

2018 Sector-Wide Consolidated Scorecards of Electricity Distributors¹

		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			CDM	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 ⁵	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								
1	Alectra Utilities Corporation	95%	100%	78%	100%	85.4%	91%	81%	C	13	0.657	1.37	1.08	88.5%	3	\$ 682	\$ 33,949	81%	100%	97%	0.94	1.16	8.94%	7.66%
2	Algoma Power Inc.	99%	100%	86%	100%	99.97%	93%	82%	C	0	0	2.20	7.51	Completed	5	\$ 2,182	\$ 13,831	74%	N/A	100%	1.07	1.42	9.30%	8.22%
3	Atikokan Hydro Inc.	100%	N/A	100%	100%	100%	100%	85%	C	0	0	0.60	1.17	On Target	4	\$ 1,024	\$ 18,212	71%	N/A	N/A	1.37	0.19	8.78%	11.86%
4	Bluewater Power Distribution Corporation	97%	100%	82%	100%	99.99%	74.40%	86%	C	0	0	1.67	1.60	At Budget	3	\$ 730	\$ 34,186	56%	100%	100%	1.36	0.67	8.98%	11.86%
5	Brantford Power Inc.	100%	100%	85%	100%	86.84	95%	84%	C	0	0	0.89	0.68	101.9%	3	\$ 527	\$ 41,221	70%	100%	100%	2.17	0.83	8.78%	7.90%
6	Burlington Hydro Inc.	98%	100%	83%	100%	91	94	84%	C	0	0	0.85	1.44	On Track	2	\$ 627	\$ 27,766	81%	100%	97%	2.50	0.80	9.36%	7.03%
7	Canadian Niagara Power Inc.	90%	100%	81%	100%	99.84%	91%	81%	C	0	0	2.14	2.45	Completed	4	\$ 867	\$ 24,425	101%	N/A	100%	0.44	3.03	8.78%	6.58%
8	Centre Wellington Hydro Ltd.	100%	100%	98%	100%	99.72	79.9	86%	C	0	0	0.70	0.31	100	3	\$ 710	\$ 31,963	86%	100%	100%	1.52	1.07	9.00%	7.14%
9	Chapleau Public Utilities Corporation	100%	100%	97%	100%	100	95	79%	C	0	0	4.49	12.51	Complete	4	\$ 807	\$ 32,515	79%	N/A	N/A	2.90	0.00	9.12%	-9.19%
10	Cooperative Hydro Embrun Inc.	100%	100%	94%	99%	91.36%	86.24	85%	C	0	0	0.06	0.60	Completed	1	\$ 521	\$ 33,329	93%	N/A	N/A	1.96	0.12	9.00%	8.12%
11	E.L.K. Energy Inc.	99%	100%	96%	100%	Excellent	90% Satis	82%	C	0	0	0.48	1.63	In Progress	1	\$ 402	\$ 30,795	50%	N/A	100%	2.51	0.35	8.78%	16.17%
12	Energy Plus Inc.	99%	100%	89%	100%	99.75	A	82%	C	1	0.672	1.19	0.46	On Plan	2	\$ 662	\$ 28,689	144%	100%	100%	1.45	1.01	9.36%	8.68%
13	Entegrus Powerlines Inc.	98%	100%	71%	100%	81	94	83%	NI	2	1.618	1.21	1.89	60.41	2	\$ 563	\$ 26,787	88%	N/A	100%	1.34	1.22	9.19%	8.20%
14	ENWIN Utilities Ltd.	100%	100%	77%	100%	98.63%	86%	82%	C	0	0	2.22	1.11	97.3%	3	\$ 717	\$ 13,660	64%	57%	100%	2.24	0.78	8.01%	4.35%
15	EPCOR Electricity Distribution Ontario Inc.	96%	100%	81%	100%	99.43%	73.0%	83%	C	0	0	0.20	0.50	55.64%	2	\$ 536	\$ 25,755	147%	N/A	100%	1.19	1.88	8.98%	11.94%
16	ERTH Power Corporation	97%	100%	94%	99%	99.89%	77.1%	84%	C	0	0	0.38	1.11	101.4%	3	\$ 678	\$ 37,085	87%	100%	100%	0.87	1.38	9.00%	11.18%
17	Espanola Regional Hydro Distribution Corporation	100%	100%	71%	100%	99.73	87%	84%	C	0	0	0.06	0.16	On Track	2	\$ 683	\$ 16,003	99%	N/A	N/A	1.22	1.12	9.12%	4.12%
18	Essex Powerlines Corporation	91%	95%	88%	98%	98.52%	83%	83%	C	0	0	1.29	1.82	18.80%	2	\$ 578	\$ 37,960	120%	N/A	100%	0.67	1.10	9.00%	8.11%
19	Festival Hydro Inc.	99%	99%	88%	100%	99.99	97%	81%	C	0	0	0.73	0.92	120.6	4	\$ 658	\$ 53,904	120%	100%	100%	0.50	1.19	9.30%	8.30%
20	Fort Frances Power Corporation	100%	100%	96%	100%	99.9%	89.3%	79%	C	0	0	0.15	0.17	127%	3	\$ 676	\$ 31,236	66%	N/A	100%	6.06	0.00	0.00%	-1.78%
21	Greater Sudbury Hydro Inc.	99%	100%	71%	100%	84.19	90%	80%	C	0	0	1.41	1.39	97.47%	3	\$ 671	\$ 31,690	114%	N/A	100%	1.45	1.86	8.98%	7.72%
22	Grimsby Power Incorporated	97%	100%	89%	100%	99.93%	78.8%	83%	C	0	0	1.17	1.73	86.64%	2	\$ 584	\$ 9,793	85%	N/A	100%	1.09	1.46	9.19%	8.45%
23	Guelph Hydro Electric Systems Inc.	92%	97%	72%	100%	100%	89%	86%	C	0	0	0.68	0.26	98.78%	3	\$ 669	\$ 32,312	126%	100%	100%	1.33	1.56	9.19%	8.18%
24	Halton Hills Hydro Inc.	100%	100%	97%	100%	99.98%	95%	85%	C	0	0	1.60	1.48	123.38%	1	\$ 794	\$ 10,860	77%	N/A	100%	0.46	1.88	9.19%	7.07%
25	Hearst Power Distribution Company Limited	100%	100%	88%	100%	99%	96% Good	78%	C	0	0	2.09	2.67	Established	2	\$ 555	\$ 15,419	190%	N/A	N/A	2.38	0.37	9.19%	6.77%
26	Hydro 2000 Inc.	100%	100%	100%	100%	95.82%	91.48%	99%	NC	0	0	0.81	0.04	25%	2	\$ 544	\$ 32,704	63%	N/A	N/A	2.00	0.00	9.12%	-7.16%
27	Hydro Hawkesbury Inc.	94%	97%	100%	100%	96.13%	87.20%	78%	C	0	0	1.92	2.92	Complete	1	\$ 313	\$ 24,783	77%	N/A	N/A	2.04	0.85	9.00%	-4.10%
28	Hydro One Networks Inc.	99%	100%	78%	99%	87%	86%	80%	C	11	0.09	2.21	6.82	97.93%	4	\$ 1,022	\$ 11,069	98%	100%	99%	0.50	1.44	8.78%	8.07%
29	Hydro One Remote Communities Inc.	95%	N/A	100%	98%	100%	90%	70%	C	0	0	2.02	4.94	100%	N/A	N/A	N/A	N/A	N/A	N/A	1.00	N/A	N/A	N/A
30	Hydro Ottawa Limited	100%	100%	89%	100%	85.52%	93.00%	70%	C	0	0	0.78	0.85	113.00%	4	\$ 701	\$ 40,766	85%	100%	100%	0.80	1.86	9.19%	9.14%
31	Innpower Corporation	92%	87%	84%	100%	99.79%	B	85%	C	0	0	0.88	2.66	98%	3	\$ 834	\$ 17,231	84%	N/A	100%	0.94	1.61	8.78%	11.47%
32	Kenora Hydro Electric Corporation Ltd.	100%	100%	97%	100%	99%	76%	78%	C	0	0	0.12	0.21	In Progress	2	\$ 633	\$ 35,943	79%	N/A	100%	3.97	0.61	9.58%	-1.30%
33	Kingston Hydro Corporation	100%	99%	61%	100%	98.96%	'A'	80%	C	0	0	1.00	1.50	On Track	3	\$ 583	\$ 48,238	84%	N/A	100%	1.57	1.10	9.19%	7.48%
34	Kitchener-Wilmot Hydro Inc.	99%	99%	92%	97%	99.03%	A	83%	C	3	1.524	0.97	0.70	In Progress	2	\$ 519	\$ 25,447	100%	100%	100%	2.01	0.51	9.36%	9.06%
35	Lakefront Utilities Inc.	99%	99%	95%	100%	99.14%	80.70%	83%	C	0	0	0.12	0.32	Completed	2	\$ 497	\$ 24,064	89%	100%	100%	1.62	1.07	8.78%	7.76%
36	Lakeland Power Distribution Ltd.	100%	100%	93%	100%	99.97	75.00%	84%	C	0	0	1.50	2.82	Complete	2	\$ 744	\$ 28,665	87%	100%	100%	1.65	1.12	9.08%	12.59%
37	London Hydro Inc.	99%	100%	70%	100%	99.7	A	83%	C	3	1.04	1.40	0.82	Above Budget	3	\$ 552	\$ 28,955	87%	100%	100%	1.27	0.84	8.78%	10.08%
38	Milton Hydro Distribution Inc.	100%	100%	94%	100%	99.2	A	84%	C	0	0	0.83	0.74	On Track	2	\$ 683	\$ 10,195	97%	N/A	100%	1.65	1.24	9.19%	10.45%
39	Newmarket-Tay Power Distribution Ltd.	100%	100%	71%	100%	93.7	A	82%	C	0	0	0.78	0.66	103	2	\$ 657	\$ 28,067	87%	N/A	100%	1.41	1.23	9.66%	11.19%
40	Niagara Peninsula Energy Inc.	93%	99%	86%	99%	91%	95%	83%	C	0	0	1.65	1.98	99.27%	3	\$ 755	\$ 20,745	72%	100%	100%	1.44	0.92	9.30%	5.03%
41	Niagara-on-the-Lake Hydro Inc.	99%	100%	90%	100%	12	78.8%	83%	C	0	0	0.48	0.76	101%	3	\$ 761	\$ 19,565	104%	100%	100%	0.61	0.55	9.36%	10.12%
42	North Bay Hydro Distribution Limited	100%	100%	91%	100%	4	89%	81%	C	0	0	1.40	1.95	112%	3	\$ 695	\$ 29,208	146%	N/A	100%	1.84	1.00	9.30%	10.17%
43	Northern Ontario Wires Inc.	100%	100%	100%	100%	100%	88%	81%	C	0	0	1.47	4.73	Excellent	1	\$ 695	\$ 11,085	122%	N/A	N/A	1.80	1.06	8.78%	9.97%
44	Oakville Hydro Electricity Distribution Inc.	95%	100%	85%	100%	96.5	92	83%	C	0	0	0.80	0.62	On Track	3	\$ 719	\$ 27,071	97%	N/A	100%	1.42	0.95	9.36%	10.65%
45	Orangeville Hydro Limited	100%	100%	100%	100%	99.9	78.2%	86%	C	0	0	0.16	0.29	87%	2	\$ 551	\$ 31,233	84%	N/A	100%	1.56	1.05	9.36%	11.92%
46	Orillia Power Distribution Corporation	100%	100%	97%	100%	99.9	A	84%	C	0	0	1.50	1.43	In Progress	3	\$ 666	\$ 38,646	55%	N/A	100%	0.72	0.97	9.85%	7.55%
47	Oshawa PUC Networks Inc.	100%	100%	90%	100%	103	95% Satisfied	85%	C	0	0	1.29	1.34	70.2%	2	\$ 569	\$ 33,915	83%	100%	100%	1.07	1.21	9.00%	7.93%
48	Ottawa River Power Corporation	100%	99%	100%	100%	98.5%	80.3%	80%	C	0	0	0.24	0.53	Implemented	2	\$ 484	\$ 11,104	97%	N/A	N/A	1.46	0.64	9.19%	13.56%
49	Peterborough Distribution Incorporated	99%	100%	87%	100%	0	A	85%	C	2	0.35	1.92	2.18	87	3	\$ 592	\$ 38,383	91%	N/A	100%	1.39	1.12	8.98%	7.31%
50	PUC Distribution Inc.	99%	98%	78%	100%	99.80%	80%	85%	C	1	0.135	1.28	1.27	100%	4	\$ 690	\$ 31,338	105%	N/A	N/A	1.33	2.02	9.00%	4.25%
51	Renfrew Hydro Inc.	100%	96%	99%	100%	99.82%	86.2%	85%	C	0	0	0.82	1.77	33%	3	\$ 618	\$ 32,922	85%	N/A	100%	1.32	0.80	8.78%	10.81%
52	Rideau St. Lawrence Distribution Inc.	100%	100%	77%	93%	99.7%	B	83%	C	0	0	0.26	0.45	74%	3	\$ 570	\$ 31,459	99%	N/A	N/A	0.85	0.41	8.78%	5.11%

2018 Sector-Wide Consolidated Scorecards of Electricity Distributors¹

		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			CDM	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	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	
Target:		90%	90%	65%	98%	No Target		Compliant (C)	Distributor Specific				No Target						90%	No Target				
53	Sioux Lookout Hydro Inc.	100%	100%	93%	100%	100%	72.07	79%	C	0	0	0.78	1.41	108.4%	3	\$ 836	\$ 3,338	54%	N/A	N/A	1.06	0.46	9.00%	9.43%
54	Thunder Bay Hydro Electricity Distribution Inc.	99%	100%	95%	100%	A+	A	84%	C	0	0	2.88	2.33	101.14	4	\$ 682	\$ 30,130	126%	N/A	N/A	1.56	0.80	8.78%	8.93%
55	Tillsonburg Hydro Inc.	98%	100%	88%	100%	98.62	Satisfied	82%	C	0	0	2.28	1.83	In Progress	3	\$ 718	\$ 37,620	73%	100%	N/A	1.64	0.07	8.98%	5.10%
56	Toronto Hydro-Electric System Limited	100%	100%	80%	99%	89%	92%	69%	C	6	0.209	1.14	0.81	95%	5	\$ 1,123	\$ 30,210	78%	100%	100%	0.53	1.20	9.30%	9.33%
57	Veridian Connections Inc.	96%	99%	81%	100%	83.7%	95%	83%	C	1	0.38	1.26	1.55	99.19	3	\$ 603	\$ 27,737	77%	N/A	100%	0.77	1.26	9.36%	9.21%
58	Wasaga Distribution Inc.	100%	100%	100%	100%	0.128	81.6	86%	C	0	0	0.62	0.78	Completed	1	\$ 435	\$ 21,430	103%	N/A	100%	2.89	0.30	9.19%	9.38%
59	Waterloo North Hydro Inc.	100%	99%	93%	100%	99.87%	96%	82%	C	6	3.645	1.32	0.92	61.36%	3	\$ 819	\$ 28,499	80%	100%	100%	1.08	1.14	9.19%	8.20%
60	Welland Hydro-Electric System Corp.	100%	95%	97%	100%	80	96	83%	C	0	0	1.70	1.46	Completed	2	\$ 501	\$ 24,354	54%	N/A	100%	1.53	0.77	8.78%	11.41%
61	Wellington North Power Inc.	100%	99%	99%	100%	99.87%	81.1%	83%	C	0	0	0.33	0.16	69%	4	\$ 818	\$ 39,383	50%	100%	100%	1.03	1.48	9.19%	7.77%
62	West Coast Huron Energy Inc.	100%	100%	99%	100%	99	77	84%	C	0	0	0.18	0.13	87	5	\$ 825	\$ 52,357	59%	N/A	N/A	0.84	0.88	8.98%	6.46%
63	Westario Power Inc.	91%	96%	87%	100%	98.95	92.00	82%	C	0	0	0.21	0.58	Completed	3	\$ 575	\$ 24,850	78%	N/A	100%	1.40	0.73	9.00%	10.10%
64	Whitby Hydro Electric Corporation	99%	100%	87%	100%	99.82	A	84%	C	1	0.906	0.86	0.68	98.76	3	\$ 681	\$ 25,745	72%	N/A	100%	0.92	0.59	9.66%	11.84%

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).