

Scorecard - Midland Power Utility Corporation


9/28/2015

Performance Outcomes	Performance Categories	Measures	2010	2011	2012	2013	2014	Trend	Target		
									Industry	Distributor	
Customer Focus Services are provided in a manner that responds to identified customer preferences.	Service Quality	New Residential/Small Business Services Connected on Time	94.10%	100.00%	100.00%	100.00%	100.00%	↑	90.00%		
		Scheduled Appointments Met On Time	100.00%	100.00%	100.00%	100.00%	100.00%	→	90.00%		
		Telephone Calls Answered On Time	100.00%	100.00%	100.00%	100.00%	100.00%	→	65.00%		
	Customer Satisfaction	First Contact Resolution								97.93%	
		Billing Accuracy							→	98.00%	
		Customer Satisfaction Survey Results								A	
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Level of Public awareness [measure to be determined]									
		Level of Compliance with Ontario Regulation 22/04	NI	NI	NI	NI	C	→		C	
		Serious Electrical Incident Index	Number of General Public Incidents	0	0	0	0	0	→		0
	Rate per 10, 100, 1000 km of line		0.000	0.000	0.000	0.000	0.000	→		0.000	
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted	4.88	2.24	1.12	1.46	0.04	↓		at least within 1.12 - 4.88	
		Average Number of Times that Power to a Customer is Interrupted	1.14	1.02	1.02	0.57	0.01	↓		at least within 0.57 - 1.14	
	Asset Management	Distribution System Plan Implementation Progress								60%	
	Cost Control	Efficiency Assessment				4	4	4			
Total Cost per Customer ¹		\$618	\$636	\$673	\$662	\$666					
Total Cost per Km of Line ¹		\$28,655	\$16,690	\$35,586	\$34,376	\$36,309					
Public Policy Responsiveness Distributors deliver on obligations mandated by government (e.g., in legislation and in regulatory requirements imposed further to Ministerial directives to the Board).	Conservation & Demand Management	Net Annual Peak Demand Savings (Percent of target achieved) ²		65.43%	38.10%	63.25%	88.40%	●		2.39MW	
		Net Cumulative Energy Savings (Percent of target achieved)		33.57%	60.38%	86.21%	125.40%	●		10.82GWh	
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time			100.00%						
		New Micro-embedded Generation Facilities Connected On Time				100.00%	100.00%			90.00%	
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)	0.82	1.20	1.00	0.93	0.95				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.45	0.45	0.48	0.57	0.48				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)		8.57%	8.01%	8.93%	8.93%			
			Achieved		9.93%	6.00%	10.00%	13.51%			

Notes:

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

Legend:

-  up
-  down
-  flat
-  target met
-  target not met

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

The link below provides a document titled “Scorecard - Performance Measure Descriptions” that has the technical definition, plain language description and how the measure may be compared for each of the Scorecard’s measures in the 2014 Scorecard MD&A:

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

Scorecard MD&A - General Overview

In 2014, Midland Power Utility Corporation (Midland PUC) exceeded all performance targets with the exception of the Net Annual Peak Demand Savings target. This target is driven by Midland PUC’s large commercial/industrial customers who have embraced conservation efforts. In 2014, Midland PUC commercial/industrial customers reached 83% of the targeted demand savings.

Aging distribution infrastructure continues to be the primary challenge facing some LDCs today. Since 2010 Midland PUC has invested over \$7M in substation, pole line and other distribution system infrastructure, while maintaining the current plant and equipment. These improvements will provide Midland customers with a robust distribution system for decades to come. Midland PUC will continue to enhance its infrastructure by careful planning and design in replacing and upgrading our distribution plant. In addition, vegetation control, including tree trimming activities, have reduced the vulnerability of the distribution system to external uncontrollable events, such as weather.

Further to the above, Midland PUC continues to focus on you, the customer. Midland PUC makes every effort to engage its customers on a regular basis to ensure we are aware of your needs and that you are receiving the best value for your money. Midland PUC remains committed to provide its customers with the most reliable service at the least possible cost.

In 2015, Midland PUC will continue its efforts to improve its overall scorecard performance results as compared to prior years. This performance improvement is expected as a result of continued investment in both our infrastructure and in our response to your needs.

Service Quality

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

In late 2014 Midland PUC underwent an audit by the OEB’s Audit and Performance Assessment group. This audit assessed the procedures and documentation in place at Midland PUC to track this performance measure. During the course of the audit it was found that New Residential/Small Business Services Connected on Time were not being tracked properly. Therefore, Midland PUC is not confident regarding the accuracy of the 100% results reported for the period 2009 to 2013. Midland PUC worked with the audit team to make adjustments to Midland PUC policies and procedures to ensure record keeping coincided with the OEB’s requirements of the Distribution System Code. The audit was finalized in mid-2015 and Midland PUC has implemented all changes reflected in the findings of the Audit and Performance Assessment group. A copy of the Audit and Performance and Assessment group’s findings and Midland PUC’s response to these

audit findings can be located on our website at www.midlandpuc.on.ca.

Having said the above, based on the information contained in this scorecard, in 2014, Midland PUC connected 37 low-voltage (connections under 750 volts) residential and small business customers within the five-day timeline. This represents a decrease of 24% in the number of connections over 2013, which is driven primarily by the decrease in growth. Midland PUC considers “New Services Connected on Time” an important form of customer engagement as it is Midland PUC’s first opportunity to meet and/or exceed its customer’s expectations, which in turn affects the level of customer satisfaction within Midland PUC’s territory. Consistent with prior years, Midland PUC connected 100% of these customers on time. With the new processes and procedures implemented through the above-noted audit, Midland PUC expects the trend developed over the years to continue into the foreseeable future.

- **Scheduled Appointments Met On Time**

In late 2014 Midland PUC underwent an audit by the OEB’s Audit and Performance Assessment group. This audit assessed the procedures and documentation in place at Midland PUC to track this performance measure. During the course of the audit it was found that Scheduled Appointments Met on Time were not being tracked properly. Therefore, Midland PUC is not confident regarding the accuracy of the 100% results reported for this measure for the time period 2009 to 2013. Midland PUC worked with the audit team to make adjustments to Midland PUC policies and procedures to ensure record keeping coincided with the OEB’s requirements of the Distribution System Code. The audit was finalized in mid-2015 and Midland PUC has implemented all changes reflected in the findings of the Audit and Performance Assessment group. A copy of the Audit and Performance and Assessment group’s findings and Midland PUC’s response to these audit findings can be located on our website at www.midlandpuc.on.ca.

Having said the above, based on the information contained in this scorecard, in 2014 Midland PUC scheduled 106 appointments to connect services, disconnect services, or otherwise complete work requested by its customers. This represents an increase of 56% in the number of appointments over 2013, which is driven primarily by home renovations requiring an upgrade to services. Midland PUC considers “Scheduled Appointments Met” as an important form of customer engagement as customer presence is required for all types of appointments. Consistent with prior years, Midland PUC met 100% of these appointments on time. With the new processes and procedures implemented through the above-noted audit, Midland PUC expects the trend developed over the years to continue into the foreseeable future

- **Telephone Calls Answered On Time**

In late 2014 Midland PUC underwent an audit by the OEB’s Audit and Performance Assessment group. This audit assessed the procedures and documentation in place at Midland PUC to track this performance measure. The audit led to additional improvements in the accuracy of ongoing results. Midland PUC worked with the audit team to make adjustments to Midland PUC policies and procedures to ensure record keeping coincided with the OEB’s requirements of the Distribution System Code. The audit was finalized in mid-2015 and Midland PUC has implemented all changes reflected in the findings of the Audit and Performance Assessment group. A copy of the Audit and Performance and Assessment group’s findings and Midland PUC’s response to these audit findings can be located on our website at www.midlandpuc.on.ca.

Having said the above, based on the information contained in this scorecard, in 2014, Midland PUC received over 12,000 calls from its customers. This represents an increase of 6% in the number of calls over 2013. The increase in call volumes is attributed to the continuation of our conservation initiatives, the introduction of our web portal for electronic access to customer information, along with general customer inquiries. Midland PUC considers “Telephone Calls” to be an important communication tool for identifying and responding to its customers’ needs and preferences. Consistent with prior years, a customer service representative answered 100% of these calls in 30 seconds or less. With the new processes and procedures implemented through the above-noted audit, Midland PUC expects the trend developed over the years to continue into the foreseeable future

Customer Satisfaction

- **First Contact Resolution**

First Contact Resolution is a new scorecard measure introduced by the Ontario Energy Board midway through 2014. The Ontario Energy Board has not yet issued a common definition for this measure but is expected to do so within the next few years. As a result, this measure may differ from other LDCs in the Province.

Midland PUC defines “First Contact Resolution” as the number of customer enquires that are resolved by the first contact at the LDC, resulting in the enquiry being escalated to an alternate contact at the LDC, typically a supervisor or a manager. This includes all customer enquires that are made to a customer service representative whether by telephone, letter, e-mail, or in person. Midland PUC considers the ability to address customer enquiries quickly and accurately to be an essential component of customer satisfaction. For the period January 1, 2014 to December 31, 2014, Midland PUC received 3,960 enquiries from its customers, of which 98% were successfully resolved during first contact. Midland PUC expects this trend to continue for 2015.

- **Billing Accuracy**

Billing Accuracy is a new scorecard measure introduced by the Ontario Energy Board late in 2014 and is defined as the number of accurate bills issued expressed as a percentage of total bills issued. Midland PUC considers timely and accurate billing to be an essential component of customer satisfaction. For the period October 1, 2014 – December 31, 2014, Midland PUC issued more than 21,000 customer bills and achieved a billing accuracy of 99.94%, which is within the Ontario Energy Board mandated target of 98%. Midland PUC expects this trend to continue for 2015, the first full year of reporting on this measure.

- **Customer Satisfaction Survey Results**

Customer Satisfaction Survey is a new scorecard measure introduced by the Ontario Energy Board for the 2014 scorecard. The Ontario Energy Board has not yet issued a common definition for this measure but is expected to do so within the next few years. As a result, this measure may differ from other LDCs in the Province.

For 2014, Midland PUC engaged a third-party organization to conduct a customer satisfaction survey. This statistical survey canvassed a number of key areas including power quality and reliability, price, billing and payments, communications, and the overall customer service experience. Midland PUC considers this customer satisfaction survey to be useful tool for engaging the customer to get a better understanding of their wants and needs with respect to the provision of electricity services and for identifying areas that may require improvement. For 2014, Midland PUC received a rating of “A” on its customer satisfaction survey. Midland PUC is only required to report on this measure on a biennial basis (every second year), but expects this trend to continue into the foreseeable future.

As noted above, Midland PUC participated in a group survey for 2014. Moving forward, Midland PUC will be undertaking an individual survey specific to our distribution service territory.

Midland PUC also holds Town hall meetings with customers (average two per year). These meetings provide customers with our plans for capital improvements and as well information on conservation programs including individual consumption details. Midland PUC continues to provide customers with a web portal to access their individual consumption details. In addition to the above, Midland PUC regularly provides customers with bill inserts in their monthly invoices providing current information pertaining to the LDC. In 2014 Midland PUC has appeared regularly in the newspaper providing customers with a wide range of information from connecting to the web portal to conservation tips to articles on upgrades to our distribution system.

Safety

- **Public Safety**

Public Safety is a new scorecard measure introduced by the Ontario Energy Board for the 2014 scorecard. The Public Safety measure is generated by the Electrical Safety Authority and is comprised of three components: Public Awareness of Electrical Safety, Compliance with Ontario Regulation 22/04, and the Serious Electrical Incident Index. A breakdown of the three components is as follows:

Component A – Public Awareness of Electrical Safety:

Component A consists of a new statistical survey that gauges the public's awareness of key electrical safety concepts related to electrical distribution equipment found in the LDC's territory. The survey also provides a benchmark of the levels of awareness including identifying gaps where additional education and awareness efforts may be required. **Please Note: The survey for Component A has not yet been implemented and will not be reported until next year.**

Component B – Compliance with Ontario Regulation 22/04:

Component B consists of an LDC's compliance with Ontario Regulation 22/04 - Electrical Distribution Safety. Ontario Regulation 22/04 establishes the safety requirements for the design, construction, and maintenance of electrical distribution systems, particularly in relation to the approvals and inspections required prior to putting electrical equipment into service. Over the past five years, Midland PUC was found to be compliant with Ontario Regulation 22/04 (Electrical Distribution Safety). This was achieved by our strong commitment to safety and the adherence to company procedures & policies.

Component C - Serious Electrical Incident Index:

Component C consists of the number of serious electrical incidents, including fatalities, which occur within a utility's territory. In 2014, Midland PUC had no fatalities or serious incidents within its territory. To maintain our index rating for next year, efforts are continuously made to identify areas of concern and then modify access to these areas by improving and adding additional barriers to further restrict access to these locations. In addition, Midland PUC plans to work with other CHEC members in developing an education plan for our customers.

System Reliability

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

The average number of hours that power to a customer is interrupted is a measure of system reliability or the ability of a system to perform its required function. Midland PUC views reliability of electrical service as a high priority for its customers and constantly monitors its system for signs of reliability degradation. Midland PUC also regularly maintains its distribution system to ensure its level of reliability is kept as high as possible. The OEB typically requires an LDC to keep its hours of interruption within the range of its historical performance, however, outside factors such as severe weather, defective equipment, or even regularly scheduled maintenance can greatly impact this measure.

In 2010, Midland PUC's statistics included a large outage due to a tornado which affected our service territory in June. An increase in the service quality stats from 2012 to 2013 is explained through a close analysis of the outage reports. As Midland PUC continues to monitor the types of outages and investigates the causes, a constant trend develops. The trend shows a slow decline of short duration outages that affect a small number of customers. Having said this, there is an increase in the final statistics for 2013. This is due to one large outage in January, 2013 that affected a very large number of customers. This outage was caused by extremely high winds forcing conductors together and in turn, tripping two breakers. These breakers happened to be heavily loaded and this outage affected a large number of customers. If this outage was removed from our statistics it would show the trend Midland PUC has been working so hard to achieve. The SAIDI statistic without the outage referred to above would have been 0.3269.

In 2014, Midland PUC achieved its lowest average number of hours where power was interrupted to customers - 0.04 hours. This trend is expected to continue into the foreseeable future as Midland PUC continues to be diligent with tree trimming, preventative maintenance work, along with substation and pole line improvements in order to decrease the number of power interruptions to customers.

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

The average number of times that power to a customer is interrupted is also a measure of system reliability and is also a high priority for Midland PUC. As outlined above, the OEB also typically requires an LDC to keep this measure within the range of its historical performance and outside factors can also greatly impact this measure. In 2010, Midland PUC's statistics included a large outage due to a tornado which affected our service territory in June. As Midland PUC continues to monitor the types of outages and investigates the causes, a constant trend develops. The trend shows a slow decline of short duration outages that affect a small number of customers.

In 2014, Midland PUC achieved its lowest average number of times where power was interrupted to customers - 0.01 times. This trend is expected to continue into the foreseeable future as Midland PUC continues to be diligent with tree trimming, preventative maintenance work, along with substation and pole line improvements in order to decrease the number of power interruptions to customers.

Asset Management

- **Distribution System Plan Implementation Progress**

Distribution system plan implementation progress is a new performance measure instituted by the Ontario Energy Board beginning in 2013. The Distribution System Plan outlines Midland PUC's forecasted capital expenditures over the next five (5) years, which are required to maintain and expand the LDC's electricity system to serve its current and future customers. The Distribution System Plan Implementation Progress measure is intended to assess Midland PUC's effectiveness at planning and implementing these capital expenditures. Consistent with other new measures, LDCs were given an opportunity to define this measure in the manner that best fits their organization. As a result, this measure may differ from other LDCs in the Province.

Midland PUC does not yet have a full distribution system plan in place. In 2013, Midland PUC filed with the OEB an Asset Management Plan (AMP) and a Green Energy Plan (GEP). The AMP was completed in 2012 and is a dynamic document in the sense that it is updated on a yearly basis through Midland PUC's capital budgeting process. The ratio of 60% is based on the projects itemized in 2012. In 2014, the AMP provided for two identifiable projects which were not completed due to changes to the Town of Midland planning process and Midland PUC's capital budget plan. Consequently, Midland PUC moved those 2014 projects to a future year and replacement projects were completed as scheduled. Although Midland PUC's 2014 Distribution System Plan Implementation Progress measure indicates a 60% level of completion, once the 2014 budgeted programs were implemented, Midland PUC's measure would be 93%. Midland PUC expects this trend to continue into the foreseeable future.

Midland PUC will implement its first full distribution system plan at its next cost of service application. At that time, the distribution plan will supersede the current AMP and GEP.

Cost Control

- **Efficiency Assessment**

On an annual basis, each LDC in Ontario is assigned an efficiency ranking based on its performance. To determine a ranking, LDCs are divided into five groups based on the magnitude of the difference between their actual costs and predicted costs. For 2014, Midland PUC was placed in Group 4 in terms of efficiency. Group 4 is considered fair and is defined as having actual costs within 10% to 25% of predicted costs. This ranking is consistent with the 2012 and 2013 efficiency rankings.

Included in the efficiency assessment ranking calculation is a Labour Price Level Index for 2000. In Midland PUC's case this Labour Price Level Index is 17.5% lower than adjacent LDCs which in Midland PUC's view appears to be unreasonable given our labour rates are essentially the same. Midland PUC is also concerned with the use of the Labour Price Level Index since it is based on data which is over 13 years old. This factor is causing higher costs to be allocated to Midland PUC when compared to the costs of adjacent LDCs. The result is a higher efficiency assessment attributed to Midland PUC. If the same Labour Price Level Index factor of the adjacent LDCs was used for Midland, Midland PUC believes it would move from Group 4 to Group 3 for the years 2012 to 2014.

- **Total Cost per Customer**

Total cost per customer is calculated as the sum of Midland PUC's capital and operating costs and dividing this cost figure by the total number of customers that Midland PUC serves. Similar to most distributors in the province, Midland PUC has experienced increases in its total costs required to deliver quality and reliable services to customers. Province wide programs such as Time of Use pricing, investments in new information systems technology and the renewal and growth of the distribution system, have all contributed to increased operating and capital costs.

The total cost performance result for 2014 is \$666/customer, which is less than a 1% (0.6%) increase over its 2013 result. On average, Midland PUC's total cost per customer has increased by 1.9% per annum for the period 2010 – 2014. Going forward, LDC costs are expected to keep pace with economic fluctuations, however, Midland PUC will continue to implement productivity and efficiency improvements to help offset some of the costs associated with distribution system enhancements, while maintaining the reliability and quality of its distribution system.

- **Total Cost per Km of Line**

This measure uses the same total cost that is used in the Cost per Customer calculation above. Based on this, Midland PUC's cost is \$36,309 per km of line, which is a 5.6% increase over its 2013 rate. Midland PUC's growth rate for its territory is considered to be relatively low. A low growth rate has impacted Midland PUC customer costs in that replacement of infrastructure is managed through the current customer base. As indicated in the General Overview, Midland PUC has invested over \$7M in substation, pole line and other distribution system infrastructure. As a result of the low growth rate, the cost per km of line would increase due to our past capital investments. As we progress into the future, capital expenditures are expected to reduce as the bulk of the substation infrastructure needs have been addressed. In addition, Midland PUC will continue to seek innovative solutions to help ensure cost/km of line remains competitive and within acceptable limits to our customers.

Due to inadvertence, in 2011 the total costs per km of line were recorded incorrectly and should be \$33,305.

Conservation & Demand Management

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

In late 2010, the Ministry of Energy mandated a new 2011 - 2014 framework for electricity conservation and demand management (CDM) in Ontario. As a result, the OEB was required to establish CDM targets for the reduction of electrical consumption (kWh's) and electricity demand (kW's) to be met by certain LDCs across the province. The Ontario Power Authority supported this initiative through the introduction of a number of OEB approved CDM programs designed to conserve electricity across all classes of electricity customers.

During the period 2011 to 2014, Midland PUC met 88% of the target of kW (demand savings). Demand savings were primarily achieved through the Retrofit and Demand Response programs offered by the OPA. Midland PUC's Energy Services Manager continues to identify and pursue opportunities with the large commercial, institutional and industrial customers to reduce the demand and increase kWh savings. Midland PUC has partnered with members of the CHEC Group to retain the services of a Roving Energy Manager to assist customers with large custom projects. Going forward, a new CDM framework and new targets

are expected to be implemented for this measure for the period 2015 – 2020.

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

During the period 2011 to 2014, Midland PUC exceeded the Net Cumulative Energy (kWh's) Savings target by 25% (percent of target achieved 125%). This was achieved by leveraging the suite of OEB approved CDM programs primarily designed for the residential and small commercial classes of customers. Midland PUC's Energy Services Manager continues to identify and pursue opportunities with the residential and small commercial customers to increase the kWh savings. Midland PUC has partnered with members of the CHEC Group to retain the services of a Roving Energy Manager to assist customers with energy saving opportunities. Going forward, a new CDM framework and new targets will also be implemented for this measure for the period 2015 – 2020.

Based on a preliminary report in relation to other LDCs across the province Midland PUC was ranked as number 7 out of 76 in the demand savings category and 22 out of 76 in kWh savings.

Connection of Renewable Generation

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

Electricity distributors are required to conduct Connection Impact Assessments (CIA's) on all renewable generation connections within 60 days of receiving authorization from the Electrical Safety Authority. Midland PUC has developed and implemented an internal procedure to ensure compliance with this regulation.

In 2014, no renewable generation applications were received by Midland PUC. The last renewable generation application CIA was completed in 2011 within the prescribed time limit.

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

Micro-embedded generation facilities consist of solar, wind, or other clean energy projects of less than 10 kW typically installed by homeowners, farms or small businesses. In 2014, Midland PUC connected 1 new micro-embedded generation facility within its service territory. This project was connected within the prescribed timeframe of five (5) business days. Midland PUC works closely with its customers and their contractors to ensure the customer's needs are met and/or exceeded. Midland PUC expects the trend for this measure to continue to exceed the mandated target for the foreseeable future.

Financial Ratios

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

As an indicator of financial health, a current ratio indicates a company's ability to pay its short term debts and financial obligations. Typically, a current ratio between 1 and 1.5 is considered good. If the current ratio is below 1, then a company may have problems meeting its current financial obligations. If the current ratio is too high (higher than 1.5) then the company may be inefficient at using its current assets or its short-term financing facilities.

Midland PUC's current ratio increased from 0.93 in 2013 to 0.95 in 2014. In 2014, Midland PUC's capital programs have been internally financed through current liabilities. Midland PUC has acquired \$450k in additional long term debt through Infrastructure Ontario in 2015 to finance the 2014 capital programs which would move these costs from current to long term liabilities. As a result of this timing difference, the Liquidity Ratio would increase to 1.05 which is indicative of a financially healthy organization. Midland PUC's current ratio is expected to remain healthy into the foreseeable future and it is expected the timing difference in the financing of long term capital projects to continue over the years.

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

The debt to equity ratio is a financial ratio indicating the relative proportion of shareholders' equity and debt used to finance a company's assets. The Ontario Energy Board uses a capital structure of 60% debt and 40% equity (a debt to equity ratio of 60/40) when setting rates for an LDC. A high debt to equity ratio may indicate that an LDC may have difficulty generating sufficient cash flows to make its debt payments, while a low debt-to-equity ratio may indicate that an LDC is not taking advantage of the increased profits that may be had through increased financial debt.

In 2014, Midland PUC's debt to equity ratio was 0.48. As Midland PUC continues to finance its capital projects, it is expected the debt to equity ratio to increase to closely resemble the ratio deemed by the Ontario Energy Board.

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

Return on equity (ROE) measures the rate of return on shareholder equity. ROE demonstrates an organization's profitability or how well a company uses its investments to generate earnings growth. Midland PUC's current distribution rates were approved by the OEB and include an expected (deemed) regulatory return on equity of 8.93%. The OEB allows a distributor to earn within +/- 3% of the expected return on equity. If a distributor performs outside of this range, it may trigger a regulatory review of the distributor's financial structure by the OEB.

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

Midland PUC achieved a ROE of 13.51% in 2014. In the absence of the income tax treatment of Regulatory Assets in 2014, Midland PUC's ROE would have been 11.67% which is well within the +/-3% range allowed by the OEB (see above paragraph). The average ROE over the past 4 years was 9.86%, which is also well within the deemed regulatory return specified in Midland PUC's approved rates. It is also indicative of a healthy financial organization. This trend is expected to continue into the foreseeable future.

Note to Readers of 2014 Scorecard MD&A

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