

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	<p>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.</p> <p>This requirement must be met at least 90% of the time on a yearly basis.</p> <p>Connection of New Services (Distribution System Code [DSC] s7.2, Electricity Reporting & Record Keeping Requirement [RRR] s2.1.4.1.1)</p>	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.)	<ul style="list-style-type: none"> ✓ Year-over-Year ✓ Distributor¹²-to-Distributor
	Scheduled Appointments Met on Time	<p>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.</p> <p>This requirement must be met at least 90% of the time on a yearly basis.</p> <p>Appointments Met (DSC s7.4, RRR s2.1.4.1.3)</p>	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	<p>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)</p> <p>This requirement must be met at least 65% of the time on a yearly basis.</p> <p>Telephone Accessibility (DSC s7.6, RRR s2.1.4.1.5)</p>	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.	

¹² 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	<p>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.</p> <p>Please see the management discussion and analysis section of the distributor's scorecard.</p>	<p>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.</p> <p>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.</p>	<p>✓ Year-over-Year ✗ Distributor-to-Distributor</p>
	Billing Accuracy	<p>Distributors use a number of ways to measure the accuracy of the bills that they issue to their customers. While all distributors will be required to report on their Billing Accuracy, distributors are not required to use the same way of measuring it.</p> <p>Please see the management discussion and analysis section of the distributor's scorecard.</p>	<p>An important part of business is ensuring that customer's bills are accurate.</p> <p>The utility must report on its success at issuing accurate bills to its customers.</p>	<p>✓ Year-over-Year ✓ Distributor-to-Distributor</p>
	Customer Satisfaction Survey Results	<p>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.</p> <p>Please see the management discussion and analysis section of the distributor's scorecard.</p>	<p>Utilities use different ways to determine how satisfied their customers are with the service they receive.</p> <p>The utility must report the results of whatever customer satisfaction surveys it uses.</p>	<p>✓ Year-over-Year ✗ Distributor-to-Distributor</p>

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Operational Effectiveness				
Safety	Public Safety	<i>The Board is consulting with the Electrical Safety Authority and will consult with stakeholders to identify a measure that is readily available for use on the Scorecard.</i>		
System Reliability	Average Number of Hours that Power to a Customer is Interrupted	<p>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:</p> $= \frac{\text{Total Customer Hours of Interruptions} - \text{Total Customer Hours of Interruptions caused by Loss of Supply events}}{\text{Average Number of Customers Served}}$ <p style="text-align: center;">System Average Interruption Duration Index (Loss of Supply) (RRR s2.1.4.2.2)</p>	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.	<p>✓ Year-over-Year</p>
	Average Number of Times that Power to a Customer is Interrupted	<p>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:</p> $= \frac{\text{Total Customer Interruptions} - \text{Interruptions caused by Loss of Supply events}}{\text{Average Number of Customers Served}}$ <p style="text-align: center;">System Average Interruption Frequency Index (Loss of Supply) (RRR s2.1.4.2.4)</p>	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.	<p>✓ Distributor-to-Distributor</p>
Asset Management	System Plan Implementation Progress	<p>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.</p> <p>Please see the management discussion and analysis section of the distributor's scorecard.</p>	<p>Utilities use different ways to determine that their work continues to be "on track" with their system plans.</p> <p>The utility must report the results of whatever measure it uses.</p>	<p>✓ Year-over-Year</p> <p>✗ Distributor-to-Distributor</p>

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Cost Control	Efficiency Assessment	<p>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.</p> <table border="1" data-bbox="558 448 1253 621"> <thead> <tr> <th>Group</th> <th>Demarcation Points for Relative Cost Performance</th> </tr> </thead> <tbody> <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> </tbody> </table>	Group	Demarcation Points for Relative Cost Performance	1	Actual costs are 25% or more below predicted costs	2	Actual costs are 10% to 25% below predicted costs	3	Actual costs are within +/-10% of predicted costs	4	Actual costs are 10% to 25% above predicted costs	5	Actual costs are 25% or more above predicted costs	<p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> ✓ Year-over-Year ✓ Distributor-to-Distributor
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Total Cost per Customer	<p>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.</p>	<p>A simple measure that can be used as a comparison with other utilities is the utility's total cost per customer.</p> <p>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.</p>														
Total Cost per Km of Line	<p>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.</p>	<p>Another simple measure is the utility's total cost per length of line.</p> <p>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.</p>														

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Public Policy Responsiveness				
Conservation and Demand Management	Net Cumulative Energy Savings (percent of target achieved)	The Minister of Energy and Infrastructure issued a directive to the Ontario Energy Board in 2010 with regard to electricity Conservation and Demand Management targets ¹³ to be met by licensed electricity distributors by the end of 2014.	Customers can reduce the amount of power they use through conservation efforts.	<ul style="list-style-type: none"> ✓ Year-over-Year ✓ Distributor-to-Distributor
	Net Annual Peak Demand Savings (percent of target achieved)	The targets were established to encourage distributors to help their customers reduce electricity consumption and peak provincial electricity demand.	A utility has targets that it must meet by the end of 2014 to help customers in these efforts. The Ontario Energy Board has set these targets, at the request of the Government of Ontario.	
Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed on Time	Section 25.37 of the <i>Electricity Act, 1998</i> 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.	
	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% 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% 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.	

¹³ On March 14, 2011, the Board issued its Decision and Order for revised 2011-2014 Conservation and Demand Management (CDM) Targets (Decision and Order). The CDM targets are set out in Appendix A to this Decision and Order.

Financial Performance	Measure	Technical Definitions	Plain Language Description	How Measure may be Compared
Financial Ratios	Liquidity: Current Ratio	<p>A financial ratio that measures whether or not a company has enough resources to pay its debts over the next 12 months.</p> <p>= Current Assets/Current Liabilities</p> <p>RRR s2.1.7 and Accounting Procedures Handbook</p>	<p>A common way of measuring the financial health of a company is through financial ratios.</p> <p>This first ratio measures whether or not the utility has enough resources (assets) to pay its debts (liabilities) over the next 12 months.</p>	<p>✓ Year-over-Year</p> <p>✓ Distributor-to-Distributor</p>
	Leverage: Total Debt to Equity Ratio	<p>Leverage ratios show the degree to which a company is leveraging itself through its use of borrowed money.</p> <p>= Total Debt (incl. short-term and long-term debt)/Total Equity</p> <p>RRR s2.1.7 and Accounting Procedures Handbook</p>	<p>This measures the degree to which the utility is leveraging itself through its use of borrowed money.</p>	
	Profitability: Deemed Return on Equity (included in rates)	<p>The Board-approved Return on Equity that is embedded in the distributor's base rates.</p> <p>RRR s.2.1.5.6</p>	<p>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.</p>	Not applicable
	Profitability: Achieved Regulated Return on Equity	<p>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.</p> <p>This measures the use of assets and control of expenses to generate a rate of return.</p> <p>RRR s.2.1.5.6</p>	<p>This shows the utility's actual Return on Equity earned each year.</p>	<p>✓ Year-over –Year</p> <p>✓ Distributor-to-Distributor</p>