

Consolidated Scorecard of Electricity Distributors

Distributor Name	Customer Focus						Operational Effectiveness						Public Policy Responsiveness				Financial Performance							
	Service Quality ¹			Customer Satisfaction ²			Safety			System Reliability		Asset Management	Cost Control			Conservation & Demand Management		Connection of Renewable Generation ¹		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%)	First Contact Resolution ³	Billing Accuracy (Target: 98%)	Customer Satisfaction Survey Results ³	Level of Compliance with Ontario Regulation 22/04 (Target: Fully compliant)	Serious Electrical Incident Index		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)	Distribution System Plan Implementation Progress ³	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.	100.00%	100.00%	82.60%	99.76%	99.88%	69%	C	0	0	10.12	4.04	In Progress	5	\$1,980	\$12,483	83.18%	60.46%	100%	100%	2.33	1.22	9.85%	8.38%	1
2 Atikokan Hydro Inc.		100.00%	100.00%	95%	100.00%	Favourable	C	0	0	0.37	0.09	On Track	4	\$800	\$14,459	32.81%	79.12%			1.35	0.32	9.12%	28.33%	2
3 Bluewater Power Distribution Corporation	94.20%	99.80%	73.10%	99.1%	99.92%	74% Good	NI	0	0	0.89	0.68	95%	3	\$637	\$29,216	56.60%	84.12%	100%	87.5%	1.49	0.92	8.98%	10.17%	3
4 Brant County Power Inc.	100.00%	97.70%	94.50%	99.96%	99.99%		NI	0	0	2.71	0.92	Behind Plan	3	\$702	\$12,641	49.74%	95.04%	100%	100%	1.40	0.50	9.58%	9.84%	4
5 Brantford Power Inc.	100.00%	100.00%	76.90%	82%	100.00%	95%	C	0	0	0.42	0.66	87.4%	3	\$503	\$39,047	79.27%	167.94%	100%	100%	1.92	1.11	8.98%	11.15%	5
6 Burlington Hydro Inc.	91.10%	99.30%	74.90%	96%	99.96%	92%	C	0	0	0.93	0.87	On Track	3	\$601	\$26,253	60.89%	103.53%	80%	100%	2.24	0.86	9.36%	15.26%	6
7 Cambridge and North Dumfries Hydro Inc.	100.00%	100.00%	83.00%	99.99%	100.00%	'A' Rating	C	0	0	0.64	1.33	Behind Plan	3	\$634	\$29,241	67.37%	163.57%	100%	100%	0.76	0.91	9.36%	8.32%	7
8 Canadian Niagara Power Inc.	96.00%	100.00%	78.20%	99.9%	99.92%	79.59%	C	1	0.978	1.95	2.07	Completed	4	\$749	\$21,202	54.56%	82.55%		95.65%	0.33	2.02	8.93%	8.31%	8
9 Centre Wellington Hydro Ltd.	96.60%	91.70%	99.70%		99.99%	A	C	0	0	0.02	0.08	80	3	\$617	\$27,509	100.91%	137.23%		100%	1.70	0.98	8.98%	10.96%	9
10 Chapeau Public Utilities Corporation	100.00%	100.00%	100.00%	100%	100.00%	95%	NI	0	0	0.28	0.38	0%	4	\$729	\$33,329	123.34%	179.27%			2.04	0.00	9.12%	16.88%	10
11 COLLUS PowerStream Corp.	100.00%	100.00%	70.90%	99%	99.94%	A	C	0	0	0.03	0.63	In progress	3	\$512	\$24,260	56.30%	90.73%	100%	100%	1.10	1.27	8.98%	11.21%	11
12 Cooperative Hydro Embrun Inc.	100.00%	100.00%	97.60%	92%	99.98%	90%	C	0	0	0.01	0.13	In Progress	2	\$530	\$31,886	64.44%	137.10%		100%	3.09	0.00	9.36%	4.35%	12
13 E.L.K. Energy Inc.	92.90%	100.00%	97.00%	98%+	99.97%	Excellent	C	0	0	1.12	0.50	In Progress	1	\$367	\$29,012	37.82%	96.86%	100%	100%	2.55	0.81	9.12%	19.22%	13
14 Enersource Hydro Mississauga Inc.	97.60%	99.80%	84.80%	78.3%	98.73%	88%	C	1	0.193	0.67	1.13	105%	2	\$697	\$27,100	74.62%	111.29%	92%	100%	1.14	1.21	8.93%	9.43%	14
15 Entegrus Powerlines Inc.	98.80%	98.00%	72.70%	76%	99.73%	92%	C	0	0	1.31	0.84	80%	2	\$533	\$22,585	53.12%	109.16%	100%	100%	1.61	1.44	9.85%	10.20%	15
16 ENWIN Utilities Ltd.	100.00%	100.00%	86.80%	97.93%	99.86%	Good	C	0	0	0.81	1.85	-16%	4	\$683	\$51,189	65.43%	130.55%	100%	100%	1.27	0.56	8.01%	9.62%	16
17 Erie Thames Powerlines Corporation	99.40%	100.00%	95.50%	99.7%	99.85%	100 %	C	0	0	0.59	0.30	In Progress	3	\$631	\$33,707	61.20%	168.81%		92.86%	0.58	1.05	9.12%	10.63%	17
18 Espanola Regional Hydro Distribution Corporation	100.00%	100.00%	77.30%	100%	99.83%		C	0	0	0.29	0.15	In progress	2	\$602	\$14,388	60.32%	124.11%		100%	0.83	1.10	9.12%	28.00%	18
19 Essex Powerlines Corporation	93.00%	94.70%	78.00%	99.6%	99.84%	81%	C	0	0	1.16	0.66	100.8%	2	\$524	\$32,562	44.42%	108.00%	100%	100%	0.91	0.97	9.85%	9.73%	19
20 Festival Hydro Inc.	100.00%	100.00%	84.60%	99.89%	99.89%	79%	C	0	0	1.27	1.56	91.45%	4	\$634	\$50,028	85.81%	155.92%	100%	100%	0.48	1.40	9.85%	8.18%	20
21 Fort Frances Power Corporation	100.00%	100.00%	94.30%	98.6%	99.27%	90%	C	0	0	1.18	1.17	71.4%	3	\$638	\$31,495	81.85%	118.40%		100%	4.15	0.00	0.00%	0.05%	21
22 Greater Sudbury Hydro Inc.	99.00%	100.00%	72.10%	82%	99.86%	97%	C	0	0	1.21	1.83	87.54%	4	\$648	\$30,698	52.55%	97.54%		100%	0.46	3.26	8.98%	14.04%	22
23 Grimsby Power Incorporated	100.00%	100.00%	69.30%	99.79%	99.98%	92.00%	C	0	0	0.73	0.52	76.90%	2	\$554	\$24,953	55.44%	137.08%	100%	100%	0.76	1.24	9.42%	5.89%	23
24 Guelph Hydro Electric Systems Inc.	100.00%	83.90%	87.70%	100%	99.89%	96%	NI	0	0	0.52	1.05	In Progress	3	\$601	\$28,683	119.79%	164.56%	100%	100%	1.12	1.03	9.42%	12.48%	24
25 Haldimand County Hydro Inc.	96.20%	100.00%	82.40%	99% Resolved	99.96%	99% Satisfied	C	0	0	5.24	2.62	On target	2	\$711	\$8,762	61.12%	114.84%	100%	100%	1.32	0.41	9.36%	13.74%	25
26 Halton Hills Hydro Inc.	100.00%	100.00%	89.70%	100%	99.95%	90%	C	0	0	1.21	1.47	On-track	1	\$701	\$9,886	46.51%	103.61%	100%	100%	1.09	1.04	8.82%	12.91%	26
27 Hearst Power Distribution Company Limited	100.00%	100.00%	96.70%	98%	99.98%	97% Good	C	0	0	0.98	0.35	Submitted	1	\$479	\$19,161	49.99%	67.27%			2.27	0.38	9.85%	24.31%	27
28 Horizon Utilities Corporation	99.90%	97.60%	82.10%	89%	99.65%	87%	C	4	1.176	1.59	1.65	97%	3	\$523	\$36,129	80.82%	107.49%	100%	100%	0.96	0.89	9.58%	7.50%	28
29 Hydro 2000 Inc.		100.00%	99.40%	95%	99.86%	97%	C	0	0	0.01	0.01	in progress	3	\$480	\$27,930	108.95%	159.78%			1.74	0.05	9.12%	31.78%	29
30 Hydro Hawkesbury Inc.	100.00%	100.00%	99.90%	94%	99.99%	92%	C	0	0	0.13	0.25	46%	1	\$260	\$21,050	39.61%	82.16%		100%	0.95	0.39	9.36%	12.48%	30
31 Hydro One Brampton Networks Inc.	100.00%	100.00%	75.00%		99.61%	Excellent	C	0	0	0.55	0.90	94%	3	\$617	\$28,458	61.22%	126.28%	100%	95.56%	0.85	1.51	9.66%	9.45%	31
32 Hydro One Networks Inc.	97.40%	99.30%	69.60%	79%	94.63%	85%	NI	4	0.033	9.42	2.96	104	5	\$1,069	\$10,916	78.35%	79.48%	100%	100%	0.99	1.31	9.66%	6.26%	32
33 Hydro Ottawa Limited	100.00%	98.30%	80.30%	84.1%	99.61%	83%	C	1	0.182	1.59	0.86	94%	3	\$623	\$36,169	70.53%	110.71%	100%	100%	0.86	1.65	9.42%	8.06%	33
34 Innpower Corporation	96.40%	94.40%	70.60%	99.006%	99.95%	A	C	0	0	4.70	3.14	In Progress	3	\$761	\$14,693	49.27%	84.43%		100%	0.41	2.04	8.98%	5.82%	34
35 Kenora Hydro Electric Corporation Ltd.	100.00%	100.00%	69.10%		100.00%		C	0	0	0.53	0.29	In Progress	3	\$554	\$31,428	31.14%	37.16%		100%	1.92	0.71	9.58%	8.14%	35
36 Kingston Hydro Corporation	100.00%	100.00%	67.00%	98.32%	99.74%	'A'	C	0	0	0.97	0.52	On track	3	\$501	\$38,384	112.87%	123.68%	100%	100%	1.13	1.35	9.58%	9.98%	36
37 Kitchener-Wilmot Hydro Inc.	90.90%	95.30%	80.40%	98.6%	100.00%	A	C	1	0.526	0.72	1.03	In Progress	2	\$483	\$23,132	73.31%	114.09%	100%	100%	1.95	0.65	9.36%	10.87%	37
38 Lakefront Utilities Inc.	93.90%	100.00%	96.60%	99.58%	99.98%	A	C	0	0	1.06	0.34	In-progress.	2	\$451	\$23,584	40.20%	76.88%			1.68	1.18	9.12%	6.50%	38
39 Lakeland Power Distribution Ltd.	94.60%	99.80%	97.30%	99.89%	99.99%	Completed	C	0	0	1.00	0.39	In Progress	3	\$741	\$26,216	45.44%	101.34%	100%	100%	1.28	0.40	8.93%	12.50%	39

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	Service Quality ¹			Customer Satisfaction ²			Safety			System Reliability		Asset Management	Cost Control			Conservation & Demand Management		Connection of Renewable Generation ¹		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%)	First Contact Resolution ³	Billing Accuracy (Target: 98%)	Customer Satisfaction Survey Results ³	Level of Compliance with Ontario Regulation 22/04 (Target: Fully compliant)	Serious Electrical Incident Index		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)	Distribution System Plan Implementation Progress ³	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	
								Number of General Public Incidents (Target: Distributor-specific)	Rate per 10, 100, 1000 km of line (Target: Distributor-specific)															
40 London Hydro Inc.	100.00%	99.30%	65.90%	99.7%	99.28%	A	C	0	0	0.98	1.21	In Progress	2	\$477	\$24,946	46.56%	123.92%	100%	100%	1.23	0.64	8.98%	9.10%	40
41 Midland Power Utility Corporation	100.00%	100.00%	100.00%	97.93%	99.94%	A	C	0	0	0.04	0.01	60%	4	\$666	\$36,309	88.40%	125.40%		100%	0.95	0.48	8.93%	13.51%	41
42 Milton Hydro Distribution Inc.	99.50%	99.80%	77.80%	84%	99.96%	91%	C	0	0	1.22	1.06	on track	2	\$679	\$23,629	47.87%	92.23%	100%	100%	1.59	1.17	9.58%	10.29%	42
43 Newmarket-Tay Power Distribution Ltd.	100.00%	96.50%	84.90%	85%	99.98%	92%	C	0	0	0.68	0.79	80%	2	\$566	\$23,340	52.88%	109.50%		100%	2.66	0.61	9.66%	8.88%	43
44 Niagara Peninsula Energy Inc.	91.00%	95.10%	81.60%	93%	99.58%	87%	C	0	0	3.69	1.51	95.2%	3	\$742	\$19,458	43.24%	120.52%		100%	1.86	0.89	9.58%	4.89%	44
45 Niagara-On-The-Lake Hydro Inc.	98.60%	100.00%	85.30%	1	99.77%	97%	C	0	0	0.94	1.07	99%	3	\$710	\$18,895	56.72%	128.14%		100%	0.62	0.46	9.36%	10.85%	45
46 Norfolk Power Distribution Inc.	95.20%	98.50%	82.80%	84.20%	99.98%	89%	C	0	0	3.50	2.65	100%	3	\$757	\$18,685	41.83%	92.18%		100%	2.22	1.22	9.12%	2.99%	46
47 North Bay Hydro Distribution Limited	100.00%	100.00%	78.40%	4	99.92%	A	C	0	0	1.95	1.14	87%	3	\$659	\$27,926	70.15%	107.32%		100%	1.84	0.81	9.85%	7.17%	47
48 Northern Ontario Wires Inc.	100.00%	100.00%	100.00%	100%	100.00%	89%	C	0	0	2.19	1.41	Excellent	1	\$643	\$10,532	52.74%	97.69%			1.22	1.71	8.98%	8.99%	48
49 Oakville Hydro Electricity Distribution Inc.	90.70%	100.00%	81.50%	99%	99.92%	92%	NI	0	0	0.46	0.58	On Track	4	\$720	\$26,116	52.81%	93.33%	100%	100%	1.59	1.09	9.36%	9.94%	49
50 Orangeville Hydro Limited	100.00%	100.00%	100.00%	0%	99.99%	A	C	0	0	0.14	0.17	54%	3	\$577	\$32,423	59.92%	91.06%	100%	100%	1.92	1.21	9.36%	9.47%	50
51 Orillia Power Distribution Corporation	100.00%	100.00%	99.70%	99.93%	99.98%	A	C	0	0	2.15	1.28	In Progress	3	\$612	\$33,711	87.45%	226.87%	87%	100%	1.39	0.85	9.85%	12.11%	51
52 Oshawa PUC Networks Inc.	95.60%	100.00%	72.00%	4 calls	99.88%	93% satisfied	C	0	0	1.34	1.19	Submitted	2	\$519	\$29,881	45.43%	75.70%		100%	0.84	0.78	9.42%	6.41%	52
53 Ottawa River Power Corporation	100.00%	100.00%	99.90%	97%	99.95%	Satisfied	C	0	0	1.24	0.79	In Progress	3	\$471	\$30,544	62.63%	105.03%		100%	1.77	0.72	9.85%	6.31%	53
54 Peterborough Distribution Incorporated	99.10%	99.60%	76.50%	1	99.74%	A	C	0	0	0.90	0.83	84%	4	\$585	\$37,415	83.01%	91.01%	100%	100%	1.43	1.48	8.98%	8.15%	54
55 PowerStream Inc.	97.80%	99.70%	71.00%	83.5%	99.93%	88%	C	1	0.132	1.41	1.66	101.2%	3	\$688	\$31,980	76.35%	120.38%	100%	93.57%	1.02	1.46	8.93%	9.49%	55
56 PUC Distribution Inc.	93.00%	95.40%	81.90%	99.89%	99.83%	In progress	C	3	0.405	1.19	1.21	In progress	4	\$664	\$29,886	59.52%	99.06%		100%	1.68	2.42	8.98%	5.47%	56
57 Renfrew Hydro Inc.	100.00%	100.00%	89.40%	87%	99.82%	92%	C	0	0	1.92	1.10	82%	4	\$559	\$30,047	52.29%	96.36%	100%		1.65	0.77	9.85%	2.92%	57
58 Rideau St. Lawrence Distribution Inc.	91.40%	98.80%	98.50%	99%	99.58%	A	C	0	0	0.30	0.14	78%	3	\$508	\$28,348	59.27%	142.21%		100%	1.09	0.52	9.12%	6.76%	58
59 Sioux Lookout Hydro Inc.	100.00%	98.20%	100.00%	100%	99.67%	89.51%	C	0	0	1.28	0.74	Stage 1	3	\$869	\$8,445	29.80%	40.00%		100%	0.96	0.64	8.98%	6.38%	59
60 St. Thomas Energy Inc.	100.00%	100.00%	68.20%	100%	99.91%	B+ A A	NI	0	0	1.26	1.93	100%	3	\$516	\$33,823	61.63%	119.77%	100%	100%	1.17	0.77	9.58%	9.36%	60
61 Thunder Bay Hydro Electricity Distribution Inc.	100.00%	100.00%	87.10%	A+	99.97%	A	C	0	0	1.92	2.69	On track	3	\$606	\$26,864	69.93%	99.19%	100%	100%	1.85	0.72	7.00%	5.99%	61
62 Tillsonburg Hydro Inc.	93.10%	95.20%	71.80%	89.4%	99.81%		NC	0	0	0.29	0.56	In Progress	4	\$658	\$34,312	103.63%	71.91%	100%		1.80	0.05	8.98%	6.63%	62
63 Toronto Hydro-Electric System Limited	91.50%	99.80%	71.90%	81%	96.62%	91%	C	3	0.295	1.14	1.36	147%	5	\$967	\$70,688	72.06%	121.36%	97%	100%	0.68	1.65	9.58%	7.41%	63
64 Veridian Connections Inc.	100.00%	100.00%	64.30%	78.1%	99.70%	91%	C	0	0	1.97	1.72	84.58%	3	\$560	\$25,720	55.03%	91.92%	100%	93.33%	1.47	1.39	9.36%	10.61%	64
65 Wasaga Distribution Inc.	100.00%	100.00%	100.00%	.4%	99.92%	A	C	0	0	1.53	1.46	In progress	1	\$423	\$19,328	42.10%	107.86%		100%	1.66	0.35	9.12%	4.98%	65
66 Waterloo North Hydro Inc.	100.00%	99.60%	88.80%	99.93%	99.96%	96%	C	0	0	0.81	1.21	99.73%	3	\$760	\$26,299	51.13%	99.63%	100%	100%	0.89	1.24	9.58%	7.26%	66
67 Welland Hydro-Electric System Corp.	94.00%	99.70%	96.90%	78%	99.99%	88%	C	0	0	1.53	1.76	On Track	2	\$483	\$23,278	48.41%	115.93%		100%	1.61	0.87	8.93%	9.98%	67
68 Wellington North Power Inc.	100.00%	100.00%	100.00%	99.91%	99.73%	A	C	0	0	0.12	0.11	On Target	4	\$785	\$38,552	51.70%	73.24%			0.79	1.39	9.12%	5.74%	68
69 West Coast Huron Energy Inc.	100.00%	100.00%	98.30%	97%	99.88%		C	0	0	0.24	0.19	67%	5	\$784	\$48,824	53.82%	48.81%	100%		0.93	0.89	8.98%	14.84%	69
70 Westario Power Inc.	100.00%	100.00%	79.60%	81.5%	99.76%	74%	C	1	0.194	4.76	1.20	In Progress	3	\$540	\$23,829	57.08%	110.89%	80%	100%	1.54	0.70	8.98%	11.90%	70
71 Whitby Hydro Electric Corporation	96.10%	100.00%	73.80%	99.86%	99.89%	A	C	0	0	1.89	2.32	94.9%	3	\$628	\$24,275	55.51%	83.02%	100%	92.86%	1.48	0.69	9.66%	13.89%	71
72 Woodstock Hydro Services Inc.	100.00%	99.80%	78.70%	99.5%	99.94%	94.2%	C	0	0	0.80	0.92		5	\$732	\$46,270	68.50%	201.98%	100%	100%	1.97	1.14	9.58%	11.83%	72

LEGEND

● Target Met ● Target Not Met

- Note 1:** For the "Service Quality" and "Connection of Renewable Generation" performance categories, a blank field shown for any of the related measures indicates that no services were required to be performed by the distributor.
- Note 2:** For the "Customer Satisfaction" performance categories, a blank field shown for any of the three related measures indicates that accurate data was not available.
- Note 3:** The OEB has been less prescriptive with First Contact Resolution, Customer Satisfaction Survey Results and Distribution System Plan Implementation Progress measures, allowing distributors discretion on definition and implementation until the OEB establishes uniform definitions for these measures by 2018.
- Note 4:** 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.