

INTERROGATORY RESPONSES TO SCHOOL ENERGY COALITION

1-SEC-3

EVIDENCE REFERENCE:

[Ex.1]

QUESTION(S):

Please provide a copy of all third-party benchmarking analyses, studies, reports, and/or similar documents, undertaken for, by, or that include Hydro Ottawa, since 2020, that are not already included in this Application, regarding any aspect that directly or indirectly relates to a material aspect of Hydro Ottawa's budget or aspect of its business.

RESPONSE(S):

~~Given the evidence reference above, Hydro Ottawa has interpreted this interrogatory as requesting third-party benchmarking analyses, studies, reports, and similar documents undertaken since 2020 that are relevant to the foundational planning and contextual elements set out in Exhibit 1 of Hydro Ottawa's application. At a high level, Exhibit 1 addresses:~~

- ~~• Corporate and strategic direction~~
- ~~• Business Planning~~
- ~~• Financial Information~~
- ~~• Organizational effectiveness~~
- ~~• Customer engagement and satisfaction~~
- ~~• Risk management and governance~~

~~In this context~~ Table A below provides third-party studies and reports that have been completed in or after 2020. ~~The reports listed in Table A were not used to develop the filed evidence but are related to the broader context addressed in Exhibit 1.~~

Given that these materials were not directly relied upon for this proceeding, Hydro Ottawa has only listed these studies and reports at this stage. More notably, as some of these studies contain sensitive information to the organization, Hydro Ottawa would request that only studies that are necessary to complete the record should be requested.

Table A - Third Party Studies

Third Party Benchmarking	Description
Security Program Assessment Report	This report provides a proactive assessment of Hydro Ottawa's Cybersecurity program and provides an industry view of the cyber threat landscape. The purpose of the assessment was to validate the current capabilities, identify areas for improvement, and provide best practice recommendations to improve the cybersecurity program's maturity.
Business Continuity Management Review	This report is a high-level assessment of the BCM Program structure and interfaces with the other plans/teams (e.g. EERP/ICC, CCP/CCT, CMP/CMT), including an assessment of staffing in the BCM group, and recommendations for improvement in any of the assessed areas.
Annual Electric Utility Customer Satisfaction Surveys - Residential and Small Commercial (2020, 2021, 2022, 2023)	Annual survey which provides insights into customer perceptions of Hydro Ottawa's services. Feedback allows Hydro Ottawa to identify areas of strength, opportunities for improvement, and benchmark its performance against its peers provincially and nationally. Note: 2023 is provided in interrogatory 1-ED-7(A)
Customer Satisfaction Survey - Large Commercial (2022)	Similar to above, Provides insights into large commercial customer perceptions of Hydro Ottawa's services.

Third Party Benchmarking	Description
National Electricity Customer Satisfaction Survey (2022)	Provides an understanding of customer satisfaction and offers insights into Hydro Ottawa's performance relative to other utilities in Ontario and across Canada. The survey is commissioned by Electricity Canada, and Hydro Ottawa has the option to participate.
Customer Capability Assessment (2024)	The purpose of the study is to evaluate the current state of Hydro Ottawa's customer-related capabilities and, by assessing industry-leading capabilities, identify key areas for improvement and potential opportunities to enhance, optimize, or automate processes and service delivery to meet future customer expectations.
Public Awareness of Electrical Safety Survey (Electricity Distributor Scorecard requirement - undertaken in March 2020, 2022 and 2024)	The PAESS survey is an LDC scorecard requirement of the Ontario Energy Board to measure public awareness of electrical safety every two years and submit these results as part of their annual scorecard. Respondents do not need to be a Hydro Ottawa customer to respond, just reside in Hydro Ottawa's service territory. The survey was conducted by Innovative Research Group and results were published on the OEB and Hydro Ottawa websites.
Website user research Phase I - initial user consultation (Feb 2025)	This survey included 10 one-on-one virtual in-depth interviews (7 residential and 3 commercial customers) lasting 1 hour each, to review the Hydro Ottawa Limited website. The purpose of these interviews was to better understand our website user needs and preferences when it comes to: desired features and functionalities; usability; accessibility; page layout; and navigation of our website as we look to refresh and update content and navigation to meet current customer needs (such as mobile experience versus desktop).

Third Party Benchmarking	Description
Kanata North Energy Study	Lead by the Ottawa Climate Action Fund (OCAF), supported by the Kanata North Business Association (KNBA), and co-funded by Hydro Ottawa, this study is an analysis of potential economic and energy growth in the Kanata North area, using existing demographics, known expansions and new growth, as well as local and global market trends. By better understanding potential growth, Hydro Ottawa, and the other entities, can better plan, forecast, and facilitate clean energy solutions.
Grid Modernization Strategy & Roadmap	A two-phase initiative to develop Hydro Ottawa's Grid Modernization Strategy. Phase 1 involved a Grid Modernization Maturity Assessment, which included baselining current system capabilities, mapping future requirements (short, mid, and long-term), and conducting a needs assessment to identify gaps. Phase 2 focused on Strategy and Roadmap Development, building upon the corporate mission, existing roadmaps, current initiatives, and a jurisdictional scan. (See response to interrogatory 2-SEC-39 part b))
Grid Modernization Key Performance Indicator (KPI) Development	This presentation outlines a new tool for measuring and tracking grid modernization progress through 8 Key Performance Indicators (KPIs). The project's objective is to provide a focused set of KPIs with calculation methodologies to monitor and evaluate grid modernization initiatives. (See response to interrogatory 2-SEC-39 part b))
FLISR - Architecture and Proof of Concept	A present-state assessment and future vision, leading to the development of a FLISR Roadmap and Automation Specification Framework. This involved feeder analysis, approach assessment, gap analysis, roadmap creation, and automation specification. The project highlighted the necessity of a broader grid modernization roadmap for efficient FLISR deployment. (See response to interrogatory 2-SEC-39 part b)).

Third Party Benchmarking	Description
Hydro Ottawa AMI 2.0 Business Case Deliverable 1 Benefits Assessment & Values Drivers	This presentation provides an overview of the benefits assessment and values drivers for Hydro Ottawa's AMI 2.0 business cases. It also outlines several use cases that represent the main business case value drivers. Data from the benefit assessment will be used to develop the "cost component" required to recognize identified benefits from Deliverable 1, going into Deliverable 2.
Review of Copperlead Predictive Analytics (PA) Value Framework	A review of the PA framework before Hydro Ottawa developed its distribution asset model in Copperleaf PA. Specifically, validating assumptions and calculations related to risk measures within the framework. (See response to interrogatory 2-SEC-39 part b)).
AMI 2.0 Business Case Final Report	This presentation presents a business case for investing in AMI 2.0 to replace Hydro Ottawa's aging AMI 1.0 and 1.5 meters. The new AMI 2.0 system is a key part of Hydro Ottawa's grid modernization plans, enabling the company to become a true Distribution System Operator (DSO) and deploy advanced demand response programs. While the previous meters provided hourly data, AMI 2.0 will add critical features like remote disconnects and outage notifications. The business case evaluates various use cases, though it acknowledges challenges in quantifying certain benefits for regulatory filing, as some have already been partially recognized with existing technology.
Electricity Emergency Response Plan Review & Update Gap Analysis Report	This report describes the Electricity Emergency Response Plan (EERP) which serves as a guide for Hydro Ottawa when responding to emergencies.
Hydro Ottawa Resilience Rapid Assessment Preliminary Report	This presentation assesses the maturity of Hydro Ottawa's resilience processes and technologies, focusing on 7 key themes: Restoration Management, Customer-facing Systems, Internal Systems, Scalability and Storm Modes, Storm Roles, Training and Exercises and Energy Transitions. Additionally, it provides recommendations to improve resiliency.

Third Party Benchmarking	Description
Procurement Services Options Review	The purpose of this review was to explore alternative options for staffing Hydro Ottawa's procurement team to meet operational requirements. This was a direct response to significant turnover and a loss of knowledge within Hydro Ottawa's procurement function.
Fleet Process Study	The study aimed to assess Hydro Ottawa's fleet and facility management challenges, including delayed vehicle replacements, cost increases, and impacts on their Facility Master Plan.
Jurisdictional Research and Analysis	Research on inflationary aspects included in regulatory applications.
Peer Group Analysis	Support received from a third party in developing peer groups of Ontario electricity distribution companies, as noted in Schedule 1-3-3 - Benchmarking.