

Scorecard - Oakville Hydro Electricity Distribution Inc.

Performance Outcomes	Performance Categories	Measures	2017	2018	2019	2020	2021	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	97.03%	95.16%	94.72%	83.10%	89.80%		90.00%		
		Scheduled Appointments Met On Time	100.00%	100.00%	100.00%	100.00%	100.00%		90.00%		
		Telephone Calls Answered On Time	80.62%	85.20%	85.90%	79.34%	79.15%		65.00%		
	Customer Satisfaction	First Contact Resolution	96.6%	96.5%	96.3%	95.6%	94.2%				
		Billing Accuracy	99.99%	99.99%	99.96%	99.54%	99.89%		98.00%		
		Customer Satisfaction Survey Results	90%	92%	94%	95%	94%				
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Level of Public Awareness	83.00%	83.00%	82.00%	82.00%	84.00%				
		Level of Compliance with Ontario Regulation 22/04 ¹	C	C	C	C	C			C	
		Serious Electrical Incident Index	Number of General Public Incidents	0	0	1	0	0			0
			Rate per 10, 100, 1000 km of line	0.000	0.000	0.522	0.000	0.000			0.000
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted ²	0.50	0.62	0.74	0.61	0.84			0.57	
		Average Number of Times that Power to a Customer is Interrupted ²	0.79	0.80	1.19	0.85	1.20			0.85	
	Asset Management	Distribution System Plan Implementation Progress	On Track	On Track	Above target	On Track	On Track				
	Cost Control	Efficiency Assessment	3	3	3	3	3				
		Total Cost per Customer ³	\$695	\$719	\$736	\$712	\$710				
		Total Cost per Km of Line ³	\$25,630	\$27,071	\$28,134	\$26,342	\$26,506				
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).	Connection of Renewable Generation	Renewable Generation Connection Impact Assessments Completed On Time ⁴				100.00%	100.00%				
		New Micro-embedded Generation Facilities Connected On Time	100.00%	100.00%		100.00%	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)	1.56	1.42	1.25	1.23	1.22				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	1.02	0.95	0.92	0.88	0.84				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.36%	9.36%	9.36%	9.36%	9.36%			
			Achieved	9.69%	10.65%	9.31%	8.42%	9.22%			

1. Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).

2. An upward arrow indicates decreasing reliability while downward indicates improving reliability.

3. A benchmarking analysis determines the total cost figures from the distributor 's reported information.

4. Value displayed for 2021 reflects data from the first quarter, as the filing requirement was subsequently removed from the Reporting and Record-keeping Requirements (RRR).

Legend:

5-year trend
 up down flat
 Current year
 target met target not met

2021 SCORECARD MANAGEMENT DISCUSSION AND ANALYSIS (2021 SCORECARD MD&A)

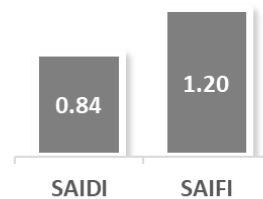
2021 HIGHLIGHTS

Oakville Hydro is the Town of Oakville’s electricity distribution company. Our goal is to provide the best energy and conservation solutions to our more than 75,000 customers. We are committed to delivering safe, reliable and affordable electricity to our residential and business customers. In 2021, we delivered strong results in all four scorecard performance categories despite the continuing challenges brought on by the pandemic.



Customer Focus

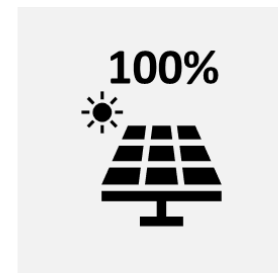
We delivered support programs and provided flexible payment arrangements to help customers impacted by the pandemic
94% of our customers are satisfied with our service



Operational Efficiency

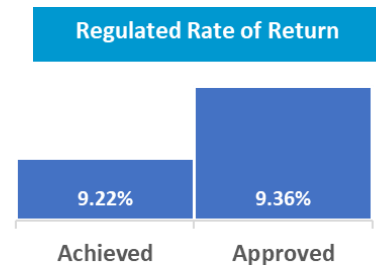
Delivering reliable electricity at a reasonable cost

On average, our customers were without power for just 0.84 hours or 50 minutes in 2021 while our operating costs remained stable



Public Policy

We met the OEB’s requirements to conduct connection impact assessments for generation facilities and connect generation facilities 100% of the time



Financial Performance

Our goal is to provide service excellence at a reasonable cost

Our regulated rate of return was marginally below our approved regulated rate of return despite the challenges associated with the pandemic



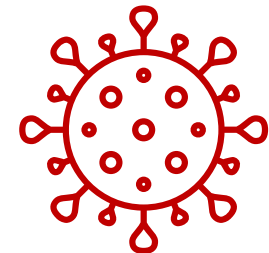
For more information about the scorecard, please visit the Ontario Energy Board’s website to access “Scorecard - Performance Measure Descriptions”. This document provides the technical definition, plain language description and how the measure may be compared for each of the Scorecard’s measures in the 2021 Scorecard MD&A:
http://www.ontarioenergyboard.ca/OEB/Documents/scorecard/Scorecard_Performance_Measure_Descriptions.pdf

1. CUSTOMER FOCUS

The year 2021 saw continued impacts from the COVID-19 pandemic on both Oakville Hydro and our customers. In our 2021 Customer Satisfaction Survey, 27% of residential customers identified as being adversely impacted economically by the pandemic and 58% of small businesses experienced a significant decline in revenue.

Oakville Hydro's Customer Care goal throughout the pandemic was, and continues to be, to balance supporting customers with the needs of the business. In 2021 we continued to support our customers through the following initiatives:

- Proactive communications targeting pandemic-related support:
 - Support programs and flexible payment arrangements to customers in arrears
 - Residential and small business COVID-19 Energy Assistance Program (CEAP)
- Personal outreach program to communicate with key commercial and industrial accounts
- Provided customized arrears amortization solutions for each customer class
- Avoided planned outages during workday business hours to minimize disruption



We delivered these critical programs to our customers while maintaining our service excellence goals.

In response to Government initiatives to create more customer choice between electricity price plans, we developed an automated process providing customers the ability to choose their preferred price plan online. By clicking on a button within the MyOakvilleHydro portal (MOH), the price plan is updated in real time within the customer information system and a notification is sent to the customer. A comparison tool was also developed to provide customers with the ability to compare between the plans.

Our Customer Service Vision

'Leading the way in creating superior customer experiences in Ontario'

1.1 SERVICE QUALITY MEASURES

The Ontario Energy Board (OEB) has set industry targets in the areas of Service Quality and Customer Satisfaction to ensure our services are provided in a manner that responds to customer identified preferences. Oakville Hydro's performance against each of these targets is discussed in this section.

1.1.1 NEW RESIDENTIAL/SMALL BUSINESS SERVICES CONNECTED ON TIME

In 2021, the Town of Oakville experienced continued customer growth. Our field staff connected approximately 1,392 new services for residential and small business customers under 750 volts. We are required to complete these connections within the five-day timeline prescribed by the OEB, 90% of the time. Due to the challenges in accessing properties during the pandemic, we were able to connect 89.8% of our new customers within the five-day timeframe required by the OEB.

1.1.2 SCHEDULED APPOINTMENTS MET ON TIME

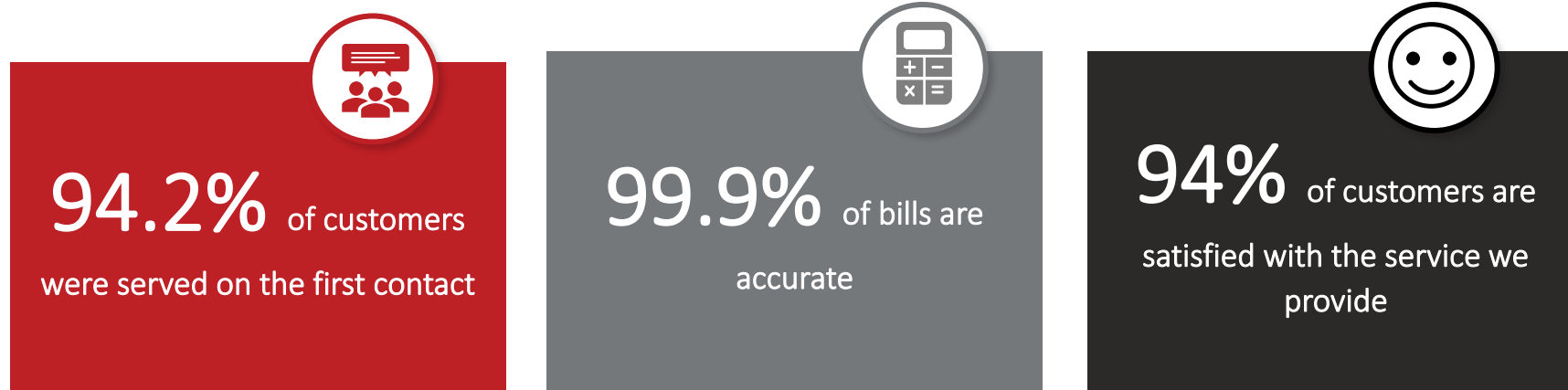
In 2021, we scheduled approximately 145 appointments with our customers to complete requested work, read meters or reconnect services. For the five-year period from 2017 through 2021, we have consistently met 100% of our scheduled appointments, a significant accomplishment. Our customers are important to us and we are committed to being on time, every time.

1.1.3 TELEPHONE CALLS ANSWERED ON TIME

In 2021, we answered over 45,000 calls from our customers – that equates to about 185 calls per day. A great customer experience is important, and our goal is to provide each customer personalized interaction with our customer care staff. In 2021, we answered more than 79% of the calls within 30 seconds. That is well above the OEB's requirement to answer 65% of the calls that it receives within 30 seconds. For the period 2017 through 2021, we have consistently provided a higher quality of service than the industry target.



1.2 CUSTOMER SATISFACTION MEASURES



1.2.1 FIRST CONTACT RESOLUTION

We want to resolve customer inquiries during the initial contact. If there is a need to call a customer back or to escalate the issue, the event is logged. The measure for First Contact Resolution is calculated as the number of customer contacts not resolved with the first contact, divided by the total number of customer contacts. In 2021, we served 94.2% of customers on the first contact.

1.2.2 BILLING ACCURACY

We know that providing our customers with accurate and timely bills is essential. Since we started tracking our billing accuracy in 2014, we have consistently achieved a score of over 99%.

1.2.3 CUSTOMER SATISFACTION SURVEY RESULTS

Our Customer Satisfaction Survey provides us with valuable feedback to support future customer education programs and identify areas where there is room to improve our level of customer engagement, communication, and service. Through the survey, our customers told us that we are trusted, provide an excellent quality of service, and deliver on our service commitments.

In our 2021 Scorecard, we reported on the number of customers that were “very or fairly satisfied with Oakville Hydro”. Our customers gave us a score of 94% on this measure compared with an average score of 93% nationally and 92% provincially. Our attention to customer service has enabled us to achieve a higher score than the average of our peers in Ontario and across Canada.

2. OPERATIONAL EFFECTIVENESS MEASURES

Electricity is an essential service – our customers expect that electricity supply will be there when they need it 24 hours a day, 365 days per year. We are committed to leveraging new technologies and demonstrating a commitment to a brighter future for everyone that depends on a **safe, reliable** and **efficient** electricity supply. The operational effectiveness measure demonstrates our success in delivering safe and reliable electricity to the residences and businesses across Oakville at a reasonable price.

Oakville Hydro undertook an initiative in 2021 to enhance system and customer reliability by building and launching a fully operational backup control room. This backup control room provides full redundancy to our main control room in Oakville and is a mirror image of the main control room to allow for ease of use and transition should the need arise.

Oakville Hydro has developed a centralized digital data collection methodology and repository for asset inspections. Asset condition assessments and imagery are collected through mobile devices and uploaded to the centralized GIS in real-time. Dashboards notify engineers of assessments in need of further investigation, and critical assets in need of repair or replacement. Real-time results enable Oakville Hydro to take a proactive approach, strengthening grid resiliency and reliability. GIS data integrity is enhanced, enabling teams across the organization to utilize accurate data for system planning, project design, customer interactions and field operations.



The OEB has established distributor specific targets that measure our ability to achieve continuous improvement in productivity and cost performance while delivering on system reliability and service quality objectives. These measures include public safety, system reliability, asset management and cost control, each of which is discussed in the following section.

2.1 PUBLIC SAFETY

2.1.1 PUBLIC AWARENESS OF ELECTRICAL SAFETY

We have been active in raising awareness of powerline safety hazards in the Town of Oakville. Through various media, we communicate to residents with public electrical safety messages.

We conduct a public safety awareness survey every two years to measure the level of awareness in Oakville. In early 2022, approximately 430 people, over the age of 18, were asked six safety related questions that correspond to the most frequent incidents involving electrical equipment. Our residents achieved a score of 84%, up from 82% achieved in 2019.

Visit our YouTube channel for more information about how you can protect you and your loved ones from injury.

<https://www.youtube.com/channel/UCLV60O4HmueHAxBRFDTRO9g/videos>

Take our survey to see how safety savvy you are and enter for a chance to win X.

If you're digging to build a deck, how likely are you to get a utility locate? <i>Definitely - always call Ontario One Call before you dig, it's the law</i>	How dangerous is it to try to open, remove contents, or touch electrical equipment located in steel cabinets? <i>Very dangerous</i>
How close can you come to a downed power line? <i>Maintain a distance of 10 metres (33 feet) or more</i>	How close can you safely come to an overhead power line? <i>3 to 6 metres</i>
What do you do if an overhead power line comes down on your vehicle? <i>Stay in the vehicle until power has been disconnected from the line</i>	How dangerous is it to touch an overhead power line? <i>Very dangerous</i>

OAKVILLE HYDRO

2.1.2 COMPLIANCE WITH ONTARIO REGULATION 22/04

Ontario Regulation 22/04 - Electrical Distribution Safety, establishes electrical safety requirements for the design, construction, and maintenance of electrical our distribution system. The regulation requires the approval of equipment, plans and specifications, as well as the inspection of electrical equipment before it is put into service. Each year, we engage an independent auditor to conduct an audit of our compliance with the regulation.

We are committed to ensuring that our distribution system is safe and that it complies with all electrical safety requirements. In 2021, we received a “Compliant” rating for the sixth consecutive year.

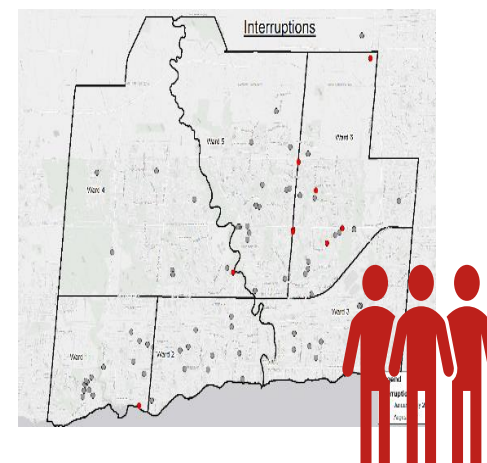
2.1.3 SERIOUS ELECTRICAL INCIDENT INDEX

The Serious Electrical Incident Index measures the number and rate of serious electrical incidents involving the public and occurring on our distribution assets. Our first priority is safety. In 2021, there were no serious electrical incidents involving Oakville Hydro.

2.2 SYSTEM RELIABILITY

In 2021, we continued with our Reliability Task Force (RTF); a multi-departmental collaborative group focused on exploring existing and new initiatives that will help improve customer reliability. The RTF relies on subject matter experts, business intelligence, and spatial data to make improvements to our distribution system and internal processes. Reliability data has been integrated into the Geographic Information System (GIS) and is updated monthly for ongoing reliability reports. This data assists in analyzing data to identify areas that may require future renewals.

All asset inspections are visually represented in GIS. The spatial representation was beneficial in planning reactive asset replacements based on the inspection results. It also helped reprioritize our overhead rebuilds for the following year, focusing on the worse conditioned areas. Asset condition assessments of critical distribution system infrastructure are in progress, which will help to prioritize future initiatives for overhead and underground rebuilds, and station upgrades.



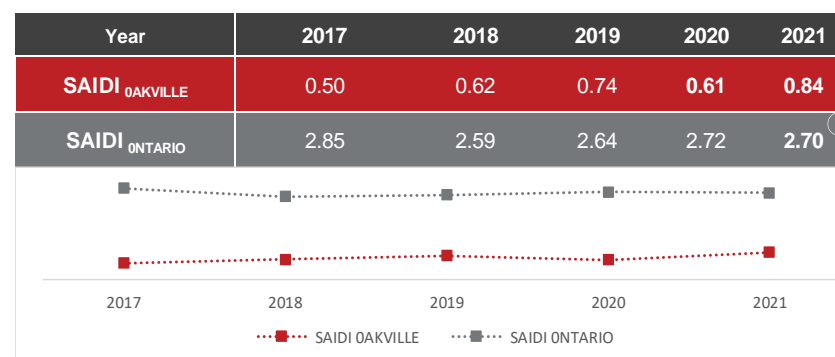
2.2.1 SYSTEM AVERAGE INTERRUPTION DURATION INDEX (SAIDI)

Average Number of Hours That Power Is Interrupted

In 2021, our customers were without power for an average of 0.84 hours or 50 minutes. The number of hours that an average customer was without power in Oakville was significantly lower than that of the average customer in Ontario who were, on average, without power for more than two hours.

We have consistently performed better than the provincial average throughout the five-year period covered by the scorecard. Much of this success can be attributed to our ability to restore power remotely and quickly through high levels of grid automation.

System Reliability Indicators | SAIDI



^① 2021 Ontario value is estimated based on 2017-2020 average

2.2.2 SYSTEM AVERAGE INTERRUPTION FREQUENCY INDEX (SAIFI)

Average Number of Times that Power to a Customer is Interrupted

In 2021, our customers experienced, on average, 1.20 power interruptions. This is approximately 20% fewer interruptions than the average customer Ontario customer.

We have consistently performed better than the provincial average throughout the five-year period covered by the scorecard. Our ability to keep the lights on is a clear indicator of the effectiveness of our asset management plan.

2.3 ASSET MANAGEMENT

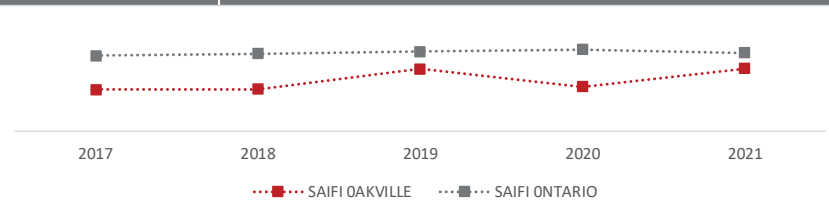
DISTRIBUTION SYSTEM PLAN IMPLEMENTATION PROGRESS

The distribution system is capital-intensive; it is an ever-changing and evolving scheme. It is critical that Oakville Hydro make prudent capital investments and have effective maintenance plans to ensure a sustainable and safe distribution system. Oakville Hydro’s DSP reflects an integrated approach to planning, selecting, prioritizing, and managing assets. It includes regional planning, renewable generation connections, impacts of climate change, grid modernization, conservation and demand management and smart grid considerations.

In 2021, we continued to upgrade our distribution system with new gas-insulated switchgear that can be controlled automatically from our control room. Unlike the air insulated switchgear that is being replaced, the gas insulated switchgear has a sealed tank compartment to protect from adverse weather conditions and last longer. We also added more automated switches in the overhead system that can be controlled from our control room, improving overall system automation. A pilot project was put into service to automate restoration in a portion of downtown Oakville. This Smart Grid Fund project was mentioned in the Natural Resources Canada “Smart Grid in Canada” Report: *Oakville Hydro has installed advanced automated outage restoration systems in the downtown core. By modernizing the grid, the impacts of outages on businesses and residents are reduced, increasing economic benefits to the community. If interruptions occur, local equipment automatically determines the location of the fault and reconfigures the grid, quickly restoring service to customers.*

System Reliability Indicators | SAIFI

Year	2017	2018	2019	2020	2021
SAIFI OAKVILLE	0.79	0.80	1.19	0.85	1.20
SAIFI ONTARIO	1.44	1.48	1.52	1.56	1.50 ^①



① 2021 Ontario value is estimated based on 2017-2020 average

To learn about how we are investing in our renewing and expanding our infrastructure, visit our website at [Oakvillehydro.com/my-home/grid-investment/grid-investment-asset-mgmt.html](https://oakvillehydro.com/my-home/grid-investment/grid-investment-asset-mgmt.html)

2.4 COST CONTROL

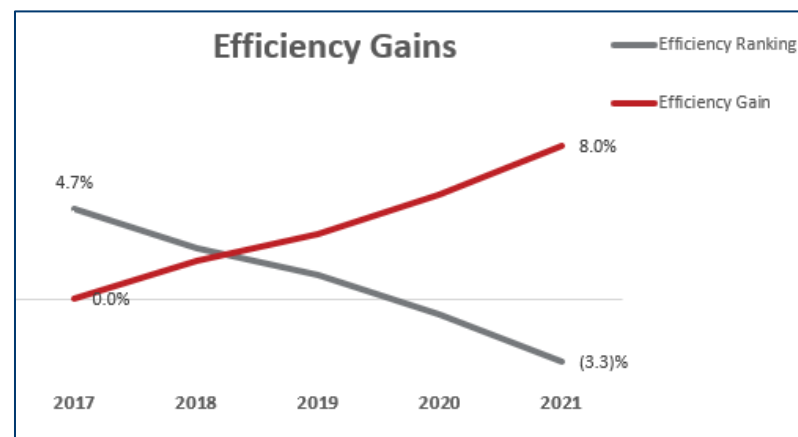
A total cost benchmarking evaluation is used to assess the efficiency of Ontario’s electricity distributors. The model is used to calculate an electricity distributor’s total operating and capital costs and compare those costs to the costs predicted by the model, based on business conditions in each electricity distributor’s service area. These business conditions include the number of customers, kilometres of line, peak demand, and the price of inputs such as labour and capital.

Actual costs are then compared to those predicted by the model to assess an electricity distributor’s efficiency. The total cost per customer and per kilometre of line allows for further benchmarking between electricity distributors. Our performance under each of these measures is discussed in the following section.

2.4.1 EFFICIENCY ASSESSMENT

Electricity distributors are assigned to one of five efficiency groups based upon the comparison of their actual costs to their predicted costs. Electricity distributors whose actual costs are close to or lower than their predicted costs are considered more efficient. In Ontario, most electricity distributors are in group 3, with actual costs within 10% of their predicted costs.

Since 2017, Oakville Hydro has improved its performance within group 3 and, in 2021, our costs were 3.3% **lower** than our predicted costs.



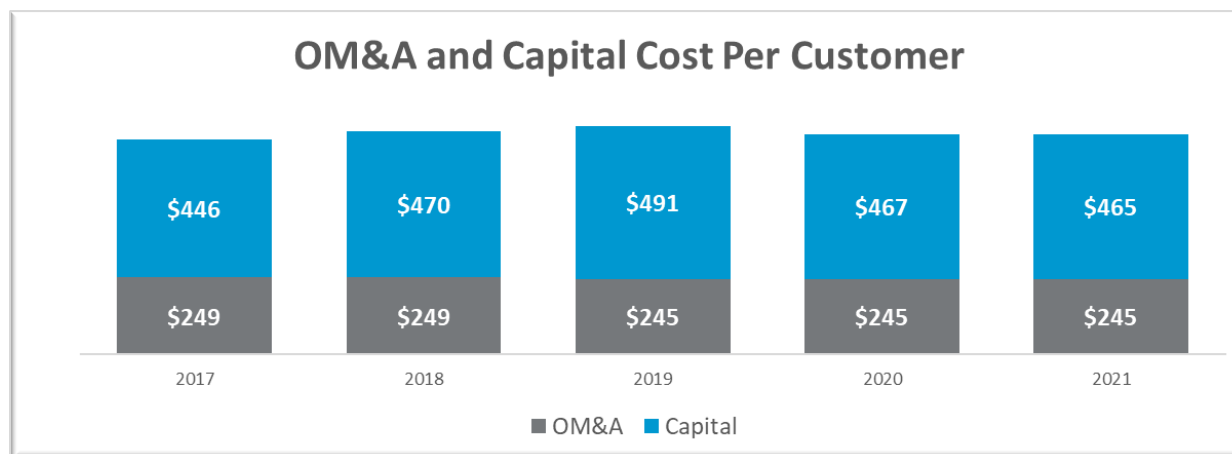
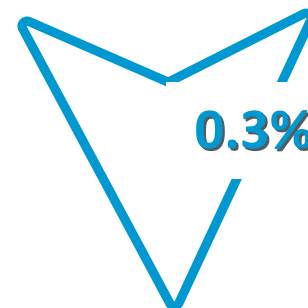
2.4.2 TOTAL COST PER CUSTOMER

The total cost per customer is calculated as the sum of our capital and operating costs divided by the total number of metered customers. In 2021, our Operating, Maintenance and Administration (OM&A) costs per customer was \$245 and our capital cost per customer was \$465 for a total cost of \$710 per customer, a decrease of 0.3% as compared to 2020.

Like other electricity distributors in the province, we have experienced cost pressures associated with the delivery of reliable services to our customers. Inflationary pressures, as well as investments in new information systems technology and the renewal and growth of the distribution system, have all contributed to increased costs.

Despite these pressures, our OM&A and capital cost per customer has remained relatively stable over the five-year period covered by the scorecard. We have been able to achieve this through the successful implementation of innovative solutions and efficiency initiatives.

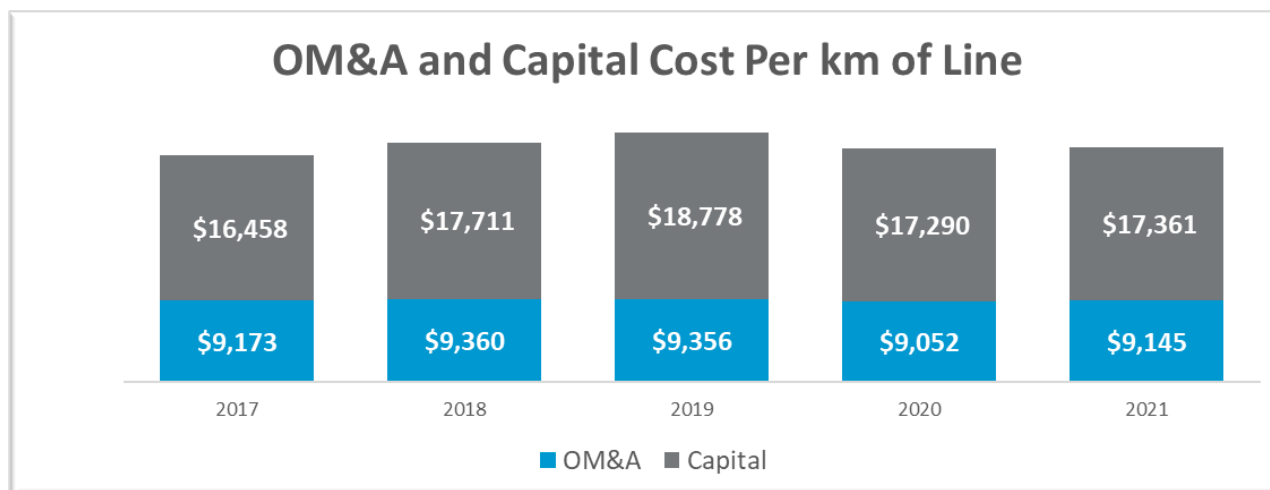
Our total cost per customer decreased by 0.3% in 2021!



2.4.3 TOTAL COST PER KM OF LINE

This measure uses the same total cost that is used in the Cost per Customer calculation above. The total cost is divided by the kilometres of distribution lines that we maintain and operate to serve our customers. In 2021, our OM&A cost per kilometre of line was \$9,145 and our capital cost was \$17,361 for a total cost per kilometre of line of \$26,506, an increase of 0.6% as compared to 2020.

Our total cost per kilometre of line increased by 0.6% in 2021!



3. PUBLIC POLICY & RESPONSIVENESS

The Ontario Energy Board (OEB) regulates Oakville Hydro. The OEB's objectives include requirements to promote electricity conservation and demand management and to promote the use and generation of electricity from renewable energy sources in a manner consistent with the policies of the Government of Ontario.

The Public Policy and Responsiveness measures assess our success in responding to requests for the connection of renewable energy to our distribution system. Since 2016, the OEB has required that electricity distributors report their performance in providing connection impact assessments for large generation facilities and connection standards for smaller generation facilities.

3.1 CONNECTION OF RENEWABLE GENERATION

Renewable energy, also referred to as clean or alternative energy, is electricity produced from renewable sources with a lower impact on the environment and our health. This includes power generated by wind, geothermal, solar, biomass and low-impact hydroelectric sources that produce little or no noxious emissions. Alternative energy is used to replace non-renewable sources of energy production such as coal, nuclear and natural gas.

As of December 31, 2021, there were 140 solar energy installations in the Town of Oakville.

Oakville Hydro assisted the Town of Oakville with location selection, design of electrical connections, and installation of public electric vehicle charging infrastructure in various areas through Oakville. Locations included the downtown area, Community Centres, Town Hall and public parking lots.

3.1.1 RENEWABLE GENERATION CONNECTION IMPACT ASSESSMENTS COMPLETED ON TIME

As an electricity distributor, we are required to conduct Connection Impact Assessments (CIAs) within 60 days of receiving authorization from the Electrical Safety Authority. In 2021, Oakville Hydro completed one CIA and it was completed within the prescribed timeframe.

3.1.2 NEW MICRO-EMBEDDED GENERATION FACILITIES CONNECTED ON TIME

In 2021, Oakville Hydro connected 12 micro-embedded generation facilities. All 12 were connected on time.

4. FINANCIAL PERFORMANCE

Oakville Hydro has consistently performed within the OEB's range of +/- 3% of the deemed regulated rate of return of 9.36% that was established in our cost of service application. This means that we have achieved our financial objectives within the OEB's annual inflationary adjustments to our rates. Our goal is to balance the needs of our growing community and our commitment to provide the value of service that our customers require and expect.

Among the OEB's objectives, is the requirement to promote economic efficiency and cost effectiveness in the generation, transmission, distribution, sale, and demand management of electricity and to facilitate the maintenance of a financially viable electricity industry. The distributor scorecard includes measures of financial health and performance including liquidity, leverage, and profitability. Our performance in these categories is discussed in the following section.

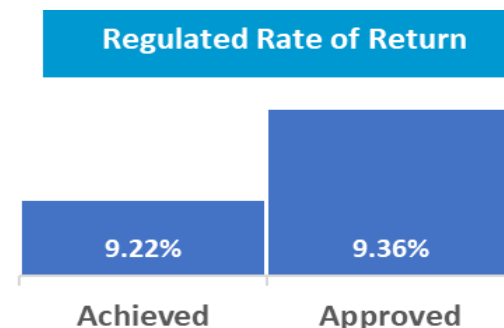
4.1 FINANCIAL RATIOS

4.1.1 LIQUIDITY: CURRENT RATIO (CURRENT ASSETS/CURRENT LIABILITIES)

As an indicator of financial health, a current ratio that is greater than one indicates that the company can pay its short-term debts and financial obligations. Companies with a ratio of greater than one are often referred to as being "liquid". The higher the number, the larger the level of assurance that that the company is able to meet its short-term financial obligations. We continue to be in a strong financial position with a current ratio of 1.22 in 2021.

4.1.2 LEVERAGE: TOTAL DEBT (INCLUDES SHORT-TERM AND LONG-TERM DEBT) TO EQUITY RATIO

The OEB uses a deemed capital structure of 60% debt, 40% equity when establishing electricity distribution rates. This deemed capital mix is equal to a debt to equity ratio of 1.5 (60/40). A debt to equity ratio of more than 1.5 indicates that a distributor is more highly leveraged than the deemed capital structure. Since 2017, we have maintained a debt to equity structure of less than 1.5.

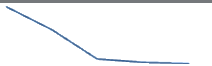
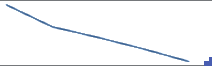


Financial Performance

We strive to provide service excellence at a reasonable cost

Our regulated rate of return was marginally below our approved regulated rate of return despite the challenges associated with the pandemic



Financial Ratios	2017	2018	2019	2020	2021	Trend
Current Ratio	1.56	1.42	1.25	1.23	1.22	
Leverage	1.02	0.95	0.92	0.88	0.84	

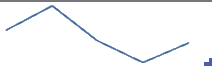
4.1.3 PROFITABILITY

REGULATORY RETURN ON EQUITY – DEEMED (INCLUDED IN RATES)

The OEB approved our deemed regulatory return on equity of 9.36% through a cost of service application process. The OEB permits distributors to earn within +/- 3% of the deemed return on equity. When a distributor performs outside of this range, the OEB may initiate a regulatory review of the distributor's revenue and cost structure.

REGULATORY RETURN ON EQUITY – ACHIEVED

In 2021, we earned a regulatory return on equity of 9.22%, which is well within the OEB's range of +/- 3% of the deemed rate of 9.36%. We continue to control costs and, as a result, were able to achieve a regulated rate of return just slightly below the deemed rate despite the challenges associated with the pandemic. We are well positioned to meet the needs of our growing community and continue to provide the quality service that our customers expect.

Regulated Rate of Return	2017	2018	2019	2020	2021	Trend
Deemed ROE	9.36%	9.36%	9.36%	9.36%	9.36%	
Actual ROE	9.69%	10.65%	9.31%	8.42%	9.22%	

NOTE TO READERS OF 2021 SCORECARD MD&A

The information provided by distributors on their future performance (or what can be construed as forward-looking information) may be subject to a number of risks, uncertainties and other factors that may cause actual events, conditions or results to differ materially from historical results or those contemplated by the distributor regarding their future performance. Some of the factors that could cause such differences include legislative or regulatory developments, financial market conditions, general economic conditions and the weather. For these reasons, the information on future performance is intended to be management's best judgement on the reporting date of the performance scorecard and could be markedly different in the future.