

Hydro Ottawa Limited

2026-2030 Rates

EB-2024-0115

Consumers Council of Canada

Oral Hearing Compendium

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**Appendix 2-K
Employee Costs**

	Last Rebasin Year 2021 - OEB Approved	Last Rebasin Year (2021 Actuals)	2022 Actuals	2023 Actuals	2024 Bridge Year	2024 Actuals	2024 Variance	2025 Bridge Year	2026 Test Year
Number of Employees (FTEs including Part-Time)									
Management (including executive)	122	122	137	138	133	147	14	135	141
Non-Management (union and non-union)	494	463	458	356	495	477	(17)	506	575
Total	616	585	595	494	628	624	(4)	641	716
Total Salary and Wages including overtime and incentive pay									
Management (including executive)	\$ 14,687,744	\$ 14,930,179	\$ 16,844,266	\$ 20,425,539	\$ 16,552,181	\$ 19,122,328	\$ 2,570,147	\$ 17,473,424	\$ 18,790,759
Non-Management (union and non-union)	\$ 46,496,513	\$ 42,697,382	\$ 44,586,571	\$ 36,450,884	\$ 49,725,708	\$ 48,155,820	\$ (1,569,888)	\$ 53,710,666	\$ 62,713,881
Total	\$ 61,184,257	\$ 57,627,561	\$ 61,430,837	\$ 56,876,423	\$ 66,277,889	\$ 67,278,148	\$ 1,000,259	\$ 71,184,090	\$ 81,504,640
Total Benefits (Current + Accrued)									
Management (including executive)	\$ 3,935,256	\$ 3,673,904	\$ 4,171,077	\$ 4,655,577	\$ 4,625,460	\$ 4,808,407	\$ 182,947	\$ 4,809,576	\$ 5,319,158
Non-Management (union and non-union)	\$ 12,453,947	\$ 10,742,500	\$ 10,939,837	\$ 9,533,754	\$ 13,926,495	\$ 11,770,126	\$ (2,156,369)	\$ 14,812,321	\$ 17,609,328
Total	\$ 16,389,203	\$ 14,416,404	\$ 15,110,914	\$ 14,189,331	\$ 18,551,955	\$ 16,578,533	\$ (1,973,422)	\$ 19,621,897	\$ 22,928,486
Total Compensation (Salary, Wages, & Benefits)									
Management (including executive)	\$ 18,623,000	\$ 18,604,083	\$ 21,015,343	\$ 25,081,116	\$ 21,177,641	\$ 23,930,735	\$ 2,753,094	\$ 22,283,000	\$ 24,109,917
Non-Management (union and non-union)	\$ 58,950,460	\$ 53,439,882	\$ 55,526,408	\$ 45,984,638	\$ 63,652,203	\$ 59,925,946	\$ (3,726,257)	\$ 68,522,987	\$ 80,323,209
Total	\$ 77,573,460	\$ 72,043,965	\$ 76,541,751	\$ 71,065,754	\$ 84,829,844	\$ 83,856,682	\$ (973,162)	\$ 90,805,987	\$ 104,433,126
Total Compensation Breakdown (Capital, OM&A)									
OM&A	\$ 55,112,372	\$ 51,913,728	\$ 58,228,528	\$ 56,171,648	\$ 66,985,813	\$ 62,750,768	\$ (4,235,045)	\$ 69,611,442	\$ 78,735,234
Capital	\$ 22,461,088	\$ 20,130,237	\$ 18,313,223	\$ 14,894,106	\$ 17,844,031	\$ 21,105,914	\$ 3,261,883	\$ 21,194,545	\$ 25,697,892
Total	\$ 77,573,460	\$ 72,043,965	\$ 76,541,751	\$ 71,065,754	\$ 84,829,844	\$ 83,856,682	\$ (973,162)	\$ 90,805,987	\$ 104,433,126

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EMPLOYEE COMPENSATION STRATEGY

1. INTRODUCTION

Hydro Ottawa’s compensation philosophy and associated compensation components are designed to attract and retain a skilled workforce while fostering a performance-driven work culture. This is achieved by appropriately and fairly rewarding performance aligned with the objectives outlined in the utility’s Strategic Direction, position competencies, and the company’s values, while responsibly managing total compensation costs in an increasingly competitive talent market.

2. TOTAL COMPENSATION

Hydro Ottawa’s approach to total compensation aligns with its compensation philosophy and includes the following key components which strengthen the value proposition: salaries, incentive-based pay for mid- and senior-level positions only, insured benefit plans, pension plan, and statutory benefits.

2.1. COMPENSATION BENCHMARKING STUDY

As provided in Attachment 1-3-3(F) - Compensation Benchmarking Study, Hydro Ottawa engaged Mercer Canada to conduct a benchmarking study of the utility’s total compensation, including salaries, target total cash compensation (which includes salary and target incentive where applicable), and benefit and pension contributions against both general industry and utility market comparators, where available. Competitiveness of salaries and target total cash compensation was defined as being within +/- 10% of P50 of each market comparator.¹

The study reviewed 20 jobs, including those core to the business, as well as technical, professional, and para-professional roles that support the business. The jobs included in the study are representative of both groups of positions/employees (management and non-management), which are further defined in Section 3 below. Five management jobs and 15

¹ “P50” refers to the market median job rate.

1 non-management jobs at different levels of each group were reviewed. The market comparison
2 study evaluated all jobs against base salary and target total cash compensation.

3
4 The following seven jobs that are core to the operational business (e.g. Director, Distribution
5 Operations; Manager, Distribution Operations; Supervisor, Distribution Operations; Professional
6 Engineer; and the unionized trades jobs of Power Line Technician; System Operator; and
7 Vehicle and Utility Equipment Technician) were found to be well aligned with the utility market
8 comparators. In the case of the Director, Distribution Operations and Professional Engineer
9 jobs, they were also well aligned with the general industry market comparators. One core
10 operational job, the System Designer job, which is a multi-skill job that consists of both technical
11 and project management functions, was found to be above both market comparators although
12 just slightly above the utility market comparators, while the Vehicle and Utility Equipment
13 Technical was found to be slightly above the general industry market comparator for base
14 salary, but aligned with target total cash compensation, while remaining aligned with utility
15 market comparators.

16
17 The market comparison study for unionized support jobs can best be described in two
18 categories. The first category of unionized support jobs (e.g. Warehouse Attendant; IT Service
19 Desk Technician; GIS/CAD Technician; and Customer Contact Agent) were found to be above
20 the general industry market comparators in varying degrees and only slightly above the utility
21 market comparators where available, with the GIS/CAD Technician aligned on base salary and
22 slightly above when comparing target total cash compensation. The second category of
23 unionized support jobs (e.g. Billing Service Associate; Collection Agent; and IT Systems
24 Support) were found to be well aligned to the utility market comparators, but slightly higher than
25 the general industry market comparators, with the IT Systems Support job also well aligned with
26 the general industry market comparators.

27
28 Key professional and supervisory jobs (e.g. Network Administrator; Management Accountant;
29 Communications Officer; and Supervisor, Billing) were also found to be consistent, with both the

1 general industry and utility market comparators. The Supervisor Billing is aligned with general
 2 industry, but below the utility market comparators, while the Management Accountant aligned
 3 with the general industry on base salary, but below when compared with target total cash. In
 4 addition, the Management Accountant was also lower on base salary within the utility market.
 5 The Senior Procurement Agent job was found to be above the general industry market
 6 comparators with no available utility comparators.

7
 8 With respect to employer paid benefits, which includes insurance and wellness benefits and
 9 pension contributions, the study found that these offerings at Hydro Ottawa are aligned with
 10 what is typically seen in the market for non-executive employees. Specifically, when compared
 11 to the Ontario Public Sector, where such benefits account for 20-25% of base salary, Hydro
 12 Ottawa’s benefits were found to be within 19-24% of base salary depending on the level of
 13 positions. Overall, Hydro Ottawa’s benefits have accounted for between 20-22% of total
 14 compensation.

15
 16 Table 1 below summarizes Hydro Ottawa’s historical and forecasted employer paid benefits as a
 17 percentage of total compensation from 2021-2026.

18
 19 **Table 1 – Employer Paid Benefits as a Percentage of Total Compensation**
 20 **(2021 to 2026)**

Historical Years			Bridge Years		Test Year
2021	2022	2023	2024	2025	2026
20%	20%	20%	22%	22%	22%

21
 22 **2.2. MERIT INCREASES**
 23 The salary structure for management and non-union employees consists of seven salary scales
 24 representing positions of similar scope and responsibility. A formalized point factor system is
 25 used to evaluate positions and determine the salary scale in which they are placed. This
 26 ensures internal equity. Salary scales are reviewed annually to ensure external competitiveness.

1 Employees are paid an annual salary within the salary scale based on education and
2 experience. Annual increases to salaries, within the salary scales, are merit-based and
3 determined by performance and contributions in the previous year. A robust performance
4 management process is in place for this purpose. An overall performance rating is established
5 and a merit increase associated with the rating is provided. Performance and contributions are
6 directly tied to Hydro Ottawa's corporate performance scorecard ensuring alignment with and
7 advancement of the utility's Strategic Direction.

8
9 In determining the appropriate merit increase associated with each performance rating, Hydro
10 Ottawa reviews the national, provincial, and local salary projections of major compensation
11 consulting firms, including those projections for the utility and broader public sectors, as well as
12 consumer price indices. Merit increases are aligned with these projections.

13
14 **2.3. INCENTIVE-BASED PAY**

15 Only those employees occupying senior management positions and members of the executive
16 team are eligible for an annual incentive-based pay as a component of their total cash
17 compensation, which is expressed as a percentage of annual salary. These employees
18 contribute directly to the success of the utility's Strategic Direction. On average, 40 employees
19 are eligible for incentive-based pay in any given year.

20
21 Incentive-based pay is derived from the achievement of corporate, divisional, and individual
22 priorities in the previous year. Corporate priorities are established each year and approved by
23 the Board of Directors, with divisional priorities approved by the Division Chief and President
24 and CEO. Non-financial priorities are designed to achieve continuous improvement in relation to
25 Hydro Ottawa's Strategic Direction. They include a number of strategic objectives focused on
26 customer service, operational and organizational efficiency and effectiveness, and service
27 reliability.

28
29 Table 2 below provides the average annual incentive pay per eligible employee

1 **Table 2 – Average Annual Incentive-Based Pay (2021 to 2023)²**

	Historical Years			3-Year Average
	2021	2022	2023	2021-2023
Number of Employees	38	39	43	40
Average Amount	\$ 18,818	\$ 18,701	\$ 18,388	\$ 18,636

2

3 **2.4. COLLECTIVE AGREEMENT**

4 The International Brotherhood of Electrical Workers (IBEW), Local 636 represents Hydro
 5 Ottawa’s unionized employees. This includes the company’s trades, technical, clerical, and
 6 administrative employees.

7

8 The current collective agreement is in effect from April 1, 2023 to March 31, 2027. This
 9 collective agreement was reached after an 84-day strike by the IBEW where the key items in
 10 dispute were workload and its effect on safety, and wages and benefits. The collective
 11 agreement was ratified by 57% of the employees. Negotiated wage increases were 4.5% for
 12 2023 (3.0% April 1 and 1.5% October 1 - not compounded) and 3.5% for 2024 (2.0% April 1 and
 13 1.5% October 1 - not compounded). For 2025 and 2026, the wage increases are 3.25% on April
 14 1 of each year. This represents an average increase in wages of 3.625% per year. The wage
 15 increases for the previous collective agreement from April 1, 2021 to March 31, 2023 were 2.3%
 16 on April 1 for each of 2021 and 2022. Overall, unionized wages increases for the period from
 17 April 1, 2021 to March 31, 2027 will be on average 3.18% per year. The Consumer Price Index
 18 from October 2021 to October 2024 has risen by an average annual rate of 3.99%³ while
 19 unionized wages at Hydro Ottawa during the same period increased by an average of 3.43%
 20 per year.

21

22 Increases to certain premiums, allowances, and insured benefits also formed part of the April 1,
 23 2023 to March 31, 2027 collective agreement, spread-out over the collective agreement’s
 24 four-year term. For the April 1, 2021 to March 31, 2023 collective agreement nominal increases

² Incentive payments earned are paid in the following year, year of payment is being presented in Table 2.

³ [Inflation Calculator - Bank of Canada](#).

1 were negotiated for certain premiums, allowances and insured benefits, as was a decrease of
2 the cap on the cost of living increase for those on Long-term disability (LTD); the cap was
3 decreased to up to 3% per year from the previous up to 4% per year.

4 5 **2.5. PENSION PLAN**

6 Hydro Ottawa employees are part of the Ontario Municipal Employees Retirement System
7 (OMERS), a multi-employer, contributory, defined-benefit pension plan established by the
8 Province for employees of municipalities, local boards, and school boards in Ontario. Pension
9 benefits are determined by a formula based on the highest consecutive five-year average of
10 contributory earnings and years of service. Pension benefits are subject to Shared Risk
11 Indexing, meaning any indexation to increases in the Consumer Price Index is conditional upon
12 the OMERS Sponsors Corporation Board of Directors (OMERS SC Board) annual assessment
13 of the overall financial health of the plan. Both participating employers and participating
14 employees are required to make equal contributions to the plan based on the participating
15 employees' contributory earnings.

16
17 Employers and employees that are members of the OMERS pension plan contribute a lesser
18 percentage on earnings received up to the annual Yearly Maximum Pensionable Earnings
19 (YMPE), and a higher percentage on earnings above the YMPE. The YMPE is equal to the
20 Base Canada Pension Plan (CPP) earnings threshold, as the OMERS pension plan is designed
21 to work together with the CPP to provide a stable retirement income.

22
23 The OMERS SC Board, who is responsible for decisions on benefit levels and contribution
24 rates, has recently confirmed that there will be no changes to contribution rates for 2025 and
25 2026. The contribution rates have been static since the last increase in 2013. Effective January
26 1, 2027, the OMERS SC Board has approved changes to contribution rates consistent with
27 external actuarial advice and its Contribution Rate Policy. Contribution rates up to the YMPE will
28 decrease from the current 9.0% of contributory earnings to 8.6% and contribution rates above

1 the YMPE will increase from the current 14.6% of contributory earnings to 15.7%. Hydro Ottawa
 2 has forecasted these contribution rates through to 2030.
 3 Table 3 below summarizes Hydro Ottawa’s historical and forecasted contribution rates to
 4 OMERS from 2021-2026.

5
 6 **Table 3 – OMERS Contribution Rates (2021-2026)**

	YMPE	Below YMPE	Above YMPE
2021 Historical	\$ 61,600	9.0%	14.6%
2022 Historical	\$ 64,900	9.0%	14.6%
2023 Historical	\$ 66,600	9.0%	14.6%
2024 Bridge	\$ 68,500	9.0%	14.6%
2025 Bridge	\$ 70,555	9.0%	14.6%
2026 Test	\$ 71,900	9.0%	14.6%

7
 8 **2.6. INSURED BENEFITS**
 9 Hydro Ottawa’s insured benefit plans provide employees with income security and protection
 10 from catastrophic and life events. Insured benefits coverage is provided to active full-time
 11 employees in the following areas:

- 12
- 13 ● Health, including vision care, prescription drugs, and paramedical services;
- 14 ● Dental, including major dental and orthodontics services;
- 15 ● Long-term disability (LTD) benefits;
- 16 ● Short-term disability benefits;
- 17 ● Life insurance; and
- 18 ● Critical Illness insurance (management and non-union employees only).

19
 20 Increases to certain insured benefits formed part of the April 1, 2021 to March 31, 2023 and
 21 April 1, 2023 to March 31, 2027 collective agreements, spread-out over the terms of those
 22 collective agreements. In the collective agreement from April 1, 2017 to March 31, 2021 there

1 were no changes made to the provisions of the insured benefit plans for the four-year term of
2 that collective agreement.

3
4 Hydro Ottawa continues to benefit from its existing cost containment measures such as
5 reasonable and customary limitations and generic drug substitution. A drug risk management
6 program is also in place whereby new or existing drugs with new treatment indications are
7 reviewed by the benefit plan insurer to ensure appropriateness. As noted earlier, as part of the
8 April 1, 2021 to March 31, 2023 collective agreement a decrease to the cap on the cost of living
9 increase for those on LTD was negotiated; the cap was decreased to up to 3% per year from the
10 previous up to 4% per year.

11
12 In late 2022 and into 2023, Hydro Ottawa undertook a competitive marketing process of its
13 insured benefit plans. This exercise resulted in a decrease in premiums of 11.2% or \$656K
14 annually. The 2024 estimated benefit costs are based on the final negotiated rates and
15 estimated premiums following this exercise, and for April 2025 onwards, benefit costs are
16 projected by applying reasonable assumptions to the prior year's estimated costs, subject to
17 rate guarantees and renewal caps resulting from the competitive marketing exercise. The
18 assumptions are based on Mercer's 2024 Anticipated Benefit Costs (published in fall 2023) and
19 expected and anticipated salary increases where applicable.

20

21 **2.7. POST-RETIREMENT BENEFITS**

22 Hydro Ottawa has taken steps to contain its future benefit costs by limiting the type, scope, and
23 applicability of post-retirement benefits. Hydro Ottawa's post-retirement benefits consist only of
24 life insurance and a small retirement grant for eligible employees, the latter for unionized
25 employees only and primarily linked to positive attendance at work. By maintaining these limited
26 post-retirement benefits, Hydro Ottawa prevents substantial current and future expenses.

27
28 Hydro Ottawa completes a full actuarial valuation of the future value of the post-retirement
29 benefits every three years, which is consistent with industry standards. In the interim years, an

1 extrapolation is completed to determine if there has been a material change from the previous
2 year.

3
4 The most recent actuarial valuation was performed as at December 31, 2022, with an actuarial
5 extrapolation performed as at December 31, 2023 by Eckler Consultants & Actuaries.⁴ The
6 valuation determined that the accrued post-retirement life insurance obligation is increasing,
7 primarily due to a decrease in the discount rate used in 2023. The accrued retirement grant
8 obligation increased in 2023 compared to 2022 and then is estimated to decrease in
9 subsequent years mainly attributable to the decreasing average age and service of employees,
10 as to be eligible for the retirement grant an employee must have 25 years or more of service.

11
12 **2.8. REGULATORY TREATMENT OF PENSION AND OTHER POST-EMPLOYMENT**
13 **BENEFITS**

14 On September 14, 2017, the OEB issued its final report on the regulatory treatment of pension
15 and other post-employment benefit (OPEB) costs establishing the use of accrual accounting as
16 the default method on which to set rates for pension and other post-employment benefit
17 amounts in cost-based applications.⁵ Moreover, this report also provides for the establishment of
18 a variance account to track the difference between the forecasted accrual amount in rates and
19 actual cash payment(s) made, with an asymmetric carrying charge in favour of ratepayers
20 applied to the differential.

21
22 Hydro Ottawa provides pension benefits for its employees through the OMERS Fund (Fund).
23 Although the plan is a defined benefit plan, sufficient information is not available to Hydro
24 Ottawa to account for it as such as it is not possible to attribute the fund assets and liabilities
25 between the various employers who contribute to the Fund. As a result, Hydro Ottawa accounts
26 for the plan as a defined contribution plan, and contributions payable as a result of employee
27 service are expensed as incurred similar to short-term employee benefits.

⁴ Please see Attachment 4-1-3(F): Actuarial Report.

⁵ Ontario Energy Board, *Report of the Board: Regulatory Treatment of Pension and Other Post-Employment Benefits (OPEBs) Costs*, EB-2015-0040 (September 14, 2017).

1 Hydro Ottawa also provides other post-employment benefits such as life insurance and a small
 2 retirement grant. These provide benefits to certain employees when they are no longer
 3 providing active service. The aforementioned other post-employment benefits are recorded on
 4 an accrual basis. The accrued benefit obligation and current service costs are calculated using
 5 the projected benefit method prorated on service and based on assumptions that reflect Hydro
 6 Ottawa’s best estimates. Hydro Ottawa tracks the difference between the forecasted accrual
 7 amount in rates and actual cash payments in a variance account as set out in the OEB Report.
 8 Please see Schedule 9-1-3 - Group 2 Accounts for balances related to the variance account.

9
 10 Table 4 below outlines Hydro Ottawa’s historical and forecasted Pension and OPEB amounts
 11 from 2021-2026.

12
 13 **Table 4 – 2021-2026 Pension and OPEB Amounts (\$’000s)**

Pension and OPEB ⁶	Historical Years			Bridge Years		Test Year
	2021	2022	2023	2024	2025	2026
Pension cost	\$ 5,478	\$ 5,710	\$ 5,340	\$ 7,189	\$ 7,813	\$ 8,930
Future employee benefits cost	\$ 747	\$ 281	\$ 878	\$ 840	\$ 857	\$ 874
Cash paid (future employee benefits)	\$ 815	\$ 788	\$ 843	N/A	N/A	N/A

14
 15 **3. HEADCOUNT**
 16 Hydro Ottawa has categorized employees/positions into two groups in calculating the total
 17 full-time equivalents (FTE). These groups are comprised of full-time permanent equivalents and
 18 temporary equivalents (which can be full-time or part-time), defined as follows:⁷

- 19
 20 • Management – includes executives, directors, managers, supervisors, and senior
 21 professionals such as professional engineers.

⁶ These definitions likewise apply to Tables 5 to 8 which follow.

⁷ Summer students and co-op students are not included, as these short-term hires are viewed as developmental in nature.

- Non-Management – includes non-unionized professionals, such as engineers-in-training and executive assistants, and all employees who are represented by the IBEW.

The tables below summarize Hydro Ottawa’s actual FTEs for 2021, 2022, 2023 along with the forecasted FTEs for 2024, 2025 and 2026. Hydro Ottawa’s FTE count is determined using standard methodology. For the 2021-2023 actuals, FTE is a calculated value derived from the total regular hours paid each year divided by the regular hours of work scheduled each year by a single employee in that group. For the 2024 and 2025 Bridge Years and 2026 Test Year, FTE is calculated as all budgeted positions, adjusted for part-year budgeting for new positions where applicable, and estimated vacancies.

3.1. FULL-TIME PERMANENT AND TEMPORARY EQUIVALENTS

Table 5 provides the total number of actual and forecasted permanent and temporary FTEs, and illustrates Hydro Ottawa’s need for growth in certain segments of its workforce as outlined in its Workforce Planning Strategy.

Table 5 – 2021-2026 Number of Employees (Full-Time Equivalents including Permanent, Temporary and Part-Time)⁸

	Historical Years			Bridge Years		Test Years
	2021	2022	2023	2024	2025	2026
Management	122	137	138	133	135	141
Non-Management	463	458	356	495	506	575
TOTAL	585	595	494	628	641	716

In 2023 there was a decrease in the non-management FTEs as a result of the strike by the IBEW.

⁸ Hydro Ottawa has completed OEB Appendix 2-K - Employee Costs, which is included in this Application.

1 In the 2024 to 2026 period the non-management FTEs are forecasted to increase while the
 2 management FTEs are forecasted to stay relatively stable. This increase in FTEs is aligned with
 3 Hydro Ottawa’s Workforce Planning Strategy which outlines the need for growth in certain
 4 segments of its workforce. The increase is primarily in certified and skilled trades and
 5 designated and technical professionals. Meanwhile management permanent FTEs are
 6 forecasted to be below the 2023 Actual in 2024 and 2025, returning to that same level in 2026.
 7 This is in response to planned distribution system investments and modernization of the
 8 electrical grid to ensure reliability and climate resilience as customers increasingly electrify their
 9 homes and businesses. This also remains consistent and aligned with the aforementioned
 10 Workforce Planning Strategy.

11
 12 Table 6 summarizes the number of actual employees at year-end from 2021 to 2024. This
 13 headcount aligns with the reported full-time equivalents and reflects the 2023 increase over the
 14 reported FTE attributed to the end of the labour disruption and return to normal operations. The
 15 increase in headcount in 2024 is attributed to increased hiring of existing and new positions
 16 hired during the year.

17
 18 **Table 6 – 2021-2024 - Number of Employees at Year-End (Full-Time, Temporary and**
 19 **Part-Time)**

	Historical Years			Test Year
	2021	2022	2023	2024
Number of Employees	584	589	582	652
TOTAL	584	589	582	652

20
 21 **3.2. FULL-TIME PERMANENT EQUIVALENTS**

22 Table 7 below illustrates Hydro Ottawa’s forecasted plan to grow its total number of permanent
 23 full-time positions/employees in accordance with its Workforce Planning Strategy detailed in
 24 Attachment 4-1-3(B) - Workforce Planning Strategy.

Table 7 – 2021-2026 - Number of Full-Time Permanent Equivalents

	Historical Years			Bridge Years		Test Year
	2021	2022	2023	2024	2025	2026
Management	121	135	137	127	129	138
Non-Management	439	432	331	471	482	550
TOTAL	560	567	468	598	611	688

Hydro Ottawa’s total number of permanent FTEs has remained relatively static over the course of two successive five-year rate plans. This aligns with Hydro Ottawa’s previous strategy of reduced headcount growth and use of contingent employees to supplement the workforce.

As previously discussed, the increase starting in 2024 supports the planned distribution system investments and modernization of the electrical grid as detailed on the Workforce Planning Strategy.

3.3. TEMPORARY EQUIVALENTS

Table 8 summarizes the number of actual and forecasted temporary equivalents from 2021 to 2026, which includes both temporary full-time and part-time employees.

Table 8 – 2021-2026 - Number of Temporary Equivalents (Full-Time or Part-Time)

	Historical Years			Bridge Years		Test Year
	2021	2022	2023	2024	2025	2026
Management	1	2	1	6	6	3
Non-Management	24	26	25	24	24	25
TOTAL	25	28	26	30	30	28

Historically, Hydro Ottawa has leveraged a temporary workforce which provides the utility with more flexibility to address seasonal and other workloads, and can be more easily adjusted upwards or downwards as required. In the negotiations for the April 1, 2021 to March 31, 2023 collective agreement, Hydro Ottawa and the IBEW agreed to increase the maximum length of

1 employment for temporary full-time employees, from the previous 18 months to the current 24
 2 months. Hydro Ottawa’s 2024, 2025 and 2026 forecast continues this approach to a temporary
 3 workforce, allowing the utility to better manage compensation costs.

4

5 **4. TOTAL COMPENSATION**

6 Table 9 below summarizes Hydro Ottawa’s historical and forecasted total compensation
 7 including salary, wages, and benefits from 2021 to 2026.

8

9 **Table 9 – 2021-2026 - Total Compensation (Salary, Wages, & Benefits) (\$’000s)⁹**

	Historical Years			Bridge Years		Test Year
	2021	2022	2023	2024	2025	2026
Management	\$ 18,604	\$ 21,015	\$ 25,081	\$ 21,178	\$ 22,283	\$ 24,110
Non-Management	\$ 53,440	\$ 55,526	\$ 45,985	\$ 63,652	\$ 68,523	\$ 80,323
TOTAL	\$ 72,044	\$ 76,542	\$ 71,066	\$ 84,830	\$ 90,806	\$ 104,433

10

11 **4.1. 2021-2022 ACTUALS**

12 The total compensation increase from 2021 to 2022 is largely due to step increases and annual
 13 negotiated salary increases for unionized employees, and annual merit increases for
 14 management and non-union employees. It is also attributable to an increase in overtime costs in
 15 2022 in connection with restoration activities following the Derecho storm, the most devastating
 16 severe weather event in Hydro Ottawa’s history, which caused significant damage to the
 17 electricity grid. Please see Attachment 2-1-1(A) - May 2022 Derecho After Storm Report for
 18 more information related to the Derecho storm.

19

20 **4.2. 2023 ACTUAL**

21 In 2023, non-management total compensation is lower due to the strike by the IBEW. Likewise,
 22 management total compensation is higher in 2023 due primarily to overtime worked during the

⁹ Hydro Ottawa has completed OEB Appendix 2-K - Employee Costs, which is included in this Application.

1 period of the strike responding to outages resulting from an exceptionally active summer of
2 lightning strikes, tornados, and heat waves.

3

4 **4.3. 2024 AND 2025 BRIDGE YEARS, 2026 TEST YEAR**

5 There is a corresponding increase in total compensation due to the increase in FTEs in
6 accordance with Hydro Ottawa's Workforce Planning Strategy. The non-management group
7 forecasted increase in total compensation is primarily related to the need for growth in certain
8 segments of the utility's workforce as outlined in Attachment 4-1-3(B) - Workforce Planning
9 Strategy.

10

11 Also contributing to the increase in total compensation are step increases and annual
12 negotiated salary increases for unionized employees, annual merit increases for management
13 and non-union employees, and a projected increase in benefit costs based on assumptions from
14 Mercer's 2024 Anticipated Benefit Costs which was published in the fall of 2023.

15

16 **5. VACANCY ALLOWANCE**

17 Hydro Ottawa's position budgeting process ensures a thorough and accurate representation of
18 the number of required full-time permanent positions and their associated compensation costs.
19 To attain this level of accuracy, a vacancy assumption (allowance) is applied, effectively
20 reducing both the number of FTE and the related compensation cost the company can
21 reasonably expect to incur.

22

23 The vacancy assumption is determined using historical and current trending which includes
24 attrition (retirement and resignations), internal/external environmental factors and forecasting.
25 Expected vacancies are expressed as a percentage and then applied.

26

27 Table 10 below summarizes the number of required full-time permanent positions, vacancy
28 assumption, reduced FTE due to vacancy assumption and anticipated contingent work force,
29 culminating in the final number of FTEs as detailed in Appendix 2K for 2024 through 2026.

1 **Table 10 – 2024-2026 - Reconciliation of Positions to FTEs in Appendix 2K¹⁰**

	Bridge Years		Test Year
	2024	2025	2026
Number of Full-Time Permanent Positions	667	667	748
Vacancy Assumption	10%	8%	8%
Vacancy Assumption translated into FTEs	(69)	(56)	(60)
Number of FTEs Sub total	598	611	688
Temps and Part Time	30	30	28
Number of FTEs (Appendix 2K)	628	641	716

2
 3 The actual vacancy in 2022 and 2023 peaked at 12% due to an increase in attrition, with
 4 anticipated retirements and unanticipated resignations. A hiring freeze that was instituted for the
 5 duration of the COVID-19 pandemic, with only key/critical positions being filled, contributed to
 6 higher vacancy during this time. The post pandemic environment has changed the way
 7 employees and potential employees view employment. Issues such as working from home,
 8 hybrid work arrangements and the mobility of the workforce exacerbated the issue resulting in a
 9 tight labour market for employers and has led to an increase in the attrition rate. In addition, the
 10 labour disruption in 2023 and the subsequent return to work of this segment of employees
 11 caused delays in filling vacant positions.

12
 13 However, recent hiring efforts have been successful and the vacancy assumption is forecasted
 14 to continue to reduce as seen in Table 9. Full details regarding attrition, and retention/attraction
 15 programs instituted to address this can be found in Attachment 4-1-3(B) - Workforce Planning
 16 Strategy. As shown in Table 11 below, this vacancy allowance of 8% results in a reduction of
 17 compensation for the 2026 Test Year of nearly \$9M. In addition, although the position growth

¹⁰ Hydro Ottawa has completed OEB Appendix 2-K - Employee Costs, which is included in this Application; Note that the 2024 vacancy rate is elevated due to partial-year positions.

1 referred to above is 177 positions out to 2030 or 131 out to 2026, on an FTE basis after the
 2 vacancy allowance, this represents an equivalent of 100 FTE growth between the OEB
 3 approved level of 616 in 2021 to 716 in 2026 as shown in Schedule 2-K.

4

5

Table 11 – Vacancy Assumption Cost Reductions¹¹ (\$'000s)

	Bridge Years		Test Year
	2024	2025	2026
Compensation	\$ 92,140	\$ 98,729	\$ 113,420
Vacancy Assumption	\$ (7,310)	\$ (7,923)	\$ (8,987)
Net Compensation (Appendix 2K)	\$ 84,830	\$ 90,806	\$ 104,433

6

7 Hydro Ottawa responsibly manages total compensation costs. In an increasingly competitive
 8 talent market, the company’s retention and attraction programs are designed to secure the
 9 critical and key talent required to ensure ongoing success.

10

11 To ensure the compensation budget accurately reflects anticipated expenditures, a vacancy
 12 assumption was incorporated. This adjustment acknowledges the inherent reality of position
 13 turnover and recruitment timelines, recognizing that a full complement of staff is rarely present
 14 throughout the entire fiscal year. By factoring in a realistic vacancy rate, the budget avoids
 15 overstating personnel costs and provides a more precise representation of expected payroll
 16 expenses.

¹¹ Hydro Ottawa has completed OEB Appendix 2-K - Employee Costs, which is included in this Application.

1 **INTERROGATORY RESPONSES TO ONTARIO ENERGY BOARD STAFF**

2
3 **4-Staff-167**

4
5 **EVIDENCE REFERENCE:**

6
7 Benefit Costs

8 Ref. 1: Exhibit 4 / Tab 1 / Schedule 3 / Attachment A / Table 9 / p. 15 (pdf p. 143)

9
10 **QUESTION(S):**

11
12 a) Reference 1 states that Hydro Ottawa projected its benefit costs using assumptions based on
13 Mercer's 2024 Anticipated Benefit Costs published in fall 2023. Please provide a copy of
14 Mercer's 2024 Anticipated Benefit Costs.

15 b) Please explain the assumptions used to project Hydro Ottawa's benefit costs for 2024-2026.
16

17
18 **RESPONSE(S):**

19
20 a) Please see Attachment 4-Staff-167(A) - 2024 Anticipated Benefit Costs.
21

22 b) The assumptions used to project Hydro Ottawa's benefits costs from 2024-2026 reflect Mercer's
23 best estimates of rate changes subject to any rate guarantees and caps in place from the
24 competitive marketing process undertaken in late 2022 and early 2023, as stated in Section 2.6
25 of Attachment 4-1-3(A) - Employee Compensation Strategy.

26
27 The assumptions take into account the recent experience of the Hydro Ottawa group plan, and
28 Mercer's 2024 Anticipated Benefits Costs provided as Attachment 4-Staff-167(A) - 2024
29 Anticipated Benefit Costs. The assumptions take into account various cost drivers that are
30 prevalent in the current environment. Below is a listing of assumptions for the major benefits
31 offered.

1 Health and Dental assumptions are based on Hydro Ottawa's size and claims history, with plan
2 utilization and inflation used to determine future cost. It should be noted that plan maximums for
3 services have been implemented on both Health and Dental plans, decreasing the effects of
4 inflation to a degree. Hydro Ottawa has assumed 5.5% to 6.5% increase to Dental and 7.5%
5 decreasing to 6.2% for Health costs for the period.

6
7 OMERS pension assumption is tied to increases in YMPE (Year's Maximum Pensionable
8 Earnings) and cost tied to base salary of employees. OMERS Sponsors Corporation has
9 announced that rates for 2024, 2025 and 2026 will remain unchanged at 9% on earnings up to
10 YMPE and 14.6% on earnings above YMPE. In 2027, the rates will be 8.6% on earnings up to
11 YMPE and 15.7% on earnings above YMPE. We have included this in our assumptions as well
12 as projections to increases in YMPE for 2024 onwards.

13
14 The employers' portion of CPP has been historically stable. Rates for CPP first ceiling have
15 been projected to remain at 5.95% of earnings up to YMPE for the period. We have
16 incorporated the second CPP ceiling into our assumptions; however, we have anticipated the
17 rate of 4% to remain static. As mentioned above, both the YMPE and the second earnings
18 ceiling have been forecast to increase.

1 **INTERROGATORY RESPONSES TO CONSUMERS COUNCIL OF CANADA**

2
3 **4-CCC-52**

4
5 **EVIDENCE REFERENCE:**

6
7 Exhibit 4, Tab 1, Schedule 3, Attachment A, pp. 13, 15-17 Appendix 2-K

8
9 **QUESTION(S):**

10
11 a) Please provide a revised version of Appendix 2-K that reflects 2024 actuals and the 2025
12 forecast using the current best available information. Please also make any necessary updates to
13 2026 based on the current best available information. As part of the response, please also provide
14 the number of employees, total salary and wages (with a further breakout of overtime and incentive
15 pay), total benefits and total compensation by the following categories: Executive, Management,
16 Union, and Non-Union for each year 2021-2026.

17
18 b) Please explain how overtime-related compensation was forecast for the 2026 test year.

19
20 c) (P. 13) Please confirm that the temporary equivalents form part of the total FTEs
21 shown in Appendix 2-K

22
23 d) (P. 16) Please provide a revised version of Table 10 that shows the actual vacancy- related
24 reconciliation for the 2021-2023 period in the same format.

25
26 e) (P. 16) Please provide an updated version of Table 10 that provided the actual vacancy rate for
27 2024 using the current best available information.

28
29 f) (P. 16) Please explain how the forecast vacancy assumption of 8% for the 2025 and
30 2026 was determined.

1 g) (P. 17) Please explain how the number of forecast FTE vacancies (and offset by temp/part-time
2 workers) is converted to compensation figures. As part of the response, please provide the detailed
3 calculations that support Table 11.

4
5 h) (P. 17) Please provide the forecast reduction to 2026 compensation resulting from the
6 application of a: (i) 10% vacancy rate assumption; and (ii) 12% vacancy rate assumption.

7
8
9 **RESPONSE(S):**

10
11 a) To address this request,

- 12 ● Please see Attachment 1-Staff-1(A) - Chapter 2 Appendices in the response to interrogatory
13 1-Staff-1 for Appendix 2-K with 2024 actuals.
- 14 ● Please see Attachment 4-CCC-52(A) - Breakout of Appendix 2-K to address your request to
15 see Appendix 2-K broken out by Executive, Management, Union, and Non-Union for each
16 year 2021-2026.
- 17 ● The 2025 forecast will not be available until October 2025 and there is no update to the
18 2026 information. Please see the response to Interrogatory 4-SEC-66, which shows June
19 YTD actuals for 2025 by Appendix 2-JC OM&A programs.

20
21 b) Overtime is budgeted based on recent trends, excluding outlier years. While the overall
22 2024-2025 bridge years and 2026 test year is accurate, it may not align perfectly with individual
23 employee classes because non-union and management overtime is not budgeted per
24 employee.

25
26 c) Yes, temporary equivalents form part of the total FTEs shown in Appendix 2-K.

27
28 d) Table A shows the requested data, reconciling the number of budgeted positions to actual FTEs.
29 Please note that for 2021-2024 actuals, the difference between the number of budgeted
30 positions and FTEs is not solely explained by positions vacancies, but will include a variety of
31 factors including the impact of an 84 day labour strike, short-term sick leaves, short-term acting

1 assignments, position overlaps to support knowledge transfer for succession, etc., these are
 2 collectively referred to FTE adjustment in the table below for the actual historical years below.

3

4 **Table A - Reconciliation of Positions to FTEs in Appendix 2-K**

	OEB Approved	Historical Years				Bridge Year	Test Year
	2021	2021	2022	2023	2024	2025	2026
Number of Full-Time Permanent Positions	611	617	617	617	667	667	748
Vacancy Rate	4%	10%	12%	12%	11%	8%	8%
Vacancy Assumption translated into FTEs	(24)	(62)	(74)	(74)	(73)	(56)	(60)
Temps and Part Time	28	25	28	26	36	30	28
Other FTE Adjustment		5	24	(75)	(6)		
Number of FTEs (Appendix 2K)	616	585	595	494	624	641	716

5

6

7 e) See Table A above for Table 10 of the reference with 2024 actuals. As noted in the response to
 8 d) above, the difference between positions and FTEs when looking at historical actuals is not a
 9 vacancy rate. For the actual 2024 vacancy rate, see the response to interrogatory 4.0-VECC-42.

10

11 f) Forecast vacancy rate is based on historical trending, the implementation of HR Programs that
 12 support recruiting/attraction and retention of talent and current external labour market
 13 conditions.

14

15 g) When developing the compensation budget, the first step is to determine the total cost of
 16 salaries and benefits for all HOL approved positions. From this total, an amount is subtracted for
 17 expected vacancies, calculated by applying a vacancy percentage to the overall compensation.
 18 This provides a specific dollar value for those vacant positions. The net compensation and
 19 vacancy amounts shown in Table 11 come directly from the general ledger and represent the
 20 true compensation budget.

1 h) See Table B below for the hypothetical scenarios requested, please refer to interrogatory
 2 response to 4.0-VECC-42 part d) for the actual vacancy rate as of June 30th, 2025 which was
 3 9%.

4

5 **Table B - 2026 Total Compensation with Requested Vacancy Rates (\$M)**

	Test	Requested	
	2026	2026	2026
Compensation (\$)	113	113	113
Vacancy %	8%	10%	12%
Vacancy Assumption (\$)	(9)	(11)	(13)
TOTAL - NET COMPENSATION (\$)	104	102	100

6

1 L. GLUCK: Fine.

2 J. NOWICKI: Sorry, is that an undertaking, Ms. Coban?

3 D. COBAN: Yes, to consider if we can provide the 2024
4 actuals in the same format as we see here in Table 9.

5 J. NOWICKI: Okay. So that will be JT2.26.

6 **UNDERTAKING JT2.26: Consider providing 2024**
7 **actuals in same format as seen in Table 9**

8 L. YEUNG: Sorry, just a second. I thought there was
9 an IR response, but if you can give me one second I can
10 find it out. This is the underground locate 2024
11 information; am I correct?

12 L. GLUCK: I am looking for the actuals, and sort of
13 at this level of detail, yeah.

14 L. YEUNG: Right. May I point you to Staff 138, Table
15 B, please. Would that answer your question?

16 L. GLUCK: Yes, if 2024 was updated here, then, yes,
17 that answers my question, thank you.

18 L. YEUNG: You're welcome.

19 L. GLUCK: And my last set of questions are related to
20 a discussion that you had with Ms. Scott regarding the
21 calculation of 2026 overtime. And if we could go to 4 CCC
22 52, part (e), please. And Ms. Scott did discuss this with
23 you, but I still don't think I understand. And in this
24 response you describe the overtime as budgeted on recent
25 trends excluding outlier years, and when you say recent
26 trends, are you referring to a period of time? Is it --
27 can we use the evidence that's available on the record to
28 date to see, to test how you calculated and how you

1 forecasted 2026 overtime by removing certain years or
2 otherwise? Or would we be unable to replicate what you've
3 -- how you've calculated 2026 overtime?

4 L. YEUNG: So if we look at -- actually, if we can
5 bring up the Excel attachment CCC 52A, please. So 2024 is
6 a good representation of a normal year. Unlike 2022, the
7 weather events, and also 2023, the weather events and the
8 strike, 2024 is relatively normal. And here in this file
9 2024 is actual that hopefully that will provide a good
10 comparison to our 2025 and 2026 budget.

11 L. GLUCK: If I were to -- I mean, I just did it very
12 quickly, but if I just summed up 2024, it's a \$4 million
13 overtime budget, and you're requesting 4.75 million? Is
14 that what I should take from it? You sort of started from
15 2024 and then moved from there? Or is it the whole
16 historical period or anything like that?

17 L. YEUNG: Sorry, if you can give me one second. So
18 you are looking for total overtime in each category; am I
19 correct?

20 L. GLUCK: I was -- originally, I was trying to
21 understand how you calculated in 2026 overtime budget.

22 L. YEUNG: Okay, sorry, just one second. That's -- I
23 am just trying to sum it up. Okay. So your question is
24 how do we calculate that in 2026 budget; am I correct?

25 L. GLUCK: Yes.

26 L. YEUNG: So it is based on the historical trend. We
27 go to business units, each business unit, and different
28 jobs, and we look at that. We also considered that the

1 wages increase each year, we look at the trend. We remove
2 any major events that we know we don't forecast that to
3 happen again, like the labour strike and the major events.
4 This is how we budget for that.

5 L. GLUCK: Okay. Thank you. Can we go to 4-STAFF-165
6 part (c), please? And this is my last question.

7 And in this response, the question is about overtime
8 as well. And there is a footnote here that discusses that
9 at the time of the strike, some managers were also eligible
10 for overtime. And the way I read that is that those
11 managers are no longer eligible for overtime in the
12 forecast period? Is that what I should take that from the
13 footnote?

14 D. BURNETT VACHON: That's correct.

15 L. GLUCK: The policy changed?

16 D. BURNETT VACHON: Yes.

17 L. GLUCK: Okay. Thank you, very much, those are my
18 questions.

19 J. NOWICKI: Thank you, Mr. Gluck. Up next we have
20 Energy Probe, Mr. Ladanyi. We have you down for 15
21 minutes; there is about 12 minutes left for today. If you
22 want to get started on your questions and then anything
23 additional, we can take up on Day 3.

24 You are on mute, Mr. Ladanyi.

25 **EXAMINATION BY T. LADANYI**

26 T. LADANYI: Yes, I was mute.

27 Good afternoon, panel. My name is Tom Ladanyi, I am
28 consultant representing Energy Probe and CCMBC, Coalition

4-CCC-52 / Attachment A

	Last Rebasng Year (2021 Actual)	2022 Actual	2023 Actual	2024 Actual	2025 Bridge Year	2026 Test Year
Number of Employees (FTEs including Part-Time)						
Management (including executive)	122	137	138	147	135	141
Executive	12	11	12	16	12	13
Management	111	126	126	131	123	128
Non-Management (union and non-union)	463	458	356	477	506	575
Union	398	389	282	384	406	452
Non-Union	65	69	74	93	100	123
Total	585	595	494	624	641	716
Total Salary and Wages including overtime and incentive pay						
Management (including executive)	\$ 14,930,179	\$ 16,844,266	\$ 20,425,539	\$ 19,122,328	\$ 17,473,424	\$ 18,790,759
Executive	\$ 2,077,531	\$ 2,002,573	\$ 2,146,853	\$ 2,978,618	\$ 2,288,889	\$ 2,492,896
overtime	-	-	-	-	-	-
incentive	391,742	372,617	405,781	506,459	495,979	519,829
Other	1,685,789	1,629,956	1,741,072	2,472,160	1,792,910	1,973,067
Management	\$ 12,852,648	\$ 14,841,693	\$ 18,278,686	\$ 16,143,710	\$ 15,184,536	\$ 16,297,863
overtime	329,579	793,821	2,766,875	481,162	-	-
incentive	323,349	356,710	384,906	403,099	683,354	737,586
Other	12,199,721	13,691,162	15,126,904	15,259,450	14,501,182	15,560,277
Non-Management (union and non-union)	\$ 42,697,382	\$ 44,586,571	\$ 36,450,884	\$ 48,155,820	\$ 53,710,666	\$ 62,713,881
Union	\$ 37,362,193	\$ 38,728,737	\$ 29,273,930	\$ 39,869,358	\$ 43,095,392	\$ 49,394,441
overtime	3,094,188	5,042,166	3,158,470	3,450,590	3,589,456	4,239,845
incentive	-	-	-	-	-	-
Other	34,268,006	33,686,571	26,115,459	36,418,768	39,505,936	45,154,596
Non-Union	\$ 5,335,189	\$ 5,857,834	\$ 7,176,955	\$ 8,286,462	\$ 10,615,274	\$ 13,319,440
overtime	78,161	134,013	320,471	33,394	458,225	512,976
incentive	-	-	-	53,892	-	-
Other	5,257,027	5,723,822	6,856,483	8,199,177	10,157,049	12,806,464
Total	\$ 57,627,561	\$ 61,430,837	\$ 56,876,423	\$ 67,278,148	\$ 71,184,090	\$ 81,504,640
Total Benefits (Current + Accrued)						
Management (including executive)	\$ 3,673,904	\$ 4,171,077	\$ 4,655,577	\$ 4,808,407	\$ 4,809,576	\$ 5,319,463
Executive	492,618	473,351	524,572	702,390	573,347	604,852
Management	3,181,285	3,697,726	4,131,005	4,106,017	4,236,228	4,714,611
Non-Management (union and non-union)	\$ 10,742,500	\$ 10,939,837	\$ 9,533,754	\$ 11,770,126	\$ 14,812,321	\$ 17,609,023
Union	9,394,098	9,522,635	7,868,593	9,760,678	12,089,303	14,104,028
Non-Union	1,348,403	1,417,202	1,665,161	2,009,448	2,723,017	3,504,995
Total	\$ 14,416,404	\$ 15,110,913	\$ 14,189,330	\$ 16,578,533	\$ 19,621,896	\$ 22,928,486
Total Compensation (Salary, Wages, & Benefits)						
Management (including executive)	\$ 18,604,083	\$ 21,015,343	\$ 25,081,115	\$ 23,930,735	\$ 22,283,000	\$ 24,110,222
Executive	2,570,150	2,475,924	2,671,425	3,681,008	2,862,236	3,097,748
Management	16,033,933	18,539,419	22,409,691	20,249,727	19,420,764	21,012,474
Non-Management (union and non-union)	\$ 53,439,882	\$ 55,526,408	\$ 45,984,638	\$ 59,925,946	\$ 68,522,987	\$ 80,322,904
Union	46,756,291	48,251,371	37,142,522	49,630,036	55,184,695	63,498,469
Non-Union	6,683,591	7,275,037	8,842,116	10,295,911	13,338,291	16,824,435
Total	\$ 72,043,965	\$ 76,541,750	\$ 71,065,753	\$ 83,856,682	\$ 90,805,987	\$ 104,433,126
Total Compensation (Capital, OM&A)						
	2024 Actual	2025 Bridge Year	2026 Test Year	2026 vs. 2024 VAR (\$)	2026 vs. 2024 VAR (%)	
Overtime Total	\$ 3,965,146	\$ 4,047,681	\$ 4,752,821	\$ 787,675	19.9%	
Overtime Total (excl. Mgmt)	\$ 3,483,984	\$ 4,047,681	\$ 4,752,821	\$ 1,268,837	36.4%	

Corporate Cost Allocation

Name of Company		Service Offered	Pricing Methodology	2021		2022		2023		2024		2025		2026	
				% of Corporate Costs Allocated	Amount Allocated	% of Corporate Costs Allocated	Amount Allocated	% of Corporate Costs Allocated	Amount Allocated	% of Corporate Costs Allocated	Amount Allocated	% of Corporate Costs Allocated	Amount Allocated	% of Corporate Costs Allocated	Amount Allocated
From	To		%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	
HOLI	HOL	Management Services	50%	\$780,373	66%	\$893,698	69%	\$785,682	70%	\$754,815	69%	\$693,108	70%	\$721,939	
HOLI	HOL	Finance, Internal Audit, Risk Management	75%	\$1,510,589	71%	\$1,445,006	71%	\$2,121,808	71%	\$1,916,789	70%	\$2,547,483	70%	\$2,637,100	
HOLI	HOL	Human Resources (HR)	80%	\$469,582	80%	\$539,500	84%	\$697,870	83%	\$965,144	83%	\$714,923	85%	\$758,182	
HOLI	HOL	Treasury Services	58%	\$59,666	58%	\$72,694	62%	\$80,509	61%	\$79,232	62%	\$85,158	62%	\$88,393	
HOLI	HOL	Customer Service, Corporate Communications	46%	\$516,937	67%	\$1,111,828	80%	\$1,585,249	80%	\$1,633,480	80%	\$1,588,221	80%	\$1,645,679	
HOLI	HOL	Legal	38%	\$179,670	40%	\$137,018	40%	\$166,630	40%	\$166,951	40%	\$183,017	40%	\$189,683	
HOLI	HOL	Board of Directors	10%	\$37,211	50%	\$253,475.29	69%	\$465,941	70%	\$596,125	70%	\$589,253	70%	\$610,133	
HOLI	HOL	Information Management & Technology	53%	\$417,082	64%	\$564,933	60%	\$528,973	70%	\$727,420	60%	\$726,290	60%	\$751,718	
HOLI	HOL	Corporate Administrative Services	10%	\$46,146											
HOLI	HOL	Distribution Leadership									75%	\$308,836	75%	\$308,992	
Total Charged from HOLI to HOL					\$4,017,236		\$5,018,153		\$6,432,661		\$6,839,955		\$7,436,289		\$7,711,819

1 **INTERROGATORY RESPONSES TO ONTARIO ENERGY BOARD STAFF**

2
3 **4-Staff-156**

4
5 **EVIDENCE REFERENCE:**

6
7 Corporate Costs OM&A Program

8 Ref. 1: Exhibit 4 / Tab 1 / Schedule 2 / pp. 64-66 (pdf pp. 105-107)

9 Ref. 2: HOL_Attachment 4-1-2(B) - OEB Appendix 2-JC-OM&A Programs Table_20250415.xlsx

10
11 **QUESTION(S):**

12
13 a) Please explain in further detail the corporate function activities related to the strike and storm in
14 2023 that contributed to the increase in costs of \$1.5M.

15
16
17 **RESPONSE(S):**

18
19 Hydro Ottawa experienced a \$1.5 million increase in corporate functions in 2023 as a result of the
20 strike and storm-related activities as noted in reference 1. The demand for executive management
21 time significantly increased in 2023 due to the 84-day strike in 2023 and increased storm activity in
22 the same year. For a list of significant storm activity, refer to Table 4 - Historical Weather Events and
23 Impacts outlined in Schedule 2-5-1 - Distribution System Plan Overview.

24
25 Subsequent to the devastating 2022 Derecho, the heightened sensitivity to storms and power
26 outages necessitated an increased need for proactive executive management, including enhanced
27 communication with customers and city councillors, particularly during the strike when a significant
28 portion of the management team was performing front-line work. Furthermore, during the 84-day
29 strike, the executive management team was critically focused on ensuring work continuity, assisting
30 the rest of the management staff with managing the workload, and actively participating in labour

1 relations efforts. A significant amount of time was also dedicated to pre-strike planning and labour
2 relations in proactive efforts to avert the strike, as well as post-strike labour relations.
3
4 Beyond these specific 2023 events, the demand for executive management time has also increased
5 due to broader strategic imperatives. Lessons learned from the strike underscore the need for
6 management to prioritize employee engagement, safety and well-being. Furthermore, the
7 substantial rise in large load connection requests and inquiries, coupled with the changing
8 regulatory landscape, evolving energy security priorities, climate change implications, and the
9 ongoing digital transformation of the industry, all necessitate greater executive oversight. These
10 complex factors have, in turn, also necessitated an increase in corporate support across various
11 functions, including services such as Internal Audit. Please refer to Section 4.1 of Schedule 4-2-1 -
12 Shared Services and Corporate Cost Allocation for details on the methodology used to allocate
13 executive support.

1 **INTERROGATORY RESPONSES TO ONTARIO ENERGY BOARD STAFF**

2
3 **4-Staff-173**

4
5 **EVIDENCE REFERENCE:**

6
7 Shared Services and Corporate Cost Allocation

8 Ref. 1: Exhibit 4 / Tab 2 / Schedule 1 / p. 6 (pdf p. 282)

9 Ref. 2: Affiliate Relationships Code (ARC) for Electricity Distributors and Transmitters (Revised
10 March 15, 2010) / Section 2.2.5, p. 8

11
12 **QUESTION(S):**

13
14 a) The cost of shared corporate services received by Hydro Ottawa from Hydro Ottawa Holding
15 Inc. increased by almost \$1M in 2022 and by \$1.4M in 2023. Please provide the following:

16 i) Please explain in detail the main drivers of the increase including events that triggered
17 the demand for executive management time in 2022 and 2023.

18 ii) Reference 2 states that the transfer pricing rules set out in section 2.3 of the ARC do not
19 apply when a utility receives a service, resources, product or use of asset from an
20 affiliate in an emergency situation; a reasonable fully-allocated cost-related price shall be
21 determined afterwards by the parties. Please explain if there were any instances that the
22 cost-related price was determined differently during an emergency situation such as the
23 events that triggered the cost increase in a) i)? If yes, please explain in further detail.

24 b) Please explain in detail the changing regulatory landscape, energy security priorities, climate
25 change implications, and digital transformation that has necessitated an increase in other
26 services for the period 2021 to 2026 (reference 1). Please also explain what other services are
27 affected.

28 c) The costs in Table 4 (reference 1) show an increasing trend in shared corporate services
29 provided by Hydro Ottawa Holding Inc. from 2021 to 2026. Please explain how Hydro Ottawa
30 derived the estimated costs in 2024, 2025, and 2026.

1

2 **RESPONSE(S):**

3

4 a) i) As outlined in Section 4.1 of Schedule 4-2-1 - Shared Services and Corporate Cost
5 Allocation, the main drivers for the cost increase are the significant weather events that
6 occurred in 2022 and 2023, along with the 84-day-strike in 2023. These events triggered a
7 substantial demand for executive management time, which is a key component of the shared
8 corporate services received by Hydro Ottawa from Hydro Ottawa Holding Inc. Please also refer
9 to the response to interrogatory 4-Staff-156 for additional information.

10

11 ii) No, even for additional shared corporate services received from Hydro Ottawa Holding Inc.
12 relating to weather events and the labour strike, there were no instances where an emergency
13 pricing methodology was used. The cost increase was a result of increased time spent, but
14 there was no change to the pricing methodology for these emergency support services.

15

16 b) The changing regulatory landscape, evolving energy security priorities, climate change
17 implications, and the ongoing digital transformation of the industry have necessitated a greater
18 demand for executive management time and an increase in other corporate services. These
19 complex factors, which are often interrelated, require significant strategic capacity and
20 involvement at the executive level. The evolving regulatory environment, for instance, demands
21 that the company's executive management team actively assesses and responds to new OEB
22 initiatives and Ministry of Energy directives on electrification. Similarly, heightened awareness of
23 supply chain vulnerabilities and increased dependence on electricity have necessitated greater
24 planning, coordination, and resiliency efforts. More frequent and severe weather events require
25 rapid, coordinated responses from executive and operational leadership, which has reinforced
26 the need for long-term planning to improve system resilience. Lastly, as a critical infrastructure
27 operator, Hydro Ottawa has a heightened need for stronger cybersecurity and robust digital
28 infrastructure. This has necessitated direct engagement from executive leaders for new
29 technologies and enterprise-wide change management. These factors, in conjunction with
30 growth, have also necessitated an increase in corporate support across various functions,
31 including services such as Internal Audit, to ensure the company effectively manages these new

- 1 and complex risks. Please refer to the response to interrogatory 4-Staff-156 for additional
2 information.
- 3
- 4 c) Hydro Ottawa derived the estimated costs for 2024, 2025, and 2026 by applying the pricing
5 methodologies outlined in Table 2 of Schedule 4-2-1 - Shared Services and Corporate Cost
6 Allocation. The estimated costs were forecasted based on the budgets provided by each
7 functional group, which were then reviewed against historical averages, with one-time events
8 excluded. The proportional share of these costs was then allocated to each affiliate based on
9 management's knowledge of the business and the expected demand for services over the
10 forecast period.

1 **SETTLEMENT RESPONSES TO SCHOOL ENERGY COALITION**

2

3 **SC-SEC-3**

4

5 **EVIDENCE REFERENCE:**

6

7 TC Day 2, p.139, lines 17-20

8

9 **QUESTION(S):**

10

11 Hydro Ottawa stated “for other reasons as we have outlined”, please indicate where this was
12 outlined and what the other reasons were.

13

14 _____

15 **RESPONSE(S):**

16

17 This question relates to the discussion during the technical conference regarding the increase in
18 corporate cost allocations following the 2022 storm events and the 2023 labour strike. As noted in
19 the transcript, Hydro Ottawa explained that while those events initially contributed to higher costs,
20 the elevated level of corporate allocations has continued due to other ongoing factors.

21

22 The “other reasons” are outlined in interrogatory response 4-Staff-156 and in Section 4.1 of
23 Schedule 4-2-1 - Shared Services and Corporate Cost Allocation. The other reasons include
24 expanded capital programs and a growing customer base, along with broader factors such as an
25 evolving regulatory environment, climate change impacts, and the ongoing digital transformation of
26 the utility sector, all of which have contributed to increased corporate allocations.

1 **INTERROGATORY RESPONSES TO CONSUMERS COUNCIL OF CANADA**

2
3 **4-CCC-56**

4
5 **EVIDENCE REFERENCE:**

6
7 Exhibit 4, Tab 2, Schedule 1, p. 6

8
9 Preamble:

10 Hydro Ottawa Holding Inc.'s service costs to Hydro Ottawa are increasing from \$3.8 million in 2021
11 to \$7.7 million in 2026. The increase stems from several key factors including the demand for
12 executive management time which has significantly increased.

13
14 **QUESTION(S):**

15
16 a) Please set out the overall increase in executive management costs which are
17 subject to the allocation, prior to the allocation, from 2021 to 2026.

18
19 b) If the demand for executive management are increasing for Hydro Ottawa Limited, have they
20 decreased for the other entities? Please explain.

21
22 _____
23 **RESPONSE(S):**

24
25 a) The overall pool of Hydro Ottawa Holding Inc.'s costs subject to allocation to Hydro Ottawa has
26 increased by 46% from 2021 to 2026, representing an average annual increase of 8%. It should
27 be noted that costs reflected in Attachment 4-2-1(A) - OEB Appendix 2-N - Shared Services and
28 Corporate Cost Allocation represent only the costs that Hydro Ottawa shares with other
29 affiliates. There are additional costs within the holding company that may be borne by the
30 holding company itself or other non-regulated affiliates that are not included in this Appendix.

1 b) While the overall pool of costs subject to allocation has grown from 2021 to 2026 due to factors
2 such as general inflation, the allocation percentage to the other entities has decreased. This is a
3 result of two primary drivers. First, the demand for executive management time dedicated to
4 Hydro Ottawa has increased, as detailed in the response to interrogatory 4-Staff-156, due to
5 events such as the 2023 strike and severe weather events, as well as evolving regulatory and
6 strategic demands. Second, the non-regulated affiliates have grown significantly and hired their
7 own senior management staff, which has allowed them to perform some of the duties that were
8 previously fulfilled by the executive management team. This has, in turn, reduced the
9 proportionate share of the cost pool allocated to these other entities. Despite this decrease in
10 the proportionate share, the costs allocated to the other entities have still increased from 2021
11 because the overall pool of costs being allocated has grown. Additionally, there are other costs
12 at the holding company that are only applicable to affiliates.

1 **INTERROGATORY RESPONSES TO CONSUMERS COUNCIL OF CANADA**

2
3 **4-CCC-50**

4
5 **EVIDENCE REFERENCE:**

6
7 Exhibit 4, Tab 1, Schedule 3, pp. 4-5
8 Appendix 2-JC

9
10 **QUESTION(S):**

- 11
12 a) (P. 4) Please provide the underlying data in tabular format that supports Figure 1.
13 b) (P. 5) Please provide a revised version of Table 1 that shows for every Appendix 2-JC OM&A
14 program (whether or not there have been FTE additions during the period), the number of FTEs
15 assigned to each program for each year 2021-2030. As part of the response, please also
16 update the FTEs using the current best available information for the 2024 and 2025 bridge
17 years (and update the 2026-2030 forecasts as necessary). Please also show each specific
18 program that underpins “Distribution Operations” on separate lines.
19

20
21 **RESPONSE(S):**

- 22
23 a) Please see Tables A and B below:

1

Table A – Underlying Data for Figure 1 Historical Years - 2016 - 2023 (\$'000s)

	Historical Years							
	2016	2017	2018	2019	2020	2021	2022	2023
Program Costs	\$ 146,927	\$ 167,320	\$ 214,619	\$ 174,863	\$ 181,122	\$ 170,942	\$ 177,907	\$ 165,324
FTEs	611	612	605	611	623	585	595	494

2

3

Table B – Underlying Data for Figure 1 Bridge and Test Years - 2024 - 2030 (\$'000s)

	Bridge Years		Test Years				
	2024	2025	2026	2027	2028	2029	2030
Program Costs	\$ 212,307	\$ 230,290	\$ 358,844	\$ 363,917	\$ 311,469	\$ 324,524	\$ 323,887
FTEs	628	641	716	766	780	769	771

4

5

6

b) Table C provides the breakdown of FTE by Appendix 2-JC OM&A program. It includes full time permanent and temporary positions as detailed in Note 3 of Appendix 2-K. This is in addition to Table 1 in Exhibit 4-1-3, which focuses on full time permanent positions.

7

8

A breakout of Distribution Operations into its sub-programs is not possible as these programs don't have positions dedicated to them.

9

Rather, employees charge hours to these programs based on the work being performed. In lieu of this, Table D has been added

10

below which provides the allocation of trades time to the programs that fall under Distribution Operations.

1 **Table C - FTEs by Appendix 2-JC OM&A Programs**

	Historical Years				Bridge Years	Test Years				
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Collections	9	7	5	8	8	8	8	8	8	8
Customer Billing	30	28	25	33	27	28	29	37	29	29
Corporate Costs	3	3	3	3	3	3	3	3	3	3
Customer & Community Relations	40	44	32	36	41	42	43	43	43	43
Distribution Operations	265	266	204	272	269	310	336	337	337	337
Engineering & Design	83	87	82	103	121	142	158	162	158	160
Facilities	6	7	7	8	6	6	7	7	7	7
Finance	31	29	29	29	29	29	31	32	33	33
Human Resources	26	29	26	26	25	28	28	28	28	28
Information Management & Technology	35	37	35	42	40	45	46	46	46	46
Metering	20	18	14	24	23	26	28	28	28	28
Regulatory Affairs	8	9	7	10	14	9	10	10	10	10
Safety, Environment & Business Continuity	12	12	11	15	16	20	21	22	22	22
Supply Chain	20	18	13	16	17	18	18	18	18	18
Total	585	595	494	624	641	716	766	780	769	771

2

1

Table D - Allocation of Trades Time to Distribution Operations Programs

Allocation of Trades Time		% of Time
Capital		55%
Third Party Services		11%
Maintenance		34%
JC OM&A Programs:		
System Ops & 24/7	34%	
Stations Maintenance	22%	
Testing, Inspection & Maintenance	14%	
Distribution O/H & U/G Maintenance	10%	
Minor Maintenance	6%	
Metering	6%	
Vegetation Management	4%	
U/G Locates	4%	
Sub total	100%	
Total		100%

2

1 **INTERROGATORY RESPONSES TO ONTARIO ENERGY BOARD STAFF**

2
3 **4-Staff-134**

4
5 **EVIDENCE REFERENCE:**

6
7 Testing, Inspection, and Maintenance OM&A Program
8 Ref. 1: Exhibit 4 / Tab 1 / Schedule 2 / pp. 10-19 (pdf pp. 51-60)

9
10 **QUESTION(S):**

11
12 a) Table 5 in the reference shows a comparison of asset/activity descriptions for the Testing
13 Inspection & Maintenance Activity (Base Program) and the 2026-2030 Program Enhancements.

14 For each of the asset/systems category, please provide the following:

- 15 i) Please provide expected cost increases or decreases by implementing the program
16 enhancements in 2026 compared to the base program.
17 ii) Please provide the main drivers of cost increases/decreases in a) i.
18 iii) The program cost is forecast to increase by \$6.1M in 2026. Please explain how Hydro
19 Ottawa determined the cost for each asset/system category in a) i.
20 iv) Did Hydro Ottawa perform any analysis to determine whether there is any future cost
21 saving that would be realized to offset the cost increases from the program
22 enhancements? If so, please provide any supporting documents.

23 b) Hydro Ottawa states that historical reliability data indicates a slight increase in equipment
24 failures since 2021, particularly in overhead assets and it has experienced a relatively high
25 number of outages each year due to overhead switches, underground transformers and cables,
26 which do not correlate to the condition information and resulting health indices. Please explain
27 what caused these equipment failures.

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11

RESPONSE(S):

- a) The requested information for each asset/systems category is detailed below:
- i) Expected cost increases by implementing the program enhancements in 2026 compared to the base program total \$5.6M, see column 2 of Table A below. Any programs without enhancements in 2026 show 'N/A' as there is no change in costs attributable to changes in program scope.
 - ii) For the main drivers of cost increases in a) i, see column 3 of Table A.

Table A - Program Enhancement Costs in 2026

Asset/Systems	Cost Increase/Decrease (in \$)	Main Driver
Cable Chambers	\$ 55,000	General contractor pricing increase and additional duty pay charged for inspecting critical locations such as the middle of major roadways and restricted areas. Proposed improvements towards exploring better inspecting tools/technologies
Distribution Poles	N/A	Drone-based inspection program included as a part of the Overhead Lines and Assets (Overall) enhancement costs.
Overhead Insulators	N/A	No program enhancement in 2026
Overhead Lines and Assets (Overall)	\$ 490,000	Drone inspection of overhead lines and assets (including overhead switches and overhead transformers)
Overhead Switches	N/A	Drone-based inspection program included as a part of the Overhead Lines and Assets (Overall) enhancement costs.
Overhead Transformers	N/A	Drone-based inspection program included as a part of the Overhead Lines and Assets (Overall) enhancement costs.
Underground Equipment	\$ 90,000	General increase to capture visual inspection and infrared (IR) information related to Hydro Ottawa-owned vault equipment and increasing the frequency of inspection for select vault equipment in a degraded

Asset/Systems	Cost Increase/Decrease (in \$)	Main Driver
		condition
Underground Transformers	N/A	No program enhancement in 2026
SCADA Devices	\$ 60,000	Expanded maintenance program for FCIs and inspecting DA Devices
Underground Lines & Feeders	\$ 245,000	Increased program for formal cable testing to perform Very Low Frequency Tan-Delta, PD and Time Domain Reflectometry test procedures on polymeric distribution cables to prioritize relevant renewal/refurbishment activities.
Customer Equipment	N/A	No program enhancement in 2026
Underground Switchgear	N/A	No program enhancement in 2026
Underground Switchgear & Transformers Inspection	\$ 60,000	Increased inspection data capture down to the component level and general contractor price increase
Battery Energy Storage Systems (BESS)	N/A	Not applicable in 2026
Third Party Non Wire Alternative Solutions	\$ 2,800,000	Third party operating and maintenance of non-wire alternative solutions
Overall Distribution	\$ 1,800,000	Proposed funding to introduce improvements to maintenance programs/practices based on changing/evolving needs. Exploring opportunities include automating/improving the capture of inspection information, enhanced condition assessment based on artificial intelligence, etc.

Asset/Systems	Cost Increase/Decrease (in \$)	Main Driver
TOTAL	\$ 5,600,000	

1

2

3

iii) The maintenance program cost determination basis by asset/system is presented in Table B.

1

Table B - Program Cost Determination

Asset/Systems	Cost Determination Basis
Cable Chambers	Based on Contractor Pricing and additional duty charges to be paid for inspecting critical locations. Improvements towards exploring better inspection tools/technologies
Distribution Poles	Based on Contractor Pricing (for drone operator and software platform provider for results/analytics)
Overhead Insulators	N/A
Overhead Lines and Assets (Overall)	Based on Contractor Pricing (for drone operator and software platform provider for results/analytics)
Overhead Switches	Based on Contractor Pricing (for drone operator and software platform provider for results/analytics)
Overhead Transformers	Based on Contractor Pricing (for drone operator and software platform provider for results/analytics)
Underground Equipment	Based on Hydro Ottawa crew involvement and additional budget for comprehensive assessment
Underground Transformers	N/A
SCADA Devices	Based on Hydro Ottawa crew involvement and additional budget for maintaining FCIs
Underground Lines & Feeders	Based on Contractor Pricing for advanced cable testing and switching/isolation
Customer Equipment	N/A
Underground Switchgear	N/A
Underground Switchgear & Transformers Inspection	Based on Contractor Pricing
Battery Energy Storage Systems (BESS)	Not applicable in 2026
Non-Wires Programming & System IntegrationT	Anticipated Contractor Pricing for managing third-party NWS
Maintenance Enhancements and Innovation	Based on estimated engineering, technology, software and implementation costs for improving inspection data capture through image recognition, leveraging machine learning for regional analysis, and automating station inspections.

1 The remaining projected cost increase of \$0.5M for 2026 is related to projected contractor
2 pricing increases, reactive maintenance spending and general inflation, not specific program
3 enhancements.

4
5 iv) The cost savings that can be realized by investing in the maintenance program
6 enhancements are embedded in Hydro Ottawa's investment priority/strategy of
7 managing deteriorating asset infrastructure. By 2030, an estimated \$862M would be
8 needed to replace all Hydro Ottawa assets projected to be in degraded condition.
9 However, this level of investment is not feasible given other critical financial priorities
10 such as growth, electrification, grid modernization, and resilience. Consequently, Hydro
11 Ottawa is proposing a \$261M investment over the next five years (2026-2030). While
12 this will result in an increase in the overall percentage of degraded assets, Hydro Ottawa
13 shall strive to maintain current service levels through 2026-2030 based on a
14 multi-faceted risk-mitigation strategy:

- 15 ● **Improved Risk Prioritization:** Leveraging predictive analytics to better identify and
16 intervene on the most critical assets.
- 17 ● **Enhanced Inspection and Maintenance Programs:** Enhanced distribution and
18 stations testing, inspection, and maintenance programs are fundamental to Hydro
19 Ottawa's asset renewal strategy, based on the condition information obtained from
20 the corresponding programs.
- 21 ● **Advanced Inspection Technologies:** To bolster condition data accuracy, Hydro
22 Ottawa will deploy cutting-edge technologies, including drone inspections for
23 overhead assets. These technologies will enable highly targeted maintenance
24 interventions and more precise asset health assessments. Further information on
25 Hydro Ottawa's investment priorities around renewing deteriorating infrastructure can
26 be found in Section 2.3.2 of Schedule 2-5-1 - Distribution System Plan Overview.

27
28 b) The primary causes of overhead switch failures that led to outages between 2019 and 2023
29 were thermal anomalies like burnt switches/cutouts and physical damage such as broken
30 porcelain switches. Failures of this nature are typically due to age and occur once the overhead
31 switch has reached its Typical Useful Life (TUL). With a large percentage of overhead switches

1 reaching TUL by 2035 (as outlined in Section 3.3.4 of Schedule 2-5-7 - System Renewal
2 Investments), Hydro Ottawa is enhancing the inspection program to gain a deeper
3 understanding of overhead switch and transformer conditions, as well as recommending
4 drone-based inspections from 2026-2030 to gather more precise data. These enhancements
5 will aid in identifying damage or deficiencies, allowing Hydro Ottawa to plan for replacement
6 before an outage occurs.

7
8 The primary causes of underground transformer failures that lead to outages between 2019 and
9 2023 were corrosion and leaks, leading to electrical failures. Degradation mechanisms that lead
10 to cable failures are difficult to detect and predict. To this end, Hydro Ottawa advanced its
11 testing methodologies and analyzed the regional failure trends in select impacted circuits
12 through a 2024 cable testing pilot. This pilot utilized Very Low Frequency Tan-Delta, Partial
13 Discharge (PD), and Time Domain Reflectometry (TDR) test procedures on polymeric
14 distribution cables. The pilot's results indicated localized degradation patterns, including
15 insulation deterioration and significant cable degradation, enabling Hydro Ottawa to plan
16 targeted interventions. Hydro Ottawa's proposed enhancements to its Underground Lines and
17 Feeders program builds on the cable testing pilot findings and will allow Hydro Ottawa to gain a
18 better understanding of regional failure trends and outage causes, allowing for more targeted,
19 risk-based intervention.

- 1 ● **Automated Station Inspections:** Automate station inspection forms using image-based
- 2 recognition capabilities to identify nameplate information and asset deficiencies.
- 3 ● **Real-time Asset Condition Assessment:** Develop intelligent models (e.g., Duval’s
- 4 Pentagon) for dynamic, real-time condition assessment of critical assets like station
- 5 transformers, leveraging online monitoring data.

6
 7 The estimated annual cost breakdown for the aforementioned initiatives is shown in Table A.

8
 9 **Table A - Estimated Yearly Maintenance Enhancement Costs (‘\$000)**

Initiative	Activity	Cost
Image Recognition and Machine Learning for Anomaly Detection and Failure Trend Analysis	Core Algorithms & Processing	\$890
	Infrastructure & Data Management	\$195
	Support Activities	\$25
	Initiative Total	\$1,110
Automated Station Inspections	Inspection Execution & Scope	\$370
	Reporting & Support	\$35
	Initiative Total	\$405
Real-Time Condition Assessment	Data Prep & Core Algorithm	\$225
	Result Validation, Reporting & Support	\$60
	Initiative Total	\$285
Grand Total		\$1,800

10

1 I am not sure why this doesn't contain the
2 section number, but the version that I have, it has
3 up to section 5.5, and it is missing from 5.5.1 --
4 sorry. It's missing 5.5.1.2 to section 8.

5 So I am just wondering if you would be able to
6 undertake to file a complete report, if there's no
7 more information after this? It appears to be
8 missing, if you scroll down.

9 L. HEUFF: Yes, we can undertake to file the
10 full report.

11 N. JOTIBAN: Okay, thank you.

12 M. MILLAR: That's JT2.9.

13 **UNDERTAKING JT2.9: File full Distribution**
14 **System Climate Risk and Vulnerability**
15 **Assessment, report**

16 N. JOTIBAN: Will you please go to 4-STAFF-134,
17 table A on page 3? If you could scroll to the last
18 item on this table, on this page, the overall
19 distribution?

20 So you previously discussed yesterday with Ms.
21 Scott from SEC, table A shows program enhancement
22 cost in 2026 under the testing inspection and
23 maintenance OM&A program. And the program
24 enhancement for overall distribution shows a cost
25 increase of \$1.8 million in 2026.

26 I am wondering if you would be able to explain
27 if the cost increase of \$1.8 million is a one-time
28 increase? Or is this ongoing until 2030?

1 S. HAWTHORNE: This is ongoing until 2030, so
2 \$1.8 million per year.

3 N. JOTIBAN: Okay. It's the same amount every
4 year?

5 S. HAWTHORNE: That's correct.

6 N. JOTIBAN: Okay. Thank you. My next
7 question, I am not sure if this is for panel 1 or
8 not, is related to the Overstory efficiency and
9 productivity benefit calculations for the satellite
10 imaging for vegetation management initiative.

11 L. HEUFF: So questions related to the specific
12 calculation would be better suited for panel 2.
13 However, questions related to the activities that
14 were undertaken would be suited for this panel.

15 N. JOTIBAN: Okay. Yeah, I am just going to try
16 anyway. There is also a question on reactive tree
17 trimming costs. So could you please pull up the
18 updated 1-SEC-27? It's the response that was filed
19 just yesterday, page 11.

20 This table, it shows a description of each
21 productivity benefits, initiative and methodology
22 that support the calculation. So if you could please
23 scroll down to page 12, initiative 3.2.6, the last
24 one. Yes. And can you scroll down a little bit
25 more, so this initiative is at the top? Okay.

26 So, for this initiative, in the last two
27 sentences if you can scroll down a little bit more,
28 please? The last two sentences under the methodology

1 **INTERROGATORY RESPONSES TO ONTARIO ENERGY BOARD STAFF**

2
3 **4-Staff-139**

4
5 **EVIDENCE REFERENCE:**

6
7 Vegetation Management OM&A Program

8 Ref. 1: Exhibit 4 / Tab 1 / Schedule 2 / pp. 19-22 (pdf pp. 60-63)

9 Ref. 2: Exhibit 1 / Tab 3 / Schedule 4 / p. 23 (pdf p. 543)

10 Ref. 3: Exhibit 1 / Tab 3 / Schedule 4 / p. 28 (pdf p. 548)

11
12 **QUESTION(S):**

13
14 a) Hydro Ottawa states that the program includes Emergency Vegetation Management to respond
15 to storms or imminent safety threats as well as the removal of trees infested with invasive
16 species. Please provide the actual amounts spent and budgeted for Emergency Vegetation
17 Management each year from 2021 to 2026.

18 b) In reference 1, Hydro Ottawa states that it plans to continue to leverage the use of Overstory, a
19 software solution for optimizing vegetation management practices and states that the
20 implementation of the Overstory solution will facilitate precise risk assessment. Reference 3
21 states that in 2023 Hydro Ottawa implemented Overstory that enhances efficiency. Please
22 provide the following.

23 i) The statements above about the timing of the implementation of Overstory appear to
24 contradict each other. Has Overstory been implemented already? If so, when? If not,
25 when will it be implemented?

26 ii) Table 2 in reference 2 shows no productivity benefits for the 2021-2025 period. If
27 Overstory was implemented in 2023, please explain why there are no productivity
28 benefits associated with this period.

29 iii) Please provide an annual subscription cost of this software from the implementation date
30 to the end of 2026.

- 1 c) Hydro Ottawa states that the majority of tree trimming is performed by third-party contractors
 2 whose costs continue to rise. Please also provide the following:
- 3 i) Please explain the procurement process by which Hydro Ottawa determined the
 4 third-party contractors.
- 5 ii) Please provide an annual actual/forecast tree trimming cost performed by third-party
 6 contractors from 2021 to 2026.
- 7 d) Are there any new positions forecast under the Vegetation Management program in 2024, 2025,
 8 and 2026? If so, please indicate how many as well as provide job titles and a brief description of
 9 job responsibilities.
- 10 e) Table 7 in reference 1 shows the program cost increased by \$2.9M (131%) from \$3.8M in 2021
 11 to \$6.7M in 2022 due primarily to the Derecho storm. Table 7 also shows that although the costs
 12 decreased in 2023 from 2022, they still remained high, ranging from \$5.8M to \$6.3M from 2023
 13 to 2026. Hydro Ottawa states several factors including severe weather, high tree coverage, and
 14 inflationary pressures (page 22 of reference 1) necessitate the proposed annual spending level.
 15 Please provide the Vegetation Management Program cost breakdown per year from 2021 to
 16 2026 to demonstrate how the forementioned factors above have kept the programs cost
 17 relatively high since 2022.

18
 19

20 **RESPONSE(S):**

21
 22
 23
 24

- a) Table A lists the actual and budgeted spend for Emergency Vegetation Management, by year,
 for 2021-2026.

25 **Table A - Emergency Vegetation Management Spend 2021-2026 (\$'000s)**

	Historical Years				Bridge Year	Test Year
	2021	2022	2023	2024	2025	2026
Emergency Spend	\$ 378	\$ 3,426	\$ 2,091	\$ 1,055	\$ 494	\$ 528

29

30 The increased spend in 2022 reflects the costs of clean-up from the Derecho and in 2023, the costs
 31 of clean-up from the April ice storm and various summer storms that year. Following those two

1 years, removal of hazardous trees was increased in 2024 as part of Hydro Ottawa’s storm
 2 hardening effort. The budget for emergency spending in 2025 and 2026 returns to 2021 levels after
 3 factoring in inflationary increases.

4

5 b)

6 i) The phrase “The implementation of the Overstory solution will facilitate precise risk
 7 assessment” in reference 1 is a typo and should read “The use of the Overstory solution
 8 will facilitate precise risk assessment”. Hydro Ottawa confirms the solution was
 9 implemented in 2023 after a pilot test period in 2022 (as indicated in reference 3).

10

11 ii) No productivity benefits are indicated for 2021-2025 because this period is expected to
 12 see a temporary increase in work for storm hardening as a result of the information
 13 provided by Overstory. This increased work will be targeted to areas at high-risk of
 14 impacting the distribution network during storms due to either fall risk from dead/dying
 15 trees or fast-growing species encroaching upon the lines between regular cycle
 16 trimming.

17

18 iii) Table B shows the annual costs of the Overstory subscription from 2022 (pilot test
 19 period) through to the 2026 Test Year.

20

21

Table B - Overstory Annual Subscription Costs (\$'000s)

22

	Historical Years				Bridge Year	Test Year
	2021	2022	2023	2024	2025	2026
Overstory subscription	\$ -	\$ 62	\$ 300	\$ 315	\$ 331	\$ 347

- 1 c)
- 2 i) The procurement process for the Vegetation Management contractor followed Hydro
- 3 Ottawa's procurement policy as set out in Attachment 4-2-2(A) - Procurement Policy.
- 4
- 5 ii) Table C shows the actual and forecasted costs for third-party contractors from 2021
- 6 through 2026.
- 7

8 **Table C - Annual Third-Party Contractor Costs (\$'000s)**

	Historical Years				Bridge Year	Test Year
	2021	2022	2023	2024	2025	2026
Contractor costs	\$ 3,177	\$ 5,278	\$ 5,169	\$ 5,956	\$ 4,741	\$ 5,148

- 9
- 10
- 11
- 12
- 13 d) There are no new positions forecast under the Vegetation Management program for either 2024
- 14 or 2025. There is one new position of Utility Forestry Inspector forecast for 2026. The primary
- 15 job responsibilities of this position are:
- 16
- 17 ● Confirm that contractors work in accordance with applicable laws and safety regulations.
 - 18 ● Inspect contractor performance against quality of work standards.
 - 19 ● Act as a liaison between contractors, overhead line crews, and the Control Room.
 - 20 ● Perform site assessments and create estimates of crew and equipment hours required for each job site.
 - 21 ● Act as a Subject Matter Expert on forestry work.
- 22
- 23
- 24 e) Table D below shows the breakdown of actual and forecast costs for 2021 through 2026 by
- 25 planned trimming, as-needed trimming, and emergency work. The "as-needed" costs include
- 26 spot trimming of fast-growing and hazard trees identified between regular trim cycles, as well as
- 27 proactive, storm-related tree trimming efforts informed by data from Overstory.

Table D - Vegetation Management Cost Breakdown (\$'000s)

	Historical Years				Bridge Year	Test Year
	2021	2022	2023	2024	2025	2026
Planned	\$ 2,727	\$ 2,551	\$ 2,902	\$ 3,324	\$ 3,677	\$ 3,910
As-Needed	\$ 706	\$ 743	\$ 1,264	\$ 2,556	\$ 1,650	\$ 1,710
Emergency	\$ 378	\$ 3,426	\$ 2,091	\$ 1,055	\$ 494	\$ 528
Total	\$ 3,811	\$ 6,720	\$ 6,257	\$ 6,936	\$ 5,821	\$ 6,149

The significant increase in vegetation management costs since 2022 is due to a combination of factors, including severe weather, inflationary pressures, and a shift toward more proactive vegetation management.

2022-2023: The primary driver for the increase in 2022 was the Derecho storm, which required a massive, immediate emergency response to clear debris and downed trees. The lingering effects of the storm—such as compromised tree health and an increased number of hazardous trees—continued to drive up costs in 2023. This was further compounded by the April 2023 ice storm. The "as-needed" costs also rose due to a higher number of customer-reported hazards and a focus on proactive tree removals outside regular trim cycles.

2024-2025: In 2024, the increase in costs was primarily driven by inflationary pressures and labor competitiveness, which led to a rise in contractor pricing for the planned trimming program. The "as-needed" program also saw a significant 75% increase in spending compared to 2023, largely due to storm hardening initiatives and the continuation of the right-of-way (ROW) mowing program. The trend of increasing planned trimming costs due to contractor pricing continues into 2025, along with a notable 41% increase in as-needed tree trimming work compared to 2023.

2026 and Beyond: Hydro Ottawa plans to continue leveraging the Overstory technology, a software solution that uses artificial intelligence and satellite imagery to identify hazardous trees. The goal is to shift from a reactive, emergency-based approach to a more proactive one, which is expected to reduce emergency trimming costs in the long term and improve overall system reliability.

1 Another key underlying factor is the City of Ottawa's high tree coverage. As referenced in
2 interrogatory response 1-CCC-5, Table A, Hydro Ottawa has an average urban greenness of
3 87.6%, which is higher than its peer group. This extensive tree canopy is a leading cause of
4 power outages, especially during and after storms when trees are weakened. As a result, Hydro
5 Ottawa requires increased resources to maintain its network and adhere to Distribution System
6 Code standards, a factor that contributes to its higher vegetation management expenses.

1 **INTERROGATORY RESPONSES TO CONSUMERS COUNCIL OF CANADA**

2
3 **4-CCC-38**

4
5 **EVIDENCE REFERENCE:**

6
7 Exhibit 4, Tab 1, Schedule 2, pp. 19-20, 22

8
9 **QUESTION(S):**

- 10
11 a) (P. 22) Please provide a more detailed breakout of the vegetation management program budget
12 for the 2021-2026 period (as shown in Table 7) using the categories of planned trimming,
13 as-needed trimming and emergency vegetation management. Please also further describe the
14 methodology applied for forecasting the costs in the test year.
- 15 b) (P. 19-20) Assuming Hydro Ottawa relies on contracted services for its vegetation management
16 activities, please provide the term of its existing vegetation management contract (e.g.,
17 2024-2026, 2023-2027, etc.). Please also explain the process that Hydro Ottawa undertook to
18 enter the tree trimming contract. As part of the response, please provide details about the RFP,
19 the number of bidders, the selection process, etc.
- 20 c) (P. 20) Please provide additional details regarding the rotation of planned tree trimming for
21 defined geographical areas on a 5-year cycle. As part of the response, please provide the
22 defined geographical areas, which area(s) were completed in each year of the historical period
23 (2021-2025) and which area(s) are planned for the test year. Please also advise whether
24 different contractors are used for different areas.

25
26
27 **RESPONSE(S):**

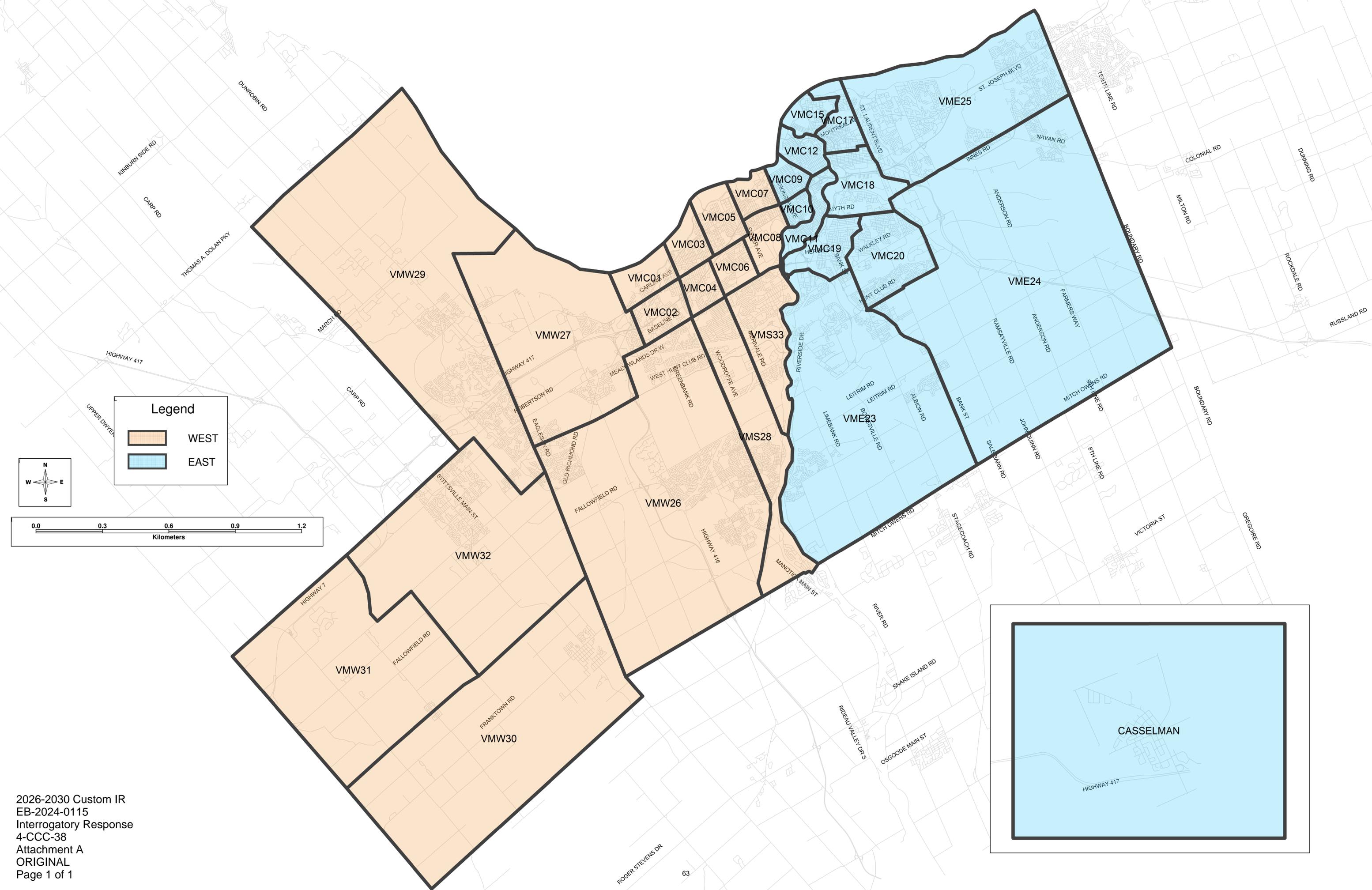
- 28
29 a) Please see the response to interrogatory 4-Staff-139 part e) for the detailed breakout of the
30 program budget. Note this response includes historical figures for 2024, instead of 2024 bridge
31 year figures listed in Table 7 of 4-1-2 - Operations, Maintenance and Administration Programs.

- 1 The methodology for forecasting the test year budget was to use the average spending of
2 recent years as a baseline plus an inflationary increase to account for vendor pricing increases.
3
- 4 b) The current vegetation management contract runs from 2019 to 2026 and was awarded
5 following a Request for Proposals (RFP) initiated in 2018, which was issued to three qualified
6 proponents. The selection process was executed following Hydro Ottawa's procurement policy
7 as set out in Attachment 4-2-2(A) - Procurement Policy.
8
- 9 c) Hydro Ottawa's tree trimming program is planned on a five-year cycle for the entire service
10 territory. However, individual geographic areas are actually trimmed on a two or three-year cycle,
11 depending on specific maintenance needs.
12
- 13 Attachment 4-CCC-38(A) - Vegetation Management Map is a map of Hydro Ottawa's service
14 territory split into East and West regions (the former also including the city of Casselman), which
15 are further subdivided into a total of 28 trimming areas.
16
- 17 Table A shows the list of all 28 trimming areas as well as the years within the 2021-2025 period
18 in which each one was trimmed, allowing for easy visualization of the two or three-year trimming
19 cycle of each individual area. One contractor is used to trim all vegetation management
20 zones/areas within Hydro Ottawa's service territory.

1 **Table A - Vegetation Management Geographic Areas by Year Trimmed**

	2021	2022	2023	2024	2025	2026
West Area						
VMC01	X		X		X	
VMC02		X		X		X
VMC03		X			X	X
VMC04	X		X		X	
VMC05	X		X		X	
VMC06	X		X		X	
VMC07			X		X	
VMC08	X		X		X	
VMW26		X				X
VMW27	X			X		
VMS28			X			X
VMW29			X			X
VMW30	X			X		
VMW31			X			X
VMW32		X				X
VMS33	X			X		
East Area						
VMC09	50%	X		X		X
VMC10		X			X	
VMC11	X		X		X	
VMC12	X		X		X	
VMC15	X		X		X	
VMC17		X		X		X
VMC18	X		X		X	
VMC19		X		X		X
VMC20		X		X		X
VME23		X			50%	50%
VME24	X			X		
VME25/CASS			X		X	

2



1 Temporary employment arrangements are also utilized, as required, to augment internal
2 resources and capabilities to maintain effective business operations and to support peaks in
3 workload. One area where the use of temporary employment arrangements has been highly
4 successful is the rehiring of retirees with a wealth of knowledge and experience into part time
5 roles as Instructors and Mentors, to support the training and development of the next generation
6 of trades employees.

7

8 **4.3. DEVELOPING TALENT INTERNALLY**

9 **4.3.1. Talent Management Framework**

10 Hydro Ottawa's Talent Management Framework (Framework) was renewed as part of the
11 2021-2025 Strategic Direction²¹ in relation to Key Focus Area #7 - Ensure organizational
12 capacity, culture, and leadership to deliver in a post-pandemic environment. This Framework is
13 more personalized and employee-centred with embedded cultural attributes. It furthers Hydro
14 Ottawa's journey of enhancing the candidate, employee, and People Leader experience
15 throughout the employee lifecycle so as to minimize enterprise risk and focus on creating an
16 environment where employees can learn, grow, contribute and develop their careers with Hydro
17 Ottawa.

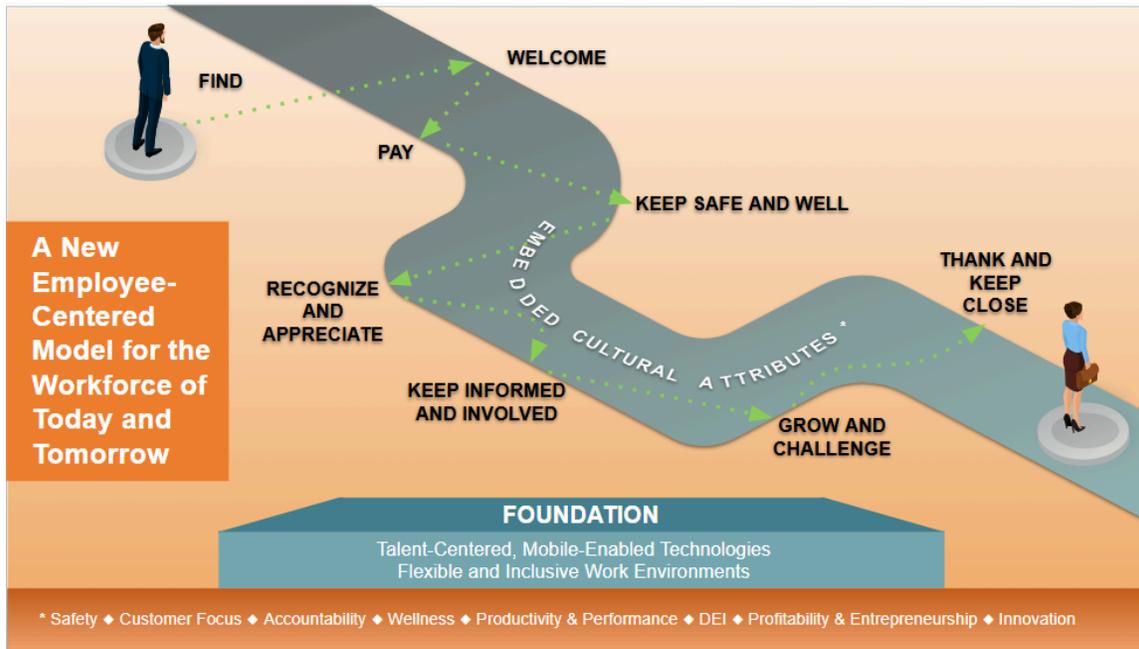
18

19 The Framework is supported by a foundation of talent-centred, mobile-enabled technologies
20 and flexible and inclusive work environments, as well as the key cultural attributes of safety,
21 customer-focus, accountability, wellness, productivity and performance, diversity, equity and
22 inclusion, profitability and entrepreneurship, and innovation.

²¹ Hydro Ottawa, *2021-2025 Strategic Direction*,
https://hydroottawa.com/sites/default/files/2022-06/Hydro_Ottawa_2021-2025_Strategic_Direction_EN.pdf, page 5.

1

Figure 14 - Talent Management Framework



2

3

4 **4.3.2. Talent Development - Grow and Challenge**

5 What sets Hydro Ottawa apart from other companies is an ongoing commitment to employee
 6 learning and development through a comprehensive approach to Talent Development.
 7 Employees are prepared, guided and positioned for success and advancement in a way that
 8 meets their learning needs. There is a strong focus on finding new ways to engage and prepare
 9 the younger workforce as they progress through their careers.

10

11 Hydro Ottawa takes a holistic approach to talent development that ensures employees are
 12 prepared and guided to fulfill their roles. Development occurs at every level of the organization
 13 from entry level positions through to senior and executive management. On average, Hydro
 14 Ottawa invests nearly 40 hours per employee annually on training and development. Examples
 15 of programs are provided below.

1 Further, as part of Hydro Ottawa’s Business Continuity Management program, work practices
2 are continuously improved through after action reporting and the use of an exercise approach to
3 learning. Over the next five years Hydro Ottawa will continue to expand and mature its exercise
4 framework, increasing the number and frequency of internal exercises, providing more
5 opportunities to validate processes, test and refine response strategies, identify potential
6 weaknesses, improve communication and coordination, build confidence among employees and
7 enhance overall organizational resilience.

9 **4.3.2.1. Safe Supervisor Program**

10 The Safe Supervisor Program ensures that frontline operational supervisors understand their
11 role as implementation leaders for the occupational health, safety, and environmental (OHSE)
12 programs. Delivered to newly-promoted supervisors, this program outlines performance
13 expectations, defines accountability, and ensures that supervisors have the information and
14 tools to implement, maintain, report on, and continuously improve OHSE performance and
15 accountability in their area of responsibility.

17 **4.3.2.2. Construction Technician Program**

18 Leveraging the design of the Safe Supervisor Program, this program ensures that Construction
19 Technicians are trained and competent in their new role, specifically as it relates to their
20 responsibilities for OHSE programs. It reinforces the concept of due-diligence and reasonable
21 precaution, how to prepare safety related communications, and the basics of overseeing a
22 construction site in a safety-focused environment.

24 **4.3.2.3. eLearning**

25 Hydro Ottawa has been on a journey to modernize its approach to learning and development to
26 ensure the company is ready to embrace change and disruption in the industry. Learner
27 expectations have changed and finding new, modern and mobile-enabled ways to engage and
28 prepare a younger workforce to progress in their careers remains critical. The modern learner is

1 digital and wants their learning in small chunks, to be highly visual or video-based, accessible
2 on mobile devices, and to have a social component that allows them to collaborate and share.

3
4 With that context in mind, learning opportunities must meet the needs of an increasingly diverse
5 workforce, foster agility and enhance productivity through the ability to learn any time,
6 anywhere, on any device. Over the last years Hydro Ottawa has developed and launched
7 effective resources for a highly skilled, properly trained and knowledgeable workforce. In order
8 to continue cultivating a culture of innovation and continuous improvement it has put a strong
9 focus on virtual reality, artificial intelligence and instructional video learning.

10
11 Leveraging Hydro Ottawa's human resources information system, Workday, all employees have
12 access to a plethora of eLearning modules, audiobooks, skills benchmarking tools, live virtual
13 courses and bootcamps, which allows access to learning - any time, anywhere, on any device.

14
15 As Hydro Ottawa has continued to introduce more eLearning opportunities, the eLearning hours
16 per employee per year has risen from one hour per employee in 2017 to over six hours per
17 employee in 2023. And, while the number of training activities that employees at Hydro Ottawa
18 participate in, both in-person and digital, have increased from 172 in 2017 to over 400 in 2023,
19 the total training hours per employee has dropped from 50 in 2017 to 33 in 2023. Hydro Ottawa
20 is providing training on a greater variety of topics, but in a different way than in the past. Training
21 is provided in an increasingly blended approach, with hands on and classroom learning where
22 required, but increasingly shorter digital and elearning training is provided. Training is in smaller,
23 manageable chunks, when and where employees need it, and is self paced and adaptable to
24 meet the needs of a wide variety of learners and learning styles.

25
26 **4.3.2.4. Virtual Reality**

27 Hydro Ottawa has introduced the use of virtual reality (VR) for trades training. VR simulations
28 have been created for real-work scenarios. The simulations are used for apprentice training and
29 in the joint Algonquin College/Hydro Ottawa Power Line Technician Diploma program. The use

1 of VR scenarios allow apprentices and students to experience and practice full, end to end,
2 work tasks and procedures in a low risk, virtual environment before they tackle them in the real,
3 electrified, work environment. With this technology, multiple learners can be working on the task
4 simultaneously with one instructor providing coaching and/or support versus learning in the field
5 where more one-on-one support and coaching is required to ensure safety. This training is also
6 used to reaffirm good work practices, or for introductory or recertification training, and is
7 accessible to crews and Supervisors any time and anywhere training is required. To date, Hydro
8 Ottawa has created the following four real-work scenarios:

9

- 10 ● Energizing a New Residential Service/Meter
- 11 ● Safe Entry into an Underground Cable Chamber
- 12 ● Isolating a Mini Padmount Transformer
- 13 ● Installing an Overhead Residential Triplex Service

14

15 For People Leaders, Hydro Ottawa has also added an immersive learning program for
16 leadership through a partnership with Talespin. These simulations are designed to modernize
17 the way Hydro Ottawa develops and empowers leaders. Through the use of technology and
18 engaging experiences, learners are able to try out real-world challenges, make tough calls, and
19 see the direct impact of their decisions through these simulations.

20

21 **4.3.2.5. Safe Work Practices**

22 The safety of employees and the public is a top priority for Hydro Ottawa. The company
23 maintains certifications for its Occupational Health, Safety and Environment Management
24 System to international standards, and provides extensive safe work practices training.

25

26 In 2023, Hydro Ottawa averaged over 18 hours of safe work practices training per employee.
27 For trades employees, safe work practices training averaged 51 hours per employee, including
28 training required by regulators or industry best practices.

1 Looking ahead to the next rate term, Hydro Ottawa anticipates an increased need for
2 safety-related education and training for its workforce, as Hydro Ottawa will have a greater
3 proportion of younger workers who do not yet possess the hands-on exposure to the scope and
4 varied aspects of the electrical system in trades where these are key aspects in a worker's skill
5 development, and these workers do not yet have experience to identify how the hazards and
6 risks may manifest in all scenarios.

7
8 **4.3.2.6. Succession Planning and Management Program**

9 To ensure a prepared and sustainable workforce, Hydro Ottawa has a dynamic succession
10 planning and management program. As of the end of 2023, there were 58 succession
11 candidates in the program. Through this program, emerging leaders are identified as high
12 potential resources via annual talent reviews and on an as-needed basis. It is a proactive,
13 integrated, strategically aligned program focused on:

- 14
- 15 ● Determining where successors will be needed in the future;
 - 16 ● Identifying and developing a talent pool to be positioned for success in assuming leadership
17 roles;
 - 18 ● Balancing the need to cultivate talent from within to build bench strength and increase
19 organizational effectiveness and capacity, and hiring talent externally to inject new
20 knowledge, skills and experiences;
 - 21 ● Increasing engagement and retention of high potential performers; and
 - 22 ● Effective transfer of knowledge and ongoing development of candidates and monitoring of
23 progress and results.
- 24

25 Between 2020-2023, 72% of leadership positions were filled by internal candidates. The
26 majority of positions filled during this timeframe were at the Supervisor level (65%). The
27 breakdown of leadership positions filled internally is as follows:

- 28
- 29 ● 69% of Supervisor level positions

- 1 ● 76% of Manager level positions
- 2 ● 100% of Director level positions

3

4 Operational leadership positions accounted for 46% of the leadership positions filled between

5 2020-2023 and of those, 78% were filled internally.

6

7 **4.4. DIVERSIFYING THE TALENT POOL**

8 Hydro Ottawa’s Diversity, Equity and Inclusion Framework and Corporate Plan were designed to

9 bring greater awareness to diversity goals and commitments and to help employees better

10 understand the key elements of the new plan, as well as their role in making it successful. The

11 Framework outlines the key focus areas and where Hydro Ottawa will be taking action as well

12 as accountabilities at all levels in the organization. Flowing from the Framework are goals in

13 three areas: Diverse and Engaged Workforce, Inclusive Workplace, and Meaningful Community

14 Partner, as well as addressing barriers to participation.

15

16 The Framework focuses on many diverse groups, including a focus on gender, accessibility, the

17 LGBTQ+ community, visible minorities, new Canadians, and Indigenous peoples. Specifically

18 related to gender diversity, Hydro Ottawa is committed to increasing gender equity in its trade

19 and technical, engineering, and leadership roles by 2030 as follows:

20

- 21 ● 30% women in Trades and Technical roles
 - 22 ● 50% women in Engineers and Engineering Interns roles
 - 23 ● 50% women in Leadership roles, which includes Supervisors, Managers, Directors, and
 - 24 Executives
- 25

26 To support these gender diversity goals, Hydro Ottawa, in partnership with Algonquin College,

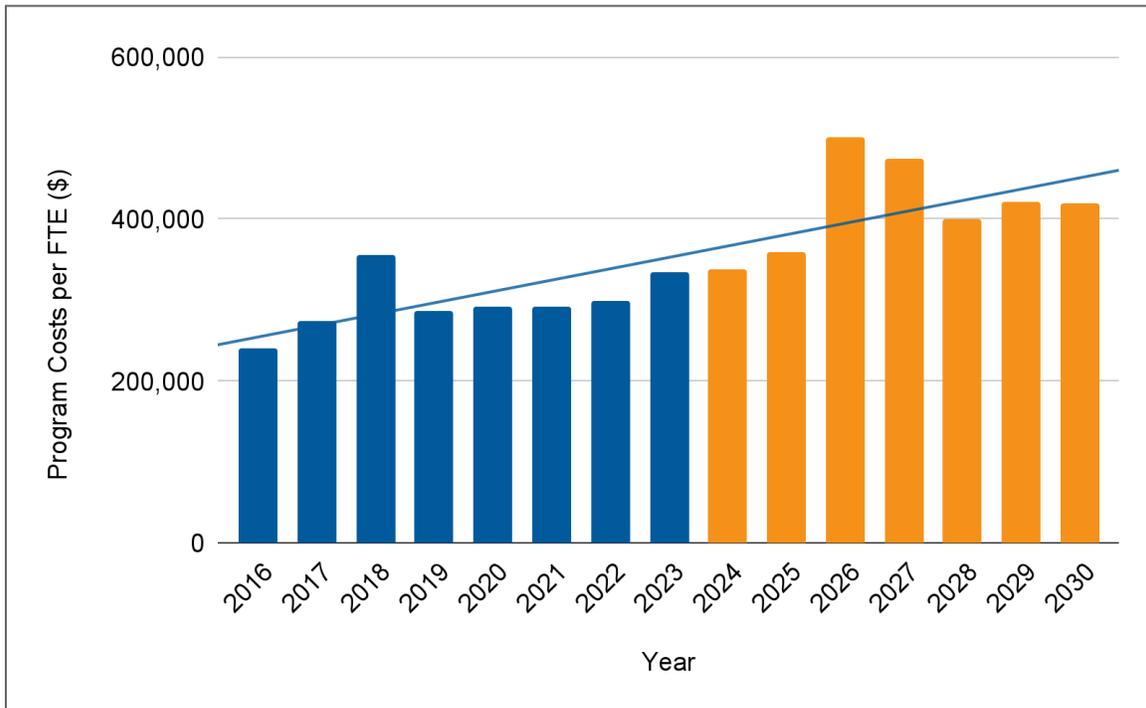
27 participated in the We Saved You a Seat Program designed to attract young women to the

28 College’s Science, Technology, Engineering, Math (STEM) programs and give them the support

29 they need to pursue careers in these fields. This means that 30% of the seats in the jointly

1

Figure 1 - Program Costs Per FTE, 2016-2030



2

3

4 Given the current and future challenges facing Hydro Ottawa, the company has developed a
 5 workforce plan that invests in an expanded workforce to increase its capacity to deliver on its
 6 programs safely and efficiently, and that strategically adds new skill sets in emerging areas.

7

8 **3. WORKFORCE GROWTH**

9 Attachment 4-1-3(C) - Workforce Growth provides a detailed overview and justification for the
 10 new headcount proposed in Hydro Ottawa’s staffing plan. New positions are discussed by work
 11 program as defined in Excel Attachment 4-1-2(B) - OEB Appendix 2-JC OM&A Programs Table.
 12 The proposed addition of 177 new positions represents a strategic investment in Hydro Ottawa’s
 13 workforce designed to address increased workload demands, evolving skill requirements, and
 14 emerging business priorities. As depicted in Table 1 below, the majority of new positions are in
 15 Distribution Operations, Engineering & Design and Metering, which reflects Hydro Ottawa’s
 16 growing operational need.

1 **Table 1 - New Positions by Appendix 2-JC OM&A Programs**

	Bridge Years		Test Years					Total
	2024	2025	2026	2027	2028	2029	2030	
Metering	3		3	2				8
Engineering & Design	17		22	13	4		2	58
Distribution Operations ¹	22		43	21				86
Customer Billing			1					1
Customer & Community Relations			1					1
Information Management & Technology	2		5					7
Safety, Environment & Business Continuity	2		4		1			7
Human Resources	1		2					3
Finance	1			1	1	1		4
Regulatory Affairs	2							2
TOTAL	50		81	37	6	1	2	177

2
 3 The following are high-level summaries of the headcount needs by Appendix 2-JC - OM&A
 4 Program. Attachment 4-1-3(C) - Workforce Growth provides more detailed explanations for the
 5 headcount needs summarized below.

6
 7 **3.1. DISTRIBUTION OPERATIONS, ENGINEERING & DESIGN, AND METERING**

- 8 ● Given their collective responsibility for the execution of operations-based programs,
 9 workforce planning for these three programs was undertaken as a unified effort.
- 10 ● 42 new positions were added in 2024, primarily due to four discrete drivers, each demanding
 11 a particular set of skills and competencies:
 - 12 ○ **Customer Connection and Capacity Program Growth:** Hydro Ottawa experienced an
 13 unprecedented volume of customer-driven growth projects in the 2021-2025 period,

¹ Distribution Operations is an umbrella term for the following Appendix 2-JC programs: System Ops & 24/7, Vegetation Management, Underground Locates, Distribution Support, Distribution Overhead & Underground Maintenance, Stations Maintenance, Minor Maintenance, and Testing, Inspection & Maintenance.

- 1 including unforeseen large commercial jobs, as well as a surge in residential connection
2 volumes. In addition to the growth in projects driven by residential and commercial
3 customers, Hydro Ottawa also experienced significant unbudgeted growth in the
4 Capacity Upgrades.
- 5 ○ **Distributed Energy Resources (DER) and Capacity Connection Request**
6 **Complexity:** The complexity and volume of large load and DER connection requests
7 increased substantially in the historical period, causing significant strain on Hydro
8 Ottawa's engineering resources. In addition to the large load inquiry and connection
9 increase, Hydro Ottawa also experienced on-going growth in both volume and
10 complexity of DER connection requests beginning in 2021.
 - 11 ○ **Grid Modernization:** Hydro Ottawa fully commenced the implementation of its
12 Advanced Distribution Management System in 2023. During the detailed planning
13 phase, Hydro Ottawa revealed significant gaps in the initial budget and a lack of internal
14 dedicated resources to support the implementation.
 - 15 ○ **Enhanced Leadership and Oversight:** Larger, more complex projects and a younger,
16 less tenured workforce presented the need to expand its leadership team to support
17 intake volumes, as well as enhanced project governance and strategic oversight.
- 18 ● 110 new positions are planned to be added between 2026-2030, driven by growth in a range
19 of programs and functions, including:
 - 20 ○ **Growth and Electrification:** Expanding grid capacity to serve a growing community and
21 ensure a reliable, resilient electricity system capable of meeting increasing demand
22 driven by new customer connections and distributed energy resources.
 - 23 ○ **Renewing Deteriorating Infrastructure:** Mitigating reliability risk by strategically
24 upgrading or replacing deteriorating and critical infrastructure, prioritizing assets with the
25 greatest impact on system reliability and safety based on condition assessments.
 - 26 ○ **Grid Modernization:** Modernizing the grid through strategic technology adoption and
27 infrastructure upgrades to enable the energy transition, facilitate customer participation,
28 and optimize DER integration, thereby enhancing grid capabilities and efficiency.

- 1 ○ **Enhancing Grid Resilience:** Enhancing grid resilience by proactively upgrading
2 infrastructure and implementing measures to protect against increasingly frequent and
3 intense severe weather events and cyber threats.
- 4 ○ **Testing, Inspection, and Maintenance Programs:** Maintaining the reliability, safety,
5 and performance of the distribution system through systematic evaluations and
6 preventative maintenance of overhead and underground assets.
- 7 ○ **Stations Maintenance:** Increasing monitoring and maintenance activities, including
8 advanced diagnostic testing for station assets that are rapidly deteriorating.
- 9 ○ **Battery Energy Storage Systems:** The integration of Battery Energy Storage Systems
10 (BESS) into the grid, requiring new operating and maintenance programs related to
11 specialized upkeep, software and cyber security needs, safety compliance, data
12 analysis, operational complexity, and expanded network maintenance.
- 13 ○ **System Operations:** Increasing capital and maintenance programs will concurrently
14 drive increased activity within the control room.
- 15 ○ **Engineering:** The confluence of grid modernization, increased DER integration, and an
16 aging and deteriorating asset base is placing new and growing demands on the
17 Engineers that support the development of new programs and the oversight of the
18 implementation and integration of new technologies.
- 19 ○ **Contractor Management and Oversight:** Expanding capital and maintenance
20 programs necessitate a significant increase in contracted resources, which drives the
21 need for additional capacity to support inspection, quality assurance, contract
22 administration, and cost administration of the increased volume of contracted resources.
- 23 ○ **Project Execution Planning:** Increasing volume of capital projects and maintenance
24 activities will drive a significant increase in work estimation, job planning, and resource
25 scheduling.
- 26 ○ **Leadership:** The anticipated substantial increase in trades, technical, and engineering
27 staff necessitates a proportional expansion of Hydro Ottawa's leadership team to ensure
28 effective oversight and support of the growing team.

- 1 ● Internal labour as a percentage of Gross Program Costs is forecasted to reduce between
2 2026-2030 (23.4%) when compared to 2021-2025 (27.4%), indicating that proposed
3 operational headcount growth is prudent and appropriately calibrated to the anticipated
4 growth in programs.

5

6 **3.2. INFORMATION MANAGEMENT & TECHNOLOGY, CUSTOMER BILLING, AND** 7 **COMMUNITY RELATIONS**

- 8 ● Information Management & Technology, Customer Billing, and Customer & Community
9 Relations are discussed together since the two new positions in Customer Billing and
10 Customer & Community Relations are technical roles that support the ongoing development
11 of technology platforms associated with those programs.
- 12 ● Since 2024, and over the next five years of the rate period, significant investments are
13 expected to support the grid modernization plan such as Control Systems, AMI 2.0, and
14 Enterprise Asset Management. The incremental increase of nine positions, two in 2024 and
15 seven in the upcoming rate period, is focused on supporting the expansion of these
16 programs. Specifically, the new positions will enable Hydro Ottawa to:
 - 17 ○ **Bolster Cyber Security Posture:** Strengthen cyber security defenses to protect critical
18 infrastructure and sensitive data from evolving threats.
 - 19 ○ **Enhance Customer Experience:** Develop and support digital platforms that improve
20 customer satisfaction and engagement.
 - 21 ○ **Evolve Employee Experience:** Implement technologies that enhance employee
22 productivity and collaboration.
 - 23 ○ **Improve Productivity and Automation:** Develop and deploy AI and automation
24 solutions to streamline processes and improve efficiency.

25

26 **3.3. SAFETY, ENVIRONMENT & BUSINESS CONTINUITY**

- 27 ● This program encompasses a wide range of activities, including occupational health and
28 safety, public safety, safety training, environmental stewardship, and business continuity

1 **INTERROGATORY RESPONSES TO SCHOOL ENERGY COALITION**

2
3 **4-SEC-77**

4
5 **EVIDENCE REFERENCE:**

6
7 [Ex.4-1-3, Attachment C – Workforce Growth, Table 1]

8
9 **QUESTION(S):**

10
11 With respect to workforce growth:

- 12 a. Please provide more details for each of the forecasted 22 new positions in Engineering &
13 Design in 2026, i.e. position title, job duties.
14 b. Please provide more details for each of the forecasted 43 new positions in Distribution
15 Operations in 2026, i.e. position title, job duties.

16
17 _____
18 **RESPONSE(S):**

- 19
20 a) Please see response to interrogatory 4-Staff-159 for the new positions by JC program.
21 Summaries of the job responsibilities are provided below.

22
23 **Distribution Engineer:** Provides strategic and tactical advice for distribution system asset
24 management, planning, design, maintenance, and reliability. Develops contingency plans,
25 reviews real-time operating constraints, maintains an accurate system condition picture, and
26 possesses expertise in load flows, circuit loadings, capacities, equipment ratings, and short
27 circuit calculations.

28
29 **Grid Modernization Engineer:** Provides strategic and tactical guidance on data requirements,
30 modeling, monitoring, control, and communication for the distribution system. Leads operational

1 support for Grid Modernization, evaluating, developing, and implementing new technologies
2 while enhancing existing processes and equipment.

3

4 **Engineering Technologist:** Prepares engineering designs, drawings, and other technical
5 information for low, medium, and high complexity projects, including estimates, bills of materials,
6 and work packages for distribution system expansion, upgrades, or rehabilitation, and customer
7 services.

8

9 **Project Administrator:** Manages low-complexity projects, identifying goals, needs, and scope.
10 Monitors and documents tasks, ensuring timely delivery of materials. Communicates status to
11 stakeholders and documents processes using project management tools.

12

13 **Project Coordinator:** Oversees medium to high complexity projects from initiation to
14 completion, ensuring timely execution and effective stakeholder communication. Identifies and
15 resolves potential roadblocks to project success.

16

17 **Work Planner:** Responsible for collaborating on medium to high complexity distribution project
18 designs, estimating work, reviewing material, and creating work breakdown structures.

19

20 **Work Scheduler:** Responsible for creating daily and weekly schedules, and monthly workload
21 forecasts for internal and external construction crews for distribution projects, while providing
22 recommendations based on data driven analysis.

23

24 **Resource Scheduling Agent:** Serves as Hydro Ottawa's primary contact for mobile workforce
25 management, collaborating with stakeholders to optimize mobile worker productivity. This role
26 also involves tracking and organizing internal and external crew schedules for sustainment and
27 demand projects.

28

29 **Supervisor Positions:** Provide operational oversight and planning, as well as employee
30 management and related management functions.

1 b) Please see response to interrogatory 4-Staff-159 for the new positions by JC program,
2 summaries of the job responsibilities are provided below.

3

4 **Direct Labour Positions:** Includes certified and skilled trades as listed in 3.1.4.2 of 4-1-3 (B) -
5 Workforce Planning Strategy.

6

7 **Vault Maintenance Specialist:** Responsible for the inspection, regular maintenance and
8 shutdown coordination of customer owned / Hydro Ottawa owned vaults, switchgear and
9 customer owned substations. Supports a wide range of field services for residential, large
10 commercial and industrial customers and provides technical services internally.

11

12 **System Operations Planners:** Holds key responsibilities for the distribution system, including
13 assessing and approving all work requests submitted to the Controlling Authority that involve the
14 distribution system. Further, the System Operations Planner is tasked with organizing,
15 prioritizing, and planning these requests, as well as scheduling all associated work activities for
16 the System Control Centre.

17

18 **Plant Inspector:** Responsible for inspecting, verifying and confirming the construction and
19 maintenance of both overhead and underground Hydro Ottawa plant, as well as the installation
20 of third party plant in or on Hydro Ottawa infrastructure, conforms to Hydro Ottawa standards.

21

22 **QA Inspector:** Ensures that all work performed on the electricity distribution network, including
23 distribution, stations, and metering equipment, meets established standards and specifications.
24 This role involves verifying that construction and maintenance activities are executed correctly,
25 safely, and in compliance with all relevant regulations and procedures.

26

27 **Utility Forestry Inspector:** Confirms that contractors work in accordance with applicable laws
28 and safety regulations, inspects contractor performance against quality of work standards. Acts
29 as a liaison between contractors, overhead line crews, and the Control Room. Performs site
30 assessments and creates estimates of crew and equipment hours required for each job site.

1 **Project Engineer:** Manages capital budget implementation via project management of large
2 station, distribution, DER connection projects, and engineering programs. Oversees scope,
3 schedule, budget, risk mitigation, and performance reporting, ensuring planning, design, and
4 execution remain within scope, budget, and schedule.

5
6 **Data Engineer:** Builds and maintains the data infrastructure that supports grid operations and
7 business analysis. Responsible for the design, construction, and management of data pipelines
8 to collect and transform raw data from various sources into a usable format. Responsible for the
9 creation of automated reports and dashboards

10
11 **Supervisor Positions:** Provide operational oversight and planning, as well as employee
12 management and related management functions.

1 **INTERROGATORY RESPONSES TO CONSUMERS COUNCIL OF CANADA**

2
3 **4-CCC-50**

4
5 **EVIDENCE REFERENCE:**

6
7 Exhibit 4, Tab 1, Schedule 3, pp. 4-5
8 Appendix 2-JC

9
10 **QUESTION(S):**

- 11
12 a) (P. 4) Please provide the underlying data in tabular format that supports Figure 1.
13 b) (P. 5) Please provide a revised version of Table 1 that shows for every Appendix 2-JC OM&A
14 program (whether or not there have been FTE additions during the period), the number of FTEs
15 assigned to each program for each year 2021-2030. As part of the response, please also
16 update the FTEs using the current best available information for the 2024 and 2025 bridge
17 years (and update the 2026-2030 forecasts as necessary). Please also show each specific
18 program that underpins “Distribution Operations” on separate lines.
19

20
21 **RESPONSE(S):**

- 22
23 a) Please see Tables A and B below:

1 **Table A – Underlying Data for Figure 1 Historical Years - 2016 - 2023 (\$'000s)**

	Historical Years							
	2016	2017	2018	2019	2020	2021	2022	2023
Program Costs	\$ 146,927	\$ 167,320	\$ 214,619	\$ 174,863	\$ 181,122	\$ 170,942	\$ 177,907	\$ 165,324
FTEs	611	612	605	611	623	585	595	494

2
 3 **Table B – Underlying Data for Figure 1 Bridge and Test Years - 2024 - 2030 (\$'000s)**

	Bridge Years		Test Years				
	2024	2025	2026	2027	2028	2029	2030
Program Costs	\$ 212,307	\$ 230,290	\$ 358,844	\$ 363,917	\$ 311,469	\$ 324,524	\$ 323,887
FTEs	628	641	716	766	780	769	771

4
 5
 6 b) Table C provides the breakdown of FTE by Appendix 2-JC OM&A program. It includes full time permanent and temporary positions
 7 as detailed in Note 3 of Appendix 2-K. This is in addition to Table 1 in Exhibit 4-1-3, which focuses on full time permanent positions.
 8 A breakout of Distribution Operations into its sub-programs is not possible as these programs don't have positions dedicated to them.
 9 Rather, employees charge hours to these programs based on the work being performed. In lieu of this, Table D has been added
 10 below which provides the allocation of trades time to the programs that fall under Distribution Operations.

1 **Table C - FTEs by Appendix 2-JC OM&A Programs**

	Historical Years				Bridge Years	Test Years				
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Collections	9	7	5	8	8	8	8	8	8	8
Customer Billing	30	28	25	33	27	28	29	37	29	29
Corporate Costs	3	3	3	3	3	3	3	3	3	3
Customer & Community Relations	40	44	32	36	41	42	43	43	43	43
Distribution Operations	265	266	204	272	269	310	336	337	337	337
Engineering & Design	83	87	82	103	121	142	158	162	158	160
Facilities	6	7	7	8	6	6	7	7	7	7
Finance	31	29	29	29	29	29	31	32	33	33
Human Resources	26	29	26	26	25	28	28	28	28	28
Information Management & Technology	35	37	35	42	40	45	46	46	46	46
Metering	20	18	14	24	23	26	28	28	28	28
Regulatory Affairs	8	9	7	10	14	9	10	10	10	10
Safety, Environment & Business Continuity	12	12	11	15	16	20	21	22	22	22
Supply Chain	20	18	13	16	17	18	18	18	18	18
Total	585	595	494	624	641	716	766	780	769	771

2

1

Table D - Allocation of Trades Time to Distribution Operations Programs

Allocation of Trades Time		% of Time
Capital		55%
Third Party Services		11%
Maintenance		34%
JC OM&A Programs:		
System Ops & 24/7	34%	
Stations Maintenance	22%	
Testing, Inspection & Maintenance	14%	
Distribution O/H & U/G Maintenance	10%	
Minor Maintenance	6%	
Metering	6%	
Vegetation Management	4%	
U/G Locates	4%	
Sub total	100%	
Total		100%

2

Table 1 - Annual Attrition Rate 2019-2024

Year	2019	2020	2021	2022	2023	2024
Attrition Rate	6.86%	7.19%	5.73%	7.39%	9.21%	5.61%

Increasingly Hydro Ottawa is seeing employees depart the company early or midway through their careers. This trend has presented itself in areas that historically saw few resignations such as the electrical skilled trades, for both journeypersons and apprentices. The number of annual retirements increased during the pandemic but has since declined.

Internal movement, both laterally and through promotion, has also been trending upwards since the pandemic with the high rate of attrition having created more opportunities to expand and grow careers.

Table 2 - Internal Movements: 2019-2024

Year	2019	2020	2021	2022	2023	2024
Number of Internal Movements	15	17	26	37	47	62

These trends are indicative of a more fluid and dynamic workforce and the labour market more broadly. And, in conjunction with the competitive landscape for talent discussed in Section 2.2.4, this has led to ongoing vacancies and a need for increased levels of recruitment, as showcased in Section 4.1.1 below.

1 **INTERROGATORY RESPONSES TO SCHOOL ENERGY COALITION**

2
3 **4-SEC-73**

4
5 **EVIDENCE REFERENCE:**

6
7 [Ex.4-1-3, Attachment A – Employee Compensation Strategy, Table 10]

8
9 **QUESTION(S):**

10
11 With respect to employee compensation:

- 12 a. Please extend Table 10 to include 2021 approved and 2021 to 2023 actuals.
- 13 b. Please provide the final actual number of full-time permanent positions, temporary full-time and
- 14 part-time employees, at the end of 2024.
- 15 c. What was the actual vacancy rate for 2024?
- 16 d. Please provide a year-to-date actual number of full-time permanent positions filled in 2025, and
- 17 provide an update on the vacancy rate for 2025.
- 18 e. Please explain why Hydro Ottawa believes the vacancy rate in 2026 will be lower than 2024,
- 19 when both attrition rates and internal movement are increasing.

20
21 _____
22 **RESPONSE(S):**

- 23
24 a) Please see response to interrogatory 4-CCC-52.
- 25
26 b) Table A provides the requested information. Please note that the number of temporary
- 27 employees at a specific point in time is different from the number of FTEs. In particular, part time
- 28 employees will be captured as partial FTEs.

1 **Table A - Full Time Positions and Temporary Employees as of December 31, 2024**

Position Type	Count
Full Time Permanent Positions	667
Temporary Full Time Employees	20
Temporary Part Time Employees	28

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- c) The actual vacancy rate for 2024 was 11%.

- d) Year to date the number of full-time permanent positions filled in 2025 is 28. The vacancy rate at June 30, 2025 is 9%.

- e) Hydro Ottawa believes the vacancy rate in 2026 will be lower than 2024 for a variety of reasons. First, with an 84-day labour strike in 2023, recruitment efforts were significantly impacted which put added pressure on vacancy rates in 2024. As stated in Section 4.1 of Schedule 4-1-3(B) - Workforce Planning Strategy, Hydro Ottawa has implemented a number of programs and initiatives to enhance external recruitment efforts and to increase awareness of career opportunities at the utility. Please see response to 4-Staff-168 for details of the effectiveness of recent recruitment activities.

Further, through reduced anticipated retirements in the coming years and changes to the external labour market brought on by economic uncertainty, Hydro Ottawa is seeing attrition rates trending downwards and this is expected to continue for the coming years.

In addition, in 2024, an additional HR Advisor was added to support internal recruitment and hiring processes and reduce overall time to fill positions.

Finally, as noted above, the vacancy rate has dropped from 11% in 2024 to 9% as of June 30, 2025.

**INTERROGATORY RESPONSES TO VULNERABLE ENERGY CONSUMERS
 COALITION**

4.0-VECC-42

EVIDENCE REFERENCE:

Exhibit 4, Tab 1, Schedule 3

Table 10 – 2024-2026 - Reconciliation of Positions to FTEs in Appendix 2K

	Bridge Years		Test Year
	2024	2025	2026
Number of Full-Time Permanent Positions	667	667	748
Vacancy Assumption	10%	8%	8%
Vacancy Assumption translated into FTEs	(69)	(56)	(60)
Number of FTEs Sub total	598	611	688
Temps and Part Time	30	30	28
Number of FTEs (Appendix 2K)	628	641	716

QUESTION(S):

a) HOL's plan calls for the hiring of 81 full time positions in 2026. How many full time positions has HOL hired in each of the years 2021 through 2025?

b) From the time a position is approved by management for hiring what is the normal timeline for successful recruitment (e.g. job specification review, advertisement, short list selection, secondary interviews or selection, offer and arrival for work).

1 c) Do line managers (i.e. managers not from human resource) required to carry out interviews for
2 employees in their departments?

3

4 d) Please provide the annual vacancy rate for 2021 to 2025 for full time positions (if not the same
5 as the attrition rate shown 4-1-3 Attachment B page 10)

6

7

8 **RESPONSE(S):**

9

10 a) In each of the years 2021 through 2025 Hydro Ottawa has hired the following numbers of full
11 time positions:

12

13

Table A - Number of Full Time Positions Hired, 2021-2025

Year	Number of FT Positions Hired
2021	37
2022	40
2023	36
2024	101
2025 (June 30th)	28

14

15 b) Please see response to interrogatory 4.0-VECC-41.

16

17 c) Yes, line managers are required to carry out interviews for employees in their departments.

18

19 d) The annual vacancy rate for 2021 to 2025 is provided in Table B below.

1

Table B - Annual Vacancy Rate for Full Time Positions, 2021-2025

Year	Vacancy Rate
2021	10%
2022	12%
2023	12%
2024	11%
2025 (June 30th)	9%

2