

Scorecard - Oshawa PUC Networks Inc.

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	100.00%	92.30%	91.00%	91.00%	97.60%		90.00%		
		Scheduled Appointments Met On Time	100.00%	99.10%	99.90%	99.90%	98.90%		90.00%		
		Telephone Calls Answered On Time	56.10%	59.20%	71.30%	71.30%	71.50%		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	1.31	0.62	1.88	1.27	6.86			at least within 0.62 - 1.88	
		Average Number of Times that Power to a Customer is Interrupted	1.17	0.61	1.66	1.08	2.39			at least within 0.61 - 1.66	
	Asset Management	Distribution System Plan Implementation Progress									
	Cost Control	Efficiency Assessment				2	2				
		Total Cost per Customer ¹	\$456	\$473	\$500	\$510	\$505				
		Total Cost per Km of Line ¹	\$25,074	\$26,116	\$26,901	\$27,330	\$27,050				
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%	12.00%	21.10%			12.52MW	
		Net Cumulative Energy Savings (Percent of target achieved)			19.00%	42.00%	63.80%			52.24GWh	
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time		100.00%	100.00%	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)	3.66	2.70	2.16	1.71	1.19				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.96	0.92	0.84	0.80	0.77				
		Profitability: Regulatory Return on Equity			Deemed (included in rates)	9.66%	9.42%	9.42%			
				Achieved	12.40%	10.18%	6.47%				

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

Oshawa Power and Utilities Corporation (OPUC) continues to exceed industry targets by providing timely connection of services, reaching scheduled appointments on time, and promptly responding to telephone calls.

Customer Satisfaction

First Contact Resolution, Billing Accuracy and Customer Satisfaction Survey Results are new measures developed by the Ontario Energy Board (OEB) and are currently being logged by OPUC for fiscal year 2014. These measures will be reported on next year's scorecard.

Safety

The Safety measure is currently in development by the Ontario Energy Board. The OEB is consulting with the Electrical Safety Authority and will consult with stakeholders to identify a measure that is readily available for use as the Public Safety measure on the Scorecard.

System Reliability

The Ice storm in December 2013 resulted in weaker than normal system reliability. Normalizing the data (excluding storm effects) provides a SAIDI (Average Number of Hours that Power to a Customer is Interrupted) of 0.795 and SAIFI (Average Number of Times that Power to a Customer is Interrupted) of 0.759 which are within the target range, and have improved compared to prior years.

Asset Management

Distribution System Plan Implementation Progress is a new measure developed by the Ontario Energy Board and is currently being logged by OPUC for fiscal year 2014. The measure will be reported on next year's scorecard.

Cost Control

These figures were generated by the Board based on the total cost benchmarking analysis conducted by Pacific Economics Group Research, LLC ("PEG") and published on the Board's website on August 14, 2014. The total cost amounts used in these measures are computed by the total cost benchmarking analysis conducted by PEG, as stated in Section 3.2.4 Cost Control of the Report of the Board on Scorecard (EB-2010-0379) on March 5, 2014. The measure "Total Cost per Km of Line" is based on primary circuit length for OPUC. PEG's benchmarking analysis uses 1,007km of primary circuit line. Based on review and certain adjustment the kilometers of line is 906 for the year ended 2013.

Conservation & Demand Management

OPUC continues its focus on conservation programs to achieve demand and energy savings. The Minister of Energy and Infrastructure issued a directive to the OEB in 2010 with regard to electricity conservation and demand management targets to be met by licensed electricity distributors by the end of 2014. Each electricity distributor has its own targets which came into effect in 2011. OPUC's targets are displayed in the distributor target column. The Net Annual Peak Demand Savings and Net Cumulative Energy Savings are reported by the Ontario Power Authority, who administers the Conservation and Demand Management Program.

Connection of Renewable Generation

These measures represent the number of renewable generation and new micro-embedded generation facilities connected in each month for which the service quality requirement, as set out in section 6.2.7 of the Distribution System Code, was met (i.e.: connection made within five business days of applicant receiving all necessary approvals and informing distributor).

Financial Ratios

The primary sources of liquidity and capital resources comprise of funds generated from operations and the financing activities of the Corporation. OPUC manages capital to ensure sufficient liquidity to support its financial obligations and execute its operating and strategic plans. As well as, maintain financial capacity and access to capital to support future development of the business.