

Scorecard - Burlington Hydro Inc.

11/24/2014

Performance Outcomes	Performance Categories	Measures	2009	2010	2011	2012	2013	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	97.20%	96.30%	94.90%	98.30%	96.70%		90.00%	
		Scheduled Appointments Met On Time	97.60%	99.80%	97.30%	97.90%	99.30%		90.00%	
		Telephone Calls Answered On Time	72.80%	70.70%	66.80%	77.70%	74.80%		65.00%	
	Customer Satisfaction	First Contact Resolution								
		Billing Accuracy								
		Customer Satisfaction Survey Results								
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Public Safety [measure to be determined]								
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted	1.08	1.13	1.06	0.90	0.91			at least within 0.90 - 1.13
		Average Number of Times that Power to a Customer is Interrupted	1.17	1.72	0.95	0.95	0.68			at least within 0.95 - 1.72
	Asset Management	Distribution System Plan Implementation Progress								
	Cost Control	Efficiency Assessment				3	3			
		Total Cost per Customer ¹	\$557	\$577	\$594	\$587	\$587			
		Total Cost per Km of Line ¹	\$20,587	\$21,474	\$22,425	\$25,247	\$25,773			
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			13.00%	22.00%	28.90%			21.95MW
		Net Cumulative Energy Savings (Percent of target achieved)			35.00%	66.00%	86.80%			82.37GWh
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time		100.00%	25.00%	0.00%	50.00%			
		New Micro-embedded Generation Facilities Connected On Time					100.00%			90.00%
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)	1.78	1.53	2.07	2.05	2.30			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.85	0.93	0.93	0.95	0.93			
		Profitability: Regulatory Return on Equity			Deemed (included in rates)	9.85%	9.85%	9.85%		
					Achieved	11.40%	11.37%	8.15%		

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

In 2013 Burlington Hydro exceeded the OEB's minimum acceptable performance levels. This outcome was achieved using Burlington Hydro's internal resources, its long standing contractors and its business processes, systems and practices.

Customer Satisfaction

Burlington Hydro's 2013 Customer Satisfaction Survey showed that our customers are extremely satisfied with our services, distribution rates, and the company's standing and reputation in the community. These results demonstrate that Burlington Hydro is meeting, and exceeding, customers' expectations and providing value.

Safety

Burlington Hydro actively promotes public safety through its "Powerline Safety" program and its safety program delivered through the schools. The "Powerline Safety" program is provided in cooperation with the Electrical Safety Authority and is targeted to non-electrical contractors (e.g., roofers, dump truck operators) who may risk accidental contact with energized equipment. The second program has been run for several years through the schools in the licensed service area and with age appropriate materials geared toward JK through Grade 8. The presentation cycle is designed to provide every student at least two opportunities to attend the presentation during their school years. In addition to these programs Burlington Hydro undertakes regular safety and technical operations inspections on all its Property, Plant and Equipment deployed in the field (e.g., fencing, signage) and promptly addresses all identified issues.

System Reliability

Burlington Hydro's SAIFI is below the OEB's target range and its SAIDI is at the low end of the target range.

Asset Management

Cost Control

Burlington Hydro notes that the reported Costs metrics rely on the Total Costs estimated by the OEB's consultants' model. At this time Burlington Hydro is unable to confirm the model's output. Burlington Hydro notes that its costs include those incurred to staff and operate the Control Room 24 hours/day; to own, operate and maintain over 30 Stations; to provide service in both the urban and rural areas of its service territory; and to serve approximately 12,000 end users situated behind bulk meters.

Conservation & Demand Management

Burlington Hydro offers all of the Ontario Power Authority's Conservation and Demand Management (CDM) programs to its customers. Our achievements to date are reflective of the available CDM programs, continued customer participation and fostering a culture of conservation in Burlington since 2007. Burlington Hydro notes that there are several methodologies used to compute Demand savings; under Burlington Hydro's preferred methodology its 2013 Demand savings were 45% of target.

Connection of Renewable Generation

Financial Ratios

Burlington Hydro reports on a Modified IFRS basis. The reported 2013 Regulated Net Income includes the impact of two accounting policy changes, as required by the OEB's July 17, 2012 letter.