

# Scorecard - Fort Frances Power Corporation

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	100.00%	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	97.40%	94.00%	94.10%	93.60%	100.00%	↑	65.00%		
	<b>Customer Satisfaction</b>	First Contact Resolution									
		Billing Accuracy									
		Customer Satisfaction Survey Results					90%				
<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	0.38	0.60	0.09	0.30	0.10	↓	at least within 0.09 - 0.60		
		Average Number of Times that Power to a Customer is Interrupted	0.40	0.31	0.21	0.30	0.14	↓	at least within 0.21 - 0.40		
	<b>Asset Management</b>	Distribution System Plan Implementation Progress					100%				
	<b>Cost Control</b>	Efficiency Assessment				4	3				
		Total Cost per Customer <sup>1</sup>	\$630	\$638	\$628	\$637	\$622				
		Total Cost per Km of Line <sup>1</sup>	\$28,204	\$28,692	\$32,038	\$32,533	\$30,237				
<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>			2.00%	19.00%	49.30%		0.61MW		
		Net Cumulative Energy Savings (Percent of target achieved)			12.00%	49.00%	108.30%		3.64GWh		
	<b>Connection of Renewable Generation</b>	Renewable Generation Connection Impact Assessments Completed On Time									
		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)	3.30	3.91	4.97	2.67	3.38				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.00	0.00	0.00	0.00	0.00				
		Profitability: Regulatory Return on Equity			Deemed (included in rates)	0.00%	0.00%	0.00%			
				Achieved	0.48%	-17.20%	14.47%				

**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

### Customer Satisfaction

### Safety

### System Reliability

### Asset Management

### Cost Control

FFPC notes that its historically reported OM&A expenses include the costs associated with owning and operating a High Voltage Transformer Station, as well as the costs associated with administering a historic power agreement. The Board has directed Board Staff and FFPC to work together to ensure that appropriate inputs are used for future benchmarking. FFPC expects its OM&A ratios to improve slightly once the review of data sets has been completed.

### Conservation & Demand Management

### Connection of Renewable Generation

**Financial Ratios**

FFPC notes that the large swing in its Return on Equity calculation in 2012 and 2013 is due to the accounting treatment associated with the disposition of FFPC's smart metering costs. FFPC incurred the expenses in 2012 and collected the offsetting revenue in 2013. Due to this timing difference, FFPC's reporting Return of Equity experienced a large degree of lumpiness. FFPC also notes that it operates on a not-for-profit basis, and therefore has a target Return on Equity of 0%.