

Scorecard - E.L.K. Energy Inc.

Performance Outcomes	Performance Categories	Measures	2015	2016	2017	2018	2019	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	94.90%	93.90%	94.44%	99.04%	99.34%	↑	90.00%	
		Scheduled Appointments Met On Time	100.00%	98.90%	98.63%	100.00%	100.00%	↑	90.00%	
		Telephone Calls Answered On Time	97.50%	97.20%	96.60%	96.25%	97.69%	↓	65.00%	
	Customer Satisfaction	First Contact Resolution	Excellent	Excellent	Excellent	Excellent	Excellent			
		Billing Accuracy	99.99%	99.97%	99.99%	99.96%	99.96%	↓	98.00%	
		Customer Satisfaction Survey Results	Excellent	88% Satis.	90% Satis	90% Satis	91% 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%	83.00%			
		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	→	
	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	0.61	0.25	0.63	1.63	1.85	↓		1.40
		Average Number of Times that Power to a Customer is Interrupted ²	0.21	0.09	0.21	0.48	0.72	↓		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	\$428	\$416	\$394	\$402	\$418			
Total Cost per Km of Line ³		\$31,877	\$31,239	\$30,987	\$30,795	\$31,613				
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%	53.00%			16.20 GWh
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time								
New Micro-embedded Generation Facilities Connected On Time		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)	2.07	2.04	1.85	2.51	2.95			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.63	0.52	0.43	0.35	0.28			
		Profitability: Regulatory Deemed (included in rates)	9.12%	9.12%	8.78%	8.78%	8.78%			
		Return on Equity Achieved	10.72%	8.39%	11.15%	16.17%	9.66%			

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 now discontinued 2015-2020 Conservation First Framework. 2019 results include savings reported to the IESO up until the end of February 2020.

Legend:

5-year trend
 ↑ up ↓ down ↻ flat

Current year
 ● target met ● target not met