

# Scorecard - Enersource Hydro Mississauga 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	97.90%	99.70%	98.90%	99.20%	98.60%		90.00%		
		Scheduled Appointments Met On Time	99.80%	98.20%	99.30%	99.00%	99.20%		90.00%		
		Telephone Calls Answered On Time	81.40%	82.00%	80.50%	84.90%	84.30%		65.00%		
	<b>Customer Satisfaction</b>	First Contact Resolution									
		Billing Accuracy					<1%				
		Customer Satisfaction Survey Results					92%				
<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	0.57	0.55	0.72	0.68	1.49			at least within 0.55 - 0.72	
		Average Number of Times that Power to a Customer is Interrupted	0.92	1.10	1.54	1.36	1.37			at least within 0.92 - 1.54	
	<b>Asset Management</b>	Distribution System Plan Implementation Progress					99%				
	<b>Cost Control</b>	Efficiency Assessment				2	2				
		Total Cost per Customer <sup>1</sup>	\$726	\$700	\$664	\$689	\$692				
		Total Cost per Km of Line <sup>1</sup>	\$25,960	\$26,129	\$25,135	\$26,379	\$26,742				
<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>			17.00%	16.00%	35.50%			92.98MW	
		Net Cumulative Energy Savings (Percent of target achieved)			40.00%	66.00%	85.70%			417.22GWh	
	<b>Connection of Renewable Generation</b>	Renewable Generation Connection Impact Assessments Completed On Time		100.00%	94.74%	94.12%	100.00%				
		New Micro-embedded Generation Facilities Connected On Time					98.44%			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)	1.39	1.60	1.94	1.65	1.45				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	1.41	1.39	1.47	1.34	1.26				
		Profitability: Regulatory Return on Equity			Deemed (included in rates)	8.57%	8.57%	8.93%			
					Achieved	8.65%	6.58%	9.46%			

**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

Enersource's service quality measures for 2013 substantially exceeded industry targets.

### Customer Satisfaction

Customer Satisfaction Survey Results: Based on telephone interviews conducted by Simul Corp. for the UtilityPulse survey, 92% of our customers ranked themselves as 'Very or Fairly Satisfied' with Enersource. Furthermore, Enersource was rated an "A+" for Power Quality and Reliability, and received an "A" for the following: Price and Value; Customer Service; Company Leadership; Corporate Stewardship; and, Operational Effectiveness. The sample was stratified so that 85% of the interviews were conducted with residential customers and 15% with commercial customers. In sampling theory, in 19 cases out of 20 (95% of polls in other words), the results based on a random sample of 403 residential and commercial customers will differ by no more than +/-4.9 percentage points where opinion is evenly split.

Billing Accuracy: Less than 1% of total bills issued in 2013 were cancelled. In addition to cancelled bills, Enersource measures and monitors Accuracy of Meter Reads (in 2013 less than 1% were estimated), and Timeliness of Bills Delivered (less than 2% of bills were issued outside the scheduled timeline).

First Contact Resolution ("FCR"): Effective July 1, 2014, Enersource proposes to meet this measure during call wrap up. The customer will be asked, "Is there anything else I can do for you today?" If the customer's response is no, the call is considered successful and resolved within first contact. If the customer's response is yes and the CSR is further unable to satisfy the caller, the call will receive a "Resolution required" status and reported without first contact resolution. FCR measurement will be limited to inbound call centre telephone activity only.

### Safety

Enersource participates on the Electricity Safety Authority Community Powerline Alliance, which focuses on preventing overhead powerline contacts, and the Ontario Region Common Ground Alliance, which focuses on damage prevention of underground systems. In addition, Enersource supports public safety through our e-SMARTkids website designed to teach grade school children about electrical safety and our partnership with MySafeWork which educates young workers about safety regulations within the workplace. As an employer, Enersource demonstrates a Safety First culture that includes ongoing safety training for all employees and a sophisticated system of tracking incidents which are reviewed with all staff during quarterly scheduled safety meetings. As of August, 2014, Enersource has completed 1.85 million hours without a lost-time injury ("LTI"). LTI frequency is currently 0.0 for 2014 with the previous five years as follows, 2009 = 0.0, 2010 = 0.6, 2011 = 0.58, 2012 = 0.0, and 2013 = 0.0.

### System Reliability

System reliability is a key system performance measurement of a Local Distribution Company ("LDC"). The OEB requires that every LDC maintain its reliability performance within its own three year range. In order to meet this requirement, Enersource has implemented several system reliability programs. The key measures of reliability include System Average Interruption Frequency Index ("SAIFI"), the average number of times that power to a customer is interrupted, and System Average Interruption Duration Index ("SAIDI"), the average number of hours that power to a customer is interrupted.

In 2013, Enersource had a SAIFI of 1.41 interruptions per year and a SAIDI of 0.6 hours per year, while in 2012 and 2011, the SAIFI indices were 1.71 and 1.97 interruptions per year, respectively, and the SAIDI indices were 0.7 and 0.89 hours per year, respectively. Note that the SAIDI results showed an improvement from 2011 to 2013. The 2013 figure does not include the July 8, 2013 severe rainstorm outage, and December 22, 2013 ice storm outage. Both of these events were accepted by a committee of the Canadian Electricity Association as "Significant Day Events" for 2013.

Including the storm outages, SAIFI and SAIDI in 2013 are 2.72 interruptions per year and 5.34 hours per year, respectively. Enersource's SAIFI is slightly higher than the 2013 Ontario utilities' average of 2.32 interruptions per year, while SAIDI is slightly lower than the 2013 industry average of 5.48 hours per year.

Note: The ice storm in December and the severe July 8 rainstorm did not affect all utilities in Ontario, therefore average comparison can be misleading.

### Asset Management

Distribution System Plan Implementation Progress: In 2013 Enersource spent 99% of the net budget.

**Cost Control**

No comment.

**Conservation & Demand Management**

We are unable to verify the OEB Conservation and Demand Management, Net Annual Peak Demand Savings (percentage of target achieved) because we are unsure as to whether or not Demand Response is included or excluded in these numbers. Enersource's Net Annual Peak Demand Savings excluding Demand Response according to our latest 2013 Draft report from the OPA are 10.9% for 2011, 8.5% for 2012, 8.8% for 2013 for a cumulative total of 28.2%. Scorecard results for Net Cumulative Energy Savings for 2011 are 40% in both sources, while 2012 results vary slightly with 66% in the Scorecard versus 66.5% in the OPA report. Scorecard results for 2013 also vary slightly at 85.70% versus 85.3% according to the OPA report.

**Connection of Renewable Generation**

Enersource has exceeded industry targets for 2013.

**Financial Ratios**

Enersource continues to maintain a strong financial position, where investment in assets and operational effectiveness generate sustainable returns.