

2017 Sector-Wide Consolidated Scorecards of Electricity Distributors¹

Distributor	Customer Focus						Operational Effectiveness								Public Policy Responsiveness			Financial Performance						
	Service Quality ²			Customer Satisfaction			Safety			System Reliability		Asset Management	Cost Control			Conservation & Demand Management	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	Alectra Utilities Corporation	97.02%	99.28%	79.14%	81	99.62%	88	81.00%	C	9	0.453	0.83	1.12	95.5	3	\$679	\$33,717	62.21%	100.00%	98.34%	1.18	1.26	8.90%	8.43%
2	Algoma Power Inc.	99.24%	100.00%	80.06%	99.96%	99.48%	88%	82.00%	C	0	0	7.68	3.95	In Progress	5	\$2,116	\$13,408	63.08%		100.00%	0.37	1.17	9.30%	8.11%
3	Atikokan Hydro Inc.	100.00%		100.00%	100%	99.99%	100%	85.00%	C	0	0	2.74	2.39	On Target	4	\$1,002	\$17,829	61.45%			1.55	0.14	8.78%	9.46%
4	Bluewater Power Distribution Corporation	99.27%	99.82%	78.01%	99.93	99.99%	73.5	86.00%	C	0	0	1.31	0.96	Near budget	3	\$693	\$32,710	42.22%	100.00%	100.00%	1.32	0.77	8.98%	10.31%
5	Brantford Power Inc.	99.59%	100.00%	73.18%	86.5	99.89%	95	84.00%	C	0	0	0.29	1.07	100.2	3	\$504	\$39,369	67.08%	85.71%	100.00%	2.14	0.89	8.78%	11.38%
6	Burlington Hydro Inc.	97.72%	100.00%	80.13%	96	99.96%	92	84.00%	C	0	0	1.04	0.64	On Track	2	\$608	\$26,606	62.56%	100.00%	97.87%	2.23	0.75	9.36%	7.33%
7	Canadian Niagara Power Inc.	90.81%	100.00%	77.33%	99.80%	99.91%	91%	81.00%	C	0	0	3.11	2.04	In Progress	4	\$773	\$21,875	84.23%	100.00%	100.00%	0.36	2.11	8.78%	10.70%
8	Centre Wellington Hydro Ltd.	100.00%	100.00%	98.81%	0	99.98%	77.30	85.60%	NI	0	0	0.13	0.08	92	3	\$684	\$30,334	70.55%		100.00%	1.42	1.15	8.98%	3.54%
9	Chapleau Public Utilities Corporation	100.00%	100.00%	99.68%	100	99.99%	95	79.00%	C	0	0	0.94	0.69	75	4	\$718	\$29,706	66.56%			1.95	0.00	9.12%	-1.99%
10	COLLUS PowerStream Corp.	100.00%	100.00%	81.92%	99.17	99.97%	71.8	83.30%	C	0	0	1.51	0.84	82.04	2	\$512	\$25,314	68.98%		100.00%	1.34	1.31	8.98%	11.65%
11	Cooperative Hydro Embrun Inc.	100.00%	100.00%	93.42%	95	99.79%	85.89	85.00%	C	0	0	0.09	0.01	Completed	1	\$514	\$32,028	77.15%		100.00%	1.65	0.16	9.36%	0.72%
12	E.L.K. Energy Inc.	94.44%	98.63%	96.60%	Excellent	99.99%	90% Satis	82.00%	C	0	0	0.63	0.21	In progress	1	\$394	\$30,987	41.09%		100.00%	1.85	0.43	8.78%	11.15%
13	Energy+ Inc.	100.00%	98.90%	80.12%	99.7	99.99%	A	82.00%	C	0	0	1.53	2.18	On plan	3	\$640	\$27,874	126.12%	100.00%	100.00%	1.58	1.06	9.36%	7.75%
14	Entegrus Powerlines Inc.	98.48%	99.38%	75.60%	81	99.88%	94	83.00%	C	0	0	1.72	1.07	44	2	\$555	\$23,124	95.92%	100.00%	100%	1.36	1.33	9.19%	7.64%
15	ENWIN Utilities Ltd.	100.00%	99.76%	78.21%	98.04 %	99.99%	Good	82.00%	C	2	1.792	0.72	1.70	81 %	3	\$707	\$13,094	53.52%		100.00%	1.83	0.43	8.01%	2.50%
16	Erie Thames Powerlines Corporation	98.84%	99.54%	96.23%	99.81%	99.50%	89%	84.10%	C	0	0	0.90	0.35	87%	0	\$0	\$0	73.15%	100.00%	100.00%	0.90	1.37	9.12%	9.22%
17	Espanola Regional Hydro Distribution Corporation	100.00%	98.18%	72.62%	99.60	99.95%	87 %	84.00%	C	0	0	0.35	0.10	On Track	2	\$661	\$15,421	80.32%		100.00%	1.17	1.17	9.12%	2.45%
18	Essex Powerlines Corporation	90.35%	93.12%	79.47%	97.42%	99.91%	81%	83.00%	C	0	0	0.83	0.57	98%	2	\$538	\$35,211	107.09%	100.00%	100.00%	0.65	0.95	9.85%	3.37%
19	Festival Hydro Inc.	98.66%	99.42%	84.71%	99.97	99.99%	91%	81.00%	C	0	0	1.69	1.92	94.2	4	\$612	\$49,303	83.32%	100.00%	100.00%	0.50	1.32	9.30%	8.43%
20	Fort Frances Power Corporation	100.00%	100.00%	96.90%	100	99.46%	89.3	78.51%	C	0	0	0.12	0.18	159.3	3	\$665	\$30,793	49.20%			4.95	0.00	0.00%	-2.42%
21	Greater Sudbury Hydro Inc.	98.78%	100.00%	67.16%	83.52%	99.92%	94%	80.00%	C	0	0	1.65	1.34	93.28%	3	\$629	\$29,706	90.20%	100.00%	100.00%	1.53	1.90	8.98%	9.30%
22	Grimsby Power Incorporated	98.02%	100.00%	75.37%	99.97%	99.96%	75.40	82.60%	C	0	0	1.20	0.99	64.83	2	\$559	\$9,383	74.26%	100.00%	100.00%	1.07	1.44	9.19%	10.92%
23	Guelph Hydro Electric Systems Inc.	96.97%	99.57%	87.47%	100%	99.94%	89%	86.00%	C	0	0	0.37	1.04	101.60%	3	\$624	\$30,163	103.22%	100.00%	100.00%	1.98	1.34	9.19%	9.70%
24	Halton Hills Hydro Inc.	100.00%	100.00%	95.85%	99.99	99.77%	88%	85.00%	C	0	0	1.65	1.13	Over-budget	1	\$763	\$10,295	63.29%		100.00%	1.08	1.31	9.19%	6.98%
25	Hearst Power Distribution Company Limited	100.00%	100.00%	87.30%	99%	99.96%	5% Good or bett	78.00%	C	0	0	4.33	1.77	Established	2	\$529	\$16,409	174.13%			2.34	0.38	9.19%	8.19%
26	Hydro 2000 Inc.	100.00%	100.00%	100.00%	99.00%	99.95%	99.00%	99.00%	NC	0	0	0.00	0.00	25.00%	2	\$565	\$33,741	52.40%			0.77	0.30	9.12%	-6.52%
27	Hydro Hawkesbury Inc.	100.00%	97.59%	99.99%	84	99.94%	92%	76.00%	NI	0	0	4.13	1.53	completed in	1	\$300	\$24,066	60.22%			1.14	0.62	9.36%	7.45%
28	Hydro One Networks Inc.	98.06%	98.94%	81.85%	0.85	99.28%	0.85	81.00%	C	8	0.065	7.95	2.32	1.03	4	\$974	\$10,444	80.83%	99.71%	99.77%	0.55	1.39	8.78%	7.94%
29	Hydro One Remote Communities Inc.	90.59%		100.00%	100	97.89%	90	70.40%	NI	0	0	7.55	3.98	83	0	\$0	\$0				1.80			
30	Hydro Ottawa Limited	100.00%	99.43%	85.07%	84.27	99.90%	90.00	70.00%	C	0	0	1.11	0.73	95.00	4	\$653	\$37,950	69.98%	100.00%	100.00%	1.23	1.73	9.19%	10.10%
31	Innpower Corporation	93.28%	93.50%	80.23%	99.4%	99.79%	B	85.00%	C	0	0	1.54	1.05	In Progress	3	\$857	\$17,136	73.53%		100.00%	0.88	1.78	8.78%	0.94%
32	Kenora Hydro Electric Corporation Ltd.	100.00%	99.48%	99.98%	99%	99.93%	76%	78.00%	C	0	0	3.84	1.88	In Progress	3	\$603	\$34,365	62.51%			3.52	0.63	9.58%	0.25%
33	Kingston Hydro Corporation	100.00%	100.00%	68.76%	98.84%	97.09%	'A'	79.00%	C	1	0	1.40	1.07	on track	3	\$538	\$44,400	55.88%		100.00%	1.84	1.41	9.19%	7.82%
34	Kitchener-Wilmot Hydro Inc.	98.93%	97.93%	92.80%	99.6	99.58%	A	83.00%	C	0	0	0.92	1.03	In Progress	2	\$487	\$23,707	83.39%	100.00%	100.00%	1.99	0.54	9.36%	9.59%
35	Lakefront Utilities Inc.	99.44%	100.00%	91.95%	99.92%	99.97%	76.10%	83.30%	C	0	0	0.32	0.17	Complete	2	\$456	\$21,533	60.95%	100.00%	100.00%	0.82	1.07	8.78%	6.57%
36	Lakeland Power Distribution Ltd.	100.00%	100.00%	88.20%	99.95	99.94%	74.5	83.80%	C	0	0	1.46	0.83	In Progress	2	\$697	\$26,273	74.50%	100.00%	100.00%	1.80	1.00	9.08%	12.69%

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37	London Hydro Inc.	97.56%	99.87%	68.57%	99.6%	99.83%	A	82.00%	C	1	0.349	0.93	1.00	Above Budget	3	\$516	\$28,106	63.35%	100.00%	100.00%	1.31	0.74	8.78%	9.06%
38	Midland Power Utility Corporation	100.00%	100.00%	100.00%	99.4%	99.75%	81%	83.00%	C	0	0	0.18	0.14	94%	4	\$676	\$37,803	110.89%	100.00%	100.00%	0.96	0.58	8.93%	7.28%
39	Milton Hydro Distribution Inc.	96.76%	100.00%	96.52%	94.2	99.96%	A	84.00%	C	0	0	0.61	0.49	on track	3	\$667	\$9,673	77.52%	100.00%	100.00%	1.72	1.25	9.19%	9.45%
40	Newmarket-Tay Power Distribution Ltd.	99.77%	99.91%	76.64%	90	99.95%	91	81.00%	C	0	0	0.42	0.54	120	2	\$621	\$25,943	64.35%	100.00%	100.00%	2.35	0.66	9.66%	2.41%
41	Niagara Peninsula Energy Inc.	91.48%	98.34%	87.99%	92%	99.46%	86%	83.00%	C	0	0	1.37	1.55	100.69%	3	\$741	\$20,285	58.78%	100.00%	100.00%	1.59	0.97	9.30%	3.57%
42	Niagara-On-The-Lake Hydro Inc.	98.94%	100.00%	87.26%	15	99.85%	75.9	83.00%	C	0	0	0.50	0.88	110	3	\$698	\$19,645	89.87%	100.00%	100.00%	0.83	0.54	9.36%	9.81%
43	North Bay Hydro Distribution Limited	100.00%	100.00%	86.56%	6	99.74%	85%	81.00%	C	0	0	1.11	0.94	118%	3	\$672	\$28,233	129.07%		100.00%	1.92	1.01	9.30%	8.56%
44	Northern Ontario Wires Inc.	100.00%	100.00%	100.00%	100%	99.89%	88%	80.82%	C	0	0	3.43	1.56	Excellent	1	\$666	\$10,757	82.96%			1.24	1.04	8.78%	6.24%
45	Oakville Hydro Electricity Distribution Inc.	97.03%	100.00%	80.62%	96.6	99.99%	90	83.00%	C	0	0	0.50	0.79	on track	3	\$695	\$25,630	75.87%		100.00%	1.56	1.02	9.36%	9.69%
46	Orangeville Hydro Limited	100.00%	99.83%	99.99%	99.96	99.93%	74.8	86.20%	C	0	0	0.32	0.45	92	2	\$553	\$30,933	73.38%	100.00%	100.00%	1.52	1.17	9.36%	10.60%
47	Orillia Power Distribution Corporation	100.00%	100.00%	97.43%	99.88%	99.98%	A	84.00%	C	0	0	3.63	0.92	In progress	3	\$646	\$36,942	44.65%		100.00%	0.70	1.05	9.85%	11.03%
48	Oshawa PUC Networks Inc.	99.47%	98.53%	90.52%	277	99.94%	92% satisfied	85.00%	C	0	0	0.73	0.98	101.3%	2	\$532	\$31,280	71.65%		100.00%	0.99	0.96	9.19%	7.62%
49	Ottawa River Power Corporation	98.57%	99.14%	99.87%	98.8%	99.98%	78.8%	80.40%	C	0	0	0.95	0.62	Implemented	3	\$501	\$11,368	82.01%			1.49	0.70	9.19%	11.82%
50	Peterborough Distribution Incorporated	97.52%	99.90%	90.42%	0	99.51%	A	85.00%	C	0	0	1.60	2.26	85	4	\$570	\$37,309	62.07%		95.24%	1.63	1.32	8.98%	5.05%
51	PUC Distribution Inc.	96.67%	97.62%	79.88%	99.74%	99.94%	80%	85.00%	C	0	0	1.43	1.21	In Progress	4	\$673	\$30,541	92.47%			1.62	2.04	8.98%	1.78%
52	Renfrew Hydro Inc.	100.00%	97.47%	98.67%	99.29%	99.88%	83.60%	85.40%	C	0	0	0.44	0.19	33%	3	\$588	\$31,597	47.90%		100.00%	1.49	0.72	8.78%	8.39%
53	Rideau St. Lawrence Distribution Inc.	97.78%	95.77%	72.87%	99.7%	99.69%	B	83.00%	C	0	0	0.45	0.29	56%	3	\$570	\$31,369	58.68%			0.82	0.46	9.12%	1.18%
54	Sioux Lookout Hydro Inc.	100.00%	100.00%	93.54%	100%	99.96%	82.99	79.00%	C	0	0	1.38	1.26	Stage 5	3	\$848	\$3,389	47.72%			0.94	0.48	8.98%	5.69%
55	St. Thomas Energy Inc.	95.72%	100.00%	77.26%	100%	99.95%	B+, A, A	81.00%	NC	0	0	0.47	0.58	121%	2	\$494	\$34,897	61.13%	100.00%	100.00%	0.84	0.31	9.30%	11.60%
56	Thunder Bay Hydro Electricity Distribution Inc.	100.00%	100.00%	94.81%	A+	99.88%	A	84.00%	C	0	0	1.63	3.05	106.13	4	\$657	\$28,819	106.88%		100.00%	1.71	0.86	8.78%	3.25%
57	Tillsonburg Hydro Inc.	99.47%	100.00%	84.57%	99.3	99.36%	satisfied	81.60%	NI	0	0	1.14	1.10	in progress	3	\$654	\$35,137	61.79%			2.04	0.05	8.98%	9.73%
58	Toronto Hydro-Electric System Limited	98.32%	99.37%	77.92%	88%	99.24%	83%	69.00%	C	1	0.035	0.91	1.18	118%	5	\$1,042	\$27,825	63.11%	81.08%	92.41%	0.64	1.34	9.30%	9.08%
59	Veridian Connections Inc.	98.62%	99.56%	80.83%	82.2%	99.92%	91%	83.00%	C	1	0.389	1.07	1.07	93.96	3	\$578	\$26,411	53.23%	100.00%	100.00%	1.49	1.25	9.36%	8.66%
60	Wasaga Distribution Inc.	100.00%	100.00%	99.99%	.0438	99.88%	82.2	85.60%	C	0	0	0.45	0.46	Completed	1	\$425	\$20,770	92.02%		100.00%	2.15	0.31	9.19%	8.88%
61	Waterloo North Hydro Inc.	100.00%	96.40%	72.77%	99.90%	99.97%	92%	82.00%	C	1	0.618	0.76	1.50	41.81%	3	\$773	\$26,800	65.16%	100.00%	100.00%	1.08	1.18	9.19%	8.37%
62	Welland Hydro-Electric System Corp.	100.00%	98.64%	96.19%	75%	99.98%	92%	83.00%	C	1	0.208	1.83	1.56	Completed	2	\$497	\$23,937	40.55%	100.00%	100.00%	1.51	0.81	8.78%	8.51%
63	Wellington North Power Inc.	100.00%	99.42%	99.72%	99.83%	99.60%	79%	83.30%	C	0	0	0.10	0.16	35%	4	\$812	\$38,753	37.46%			1.00	1.24	9.19%	7.12%
64	West Coast Huron Energy Inc.	100.00%	98.46%	98.49%	99	99.75%	77	84.00%	C	0	0	0.23	0.47	68	5	\$788	\$50,054	47.36%	100.00%		0.75	0.92	8.98%	6.00%
65	Westario Power Inc.	92.25%	94.86%	82.29%	99.56%	99.99%	92.0%	82.00%	C	0	0	1.20	0.26	Completed	3	\$582	\$25,148	62.63%	100.00%	100.00%	0.90	0.66	8.98%	2.55%
66	Whitby Hydro Electric Corporation	95.60%	99.46%	87.93%	99.74	99.88%	A	83.60%	C	0	0	0.69	1.23	95.14	3	\$682	\$26,241	55.85%		91.89%	1.04	0.63	9.66%	10.46%

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
- Note 4:** Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).