Scorecard - Performance Measure Descriptions

	Measure	Technical Definitions	Plain Language Description	How Measure may be Compared
Customer Focus				
Service Quality	New Residential Services Connected on Time	A connection for a new service request for a low-voltage (<750 volts) service must be completed within five business days from the day on which all applicable service conditions are satisfied, or at such later date as agreed to by the customer. This requirement must be met at least 90% of the time on a yearly basis. Connection of New Services (Distribution System Code [DSC] s7.2, Electricity Reporting & Record Keeping Requirement [RRR] s2.1.4.1.1)	The utility must connect new service for the customer within five business days, 90 % of the time, unless the customer agrees to a later date. This timeline depends on the customer meeting specific requirements ahead of time (such as no electrical safety concerns in the building, customer's payment information complete, etc.)	✓ Year-over-Year ✓ Distributor[1]-to-Distributor
	Scheduled Appointments Met on Time	A distributor must offer to schedule the appointment during the distributor's regular hours of operation within a window of time that is no greater than four hours (i.e., morning, afternoon or, if available, evening). The distributor must then arrive for the appointment within the scheduled timeframe. This requirement must be met at least 90% of the time on a yearly basis. Appointments Met (DSC s7.4, RRR s2.1.4.1.3)	For appointments during the utility's regular business hours, the utility must offer a window of time that is not more than four hours long, and must arrive within that window, 90 % of the time.	
	Telephone Calls Answered on Time	Qualified incoming calls to the distributor's customer care telephone number must be answered within the 30-second time period established under section 7.6.3 of the DSC (s7.6.1). For qualified incoming calls that are transferred from the distributor's IVR system, the 30 seconds shall be counted from the time the customer selects to speak to a customer service representative. In all other cases, the 30 seconds shall be counted from the first ring (s7.6.3 of the DSC) This requirement must be met at least 65% of the time on a yearly basis. Telephone Accessibility (DSC s7.6, RRR s2.1.4.1.5)	During regular call centre hours, the utility's call centre staff must answer phone calls within 30 seconds of receiving the call directly or of having the call transferred to them, 65 % of the time.	

1 To maintain consistency for the purposes of this Report, "distributor" has been used here. Use of "utility" would be appropriate when this column is used in conjunction with plain language descriptions.

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Customer Satisfaction	First Contact Resolution	Distributors use a range of approaches to assess their effectiveness at addressing customers' needs / concerns. While all distributors will be required to report on their success in addressing customers' needs the first time they contact the distributor, distributors are not required to use the same approach. Please see the management discussion and analysis section of the distributor's scorecard.	Utilities should aim to address their customers' needs as quickly as possible. Ideally, their concerns and issues can be resolved the first time the customer contacts the utility. The utility must report on its success at meeting a customer's needs the first time the utility is contacted. Different tools can be used to measure this.	✓ Year-over-Year × Distributor-to-Distributor
	Billing Accuracy	Accurate bills issued expressed as a percentage of total bills issued. It is calculated as: = (Total number of bills issued for the year – Number of inaccurate bills issued for the year) / Total number of bills issued for the year This requirement must be met at least 98% of the time on a yearly basis.	An important part of business is ensuring that customer's bills are accurate. The utility must report on its success at issuing accurate bills to its customers.	✓ Year-over-Year ✓ Distributor-to-Distributor
	Customer Satisfaction Survey Results	Distributors use a range of approaches to assess (i.e. survey) customer satisfaction (e.g. perception surveys, transactional surveys, focus group surveys, town hall meeting surveys, in-depth interview surveys, etc.). While all distributors will be required to report the results of their surveys, distributors are not required to use the same tools. Please see the management discussion and analysis section of the distributor's scorecard.	Utilities use different ways to determine how satisfied their customers are with the service they receive. The utility must report the results of whatever customer satisfaction surveys it uses.	✓ Year-over-Year × Distributor-to-Distributor

	Measure	Technical Definitions	Plain Language Description	How Measure may be Compared
Operational Effectiveness				
Safety	Level of Public Awareness of Electrical Safety	Level of public awareness, within the distributor's service territory, of electrical safety information and precautions related to distribution system assets.	The equipment used to run the electricity system is extremely dangerous. Because equipment such as power lines and poles can be located in public areas, the utility must take steps to prevent electrical accidents or incidents involving the public. One way is to provide information about safety risks and precautions to take when near this equipment. Starting in 2015, the utility will carry out a survey every two years that measures the effort made to raise the public's awareness about these risks. The Electrical Safety Authority will develop the survey.	✓ Distributor-to-Distributor
	The level of compliance with Ontario Regulation 22/04; Electrical Distribution Safety	Measure of the distributor's level of compliance with *Ontario Regulation 22/04 - Electrical Distribution Safety* by: - evaluation of annual audit of compliance submitted by the distributor (sections 4-8) and declaration of compliance (sections 3,9-12) - evaluation of Due Diligence Inspections (DDIs), Reports of Public Safety Concerns and Compliance Investigations. *Ontario Regulation 22/04 - Electrical Distribution Safety* establishes objective-based electrical safety requirements for the design, construction and maintenance of electrical distribution systems owned by licensed distributors.	*Ontario Regulation 22/04 – Electrical Distribution Safety* sets out safety standards that utilities must follow in their operations – for example, making sure proper procedures are in place to prevent accidents or incidents, keeping the system in safe working condition, etc. The utility must demonstrate how well it met the standards by providing declarations, audit results, inspection reports and other documentation.	✓ Year-over-Year ✓ Distributor-to-Distributor

	Measure	Technical Definitions	Plain Language Description	How Measure may be Compared
	Serious Electrical Incident Index	Number of non-occupational (general public), serious electrical incidents involving distributor-owned assets as defined by *Ontario Regulation 22/04 - Electrical Distribution Safety*. The index is the number and rate per 10, 100 or 1000 km of line of serious electrical incidents involving a distributor's assets. Distributors are expected to improve the number and rate of serious electrical incidents involving the general public and distributor-owned assets. The target is an improvement of 30% when compared to its previous five-year average.	The utility must report on any serious electrical incidents involving its equipment and the general public. A 'serious electrical incident' means: a. any electrical contact that caused death or critical injury to a person; b. any inadvertent contact with any part of a distribution system operating at 750 volts or above that caused, or had the potential to cause, death or critical injury to a person; c. any fire or explosion in any part of a distribution system operating at or above 750 volts that caused, or had the potential to cause, death or critical injury to a person, except a fire or explosion caused by lightning strike. For the scorecard, the utility reports both the number of incidents and how often they happen for every 10, 100 or 1,000 kilometers of line the utility operates. This reflects the different sizes of utilities' service areas. Each distributor has a target of decreasing its number and rate of serious electrical incidents by 30% when compared to its previous five-year average.	✓ Year-over-Year ✓ Distributor-to-Distributor

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System Reliability	Average Number of Hours that Power to a Customer is Interrupted	System Average Interruption Duration Index (Loss of Supply) is an index of system reliability that expresses the average amount of time, per reporting period, supply to a customer is interrupted. It is determined by dividing the total monthly duration of all interruptions experienced by all customers (excluding interruptions caused by Loss of Supply events), in hours, by the average number of customers served: = (Total Customer Hours of Interruptions – Total Customer Hours of Interruptions caused by Loss of Supply events)/ Average Number of Customers Served. System Average Interruption Duration Index (Loss of Supply) (RRR s2.1.4.2.2)	An important feature of a reliable distribution system is recovering from power outages as quickly as possible. The utility must track the average length of time, in hours, that its customers have experienced a power outage over the past year.	✓ Year-over-Year ✓ Distributor-to-Distributor
	Average Number of Times that Power to a Customer is Interrupted	System Average Interruption Frequency Index (Loss of Supply) is an index of system reliability that expresses the number of times per reporting period that the supply to a customer is interrupted. It is determined by dividing the total number of interruptions experienced by all customers (excluding interruptions caused by Loss of Supply events), by the average number of customers served: = (Total Customer Interruptions – Interruptions caused by Loss of Supply events) / Average Number of Customers Served System Average Interruption Frequency Index (Loss of Supply) (RRR s2.1.4.2.4)	Another important feature of a reliable distribution system is reducing the frequency of power outages. The utility must also track the number of times its customers have experienced a power outage over the past year.	
Asset Management	System Plan Implementation Progress	Distributors use a range of approaches to measure their effectiveness at implementing their distribution system plan. While all distributors will be required to report their results to the Board, distributors are not required to use the same measure. Please see the management discussion and analysis section of the distributor's scorecard.	Utilities use different ways to determine that their work continues to be "on track" with their system plans. The utility must report the results of whatever measure it uses.	✓ Year-over-Year × Distributor-to-Distributor

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<tr><th></th><th>Measure</th><th>Technical Definitions</th><th>Plain Language Description</th><th>How Measure may be Compared</th></tr>
<tr><td rowspan="3">Cost Control</td><td>Efficiency Assessment</td><td>A total cost benchmarking evaluation is used to produce a single efficiency ranking of Ontario's distributors. The efficiency ranking is then segmented into five groups based on the size of the difference between each distributor's actual costs and its predicted costs as estimated in the benchmarking evaluation. Distributors whose actual costs are lower than their predicted costs are considered more efficient.

<table><tr><th>Group</th><th>Demarcation Points for Relative Cost Performance</th></tr><tr><td>1</td><td>Actual costs are 25% or more below predicted costs</td></tr><tr><td>2</td><td>Actual costs are 10% to 25% below predicted costs</td></tr><tr><td>3</td><td>Actual costs are within +/-10% of predicted costs</td></tr><tr><td>4</td><td>Actual costs are 10% to 25% above predicted costs</td></tr><tr><td>5</td><td>Actual costs are 25% or more above predicted costs</td></tr></table></td><td>The utility must manage its costs successfully in order to help assure its customers they are receiving value for the cost of the service they receive.

Utilities' total costs are evaluated to produce a single efficiency ranking. This is divided into five groups based on how big the difference is between each utility's actual and predicted costs. Utilities whose actual costs are lower than predicted are considered more efficient and will be assigned to Group 1 or Group 2. Utilities that are considered average performers will be assigned to Group 3. Utilities whose actual costs are higher than predicted will be assigned to Group 4 or Group 5.</td><td rowspan="3">✓ Year-over-Year

✓ Distributor-to-Distributor</td></tr>
<tr><td>Total Cost per Customer</td><td>Total cost is calculated as the sum of a distributor's capital costs and OM&A costs, including certain adjustments to make the costs more comparable between distributors, per reporting period. This amount is then divided by the total number of customers that the distributor serves.</td><td>A simple measure that can be used as a comparison with other utilities is the utility's total cost per customer.

Total cost is a sum of all the costs incurred by the utility to provide service to its customers. The amount is then divided by the utility's total number of customers.</td></tr>
<tr><td>Total Cost per Km of Line</td><td>Total cost is calculated as the sum of a distributor's capital costs and OM&A costs, including certain adjustments to make the costs more comparable between distributors, per reporting period. This amount is then divided by the total number of customers that the number of kilometers of line that the distributor operates to serve its customers.</td><td>Another simple measure is the utility's total cost per length of line.

Total cost is a sum of all the costs incurred by the utility to provide service to its customers. The amount is then divided by the number of kilometers of line the utility operates to serve its customers.</td></tr>
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	Measure	Technical Definitions	Plain Language Description	How Measure may be Compared
Public Policy Responsiveness				
Conservation and Demand Management	Net Cumulative Energy Savings (percent of target achieved)	In 2014, the Minister of Energy issued directives to the OEB and Independent Electricity System Operator (IESO) on the new 2015-2020 Conservation First Framework. Under this conservation framework, the IESO has allocated to all distributors overall energy savings (Gigawatt hours - GWh) targets they are to achieve by 2020.	Customers can reduce the amount of power they use through conservation efforts.	Not Applicable
Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed on Time	Section 25.37 of the *Electricity Act, 1998* requires that connection assessments for renewable energy generation facilities be completed by electricity distributors within prescribed timelines, and also requires distributors to report quarterly to the Board on their ability to meet those timelines. Ontario Regulation 326/09 (Mandatory Information re Connections) sets out details regarding the timing of, and reporting on, connection assessments. % of Connection Impact Assessments Completed for Renewable Generation Facilities >10 kW (RRR s2.1.15(a))	The utility must complete a connection impact assessment for a renewable generator within a certain timeline, and must report to the Board on how well it met those timelines.	✓ Year-over-Year ✓ Distributor-to-Distributor
	New Micro-embedded Generation Facilities Connected on Time	For generation facilities that are 10 kW or less, the Board established a connection measure in amendments to the Distribution System Code that came into effect on June 13, 2013 (EB-2012-0246). A distributor shall connect an applicant's micro-embedded generation facility to its distribution system within 5 business days of which all applicable service conditions are satisfied, 90 percent of the time on a yearly basis, or at such later date as agreed to by the customer Micro-embedded Generation measure (DSC s 6.2.7 and 6.2.7A)	The utility must connect smaller generators producing less than 10kW of power within five business days, 90 percent of the time, unless the customer agrees to a later date. These generators are known as "micro-embedded generation facilities." The timeline depends on the customer meeting specific requirements ahead of time.	

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Financial Performance				
Financial Ratios	Liquidity: Current Ratio	A financial ratio that measures whether or not a company has enough resources to pay its debts over the next 12 months. = Current Assets/Current Liabilities RRR s2.1.7 and Accounting Procedures Handbook	A common way of measuring the financial health of a company is through financial ratios. This first ratio measures whether or not the utility has enough resources (assets) to pay its debts (liabilities) over the next 12 months.	✓ Year-over-Year ✓ Distributor-to-Distributor
	Leverage: Total Debt to Equity Ratio	Leverage ratios show the degree to which a company is leveraging itself through its use of borrowed money. = Total Debt (incl. short-term and long-term debt)/Total Equity RRR s2.1.7 and Accounting Procedures Handbook	This measures the degree to which the utility is leveraging itself through its use of borrowed money.	
	Profitability: Deemed Return on Equity (included in rates)	The Board-approved Return on Equity that is embedded in the distributor's base rates. RRR s.2.1.5.6	Return on Equity is the rate of return that the utility is allowed to earn through its distribution rates, as approved by the Ontario Energy Board.	Not applicable
	Profitability: Achieved Regulated Return on Equity	The distributor's achieved Regulated Return on Equity earned in the preceding fiscal year. The reported return is calculated on the same basis as was used in establishing the distributor's base rates. This measures the use of assets and control of expenses to generate a rate of return. RRR s.2.1.5.6	This shows the utility's actual Return on Equity earned each year.	✓ Year-over –Year ✓ Distributor-to-Distributor