INTERROGATORY RESPONSES TO SCHOOL ENERGY COALITION

1-SEC-24

EVIDENCE REFERENCE:

[Ex.1-3-4, p.1]

QUESTION(S):

With respect to Table 1, please provide a revised table that provides a breakdown by specific initiative, and shows each year between 2021 and 2030 separately.

RESPONSE(S):

To accommodate this request, Table 1 is broken out to 4 new tables (Tables B - E). Each table provides a breakdown for a single row in the referenced Table 1 from Schedule 1-3-4 Facilitating Continuous Improvement.

The tables below are updated based on the following revisions:

- 3.1.1 Distribution Capital Program Delivery Optimization, as noted in the response to interrogatory 1-SEC 26;
- 3.1.5 Major Projects Consulting Procurement and 3.1.6 Vendor and Supplier Engagement as minted in the response to interrogatory 1-SEC 25; and
- 3.2.2 Online Billing Enhancements as noted in the response to interrogatory 1-SEC 27.

The updates compared to the original evidence are presented in Table A below.

ORIGINAL Table A - Summary of Updated Productivity Benefits of 2021-2025 and 2026-2020 Initiatives ($'000 000s)

	Original Evidence		Revised	
	2021-2025	2026-2030	2021-2025	2026-2030
Capital Expense	$ 23.2	$ 35.1	~~$22.8~~	~~$33.9~~
Capital Depreciation	$ 1.1	$ 3.0	~~$0.8~~	~~$2.5~~
OM&A	$ 14.5	$ 27.2	~~$14.7~~	~~$27.3~~
Services to Third Parties	$ 0.9	$ 1.9	$0.9	$1.9

UPDATED Table A - Summary of Updated Productivity Benefits of 2021-2025 and 2026-2020 Initiatives ($'000 000s)

	Original Evidence		Revised	
	2021-2025	2026-2030	2021-2025	2026-2030
Capital Expense	$ 23.2	$ 35.1	$23.6	$33.4
Capital Depreciation	$ 1.1	$ 3.0	$1.5	$6.1
OM&A	$ 14.5	$ 27.2	$14.5	$26.3
Services to Third Parties	$ 0.9	$ 1.9	$0.9	$1.9

Tables B through E below provide a breakdown by specific initiative and show each year between 2021 and 2030 separately. They are organized into the following categories: Capital Expense, Capital Depreciation, OM&A and Services to Third Parties.

Tables B through D have been updated, by creating updated Tables with updated numbers highlighted and the Original Tables numbers changed to striked through red font..

ORIGINAL Table B - Capital Expense ($'000 000s)[1]

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.1.1 Distribution Capital Program Delivery Optimization (Regular Time)	*Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity*	*$2.5*	*$2.4*	*$1.9*	*$3.0*	*$2.9*	*$12.6*	*$2.6*	*$4.3*	*$4.7*	*$3.7*	*$4.0*	*$19.3*
3.1.1 Distribution Capital Program Delivery Optimization (Overtime)	*Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity*	*$0.9*	*$0.9*	*$0.8*	*$0.7*	*$0.6*	*$3.9*	*$0.7*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$4.0*
3.1.2 Fleet Pooling	*Fleet pooling pilot program, allowing for more effective and extensive sharing of corporate vehicles by field crews, supervisors and administrative employees*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*$1.0*	*n/a*	*$2.9*	*n/a*	*n/a*	*$3.9*
3.1.4 Service Layout Process Improvements	*Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.*	*$0.0*	*$0.0*	*$0.0*	*$0.2*	*$0.3*	*$0.5*	*$0.3*	*$0.3*	*$0.3*	*$0.3*	*$0.3*	*$1.5*

[1] Totals may not sum due to rounding.

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.1.5 Major Projects Consulting Procurement	Consolidated civil and electrical engineering services under a single consultant to streamline project coordination and reduce costs.	*n/a*	*n/a*	*$0.3*	*$0.5*	~~*n/a*~~	~~*$0.8*~~	~~*n/a*~~	~~*$0.5*~~	~~*$0.5*~~	~~*$0.5*~~	~~*n/a*~~	~~*$1.5*~~
3.1.6 Vendor and Supplier Engagement	Fostered strong relationships with vendors and suppliers, resulting in favourable pricing for critical equipment relative to industry averages	~~*$0.5*~~	~~*$0.5*~~	~~*$0.5*~~	~~*$0.5*~~	~~*$0.5*~~	~~*$2.6*~~	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
3.2.4 Customer Relationship Management (CRM) Platform Implementation	Replacement of legacy service desk with a comprehensive CRM system to automate workflows and improve efficiency	*$0.1*	*$0.2*	*$0.2*	*$0.2*	*$0.2*	*$0.8*	*$0.2*	*$0.2*	*$0.2*	*$0.3*	*$0.3*	*$1.2*
3.2.7 Blue Beam for Plant Inspectors	Digitalized project documentation and plant inspections, reducing paper use and improving workflow efficiency.	$0.2	$0.2	$0.2	$0.2	$0.2	*$1.1*	$0.2	$0.3	$0.3	$0.3	$0.3	*$1.3*
3.2.10 Damage to Plant Process Automation	Implemented a Google Form-based system for faster and more efficient reporting of infrastructure damage.	*$0.0*	*$0.0*	*$0.0*	*$0.0*	*$0.0*	*$0.0*	*$0.0*	*$0.0*	*$0.0*	*$0.0*	*$0.0*	*$0.0*

Initiative	*Description*	*Productivity Benefits*											
		2021	*2022*	*2023*	*2024*	*2025*	*2021-2025*	*2026*	*2027*	*2028*	*2029*	*2030*	*2026-2030*
3.3.1 Protection Relays Design Standard	Optimized the placement of protection relays in substations, reducing wiring costs and eliminating the need for separate relay buildings.	$0.0	$0.0	$0.5	$0.0	$0.0	*$0.5*	$0.0	$0.4	$0.4	$0.0	$0.3	*$1.1*
Total Capital Expense:		~~$ 4.3~~	~~$ 4.1~~	~~$ 4.4~~	~~$ 5.3~~	$ 4.8	~~$22.8~~	~~$ 5.1~~	~~$ 6.8~~	~~$ 10.1~~	~~$ 5.9~~	$ 6.0	~~$33.9~~

1

UPDATED Table B - Capital Expense ($'000 000s)[2]

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.1.1 Distribution Capital Program Delivery Optimization (Regular Time)	*Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity*	*$2.5*	*$2.4*	*$1.9*	*$3.0*	*$2.9*	*$12.6*	*$2.6*	*$4.3*	*$4.7*	*$3.7*	*$4.0*	*$19.3*
3.1.1 Distribution Capital Program Delivery Optimization (Overtime)	*Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity*	*$0.9*	*$0.9*	*$0.8*	*$0.7*	*$0.6*	*$3.9*	*$0.7*	*$0.8*	*$0.8*	*$0.8*	*$0.8*	*$4.0*
3.1.2 Fleet Pooling	*Fleet pooling pilot program, allowing for more effective and extensive sharing of corporate vehicles by field crews, supervisors and administrative employees*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*$1.0*	*n/a*	*$2.9*	*n/a*	*n/a*	*$3.9*
3.1.4 Service Layout Process Improvements	*Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.*	*$0.0*	*$.0.0*	*$0.0*	*$0.2*	*$0.3*	*$0.5*	*$0.3*	*$0.3*	*$0.3*	*$0.3*	*$0.3*	*$1.5*

[2] Totals may not sum due to rounding.

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.1.5 Major Projects Consulting Procurement	Consolidated civil and electrical engineering services under a single consultant to streamline project coordination and reduce costs.	*n/a*	*n/a*	*$0.3*	*$0.5*	*$0.5*	*$1.3*	*$1.0*	*n/a*	*n/a*	*n/a*	*n/a*	*$1.0*
3.1.6 Vendor and Supplier Engagement	Fostered strong relationships with vendors and suppliers, resulting in favourable pricing for critical equipment relative to industry averages	*$0.7*	*$0.7*	*$0.7*	*$0.7*	*n/a*	*$2.9*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
3.2.4 Customer Relationship Management (CRM) Platform Implementation	Replacement of legacy service desk with a comprehensive CRM system to automate workflows and improve efficiency	$0.1	$0.2	$0.2	$0.2	$0.2	$0.8	$0.2	$0.2	$0.2	$0.3	$0.3	$1.2
3.2.7 Blue Beam for Plant Inspectors	Digitalized project documentation and plant inspections, reducing paper use and improving workflow efficiency.	$0.2	$0.2	$0.2	$0.2	$0.2	$1.1	$0.2	$0.3	$0.3	$0.3	$0.3	$1.3
3.2.10 Damage to Plant Process Automation	Implemented a Google Form-based system for faster and more efficient reporting of infrastructure damage.	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.3.1 Protection Relays Design Standard	Optimized the placement of protection relays in substations, reducing wiring costs and eliminating the need for separate relay buildings.	$0.0	$0.0	$0.5	$0.0	$0.0	$0.5	$0.0	$0.4	$0.4	$0.0	$0.3	$1.1
Total Capital Expense:		$ 4.5	$ 4.3	$ 4.5	$ 5.5	$ 4.8	*$23.6*	$ 6.1	$ 6.3	$ 9.6	$ 5.4	$ 6.0	*$33.4*

1

ORIGINAL Table C - Capital Depreciation ($'000 000s)[3]

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.1.1 Distribution Capital Program Delivery Optimization (Regular Time)	Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity	~~$0.1~~	$0.1	~~$0.1~~	~~$0.1~~	~~$0.1~~	~~$0.4~~	~~$0.1~~	~~$0.1~~	~~$0.2~~	~~$0.1~~	~~$0.1~~	~~$0.6~~
3.1.1 Distribution Capital Program Delivery Optimization (Overtime)	Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity	$0.0	$0.0	~~$0.0~~	~~$0.0~~	~~$0.0~~	~~$0.1~~	~~$0.0~~	~~$0.0~~	~~$0.0~~	~~$0.0~~	~~$0.0~~	~~$0.1~~
3.1.2 Fleet Pooling	Fleet pooling pilot program, allowing for more effective and extensive sharing of corporate vehicles by field crews, supervisors and administrative employees	n/a	n/a	n/a	n/a	n/a	n/a	$0.1	$0.1	~~$0.3~~	$0.3	$0.3	~~$1.2~~
3.1.4 Service Layout Process Improvements	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.	n/a	n/a	n/a	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	~~$0.0~~	~~$0.1~~

[3] Totals may not sum due to rounding.

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.1.5 Major Projects Consulting Procurement	Consolidated civil and electrical engineering services under a single consultant to streamline project coordination and reduce costs.	$0.0	$0.0	$0.0	$0.0	$0.0	~~$0.1~~	$0.0	$0.0	~~$0.1~~	$0.1	$0.1	~~$0.3~~
3.1.6 Vendor and Supplier Engagement	Fostered strong relationships with vendors and suppliers, resulting in favourable pricing for critical equipment relative to industry averages	$0.0	$0.0	$0.0	~~$0.0~~	~~$0.0~~	~~$0.1~~	~~0.0~~	~~0.0~~	~~0.0~~	~~0.0~~	~~0.0~~	~~0.0~~
3.2.4 Customer Relationship Management (CRM) Platform Implementation	Replacement of legacy service desk with a comprehensive CRM system to automate workflows and improve efficiency	$0.0	$0.0	$0.0	$0.0	$0.0	~~*$0.0*~~	$0.0	$0.0	$0.0	$0.0	~~$0.0~~	~~*$0.0*~~
3.2.7 Blue Beam for Plant Inspectors	Digitalized project documentation and plant inspections, reducing paper use and improving workflow efficiency.	$0.0	$0.0	$0.0	$0.0	$0.0	~~*$0.0*~~	$0.0	$0.0	$0.0	~~$0.0~~	~~$0.0~~	~~*$0.0*~~
3.2.10 Damage to Plant Process Automation	Implemented a Google Form-based system for faster and more efficient reporting of infrastructure damage.	$0.0	$0.0	$0.0	$0.0	$0.0	*$0.0*	$0.0	$0.0	$0.0	$0.0	$0.0	*$0.0*

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.3.1 Protection Relays Design Standard	Optimized the placement of protection relays in substations, reducing wiring costs and eliminating the need for separate relay buildings.	$0.0	$0.0	$0.0	$0.0	$0.0	*$0.0*	$0.0	$0.0	$0.0	$0.0	~~$0.1~~	~~*$0.2*~~
Total Capital Depreciation		$ 0.1	~~$ 0.1~~	~~$ 0.1~~	~~$ 0.2~~	~~$ 0.2~~	~~*$0.8*~~	~~$ 0.3~~	~~$ 0.4~~	~~$ 0.6~~	~~$ 0.6~~	~~$ 0.6~~	~~*$2.5*~~

1

UPDATED Table C - Capital Depreciation ($'000 000s)[4]

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.1.1 Distribution Capital Program Delivery Optimization (Regular Time)	Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity	$0.0	$0.1	$0.2	$0.2	$0.3	$0.8	$0.4	$0.5	$0.6	$0.7	$0.8	$3.0
3.1.1 Distribution Capital Program Delivery Optimization (Overtime)	Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity	$0.0	$0.0	$0.1	$0.1	$0.1	$0.3	$0.1	$0.1	$0.2	$0.2	$0.2	$0.8
3.1.2 Fleet Pooling	Fleet pooling pilot program, allowing for more effective and extensive sharing of corporate vehicles by field crews, supervisors and administrative employees	n/a	n/a	n/a	n/a	n/a	n/a	$0.1	$0.1	$0.2	$0.3	$0.3	$1.0
3.1.4 Service Layout Process Improvements	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.1	$0.2

[4] Totals may not sum due to rounding.

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.1.5 Major Projects Consulting Procurement	Consolidated civil and electrical engineering services under a single consultant to streamline project coordination and reduce costs.	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.1	$0.1	$0.2
3.1.6 Vendor and Supplier Engagement	Fostered strong relationships with vendors and suppliers, resulting in favourable pricing for critical equipment relative to industry averages	$0.0	$0.0	$0.0	$0.1	$0.1	$0.2	$0.1	$0.1	$0.1	$0.1	$0.1	$0.4
3.2.4 Customer Relationship Management (CRM) Platform Implementation	Replacement of legacy service desk with a comprehensive CRM system to automate workflows and improve efficiency	$0.0	$0.0	$0.0	$0.0	$0.0	$0.1	$0.0	$0.0	$0.0	$0.0	$0.1	$0.2
3.2.7 Blue Beam for Plant Inspectors	Digitalized project documentation and plant inspections, reducing paper use and improving workflow efficiency.	$0.0	$0.0	$0.0	$0.0	$0.0	$0.1	$0.0	$0.0	$0.0	$0.1	$0.1	$0.2
3.2.10 Damage to Plant Process Automation	Implemented a Google Form-based system for faster and more efficient reporting of infrastructure damage.	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.3.1 Protection Relays Design Standard	Optimized the placement of protection relays in substations, reducing wiring costs and eliminating the need for separate relay buildings.	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.0	$0.1
Total Capital Depreciation		$ 0.1	$ 0.2	$ 0.3	$ 0.4	$ 0.5	*$1.5*	$ 0.7	$ 0.9	$ 1.3	$ 1.5	$ 1.7	*$6.1*

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ORIGINAL Table D - OM&A ($'000 000s)[5]

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.1.2 Fleet Pooling	Fleet pooling pilot program, allowing for more effective and extensive sharing of corporate vehicles by field crews, supervisors and administrative employees	n/a	n/a	n/a	n/a	n/a	n/a	$0.1	$0.1	$0.2	$0.2	$0.2	$0.9
3.1.3 Cable Locates Efficiency	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.	$0.0	$0.3	$0.7	$0.5	$0.8	$2.4	$0.7	$0.7	$0.7	$0.8	$0.8	$3.7
3.2.1 Net Metering Automation	Streamlined net metering billing processes, saving significant labor hours per month.	n/a	n/a	n/a	n/a	n/a	n/a	$0.2	$0.6	$1.4	$1.9	$2.6	$6.8
3.2.2 Online Billing Enhancements	Expanded online billing, reducing mailing and printing costs (with ancillary savings related to Account Overdue Notices)	$0.2	~~$0.8~~	~~$1.0~~	$1.5	~~$2.9~~	~~$6.4~~	$0.5	~~$0.8~~	~~$1.1~~	~~$1.4~~	~~$1.7~~	~~$5.5~~
3.2.3 Remote Disconnection Technology	Expanded use of remote disconnect meters, reducing labor costs for service terminations and reconnections..	$0.3	$0.4	$0.5	$0.8	$0.9	$2.9	$0.9	$0.9	$1.0	$1.0	$1.1	$4.9

[5] Totals may not sum due to rounding.

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.2.5 Disconnection Notification Automation	Replacement of manual delivery of disconnection notices with automated notifications	$0.3	$0.4	$0.4	$0.4	$0.4	$1.8	$0.4	$0.4	$0.4	$0.5	$0.5	$2.2
3.2.6 Satellite Imaging for Vegetation Management	Used satellite data to identify high-risk vegetation areas and optimize trimming schedules.	n/a	n/a	n/a	n/a	n/a	*n/a*	~~$0.2~~	~~$0.4~~	~~$0.4~~	~~$0.4~~	~~$0.4~~	~~*$1.6*~~
3.2.8 Move-In Move-Out Automation	Automated customer move-in/move-out requests to reduce manual processing and errors.	$0.0	$0.0	$0.1	$0.2	$0.2	*$0.5*	$0.2	$0.2	$0.2	$0.2	$0.2	*$0.9*
3.2.9 Salesforce Field Service for Reliability Operations	Centralized work requests and scheduling, reducing reliance on manual communication and increasing productivity.	$0.0	$0.0	$0.0	$0.0	$0.1	*$0.1*	$0.1	$0.1	$0.2	$0.2	$0.2	*$0.8*
3.2.11 Customer Information System Reduced Fees	Reduced managed service costs	$0.3	$0.2	$0.0	$0.0	$0.0	*$0.5*	n/a	n/a	n/a	n/a	n/a	*n/a*
OM&A Total:		$ 1.1	$ 2.1	$ 2.7	$ 3.4	$ 5.3	~~*$14.7*~~	~~$ 3.4~~	~~$ 4.2~~	~~$ 5.5~~	~~$ 6.5~~	~~$ 7.6~~	~~*$27.3*~~

1

2

3

UPDATED Table D - OM&A ($'000 000s)[6]

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.1.2 Fleet Pooling	Fleet pooling pilot program, allowing for more effective and extensive sharing of corporate vehicles by field crews, supervisors and administrative employees	n/a	n/a	n/a	n/a	n/a	n/a	$0.1	$0.1	$0.2	$0.2	$0.2	$0.9
3.1.3 Cable Locates Efficiency	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.	$0.0	$0.3	$0.7	$0.5	$0.8	$2.4	$0.7	$0.7	$0.7	$0.8	$0.8	$3.7
3.2.1 Net Metering Automation	Streamlined net metering billing processes, saving significant labor hours per month.	n/a	n/a	n/a	n/a	n/a	n/a	$0.2	$0.6	$1.4	$1.9	$2.6	$6.8
3.2.2 Online Billing Enhancements	Expanded online billing, reducing mailing and printing costs (with ancillary savings related to Account Overdue Notices)	$0.2	$0.7	$0.9	$1.5	$2.8	$6.3	$0.5	$0.7	$1.0	$1.2	$1.5	$5.0
3.2.3 Remote Disconnection Technology	Expanded use of remote disconnect meters, reducing labor costs for service terminations and reconnections..	$0.3	$0.4	$0.5	$0.8	$0.9	$2.9	$0.9	$0.9	$1.0	$1.0	$1.1	$4.9

[6] Totals may not sum due to rounding.

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.2.5 Disconnection Notification Automation	Replacement of manual delivery of disconnection notices with automated notifications	$0.3	$0.4	$0.4	$0.4	$0.4	$1.8	$0.4	$0.4	$0.4	$0.5	$0.5	$2.2
3.2.6 Satellite Imaging for Vegetation Management	Used satellite data to identify high-risk vegetation areas and optimize trimming schedules.	n/a	n/a	n/a	n/a	n/a	n/a	$0.0	$0.2	$0.2	$0.3	$0.3	$1.1
3.2.8 Move-In Move-Out Automation	Automated customer move-in/move-out requests to reduce manual processing and errors.	n/a	$0.0	$0.1	$0.2	$0.2	$0.5	$0.2	$0.2	$0.2	$0.2	$0.2	$0.9
3.2.9 Salesforce Field Service for Reliability Operations	Centralized work requests and scheduling, reducing reliance on manual communication and increasing productivity.	n/a	n/a	n/a	n/a	$0.1	$0.1	$0.1	$0.1	$0.2	$0.2	$0.2	$0.8
3.2.11 Customer Information System Reduced Fees	Reduced managed service costs	$0.3	$0.2	n/a	n/a	n/a	$0.5	n/a	n/a	n/a	n/a	n/a	n/a
OM&A Total:		$ 1.1	$ 2.1	$ 2.7	$ 3.4	$ 5.3	*$14.5*	$ 3.2	$ 4.1	$ 5.3	$ 6.2	$ 7.4	*$26.3*

1

Table E - Services to Third Parties ($'000 000s)[7]

Initiative	Description	Productivity Benefits											
		2021	2022	2023	2024	2025	2021-2025	2026	2027	2028	2029	2030	2026-2030
3.1.4 Service Layout Process Improvements	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.	$0.0	$0.0	$0.0	$0.1	$0.2	$0.3	$0.2	$0.2	$0.2	$0.2	$0.2	$1.0
3.2.4 Customer Relationship Management (CRM) Platform Implementation	Replacement of legacy service desk with a comprehensive CRM system to automate workflows and improve efficiency	$0.1	$0.1	$0.1	$0.1	$0.1	*$0.6*	$0.1	$0.1	$0.2	$0.2	$0.2	*$0.8*
Total Services to Third Parties		**$ 0.1**	**$ 0.1**	**$ 0.1**	**$ 0.2**	**$ 0.3**	***$0.9***	**$ 0.3**	**$ 0.3**	**$ 0.4**	**$ 0.4**	**$ 0.4**	***$1.9***

[7] Totals may not sum due to rounding.

INTERROGATORY RESPONSES TO SCHOOL ENERGY COALITION

1-SEC-25

EVIDENCE REFERENCE:

[Ex.1-3-4, p.9, Table 2] With respect to Labour and supply chain optimization initiatives:

QUESTION(S):

a. Please revise Table 2 to show the benefits for each year between 2021 and 2030.
b. For each initiative listed in Table 2, please provide a detailed description of the methodology and supporting calculations used to calculate the specific productivity benefit.
c. Please explain what is captured in Capital Expenses versus Capital Depreciation category.

RESPONSE(S):

a) To accommodate this request, Table 2 is broken out to 2 new tables (Tables A and B). Each table provides a breakdown by year for 2021-2025 and 2026-2030. After submitting the 2026-2030 Rate Application, it was noticed that the depreciation productivity benefits for 3.1.5 Major Projects Consulting Procurement and 3.1.6 Vendor and Supplier Engagement depreciation were overstated. Subsequent to filing the interrogatories additional corrections were required, Tables A and B have been updated by creating updated Tables with updated numbers highlighted and the Original Tables numbers changed to striked through red font. Hydro Ottawa has recalculated the productivity savings below. The Tables below also reflect a revision to 3.1.1 as shown in Table J of the response to interrogatory 1-SEC 26.

ORIGINAL Table A - Labour and Supply Chain Optimization Initiatives (Quantifiable)[1] ($'000s)

2021-2025

Initiative	Description			Productivity Benefits					
				2021	2022	2023	2024	2025	2021-2025
3.1.1 Distribution Capital Program Delivery Optimization	Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity	Regular Time	*Capital Expense*	*$2,467*	*$2,366*	*$1,899*	*$2,972*	*$2,916*	*$12,620*
			Capital Depreciation	~~$82~~	~~$79~~	~~$63~~	~~$99~~	~~$97~~	~~$421~~
		Overtime	*Capital Expense*	*$935*	*$868*	*$753*	*$687*	*$639*	*$3,883*
			Capital Depreciation	~~$31~~	~~$29~~	~~$25~~	~~$23~~	~~$21~~	~~$129~~
3.1.2 Fleet Pooling	Fleet pooling pilot program, allowing for more effective and extensive sharing of corporate vehicles by field crews, supervisors and administrative employees		*Capital Expense*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
			Capital Depreciation	n/a	n/a	n/a	n/a	n/a	n/a
			OM&A	n/a	n/a	n/a	n/a	n/a	n/a
3.1.3 Cable Locates Efficiency	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.		OM&A	$0	$341	$702	$536	$847	$2,425
3.1.4 Service Layout Process Improvements	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.		*Capital Expense*	*$0*	*$0*	*$0*	*$193*	*$279*	*$472*
			Capital Depreciation	n/a	n/a	n/a	~~$6~~	$9	~~$16~~
			Third Party Services	$0	$0	$0	$129	$186	$315
3.1.5 Major Projects Consulting Procurement	Consolidated civil and electrical engineering services under a single consultant to streamline project coordination and reduce costs.		*Capital Expense*	*n/a*	*n/a*	*$290*	*$480*	~~*n/a*~~	~~*$770*~~
			Capital Depreciation	$0	$0	~~$10~~	~~$26~~	~~$26~~	~~$61~~

[1] Totals may not sum due to rounding.

Initiative	Description		Productivity Benefits					
			2021	2022	2023	2024	2025	2021-2025
3.1.6 Vendor and Supplier Engagement	Fostered strong relationships with vendors and suppliers, resulting in favourable pricing for critical equipment relative to industry averages	*Capital Expense*	~~$524~~	~~$524~~	~~$524~~	~~$524~~	~~$524~~	~~$2,618~~
		Capital Depreciation	~~$17~~	~~$17~~	~~$17~~	~~$17~~	~~$17~~	~~$87~~
Total Capital Expense			~~$3,925~~	~~$3,759~~	~~$3,466~~	~~$4,856~~	~~$4,357~~	~~$20,362~~
Total Capital Depreciation			~~$131~~	~~$125~~	~~$116~~	~~$172~~	~~$171~~	~~$714~~
Total OM&A			**$0**	**$341**	**$702**	**$536**	**$847**	**$2,425**
Total Third Party Services			**$0**	**$0**	**$0**	**$129**	**$186**	**$315**

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UPDATED Table A - Labour and Supply Chain Optimization Initiatives (Quantifiable)[2] ($'000s)

2021-2025

Initiative	Description			Productivity Benefits					
				2021	2022	2023	2024	2025	2021-2025
3.1.1 Distribution Capital Program Delivery Optimization	Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity	Regular Time	*Capital Expense*	*$2,467*	*$2,366*	*$1,899*	*$2,972*	*$2,916*	*$12,620*
			Capital Depreciation	$34	$101	$161	$228	$310	$835
		Overtime	*Capital Expense*	*$935*	*$868*	*$753*	*$687*	*$639*	*$3,883*
			Capital Depreciation	$13	$38	$61	$81	$99	$291
3.1.2 Fleet Pooling	Fleet pooling pilot program, allowing for more effective and extensive sharing of corporate vehicles by field crews, supervisors and administrative employees		*Capital Expense*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
			Capital Depreciation	n/a	n/a	n/a	n/a	n/a	n/a
			OM&A	n/a	n/a	n/a	n/a	n/a	n/a
3.1.3 Cable Locates Efficiency	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.		OM&A	$0	$341	$702	$536	$847	$2,425
3.1.4 Service Layout Process Improvements	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.		*Capital Expense*	*n/a*	*n/a*	*n/a*	*$193*	*$279*	*$472*
			Capital Depreciation	n/a	n/a	n/a	$3	$9	$12
			Third Party Services	n/a	n/a	n/a	$129	$186	$315
3.1.5 Major Projects Consulting Procurement	Consolidated civil and electrical engineering services under a single consultant to streamline project coordination and reduce costs.		*Capital Expense*	*n/a*	*n/a*	*$290*	*$480*	*$500*	*$1,270*
			Capital Depreciation	$0	$0	$0	$0	$1	$1

[2] Totals may not sum due to rounding.

Initiative	Description		Productivity Benefits					
			2021	2022	2023	2024	2025	2021-2025
3.1.6 Vendor and Supplier Engagement	Fostered strong relationships with vendors and suppliers, resulting in favourable pricing for critical equipment relative to industry averages	*Capital Expense*	*$716*	*$716*	*$716*	*$716*	*n/a*	*$2,865*
		Capital Depreciation	$10	$30	$50	$70	$80	$239
Total Capital Expense			**$4,118**	**$3,951**	**$3,658**	**$5,048**	**$4,334**	**$21,109**
Total Capital Depreciation			**$57**	**$169**	**$271**	**$381**	**$499**	**$1,377**
Total OM&A			**$0**	**$341**	**$702**	**$536**	**$847**	**$2,425**
Total Third Party Services			**n/a**	**n/a**	**n/a**	**$129**	**$186**	**$315**

ORIGINAL Table B - Labour and Supply Chain Optimization Initiatives (Quantifiable)[3] ($'000s)

2026-2030

Initiative	Description			Productivity Benefits					
				2026	2027	2028	2029	2030	2026-2030
3.1.1 Distribution Capital Program Delivery Optimization	Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity	Regular Time	*Capital Expense*	*$2,638*	*$4,334*	*$4,662*	*$3,670*	*$4,016*	*$19,321*
			Capital Depreciation	~~$88~~	~~$144~~	~~$155~~	~~$122~~	~~$134~~	~~$644~~
		Overtime	*Capital Expense*	*$711*	*$814*	*$847*	*$840*	*$811*	*$4,023*
			Capital Depreciation	~~$24~~	~~$27~~	~~$28~~	~~$28~~	~~$27~~	~~$134~~
3.1.2 Fleet Pooling	Fleet pooling pilot program, allowing for more effective and extensive sharing of corporate vehicles by field crews, supervisors and administrative employees		*Capital Expense*	*$1,037*	*n/a*	*$2,864*	*n/a*	*n/a*	*$3,901*
			Capital Depreciation	~~$104~~	$104	~~$316~~	$316	$316	~~$1,155~~
			OM&A	$122	$130	$182	$204	$232	$870
3.1.3 Cable Locates Efficiency	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.		OM&A	$662	$698	$737	$777	$820	$3,694
3.1.4 Service Layout Process Improvements	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.		*Capital Expense*	*$288*	*$297*	*$307*	*$316*	*$326*	*$1,534*
			Capital Depreciation	~~$10~~	~~$10~~	~~$10~~	~~$11~~	~~$11~~	~~$51~~
			Third Party Services	$192	$198	$205	$211	$217	$1,023
3.1.5 Major Projects Consulting Procurement	Consolidated civil and electrical engineering services under a single consultant to streamline project coordination and reduce costs.		*Capital Expense*	~~*n/a*~~	~~*$500*~~	~~*$500*~~	~~*$500*~~	~~*n/a*~~	~~*$1,500*~~
			Capital Depreciation	~~$26~~	~~$42~~	~~$59~~	~~$76~~	~~$76~~	~~$278~~
3.1.6 Vendor and Supplier Engagement	Fostered strong relationships with vendors and suppliers, resulting in favourable pricing for critical equipment relative to industry averages		*Capital Expense*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*
			Capital Depreciation	~~$0~~	~~$0~~	~~$0~~	~~$0~~	~~$0~~	~~$07~~

[3] Totals may not sum due to rounding.

Initiative	Description	Productivity Benefits					
		2026	2027	2028	2029	2030	2026-2030
Total Capital Expense		~~$4,674~~	~~$5,946~~	~~$9,180~~	~~$5,326~~	$5,152	~~$30,278~~
Total Capital Depreciation		~~$251~~	~~$328~~	~~$569~~	~~$552~~	~~$563~~	~~$2,2796~~
Total OM&A		$784	$828	~~$919~~	$981	$1,052	$4,564
Total Third Party Services		$192	$198	$205	$211	$217	$1,023

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UPDATED Table B - Labour and Supply Chain Optimization Initiatives (Quantifiable)[4] ($'000s)

2026-2030

Initiative	Description			Productivity Benefits					
				2026	2027	2028	2029	2030	2026-2030
3.1.1 Distribution Capital Program Delivery Optimization	Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity	Regular Time	*Capital Expense*	*$2,638*	*$4,334*	*$4,662*	*$3,670*	*$4,016*	*$19,321*
			Capital Depreciation	$387	$484	$609	$725	$831	$3,036
		Overtime	*Capital Expense*	*$711*	*$814*	*$847*	*$840*	*$811*	*$4,023*
			Capital Depreciation	$118	$139	$162	$185	$208	$812
3.1.2 Fleet Pooling	Fleet pooling pilot program, allowing for more effective and extensive sharing of corporate vehicles by field crews, supervisors and administrative employees		*Capital Expense*	*$1,037*	*n/a*	*$2,864*	*n/a*	*n/a*	*$3,901*
			Capital Depreciation	$52	$104	$210	$316	$316	$997
			OM&A	$122	$130	$182	$204	$232	$870
3.1.3 Cable Locates Efficiency	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.		OM&A	$662	$698	$737	$777	$820	$3,694
3.1.4 Service Layout Process Improvements	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.		*Capital Expense*	*$288*	*$297*	*$307*	*$316*	*$326*	*$1,534*
			Capital Depreciation	$17	$25	$34	$42	$51	$169
			Third Party Services	$192	$198	$205	$211	$217	$1,023
3.1.5 Major Projects Consulting Procurement	Consolidated civil and electrical engineering services under a single consultant to streamline project coordination and reduce costs.		*Capital Expense*	*$1,000*	*$0*	*$0*	*$0*	*$0*	*$1,000*
			Capital Depreciation	$7	$17	$48	$52	$52	$175
3.1.6 Vendor and Supplier Engagement	Fostered strong relationships with vendors and suppliers, resulting in favourable pricing for critical equipment relative to industry averages		*Capital Expense*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*	*n/a*

[4] Totals may not sum due to rounding.

Initiative	Description			Productivity Benefits					
				2026	2027	2028	2029	2030	2026-2030
			Capital Depreciation	$80	$80	$80	$80	$80	$398
Total Capital Expense				**$5,674**	**$5,446**	**$8,680**	**$4,826**	**$5,152**	**$29,778**
Total Capital Depreciation				**$660**	**$848**	**$1,142**	**$1,400**	**$1,538**	**$5,588**
Total OM&A				**$784**	**$828**	**$918**	**$981**	**$1,052**	**$4,564**
Total Third Party Services				**$192**	**$198**	**$205**	**$211**	**$217**	**$1,023**

b) For each initiative listed in Table 2 of Schedule 1-3-4 - Facilitating Innovation and Continuous Improvement, please see Table C below with a description of the methodology used to calculate the specific productivity benefit.

Updates shown in Table C have been provided in tracked changes using yellow highlight and the striked through red font.

For detailed calculations, please refer to Excel Updated Attachment 1-SEC-25(A) - Supporting Calculations - Labour and Supply Chain Optimization Productivity Initiatives.

c) Please see Table C below for an explanation of what is captured in Capital Expenses versus Capital Depreciation.

UPDATED Table C - Labour and Supply Chain Optimization Initiatives Methodology and Calculation

Initiative	Description			Methodology and supporting calculation	What is captured in Capital Expenses versus Capital Depreciation category
3.1.1 Distribution Capital Program Delivery Optimization	Implemented operational changes, including team realignment, dedicated construction technicians, and seasonal shift adjustments, to enhance collaboration, efficiency, and productivity	Regular Time	*Capital Expense*	The pole renewal program offers a highly repetitive and predictable workflow. This yields a robust dataset, establishing it as a strong model for efficiency gains. This is calculated by taking total internal labor hours divided by total pole units per year. The average of hours per pole between 2019-2020 and 2021-2024 reveal a 23.6% decrease in the average annual labor hours per pole. This efficiency gain has been extrapolated across all distribution capital programs (with the exception of station-related programs) by multiplying the average annual percentage against labor spend, effectively capturing the time saved due to this initiative.	Estimated total expense
			Capital Depreciation		Annual expense based on estimated useful life of ~~30~~ 36 years
		Overtime	*Capital Expense*		Estimated total expense
			Capital Depreciation		Annual expense based on estimated useful life of ~~30~~ 36 years
3.1.2 Fleet Pooling	Fleet pooling pilot program, allowing for more effective and extensive sharing of corporate vehicles by field crews, supervisors and administrative employees		*Capital Expense*	Cost avoidance of 17 light duty estimated at a total of $1M purchased in 2026 and 4 heavy duty estimated at $2.9M in 2028.	Estimated total expense
			Capital Depreciation		Annual expense based on estimated useful life of 10 years for Light Duty and 13.5 years for Heavy Duty

Initiative	Description		Methodology and supporting calculation	What is captured in Capital Expenses versus Capital Depreciation category
(3.1.2 Fleet Pooling Cont'd)		OM&A	OMA savings based on projected avoided additional fuel and maintenance costs. OMA savings less the subscription cost for the fleet pooling module.	n/a
3.1.3 Cable Locates Efficiency	Implemented automated clearing processes and Alternate Locate Agreements to reduce field visits	OM&A	Clearing house savings were calculated as the difference between the cost per office clear and the cost per field clear multiplied by the increased number of office clears since the clearing house took over in 2022. ALA savings were calculated as the number of tickets cleared by ALAs multiplied by the annual rate per field clears.	n/a
3.1.4 Service Layout Process Improvements	Used Salesforce analytics and targeted training to improve service layout efficiency and reduce backlogs.	*Capital Expense*	Cost savings calculated as the reduced number of overtime hours required by service layout agents multiplied by the annual internal labour rate for overtime. The total number of overtime hours is split between Capital and Third Party Services based on the relative proportion of all work done by service layout agents on an annual basis.	Estimated total expense
		Capital Depreciation		Annual expense based on estimated useful life of ~~30~~ 36 years
		Third Party Services		n/a

Initiative	Description		Methodology and supporting calculation	What is captured in Capital Expenses versus Capital Depreciation category
3.1.5 Major Projects Consulting Procurement	Consolidated civil and electrical engineering services under a single consultant to streamline project coordination and reduce costs.	*Capital Expense*	Cost savings based on projected avoided design costs by utilizing similar station design elements which developed various process efficiencies.	Estimated total expense
		Capital Depreciation		Annual expense based on estimated useful life of ~~30~~ 44 years
3.1.6 Vendor and Supplier Engagement	Fostered strong relationships with vendors and suppliers, resulting in favourable pricing for critical equipment relative to industry averages	*Capital Expense*	Cost savings were determined by benchmarking Hydro Ottawa's largest commodity unit prices against FRED and Statistics Canada annual average increases. The difference between FRED unit prices and the actual unit prices is the recognized savings in this rate application.	Estimated total expense
		Capital Depreciation		Annual expense based on estimated useful life of ~~30~~ 36 years

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INTERROGATORY RESPONSES TO SCHOOL ENERGY COALITION

1-SEC-26

EVIDENCE REFERENCE:

[Ex.1-3-4, p.15-17] With respect to distribution capital program delivery optimization initiative:

QUESTION(S):

a. Figure 1 shows the Average Annual Labour per Pole Installation:
   i. Please provide the supporting calculations to the table included in Figure 1
   ii. Please provide the average annual labour hours per pole installation, for each year, between 2016 and 2024.
   iii. What was the average annual labour hours per pole installation embedded in 2016 to 2020 rates?
b. Figure 2 shows Distribution Capital Program Labour Efficiency 2021-2030:
   i. Please provide the table in a tabular format and provide all supporting calculations, including the labour costs of each program included in Figure 2.
   ii. Please confirm that Hydro Ottawa's reduction in average annual labour hours per pole installation, as shown in Figure 1 (23.6%), was applied to all capital programs. If confirmed, please provide quantifiable evidence that is an appropriate proxy for all other capital programs.

RESPONSE(S):

a)

i) Figure 1 is calculated by taking total internal labour hours divided by total pole units per year for both regular and overtime hours. The average of hours per pole between 2019-2020 and 2021-2024 reveal a 23.6% decrease in the average annual labor hours per pole.

ii) Table A below provides the annual labour hours per pole installation for 2019 to 2024. Hydro Ottawa upgraded to a new JDE (ERP) system in 2018, a change driven by inefficiencies in the previous version. This system transition involved a complete overhaul of data coding and unit structures. As a result, the methodology and data extraction techniques used for the pole productivity analysis cannot be applied to pre-2019 data. To maintain data integrity and prevent misinterpretation, all relevant data for this analysis was extracted specifically from the new JDE system, starting in 2019. Consequently, only average annual labor hours per pole from 2019 to 2024 are available.

Table A - Annual Labour Hours Per Pole Installation 2019-2024

	Historical Years					
	2019	2020	2021	2022	2023	2024
Total Hours	105	112	74	82	75	101

iii) As mentioned above, data pre-2019 is unavailable for comparison in this analysis and cannot be used to calculate the average annual labour hours per pole installation embedded in 2016 to 2020 rates. Using Table A, the average annual labour hours per pole installation for 2019-2020 is 108 hours per pole.

b)

i) Please see Tables B through I showing Labour Spend per Capital Program from 2021-2025 and Labour Spend per Capital Program from 2026-2030. Figure 2 calculation is derived by taking the total of the years (A) and multiplying by (K).

(K) = Average 23.6% is broken down into Average Regular and Overtime Rate and applied individually to each program. The variance between (A) and (K) is the Internal Labour Savings in that rate period.

Table B - Capital Program Regular Labour Without Efficiency 2021-2025 ($'000 000)

Program Labour Spend	Historical Years			Bridge Years		Total
	2021	2022	2023	2024	2025	2021-2025
Stations and Buildings Infrastructure Renewal	$ 0.7	$ 0.7	$ 0.5	$ 0.9	-	$ 2.8
Capacity Upgrades	$ 0.5	$ 1.1	$ 0.7	$ 1.1	$ 0.2	$ 3.5
OH Distribution Asset Renewal	$ 1.7	$ 2.5	$ 1.5	$ 1.6	$ 2.6	$ 10.0
Distribution Enhancements	$ 1.0	$ 0.3	$ 0.2	$ 0.3	$ 1.2	$ 2.9
Plant Relocation	$ 2.2	$ 1.7	$ 1.3	$ 1.8	$ 1.4	$ 8.3
System Expansion	$ 1.4	$ 0.9	$ 0.5	$ 2.0	$ 4.0	$ 8.7
UG Distribution Assets Renewal	$ 0.0	$ 0.0	$ 0.0	$ 0.1	$ 0.1	$ 0.2
Corrective Renewal	$ 3.0	$ 2.8	$ 2.2	$ 4.0	$ 2.7	$ 14.8
Customer Connections	$ 4.0	$ 3.8	$ 4.1	$ 5.1	$ 4.1	$ 21.0
ANNUAL TOTAL	**$ 14.5**	**$ 13.6**	**$ 11.0**	**$ 16.9**	**$ 16.4**	**$ 72.3**

Table C - Capital Program Regular Labour Efficiency 2021-2025 ($'000 000)

Program Labour Spend	Historical Years			Bridge Years		Total
	2021	2022	2023	2024	2025	2021-2025
Stations and Buildings Infrastructure Renewal	$ 0.6	$ 0.6	$ 0.4	$ 0.8	-	$ 2.3
Capacity Upgrades	$ 0.4	$ 0.9	$ 0.6	$ 0.9	$ 0.2	$ 2.9
OH Distribution Asset Renewal	$ 1.4	$ 2.1	$ 1.3	$ 1.3	$ 2.1	$ 8.2
Distribution Enhancements	$ 0.8	$ 0.2	$ 0.2	$ 0.3	$ 1.0	$ 2.4
Plant Relocation	$ 1.8	$ 1.4	$ 1.0	$ 1.5	$ 1.2	$ 6.8
System Expansion	$ 1.1	$ 0.7	$ 0.4	$ 1.7	$ 3.3	$ 7.2
UG Distribution Assets Renewal	$ 0.0	$ 0.0	$ 0.0	$ 0.1	$ 0.1	$ 0.2
Corrective Renewal	$ 2.5	$ 2.3	$ 1.8	$ 3.3	$ 2.3	$ 12.1
Customer Connections	$ 3.3	$ 3.1	$ 3.3	$ 4.2	$ 3.4	$ 17.2
ANNUAL TOTAL	**$ 11.9**	**$ 11.2**	**$ 9.0**	**$ 13.9**	**$ 13.4**	**$ 59.4**

Table D - Capital Program Overtime Labour Without Efficiency 2021-2025 ($'000 000)

Program Labour Spend	Historical Years			Bridge Years		Total
	2021	2022	2023	2024	2025	2021-2025
Stations and Buildings Infrastructure Renewal	$ 0.2	$ 0.1	$ 0.1	$ 0.1	-	$ 0.4
Capacity Upgrades	$ 0.0	$ 0.1	$ 0.1	$ 0.1	$ 0.0	$ 0.4
OH Distribution Asset Renewal	$ 0.1	$ 0.3	$ 0.1	$ 0.1	$ 0.3	$ 0.9
Distribution Enhancements	$ 0.2	$ 0.0	$ 0.0	$ 0.0	$ 0.2	$ 0.5
Plant Relocation	$ 0.4	$ 0.4	$ 0.2	$ 0.2	$ 0.2	$ 1.4
System Expansion	$ 0.2	$ 0.1	$ 0.1	$ 0.2	$ 0.1	$ 0.7
UG Distribution Assets Renewal	-	$ 0.0	$ (0.0)	$ 0.0	$ 0.0	$ 0.0
Corrective Renewal	$ 1.3	$ 1.2	$ 1.1	$ 0.6	$ 0.9	$ 5.2
Customer Connections	$ 0.5	$ 0.5	$ 0.5	$ 0.4	$ 0.2	$ 2.0
ANNUAL TOTAL	**$ 2.8**	**$ 2.6**	**$ 2.2**	**$ 2.0**	**$ 1.8**	**$ 11.4**

Table E - Capital Program Overtime Labour Efficiency 2021-2025 ($'000 000)

Program Labour Spend	Historical Years			Bridge Years		Total
	2021	2022	2023	2024	2025	2021-2025
Stations and Buildings Infrastructure Renewal	$ 0.1	$ 0.1	$ 0.0	$ 0.1	- .0	$ 0.3
Capacity Upgrades	$ 0.0	$ 0.0	$ 0.1	$ 0.1	$ 0.0	$ 0.2
OH Distribution Asset Renewal	$ 0.1	$ 0.2	$ 0.0	$ 0.1	$ 0.2	$ 0.6
Distribution Enhancements	$ 0.1	$ 0.0	$ 0.0	$ 0.0	$ 0.1	$ 0.3
Plant Relocation	$ 0.2	$ 0.2	$ 0.1	$ 0.2	$ 0.1	$ 0.9
System Expansion	$ 0.1	$ 0.1	$ 0.1	$ 0.2	$ 0.1	$ 0.4
UG Distribution Assets Renewal	- .0	$ 0.0	$ (0.0)	$ 0.0	$ 0.0	$ 0.0
Corrective Renewal	$ 0.8	$ 0.8	$ 0.7	$ 0.4	$ 0.6	$ 3.4
Customer Connections	$ 0.3	$ 0.3	$ 0.3	$ 0.3	$ 0.1	$ 1.3
ANNUAL TOTAL	**$ 1.8**	**$ 1.7**	**$ 1.4**	**$ 1.3**	**$ 1.2**	**$ 7.4**

Table F - Capital Program Regular Labour Without Efficiency 2026-2030 ($'000 000)

Program Labour Spend	Test Years					Total
	2026	2027	2028	2029	2030	2026-2030
Stations and Buildings Infrastructure Renewal	$ 2.9	$ 2.8	$ 3.0	$ 3.0	$ 3.6	$ 15.3
Capacity Upgrades	$ 2.1	$ 3.4	$ 3.8	$ 2.9	$ 2.9	$ 15.0
OH Distribution Asset Renewal	$ 2.0	$ 2.8	$ 3.8	$ 3.3	$ 3.5	$ 15.3
Distribution Enhancements	$ 1.3	$ 2.0	$ 2.2	$ 1.9	$ 1.9	$ 9.3
Plant Relocation	$ 0.5	$ 1.0	$ 1.4	$ 1.2	$ 1.3	$ 5.4
System Expansion	$ 5.9	$ 2.5	$ 1.9	$ 0.7	$ 1.7	$ 12.7
UG Distribution Assets Renewal	$ 0.1	$ 0.1	$ 0.1	$ 0.1	$ 0.1	$ 0.5
Corrective Renewal	$ 1.4	$ 2.0	$ 2.7	$ 2.3	$ 2.5	$ 10.8
Customer Connections	$ 2.1	$ 8.4	$ 7.3	$ 5.3	$ 6.1	$ 29.3
ANNUAL TOTAL	**$ 18.2**	**$ 25.1**	**$ 26.2**	**$ 20.6**	**$ 23.6**	**$ 113.7**

Table G - Capital Program Regular Labour Efficiency 2026-2030 ($'000 000)

Program Labour Spend	Test Years					Total
	2026	2027	2028	2029	2030	2026-2030
Stations and Buildings Infrastructure Renewal	$ 2.4	$ 2.3	$ 2.5	$ 2.4	$ 3.0	$ 12.6
Capacity Upgrades	$ 1.7	$ 2.8	$ 3.1	$ 2.3	$ 2.4	$ 12.3
OH Distribution Asset Renewal	$ 1.6	$ 2.3	$ 3.1	$ 2.7	$ 2.9	$ 12.6
Distribution Enhancements	$ 1.1	$ 1.7	$ 1.8	$ 1.5	$ 1.6	$ 7.7
Plant Relocation	$ 0.4	$ 0.9	$ 1.2	$ 1.0	$ 1.0	$ 4.5
System Expansion	$ 4.8	$ 2.1	$ 1.5	$ 0.6	$ 1.4	$ 10.4
UG Distribution Assets Renewal	$ 0.1	$ 0.1	$ 0.1	$ 0.1	$ 0.1	$ 0.4
Corrective Renewal	$ 1.2	$ 1.6	$ 2.2	$ 1.9	$ 2.0	$ 8.9
Customer Connections	$ 1.7	$ 6.9	$ 6.0	$ 4.4	$ 5.0	$ 24.0
ANNUAL TOTAL	**$ 15.0**	**$ 20.6**	**$ 21.5**	**$ 16.9**	**$ 19.4**	**$ 93.4**

Table H - Capital Program Overtime Labour Without Efficiency 2026-2030 $'000 000)

Program Labour Spend	Test Years					Total
	2026	2027	2028	2029	2030	2026-2030
Stations and Buildings Infrastructure Renewal	$ 0.2	$ 0.3	$ 0.2	$ 0.3	$ 0.3	$ 1.4
Capacity Upgrades	$ 0.2	$ 0.3	$ 0.2	$ 0.2	$ 0.2	$ 1.1
OH Distribution Asset Renewal	$ 0.3	$ 0.3	$ 0.3	$ 0.3	$ 0.3	$ 1.3
Distribution Enhancements	$ 0.2	$ 0.3	$ 0.2	$ 0.2	$ 0.2	$ 1.1
Plant Relocation	$ 0.1	$ 0.2	$ 0.2	$ 0.2	$ 0.2	$ 0.8
System Expansion	$ 0.1	$ 0.0	$ 0.2	$ 0.1	$ 0.2	$ 0.6
UG Distribution Assets Renewal	$ 0.0	$ 0.0	$ 0.0	$ 0.0	$ 0.0	$ 0.0
Corrective Renewal	$ 0.6	$ 0.8	$ 0.8	$ 0.8	$ 0.7	$ 3.7
Customer Connections	$ 0.4	$ 0.3	$ 0.4	$ 0.4	$ 0.4	$ 1.9
ANNUAL TOTAL	**$ 2.1**	**$ 2.4**	**$ 2.4**	**$ 2.4**	**$ 2.5**	**$ 11.9**

Table I - Capital Program Overtime Labour Efficiency 2026-2030 $'000 000)

Program Labour Spend	Test Years					Total
	2026	2027	2028	2029	2030	2026-2030
Stations and Buildings Infrastructure Renewal	$ 0.2	$ 0.2	$ 0.2	$ 0.2	$ 0.2	$ 0.9
Capacity Upgrades	$ 0.1	$ 0.2	$ 0.2	$ 0.1	$ 0.1	$ 0.7
OH Distribution Asset Renewal	$ 0.2	$ 0.2	$ 0.2	$ 0.2	$ 0.2	$ 0.9
Distribution Enhancements	$ 0.1	$ 0.2	$ 0.1	$ 0.1	$ 0.1	$ 0.7
Plant Relocation	$ 0.1	$ 0.1	$ 0.1	$ 0.1	$ 0.1	$ 0.5
System Expansion	$ 0.0	$ 0.0	$ 0.1	$ 0.1	$ 0.1	$ 0.4
UG Distribution Assets Renewal	$ 0.0	$ 0.0	$ 0.0	$ 0.0	$ 0.0	$ 0.0
Corrective Renewal	$ 0.4	$ 0.5	$ 0.5	$ 0.5	$ 0.5	$ 2.4
Customer Connections	$ 0.3	$ 0.2	$ 0.2	$ 0.3	$ 0.3	$ 1.3
ANNUAL TOTAL	**$ 1.4**	**$ 1.6**	**$ 1.6**	**$ 1.6**	**$ 1.6**	**$ 7.7**

ii) No, Hydro Ottawa's reduction in average annual labour hours per pole installation, as shown in Figure 1 (23.6%), was not applied to all capital programs. As per Schedule 1-3-4 - Facilitating Innovation and continuous Improvement, this encompasses all capital programs within the System Access, System Service and System Renewal categories, with the exception of stations-related programs.

After submitting the 2026-2030 Rate Application, it was noticed that projects under System Expansion and Residential Subdivision in the System Access investment category were erroneously included in the analysis. Hydro Ottawa has recalculated the productivity savings excluding these projects and presented the Revised Internal Labour Savings in Table J below. ~~For the 2021-2025 period the correction resulted in $415,000 less savings with an impact on the depreciation calculation of $14,000. For the 2026-2030 period, the correction resulted in $1.1 million less savings, with an impact on the depreciation calculation of $38,000.~~

The depreciation calculations in UPDATED Table J have been revised subsequent to filing the interrogatories response.

UPDATED Table J - Internal Labour Savings 2021-2030 ($'000s)

	2021 - 2025 Actual	2021-2025 Without Efficiency	Variance	2026-2030 Test Years	2026-2030 Without Efficiency	Variance
Internal Labour Savings						
Regular Time	$ 57,940	$ 70,560	$ 12,619	$ 88,709	$ 108,030	$ 19,321
Overtime	$ 7,256	$ 11,138	$ 3,883	$ 7,518	$ 11,541	$ 4,023
TOTAL	**$ 65,196**	**$ 81,698**	**$ 16,502**	**$ 96,227**	**$ 119,570**	**$ 23,344**
Depreciation						
Regular Time			$ 835~~$ 421~~			$ 3,036~~$ 644~~
Overtime			$ 291~~$ 129~~			$ 812~~$ 134~~
TOTAL	**-**	**-**	**$ 1,126~~$ 550~~**	**-**	**-**	**$ 3,849~~$ 778~~**

INTERROGATORY RESPONSES TO SCHOOL ENERGY COALITION

1-SEC-27

EVIDENCE REFERENCE:

[Ex.1-3-4, p.23-26] With respect to Innovation and Digital Transformation Initiatives:

QUESTION(S):

a. Please revise Table 4 and 5 to show the benefits for each year between 2021 and 2030.
b. For each initiative listed in Table 4 and Table 5, please provide a detailed description of the methodology and supporting calculations used to calculate the specific productivity benefit.

RESPONSE(S):

a) See Tables A through D below.

After submitting the 2026-2030 Rate Application, it was noticed that 3.2.2 Online Billing Enhancements excluded $24k per year in savings. Subsequent to filing the interrogatories additional corrections were required. Hydro Ottawa has recalculated the productivity savings and these changes are reflected in the amounts below.

ORIGINAL Table A- Innovation and Digital Transformation Initiatives (Quantifiable)[1] ($'000s)

2021-2025

Initiative	Description		Productivity Benefits					
			2021	2022	2023	2024	2025	Total 2021-2025
3.2.1 Net Metering Automation	Streamlined net metering billing processes, saving significant labor hours per month.	OM&A						n/a
3.2.2 Online Billing Enhancements	Expanded online billing, reducing mailing and printing costs (with ancillary savings related to Account Overdue Notices)	OM&A	~~$ 232~~	~~$ 765~~	~~$ 972~~	~~$ 1,546~~	~~$ 2,880~~	~~$ 6,394~~
3.2.3 Remote Disconnection Technology	Expanded use of remote disconnect meters, reducing labor costs for service terminations and reconnections.	OM&A	$ 282	$ 376	$ 520	$ 826	$ 865	$ 2,869
3.2.4 Customer Relationship Management (CRM) Platform Implementation	Replacement of legacy service desk with a comprehensive CRM system to automate workflows and improve efficiency	*Capital Expense*	*$ 132*	*$ 177*	*$ 175*	*$ 170*	*$ 179*	*$ 834*
		Capital Depreciation	~~$ 4~~	$ 6	~~$ 6~~	~~$ 6~~	~~$ 6~~	~~$ 28~~
		Services to Third Parties	$ 88	$ 118	$ 117	$ 113	$ 120	$ 556
3.2.5 Disconnection Notification Automation	Replacement of manual delivery of disconnection notices with automated notifications	OM&A	$ 346	$ 355	$ 369	$ 383	$ 396	$ 1,849
3.2.6 Satellite Imaging for Vegetation Management	Used satellite data to identify high-risk vegetation areas and optimize trimming	OM&A						n/a

[1] Totals may not sum due to rounding.

Initiative	Description		Productivity Benefits					
			2021	2022	2023	2024	2025	Total 2021-2025
	schedules.							
3.2.7 Blue Beam for Plant Inspectors	Digitalized project documentation and plant inspections, reducing paper use and improving workflow efficiency.	*Capital Expense*	*$ 205*	*$ 208*	*$ 211*	*$ 231*	*$ 239*	*$ 1,095*
		Capital Depreciation	~~$ 7~~	~~$ 7~~	~~$ 7~~	~~$ 8~~	~~$ 8~~	~~$ 36~~
3.2.8 Move-In Move-Out Automation	Automated customer move-in/move-out requests to reduce manual processing and errors.	OM&A	-	$ 38	$ 134	$ 159	$ 171	$ 502
3.2.9 Salesforce Field Service for Reliability Operations	Centralized work requests and scheduling, reducing reliance on manual communication and increasing productivity.	OM&A					$ 141	$ 141
3.2.10 Damage to Plant Process Automation	Implemented a Google Form-based system for faster and more efficient reporting of infrastructure damage.	*Capital Expense*	*$ 4*	*$ 4*	*$ 4*	*$ 4*	*$ 5*	*$ 21*
		Capital Depreciation	-	-	-	-	-	-
3.2.11 Customer Information System Reduced Fees	Reduced managed service costs	OM&A	$ 264	$ 216				$ 480
Total Capital Expense			**$ 341**	**$ 389**	**$ 390**	**$ 406**	**$ 423**	**$ 1,950**
Total Capital Depreciation			~~**$ 11**~~	~~**$ 13**~~	~~**$ 13**~~	~~**$ 13**~~	~~**$ 14**~~	~~**$ 64**~~
Total OM&A			~~**$ 1,124**~~	~~**$ 1,750**~~	~~**$ 1,995**~~	~~**$ 2,914**~~	~~**$ 4,453**~~	~~**$ 12,236**~~
Total Third Party Services			**$ 88**	**$ 118**	**$ 117**	**$ 113**	**$ 120**	**$ 556**

1

UPDATED Table A- Innovation and Digital Transformation Initiatives (Quantifiable)[2] ($'000s)

2021-2025

Initiative	Description		Productivity Benefits					
			2021	2022	2023	2024	2025	Total 2021-2025
3.2.1 Net Metering Automation	Streamlined net metering billing processes, saving significant labor hours per month.	OM&A						n/a
3.2.2 Online Billing Enhancements	Expanded online billing, reducing mailing and printing costs (with ancillary savings related to Account Overdue Notices)	OM&A	$ 206	$ 741	$ 948	$ 1,520	$ 2,839	$ 6,253
3.2.3 Remote Disconnection Technology	Expanded use of remote disconnect meters, reducing labor costs for service terminations and reconnections.	OM&A	$ 282	$ 376	$ 520	$ 826	$ 865	$ 2,869
3.2.4 Customer Relationship Management (CRM) Platform Implementation	Replacement of legacy service desk with a comprehensive CRM system to automate workflows and improve efficiency	*Capital Expense*	*$ 132*	*$ 177*	*$ 175*	*$ 170*	*$ 179*	*$ 834*
		Capital Depreciation	$ 2	$ 6	$ 11	$ 16	$ 21	$ 56
		Services to Third Parties	$ 88	$ 118	$ 117	$ 113	$ 120	$ 556
3.2.5 Disconnection Notification Automation	Replacement of manual delivery of disconnection notices with automated notifications	OM&A	$ 346	$ 355	$ 369	$ 383	$ 396	$ 1,849
3.2.6 Satellite Imaging for Vegetation Management	Used satellite data to identify high-risk vegetation areas and optimize trimming schedules.	OM&A						n/a

[2] Totals may not sum due to rounding.

Initiative	Description		Productivity Benefits					
			2021	2022	2023	2024	2025	Total 2021-2025
3.2.7 Blue Beam for Plant Inspectors	Digitalized project documentation and plant inspections, reducing paper use and improving workflow efficiency.	*Capital Expense*	*$ 205*	*$ 208*	*$ 211*	*$ 231*	*$ 239*	*$ 1,095*
		Capital Depreciation	$ 3	$ 9	$ 14	$ 21	$ 27	$ 73
3.2.8 Move-In Move-Out Automation	Automated customer move-in/move-out requests to reduce manual processing and errors.	OM&A	-	$ 38	$ 134	$ 159	$ 171	$ 502
3.2.9 Salesforce Field Service for Reliability Operations	Centralized work requests and scheduling, reducing reliance on manual communication and increasing productivity.	OM&A					$ 141	$ 141
3.2.10 Damage to Plant Process Automation	Implemented a Google Form-based system for faster and more efficient reporting of infrastructure damage.	*Capital Expense*	*$ 4*	*$ 4*	*$ 4*	*$ 4*	*$ 5*	*$ 21*
		Capital Depreciation	$ 0	$ 0	$ 0	$ 0	$ 1	$ 1
3.2.11 Customer Information System Reduced Fees	Reduced managed service costs	OM&A	$ 264	$ 216	-	-	-	$ 480
Total Capital Expense			$ 341	$ 389	$ 390	$ 406	$ 423	$ 1,950
Total Capital Depreciation			$ 5	$ 15	$ 26	$ 37	$ 48	$ 130
Total OM&A			$ 1,098	$ 1,726	$ 1,971	$ 2,887	$ 4,412	$ 12,094
Total Third Party Services			$ 88	$ 118	$ 117	$ 113	$ 120	$ 556

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2

ORIGINAL Table B - Innovation and Digital Transformation Initiatives (Quantifiable)[3] ($'000s)

2026-2030

Initiative	Description		Productivity Benefits					
			2026	2027	2028	2029	2030	Total 2026-2030
3.2.1 Net Metering Automation	Streamlined net metering billing processes, saving significant labor hours per month.	OM&A	$241	$554	$1,403	$1,934	$2,620	$6,751
3.2.2 Online Billing Enhancements	Expanded online billing, reducing mailing and printing costs (with ancillary savings related to Account Overdue Notices)	OM&A	~~$ 524~~	~~$ 804~~	~~$ 1,092~~	~~$ 1,386~~	~~$ 1,689~~	~~$5,495~~
3.2.3 Remote Disconnection Technology	Expanded use of remote disconnect meters, reducing labor costs for service terminations and reconnections.	OM&A	$904	$945	$987	$1,030	$1,074	$4,941
3.2.4 Customer Relationship Management (CRM) Platform Implementation	Replacement of legacy service desk with a comprehensive CRM system to automate workflows and improve efficiency	*Capital Expense*	*$200*	*$222*	*$247*	*$274*	*$305*	*$1,248*
		Capital Depreciation	~~$7~~	~~$7~~	~~$8~~	~~$9~~	~~$10~~	~~$42~~
		Services to Third Parties	$133	$148	$165	$183	$203	$832
3.2.5 Disconnection Notification Automation	Replacement of manual delivery of disconnection notices with automated notifications	OM&A	$410	$425	$440	$455	$472	$2,202
3.2.6 Satellite Imaging for Vegetation Management	Used satellite data to identify high-risk vegetation areas and optimize trimming schedules.	OM&A	~~$178~~	~~$358~~	~~$363~~	~~$367~~	~~$372~~	~~$1,637~~

[3] Totals may not sum due to rounding.

Initiative	Description		Productivity Benefits					
			2026	2027	2028	2029	2030	Total 2026-2030
3.2.7 Blue Beam for Plant Inspectors	Digitalized project documentation and plant inspections, reducing paper use and improving workflow efficiency.	*Capital Expense*	*$247*	*$255*	*$263*	*$270*	*$278*	*$1,313*
		Capital Depreciation	~~$8~~	~~$8~~	~~$9~~	~~$9~~	~~$9~~	~~$44~~
3.2.8 Move-In Move-Out Automation	Automated customer move-in/move-out requests to reduce manual processing and errors.	OM&A	$173	$173	$192	$192	$192	$923
3.2.9 Salesforce Field Service for Reliability Operations	Centralized work requests and scheduling, reducing reliance on manual communication and increasing productivity.	OM&A	$146	$150	$154	$158	$162	$769
3.2.10 Damage to Plant Process Automation	Implemented a Google Form-based system for faster and more efficient reporting of infrastructure damage.	Capital Expense	$5	$5	$5	$5	$5	$25
		Capital Depreciation	~~$0~~	~~$0~~	~~$0~~	~~$0~~	~~$0~~	~~$1~~
3.2.11 Customer Information System Reduced Fees	Reduced managed service costs	OM&A						n/a
Total Capital Expense			**$452**	**$482**	**$515**	**$550**	**$588**	**$2,586**
Total Capital Depreciation			~~**$15**~~	~~**$16**~~	~~**$17**~~	~~**$18**~~	~~**$20**~~	~~**$86**~~
Total OM&A			~~**$2,577**~~	~~**$3,409**~~	~~**$4,629**~~	~~**$5,523**~~	~~**$6,580**~~	~~**$22,717**~~
Total Third Party Services			**$133**	**$148**	**$165**	**$183**	**$203**	**$832**

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UPDATED Table B - Innovation and Digital Transformation Initiatives (Quantifiable)[4] ($'000s)

2026-2030

Initiative	Description		Productivity Benefits					
			2026	2027	2028	2029	2030	Total 2026-2030
3.2.1 Net Metering Automation	Streamlined net metering billing processes, saving significant labor hours per month.	OM&A	$241	$554	$1,403	$1,934	$2,620	*$6,751*
3.2.2 Online Billing Enhancements	Expanded online billing, reducing mailing and printing costs (with ancillary savings related to Account Overdue Notices)	OM&A	$ 498	$ 740	$ 986	$ 1,237	$ 1,525	*$4,986*
3.2.3 Remote Disconnection Technology	Expanded use of remote disconnect meters, reducing labor costs for service terminations and reconnections.	OM&A	$904	$945	$987	$1,030	$1,074	*$4,941*
3.2.4 Customer Relationship Management (CRM) Platform Implementation	Replacement of legacy service desk with a comprehensive CRM system to automate workflows and improve efficiency	*Capital Expense*	*$200*	*$222*	*$247*	*$274*	*$305*	*$1,248*
		Capital Depreciation	$23	$29	$36	$43	$51	*$183*
		Services to Third Parties	$133	$148	$165	$183	$203	*$832*
3.2.5 Disconnection Notification Automation	Replacement of manual delivery of disconnection notices with automated notifications	OM&A	$410	$425	$440	$455	$472	*$2,202*
3.2.6 Satellite Imaging for Vegetation Management	Used satellite data to identify high-risk vegetation areas and optimize trimming schedules.	OM&A	$48	$238	$244	$259	$335	*$1,124*

[4] Totals may not sum due to rounding.

Initiative	Description		Productivity Benefits					
			2026	2027	2028	2029	2030	Total 2026-2030
3.2.7 Blue Beam for Plant Inspectors	Digitalized project documentation and plant inspections, reducing paper use and improving workflow efficiency.	*Capital Expense*	$247	$255	$263	$270	$278	*$1,313*
		Capital Depreciation	$34	$41	$48	$55	$63	*$241*
3.2.8 Move-In Move-Out Automation	Automated customer move-in/move-out requests to reduce manual processing and errors.	OM&A	$173	$173	$192	$192	$192	*$923*
3.2.9 Salesforce Field Service for Reliability Operations	Centralized work requests and scheduling, reducing reliance on manual communication and increasing productivity.	OM&A	$146	$150	$154	$158	$162	*$769*
3.2.10 Damage to Plant Process Automation	Implemented a Google Form-based system for faster and more efficient reporting of infrastructure damage.	Capital Expense	*$5*	*$5*	*$5*	*$5*	*$5*	*$25*
		Capital Depreciation	$1	$1	$1	$1	$1	*$5*
3.2.11 Customer Information System Reduced Fees	Reduced managed service costs	OM&A						*n/a*
Total Capital Expense			**$452**	**$482**	**$515**	**$550**	**$588**	**$2,586**
Total Capital Depreciation			**$58**	**$71**	**$85**	**$100**	**$115**	**$428**
Total OM&A			**$2,420**	**$3,224**	**$4,405**	**$5,266**	**$6,379**	**$21,695**
Total Third Party Services			**$133**	**$148**	**$165**	**$183**	**$203**	**$832**

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UPDATED Table C - Breakdown of Productivity Benefits for Online Billing and Account Overdue Notices ($'000 000s) 2021-2025

	Productivity Benefits					
	2021	2022	2023	2024	2025	2021-2025
Online Billing	$0.1~~$0.2~~	$0.6~~$0.7~~	$0.8~~$0.9~~	$1.4	$2.6~~$2.7~~	$5.6~~$5.8~~
Account Overdue Notices (AON)	$0.1	$0.1	$0.1	$0.1	$0.2	$0.6
TOTAL	**$ 0.2**	**$ 0.7~~$ 0.8~~**	**$ 0.9~~$ 1.0~~**	**$ 1.5**	**$ 2.8~~$ 2.8~~**	**$ 6.3~~$ 6.4~~**

UPDATED Table D - Breakdown of Productivity Benefits for Online Billing and Account Overdue Notices ($'000 000s) for 2026-2030

	Productivity Benefits					
	2026	2027	2028	2029	2030	2026-2030
Online Billing	$0.3	$0.5~~$0.6~~	$0.7~~$0.8~~	$1.0~~$1.1~~	$1.2~~$1.4~~	$3.7~~$4.2~~
Account Overdue Notices (AON)	$0.2	$0.3	$0.3	$0.3	$0.3	$1.3
TOTAL	**$ 0.5**	**$ 0.7~~$ 0.8~~**	**$ 1.0~~$ 1.1~~**	**$ 1.2~~$ 1.4~~**	**$ 1.5~~$ 1.7~~**	**$ 5.0~~$ 5.5~~**

b) For each initiative listed in Table 4 and 5 per Schedule 1-3-4 Facilitating Innovation and Continuous Improvement, please see the table below with a description of the methodology used to calculate the specific productivity benefit. For detailed calculations, please refer to Updated Attachment 1-SEC-27(A) - Supporting Calculations for Productivity Initiatives. Note that initiative 3.2.2 Online Billing Enhancements (Table 5 per Schedule 1-3-4 Facilitating Innovation and Continuous Improvement) contains calculations for online billing and account overdue notices (AON).

Table E - Calculation Details

Initiative	Description		Methodology and supporting calculation	What is captured in Capital Expenses versus Capital Depreciation category
3.2.1 Net Metering Automation	Streamlined net metering billing processes, saving significant labor hours per month.	OM&A	Net Metering Automation savings are determined by multiplying the volume of automated bills by the determined cost per manual bill, based on the time saved for different rate plans and the internal labor rate, and offsetting these savings by IT depreciation costs.	n/a
3.2.2 Online Billing Enhancements	Expanded online billing, reducing mailing and printing costs (with ancillary savings related to Account Overdue Notices)	OM&A	Online billing savings are determined by multiplying the total number of customers who opt for paperless billing by the cost saved per electronic bill, which incrementally increases each year due to rising print and postage expenses. This calculation also incorporates additional savings from sending overdue notices electronically, all built on the assumption of high e-bill adoption rates.	n/a
3.2.3 Remote Disconnection Technology	Expanded use of remote disconnect meters, reducing labor costs for service terminations and reconnections.	OM&A	Remote disconnection savings are determined by multiplying the volume of all remote activities (both disconnections and subsequent reconnections) by the labor and fleet cost saved per remote event. This	n/a

Initiative	Description		Methodology and supporting calculation	What is captured in Capital Expenses versus Capital Depreciation category
			calculation assumes that 80% of all disconnect/reconnect activities will be handled remotely, generating substantial cost avoidance compared to field operations.	
3.2.4 Customer Relationship Management (CRM) Platform Implementation	Replacement of legacy service desk with a comprehensive CRM system to automate workflows and improve efficiency	*Capital Expense*	Efficiency gains were determined as the time saved per job multiplied by the number of jobs expected annually. The hours saved annually were multiplied by the year's internal labour rate to determine total actual/expected savings. This amount was then divided between Capital and Third Party Services based on the proportion of each in the total annual jobs.	The savings for that year applied to capital jobs.
		Capital Depreciation		The savings for prior years that would have been applied to capital jobs, divided by the typical useful life.
		Third Party Services		The difference between the savings for that year less the amount applied to capital expense
3.2.5 Disconnection Notification Automation	Replacement of manual delivery of disconnection notices with automated notifications	OM&A	Disconnection Notification Automation savings are determined by eliminating the manual hand-delivery of notices, which previously consumed 50% of field collection time.	n/a
3.2.6 Satellite Imaging for Vegetation Management	Used satellite data to identify high-risk vegetation areas and optimize trimming schedules.	OM&A	Overstory Software expected to reduce trimming spend up to 20% by use of scan results allowing for more efficient targeted	n/a

Initiative	Description		Methodology and supporting calculation	What is captured in Capital Expenses versus Capital Depreciation category
			trimming. Savings are calculated as the difference between the forestry maintenance budget and what the budget would have been without the Overstory efficiency. Expected efficiency is 15% in 2026, and 20% from 2027-2030.	
3.2.7 Blue Beam for Plant Inspectors	Digitalized project documentation and plant inspections, reducing paper use and improving workflow efficiency.	*Capital Expense*	Use of Blue Beam Software estimated to have saved 2,600 hours across the inspectors group due to workflow and collaborative abilities that eliminate non value added travel time. Savings are calculated by 2,600 hours multiplied by the annual labour rate.	The savings for that year applied to capital jobs.
		Capital Depreciation		The savings for prior years that would have been applied to capital jobs, divided by the typical useful life.
3.2.8 Move-In Move-Out Automation	Automated customer move-in/move-out requests to reduce manual processing and errors.	OM&A	Savings are determined by summing the savings from both fully and semi-automated online move-in/out processes, based on the volume of each and the reduced back-office labor costs per minute. These gross savings are then offset by estimated depreciation costs to arrive at the net savings.	n/a

Initiative	Description		Methodology and supporting calculation	What is captured in Capital Expenses versus Capital Depreciation category
3.2.9 Salesforce Field Service for Reliability Operations	Centralized work requests and scheduling, reducing reliance on manual communication and increasing productivity.	OM&A	Centralized workload and prioritization using Salesforce Software estimates 1,800 field tech and crew hours saved per year. Savings are calculated by 1,800 hours multiplied by the annual labour rate. These gross savings are then offset by estimated costs of Salesforce licenses to arrive at the net savings.	n/a
3.2.10 Damage to Plant Process Automation	Implemented a Google Form-based system for faster and more efficient reporting of infrastructure damage.	*Capital Expense*	Damage to Plant ('DTP') Process Automation of using a Google Form is estimated to have a saving of 20 min per DTP case. Savings are calculated by taking 148 DTP cases per year multiplied by 20 minutes multiplied by the annual labour rate.	The savings for that year applied to capital jobs.
		Capital Depreciation		The savings for prior years that would have been applied to capital jobs, divided by the typical useful life.
3.2.11 Customer Information System Reduced Fees	Reduced managed service costs	OM&A	Customer Information System savings are determined directly from cost reductions achieved through renegotiating the CIS support contract in 2019. The methodology simply quantifies these identified contract cost reductions over the 2021-2025 rate period.	n/a

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