# Scorecard - Oakville Hydro Electricity Distribution Inc.

9/22/2025

| Performance Outcomes | Performance Categories | Measures | | 2020 | 2021 | 2022 | 2023 | 2024 | Trend | Target: Industry | Target: Distributor |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Customer Focus**<br>Services are provided in a manner that responds to identified customer preferences. | **Service Quality** | New Residential/Small Business Services Connected on Time | | 83.10% | 89.80% | 89.92% | 96.00% | 98.32% | ↑ | 90.00% | |
| | | Scheduled Appointments Met On Time | | 100.00% | 100.00% | 100.00% | 99.62% | 99.63% | ↓ | 90.00% | |
| | | Telephone Calls Answered On Time | | 79.34% | 79.15% | 82.60% | 79.21% | 75.54% | ↓ | 65.00% | |
| | **Customer Satisfaction** | First Contact Resolution | | 95.6% | 94.2% | 91.2% | 94.5% | 95.7% | | | |
| | | Billing Accuracy | | 99.54% | 99.89% | 99.96% | 99.67% | 99.97% | ↑ | 98.00% | |
| | | Customer Satisfaction Survey Results | | 95% | 94% | 93% | 91% | 92% | | | |
| **Operational Effectiveness**<br>Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives. | **Safety** | Level of Public Awareness | | 82.00% | 84.00% | 84.00% | 84.00% | 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 | 0 | 0 | 0 | → | | 0 |
| | | | Rate per 10, 100, 1000 km of line | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | → | | 0.000 |
| | **System Reliability** | Average Number of Hours that Power to a Customer is Interrupted [2] | | 0.61 | 0.84 | 0.36 | 0.23 | 0.46 | ↓ | | 0.57 |
| | | Average Number of Times that Power to a Customer is Interrupted [2] | | 0.85 | 1.20 | 0.74 | 0.63 | 1.18 | ↑ | | 0.85 |
| | **Asset Management** | Distribution System Plan Implementation Progress | | On Track | On Track | On Track | On Track | On Track | | | |
| | **Cost Control** | Efficiency Assessment | | 3 | 3 | 3 | 3 | 3 | | | |
| | | Total Cost per Customer [3] | | $712 | $710 | $775 | $871 | $924 | | | |
| | | Total Cost per Km of Line [3] | | $26,342 | $26,506 | $29,104 | $32,686 | $34,806 | | | |
| **Public Policy Responsiveness**<br>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** | New Micro-embedded Generation Facilities Connected On Time | | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | → | 90.00% | |
| **Financial Performance**<br>Financial viability is maintained; and savings from operational effectiveness are sustainable. | **Financial Ratios** | Liquidity: Current Ratio (Current Assets/Current Liabilities) | | 1.23 | 1.22 | 1.06 | 1.10 | 1.29 | | | |
| | | Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio | | 0.88 | 0.84 | 0.80 | 0.71 | 0.72 | | | |
| | | Profitability: Regulatory Return on Equity | Deemed (included in rates) | 9.36% | 9.36% | 9.36% | 9.36% | 9.36% | | | |
| | | | Achieved | 8.42% | 9.22% | 9.17% | 9.90% | 9.68% | | | |

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

# 2024 Scorecard Management Discussion and Analysis (2024 Scorecard MD&A)

## 2024 Highlights

Oakville Hydro (OH) distributes electricity to the residents and businesses in the Town of Oakville. OH employees work to provide the best energy and conservation solutions to over 78,000 customers. This important work involves delivering safe, reliable, and affordable electricity to all the residential and business customers. In 2024, strong results were achieved in all four scorecard performance categories.

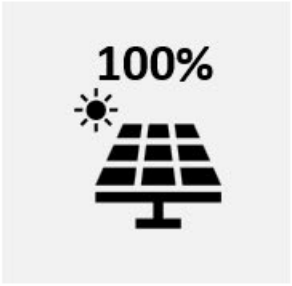

**Customer Focus**

OH focused on ensuring specific service levels and enhancement of the overall customer experience. 92% of our customers are satisfied with our service


**Operational Efficiency**

Delivering reliable electricity at a reasonable cost

On average, customers were without power for 0.46 hours or 28 minutes in 2024




**Public Policy**

The OEB's requirements for connection of generation facilities were met 100% of the time


**Financial Performance**

Providing service excellence at a reasonable cost

The regulated rate of return was in line with OH's approved regulated rate of return.

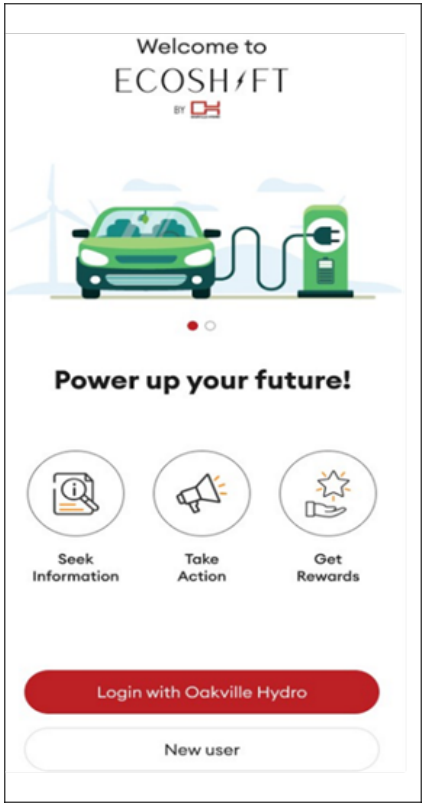
For more information about the scorecard, please visit the Ontario Energy Board's website to access "Scorecard - Performance Measure Descriptions". This document provides the technical definition, plain language description and how the measure may be compared for each of the Scorecard's measures in the 2024 Scorecard MD&A:
https://www.oeb.ca/sites/default/files/uploads/Scorecard_Performance_Measure_Descriptions.pdf

# 1. Customer Focus

In 2024, OH focused on enhancing the Customer Experience by expanding communication channels to include more timely and relevant information. OH also introduced new digital tools to help customers manage their accounts and support their participation in the energy transition. OH aims to continuously strengthen customer trust and deliver sustainable solutions through developing and enhancing tools, services, and programs.

OH customer focus highlights in 2024 include:

- Significant enhancements were made to the existing outage map, including the integration of 24/7 webchat and text capabilities connecting customers directly to a dedicated outage support team. These channels now provide automated information such as the scale of outages and Estimated Time of Restoration (ETOR), ensuring timely and accessible updates.
- Launched text notifications for power outages in July, with over 7,000 customers receiving real-time updates on outages and restorations
- Introduced a mobile app in June, gaining over 2,800 active users, making it easier for customers to register for notifications, manage their accounts, and access self-serve tools
- Supported by the OEB's Innovation Sandbox framework, introduced a second mobile application called *ecoShift* to assist with energy transition. This app raises awareness about electrification options, educates customers on the associated costs and benefits, and connects them with local vendors to support implementation.
- To promote these activities, OH actively participated in various community events and fairs to increase awareness and engagement




OH is committed to supporting innovative technologies that advance energy conservation. In 2024, OH facilitated trials including rooftop solar-powered attic fans that reduce residential cooling load, and water heater load-cycling devices that lower electricity usage and contribute to reductions in peak demand.

**Our Purpose Statement**
***'Connecting Communities Through Sustainable Solutions'***

## 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 services are provided in a manner that responds to customer identified preferences. OH's performance against each of these targets is discussed in this section.

### 1.1.1 New Residential/Small Business Services Connected on Time

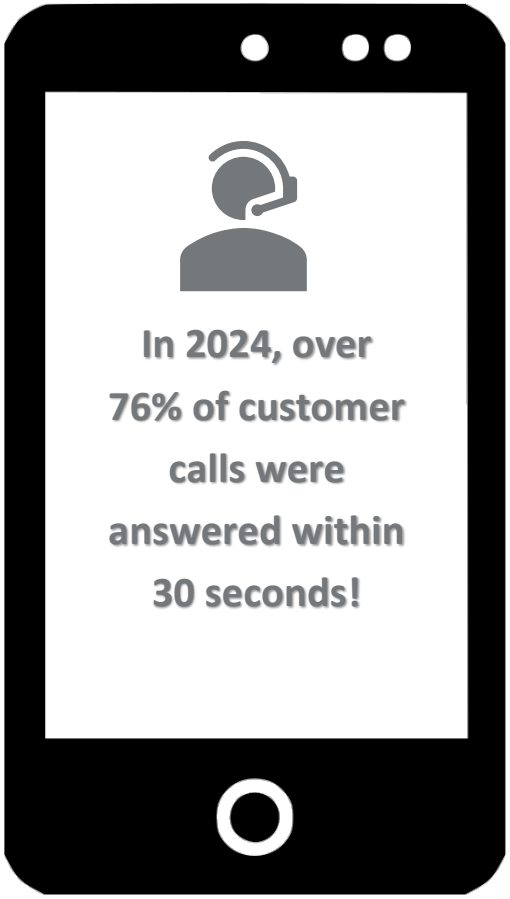
In 2024, the Town of Oakville experienced continued customer growth. Field staff connected approximately 1,650 new services for residential and small business customers under 750 volts. OEB requirements mandate these connections are completed within a five-day timeline, 90% of the time. OH successfully connected 98% of new customers within the five-day timeframe.

### 1.1.2 Scheduled Appointments Met On Time

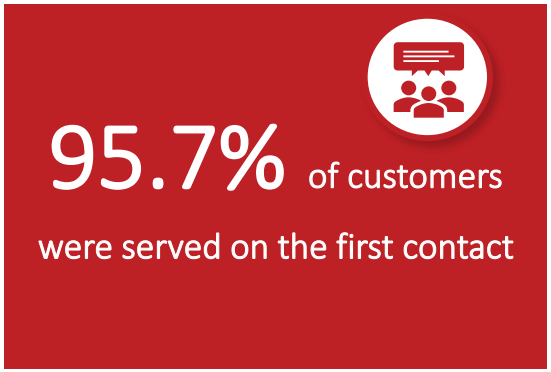
In 2024, 522 customer appointments were scheduled to complete requested work, read meters or reconnect services, with all 522 met on time. For the five-year period from 2020 through 2024, 100%, or marginally below, of scheduled appointments have consistently been met, a significant accomplishment. Customers are a top priority, and OH is committed to being on time, every time.

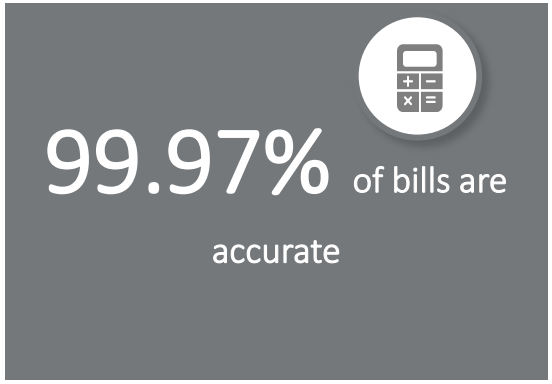
### 1.1.3 Telephone Calls Answered On Time

In 2024, approximately 50,000 customer calls were answered – equivalent to about 200 calls per day. A great customer experience is important, and the goal is to provide each customer with positive interaction. In 2024, more than 75% of the calls were answered within 30 seconds. These results exceed the OEB's requirement to answer 65% of the calls received within 30 seconds. For the period 2020 through 2024, OH has consistently provided a higher quality of service than the industry target.



## 1.2 Customer Satisfaction Measures





### 1.2.1 First Contact Resolution

The aim is 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 resolved with the first contact, divided by the total number of customer contacts. In 2024, 95.7% of customers were resolved on the first contact.

### 1.2.2 Billing Accuracy

Providing customers with accurate and timely bills is essential. Since tracking of billing accuracy commenced in 2014, scores of over 99% have consistently been achieved.

### 1.2.3 Customer Satisfaction Survey Results

The Customer Satisfaction Survey provides valuable feedback to support future customer education programs and identify areas where there is room to improve customer experience, communication, and service. Through the survey, responding customers said that OH is trusted, provides an excellent quality of service, and delivers on its service commitments.

The 2024 Scorecard includes reporting on the number of customers that were “very or fairly satisfied with Oakville Hydro”. Customers gave OH a score of 92% on this measure compared with an average score of 85% nationally and 86% provincially. Attention to customer service has enabled OH to achieve an equal or higher score than the industry average in Ontario and across Canada.

## 2. Operational Effectiveness Measures

Electricity remains an essential service — and more than ever, customers expect a stable and reliable electricity supply at all times of day and through every season. One of OH's core pillars is a commitment to continuous improvement and innovation to meet and exceed this expectation. OH continues to leverage new technologies and demonstrates a commitment to providing a safe, reliable, and efficient electricity supply for the community.

OH continues to make strategic investments in system automation, outage response, and infrastructure resiliency. Additional automated and remote switches were deployed across the field network. These devices provide enhanced real-time feedback to the control room, enabling faster and more informed responses to outages.

Progress has also been made in advancing the functionality of the centralized Fault Location, Isolation, and Service Restoration (FLISR) system. Fault indicators within the switchgear have been upgraded to improve their compatibility and reliability with FLISR, supporting the transition from semi-automatic to fully automatic operation. This marks a critical step toward a smarter, more autonomous power grid.

To further support reliability and operator readiness, OH has implemented and actively utilizes an Operator Training Simulator (OTS). This tool allows operators to re-run outage scenarios, review Order's to Operate (OTOs) prior to execution, and prepare for complex events before they occur. The OTS reduces outage times and serves as a valuable training platform for new employees.

OH has repurposed our former host servers as Quality Assurance Servers (QAS) to create a clone of the production server for testing purposes. This allows us to validate updates and changes before deployment, improving network security, risk management, and system reliability. Currently, the initiative is operating on a small scale for testing, transitioning to a full system clone will require expanding the team to fully support the Advanced Distribution Management System (ADMS) as well as maintain the QAS.

Looking ahead, OH's major initiative for 2025 and 2026 is the implementation of Survalent ONE Polaris. This system will enhance coordination between control room operations and field personnel, enabling seamless information sharing and driving more effective communication between departments, increasing efficiency during high impact events.

## 2.1 Public Safety

### 2.1.1 Public Awareness of Electrical Safety

OH is active in raising awareness of powerline safety hazards in the Town of Oakville. Through various media platforms, a variety of important public electrical safety messages are communicated to residents.

A public safety awareness survey is conducted every two years to measure the level of awareness in Oakville. In early 2024, approximately 1,600 people, over the age of 18, were asked six safety-related questions that correspond to the most frequent safety incidents involving electrical equipment. Oakville residents achieved a score of 84%, in line with the 2022 result and up from 82% achieved in 2019.

Visit OH's YouTube channel for more information about how you can protect you and your loved ones from injury.
https://www.youtube.com/channel/UCLV60O4HmueHAxBRFDTRO9g/videos

### 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 distribution systems. 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, an independent auditor is engaged to conduct an audit of OH's compliance with the regulation.

OH is committed to ensuring that the distribution system is safe and that it complies with all electrical safety requirements. In 2024, a "Compliant" rating was received for the seventh consecutive year.

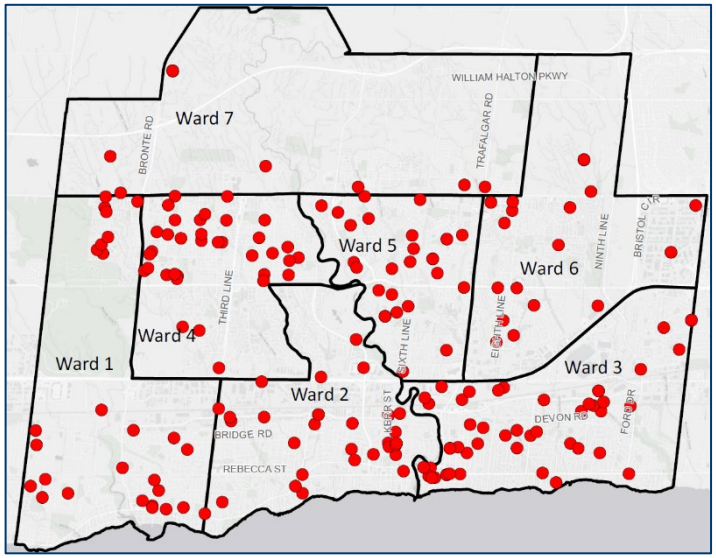
### 2.1.3 Serious Electrical Incident Index

The Serious Electrical Incident Index measures the number and rate of serious electrical incidents involving the public and occurring on OH's distribution assets.  Safety is the top priority. In 2024, there were no serious electrical incidents involving OH.

## 2.2 System Reliability

In 2024, OH advanced its commitment to system reliability by deepening the integration of data-driven insights, expanding automation capabilities, and fostering cross-departmental collaboration. The Reliability Committee — comprising staff from across the organization — continued to play a pivotal role in converting technical expertise into actionable improvements for both planning and day-to-day operations.

Analytical scripts were developed to capture station loading data, calculate feeder demand, and summarize these metrics over time. These tools provide teams with clearer, more granular visibility into system performance trends, enabling more informed and proactive decision-making. In parallel, investments in automation strengthened control room capabilities allows operators to respond to outages more quickly and restore service faster — directly enhancing the customer experience.




**2024 Interruptions**

### 2.2.1 System Average Interruption Duration Index (SAIDI)

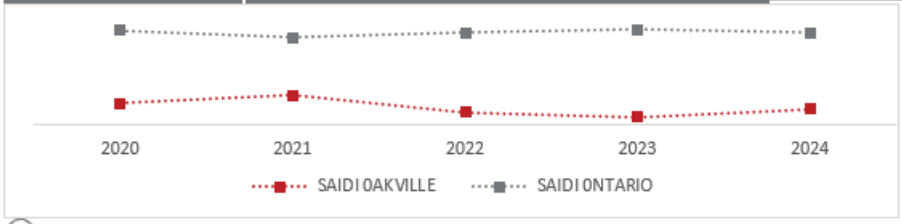
Average Number of Hours That Power Is Interrupted

In 2024, Oakville customers were without power for an average of 0.46 hours or 28 minutes. The number of hours that an average customer was without power in Oakville was lower than that of the average customer in Ontario who was, on average, without power for more than two hours.

OH has consistently performed better than the provincial average throughout the five-year period covered by the scorecard. Much of this success can be attributed to the ability to restore power remotely and quickly through its grid automation platform.

**System Reliability Indicators | SAIDI**

| Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| SAIDI OAKVILLE | 0.61 | 0.84 | 0.36 | 0.23 | **0.46** |
| SAIDI ONTARIO | 2.72 | 2.52 | 2.66 | 2.75 | **2.66** ① |




① *2024 Ontario value is estimated based on 2020-2023 average*

### 2.2.2 System Average Interruption Frequency Index (SAIFI)

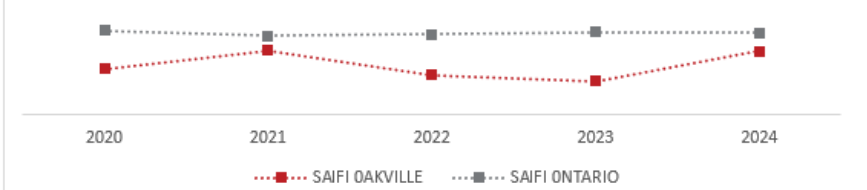
Average Number of Times that Power to a Customer is Interrupted

In 2024, customers experienced, on average, 1.18 power interruptions, 22% fewer interruptions than the average Ontario customer.

OH has consistently performed better than the provincial average throughout the five-year period covered by the scorecard. These high levels of reliability are a result of the emphasis and priority OH places on asset management and agile dispatching and restoration.

**System Reliability Indicators | SAIFI**

| Year | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|
| SAIFI OAKVILLE | 0.85 | 1.20 | 0.74 | 0.63 | **1.18** |
| SAIFI ONTARIO | 1.56 | 1.47 | 1.49 | 1.54 | **1.52** ① |




① *2024 Ontario value is estimated based on 2020-2023 average*

## 2.3 Asset Management

### Distribution System Plan (DSP) Implementation Progress

Maintaining and building an electricity distribution system is capital-intensive; it is an ever-changing and evolving process. It is critical that OH make prudent capital investments and have effective maintenance plans to ensure a sustainable and reliable distribution system. OH's DSP reflects an integrated approach to planning, selecting, prioritizing, and managing assets. It includes customer feedback, regional planning, renewable generation connections, impacts of climate change, grid modernization, conservation and demand management, and smart grid considerations.

In 2024, OH continued to upgrade older switchgear with more robust models, which offer improved durability in harsh weather and enable remote operation. Additional remotely operated switches have been deployed in overhead areas, enhancing the system's ability to respond quickly to outages and improving operational efficiency in day-to-day grid management.

New subdivision and building developments were supported across the Town of Oakville, ensuring that the distribution system meets the needs of growing communities. In addition to supporting community growth, targeted sections of the distribution grid were proactively identified and prioritized for replacement. Overhead and underground areas were selected, designed, and rebuilt to strengthen the reliability and resilience of the grid.

**To learn about how Oakville Hydro is investing in renewing and expanding infrastructure, visit https://www.oakvillehydro.com/accounts-customer-services/grid-advancement**

## 2.4 COST CONTROL

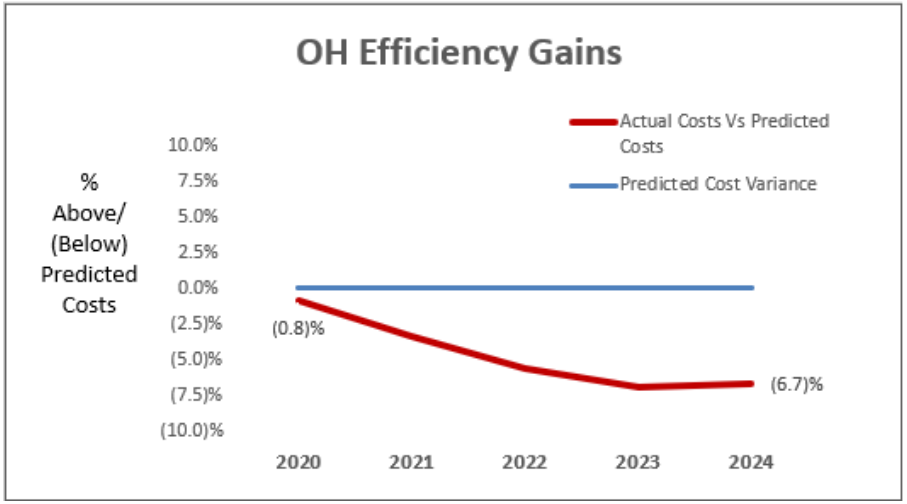
A total cost benchmarking evaluation is used to assess the efficiency of Ontario's electricity distributors. The model is used to calculate an electricity distributor's total operating and capital costs and compare those costs to the costs predicted by the model, based on business conditions in each 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. Performance under each of these measures is discussed in the following section.

### 2.4.1 EFFICIENCY ASSESSMENT

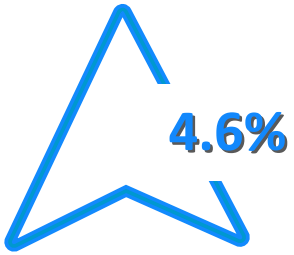
Electricity distributors are assigned to one of five efficiency groups (Groups 1 to 5) based on the comparison of their actual costs to their predicted costs. Electricity distributors whose actual costs are close to or lower than their predicted costs are considered more efficient. OH is in Group 3, the largest group, whose actual costs are within 10% of their predicted costs.

Since 2019, OH has improved its performance within Group 3 and, in 2024, actual costs were 6.7% **lower** than predicted costs.



### 2.4.2 Total Cost per Customer

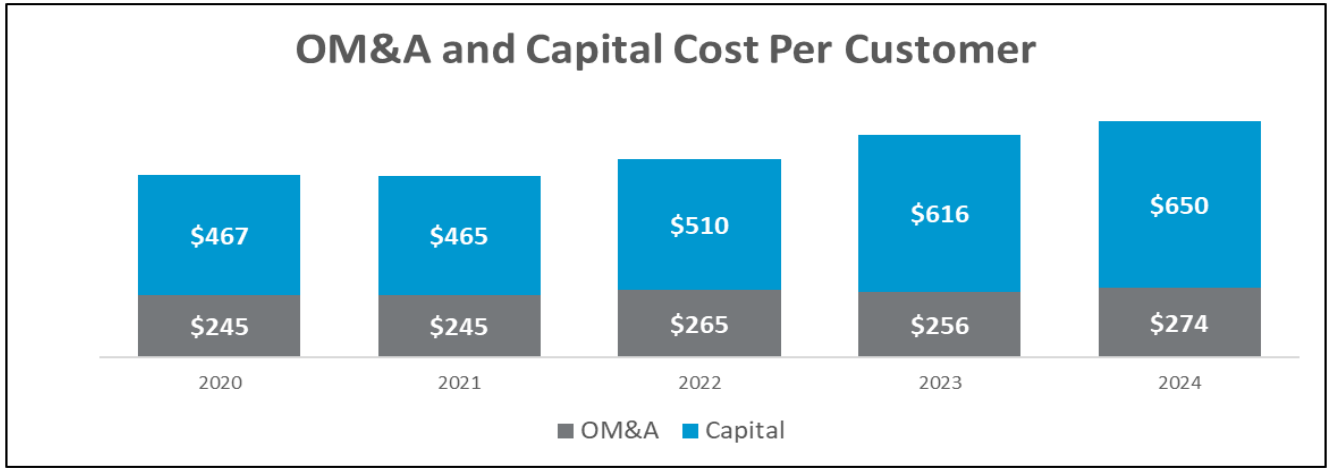
**Our total cost per customer increased by an average of 4.6% over the five-year period covered by the scorecard, lower than the provincial average.**




The total cost per customer is calculated as the sum of capital and operating costs divided by the total number of metered customers. In 2024, OH's Operating, Maintenance and Administration (OM&A) cost per customer was $274 and capital cost per customer was $650 for a total cost of $924 per customer, an increase of 6.0% as compared to 2023. This increase is driven principally by higher capital investments, including higher than normal investments to facilitate transit and road expansions.

Like other electricity distributors in the province, OH has experienced cost pressures associated with the delivery of reliable services to customers. Inflationary pressures, supply chain challenges, investments in new information systems technology, and the renewal and growth of the distribution system, have all contributed to increased costs. In comparison, the total cost per customer for Ontario was $1,123, an increase of 3.7% as compared to 2023.

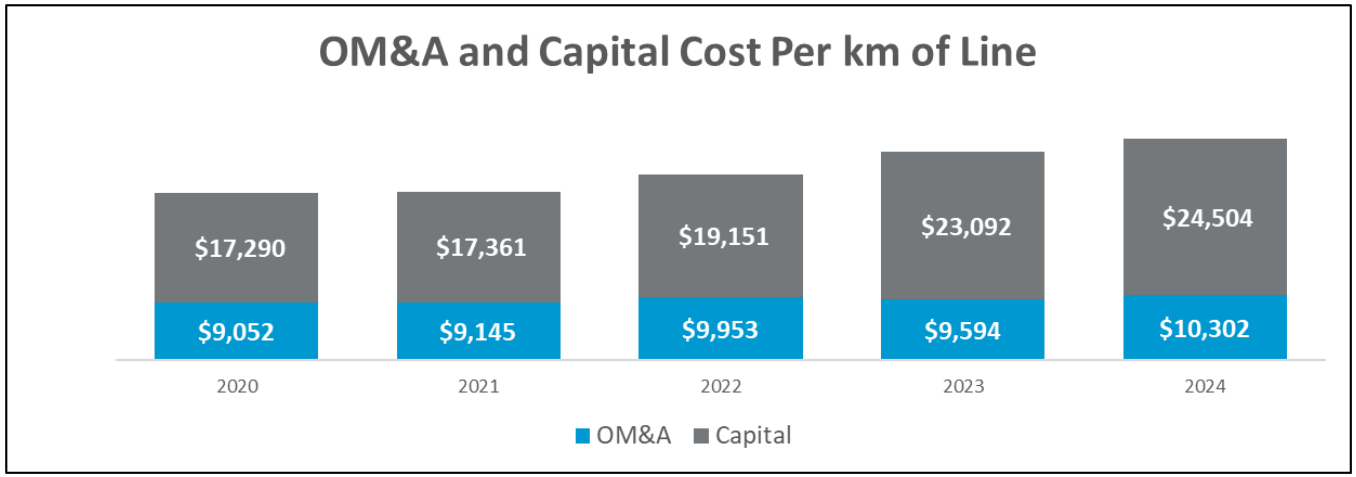
Despite these pressures, OH's OM&A and capital cost per customer have remained relatively stable with average annual total cost growth of 4.6% over the five-year period of the scorecard, compared with 5.6% for the province. Average annual OM&A and capital cost growth was 2.3% and 5.8% respectively over the five-year period. This stable cost profile is a result of the successful implementation of innovative solutions and efficiency initiatives.



### 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 of the service area. In 2024, OH's OM&A and capital costs per kilometre of line were $10,302 and $24,504 respectively, for a total cost per kilometre of line of $34,806. This represents an increase of 6.5% as compared to 2023 or an average annual cost growth of 4.3% over the five-year period covered by the scorecard. This increase is driven principally by higher capital investments, including higher than normal investments to facilitate transit and road expansions. Average annual OM&A and capital cost growth was 1.9% and 5.5% respectively over the five-year period.

**Our total cost per kilometre of line increased by 4.3% over the five-year period covered by the scorecard.**




# 3. Public Policy & Responsiveness

The Ontario Energy Board (OEB) regulates OH. 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 success in responding to requests for the connection of renewable energy to the 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 health. These renewable sources include 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, 2024, there were 219 solar energy installations in the Town of Oakville.

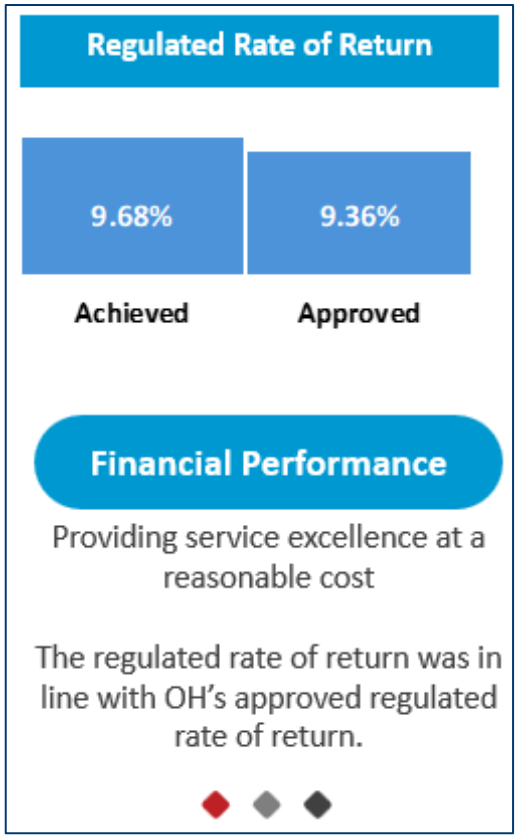
### 3.1.1 New Micro-embedded Generation Facilities Connected on Time

In 2024, OH connected 43 micro-embedded generation facilities. All 43 were connected on time.

# 4. Financial Performance

OH has consistently performed within the OEB's range of +/- 3% of the deemed regulated rate of return on equity of 9.36% that was established in the cost-of-service application, operating within the OEB's framework of annual inflationary adjustments to rates. The goal is to balance the needs of Oakville's growing community and the commitment to provide the value of service that customers require and expect.

The OEB plays a critical role in managing electricity costs in Ontario. 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. This section of the scorecard includes measures of financial health and performance including liquidity, leverage, and profitability. OH's 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 the company can meet its short-term financial obligations. OH continues to be in a strong financial position with a current ratio of 1.29 in 2024.

### 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 2020, OH has maintained a debt-to-equity structure of less than 1.5 as illustrated in the table below.

| Financial Ratios | 2020 | 2021 | 2022 | 2023 | 2024 | Trend |
|---|---|---|---|---|---|---|
| Current Ratio | 1.23 | 1.22 | 1.06 | 1.10 | 1.29 | |
| Leverage | 0.88 | 0.84 | 0.80 | 0.71 | 0.72 | |

### 4.1.3 PROFITABILITY

#### REGULATORY RETURN ON EQUITY – DEEMED (INCLUDED IN RATES)

The OEB approved OH's 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 2024, OH earned a regulatory return on equity of 9.68%, which is within the OEB's range of +/- 3% of the deemed rate of 9.36%. OH continues to control costs, maximize efficiencies and, as a result, is well-positioned to meet the needs of Oakville's growing community and continues to provide the quality service that customers expect.

Since 2020, OH has maintained a regulated rate of return in-line with its approved deemed rate as illustrated in the table below.

| Regulated Rate of Return | 2020 | 2021 | 2022 | 2023 | 2024 | Trend |
|---|---|---|---|---|---|---|
| Deemed ROE | 9.36% | 9.36% | 9.36% | 9.36% | 9.36% | |
| Actual ROE | 8.42% | 9.22% | 9.17% | 9.90% | 9.68% | |

# NOTE TO READERS OF 2024 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.