Scorecard - Grimsby Power Incorporated

8/21/2025

Performance Outcomes	Performance Categories	Measures		2020	2021	2022	2023	2024	Trend	Target: Industry	Target: 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		100.00%	100.00%	100.00%	93.75%	100.00%	↓	90.00%	
		Scheduled Appointments Met On Time		100.00%	100.00%	100.00%	92.44%	99.12%	↓	90.00%	
		Telephone Calls Answered On Time		89.38%	86.81%	86.70%	94.12%	92.86%	↑	65.00%	
	Customer Satisfaction	First Contact Resolution		99.89%	99.93%	99.99%	99.86%	99.92%			
		Billing Accuracy		99.99%	99.99%	99.99%	99.99%	99.99%	→	98.00%	
		Customer Satisfaction Survey Results		79%	79%	77%	77%	83%			
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		82.90%	82.50%	82.50%	83.80%	83.80%			
		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]		0.64	1.82	2.35	1.69	4.28	↑		2.08
		Average Number of Times that Power to a Customer is Interrupted [2]		0.92	1.27	1.96	1.31	2.33	↑		1.56
	Asset Management	Distribution System Plan Implementation Progress		67.6%	94.02%	95.95%	85.5%	107.8%			
	Cost Control	Efficiency Assessment		1	1	1	1	1			
		Total Cost per Customer [3]		$598	$602	$660	$735	$751			
		Total Cost per Km of Line [3]		$10,121	$10,315	$11,287	$12,547	$12,810			
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	New Micro-embedded Generation Facilities Connected On Time				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)		0.99	1.03	0.82	0.92	0.75			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio		1.27	1.15	1.19	1.09	1.08			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	9.19%	9.19%	8.66%	8.66%	8.66%			
			Achieved	8.12%	10.80%	8.42%	6.63%	7.51%			

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")

The link below provides a document titled "Scorecard - Performance Measure Descriptions"
has 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:
http://www.ontarioenergyboard.ca/OEB/_Documents/scorecard/Scorecard_Performance_Measure_Descriptions.pdf

Scorecard MD&A - General Overview

Grimsby Power Incorporated ("Grimsby Power") is committed to providing Town of Grimsby residents and businesses with a safe and reliable supply of electricity while operating effectively and efficiently at an equitable cost. In terms of customer focus, operational effectiveness, public policy responsiveness, and financial performance, Grimsby Power continues to strive to exceed customer expectations and Ontario Energy Board (OEB) targets.

Service Quality

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

In 2024, Grimsby Power provided new services to 122 qualifying low-voltage residential and small business customers, specifically those using connections below 750 volts, who are connected to its distribution system. Low-voltage customers must be connected within a five-day timeline prescribed by the Ontario Energy Board. Grimsby Power connected 100% of customers within the prescribed period. Grimsby Power contributes the continued high rating in this category to an emphasis on customer service.

- **Scheduled Appointments Met On Time**

In 2024 there were 227 instances where an appointment, with the customer or customer representative present, was required. Grimsby Power met 98% of its scheduled appointments on time in 2024. The appointments included cut and reconnects (upgrades to customer-owned equipment) and any other related work requested by customers or their representatives. Grimsby Power consistently exceeds the industry target of 90% of appointments attended on time.

- **Telephone Calls Answered On Time**

The number of calls answered on time continues to be a customer service focus for Grimsby Power. In 2024 customer service representatives received 7,720 phone calls from customers, an increase of 1,414 calls compared to 2023. The increase in the number of calls was directly related to the Canada Post strike. A representative answered those calls within 30 seconds 93% of the time. This result greatly exceeds the Ontario Energy Board target of 65% for timely call response. In 2024, 81% of the calls answered were actually answered within 10 seconds.

Communication by phone remains a consistent means for responding to complex enquiries related to bill inquiries, energy use, e billing and bill payment support programs including LEAP and the Ontario Electricity Support program.

Customer Satisfaction

Specific customer satisfaction measurements have not been defined across the industry. The Ontario Energy Board (OEB) had instructed all electricity distributors to review and develop measurements in these areas and begin tracking by July 1, 2014. The OEB plans to review information provided by electricity distributors over the next few years and implement a commonly defined measure for these areas in the future. As a result, each electricity distributor may have different measurements of performance until the OEB provides specific direction regarding a commonly defined measure.

- **First Contact Resolution**

First Contact Resolution can be measured in a variety of ways and further regulatory guidance is necessary to achieve meaningful comparable information across electricity distributors.

For Grimsby Power, the First Contact Resolution measure is determined by taking the number of calls escalated to management over the total number of calls received by customer service representatives from January 1 – December 31, 2024. Grimsby Power received 7,720 phone calls with only nine requiring the attention of management. This indicates customer service representatives address customer inquiries and resolve issues 99.92% of the time. A continued focus on customer service and continued awareness of customer needs through customer satisfaction surveys empowers our human resources to have continued success in first contact resolution.

- **Billing Accuracy**

Until July 2014, a specific measurement of billing accuracy had not been previously defined across the industry. After consultation with some electricity distributors, the Ontario Energy Board (OEB) has prescribed a measurement of billing accuracy that must be used by all electricity distributors effective October 1, 2014. The measurement for bill accuracy takes the total bills issued less the number of inaccurate bills and divides that by the total number of bills issued.

For the period from January 1 - December 31, 2024, Grimsby Power issued 144,742 bills and achieved a billing accuracy of 99.99%. This compares favorably to the prescribed OEB target of 98%. Grimsby Power continues to strive for excellence in billing accuracy results and continues its ongoing effort to recognize issues that may arise and identify opportunities for improvement.

- **Customer Satisfaction Survey Results**

The Ontario Energy Board (OEB) introduced the Customer Satisfaction Survey Results measure beginning in 2013. At a minimum, electricity distributors are required to measure and report a customer satisfaction survey result at least every other year. In 2016, Grimsby Power began utilizing standard questions and methodologies developed by the Innovative Research Group.

Grimsby Power engaged a third party to conduct a customer satisfaction survey. This customer satisfaction survey offers insights that facilitate conversations aimed at enhancing customer service across all departments and levels at Grimsby Power. The survey seeks to gather information about various aspects related to customer experience, encompassing overall satisfaction with Grimsby Power, reliability and quality of power, customer service, as well as billing and payment processes. The result of the survey was an overall customer satisfaction index of 83% (2024).

The customer satisfaction index increased by 6% in 2024. The increase is due to improved communication, increased satisfaction with billing accuracy and increased satisfaction with the amount Grimsby Power retains to pay for services provided. The key customer issues surround the cost of electricity, number and duration of outages and electricity conservation.

Grimsby Power utilizes its website, Facebook, and X to share information during power outages and to inform customers about bill assistance, conservation efforts, and safety measures concerning distribution equipment. Furthermore, we employ an automated phone messaging system to relay information during major outage incidents.

Safety

- **Public Safety**

The Ontario Energy Board (OEB) introduced this Safety measure in 2015. This measure evaluates safety from the perspective of customers, as ensuring the public's safety around our distribution system is of utmost importance. The Safety measure is generated by the Electrical Safety Authority (ESA) and includes three components: Public Awareness of Electrical Safety, Compliance with Ontario Regulation 22/04, and the Serious Electrical Incident Index.

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

Grimsby Power engaged a third party to launch the public awareness survey among a representative sample of the Town's population. The survey gauges the awareness level of key electrical safety concepts related to distribution assets based on a template survey provided by the Electrical Safety Authority (ESA). The survey is conducted biennially. Grimsby Power's Public Safety Awareness Score in 2023 was 83.8%. This is a slight increase from our 2021 survey result of 82.5%.

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

Since 2010 Grimsby Power was compliant with Ontario Regulation 22/04 (Electrical Distribution Safety) except for 2015 when Grimsby Power received a "Needs Improvement" rating.

In 2024, Grimsby Power again received a rating of "Compliant" (C). This achievement underlines our strong commitment to safety that includes adherence to design standards and GPI's construction verification program that ensures construction work aligns with design standards. Ontario Regulation 22/04 - *Electrical Distribution Safety* establishes objective based electrical safety requirements for the design, construction and maintenance of electrical distribution systems owned by licensed distributors.

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

This index measures the number of serious electrical incidents involving the general public. A serious electrical incident has the following meaning:

a) any electrical contact that caused death or critical injury to a person,

b) any inadvertent contact with any part of a distribution system operating at 750 volts or above or with a meter, if the contact caused or had the potential to cause death or critical injury to a person, but not if the contact was caused by force majeure, or

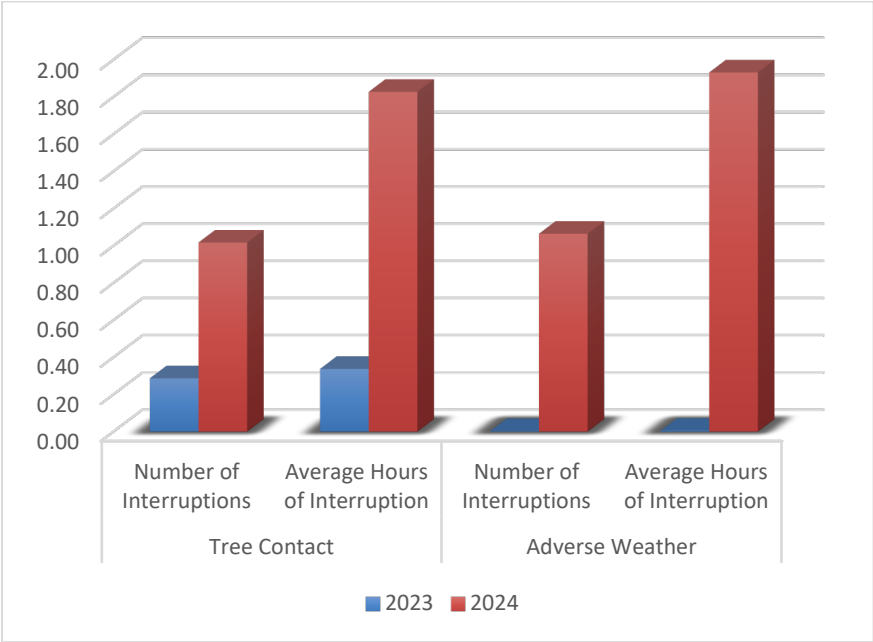
c) any fire or explosion in any part of a distribution system operating at 750 volts or above or in a meter, if the fire or explosion, as the case may be, caused or had the potential to cause death or critical injury to a person, but not if it was caused by force majeure.

Grimsby Power has not had any serious electrical incidents involving the general public.

System Reliability

On average, Grimsby Power customers had power interrupted 2.33 times for 4.28 hours in 2024. This is an increase compared to 2023 where power was interrupted 1.31 times on average for a total of 1.69 hours.

In 2024, two primary factors played a significant role in the rise of both the frequency and length of outages. A marked increase in outages due to tree contacts and adverse weather conditions led to customers facing more frequent and prolonged service interruptions. The chart below illustrates a comparison of these two causes for the years 2023 and 2024.



The overwhelming majority of outages resulting from tree contact (8 out of 9) originated from trees located outside the designated right of way of Grimsby Power. In these instances, outages lasted for an extended period of time. The tree contacts impacted primary wires that supply power to a significant number of customers. These trees fell during normal weather conditions.

During periods of inclement weather, it was still contact with trees that resulted in significant power outages. In adverse weather conditions such as high winds, ice, and snow accumulation, trees are impacted, leading to tree branches and trunks making contact with power lines. Restoration efforts during severe weather can be hampered, as crews must operate under challenging conditions.

Grimsby Power continues to invest in capital projects with the intention of improving reliability. Those projects include investment in primary switches, reclosures and fault indicators. Grimsby Power also continues to maintain trees within our right of way through our annual tree trimming program.

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

This metric indicates the average duration, in hours, that a Grimsby Power customer experienced power interruption. The current five-year target for the average number of hours for a power interruption is 2.08. The target is based on an average of scores from 2017 to 2021. Power was interrupted for 4.28 hours, on average, in 2024, above target and an increase compared to 1.69 in 2023.

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

This metric indicates the average number of times a customer's power was interrupted. The current five-year target for the average number of times power is interrupted is 1.56. The target is based on an average of scores from 2017 to 2021. The average number of times power was interrupted in 2024 was 2.33, below target and an increase compared to 1.31 in 2023.

Asset Management

- **Distribution System Plan Implementation Progress**

Grimsby Power submitted a Distribution System Plan (DSP) with its 2022 Cost of Service Application. The consolidated five-year Distribution System Plan (DSP) submitted with the application began in 2022. The DSP serves to outline how Grimsby Power will develop, manage, and maintain its distribution system equipment to provide a safe, reliable, efficient and cost-effective distribution system.

The completion progress of Grimsby Power's distribution system plan was over 107% in 2024. The 2024 result represents the actual capital expenditure for the year, over the planned expenditure from our 2022 Cost of Service application.

The main driver of the high completion percentage was the construction of a new feeder from the Niagara West MTS, underground primary cable reinforcements and the meter reverification program.

Grimsby Power also completed other projects including primary three phase switch automation, defective pole replacement, pad mount transformer replacements and modifications to customer connections.

Cost Control

- **Efficiency Assessment**

The Pacific Economics Group LLC (PEG) evaluates the relative efficiency of LDC's annually for the OEB. This evaluation is part of the OEB's rate setting parameters and benchmarking under the renewed regulatory framework for Ontario's electricity distributors. Each LDC is ranked and placed in one of five groups that reflect its potential for incremental productivity gains.

In 2024, Grimsby Power was once again classified as Group 1. Distributors within Group 1 experience actual costs that are, on average, over 25 percent lower than their projected costs over a three-year period.

A Group 1 utility is considered the most efficient and Grimsby Power is one of seventeen electric utilities currently classified as Group 1. Grimsby Power's continued focus on reasonable costs has made the LDC more cost-effective year over year.

- **Total Cost per Customer**

Total cost per customer is calculated as the sum of Grimsby Power's capital and operating expenditures, divided by the average number of customers that Grimsby Power serves. The total cost per customer result for 2024 was $751/customer, an increase of $153 over five years.

Grimsby Power has remained consistent in providing an equitable cost per customer. We will continue to replace distribution assets proactively and in conjunction with its Distribution System Plan in a manner that evaluates risks and impacts on customer rates. With inflationary pressures increasing our operations, maintenance, administrative and capital costs Grimsby Power still remains well below predicted costs.

- **Total Cost per Km of Line**

This metric uses the same total cost used in the Cost per Customer calculation above, however the total cost is divided by the kilometers of line that Grimsby Power operates to serve its customers. Grimsby Power's 2024 total cost per Km of line was $12,810, an increase of $2,679 over five years.

Grimsby Power continues to see low growth in its total kilometers of line but increases in total cost. Typically, developments within Grimsby "lie along" existing distribution lines and this keeps the total kilometers of line low but the density of the customers along the lines increases slightly along with costs.

Connection of Renewable Generation

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

This section is no longer required for reporting purposes.

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

In 2024, Grimsby Power connected three micro-embedded generation facilities (projects of less than 10 kW) on time.

Financial Ratios

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

As an indicator of financial health, a current ratio that is greater than one is considered good as it indicates that the company can pay its short-term debts and financial obligations. A company with a ratio of greater than one is often referred to as being "liquid". The higher the number, the more "liquid" and the larger the margin of safety to cover the company's short-term debts and financial obligations.

In 2024, Grimsby Power's current ratio fell to 0.75, down from 0.92 in 2023. This decline in the liquidity ratio is due to a rise in current liabilities. This increase is mainly associated with an increase in the current portion of long-term debt and a greater dependence on short-term loans. The escalation in debt was essential to finance substantial capital projects. Additionally, a persistent rise in energy and operating expenses has heightened our dependence on short-term loans.

- **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 for electricity distributors when establishing rates.

The deemed capital structure 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 levered than the deemed capital structure and could have difficulty generating sufficient cash flows to make its debt payments. A debt-to-equity ratio of less than 1.5 indicates that the distributor is less levered than the deemed capital structure. A low debt-to-equity ratio may indicate that an electricity distributor is not taking advantage of the increased profits that financial advantage may bring.

In 2024, Grimsby Power's financial structure remained at the same level compared to 2023, achieving a total debt to equity ratio of 1.08, down only 0.01 2023. This structure indicates that the company is financed by approximately 52% debt and 48% equity.

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

Grimsby Power's current OEB approved distribution rates include an expected or deemed regulatory return on equity of 8.66%. This deemed rate was determined through the Cost-of-Service rate application process in 2022 (EB-2021-0027). The OEB monitors the achieved regulatory return on equity and if an LDC achieves +/- 3% of their deemed regulatory return on equity the OEB may make further inquiries with distributors.

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

Grimsby Power's achieved regulated return on equity was 7.51% in 2024 above the 6.63% achieved in 2023 and within the OEB +/-3% range of 8.66%. The increase in regulated return on equity is mainly due to future/deferred tax expense and the current income tax expense.

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 judgment on the reporting date of the performance scorecard and could be markedly different in the future.