

		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			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	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	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	No Target
1	Alectra Utilities Corporation	93.48%	99.48%	29.78%	99.73%	79.16%	703	83.00%	C	30	0.587	1.08	0.75	99.28%	3	\$ 906	\$ 19,247	98%	0.79	1.31	8.95%	7.16%
2	Algoma Power Inc.	100.00%	100.00%	77.96%	99.94%	99.87%	91%	84.00%	C	0	0	3.23	8.52	Completed	5	\$ 2,944	\$ 16,966	100%	2.02	1.63	8.52%	7.95%
3	Atikokan Hydro Inc.	100.00%	100.00%	100.00%	99.92%	100%	90%	87.00%	C	0	0	1.16	1.77	On Target	3	\$ 1,294	\$ 22,783	N/A	2.60	0.01	8.78%	8.81%
4	Bluewater Power Distribution Corporation	99.11%	100.00%	83.55%	99.99%	99.95%	83%	91.00%	C	0	0	1.66	1.77	Completed	3	\$ 908	\$ 27,532	100%	1.19	0.84	9.36%	4.89%
5	Burlington Hydro Inc.	99.70%	100.00%	70.52%	99.94%	69%	92%	85.00%	C	0	0	1.54	2.20	164%	2	\$ 883	\$ 40,480	100%	1.39	0.63	8.34%	9.52%
6	Canadian Niagara Power Inc.	97.51%	100.00%	80.44%	99.85%	99.63%	92%	85.00%	C	2	1.232	1.66	1.86	Completed	4	\$ 1,183	\$ 22,005	100%	0.23	2.07	8.66%	7.53%
7	Centre Wellington Hydro Ltd.	100.00%	100.00%	95.89%	99.67%	99.54%	87%	83.90%	C	0	0	0.10	0.01	265.5%	2	\$ 844	\$ 39,610	N/A	1.14	0.67	9.00%	8.23%
8	Cooperative Hydro Embrun Inc.	97.10%	100.00%	96.87%	99.60%	97.38	90.41	85.00%	C	0	0	0.00	0.00	100	1	\$ 576	\$ 39,937	100%	2.41	0.00	9.36%	4.93%
9	E.L.K. Energy Inc.	100.00%	100.00%	83.45%	99.81%	88%	92.1% Satis	88.00%	C	0	0	0.47	0.02	In Progress	1	\$ 643	\$ 47,083	N/A	1.91	0.39	8.66%	-9.34%
10	Elexicon Energy Inc.	98.77%	99.45%	75.90%	99.91%	90.42%	95.00%	89.00%	C	0	0	1.16	1.71	114.79%	3	\$ 834	\$ 36,504	100%	0.76	1.62	9.43%	5.39%
11	Enova Power Corp.	99.02%	98.69%	74.95%	99.98%	99.48%	A	88.00%	C	1	0.271	1.10	0.96	105.71%	3	\$ 831	\$ 16,745	N/A	1.04	0.55	8.43%	6.77%
12	Entegrus Powerlines Inc.	97.89%	99.96%	76.56%	99.90%	75	92	79.00%	C	1	0.306	1.48	1.26	88.4	1	\$ 748	\$ 14,447	100%	1.35	1.21	9.19%	7.58%
13	ENWIN Utilities Ltd.	100.00%	100.00%	74.74%	99.89%	99.32%	84%	82.00%	C	1	0.21	1.53	0.86	136.1%	1	\$ 853	\$ 16,632	100%	1.83	0.51	8.52%	10.33%
14	EPCOR Electricity Distribution Ontario Inc.	98.98%	100.00%	87.68%	99.99%	99.86%	83.0%	82.90%	C	0	0	0.37	1.16	94.48	2	\$ 737	\$ 34,822	100%	1.11	1.53	9.36%	6.58%
15	ERTH Power Corporation	95.11%	99.53%	86.49%	97.01%	99.91	76	83.90%	C	0	0	0.76	1.51	99.3%	3	\$ 846	\$ 46,498	100%	0.70	1.08	9.00%	9.08%
16	Essex Powerlines Corporation	90.64%	100.00%	88.20%	99.89%	99.39%	91%	85.00%	C	0	0	1.39	1.14	100.75%	1	\$ 734	\$ 14,030	100%	0.86	1.26	9.00%	4.70%
17	Festival Hydro Inc.	98.03%	96.83%	92.88%	99.97%	100	94	81.00%	C	0	0	0.35	0.66	104	3	\$ 803	\$ 62,957	100%	0.52	1.03	9.30%	7.47%
18	Fort Frances Power Corporation	100.00%	100.00%	92.96%	99.44%	100%	99.7%	83.90%	C	0	0	0.14	0.26	85.4%	2	\$ 831	\$ 37,484	N/A	4.59	0.00	0.00%	-2.86%
19	GrandBridge Energy Inc.	94.40%	99.88%	81.23%	99.97%	99.73%	A	84.00%	C	0	0	1.50	1.04	89.0%	2	\$ 784	\$ 41,766	100%	0.77	0.61	8.86%	11.35%
20	Greater Sudbury Hydro Inc.	99.49%	100.00%	69.24%	99.95%	99.48%	94.33%	89.00%	C	0	0	1.04	0.94	116%	3	\$ 845	\$ 17,961	100%	1.28	1.10	8.52%	8.12%
21	Grimsby Power Incorporated	100.00%	99.12%	92.86%	99.99%	99.92%	83%	83.80%	C	0	0	2.33	4.28	107.8%	1	\$ 751	\$ 12,810	100%	0.75	1.08	8.66%	7.51%
22	Haltom Hills Hydro Inc.	100.00%	100.00%	95.89%	99.95%	99.99%	94%	81.00%	C	0	0	0.64	0.58	94.67%	1	\$ 1,042	\$ 14,265	N/A	0.95	1.48	8.34%	7.79%
23	Hearst Power Distribution Company Limited	100.00%	100.00%	86.62%	99.85%	100%	98.4% Good	78.54%	C	0	0	0.32	0.74	Implemented	1	\$ 735	\$ 20,319	N/A	2.11	0.19	8.34%	13.96%
24	Hydro 2000 Inc.	100.00%	100.00%	98.66%	99.53%	95.22	94.4	92.00%	C	0	0	0.06	0.01	100	2	\$ 753	\$ 45,916	N/A	0.93	0.25	8.52%	-27.31%
25	Hydro Hawkesbury Inc.	100.00%	98.55%	88.60%	99.99%	82	84	89.80%	C	0	0	0.93	2.57	100	1	\$ 391	\$ 30,291	N/A	1.56	0.58	9.00%	5.20%
26	Hydro One Networks Inc.	99.94%	100.00%	78.01%	98.94%	76%	85.7%	82.00%	C	28	0.223	2.68	7.66	105.3%	4	\$ 1,384	\$ 16,326	91%	0.53	1.99	9.36%	9.79%
27	Hydro One Remote Communities Inc.	100.00%	N/A	90.43%	96.90%	100%	95%	73.70%	C	0	0	2.95	6.17	108%				N/A	0.47	-40.61		
28	Hydro Ottawa Limited	100.00%	99.17%	85.30%	99.87%	87.16%	92.00%	72.00%	C	1	0.159	0.54	0.87	95%	4	\$ 950	\$ 27,343	100%	0.44	1.88	9.21%	7.53%
29	InnPower Corporation	99.63%	99.76%	82.45%	99.75%	99.91	B+	83.00%	C	1	0.558	1.64	1.60	156.1%	3	\$ 1,250	\$ 16,211	100%	0.49	1.28%	9.21%	6.77%
30	Kingston Hydro Corporation	100.00%	100.00%	85.21%	99.86%	97.63%	"A"	84.00%	C	0	0	0.44	0.64	97.08%	2	\$ 688	\$ 28,157	100%	1.67	0.96	9.36%	8.26%
31	Lakefront Utilities Inc.	91.30%	94.62%	98.23%	99.93%	99.96%	81.17%	83.90%	C	0	0	1.33	3.22	81.25%	1	\$ 673	\$ 31,102	100%	1.05	1.40	8.66%	6.60%
32	Lakeland Power Distribution Ltd.	100.00%	100.00%	90.73%	99.90%	99.95%	75%	84.00%	C	0	0	0.62	1.56	100% Completed	2	\$ 954	\$ 35,676	N/A	1.49	1.34	8.98%	4.51%
33	London Hydro Inc.	99.14%	100.00%	71.23%	99.66%	99.39%	A	83.00%	C	4	1.286	0.88	0.78	Above Budget	3	\$ 735	\$ 39,619	N/A	1.71	1.13	8.66%	7.54%
34	Milton Hydro Distribution Inc.	100.00%	100.00%	89.59%	99.97%	97.73	A	83.00%	C	0	0	0.89	0.98	On Track	1	\$ 840	\$ 12,630	100%	1.46	1.18	8.66%	10.96%
35	Newmarket-Tay Power Distribution Ltd.	97.90%	98.53%	87.28%	99.98%	99.3%	86%	88.00%	C	1	0.971	0.75	1.30	311.31%	2	\$ 877	\$ 38,369	100%	0.98	1.24	9.51%	7.97%
36	Niagara Peninsula Energy Inc.	95.42%	100.00%	81.54%	99.93%	98.21%	91%	85.00%	C	3	0.652	1.05	1.65	101.18%	2	\$ 954	\$ 12,143	100%	2.56	0.95	8.34%	9.45%
37	Niagara-on-the-Lake Hydro Inc.	100.00%	100.00%	95.11%	99.99%	8	80	80.90%	C	0	0	1.07	0.79	162	2	\$ 971	\$ 30,326	100%	0.40	0.64	9.21%	5.89%
38	North Bay Hydro Distribution Limited	100.00%	100.00%	62.35%	99.86%	2	88%	87.00%	C	0	0	0.61	0.93	97.5%	3	\$ 911	\$ 37,435	N/A	1.32	1.07	8.34%	10.55%
39	Northern Ontario Wires Inc.	N/A	100.00%	100.00%	99.95%	100%	87%	82.06%	C	0	0	2.31	5.58	Excellent	1	\$ 974	\$ 15,669	N/A	1.26	1.25	8.78%	-2.34%
40	Oakville Hydro Electricity Distribution Inc.	98.32%	99.63%	75.54%	99.97%	95.7%	92%	84.00%	C	0	0	1.18	0.46	On Track	3	\$ 924	\$ 34,806	100%	1.29	0.72	9.36%	9.68%
41	Orangeville Hydro Limited	99.48%	99.49%	99.08%	99.89%	99.76%	76	83.70%	C	0	0	0.33	0.25	93%	1	\$ 708	\$ 41,002	N/A	1.54	1.10	9.21%	7.24%
42	Oshawa PUC Networks Inc.	100.00%	100.00%	61.25%	99.94%	178	86.2	82.00%	C	0	0	0.29	0.32	88.2	2	\$ 769	\$ 20,277	N/A	1.27	1.55	8.34%	4.70%
43	Ottawa River Power Corporation	93.10%	99.53%	94.52%	99.92%	97%	84%	84.20%	C	0	0	0.53	0.96	In progress	1	\$ 673	\$ 15,537	100%	1.73	0.69	8.66%	4.50%
44	PUC Distribution Inc.	100.00																				

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		Service Quality <sup>2</sup>			Customer Satisfaction			Safety				System Reliability		Asset Management	Cost Control			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	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	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	No Target
48	Synergy North Corporation	100.00%	100.00%	86.91%	99.92%	A+	A	88.00%	C	0	0	1.83	1.17	108%	3	\$ 863	\$ 38,957	100%	1.61	0.89	9.21%	4.88%
49	Tillsonburg Hydro Inc.	99.62%	99.79%	99.11%	99.85%	98.9%	Satisfied	86.00%	C	0	0	0.46	0.32	111%	2	\$ 815	\$ 47,099	N/A	1.38	0.67	9.21%	-0.10%
50	Toronto Hydro-Electric System Limited	99.90%	99.93%	75.99%	99.20%	93%	95%	64.00%	C	34	1.161	1.29	0.94	107%	5	\$ 1,630	\$ 44,101	100%	1.00	1.26	8.52%	6.00%
51	Wasaga Distribution Inc.	100.00%	100.00%	99.47%	100.00%	99.9	81	85.00%	C	0	0	1.84	4.09	Completed	1	\$ 616	\$ 31,361	N/A	1.05	0.64	9.21%	10.06%
52	Welland Hydro-Electric System Corp.	98.89%	100.00%	68.96%	99.96%	99.84%	95%	85.00%	C	0	0	0.43	0.77	Completed	1	\$ 609	\$ 32,112	100%	1.31	0.84	8.78%	9.48%
53	Wellington North Power Inc.	100.00%	97.57%	99.22%	99.63%	99.78%	85%	84.10%	C	0	0	0.15	0.23	152%	2	\$ 941	\$ 17,271	N/A	1.09	0.95	8.34%	11.22%
54	Westario Power Inc.	100.00%	99.58%	86.84%	99.81%	99.04%	93%	84.00%	C	0	0	0.57	1.19	Completed	2	\$ 774	\$ 31,757	100%	1.42	0.76	9.21%	7.33%

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**).