Scorecard - Waterloo North Hydro Inc.

Performance Outcomes	Performance Categories	Measures	2009	2010	2011	2012	2013	Trend	Target Industry	Target 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	100.00%	100.00%	100.00%	100.00%	100.00%	flat	90.00%	
		Scheduled Appointments Met On Time	99.80%	96.90%	99.70%	99.80%	99.90%	up	90.00%	
		Telephone Calls Answered On Time	87.70%	88.70%	91.50%	87.60%	95.10%	up	65.00%	
	Customer Satisfaction	First Contact Resolution								
		Billing Accuracy					.306			
		Customer Satisfaction Survey Results								
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	1.11	0.76	0.75	1.66	5.17	up	at least within 0.75 - 1.66	
		Average Number of Times that Power to a Customer is Interrupted	0.95	0.85	0.85	1.39	3.14	up	at least within 0.85 - 1.39	
	Asset Management	Distribution System Plan Implementation Progress								
	Cost Control	Efficiency Assessment				3	3			
		Total Cost per Customer [1]	$577	$617	$695	$673	$728			
		Total Cost per Km of Line [1]	$19,140	$20,721	$23,717	$23,080	$25,066			
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]			13.00%	16.00%	17.60%			15.79MW
		Net Cumulative Energy Savings (Percent of target achieved)			39.00%	62.00%	81.80%			66.49GWh
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time			77.78%	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)	1.06	0.94	0.96	0.83	0.97			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.58	0.69	0.92	1.07	1.06			
		Profitability: Regulatory Return on Equity — Deemed (included in rates)			9.58%	9.58%	9.58%			
		Profitability: Regulatory Return on Equity — Achieved			10.04%	7.41%	8.70%			

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.

Service Quality

Customer Satisfaction

Billing Accuracy is the number of bills cancelled and rebilled per 1,000 bills issued. This can be stated otherwise that approximately 3 bills are cancelled and rebilled out of every 10,000 bills issued by Waterloo.

Safety

System Reliability

Waterloo's Average Number of Hours that Power to a Customer is Interrupted and the Average Number of Times that Power to a Customer is Interrupted were impacted by three major storms in 2013. This is a highly unusual occurrence.

Asset Management

Cost Control

The Board has provided the Total Cost per Customer and Total Cost per Km of Line figures to the electricity distributors using the distributor's reported filing information as a starting point. Total cost amounts used in the scorecards are then computed by the total cost benchmarking analysis conducted by the Board's Consultants.

Conservation & Demand Management

The Annual Net Peak Demand Savings (Percent of target achieved) and Net Cumulative Energy Savings (Percent of target achieved) percentages have been provided by the Ontario Power Authority (OPA). Waterloo is in disagreement with the OPA on these numbers.

Connection of Renewable Generation

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