

Scorecard - E.L.K. Energy Inc.

Performance Outcomes	Performance Categories	Measures	2014	2015	2016	2017	2018	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	92.90%	94.90%	93.90%	94.44%	99.04%	↑	90.00%		
		Scheduled Appointments Met On Time	100.00%	100.00%	98.90%	98.63%	100.00%	↓	90.00%		
		Telephone Calls Answered On Time	97.00%	97.50%	97.20%	96.60%	96.25%	↓	65.00%		
	Customer Satisfaction	First Contact Resolution	98%+	Excellent	Excellent	Excellent	Excellent				
		Billing Accuracy	99.97%	99.99%	99.97%	99.99%	99.96%	→	98.00%		
		Customer Satisfaction Survey Results	Excellent	Excellent	88% Satis.	90% Satis	90% Satis				
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Level of Public Awareness		78.00%	78.00%	82.00%	82.00%				
		Level of Compliance with Ontario Regulation 22/04 ¹	C	C	C	C	C	→		C	
		Serious Electrical Incident Index	Number of General Public Incidents	0	0	0	0	0	→		0
			Rate per 10, 100, 1000 km of line	0.000	0.000	0.000	0.000	0.000	→		0.000
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	1.12	0.61	0.25	0.63	1.63	↓		1.40	
		Average Number of Times that Power to a Customer is Interrupted ²	0.50	0.21	0.09	0.21	0.48	↓		0.53	
	Asset Management	Distribution System Plan Implementation Progress	In Progress	In Progress	In progress	In progress	In progress				
	Cost Control	Efficiency Assessment	1	1	1	1	1				
		Total Cost per Customer ³	\$367	\$428	\$416	\$394	\$402				
		Total Cost per Km of Line ³	\$29,012	\$31,877	\$31,239	\$30,987	\$30,795				
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 Cumulative Energy Savings ⁴		10.26%	25.99%	41.09%	50.00%			16.20 GWh	
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time	100.00%								
New Micro-embedded Generation Facilities Connected On Time		100.00%	100.00%	100.00%	100.00%	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)	2.55	2.07	2.04	1.85	2.51				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.81	0.63	0.52	0.43	0.35				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.12%	9.12%	9.12%	8.78%	8.78%			
			Achieved	19.22%	10.72%	8.39%	11.15%	16.17%			

1. Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).
 2. The trend's arrow direction is based on the comparison of the current 5-year rolling average to the distributor-specific target on the right. An upward arrow indicates decreasing reliability while downward indicates improving reliability.
 3. A benchmarking analysis determines the total cost figures from the distributor's reported information.
 4. The CDM measure is based on the 2015-2020 Conservation First Framework. 2018 results are based on the IESO's unverified savings values contained in the March 2019 Participation and Cost Report.

Legend:

5-year trend
 ↑ up ↓ down → flat

Current year
 ● target met ● target not met

2018 Scorecard Management Discussion and Analysis (“2018 Scorecard MD&A”)

The link below provides a document titled “Scorecard - Performance Measure Descriptions” that has the technical definition, plain language description and how the measure may be compared for each of the Scorecard’s measures in the 2018 Scorecard MD&A:

[http://www.ontarioenergyboard.ca/OEB/ Documents/scorecard/Scorecard Performance Measure Descriptions.pdf](http://www.ontarioenergyboard.ca/OEB/Documents/scorecard/Scorecard%20Performance%20Measure%20Descriptions.pdf)

Scorecard MD&A - General Overview

- In 2018, E.L.K. Energy Inc. (E.L.K.) exceeded its performance targets. In 2019, E.L.K. will continue to strive to achieve positive scorecard results and continue to look for ways to improve the customer experience.

Service Quality

- **New Residential/Small Business Services Connected on Time**

In 2018, E.L.K. connected 99.04% of approximately 209 eligible low-voltage residential and small business customers to E.L.K.’s system within the five day timeline prescribed by the Ontario Energy Board (OEB). This is above the OEB mandated threshold of 90%.

- **Scheduled Appointments Met On Time**

In 2018, E.L.K. scheduled approximately 78 appointments with customers in 2018 to complete work requested by customers, read meters, reconnect, or otherwise necessary to perform. E.L.K. met 100.00% of these appointments on time, which significantly exceeds the industry target of 90%.

- **Telephone Calls Answered On Time**

In 2018 E.L.K. customer service agents received approximately 7,000 calls from its customers. An agent answered a call in 30 seconds or less in 96.25% of these calls which is consistent with 2017. This result significantly exceeds the OEB – mandated 65% target for timely call response. The call volume decrease from 2017 can be attributed to successfully promoting on-line self-serve features, and internal process improvements.

Customer Satisfaction

- **First Contact Resolution**

E.L.K. continues to develop this measure as no firm methodology has been presented. E.L.K. conducted a customer satisfaction survey which resulted in an overall positive customer experience. E.L.K. also conducted a survey for E.L.K.'s COS and produced very positive results. The number of customer issues that required escalation after the first contact were minimal.

- **Billing Accuracy**

In 2018, E.L.K. issued approximately 142,000 electricity bills and achieved a billing accuracy of 99.96%. This compares favorably to the prescribed OEB target of 98%.

- **Customer Satisfaction Survey Results**

In 2018, as part of Active engagement with customers, E.L.K. understands its customer preferences and assists the organization in shifting focus in order to deliver services in alignment with customer needs. A recent study conducted by Oracle Poll, indicated that 90% of respondents were satisfied.

Safety

- **Public Safety**

- **Component A – Public Awareness of Electrical Safety**

E.L.K. received a public awareness level of 82% per the OraclePoll survey conducted. E.L.K. continues to educate our customer base through website updates, in –office library, bill messages, etc.

- **Component B – Compliance with Ontario Regulation 22/04**

E.L.K. receives data from ESA providing performance data for the 2018 Distributor Scorecard. The data was for Component B (Compliance with Ontario Regulation 22/04) and Component C (Serious Electrical Incident Index) under the 'Safety' Performance Category of the Scorecard. E.L.K. has always been compliant with Ontario regulation 22/04 and has had zero serious electrical incidents occur over the life of the scorecard.

- **Component C – Serious Electrical Incident Index**

E.L.K. receives data from ESA providing performance data for the 2018 Distributor Scorecard. The data was for Component B (Compliance with Ontario Regulation 22/04) and Component C (Serious Electrical Incident Index) under the 'Safety' Performance Category of the Scorecard. E.L.K. has always been compliant with Ontario regulation 22/04 and has had zero serious electrical incidents occur over the life of the scorecard.

System Reliability

- **Average Number of Hours that Power to a Customer is Interrupted**

In 2018 E.L.K.'s average number of hours that power to a customer was interrupted was 1.63. This increase from 2017 is the result of a electricity outage in April due to a storm event.

- **Average Number of Times that Power to a Customer is Interrupted**

In 2018 E.L.K.'s average number of times that power to a customer was interrupted (i.e. frequency) was .48 which is consistent with previous years.

Asset Management

- **Distribution System Plan Implementation Progress**

Currently in process

Cost Control

- **Efficiency Assessment**

The total costs for Ontario local electricity distribution companies are evaluated by the Pacific Economics Group LLC on behalf of the OEB to produce a single efficiency ranking. The electricity distributors are divided into five groups based on the magnitude of the difference between their respective individual actual and predicted costs. In 2018, for the eighth year in a row, E.L.K. was placed in Group 1, where a Group 1 distributor is considered most efficient. E.L.K. was one of six utilities in Group 1 in 2018.

- **Total Cost per Customer**

Total cost per customer is calculated as the sum of E.L.K.'s capital and operating costs and dividing this cost figure by the total number of customers that E.L.K. serves. The cost performance result is \$402/customer, and a 5 year average of \$401/customer.

- **Total Cost per Km of Line**

This measure uses the same total cost that is used in the Cost per Customer calculation above. The total cost is divided by the kilometers of line that E.L.K. operates to serve its customers. E.L.K.'s rate is \$30,795 per Km of line, which is consistent with 2017.

Conservation & Demand Management

- **Net Cumulative Energy Savings**

E.L.K. Continues to finalize the wind-down of conservation and demand management as directed by the Ontario Energy Board and IESO.

Connection of Renewable Generation

- **Renewable Generation Connection Impact Assessments Completed on Time**

E.L.K. has completed all Connection Impact Assessments on time within the prescribed time limit.

- **New Micro-embedded Generation Facilities Connected On Time**

In 2018, E.L.K. connected 3 new micro-embedded generation facilities (microFIT projects of less than 10kW) 100% of time within the prescribed time frame of five business days. The minimum acceptable performance level for this measure is 90% of the time. The process is very streamlined and E.L.K. works with the customer and the electrical safety authority to ensure the project is connected on time.

Financial Ratios

- **Liquidity: Current Ratio (Current Assets/Current Liabilities)**

As an indicator of financial health, a current ratio that is greater than 1 is considered good as it indicates the company can pay its short term debts and financial obligations. E.L.K.'s current ratio of 2.51 is strong.

- **Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio**

A debt to equity ratio of 1.5 indicates that a distributor is more highly leveraged than the deemed capital structure. A high debt to equity ratio may indicate that an electricity distributor may have difficulty generating sufficient cash flows to make its debt payments. E.L.K.'s debt to equity ratio of 0.35 is strong.

- **Profitability: Regulatory Return on Equity – Deemed (included in rates)**

E.L.K.'s current distribution rates were approved by the OEB and include an expected return on equity of 8.78%. E.L.K. Rate is 16.17%.

- **Profitability: Regulatory Return on Equity – Achieved**

E.L.K.'s actual rate of return is expected to return to within the +-300 basis points deadband in 2019.

Note to Readers of 2018 Scorecard MD&A

The information provided by distributors on their future performance (or what can be construed as forward-looking information) may be subject to a number of risks, uncertainties and other factors that may cause actual events, conditions or results to differ materially from historical results or those contemplated by the distributor regarding their future performance. Some of the factors that could cause such differences include legislative or regulatory developments, financial market conditions, general economic conditions and the weather. For these reasons, the information on future performance is intended to be management's best judgement on the reporting date of the performance scorecard, and could be markedly different in the future.