### Scorecard - Burlington Hydro Inc.

#### Performance Outcomes

**Customer Focus**
- Services are provided in a manner that responds to identified customer preferences.

**Service Quality**
- Telephone Calls Answered On Time: 66.80% (2011), 77.70% (2012), 74.80% (2013), 74.90% (2014), 75.60% (2015)
- First Contact Resolution: 96% (2011), 94% (2012), 99.96% (2013), 99.95% (2014), 98.00% (2015)

**Customer Satisfaction**

**Operational Effectiveness**
- Level of Public Awareness: 81.00% (2011), 99.00% (2012), 75.60% (2013), 99.30% (2014), 91.10% (2015)
- Serious Electrical Incident Index Rate per 100, 1000 km of line: 0.000 (2011), 0.000 (2012), 0.000 (2013), 0.000 (2014), 0.000 (2015)
- Average Number of Times that Power to a Customer is Interrupted: 0.99 (2011), 0.99 (2012), 0.99 (2013), 0.99 (2014), 0.99 (2015)
- Average Number of Hours that Power to a Customer is Interrupted: 0.94 (2011), 0.94 (2012), 0.94 (2013), 0.94 (2014), 0.94 (2015)

**System Reliability**

**Asset Management**

**Cost Control**

**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**
- Renewable Generation Connection Impact Assessments Completed On Time: 25.00% (2011), 0.00% (2012), 0.00% (2013), 50.00% (2014), 80.00% (2015)
- New Micro-embedded Generation Facilities Connected On Time: 100.00% (2011), 100.00% (2012), 100.00% (2013), 100.00% (2014), 100.00% (2015)

**Connection of Renewable Generation**
- Connection of Renewable Generation: 0.000 (2011), 0.000 (2012), 0.000 (2013), 0.000 (2014), 0.000 (2015)
- Net Cumulative Energy Savings: 12.75% (2011), 0.00% (2012), 0.00% (2013), 0.00% (2014), 0.00% (2015)
- 5-year trend: 0, 0, 0, 0, 0
- Current year: 0.000
- Target: 99.04 GWh
- 90.00% (2011), 95.00% (2012), 95.00% (2013), 95.00% (2014), 95.00% (2015)

**Financial Performance**
- Financial viability is maintained; and savings from operational effectiveness are sustainable.

**Financial Ratios**
- Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio: 0.93 (2011), 0.95 (2012), 0.93 (2013), 0.86 (2014), 0.81 (2015)

1. Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).
2. The trend's arrow direction is based on the comparison of the current 5-year rolling average to the fixed 5-year (2010 to 2014) average distributor-specific target on the right. 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. The CDM measure is based on the new 2015-2020 Conservation First Framework. This measure is under review and subject to change in the future.
Scorecard MD&A - General Overview

Burlington Hydro’s 2015 Scorecard results improved versus 2014 - they’re the result of a utility that conducts itself in a business like way and that prioritizes the needs of its customers. Community and customer expectations are continuing to evolve. How we incorporate innovative technologies, financial oversight, communications, conservation, corporate and environmental responsibility, all play into the new reality. Burlington Hydro has created a culture of continual adjustment and improvement that ensures that we are delivering value through the services we provide to our customers and the contributions we make to our community. It represents a positive and sustainable trend for our company.

It’s important to know both Burlington Hydro’s achievements and the context in which they were achieved:

- Burlington Hydro has a Safety Department, staffed with a Director and a Manager;
- Burlington Hydro has a digitized Control Room that is staffed 24x7 and increasingly uses automated systems to manage power flows;
- The system includes 32 Municipal Stations and 44 Stations transformers;
- While Burlington Hydro serves about 61,000 Residential customers we are always aware that there are approximately 73,000 residences in the service area.
Service Quality

- **New Residential/Small Business Services Connected on Time**
  Burlington Hydro continues to meet the needs of the customer and connects services within the industry standard allowance of 5 days. In fact, Burlington Hydro’s 98.3% far exceeds the minimum requirement of connecting 90% of services in the allowed number of days. Burlington Hydro field staff manages the everyday activities of the field crews to ensure that the service quality measures are satisfied and the customer’s needs are met.

- **Scheduled Appointments Met On Time**
  Burlington Hydro Engineering staff are diligent in serving customer’s requests for site meetings and achieving compliance with industry standards. Burlington Hydro met 99.6% of its scheduled appointments on time and far exceeded the minimum requirement of 90%. Burlington Hydro staff uses a readily available electronic calendar to schedule appointments and it can be viewed by the responsible engineering and construction staff. The calendar supports tracking appointments, ongoing monitoring of schedules (e.g., specific sites, specific customers) and doing so in an effective and efficient manner.

- **Telephone Calls Answered On Time**
  In 2015 Burlington Hydro’s Customer Service answered 75.6% of the telephone calls it received on time. The department:
  - handled 53,344 calls in 2015 of which 4,364 related to outages;
  - processed 10,207 Inbound pieces of mail, faxes and emails.

  In 2015 Burlington Hydro’s website ([www.burlingtonhydro.com](http://www.burlingtonhydro.com)) had 202,738 visitors:
  - 132,721 by computer
  - 49,106 by smartphone
  - 20,911 by tablet

  In 2015 Burlington Hydro continued to provide Twitter feeds to 2,898 followers and issued 783 tweets.

Customer Satisfaction

- **First Contact Resolution**
  Knowledgeable, well tenured staff with a broad scope of capabilities resulted in Burlington Hydro achieving a First Contact Resolution rate of 94%, and continuing to maintain a high degree of First Contact Resolution. The majority of calls are categorized as action and
Information requests. Action request calls are initiated and completed by Customer Account staff while they are on the phone with the customer. The information requests are also dealt with in real time while the customer is on the phone eliminating the need for customer call back. Burlington Hydro also uses a number of Online electronic request forms that customers are able to complete themselves which assists us in maintaining a high degree of First Contact Resolution.

- **Billing Accuracy**
  Continued attention to detail and rigorous business management processes have helped maintain billing accuracy to more than 99% in 2015. When Burlington Hydro moves to monthly billing, starting January 2017, its residential customers will have an additional tool and be better able to manage their energy costs. In 2015 Burlington Hydro provided e-billing to 14,249 customers and 11,633 customers subscribed to the Time-of-Use toolkit. The utility continues to encourage e-billing to help both the environment and those customers who want less paper clutter.

- **Customer Satisfaction Survey Results**
  Engaging customers in a constantly changing energy environment is more important than ever. In 2015 we convened our first Open House when we ‘opened our doors’ and showcased the different aspects of our company. It gave our employees the chance to engage one-on-one with the approximately 500 of our customers who attended.

  The results of Burlington Hydro’s annual Customer Satisfaction Survey are vital to understanding our customers’ perceptions and expectations. Customer engagement gathers feedback that will help Burlington Hydro further refine the delivery of its services and is crucial for our longer term success in providing customers with the services they value and the value they expect. In 2015 Burlington Hydro scored:

  - 90% overall customer satisfaction score, 4 percentage points higher than the provincial average;
  - 89% of customers agree that Burlington Hydro provides consistent, reliable energy;
  - 86% of customers agree that Burlington Hydro quickly handles outages and restores power;
  - 80% of customers agree that Burlington Hydro quickly deals with issues that affect customers;
  - 86% of customers agree that Burlington Hydro is a respected company in the community.

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**Safety**

- **Public Safety**
- **Component A – Public Awareness of Electrical Safety**

Burlington Hydro’s initial Electricity Awareness Survey recorded an 81% level of awareness overall. The initiatives that contribute to this
level of awareness include:

- Providing a number of electrical safety presentations to industrial customers within the Burlington Hydro service area;
- Responding, as requested, to public inquiries received through hs@burlingtonhydro.com, our Health and Safety email box, concerning topics as diverse as electro-magnetic field queries, real estate transactions, the health and safety implications of a particular type of light bulb, tree trimming, pad mounted equipment concerns;
- Conducting the Powerline Safety Seminar for the 7th year and in 2015 in coordination with Electrical Safety Authority’s Powerline Safety Week. The seminar targets non-electrical work groups who are most at risk for inadvertent contact with Burlington Hydro’s distribution assets. Themed on overhead and underground powerline contacts, the seminar is offered for free and incorporates presentations from the Ministry of Labour and the Electrical Safety Authority for the 100 participants typically in attendance.
- Delivering the Elementary School Electrical Safety Program in elementary schools in Burlington Hydro’s service area for the past sixteen years using age appropriate presentations. The goal is to reach students at least twice and potentially three times during their schooling.
- In co-operation with the Region of Halton, Burlington Hydro and other electricity distributors participate in the Children’s Safety Village.

During Burlington Hydro’s first ever Open House electrical safety information was provided in the context of powerline safety, safety during storm conditions, general public safety messaging and with age appropriate content at the Children’s Activity Area.

- **Component B – Compliance with Ontario Regulation 22/04**
  Burlington Hydro continues to maintain compliance with R-22/04.

- **Component C – Serious Electrical Incident Index**
  The number of general public serious electrical incidents continues to be zero; with a resultant incident index of 0.000.

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**System Reliability**

When customers see Burlington Hydro crews in the field it’s because we’re taking the steps and implementing the many programs geared to minimizing outages including:

- ongoing maintenance (e.g., insulator washing that prevents flash overs that cause outages);
- regular inspections of the system to identify worn or defective gear (e.g., infra-red inspection; monitoring transformer ‘health’ by, among other things, performing dissolved gas analysis on the oil in Stations transformers; to follow up on notices and guidance from manufacturers);
- promptly addressing issues in the field (e.g., loose guy wires, holes around transformers);
• tree trimming (e.g., to minimize contact with the system).

When outages do occur Burlington Hydro’s ‘Outage Portal’ provides our customers with vital tips on staying safe, directly relevant information on how power restoration is progressing and being prioritized, and other ‘need to know’ information. At the heart of the portal is a state-of-the-art Outage Map. Behind the portal and the map are Burlington Hydro’s Control Room staff and field workers who work jointly to identify the root cause of an outage and to establish a service restoration plan that prioritizes service restoration to the greatest number of customers in the least amount of time possible. Ultimately, this service restoration plan is reflected on the ‘Outage Portal’. When service has been restored throughout the City of Burlington the ‘Outage Portal’ provides consumer information on being prepared for an emergency, in addition to guidance on how to stay safe.

Whether it’s direct contact with a customer service representative, website and mobile access to information, or getting critical updates via social media, we’re listening to customers and enhancing customer communications when there’s a power interruption.

• Average Number of Hours that Power to a Customer is Interrupted
In 2015 Burlington Hydro reported Average Number of Hours that Power to a Customer was Interrupted of 0.94 despite significant storm events occurring in March and in August and despite defective equipment that contributed to outages in May and June.

• Average Number of Times that Power to a Customer is Interrupted
In 2015 Burlington Hydro reported the Average Number of Times that Power to a Customer was Interrupted was 0.64. The issues set out above contributed to these interruptions.

### Asset Management

• Distribution System Plan Implementation Progress
In 2015 Burlington Hydro controlled its capital expenditures to the level outlined in its Distribution System Plan. A third party elected to defer a project which required a significant capital investment to a future period. Burlington Hydro management reallocated that portion of the 2015 capital budget to system ‘hardening' opportunities. Consistent with industry best practices, Burlington Hydro diligently invests in its distribution system to keep it in a safe and reliable state, and, upgrades or replaces equipment to be able to serve customers on an ongoing basis.
Cost Control

- Efficiency Assessment
As in previous years, Burlington Hydro has been assigned to the OEB's Cohort III. In 2015, for the first time ever, Burlington Hydro was the best performer in Cohort III. This achievement reflects management's ongoing attention to running the business in a business-like manner where customers receive an appropriate level and quality of service, opportunities for improvement are identified and acted on in a paced orderly way, and costs are monitored and controlled.

- Total Cost per Customer
Burlington Hydro's Total Cost, as quantified by Pacific Economics Group, per Customer in 2015 was $616 or 2.5% higher than the corresponding value for 2014. This reflects Burlington Hydro's performance attributable to the continuing application of long standing planning, operating and business practices.

- Total Cost per Km of Line
Burlington Hydro's Total Cost, as quantified by Pacific Economics Group, per km of Line was $26,730 in 2015 or 1.8% higher than the corresponding value for 2014. This reflects Burlington Hydro's performance attributable to the continuing application of long standing planning, operating and business practices.

Conservation & Demand Management

- Net Cumulative Energy Savings
In 2014 the Minister of Energy issued a directive that assigned the province's electricity distributors a 7 TWh conservation target to be achieved under the Conservation First Framework that commenced as of January 1, 2015 and concludes on December 31, 2020. Distributors have more options available to them under this framework (e.g., they can act individually or in partnership with other distributors) than were available under the previous program.

Burlington Hydro's target of 99,040 MWh is to be achieved by December 31, 2020. Burlington Hydro is offering its customers the IESO's suite of Conservation and Demand Management (CDM) programs, continuing to educate customers in their energy usage and continuing to assist customers in identifying electricity saving opportunities.

In 2015, Burlington Hydro achieved 12,632.3 MWh of savings, or 12.75% of its 6 year target. This is 4,410.5 MWh greater that the originally planned savings of 8,223.8 MWh, which were set out in the company's CDM plan that was approved by the IESO. Our success reflects our large commercial and industrial customers' ongoing uptake of and continued participation in the Retrofit program in particular.
Connection of Renewable Generation

- **Renewable Generation Connection Impact Assessments Completed on Time**
  All Connection Impact Assessments were completed on time due to improvements in work procedures and project management. Employees were more familiar with the whole process and aware of the required deadlines. Burlington Hydro engaged an engineering consulting firm to elaborate the required special studies and to assume overall responsibility for processing connections.

- **New Micro-embedded Generation Facilities Connected On Time**
  All new Micro-embedded Generation Facilities were connected on time due to improvements in Burlington Hydro’s work procedures and project management. Employees were more familiar with the overall process and aware of the deadlines. Burlington Hydro engaged an engineering firm to participate in its processing of connections.

Financial Ratios

- **Liquidity: Current Ratio (Current Assets/Current Liabilities)**
  Burlington Hydro’s Current Ratio increased in 2015 to 2.43 times. This desirable result provides the utility with the ability to meet its increased need for cash (for example, to settle with the Independent Electricity System Operator in full and on time each month). Without a strong current ratio the utility could have resorted to drawing on its line of credit facility, and incurring incremental financing costs.

- **Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio**
  Burlington Hydro’s leverage ratio in 2015 was 0.81. The company’s approach to managing its capital structure has served both it and its customers well in the recent past (for example, when the company deployed Smart Meters and was able to access debt financing in an orderly way that did not result in negative financial impacts). Going forward, Burlington Hydro expects that its approach will continue to allow it to both fulfill government directives and policy initiatives, and, have the ability to cope with the financial consequences of contingencies (e.g., extreme weather) without impairing the company’s ability to meet its obligations.

- **Profitability: Regulatory Return on Equity – Deemed (included in rates)**
  Burlington Hydro’s OEB approved Rate of Return of 9.36% was set pursuant to Board policy and a Proposed Settlement Agreement (EB-2013-0115) that was accepted by the Board.

- **Profitability: Regulatory Return on Equity – Achieved**
  Burlington Hydro’s profitability in 2015 of 9.71% is within the OEB’s ‘Deadband’ of 6.36% - 12.36%, that is centred around the authorized rate of return. Burlington Hydro has not weather normalized its financial results.
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.