

2016 Sector-Wide Consolidated Scorecards of Electricity Distributors¹

Distributor Name	Customer Focus						Operational Effectiveness							Public Policy Responsiveness			Financial Performance							
	Service Quality ²			Customer Satisfaction			Safety			System Reliability		Asset Management	Cost Control		Conservation & Demand	Connection of Renewable Generation ²		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 Public Awareness	Level of Compliance with Ontario Regulation 22/04 (Target: Substantially Compliant) ⁴	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 ³	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.	99.40%	100.00%	86.60%	99.97%	99.85%	79%	81.00%	C	0	0	5.46	2.57	Completed	5	\$2,126	\$13,453	31.19%		100.00%	1.10	1.02	9.30%	9.89%	1
2 Atikokan Hydro Inc.	100.00%		100.00%	100	99.98%	Favourable	82.00%	C	0	0	1.01	0.22	Completed	3	\$974	\$17,357	26.45%			1.69	0.20	9.12%	2.73%	2
3 Bluewater Power Distribution Corporation	98.30%	99.60%	69.10%	99.93%	99.96%	73.5	81.90%	C	0	0	1.38	1.38	Above budget	3	\$685	\$32,211	21.80%	100.00%	96.43%	1.43	0.82	8.98%	11.86%	3
4 Brantford Power Inc.	99.70%	99.80%	67.10%	84.20%	99.89%	94%	81.00%	C	0	0	0.45	1.24	85.1%	3	\$528	\$41,385	35.74%	100.00%	100.00%	2.16	0.96	8.98%	6.53%	4
5 Burlington Hydro Inc.	96.70%	100.00%	74.70%	92	99.97%	86	81.00%	C	0	0	0.98	0.60	OnTrack	2	\$620	\$27,518	26.39%	100.00%	100.00%	2.50	0.79	9.36%	8.04%	5
6 Canadian Niagara Power Inc.	91.10%	100.00%	75.70%	99.20%	99.81%	85%	81.00%	C	0	0	3.47	2.29	Complete	4	\$796	\$22,371	51.39%		100.00%	0.33	1.64	8.93%	8.97%	7
7 Centre Wellington Hydro Ltd.	99.30%	98.90%	99.30%	.003	99.99%	77.3	84.10%	C	0	0	0.10	0.11	86.36	3	\$677	\$30,086	37.11%		100.00%	1.76	1.16	8.98%	4.01%	8
8 Chapleau Public Utilities Corporation	100.00%	100.00%	100.00%	100	99.99%	95	76.00%	C	0	0	1.82	0.63	100	4	\$740	\$34,163	44.81%			2.03	0.00	9.12%	-3.82%	9
9 COLLUS PowerStream Corp.	100.00%	100.00%	68.90%	99.06	99.96%	71.8	84.00%	C	0	0	1.54	0.84	90.75	2	\$541	\$26,084	25.02%		100.00%	1.29	1.26	8.98%	10.03%	10
10 Cooperative Hydro Embrun Inc.	100.00%	100.00%	95.20%	95%	99.74%	85.89	75.00%	C	0	0	0.04	0.23	Completed	1	\$521	\$32,721	48.63%		100.00%	2.65	0.00	9.36%	3.68%	11
11 E.L.K. Energy Inc.	93.90%	98.90%	97.20%	Excellent	99.97%	88% Satis.	78.00%	C	0	0	0.25	0.09	In progress	1	\$416	\$31,239	25.99%		100.00%	2.04	0.52	9.12%	8.39%	12
12 Energy+ Inc.	100.00%	100.00%	71.50%	99.99	99.98%	B	85.00%	C	0	0	0.63	1.27	On Plan	3	\$639	\$23,739	90.66%	80.00%	100.00%	1.99	1.10	9.36%	9.49%	13
13 Enersource Hydro Mississauga Inc.	99.40%	99.90%	83.40%	70.3%	99.54%	90%	77.00%	C	3	0.577	0.77	1.02	97%	3	\$780	\$30,597	32.34%	100.00%	99.17%	0.79	1.66	8.93%	6.13%	14
14 Entegris Powerlines Inc.	98.80%	97.80%	68.70%	79.3	99.84%	83.0	82.00%	C	0	0	0.51	0.41	22	2	\$567	\$24,291	99.03%	100.00%	100%	1.67	1.44	9.19%	7.46%	15
15 ENWIN Utilities Ltd.	100.00%	100.00%	70.70%	97.93%	99.99%	GOOD	83.00%	C	1	0.898	0.64	1.47	83%	4	\$707	\$55,668	30.97%	100.00%	100.00%	1.60	0.39	8.01%	5.92%	16
16 Erie Thames Powerlines Corporation	99.60%	100.00%	98.40%	99.54	99.50%	89	83.40%	C	0	0	1.46	0.24	104	3	\$676	\$36,550	31.33%	100.00%	100.00%	0.88	1.55	9.12%	9.33%	17
17 Espanola Regional Hydro Distribution Corporation	100.00%	100.00%	76.20%	99.17 %	99.95%	87 %	85.00%	C	0	0	0.55	1.10	On Track	2	\$670	\$15,702	35.54%	0.00%	100.00%	1.34	1.22	9.12%	6.29%	18
18 Essex Powerlines Corporation	90.50%	90.80%	73.60%	98.25%	99.90%	81%	83.00%	NI	0	0	0.63	0.50	94.16%	2	\$541	\$35,323	40.09%	100.00%	94.74%	0.70	0.91	9.85%	7.25%	19
19 Festival Hydro Inc.	99.70%	100.00%	87.00%	99.99	99.97%	91%	80.00%	C	0	0	1.32	0.93	97.2%	4	\$645	\$51,669	47.13%	100.00%	100.00%	0.55	1.32	9.30%	7.37%	20
20 Fort Frances Power Corporation	100.00%	98.90%	97.70%	99.4	98.26%	88.5	79.35%	C	0	0	0.33	0.35	97.5	3	\$688	\$32,194	20.50%			4.48	0.00	0.00%	-2.52%	21
21 Greater Sudbury Hydro Inc.	99.40%	100.00%	66.90%	84%	99.92%	91%	73.68%	C	0	0	1.19	0.87	96.40%	4	\$648	\$30,649	55.88%	100.00%	100.00%	1.47	1.99	8.98%	10.17%	22
22 Grimsby Power Incorporated	98.60%	100.00%	70.00%	99.94%	99.98%	75.4%	82.00%	C	0	0	0.55	0.69	88.73%	2	\$611	\$27,753	48.69%		100.00%	0.60	1.60	9.19%	2.39%	23
23 Guelph Hydro Electric Systems Inc.	99.50%	99.70%	86.70%	99.98%	99.95%	89%	84.00%	C	0	0	0.71	1.34	102.20%	3	\$624	\$30,014	69.88%	100.00%	100.00%	2.37	1.41	9.19%	10.58%	24
24 Halton Hills Hydro Inc.	100.00%	100.00%	94.40%	99.98%	99.84%	88%	83.00%	C	0	0	1.38	1.65	Over budget	1	\$770	\$10,557	33.84%	100.00%	100.00%	0.91	1.13	9.19%	6.76%	25
25 Hearst Power Distribution Company Limited	100.00%	100.00%	87.30%	99.74%	99.91%	96% Good	76.00%	C	0	0	2.19	1.27	Established	2	\$516	\$20,531	154.51%			2.14	0.39	9.19%	8.33%	26
26 Horizon Utilities Corporation	99.70%	99.30%	82.20%	88%	99.90%	92%	80.00%	C	3	0.854	1.10	1.57	105.56%	3	\$553	\$38,341	37.02%	88.89%	100.00%	0.93	0.89	9.19%	9.85%	27
27 Hydro 2000 Inc.	100.00%	98.80%	99.70%	92%	99.93%	98%	83.00%	C	0	0	0.00	0.00	45%	2	\$496	\$31,348	25.15%			1.07	0.01	9.12%	5.25%	28
28 Hydro Hawkesbury Inc.	100.00%	95.20%	100.00%	94%	99.99%	92%	78.00%	C	0	0	1.39	0.60	In progress	1	\$271	\$21,694	31.92%			0.90	0.47	9.36%	17.63%	29
29 Hydro One Brampton Networks Inc.	99.80%	99.90%	82.30%	99.9645	99.64%	Excellent	78.00%	C	0	0	0.41	0.69	95%	3	\$634	\$29,862	30.39%		100.00%	1.57	0.90	9.30%	7.30%	30
30 Hydro One Networks Inc.	98.60%	99.50%	74.20%	82	99.04%	84	81.00%	NI	11	0.091	7.83	2.47	105	4	\$987	\$10,551	42.50%	100.00%	99.22%	0.80	1.46	9.19%	8.41%	31
31 Hydro One Remote Communities Inc.	100.00%		100.00%	100	97.27%	91	69.25%	C	0	0	9.11	4.95	160	0	\$0	\$0			100.00%	1.98				32
32 Hydro Ottawa Limited	100.00%	99.60%	83.80%	84.99%	99.90%	81%	70.00%	C	0	0	1.00	0.74	94%	4	\$664	\$38,794	33.47%	100.00%	100.00%	1.19	1.65	9.19%	9.80%	32
33 Innpower Corporation	94.80%	95.60%	80.10%	99.4	97.97%	B	86.00%	C	0	0	1.12	1.35	In Progress	3	\$904	\$17,640	34.92%		100.00%	0.80	1.78	8.98%	3.90%	33
34 Kenora Hydro Electric Corporation Ltd.	100.00%	99.10%	99.00%	99%	99.94%	76%	79.00%	C	0	0	0.59	0.43	In Progress	3	\$578	\$32,835	42.22%		100.00%	3.24	0.65	9.58%	5.42%	34
35 Kingston Hydro Corporation	100.00%	97.90%	66.00%	98.86%	99.75%	'A'	80.00%	C	0	0	1.32	0.59	On track	3	\$531	\$43,562	23.40%		100.00%	1.10	1.36	9.19%	6.43%	35
36 Kitchener-Wilmot Hydro Inc.	92.50%	97.50%	78.40%	99.4	100.00%	A	83.00%	C	0	0	1.11	1.11	In Progress	2	\$494	\$23,866	36.61%	100.00%	100.00%	1.96	0.57	9.36%	10.18%	36
37 Lakefront Utilities Inc.	98.50%	99.00%	91.20%	99.96%	99.89%	76.10%	79.00%	C	0	0	0.67	0.37	Complete	2	\$471	\$25,055	30.45%		100.00%	1.25	1.03	9.12%	7.72%	37
38 Lakeland Power Distribution Ltd.	99.20%	98.60%	90.60%	99.98	99.86%	74.5%	82.50%	C	0	0	2.01	0.73	In Progress	3	\$734	\$27,559	48.42%	100.00%	100.00%	1.70	1.13	9.08%	10.86%	38

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	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 Public Awareness	Level of Compliance with Ontario Regulation 22/04 (Target: Substantially Compliant) ⁴	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 ³	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		
39	London Hydro Inc.	96.60%	99.90%	67.00%	99.5%	99.71%	A	84.00%	C	2	0.698	0.97	1.03	In Progress	2	\$521	\$28,281	32.45%	85.71%	91.43%	1.31	0.74	8.98%	5.99%	39
40	Midland Power Utility Corporation	100.00%	99.40%	99.90%	98.1	75.61%	80.8	84.60%	C	0	0	0.68	0.70	93.75	4	\$679	\$36,614	51.39%			1.04	0.50	8.93%	6.36%	40
41	Milton Hydro Distribution Inc.	99.60%	100.00%	96.70%	89.5	99.99%	A	82.00%	C	0	0	0.74	0.59	on track	3	\$723	\$25,334	37.18%	100.00%	100.00%	2.01	1.33	9.19%	9.87%	41
42	Newmarket-Tay Power Distribution Ltd.	100.00%	99.80%	81.80%	90%	99.99%	91%	82.00%	C	0	0	0.42	0.57	100%	2	\$600	\$24,893	38.69%	100.00%	100.00%	2.74	0.67	9.66%	8.01%	42
43	Niagara Peninsula Energy Inc.	92.70%	99.80%	83.00%	94%	99.74%	86%	84.00%	C	0	0	1.52	1.38	95.97%	3	\$747	\$19,980	34.03%	66.67%	100.00%	1.84	1.01	9.30%	6.86%	43
44	Niagara-On-The-Lake Hydro Inc.	98.90%	99.50%	86.20%	10	99.83%	87.00	81.50%	C	0	0	0.34	1.03	112.06	3	\$717	\$19,878	54.53%		100.00%	0.88	0.69	9.36%	7.44%	44
45	North Bay Hydro Distribution Limited	100.00%	99.90%	83.60%	14	99.70%	85%	81.00%	C	0	0	2.29	1.98	106%	3	\$659	\$27,680	102.04%		100.00%	2.09	0.95	9.30%	9.01%	45
46	Northern Ontario Wires Inc.	100.00%	100.00%	100.00%	100%	99.87%	88%	80.14%	C	0	0	3.46	1.90	Excellent	1	\$645	\$10,470	33.77%			1.23	1.42	8.98%	3.44%	46
47	Oakville Hydro Electricity Distribution Inc.	81.20%	100.00%	72.80%	96.8	99.92%	92%	80.00%	C	0	0	0.50	0.90	On Track	3	\$720	\$26,324	42.41%	100.00%	100.00%	1.48	1.06	9.36%	10.71%	47
48	Orangeville Hydro Limited	100.00%	99.80%	99.50%	3	99.96%	74.8	84.00%	C	0	0	0.69	1.12	100	3	\$575	\$31,963	40.78%	100.00%	100.00%	1.58	1.06	9.36%	8.68%	48
49	Orillia Power Distribution Corporation	100.00%	100.00%	96.60%	99.93%	99.98%	A	83.00%	C	0	0	0.52	1.10	In Progress	3	\$658	\$37,337	23.63%	100.00%	100.00%	0.75	1.19	9.85%	-1.59%	49
50	Oshawa PUC Networks Inc.	92.60%	100.00%	73.70%	521	99.94%	92% satisfied	85.00%	C	0	0	2.61	2.06	97%	2	\$546	\$31,962	24.21%		100.00%	1.16	1.04	9.30%	9.97%	50
51	Ottawa River Power Corporation	100.00%	100.00%	99.90%	98.2	99.99%	78.8%	82.20%	C	0	0	1.55	0.84	Implemented	3	\$487	\$30,052	54.46%			1.53	0.72	9.19%	6.32%	51
52	Peterborough Distribution Incorporated	97.00%	99.60%	84.60%	0	99.78%	A	82.00%	C	0	0	2.01	2.34	77%	4	\$604	\$39,184	28.30%	100.00%	85.00%	1.89	1.47	8.98%	7.02%	52
53	PowerStream Inc.	99.50%	99.20%	75.90%	70.83	99.15%	90.5	78.00%	C	0	0	0.88	0.93	91.5	3	\$723	\$34,029	37.45%	89.47%	92.26%	0.76	1.64	8.93%	7.89%	53
54	PUC Distribution Inc.	98.90%	98.30%	81.30%	99.58%	99.97%	80%	86.00%	C	0	0	1.49	1.41	In progress	4	\$695	\$31,314	52.97%	100.00%		1.52	2.34	8.98%	0.98%	54
55	Renfrew Hydro Inc.	100.00%	95.70%	91.90%	99.05%	99.43%	83.6%	82.60%	C	0	0	0.34	0.28	85%	4	\$599	\$32,010	19.24%	100.00%		1.30	0.76	9.85%	-1.53%	55
56	Rideau St. Lawrence Distribution Inc.	100.00%	94.50%	74.20%	98.8%	99.70%	B	84.00%	C	0	0	1.01	0.38	83%	3	\$543	\$29,810	40.25%			1.03	0.44	9.12%	1.03%	56
57	Sioux Lookout Hydro Inc.	100.00%	91.70%	94.00%	100%	99.84%	82.99	79.00%	C	0	0	0.67	0.57	Stage 5	3	\$852	\$8,644	27.84%			0.93	0.51	8.98%	5.16%	57
58	St. Thomas Energy Inc.	98.40%	100.00%	75.80%	100%	99.95%	B+, A, A	83.00%	C	0	0	1.04	1.49	99.58%	3	\$534	\$38,032	37.27%	100.00%	100.00%	1.36	0.65	9.30%	10.65%	58
59	Thunder Bay Hydro Electricity Distribution Inc.	100.00%	100.00%	93.30%	A+	99.81%	A	82.00%	C	0	0	1.69	2.70	On Track	3	\$666	\$28,444	53.07%		100.00%	1.41	0.73	7.00%	1.40%	59
60	Tillsonburg Hydro Inc.	97.60%	98.30%	64.00%	96.87%	98.91%	satisfied	83.00%	NC	0	0	1.42	0.77	In progress	3	\$672	\$35,562	24.79%			2.03	0.02	8.98%	5.75%	60
61	Toronto Hydro-Electric System Limited	97.70%	99.50%	64.70%	86%	98.86%	83%	71.00%	C	0	0	0.91	1.28	113%	5	\$1,044	\$27,819	34.58%	100.00%	100.00%	0.61	1.45	9.30%	12.18%	61
62	Veridian Connections Inc.	98.10%	100.00%	76.20%	82.7%	99.85%	91%	82.00%	C	1	0.445	1.24	1.29	98.81%	3	\$593	\$27,593	24.26%	100.00%	97.37%	1.62	1.34	9.36%	9.28%	62
63	Wasaga Distribution Inc.	100.00%	100.00%	100.00%	.0658	99.84%	82.2%	84.00%	C	0	0	1.11	1.35	Completed	1	\$430	\$19,855	56.59%		100.00%	2.33	0.32	9.19%	8.43%	63
64	Waterloo North Hydro Inc.	100.00%	98.10%	86.70%	99.92%	99.73%	92%	82.00%	C	1	0.618	0.71	1.15	23.05%	4	\$809	\$28,094	29.69%	80.00%	100.00%	1.01	1.23	9.19%	10.13%	64
65	Welland Hydro-Electric System Corp.	100.00%	98.50%	98.60%	75%	99.99%	92%	84.00%	C	1	0.208	0.63	0.72	Completed	2	\$510	\$24,268	21.08%	100.00%	100.00%	1.46	0.82	8.93%	6.63%	65
66	Wellington North Power Inc.	100.00%	99.00%	99.90%	99.84%	99.47%	79.0%	82.40%	C	0	0	0.34	0.20	24%	4	\$838	\$39,667	22.39%		100.00%	1.06	1.56	9.19%	10.68%	66
67	West Coast Huron Energy Inc.	100.00%	97.70%	98.50%	99	99.81%	77	82.00%	C	0	0	0.15	0.06	82	5	\$848	\$53,239	31.11%	100.00%	100.00%	0.93	0.92	8.98%	4.13%	67
68	Westario Power Inc.	92.10%	100.00%	82.90%	98.86%	99.96%	88%	86.00%	NI	0	0	2.41	0.63	In process	3	\$578	\$25,258	37.55%			1.12	0.61	8.98%	6.66%	68
69	Whitby Hydro Electric Corporation	95.10%	99.60%	80.60%	99.59	99.81%	A	78.90%	C	0	0	0.99	1.23	97.95	3	\$689	\$26,552	29.22%		78.95%	1.24	0.66	9.66%	9.94%	69

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).