82,300	\$76,600	\$81,500	14	\$105,200	\$98,200	\$91,300	\$98,100	14	\$109,100	\$105,100	\$98,200	\$106,600	14	4.97%	3.32%	2.34%	5.91%	10	\$104,300
\$71,400	\$67,000	\$64,500	\$66,300	10	\$84,400	\$80,800	\$77,100	\$79,800	10	\$95,800	\$89,600	\$84,500	\$88,600	10	6.01%	4.02%	3.36%	4.48%	8	\$85,200
\$75,900	\$72,200	\$72,000	\$72,300	14	\$93,300	\$89,800	\$84,700	\$87,900	14	\$107,900	\$98,500	\$89,600	\$99,500	14	7.11%	5.00%	3.43%	5.42%	11	\$96,700
\$108,100	\$100,900	\$90,600	\$101,500	19	\$132,100	\$121,900	\$109,300	\$122,300	19	\$149,800	\$133,600	\$124,500	\$137,400	19	15.00%	8.20%	5.66%	10.87%	14	\$150,300
-	\$158,400	-	\$172,700	5	-	\$200,500	-	\$208,000	5	-	\$211,100	-	\$237,500	5	-	14.42%	-	19.19%	4	-
-	\$97,500	-	\$121,200	4	-	\$112,200	-	\$143,400	4	-	\$126,900	-	\$163,000	4	-	-	-	9.45%	3	-



Act ual    Tot al    Cash				Tot al    Cash    Desi gn				
P50	P25	Aver age	N	P75	P50	P25	Aver age	N
\$314,000	\$216,600	\$325,900	31	\$386,000	\$311,500	\$201,100	\$313,800	30
\$206,000	\$180,400	\$200,700	8	\$223,200	\$204,600	\$186,600	\$203,800	8
\$207,500	\$171,500	\$223,000	22	\$240,400	\$207,000	\$166,000	\$215,000	22
\$207,500	\$162,400	\$204,800	32	\$242,100	\$202,700	\$157,300	\$203,900	32
\$183,700	-	\$210,300	7	-	\$198,400	-	\$201,800	7
\$232,100	\$172,200	\$225,000	8	\$261,300	\$208,100	\$176,500	\$219,500	8
\$177,000	\$166,300	\$205,600	17	\$198,400	\$180,500	\$159,500	\$195,200	17
\$203,500	\$159,500	\$207,200	13	\$211,000	\$188,000	\$164,300	\$202,600	13
\$89,800	\$80,800	\$89,600	24	\$94,500	\$89,300	\$81,000	\$88,400	24
\$75,300	\$73,400	\$76,600	14	\$80,400	\$73,800	\$68,900	\$74,500	14
\$165,400	\$155,400	\$179,000	10	\$184,900	\$174,000	\$154,000	\$178,200	10
\$139,400	\$129,600	\$142,200	27	\$149,500	\$140,600	\$125,600	\$140,700	27
\$111,800	\$105,500	\$115,300	14	\$125,400	\$112,700	\$105,000	\$114,300	14
\$124,900	\$118,400	\$126,000	14	\$131,500	\$124,900	\$118,900	\$125,500	14
\$162,700	\$147,800	\$178,000	12	\$171,400	\$157,500	\$133,000	\$163,300	12
\$142,100	\$127,200	\$142,000	24	\$148,700	\$137,600	\$126,200	\$138,700	24
\$158,200	-	\$153,500	5	-	\$150,200	-	\$147,100	5
\$118,700	\$116,300	\$126,700	8	\$127,800	\$118,400	\$109,700	\$120,600	8
\$126,300	-	\$125,500	6	-	\$125,100	-	\$124,000	6
\$120,000	-	\$124,400	6	-	\$118,900	-	\$121,900	6
\$122,000	\$117,200	\$122,500	26	\$125,900	\$118,800	\$110,300	\$118,500	25
\$135,100	\$129,400	\$132,500	8	\$132,700	\$129,200	\$125,700	\$130,100	8
\$117,900	\$113,300	\$118,000	10	\$124,100	\$119,000	\$110,300	\$120,000	10
\$140,600	-	\$133,200	5	-	\$147,000	-	\$142,200	5
\$167,600	-	\$162,400	5	-	\$152,900	-	\$155,300	5
\$123,700	\$112,300	\$128,700	15	\$137,200	\$122,800	\$106,900	\$123,800	15
\$114,400	\$105,300	\$112,600	10	\$127,900	\$111,700	\$99,700	\$113,500	10
\$160,600	\$147,700	\$161,000	13	\$179,800	\$162,600	\$143,900	\$161,400	13
\$132,100	\$116,600	\$133,200	13	\$148,200	\$131,200	\$119,100	\$133,800	13
\$145,400	-	\$155,100	4	-	\$137,900	-	\$152,700	4
\$114,600	\$105,600	\$113,500	13	\$118,900	\$111,300	\$100,800	\$111,500	13
\$97,600	\$91,000	\$98,200	21	\$107,300	\$102,500	\$93,800	\$100,800	21
\$95,400	\$87,100	\$102,100	8	\$101,900	\$90,600	\$88,000	\$96,100	8
\$163,700	\$134,200	\$159,300	9	\$182,400	\$164,100	\$145,200	\$165,500	9
\$118,400	\$97,100	\$115,400	23	\$127,700	\$119,100	\$107,500	\$116,200	23
\$105,200	\$94,500	\$101,000	22	\$118,500	\$106,100	\$92,200	\$104,200	22
\$110,900	-	\$113,600	4	-	\$120,800	-	\$114,300	4
\$155,000	-	\$157,400	5	-	\$145,700	-	\$149,800	5
\$119,100	\$116,200	\$117,700	9	\$128,500	\$127,100	\$118,900	\$122,200	9
\$84,900	\$77,800	\$86,900	18	\$102,200	\$88,600	\$80,700	\$91,100	18
\$161,300	\$149,400	\$165,200	8	\$189,200	\$161,100	\$139,800	\$160,900	8
\$130,600	\$121,200	\$133,700	12	\$144,800	\$124,900	\$118,600	\$130,600	12
\$100,000	\$96,000	\$103,900	11	\$107,300	\$103,600	\$94,700	\$103,300	11
\$108,100	-	\$103,500	5	-	\$105,200	-	\$105,500	5
\$162,200	\$156,100	\$165,500	9	\$186,200	\$173,900	\$150,200	\$168,000	9
\$137,600	\$130,400	\$135,500	18	\$145,500	\$130,700	\$125,800	\$132,600	18
\$104,900	\$91,500	\$102,100	18	\$111,300	\$103,200	\$94,500	\$102,300	18
\$134,100	\$128,400	\$134,100	10	\$147,300	\$137,100	\$123,600	\$133,000	10
\$113,500	\$95,200	\$107,600	10	\$111,700	\$106,900	\$103,100	\$107,200	10
\$126,200	\$119,100	\$131,900	13	\$143,900	\$127,400	\$119,100	\$132,000	13
\$96,700	\$89,100	\$97,000	14	\$110,500	\$104,000	\$91,600	\$102,000	14
\$78,900	\$75,800	\$77,500	10	\$88,300	\$85,200	\$78,000	\$83,000	10
\$92,100	\$85,700	\$92,400	14	\$100,700	\$93,200	\$89,200	\$92,400	14
\$134,500	\$113,100	\$133,600	19	\$145,700	\$128,500	\$115,900	\$132,200	19
\$208,500	-	\$242,600	5	-	\$236,600	-	\$249,800	5
\$112,200	-	\$146,900	4	-	\$117,200	-	\$160,500	4



Job Code	Job Title	Grouping	Nb. of Incumbents	Quality of Match		Base Salary				Salary Range Minimum				Job Rate				Salary Range Maximum				
				+	=	P75	P50	P25	Average	N	P75	P50	P25	Average	N	P75	P50	P25	Average	N	P75	
0000	President & Chief Executive Officer	Greater than 80	5	0	5	0	\$286,000	-	\$344,500	5	-	\$242,900	-	\$241,400	4	-	\$283,300	-	\$337,400	5	-	
0001	Chief Operating Officer	Greater than 80	0	0	0	0	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	
0002	Head of Operations and/or Engineering	Greater than 80	5	1	4	0	\$211,100	-	\$219,400	5	-	\$160,100	-	\$174,100	5	-	\$180,100	-	\$206,300	5	-	
0003	Chief Financial Officer / Head of Finance	Greater than 80	5	2	3	0	\$220,600	-	\$229,700	5	-	\$176,500	-	\$199,600	5	-	\$200,900	-	\$237,300	5	-	
0004	Head of Customer Service	Greater than 80	3	0	3	0	-	-	\$215,500	3	-	-	-	\$173,300	3	-	-	-	\$209,300	3	-	
0005	Head of Regulatory Affairs	Greater than 80	3	1	2	0	-	-	\$212,400	3	-	-	-	\$171,400	3	-	-	-	\$207,000	3	-	
0006	Head of Human Resources	Greater than 80	5	1	4	0	\$181,100	-	\$205,500	5	-	\$153,200	-	\$163,500	5	-	\$179,700	-	\$194,600	5	-	
0007	Head of Information Technology / Information Services	Greater than 80	5	0	5	0	\$200,100	-	\$208,300	5	-	\$155,000	-	\$167,300	5	-	\$179,700	-	\$198,700	5	-	
1000	Executive Assistant	Greater than 80	7	0	6	1	-	\$85,600	-	\$88,500	6	-	\$74,700	-	\$73,000	6	-	\$87,900	-	\$89,200	6	-
1001	Administrative Assistant	Greater than 80	5	0	4	1	-	\$86,700	-	\$81,200	4	-	\$65,000	-	\$66,000	4	-	\$79,400	-	\$77,500	4	-
2000	Director, Engineering	Greater than 80	3	2	2	0	-	\$190,200	3	-	-	-	-	\$157,500	3	-	-	-	\$189,700	3	-	
2001	Engineering Manager / Distribution Engineer	Greater than 80	7	2	5	0	-	\$145,700	-	\$149,000	6	-	\$116,600	-	\$118,200	6	-	\$140,900	-	\$141,900	6	-
2002	Project Engineer	Greater than 80	3	0	3	0	-	-	\$117,600	3	-	-	-	\$94,100	3	-	-	-	\$111,300	3	-	
2003	Supervisor, Engineering	Greater than 80	4	0	4	0	-	\$124,400	-	\$123,500	4	-	\$97,100	-	\$98,200	4	-	\$115,300	-	\$117,600	4	-
2500	Director, Operations	Greater than 80	5	2	4	0	-	\$153,400	-	\$161,900	5	-	\$120,800	-	\$129,500	5	-	\$146,800	-	\$154,700	5	-
2501	Manager, Operations	Greater than 80	6	0	6	0	-	\$136,800	-	\$140,200	5	-	\$115,500	-	\$114,700	5	-	\$132,400	-	\$137,100	5	-
2502	Manager, Control Centre	Greater than 80	4	1	3	0	-	\$150,100	-	\$146,000	4	-	\$118,600	-	\$116,300	4	-	\$140,500	-	\$141,300	4	-
2503	Supervisor, Control Centre	Greater than 80	5	1	4	0	-	\$120,000	-	\$122,300	5	-	\$96,000	-	\$101,000	5	-	\$113,900	-	\$116,300	5	-
2504	Supervisor, Protection and Control	Greater than 80	5	0	5	0	-	\$123,700	-	\$119,900	5	-	\$99,000	-	\$101,900	5	-	\$113,900	-	\$117,300	5	-
2505	Supervisor, Station Maintenance	Greater than 80	5	0	5	0	-	\$120,000	-	\$120,700	4	-	\$96,000	-	\$107,000	4	-	\$118,900	-	\$118,900	4	-
2506	Line Supervisor	Greater than 80	6	0	6	0	-	\$117,900	-	\$118,200	6	-	\$95,600	-	\$100,300	6	-	\$116,300	-	\$115,900	6	-
2507	Manager, Meter Department	Greater than 80	4	2	2	0	-	\$126,900	-	\$124,300	4	-	\$103,300	-	\$102,800	4	-	\$119,900	-	\$119,600	4	-
2508	Supervisor, Meter Department	Greater than 80	5	0	5	0	-	\$118,900	-	\$115,300	5	-	\$95,100	-	\$98,500	5	-	\$108,000	-	\$113,200	5	-
2509	Manager, Continuous Improvement	Greater than 80	3	0	3	0	-	-	\$119,700	3	-	-	-	\$105,800	3	-	-	-	\$129,500	3	-	
3000	Director, Supply Chain Management	Greater than 80	4	0	3	1	-	\$151,900	-	\$152,500	4	-	\$122,800	-	\$122,600	4	-	\$143,700	-	\$148,300	4	-
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	Greater than 80	4	1	2	1	-	\$135,200	-	\$132,600	4	-	\$107,400	-	\$109,400	4	-	\$128,200	-	\$127,400	4	-
3002	Supervisor, Stores/Inventory/Warehouse	Greater than 80	6	1	4	1	-	\$104,800	-	\$106,700	6	-	\$88,900	-	\$90,000	6	-	\$109,200	-	\$107,500	6	-
4000	Controller / Director, Finance	Greater than 80	5	1	4	0	-	\$155,000	-	\$154,700	5	-	\$121,400	-	\$129,700	5	-	\$143,500	-	\$156,000	5	-
4001	Manager, Accounting	Greater than 80	4	2	2	0	-	\$140,500	-	\$140,000	4	-	\$106,500	-	\$111,100	4	-	\$132,500	-	\$131,200	4	-
4002	Manager, Risk Management	Greater than 80	2	1	1	0	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	
4003	Supervisor Accounting	Greater than 80	6	2	4	0	-	\$117,100	-	\$117,400	6	-	\$92,500	-	\$95,200	6	-	\$115,300	-	\$113,500	6	-
4004	Financial or Business Analyst	Greater than 80	6	1	5	0	-	\$99,600	-	\$100,800	6	-	\$80,500	-	\$82,300	6	-	\$98,900	-	\$98,200	6	-
4005	Accountant	Greater than 80	1	0	1	0	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	
5000	Director, Customer Service	Greater than 80	6	2	3	1	-	\$149,400	-	\$147,100	5	-	\$131,700	-	\$132,200	5	-	\$158,100	-	\$160,100	5	-
5001	Manager, Customer Service and/or Billing	Greater than 80	5	0	5	0	-	\$132,100	-	\$127,000	5	-	\$105,700	-	\$103,700	5	-	\$120,300	-	\$122,500	5	-
5002	Supervisor, Customer Service and/or Billing and/or Collections	Greater than 80	6	0	6	0	-	\$103,600	-	\$103,600	6	-	\$80,000	-	\$80,000	6	-	\$105,600	-	\$107,600	6	-
5003	Key Account Specialist	Greater than 80	4	1	3	0	-	\$110,400	-	\$110,800	4	-	\$88,000	-	\$88,700	4	-	\$110,000	-	\$123,900	4	-
5500	Director, Communications	Greater than 80	2	0	2	0	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	
5501	Manager, Communications	Greater than 80	5	0	4	1	-	\$127,700	-	\$121,900	5	-	\$105,700	-	\$105,000	5	-	\$120,400	-	\$124,100	5	-
5502	Communications Specialist	Greater than 80	6	1	4	0	-	\$93,000	-	\$93,000	6	-	\$77,200	-	\$78,400	6	-	\$96,500	-	\$93,700	6	-
6000	Director, Regulatory Affairs	Greater than 80	5	1	4	0	-	\$145,700	-	\$155,100	5	-	\$121,400	-	\$130,000	5	-	\$142,800	-	\$153,500	5	-
6001	Manager, Regulatory Affairs	Greater than 80	4	0	4	0	-	\$132,300	-	\$130,100	4	-	\$106,500	-	\$103,100	4	-	\$119,600	-	\$121,900	4	-
6002	Regulatory Accountant	Greater than 80	5	1	4	0	-	\$99,500	-	\$103,900	5	-	\$81,200	-	\$83,300	5	-	\$100,000	-	\$100,900	5	-
7000	Settlement or Rate Analyst	Greater than 80	2	0	2	0	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	
8000	Director, Information Systems	Greater than 80	3	0	3	0	-	-	\$166,100	3	-	-	-	\$139,400	3	-	-	-	\$167,000	3	-	
8001	Manager, Information Systems	Greater than 80	6	0	6	0	-	\$133,200	-	\$137,900	6	-	\$106,500	-	\$110,200	6	-	\$132,400	-	\$131,200	6	-
8002	System and/or Program Administrator / Applications and/or Systems Support	Greater than 80	6	0	6	0	-	\$108,700	-	\$108,700	6	-	\$87,000	-	\$86,000	6	-	\$102,000	-	\$106,500	6	-
8003	Manager, Information Security	Greater than 80	6	0	5	1	-	\$131,200	-	\$131,000	6	-	\$106,500	-	\$110,200	6	-	\$132,400	-	\$131,200	6	-
8004	Network Specialist/Manager/Engineer	Greater than 80	4	0	4	0	-	\$112,500	-	\$113,700	4	-	\$88,100	-	\$88,500	4	-	\$106,700	-	\$107,100	4	-
9000	Human Resources Manager	Greater than 80	4	0	4	0	-	\$137,000	-	\$135,100	4	-	\$115,900	-	\$114,000	4	-	\$136,700	-	\$136,600	4	-
9001	Human Resources Generalist	Greater than 80	6	0	6	0	-	\$106,900	-	\$106,900	6	-	\$85,800	-	\$86,000	6	-	\$102,600	-	\$102,600	6	-
9002	Human Resources Coordinator	Greater than 80	3	0	3	0	-	\$70,900	-	\$70,900	3	-	-	-	\$66,200	3	-	-	-	\$77,800	3	-
9003	Payroll	Greater than 80	5	0	5	0	-	\$91,000	-	\$96,600	5	-	\$79,600	-	\$77,000	5	-	\$90,100	-	\$92,900	5	-
9004	Manager, Health & Safety	Greater than 80	4	1	4	0	-	\$129,200	-	\$129,200	4	-	\$109,900	-	\$108,000	4	-	\$129,200	-	\$132,600	4	-
N001	Executive Role - Non Regulated Business	Greater than 80	3	0	3	0	-	-	\$216,600	3	-	-	-	\$186,000	3	-	-	-	\$220,400	3	-	
N002	Non-Executive Role - Non Regulated Business	Greater than 80	3	0	3	0	-	-	\$140,100	3	-	-	-	\$128,600	3	-	-	-	\$154,100	3	-	
0000	President & Chief Executive Officer	40 000 to 80 000	9	0	9	0	\$327,000	\$295,000	\$267,900	\$300,300	9	\$245,600	\$235,700	\$207,200	\$231,900	8	\$327,000	\$265,100	\$246,300	\$279,200	9	\$345,700
0001	Chief Operating Officer	40 000 to 80 000	2	0	2	0	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	
0002	Head of Operations and/or Engineering	40 000 to 80 000	8	0	7	1	\$207,900	\$199,500	\$184,700	\$194,300	8	\$170,300	\$160,800	\$150,600	\$157,600	8	\$201,300	\$191,500	\$180,300	\$188,100	8	\$229,700
0003	Chief Financial Officer / Head of Finance	40 000 to 80 000	9	0	8	1	\$212,200	\$183,500	\$162,000	\$194,100	9	\$165,300	\$156,200	\$152,500	\$156,500	9	\$196,900	\$183,500	\$161,000	\$185,400	9	\$224,400
0004	Head of Customer Service	40 000 to 80 000	2	1	1	0	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	
0005	Head of Regulatory Affairs	40 000 to 80 000	4	2	2	0	-	\$171,200	-	\$163,300	4	-	\$133,300	-	\$133,700	4	-	\$154,900	-	\$154,500	4	-
0006	Head of Human Resources	40 000 to 80 000	8	2	5	1	\$186,000	\$162,400	\$143,500	\$171,000	8	\$153,500	\$137,000	\$125,900	\$136,400	8	\$172,800	\$159,900	\$148,300	\$161,800	8	\$191,000
0007	Head of Information Technology / Information Services	40 000 to 80 000	3	0	3	0	-	-	\$170,800	3	-	-	-	\$138,900	3	-	-	-	\$164,000	3	-	
1000	Executive Assistant	40 000 to 80 000	7	0	7	0	-	\$90,600	-	\$92,600	7	-	\$72,300	-	\$76,300	7	-	\$86,800	-	\$89,200	7	-
1001	Administrative Assistant	40 000 to 80 000	5	0	5	0	-	\$74,400	-	\$73,900	5	-	\$61,200	-	\$59,800	5	-	\$68,900	-	\$70,400	5	-
2000	Director, Engineering	40 000 to 80 000	4	1	3	0	-	\$156,300	-	\$159,500	4	-	\$128,600	-	\$131,600	4	-	\$153,400	-	\$152,900	4	-
2001	Engineering Manager / Distribution Engineer	40 000 to 80 000																				

8000	Manager / Information Security			40,000 to 80,000	2	0	2	0	-	-	-	-	-	2	-	-	-	-	2	-	-	-	-	-	-	-	-	-	-	2	-																																																																																																																																																																																																																																																																																																																																																																																																																																																						
8004	Network Specialist / Manager/ Engineer			40,000 to 80,000	3	0	2	1	-	-	-	\$87,500	3	-	-	-	\$76,000	3	-	-	-	\$92,500	3	-	-	-	-	-	\$108,900	3	-																																																																																																																																																																																																																																																																																																																																																																																																																																																						
9000	Human Resources Generalist			40,000 to 80,000	5	1	3	1	-	\$126,200	-	\$120,500	5	-	\$108,400	-	\$102,400	5	-	\$118,600	-	\$118,200	5	-	\$135,500	-	\$124,600	5	-	-	\$132,600	5																																																																																																																																																																																																																																																																																																																																																																																																																																																					
9001	Human Resource Coordinator			40,000 to 80,000	3	1	3	0	-	\$81,300	-	\$79,500	4	-	\$68,300	-	\$69,300	4	-	\$83,500	-	\$84,900	4	-	\$95,900	-	\$95,600	4	-	-	\$96,500	3																																																																																																																																																																																																																																																																																																																																																																																																																																																					
9002	Payroll			40,000 to 80,000	5	1	4	0	-	\$87,300	-	\$86,200	5	-	\$74,300	-	\$74,000	5	-	\$92,900	-	\$91,600	5	-	\$104,100	-	\$104,200	5	-	-	\$101,200	5																																																																																																																																																																																																																																																																																																																																																																																																																																																					
9004	Executive Role - Non Regulated Business			40,000 to 80,000	7	0	5	0	-	\$123,500	-	\$116,800	7	-	\$98,800	-	\$97,200	7	-	\$111,100	-	\$111,600	7	-	\$125,400	-	\$131,700	7	-	-	\$130,600	7																																																																																																																																																																																																																																																																																																																																																																																																																																																					
N001	Non-Executive Role - Non Regulated Business			40,000 to 80,000	2	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	-	-	1	-	-																																																																																																																																																																																																																																																																																																																																																																																																																																																					
N002	President & Chief Executive Officer			20,000 to 39,999	8	1	7	0	\$271,900	\$254,000	\$237,600	\$254,000	8	-	\$204,600	-	\$211,500	7	-	\$255,700	-	\$250,900	7	-	\$270,500	-	\$265,600	7	-	-	\$266,700	7																																																																																																																																																																																																																																																																																																																																																																																																																																																					
0001	Chief Operating Officer			20,000 to 39,999	4	1	3	0	-	\$181,700	-	\$178,800	4	-	\$152,400	-	\$152,400	3	-	\$191,800	-	\$191,800	4	-	\$191,800	-	\$191,800	4	-	-	\$191,800	3																																																																																																																																																																																																																																																																																																																																																																																																																																																					
0002	Head of Operations and/or Engineering			20,000 to 39,999	8	0	7	1	\$180,100	\$159,800	\$150,300	\$170,700	8	-	\$137,800	-	\$141,600	7	-	\$170,400	-	\$155,800	\$150,400	\$164,800	8	-	\$180,000	-	\$185,800	7	-	-	\$185,800	7																																																																																																																																																																																																																																																																																																																																																																																																																																																			
0003	Chief Financial Officer / Head of Finance			20,000 to 39,999	9	2	7	0	\$188,900	\$180,500	\$159,000	\$177,800	9	\$157,400	\$137,800	\$135,200	\$142,600	9	\$180,000	\$155,800	\$159,000	\$159,000	\$171,800	9	\$191,800	\$183,100	\$176,500	\$185,300	9	-	-	\$185,300	9																																																																																																																																																																																																																																																																																																																																																																																																																																																				
0004	Head of Customer Service			20,000 to 39,999	1	0	0	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	-	-	1	-	-	\$185,300	9																																																																																																																																																																																																																																																																																																																																																																																																																																																			
0005	Head of Human Resources			20,000 to 39,999	3	0	3	0	-	-	-	\$142,800	3	-	-	-	\$118,100	3	-	-	-	\$138,600	3	-	-	-	-	-	-	-	-	-	\$149,600	3																																																																																																																																																																																																																																																																																																																																																																																																																																																			
0006	Head of Information Technology / Information Services			20,000 to 39,999	5	2	3	0	-	\$150,200	-	\$153,700	5	-	\$123,100	-	\$125,800	5	-	\$151,700	-	\$153,100	5	-	\$151,700	-	\$159,700	5	-	-	\$158,700	5																																																																																																																																																																																																																																																																																																																																																																																																																																																					
1000	Executive Assistant			20,000 to 39,999	7	0	3	1	-	\$85,000	-	\$88,700	7	-	\$65,100	-	\$70,200	7	-	\$85,400	-	\$86,800	7	-	\$88,800	-	\$84,800	7	-	-	\$84,800	7																																																																																																																																																																																																																																																																																																																																																																																																																																																					
1001	Administrative Assistant			20,000 to 39,999	4	1	3	0	-	\$71,100	-	\$67,700	4	-	\$56,700	-	\$56,700	4	-	\$69,700	-	\$70,300	4	-	\$72,700	-	\$75,800	4	-	-	\$75,800	4																																																																																																																																																																																																																																																																																																																																																																																																																																																					
2000	Director, Engineering			20,000 to 39,999	2	1	1	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	-	-	-	-	-	2																																																																																																																																																																																																																																																																																																																																																																																																																																																				
2001	Engineering Manager / Distribution Engineer			20,000 to 39,999	10	2	1	0	\$135,500	\$127,200	\$121,900	\$127,900	10	\$116,100	\$105,800	\$100,700	\$108,400	2	-	\$132,700	\$132,200	\$124,200	\$131,000	10	\$154,800	\$144,900	\$133,600	\$143,100	10	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9

N001	Executive Role - Non-Regulated Business	Less than 20,000	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-
N002	Non-Executive Role - Non-Regulated Business	Less than 20,000	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-



Target Incentive %				Actual Total Cash					Total Cash Design				
P50	P25	Average	N	P75	P50	P25	Average	N	P75	P50	P25	Average	N
35.05%	-	38.02%	5	-	\$384,000	-	\$492,400	5	-	\$388,200	-	\$495,500	5
-	-	-	0	-	-	-	-	0	-	-	-	-	0
25.00%	-	23.98%	5	-	\$243,200	-	\$274,000	5	-	\$233,500	-	\$261,100	5
22.67%	-	19.91%	5	-	\$270,600	-	\$279,800	5	-	\$242,600	-	\$304,400	5
-	-	25.05%	3	-	-	-	\$275,500	3	-	-	-	\$264,400	3
-	-	20.16%	3	-	-	-	\$258,800	3	-	-	-	\$255,300	3
28.41%	-	24.57%	4	-	\$223,600	-	\$251,300	5	-	\$225,500	-	\$238,200	5
23.39%	-	20.45%	5	-	\$246,900	-	\$252,400	5	-	\$220,100	-	\$249,300	5
4.80%	-	5.09%	5	-	\$92,100	-	\$92,400	6	-	\$92,100	-	\$93,000	6
-	-	3.65%	3	-	\$88,200	-	\$83,600	3	-	\$79,400	-	\$80,200	4
-	-	12.28%	3	-	-	-	\$217,000	3	-	-	-	\$214,900	3
10.00%	-	8.68%	5	-	\$156,400	-	\$160,400	6	-	\$149,300	-	\$153,200	6
-	-	-	2	-	-	-	\$121,200	3	-	-	-	\$117,100	3
-	-	10.60%	3	-	\$130,800	-	\$133,300	4	-	\$129,300	-	\$127,000	4
13.21%	-	10.66%	5	-	\$167,600	-	\$176,800	6	-	\$165,400	-	\$169,200	6
9.04%	-	10.04%	4	-	\$155,100	-	\$152,100	5	-	\$149,500	-	\$149,200	5
7.51%	-	8.76%	4	-	\$163,300	-	\$158,900	4	-	\$151,800	-	\$152,700	4
5.29%	-	7.47%	4	-	\$120,000	-	\$130,100	5	-	\$123,700	-	\$123,200	5
3.47%	-	5.89%	4	-	\$126,000	-	\$125,400	5	-	\$123,700	-	\$123,500	5
-	-	-	2	-	\$120,000	-	\$125,000	4	-	\$118,900	-	\$123,700	4
7.12%	-	9.17%	4	-	\$125,300	-	\$125,500	6	-	\$123,800	-	\$122,700	6
-	-	8.47%	3	-	\$134,700	-	\$132,300	4	-	\$128,000	-	\$128,500	4
5.59%	-	4.89%	4	-	\$119,900	-	\$119,800	5	-	\$118,900	-	\$119,200	5
-	-	9.82%	3	-	-	-	\$130,800	3	-	-	-	\$143,100	3
10.79%	-	10.44%	4	-	\$170,700	-	\$169,100	4	-	\$161,000	-	\$163,600	4
-	-	7.85%	3	-	\$140,400	-	\$140,500	4	-	\$137,200	-	\$135,400	4
4.01%	-	7.17%	5	-	\$111,200	-	\$113,100	6	-	\$114,800	-	\$113,400	6
11.95%	-	10.71%	5	-	\$176,700	-	\$171,300	5	-	\$166,700	-	\$172,500	5
-	-	10.63%	3	-	\$151,800	-	\$151,500	4	-	\$148,700	-	\$142,300	4
-	-	-	2	-	-	-	-	2	-	-	-	-	2
5.90%	-	7.45%	5	-	\$122,000	-	\$124,800	6	-	\$122,100	-	\$120,700	6
3.02%	-	6.09%	5	-	\$101,800	-	\$106,100	6	-	\$104,200	-	\$103,800	6
-	-	-	1	-	-	-	-	1	-	-	-	-	1
12.68%	-	11.75%	5	-	\$164,900	-	\$164,400	5	-	\$175,000	-	\$177,500	5
8.64%	-	8.80%	4	-	\$132,100	-	\$136,000	5	-	\$127,700	-	\$132,400	5
5.40%	-	7.56%	5	-	\$107,600	-	\$109,900	6	-	\$116,500	-	\$113,100	6
-	-	3.18%	3	-	\$110,900	-	\$113,600	4	-	\$120,800	-	\$114,300	4
-	-	-	2	-	-	-	-	2	-	-	-	-	2
5.99%	-	6.02%	4	-	\$130,500	-	\$127,600	5	-	\$127,400	-	\$129,800	5
7.07%	-	7.39%	5	-	\$96,700	-	\$99,600	6	-	\$101,600	-	\$99,100	6
9.89%	-	10.09%	4	-	\$161,400	-	\$168,000	5	-	\$164,300	-	\$165,800	5
-	-	6.27%	3	-	\$135,700	-	\$136,300	4	-	\$123,600	-	\$127,300	4
-	-	8.92%	3	-	\$99,700	-	\$110,400	5	-	\$104,400	-	\$107,300	5
-	-	-	2	-	-	-	-	2	-	-	-	-	2
-	-	10.00%	3	-	-	-	\$183,200	3	-	-	-	\$180,700	3
6.58%	-	6.99%	5	-	\$143,000	-	\$146,200	6	-	\$147,300	-	\$141,100	6
4.99%	-	5.78%	5	-	\$113,300	-	\$117,400	6	-	\$109,200	-	\$108,400	6
8.85%	-	8.41%	5	-	\$138,600	-	\$140,300	6	-	\$147,200	-	\$140,200	6
5.45%	-	5.61%	4	-	\$119,500	-	\$120,000	4	-	\$113,100	-	\$113,200	4
6.82%	-	10.53%	4	-	\$146,500	-	\$150,200	4	-	\$151,800	-	\$150,700	4
3.66%	-	6.71%	5	-	\$103,500	-	\$103,200	6	-	\$108,500	-	\$107,600	6
-	-	2.92%	3	-	-	-	\$72,900	3	-	-	-	\$80,500	3
5.39%	-	5.66%	4	-	\$97,800	-	\$101,200	5	-	\$97,900	-	\$97,400	5
8.20%	-	11.26%	6	-	\$141,400	-	\$147,500	6	-	\$137,700	-	\$144,800	6
-	-	20.42%	3	-	-	-	\$268,900	3	-	-	-	\$278,000	3
-	-	9.45%	3	-	-	-	\$156,800	3	-	-	-	\$176,900	3
33.34%	25.55%	34.22%	8	\$416,700	\$412,800	\$328,300	\$392,000	9	\$405,200	\$364,300	\$318,000	\$354,600	9
-	-	-	2	-	-	-	-	2	-	-	-	-	2
15.88%	-	17.70%	7	\$236,000	\$217,900	\$204,200	\$225,300	8	\$245,500	\$222,000	\$187,500	\$224,100	8
19.54%	14.40%	21.18%	8	\$259,600	\$214,300	\$208,100	\$232,300	9	\$256,500	\$211,000	\$198,400	\$225,100	9
-	-	-	2	-	-	-	-	2	-	-	-	-	2
-	-	18.68%	3	-	\$187,600	-	\$189,200	4	-	\$168,500	-	\$184,700	4
14.95%	-	17.69%	7	\$204,500	\$184,000	\$167,600	\$197,500	8	\$187,800	\$179,300	\$160,600	\$183,600	8
-	-	15.69%	3	-	-	-	\$198,100	3	-	-	-	\$183,900	3
6.96%	-	6.50%	5	-	\$99,100	-	\$96,800	7	-	\$94,000	-	\$93,800	7
-	-	6.30%	3	-	\$77,000	-	\$76,600	5	-	\$69,400	-	\$73,300	5
-	-	13.87%	3	-	\$174,400	-	\$176,400	4	-	\$171,500	-	\$168,800	4
9.45%	-	8.49%	6	\$143,900	\$139,700	\$135,600	\$140,500	9	\$146,200	\$136,700	\$125,700	\$138,200	9
5.36%	-	5.58%	5	-	\$111,100	-	\$114,400	6	-	\$113,300	-	\$112,700	6
-	-	6.83%	3	-	-	-	\$121,000	3	-	-	-	\$122,200	3
-	-	-	1	-	-	-	\$153,600	3	-	-	-	\$143,600	3
5.40%	-	4.42%	4	-	\$140,500	-	\$141,600	5	-	\$148,700	-	\$142,600	5
-	-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	0	-	-	-	-	-	0	-	-	-	-	0
-	-	-	1	-	-	-	-	2	-	-	-	-	2
6.16%	-	6.02%	4	-	\$123,500	-	\$124,400	7	-	\$117,200	-	\$120,700	7
-	-	-	2	-	-	-	-	2	-	-	-	-	2
-	-	-	2	-	-	-	\$116,300	3	-	-	-	\$119,700	3
-	-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	-	1	-	-	-	-	1	-	-	-	-	1
9.37%	-	7.20%	5	-	\$123,700	-	\$132,500	7	-	\$123,700	-	\$126,600	7
-	-	-	1	-	-	-	-	2	-	-	-	-	2
12.22%	-	10.16%	4	-	\$160,600	-	\$158,700	5	-	\$156,100	-	\$158,900	5
-	-	6.03%	3	-	\$117,200	-	\$118,100	4	-	\$121,400	-	\$116,200	4
-	-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	-	1	-	-	-	-	2	-	-	-	-	2
4.73%	-	5.02%	6	-	\$97,100	-	\$100,400	7	-	\$102,500	-	\$100,200	7
-	-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	-	1	-	-	-	-	1	-	-	-	-	1
8.07%	-	7.22%	4	-	\$111,400	-	\$113,700	7	-	\$119,200	-	\$116,200	7
7.00%	-	6.54%	5	\$109,700	\$105,400	\$96,300	\$102,300	8	\$116,500	\$106,100	\$102,000	\$107,200	8
-	-	0	-	-	-	-	-	0	-	-	-	-	0
-	-	-	2	-	-	-	\$145,100	3	-	-	-	\$134,400	3
-	-	-	1	-	-	-	-	2	-	-	-	-	2
2.95%	-	3.30%	5	-	\$81,000	-	\$78,400	6	-	\$84,800	-	\$82,400	6
-	-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	-	1	-	-	-	-	1	-	-	-	-	1
7.67%	-	6.61%	4	-	\$102,500	-	\$100,800	5	-	\$103,600	-	\$102,500	5
-	-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	12.35%	3	-	-	-	\$176,100	3	-	-	-	\$178,800	3
6.90%	-	6.84%	4	-	\$136,400	-	\$135,700	7	-	\$128,600	-	\$131,300	7
6.71%	-	6.67%	4	-	\$98,400	-	\$99,400	6	-	\$98,000	-	\$98,800	6



-	-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	-	0	-	-	-	-	0	-	-	-	-	0

Job Code	Job Title	Grouping	Nb. of Incumbents	Quality of Match			Base Salary					Salary Range Minimum					Job Rate				
				+	=	-	P75	P50	P25	Average	N	P75	P50	P25	Average	N	P75	P50	P25	Average	N
0000	President & Chief Executive Officer	Greater than 180	5	1	4	0	-	\$286,000	-	\$346,600	5	-	\$234,700	-	\$237,300	4	-	\$304,900	-	\$343,900	5
0001	Chief Operating Officer	Greater than 180	1	1	0	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
0002	Head of Operations and/or Engineering	Greater than 180	4	1	3	0	-	\$207,500	-	\$221,500	4	-	\$151,900	-	\$170,100	4	-	\$179,900	-	\$205,100	4
0003	Chief Financial Officer / Head of Finance	Greater than 180	5	3	2	0	-	\$220,600	-	\$233,400	5	-	\$170,700	-	\$193,200	5	-	\$200,900	-	\$237,200	5
0004	Head of Customer Service	Greater than 180	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
0005	Head of Regulatory Affairs	Greater than 180	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
0006	Head of Human Resources	Greater than 180	4	1	3	0	-	\$201,600	-	\$214,600	4	-	\$148,500	-	\$165,400	4	-	\$180,000	-	\$199,900	4
0007	Head of Information Technology / Information Services	Greater than 180	5	1	4	0	-	\$200,100	-	\$207,300	5	-	\$143,800	-	\$161,900	5	-	\$179,700	-	\$198,500	5
1000	Executive Assistant	Greater than 180	7	0	6	1	-	\$88,300	-	\$91,200	6	-	\$74,700	-	\$83,300	6	-	\$89,700	-	\$91,900	6
1001	Administrative Assistant	Greater than 180	4	0	3	1	-	-	-	\$83,500	3	-	-	-	\$86,300	3	-	-	-	\$79,300	3
2000	Director, Engineering	Greater than 180	3	2	1	0	-	-	-	\$183,900	3	-	-	-	\$148,600	3	-	-	-	\$189,300	3
2001	Engineering Manager / Distribution Engineer	Greater than 180	7	3	4	0	-	\$154,800	-	\$151,000	6	-	\$116,100	-	\$116,600	6	-	\$143,500	-	\$143,900	6
2002	Project Engineer	Greater than 180	4	0	4	0	-	\$126,100	-	\$123,100	4	-	\$94,800	-	\$94,700	4	-	\$115,000	-	\$115,600	4
2003	Supervisor, Engineering	Greater than 180	5	1	4	0	-	\$124,400	-	\$121,100	5	-	\$96,200	-	\$97,800	5	-	\$116,700	-	\$119,700	5
2500	Director, Operations	Greater than 180	5	2	3	0	-	\$150,200	-	\$163,000	5	-	\$120,200	-	\$127,200	5	-	\$143,500	-	\$154,300	5
2501	Manager, Operations	Greater than 180	6	1	5	0	-	\$141,600	-	\$143,200	5	-	\$111,300	-	\$113,300	5	-	\$139,400	-	\$139,500	5
2502	Manager, Control Centre	Greater than 180	3	1	2	0	-	-	-	\$151,300	3	-	-	-	\$116,100	3	-	-	-	\$145,100	3
2503	Supervisor, Control Centre	Greater than 180	4	1	3	0	-	\$127,400	-	\$127,000	4	-	\$97,500	-	\$102,900	4	-	\$118,800	-	\$119,400	4
2504	Supervisor, Protection and Control	Greater than 180	4	0	4	0	-	\$124,900	-	\$123,900	4	-	\$99,900	-	\$104,100	4	-	\$118,800	-	\$120,800	4
2505	Supervisor, Station Maintenance	Greater than 180	4	0	4	0	-	-	-	\$125,000	3	-	-	-	\$110,500	3	-	-	-	\$122,800	3
2506	Line Supervisor	Greater than 180	6	1	5	0	-	\$120,700	-	\$121,000	6	-	\$96,100	-	\$100,800	6	-	\$118,800	-	\$120,000	6
2507	Manager, Meter Department	Greater than 180	3	0	3	0	-	-	-	\$128,600	3	-	-	-	\$100,900	3	-	-	-	\$119,300	3
2508	Supervisor, Meter Department	Greater than 180	4	0	4	0	-	\$119,500	-	\$120,800	4	-	\$95,600	-	\$99,800	4	-	\$113,500	-	\$115,600	4
2509	Manager, Continuous Improvement	Greater than 180	3	0	3	0	-	-	-	\$119,700	3	-	-	-	\$105,800	3	-	-	-	\$129,500	3
3000	Director, Supply Chain Management	Greater than 180	3	0	2	1	-	-	-	\$151,200	3	-	-	-	\$116,500	3	-	-	-	\$145,600	3
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	Greater than 180	3	1	1	1	-	-	-	\$137,800	3	-	-	-	\$106,800	3	-	-	-	\$126,500	3
3002	Supervisor, Stores/Inventory/Warehouse	Greater than 180	5	1	3	1	-	\$105,200	-	\$110,200	5	-	\$91,200	-	\$90,600	5	-	\$113,900	-	\$109,700	5
4000	Controller / Director, Finance	Greater than 180	4	1	3	0	-	\$148,800	-	\$151,100	4	-	\$118,100	-	\$123,100	4	-	\$143,200	-	\$151,600	4
4001	Manager, Accounting	Greater than 180	4	1	2	1	-	\$142,500	-	\$141,000	4	-	\$106,500	-	\$106,600	4	-	\$132,500	-	\$132,200	4
4002	Manager, Risk Management	Greater than 180	3	1	1	1	-	-	-	\$144,700	3	-	-	-	\$113,400	3	-	-	-	\$144,600	3
4003	Supervisor Accounting	Greater than 180	5	1	4	0	-	\$115,300	-	\$116,800	5	-	\$91,700	-	\$92,600	5	-	\$113,900	-	\$112,100	5
4004	Financial or Business Analyst	Greater than 180	6	1	4	1	-	\$99,600	-	\$100,500	6	-	\$80,500	-	\$81,500	6	-	\$100,600	-	\$100,300	6
4005	Accountant	Greater than 180	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
5000	Director, Customer Service	Greater than 180	6	2	2	2	-	\$153,500	-	\$146,400	5	-	\$125,300	-	\$127,700	5	-	\$157,500	-	\$159,800	5
5001	Manager, Customer Service and/or Billing	Greater than 180	4	0	4	0	-	\$132,300	-	\$128,700	4	-	\$103,300	-	\$102,500	4	-	\$119,800	-	\$123,000	4
5002	Supervisor, Customer Service and/or Billing and/or Collections	Greater than 180	6	0	4	2	-	\$101,000	-	\$102,400	6	-	\$90,600	-	\$89,400	6	-	\$112,200	-	\$110,100	6
5003	Key Account Specialist	Greater than 180	4	1	3	0	-	\$110,400	-	\$110,800	4	-	\$88,000	-	\$88,700	4	-	\$110,000	-	\$108,300	4
5500	Director, Communications	Greater than 180	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
5501	Manager, Communications	Greater than 180	5	0	3	2	-	\$127,700	-	\$123,400	5	-	\$102,800	-	\$101,300	5	-	\$119,600	-	\$124,000	5
5502	Communications Specialist	Greater than 180	6	1	4	1	-	\$93,000	-	\$93,600	6	-	\$77,200	-	\$77,700	6	-	\$96,500	-	\$95,400	6
6000	Director, Regulatory Affairs	Greater than 180	4	0	4	0	-	\$144,300	-	\$152,700	4	-	\$119,000	-	\$123,500	4	-	\$142,700	-	\$148,500	4
6001	Manager, Regulatory Affairs	Greater than 180	4	0	3	1	-	\$134,100	-	\$133,200	4	-	\$106,500	-	\$103,200	4	-	\$126,500	-	\$128,000	4
6002	Regulatory Accountant	Greater than 180	5	1	4	0	-	\$99,500	-	\$103,900	5	-	\$81,200	-	\$83,300	5	-	\$100,000	-	\$100,900	5
7000	Settlement or Rate Analyst	Greater than 180	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
8000	Director, Information Systems	Greater than 180	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
8001	Manager, Information Systems	Greater than 180	6	0	5	1	-	\$131,200	-	\$136,100	6	-	\$106,500	-	\$107,200	6	-	\$132,400	-	\$131,900	6
8002	Systems and/or Program Administrator / Applications and/or Systems Support	Greater than 180	7	1	5	1	-	\$108,000	-	\$102,200	6	-	\$81,600	-	\$83,800	6	-	\$103,200	-	\$103,300	6
8003	Manager Information Security	Greater than 180	5	0	4	1	-	\$132,100	-	\$131,200	5	-	\$105,700	-	\$106,900	5	-	\$130,800	-	\$129,300	5
8004	Network Specialist/Manager/Engineer	Greater than 180	3	0	3	0	-	-	-	\$114,300	3	-	-	-	\$84,400	3	-	-	-	\$105,500	3
9000	Human Resources Manager	Greater than 180	4	0	3	1	-	\$144,400	-	\$138,800	4	-	\$111,700	-	\$111,900	4	-	\$144,200	-	\$140,300	4
9001	Human Resources Generalist	Greater than 180	6	2	3	1	-	\$96,000	-	\$96,500	6	-	\$82,900	-	\$84,100	6	-	\$103,500	-	\$103,500	6
9002	Human Resources Coordinator	Greater than 180	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
9003	Payroll	Greater than 180	5	0	5	0	-	\$91,000	-	\$96,600	5	-	\$79,600	-	\$77,000	5	-	\$90,100	-	\$92,900	5
9004	Manager, Health & Safety	Greater than 180	6	2	3	1	-	\$123,800	-	\$127,000	6	-	\$101,800	-	\$106,800	6	-	\$124,400	-	\$130,900	6
N001	Executive Role - Non Regulated Business	Greater than 180	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
N002	Non-Executive Role - Non Regulated Business	Greater than 180	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
0000	President & Chief Executive Officer	100 to 180	7	0	7	0	-	\$267,900	-	\$291,700	7	-	\$245,100	-	\$239,100	7	-	\$269,900	-	\$274,600	7
0001	Chief Operating Officer	100 to 180	2	0	1	1	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
0002	Head of Operations and/or Engineering	100 to 180	6	0	5	1	-	\$208,000	-	\$206,700	6	-	\$169,600	-	\$166,900	6	-	\$196,700	-	\$194,900	6
0003	Chief Financial Officer / Head of Finance	100 to 180	7	0	6	1	-	\$188,900	-	\$194,100	7	-	\$156,500	-	\$159,500	7	-	\$182,700	-	\$194,000	7
0004	Head of Customer Service	100 to 180	3	1	2	0	-	-	-	\$157,800	3	-	-	-	\$140,300	3	-	-	-	\$155,500	3
0005	Head of Regulatory Affairs	100 to 180	4	4	0	0	-	\$175,900	-	\$183,300	4	-	\$162,700	-	\$161,200	4	-	\$185,100	-	\$181,200	4
0006	Head of Human Resources	100 to 180	6	2	4	0	-	\$169,300	-	\$172,800	6	-	\$144,100	-	\$138,500	6	-	\$161,800	-	\$161,100	6
0007	Head of Information Technology / Information Services	100 to 180	3	0	3	0	-	-	-	\$169,700	3	-	-	-	\$147,000	3	-	-	-	\$163,500	3
1000	Executive Assistant	100 to 180	5	0	5	0	-	\$94,100	-	\$95,000	5	-	\$71,500	-	\$71,900	5	-	\$79,500	-	\$81,500	5
1001	Administrative Assistant	100 to 180	4	0	4	0	-	-	-	\$73,000	4	-	\$63,900	-	\$63,400	4	-	\$70,600	-	\$70,600	4
2000	Director, Engineering	100 to 180	5	1	4	0	-	\$164,100	-	\$162,300	5	-	\$138,500	-	\$136,500	5	-	\$163,000	-	\$157,000	5
2001	Engineering Manager / Distribution Engineer	100 to 180	7	1	6	0	-	\$130,200	-	\$132,500	7	-	\$112,900	-	\$113,700	7	-	\$130,200	-	\$129,200	7
2002	Project Engineer	100 to 180	4	0	4	0	-	\$108,800	-	\$111,900	4	-	\$90,800	-	\$93,000	4	-	\$106,800	-	\$108,900	4
2003	Supervisor, Engineering	100 to 180	4	0	3	1	-	\$120,500	-	\$120,800	4	-	\$98,500	-	\$100,900	4	-	\$118,400	-	\$118,600	4
2500	Director, Operations	100 to 180	4	0	4	0	-	\$151,700	-	\$148,500	4	-	\$117,400	-	\$122,700	4	-	\$140,800	-	\$141,000</	

3002	Supervisor, Stores/Inventory/Warehouse	100 to 180	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
4000	Controller / Director, Finance	100 to 180	4	0	4	0	-	\$152,100	-	\$151,800	4	-	\$126,900	-	\$129,400	4	-	\$150,100	-	\$149,900	4	
4001	Manager, Accounting	100 to 180	3	1	2	0	-	-	-	\$116,200	3	-	-	-	\$100,400	3	-	-	-	\$113,000	3	
4002	Manager, Risk Management	100 to 180	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
4003	Supervisor, Accounting	100 to 180	2	1	1	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
4004	Financial or Business Analyst	100 to 180	6	0	6	0	-	\$96,000	-	\$98,000	6	-	\$84,800	-	\$84,600	6	-	\$96,600	-	\$97,500	6	
4005	Accountant	100 to 180	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
5000	Director, Customer Service	100 to 180	3	1	2	0	-	-	-	\$149,500	3	-	-	-	\$133,600	3	-	-	-	\$150,700	3	
5001	Manager, Customer Service and/or Billing	100 to 180	6	1	4	1	-	\$105,400	-	\$107,800	6	-	\$91,000	-	\$93,000	6	-	\$108,800	-	\$106,600	6	
5002	Supervisor, Customer Service and/or Billing and/or Collections	100 to 180	6	0	6	0	-	\$103,000	-	\$98,300	6	-	\$87,000	-	\$86,000	6	-	\$101,900	-	\$99,700	6	
5003	Key Account Specialist	100 to 180	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
5500	Director, Communications	100 to 180	2	2	0	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
5501	Manager, Communications	100 to 180	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
5502	Communications Specialist	100 to 180	4	1	3	0	-	\$79,100	-	\$80,100	4	-	\$68,000	-	\$67,900	4	-	\$80,800	-	\$79,500	4	
6000	Director, Regulatory Affairs	100 to 180	3	3	0	0	-	-	-	\$159,900	3	-	-	-	\$136,900	3	-	-	-	\$157,500	3	
6001	Manager, Regulatory Affairs	100 to 180	3	0	2	1	-	-	-	\$124,800	3	-	-	-	\$110,000	3	-	-	-	\$119,400	3	
6002	Regulatory Accountant	100 to 180	3	0	2	1	-	-	-	\$94,300	3	-	-	-	\$81,400	3	-	-	-	\$96,400	3	
7000	Settlement or Rate Analyst	100 to 180	1	0	0	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
8000	Director, Information Systems	100 to 180	4	2	2	0	-	\$162,500	-	\$157,700	4	-	\$139,700	-	\$137,000	4	-	\$164,300	-	\$161,400	4	
8001	Manager, Information Systems	100 to 180	6	1	5	0	-	\$130,900	-	\$130,600	6	-	\$112,700	-	\$113,300	6	-	\$125,000	-	\$126,000	6	
8002	Systems and/or Program Administrator / Applications and/or Systems Support	100 to 180	5	1	4	0	-	\$104,900	-	\$100,900	5	-	\$75,200	-	\$84,400	5	-	\$95,900	-	\$97,200	5	
8003	Manager, Information Security	100 to 180	4	0	3	1	-	\$120,200	-	\$117,000	4	-	\$96,100	-	\$100,100	4	-	\$117,500	-	\$116,300	4	
8004	Network Specialist/Manager/Engineer	100 to 180	4	0	3	1	-	\$100,000	-	\$98,600	4	-	\$84,400	-	\$85,400	4	-	\$99,400	-	\$98,900	4	
9000	Human Resources Manager	100 to 180	5	1	3	1	-	\$126,200	-	\$118,600	5	-	\$108,400	-	\$103,400	5	-	\$118,600	-	\$119,000	5	
9001	Human Resources Generalist	100 to 180	4	1	3	0	-	\$93,900	-	\$92,700	4	-	\$83,200	-	\$83,500	4	-	\$94,400	-	\$94,700	4	
9002	Human Resources Coordinator	100 to 180	3	0	3	0	-	-	-	\$80,700	3	-	-	-	\$69,300	3	-	-	-	\$82,100	3	
9003	Payroll	100 to 180	3	1	2	0	-	-	-	\$81,200	3	-	-	-	\$70,800	3	-	-	-	\$85,400	3	
9004	Manager, Health & Safety	100 to 180	6	3	3	0	-	\$129,400	-	\$122,000	6	-	\$108,000	-	\$104,600	6	-	\$126,000	-	\$119,900	6	
N001	Executive Role - Non Regulated Business	100 to 180	2	0	1	1	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
N002	Non-Executive Role - Non Regulated Business	100 to 180	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
0000	President & Chief Executive Officer	50 to 99.9	8	0	8	0	-	\$295,200	\$282,500	\$250,800	\$273,900	8	-	\$197,300	-	\$205,700	6	-	\$265,100	-	\$259,800	7
0001	Chief Operating Officer	50 to 99.9	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
0002	Head of Operations and/or Engineering	50 to 99.9	7	0	6	1	-	\$169,900	-	\$167,600	7	-	\$137,800	-	\$140,500	7	-	\$156,000	-	\$167,000	7	
0003	Chief Financial Officer / Head of Finance	50 to 99.9	8	0	8	0	-	\$201,700	\$185,800	\$178,100	\$187,700	8	\$164,300	\$150,500	\$137,200	\$151,400	8	\$190,800	\$182,300	\$159,200	\$179,100	8
0004	Head of Customer Service	50 to 99.9	1	1	0	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
0005	Head of Regulatory Affairs	50 to 99.9	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
0006	Head of Human Resources	50 to 99.9	5	0	4	1	-	\$144,700	-	\$155,500	5	-	\$131,000	-	\$130,800	5	-	\$157,200	-	\$154,400	5	
0007	Head of Information Technology / Information Services	50 to 99.9	4	1	3	0	-	\$155,100	-	\$158,200	4	-	\$122,500	-	\$128,800	4	-	\$153,800	-	\$155,800	4	
1000	Executive Assistant	50 to 99.9	6	0	5	1	-	\$88,400	-	\$91,400	6	-	\$69,400	-	\$74,700	6	-	\$85,900	-	\$89,400	6	
1001	Administrative Assistant	50 to 99.9	5	1	4	0	-	\$70,000	-	\$68,900	5	-	\$52,700	-	\$55,000	5	-	\$67,800	-	\$68,500	5	
2000	Director, Engineering	50 to 99.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
2001	Engineering Manager / Distribution Engineer	50 to 99.9	8	0	7	1	-	\$136,100	\$131,300	\$127,800	\$131,900	8	\$114,300	\$112,100	\$106,300	\$110,400	8	\$136,500	\$133,100	\$130,500	\$132,600	8
2002	Project Engineer	50 to 99.9	4	0	3	1	-	\$105,500	-	\$105,200	4	-	\$87,600	-	\$85,300	4	-	\$111,700	-	\$107,100	4	
2003	Supervisor, Engineering	50 to 99.9	2	0	1	1	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
2500	Director, Operations	50 to 99.9	1	1	0	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
2501	Manager, Operations	50 to 99.9	6	0	6	0	-	\$140,100	-	\$140,500	6	-	\$112,100	-	\$111,700	6	-	\$134,400	-	\$135,000	6	
2502	Manager, Control Centre	50 to 99.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
2503	Supervisor, Control Centre	50 to 99.9	1	1	0	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
2504	Supervisor, Protection and Control	50 to 99.9	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
2505	Supervisor, Station Maintenance	50 to 99.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
2506	Line Supervisor	50 to 99.9	7	0	6	1	-	\$117,000	-	\$118,100	7	-	\$97,800	-	\$96,300	7	-	\$117,400	-	\$115,700	7	
2507	Manager, Meter Department	50 to 99.9	1	1	0	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
2508	Supervisor, Meter Department	50 to 99.9	3	1	1	1	-	-	-	\$114,200	3	-	-	-	\$96,400	3	-	-	-	\$120,400	3	
2509	Manager, Continuous Improvement	50 to 99.9	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
3000	Director, Supply Chain Management	50 to 99.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	50 to 99.9	3	0	2	1	-	-	-	\$119,500	3	-	-	-	\$92,800	3	-	-	-	\$117,500	3	
3002	Supervisor, Stores/Inventory/Warehouse	50 to 99.9	4	0	2	2	-	\$114,000	-	\$107,800	4	-	\$87,400	-	\$88,500	4	-	\$108,100	-	\$108,700	4	
4000	Controller / Director, Finance	50 to 99.9	4	0	4	0	-	\$141,600	-	\$136,800	4	-	\$104,400	-	\$109,600	4	-	\$134,400	-	\$136,100	4	
4001	Manager, Accounting	50 to 99.9	4	0	3	1	-	\$112,900	-	\$115,300	4	-	\$95,500	-	\$95,800	4	-	\$117,800	-	\$120,700	4	
4002	Manager, Risk Management	50 to 99.9	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
4003	Supervisor, Accounting	50 to 99.9	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
4004	Financial or Business Analyst	50 to 99.9	4	0	4	0	-	\$88,600	-	\$93,700	4	-	\$76,100	-	\$74,900	4	-	\$96,100	-	\$95,100	4	
4005	Accountant	50 to 99.9	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
5000	Director, Customer Service	50 to 99.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
5001	Manager, Customer Service and/or Billing	50 to 99.9	6	0	5	1	-	\$114,200	-	\$116,600	6	-	\$97,400	-	\$97,500	6	-	\$118,000	-	\$118,900	6	
5002	Supervisor, Customer Service and/or Billing and/or Collections	50 to 99.9	3	0	3	0	-	-	-	\$99,600	3	-	-	-	\$92,100	3	-	-	-	\$109,700	3	
5003	Key Account Specialist	50 to 99.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
5500	Director, Communications	50 to 99.9	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
5501	Manager, Communications	50 to 99.9	2	1	1	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
5502	Communications Specialist	50 to 99.9	6	2	4	0	-	\$82,100	-	\$78,600	6	-	\$72,000	-	\$72,500	6	-	\$91,000	-	\$88,500	6	
6000	Director, Regulatory Affairs	50 to 99.9	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
6001	Manager, Regulatory Affairs	50 to 99.9	3	0	3	0	-	-	-	\$115,800	3	-	-	-	\$100,100	3	-	-	-	\$121,000	3	
6002	Regulatory Accountant	50 to 99.9	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
7000	Settlement or Rate Analyst	50 to 99.9	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
8000	Director, Information Systems	50 to 99.9	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
8001	Manager, Information Systems	50 to 99.9	4	0	4	0	-	\$133,700	-	\$135,000	4	-	\$102,700	-	\$103,800	4	-	\$129,700	-	\$127,600	4	
8002	Systems and/or Program Administrator / Applications and/or Systems Support	50 to 99.9	5	0	4	1	-	\$96,300	-	\$96,700	5	-	\$76,000	-	\$81,100	5	-	\$104,700	-	\$98,000	5	
8003	Manager, Information Security	50 to 99.9	1	0	1	0	-	-	-													



2003	Supervisor, Engineering	20 to 49.9	2	1	1	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
2500	Director, Operations	20 to 49.9	2	1	1	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
2501	Manager, Operations	20 to 49.9	5	0	5	0	-	\$146,000	-	\$136,800	5	-	\$107,200	-	\$109,600	4	-	\$127,200	-	\$129,900	5
2502	Manager, Control Centre	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2503	Supervisor, Control Centre	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2504	Supervisor, Protection and Control	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2505	Supervisor, Station Maintenance	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2506	Line Supervisor	20 to 49.9	6	1	5	0	-	\$115,400	-	\$115,300	6	-	\$94,100	-	\$93,400	4	-	\$116,600	-	\$112,000	5
2507	Manager, Meter Department	20 to 49.9	1	1	0	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
2508	Supervisor, Meter Department	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2509	Manager, Continuous Improvement	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
3000	Director, Supply Chain Management	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	20 to 49.9	2	0	2	0	-	-	-	-	2	-	-	-	-	1	-	-	-	-	2
3002	Supervisor, Stores/Inventory/Warehouse	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
4000	Controller / Director, Finance	20 to 49.9	1	1	0	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
4001	Manager, Accounting	20 to 49.9	2	1	1	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
4002	Manager, Risk Management	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
4003	Supervisor Accounting	20 to 49.9	2	1	1	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
4004	Financial or Business Analyst	20 to 49.9	5	2	3	0	-	\$81,800	-	\$83,800	5	-	\$73,700	-	\$74,600	4	-	\$93,800	-	\$92,800	5
4005	Accountant	20 to 49.9	3	2	1	0	-	-	-	\$84,500	3	-	-	-	-	3	-	-	-	\$87,200	3
5000	Director, Customer Service	20 to 49.9	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
5001	Manager, Customer Service and/or Billing	20 to 49.9	5	0	5	0	-	\$93,300	-	\$98,700	5	-	\$85,100	-	\$86,600	5	-	\$105,900	-	\$104,700	5
5002	Supervisor, Customer Service and/or Billing and/or Collections	20 to 49.9	4	1	3	0	-	\$91,700	-	\$94,400	4	-	-	-	\$80,700	3	-	\$89,500	-	\$95,500	4
5003	Key Account Specialist	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
5500	Director, Communications	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
5501	Manager, Communications	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
5502	Communications Specialist	20 to 49.9	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
6000	Director, Regulatory Affairs	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
6001	Manager, Regulatory Affairs	20 to 49.9	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
6002	Regulatory Accountant	20 to 49.9	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
7000	Settlement or Rate Analyst	20 to 49.9	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
8000	Director, Information Systems	20 to 49.9	2	2	0	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
8001	Manager, Information Systems	20 to 49.9	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
8002	Systems and/or Program Administrator / Applications and/or Systems Support	20 to 49.9	2	0	2	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
8003	Manager, Information Security	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
8004	Network Specialist/Manager/Engineer	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
9000	Human Resources Manager	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
9001	Human Resources Generalist	20 to 49.9	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
9002	Human Resources Coordinator	20 to 49.9	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
9003	Payroll	20 to 49.9	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
9004	Manager, Health & Safety	20 to 49.9	3	1	2	0	-	-	-	\$117,200	3	-	-	-	\$90,600	3	-	-	-	\$113,200	3
N001	Executive Role - Non Regulated Business	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
N002	Non-Executive Role - Non Regulated Business	20 to 49.9	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
0000	President & Chief Executive Officer	Less than 20	5	0	5	0	-	\$162,900	-	\$160,400	5	-	\$133,000	-	\$136,200	5	-	\$160,000	-	\$153,900	5
0001	Chief Operating Officer	Less than 20	1	1	0	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
0002	Head of Operations and/or Engineering	Less than 20	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
0003	Chief Financial Officer / Head of Finance	Less than 20	5	1	4	0	-	\$134,000	-	\$131,200	5	-	\$105,500	-	\$105,200	5	-	\$121,000	-	\$120,600	5
0004	Head of Customer Service	Less than 20	1	0	0	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
0005	Head of Regulatory Affairs	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
0006	Head of Human Resources	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
0007	Head of Information Technology / Information Services	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
1000	Executive Assistant	Less than 20	3	0	3	0	-	-	-	\$68,100	3	-	-	-	\$58,200	3	-	-	-	\$68,100	3
1001	Administrative Assistant	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2000	Director, Engineering	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2001	Engineering Manager / Distribution Engineer	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2002	Project Engineer	Less than 20	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
2003	Supervisor, Engineering	Less than 20	1	1	0	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
2500	Director, Operations	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2501	Manager, Operations	Less than 20	5	0	5	0	-	\$117,500	-	\$116,300	5	-	\$110,000	-	\$108,600	5	-	\$117,500	-	\$117,600	5
2502	Manager, Control Centre	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2503	Supervisor, Control Centre	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2504	Supervisor, Protection and Control	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2505	Supervisor, Station Maintenance	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2506	Line Supervisor	Less than 20	1	0	1	0	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
2507	Manager, Meter Department	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2508	Supervisor, Meter Department	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
2509	Manager, Continuous Improvement	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
3000	Director, Supply Chain Management	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
3002	Supervisor, Stores/Inventory/Warehouse	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
4000	Controller / Director, Finance	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
4001	Manager, Accounting	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
4002	Manager, Risk Management	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
4003	Supervisor Accounting	Less than 20	2	1	1	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
4004	Financial or Business Analyst	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
4005	Accountant	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
5000	Director, Customer Service	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
5001	Manager, Customer Service and/or Billing	Less than 20	2	1	1	0	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
5002	Supervisor, Customer Service and/or Billing and/or Collections	Less than 20	3	1	2	0	-	-	-	\$85,000	3	-	-	-	\$87,900	3	-	-	-	\$78,400	3
5003	Key Account Specialist	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
5500	Director, Communications	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
5501	Manager, Communications	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
5502	Communications Specialist	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
6000	Director, Regulatory Affairs	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
6001	Manager, Regulatory Affairs	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
6002	Regulatory Accountant	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
7000	Settlement or Rate Analyst	Less than 20	0	0	0	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
8000	Director, Information Systems	Less than 20	0	0																	



Sal ary Range Maxi mum					Tar get In cent i ve %					Act ual Tot al Cash					Tot al Cash Desi gn				
P75	P50	P25	Aver age	N	P75	P50	P25	Aver age	N	P75	P50	P25	Aver age	N	P75	P50	P25	Aver age	N
-	\$315,300	-	\$324,300	4	-	37.23%	-	43.61%	4	-	\$384,000	-	\$486,200	5	-	\$388,200	-	\$491,400	5
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
-	\$207,900	-	\$240,000	4	-	25.09%	-	28.55%	4	-	\$256,000	-	\$282,500	4	-	\$226,800	-	\$265,700	4
-	\$220,600	-	\$270,700	5	-	22.84%	-	21.46%	4	-	\$270,600	-	\$274,900	5	-	\$242,600	-	\$298,200	5
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
-	\$211,500	-	\$234,500	4	-	-	-	30.09%	3	-	\$259,900	-	\$268,500	4	-	\$230,400	-	\$251,000	4
-	\$200,100	-	\$228,500	5	-	23.94%	-	23.91%	4	-	\$246,900	-	\$249,200	5	-	\$220,100	-	\$246,500	5
-	\$101,100	-	\$103,400	6	-	5.00%	-	5.78%	4	-	\$92,300	-	\$94,900	6	-	\$94,100	-	\$95,500	6
-	-	-	\$92,300	3	-	-	-	-	2	-	-	-	\$86,100	3	-	-	-	\$82,300	3
-	-	-	\$205,700	3	-	-	-	-	2	-	-	-	\$206,500	3	-	-	-	\$209,900	3
-	\$154,800	-	\$161,800	6	-	10.00%	-	9.43%	4	-	\$156,400	-	\$161,500	6	-	\$154,800	-	\$153,900	6
-	\$133,000	-	\$131,600	4	-	-	-	-	2	-	\$130,100	-	\$125,800	4	-	\$119,800	-	\$119,900	4
-	\$136,700	-	\$135,300	5	-	-	-	10.60%	3	-	\$127,100	-	\$129,000	5	-	\$128,300	-	\$127,200	5
-	\$164,300	-	\$175,400	5	-	13.43%	-	11.63%	4	-	\$168,100	-	\$178,800	5	-	\$164,900	-	\$169,900	5
-	\$155,600	-	\$159,700	5	-	-	-	11.30%	3	-	\$155,100	-	\$154,100	5	-	\$149,500	-	\$150,400	5
-	-	-	\$164,100	3	-	-	-	10.01%	3	-	-	-	\$166,400	3	-	-	-	\$157,700	3
-	\$130,200	-	\$130,100	4	-	-	-	8.73%	3	-	\$133,000	-	\$135,800	4	-	\$128,900	-	\$127,100	4
-	\$131,400	-	\$131,600	4	-	-	-	7.10%	3	-	\$127,700	-	\$130,200	4	-	\$127,300	-	\$127,500	4
-	-	-	\$129,700	3	-	-	-	-	1	-	-	-	\$129,800	3	-	-	-	\$127,700	3
-	\$132,400	-	\$130,100	6	-	-	-	11.01%	3	-	\$127,200	-	\$127,600	6	-	\$128,300	-	\$126,100	6
-	-	-	\$137,600	3	-	-	-	-	2	-	-	-	\$138,000	3	-	-	-	\$129,000	3
-	\$122,100	-	\$125,700	4	-	-	-	5.19%	3	-	\$120,000	-	\$125,600	4	-	\$119,300	-	\$122,200	4
-	-	-	\$153,200	3	-	-	-	9.82%	3	-	-	-	\$130,800	3	-	-	-	\$143,100	3
-	-	-	\$166,100	3	-	-	-	11.55%	3	-	-	-	\$169,600	3	-	-	-	\$161,800	3
-	-	-	\$146,100	3	-	-	-	-	2	-	-	-	\$146,000	3	-	-	-	\$134,900	3
-	\$136,500	-	\$124,600	5	-	6.00%	-	8.54%	4	-	\$116,900	-	\$117,700	5	-	\$125,100	-	\$116,500	5
-	\$168,200	-	\$174,100	4	-	13.48%	-	12.25%	4	-	\$165,500	-	\$169,900	4	-	\$164,700	-	\$168,900	4
-	\$150,900	-	\$148,700	4	-	-	-	-	2	-	\$149,500	-	\$150,400	4	-	\$146,500	-	\$141,200	4
-	-	-	\$164,400	3	-	-	-	-	2	-	-	-	\$159,700	3	-	-	-	\$159,800	3
-	\$123,800	-	\$126,800	5	-	6.70%	-	7.94%	4	-	\$121,900	-	\$124,400	5	-	\$118,900	-	\$119,300	5
-	\$113,300	-	\$111,200	6	-	4.77%	-	7.15%	4	-	\$101,800	-	\$105,600	6	-	\$108,700	-	\$105,600	6
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
-	\$168,200	-	\$180,900	5	-	12.99%	-	12.50%	4	-	\$162,800	-	\$163,700	5	-	\$168,200	-	\$175,200	5
-	\$140,400	-	\$143,500	4	-	-	-	10.30%	3	-	\$140,900	-	\$133,900	4	-	\$133,900	-	\$133,600	4
-	\$121,700	-	\$121,900	6	-	6.51%	-	8.63%	4	-	\$107,600	-	\$108,100	6	-	\$118,200	-	\$115,100	6
-	\$123,900	-	\$121,800	4	-	-	-	3.18%	3	-	\$110,900	-	\$113,600	4	-	\$120,800	-	\$114,300	4
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
-	\$132,100	-	\$135,500	5	-	-	-	6.57%	3	-	\$130,500	-	\$128,200	5	-	\$127,400	-	\$128,300	5
-	\$106,300	-	\$106,200	6	-	7.49%	-	8.78%	4	-	\$96,700	-	\$99,600	6	-	\$101,600	-	\$100,600	6
-	\$155,600	-	\$167,500	4	-	-	-	11.20%	3	-	\$156,000	-	\$166,100	4	-	\$153,500	-	\$160,600	4
-	\$138,500	-	\$138,000	4	-	-	-	-	2	-	\$138,500	-	\$137,700	4	-	\$131,900	-	\$131,400	4
-	\$115,000	-	\$114,500	5	-	-	-	8.92%	3	-	\$99,700	-	\$110,400	5	-	\$104,400	-	\$107,300	5
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
-	\$149,500	-	\$146,300	6	-	8.10%	-	7.37%	4	-	\$135,500	-	\$143,100	6	-	\$146,000	-	\$140,300	6
-	\$109,200	-	\$115,700	6	-	6.66%	-	6.32%	4	-	\$110,200	-	\$106,400	6	-	\$108,800	-	\$107,300	6
-	\$154,100	-	\$146,500	5	-	9.35%	-	9.42%	4	-	\$141,200	-	\$141,100	5	-	\$147,000	-	\$138,500	5
-	-	-	\$118,700	3	-	-	-	6.22%	3	-	-	-	\$121,300	3	-	-	-	\$112,100	3
-	\$158,500	-	\$159,700	4	-	-	-	12.55%	3	-	\$151,000	-	\$152,400	4	-	\$155,300	-	\$152,400	4
-	\$109,000	-	\$114,700	6	-	4.21%	-	6.37%	4	-	\$101,200	-	\$100,400	6	-	\$109,000	-	\$107,800	6
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
-	\$107,300	-	\$105,400	5	-	5.39%	-	5.66%	4	-	\$97,800	-	\$101,200	5	-	\$97,900	-	\$97,400	5
-	\$140,400	-	\$145,700	6	-	8.40%	-	12.42%	5	-	\$140,000	-	\$140,600	6	-	\$133,000	-	\$141,800	6
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
-	\$272,700	-	\$301,000	7	-	26.25%	-	31.47%	7	-	\$403,700	-	\$384,900	7	-	\$327,000	-	\$349,200	7
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
-	\$214,500	-	\$215,400	6	-	16.89%	-	19.04%	6	-	\$238,800	-	\$246,600	6	-	\$238,500	-	\$237,500	6
-	\$195,500	-	\$203,600	7	-	14.56%	-	19.82%	7	-	\$225,500	-	\$235,000	7	-	\$210,900	-	\$225,300	7
-	-	-	\$163,600	3	-	-	-	14.02%	3	-	-	-	\$179,600	3	-	-	-	\$168,700	3
-	\$196,800	-	\$196,900	4	-	13.94%	-	16.46%	4	-	\$217,000	-	\$215,500	4	-	\$219,000	-	\$220,300	4
-	\$171,500	-	\$177,000	6	-	17.19%	-	17.89%	6	-	\$192,900	-	\$205,500	6	-	\$173,900	-	\$185,000	6
-	-	-	\$174,100	3	-	-	-	15.16%	3	-	-	-	\$195,900	3	-	-	-	\$179,700	3
-	\$84,100	-	\$87,600	5	-	2.48%	-	3.13%	4	-	\$86,500	-	\$87,200	5	-	\$81,000	-	\$83,900	5
-	\$73,000	-	\$76,000	4	-	-	-	3.55%	3	-	\$74,200	-	\$75,100	4	-	\$70,400	-	\$72,800	4
-	\$173,400	-	\$172,100	5	-	12.52%	-	12.23%	4	-	\$181,300	-	\$178,300	5	-	\$177,700	-	\$172,500	5
-	\$140,900	-	\$140,500	7	-	10.34%	-	9.94%	5	-	\$137,500	-	\$142,200	7	-	\$136,700	-	\$139,000	7
-	\$118,900	-	\$120,800	4	-	-	-	5.44%	3	-	\$113,800	-	\$116,100	4	-	\$113,300	-	\$113,800	4
-	\$132,600	-	\$132,800	4	-	6.93%	-	6.33%	4	-	\$127,000	-	\$128,000	4	-	\$125,000	-	\$126,000	4
-	\$152,500	-	\$153,300	4	-	-	-	-	2	-	\$157,800	-	\$157,000	4	-	\$149,700	-	\$149,200	4
-	-	-	\$133,300	3	-	-	-	6.35%	3	-	-	-	\$134,300	3	-	-	-	\$133,100	3
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2
-	-	-	\$113,200	3	-	-	-	-	2	-	-	-	\$112,600	3	-	-	-	\$110,400	3
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	-	\$117,700	3	-	-	-	-	2	-	-	-	\$117,300	3	-	-	-	\$114,100	3
-	\$120,300	-	\$119,600	6	-	4.32%	-	5.02%	4	-	\$119,400	-	\$119,000	6	-	\$112,800	-	\$114,000	6
-	-	-	\$130,400	3	-	-	-	6.63%	3	-	-	-	\$128,400	3	-	-	-	\$129,000	3
-	-	-	\$112,900	3	-	-	-	-	2	-	-	-	\$105,700	3	-	-	-	\$108,100	3
-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	-	-	2	-	-	-	-	1	-	-	-	-	2	-	-	-	-	2
-	\$125,000	-	\$124,500	7	-	6.00%	-	7.24%	5	-	\$123,200	-	\$125,400	7	-	\$122,800	-	\$120,400	7

-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	\$167,400	-	\$164,100	4	-	-	-	10.09%	3	-	\$168,700	-	\$163,400	4	-	\$169,600	-	\$163,000	4	
-	-	-	\$120,300	3	-	-	-	-	2	-	-	-	\$121,900	3	-	-	-	\$119,200	3	
-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
-	-	-	-	2	-	-	-	-	1	-	-	-	-	2	-	-	-	-	2	
-	\$111,000	-	\$106,500	6	-	3.19%	-	3.67%	5	-	\$97,900	-	\$101,100	6	-	\$103,000	-	\$100,900	6	
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
-	-	-	\$162,100	3	-	-	-	10.67%	3	-	-	-	\$165,300	3	-	-	-	\$167,500	3	
-	\$120,900	-	\$117,100	6	-	6.63%	-	6.70%	4	-	\$111,100	-	\$112,800	6	-	\$114,200	-	\$112,200	6	
-	\$111,300	-	\$109,300	6	-	5.15%	-	5.35%	4	-	\$105,500	-	\$101,800	6	-	\$104,900	-	\$103,400	6	
-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
-	-	-	-	2	-	-	-	-	1	-	-	-	-	2	-	-	-	-	2	
-	\$88,200	-	\$88,300	4	-	-	-	4.32%	3	-	\$81,000	-	\$82,700	4	-	\$83,600	-	\$82,400	4	
-	-	-	\$170,500	3	-	-	-	14.26%	3	-	-	-	\$182,700	3	-	-	-	\$180,600	3	
-	-	-	\$124,700	3	-	-	-	-	2	-	-	-	\$130,400	3	-	-	-	\$125,400	3	
-	-	-	\$109,400	3	-	-	-	-	2	-	-	-	\$99,900	3	-	-	-	\$101,400	3	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	\$175,300	-	\$176,800	4	-	11.59%	-	10.92%	4	-	\$176,500	-	\$174,800	4	-	\$183,600	-	\$180,600	4	
-	\$135,300	-	\$138,200	6	-	5.16%	-	5.36%	4	-	\$135,200	-	\$135,300	6	-	\$129,600	-	\$133,300	6	
-	\$112,000	-	\$107,000	5	-	4.04%	-	4.23%	4	-	\$104,900	-	\$104,100	5	-	\$102,000	-	\$101,200	5	
-	\$131,700	-	\$125,400	4	-	4.36%	-	4.73%	4	-	\$127,600	-	\$122,700	4	-	\$125,200	-	\$122,900	4	
-	\$112,200	-	\$108,600	4	-	4.39%	-	4.49%	4	-	\$104,600	-	\$102,800	4	-	\$104,200	-	\$103,800	4	
-	\$130,000	-	\$130,600	5	-	-	-	7.34%	3	-	\$126,200	-	\$123,400	5	-	\$121,900	-	\$124,500	5	
-	\$100,000	-	\$100,000	4	-	-	-	2.71%	3	-	\$94,900	-	\$94,600	4	-	\$95,400	-	\$96,800	4	
-	-	-	\$91,200	3	-	-	-	3.69%	3	-	-	-	\$83,700	3	-	-	-	\$85,900	3	
-	-	-	\$97,800	3	-	-	-	5.00%	3	-	-	-	\$85,400	3	-	-	-	\$90,000	3	
-	\$132,800	-	\$131,800	6	-	11.23%	-	11.98%	4	-	\$132,900	-	\$132,700	6	-	\$129,900	-	\$131,000	6	
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	\$282,500	-	\$274,600	6	-	27.07%	-	25.08%	7	-	\$412,800	\$332,800	\$285,400	\$336,500	8	-	\$351,700	-	\$322,800	7
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
-	\$183,500	-	\$183,200	7	-	7.43%	-	10.43%	6	-	\$184,600	-	\$182,800	7	-	\$186,000	-	\$186,600	7	
\$209,300	\$194,400	\$180,400	\$197,000	8	-	13.02%	-	14.09%	7	-	\$224,800	\$210,500	\$200,900	\$211,100	8	\$237,500	\$198,500	\$175,300	\$205,800	8
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	-	-	-	2	-	-	-	-	1	-	-	-	-	2	-	-	-	-	2	
-	\$162,500	-	\$174,200	5	-	12.25%	-	12.94%	4	-	\$168,000	-	\$170,400	5	-	\$178,200	-	\$171,100	5	
-	\$167,600	-	\$168,200	4	-	9.65%	-	10.24%	4	-	\$167,000	-	\$175,000	4	-	\$176,100	-	\$175,700	4	
-	\$102,000	-	\$98,000	6	-	6.96%	-	6.83%	5	-	\$96,200	-	\$96,500	6	-	\$93,400	-	\$94,800	6	
-	\$74,900	-	\$72,600	5	-	-	-	5.80%	3	-	\$75,300	-	\$71,300	5	-	\$69,400	-	\$71,100	5	
-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
\$153,200	\$140,100	\$135,600	\$145,800	8	-	6.70%	-	6.67%	7	-	\$143,200	\$139,400	\$135,700	\$139,600	8	\$148,600	\$142,200	\$135,300	\$141,100	8
-	\$111,700	-	\$111,500	4	-	6.00%	-	5.90%	4	-	\$111,800	-	\$111,500	4	-	\$118,000	-	\$114,500	4	
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	\$145,300	-	\$149,600	6	-	5.00%	-	4.84%	5	-	\$147,400	-	\$146,100	6	-	\$147,200	-	\$144,600	6	
-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
-	\$123,500	-	\$125,300	7	-	5.33%	-	5.70%	6	-	\$122,700	-	\$123,900	7	-	\$124,400	-	\$122,300	7	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	-	-	\$129,000	3	-	-	-	5.44%	3	-	-	-	\$120,300	3	-	-	-	\$128,800	3	
-	-	-	-	2	-	-	-	-	1	-	-	-	-	2	-	-	-	-	2	
-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
-	-	-	\$134,000	3	-	-	-	5.90%	3	-	-	-	\$126,700	3	-	-	-	\$128,500	3	
-	\$114,200	-	\$111,800	4	-	-	-	5.24%	3	-	\$117,700	-	\$111,800	4	-	\$111,700	-	\$113,700	4	
-	\$149,300	-	\$155,200	4	-	8.54%	-	8.00%	4	-	\$147,400	-	\$147,700	4	-	\$146,700	-	\$150,500	4	
-	\$125,500	-	\$126,600	4	-	6.80%	-	6.09%	4	-	\$116,800	-	\$122,400	4	-	\$128,300	-	\$129,700	4	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	-	-	-	2	-	-	-	-	1	-	-	-	-	2	-	-	-	-	2	
-	\$102,400	-	\$104,100	4	-	5.94%	-	6.22%	4	-	\$92,700	-	\$99,700	4	-	\$103,600	-	\$102,400	4	
-	-	-	-	2	-	-	-	-	1	-	-	-	-	2	-	-	-	-	2	
-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
-	\$129,500	-	\$127,600	6	-	5.00%	-	5.92%	5	-	\$119,800	-	\$122,300	6	-	\$124,500	-	\$125,600	6	
-	-	-	\$120,700	3	-	-	-	-	2	-	-	-	\$104,300	3	-	-	-	\$114,900	3	
-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
-	\$99,100	-	\$98,100	6	-	3.64%	-	3.25%	6	-	\$84,900	-	\$81,300	6	-	\$94,500	-	\$93,500	6	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	-	-	\$126,300	3	-	-	-	5.32%	3	-	-	-	\$122,000	3	-	-	-	\$128,400	3	
-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	\$136,800	-	\$137,000	4	-	-	-	8.24%	3	-	\$144,100	-	\$143,300	4	-	\$136,900	-	\$136,300	4	
-	\$104,700	-	\$106,200	5	-	-	-	7.22%	3	-	\$102,800	-	\$100,700	5	-	\$111,100	-	\$102,200	5	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	-	-	\$111,400	3	-	-	-	6.43%	3	-	-	-	\$100,300	3	-	-	-	\$106,700	3	
-	\$123,500	-	\$122,200	4	-	-	-	5.89%	3	-	\$121,000	-	\$122,100	4	-	\$122,400	-	\$120,900	4	
-	-	-	\$92,600	3	-	-	-	-	2	-	-	-	\$86,300	3	-	-	-	\$93,100	3	
-	-	-	\$91,100	3	-	-	-	5.91%	3	-	-	-	\$80,600	3	-	-	-	\$90,700	3	
-	\$95,200	-	\$97,000	5	-	5.00%	-	5.50%	4	-	\$89,000	-	\$88,900	5	-	\$95,500	-	\$92,600	5	
-	\$129,500	-	\$134,500	4	-	-	-	6.33%	3	-	\$129,800	-	\$129,200	4	-	\$128,800	-	\$128,600	4	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	
-	\$216,900	-	\$236,600	6	-	-	-	15.27%	3	-	\$222,200	-	\$235,600	6	-	\$223,700	-	\$239,200	6	
-	-	-	-	1	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	
-	-	-	\$213,600	3	-	-	-	24.22%	3	-	\$178,200	-	\$219,100	4	-	\$176,000	-	\$199,300	4	
-	\$176,500	-	\$167,000	7	-	11.35%	-	11.65%	4	-	\$156,000	-	\$162,700	7	-	\$159,800	-	\$167,100	7	
-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	
-	-	-	-	2	-	-	-	-	2	-	-	-								



Job Code	Job Title	Grouping	Nb. of Incumbents	Quality of Match			Base Salary			
				+	=	-	P75	P50	P25	Average
0000	President & Chief Executive Officer	Central Ontario	15	0	15	0	\$315,300	\$265,000	\$231,300	\$282,800
0001	Chief Operating Officer	Central Ontario	2	0	1	1	-	-	-	-
0002	Head of Operations and/or Engineering	Central Ontario	13	1	11	1	\$208,300	\$189,600	\$160,000	\$189,100
0003	Chief Financial Officer / Head of Finance	Central Ontario	15	3	11	1	\$215,300	\$183,500	\$157,500	\$190,000
0004	Head of Customer Service	Central Ontario	3	0	3	0	-	-	-	\$208,700
0005	Head of Regulatory Affairs	Central Ontario	4	1	3	0	-	\$190,700	-	\$203,700
0006	Head of Human Resources	Central Ontario	10	2	7	1	\$211,800	\$164,800	\$147,300	\$185,000
0007	Head of Information Technology / Information Services	Central Ontario	7	0	7	0	-	\$183,500	-	\$199,200
1000	Executive Assistant	Central Ontario	11	1	8	2	\$99,000	\$88,300	\$84,000	\$88,800
1001	Administrative Assistant	Central Ontario	7	0	6	1	-	\$76,500	-	\$79,400
2000	Director, Engineering	Central Ontario	3	1	2	0	-	-	-	\$179,700
2001	Engineering Manager / Distribution Engineer	Central Ontario	14	3	10	1	\$148,700	\$135,700	\$128,900	\$138,000
2002	Project Engineer	Central Ontario	7	0	6	1	-	\$106,000	-	\$109,200
2003	Supervisor, Engineering	Central Ontario	7	1	5	1	-	\$119,300	-	\$119,800
2500	Director, Operations	Central Ontario	8	2	6	0	\$184,400	\$151,700	\$146,600	\$166,500
2501	Manager, Operations	Central Ontario	10	0	10	0	\$150,900	\$139,400	\$135,100	\$141,400
2502	Manager, Control Centre	Central Ontario	3	0	3	0	-	-	-	\$141,200
2503	Supervisor, Control Centre	Central Ontario	3	1	2	0	-	-	-	\$130,500
2504	Supervisor, Protection and Control	Central Ontario	3	0	3	0	-	-	-	\$124,000
2505	Supervisor, Station Maintenance	Central Ontario	4	0	4	0	-	-	-	\$125,100
2506	Line Supervisor	Central Ontario	14	1	12	1	\$121,300	\$118,500	\$116,100	\$120,000
2507	Manager, Meter Department	Central Ontario	4	0	4	0	-	\$126,900	-	\$127,400
2508	Supervisor, Meter Department	Central Ontario	6	1	4	1	-	\$116,700	-	\$117,900
2509	Manager, Continuous Improvement	Central Ontario	4	0	4	0	-	\$129,200	-	\$122,200
3000	Director, Supply Chain Management	Central Ontario	3	1	2	0	-	-	-	\$153,600
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	Central Ontario	7	1	5	1	-	\$132,100	-	\$128,100
3002	Supervisor, Stores/Inventory/Warehouse	Central Ontario	6	1	4	1	-	\$108,800	-	\$108,200
4000	Controller / Director, Finance	Central Ontario	7	1	6	0	-	\$144,200	-	\$147,800
4001	Manager, Accounting	Central Ontario	7	1	5	1	-	\$132,100	-	\$130,000
4002	Manager, Risk Management	Central Ontario	3	1	2	0	-	-	-	\$144,900
4003	Supervisor Accounting	Central Ontario	8	2	6	0	\$114,800	\$108,000	\$105,900	\$107,600
4004	Financial or Business Analyst	Central Ontario	9	1	8	0	\$100,600	\$96,100	\$92,100	\$97,400
4005	Accountant	Central Ontario	4	0	4	0	-	\$99,800	-	\$107,500
5000	Director, Customer Service	Central Ontario	4	2	1	1	-	-	-	\$153,100
5001	Manager, Customer Service and/or Billing	Central Ontario	13	0	12	1	\$118,400	\$113,400	\$103,100	\$111,500
5002	Supervisor, Customer Service and/or Billing and/or Collections	Central Ontario	10	0	9	1	\$104,900	\$101,500	\$98,700	\$101,600
5003	Key Account Specialist	Central Ontario	3	1	2	0	-	-	-	\$107,300
5500	Director, Communications	Central Ontario	3	2	1	0	-	-	-	\$153,000
5501	Manager, Communications	Central Ontario	4	0	4	0	-	\$118,800	-	\$115,600
5502	Communications Specialist	Central Ontario	11	3	8	0	\$90,300	\$81,500	\$73,300	\$82,900
6000	Director, Regulatory Affairs	Central Ontario	5	1	4	0	-	\$142,800	-	\$142,300
6001	Manager, Regulatory Affairs	Central Ontario	4	0	4	0	-	\$134,100	-	\$131,000
6002	Regulatory Accountant	Central Ontario	7	1	6	0	-	\$99,500	-	\$102,600
7000	Settlement or Rate Analyst	Central Ontario	4	0	4	0	-	\$101,000	-	\$100,500
8000	Director, Information Systems	Central Ontario	3	0	3	0	-	-	-	\$147,200
8001	Manager, Information Systems	Central Ontario	7	0	7	0	-	\$133,000	-	\$135,200

8002	Systems and/or Program Administrator / Applications and/or Systems Support	Central Ontario	9	1	8	0	\$105,400	\$96,300	\$88,100	\$96,400
8003	Manager Information Security	Central Ontario	5	0	4	1	-	\$132,100	-	\$129,100
8004	Network Specialist/Manager/Engineer	Central Ontario	5	0	4	1	-	\$92,600	-	\$97,900
9000	Human Resources Manager	Central Ontario	6	0	4	2	-	\$123,100	-	\$125,900
9001	Human Resources Generalist	Central Ontario	6	1	4	1	-	\$96,400	-	\$95,800
9002	Human Resources Coordinator	Central Ontario	6	2	4	0	-	\$76,700	-	\$75,800
9003	Payroll	Central Ontario	11	1	9	1	\$93,900	\$90,000	\$82,900	\$89,700
9004	Manager, Health & Safety	Central Ontario	10	2	8	0	\$136,900	\$129,600	\$116,400	\$129,000
N001	Executive Role - Non Regulated Business	Central Ontario	3	0	2	1	-	-	-	\$209,900
N002	Non-Executive Role - Non Regulated Business	Central Ontario	2	0	2	0	-	-	-	-
0000	President & Chief Executive Officer	Northern Ontario	11	2	9	0	\$285,300	\$265,000	\$161,300	\$233,500
0001	Chief Operating Officer	Northern Ontario	5	3	2	0	-	\$184,500	-	\$183,000
0002	Head of Operations and/or Engineering	Northern Ontario	4	0	3	1	-	\$189,400	-	\$181,500
0003	Chief Financial Officer / Head of Finance	Northern Ontario	11	3	8	0	\$203,300	\$182,000	\$127,300	\$167,100
0004	Head of Customer Service	Northern Ontario	3	3	0	0	-	-	-	\$143,000
0005	Head of Regulatory Affairs	Northern Ontario	1	0	1	0	-	-	-	-
0006	Head of Human Resources	Northern Ontario	4	2	2	0	-	\$171,000	-	\$167,500
0007	Head of Information Technology / Information Services	Northern Ontario	3	2	1	0	-	-	-	\$148,100
1000	Executive Assistant	Northern Ontario	8	0	8	0	\$98,100	\$82,000	\$75,600	\$85,700
1001	Administrative Assistant	Northern Ontario	4	1	3	0	-	\$71,300	-	\$67,800
2000	Director, Engineering	Northern Ontario	2	1	1	0	-	-	-	-
2001	Engineering Manager / Distribution Engineer	Northern Ontario	7	1	6	0	-	\$128,300	-	\$130,600
2002	Project Engineer	Northern Ontario	5	0	5	0	-	\$116,800	-	\$118,200
2003	Supervisor, Engineering	Northern Ontario	4	1	3	0	-	\$113,700	-	\$112,300
2500	Director, Operations	Northern Ontario	1	0	1	0	-	-	-	-
2501	Manager, Operations	Northern Ontario	9	1	8	0	\$144,200	\$133,600	\$112,500	\$129,100
2502	Manager, Control Centre	Northern Ontario	0	0	0	0	-	-	-	-
2503	Supervisor, Control Centre	Northern Ontario	2	1	1	0	-	-	-	-
2504	Supervisor, Protection and Control	Northern Ontario	1	0	1	0	-	-	-	-
2505	Supervisor, Station Maintenance	Northern Ontario	1	1	0	0	-	-	-	-
2506	Line Supervisor	Northern Ontario	6	1	5	0	-	\$113,800	-	\$115,400
2507	Manager, Meter Department	Northern Ontario	2	1	1	0	-	-	-	-
2508	Supervisor, Meter Department	Northern Ontario	1	1	0	0	-	-	-	-
2509	Manager, Continuous Improvement	Northern Ontario	1	0	1	0	-	-	-	-
3000	Director, Supply Chain Management	Northern Ontario	0	0	0	0	-	-	-	-
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	Northern Ontario	3	0	1	2	-	-	-	\$108,300
3002	Supervisor, Stores/Inventory/Warehouse	Northern Ontario	2	0	1	1	-	-	-	-
4000	Controller / Director, Finance	Northern Ontario	3	1	2	0	-	-	-	\$134,200
4001	Manager, Accounting	Northern Ontario	3	0	2	1	-	-	-	\$115,400
4002	Manager, Risk Management	Northern Ontario	1	0	0	1	-	-	-	-
4003	Supervisor Accounting	Northern Ontario	1	0	1	0	-	-	-	-
4004	Financial or Business Analyst	Northern Ontario	5	1	3	1	-	\$95,000	-	\$92,200
4005	Accountant	Northern Ontario	2	1	1	0	-	-	-	-
5000	Director, Customer Service	Northern Ontario	1	0	0	1	-	-	-	-
5001	Manager, Customer Service and/or Billing	Northern Ontario	6	1	4	1	-	\$108,200	-	\$107,900
5002	Supervisor, Customer Service and/or Billing and/or Collections	Northern Ontario	5	0	4	1	-	\$94,500	-	\$94,200
5003	Key Account Specialist	Northern Ontario	0	0	0	0	-	-	-	-
5500	Director, Communications	Northern Ontario	1	0	1	0	-	-	-	-
5501	Manager, Communications	Northern Ontario	3	1	1	1	-	-	-	\$105,100
5502	Communications Specialist	Northern Ontario	3	1	1	1	-	-	-	\$84,200
6000	Director, Regulatory Affairs	Northern Ontario	0	0	0	0	-	-	-	-
6001	Manager, Regulatory Affairs	Northern Ontario	4	0	3	1	-	\$126,700	-	\$127,200
6002	Regulatory Accountant	Northern Ontario	1	0	0	1	-	-	-	-
7000	Settlement or Rate Analyst	Northern Ontario	0	0	0	0	-	-	-	-
8000	Director, Information Systems	Northern Ontario	2	2	0	0	-	-	-	-
8001	Manager, Information Systems	Northern Ontario	6	0	5	1	-	\$131,800	-	\$122,700
8002	Systems and/or Program Administrator / Applications and/or Systems Support	Northern Ontario	4	0	2	2	-	\$106,500	-	\$103,800
8003	Manager Information Security	Northern Ontario	2	0	2	0	-	-	-	-
8004	Network Specialist/Manager/Engineer	Northern Ontario	1	0	1	0	-	-	-	-
9000	Human Resources Manager	Northern Ontario	5	2	2	1	-	\$126,200	-	\$125,300
9001	Human Resources Generalist	Northern Ontario	5	1	3	1	-	\$90,000	-	\$89,300
9002	Human Resources Coordinator	Northern Ontario	2	0	2	0	-	-	-	-

9003	Payroll	Northern Ontario	0	0	0	0	-	-	-	-
9004	Manager, Health & Safety	Northern Ontario	4	1	2	1	-	\$109,700	-	\$110,400
N001	Executive Role - Non Regulated Business	Northern Ontario	1	0	1	0	-	-	-	-
N002	Non-Executive Role - Non Regulated Business	Northern Ontario	1	0	1	0	-	-	-	-
0000	President & Chief Executive Officer	Southern Ontario	5	0	5	0	-	\$265,500	-	\$252,300
0001	Chief Operating Officer	Southern Ontario	1	0	1	0	-	-	-	-
0002	Head of Operations and/or Engineering	Southern Ontario	5	0	5	0	-	\$203,600	-	\$190,900
0003	Chief Financial Officer / Head of Finance	Southern Ontario	6	1	5	0	-	\$184,400	-	\$176,100
0004	Head of Customer Service	Southern Ontario	1	0	1	0	-	-	-	-
0005	Head of Regulatory Affairs	Southern Ontario	3	3	0	0	-	-	-	\$190,700
0006	Head of Human Resources	Southern Ontario	3	0	3	0	-	-	-	\$152,700
0007	Head of Information Technology / Information Services	Southern Ontario	3	0	3	0	-	-	-	\$161,600
1000	Executive Assistant	Southern Ontario	6	1	5	0	-	\$84,400	-	\$83,200
1001	Administrative Assistant	Southern Ontario	4	1	3	0	-	\$72,500	-	\$69,900
2000	Director, Engineering	Southern Ontario	5	2	3	0	-	\$150,200	-	\$149,200
2001	Engineering Manager / Distribution Engineer	Southern Ontario	7	0	7	0	-	\$134,400	-	\$128,200
2002	Project Engineer	Southern Ontario	2	1	1	0	-	-	-	-
2003	Supervisor, Engineering	Southern Ontario	3	1	1	1	-	-	-	\$130,700
2500	Director, Operations	Southern Ontario	3	2	1	0	-	-	-	\$144,000
2501	Manager, Operations	Southern Ontario	6	0	6	0	-	\$127,000	-	\$128,500
2502	Manager, Control Centre	Southern Ontario	2	1	1	0	-	-	-	-
2503	Supervisor, Control Centre	Southern Ontario	3	0	3	0	-	-	-	\$109,200
2504	Supervisor, Protection and Control	Southern Ontario	2	0	2	0	-	-	-	-
2505	Supervisor, Station Maintenance	Southern Ontario	2	0	2	0	-	-	-	-
2506	Line Supervisor	Southern Ontario	6	0	6	0	-	\$112,000	-	\$112,200
2507	Manager, Meter Department	Southern Ontario	2	1	1	0	-	-	-	-
2508	Supervisor, Meter Department	Southern Ontario	3	0	3	0	-	-	-	\$105,800
2509	Manager, Continuous Improvement	Southern Ontario	0	0	0	0	-	-	-	-
3000	Director, Supply Chain Management	Southern Ontario	2	0	1	1	-	-	-	-
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	Southern Ontario	5	1	3	1	-	\$117,000	-	\$122,300
3002	Supervisor, Stores/Inventory/Warehouse	Southern Ontario	2	0	1	1	-	-	-	-
4000	Controller / Director, Finance	Southern Ontario	3	0	3	0	-	-	-	\$158,800
4001	Manager, Accounting	Southern Ontario	3	2	1	0	-	-	-	\$122,900
4002	Manager, Risk Management	Southern Ontario	0	0	0	0	-	-	-	-
4003	Supervisor Accounting	Southern Ontario	4	2	2	0	-	\$109,800	-	\$107,600
4004	Financial or Business Analyst	Southern Ontario	7	1	6	0	-	\$96,300	-	\$92,600
4005	Accountant	Southern Ontario	2	1	1	0	-	-	-	-
5000	Director, Customer Service	Southern Ontario	5	1	4	0	-	\$143,100	-	\$134,500
5001	Manager, Customer Service and/or Billing	Southern Ontario	4	1	3	0	-	\$109,600	-	\$108,200
5002	Supervisor, Customer Service and/or Billing and/or Collections	Southern Ontario	7	2	5	0	-	\$90,400	-	\$92,600
5003	Key Account Specialist	Southern Ontario	1	0	1	0	-	-	-	-
5500	Director, Communications	Southern Ontario	1	0	1	0	-	-	-	-
5501	Manager, Communications	Southern Ontario	2	0	1	1	-	-	-	-
5502	Communications Specialist	Southern Ontario	4	0	4	0	-	\$81,600	-	\$83,400
6000	Director, Regulatory Affairs	Southern Ontario	3	2	1	0	-	-	-	\$161,300
6001	Manager, Regulatory Affairs	Southern Ontario	4	0	3	1	-	\$115,800	-	\$117,200
6002	Regulatory Accountant	Southern Ontario	3	0	3	0	-	-	-	\$92,600
7000	Settlement or Rate Analyst	Southern Ontario	1	0	0	1	-	-	-	-
8000	Director, Information Systems	Southern Ontario	4	2	2	0	-	\$155,300	-	\$152,300
8001	Manager, Information Systems	Southern Ontario	5	1	4	0	-	\$128,500	-	\$130,700
8002	Systems and/or Program Administrator / Applications and/or Systems Support	Southern Ontario	6	1	5	0	-	\$103,700	-	\$97,900
8003	Manager Information Security	Southern Ontario	3	0	2	1	-	-	-	\$118,700
8004	Network Specialist/Manager/Engineer	Southern Ontario	4	0	4	0	-	\$112,200	-	\$106,300
9000	Human Resources Manager	Southern Ontario	2	0	2	0	-	-	-	-
9001	Human Resources Generalist	Southern Ontario	3	1	2	0	-	-	-	\$93,700
9002	Human Resources Coordinator	Southern Ontario	2	0	2	0	-	-	-	-
9003	Payroll	Southern Ontario	3	0	3	0	-	-	-	\$84,300
9004	Manager, Health & Safety	Southern Ontario	5	3	2	0	-	\$128,500	-	\$121,400
N001	Executive Role - Non Regulated Business	Southern Ontario	1	0	1	0	-	-	-	-
N002	Non-Executive Role - Non Regulated Business	Southern Ontario	1	0	1	0	-	-	-	-



Sal ary Range M ni num					Job Rat e					Sal ary Range Maxi mum					Targe		
N	P75	P50	P25	Aver age	N	P75	P50	P25	Aver age	N	P75	P50	P25	Aver age	N	P75	P50
15	\$236, 600	\$200, 800	\$171, 400	\$198, 400	12	\$317, 600	\$251, 000	\$213, 600	\$270, 200	14	\$330, 400	\$280, 300	\$209, 600	\$279, 000	12	39. 60%	34. 27%
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
13	\$160, 100	\$147, 400	\$127, 800	\$150, 100	13	\$200, 500	\$179, 700	\$159, 800	\$182, 800	13	\$245, 700	\$191, 800	\$187, 200	\$212, 300	13	25. 04%	20. 77%
15	\$163, 500	\$143, 800	\$131, 500	\$153, 300	15	\$199, 700	\$179, 700	\$155, 800	\$185, 000	15	\$225, 800	\$191, 800	\$164, 300	\$212, 300	15	23. 01%	16. 78%
3	-	-	-	\$157, 400	3	-	-	-	\$192, 200	3	-	-	-	\$227, 000	3	-	-
4	-	\$139, 700	-	\$156, 200	4	-	\$168, 500	-	\$189, 400	4	-	\$202, 200	-	\$223, 800	4	-	21. 54%
10	\$150, 300	\$137, 000	\$128, 800	\$144, 500	10	\$180, 100	\$159, 900	\$146, 200	\$175, 400	10	\$213, 600	\$179, 100	\$162, 300	\$203, 500	10	31. 14%	20. 00%
7	-	\$143, 800	-	\$156, 700	7	-	\$179, 700	-	\$187, 500	7	-	\$189, 500	-	\$214, 300	7	-	22. 77%
10	\$79, 100	\$74, 700	\$69, 200	\$72, 400	10	\$98, 800	\$87, 900	\$83, 600	\$88, 300	10	\$111, 600	\$104, 100	\$96, 600	\$102, 900	10	8. 58%	6. 96%
6	-	\$62, 800	-	\$62, 700	6	-	\$78, 500	-	\$76, 400	6	-	\$88, 200	-	\$87, 800	6	-	4. 68%
3	-	-	-	\$142, 600	3	-	-	-	\$174, 300	3	-	-	-	\$204, 100	3	-	-
13	\$116, 100	\$112, 500	\$106, 400	\$111, 000	13	\$142, 300	\$133, 300	\$125, 500	\$134, 300	13	\$169, 200	\$149, 900	\$137, 300	\$153, 000	13	10. 32%	10. 00%
7	-	\$90, 100	-	\$87, 700	7	-	\$106, 000	-	\$105, 700	7	-	\$117, 400	-	\$118, 000	7	-	5. 61%
7	-	\$95, 000	-	\$96, 100	7	-	\$113, 900	-	\$116, 400	7	-	\$136, 700	-	\$133, 800	7	-	8. 06%
8	\$129, 900	\$118, 400	\$116, 400	\$128, 000	8	\$159, 500	\$143, 200	\$137, 500	\$154, 500	8	\$188, 800	\$168, 200	\$156, 900	\$180, 300	8	-	14. 00%
9	\$122, 300	\$113, 200	\$108, 600	\$114, 700	9	\$151, 400	\$137, 800	\$131, 600	\$139, 100	9	\$181, 700	\$159, 600	\$143, 900	\$161, 100	9	-	8. 90%
3	-	-	-	\$105, 400	3	-	-	-	\$132, 500	3	-	-	-	\$158, 200	3	-	-
3	-	-	-	\$104, 200	3	-	-	-	\$118, 000	3	-	-	-	\$132, 300	3	-	-
3	-	-	-	\$105, 800	3	-	-	-	\$119, 800	3	-	-	-	\$134, 300	3	-	-
3	-	-	-	\$108, 800	3	-	-	-	\$121, 200	3	-	-	-	\$133, 100	3	-	-
14	\$100, 700	\$97, 100	\$95, 000	\$97, 200	13	\$118, 700	\$117, 200	\$112, 500	\$115, 300	13	\$136, 700	\$134, 200	\$120, 000	\$129, 100	13	8. 45%	6. 66%
4	-	\$98, 500	-	\$98, 700	4	-	\$118, 800	-	\$118, 700	4	-	\$137, 100	-	\$137, 700	4	-	-
6	-	\$96, 200	-	\$99, 600	6	-	\$110, 700	-	\$114, 400	6	-	\$122, 100	-	\$127, 400	6	-	6. 09%
4	-	\$110, 600	-	\$109, 100	4	-	\$134, 100	-	\$132, 900	4	-	\$157, 600	-	\$157, 700	4	-	9. 17%
3	-	-	-	\$118, 300	3	-	-	-	\$143, 400	3	-	-	-	\$168, 500	3	-	-
7	-	\$105, 700	-	\$100, 000	7	-	\$118, 900	-	\$120, 000	7	-	\$141, 800	-	\$139, 900	7	-	9. 37%
6	-	\$92, 200	-	\$91, 400	6	-	\$115, 300	-	\$110, 400	6	-	\$135, 100	-	\$122, 800	6	-	5. 00%
7	-	\$114, 800	-	\$117, 900	7	-	\$142, 800	-	\$144, 600	7	-	\$164, 300	-	\$171, 100	7	-	13. 87%
7	-	\$104, 700	-	\$104, 100	7	-	\$118, 900	-	\$127, 200	7	-	\$141, 800	-	\$144, 500	7	-	9. 34%
3	-	-	-	\$110, 900	3	-	-	-	\$138, 600	3	-	-	-	\$166, 400	3	-	-
8	\$92, 100	\$91, 300	\$89, 800	\$88, 300	8	\$114, 600	\$106, 800	\$102, 400	\$105, 700	8	\$137, 500	\$119, 200	\$110, 000	\$121, 700	8	-	7. 50%
9	\$80, 800	\$78, 500	\$75, 200	\$77, 100	9	\$98, 100	\$95, 900	\$89, 600	\$94, 000	9	\$117, 700	\$112, 800	\$99, 500	\$107, 100	9	7. 00%	4. 73%
4	-	\$85, 700	-	\$83, 800	4	-	\$98, 800	-	\$98, 900	4	-	\$115, 000	-	\$115, 900	4	-	7. 44%
3	-	-	-	\$130, 700	3	-	-	-	\$161, 100	3	-	-	-	\$191, 600	3	-	-
13	\$100, 700	\$96, 400	\$85, 000	\$94, 200	13	\$118, 700	\$117, 400	\$108, 400	\$113, 100	13	\$136, 300	\$126, 200	\$121, 400	\$127, 300	13	9. 49%	7. 74%
10	\$92, 900	\$89, 000	\$84, 300	\$86, 800	10	\$114, 600	\$107, 200	\$101, 000	\$105, 300	10	\$127, 900	\$123, 900	\$112, 900	\$121, 900	10	-	9. 26%
3	-	-	-	\$85, 200	3	-	-	-	\$103, 200	3	-	-	-	\$121, 200	3	-	-
3	-	-	-	\$126, 000	3	-	-	-	\$152, 700	3	-	-	-	\$177, 700	3	-	-
4	-	\$103, 300	-	\$99, 400	4	-	\$118, 800	-	\$119, 100	4	-	\$134, 300	-	\$138, 800	4	-	-
11	\$79, 800	\$67, 900	\$64, 100	\$71, 000	11	\$98, 100	\$82, 200	\$74, 600	\$85, 400	11	\$115, 300	\$93, 100	\$83, 600	\$97, 600	11	7. 07%	4. 90%
5	-	\$116, 600	-	\$114, 200	5	-	\$137, 200	-	\$137, 300	5	-	\$161, 400	-	\$159, 400	5	-	14. 00%
4	-	\$106, 500	-	\$108, 900	4	-	\$126, 500	-	\$131, 000	4	-	\$146, 500	-	\$148, 900	4	-	-
7	-	\$81, 200	-	\$82, 400	7	-	\$100, 000	-	\$100, 500	7	-	\$116, 400	-	\$118, 300	7	-	7. 86%
4	-	\$84, 600	-	\$85, 100	4	-	\$102, 600	-	\$104, 800	4	-	\$120, 600	-	\$119, 700	4	-	-
3	-	-	-	\$118, 500	3	-	-	-	\$146, 600	3	-	-	-	\$172, 800	3	-	-
7	-	\$107, 000	-	\$106, 400	7	-	\$130, 800	-	\$127, 300	7	-	\$140, 900	-	\$144, 900	7	-	9. 26%



8	\$83,700	\$79,400	\$74,400	\$80,400	8	\$103,200	\$95,900	\$90,100	\$97,300	8	\$114,600	\$108,100	\$104,700	\$111,800	8	-	6.78%
5	-	\$105,700	-	\$104,000	5	-	\$130,800	-	\$126,100	5	-	\$154,100	-	\$147,300	5	-	9.35%
5	-	\$80,800	-	\$79,500	5	-	\$97,000	-	\$97,700	5	-	\$115,500	-	\$115,800	5	-	7.14%
6	-	\$104,600	-	\$106,000	6	-	\$120,300	-	\$128,200	6	-	\$137,100	-	\$146,700	6	-	9.15%
6	-	\$81,800	-	\$81,900	6	-	\$96,400	-	\$98,800	6	-	\$112,600	-	\$113,600	6	-	5.00%
6	-	\$66,300	-	\$66,700	6	-	\$79,900	-	\$81,000	6	-	\$94,100	-	\$91,900	6	-	3.81%
11	\$77,900	\$74,300	\$72,100	\$73,000	11	\$94,300	\$90,100	\$85,800	\$89,100	11	\$109,800	\$104,100	\$92,300	\$102,000	11	7.70%	5.12%
10	\$108,300	\$106,700	\$97,400	\$104,700	10	\$135,900	\$125,700	\$119,100	\$126,900	10	\$159,700	\$149,800	\$135,800	\$148,900	10	16.69%	11.70%
3	-	-	-	\$171,800	3	-	-	-	\$216,900	3	-	-	-	\$259,400	3	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
11	\$232,200	\$197,500	\$149,800	\$197,100	11	\$277,400	\$265,000	\$161,500	\$229,700	11	\$299,800	\$265,000	\$173,000	\$246,300	11	-	20.21%
5	-	\$158,200	-	\$152,200	5	-	\$205,400	-	\$187,600	5	-	\$205,400	-	\$200,400	5	-	-
4	-	\$151,600	-	\$147,600	4	-	\$168,900	-	\$173,300	4	-	\$189,400	-	\$187,200	4	-	-
11	\$157,300	\$143,300	\$115,300	\$137,100	11	\$188,600	\$171,100	\$124,400	\$160,600	11	\$206,000	\$182,000	\$129,400	\$172,200	11	-	13.46%
3	-	-	-	\$115,400	3	-	-	-	\$147,400	3	-	-	-	\$154,400	3	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
4	-	\$137,100	-	\$135,700	4	-	\$163,900	-	\$159,000	4	-	\$189,000	-	\$178,800	4	-	-
3	-	-	-	\$121,100	3	-	-	-	\$152,000	3	-	-	-	\$158,100	3	-	-
8	\$75,000	\$68,700	\$66,100	\$72,400	8	\$93,600	\$80,500	\$74,400	\$83,600	8	\$98,400	\$82,400	\$77,800	\$86,200	8	-	-
4	-	\$56,500	-	\$56,700	4	-	\$68,300	-	\$68,200	4	-	\$72,900	-	\$71,200	4	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
7	-	\$111,800	-	\$112,500	7	-	\$130,200	-	\$129,900	7	-	\$139,300	-	\$136,100	7	-	-
5	-	\$96,200	-	\$95,900	5	-	\$118,200	-	\$117,600	5	-	\$125,000	-	\$124,400	5	-	-
4	-	\$94,700	-	\$97,100	4	-	\$120,400	-	\$117,900	4	-	\$130,600	-	\$129,400	4	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
9	\$111,800	\$108,600	\$102,200	\$107,500	9	\$132,200	\$130,300	\$112,500	\$125,200	9	\$144,900	\$136,800	\$120,000	\$134,900	9	-	7.92%
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
6	-	\$94,700	-	\$93,700	6	-	\$113,800	-	\$113,600	6	-	\$120,900	-	\$122,900	6	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
3	-	-	-	\$88,900	3	-	-	-	\$107,200	3	-	-	-	\$112,100	3	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
3	-	-	-	\$109,600	3	-	-	-	\$137,700	3	-	-	-	\$153,100	3	-	-
3	-	-	-	\$96,700	3	-	-	-	\$123,000	3	-	-	-	\$125,000	3	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
5	-	\$82,900	-	\$82,400	5	-	\$104,000	-	\$102,400	5	-	\$108,800	-	\$109,200	5	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
6	-	\$86,500	-	\$88,500	6	-	\$105,300	-	\$104,600	6	-	\$115,000	-	\$112,900	6	-	-
5	-	\$89,400	-	\$82,800	5	-	\$105,000	-	\$98,000	5	-	\$112,500	-	\$103,600	5	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
3	-	-	-	\$85,100	3	-	-	-	\$108,900	3	-	-	-	\$110,400	3	-	-
3	-	-	-	\$77,200	3	-	-	-	\$97,300	3	-	-	-	\$101,700	3	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
4	-	\$107,000	-	\$110,700	4	-	\$131,900	-	\$131,200	4	-	\$132,700	-	\$135,100	4	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
6	-	\$106,300	-	\$100,200	6	-	\$125,900	-	\$121,900	6	-	\$133,900	-	\$129,600	6	-	-
4	-	\$78,800	-	\$82,800	4	-	\$106,900	-	\$101,800	4	-	\$106,900	-	\$107,700	4	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
5	-	\$108,500	-	\$101,800	5	-	\$125,700	-	\$122,500	5	-	\$133,600	-	\$129,300	5	-	-
5	-	\$81,600	-	\$78,900	5	-	\$98,200	-	\$96,400	5	-	\$105,000	-	\$100,700	5	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-

0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
4	-	\$94,100	-	\$92,500	4	-	\$115,400	-	\$113,800	4	-	\$121,600	-	\$118,300	4	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
5	-	\$240,000	-	\$219,200	5	-	\$241,600	-	\$239,700	5	-	\$272,300	-	\$254,700	5	-	31.25%
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
5	-	\$169,600	-	\$169,800	4	-	\$186,600	-	\$181,300	5	-	\$207,300	-	\$204,800	4	-	15.00%
6	-	\$153,700	-	\$147,700	6	-	\$176,600	-	\$170,400	6	-	\$184,400	-	\$184,600	6	-	16.99%
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
3	-	-	-	\$169,700	3	-	-	-	\$190,800	3	-	-	-	\$206,000	3	-	-
3	-	-	-	\$130,800	3	-	-	-	\$150,100	3	-	-	-	\$154,100	3	-	-
3	-	-	-	\$140,600	3	-	-	-	\$160,900	3	-	-	-	\$165,900	3	-	-
6	-	\$68,000	-	\$67,400	6	-	\$81,700	-	\$81,700	6	-	\$84,800	-	\$87,700	6	-	2.91%
4	-	\$62,700	-	\$60,500	4	-	\$68,600	-	\$67,800	4	-	\$71,600	-	\$73,800	4	-	-
5	-	\$120,200	-	\$126,800	5	-	\$150,200	-	\$149,500	5	-	\$173,400	-	\$162,900	5	-	8.89%
7	-	\$110,600	-	\$111,600	6	-	\$132,800	-	\$130,700	7	-	\$142,900	-	\$141,800	6	-	4.99%
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
3	-	-	-	\$114,900	3	-	-	-	\$129,300	3	-	-	-	\$138,600	3	-	-
3	-	-	-	\$120,800	3	-	-	-	\$140,300	3	-	-	-	\$144,500	3	-	-
6	-	\$110,400	-	\$109,200	5	-	\$121,600	-	\$122,900	6	-	\$130,000	-	\$128,900	5	-	5.30%
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
3	-	-	-	\$95,100	3	-	-	-	\$111,700	3	-	-	-	\$115,400	3	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
6	-	\$93,200	-	\$93,400	5	-	\$108,100	-	\$107,800	6	-	\$118,900	-	\$115,000	5	-	3.83%
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
3	-	-	-	\$93,200	3	-	-	-	\$110,000	3	-	-	-	\$115,400	3	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
5	-	\$107,200	-	\$105,100	4	-	\$121,400	-	\$116,800	5	-	\$125,700	-	\$129,400	4	-	5.45%
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
3	-	-	-	\$136,200	3	-	-	-	\$159,700	3	-	-	-	\$169,200	3	-	-
3	-	-	-	\$105,200	3	-	-	-	\$123,300	3	-	-	-	\$128,600	3	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
4	-	\$87,600	-	\$88,900	4	-	\$109,800	-	\$107,600	4	-	\$113,700	-	\$112,100	4	-	3.69%
7	-	\$81,000	-	\$81,400	6	-	\$96,300	-	\$96,100	7	-	\$99,200	-	\$101,800	6	-	3.58%
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
5	-	\$122,300	-	\$128,700	4	-	\$142,700	-	\$138,200	5	-	\$158,300	-	\$158,300	4	-	8.00%
4	-	\$93,400	-	\$94,500	4	-	\$112,700	-	\$109,300	4	-	\$113,100	-	\$115,800	4	-	-
7	-	\$78,600	-	\$82,100	6	-	\$90,400	-	\$94,700	7	-	\$106,000	-	\$102,700	6	-	3.88%
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
4	-	\$71,800	-	\$69,300	4	-	\$82,100	-	\$82,900	4	-	\$90,900	-	\$89,700	4	-	3.34%
3	-	-	-	\$139,100	3	-	-	-	\$159,300	3	-	-	-	\$165,700	3	-	-
4	-	-	-	\$97,000	3	-	\$110,800	-	\$109,600	4	-	-	-	\$119,300	3	-	5.07%
3	-	-	-	\$75,600	3	-	-	-	\$92,500	3	-	-	-	\$102,700	3	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
4	-	\$129,300	-	\$133,100	4	-	\$156,600	-	\$158,400	4	-	\$174,900	-	\$171,900	4	-	9.28%
5	-	\$112,600	-	\$110,500	5	-	\$128,500	-	\$129,500	5	-	\$135,100	-	\$135,700	5	-	5.16%
6	-	\$79,700	-	\$79,700	6	-	\$102,100	-	\$97,200	6	-	\$103,300	-	\$103,400	6	-	3.10%
3	-	-	-	\$103,600	3	-	-	-	\$119,500	3	-	-	-	\$122,300	3	-	-
4	-	\$94,400	-	\$90,400	4	-	\$107,500	-	\$104,600	4	-	\$112,200	-	\$110,200	4	-	3.34%
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
3	-	-	-	\$85,000	3	-	-	-	\$99,700	3	-	-	-	\$102,600	3	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
3	-	-	-	\$69,800	3	-	-	-	\$83,400	3	-	-	-	\$90,300	3	-	-
5	-	\$102,800	-	\$102,500	5	-	\$128,500	-	\$119,900	5	-	\$128,500	-	\$129,600	5	-	5.47%
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-



Incentive %			Actual Total Cash					Total Cash Design				
P25	Average	N	P75	P50	P25	Average	N	P75	P50	P25	Average	N
23.79%	31.49%	13	\$419,300	\$357,900	\$236,600	\$374,300	15	\$415,400	\$345,100	\$219,500	\$360,500	14
-	-	2	-	-	-	-	2	-	-	-	-	2
12.50%	19.89%	12	\$243,200	\$208,300	\$167,200	\$228,000	13	\$242,200	\$209,000	\$170,700	\$219,300	13
9.68%	16.69%	13	\$265,100	\$214,300	\$164,000	\$220,500	15	\$250,100	\$211,000	\$159,300	\$222,500	15
-	28.88%	3	-	-	-	\$273,300	3	-	-	-	\$243,100	3
-	17.95%	4	-	\$232,100	-	\$244,000	4	-	\$207,100	-	\$229,100	4
14.95%	21.45%	9	\$278,100	\$186,600	\$166,800	\$224,900	10	\$232,800	\$182,400	\$155,300	\$209,600	10
-	20.39%	7	-	\$214,300	-	\$240,800	7	-	\$211,000	-	\$230,300	7
5.00%	6.95%	8	\$104,700	\$93,200	\$89,900	\$93,800	10	\$105,300	\$94,100	\$88,000	\$93,400	10
-	6.92%	5	-	\$87,500	-	\$83,900	6	-	\$79,400	-	\$80,200	6
-	-	2	-	-	-	\$207,600	3	-	-	-	\$202,100	3
6.27%	9.34%	11	\$163,800	\$144,800	\$137,900	\$149,400	13	\$155,900	\$147,000	\$132,400	\$144,700	13
-	5.48%	6	-	\$111,300	-	\$114,300	7	-	\$111,900	-	\$112,300	7
-	9.36%	5	-	\$126,000	-	\$127,800	7	-	\$123,800	-	\$124,200	7
-	19.15%	6	\$209,000	\$173,200	\$149,500	\$194,000	8	\$186,800	\$168,100	\$145,400	\$175,500	8
-	10.73%	7	\$165,500	\$150,500	\$142,900	\$153,900	9	\$166,700	\$150,700	\$148,100	\$151,700	9
-	11.56%	3	-	-	-	\$157,700	3	-	-	-	\$149,200	3
-	-	2	-	-	-	\$141,900	3	-	-	-	\$128,200	3
-	-	2	-	-	-	\$131,700	3	-	-	-	\$128,800	3
-	-	2	-	-	-	\$132,300	3	-	-	-	\$129,000	3
5.39%	7.94%	11	\$129,800	\$125,500	\$121,700	\$127,400	14	\$129,300	\$124,400	\$117,200	\$122,500	13
-	11.08%	3	-	\$137,300	-	\$137,800	4	-	\$129,200	-	\$129,100	4
-	5.86%	4	-	\$119,600	-	\$122,700	6	-	\$119,400	-	\$121,900	6
-	9.58%	4	-	\$140,800	-	\$133,400	4	-	\$147,200	-	\$146,300	4
-	-	2	-	-	-	\$170,900	3	-	-	-	\$159,700	3
-	7.65%	5	-	\$132,100	-	\$135,300	7	-	\$130,400	-	\$128,900	7
-	8.47%	5	-	\$119,700	-	\$115,700	6	-	\$127,000	-	\$118,200	6
-	11.34%	7	-	\$160,600	-	\$164,800	7	-	\$162,600	-	\$164,200	7
-	9.78%	6	-	\$141,500	-	\$141,300	7	-	\$131,200	-	\$139,000	7
-	12.73%	3	-	-	-	\$163,600	3	-	-	-	\$158,200	3
-	8.46%	5	\$117,100	\$113,000	\$107,800	\$113,400	8	\$120,400	\$113,800	\$102,400	\$111,800	8
3.15%	6.33%	8	\$103,600	\$99,500	\$96,300	\$103,200	9	\$108,700	\$102,500	\$91,700	\$100,900	9
-	9.28%	4	-	\$107,300	-	\$118,500	4	-	\$102,200	-	\$107,100	4
-	15.62%	3	-	-	-	\$176,000	3	-	-	-	\$184,100	3
4.89%	7.13%	10	\$122,400	\$118,400	\$103,100	\$117,800	13	\$124,700	\$119,100	\$114,000	\$120,000	13
-	9.10%	7	\$109,900	\$108,300	\$106,000	\$107,900	10	\$118,800	\$116,600	\$104,100	\$111,800	10
-	-	2	-	-	-	\$110,700	3	-	-	-	\$111,200	3
-	12.23%	3	-	-	-	\$171,800	3	-	-	-	\$167,100	3
-	7.68%	3	-	\$125,100	-	\$122,200	4	-	\$123,200	-	\$126,800	4
2.41%	5.48%	9	\$93,600	\$83,500	\$73,900	\$87,200	11	\$105,300	\$86,100	\$77,900	\$90,300	11
-	12.17%	4	-	\$161,300	-	\$156,900	5	-	\$157,900	-	\$152,200	5
-	15.54%	3	-	\$141,400	-	\$147,100	4	-	\$133,400	-	\$141,200	4
-	7.98%	6	-	\$101,700	-	\$110,200	7	-	\$106,000	-	\$108,800	7
-	9.30%	3	-	\$112,300	-	\$107,200	4	-	\$110,100	-	\$109,600	4
-	10.92%	3	-	-	-	\$164,600	3	-	-	-	\$164,900	3
-	8.68%	5	-	\$143,200	-	\$143,900	7	-	\$143,200	-	\$137,800	7

-	7.49%	6	\$113,300	\$102,800	\$91,600	\$101,700	8	\$109,300	\$102,000	\$97,800	\$102,700	8
-	11.03%	4	-	\$141,200	-	\$140,500	5	-	\$147,000	-	\$137,200	5
-	7.48%	5	-	\$100,200	-	\$105,400	5	-	\$105,300	-	\$105,400	5
-	10.51%	5	-	\$125,700	-	\$137,600	6	-	\$128,900	-	\$138,900	6
-	9.14%	5	-	\$102,900	-	\$102,900	6	-	\$104,700	-	\$105,400	6
-	4.79%	5	-	\$79,800	-	\$78,800	6	-	\$85,200	-	\$84,500	6
4.64%	6.10%	8	\$98,600	\$93,200	\$86,300	\$93,800	11	\$101,400	\$97,900	\$89,300	\$94,100	11
7.55%	13.09%	8	\$157,100	\$140,900	\$128,700	\$142,800	10	\$154,800	\$140,000	\$123,500	\$139,200	10
-	21.15%	3	-	-	-	\$262,700	3	-	-	-	\$276,500	3
-	-	2	-	-	-	-	2	-	-	-	-	2
-	19.13%	6	\$321,000	\$276,000	\$178,800	\$260,400	11	\$322,500	\$265,100	\$169,400	\$255,400	11
-	10.90%	3	-	\$203,500	-	\$195,700	5	-	\$210,900	-	\$210,000	5
-	9.74%	3	-	\$195,600	-	\$194,700	4	-	\$175,200	-	\$187,400	4
-	12.70%	6	\$208,900	\$206,700	\$140,800	\$179,200	11	\$210,500	\$186,000	\$131,200	\$175,400	11
-	12.19%	3	-	-	-	\$161,200	3	-	-	-	\$165,800	3
-	-	1	-	-	-	-	1	-	-	-	-	1
-	13.01%	3	-	\$187,500	-	\$182,900	4	-	\$183,500	-	\$178,700	4
-	-	2	-	-	-	\$154,700	3	-	-	-	\$158,700	3
-	-	2	\$98,900	\$84,000	\$75,600	\$86,400	8	\$95,100	\$82,600	\$74,400	\$84,400	8
-	-	1	-	\$72,800	-	\$68,500	4	-	\$68,300	-	\$69,000	4
-	-	1	-	-	-	-	2	-	-	-	-	2
-	5.18%	3	-	\$135,600	-	\$133,500	7	-	\$136,700	-	\$133,400	7
-	-	2	-	\$121,400	-	\$120,600	5	-	\$125,600	-	\$120,200	5
-	3.02%	3	-	\$115,200	-	\$114,700	4	-	\$123,900	-	\$120,800	4
-	-	1	-	-	-	-	1	-	-	-	-	1
-	8.68%	4	\$144,900	\$139,700	\$123,000	\$134,000	9	\$144,900	\$130,300	\$125,700	\$130,800	9
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	1	-	-	-	-	1	-	-	-	-	1
-	4.93%	3	-	\$117,300	-	\$118,100	6	-	\$116,300	-	\$116,600	6
-	-	2	-	-	-	-	2	-	-	-	-	2
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	2	-	-	-	\$113,000	3	-	-	-	\$111,500	3
-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	2	-	-	-	\$142,600	3	-	-	-	\$146,200	3
-	-	1	-	-	-	\$118,600	3	-	-	-	\$126,200	3
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	2	-	\$95,000	-	\$93,700	5	-	\$106,000	-	\$104,000	5
-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	2	-	\$113,700	-	\$111,600	6	-	\$108,200	-	\$108,600	6
-	-	1	-	\$94,500	-	\$94,600	5	-	\$105,000	-	\$98,400	5
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	1	-	-	-	\$108,100	3	-	-	-	\$112,400	3
-	-	2	-	-	-	\$86,900	3	-	-	-	\$100,700	3
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	2	-	\$130,600	-	\$130,500	4	-	\$137,500	-	\$135,300	4
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	2	-	-	-	-	2	-	-	-	-	2
-	-	2	-	\$132,100	-	\$125,500	6	-	\$127,300	-	\$124,900	6
-	-	1	-	\$110,000	-	\$105,500	4	-	\$110,000	-	\$103,600	4
-	-	2	-	-	-	-	2	-	-	-	-	2
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	2	-	\$126,200	-	\$128,100	5	-	\$125,700	-	\$125,600	5
-	-	2	-	\$90,000	-	\$90,000	5	-	\$100,200	-	\$98,000	5
-	-	1	-	-	-	-	2	-	-	-	-	2

-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	1	-	\$109,700	-	\$113,200	4	-	\$115,400	-	\$116,800	4
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	1	-	-	-	-	1	-	-	-	-	1
-	33.43%	4	-	\$307,200	-	\$324,500	5	-	\$325,400	-	\$311,700	5
-	-	1	-	-	-	-	1	-	-	-	-	1
-	20.55%	5	-	\$239,900	-	\$232,500	5	-	\$227,300	-	\$225,800	5
-	22.28%	5	-	\$216,300	-	\$212,600	6	-	\$209,000	-	\$209,600	6
-	-	1	-	-	-	-	1	-	-	-	-	1
-	21.94%	3	-	-	-	\$233,600	3	-	-	-	\$242,900	3
-	12.67%	3	-	-	-	\$171,600	3	-	-	-	\$169,100	3
-	11.83%	3	-	-	-	\$181,200	3	-	-	-	\$182,000	3
-	3.80%	5	-	\$86,800	-	\$86,000	6	-	\$84,000	-	\$84,400	6
-	3.55%	3	-	\$74,200	-	\$71,800	4	-	\$70,400	-	\$70,000	4
-	9.32%	4	-	\$163,400	-	\$160,800	5	-	\$175,700	-	\$161,000	5
-	7.28%	6	-	\$137,300	-	\$136,700	7	-	\$142,000	-	\$140,000	7
-	-	2	-	-	-	-	2	-	-	-	-	2
-	5.28%	3	-	-	-	\$137,000	3	-	-	-	\$134,600	3
-	-	2	-	-	-	\$150,200	3	-	-	-	\$143,400	3
-	5.38%	5	-	\$130,400	-	\$134,300	6	-	\$129,700	-	\$128,800	6
-	-	2	-	-	-	-	2	-	-	-	-	2
-	3.18%	3	-	-	-	\$112,600	3	-	-	-	\$114,900	3
-	-	2	-	-	-	-	2	-	-	-	-	2
-	-	1	-	-	-	-	2	-	-	-	-	2
-	3.99%	4	-	\$112,800	-	\$115,200	6	-	\$113,700	-	\$111,700	6
-	-	1	-	-	-	-	2	-	-	-	-	2
-	4.50%	3	-	-	-	\$110,400	3	-	-	-	\$114,400	3
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	2	-	-	-	-	2	-	-	-	-	2
-	6.31%	4	-	\$121,400	-	\$128,900	5	-	\$121,400	-	\$123,900	5
-	-	2	-	-	-	-	2	-	-	-	-	2
-	7.38%	3	-	-	-	\$170,500	3	-	-	-	\$170,200	3
-	-	2	-	-	-	\$128,600	3	-	-	-	\$129,400	3
-	-	0	-	-	-	-	0	-	-	-	-	0
-	3.46%	4	-	\$111,800	-	\$111,400	4	-	\$109,800	-	\$111,000	4
-	3.63%	5	-	\$101,200	-	\$95,200	7	-	\$98,900	-	\$98,300	7
-	-	1	-	-	-	-	2	-	-	-	-	2
-	7.38%	5	-	\$163,500	-	\$145,000	5	-	\$152,600	-	\$149,400	5
-	5.86%	3	-	\$115,000	-	\$113,200	4	-	\$116,700	-	\$115,000	4
-	3.88%	6	-	\$94,500	-	\$95,800	7	-	\$96,700	-	\$97,400	7
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	2	-	-	-	-	2	-	-	-	-	2
-	3.49%	4	-	\$86,100	-	\$86,200	4	-	\$85,900	-	\$86,100	4
-	10.60%	3	-	-	-	\$179,200	3	-	-	-	\$175,500	3
-	5.51%	4	-	\$122,500	-	\$123,600	4	-	\$115,800	-	\$115,400	4
-	-	2	-	-	-	\$96,300	3	-	-	-	\$96,600	3
-	-	1	-	-	-	-	1	-	-	-	-	1
-	10.42%	4	-	\$166,600	-	\$167,800	4	-	\$177,500	-	\$172,800	4
-	4.87%	4	-	\$136,400	-	\$135,900	5	-	\$130,600	-	\$134,600	5
-	3.02%	5	-	\$106,100	-	\$100,400	6	-	\$102,100	-	\$100,600	6
-	2.72%	3	-	-	-	\$122,000	3	-	-	-	\$123,100	3
-	3.13%	4	-	\$115,900	-	\$109,400	4	-	\$111,400	-	\$108,000	4
-	-	2	-	-	-	-	2	-	-	-	-	2
-	3.19%	3	-	-	-	\$96,700	3	-	-	-	\$101,900	3
-	-	2	-	-	-	-	2	-	-	-	-	2
-	3.62%	3	-	-	-	\$87,300	3	-	-	-	\$86,200	3
-	7.81%	5	-	\$134,500	-	\$131,700	5	-	\$128,500	-	\$130,500	5
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	1	-	-	-	-	1	-	-	-	-	1

Job Code	Job Title	Grouping	Nb. of Incumbents	Quality of Match			Base Salary			
				+	=	-	P75	P50	P25	Average
0000	President & Chief Executive Officer	Greater than \$201	16	0	16	0	\$329,000	\$294,500	\$267,300	\$311,900
0001	Chief Operating Officer	Greater than \$201	3	0	2	1	-	-	-	\$190,100
0002	Head of Operations and/or Engineering	Greater than \$201	15	1	13	1	\$209,700	\$203,600	\$179,700	\$199,600
0003	Chief Financial Officer / Head of Finance	Greater than \$201	16	2	13	1	\$218,800	\$206,200	\$183,300	\$206,200
0004	Head of Customer Service	Greater than \$201	6	2	4	0	-	\$173,000	-	\$188,000
0005	Head of Regulatory Affairs	Greater than \$201	8	4	4	0	\$205,100	\$184,200	\$163,800	\$188,800
0006	Head of Human Resources	Greater than \$201	14	3	10	1	\$194,000	\$169,300	\$147,300	\$181,000
0007	Head of Information Technology / Information Services	Greater than \$201	10	0	10	0	\$195,900	\$174,400	\$161,700	\$187,300
1000	Executive Assistant	Greater than \$201	16	0	15	1	\$94,500	\$85,900	\$84,400	\$89,800
1001	Administrative Assistant	Greater than \$201	12	1	10	1	\$79,100	\$73,800	\$71,900	\$76,500
2000	Director, Engineering	Greater than \$201	7	2	5	0	-	\$164,100	-	\$172,700
2001	Engineering Manager / Distribution Engineer	Greater than \$201	18	3	15	0	\$145,500	\$137,500	\$130,100	\$139,600
2002	Project Engineer	Greater than \$201	10	0	9	1	\$123,700	\$105,800	\$101,400	\$111,500
2003	Supervisor, Engineering	Greater than \$201	9	1	7	1	\$128,400	\$124,400	\$119,300	\$125,200
2500	Director, Operations	Greater than \$201	9	2	7	0	\$156,500	\$150,200	\$147,000	\$156,600
2501	Manager, Operations	Greater than \$201	14	0	14	0	\$140,300	\$135,200	\$132,200	\$136,400
2502	Manager, Control Centre	Greater than \$201	5	1	4	0	-	\$150,000	-	\$140,800
2503	Supervisor, Control Centre	Greater than \$201	8	2	6	0	\$133,200	\$118,700	\$114,200	\$121,200
2504	Supervisor, Protection and Control	Greater than \$201	6	0	6	0	-	\$121,000	-	\$119,600
2505	Supervisor, Station Maintenance	Greater than \$201	7	1	6	0	-	\$119,300	-	\$120,100
2506	Line Supervisor	Greater than \$201	15	0	15	0	\$121,300	\$118,500	\$114,800	\$118,600
2507	Manager, Meter Department	Greater than \$201	7	1	6	0	-	\$126,500	-	\$125,000
2508	Supervisor, Meter Department	Greater than \$201	9	2	7	0	\$120,000	\$108,900	\$105,200	\$113,000
2509	Manager, Continuous Improvement	Greater than \$201	5	0	5	0	-	\$129,600	-	\$124,300
3000	Director, Supply Chain Management	Greater than \$201	5	1	3	1	-	\$147,400	-	\$149,100
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	Greater than \$201	13	2	7	4	\$138,100	\$120,300	\$111,300	\$123,400
3002	Supervisor, Stores/Inventory/Warehouse	Greater than \$201	9	1	6	2	\$123,100	\$105,200	\$104,500	\$110,200
4000	Controller / Director, Finance	Greater than \$201	11	1	10	0	\$159,800	\$144,200	\$136,800	\$147,200
4001	Manager, Accounting	Greater than \$201	9	2	7	0	\$140,100	\$130,300	\$111,400	\$124,000
4002	Manager, Risk Management	Greater than \$201	3	1	2	0	-	-	-	\$144,900
4003	Supervisor Accounting	Greater than \$201	9	3	6	0	\$120,400	\$115,300	\$107,400	\$114,900
4004	Financial or Business Analyst	Greater than \$201	15	1	14	0	\$100,100	\$96,300	\$94,600	\$98,100
4005	Accountant	Greater than \$201	4	0	4	0	-	\$96,500	-	\$107,600
5000	Director, Customer Service	Greater than \$201	8	3	4	1	-	\$146,300	-	\$146,900
5001	Manager, Customer Service and/or Billing	Greater than \$201	14	1	12	1	\$132,300	\$116,600	\$103,200	\$116,600
5002	Supervisor, Customer Service and/or Billing and/or Collections	Greater than \$201	15	1	13	1	\$105,100	\$101,800	\$93,900	\$99,300
5003	Key Account Specialist	Greater than \$201	4	1	3	0	-	\$110,400	-	\$110,800
5500	Director, Communications	Greater than \$201	5	2	3	0	-	\$147,000	-	\$144,500
5501	Manager, Communications	Greater than \$201	8	1	6	1	\$127,900	\$114,800	\$105,500	\$112,300
5502	Communications Specialist	Greater than \$201	13	2	11	0	\$91,100	\$82,700	\$78,600	\$84,600
6000	Director, Regulatory Affairs	Greater than \$201	7	3	4	0	-	\$145,700	-	\$155,800
6001	Manager, Regulatory Affairs	Greater than \$201	7	0	6	1	-	\$130,200	-	\$126,500
6002	Regulatory Accountant	Greater than \$201	10	1	8	1	\$99,900	\$98,400	\$95,300	\$99,800
7000	Settlement or Rate Analyst	Greater than \$201	3	0	2	1	-	-	-	\$91,900
8000	Director, Information Systems	Greater than \$201	6	2	4	0	-	\$162,500	-	\$161,400
8001	Manager, Information Systems	Greater than \$201	15	1	14	0	\$134,700	\$133,600	\$129,400	\$134,000

8002	Systems and/or Program Administrator / Applications and/or Systems Support	Greater than \$201	15	2	12	1	\$110,300	\$105,000	\$88,400	\$101,100
8003	Manager Information Security	Greater than \$201	10	0	8	2	\$133,000	\$129,400	\$123,900	\$125,800
8004	Network Specialist/Manager/Engineer	Greater than \$201	9	0	8	1	\$112,400	\$111,100	\$92,600	\$103,900
9000	Human Resources Manager	Greater than \$201	10	1	8	1	\$137,300	\$127,400	\$114,800	\$125,700
9001	Human Resources Generalist	Greater than \$201	11	3	8	0	\$100,900	\$93,600	\$86,300	\$93,500
9002	Human Resources Coordinator	Greater than \$201	8	1	7	0	\$80,600	\$76,500	\$72,600	\$75,400
9003	Payroll	Greater than \$201	11	1	10	0	\$93,900	\$90,100	\$84,100	\$90,000
9004	Manager, Health & Safety	Greater than \$201	15	5	10	0	\$135,400	\$128,700	\$117,300	\$126,100
N001	Executive Role - Non Regulated Business	Greater than \$201	5	0	4	1	-	\$198,000	-	\$205,700
N002	Non-Executive Role - Non Regulated Business	Greater than \$201	4	0	4	0	-	\$110,400	-	\$134,400
0000	President & Chief Executive Officer	\$10M to \$20M	6	1	5	0	-	\$245,300	-	\$236,300
0001	Chief Operating Officer	\$10M to \$20M	2	1	1	0	-	-	-	-
0002	Head of Operations and/or Engineering	\$10M to \$20M	5	0	5	0	-	\$165,000	-	\$178,000
0003	Chief Financial Officer / Head of Finance	\$10M to \$20M	7	2	5	0	-	\$172,200	-	\$166,300
0004	Head of Customer Service	\$10M to \$20M	0	0	0	0	-	-	-	-
0005	Head of Regulatory Affairs	\$10M to \$20M	0	0	0	0	-	-	-	-
0006	Head of Human Resources	\$10M to \$20M	2	0	2	0	-	-	-	-
0007	Head of Information Technology / Information Services	\$10M to \$20M	3	2	1	0	-	-	-	\$150,100
1000	Executive Assistant	\$10M to \$20M	6	2	3	1	-	\$83,400	-	\$87,900
1001	Administrative Assistant	\$10M to \$20M	2	0	2	0	-	-	-	-
2000	Director, Engineering	\$10M to \$20M	2	1	1	0	-	-	-	-
2001	Engineering Manager / Distribution Engineer	\$10M to \$20M	7	1	6	0	-	\$123,600	-	\$124,700
2002	Project Engineer	\$10M to \$20M	3	1	2	0	-	-	-	\$112,200
2003	Supervisor, Engineering	\$10M to \$20M	3	2	1	0	-	-	-	\$107,600
2500	Director, Operations	\$10M to \$20M	2	1	1	0	-	-	-	-
2501	Manager, Operations	\$10M to \$20M	6	1	5	0	-	\$144,500	-	\$140,200
2502	Manager, Control Centre	\$10M to \$20M	0	0	0	0	-	-	-	-
2503	Supervisor, Control Centre	\$10M to \$20M	0	0	0	0	-	-	-	-
2504	Supervisor, Protection and Control	\$10M to \$20M	0	0	0	0	-	-	-	-
2505	Supervisor, Station Maintenance	\$10M to \$20M	0	0	0	0	-	-	-	-
2506	Line Supervisor	\$10M to \$20M	6	2	4	0	-	\$116,300	-	\$118,000
2507	Manager, Meter Department	\$10M to \$20M	1	1	0	0	-	-	-	-
2508	Supervisor, Meter Department	\$10M to \$20M	0	0	0	0	-	-	-	-
2509	Manager, Continuous Improvement	\$10M to \$20M	0	0	0	0	-	-	-	-
3000	Director, Supply Chain Management	\$10M to \$20M	0	0	0	0	-	-	-	-
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	\$10M to \$20M	2	0	2	0	-	-	-	-
3002	Supervisor, Stores/Inventory/Warehouse	\$10M to \$20M	0	0	0	0	-	-	-	-
4000	Controller / Director, Finance	\$10M to \$20M	1	0	1	0	-	-	-	-
4001	Manager, Accounting	\$10M to \$20M	3	1	1	1	-	-	-	\$132,000
4002	Manager, Risk Management	\$10M to \$20M	1	0	0	1	-	-	-	-
4003	Supervisor Accounting	\$10M to \$20M	2	1	1	0	-	-	-	-
4004	Financial or Business Analyst	\$10M to \$20M	3	0	2	1	-	-	-	\$87,100
4005	Accountant	\$10M to \$20M	1	0	1	0	-	-	-	-
5000	Director, Customer Service	\$10M to \$20M	2	0	1	1	-	-	-	-
5001	Manager, Customer Service and/or Billing	\$10M to \$20M	3	0	3	0	-	-	-	\$98,600
5002	Supervisor, Customer Service and/or Billing and/or Collections	\$10M to \$20M	5	0	4	1	-	\$93,000	-	\$93,300
5003	Key Account Specialist	\$10M to \$20M	0	0	0	0	-	-	-	-
5500	Director, Communications	\$10M to \$20M	0	0	0	0	-	-	-	-
5501	Manager, Communications	\$10M to \$20M	1	0	0	1	-	-	-	-
5502	Communications Specialist	\$10M to \$20M	4	2	1	1	-	\$80,300	-	\$82,500
6000	Director, Regulatory Affairs	\$10M to \$20M	1	0	1	0	-	-	-	-
6001	Manager, Regulatory Affairs	\$10M to \$20M	4	0	3	1	-	\$126,600	-	\$125,800
6002	Regulatory Accountant	\$10M to \$20M	1	0	1	0	-	-	-	-
7000	Settlement or Rate Analyst	\$10M to \$20M	2	0	2	0	-	-	-	-
8000	Director, Information Systems	\$10M to \$20M	2	1	1	0	-	-	-	-
8001	Manager, Information Systems	\$10M to \$20M	2	0	1	1	-	-	-	-
8002	Systems and/or Program Administrator / Applications and/or Systems Support	\$10M to \$20M	4	0	3	1	-	\$88,400	-	\$88,400
8003	Manager Information Security	\$10M to \$20M	0	0	0	0	-	-	-	-
8004	Network Specialist/Manager/Engineer	\$10M to \$20M	1	0	1	0	-	-	-	-
9000	Human Resources Manager	\$10M to \$20M	2	1	0	1	-	-	-	-
9001	Human Resources Generalist	\$10M to \$20M	2	0	1	1	-	-	-	-
9002	Human Resources Coordinator	\$10M to \$20M	0	0	0	0	-	-	-	-

9003	Payroll	\$10M to \$20M	2	0	2	0	-	-	-	-
9004	Manager, Health & Safety	\$10M to \$20M	4	1	2	1	-	\$107,700	-	\$111,900
N001	Executive Role - Non Regulated Business	\$10M to \$20M	0	0	0	0	-	-	-	-
N002	Non-Executive Role - Non Regulated Business	\$10M to \$20M	0	0	0	0	-	-	-	-
0000	President & Chief Executive Officer	Less than \$10M	9	1	8	0	\$193,800	\$174,300	\$159,700	\$185,000
0001	Chief Operating Officer	Less than \$10M	3	2	1	0	-	-	-	\$174,300
0002	Head of Operations and/or Engineering	Less than \$10M	2	0	1	1	-	-	-	-
0003	Chief Financial Officer / Head of Finance	Less than \$10M	9	3	6	0	\$156,000	\$135,900	\$118,800	\$142,400
0004	Head of Customer Service	Less than \$10M	1	1	0	0	-	-	-	-
0005	Head of Regulatory Affairs	Less than \$10M	0	0	0	0	-	-	-	-
0006	Head of Human Resources	Less than \$10M	1	1	0	0	-	-	-	-
0007	Head of Information Technology / Information Services	Less than \$10M	0	0	0	0	-	-	-	-
1000	Executive Assistant	Less than \$10M	3	0	3	0	-	-	-	\$66,000
1001	Administrative Assistant	Less than \$10M	1	1	0	0	-	-	-	-
2000	Director, Engineering	Less than \$10M	1	1	0	0	-	-	-	-
2001	Engineering Manager / Distribution Engineer	Less than \$10M	3	0	2	1	-	-	-	\$119,400
2002	Project Engineer	Less than \$10M	1	0	1	0	-	-	-	-
2003	Supervisor, Engineering	Less than \$10M	2	0	1	1	-	-	-	-
2500	Director, Operations	Less than \$10M	1	1	0	0	-	-	-	-
2501	Manager, Operations	Less than \$10M	5	0	5	0	-	\$112,500	-	\$119,200
2502	Manager, Control Centre	Less than \$10M	0	0	0	0	-	-	-	-
2503	Supervisor, Control Centre	Less than \$10M	0	0	0	0	-	-	-	-
2504	Supervisor, Protection and Control	Less than \$10M	0	0	0	0	-	-	-	-
2505	Supervisor, Station Maintenance	Less than \$10M	0	0	0	0	-	-	-	-
2506	Line Supervisor	Less than \$10M	5	0	4	1	-	\$110,300	-	\$111,800
2507	Manager, Meter Department	Less than \$10M	0	0	0	0	-	-	-	-
2508	Supervisor, Meter Department	Less than \$10M	1	0	0	1	-	-	-	-
2509	Manager, Continuous Improvement	Less than \$10M	0	0	0	0	-	-	-	-
3000	Director, Supply Chain Management	Less than \$10M	0	0	0	0	-	-	-	-
3001	Manager, Procurement and/or Inventory and/or Facilities and/or Fleet	Less than \$10M	0	0	0	0	-	-	-	-
3002	Supervisor, Stores/Inventory/Warehouse	Less than \$10M	1	0	0	1	-	-	-	-
4000	Controller / Director, Finance	Less than \$10M	1	1	0	0	-	-	-	-
4001	Manager, Accounting	Less than \$10M	1	0	0	1	-	-	-	-
4002	Manager, Risk Management	Less than \$10M	0	0	0	0	-	-	-	-
4003	Supervisor Accounting	Less than \$10M	2	0	2	0	-	-	-	-
4004	Financial or Business Analyst	Less than \$10M	3	2	1	0	-	-	-	\$84,200
4005	Accountant	Less than \$10M	3	2	1	0	-	-	-	\$84,500
5000	Director, Customer Service	Less than \$10M	0	0	0	0	-	-	-	-
5001	Manager, Customer Service and/or Billing	Less than \$10M	6	1	4	1	-	\$102,700	-	\$100,200
5002	Supervisor, Customer Service and/or Billing and/or Collections	Less than \$10M	2	1	1	0	-	-	-	-
5003	Key Account Specialist	Less than \$10M	0	0	0	0	-	-	-	-
5500	Director, Communications	Less than \$10M	0	0	0	0	-	-	-	-
5501	Manager, Communications	Less than \$10M	0	0	0	0	-	-	-	-
5502	Communications Specialist	Less than \$10M	1	0	1	0	-	-	-	-
6000	Director, Regulatory Affairs	Less than \$10M	0	0	0	0	-	-	-	-
6001	Manager, Regulatory Affairs	Less than \$10M	1	0	1	0	-	-	-	-
6002	Regulatory Accountant	Less than \$10M	0	0	0	0	-	-	-	-
7000	Settlement or Rate Analyst	Less than \$10M	0	0	0	0	-	-	-	-
8000	Director, Information Systems	Less than \$10M	1	1	0	0	-	-	-	-
8001	Manager, Information Systems	Less than \$10M	1	0	1	0	-	-	-	-
8002	Systems and/or Program Administrator / Applications and/or Systems Support	Less than \$10M	0	0	0	0	-	-	-	-
8003	Manager Information Security	Less than \$10M	0	0	0	0	-	-	-	-
8004	Network Specialist/Manager/Engineer	Less than \$10M	0	0	0	0	-	-	-	-
9000	Human Resources Manager	Less than \$10M	1	0	0	1	-	-	-	-
9001	Human Resources Generalist	Less than \$10M	1	0	0	1	-	-	-	-
9002	Human Resources Coordinator	Less than \$10M	2	1	1	0	-	-	-	-
9003	Payroll	Less than \$10M	1	0	0	1	-	-	-	-
9004	Manager, Health & Safety	Less than \$10M	0	0	0	0	-	-	-	-
N001	Executive Role - Non Regulated Business	Less than \$10M	0	0	0	0	-	-	-	-
N002	Non-Executive Role - Non Regulated Business	Less than \$10M	0	0	0	0	-	-	-	-





Sal ary Range M ni num					Job Rat e					Sal ary Range Maxi mum					Targe		
N	P75	P50	P25	Aver age	N	P75	P50	P25	Aver age	N	P75	P50	P25	Aver age	N	P75	P50
16	\$245,300	\$237,500	\$210,900	\$233,100	14	\$327,200	\$271,400	\$260,300	\$296,300	16	\$339,600	\$294,500	\$271,000	\$307,500	14	39.80%	35.05%
3	-	-	-	\$164,000	3	-	-	-	\$189,800	3	-	-	-	\$200,600	3	-	-
15	\$171,200	\$160,100	\$145,600	\$161,000	15	\$202,100	\$186,000	\$175,200	\$191,600	15	\$221,200	\$206,700	\$189,600	\$215,400	15	24.35%	19.71%
16	\$171,200	\$160,700	\$154,600	\$170,500	16	\$205,900	\$191,500	\$180,700	\$202,100	16	\$226,000	\$213,400	\$193,800	\$226,900	16	23.62%	19.42%
6	-	\$141,600	-	\$149,900	6	-	\$172,200	-	\$185,400	6	-	\$186,300	-	\$204,600	6	-	17.04%
8	\$173,000	\$149,900	\$134,500	\$154,100	8	\$198,200	\$176,500	\$156,100	\$180,100	8	\$221,300	\$202,200	\$172,400	\$204,600	8	-	21.10%
14	\$155,300	\$141,100	\$128,800	\$144,900	14	\$179,300	\$166,800	\$146,200	\$171,400	14	\$205,000	\$177,700	\$162,300	\$193,700	14	25.36%	19.90%
10	\$156,200	\$146,600	\$136,800	\$151,700	10	\$180,000	\$169,100	\$158,100	\$180,200	10	\$197,400	\$185,400	\$174,900	\$200,500	10	23.24%	19.44%
15	\$77,300	\$72,200	\$69,500	\$73,800	15	\$93,000	\$86,200	\$83,800	\$88,200	15	\$104,700	\$99,100	\$85,500	\$97,600	15	8.29%	5.00%
11	\$64,900	\$62,100	\$59,200	\$61,900	11	\$77,300	\$71,500	\$68,600	\$73,200	11	\$87,800	\$75,900	\$73,100	\$81,000	11	4.71%	4.43%
7	-	\$138,500	-	\$142,700	7	-	\$163,000	-	\$168,600	7	-	\$173,400	-	\$186,400	7	-	12.52%
17	\$119,600	\$113,400	\$108,900	\$113,700	17	\$140,800	\$133,800	\$130,400	\$135,300	17	\$160,200	\$145,200	\$139,400	\$150,500	17	10.29%	10.00%
10	\$98,000	\$90,800	\$83,000	\$90,600	10	\$117,300	\$115,000	\$98,600	\$109,200	10	\$125,800	\$118,800	\$113,900	\$120,800	10	7.00%	5.79%
9	\$107,400	\$100,800	\$91,400	\$103,500	9	\$126,400	\$116,700	\$113,400	\$121,700	9	\$142,200	\$136,700	\$132,300	\$136,600	9	9.25%	7.28%
9	\$121,400	\$118,800	\$116,100	\$125,200	9	\$150,200	\$143,500	\$133,600	\$148,400	9	\$172,200	\$156,500	\$148,400	\$165,600	9	-	13.43%
13	\$116,500	\$112,100	\$106,300	\$111,800	13	\$139,200	\$132,200	\$122,500	\$132,800	13	\$160,900	\$140,100	\$132,800	\$148,500	13	8.83%	7.09%
5	-	\$117,000	-	\$110,700	5	-	\$130,800	-	\$135,600	5	-	\$150,200	-	\$150,900	5	-	9.69%
8	\$103,600	\$97,500	\$93,200	\$101,300	8	\$124,200	\$112,100	\$108,000	\$115,600	8	\$133,700	\$121,900	\$118,500	\$124,100	8	-	5.00%
6	-	\$96,100	-	\$99,100	6	-	\$116,100	-	\$117,500	6	-	\$124,900	-	\$124,700	6	-	4.67%
6	-	\$96,000	-	\$103,500	6	-	\$112,500	-	\$116,800	6	-	\$120,000	-	\$124,600	6	-	-
15	\$100,100	\$97,100	\$92,300	\$97,900	15	\$118,400	\$112,500	\$109,300	\$115,000	15	\$135,300	\$123,500	\$119,100	\$125,800	15	7.44%	6.66%
7	-	\$100,900	-	\$101,000	7	-	\$120,300	-	\$121,900	7	-	\$133,600	-	\$133,900	7	-	8.24%
9	\$96,000	\$93,200	\$89,100	\$96,200	9	\$118,900	\$108,000	\$103,500	\$113,500	9	\$124,100	\$120,000	\$118,200	\$123,900	9	-	7.18%
5	-	\$111,800	-	\$109,700	5	-	\$134,000	-	\$131,400	5	-	\$154,100	-	\$152,700	5	-	9.17%
5	-	\$108,400	-	\$119,700	5	-	\$130,800	-	\$143,000	5	-	\$156,500	-	\$158,100	5	-	10.79%
13	\$107,400	\$99,300	\$89,100	\$99,200	13	\$129,400	\$118,200	\$105,000	\$117,500	13	\$145,300	\$132,100	\$111,300	\$131,700	13	9.41%	7.23%
9	\$98,800	\$91,200	\$84,100	\$91,300	9	\$116,700	\$111,100	\$104,500	\$110,500	9	\$136,500	\$123,500	\$105,000	\$120,200	9	-	4.12%
11	\$134,800	\$115,300	\$111,100	\$122,500	11	\$160,100	\$142,800	\$136,200	\$148,400	11	\$180,400	\$164,300	\$154,200	\$167,000	11	14.72%	11.26%
9	\$105,700	\$98,400	\$94,000	\$100,600	9	\$133,600	\$118,900	\$117,400	\$121,300	9	\$141,800	\$133,600	\$123,600	\$133,800	9	-	8.60%
3	-	-	-	\$110,900	3	-	-	-	\$138,600	3	-	-	-	\$166,400	3	-	-
9	\$95,100	\$91,700	\$91,200	\$93,200	9	\$116,700	\$111,100	\$103,200	\$110,300	9	\$123,800	\$120,400	\$114,600	\$121,100	9	-	5.69%
15	\$84,800	\$80,800	\$77,300	\$81,000	15	\$101,500	\$97,000	\$95,500	\$97,200	15	\$114,600	\$110,700	\$99,600	\$107,600	15	7.00%	4.57%
4	-	\$82,300	-	\$84,000	4	-	\$93,100	-	\$98,400	4	-	\$103,900	-	\$111,300	4	-	-
7	-	\$123,400	-	\$129,700	7	-	\$145,200	-	\$154,900	7	-	\$167,000	-	\$174,900	7	-	12.68%
14	\$104,700	\$97,800	\$87,200	\$96,800	14	\$120,400	\$118,800	\$108,600	\$115,200	14	\$137,200	\$129,800	\$120,600	\$128,100	14	9.05%	8.07%
15	\$93,200	\$89,100	\$83,400	\$87,600	15	\$108,000	\$105,000	\$98,500	\$103,300	15	\$123,900	\$116,600	\$108,300	\$114,000	15	8.43%	5.40%
4	-	\$88,000	-	\$88,700	4	-	\$110,000	-	\$108,300	4	-	\$123,900	-	\$121,800	4	-	-
5	-	\$114,100	-	\$117,100	5	-	\$142,700	-	\$141,100	5	-	\$150,500	-	\$159,300	5	-	11.06%
8	\$106,100	\$101,800	\$94,700	\$96,800	8	\$129,800	\$119,600	\$115,100	\$116,500	8	\$134,400	\$130,300	\$124,100	\$126,900	8	-	6.18%
13	\$76,000	\$71,700	\$64,700	\$71,800	13	\$98,100	\$84,700	\$79,500	\$87,400	13	\$105,000	\$94,800	\$84,900	\$97,400	13	6.65%	4.33%
7	-	\$121,400	-	\$129,300	7	-	\$142,800	-	\$152,400	7	-	\$164,300	-	\$168,700	7	-	14.00%
7	-	\$105,700	-	\$104,700	7	-	\$120,400	-	\$122,700	7	-	\$130,200	-	\$130,700	7	-	6.30%
10	\$84,300	\$81,000	\$79,700	\$81,600	10	\$101,100	\$98,400	\$93,900	\$98,400	10	\$120,400	\$113,200	\$102,600	\$112,900	10	-	5.72%
3	-	-	-	\$79,900	3	-	-	-	\$94,200	3	-	-	-	\$99,200	3	-	-
6	-	\$139,700	-	\$135,000	6	-	\$164,300	-	\$162,200	6	-	\$175,300	-	\$178,400	6	-	11.59%
15	\$112,700	\$107,300	\$104,400	\$108,600	15	\$133,700	\$128,500	\$123,100	\$128,300	15	\$146,800	\$135,500	\$133,700	\$140,700	15	8.87%	6.81%

14	\$92,500	\$81,200	\$74,800	\$83,900	14	\$109,500	\$103,200	\$91,700	\$100,500	14	\$117,200	\$109,200	\$104,800	\$111,600	14	6.96%	6.61%
10	\$106,900	\$104,400	\$99,500	\$103,300	10	\$133,900	\$129,600	\$119,800	\$124,500	10	\$150,800	\$133,000	\$131,300	\$136,800	10	8.85%	8.00%
9	\$93,600	\$80,800	\$76,000	\$83,500	9	\$105,000	\$101,400	\$96,200	\$101,600	9	\$116,400	\$112,800	\$112,000	\$112,400	9	7.14%	6.01%
10	\$114,000	\$108,400	\$99,000	\$106,600	10	\$132,700	\$123,800	\$118,600	\$127,100	10	\$139,200	\$136,000	\$130,900	\$142,000	10	-	7.89%
11	\$85,800	\$82,900	\$77,300	\$82,100	11	\$104,300	\$98,100	\$92,000	\$97,700	11	\$108,300	\$105,100	\$100,000	\$106,600	11	3.89%	3.00%
8	\$71,600	\$68,500	\$64,600	\$67,700	8	\$84,800	\$82,900	\$79,000	\$82,200	8	\$96,200	\$94,100	\$84,900	\$90,900	8	6.01%	4.02%
11	\$77,900	\$74,300	\$72,100	\$74,500	11	\$94,300	\$90,100	\$88,200	\$90,500	11	\$109,800	\$104,100	\$96,300	\$102,800	11	7.28%	5.12%
15	\$112,700	\$102,800	\$97,300	\$104,500	15	\$132,800	\$128,500	\$114,900	\$124,200	15	\$149,800	\$135,500	\$126,900	\$138,900	15	15.00%	8.20%
5	-	\$158,400	-	\$172,700	5	-	\$200,500	-	\$208,000	5	-	\$211,100	-	\$237,500	5	-	14.42%
4	-	\$97,500	-	\$121,200	4	-	\$112,200	-	\$143,400	4	-	\$126,900	-	\$163,000	4	-	-
6	-	\$204,600	-	\$199,200	5	-	\$240,000	-	\$233,300	5	-	\$240,000	-	\$250,700	5	-	-
2	-	-	-	-	1	-	-	-	-	2	-	-	-	-	1	-	-
5	-	\$143,900	-	\$148,800	4	-	\$159,800	-	\$169,500	5	-	\$185,900	-	\$203,200	4	-	11.45%
7	-	\$135,300	-	\$131,300	7	-	\$159,200	-	\$159,600	7	-	\$180,000	-	\$175,500	7	-	12.34%
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
3	-	-	-	\$121,900	3	-	-	-	\$149,800	3	-	-	-	\$155,800	3	-	-
6	-	\$66,000	-	\$70,000	6	-	\$81,700	-	\$86,900	6	-	\$93,300	-	\$95,800	6	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
7	-	\$104,800	-	\$107,300	6	-	\$129,600	-	\$130,100	7	-	\$152,500	-	\$146,100	6	-	4.73%
3	-	-	-	\$87,000	3	-	-	-	\$109,400	3	-	-	-	\$122,100	3	-	-
3	-	-	-	\$94,800	3	-	-	-	\$116,500	3	-	-	-	\$129,100	3	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
6	-	\$110,800	-	\$113,500	5	-	\$131,200	-	\$135,600	6	-	\$144,900	-	\$149,600	5	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
6	-	\$95,600	-	\$95,100	4	-	\$118,500	-	\$114,300	5	-	\$132,300	-	\$129,400	4	-	4.91%
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
2	-	-	-	-	1	-	-	-	-	2	-	-	-	-	1	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
3	-	-	-	\$110,700	3	-	-	-	\$141,200	3	-	-	-	\$151,700	3	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
3	-	-	-	-	2	-	-	-	\$99,500	3	-	-	-	-	2	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
2	-	-	-	-	1	-	-	-	-	2	-	-	-	-	1	-	-
3	-	-	-	\$90,000	3	-	-	-	\$109,900	3	-	-	-	\$122,800	3	-	-
5	-	\$81,000	-	\$80,400	4	-	\$90,400	-	\$98,700	5	-	\$114,000	-	\$112,600	4	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
4	-	\$75,400	-	\$74,200	4	-	\$93,400	-	\$89,400	4	-	\$100,000	-	\$100,000	4	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
4	-	-	-	\$113,300	3	-	\$130,400	-	\$128,700	4	-	-	-	\$155,200	3	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
4	-	\$67,600	-	\$68,700	4	-	\$88,600	-	\$89,700	4	-	\$94,300	-	\$96,100	4	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
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1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
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2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
4	-	\$87,300	-	\$90,400	4	-	\$112,800	-	\$114,800	4	-	\$124,400	-	\$131,800	4	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
9	\$155,100	\$149,600	\$133,000	\$154,000	9	\$174,400	\$162,000	\$150,000	\$177,900	9	\$202,500	\$175,000	\$167,000	\$196,900	9	-	10.81%
3	-	-	-	\$139,100	3	-	-	-	\$169,900	3	-	-	-	\$187,500	3	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
9	\$122,300	\$110,600	\$105,500	\$116,300	9	\$144,400	\$124,800	\$118,800	\$134,900	9	\$156,000	\$140,000	\$126,800	\$147,600	9	-	7.69%
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
3	-	-	-	\$59,800	3	-	-	-	\$66,000	3	-	-	-	\$70,500	3	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
3	-	-	-	\$106,900	3	-	-	-	\$119,400	3	-	-	-	\$120,100	3	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
5	-	\$105,000	-	\$105,500	5	-	\$112,500	-	\$116,600	5	-	\$120,000	-	\$128,600	5	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
5	-	\$93,200	-	\$88,900	5	-	\$113,400	-	\$106,300	5	-	\$113,400	-	\$117,400	5	-	5.06%
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
3	-	-	-	\$76,700	3	-	-	-	\$91,400	3	-	-	-	\$101,600	3	-	-
3	-	-	-	\$77,200	3	-	-	-	\$87,200	3	-	-	-	\$101,000	3	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
6	-	\$82,100	-	\$84,700	6	-	\$98,400	-	\$98,700	6	-	\$102,700	-	\$105,800	6	-	-
2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
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2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
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2	-	-	-	-	2	-	-	-	-	2	-	-	-	-	2	-	-
1	-	-	-	-	1	-	-	-	-	1	-	-	-	-	1	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-	0	-	-



Incentive %			Actual Total Cash					Total Cash Design				
P25	Average	N	P75	P50	P25	Average	N	P75	P50	P25	Average	N
26.66%	35.30%	15	\$418,900	\$404,300	\$342,200	\$421,400	16	\$408,600	\$372,300	\$325,800	\$400,100	16
-	14.63%	3	-	-	-	\$218,200	3	-	-	-	\$208,200	3
13.85%	19.35%	14	\$243,100	\$235,500	\$204,100	\$237,700	15	\$242,400	\$227,300	\$196,500	\$232,700	15
14.23%	20.09%	15	\$271,700	\$230,000	\$212,800	\$246,300	16	\$256,300	\$238,700	\$210,700	\$249,600	16
-	20.20%	6	-	\$196,100	-	\$230,100	6	-	\$202,500	-	\$220,700	6
-	19.66%	7	\$260,300	\$232,100	\$172,200	\$225,000	8	\$261,300	\$208,100	\$176,500	\$219,500	8
14.38%	20.18%	12	\$219,800	\$190,300	\$168,500	\$214,900	14	\$218,700	\$182,400	\$161,400	\$201,400	14
11.92%	17.72%	10	\$238,700	\$209,700	\$183,200	\$222,100	10	\$217,800	\$203,200	\$186,600	\$216,300	10
2.91%	5.44%	12	\$99,300	\$92,200	\$87,500	\$93,800	15	\$95,700	\$92,200	\$85,200	\$92,300	15
2.98%	4.53%	8	\$81,200	\$76,200	\$74,000	\$79,000	11	\$79,900	\$75,000	\$69,300	\$76,100	11
-	13.07%	6	-	\$181,300	-	\$193,800	7	-	\$177,700	-	\$188,500	7
6.71%	9.23%	13	\$161,400	\$144,800	\$137,400	\$149,900	17	\$155,900	\$146,700	\$135,500	\$145,700	17
3.75%	5.52%	8	\$124,900	\$114,000	\$106,300	\$116,300	10	\$125,400	\$118,100	\$105,900	\$115,300	10
4.14%	7.39%	8	\$145,800	\$130,300	\$126,000	\$133,200	9	\$135,900	\$126,200	\$123,800	\$129,100	9
-	11.39%	6	\$178,300	\$167,100	\$148,400	\$169,100	9	\$171,300	\$164,900	\$133,600	\$160,700	9
4.74%	7.17%	11	\$150,700	\$143,400	\$134,700	\$144,900	13	\$150,900	\$146,800	\$130,600	\$143,000	13
-	9.01%	5	-	\$158,200	-	\$153,500	5	-	\$150,200	-	\$147,100	5
-	6.97%	5	\$136,100	\$118,700	\$116,300	\$126,700	8	\$127,800	\$118,400	\$109,700	\$120,600	8
-	6.11%	5	-	\$126,300	-	\$125,500	6	-	\$125,100	-	\$124,000	6
-	6.18%	3	-	\$120,000	-	\$124,400	6	-	\$118,900	-	\$121,900	6
4.89%	7.24%	10	\$129,100	\$123,500	\$117,300	\$124,400	15	\$128,800	\$118,900	\$110,700	\$121,500	15
-	8.44%	6	-	\$137,300	-	\$134,100	7	-	\$129,500	-	\$131,300	7
-	5.65%	7	\$120,000	\$116,700	\$113,000	\$117,900	9	\$125,600	\$118,900	\$108,000	\$120,100	9
-	9.58%	4	-	\$140,600	-	\$133,200	5	-	\$147,000	-	\$142,200	5
-	10.44%	4	-	\$167,600	-	\$162,400	5	-	\$152,900	-	\$155,300	5
5.90%	7.15%	10	\$148,600	\$124,000	\$111,300	\$130,500	13	\$137,400	\$123,700	\$111,900	\$125,600	13
-	6.65%	7	\$123,500	\$116,900	\$105,500	\$115,800	9	\$128,900	\$112,400	\$104,500	\$116,300	9
7.71%	10.40%	10	\$177,500	\$160,600	\$146,700	\$161,300	11	\$180,400	\$162,600	\$146,700	\$163,700	11
-	8.43%	7	\$149,300	\$132,100	\$114,500	\$132,500	9	\$148,200	\$131,200	\$118,900	\$130,800	9
-	12.73%	3	-	-	-	\$163,600	3	-	-	-	\$158,200	3
-	6.37%	6	\$123,500	\$121,900	\$114,600	\$120,000	9	\$125,300	\$116,300	\$103,200	\$115,200	9
3.02%	5.53%	13	\$103,000	\$99,500	\$96,800	\$102,900	15	\$108,000	\$103,500	\$99,000	\$102,700	15
-	9.05%	3	-	\$101,300	-	\$116,200	4	-	\$96,600	-	\$106,300	4
-	11.81%	7	-	\$163,700	-	\$164,300	7	-	\$164,100	-	\$172,700	7
5.60%	7.75%	10	\$137,800	\$124,000	\$106,200	\$123,200	14	\$129,700	\$125,200	\$115,200	\$122,700	14
3.75%	6.47%	11	\$109,700	\$105,800	\$102,000	\$103,900	15	\$118,100	\$107,600	\$101,400	\$107,800	15
-	3.18%	3	-	\$110,900	-	\$113,600	4	-	\$120,800	-	\$114,300	4
-	10.53%	4	-	\$155,000	-	\$157,400	5	-	\$145,700	-	\$149,800	5
-	6.07%	6	\$130,900	\$122,600	\$111,500	\$117,600	8	\$132,400	\$127,300	\$117,600	\$122,500	8
2.12%	5.25%	11	\$95,800	\$86,300	\$79,600	\$88,800	13	\$108,300	\$87,400	\$81,000	\$92,300	13
-	12.73%	6	-	\$161,400	-	\$173,200	7	-	\$164,300	-	\$169,200	7
-	6.82%	5	-	\$131,000	-	\$132,600	7	-	\$128,300	-	\$128,800	7
-	7.60%	7	\$104,000	\$100,800	\$99,600	\$105,600	10	\$108,000	\$104,000	\$100,400	\$104,900	10
-	3.20%	3	-	-	-	\$94,900	3	-	-	-	\$97,900	3
-	11.18%	6	-	\$176,500	-	\$179,700	6	-	\$183,600	-	\$179,700	6
5.16%	6.88%	11	\$145,100	\$139,700	\$133,100	\$140,900	15	\$146,400	\$130,700	\$127,300	\$136,100	15

3. 26%	5. 85%	11	\$114, 700	\$110, 200	\$92, 800	\$105, 500	14	\$111, 900	\$109, 200	\$98, 000	\$105, 200	14
4. 33%	7. 19%	9	\$143, 700	\$134, 100	\$128, 400	\$134, 100	10	\$147, 300	\$137, 100	\$123, 600	\$133, 000	10
3. 77%	5. 66%	9	\$119, 000	\$115, 600	\$100, 200	\$109, 700	9	\$112, 400	\$107, 500	\$105, 300	\$107, 700	9
-	9. 65%	7	\$138, 700	\$127, 400	\$122, 800	\$134, 400	10	\$142, 400	\$128, 900	\$122, 900	\$135, 700	10
2. 12%	4. 42%	8	\$103, 500	\$98, 200	\$90, 500	\$96, 400	11	\$110, 100	\$100, 200	\$92, 600	\$101, 400	11
3. 36%	4. 48%	8	\$83, 900	\$78, 900	\$75, 900	\$78, 800	8	\$89, 100	\$86, 700	\$83, 300	\$86, 300	8
3. 37%	5. 47%	10	\$98, 600	\$93, 200	\$88, 200	\$94, 600	11	\$101, 400	\$97, 900	\$90, 500	\$95, 800	11
6. 03%	10. 75%	12	\$150, 300	\$136, 200	\$126, 100	\$137, 400	15	\$151, 700	\$137, 600	\$119, 400	\$135, 400	15
-	19. 19%	4	-	\$208, 500	-	\$242, 600	5	-	\$236, 600	-	\$249, 800	5
-	9. 45%	3	-	\$112, 200	-	\$146, 900	4	-	\$117, 200	-	\$160, 500	4
-	20. 23%	3	-	\$267, 000	-	\$261, 000	6	-	\$255, 700	-	\$246, 300	5
-	-	1	-	-	-	-	2	-	-	-	-	2
-	19. 96%	4	-	\$184, 600	-	\$212, 200	5	-	\$164, 500	-	\$192, 300	5
-	12. 20%	4	-	\$184, 500	-	\$178, 100	7	-	\$176, 500	-	\$172, 200	7
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	2	-	-	-	-	2	-	-	-	-	2
-	-	2	-	-	-	\$157, 300	3	-	-	-	\$157, 100	3
-	-	2	-	\$88, 300	-	\$89, 600	6	-	\$84, 800	-	\$88, 600	6
-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	1	-	-	-	-	2	-	-	-	-	2
-	7. 43%	5	-	\$129, 900	-	\$131, 500	7	-	\$138, 500	-	\$136, 000	7
-	-	1	-	-	-	\$113, 500	3	-	-	-	\$111, 800	3
-	-	1	-	-	-	\$109, 200	3	-	-	-	\$118, 100	3
-	-	2	-	-	-	-	2	-	-	-	-	2
-	13. 35%	3	-	\$148, 100	-	\$150, 200	6	-	\$134, 800	-	\$141, 800	6
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	0	-	-	-	-	0	-	-	-	-	0
-	5. 91%	4	-	\$123, 300	-	\$122, 500	6	-	\$118, 800	-	\$117, 200	5
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	0	-	-	-	-	0	-	-	-	-	0
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-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	1	-	-	-	\$139, 700	3	-	-	-	\$148, 000	3
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	1	-	-	-	\$88, 300	3	-	-	-	\$100, 500	3
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	2	-	-	-	\$103, 400	3	-	-	-	\$114, 700	3
-	-	2	-	\$94, 500	-	\$94, 800	5	-	\$96, 700	-	\$100, 500	5
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	1	-	-	-	-	1	-	-	-	-	1
-	4. 88%	3	-	\$83, 900	-	\$85, 500	4	-	\$95, 700	-	\$92, 900	4
-	-	1	-	-	-	-	1	-	-	-	-	1
-	13. 50%	3	-	\$130, 300	-	\$139, 400	4	-	\$133, 200	-	\$136, 700	4
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	2	-	-	-	-	2	-	-	-	-	2
-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	1	-	\$90, 300	-	\$89, 300	4	-	\$88, 600	-	\$91, 400	4
-	-	0	-	-	-	-	0	-	-	-	-	0
-	-	1	-	-	-	-	1	-	-	-	-	1
-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	1	-	-	-	-	2	-	-	-	-	2
-	-	0	-	-	-	-	0	-	-	-	-	0



### Company Name

Al ectra Utilities Inc.  
 Bluewater Power Di stribution  
 Burlington Hydro Inc.  
 Centre Wellington Hydro Ltd.  
 E.L.K. Energy Inc.  
 El exicon Energy Inc.  
 Enova Power Corp.  
 Entegrus Inc.  
 ENW N Utilities Ltd.  
 EPCOR El ectricity Di stribution Ontario Inc.  
 ERTH Power Corporation  
 Essex Powerlines  
 Festival Hydro Inc.  
 Fort Frances Power Corporation  
 GrandBridge Energy  
 Greater Sudbury Utilities  
 Grimsby Power Inc.  
 Halton Hills Hydro Inc.  
 InnPower Corporation  
 Kingston Hydro/Utilities Kingston  
 Lakeland Power Di stribution Ltd.  
 London Hydro Inc.  
 Milton Hydro Di stribution Inc.  
 Newmarket-Tay Power Di stribution Limited  
 Niagara Peninsula Energy Inc.  
 North Bay Hydro Di stribution Limited  
 Northern Ontario Wires Inc.  
 Orangeville Hydro Limited  
 Oshawa PUC Networks Inc.  
 Ottawa River Power Corporation  
 Peterborough Utilities Group  
 PUC Services Inc.  
 Rideau St. Lawrence Di stribution  
 Sioux Lookout Hydro Inc.  
 Synergy North  
 Wasaga Di stribution Inc.  
 Welland Hydro-El ectric System Corp

Customers				
Res	GS<50	GS 50 - 4,999	Strt Lgt	USL
5,177	718	71	3	22

13 Microfits are excluded

										Allocated Cost				
		2022 Acutal	2023 Actual	Relative Cost (weight) Per Customer					Total Weighted Customers	Res	GS<50	GS 50 - 4,999	Strt Lgt	USL
1	A & B Digital	12,819	13,955	1.0	1.0	1.0	0.1	0.1	5,966	2.34	2.34	2.34	0.23	0.23
2	Xerox	3,408	3,130	1.0	1.0	1.0	0.5	0.5	5,968	0.52	0.52	0.52	0.26	0.26
3	First Aid Training	-	2,328	1.0	1.0	1.0	1.0	1.0	5,969	0.39	0.39	0.39	0.39	0.39
4	Lyndon Leasing	901	2,161	1.0	1.0	1.0	1.0	1.0	5,969	0.36	0.36	0.36	0.36	0.36
5	Metaswitch	-	52	1.0	1.0	1.0	1.0	1.0	5,969	0.01	0.01	0.01	0.01	0.01
6	NorthStar Linen	395	310	1.0	1.0	1.0			5,966	0.05	0.05	0.05	-	-
7	ONX	2,398	2,294	1.0	1.0	1.0	1.0	1.0	5,969	0.38	0.38	0.38	0.38	0.38
8	Wyatt	2,579	1,763	1.0	1.0	1.0	1.0	1.0	5,969	0.30	0.30	0.30	0.30	0.30
9	Canada Post/Neopost/Quadient	54,487	60,624	1.0	1.0	1.0	1.0	1.0	5,969	10.16	10.16	10.16	10.16	10.16
10	ONR/Bus	810	808	1.0	1.0				5,895	0.14	0.14	-	-	-
11	Courier	899	236	1.0	1.0				5,895	0.04	0.04	-	-	-
12	NorthStar/Harris-Meter Count	8,925	8,754	1.0	1.0	1.0	1.0	1.0	5,969	1.47	1.47	1.47	1.47	1.47
13	NorthStar/Silver Blaze	-	13,545	1.0	1.0	1.0	1.0	1.0	5,969	2.27	2.27	2.27	2.27	2.27
14	NorthStar/Support & Maintenance	6,250	96,582	1.0	1.0	1.0	1.0	1.0	5,969	16.18	16.18	16.18	16.18	16.18
15	Erth Business-EBT Hub	1,883	-	1.0	1.0	1.0	1.0	1.0	5,969	-	-	-	-	-
16	Erth Business-EBT Connector Maintenance	3,215	-	1.0	1.0	1.0	1.0	1.0	5,969	-	-	-	-	-
17	Erth Holdings-PolyPhase	8,329	-			1.0			71	-	-	-	-	-
18	Erth Holdings-GBA Pre-Certificate/Green Button	21,578	-	1.0	1.0	1.0	1.0	1.0	5,969	-	-	-	-	-
19	Erth Holdings-Erth Connects	600	225	1.0	1.0	1.0			5,966	0.04	0.04	0.04	-	-
20	Erth Holdings-Testing	16,875	900	1.0	1.0	1.0	1.0	1.0	5,969	0.15	0.15	0.15	0.15	0.15
21	Erth Holdings-Erth Academy	550	-	1.0	1.0	1.0	1.0	1.0	5,969	-	-	-	-	-
22	Erth Holdings-Bill Rendering & Bill print changes	1,890	16,463	1.0	1.0	1.0	1.0	1.0	5,969	2.76	2.76	2.76	2.76	2.76
23	Sensus-FlexNet	133,657		1.0	1.0	1.0	1.0	1.0	5,969	-	-	-	-	-
24	Utilismart	37,948				1.0	0.2		72	-	-	-	-	-
25	Cleo	1,551	1,319	1.0	1.0	1.0	1.0	1.0	5,969	0.22	0.22	0.22	0.22	0.22
26	Peterborough Utilities-MSP Billing	12,000	12,000			1.0			71	-	-	169.01	-	-
27	Peterborough Utilities-Metering Units with Spares & 2 metering cabinets	106,246	-			1.0			71	-	-	-	-	-
28	Credit Bureau	2,526	1,769	1.0	1.0	1.0			5,966	0.30	0.30	0.30	-	-
29	CIBC Services Fees-EFT/EDI/Merchant	5,049	6,534	1.0	1.0	1.0		1.0	5,966	1.10	1.10	1.10	-	1.10
30	Caisse Populaire-Line of Credit interest	19,051	1,100			1.0			71	-	-	15.49	-	-
31	Caisse Populaire-International fees	81	58	1.0	1.0	1.0	1.0	1.0	5,969	0.01	0.01	0.01	0.01	0.01
32	Caisse Populaire-Bank Bag/Token Fee for CMO/Cheque Image/Cheques	121	162	1.0	1.0	1.0	1.0	1.0	5,969	0.03	0.03	0.03	0.03	0.03
33	Caisse Populaire-Letter of Guarantor	9,000	9,000	1.0	1.0	1.0	1.0	1.0	5,969	1.51	1.51	1.51	1.51	1.51
	Billing Department	147,166	135,522	1.0	1.0	2.0	0.5	0.5	6,039	22.44	22.44	44.89	11.22	11.22
	Collections Department	73,135	54,985	1.0	1.0	1.0			5,966	9.22	9.22	9.22	-	-
	Customer Service Department / Supervision	120,058	134,595	1.0	1.0	2.0	0.5	0.5	6,039	22.29	22.29	44.58	11.14	11.14
Totals		816,378	581,175						Identified Cost per Customer	91.04	91.04	320.11	57.80	58.90

WEIGHTING FACTORS for Cost Allocation Model

1.00 1.00 3.52 0.63 0.65

USoA Accounts allocated with these factors

	2022	Payroll & Burden	Expenses	Total
Supervision	5305	\$ 120,057.91	\$ 9,586.36	\$ 129,644.27
Customer Billing	5315	\$ 147,165.76	\$ 122,914.30	\$ 270,080.06
Collecting	5320	\$ 73,134.79	\$ 38,784.86	\$ 111,919.65
Collecting - Cash Over and Short	5325		\$ 0.19	\$ 0.19
Collection Charges	5330		\$ 1,759.31	\$ 1,759.31
Misc. Customer Accountns Expenses	5340	\$ -	\$ 3,773.56	\$ 3,773.56

	2023	Payroll & Burden	Expenses	Total
	5305	\$ 134,595.28	\$ 12,211.78	\$ 146,807.06
	5315	\$ 135,522.22	\$ 117,908.67	\$ 253,430.89
	5320	\$ 54,984.59	\$ 32,989.28	\$ 87,973.87
	5325	\$ -	-\$ 0.09	-\$ 0.09
	5330	\$ -	\$ 2,525.86	\$ 2,525.86
	5340	\$ -	\$ 4,163.36	\$ 4,163.36





**Northern Ontario Wires Inc.**

Protection Philosophy Document for a  
New Main Transformer Station (MTS) in Cochrane

June 28, 2024



Report by: Jason Fortier, P. Eng.

# **Introduction**

The design and implementation of protection equipment in a new substation is a critical component of power system engineering. Protection equipment serves as the first line of defense in safeguarding the electrical infrastructure against faults, abnormal conditions, and potential damages. Robust protection philosophy is critical, as it ensures the reliability, safety, and efficiency of power delivery. This document aims to outline the intended protection philosophy that will be implemented in the new Cochrane MTS at a high level.

## **Transformer Protection**

The T1 and T2 power transformers will be protected by redundant Schweitzer Engineering Laboratories (SEL) protection relays. Different families of relays will be utilized to maximize redundancy; the SEL-487E and SEL-787 will be used to protect these transformers. While the specific element settings will be developed during the design stage of the project, the critical elements that are often implemented include differential protection, phase and neutral overcurrent protection, and volts-per-hertz protection. Additionally, mechanical devices mounted on the transformer will be monitored by the redundant protections to quickly remove the transformers from service in the event of issues such as oil or winding temperature trips, or sudden pressure.

## **Bus and Feeder Protection**

The T1LV and T2LV switchgear buses will be protected by redundant SEL protection relays; the SEL-487B and SEL-787-4 have been selected for this purpose. The CT placement for these protection relays is designed to ensure that the entire bus is covered by the differential elements within the relay. These relays are intended to operate very quickly for high-current faults on the bus, thereby limiting the arc flash hazard present on this equipment. Since these relays will monitor the current to each feeder, they will also be utilized as feeder protections, with each relay set to coordinate with downstream recloser protection relays.

## **Breaker Failure Protection**

Breaker failure protection ensures that if a breaker fails to operate after a fault occurs, the next series of breakers towards the current source will trip to prevent further damage. All switchgear breakers, as well as the high voltage circuit switchers, will have redundant breaker failure protection. If the circuit switcher fails, a transfer trip will be sent to Hydro One to clear the line and prevent damage to equipment.

## **Teleprotection**

Teleprotection schemes involve telecommunication circuits, such as fiber or copper (S4T4), that connect two locations to send signals at high speeds. The new MTS will require teleprotection schemes between it and a Hydro One station, likely Ansonville TS. Although the exact scheme will be determined at a later date, it is likely to include transfer trip (both send and receive), load rejection, and block signals. Receipt of a transfer trip and load rejection from Hydro One will result in a trip of both HV circuit switchers. A transfer trip will be sent to Hydro One in the event of an HV circuit switcher failure to ensure that no damaging current to a fault within the NOW system is sustained. Lastly, block signals will be sent when the protection relays at the MTS detect a fault within the NOW system, delaying Hydro One's equipment from removing the A4H line from service and allowing sufficient time for the equipment at the MTS to clear the fault.

## **Line Protection (Future)**

There is currently no intention to install line protections within the new MTS. However, should considerable distributed generation be installed within the NOW 25 kV distribution system, this will likely become a requirement. The intended station layout will accommodate this, as there are HV capacitive voltage transformers and current transformers installed for future use.



**Northern Ontario Wires Inc.**

Budgetary Estimate for Construction of a  
New Main Transformer Station (MTS) in Cochrane

June 28, 2024



Report by: Jason Fortier, P. Eng.

## Introduction

Considering the anticipated load increases to the Town of Cochrane's distribution system, studies have shown that replacing the existing transformers in the Cochrane MTS is crucial for ensuring reliable operation. The anticipated load increase means that a single transformer within the MTS will not be able to safely power the loads during peak demand conditions. In May 2024, Northern Ontario Wires (NOW) requested a conceptual design from 3i0 Inc. for a new distribution station in Cochrane and an estimate of the cost to design, construct, and commission it for budgetary purposes. Conceptual single-line diagrams and station layout drawings were created based on industry best practices, with considerations to maximize personnel and environmental safety, reliability, and grid modernization.

## Key Considerations

### Personnel/Environmental Safety

All decisions in the conceptual design prioritized personnel safety to ensure that workers required to maintain the equipment are protected from all possible hazards. Key safety improvements compared to the existing station include:

- **HV Grounding Switches:** Workers required to test or maintain the new transformers can utilize the grounding switches integrated into the circuit switchers to establish a safe work zone.
- **Arc Rated Switchgear:** The switchgear to be installed is arc rated, designed to direct the arc away from workers at the front, thereby reducing the arc hazard.
- **Transformer Oil Containment Pit:** Insulating oils used within power transformers can be extremely damaging to the environment if a leak occurs. Therefore, oil containment pits are included to ensure no damaging substances leak into the environment in the event of a failure or slow leak.

### Reliability

Equipment reliability to prevent outages was a significant component of the conceptual design decisions. Key considerations to ensure the distribution station's reliability include:

- **Power Transformers:** The transformer power ratings are selected based on the anticipated load increase. They are rated such that if either T1 or T2 is removed from service, the remaining unit can safely supply all of the distribution demand.
- **Switchgear:** The switchgear is configured with a bus-tie, allowing all 25 kV feeders to be fed through either transformer. With the bus tie normally in the closed position, a fault within either transformer will not disrupt service. Additionally, all switchgear breakers will have redundant trip circuits to ensure they trip for any damaging fault conditions.
- **Protections:** Redundant protections are utilized for the transformer, switchgear, and feeders to ensure reliable operation. This approach allows for relay failures without

compromising equipment and permits maintenance without requiring outages, limiting service disruptions.

- **Use of Proven Manufacturers:** All equipment will be sourced from industry-leading manufacturers known for their reliable products (e.g., Schweitzer Engineering Laboratories, Eaton, S&C, etc.).

## **Grid Modernization**

Implementing microprocessor-based equipment, such as protection relays and automation controllers, in the new MTS conceptual design allows for considerable functionality and monitoring capabilities from remote locations, critical for new transformer stations. Key features of the intended equipment include:

- **Remote Control:** Microprocessor-based automation controllers will enable remote open/close commands to various equipment, reducing the need to expose workers to arc flash hazards.
- **Remote Monitoring:** Remote indication of equipment alarm states will be possible, allowing prompt action to rectify issues (e.g., equipment trip alarm, interrupter low gas alarm, loss of equipment power supply alarms, etc.).
- **Fault Event Files:** Modern protection relays can be programmed to create event files after a fault, reducing the time required to troubleshoot and, therefore, downtime.

## **Conclusions**

The conceptual design for the new distribution station in Cochrane incorporates essential considerations for personnel and environmental safety, equipment reliability, and grid modernization. The integration of advanced technologies and proven manufacturers' equipment will provide enhanced control, monitoring, and reliability, ultimately supporting the continued growth and stability of Cochrane's distribution system. The detailed planning and strategic approach undertaken in this design reflect a commitment to delivering a high-quality infrastructure project that meets the future needs of the community.

## New Cochrane MTS - Budget Estimate Summary

<u>Equipment Cost Estimate:</u>	
<u>Design Cost Estimate:</u>	
<u>Construction Estimate:</u>	
<u>Valard Equipment/Construction/Design:</u>	
<u>Commissioning Estimate:</u>	
<b><u>TOTAL:</u></b>	<b>\$ 14,150,278</b>

## New Cochrane MTS - 5 Year Budget Estimate Summary

	2025	2026	2027	2028	2029	Subtotal
<b>Equipment Cost Estimate:</b>						
15/18.75 MVA Transformer w/ Tap Changer, Surge Arresters, and Mechanical Protection Accessories						
24" aluminum cable tray						
36" aluminum cable tray						
48" aluminum cable tray						
HV Circuit Switcher w/ Grounding Switch						
HV CVT for 115 kV System - Double secondary (69kV/69V)						
HV CTs for 115 kV System - Protection grade CTs (C400) each						
HV CTs for 115 kV System - Metering grade CTs (0.3B1.8) each						
Pole Mounted, 15 kV/347 V Oil Filled 50 kVA Transformer						
Cable (various sizes)						
Building w/ fire alarm system, lighting and receptacles						
Switchgear						
200 A, 208/120 VAC Panel with 10 x 15 A breakers and 4 x 30 A breakers						
200 A, 600 VAC Panel with 4 x 30 A breakers						
3 ton HVAC system (cooling and heating)						
Building w/ fire alarm system, lighting and receptacles						
250 A, DC panel						
125 VDC battery charger with remote monitoring contacts						
2 V, 500 Ah, flooded lead acid batteries						
Battery rack						
P&C panels (bus, transformer, teleprotection, control, MTR, revenue Metering)						
3 ton HVAC system (cooling and heating)						
50 kW, 600 V backup generator						
200 A, 600 V automatic transfer switch						
Revenue metering equipment						
<b>Design Cost Estimate:</b>						
<b>Civil Design</b>						
Transformer Protection						
Bus/Feeder Protection						
Breaker Failure Protection						
Teleprotection (TT Tx/Rx, LR)						
Arc Flash Study						
Station Control/Monitoring (SEL-Axion with SCADA)						
Revenue metering						
<b>Miscellaneous Costs</b>						
IESO SIA						
Hydro One CIA						
Hydro One COVER						
<b>Equipment Commissioning</b>						
89-T1 and 52-T1 Circuit Switcher Controls/Monitoring						
89-T2 and 52-T2 Circuit Switcher Controls/Monitoring						
T1						
T2						
T1 Monitoring Equipment						
T2 Monitoring Equipment						
CVTs (x 6)						
CTs (x 12)						
Switchgear						
<b>Protection and Control Commissioning</b>						
Transformer Protections						
Bus/Feeder Protections						
Teleprotection & Telecom Circuits						
Control/Monitoring System (SEL Axion)						
IESO Telemetry						
HONI Cellular SCADA						
<b>Valard Equipment/Construction/Design:</b>						
<b>Construction Estimate:</b>						
Switchgear Building						
Control Building						
<b>P&amp;C Construction</b>						
Transformer 'A' Protection Panel						
Transformer 'B' Protection Panel						
Bus/Feeder 'A' Protection Panel						
Bus/Feeder 'B' Protection Panel						
'A' Teleprotection Panel						
'B' Teleprotection Panel						
Control Building MTR						
Switchgear MTR						
Control Panel						
Telecom Equipment						
<b>Control Building Construction</b>						
P&C panel mounting						
MTR panel mounting						
Charger installation						
DC panel installation						
AC panel installation						
Battery rack installation						
Battery connections						
Cable tray installation						
Cable runs and terminations						
<b>Switchgear Building Construction</b>						
Switchgear installation						
MTR panel mounting						
AC panel installation						
Cable tray installation						
Cable runs and terminations						
Yard Surfacing Material						
Ground Prep						
	\$ 5,137,500	\$ 2,947,064	\$ 3,779,882	\$ 2,285,832		\$ 14,150,278



New Cochrane MTS - Budget - Equipment Pricing

Description	Quantity	Unit	Price/Unit	Subtotal	Comments
15/18.75 MVA Transformer w/ Tap Changer, Surge Arresters, and Mechanical Protection Accessory					
HV Circuit Switcher w/ Grounding Switch					
HV CVT for 115 kV System - Double secondary (69kV/69V)					
HV CTs for 115 kV System - Protection grade CTs (C400) each					
HV CTs for 115 kV System - Metering grade CTs (0.3B1.8) each					
24" aluminum cable tray					
36" aluminum cable tray					
48" aluminum cable tray					
Cable (various sizes)					
Pole Mounted, 15 kV/347 V Oil Filled 50 kVA Transformer					
Switchgear E-House					
Building w/ fire alarm system, lighting and receptacles					
Switchgear					
200 A, 208/120 VAC Panel with 10 x 15 A breakers and 4 x 30 A breakers					
200 A, 600 VAC Panel with 4 x 30 A breakers					
3 ton HVAC system (cooling and heating)					
P&C E-House					
Building w/ fire alarm system, lighting and receptacles					
250 A, DC panel					
125 VDC battery charger with remote monitoring contacts					
2 V, 500 Ah, flooded lead acid batteries					
Battery rack					
P&C panels (bus, transformer, teleprotection, control, MTR, revenue Metering)					
3 ton HVAC system (cooling and heating)					
50 kW, 600 V backup generator					
200 A, 600 V automatic transfer switch					
Revenue metering equipment					

New Cochrane MTS - Budget Design Pricing

Description	Subtotal	Comments
<b>Equipment Foundation Design</b>		
HV Circuit Switcher		
HV CVTs		
HV CTs		
Switchgear E-House		
P&C E-House		
Transformers		
<b>Civil Design</b>		
Topographical survey		
Geotechnical review letter		
Site grading plan		
Storm water management study		
<b>Electrical Design</b>		
Soil Studies		
Ground Grid		
Transformer Protection		
Bus/Feeder Protection		
Breaker Failure Protection		
Teleprotection (TT Tx/Rx, LR)		
Arc Flash Study		
Station Control/Monitoring (SEL-Axion with SCADA)		
Revenue metering		
<b>Miscellaneous Costs</b>		
IESO SIA		
Hydro One CIA		
Hydro One COVER		

New Cochrane MTS - Budget Construction Pricing

Description	Subtotal	Comments
<b>Site Construction Ground Prep</b>		
Road Build & Forest Clearing		
Earthworks		
Ground Grid		
Drainage		
Yard Surfacing Material		
Security fence		
<b>Equipment Foundation Construction</b>		
Circuit Switcher Base		
Switchgear E-House		
P&C E-House		
Transformer		
<b>Yard Equipment Installation</b>		
Circuit Switchers		
HV CVTs		
HV CTs		
Transformers		
Cable Tray Installation		
Switchgear Building		
Control Building		
Cable Tray Installation		
Cable runs		
<b>P&amp;C Construction</b>		
Transformer 'A' Protection Panel		
Transformer 'B' Protection Panel		
Bus/Feeder 'A' Protection Panel		
Bus/Feeder 'B' Protection Panel		
'A' Teleprotection Panel		
'B' Teleprotection Panel		
Control Building MTR		
Switchgear MTR		
Control Panel		
Telecom Equipment		
<b>Control Building Construction</b>		
P&C panel mounting		
MTR panel mounting		
Charger installation		
DC panel installation		
AC panel installation		
Battery rack installation		
Battery connections		
Cable tray installation		
Cable runs and terminations		
<b>Switchgear Building Construction</b>		
Switchgear installation		
MTR panel mounting		
AC panel installation		
Cable tray installation		
Cable runs and terminations		

New Cochrane MTS - Budget - Commissioning Pricing

Description	Subtotal	Comments
Equipment Commissioning		
89-T1 and 52-T1 Circuit Switcher Controls/Monitoring		
89-T2 and 52-T2 Circuit Switcher Controls/Monitoring		
T1		
T2		
T1 Monitoring Equipment		
T2 Monitoring Equipment		
CVTs (x 6)		
CTs (x 12)		
Switchgear		
Protection and Control Commissioning		
Transformer Protections		
Bus/Feeder Protections		
Teleprotection & Telecom Circuits		
Control/Monitoring System (SEL Axion)		
IESO Telemetry		
HONI Cellular SCADA		