

**Consolidated 2013 Scorecards of Electricity Distributors**

Distributor Name	Customer Focus			Operational Effectiveness					Public Policy Responsiveness				Financial Performance				
	Service Quality			System Reliability		Cost Control			Conservation & Demand Management		Connection of Renewable Generation		Financial Ratios				
	New Residential/Small Business Services Connected on Time (Target: 90%)	Scheduled Appointments Met on Time (Target: 90%)	Telephone Calls Answered on Time (Target: 65%)	Average Number of Hours Power to Customer is Interrupted (Target: Distributor-specific range)	Average Number of Times Power to Customer is Interrupted (Target: Distributor-specific range)	Efficiency Assessment (1 = most efficient 5 = least efficient)	Total Cost per Customer	Total Cost per Km of Line	Net Annual Peak Demand Savings (Percent of Target Achieved)	Net Cumulative Energy Savings (Percent of Target Achieved)	Renewable Generation Connection Impact Assessments Completed on Time	New Micro-Embedded Generation Facilities Connected on Time (Target: 90%)	Liquidity: Current Ratio	Leverage: Total Debt to Equity Ratio	Profitability: Regulatory Return on Equity - Deemed	Profitability: Regulatory Return on Equity - Achieved	
1 Algoma Power Inc.	99.00%	100.00%	82.90%	11.91	3.64	5	\$1,952	\$12,302	12.30%	44.50%		96.88%	1.99	1.25	9.85%	7.06%	1
2 Atikokan Hydro Inc.		100.00%	100.00%	3.43	1.12	4	\$908	\$16,430	4.50%	59.30%			1.39	0.38	9.12%	11.28%	2
3 Bluewater Power Distribution Corporation	92.20%	100.00%	77.00%	1.82	1.48	3	\$646	\$29,017	24.40%	71.80%	100%	100%	1.66	1.01	8.98%	11.40%	3
4 Brant County Power Inc.	100.00%	100.00%	96.40%	3.04	0.81	4	\$731	\$13,939	7.50%	72.30%	100%	100%	1.86	0.47	9.58%	6.90%	4
5 Brantford Power Inc.	99.70%	100.00%	67.50%	0.56	0.71	3	\$507	\$39,373	16.20%	89.50%	100%	100%	2.05	1.20	8.98%	11.60%	5
6 Burlington Hydro Inc.	96.70%	99.30%	74.80%	0.91	0.68	3	\$587	\$25,773	28.90%	86.80%	50%	100%	2.30	0.93	9.85%	8.15%	6
7 Cambridge and North Dumfries Hydro Inc.	99.30%	99.50%	87.30%	2.67	2.35	3	\$624	\$28,714	18.20%	133.30%	100%	100%	2.32	0.57	9.85%	7.80%	7
8 Canadian Niagara Power Inc.	93.10%	100.00%	82.60%	3.22	2.72	4	\$726	\$20,275	26.60%	64.50%	0%	97.78%	0.34	2.30	8.93%	6.71%	8
9 Centre Wellington Hydro Ltd.	100.00%	99.40%	99.90%	2.87	0.89	3	\$614	\$27,271	42.20%	109.40%	100%	100%	2.08	0.89	8.98%	10.40%	9
10 Chapleau Public Utilities Corporation	100.00%	100.00%	100.00%	2.18	2.58	4	\$653	\$30,175	21.20%	139.80%			1.75	0.00	9.12%	19.84%	10
11 COLLUS PowerStream Corp.	100.00%	100.00%	98.00%	0.10	0.73	3	\$500	\$23,849	16.50%	64.20%	100%	100%	1.25	1.41	8.98%	8.40%	11
12 Cooperative Hydro Embrun Inc.	100.00%	100.00%	97.00%	0.04	0.02	2	\$568	\$39,819	27.40%	124.10%		100%	3.14	0.00	9.36%	8.43%	12
13 E.L.K. Energy Inc.	94.40%	96.20%	97.40%	1.05	0.44	1	\$401	\$29,697	10.40%	84.00%	100%	100%	3.10	1.03	9.12%	9.20%	13
14 Enersource Hydro Mississauga Inc.	98.60%	99.20%	84.30%	1.49	1.37	2	\$692	\$26,742	35.50%	85.70%	100%	98.44%	1.45	1.26	8.93%	9.46%	14
15 Entegrus Powerlines Inc.	97.00%	99.40%	77.40%	1.23	0.94	2	\$531	\$22,407	11.30%	81.10%		100%	1.16	1.22	9.85%	7.61%	15
16 ENWIN Utilities Ltd.	99.70%	100.00%	82.20%	0.94	2.29	4	\$652	\$48,500	31.40%	109.00%	50%		1.18	0.58	8.01%	13.04%	16
17 Erie Thames Powerlines Corporation	98.80%	100.00%	95.80%	0.41	0.20	3	\$610	\$32,792	20.70%	109.20%		100%	0.75	1.19	9.12%	11.80%	17
18 Espanola Regional Hydro Distribution Corporation	94.70%	95.40%	74.80%	1.05	0.40	2	\$612	\$14,642	7.10%	108.30%		100%	1.17	0.76	9.12%	29.90%	18
19 Essex Powerlines Corporation	92.70%	94.30%	66.40%	2.24	1.12	2	\$482	\$29,323	46.20%	89.70%	100%	100%	1.01	0.96	9.85%	11.20%	19
20 Festival Hydro Inc.	99.40%	99.80%	84.50%	4.00	3.11	4	\$627	\$49,466	14.60%	127.30%		100%	0.48	1.34	9.85%	10.50%	20
21 Fort Frances Power Corporation	100.00%	100.00%	100.00%	0.10	0.14	3	\$622	\$30,237	49.30%	108.30%		100%	3.38	0.00	0.00%	14.47%	21
22 Greater Sudbury Hydro Inc.	99.60%	100.00%	77.30%	1.35	1.16	4	\$560	\$26,887	13.40%	74.60%	100%	100%	0.48	3.31	8.98%	22.50%	22
23 Grimsby Power Incorporated	100.00%	100.00%	87.00%	2.38	1.70	2	\$538	\$23,739	28.80%	123.10%		100%	1.32	1.07	9.42%	7.20%	23
24 Guelph Hydro Electric Systems Inc.	100.00%	97.10%	83.70%	2.21	3.36	3	\$608	\$28,952	36.50%	127.40%	100%	100%	1.33	1.04	9.42%	7.29%	24
25 Haldimand County Hydro Inc.	93.20%	100.00%	81.10%	9.69	2.57	2	\$681	\$8,310	14.20%	89.70%	100%	100%	1.66	0.36	9.85%	11.02%	25
26 Halton Hills Hydro Inc.	100.00%	100.00%	83.20%	2.08	1.48	1	\$642	\$9,034	22.90%	72.20%	100%	100%	1.06	1.04	9.12%	14.97%	26
27 Hearst Power Distribution Company Limited	100.00%	100.00%	100.00%	5.32	1.41	1	\$414	\$16,980	12.60%	49.20%		100%	2.52	0.59	9.85%	27.17%	27
28 Horizon Utilities Corporation	99.90%	98.20%	81.00%	4.36	1.76	3	\$499	\$35,054	38.40%	85.60%	100%	100%	1.12	0.89	9.58%	9.72%	28
29 Hydro 2000 Inc.	100.00%	100.00%	99.70%	0.02	0.02	3	\$531	\$30,838	17.90%	140.50%		100%	1.54	0.12	9.12%	7.40%	29
30 Hydro Hawkesbury Inc.	100.00%	97.40%	100.00%	1.09	0.47	1	\$284	\$23,045	8.30%	66.10%			0.97	0.43	8.01%	1.00%	30
31 Hydro One Brampton Networks Inc.	99.80%	100.00%	80.60%	9.84	3.30	3	\$586	\$27,565	18.80%	77.30%	100%	100%	0.89	1.57	9.66%	10.64%	31
32 Hydro One Networks Inc.	97.40%	98.40%	63.90%	26.57	4.23	5	\$1,046	\$10,682	39.40%	59.60%	100%	99.71%	1.00	1.35	9.66%	8.00%	32
33 Hydro Ottawa Limited	100.00%	97.40%	82.20%	1.64	1.36	3	\$579	\$33,222	26.40%	88.70%	100%	100%	1.07	1.64	9.42%	7.80%	33
34 Innisfil Hydro Distribution Systems Limited	89.90%	83.00%	67.10%	2.10	0.92	3	\$732	\$14,168	27.50%	74.50%		100%	0.63	1.30	8.98%	6.70%	34
35 Kenora Hydro Electric Corporation Ltd.	100.00%	100.00%	98.50%	0.36	0.11	3	\$532	\$30,201	8.00%	25.40%	100%		1.97	0.75	9.58%	9.50%	35
36 Kingston Hydro Corporation	100.00%	100.00%	66.90%	4.87	3.19	3	\$517	\$38,667	70.70%	111.90%		100%	1.10	1.42	9.58%	9.03%	36
37 Kitchener-Wilmot Hydro Inc.	91.30%	96.10%	78.60%	0.87	0.69	2	\$466	\$22,062	41.60%	98.50%	100%	100%	2.14	0.69	9.85%	8.94%	37
38 Lakefront Utilities Inc.	100.00%	100.00%	100.00%	2.48	1.24	2	\$465	\$39,825	15.70%	66.60%		100%	2.74	1.17	9.12%	9.20%	38
39 Lakeland Power Distribution Ltd.	100.00%	95.60%	95.00%	2.06	0.82	2	\$700	\$22,852	8.50%	79.10%	100%	100%	0.86	0.41	8.93%	10.70%	39
40 London Hydro Inc.	99.90%	99.90%	67.10%	0.99	1.24	2	\$466	\$24,430	14.30%	100.50%	100%	100%	1.13	0.61	8.98%	11.22%	40
41 Midland Power Utility Corporation	100.00%	100.00%	100.00%	1.46	0.57	4	\$662	\$34,376	46.40%	86.20%		100%	0.93	0.57	8.93%	10.00%	41
42 Milton Hydro Distribution Inc.	98.00%	99.70%	74.50%	7.94	0.99	2	\$654	\$22,402	9.00%	72.90%		100%	1.68	0.92	9.58%	10.60%	42
43 Newmarket-Tay Power Distribution Ltd.	100.00%	94.90%	83.60%	0.78	0.54	2	\$543	\$22,272	10.80%	93.90%		100%	2.69	0.61	9.66%	11.10%	43

**Consolidated 2013 Scorecards of Electricity Distributors**

Distributor Name	Customer Focus			Operational Effectiveness					Public Policy Responsiveness				Financial Performance					
	Service Quality			System Reliability		Cost Control			Conservation & Demand Management		Connection of Renewable Generation		Financial Ratios					
	New Residential/Small Business Services Connected on Time (Target: 90%)	Scheduled Appointments Met on Time (Target: 90%)	Telephone Calls Answered on Time (Target: 65%)	Average Number of Hours Power to Customer is Interrupted (Target: Distributor-specific range)	Average Number of Times Power to Customer is Interrupted (Target: Distributor-specific range)	Efficiency Assessment (1 = most efficient 5 = least efficient)	Total Cost per Customer	Total Cost per Km of Line	Net Annual Peak Demand Savings (Percent of Target Achieved)	Net Cumulative Energy Savings (Percent of Target Achieved)	Renewable Generation Connection Impact Assessments Completed on Time	New Micro-Embedded Generation Facilities Connected on Time (Target: 90%)	Liquidity: Current Ratio	Leverage: Total Debt to Equity Ratio	Profitability: Regulatory Return on Equity - Deemed	Profitability: Regulatory Return on Equity - Achieved		
44	Niagara Peninsula Energy Inc.	79.20%	96.20%	80.70%	5.31	1.94	3	\$672	\$17,408	12.90%	94.70%	100%	95.79%	1.87	0.80	9.58%	6.71%	44
45	Niagara-On-The-Lake Hydro Inc.	100.00%	100.00%	91.70%	3.55	0.42	3	\$699	\$18,516	15.70%	103.70%	100%	100%	0.68	0.57	8.01%	3.84%	45
46	Norfolk Power Distribution Inc.	94.80%	99.30%	83.50%	2.04	1.32	3	\$689	\$16,915	16.20%	80.50%	100%	100%	1.34	0.91	9.12%	10.30%	46
47	North Bay Hydro Distribution Limited	100.00%	100.00%	78.20%	2.32	1.89	3	\$614	\$25,228	29.40%	89.80%		100%	1.65	0.72	9.85%	8.88%	47
48	Northern Ontario Wires Inc.	91.90%	100.00%	100.00%	3.89	1.62	1	\$687	\$11,268	13.60%	79.30%		100%	1.59	1.69	8.98%	-13.11%	48
49	Oakville Hydro Electricity Distribution Inc.	95.40%	100.00%	82.10%	0.83	1.09	4	\$730	\$26,377	18.00%	75.30%		100%	1.80	1.18	9.85%	6.03%	49
50	Orangeville Hydro Limited	98.20%	93.80%	100.00%	2.51	5.24	3	\$577	\$32,555	42.60%	71.70%	100%	100%	1.22	1.02	9.85%	5.07%	50
51	Orillia Power Distribution Corporation	100.00%	100.00%	99.70%	1.13	1.03	3	\$591	\$32,280	23.70%	94.10%	100%	100%	1.49	1.02	9.85%	11.70%	51
52	Oshawa PUC Networks Inc.	97.60%	98.90%	71.50%	6.86	2.39	2	\$505	\$27,050	21.10%	63.80%	100%	100%	1.19	0.77	9.42%	6.47%	52
53	Ottawa River Power Corporation	100.00%	100.00%	99.90%	0.91	0.81	3	\$505	\$32,410	10.70%	77.50%		100%	1.54	0.73	9.85%	5.90%	53
54	Parry Sound Power Corporation	100.00%	100.00%	100.00%	1.10	0.69	3	\$805	\$21,599	4.30%	39.80%			1.53	0.73	9.58%	13.45%	54
55	Peterborough Distribution Incorporated	98.10%	99.10%	78.90%	2.73	1.41	4	\$562	\$35,731	16.90%	74.70%	100%	100%	1.79	1.25	9.00%	12.40%	55
56	PowerStream Inc.	98.10%	99.80%	68.30%	9.77	2.24	3	\$653	\$29,912	33.10%	92.60%	100%	93.83%	0.77	1.39	8.93%	9.98%	56
57	PUC Distribution Inc.	96.50%	97.10%	80.90%	2.48	2.67	4	\$687	\$30,950	19.20%	87.20%		100%	1.06	1.99	8.98%	7.00%	57
58	Renfrew Hydro Inc.	100.00%	100.00%	87.80%	0.23	0.12	4	\$561	\$39,493	9.50%	79.70%		100%	1.71	0.78	9.85%	4.50%	58
59	Rideau St. Lawrence Distribution Inc.	96.80%	98.10%	98.30%	0.62	0.24	3	\$489	\$27,552	4.90%	114.10%			1.20	0.58	9.12%	12.10%	59
60	Sioux Lookout Hydro Inc.	95.00%	98.50%	98.60%	0.23	0.28	3	\$802	\$7,845	11.00%	27.90%			1.00	0.71	8.98%	12.30%	60
61	St. Thomas Energy Inc.	100.00%	100.00%	76.50%	0.99	1.42	3	\$533	\$33,412	16.20%	105.20%	100%	100%	1.42	0.83	9.58%	10.77%	61
62	Thunder Bay Hydro Electricity Distribution Inc.	99.80%	97.80%	91.80%	1.03	2.02	3	\$585	\$25,631	31.10%	67.30%		100%	1.40	0.66	7.00%	7.10%	62
63	Tillsonburg Hydro Inc.	94.00%			2.08	2.58	4	\$736	\$32,796	74.50%	57.00%			2.22	0.08	8.98%	6.50%	63
64	Toronto Hydro-Electric System Limited	94.20%	99.60%	82.00%	17.81	2.39	5	\$924	\$66,793	32.70%	99.80%	100%	100%	0.80	1.34	9.58%	7.10%	64
65	Veridian Connections Inc.	100.00%	100.00%	61.40%	18.21	2.80	3	\$529	\$23,757	21.80%	69.00%	100%	100%	1.14	1.37	9.85%	12.39%	65
66	Wasaga Distribution Inc.	100.00%	100.00%	100.00%	0.35	0.41	1	\$407	\$20,238	9.30%	87.10%	100%	100%	2.27	0.35	9.12%	2.90%	66
67	Waterloo North Hydro Inc.	100.00%	99.90%	95.10%	5.17	3.14	3	\$728	\$25,066	17.60%	81.80%	100%	100%	0.97	1.06	9.58%	8.70%	67
68	Welland Hydro-Electric System Corp.	100.00%	99.40%	99.00%	4.86	2.34	2	\$472	\$23,533	113.80%	102.10%		100%	1.42	1.15	8.93%	10.50%	68
69	Wellington North Power Inc.	100.00%	100.00%	100.00%	0.14	0.10	4	\$785	\$38,175	6.70%	65.50%	100%		1.52	1.30	9.12%	4.35%	69
70	West Coast Huron Energy Inc.	100.00%	99.40%	98.50%	3.56	1.16	5	\$820	\$50,545	9.90%	36.60%			0.51	0.63	8.98%	9.40%	70
71	Westario Power Inc.	91.00%	97.10%	75.10%	2.64	0.65	3	\$550	\$24,220	11.20%	93.90%	0%	100%	1.37	0.64	8.98%	8.50%	71
72	Whitby Hydro Electric Corporation	100.00%	99.50%	68.00%	4.95	2.80	3	\$612	\$23,643	29.00%	65.80%	100%	100%	1.65	0.72	9.66%	14.54%	72
73	Woodstock Hydro Services Inc.	99.60%	100.00%	79.90%	1.26	1.54	5	\$723	\$47,394	12.70%	176.60%	100%	100%	2.15	1.18	9.58%	26.17%	73

**LEGEND**

● Target Met      ● Target Not Met

**Note 1:** For the “Service Quality” performance category, a blank field shown for any of the three related measures indicates that either accurate data was not available or no services were required to be performed by the distributor. For the “Connection of Renewable Generation” performance category, a blank field shown for any of the related two measures indicates that no services were required to be performed by the distributor.

**Note 2:** For information on the scorecard’s measures, technical definitions, plain language description, and how a measure may be compared, please refer to the [Scorecard – Performance Measure Descriptions](#) document.