Scorecard - Hydro Ottawa Limited

8/26/2026

Performance Outcomes	Performance Categories	Measures		2021	2022	2023	2024	2025	Trend	Target: Industry	Target: Distributor
Customer Focus Services are provided in a manner that responds to identified customer preferences.	Service Quality	New Residential/Small Business Services Connected on Time		100.00%	100.00%	100.00%	100.00%	100.00%		90.00%	
		Scheduled Appointments Met On Time		98.86%	99.43%	95.32%	99.17%	99.33%		90.00%	
		Telephone Calls Answered On Time		83.14%	76.81%	86.99%	85.30%	82.51%		65.00%	
	Customer Satisfaction	First Contact Resolution		89.04%	86.03%	85.65%	87.16%	89.10%			
		Billing Accuracy		99.88%	99.84%	99.88%	99.87%	99.91%		98.00%	
		Customer Satisfaction Survey Results		95.00%	93.00%	91.00%	92.00%	94%			
Operational Effectiveness Continuous improvement in productivity and cost performance is achieved; and distributors deliver on system reliability and quality objectives.	Safety	Level of Public Awareness		72.00%	72.00%	72.00%	72.00%	72.00%			
		Level of Compliance with Ontario Regulation 22/04 [1]		C	C	C	C	C			C
		Serious Electrical Incident Index	Number of General Public Incidents	0	1	0	1	0			1
			Rate per 10, 100, 1000 km of line	0.000	0.167	0.000	0.159	0.000			0.070
	System Reliability	Average Number of Hours that Power to a Customer is Interrupted [2]		0.83	1.02	1.03	0.87	0.98			0.89
		Average Number of Times that Power to a Customer is Interrupted [2]		0.62	0.69	0.63	0.54	0.71			0.74
	Asset Management	Distribution System Plan Implementation Progress		92.00%	90.00%	75.00%	95%	97%			
	Cost Control	Efficiency Assessment		4	4	4	4	4			
		Total Cost per Customer [3]		$719	$811	$935	$950	$976			
		Total Cost per Km of Line [3]		$42,365	$46,747	$54,210	$27,343	$28,089			
Public Policy Responsiveness Distributors deliver on obligations mandated by government (e.g., in legislation and in regulatory requirements imposed further to Ministerial directives to the Board).	Connection of Renewable Generation	New Micro-embedded Generation Facilities Connected On Time		100.00%	100.00%	100.00%	100.00%	100.00%		90.00%	
Financial Performance Financial viability is maintained; and savings from operational effectiveness are sustainable.	Financial Ratios	Liquidity: Current Ratio (Current Assets/Current Liabilities)		1.00	0.90	0.94	0.44	1.45			
		Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio		1.92	1.99	1.94	1.88	1.83			
		Profitability: Regulatory Return on Equity	Deemed (included in rates)	8.34%	8.34%	8.34%	9.21%	9.21%			
			Achieved	8.49%	6.94%	6.15%	7.53%	7.36%			

1. Compliance with Ontario Regulation 22/04 assessed: Compliant (C); Needs Improvement (NI); or Non-Compliant (NC).
2. An upward arrow indicates decreasing reliability while downward indicates improving reliability.
3. A benchmarking analysis determines the total cost figures from the distributor 's reported information.

Legend:

5-year trend: up, down, flat

Current year: target met, target not met

2025 Scorecard Management Discussion and Analysis (“2025 Scorecard MD&A”)

The link below provides a document titled “Scorecard - Performance Measure Descriptions” that has the technical definition, plain language description, and how the measure may be compared for each of the Scorecard’s measures in the 2025 Scorecard MD&A:

http://www.oeb.ca/OEB/_Documents/scorecard/Scorecard_Performance_Measure_Descriptions.pdf

Scorecard MD&A - General Overview

Hydro Ottawa Limited (Hydro Ottawa) is a regulated local distribution company (LDC) operating in the City of Ottawa and the Village of Casselman. Hydro Ottawa is 100% owned by the City of Ottawa and is the third-largest municipally-owned electric utility in Ontario. Hydro Ottawa maintains one of the safest, most reliable, and most cost-effective electricity distribution systems in the province, serving approximately 376,000 residential and commercial customers across 1,116 square kilometres.

The Ontario Energy Board (OEB) is the independent provincial regulator of the electricity and natural gas sectors in Ontario. The OEB operates under its Renewed Regulatory Framework, which sets out objectives to guide distributors and better serve the public. The objectives are for regulated utilities to provide customer-focused services, improve operational effectiveness, respond to public policy actions, and produce sustainable financial performance. The distributor’s performance in meeting these objectives is measured and published annually by the OEB via its Electricity Utility Scorecard.

This Scorecard provides Hydro Ottawa’s 2025 results for 21 performance measures. This Management Discussion and Analysis has been added to the scorecard by Hydro Ottawa to support the OEB’s Renewed Regulatory Framework and to promote meaningful dialogue with our customers.

Service Quality

- **New Residential/Small Business Services Connected on Time**
  Section 7.2 of the OEB's Distribution System Code requires that new service connection requests for low-voltage customers (less than 750 volts) must be completed within five business days after all applicable service conditions are satisfied, or at a later date as agreed upon by the customer and distributor. This requirement must be met at least 90% of the time. In 2025, Hydro Ottawa met this requirement 100% of the time, connecting 5,613 new low-voltage services within five days.

- **Scheduled Appointments Met On Time**
  Section 7.4 of the OEB's Distribution System Code states that when a customer must be present for an appointment, the distributor must offer to schedule the appointment during regular business hours, within no more than a four-hour window, and arrive during that time frame. The utility is measured by the percentage of times it arrives for the appointment within the scheduled time frame, and is required to meet this requirement at least 90% of the time. In 2025, Hydro Ottawa scheduled 10,810 appointments and completed 99.3% of these appointments on time.

  The majority of missed appointments were due to significant emergencies or severe weather events that required resources to be diverted to restoration efforts.

- **Telephone Calls Answered On Time**
  Section 7.6 of the OEB's Distribution System Code requires that qualified incoming calls to the distributor's customer contact number must be answered within 30 seconds. This requirement must be met at least 65% of the time. In 2025, Hydro Ottawa's customer contact center received 204,844 calls from its customers, of which 82.5% were answered within 30 seconds. The 2025 result was in line with the historical average and well above the OEB target.

Customer Satisfaction

- **First Contact Resolution**
  First contact resolution is when a customer's issue is resolved during their initial contact, eliminating the need for further calls. Hydro Ottawa measures its first contact resolution via a telephone survey by randomly selecting customers who recently contacted the utility. The OEB does not prescribe a specific manner to determine this metric and allows distributors flexibility in monitoring how best to assess their performance.

  In 2025, Hydro Ottawa achieved a first contact resolution of 89.1%, which exceeds its five-year average. Of the 3,139 customers who responded to the survey, 2,797 reported that their issue was resolved on first contact.

- **Billing Accuracy**
  Section 7.1 of the OEB's Distribution System Code defines an accurate bill as containing correct customer information, meter readings, and rate information. Hydro Ottawa's billing accuracy in 2025 was 99.91%, which surpassed the 98% industry target.

- **Customer Satisfaction Survey Results**
  The OEB requires distributors to measure and report customer satisfaction every two years. The OEB allows distributors discretion in calculating the metric.

  Hydro Ottawa contracts a third party to conduct its customer satisfaction survey. The survey measures overall customer satisfaction with Hydro Ottawa in areas of reliability, customer service, power outages, billing, cost of electricity, and corporate image. In addition to customer satisfaction, Hydro Ottawa uses this information to gain insight into customer expectations and needs and to develop customer engagement activities.

  In 2025, Hydro Ottawa's overall customer satisfaction score remained strong at 94%.

Safety

- **Public Safety**
  The Electrical Safety Authority (ESA), Ontario's electrical safety regulator, developed three safety measures using feedback from industry stakeholders. The OEB adopted these measures to assess safety performance and incorporated them into the scorecard.

  Hydro Ottawa prioritizes safety by promoting electrical safety awareness and abiding by stringent safety standards. The utility has consistently met the scorecard targets for safety and compliance, and endeavours to maintain its safety performance going forward.

  - **Component A – Public Awareness of Electrical Safety**

  The OEB requires distributors to conduct a safety survey every two years. The ESA, in collaboration with distributors, developed a standardized survey to measure public awareness of electrical safety. Hydro Ottawa commissions a third party to conduct its biannual public awareness and electrical safety survey.

  Hydro Ottawa completed its most recent survey in March 2026 and scored 72% for public safety awareness. The survey included 470 respondents. This score is consistent with Hydro Ottawa's 2024 survey results.

  - **Component B – Compliance with Ontario Regulation 22/04**

  The Electrical Distribution Safety Regulation, Ontario Regulation 22/04, establishes objective-based electrical safety requirements for distributors for the design, construction, and maintenance of their networks. Hydro Ottawa has a distributor-specific target of being compliant with 100% of this regulation, which it strives to achieve each year.

  In 2025, Hydro Ottawa was fully compliant with the regulation. Hydro Ottawa responded to and resolved all due diligence inspections, public safety concerns, compliance investigations, and its annual ESA audits. This result demonstrates Hydro Ottawa's strong commitment to employee and public safety.

- **Component C – Serious Electrical Incident Index**

The Electrical Distribution Safety Regulation, Ontario Regulation 22/04, requires that distributors report all serious electrical incidents to the ESA. The ESA defines a serious electrical incident as: (a) any electrical contact that caused death or critical injury to a person, (b) any inadvertent contact with any part of a distribution system operating at 750 volts or above that caused or had the potential to cause death or critical injury to a person, or (c) any fire or explosion in any part of a distribution system operating at 750 volts or above that caused or had the potential to cause death or critical injury to a person, except fire or explosion caused by lightning strike.

Hydro Ottawa reported 23 electrical incidents to the ESA during the 2025 reporting year (January 1, 2024, to December 31, 2024). The 23 incidents resulted primarily from equipment or material contact with Hydro Ottawa lines. Of the 23 incidents, zero were deemed to be a General Public Serious Electrical Incident. Hydro Ottawa met its General Public Incident Industry target of one and its Serious Electrical Incident Index rate industry target of 0.07 per 1,000 km of line as a result of having no incidents. Historically, the number of serious electrical incidents involving the general public in the City of Ottawa has been very low due in part to Hydro Ottawa's public education initiatives.

System Reliability

In 2025, Hydro Ottawa's reliability performance surpassed the OEB performance standard for outage frequency (SAIFI) but missed the standard for outage duration (SAIDI). These results were primarily driven by outage events related to equipment failures and customer-owned infrastructure. System reliability remains integral to all system planning and asset management processes, and Hydro Ottawa continuously evaluates system performance to proactively address vulnerabilities and improve service delivery.

To ensure consistent reliability, Hydro Ottawa has a comprehensive oversight and continuous improvement strategy. Key initiatives include enhanced inspection and maintenance programs, proactive risk mitigation for customer-owned assets, and strengthened governance and reporting frameworks. Furthermore, Hydro Ottawa's asset management practices ensure that infrastructure renewal keeps pace with system needs, while ongoing investments in grid technology and new operational methods enhance overall resilience and reduce outage restoration times.

- **Average Number of Hours that Power to a Customer is Interrupted**
  In 2025, Hydro Ottawa customers experienced an average of 0.98 interrupted hours (excluding loss of supply due to the transmission system and major event days). This result did not meet Hydro Ottawa's target of 0.89 and represents an increase from the 2024 average of 0.87 interrupted hours. The target of 0.89 was approved by the OEB in Hydro Ottawa's 2021-2025 Custom Incentive Rate-setting application.

  To improve performance and meet its targets for the 2026–2030 period, Hydro Ottawa is implementing a series of targeted investments. These initiatives include constructing feeder ties to enhance redundancy in radial configurations, strategically undergrounding vulnerable overhead sections, and relocating lines from difficult-to-access areas. Additionally, the utility is deploying advanced automation by installing sectionalizing devices, remote-operable switches, and smart fault circuit indicators.

- **Average Number of Times that Power to a Customer is Interrupted**
  In 2025, Hydro Ottawa customers experienced an average of 0.71 interruptions (excluding loss of supply due to the transmission system and major event days). This result outperformed Hydro Ottawa's target of 0.74 interruptions and represents an increase from the 2024 average of 0.54 interruptions. The target of 0.74 is set by the OEB based upon Hydro Ottawa's historical SAIFI results.

  To sustain strong performance against OEB targets throughout the 2026–2030 period, Hydro Ottawa is implementing a series of targeted investments. These actions include replacing degraded assets at high risk of failure and constructing feeder ties to enhance redundancy in radial supply configurations. Additionally, the utility is optimizing the grid by reconfiguring feeders, installing sectionalizing devices, and strategically undergrounding highly vulnerable overhead sections.

Asset Management

- **Distribution System Plan Implementation Progress**
  Hydro Ottawa's Distribution System Plan (DSP) outlines the necessary capital investments to maintain and expand its system to meet current and future Hydro Ottawa customer needs. The 2021-2025 DSP was approved by the OEB in 2021. Hydro Ottawa measures the progress of its DSP implementation as a ratio of actual total capital expenditures made in a year over the total forecasted capital expenditures for that year (excluding unplanned asset failures, system access and general plant investments).

In 2025, the planned budget was $91.2M, while actual expenditures totaled $88.9M. This underspend was primarily due to a reduction in planned program spending to cover emergency overspending. Specifically, the budget allocated to emergency work was $9.3M, and spending reached $12.6M ($2M attributable to emergency transformers, $0.8 to emergency cables, and $0.4M for emergency storms).

Cost Control

- **Efficiency Assessment**
  The total costs for Ontario LDCs are evaluated by the Pacific Economics Group (PEG) LLC on behalf of the OEB to produce a single efficiency ranking. The electricity distributors are divided into five groups based on the difference between their respective individual actual and predicted costs. Each group is given an efficiency assessment rating from one to five. In 2025, Hydro Ottawa's results placed the company in Group 4, which is considered "fair" and is defined as having actual costs between 10% and 25% above predicted costs, according to PEG's econometric model. Importantly, the utility's three-year average efficiency score improved to 22.0% above predicted costs (versus 23.05% in 2024). Hydro Ottawa remains committed to achieving productivity savings and embraces continuous improvement in its operations.

- **Total Cost per Customer**
  The total cost per customer metric is produced by PEG on behalf of the OEB and is calculated as the sum of Hydro Ottawa's capital and operating costs, divided by the total number of customers that Hydro Ottawa serves.

  Hydro Ottawa's total cost per customer was $976 in 2025, representing a 2.7% increase from $950 per customer in 2024.

  The increase in unit cost was due to larger increases in capital costs and operations, maintenance, and administrative (OM&A) costs when compared to year-over-year customer growth. Capital Additions, which contribute to the total capital costs, increased 8.5% in 2025 with the Piperville Station coming online. OM&A costs increased 4.5% due to larger year-over-year spending on station and overhead lines maintenance, and increased administrative spending.

  Hydro Ottawa remains focused on productivity and cost reduction initiatives and the overall strategic direction to deliver reliable service while operating efficiently to keep rates competitive.

- **Total Cost per Km of Line**
  The total cost per kilometre (km) of line metric is produced by PEG on behalf of the OEB and is calculated as the sum of Hydro Ottawa's capital and operating costs, divided by the km of line that Hydro Ottawa operates within its service territory.

  Hydro Ottawa's total cost per km of line in 2025 was $28,089, a $746 increase from the previous year ($27,343). Similar to the above metric, the increases in total cost exceeded growth in circuit kilometre additions, resulting in a higher year-over-year unit cost.

Connection of Renewable Generation

- **New Micro-Embedded Generation Facilities Connected On Time**
  Section 6.2.7 of the OEB's Distribution System Code mandates distributors to connect micro-embedded generation facilities (up to 12 kW) to its distribution system within five business days, or at a later date as agreed upon by both parties. The Distribution System Code requires that distributors meet this requirement 90% of the time.

  Hydro Ottawa connected 203 new micro-embedded generation facilities in 2025, with 100% completed within the required timeframe, surpassing the industry target of 90%.

Financial Ratios

- **Liquidity: Current Ratio (Current Assets/Current Liabilities)**
  Hydro Ottawa's liquidity ratio increased from 0.44 in 2024 to 1.45 in 2025, reaching its highest level in the 2021-2025 period. This indicates that for every dollar of current liabilities, the company held $1.45 in current assets. This improvement was largely driven by the refinancing of short-term notes payable into long-term promissory notes.

- **Leverage: Total Debt (includes short-term and long-term debt) to Equity Ratio**
  The OEB uses a deemed capital structure of 60% debt and 40% equity for electricity distributors it regulates when establishing rates. The deemed structure produces a debt-to-equity ratio of 1.5 (60/40=1.5). A debt-to-equity ratio of more than 1.5 indicates that a distributor is more leveraged than the generic capital structure. Hydro Ottawa's debt-to-equity ratio was 1.83 in 2025, representing an improvement from 2024.

Hydro Ottawa has maintained a higher debt-to-equity ratio than the generic capital structure for several years, due to its significant capital expenditures required to replace aging infrastructure. Although Hydro Ottawa is more leveraged than the generic capital structure, it has been able to manage its cost of borrowing through the issuance of long-term debt and the introduction of a commercial paper program.

- **Profitability: Regulatory Return on Equity – Deemed (included in rates)**
  Hydro Ottawa's current distribution rates were approved by the OEB using a 9.21% regulatory return on equity (deemed return). Should the achieved return fall outside a plus or minus 3% range, a regulatory review of Hydro Ottawa's revenues and cost structure may be conducted by the OEB.

- **Profitability: Regulatory Return on Equity – Achieved**
  Hydro Ottawa achieved a 7.36% regulatory return on equity in 2025; this is 1.85% below the deemed return on equity and within the plus or minus 3% OEB threshold.

Note to Readers of 2025 Scorecard MD&A

The information provided by distributors on their future performance (or what can be construed as forward-looking information) may be subject to several risks, uncertainties, and other factors that may cause actual events, conditions or results to differ materially from historical results or those contemplated by the distributor regarding their future performance. Some of the factors that could cause such differences include legislative or regulatory developments, financial market conditions, general economic conditions, and the weather. For these reasons, the information on future performance is intended to be management's best judgment on the reporting date of the performance scorecard and could be markedly different in the future.