

2019 Sector-Wide Consolidated Scorecards of Electricity Distributors<sup>1</sup>

		Customer Focus						Operational Effectiveness										Public Policy Responsiveness			Financial Performance			
		Services provided in a manner that responds to customer preferences.						Continuous improvement in productivity and cost performance is achieved; distributors deliver on system reliability and quality objectives.										Deliverables on obligations mandated by Ministerial directives to the Board.			Financial viability is maintained; and savings from operational effectiveness are sustainable.			
		Service Quality <sup>2</sup>			Customer Satisfaction			Safety				System Reliability		Asset Management	Cost Control			CDM	Connection of Renewable Generation <sup>2</sup>		Financial Ratios			
		New Residential / Small Business Services Connected on Time	Scheduled Appointments Met On Time	Telephone Calls Answered On Time	Billing Accuracy	First Contact Resolution <sup>3</sup>	Customer Satisfaction Survey Results <sup>3</sup>	Level of Public Awareness	Level of Compliance with Ontario Regulation 22/04 <sup>4</sup>	Serious Electrical Incident Index		Avg. Number of Times that Power to a Customer is Interrupted	Avg. Number of Hours that Power to a Customer is Interrupted	Distribution System Plan Implementation Progress <sup>3</sup>	Efficiency Assessment	Total Cost per Customer	Total Cost per Km of Line	Net Cumulative Energy Savings	Renewable Generation Completed on Time	New Micro-embedded Generation Facilities Connected on Time	Liquidity: Current Ratio (Current Assets / Current Liabilities)	Leverage: Total Debt (short-term & long-term) to Equity Ratio	Regulatory ROE	
										Number of General Public Incidents	Rate per 10, 100, 1000 km of line												No Target	Compliant (C)
		90%	90%	65%	98%	No Target					Compliant (C)		Distributor Specific		No Target		90%	No Target		Deemed (included in rates)	Achieved			
1	Alectra Utilities Corporation	92.59%	98.75%	75.78%	99.58%	85.1%	93%	82%	C	20	0.95	1.26	1.07	114%	3	\$ 716	\$ 15,212	100%	100%	78%	0.82	1.16	8.95%	7.21%
2	Algoma Power Inc.	97.10%	100.00%	81.61%	99.87%	99.96%	95%	83%	C	0	0	3.39	7.33	Completed	5	\$ 2,235	\$ 12,107	77%	N/A	N/A	0.69	1.36	9.30%	8.44%
3	Atikokan Hydro Inc.	100.00%	N/A	100.00%	99.17%	100%	100%	83%	C	0	0	0.19	0.42	On Target	3	\$ 1,035	\$ 18,329	72%	N/A	N/A	1.35	0.17	8.78%	7.62%
4	Bluewater Power Distribution Corporation	99.77%	100.00%	87.40%	99.99%	99.99	74.4	87%	C	0	0	1.87	1.88	At Budget	3	\$ 734	\$ 34,871	95%	100%	N/A	1.13	0.69	8.98%	10.93%
5	Brantford Power Inc.	100.00%	99.82%	71.54%	99.92%	79.5%	97%	85%	C	0	0	1.10	0.62	115.9%	3	\$ 543	\$ 42,273	88%	67%	N/A	1.60	1.07	8.78%	7.17%
6	Burlington Hydro Inc.	100.00%	100.00%	81.43%	99.97%	82.4%	96%	83%	C	0	0	0.75	1.05	N/A	2	\$ 661	\$ 29,293	96%	100%	100%	2.07	0.75	9.36%	7.16%
7	Canadian Niagara Power Inc.	93.27%	100.00%	79.73%	99.92%	99.94%	91%	83%	C	1	0.963	2.00	3.01	Completed	4	\$ 893	\$ 16,421	120%	N/A	N/A	0.28	2.92	8.78%	5.84%
8	Centre Wellington Hydro Ltd.	100.00%	100.00%	98.16%	99.97%	99.88%	79.90	86%	C	0	0	0.48	0.45	85	3	\$ 731	\$ 32,898	92%	N/A	N/A	1.28	0.98	9.00%	5.19%
9	Chapleau Public Utilities Corporation	100.00%	100.00%	97.90%	100.00%	100	93	79%	C	0	0	2.56	6.91	Complete	4	\$ 864	\$ 19,553	85%	N/A	N/A	3.04	0.00	9.00%	8.46%
10	Cooperative Hydro Embrun Inc.	100.00%	100.00%	96.38%	99.84%	91.36	86.24	84%	C	0	0	0.09	0.03	Completed	1	\$ 511	\$ 33,552	97%	N/A	N/A	2.03	0.09	9.00%	10.03%
11	E.L.K. Energy Inc.	99.34%	100.00%	97.69%	99.96%	Excellent	91% Satis	83%	C	0	0	0.72	1.85	In Progress	1	\$ 418	\$ 31,613	53%	N/A	N/A	2.95	0.28	8.78%	9.66%
12	El Exxon Energy Inc.	96.40%	99.74%	76.01%	99.92%	88.60%	95.00%	84%	C	0	0	1.05	1.34	104.00%	3	\$ 648	\$ 28,396	89%	N/A	100%	1.04	0.91	9.43%	4.32%
13	Energy+ Inc.	97.19%	99.94%	84.89%	99.99%	99.55%	A	82%	C	0	0	1.53	0.92	On Plan	2	\$ 677	\$ 29,569	164%	100%	100%	0.60	0.99	8.98%	9.06%
14	Entegrus Powerlines Inc.	98.04%	99.53%	65.61%	99.90%	79	94	81%	C	1	0.805	1.02	1.73	85.6	2	\$ 566	\$ 10,982	117%	100%	100%	1.41	1.20	9.19%	10.58%
15	EnWin Utilities Ltd.	100.00%	99.94%	77.19%	99.97%	98.74%	88.00%	82%	C	1	0.214	2.23	0.88	100.4%	3	\$ 709	\$ 13,539	77%	N/A	100%	2.13	0.75	8.01%	3.72%
16	EPCOR Electricity Distribution Ontario Inc.	93.39%	99.40%	76.49%	99.96%	98.94	73	83%	C	0	0	0.82	1.65	75.93	2	\$ 641	\$ 30,951	300%	N/A	N/A	1.04	1.86	8.98%	2.77%
17	ERTH Power Corporation	97.60%	100.00%	96.52%	98.49%	99.85	77.1	85%	C	0	0	0.56	0.94	108%	3	\$ 691	\$ 36,992	93%	100%	N/A	0.76	1.00	9.00%	12.05%
18	Espanola Regional Hydro Distribution Corporation	100.00%	98.55%	63.04%	99.98%	99.23	91.00	85%	C	0	0	0.17	0.35	On Track	2	\$ 758	\$ 17,789	131%	N/A	N/A	0.83	-22.35	9.12%	-9.46%
19	Essex Powerlines Corporation	94.78%	93.15%	82.62%	99.96%	98.99%	83%	83%	C	0	0	0.84	1.27	37.5%	2	\$ 580	\$ 10,907	130%	N/A	100%	0.57	1.31	9.00%	7.30%
20	Festival Hydro Inc.	96.99%	98.50%	88.45%	99.99%	99.99	97%	81%	C	1	0.383	1.78	1.79	112	3	\$ 650	\$ 53,219	207%	100%	N/A	0.53	1.11	9.30%	9.10%
21	Fort Frances Power Corporation	100.00%	100.00%	97.62%	99.77%	98.9%	91.7%	80%	C	0	0	1.39	0.54	78%	3	\$ 679	\$ 31,609	75%	N/A	N/A	4.44	0.00	0.00%	-1.73%
22	Greater Sudbury Hydro Inc.	99.38%	99.78%	71.26%	99.93%	82.69	88%	83%	C	0	0	1.03	1.89	84.72%	3	\$ 679	\$ 31,938	128%	N/A	100%	1.48	1.76	8.98%	8.62%
23	Grimsby Power Incorporated	100.00%	100.00%	90.24%	99.98%	99.86%	78.8%	83%	C	0	0	3.44	5.00	86.23%	1	\$ 594	\$ 10,029	91%	N/A	100%	1.03	1.26	9.19%	10.39%
24	Halton Hills Hydro Inc.	100.00%	97.66%	96.43%	99.88%	99.98%	95%	83%	C	0	0	1.70	1.60	114.56%	1	\$ 817	\$ 10,917	84%	N/A	N/A	0.86	2.34	9.19%	4.24%
25	Hearst Power Distribution Company Limited	100.00%	100.00%	92.14%	99.91%	99%	98.2% Good	77%	C	0	0	1.18	2.48	Established	2	\$ 539	\$ 14,999	196%	N/A	N/A	2.05	0.28	9.19%	13.91%
26	Hydro 2000 Inc.	100.00%	100.00%	99.74%	99.93%	95.82%	91	75%	NI	0	0	1.10	0.02	20%	2	\$ 530	\$ 31,368	65%	N/A	N/A	1.22	0.00	9.12%	11.53%
27	Hydro Hawkesbury Inc.	91.30%	98.86%	99.97%	99.98%	96.13	87.2	76%	C	0	0	0.68	1.01	Complete	1	\$ 289	\$ 22,613	86%	N/A	N/A	1.77	0.77	9.00%	16.54%
28	Hydro One Networks Inc.	99.81%	100.00%	76.83%	99.41%	85%	84%	80%	C	18	0.146	2.50	7.04	106.6%	4	\$ 1,051	\$ 11,472	114%	100%	96%	0.62	1.61	9.00%	10.90%
29	Hydro One Remote Communities Inc.	100.00%	N/A	100.00%	96.88%	100%	93%	72%	C	0	0	3.69	6.58	98%	0	\$ -	\$ -	N/A	100%	N/A	0.98	N/A	N/A	N/A
30	Hydro Ottawa Limited	100.00%	99.59%	86.15%	99.90%	89.32%	94.00%	72%	C	0	0	0.75	0.77	84.69%	4	\$ 733	\$ 42,694	102%	88%	100%	1.14	1.90	8.98%	8.82%
31	Innpower Corporation	99.56%	98.40%	90.40%	99.88%	99.93	A	84%	C	0	0	0.61	1.52	110%	3	\$ 847	\$ 10,844	91%	N/A	N/A	1.06	1.60	8.78%	10.09%
32	Kingston Hydro Corporation	100.00%	99.73%	64.63%	92.04%	99.18%	'A'	79%	C	0	0	0.73	0.88	Trending Up	3	\$ 574	\$ 47,559	103%	N/A	100%	1.47	1.11	9.19%	9.50%
33	Kitchener-Wilmot Hydro Inc.	98.53%	99.39%	90.14%	99.99%	98.78	A	83%	C	3	1.52	1.05	1.02	In Progress	2	\$ 524	\$ 25,873	117%	100%	N/A	1.56	0.49	9.36%	8.73%
34	Lakefront Utilities Inc.	97.57%	100.00%	94.10%	99.95%	99.41%	80.70%	83%	NC	0	0	0.68	0.76	Completed	2	\$ 501	\$ 23,885	136%	0%	N/A	1.32	1.02	8.78%	7.58%
35	Lakeland Power Distribution Ltd.	100.00%	100.00%	89.61%	99.94%	99.97	75.5	84%	C	0	0	0.66	1.29	In Progress	2	\$ 730	\$ 28,074	100%	100%	N/A	1.69	1.18	8.98%	11.51%
36	London Hydro Inc.	99.32%	100.00%	76.79%	99.74%	99.9%	A	84%	C	3	0.989	1.14	0.80	Below Budget	3	\$ 568	\$ 29,822	122%	100%	100%	1.36	0.88	8.78%	8.82%
37	Milton Hydro Distribution Inc.	99.88%	100.00%	84.44%	100.00%	100	A	84%	C	0	0	0.58	0.33	On Track	2	\$ 700	\$ 10,390	108%	N/A	N/A	1.56	1.28	9.19%	6.74%
38	Newmarket-Tay Power Distribution Ltd.	100.00%	99.90%	68.58%	79.61%	97.7	96	83%	C	0	0	0.70	0.78	64	3	\$ 678	\$ 28,984	88%	N/A	N/A	1.37	1.19	9.66%	6.94%
39	Niagara Peninsula Energy Inc.	93.57%	99.50%	84.67%	98.79%	97%	95%	82%	C	2	0.988	1.63	2.03	88.79%	3	\$ 786	\$ 13,712	86%	83%	100%	2.26	0.99	9.30%	4.73%
40	Niagara-on-the-Lake Hydro Inc.	100.00%	100.00%	86.80%	99.81%	14	78.8	83%	C	0	0	0.38	0.50	96	3	\$ 758	\$ 19,676	107%	N/A	100%	0.56	0.57	8.98%	14.38%
41	North Bay Hydro Distribution Limited	100.00%	100.00%	95.65%	99.87%	3	89%	81%	C	0	0	1.35	1.16	119%	3	\$ 732	\$ 30,928	151%	50%	N/A	1.69	1.03	9.30%	6.14%
42	Northern Ontario Wires Inc.	100.00%	100.00%	100.00%	99.85%	100%	92%	81%	C	0	0	1.63	2.87	Excellent	1	\$ 715	\$ 11,551	135%	N/A	N/A	1.70	0.92	8.78%	10.92%
43	Oakville Hydro Electricity Distribution Inc.	94.72%	100.00%	85.90%	99.96%	96.3	94%	82%	C	1	0.522	1.19	0.74	Above Target	3	\$ 736	\$ 28,134	109%	N/A	N/A	1.25	0.92	9.36%	9.31%
44	Orangeville Hydro Limited	100.00%	100.00%	99.90%	100.00%	99.9%	78.2	86%	C	0	0	0.39	0.33	96%	2	\$ 568	\$ 32,501	92%	N/A	N/A	1.74	1.15	9.36%	10.36%
45	Orillia Power Distribution Corporation	100.00%	100.00%	98.83%	99.99%	99.89	A	84%	C	0	0	0.54	0.82	Pending	3	\$ 676	\$ 39,810	73%	N/A	N/A	0.61	1.14	9.85%	6.02%
46	Oshawa PUC Networks Inc.	100.00%	100.00%	94.13%	99.91%	238	95	83%	C	0	0	1.09	0.98	99%	2	\$ 598	\$ 35,041	87%	100%	N/A	1.25	1.15	9.00%	9.14%
47	Ottawa River Power Corporation	100.00%	98.15%	99.95%	99.96%	98.6%	80.3%	82%	C	0	0	1.35	7.53	Implemented	2	\$ 530	\$ 11,771	110%	N/A	N/A	1.44	0.80	9.19%	14.48%
48	Peterborough Distribution Incorporated	97.44%	100.00%	75.60%	99.89%	0	A	85%	C	1	0.175	1.60	1.42	71	0	\$ -	\$ -	128%	N/A	N/A	1.59	1.01	8.98%	6.28%
49	PUC Distribution Inc.	100.00%	98.65%	72.43%	99.98%	99.98	92	85%	C	1	0.135	1.70	1.68	79	3	\$ 697	\$ 31,775	111%	100%	N/A	0.94	2.03	9.00%	8.87%

2019 Sector-Wide Consolidated Scorecards of Electricity Distributors<sup>1</sup>

Customer Focus			Operational Effectiveness										Public Policy Responsiveness			Financial Performance								
Services provided in a manner that responds to customer preferences.			Continuous improvement in productivity and cost performance is achieved; distributors deliver on system reliability and quality objectives.										Deliverables on obligations mandated by Ministerial directives to the Board.			Financial viability is maintained; and savings from operational effectiveness are sustainable.								
Service Quality <sup>2</sup>		Customer Satisfaction			Safety			System Reliability		Asset Management	Cost Control			CDM	Connection of Renewable Generation <sup>2</sup>		Financial Ratios							
New Residential / Small Business Services Connected on Time	Scheduled Appointments Met On Time	Telephone Calls Answered On Time	Billing Accuracy	First Contact Resolution <sup>3</sup>	Customer Satisfaction Survey Results <sup>3</sup>	Level of Public Awareness	Level of Compliance with Ontario Regulation 22/04 <sup>4</sup>	Serious Electrical Incident Index		Avg. Number of Times that Power to a Customer is Interrupted	Avg. Number of Hours that Power to a Customer is Interrupted	Distribution System Plan Implementation Progress <sup>3</sup>	Efficiency Assessment	Total Cost per Customer	Total Cost per Km of Line	Net Cumulative Energy Savings	Renewable Generation CIA Completed on Time	New Micro-embedded Generation Facilities Connected on Time	Liquidity: Current Ratio (Current Assets / Current Liabilities)	Leverage: Total Debt (short-term & long-term) to Equity Ratio	Regulatory ROE			
								Number of General Public Incidents	Rate per 10, 100, 1000 km of line												Deemed (included in rates)	Achieved		
Target:		90%	90%	65%	98%	No Target		Compliant (C)	Distributor Specific			No Target			90%		No Target							
50	Renfrew Hydro Inc.	100.00%	100.00%	98.78%	99.95%	99.89%	86.2%	82%	C	0	0	0.23	0.46	45.8%	3	\$ 607	\$ 32,412	96%	N/A	N/A	1.09	0.74	8.78%	8.90%
51	Rideau St. Lawrence Distribution Inc.	100.00%	100.00%	80.36%	99.67%	99.4%	B	84%	C	0	0	0.72	1.43	92%	3	\$ 584	\$ 32,239	126%	N/A	N/A	0.82	0.37	8.78%	5.72%
52	Sioux Lookout Hydro Inc.	100.00%	100.00%	94.41%	99.86%	100%	72.07	80%	C	0	0	0.47	0.85	89.86%	2	\$ 869	\$ 3,478	55%	N/A	100%	0.87	0.36	9.00%	8.41%
53	Synergy North Corporation	99.67%	100.00%	90.86%	99.92%	A+	A	83%	C	0	0	2.25	1.41	100.00	3	\$ 675	\$ 30,199	126%	100%	100%	1.79	0.76	8.85%	9.71%
54	Tillsonburg Hydro Inc.	99.56%	98.44%	84.59%	99.83%	97.7%	Satisfied	84%	C	0	0	0.56	0.96	In-Progress	3	\$ 748	\$ 40,406	106%	33%	100%	2.82	0.31	8.98%	4.74%
55	Toronto Hydro-Electric System Limited	99.74%	99.04%	74.77%	99.21%	90%	92%	70%	C	7	0.244	1.09	0.73	105%	5	\$ 1,164	\$ 31,349	86%	100%	100%	0.93	1.15	9.30%	8.44%
56	Wasaga Distribution Inc.	100.00%	100.00%	99.98%	99.97%	.045%	81.8	84%	C	0	0	0.61	1.39	Completed	1	\$ 468	\$ 22,913	106%	N/A	100%	1.53	0.29	9.19%	7.14%
57	Waterloo North Hydro Inc.	100.00%	98.58%	90.73%	99.89%	99.82%	96%	82%	C	1	0.605	1.29	0.85	82.07%	3	\$ 833	\$ 29,241	98%	100%	100%	0.93	1.13	9.19%	7.13%
58	Welland Hydro-Electric System Corp.	94.82%	93.16%	88.90%	99.99%	80	96	83%	C	0	0	2.41	1.71	Completed	2	\$ 512	\$ 24,714	77%	N/A	N/A	1.44	0.83	8.78%	10.44%
59	Wellington North Power Inc.	100.00%	98.11%	99.00%	99.49%	99.85	81.1	84%	C	0	0	0.20	0.24	79.8	3	\$ 847	\$ 15,594	51%	N/A	N/A	0.96	1.44	9.19%	6.47%
60	Westario Power Inc.	91.83%	95.02%	85.86%	99.77%	97.18%	95.0%	83%	C	0	0	0.38	1.12	Completed	3	\$ 601	\$ 25,517	88%	N/A	100%	1.27	0.65	9.00%	10.99%

Legend

Target Met
Target Not Met
No Target

**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 **Connection of Renewable Generation** performance categories, a blank field or 'N/A' figure 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.

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