

**2015 Sector-Wide Consolidated Scorecards of Electricity Distributors<sup>1</sup>**

Distributor Name	Customer Focus						Operational Effectiveness										Public Policy Responsiveness			Financial Performance				
	Service Quality <sup>2</sup>			Customer Satisfaction			Safety				System Reliability		Asset Management	Cost Control			Conservation & Demand	Connection of Renewable Generation <sup>2</sup>		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 <sup>3</sup>	Billing Accuracy (Target: 98%)	Customer Satisfaction Survey Results <sup>3</sup>	Level of Public Awareness	Level of Compliance with Ontario Regulation 22/04 (Target: Fully compliant) <sup>4</sup>	Serious Electrical Incident Index		Average Number of Hours Power to Customer is Interrupted (Target: Distributor-specific)	Average Number of Times Power to Customer is Interrupted (Target: Distributor-specific)	Distribution System Plan Implementation Progress <sup>3</sup>	Efficiency Assessment (1 = most efficient, 5 = least efficient)	Total Cost per Customer	Total Cost per Km of Line	Net Cumulative Energy Savings (Target: 100% to be achieved cumulatively by 2020)	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%	81.90%	99.74%	99.85%	92%	81.00%	C	0	0	16.94	4.40	Completed	5	\$2,107	\$13,306	13.73%	100.00%	100.00%	1.14	1.12	9.30%	11.07%	1
2 Atikokan Hydro Inc.	100.00%	100.00%	100.00%	100	99.98%	Favorable	82.00%	C	0	0	0.13	0.03	on Target	3	\$936	\$16,810	9.63%			1.41	0.25	9.12%	13.14%	2
3 Bluewater Power Distribution Corporation	98.00%	100.00%	75.60%	99.86%	99.94%	74% Good	81.90%	C	0	0	3.28	2.09	Above budget	3	\$664	\$30,709	12.43%		100.00%	1.28	0.85	8.98%	11.83%	3
4 Brant County Power Inc.	100.00%	95.70%	90.70%	99.99	99.99%	A	85.00%	C	0	0	0.33	0.25	Ahead of Plan	3	\$662	\$11,975	11.35%		100.00%	1.23	0.51	9.58%	3.64%	4
5 Brantford Power Inc.	99.50%	99.70%	75.30%	82.75	99.94%	94	81.00%	C	0	0	0.51	0.99	80.9	3	\$512	\$40,235	13.73%	100.00%	100.00%	1.99	1.03	8.98%	11.06%	5
6 Burlington Hydro Inc.	98.30%	99.60%	75.60%	94%	99.95%	90%	81.00%	C	0	0	0.94	0.64	On Track	3	\$616	\$26,730	12.75%	100.00%	100.00%	2.43	0.81	9.36%	9.71%	6
7 Cambridge and North Dumfries Hydro Inc.	100.00%	91.70%	82.50%	99.99	99.99%	A	85.00%	C	0	0	1.08	1.36	Behind Plan	3	\$646	\$29,524	18.16%	100.00%	100.00%	2.10	1.10	9.36%	10.00%	7
8 Canadian Niagara Power Inc.	94.40%	100.00%	76.10%	99.80%	99.91%	94%	81.00%	NI	0	0	2.36	2.78	Completed	4	\$778	\$21,726	12.30%		100.00%	0.35	1.72	8.93%	10.00%	8
9 Centre Wellington Hydro Ltd.	97.90%	97.60%	99.60%	0.5%	99.98%	A	84.10%	C	0	0	0.14	0.06	89	3	\$654	\$29,247	18.11%	100.00%	100.00%	2.26	1.16	8.98%	8.13%	9
10 Chappleau Public Utilities Corporation	100.00%	100.00%	100.00%	100	99.99%	95	76.00%	C	0	0	4.75	1.07	50	4	\$735	\$33,436	26.22%			2.05	0.00	9.12%	0.40%	10
11 COLLUS PowerStream Corp.	100.00%	100.00%	73.70%	99.68	99.98%	A	84.00%	C	0	0	2.36	0.88	In progress	2	\$528	\$24,739	9.71%		100.00%	1.40	1.41	8.98%	10.86%	11
12 Cooperative Hydro Embrun Inc.	90.50%	100.00%	92.80%	92%	99.30%	90%	75.00%	C	0	0	0.03	0.01	In Progress	1	\$533	\$30,485	6.73%		100.00%	2.87	0.00	9.36%	1.53%	12
13 E.L.K. Energy Inc.	94.90%	100.00%	97.50%	Excellent	99.99%	Excellent	78.00%	C	0	0	0.61	0.21	In Progress	1	\$428	\$31,877	10.26%		100.00%	2.07	0.63	9.12%	10.72%	13
14 Enersource Hydro Mississauga Inc.	99.10%	99.70%	84.00%	77.59%	99.39%	90%	77.00%	C	0	0	0.64	1.46	126%	2	\$760	\$29,706	12.33%	100.00%	96.67%	1.11	1.49	8.93%	7.54%	14
15 Entegris Powerlines Inc.	99.50%	94.00%	81.30%	78	99.78%	91	82.00%	C	0	0	1.18	0.87	100	2	\$549	\$23,395	67.85%	100.00%	100%	1.69	1.40	9.85%	9.92%	15
16 ENWIN Utilities Ltd.	99.10%	100.00%	75.50%	98.17%	99.98%	Good	83.00%	C	0	0	1.06	1.88	96%	4	\$699	\$54,728	9.79%	100.00%	100.00%	1.44	0.50	8.01%	6.88%	16
17 Erie Thames Powerlines Corporation	98.40%	100.00%	98.40%	99.85	99.46%	89%	83.40%	C	0	0	0.73	0.48	94%	3	\$656	\$34,342	18.75%	100.00%	100.00%	0.85	1.59	9.12%	9.39%	17
18 Espanola Regional Hydro Distribution Corporation	100.00%	100.00%	76.10%	99.8	99.93%	89%	85.00%	C	0	0	0.28	0.03	On Track	2	\$658	\$15,465	20.83%	0.00%		1.47	1.30	9.12%	15.91%	18
19 Essex Powerlines Corporation	92.30%	94.80%	79.20%	99.28	98.05%	81%	83.00%	C	0	0	1.34	0.83	107.00	2	\$538	\$34,680	12.15%	100.00%	100.00%	0.87	0.96	9.85%	11.70%	19
20 Festival Hydro Inc.	99.60%	99.80%	90.10%	99.97%	99.97%	79	80.00%	C	0	0	1.02	1.21	107.67%	4	\$639	\$50,535	13.92%	100.00%	100.00%	0.46	1.26	9.30%	14.24%	20
21 Fort Frances Power Corporation	100.00%	100.00%	94.30%	99.0%	99.59%	88.5%	79.35%	C	0	0	0.33	0.67	49.8%	3	\$660	\$32,382	6.37%		100.00%	5.28	0.00	0.00%	1.88%	21
22 Greater Sudbury Hydro Inc.	99.80%	100.00%	69.40%	83%	99.90%	92%	73.68%	C	0	0	1.01	1.25	87.40	3	\$627	\$29,627	20.03%		100.00%	0.47	3.04	8.98%	8.36%	22
23 Grimsby Power Incorporated	100.00%	100.00%	65.30%	99.93%	99.97%	92%	82.00%	NI	0	0	0.37	0.16	84.00%	2	\$575	\$26,284	25.85%	100.00%	100.00%	0.71	1.73	9.42%	2.01%	23
24 Guelph Hydro Electric Systems Inc.	100.00%	97.60%	87.70%	100%	99.82%	96%	84.00%	C	1	0.902	0.46	1.24	99.34%	3	\$632	\$29,993	59.16%	100.00%	100.00%	2.14	1.47	9.42%	8.66%	24
25 Haldimand County Hydro Inc.	97.10%	99.80%	83.80%	99%	99.63%	97%	82.00%	C	0	0	2.70	1.52	On Target	2	\$754	\$9,320	42.03%	100.00%	100.00%	2.94	0.39	9.36%	7.50%	25
26 Halton Hills Hydro Inc.	100.00%	100.00%	93.10%	99.99%	99.96%	90%	83.00%	C	0	0	1.40	1.75	On-track	1	\$744	\$10,490	17.78%	100.00%	100.00%	0.95	1.07	8.82%	6.70%	26
27 Hearst Power Distribution Company Limited	100.00%	100.00%	89.20%	98%	99.89%	97% Good	76.00%	C	0	0	2.00	0.71	Established	2	\$579	\$23,009	47.50%			2.22	0.40	9.19%	-24.02%	27
28 Horizon Utilities Corporation	99.80%	99.90%	80.20%	89%	99.86%	92%	80.00%	C	6	1.728	1.69	1.58	121.17%	3	\$557	\$38,389	21.42%	62.50%	100.00%	0.86	0.94	9.30%	10.00%	28
29 Hydro 2000 Inc.	100.00%	100.00%	99.60%	95%	99.98%	97%	83.00%	C	0	0	0.03	0.06	30%	3	\$545	\$31,773	5.93%			1.75	0.00	9.12%	11.22%	29
30 Hydro Hawkesbury Inc.	100.00%	100.00%	99.90%	94%	99.99%	92%	78.00%	C	0	0	1.11	0.48	In progress	1	\$261	\$21,120	14.68%			1.00	0.35	9.36%	19.72%	30
31 Hydro One Brampton Networks Inc.	99.70%	100.00%	81.30%	99.98	99.66%	Excellent	78.00%	C	0	0	0.68	0.89	92.3	3	\$631	\$29,772	11.59%	100.00%	100.00%	1.44	0.97	9.30%	7.66%	31
32 Hydro One Networks Inc.	97.50%	98.50%	76.40%	82%	98.59%	85%	81.00%	C	5	0.042	12.22	3.07	116%	5	\$983	\$10,198	17.27%	100.00%	99.78%	0.97	1.19	9.30%	8.77%	32
33 Hydro One Remote Communities Inc.	100.00%	N/A	98.70%	N/A	96.46%	91.4%	69.25%	C	0	0	10.08	4.39	113.2%	N/A	N/A	N/A	N/A			0.62	N/A	N/A	N/A	33
34 Hydro Ottawa Limited	100.00%	97.10%	82.50%	84.56%	99.80%	87%	70.00%	C	1	0.182	1.15	0.75	94.0%	4	\$656	\$38,154	14.51%	92.86%	100.00%	1.04	1.61	9.42%	7.92%	34
35 Innpower Corporation	97.90%	91.80%	80.40%	98.99	99.94%	A	86.00%	C	0	0	1.47	0.75	In Progress	3	\$883	\$17,126	14.22%		100.00%	0.78	2.03	8.98%	7.61%	35
36 Kenora Hydro Electric Corporation Ltd.	100.00%	100.00%	99.30%	99.3%	100.00%	73%	79.00%	C	0	0	0.61	0.35	In Progress	3	\$618	\$35,092	30.48%		100.00%	2.51	0.69	9.58%	0.71%	36
37 Kingston Hydro Corporation	100.00%	100.00%	65.80%	99.13%	99.68%	'A'	80.00%	C	0	0	0.93	0.91	On track	3	\$522	\$40,292	12.89%		100.00%	1.67	1.21	9.58%	3.72%	37
38 Kitchener-Wilmot Hydro Inc.	90.30%	96.20%	78.10%	98.9	100.00%	A	83.00%	C	0	0	0.57	0.77	In Progress	2	\$481	\$23,150	20.68%	100.00%	100.00%	1.97	0.61	9.36%	11.47%	38
39 Lakefront Utilities Inc.	100.00%	100.00%	92.20%	99.96%	100.00%	A	79.00%	C	0	0	0.49	0.46	Completed	2	\$447	\$23,547	18.40%	100.00%	100.00%	1.98	1.09	9.12%	7.69%	39

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Distributor Name	Customer Focus						Operational Effectiveness							Public Policy Responsiveness			Financial Performance							
	Service Quality <sup>2</sup>			Customer Satisfaction			Safety			System Reliability		Asset Management	Cost Control		Conservation & Demand	Connection of Renewable Generation <sup>2</sup>		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 <sup>3</sup>	Billing Accuracy (Target: 98%)	Customer Satisfaction Survey Results <sup>3</sup>	Level of Public Awareness	Level of Compliance with Ontario Regulation 22/04 (Target: Fully compliant) <sup>4</sup>	Serious Electrical Incident Index		Average Number of Hours Power to Customer is Interrupted (Target: Distributor-specific)	Average Number of Times Power to Customer is Interrupted (Target: Distributor-specific)	Distribution System Plan Implementation Progress <sup>3</sup>	Efficiency Assessment (1 = most efficient 5 = least efficient)	Total Cost per Customer	Total Cost per Km of Line	Net Cumulative Energy Savings (Target: 100% to be achieved cumulatively by 2020)	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	
40 Lakeland Power Distribution Ltd.	98.00%	97.60%	92.70%	99.93	94.39%	86.5%	82.50%	C	0	0	1.74	0.82	In Progress	3	\$756	\$27,506	28.11%	100.00%	100.00%	1.12	0.31	9.08%	9.90%	40
41 London Hydro Inc.	97.60%	100.00%	68.00%	99.2%	98.34%	A	84.00%	C	3	1.029	1.04	1.22	In Progress	2	\$505	\$27,149	14.51%	90.91%	90.74%	1.17	0.66	8.98%	7.52%	41
42 Midland Power Utility Corporation	100.00%	100.00%	100.00%	98.3%	99.85%	85%	84.60%	C	0	0	0.33	0.18	93.75	4	\$681	\$37,445	26.42%		100.00%	1.01	0.53	8.93%	8.87%	42
43 Milton Hydro Distribution Inc.	96.50%	100.00%	96.30%	97.4%	99.98%	A	82.00%	C	0	0	0.31	0.23	on track	3	\$739	\$25,946	21.80%	100.00%	100.00%	2.21	1.34	9.58%	7.68%	43
44 Newmarket-Tay Power Distribution Ltd.	100.00%	98.00%	84.00%	92%	99.98%	94%	82.00%	C	0	0	0.58	0.67	99%	2	\$579	\$23,801	22.68%	100.00%	100.00%	2.70	0.74	9.66%	8.51%	44
45 Niagara Peninsula Energy Inc.	91.40%	95.70%	82.70%	94%	99.28%	87%	84.00%	C	0	0	2.05	1.42	94.55%	3	\$744	\$19,871	17.12%	100.00%	100.00%	1.90	0.82	9.30%	8.96%	45
46 Niagara-On-The-Lake Hydro Inc.	96.90%	99.70%	87.70%	7	99.83%	87.00%	81.50%	C	0	0	2.02	1.20	89.00%	3	\$706	\$19,106	22.24%		100.00%	0.92	0.72	9.36%	8.90%	46
47 North Bay Hydro Distribution Limited	100.00%	100.00%	82.10%	6	99.88%	A	81.00%	C	0	0	1.10	0.88	94%	3	\$675	\$28,297	20.96%		100.00%	2.07	0.94	9.30%	10.65%	47
48 Northern Ontario Wires Inc.	100.00%	100.00%	100.00%	100%	99.92%	89%	80.14%	C	0	0	1.10	0.61	Excellent	1	\$608	\$9,975	11.83%			1.31	1.52	8.98%	6.20%	48
49 Oakville Hydro Electricity Distribution Inc.	94.60%	100.00%	80.60%	98.5	99.91%	92%	80.00%	C	0	0	0.48	0.58	On Track	3	\$732	\$26,730	23.00%	100.00%	100.00%	1.53	1.08	9.36%	9.35%	49
50 Orangeville Hydro Limited	100.00%	100.00%	100.00%	3	99.95%	A	84.00%	C	0	0	1.13	1.12	101%	3	\$578	\$32,766	24.01%		100.00%	1.64	1.15	9.36%	6.40%	50
51 Orillia Power Distribution Corporation	100.00%	100.00%	92.60%	99.93%	99.98%	A	83.00%	C	0	0	1.06	2.44	In Progress	3	\$614	\$35,448	10.02%	100.00%	100.00%	1.17	1.01	9.85%	8.99%	51
52 Oshawa PUC Networks Inc.	95.40%	99.60%	70.20%	149	99.93%	93% satisfied	85.00%	C	0	0	1.21	1.27	99%	2	\$545	\$31,719	6.91%	100.00%	100.00%	1.16	1.12	9.30%	7.59%	52
53 Ottawa River Power Corporation	100.00%	100.00%	99.90%	97.5%	100.00%	Satisfied	82.20%	C	0	0	7.30	3.57	OEB Approved	3	\$478	\$29,277	31.88%	100.00%	100.00%	2.35	0.70	9.85%	4.27%	53
54 Peterborough Distribution Incorporated	98.80%	99.50%	81.80%	0	99.25%	A	82.00%	C	1	0.177	3.59	2.81	100%	4	\$586	\$37,787	13.15%	100.00%	100.00%	1.58	1.54	8.98%	7.54%	54
55 PowerStream Inc.	99.50%	94.70%	78.40%	71.5%	99.29%	90.5%	78.00%	C	1	0.132	1.93	1.42	99.8%	3	\$723	\$33,839	14.29%	100.00%	87.50%	0.80	1.50	8.93%	6.65%	55
56 PUC Distribution Inc.	97.20%	97.40%	82.30%	99.92%	99.36%	79%	86.00%	C	1	0.134	3.35	1.84	In Progress	4	\$699	\$31,377	17.18%	0.00%	100.00%	0.90	2.31	8.98%	4.46%	56
57 Renfrew Hydro Inc.	100.00%	96.90%	89.60%	99.6%	99.54%	92%	82.60%	C	0	0	0.18	0.10	75%	4	\$584	\$31,574	8.43%	100.00%		1.46	0.75	9.85%	-0.92%	57
58 Rideau St. Lawrence Distribution Inc.	100.00%	99.30%	92.00%	99%	99.55%	A	84.00%	C	0	0	1.17	0.30	83%	3	\$548	\$30,559	26.97%			0.98	0.45	9.12%	4.01%	58
59 Sioux Lookout Hydro Inc.	100.00%	96.20%	96.20%	100%	99.90%	89.51%	79.00%	C	0	0	0.68	0.36	Stage 2	3	\$818	\$8,273	14.52%		100.00%	0.95	0.58	8.98%	7.38%	59
60 St. Thomas Energy Inc.	100.00%	100.00%	74.60%	100%	92.74%	B+ A A	83.00%	C	0	0	0.35	1.04	100%	3	\$513	\$33,419	12.26%		100.00%	1.09	0.71	9.30%	11.64%	60
61 Thunder Bay Hydro Electricity Distribution Inc.	99.90%	99.90%	92.40%	A+	99.93%	A	82.00%	C	0	0	2.02	2.39	On-track	3	\$635	\$27,195	10.92%	100.00%	100.00%	1.61	0.75	7.00%	5.69%	61
62 Tillsonburg Hydro Inc.	94.60%	100.00%	68.40%	95.04%	99.94%	Satisfied	83.00%	NI	0	0	0.75	1.07	In Progress	3	\$648	\$34,135	16.68%			1.78	0.04	8.98%	11.02%	62
63 Toronto Hydro-Electric System Limited	96.90%	99.90%	76.80%	84	97.54%	91%	71.00%	C	0	0	1.35	1.40	100%	5	\$1,000	\$73,309	12.51%	100.00%	100.00%	0.67	1.57	9.30%	10.71%	63
64 Veridian Connections Inc.	97.70%	100.00%	78.70%	79.1%	99.73%	90%	82.00%	C	0	0	1.62	2.13	88.45%	3	\$577	\$30,404	10.68%	100.00%	97.67%	1.40	1.31	9.36%	9.31%	64
65 Wasaga Distribution Inc.	100.00%	100.00%	100.00%	0.0664%	99.88%	Satisfied	84.00%	C	0	0	0.63	0.36	Completed	1	\$420	\$19,405	37.74%	100.00%	100.00%	2.57	0.33	9.12%	5.38%	65
66 Waterloo North Hydro Inc.	100.00%	100.00%	88.10%	99.95%	99.95%	96%	82.00%	C	1	0.633	0.90	1.58	119.44%	3	\$762	\$26,109	15.54%	87.50%	100.00%	0.94	1.33	9.58%	6.65%	66
67 Welland Hydro-Electric System Corp.	100.00%	98.50%	98.50%	84	99.99%	90	84.00%	C	0	0	1.74	1.39	On Track	2	\$493	\$23,293	6.78%		100.00%	1.50	0.84	8.93%	8.72%	67
68 Wellington North Power Inc.	100.00%	95.60%	100.00%	99.63%	99.56%	A	82.40%	C	0	0	0.06	0.06	DSP filed	4	\$791	\$38,763	12.05%		100.00%	0.97	1.56	9.12%	7.30%	68
69 West Coast Huron Energy Inc.	100.00%	100.00%	98.20%	98	72.09%	76	82.00%	C	0	0	0.19	0.43	74	5	\$820	\$51,251	5.43%			1.05	0.91	8.98%	6.91%	69
70 Westario Power Inc.	95.40%	100.00%	86.60%	99%	99.86%	88%	86.00%	C	0	0	0.83	0.34	In process	3	\$550	\$24,190	18.61%	100.00%	100.00%	1.57	0.65	8.98%	8.02%	70
71 Whitby Hydro Electric Corporation	96.20%	99.60%	81.50%	99.82%	99.83%	A	78.90%	C	0	0	1.40	1.65	100.98%	3	\$676	\$26,052	10.63%		100.00%	1.45	0.67	9.66%	10.43%	71
72 Woodstock Hydro Services Inc.	100.00%	100.00%	71.70%	99.51%	99.93%	96.4%	83.00%	C	0	0	0.43	0.80		4	\$731	\$45,780	18.77%	100.00%	100.00%	2.65	1.90	9.58%	9.12%	72

**LEGEND**

● Target Met      ● Target Not Met

- Note 1:** 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.
- Note 2:** For the "Service Quality" and "Public Policy Responsiveness" 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 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:** Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).