

# Scorecard - Kitchener-Wilmot Hydro Inc.

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	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%	
	<b>Customer Satisfaction</b>	First Contact Resolution								
		Billing Accuracy								
		Customer Satisfaction Survey Results						A		
<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	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
	<b>Asset Management</b>	Distribution System Plan Implementation Progress								
	<b>Cost Control</b>	Efficiency Assessment				2	2			
		Total Cost per Customer <sup>1</sup>	\$438	\$444	\$450	\$450	\$466			
Total Cost per Km of Line <sup>1</sup>		\$20,132	\$20,606	\$21,079	\$21,225	\$22,062				
<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>			21.00%	16.00%	41.60%			21.56MW
		Net Cumulative Energy Savings (Percent of target achieved)			57.00%	79.00%	98.50%			90.29GWh
	<b>Connection of Renewable Generation</b>	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%
<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)	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.