

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
2021 Targets

Status	
Meets or Exceeds Target	√
Substantially Meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	OEB Target	2021 Target	Actual Target/Calculation Source(s)	Status
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved, and distributors deliver on system reliability and quality objectives	Safety	Public awareness	N/A	N/A	OEB Scorecard	n/a
		Annual number of serious electrical incidents	1	1	OEB Scorecard	√
		Level of compliance with Ontario Regulation 22/04	Compliant	Compliant	OEB Scorecard	√
		Accident frequency per 200,000 hours worked *	N/A	0	0	√
		Preventable losses as a percentage of revenues *	N/A	0.50%	Actual Costs as a % of Accounting Distribution Revenue	√
	System Reliability	Customer hours of interruption (SAIDI)	0.62 (2019 Amount Assumed)	<0.62	OEB Scorecard	√
		Average number of times that power to a customer is interrupted (SAIFI)	1.16 (2019 Amount Assumed)	<1.16	OEB Scorecard	√
		Distribution system loss % *	N/A	3.5%	Total losses as a % of power purchased	√
		Percentage of budgeted capital investments completed *	100.0%	100.0%	Capital Budget	√
		Percentage of OEB mandated inspections completed *	100.0%	100.0%	Internal program plans	√
		Percentage of scheduled maintenance completed *	100.0%	100.0%	Internal program plans	√
	Asset Management	Distribution system plan implementation progress	N/A	100.0%	N/A	n/a
	Cost Control	Efficiency assessment	3	3	OEB Scorecard	√
		Total cost per customer	TBD by the OEB	TBD	N/A	n/a
		Total cost per Km of line	TBD by the OEB	TBD	N/A	n/a
		Controllable costs per customer *	0.3% Productivity Factor	\$274.82	Accounting Financial Results	√
		Controllable costs per MWh *	0.3% Productivity Factor	\$11.00	Accounting Financial Results	√
	Employees	Employee engagement Index (every three years) *	N/A	>80%	Internal Employment Survey	√
		Employee Attendance # of days absent *	N/A	< 4.0	Internal Payroll Records	√
		Percentage of training & development *	N/A	4.0%	Internal Payroll Records	√
		Percentage of succession plans in place for key management positions *	N/A	100%	Internal HR Planning	√

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
2021 Targets

Status	
Meets or Exceeds Target	√
Substantially Meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	OEB Target	2021 Target	Actual Target/Calculation Source(s)	Status
Customer Focus <i>Services are provided in a manner that responds to identified customer preferences</i>	Service Quality	New residential services connected on time	90%	90%	OEB Scorecard	√
		Scheduled appointments met on time	90%	90%	OEB Scorecard	√
		Telephone calls answered on time	65% (within 30 seconds)	90%	OEB Scorecard	√
	Customer Satisfaction	First contact resolution	Determined by the Utility	< 2 per 1,000 calls (99.8%)	OEB Scorecard	√
		Billing accuracy	98%	< 1 cancelled bill per 1,000 bills produced (99.9%)	OEB Scorecard	√
		Customer satisfaction survey results	N/A	Min. 90.0% of customers basically satisfied	OEB Scorecard	√
		Competitive ranking of distribution rates *	N/A	Max. 10.0 % higher than the least rate	Published Rates	√
	Conservation & Demand Management	Net cumulative energy savings (percent of target achieved)	No longer applicable - Previously OEB Scorecard			√
	Connection of Renewable Generation	Renewable generation connection impact assessments completed on time	90%	100%	OEB Scorecard	√
		New micro-embedded generation facilities connected on time	90%	100%	OEB Scorecard	√
	Regulatory	Percentage of regulatory filings completed on schedule *	100.0%	100%	OEB Scorecard	√
		Completion of scheduled rate filings *	100.0%	100%	OEB Scorecard	√
Financial Performance <i>Financial viability is maintained: savings from operational effectiveness are sustainable</i>	Financial Ratios	Liquidity: current ratio (current assets/current liabilities)	N/A	1.0 to 1.25	Accounting Financial Results	√
		Leverage: total debt (includes short term and long term debt) to equity ratio	60.0%	52.2%	Accounting Financial Results	√
		Profitability: return on equity	8.52%	7.60%	Accounting Financial Results	√
		Interest rate coverage *	N/A	> 2.0 X	Accounting Financial Results	√

Note: * Additional KPIs tracked by WNH

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
December 2019

Status	
Meets or Exceeds Target	√
Substantially Meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	OEB Target	2019 YTD Target	2019 YTD Actual	Status
Operational Effectiveness <i>Continuous improvement in productivity and cost performance is achieved, and distributors deliver on system reliability and quality objectives</i>	Safety	Public awareness	N/A	N/A	2017 - 82%	n/a
		Annual number of serious electrical incidents	1	1	3	!
		Level of compliance with Ontario Regulation 22/04	Compliant	Compliant	Compliant	√
		Accident frequency per 200,000 hours worked *	N/A	0	0	√
		Preventable losses as a percentage of revenues *	N/A	0.50%	0.06%	√
	System Reliability	Customer hours of interruption (SAIDI)	0.64	<0.64	0.85	!
		Average number of times that power to a customer is interrupted (SAIFI)	1.31	<1.31	1.28	√
		Distribution system loss % *	N/A	3.5%	3.01%	√
		Percentage of budgeted capital investments completed *	100.0%	100.0%	99.0%	√
		Percentage of OEB mandated inspections completed *	100.0%	100.0%	100.0%	√
		Percentage of scheduled maintenance completed *	100.0%	100.0%	100.0%	√
	Asset Management	Distribution system plan implementation progress	N/A	100.0%	In progress	n/a
	Cost Control	Efficiency assessment	3	3	3	√
		Total cost per customer	TBD by the OEB	TBD	N/A	n/a
		Total cost per Km of line	TBD by the OEB	TBD	N/A	n/a
		Controllable costs per customer *	0.3% Productivity Factor	\$257.10	\$259.14	!
		Controllable costs per MWh *	0.3% Productivity Factor	\$10.03	\$10.12	!
	Employees	Employee engagement Index (every three years) *	N/A	>80%	80.0% in 2018	√
		Employee Attendance * # of days absent	N/A	< 4.0	3.18	√
		Percentage of training & development *	N/A	4.0%	4.4%	√
		Percentage of succession plans in place for key management positions *	N/A	100%	100.0%	√

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
December 2019

Status	
Meets or Exceeds Target	✓
Substantially Meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	OEB Target	2019 YTD Target	2019 YTD Actual	Status
Customer Focus <i>Services are provided in a manner that responds to identified customer preferences</i>	Service Quality	New residential services connected on time	90%	90%	100%	✓
		Scheduled appointments met on time	90%	90%	84.2%	X
		Telephone calls answered on time	65% (within 30 seconds)	90%	90.7%	✓
	Customer Satisfaction	First contact resolution	Determined by the Utility	< 2 per 1,000 calls (99.8%)	99.82%	✓
		Billing accuracy	98%	< 1 cancelled bill per 1,000 bills produced (99.9%)	99.89%	✓
		Customer satisfaction survey results	N/A	Min. 90.0% of customers basically satisfied	96% in 2018	✓
		Competitive ranking of distribution rates *	N/A	Max. 10.0 % higher than the least rate	Residential: 8.32% Small Commercial: 6.10% Gen. Serv. >50 kW: 1.15%	✓
		Conservation & Demand Management	Net cumulative energy savings (percent of target achieved)	82.38 GWh (6 year target)	68.65 GWh (83.33%)	87.49 GWh (106.2%)
Connection of Renewable Generation		Renewable generation connection impact assessments completed on time	90%	100%	100%	✓
		New micro-embedded generation facilities connected on time	90%	100%	100%	✓
Regulatory		Percentage of regulatory filings completed on schedule *	100.0%	100%	100%	✓
		Completion of scheduled rate filings *	100.0%	100%	100%	✓
Financial Performance <i>Financial viability is maintained: savings from operational effectiveness are sustainable</i>	Financial Ratios	Liquidity: current ratio (current assets/current liabilities)	N/A	1.0 to 1.25	1.23	✓
		Leverage: total debt (includes short term and long term debt) to equity ratio	60.0%	53.1%	52.4%	✓
		Profitability: return on equity	9.19%	7.15%	7.06%	✓
		Interest rate coverage *	N/A	> 2.0 X	2.93	✓

Note: * Additional KPIs tracked by WNH

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
Final Report: December 2018

Status	
Meets or Exceeds Target	√
Substantially Meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	OEB Target	2018 Target	2018 Actual	Status
Operational Effectiveness <i>Continuous improvement in productivity and cost performance is achieved, and distributors deliver on system reliability and quality objectives</i>	Safety	Public awareness	N/A	N/A	2017 - 82%	n/a
		Annual number of serious electrical incidents	1	1	0	√
		Level of compliance with Ontario Regulation 22/04	Compliant	Compliant	Compliant	√
		Accident frequency per 200,000 hours worked *	N/A	Zero	Zero	√
		Preventable losses as a percentage of revenues *	N/A	0.50%	0.04%	√
	System Reliability	Customer hours of interruption (SAIDI)	1.83	<1.83	2.09	!
		Average number of times that power to a customer is interrupted (SAIFI)	1.49	<1.49	1.65	!
		Distribution system loss % *	N/A	3.5%	3.32%	√
		Percentage of budgeted capital investments completed *	100.0%	100.0%	91.0%	!
		Percentage of OEB mandated inspections completed *	100.0%	100.0%	100.0%	√
		Percentage of scheduled maintenance completed *	100.0%	100.0%	100.0%	√
	Asset Management	Distribution system plan implementation progress	N/A	100%	In progress	n/a
	Cost Control	Efficiency assessment	3	3	3	√
		Total cost per customer	TBD by the OEB	TBD	N/A	n/a
		Total cost per Km of line	TBD by the OEB	TBD	N/A	n/a
		Controllable costs per customer *	0.3% Productivity Factor	\$255.63	\$263.17	X
		Controllable costs per MWh *	0.3% Productivity Factor	\$9.97	\$10.00	X
	Employees	Employee engagement Index (every three years) *	N/A	>80%	80.0% in 2018	√
		Employee Attendance # of days absent *	N/A	< 4.0	4.29	!
		Percentage of training & development *	N/A	4.0%	4.0%	√
		Percentage of succession plans in place for key management positions *	N/A	100%	100.0%	√

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
Final Report: December 2018

Status	
Meets or Exceeds Target	✓
Substantially Meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	OEB Target	2018 Target	2018 Actual	Status
Customer Focus <i>Services are provided in a manner that responds to identified customer preferences</i>	Service Quality	New residential services connected on time	90%	90%	100%	✓
		Scheduled appointments met on time	90%	90%	99.9%	✓
		Telephone calls answered on time	65% (withing 30 seconds)	90%	92.7%	✓
	Customer Satisfaction	First contact resolution	Determined by the Utility	< 2 per 1,000 calls (99.80%)	99.87%	✓
		Billing accuracy	98%	< 1 cancelled bill per 1,000 bills produced (99.9%)	99.97%	✓
		Customer satisfaction survey results	N/A	Min. 90.0% of customers basically satisfied	96% in 2018	✓
		Competitive ranking of distribution rates *	N/A	Max. 10.0 % higher than the least rate	Residential: 11.09% Small Commercial: 14.50% Gen. Serv. >50 kW: 0.86%	X
		Conservation & Demand Management	Net cumulative energy savings (percent of target achieved)	82.38 GWh (6 year target)	54.92 GWh (66.67%)	70.93 GWh 86.1%
Connection of Renewable Generation		Renewable generation connection impact assessments completed on time	90%	100%	100%	✓
		New micro-embedded generation facilities connected on time	90%	100%	100%	✓
Regulatory		Percentage of regulatory filings completed on schedule *	100.0%	100%	100%	✓
		Completion of scheduled rate filings *	100.0%	100%	100%	✓
Financial Performance <i>Financial viability is maintained: savings from operational effectiveness are sustainable</i>	Financial Ratios	Liquidity: current ratio (current assets/current liabilities)	N/A	1.0 to 1.25	1.38	✓
		Leverage: total debt (includes short term and long term debt) to equity ratio	60.0%	53.2%	53.1%	✓
		Profitability: return on equity	9.19%	7.69%	8.02%	✓
		Interest rate coverage *	N/A	> 2.0 X	2.37 X	✓

Note: * Additional KPIs tracked by WNH

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
Progress Report: Q4 - 2017

Status	
Meets or Exceeds Target	√
Substantially meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	OEB Target	Q4 2017 Target	2017 Actual	Status
Operational Effectiveness <i>Continuous improvement in productivity and cost performance is achieved, and distributors deliver on system reliability and quality objectives</i>	Safety	Public awareness	N/A	N/A	2017 - 82%	n/a
		Number of general public incidents	1	4	0	√
		Level of compliance with Ontario Regulation 22/04	C	C	C	√
		Accident frequency per 200,000 hours worked *	N/A	Zero	Zero	√
		Preventable losses as a percentage of revenues *	N/A	0.50%	0.08%	√
	System Reliability	Customer hours of interruption (SAIDI)	1.83	<1.83	0.86	√
		Average number of times that power to a customer is interrupted (SAIFI)	1.49	<1.49	1.58	!
		Distribution system loss % *	N/A	3.0%	3.09%	√
		Percentage of budgeted capital investments completed *	100.0%	100.0%	91.1%	√
		Percentage of OEB mandated inspections completed *	100.0%	100.0%	100.0%	√
		Percentage of scheduled maintenance completed *	100.0%	100.0%	100.0%	√
	Asset Management	Distribution system plan implementation progress	N/A	100%	In progress	n/a
	Cost Control	Efficiency assessment	3	3	3	√
		Total cost per customer	TBD by the OEB	TBD	N/A	n/a
		Total cost per Km of line	TBD by the OEB	TBD	N/A	n/a
		Controllable costs per customer *	0.3% Productivity Factor	\$239.77	\$240.14	!
		Controllable costs per MWh *	0.3% Productivity Factor	\$9.01	\$9.41	X
	Employees	Employee engagement Index (every three years) *	N/A	>80%	86.0% in 2016	√
		Employee Attendance * # of days absent	N/A	< 4.0	3.63	√
		Percentage of training & development *	N/A	4.0%	4.5%	√
		Percentage of succession plans in place for key management positions *	N/A	100%	100.0%	√

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
Progress Report: Q4 - 2017

Status	
Meets or Exceeds Target	√
Substantially meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	OEB Target	Q4 2017 Target	2017 Actual	Status
Customer Focus <i>Services are provided in a manner that responds to identified customer preferences</i>	Service Quality	New residential services connected on time	90%	90%	100%	√
		Scheduled appointments met on time	90%	90%	99.7%	√
		Telephone calls answered on time	65% (withing 30 seconds)	90%	75.7%	!
	Customer Satisfaction	First contact resolution	Determined by the Utility	< 2 per 1,000 calls (99.80%)	99.91%	√
		Billing accuracy	98%	< 1 cancelled bill per 1,000 bills produced (99.9%)	99.97%	√
		Customer satisfaction survey results	N/A	Min. 90.0% of customers basically satisfied	92.0% in 2016	√
		Competitive ranking of distribution rates *	N/A	Max. 10.0 % higher than the least rate	Residential: 8.29% Small Commercial: 9.41% Gen. Service > 50 kW: 3.70%	√
		Conservation & Demand Management	Net cumulative energy savings (percent of target achieved)	82.38 GWh (6 year target)	41.19 GWh (50.0%)	43.10 GWh 52.3%
Connection of Renewable Generation		Renewable generation connection impact assessments completed on time	90%	100%	100%	√
		New micro-embedded generation facilities connected on time	90%	100%	100%	√
Regulatory		Percentage of regulatory filings completed on schedule *	100.0%	100%	100%	√
		Completion of scheduled rate filings *	100.0%	100%	100%	√
Financial Performance <i>Financial viability is maintained: savings from operational effectiveness are sustainable</i>	Financial Ratios	Liquidity: current ratio (current assets/current liabilities)	N/A	1.0 to 1.25	1.41	√
		Leverage: total debt (includes short term and long term debt) to equity ratio	60.0%	55.4%	53.7%	√
		Profitability: return on equity	9.19%	8.25%	8.04%	X
		Interest rate coverage *	N/A	> 2.0 X	3.0 X	√

Note: * Additional KPIs tracked by WNH

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
Progress Report: Q4 - 2016

Status	
Meets or Exceeds Target	√
Substantially meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	OEB Target	Q4 2016 Target	2016 Actual	Status
Operational Effectiveness <i>Continuous improvement in productivity and cost performance is achieved, and distributors deliver on system reliability and quality objectives</i>	Safety	Public awareness	N/A	N/A	82%	n/a
		Number of general public incidents	1	Zero	Zero	√
		Level of compliance with Ontario Regulation 22/04	C	C	C	√
		Accident frequency per 200,000 hours worked *	N/A	Zero	Zero	√
		Preventable losses as a percentage of revenues *	N/A	0.50%	0.05%	√
	System Reliability	Customer hours of interruption (SAIDI)	1.83	<1.83	2.600	X
		Average number of times that power to a customer is interrupted (SAIFI)	1.49	<1.49	2.63	X
		Distribution system loss % *	N/A	4.0%	3.42%	√
		Percentage of budgeted capital investments completed *	100.0%	100.0%	100.0%	√
		Percentage of OEB mandated inspections completed *	100.0%	100.0%	100.0%	√
		Percentage of scheduled maintenance completed *	100.0%	100.0%	100.0%	√
	Asset Management	Distribution system plan implementation progress	N/A	100%	In progress	n/a
	Cost Control	Efficiency assessment	3	3	3	√
		Total cost per customer	TBD by the OEB	TBD	N/A	n/a
		Total cost per Km of line	TBD by the OEB	TBD	N/A	n/a
		Controllable costs per customer *	0.3% Productivity Factor	\$240.56	\$239.25	√
		Controllable costs per MWh *	0.3% Productivity Factor	\$9.03	9.02	√
	Employees	Employee engagement Index (every three years) *	N/A	>80%	86.0% in 2016 (75.0% in 2013)	√
		Employee Attendance * # of days absent	N/A	< 4.0	3.29	√
		Percentage of training & development *	N/A	4.0%	5.3%	√
		Percentage of succession plans in place for key management positions *	N/A	100%	100.0%	√

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
Progress Report: Q4 - 2016

Status	
Meets or Exceeds Target	✓
Substantially meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	OEB Target	Q4 2016 Target	2016 Actual	Status
Customer Focus <i>Services are provided in a manner that responds to identified customer preferences</i>	Service Quality	New residential services connected on time	90%	90%	100%	✓
		Scheduled appointments met on time	90%	90%	99.9%	✓
		Telephone calls answered on time	65% (withing 30 seconds)	90%	90.8%	✓
	Customer Satisfaction	First contact resolution	Determined by the Utility	< 2 per 1,000 calls (99.80%)	99.91%	✓
		Billing accuracy	98%	< 1 cancelled bill per 1,000 bills produced (99.9%)	99.73%	!
		Customer satisfaction survey results	N/A	Min. 90.0% of customers basically satisfied	Customer satisfaction rating 92.0% in 2016 - (96.0% in 2014)	✓
		Competitive ranking of distribution rates *	N/A	Max. 10.0 % higher than the least rate	Residential: 8.10% Small Commercial: 8.32% Gen. Service > 50 kW: 3.17%	✓
	Conservation & Demand Management	Net cumulative energy savings (percent of target achieved)	82.38 GWh (6 year target)	27.46 GWh	28.73 GWh 34.9%	✓
	Connection of Renewable Generation	Renewable generation connection impact assessments completed on time	90%	100%	80.0%	!
		New micro-embedded generation facilities connected on time	90%	100%	100%	✓
	Regulatory	Percentage of regulatory filings completed on schedule *	100.0%	100%	100%	✓
		Completion of scheduled rate filings *	100.0%	100%	100%	✓
Financial Performance <i>Financial viability is maintained: savings from operational effectiveness are sustainable</i>	Financial Ratios	Liquidity: current ratio (current assets/current liabilities)	N/A	1.0 to 1.25	1.33	✓
		Leverage: total debt (includes short term and long term debt) to equity ratio	60.0%	53.6%	54.3%	!
		Profitability: return on equity	9.19%	8.8%	9.5%	✓
		Interest rate coverage *	N/A	> 2.0 X	3.22X	✓

Note: * Additional KPIs tracked by WNH

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
Progress Report: Q4 - 2015

Status	
Meets or Exceeds Target	√
Substantially meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	Target	2015 Budget	Q4 2015 Actual	Status
Operational Effectiveness <i>Continuous improvement in productivity and cost performance is achieved, and distributors deliver on system reliability and quality objectives</i>	Safety	Public safety	TBD by the OEB	n/a	n/a	n/a
		Accident frequency per 200,000 hours worked *	Zero	Zero	Zero	√
		Preventable losses as a percentage of revenues *	Max. 0.5% of distribution revenues	0.75%	0.04%	√
	System Reliability	Average number of times that power to a customer is interrupted	< 2.0	< 2.0	1.58	√
		Customer minutes of interruption	Max. 10.0 minutes per customer per rolling 12 mths.	<10.0 Minutes	4.86	√
		Distribution system loss % *	4.0% or lower	4.0%	3.09%	√
		Percentage of budgeted capital investments completed *	100.0%	100.0%	119.7%	√
		Percentage of OEB mandated inspections completed *	100.0%	100.0%	100.0%	√
		Percentage of scheduled maintenance completed *	100.0%	100.0%	80.0%	!
	Asset Management	Distribution system plan implementation progress	TBD by the OEB	n/a	In progress	n/a
	Cost Control	Efficiency assessment	3	3	3	√
		Total cost per customer	TBD by the OEB	TBD	To be provided by the OEB	n/a
		Total cost per Km of line	TBD by the OEB	TBD		n/a
		Controllable costs per customer *	1.0%	\$238.46	\$230.19 3.47%	√
		Controllable costs per MWh *	1.0%	\$8.78	\$8.57 2.39%	√
	Employees	Employee engagement Index (every three years) *	Min. 80.0% of employees basically satisfied	80.0%	93% in 2013	√
		Attendance percentage *	Max. 4 days absent per employee	4.0	2.9%	√
		Percentage of training & development *	Min. 4.0% of annual hours	4.0%	5.1%	√
		Percentage of succession plans in place for key management positions *	100.0%	100%	100.0%	√

Note: * Additional KPIs tracked by WNH

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
Progress Report: Q4 - 2015

Status	
Meets or Exceeds Target	√
Substantially meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	Target	2015 Budget	Q4 2015 Actual	Status
Customer Focus <i>Services are provided in a manner that responds to identified customer preferences</i>	Service Quality	New residential services connected on time	90%	90%	100%	√
		Scheduled appointments met on time	90%	90%	99.6%	√
		Telephone calls answered on time	65%	90%	88.1%	!
	Customer Satisfaction	First contact resolution	TBD by the OEB	< 2 per 1,000 calls	0.05%	√
		Billing accuracy	98%	< 1 cancelled bill per 1,000 bills produced (99.9%)	99.95% (5 cancelled per 10,000 produced)	√
		Customer satisfaction survey results	Min. 85.0% of customers basically satisfied	Min. 90.0% of customers basically satisfied	Customer satisfaction rating 96.0% in 2014 - (94.0% in 2011)	√
		Competitive ranking of distribution rates *	Max. 10.0 % higher than the least rate	Max. 10.0 % higher than the least rate	Residential: 8.53% Small Commercial: 8.30% Gen. Service > 50 kW: (0.6)%	√
		Conservation & Demand Management	Net cumulative energy savings (percent of target achieved)	82.38 GWh (6 year target)	13.73 GWh	7.095 GWh 51.68%
Connection of Renewable Generation		Renewable generation connection impact assessments completed on time	100%	100%	100.0%	√
		New micro-embedded genertion facilities connected on time	100%	100%	100.0%	√
Regulatory		Percentage of regulatory filings completed on schedule *	100.0%	100%	100.0%	√
		Completion of scheduled rate filings *	100.0%	75%	100.0%	√
Financial Performance <i>Financial viability is maintained: savings from operational effectiveness are sustainable</i>		Financial Ratios	Liquidity: current ratio (current assets/current liabilities)	1.0 to 1.25	1.0 to 1.25	1.20
	Leverage: total debt (includes short term and long term debt) to equity ratio		60% or lower	54.3%	55.9%	√
	Profitability: return on equity		9.36%	7.9%	8.06%	√
	Interest rate coverage *		Min. 2.0 X	2.56 X	2.52X	√

Note: * Additional KPIs tracked by WNH

Waterloo North Hydro Inc.
Strategic Key Performance Indicators
Progress Report: Q4 - 2014

Status	
Meets or Exceeds Target	√
Substantially meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	Target	2014 Budget	Q4 2014 Actual	Status
Operational Effectiveness <i>Continuous improvement in productivity and cost performance is achieved, and distributors deliver on system reliability and quality objectives</i>	Safety	Public safety	TBD by the OEB	n/a	n/a	n/a
		Accident frequency per 200,000 hours worked *	Zero	Zero	Zero	√
		Preventable losses as a percentage of revenues *	Max. 0.5% of distribution revenues	0.50%	0.06%	√
	System Reliability	Average number of times that power to a customer is interrupted	< 2.0	< 2.0	1.21	√
		Customer minutes of interruption	Max. 10.0 minutes per customer per rolling 12 mths.	<10.0 Minutes	4.82	√
		Distribution system loss % *	4.0% or lower	4.0%	3.39%	√
		Percentage of budgeted capital investments completed *	100.0%	100.0%	98.9%	!
		Percentage of OEB mandated inspections completed *	100.0%	100.0%	100.0%	√
		Percentage of scheduled maintenance completed *	100.0%	100.0%	100.0%	√
	Asset Management	Distribution system plan implementation progress	TBD by the OEB	n/a	In progress	n/a
	Cost Control	Efficiency assessment	1	3	3	√
		Total cost per customer	TBD by the OEB	TBD	To be provided by the OEB	n/a
		Total cost per Km of line	TBD by the OEB	TBD		n/a
		Controllable costs per customer *	1.0%	\$249.06	\$248.44 0.25%	√
		Controllable costs per MWh *	1.0%	\$9.10	\$9.18 (0.88%)	√
	Employees	Employee engagement Index (every three years) *	Min. 80.0% of employees basically satisfied	80.0%	93% in 2013	√
		Attendance percentage *	Max. 4 days absent per employee	4.0	2.90	√
		Percentage of training & development *	Min. 4.0% of annual hours	4.0%	4.3%	√
		Percentage of succession plans in place for key management positions *	100.0%	100%	100.0%	√

Note: * Additional KPIs tracked by WNH

Waterloo North Hydro Inc.

Strategic Key Performance Indicators

Progress Report: Q4 - 2014

Status	
Meets or Exceeds Target	√
Substantially meets Target	!
Needs Improvement	X

Performance Outcomes	Performance Categories	Measures	Target	2014 Budget	Q4 2014 Actual	Status	
Customer Focus <i>Services are provided in a manner that responds to identified customer preferences</i>	Service Quality	New residential services connected on time	90%	90%	100%	√	
		Scheduled appointments met on time	90%	90%	99.9%	√	
		Telephone calls answered on time	65%	90%	90.8%	√	
	Customer Satisfaction	First contact resolution	TBD by the OEB	n/a	n/a	n/a	
		Billing accuracy	98%	< 1 cancelled bill per 1,000 bills produced	99.96%	√	
		Customer satisfaction survey results	Min. 85.0% of customers basically satisfied	Min. 90.0% of customers basically satisfied	Customer satisfaction rating 95.0% in 2014 - (94.0% in 2011)	√	
		Competitive ranking of distribution rates *	Max. 10.0 % higher than the least rate	Max. 10.0 % higher than the least rate	Residential: 9.9% Small Commercial: 8.3% Gen. Service > 50 kW: 0.97%	√	
	Public Policy <i>Responsiveness Distributors deliver on obligations mandated by government (e.g. in legislation and in regulatory requirements imposed further to Ministerial directives to the Board)</i>	Conservation & Demand Management	Net annual peak demand savings (percent of target achieved)	15.79 MW (4 year target)	n/a	6.47 MW -41.0%	X
Net cumulative energy savings (percent of target achieved)			66.49 GWh (4 year target)	n/a	56.75 GWh -85.3%	X	
Connection of Renewable Generation		Renewable generation connection impact assessments completed on time	100%	100%	100.0%	√	
		New micro-embedded generation facilities connected on time	100%	100%	100.0%	√	
Regulatory		Percentage of regulatory filings completed on schedule *	100.0%	100.0%	100.0%	√	
		Completion of scheduled rate filings *	100.0%	100.0%	100.0%	√	
Financial Performance <i>Financial viability is maintained: savings from operational effectiveness are sustainable</i>		Financial Ratios	Liquidity: current ratio (current assets/current liabilities)	Min. 1.25	1.25	1.09	!
			Leverage: total debt (includes short term and long term debt) to equity ratio	60% or lower	54.9%	53.8%	√
	Profitability: return on equity		9.36%	7.3%	8.50%	√	
	Interest rate coverage *		Min. 2.0 X	2.40 X	2.74 X	√	

Note: * Additional KPIs tracked by WNH