

		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 ²			Customer Satisfaction			Safety				System Reliability		Asset Management	Cost Control			Connection of Renewable Generation ²		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 ³	Customer Satisfaction Survey Results ³	Level of Public Awareness	Level of Compliance with Ontario Regulation 22/04 ⁴	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 ³	Efficiency Assessment	Total Cost per Customer	Total Cost per Km of Line	Renewable Generation CIA Completed on Time ⁵	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		
Target:		90%	90%	65%	98%	No Target	No Target	No Target	Compliant (C)	Distributor Specific	Distributor Specific	Distributor Specific	Distributor Specific	No Target	No Target	No Target	No Target	90%	No Target	No Target	No Target	Deemed (included in rates)	Achieved
1	Alectra Utilities Corporation	90.40%	99.30%	70.70%	99.58%	83.47%	92.00%	82.00%	C	11	0.222	1.15	0.98	90.26%	3	\$ 691	\$ 14,252	100%	100%	0.65	1.13	8.95%	6.18%
2	Algoma Power Inc.	100.00%	100.00%	88.36%	99.82%	99.95%	93%	83.00%	C	0	0	1.77	3.61	Completed	5	\$ 2,338	\$ 13,025	N/A	N/A	0.43	1.32	8.52%	9.38%
3	Atikokan Hydro Inc.	100.00%	N/A	100.00%	99.98%	100%	100%	82.00%	C	0	0	0.66	2.38	On Target	3	\$ 1,024	\$ 18,024	N/A	N/A	1.73	0.08	8.78%	10.92%
4	Bluewater Power Distribution Corporation	93.92%	99.41%	86.26%	99.99%	99.93	77.8	88.00%	C	0	0	1.59	1.86	Near Budget	3	\$ 714	\$ 21,932	N/A	100%	0.94	0.60	8.98%	9.39%
5	Brantford Power Inc.	100.00%	100.00%	84.93%	99.95%	83.1%	97%	84.00%	C	0	0	1.41	0.85	126%	3	\$ 578	\$ 41,447	100%	100%	1.67	1.21	8.78%	8.52%
6	Burlington Hydro Inc.	100.00%	100.00%	48.88%	99.97%	69%	96%	82.00%	C	1	0.661	0.87	1.26	83%	2	\$ 683	\$ 30,949	N/A	100%	2.02	0.75	8.34%	5.84%
7	Canadian Niagara Power Inc.	91.76%	100.00%	81.11%	99.83%	99.30%	95%	83.00%	C	0	0	1.78	2.50	Completed	4	\$ 905	\$ 17,810	N/A	N/A	0.24	2.69	8.78%	3.47%
8	Centre Wellington Hydro Ltd.	100.00%	100.00%	90.92%	99.96%	99.03%	81	83.70%	C	0	0	0.22	0.26	70	3	\$ 660	\$ 30,457	N/A	N/A	1.49	0.86	9.00%	9.84%
9	Chapleau Public Utilities Corporation	100.00%	100.00%	99.16%	99.99%	100	93	78.00%	C	0	0	1.14	2.68	On target	4	\$ 781	\$ 17,697	N/A	N/A	3.11	0.00	8.98%	24.43%
10	Cooperative Hydro Embrun Inc.	100.00%	100.00%	94.22%	99.97%	92.48	88.00	87.40%	C	0	0	0.01	0.02	Completed	1	\$ 493	\$ 31,739	N/A	N/A	2.10	0.03	9.00%	13.25%
11	E.L.K. Energy Inc.	99.59%	100.00%	91.20%	99.97%	Excellent	92.4 Satis	99.50%	C	0	0	0.20	0.65	In Progress	1	\$ 437	\$ 31,789	N/A	N/A	3.64	0.16	8.78%	10.93%
12	Elexicon Energy Inc.	95.97%	99.96%	75.99%	99.75%	93.00%	97.00%	87.00%	C	0	0	1.12	1.17	94.00%	3	\$ 652	\$ 28,531	N/A	100%	1.46	1.18	9.43%	6.87%
13	Energy Plus Inc.	95.34%	99.94%	84.44%	99.99%	99.65	A	84.00%	C	0	0.00	1.19	0.65	77.1%	2	\$ 677	\$ 29,990	100%	N/A	1.34	1.10	8.98%	8.30%
14	Entegrus Powerlines Inc.	97.60%	99.71%	81.26%	99.91%	85	92	78.00%	C	1	0.329	1.02	1.09	20.2	1	\$ 558	\$ 10,670	N/A	100%	1.06	1.24	9.19%	9.29%
15	ENWIN Utilities Ltd.	100.00%	100.00%	58.90%	99.96%	99.27%	86%	81.00%	C	0	0	1.68	0.86	76.8%	2	\$ 675	\$ 12,989	100%	100%	2.18	0.69	8.52%	9.38%
16	EPCOR Electricity Distribution Ontario Inc.	94.46%	100.00%	78.45%	99.96%	99.75%	74.0%	83.50%	C	0	0	1.38	2.65	79.48	2	\$ 584	\$ 28,487	N/A	100%	1.28	1.29	8.98%	3.47%
17	ERTH Power Corporation	95.84%	99.06%	95.02%	99.85%	99.26	77 %	84.40%	C	1	0.226	0.87	2.17	104.5%	3	\$ 676	\$ 35,797	N/A	N/A	0.73	0.86	9.00%	9.06%
18	Espanola Regional Hydro Distribution Corporation	100.00%	100.00%	69.65%	99.92%	99.94	96	85.00%	C	0	0	0.15	0.31	on track	2	\$ 713	\$ 23,638	N/A	N/A	1.09	134.49	8.34%	15.06%
19	Essex Powerlines Corporation	90.84%	93.15%	76.62%	99.95%	99.08%	86%	85.00%	C	0	0	0.89	2.02	76.13%		\$ 564	\$ 10,789	N/A	N/A	0.76	1.25	9.00%	6.79%
20	Festival Hydro Inc.	97.89%	98.88%	91.71%	99.98%	100	91	77.00%	C	0	0	1.63	1.95	105	3	\$ 614	\$ 50,551	100%	100%	0.51	0.99	9.30%	9.93%
21	Fort Frances Power Corporation	100.00%	100.00%	90.88%	98.75%	100%	98.4%	84.30%	C	0	0	0.19	0.13	109.4%	3	\$ 669	\$ 30,891	N/A	N/A	3.98	0.00	0.00%	1.02%
22	Greater Sudbury Hydro Inc.	98.95%	100.00%	64.22%	99.97%	87.86	93.60%	85.00%	C	0	0	1.16	1.11	90.44%	3	\$ 679	\$ 31,877	N/A	100%	1.30	1.19	8.52%	9.62%
23	Grimsby Power Incorporated	100.00%	100.00%	86.81%	99.99%	99.93%	79%	82.50%	C	0	0	1.27	1.82	94.02%	1	\$ 602	\$ 10,315	N/A	N/A	1.03	1.15	9.19%	10.80%
24	Haltom Hills Hydro Inc.	100.00%	100.00%	96.73%	99.92%	99.96%	96%	79.00%	C	0	0	1.85	0.97	113.4%	1	\$ 813	\$ 10,928	100%	N/A	0.73	2.14	8.34%	10.50%
25	Hearst Power Distribution Company Limited	100.00%	100.00%	95.02%	99.99%	99.91%	97.4% Good	79.00%	C	0	0	2.18	5.19	Completed	1	\$ 570	\$ 15,946	N/A	N/A	2.39	0.24	8.34%	20.43%
26	Hydro 2000 Inc.	100.00%	100.00%	99.88%	99.59%	94.34%	90.51%	79.64%	C	0	0	0.02	0.02	100%	2	\$ 604	\$ 36,337	N/A	N/A	1.29	0.02	8.52%	0.10%
27	Hydro Hawkesbury Inc.	100.00%	100.00%	99.92%	99.65%	82	84	89.00%	C	0	0	2.11	8.10	completed	1	\$ 319	\$ 24,699	N/A	N/A	2.18	0.66	9.00%	4.58%
28	Hydro One Networks Inc.	99.98%	100.00%	70.41%	99.17%	77%	82.4%	78.00%	C	15	0.12	2.36	6.50	100.9%	4	\$ 1,033	\$ 11,940	100%	99%	0.60	1.72	9.00%	10.99%
29	Hydro One Remote Communities Inc.	100.00%	N/A	100.00%	89.35%	100%	96%	73.93%	C	0	0	3.33	6.72	88%	N/A	N/A	N/A	N/A	N/A	0.73	N/A	N/A	N/A
30	Hydro Ottawa Limited	100.00%	98.86%	83.14%	99.88%	89.04%	95.00%	72.00%	C	0	0	0.62	0.83	92.00%	4	\$ 719	\$ 42,365	100%	100%	1.00	1.92	8.34%	8.49%
31	Innpower Corporation	99.50%	100.00%	90.18%	99.83%	99.95	B+	83.00%	C	0	0	0.70	1.78	109%	3	\$ 897	\$ 12,072	N/A	N/A	0.48	1.27	8.78%	9.26%
32	Kingston Hydro Corporation	100.00%	99.59%	77.43%	95.81%	98.68%	"A"	82.00%	C	0	0	2.10	1.41	On track	3	\$ 543	\$ 45,552	N/A	100%	1.69	1.10	9.19%	8.39%
33	Kitchener-Wilmot Hydro Inc.	97.12%	98.61%	74.39%	99.89%	98.84	A	84.00%	C	2	1.004	0.71	0.57	On Target	2	\$ 552	\$ 27,618	100%	N/A	1.10	0.45	8.52%	10.16%
34	Lakefront Utilities Inc.	92.89%	93.62%	95.62%	99.95%	99.46%	77.70%	82.60%	C	0	0	0.60	0.99	Completed	1	\$ 518	\$ 24,743	N/A	100%	0.95	1.09	8.78%	5.93%
35	Lakeland Power Distribution Ltd.	100.00%	100.00%	90.81%	99.92%	99.96%	77%	82.40%	C	0	0	1.48	2.62	In Progress	2	\$ 715	\$ 27,856	N/A	N/A	0.92	1.14	8.98%	12.06%
36	London Hydro Inc.	99.15%	100.00%	68.27%	99.82%	99.52%	A	84.00%	C	1	0.326	0.85	0.83	Below Budget	3	\$ 577	\$ 30,797	N/A	N/A	0.55	1.04	8.78%	6.96%
37	Milton Hydro Distribution Inc.	100.00%	100.00%	76.24%	99.99%	Compliant	A	80.00%	C	0	0	0.57	0.76	na	2	\$ 683	\$ 10,221	N/A	100%	0.72	1.27	9.19%	7.41%
38	Newmarket-Tay Power Distribution Ltd.	96.28%	98.71%	54.76%	99.73%	100	84	83.00%	C	0	0	0.53	0.63	103.97	2	\$ 649	\$ 28,216	N/A	100%	1.42	1.24	9.51%	9.51%
39	Niagara Peninsula Energy Inc.	91.39%	100.00%	86.64%	98.82%	99.35%	95%	83.00%	C	0	0	1.80	1.99	105.06%	3	\$ 750	\$ 9,522	N/A	100%	2.39	1.01	8.34%	7.49%
40	Niagara-on-the-Lake Hydro Inc.	100.00%	100.00%	98.34%	99.90%	12	79.0	82.60%	C	0	0	1.25	1.02	153	2	\$ 768	\$ 23,000	N/A	100%	0.48	0.66	8.98%	6.84%
41	North Bay Hydro Distribution Limited	100.00%	100.00%	81.51%	99.81%	4	86%	85.00%	C	0	0	0.77	0.74	23%	3	\$ 729	\$ 30,857	N/A	N/A	1.67	1.05	8.34%	7.86%
42	Northern Ontario Wires Inc.	N/A	100.00%	100.00%	99.94%	100%	92%	81.67%	NI	0	0	1.42	1.86	Excellent	1	\$ 704	\$ 11,287	N/A	N/A	1.26	0.82	8.78%	10.48%
43	Oakville Hydro Electricity Distribution Inc.	89.80%	100.00%	79.15%	99.89%	94.2%	94%	84.00%	C	0	0	1.20	0.84	On Track	3	\$ 710	\$ 26,506	100%	100%	1.22	0.84	9.36%	9.22%
44	Orangeville Hydro Limited	99.24%	99.25%	99.21%	99.82%	99.83%	76	84.50%	C	1	0.45	0.91	1.75	87%	1	\$ 550	\$ 31,921	N/A	N/A	0.78	1.12	9.36%	9.46%
45	Oshawa PUC Networks Inc.	100.00%	100.00%	96.70%	99.90%	103	95.5%	82.00%	C	0	0	0.70	0.57	95.6%	2	\$ 591	\$ 35,852	N/A	N/A	1.56	1.41	8.34%	7.98%
46	Ottawa River Power Corporation	100.00%	97.58%	94.33%	99.88%	98%	81%	83.50%	C	0	0	1.39	3.36	In progress	2	\$ 521	\$ 11,805	N/A	N/A	0.96	0.75	9.19%	8.57%
47	PUC Distribution Inc.	97.60%	99.92%	71.13%	99.97%	99.63	88	85.00%	C	0	0	1.32	1.81	104	3	\$ 696	\$ 31,915	N/A	N/A	0.80	2.09	9.00%	7.60%

		Customer Focus Services provided in a manner that responds to customer preferences.						Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; distributors deliver on system reliability and quality objectives.										Public Policy Responsiveness Deliverables on obligations mandated by Ministerial directives to the Board.		Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.			
		Service Quality ²			Customer Satisfaction			Safety				System Reliability		Asset Management	Cost Control			Connection of Renewable Generation ²		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 ³	Customer Satisfaction Survey Results ³	Level of Public Awareness	Level of Compliance with Ontario Regulation 22/04 ⁴	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 ³	Efficiency Assessment	Total Cost per Customer	Total Cost per Km of Line	Renewable Generation CIA Completed on Time ⁵	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	
Target:										90%	90%											65%	98%
48	Renfrew Hydro Inc.	100.00%	100.00%	97.76%	99.35%	99.97%	86%	85.30%	C	0	0	0.16	0.38	62.5%	3	\$ 621	\$ 33,455	N/A	N/A	1.19	0.69	8.78%	5.28%
49	Rideau St. Lawrence Distribution Inc.	100.00%	100.00%	76.20%	99.28%	99.91%	B	83.30%	C	0	0	0.10	0.28	116%	2	\$ 594	\$ 31,275	N/A	N/A	0.63	0.61	8.78%	2.79%
50	Sioux Lookout Hydro Inc.	100.00%	100.00%	91.96%	99.69%	A-	83.51	79.00%	C	0	0	0.39	0.78	114%	1	\$ 818	\$ 3,335	N/A	N/A	0.68	0.57	9.00%	9.26%
51	Synergy North Corporation	100.00%	100.00%	89.99%	99.93%	A+	A	84.00%	C	0	0	1.96	1.28	97.41	3	\$ 651	\$ 29,384	N/A	100%	1.72	0.74	8.85%	7.82%
52	Tillsonburg Hydro Inc.	99.51%	98.21%	N/A	97.60%	97.7%	Satisfied	83.70%	C	0	0	0.37	0.53	In-progress	3	\$ 686	\$ 39,137	N/A	100%	1.49	0.41	8.98%	1.43%
53	Toronto Hydro-Electric System Limited	99.86%	99.92%	76.87%	99.00%	91%	95%	68.00%	C	22	0.758	1.46	0.97	36%	5	\$ 1,189	\$ 32,110	100%	92%	0.95	1.13	8.52%	7.08%
54	Wasaga Distribution Inc.	100.00%	100.00%	99.91%	99.98%	99.9	81	84.10%	C	0	0	0.63	1.23	Completed	1	\$ 427	\$ 21,189	N/A	N/A	1.11	0.39	9.19%	10.70%
55	Waterloo North Hydro Inc.	100.00%	98.45%	94.71%	99.95%	99.95%	96%	86.00%	C	0	0	0.72	0.61	20.45%	3	\$ 826	\$ 29,276	N/A	100%	0.97	1.11	8.34%	7.74%
56	Welland Hydro-Electric System Corp.	99.68%	97.88%	83.07%	99.91%	99.89%	96%	83.00%	C	0	0	1.35	1.52	Completed	1	\$ 494	\$ 24,455	N/A	N/A	1.58	0.91	8.78%	10.72%
57	Wellington North Power Inc.	100.00%	99.56%	90.26%	99.52%	99.70	80%	84.70%	C	0	0	0.17	0.23	22%	3	\$ 831	\$ 15,101	N/A	100%	0.77	1.24	8.34%	11.18%
58	Westario Power Inc.	96.24%	99.52%	88.45%	99.78%	98.83%	94.00%	84.00%	C	0	0	0.73	1.79	Completed	3	\$ 610	\$ 25,340	N/A	100%	1.05	0.66	9.00%	7.01%

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).

Note 5: Value displayed for 2021 reflects data from the first quarter, as the filing requirement was subsequently removed from the Reporting and Record-keeping Requirements (RRR).