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2025, 2026, 2027 BALANCED SCORECARD

1 Environmental Health & Safety & Security

	<u>Key Performance Indicator</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>KPI Met</u> <u>Yes/No/Other</u>	<u>Update / Improvement</u>
a	Zero Loss Time Accidents Annually	Mgmnt Team	2025-2028		
b	Cyber attack - no loss of customer information and/or money	Mgmnt Team/Dave C	2025-2028		
c	Ensure staff maintain 95% completion of Bamboo Training	Mgmnt Team	2025-2028		
d	Ensure staff maintain 95% completion of Ninjio Cyber Security Training	Mgmnt Team	2025-2028		
e	OEB Mandated Independent Audit against Ontario Cyber Security Framework Compliance	DaveC	2025 or 2026 TBD		
f	Visibility Markers placed on all padmounts transformers to reduce damage, oil spills, etc.	Andrew/Jordan	2025-2026		
g	Encourage increased near miss reporting	Jordan/Andrew/ Muhammad	2025		

2 Team

	<u>Key Performance Indicator</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>KPI Met</u> <u>Yes/No/Other</u>	<u>Update / Improvement</u>
a	1 Vacant linesperson?	Jordan/Andrew/ Taylor	2025		
b	New Meter Technician Apprenticeship?	Jordan/Andrew/ Taylor	2025		
c	Kelly retire 2025? Mirian retire 2026? - refill collections position only	Sharon/Taylor	2025&2026		

3 Customer Service & Investments

	<u>Key Performance Indicator</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>KPI Met</u> <u>Yes/No/Other</u>	<u>Update / Improvement</u>
a	NetSuite Implementation - Resulting in new KPI's aimed to guide in decision making or better understand critical factors affecting our business. Increasingly leverage data analytics to inform business decisions.	Team	2025		
b	Ensure in top 10% of most reliable distribution companies in Ontario. Annual average number of times that power to a customer is interrupted = <0.77	Jordan/Andrew/ Muhammad	2025-2028		
c	Ensure in top 10% of most reliable distribution companies in Ontario. Annual average number of hours that power to a customer is interrupted = <1 hour34 minutes	Jordan/Andrew/ Muhammad	2025-2028		
d	Improve PowerAssist 24-hour outage assistance - automate text service through Survalent 3262 opted in for text messaging	Sharon/Jordan/ Andrew	2025 = 3602 2026 = 3942 2026 = 4248		
e	Implement Customer Education Plan to improve satisfaction	Sharon/Jen	2025 - 3602		
f	Customer Satisfaction Survey OEB requirement minimal score	Sharon/Jordan/Jen	2025 = 79% 2027 = 81%		
g	Install at least 4 new Smart Switches in Parry Sound and Magnetawan to increase smart grid operations	Jordan/Andrew/ Muhammad	2025-2026		
h	Annual operations: continue porcelain switch replacements, IR scanning, implement asset management plan, tree trimming	Jordan/Muhammad/ Andrew	2025-2028		
i	Billing Upgrades	Sharon	2025 = Portal 2026/2027 = Northstar		
j	Centennial MS refurbishment / replacement	Jordan/Muhammad/ Andrew	2025		
k	New M3 Substation replacement to connect more customers to local Bracebridge TS improving reliability vs Utterson TS	Jordan/Muhammad/ Andrew	2025 = order 2027= installation		

Financial

	<u>Key Performance Indicator</u>	<u>Responsibility</u>	<u>Timeline</u>	<u>KPI Met</u> <u>Yes/No/Other</u>	<u>Update / Improvement</u>
a	Defend Cost of Service Application and implement new rates	Darren/Jordan/ Sharon	2025		
b	Annually ensure are in 10% lowest controllable cost per customer distribution companies in Ontario	Mgmt Team	2025 = \$374 2026 = \$381 2027 = \$396		

- c Annually increase Ebilling - reducing costs by proactively engaging customers to enroll Sharon/Taylor 2025 = 50%
2026 = 55%
2027 = 58%
- d Annual Days Sales Outstanding = <29 Sharon/Taylor 2025-2028
- e Annual Deemed Return on Equity = 9.21% Darren/Mgmt Team 2025-2028

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