

# Scorecard - Brantford Power Inc.

9/24/2014

Performance Outcomes	Performance Categories	Measures	2009	2010	2011	2012	2013	Trend	Target		
									Industry	Distributor	
<b>Customer Focus</b> Services are provided in a manner that responds to identified customer preferences.	<b>Service Quality</b>	New Residential/Small Business Services Connected on Time	99.60%	100.00%	98.70%	99.60%	99.70%		90.00%		
		Scheduled Appointments Met On Time	100.00%	100.00%	100.00%	99.50%	100.00%		90.00%		
		Telephone Calls Answered On Time	75.90%	71.20%	72.20%	64.70%	67.50%		65.00%		
	<b>Customer Satisfaction</b>	First Contact Resolution									
		Billing Accuracy									
		Customer Satisfaction Survey Results									
<b>Operational Effectiveness</b> Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	<b>Safety</b>	Public Safety [measure to be determined]									
	<b>System Reliability</b>	Average Number of Hours that Power to a Customer is Interrupted	0.00	0.12	0.49	0.21	0.56		at least within 0.00 - 0.49		
		Average Number of Times that Power to a Customer is Interrupted	0.00	0.33	1.24	0.81	0.71		at least within 0.00 - 1.24		
	<b>Asset Management</b>	Distribution System Plan Implementation Progress									
	<b>Cost Control</b>	Efficiency Assessment				3	3				
		Total Cost per Customer <sup>1</sup>	\$499	\$505	\$484	\$496	\$507				
		Total Cost per Km of Line <sup>1</sup>	\$34,343	\$37,440	\$28,324	\$37,066	\$39,373				
<b>Public Policy Responsiveness</b> Distributors deliver on obligations mandated by government (e.g., in legislation and in regulatory requirements imposed further to Ministerial directives to the Board).	<b>Conservation &amp; Demand Management</b>	Net Annual Peak Demand Savings (Percent of target achieved) <sup>2</sup>			12.00%	11.00%	16.20%		11.38MW		
		Net Cumulative Energy Savings (Percent of target achieved)			37.00%	69.00%	89.50%		48.92GWh		
	<b>Connection of Renewable Generation</b>	Renewable Generation Connection Impact Assessments Completed On Time		0.00%	83.33%	100.00%	100.00%				
		New Micro-embedded Generation Facilities Connected On Time					100.00%		90.00%		
<b>Financial Performance</b> Financial viability is maintained; and savings from operational effectiveness are sustainable.	<b>Financial Ratios</b>	Liquidity: Current Ratio (Current Assets/Current Liabilities)	1.99	2.01	2.23	2.15	2.05				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	1.13	1.25	1.23	1.30	1.20				
		Profitability: Regulatory Return on Equity		Deemed (included in rates)	8.57%	8.57%	8.98%				
			Achieved	7.50%	3.20%	11.60%					

**Legend:**

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

**Notes:**

1. These figures were generated by the Board based on the total cost benchmarking analysis conducted by Pacific Economics Group Research, LLC and based on the distributor's annual reported information.

2. The Conservation & Demand Management net annual peak demand savings do not include any persisting peak demand savings from the previous years.

## Management Discussion and Analysis for Year 2013

### **Service Quality**

New Residential Services were connected on time and Brantford Power continues to exceed the industry target. Brantford Power has demonstrated improvement over the previous two years.

With respect to Scheduled Appointments Met on time, Brantford Power continues to exceed the industry target.

### **Customer Satisfaction**

Brantford Power monitors its telephone accessibility levels closely, and ended the year ahead of the industry target.

In keeping with the OEB's direction to enhance consumer experience and engagement, a measure to capture first contact resolution has been implemented in 2014, and processes will be developed to capture the voice of the customer beyond the expected minimal level of performance. These will include ongoing transactional customer satisfaction surveys and improved complaint management. Brantford Power will also ensure the necessary visibility and system infrastructure is in place to track and report billing accuracy starting in October 2014.

### **Safety**

Brantford Power responds immediately to inquiries in regards to its distribution plant and other utilities' overhead wires.

### **System Reliability**

Brantford Power notes the trend is that while customers are seeing fewer interruptions, the average interruption is lasting longer.

### **Asset Management**

Brantford Power uses customer connection forecasting, distribution asset condition and strategic planning to create its annual capital asset project budget and five year capital project forecast. During the year, Brantford Power monitors the capital projects' progress and the capital spending associated with the current year projects on a monthly basis.

### **Cost Control**

Brantford Power's is reporting a stable cost profile. Over the reporting period, the Cost per Customer and Cost per Km of Line values reflect average annual increases that are at or below the levels of general inflation.

### **Conservation & Demand Management**

Brantford Power is awaiting the 2013 verified results for peak demand and energy savings from the OPA. While the organization's commitment to meet the existing targets remains a priority, Brantford Power also anticipates its focus for remainder of the year will include significant effort and preparation in relation to the Conservation First 2015-2020 framework.

### **Connection of Renewable Generation**

Brantford Power continues to exceed the industry target.

**Financial Ratios**

Brantford Power reported strong financial results for 2013 due to lower operating costs, higher than expected electricity consumption during summer and fall, and a significant one-time tax refund resulting from a tax planning opportunity.