

Desired Outcome	Area	Measure	Overview	Performance Record/Trend					Spend	Performance Benchmarking (i.e., how does Hydro One's performance compare to others inside/ outside the industry?)	(i.e., Key Goals/Targets & Timetable for achieving them [short-, medium-, long-term])	Performance Projection						Cost Projection (i.e., Forecasted Costs to Achieve Outcome)						Benefits Projection (i.e., Forecasted Benefits of Achieved)						Conse-quences (of outcome being met, exceeded, not met)		
				2009	2010	2011	2012	2013				2014	2015	2016	2017	2018	2019	2015-2019	2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018		2019	
Reduced number of outages caused by contact of trees with the distribution system	Vegetation Management	Reduction in vegetation related customer outages	Service interruptions caused by vegetation are an issue faced by most electric distribution companies. Hydro One is proposing an outcome metric against which its efforts to reduce the number of vegetation caused outages will be evaluated.	6,445	6,116	6,113	6,953	5,791	\$ 338,000,000		Given the current age and condition of the poles, Hydro One expects to replace between 11,000 and 15,000 poles per year during the 5 year plan.	6,300	6,300	6,300	6,200	6,100	6,000	\$ 540,000,000														
	Pole Replacement	Poles replaced per year	Hydro One has approximately 1.6 million distribution poles in its system. Each year approximately 20,000 poles are installed, a figure that includes both new installations and end of life replacements. Poles that fail can cause customer outages.	7,485	7,517	7,282	7,451	10,718	\$ 323,000,000			11,000	11,600	12,200	13,200	14,200	15,200	\$ 530,000,000														
	PCB Line Equipment	Number of pole top transformers with PCB oil that have been replaced	The PCB line equipment capital project was selected as an area to be measured via an outcome metric because of the public safety issues pertaining to the equipment. The initiative addresses Federal PCB regulations and ensures Hydro One's communities' environmental concerns are addressed by decreasing the number of pole top transformers containing PCBs.						\$ 4,000,000			-	400	1,000	2,200	2,200	2,200	\$ 39,000,000														
Reduced number of substation interruptions during the 5 year plan	Substation Refurbishments	Number of substation interruptions over the five year period	Hydro One maintains 1,004 distribution and regulating station facilities, with an average expected service life of 50 years. The Company is proposing increased funding in this area to manage system reliability in the face of demographic and load requirement pressures on the system, and to mitigate against a growing wave of stations reaching expected service life simultaneously. Hydro One's distribution system has experienced a number of substation related outages over the last five years.	153	190	159	144	129	\$ 46,000,000			155	155	155	155	155	155	\$ 203,000,000														
	Distribution Line Equipment Refurbishments	Number of distribution line equipment interruptions over the five year period	Hydro One owns over 120,000 circuit km of lines (approximately 3200 feeders). An ongoing assessment of the condition of the lines/feeders is performed by Hydro One. Small and large sustainment projects will be performed over the course of the 5-year plan to improve or sustain the performance of the system. Hydro One anticipates expending approximately \$307 million on line projects during the 5-year plan period compared to \$155 million in the preceding 5 year period. Hydro One's distribution system has experienced a number of line equipment related outages over the last five years.	8,210	5,971	7,681	7,316	7,266	\$ 307,000,000			7,300	7,300	8,300	7,300	7,300	7,300	\$ 15,500,000														
	Customer Experience	Overall Customer Satisfaction.	An independent third-party research firm will conduct random bi-annual residential and small-business impression surveys on behalf of Hydro One.	84%	80%	77%	78%	80%	\$ 6,000,000		The main goal is to move Hydro One towards a 85% customer satisfaction target in 5 years.	80%	81%	82%	83%	84%	85%	\$ 21,000,000														
	Handling of Unplanned Outages	Percent of customers satisfied with the way Hydro One handled the unplanned outage	An independent third-party research firm will conduct random bi-annual residential and small-business impression surveys regarding Hydro One's handling of unplanned outages.	82%	83%	81%	79%	78%				80%	80%	83%	83%	83%	83%															
Reduced number of estimated bills during the 5 year plan	Estimated Bills	Percent of estimated bills issued	One area that the Company understands is an issue for our customers "estimated bills". As such, Hydro One proposes an outcome metric that measures the Company's success in reducing the number of estimated bills received by our customers.	N/A	23.9%	10.2%	8.5%	10.8%				6.0%	5.5%	5.0%	4.5%	4.0%	3.5%															