

# Scorecard - Toronto Hydro-Electric System Limited

10/22/2021

Performance Outcomes	Performance Categories	Measures	2016	2017	2018	2019	2020	Trend	Target		
									Industry	Distributor	
<b>Customer Focus</b> Services are provided in a manner that responds to identified customer preferences.	Service Quality	New Residential/Small Business Services Connected on Time	97.70%	98.32%	99.80%	99.74%	99.73%		90.00%		
		Scheduled Appointments Met On Time	99.50%	99.37%	99.66%	99.04%	99.85%		90.00%		
		Telephone Calls Answered On Time	64.70%	77.92%	80.15%	74.77%	69.89%		65.00%		
	Customer Satisfaction	First Contact Resolution	86%	88%	89%	90%	92%				
		Billing Accuracy	98.86%	99.24%	99.25%	99.21%	99.20%		98.00%		
		Customer Satisfaction Survey Results	83%	83%	92%	92%	95%				
<b>Operational Effectiveness</b> Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Level of Public Awareness	71.00%	69.00%	69.00%	70.00%	70.00%				
		Level of Compliance with Ontario Regulation 22/04 <sup>1</sup>	C	C	C	C	C			C	
		Serious Electrical Incident Index	Number of General Public Incidents	0	1	6	7	24			2
			Rate per 10, 100, 1000 km of line	0.000	0.035	0.209	0.244	0.831			0.068
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted <sup>2</sup>	0.91	0.91	0.81	0.73	0.90			0.87	
		Average Number of Times that Power to a Customer is Interrupted <sup>2</sup>	1.28	1.18	1.14	1.09	1.42			1.20	
	Asset Management	Distribution System Plan Implementation Progress	113%	99%	95%	105%	17%				
	Cost Control	Efficiency Assessment	5	5	5	5	5				
		Total Cost per Customer <sup>3</sup>	\$1,044	\$1,042	\$1,123	\$1,164	\$1,159				
		Total Cost per Km of Line <sup>3</sup>	\$27,819	\$27,825	\$30,210	\$31,349	\$31,120				
<b>Public Policy Responsiveness</b> 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	100.00%	81.08%	100.00%	100.00%	100.00%				
		New Micro-embedded Generation Facilities Connected On Time	100.00%	92.41%	100.00%	100.00%	100.00%		90.00%		
<b>Financial Performance</b> Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)	0.61	0.64	0.53	0.93	0.71				
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio	1.45	1.34	1.20	1.15	1.19				
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.30%	9.30%	9.30%	9.30%	8.52%			
			Achieved	12.18%	9.08%	9.33%	8.44%	5.90%			

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.

**Legend:**

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

## 2020 Scorecard Management Discussion and Analysis

The link below provides an Ontario Energy Board (“OEB”) document titled “Scorecard - Performance Measure Descriptions” that contains the technical definitions, plain language descriptions and an explanation of the measures included in the Distributor Scorecards (“Scorecard”) and examined through the related management discussion and analysis (“Scorecard MD&A”) which may inform the reader about how the measures and results for the year ended December 31, 2020 may be compared:

[http://www.ontarioenergyboard.ca/OEB/Documents/scorecard/Scorecard\\_Performance\\_Measure\\_Descriptions.pdf](http://www.ontarioenergyboard.ca/OEB/Documents/scorecard/Scorecard_Performance_Measure_Descriptions.pdf)

### Scorecard MD&A – Overview

Toronto Hydro-Electric System Limited’s (“Toronto Hydro” or “utility”) Scorecard reflects its emphasis on the four corporate pillars: provide value for money; reliable and sustainable system operations; a fully engaged, safe and healthy workforce; and financial strength. As a mature utility serving a dense urban environment, Toronto Hydro continues to address the many challenges in rebuilding its deteriorating system to meet the needs of its customers during rapid growth.

For the 2020 reporting year, Toronto Hydro’s Electricity Distributor Scorecard shows that Toronto Hydro continued to demonstrate strong performance in the areas of customer service quality, connections of renewable generation, financial management, capital plan implementation, and conservation efforts. The utility’s performance improved in a number of areas, such as first contact resolution and level of public awareness, and remained consistent in respect of timely connections for new services, billing accuracy, and financial performance. These results were achieved in the context of a number of challenging business conditions, the scope and nature of which are largely unique in the Ontario context.

Additionally, in the course of the utility’s 2020-2024 Custom Incentive Rate-setting Application (EB-2018-0165) (the “CIR Application”), the utility proposed to annually report certain performance measures specified in its Distribution System Plan (“DSP”). The CIR scorecard and related definitions are included in Appendix A.

Important Note: The information disclosed in Toronto Hydro's Scorecard and discussed in the Scorecard MD&A is prescribed by and determined in accordance with the OEB's: *Report of the Board - Performance Measurement for Electricity Distributors: A Scorecard Approach* ("Scorecard Report"), *Electricity Reporting & Record Keeping Requirements* ("RRR"), *Accounting Procedures Handbook for Electricity Distributors* ("APH"), *Electricity Distribution Rate Handbook* ("EDR") and other related guidance documents (collectively, "OEB Documents"). In particular, the Scorecard's performance measures and the underlying financial figures are determined exclusively by reference to the calculation methods set out in the OEB Documents. Notably, unlike the financial statements that Toronto Hydro Corporation ("Corporation") is required to prepare and disclose, the Scorecard's performance measures are not prepared in accordance with International Financial Reporting Standards ("IFRS"). As a result, the performance measures presented in the Scorecard and Scorecard MD&A may differ from similarly-termed information disclosed in the Corporation's securities documents filed with the Ontario Securities Commission and available to the public. For an analysis of Toronto Hydro's financial performance as determined in accordance with IFRS, refer to the Corporation's audited consolidated financial statements for the year ended December 31, 2020 which may be read in conjunction with the *Management's Discussion and Analysis of Financial Condition and Results of Operations for the year ended December 31, 2020* ("Corporate MD&A") and the *Annual Information Form*, all of which are available on Toronto Hydro's website at [www.torontohydro.com](http://www.torontohydro.com) and System for Electronic Document Analysis and Retrieval ("SEDAR") website at [www.sedar.com](http://www.sedar.com).

## Note to Readers

The information provided by the utility regarding 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 utility regarding its 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 judgment on the reporting date of the Scorecard, and could be markedly different in the future. Toronto Hydro undertakes no obligation to update or revise any forward-looking information, whether as a result of new information, future events or otherwise after the date hereof, except as required by law or by the OEB for the purposes of the Scorecard MD&A.

## Service Quality

- **New Residential/Small Business Services Connected on Time**

In 2020, Toronto Hydro connected over 99.73% of the new residential and small business services requested within the prescribed five business day standard once all conditions were met (or as otherwise agreed to by the customer and Toronto Hydro). This result is aligned with last year's performance and surpasses the industry target of 90% since 2011. Serving one of the fastest growing cities in North America, Toronto Hydro receives significant volumes of requests to connect new residential developments and businesses each year, and strives to connect all customers within the five-business day standard.

- **Scheduled Appointments Met on Time**

In 2020, Toronto Hydro scheduled approximately 16,400 appointments with its customers and successfully met 99.85% of these appointments as scheduled. This is consistent with past performance, surpassing the industry target of 90% since 2011. Providing excellence in customer service is at the core of Toronto Hydro's corporate philosophy, and the utility is consistently looking for new ways to foster meaningful two-way communication, expand the range of service offerings, improve service convenience, and integrate new technological advancements to drive service level improvements.

- **Telephone Calls Answered on Time**

In 2020, Toronto Hydro received more than 400,000 calls (over 1,500 calls per business day) from its customers. Toronto Hydro's Call Centre agents answered 70% of these calls within 30 seconds after customers were directed to speak to the utility's representatives, surpassing the industry target of 65%.

When contacting the utility, customers continued to demonstrate a trend towards increasing the use of email versus the telephone in 2020. Toronto Hydro has deployed a strategy of offering self-serve options to customers and focusing on continuous improvement efforts to help manage call and email volumes and ensure customers are well served.

## Customer Satisfaction

- **First Contact Resolution**

First Contact Resolution measures a utility's success in addressing customer inquiries the first time they contact the utility. This result represents the proportion of telephone and email customer inquiries regarding a residential or commercial account which were resolved within the first contact. If the customer did not call or email back regarding the same account inquiry within 21 days of the initial contact, the matter was deemed to be resolved within the first contact. A broad range of topics are eligible for measurement including billing, moves, payment, online tools and conservation programs.

In 2020, 92% of customer inquiries were resolved in the first instance of contacting the utility, which continues the steady improvement seen since 2013. This result is attributable to ongoing continuous improvement efforts to identify and mitigate process issues, improve staff training and optimize technology, all aimed at creating positive customer experiences.

- **Billing Accuracy**

Billing inaccuracies may be caused by a variety of reasons, including incomplete or inaccurate meter data and account information. In 2020, Toronto Hydro issued approximately 9.3 million bills, of which over 99% were accurate. The 2020 result surpassed the industry target of 98% and sustains the utility's steady improvement in billing performance since 2014. Success in this area was primarily achieved through continuous improvement efforts to monitor, maintain or further prevent billing errors through process enhancements, training, and meter technology investments that reduce the need for estimated bills.

- **Customer Satisfaction Survey Results**

Distributors are required to report customer satisfaction results at least once every two years. Toronto Hydro adopted a survey methodology by the Innovative Research Group to meet evolving OEB performance requirements.

Toronto Hydro's overall customer satisfaction score as of the end of 2020 is 95%, which represents an increase of 3 percentage points from Toronto Hydro's 2018/2019 customer satisfaction score. Toronto Hydro saw the largest increase in customer satisfaction measures among billing and payment options, as well as power quality and reliability.

## Safety

- **Public Safety**

Toronto Hydro takes public safety very seriously and regularly carries out activities to maintain and promote public safety in the vicinity of its distribution equipment. These activities include conducting proactive contact voltage scans on street-level assets, taking prompt corrective action where potential safety issues are identified by staff and/or customers, and fostering a robust corporate safety culture.

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

Distributors are required to report the results of a standard safety awareness survey of the general public residing within their service territory at least once every two years. The survey, as designed by the Electrical Safety Authority (“ESA”), tests the respondents’ electrical safety awareness across several topics, including power line clearance distances, emergency procedures related to vehicular collisions with utility equipment and safety precautions related to excavation work.

For 2020, the overall Public Safety Awareness Index across various categories for Toronto Hydro was 70%. The results remain stable from the previous survey being within the  $\pm 4\%$  margin of error.

- **Component B – Compliance with Ontario Regulation 22/04**

In 2020 and for the eighth consecutive year, the ESA deemed Toronto Hydro to be compliant with the requirements of the Ontario Regulation 22/04, which establishes the requirements for electrical distribution safety related to the design, construction, and maintenance of electrical distribution assets owned by the utility. These results, which successfully met the utility’s established target, were achieved through the successful completion of and/or responses to due diligence inspections, public safety concerns, compliance investigations, and annual compliance audits.

- **Component C – Serious Electrical Incident Index**

Serious electrical incidents are defined in Ontario Regulation 22/04. The OEB measures the number of general public incidents and the ratio of total eligible incidents per kilometer of line comprising a distributor’s distribution system. In the case of Toronto Hydro, the utility’s 2020 ratio was 0.831 incidents per 1,000 km of line, which amounts to a total of twenty-four incidents in the course of the year. Eleven incidents were due to external factors (e.g. motor vehicle collision, animal contacts) which are beyond the utility’s control. Of the remaining thirteen incidents, eight of these incidents involved overhead lines down, four involved lid ejections as a result of

underground cable failures and one involved catastrophic equipment failure. The increase in serious electrical incidents, when compared to previous years, is primarily attributable to Toronto Hydro adhering to guideline changes for reporting serious electrical incidents by the ESA. The change broadened the scope of qualifying events under this measure. Toronto Hydro continues to invest in capital and maintenance programs that aim to prevent incidents relating to equipment failures, for instance through the Overhead and Underground System Renewal Program, Insulator Washing Program, Overhead Infrared Scan Program/Overhead Line Patrol and Cable Chamber Inspection and Infrared Scan.

## System Reliability

- **Average Number of Hours that Power to a Customer is Interrupted**

In 2020, the average customer experienced 0.90 hours without power. This result was higher than the OEB's distributor-specific performance standard of 0.87 hours. Toronto Hydro attributes this to an increase in cause code foreign interference impacts and unknown factors. Toronto Hydro is continuing to renew and modernize its aging grid to ensure that recent reliability improvements can be maintained over the longer-term and other risks posed by aging and deteriorating assets are appropriately managed.

- **Average Number of Times that Power to a Customer is Interrupted**

In 2020, the average annual number of electricity supply interruptions that a customer experienced was 1.42. This result exceeded the OEB's distributor-specific performance standard of 1.20 outages. Toronto Hydro attributes this to an increase in cause code foreign interference impacts and unknown factors. Toronto Hydro is continuing to renew and modernize its aging grid to ensure that recent reliability improvements can be maintained over the longer-term and other risks posed by aging and deteriorating assets are appropriately managed.

## Asset Management

- **Distribution System Plan ("DSP") Implementation Progress**

This Distributor Scorecard measure tracks the progress of Toronto Hydro's 2020-2024 Distribution System Plan. Expressed as a percentage to completion, this metric calculates the actual cumulative annual capital expenditure relative to the aggregate approved five-year amounts accepted by the OEB in the utility's last major rate application, the 2020-2024 CIR Application. According to this methodology, 17% of the Distribution System Plan was implemented in 2020, the first year of the plan.

## Cost Control

- **Efficiency Assessment**

The OEB assesses distributor efficiency using an econometric benchmarking model that compares each utility's actual total costs to total costs predicted by the model, which only includes Ontario-based utilities to determine the benchmark. While Toronto Hydro recognizes the importance of a sophisticated quantitative assessment of distributor efficiency, in the utility's view the methodology underlying the reported results does not optimally assess the efficiency performance of a utility of Toronto Hydro's size, operating conditions, and asset base. In 2020, the utility maintained its efficiency ranking according to the reported methodology.

- **Total Cost per Customer**

This measure is defined as the sum of the utility's operations, maintenance and administration ("OM&A") and capital costs (including certain adjustments applied by the econometric benchmarking model) divided by the number of customers served by the utility. Toronto Hydro notes that the results of this measure do not account for an estimated 511,000 dwelling units occupying buildings that are metered by single "bulk" meters. Adding these residents to the calculation would significantly reduce Toronto Hydro's unitized total cost result. In 2020, Toronto Hydro's total cost per customer decreased by \$5 over the previous year.

- **Total Cost per Km of Line**

This measure is defined as the sum of the utility's OM&A and capital costs (including certain adjustments applied by the econometric benchmarking model) divided by the number of kilometers of distribution line operated by the utility to serve its customers. In 2020, Toronto Hydro's total cost per kilometer of line decreased by \$229.

## Connection of Renewable Generation

- **Renewable Generation Connection Impact Assessments Completed on Time**

A Connection Impact Assessment ("CIA") is a detailed technical study that a utility must undertake prior to connecting all new qualifying sources of supply to its electricity network. The study ensures that generators seeking connection can be safely accommodated on the system without causing an adverse impact on system reliability for existing customers.

Effective operational processes allowed Toronto Hydro to maintain the number of CIAs completed on time at 100% in 2020.

- **New Micro-embedded Generation Facilities Connected on Time**

In 2020, Toronto Hydro successfully connected all 27 new micro-embedded generation facilities within the five-business day standard or as otherwise agreed to by the customer and Toronto Hydro. The utility completed 100% of the connections on time, consistently surpassing the industry target of 90% for the eighth consecutive year.

## Financial Ratios

Toronto Hydro strives to maintain its financial health and viability for the benefit of its customers, shareholder and other stakeholders. Consistent with the OEB's Renewed Regulatory Framework for Electricity ("RRFE"), which places Financial Performance among the four key outcomes for regulated utilities, Financial Strength is among the four corporate pillars underlying Toronto Hydro's strategic vision.

- **Liquidity: Current Ratio (Current Assets/Current Liabilities)**

Toronto Hydro notes that the OEB's "Liquidity Ratio" is calculated by dividing the sum of a distributor's "Current Assets" by the sum of the distributor's "Current Liabilities" (see the OEB's Scorecard Report). Toronto Hydro's "Current Assets" and "Current Liabilities" are determined in accordance with the requirements of the OEB's RRR and APH, and not by reference to IFRS. As a result, the "Liquidity Ratio" expressed in the Scorecard and this Scorecard MD&A may differ from similarly-termed financial ratios or information presented in documents that the Corporation is required to file under securities laws and which are available on SEDAR ([www.sedar.com](http://www.sedar.com)).

For analysis of the financial performance of the Corporation, including that of the utility, please refer to its Corporate MD&A available on Toronto Hydro's website ([www.torontohydro.com](http://www.torontohydro.com)) and SEDAR ([www.sedar.com](http://www.sedar.com)).

- **Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio**

Toronto Hydro notes that the OEB's "Leverage Ratio" is calculated by dividing a distributor's "Total Debt" by the aggregate "Shareholders' Equity" in the distributor (see the OEB's Scorecard Report). Toronto Hydro's "Total Debt" and "Shareholders' Equity" are determined in accordance with the requirements of the OEB's RRR and APH, and not by reference to IFRS. As a result, the

“Leverage Ratio” expressed in the Scorecard and this Scorecard MD&A may differ from similarly-termed financial ratios or information presented in documents that the Corporation is required to file under securities laws and which are available on SEDAR ([www.sedar.com](http://www.sedar.com)).

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- **Profitability: Regulatory Return on Equity – Deemed (included in rates)**

Toronto Hydro notes that the OEB Documents prescribe the form and manner in which a distributor is required to report on its “Regulatory Return on Equity” (“Regulatory ROE”) (see the OEB’s Scorecard Report and RRR). The Regulatory ROE is calculated on the same basis that Toronto Hydro uses to establish its “base rates” for a year, which is prescribed by the EDR. The Regulatory ROE is not determined in accordance with IFRS. As such, the Scorecard’s “Profitability” performance measures (“Deemed” and “Achieved” Regulatory ROE) may differ from similarly-termed expressions of profitability and return on equity presented in documents that the Corporation is required to file under securities laws and which are available on SEDAR ([www.sedar.com](http://www.sedar.com)).

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- **Profitability: Regulatory Return on Equity – Achieved**

Toronto Hydro notes that the OEB prescribe the form and manner in which a distributor is required to report on its Regulatory ROE (see the OEB’s Scorecard Report and RRR). The Regulatory ROE is calculated on the same basis that Toronto Hydro uses to establish its “base rates” for a year, which is prescribed by the EDR. The Regulatory ROE is not determined in accordance with IFRS. As such, the Scorecard’s “Profitability” performance measures (“Deemed” and “Achieved” Regulatory ROE) may differ from similarly-termed expressions of profitability and return on equity presented in documents that the Corporation is required to file under securities laws and which are available on SEDAR ([www.sedar.com](http://www.sedar.com)).

For analysis of the financial performance of the Corporation, including that of the utility, please refer to its Corporate MD&A available on Toronto Hydro’s website ([www.torontohydro.com](http://www.torontohydro.com)) and SEDAR ([www.sedar.com](http://www.sedar.com)).

## Appendix A – CIR Scorecard

Toronto Hydro Outcome	OEB Reporting Category	Toronto Hydro's Custom Measures	2020 Results	
Customer Service	Customer Satisfaction	Customers on eBills	317,341	
Safety	Safety	Total Recorded Injury Frequency	0.58	
		Network Units Modernization	61%	
Reliability	System Reliability	SAIDI - Defective Equipment	0.36 hours	
		SAIFI - Defective Equipment	0.40	
		FESI-7 System	9 feeders	
		FESI-6 Large Customers	10 feeders	
		MAIFI	3.18	
		Asset Management	System Capacity	11 stations
	Financial	Cost Control	System Health (Asset Condition) – Wood Poles	11%
			Direct Buried Cable Replacement	729 km
			In-Service Additions (Cumulative)	17%
			Average Wood Pole Replacement Cost	\$7,779
Environment	Environment	Vegetation Management Cost per Km	\$2,158	
		Oil Spills Containing PCBs	1 spill	
		Waste Diversion Rate	90.3%	

### Customer Satisfaction Measure

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- **Number of Customers Receiving Electronic Bills (“eBills”)**

The Customers on eBills measure tracks the number of customers who opt-in to receive an electronic bill, as opposed to a paper bill. This is aligned with Toronto Hydro’s efforts to increase the ease and accessibility of customer billing and accounting information. Increased eBilling adoption also results in cost-savings and has a positive environmental impact by reducing paper usage for billing.

### Safety Measures

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- **Total Recorded Injury Frequency (“TRIF”)**

The TRIF measure tracks the ratio of recordable injuries to hours worked. A recordable injury is defined as any occupational injury or illness that results in an employee experiencing a fatality, lost-time injury, or any other type of injury or illness associated with a restricted work day. TRIF performance reflects the utility’s commitment to health and safety.

- **Network Units Modernization**

The Network Units Modernization measure tracks Toronto Hydro’s progress on the installation of network units that have resilient submersible protectors. These network units are essential as they are designed to provide safe and uninterrupted service to customers in Toronto’s busy urban core. As a subset of existing units are not water tight, they may be susceptible to flooding, leading to failure. Installation of new submersible units mitigates public safety and catastrophic equipment failure risks.

### System Reliability

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- **System Average Interruption Duration Index (“SAIDI”) – Defective Equipment**

SAIDI, a common industry measure of the average duration of distribution system outages, reflects how quickly power is restored following power outages (for all customers during the reporting period). SAIDI – Defective Equipment focuses on the average duration of customer interruptions attributable to defective equipment, which may result from causes such as equipment failures due to deterioration from age or environmental conditions and indicates the health of the system. SAIDI – Defective Equipment performance reflects Toronto Hydro’s efforts to renew the grid.

- **System Average Interruption Frequency Index (“SAIFI”) – Defective Equipment**

SAIFI, a common industry measure of the number of times supply to customers is interrupted, reflects how reliable the distribution system is (for all customers during the reporting period). SAIFI – Defective Equipment reports on the number of sustained customer interruptions attributable to defective equipment, which may result from causes such as equipment failures due to deterioration from age or environmental conditions and indicates the health of the system. SAIFI – Defective Equipment performance reflects Toronto Hydro’s efforts to renew the grid.

- **Feeders Experiencing Seven or More Sustained Interruptions (“FESI-7”)**

FESI-7 measures the number of feeders on Toronto Hydro’s system that experienced seven or more interruptions exceeding one minute within a 12-month period. This measure provides the utility with insight into the number of customers experiencing especially poor service reliability.

- **Feeders Experiencing Six or More Sustained Interruptions (“FESI-6”)**

FESI-6 Large Customers tracks the number of feeders serving large customers that experienced six or more interruptions exceeding one minute, not including Major Event Days and Loss of Supply.<sup>1</sup> Measuring feeders experiencing outages at this threshold enables Toronto Hydro to account for customers with lower tolerance for interruptions and heightened reliability needs such as hospitals, water treatment plants, and commercial manufacturers.

- **Momentary Average Interruption Frequency Index (“MAIFI”)**

MAIFI measures the frequency of momentary outages (i.e. those less than one minute) and excludes contributions from extraordinary occurrences out of the utility's control that cause significant disruptions to its distribution system (such as major weather-related events).

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<sup>1</sup> Large customers are defined as customers with average monthly peak demand greater than 1 megawatt.

## Asset Management Measures

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- **System Capacity**

The System Capacity measure tracks potential capacity constraints at the station level by measuring the ability of each station to connect at least one large customer. Focused on transformer stations that supply power to the City of Toronto, this measure considers a variety of factors that contribute to capacity concerns, including bus, transformer and feeder capacity and positions. If any of these factors create the inability to connect a large customer to a station, that particular station will be reported as part of this measure.

- **System Health (Asset Condition) – Wood Poles**

The System Health – Asset Condition (Wood Poles) measure reflects the health of wood poles by tracking the percentage of poles in HI4 condition (i.e. “material deterioration”) and HI5 condition (i.e. “end of serviceable life”). Wood poles are critical assets and serve as an indication of overall distribution system health. These assets form a sizeable portion of the utility’s assets and are instrumental in ensuring reliability and safety.

- **Direct Buried Cable Replacements (Km)**

The Direct Buried Cable Replacement measure tracks the number of kilometres of direct buried cable remaining in the distribution system. Customers supplied by feeders containing direct buried cable are more likely to experience lengthy interruptions resulting from increased difficulty in locating and replacing faulty segments. This measure reflects Toronto Hydro’s efforts to remove legacy assets from the grid that pose a reliability service risk to customers.

- **In-Service Additions**

Similar to the DSP Implementation Metrics on the Electricity Distributor Scorecard, this metric tracks the progress of Toronto Hydro’s 2020-2024 Distribution System Plan. Expressed as a percentage to completion, it calculates the actual cumulative annual in-service additions relative to the total five-year amount accepted by the OEB in the utility’s last major rate application, the 2020-2024 Custom IR Application.

## **Cost Control Measures**

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- **Average Wood Pole Replacement Cost**

The Average Wood Replacement Cost measure tracks the all-in cost of installing wood poles on the distribution system.

- **Vegetation Management Cost per km**

The Vegetation Management Cost per kilometer measure tracks the cost of trimming and clearing vegetation located near overhead feeders – activities which are necessary to minimize the risk of power interruptions. Vegetation-caused power interruptions are the second highest contributor to overall system reliability (following defective equipment).

## **Environment**

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- **Oil Spills Containing Polychlorinated Biphenyl (“PCB”)**

The Oil Spills Containing Polychlorinated Biphenyl measure tracks Toronto Hydro’s progress towards reducing the risk of oil spills containing PCB. Toronto Hydro has various types of transformers (e.g. submersible, padmounted, vault, network), all of which can potentially contain PCB contaminated oil. This measure demonstrates the utility’s commitment to environment as well as health and safety.

- **Waste Diversion Rate**

The Waste Diversion Rate measures progress on Toronto Hydro’s performance on office and work site waste diverted from landfills. Waste diversion promotes recycling and reusing materials and presents a number of environmental benefits including reducing waste and lowering greenhouse gas emissions. This measure reflects Toronto Hydro’s efforts to divert waste from landfills and reduce its environmental footprint.