

Scorecard - Innisfil Hydro Distribution Systems Limited

9/24/2014

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	94.40%	97.10%	81.20%	95.30%	89.90%		90.00%		
		Scheduled Appointments Met On Time	82.40%	84.00%	60.40%	64.30%	83.00%		90.00%		
		Telephone Calls Answered On Time	100.00%	88.60%	95.80%	74.60%	67.10%		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	1.37	1.34	0.98	1.34	2.10			at least within 0.98 - 1.37	
		Average Number of Times that Power to a Customer is Interrupted	1.41	1.19	1.12	0.71	0.92			at least within 0.71 - 1.41	
	Asset Management	Distribution System Plan Implementation Progress									
	Cost Control	Efficiency Assessment				3	3				
		Total Cost per Customer ¹	\$618	\$673	\$695	\$720	\$732				
		Total Cost per Km of Line ¹	\$12,149	\$13,154	\$13,782	\$13,842	\$14,168				
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			11.00%	5.00%	27.50%			2.50MW	
		Net Cumulative Energy Savings (Percent of target achieved)			24.00%	44.00%	74.50%			9.20GWh	
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time			100.00%	100.00%					
		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)	0.68	0.65	0.61	1.10	0.63				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.46	0.80	0.84	0.93	1.30				
		Profitability: Regulatory Return on Equity			Deemed (included in rates)	8.01%	8.01%	8.98%			
					Achieved	8.58%	1.96%	6.70%			

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/SMALL BUSINESS SERVICES CONNECTED TON TIME: Innisfil Hydro achieved 89.90% which is 0.10% below the industry standard to connect residential/small commercial customers on time. This slight slippage is attributable to a 16% annual increase in connections in 2013 over 2012.

SCHEDULED APPOINTMENTS MET ON TIME: Changes in regulatory reporting requirements in 2012 for cable locates contributed to Innisfil Hydro's achieved appointment met metric of 83% which is below the industry standard. As a result, Innisfil Hydro initiated a process review for appointments met (including cable locates) and has implemented the appropriate process changes in the first quarter of 2014 to increase this metric.

TELEPHONE CALLS ANSWERED ON TIME: Innisfil Hydro has met and exceeded the industry recommended standard for telephone calls answered on time. Although the volume of calls for 2013 remained consistent over 2012, the average call length has increased by 28.

Customer Satisfaction

FIRST CONTACT RESOLUTION: New measurement effective for the 2014 reporting year.

BILLING ACCURACY: New measurement effective in October 2014.

CUSTOMER SATISFACTION SURVEY RESULTS: New measurement effective October 2014.

Safety

PUBLIC SAFETY: New measurement effective for the 2014 reporting year.

System Reliability

AVERAGE NUMBER OF HOURS THAT POWER TO A CUSTOMER IS INTERRUPTED (SAIDI): Innisfil Hydro experienced an increase in SAIDI's outside of the 3 year band in 2013. The increase is directly attributable to unpredictable weather which occurred in April and July of 2013.

AVERAGE NUMBER OF TIMES THAT POWER TO A CUSTOMER IS INTERRUPTED (SAIFI): The SAIFI measurement remained well within the 3 year historical timeframe.

Asset Management

DISTRIBUTION SYSTEM PLAN IMPLEMENTATION PROGRESS: Innisfil Hydro is currently in the process of developing a comprehensive Distribution System Plan; completion is scheduled for the 2017 Cost of Service Rate Application filing.

Cost Control

EFFICIENCY ASSESSMENT: Innisfil Hydro continues to effectively control cost as measured to the annual, 5 year plan, and rate application with anticipated growth and investment. This is supported by the efficiency assessment.

Conservation & Demand Management

NET ANNUAL PEAK DEMAND SAVINGS (PERCENT OF TARGET ACHIEVED): Innisfil Hydro has achieved 27.50% in year three of the assigned 2.5 MWh demand target for the 2011-2014 timeframe. The implementation of the peaksaver plus program in 2014 will contribute to the overall demand savings which will be attained in 2014.

NET CUMULATIVE ENERGY SAVINGS (PERCENT OF TARGET ACHIEVED): Innisfil Hydro has achieved 74.50% in year three of its 9.2 GWh energy target for the 2011-2014 timeframe.

Connection of Renewable Generation

RENEWABLE GENERATION CONNECTION IMPACT ASSESSMENTS COMPLETED ON TIME: Innisfil Hydro had no renewable Generation Connection Impact Assessments in 2013.

NEW MICRO-EMBEDDED GENERATION FACILITIES CONNECTED ON TIME: Innisfil Hydro achieved a 100% connection rate for microFIT facilities in 2013.

Financial Ratios

FINANCIAL RATIOS: Innisfil Hydro manages asset and debt levels to service customer demand and anticipated growth within the rate application and internal plans.