

Scorecard - Kitchener-Wilmot Hydro Inc.

9/25/2014

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	93.50%	93.10%	94.30%	91.30%	91.30%	↕	90.00%	
		Scheduled Appointments Met On Time	98.40%	97.20%	96.00%	96.70%	96.10%	↕	90.00%	
		Telephone Calls Answered On Time	78.00%	75.40%	76.90%	76.40%	78.60%	↕	65.00%	
	Customer Satisfaction	First Contact Resolution								
		Billing Accuracy								
		Customer Satisfaction Survey Results						A		
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	1.39	0.79	1.00	0.97	0.87	↕	at least within 0.79 - 1.39	
		Average Number of Times that Power to a Customer is Interrupted	1.34	1.10	0.89	0.88	0.69	↕	at least within 0.88 - 1.34	
	Asset Management	Distribution System Plan Implementation Progress								
	Cost Control	Efficiency Assessment				2	2			
		Total Cost per Customer ¹	\$438	\$444	\$450	\$450	\$466			
		Total Cost per Km of Line ¹	\$20,132	\$20,606	\$21,079	\$21,225	\$22,062			
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			21.00%	16.00%	41.60%		21.56MW	
		Net Cumulative Energy Savings (Percent of target achieved)			57.00%	79.00%	98.50%		90.29GWh	
	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)	2.70	2.39	2.18	2.05	2.14			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.77	0.85	0.78	0.74	0.69			
		Profitability: Regulatory Return on Equity		Deemed (included in rates)	9.85%	9.85%	9.85%			
			Achieved	11.02%	10.91%	8.94%				

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

Kitchener Wilmot Hydro Inc. is meeting and exceeding all Service Quality Targets.

Customer Satisfaction

Kitchener Wilmot Hydro Inc. scored an "A" in the last customer Survey performed by UtilityPULSE.

Safety

Kitchener Wilmot Hydro Inc. fully complies with ESA 22/04 safety standard which governs electrical installations to ensure public safety. Additionally Kitchener Wilmot Hydro Inc. educates many schools, contractors and Emergency Service personnel on electrical safety issues.

System Reliability

Kitchener Wilmot Hydro Inc. follows the IEEE standard (1366-2003) for reporting outages.

Asset Management

Kitchener Wilmot Hydro Inc. has a long term asset management plan that allows it to effectively replace aging infrastructure in a timely and paced manner.

Cost Control

Kitchener Wilmot Hydro Inc. is amongst the lowest controllable cost / customer distributors in the province.

Conservation & Demand Management

2013 Scorecard results differ slightly from Kitchener Wilmot Hydro Inc.'s draft report from the OPA. Kitchener Wilmot Hydro Inc. is on track to meet its energy targets. Demand savings are tracking below target, as with most distributors, due to limited availability of demand conservation programs.

Connection of Renewable Generation

New Micro-embedded Generation Facilities Connected on Time is a new public policy mandate. Kitchener Wilmot Hydro Inc has fulfilled all of its obligations in a timely manner.

Financial Ratios

Kitchener Wilmot Hydro Inc. remains a financially strong organization - due to effective cost control which allows it to meet its goals of providing safe, reliable and efficient electricity distributions services.