

		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	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	Rate per 10, 100, 1000 km of line	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	94.99%	98.79%	57.94%	99.73%	81.78%	703	83.00%	C	20	0.391	1.26	0.88	100.73%	2	\$ 946	\$ 20,161	94%	0.79	1.24	8.95%	6.39%
2	Algoma Power Inc.	100.00%	100.00%	91.64%	99.94%	99.85%	92%	83.00%	C	0	0	2.80	5.59	Completed	5	\$ 3,282	\$ 19,733	100%	0.99	1.55	9.00%	10.24%
3	Atikokan Hydro Inc.	100.00%	100.00%	100.00%	99.99%	100%	90%	89.00%	C	0	0	2.51	6.73	On Target	3	\$ 1,309	\$ 23,048	N/A	1.98	0.05	9.00%	-61.55%
4	Bluewater Power Distribution Corporation	98.86%	100.00%	81.06%	99.99%	99.99	83%	89.00%	C	0	0	1.17	1.40	Completed	2	\$ 947	\$ 29,223	100%	1.04	0.78	9.36%	7.00%
5	Burlington Hydro Inc.	100.00%	100.00%	77.31%	99.98%	66%	94%	85.00%	C	0	0	1.73	2.45	134%	2	\$ 932	\$ 43,082	100%	1.47	0.60	8.34%	7.43%
6	Canadian Niagara Power Inc.	100.00%	100.00%	86.30%	99.89%	99.86%	92%	85.00%	C	0	0	3.04	2.66	Completed	4	\$ 1,219	\$ 23,247	100%	0.23	2.00	8.66%	7.29%
7	Centre Wellington Hydro Ltd.	98.74%	99.66%	96.52%	99.96%	99.52%	87%	86.30%	C	0	0	0.26	0.37	123.0%	2	\$ 849	\$ 40,230	N/A	1.49	0.76	9.25%	9.48%
8	Cooperative Hydro Embrun Inc.	100.00%	100.00%	97.72%	100.00%	97.38	90.41	89.00%	C	0	0	0.00	0.00	100	1	\$ 545	\$ 38,426	N/A	2.62	0.00	9.36%	9.79%
9	E.L.K. Energy Inc.	100.00%	100.00%	93.81%	99.83%	88%	92.1% Satis	88.00%	C	0	0	0.19	0.37	In Progress	1	\$ 621	\$ 45,663	N/A	2.80	0.67	8.66%	-0.87%
10	Elexicon Energy Inc.	98.67%	99.64%	71.01%	99.91%	90.01%	95.00%	89.00%	C	5	1.223	1.55	2.01	123.07%	3	\$ 879	\$ 38,410	100%	1.23	1.25	9.43%	3.81%
11	Enova Power Corp.	97.01%	99.51%	70.49%	99.97%	99.64%	A	85.00%	C	0	0	1.21	1.10	118.71%	3	\$ 827	\$ 15,894	100%	1.31	0.57	8.43%	8.14%
12	Entegrus Powerlines Inc.	98.79%	100.00%	82.34%	99.92%	76	94	77.00%	C	0	0	1.41	1.40	100	1	\$ 793	\$ 15,266	100%	1.61	1.31	9.19%	8.66%
13	ENWIN Utilities Ltd.	100.00%	99.97%	72.88%	99.94%	99.39%	84%	82.00%	C	0	0	2.18	1.02	99.1%	1	\$ 868	\$ 17,060	100%	1.88	0.84	8.52%	10.62%
14	EPCOR Electricity Distribution Ontario Inc.	100.00%	100.00%	89.87%	99.99%	99.84%	83.0%	80.60%	C	0	0	0.71	1.55	108.75	2	\$ 765	\$ 37,597	100%	1.28	1.40	9.36%	6.41%
15	ERTH Power Corporation	95.37%	99.55%	88.03%	98.34%	100	89	83.90%	C	0	0	0.18	0.61	100.9	3	\$ 887	\$ 15,155	100%	0.69	1.36	9.00%	8.33%
16	Essex Powerlines Corporation	93.04%	100.00%	87.70%	99.94%	99.68	91	85.00%	C	0	0	1.47	1.16	19.33	1	\$ 770	\$ 14,749	N/A	0.88	1.27	9.00%	7.53%
17	Festival Hydro Inc.	100.00%	100.00%	95.12%	99.89%	100	94	84.00%	C	0	0	1.30	1.30	110	3	\$ 879	\$ 68,389	100%	0.59	1.17	9.25%	8.32%
18	Fort Frances Power Corporation	100.00%	100.00%	93.61%	99.58%	99.95%	97.7%	86.10%	C	0	0	0.25	0.45	86.9%	2	\$ 877	\$ 39,601	N/A	3.57	0.00	0.00%	-0.06%
19	GrandBridge Energy Inc.	99.74%	99.96%	86.12%	99.98%	99.73%	A	84.00%	C	0	0	1.37	1.02	87.7%	2	\$ 831	\$ 19,290	100%	0.99	0.67	8.86%	9.81%
20	Greater Sudbury Hydro Inc.	99.48%	100.00%	67.32%	99.92%	99.18%	94.17%	90.00%	C	0	0	1.47	1.36	98.00%	3	\$ 909	\$ 19,354	100%	1.32	1.30	9.00%	6.75%
21	Grimsby Power Incorporated	100.00%	99.29%	93.21%	99.98%	99.94%	83%	80.00%	C	0	0	0.67	1.59	128%	1	\$ 770	\$ 13,076	100%	0.65	1.06	8.66%	10.33%
22	Halton Hills Hydro Inc.	100.00%	100.00%	94.89%	99.93%	99.98%	94%	82.30%	C	0	0	2.44	2.82	100.88%	1	\$ 1,064	\$ 14,913	N/A	0.91	1.33	8.34%	7.73%
23	Hearst Power Distribution Company Limited	100.00%	100.00%	87.50%	99.99%	100%	98.4% Good	80.46%	C	0	0	1.70	3.07	Implemented	1	\$ 772	\$ 21,412	N/A	2.31	0.20	8.34%	4.75%
24	Hydro 2000 Inc.	100.00%	100.00%	99.53%	99.79%	95%	96%	77.73%	C	0	0	0.04	0.02	100%	2	\$ 708	\$ 43,589	N/A	1.13	0.19	9.00%	12.73%
25	Hydro Hawkesbury Inc.	100.00%	100.00%	91.50%	100.00%	76.24	86.8	76.89%	C	0	0	2.12	5.68	100	1	\$ 358	\$ 27,669	N/A	1.70	0.50	9.25%	19.03%
26	Hydro One Networks Inc.	99.95%	96.62%	66.70%	98.76%	73%	85%	82.00%	C	127	1.009	2.86	8.21	111.8	4	\$ 1,399	\$ 16,558	92%	0.59	2.08	9.36%	11.38%
27	Hydro One Remote Communities Inc.	100.00%	N/A	97.34%	94.33%	100%	90%	71.70%	C	0	0	3.89	11.47	88%				N/A	0.55	-41.55	N/A	N/A
28	Hydro Ottawa Limited	100.00%	99.33%	82.51%	99.91%	89.10%	94%	72.00%	C	0	0	0.71	0.98	97%	4	\$ 976	\$ 28,089	100%	1.45	1.83	9.21%	7.36%
29	InnPower Corporation	97.76%	100.00%	58.50%	99.45%	99.80	c+	83.00%	C	0	0	1.18	1.67	163.6%	3	\$ 1,340	\$ 18,013	100%	0.84	1.59%	9.21%	4.87%
30	Kingston Hydro Corporation	100.00%	100.00%	68.64%	99.83%	96.89%	A	84.00%	C	0	0	1.29	1.07	111.6%	2	\$ 719	\$ 29,307	100%	2.01	0.99	9.36%	8.43%
31	Lakefront Utilities Inc.	90.16%	95.04%	97.21%	99.89%	99.98%	81.17%	83.50%	C	0	0	0.87	1.98	87.50%	1	\$ 691	\$ 32,333	N/A	1.03	1.20	8.66%	8.24%
32	Lakeland Power Distribution Ltd.	100.00%	100.00%	90.75%	99.91%	99.91%	84%	84.00%	C	0	0	0.54	1.20	In Progress	2	\$ 946	\$ 35,620	N/A	0.80	1.33	9.00%	8.71%
33	London Hydro Inc.	99.67%	100.00%	75.27%	99.96%	99.39%	A	83.00%	C	4	1.281	1.31	0.97	Above Budget	3	\$ 782	\$ 42,169	N/A	2.00	1.28	8.66%	6.37%
34	Milton Hydro Distribution Inc.	100.00%	100.00%	89.99%	99.96%	98.11	A	83.00%	C	0	0	0.69	0.99	On Track	1	\$ 896	\$ 13,459	100%	1.33	1.11	8.66%	9.34%
35	Newmarket-Tay Power Distribution Ltd.	100.00%	97.87%	89.13%	99.98%	99.50%	87%	88.00%	C	0	0	0.82	1.84	90.84%	2	\$ 947	\$ 41,540	100%	0.73	1.23	9.51%	1.05%
36	Niagara Peninsula Energy Inc.	94.72%	100.00%	76.59%	99.96%	98.98%	93%	85.00%	C	0	0	1.69	2.16	99.89%	2	\$ 980	\$ 12,517	100%	1.04	0.92	8.34%	7.92%
37	Niagara-on-the-Lake Hydro Inc.	98.17%	100.00%	91.57%	99.95%	5	80	81.90%	C	0	0	2.68	0.92	176	2	\$ 984	\$ 30,699	100%	0.40	0.60	9.21%	6.56%
38	North Bay Hydro Distribution Limited	100.00%	100.00%	65.10%	99.89%	0	88%	88.50%	C	0	0	0.60	1.15	132%	3	\$ 938	\$ 38,647	N/A	1.50	1.09	8.34%	7.90%
39	Northern Ontario Wires Inc.	N/A	100.00%	100.00%	99.84%	100%	87%	81.06%	C	0	0	1.34	4.89	Excellent	1	\$ 1,016	\$ 16,336	N/A	1.22	1.34	9.00%	6.80%
40	Oakville Hydro Electricity Distribution Inc.	99.76%	100.00%	78.23%	99.95%	95.6%	88%	86.00%	C	0	0	0.59	0.27	On Track	3	\$ 943	\$ 36,148	100%	1.36	0.67	9.36%	9.02%
41	Orangeville Hydro Limited	100.00%	100.00%	99.51%	99.87%	99.67%	84	83.70%	C	0	0	0.13	0.38	100%	1	\$ 725	\$ 41,971	N/A	1.57	1.09	9.21%	10.98%
42	Oshawa PUC Networks Inc.	99.75%	100.00%	68.69%	99.82%	132	84.5%	82.00%	C	0	0	0.62	0.59	98.2%	2	\$ 792	\$ 20,832	95%	1			

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		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	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)	Number of General Public Incidents	Rate per 10, 100, 1000 km of line	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%	94.41%	99.88%	A+	A	88.00%	C	0	0	1.90	0.76	110%	3	\$ 883	\$ 40,051	100%	1.74	0.86	9.21%	9.66%
49	Tillsonburg Hydro Inc.	100.00%	98.69%	99.20%	99.96%	99.3%	Satisfied	85.30%	C	0	0	1.44	1.53	86%	2	\$ 833	\$ 47,924	N/A	2.48	0.84	9.21%	12.21%
50	Toronto Hydro-Electric System Limited	99.82%	99.99%	74.95%	99.03%	92%	95%	68.00%	C	61	2.075	1.20	0.91	22%	5	\$ 1,696	\$ 45,509	100%	1.09	1.35	9.25%	8.85%
51	Wasaga Distribution Inc.	100.00%	100.00%	99.33%	100.00%	99.9	85	85.00%	C	0	0	0.70	0.92	Completed	1	\$ 633	\$ 27,673	N/A	1.02	0.57	9.21%	9.55%
52	Welland Hydro-Electric System Corp.	99.73%	99.47%	73.25%	99.97%	99.54%	95%	85.00%	C	0	0	0.71	0.77	106.6%	1	\$ 623	\$ 32,924	N/A	1.40	0.93	9.00%	10.24%
53	Wellington North Power Inc.	100.00%	99.40%	99.54%	99.50%	99.79%	85%	84.00%	C	0	0	0.33	0.77	168%	2	\$ 984	\$ 18,194	N/A	1.13	0.85	8.34%	7.73%
54	Westario Power Inc.	100.00%	99.59%	86.84%	99.72%	99.07%	93%	84.00%	C	1	0	0.55	1.00	Completed	2	\$ 871	\$ 35,265	100%	1.16	0.93	9.21%	4.98%

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**).