



Scorecard - Newmarket-Tay Power Distribution Ltd.

9/24/2014

Performance Outcomes	Performance Categories	Measures	2009	2010	2011	2012	2013	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	99.40%	95.90%	100.00%	100.00%	100.00%	↑	90.00%		
		Scheduled Appointments Met On Time	100.00%	100.00%	98.20%	98.60%	94.90%	↓	90.00%		
		Telephone Calls Answered On Time	89.30%	85.20%	87.80%	88.50%	83.60%	↓	65.00%		
	Customer Satisfaction	First Contact Resolution									
		Billing Accuracy									
		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	0.26	0.30	0.93	0.72	0.78	↑		at least within 0.26 - 0.93	
		Average Number of Times that Power to a Customer is Interrupted	0.25	0.21	0.73	0.50	0.54	↑		at least within 0.21 - 0.73	
	Asset Management	Distribution System Plan Implementation Progress									
	Cost Control	Efficiency Assessment				2	2				
		Total Cost per Customer ¹	\$584	\$559	\$534	\$536	\$543				
Total Cost per Km of Line ¹		\$17,990	\$17,180	\$21,464	\$21,830	\$22,272					
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					10.80%		8.76MW		
		Net Cumulative Energy Savings (Percent of target achieved)					93.90%		33.05GWh		
	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time				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)	3.56	2.43	4.70	3.13	2.69				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	0.70	0.61	0.66	0.65	0.61				
		Profitability: Regulatory Return on Equity			Deemed (included in rates)	9.66%	9.66%	9.66%			
					Achieved	9.48%	9.39%	11.10%			

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

Connections and appointments are meeting our customer's expectations. Telephone answering is being analyzed to identify possible areas of improvement.

Customer Satisfaction

No Ontario Energy Board (the "Board") metrics are currently available.

The most recent Utility Pulse Customer Satisfaction Survey results give Newmarket – Tay Power Distribution Ltd. ("Newmarket-Tay") a 91% overall customer satisfaction rating.

Safety

No Board metrics are currently available.

2013 Electrical Safety Authority audit contained no areas of non-compliance and no needs for improvement

System Reliability

Newmarket-Tay continues to maintain its current level of reliability. The most recent Utility Pulse Customer Satisfaction Survey reports that 93% of customers agree that Newmarket-Tay's current reliability meets their expectations.

Asset Management

The Distribution System Plan is under development. It is anticipated it will be implemented and filed with the Board in 2015.

Cost Control

Newmarket-Tay's total cost per customer has increased at less than the rate of inflation, maintaining its second cohort placement in the PEG benchmarking report.

The total cost per kilometer of line has increased due to a correction in the number of circuit kilometers. This adjustment was a reduction of approximately 200 kilometers.

Conservation & Demand Management

Newmarket-Tay expects to exceed its cumulative energy savings target in 2014.

The 2013 peak demand savings show improvement over 2011 and 2012 results. Re-introduction of the PeakSaver Plus Program was delayed to 2014, and it is expected to further improve peak demand savings. The peak demand savings target is very challenging, but every effort is being made to attain it.

Connection of Renewable Generation

Newmarket-Tay continues to support all Green Energy Act initiatives in a timely manner.

Financial Ratios

Liquidity and Current ratios indicate a strongly solvent balance with ample capital available to meet Newmarket-Tay's requirements.

Newmarket-Tay's Return on Investment is meeting the return established in its most recent Cost of Service rate case, and within over/under earning Board guidelines.