

**OM&A Programs Table (OEB Appendix 2-JC)**

											Change		Total Change	
	2017	2017	2018	2019	2020	2021	September	September	September	2022	2020 Actual to 2022 Test		2017 OEB Approved to 2022 Test	
	Budget	Actual	Actual	Actual	Actual	Bridge	2019 YTD	2020 YTD	2021 YTD	Test	\$	CAGR	\$	CAGR
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		\$	
<b>Asset Management</b>														
Labour and benefits	3,497,000	3,411,618	3,549,323	3,160,359	3,098,589	3,369,900	2,368,210	2,334,861	2,608,614	3,483,200	384,611	6%	(13,800)	0%
Employee expenses	167,000	142,726	146,648	152,443	106,063	164,200	116,073	82,028	48,739	168,200	62,137	26%	1,200	0%
Contractor services	142,000	134,435	138,503	93,523	73,686	107,400	48,438	49,187	75,303	140,500	66,814	38%	(1,500)	0%
Materials and supplies	29,400	18,580	28,067	28,361	12,852	33,900	20,089	11,132	12,521	34,500	21,648	64%	5,100	3%
Vehicles and major equipment	29,900	21,363	21,191	13,922	34,790	28,200	8,550	26,659	25,275	28,900	(5,890)	-9%	(1,000)	-1%
Software and hardware	145,000	138,962	171,653	193,377	209,090	234,000	142,603	159,563	163,675	239,900	30,810	7%	94,900	11%
Corporate membership dues	67,000	72,874	71,763	70,413	84,041	94,900	52,802	63,618	72,078	97,300	13,259	8%	30,300	8%
Other	30,800	21,079	10,812	15,455	12,790	16,300	8,911	9,917	(3,243)	16,800	4,010	15%	(14,000)	-11%
<b>Total \$</b>	<b>4,108,100</b>	<b>3,961,637</b>	<b>4,137,962</b>	<b>3,727,852</b>	<b>3,631,901</b>	<b>4,048,800</b>	<b>2,765,676</b>	<b>2,736,965</b>	<b>3,002,962</b>	<b>4,209,300</b>	<b>577,399</b>	<b>8%</b>	<b>101,200</b>	<b>0%</b>
<b>Operations and Maintenance</b>														
Labour and benefits	6,895,900	7,027,057	7,389,233	7,375,244	7,798,594	7,481,700	5,625,597	5,857,852	5,795,438	7,780,200	(18,394)	0%	884,300	2%
Employee expenses	434,200	473,528	437,403	436,036	428,983	526,500	323,328	238,541	318,639	539,800	110,817	12%	105,600	4%
Materials and supplies	778,600	798,446	737,015	743,445	710,304	787,000	634,822	548,344	614,319	806,700	96,396	7%	28,100	1%
Underground cable services	211,400	267,546	517,155	484,890	534,077	431,700	377,264	403,214	418,153	442,500	(91,577)	-9%	231,100	16%
Overhead line services	101,000	108,185	243,171	135,940	115,486	139,000	104,004	96,944	214,326	142,600	27,114	11%	41,600	7%
Tree trimming services	83,000	145,954	258,579	332,142	334,941	300,000	190,885	191,632	209,274	307,500	(27,441)	-4%	224,500	30%
Substation maintenance services	72,500	46,379	31,651	37,752	44,680	55,000	24,361	32,718	44,596	56,400	11,720	12%	(16,100)	-5%
Contractor services	74,700	70,644	78,391	73,431	65,905	87,700	60,961	41,462	58,224	89,200	23,295	16%	14,500	4%
Pole and property leasing	80,000	75,488	77,341	161,903	122,602	139,100	124,784	95,239	106,955	141,100	18,498	7%	61,100	12%
Vehicles and major equipment	825,600	791,796	855,340	842,624	988,187	947,500	646,498	802,333	770,585	971,300	(16,887)	-1%	145,700	3%
Software and hardware	239,300	242,485	266,131	275,576	312,176	326,300	206,636	235,701	238,100	334,400	22,224	3%	95,100	7%
Other	164,500	151,666	149,341	142,485	128,639	150,200	96,454	92,252	98,171	153,900	25,261	9%	(10,600)	-1%
<b>Total \$</b>	<b>9,960,700</b>	<b>10,199,175</b>	<b>11,040,750</b>	<b>11,041,466</b>	<b>11,584,573</b>	<b>11,371,700</b>	<b>8,415,593</b>	<b>8,636,231</b>	<b>8,886,780</b>	<b>11,765,600</b>	<b>181,027</b>	<b>1%</b>	<b>1,804,900</b>	<b>3%</b>
<b>Metering and Data Management</b>														
Labour and benefits	2,277,900	2,289,691	2,532,023	2,825,101	2,753,076	2,877,600	2,081,201	2,063,267	2,217,254	2,984,900	231,824	4%	707,000	6%
Contractor services	120,200	96,418	171,530	54,571	82,809	106,600	38,037	61,226	47,483	107,700	24,891	14%	(12,500)	-2%
Meter reading services	510,000	467,718	298,397	244,014	242,223	220,000	186,507	177,424	193,039	220,000	(22,223)	-5%	(290,000)	-15%
Technology and radio licensing	220,000	216,299	222,611	228,632	235,414	252,000	169,697	176,862	171,230	259,000	23,586	5%	39,000	3%
Software and hardware	206,000	166,631	135,619	139,883	146,501	170,300	104,373	109,646	113,025	181,600	35,099	11%	(24,400)	-2%
Vehicles and major equipment	55,000	61,166	63,705	68,711	79,691	77,200	49,860	58,027	68,168	101,200	21,509	13%	46,200	13%
Materials and supplies	55,800	41,148	37,117	43,055	33,446	49,500	32,748	26,265	37,499	49,600	16,154	22%	(6,200)	-2%
Other	154,200	167,923	178,928	177,034	171,328	179,700	125,372	130,693	116,714	182,000	10,672	3%	27,800	3%
Cost recoveries	(276,300)	(375,534)	(359,431)	(245,799)	(216,604)	(191,900)	(178,200)	(88,525)	(205,207)	(191,900)	24,704	-6%	84,400	-7%
<b>Total \$</b>	<b>3,322,800</b>	<b>3,131,459</b>	<b>3,280,499</b>	<b>3,535,201</b>	<b>3,527,884</b>	<b>3,741,000</b>	<b>2,609,595</b>	<b>2,714,884</b>	<b>2,759,205</b>	<b>3,894,100</b>	<b>366,216</b>	<b>5%</b>	<b>571,300</b>	<b>3%</b>

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											Change		Total Change	
	2017	2017	2018	2019	2020	2021	September	September	September	2022	2020 Actual to 2022 Test		2017 OEB Approved to 2022 Test	
	Budget	Actual	Actual	Actual	Actual	Bridge	2019 YTD	2020 YTD	2021 YTD	Test	\$	CAGR	\$	CAGR
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$		\$	
<b>Information Technology</b>														
Labour and benefits	2,969,800	3,222,479	3,474,850	3,551,920	3,257,408	3,476,400	2,755,413	2,356,122	3,367,260	3,721,100	463,692	7%	751,300	5%
Contractor services	951,000	658,546	439,976	544,290	446,730	546,900	321,146	251,224	718,007	565,400	118,670	13%	(385,600)	-10%
Employee expenses	182,000	126,302	176,777	150,387	40,046	153,100	97,568	36,801	28,146	158,300	118,254	99%	(23,700)	-3%
Software and hardware	802,500	686,593	733,079	719,422	741,757	787,400	552,616	559,232	529,101	881,500	139,743	9%	79,000	2%
Business communications	383,600	223,731	237,004	211,624	195,256	240,500	161,023	152,858	146,957	235,500	40,244	10%	(148,100)	-9%
Materials and supplies	24,100	26,523	19,144	19,647	8,280	32,200	16,614	7,629	9,257	30,500	22,220	92%	6,400	5%
Other	98,800	134,431	130,824	127,303	119,889	134,100	96,041	89,967	81,687	135,000	15,111	6%	36,200	6%
Cost recoveries	(466,600)	(499,329)	(540,063)	(487,525)	(516,501)	(484,700)	(363,993)	(368,616)	(420,929)	(483,700)	32,801	-3%	(17,100)	1%
<b>Total \$</b>	<b>4,945,200</b>	<b>4,579,277</b>	<b>4,671,589</b>	<b>4,837,068</b>	<b>4,292,864</b>	<b>4,885,900</b>	<b>3,636,427</b>	<b>3,085,217</b>	<b>4,459,487</b>	<b>5,243,600</b>	<b>950,736</b>	<b>11%</b>	<b>298,400</b>	<b>1%</b>
<b>Customer Services and Collections</b>														
Labour and benefits	3,712,700	3,774,548	3,588,217	3,612,490	3,599,120	4,000,100	2,767,959	2,720,175	2,651,989	4,167,600	568,480	8%	454,900	2%
Contractor services	491,200	446,069	415,873	414,737	448,114	489,500	351,504	299,981	413,455	620,500	172,386	18%	129,300	5%
Postage and courier	1,023,100	1,267,232	1,270,549	1,265,865	1,097,937	1,202,500	963,576	848,644	764,003	1,188,000	90,063	4%	164,900	3%
Printing and mailing services	142,000	114,221	86,516	84,719	76,093	92,000	63,284	58,320	53,176	96,000	19,907	12%	(46,000)	-8%
Collection services and fees	330,000	271,955	268,783	245,448	179,304	58,000	179,916	134,059	26,633	49,000	(130,304)	-48%	(281,000)	-32%
Bad debts	700,000	840,200	702,530	737,263	800,011	900,000	675,000	770,000	775,000	900,000	99,989	6%	200,000	5%
Other	145,400	169,305	161,302	190,220	143,140	169,800	144,450	89,900	117,037	170,400	27,260	9%	25,000	3%
Cost recoveries	(4,213,100)	(3,925,365)	(3,838,654)	(3,600,899)	(3,522,713)	(3,566,200)	(2,710,856)	(2,638,746)	(2,637,564)	(3,528,500)	(5,787)	0%	684,600	-3%
<b>Total \$</b>	<b>2,331,300</b>	<b>2,958,165</b>	<b>2,655,117</b>	<b>2,949,843</b>	<b>2,821,006</b>	<b>3,345,700</b>	<b>2,434,833</b>	<b>2,282,333</b>	<b>2,163,728</b>	<b>3,663,000</b>	<b>841,994</b>	<b>14%</b>	<b>1,331,700</b>	<b>9%</b>
<b>Corporate Communications</b>														
Labour and benefits	344,900	339,184	415,774	562,096	578,620	576,700	415,167	442,019	427,698	614,100	35,480	3%	269,200	12%
Employee expenses	10,400	5,125	10,735	10,381	6,571	15,200	8,118	5,767	1,943	19,600	13,029	73%	9,200	14%
Consulting services	80,000	62,725	92,767	153,559	28,302	142,000	44,615	6,602	13,614	170,000	141,698	145%	90,000	16%
Advertising and promotion	260,500	210,583	249,040	258,264	241,406	290,000	210,081	172,043	193,562	305,000	63,594	12%	44,500	3%
Donation (LEAP)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	-	0%	-	0%
Materials and supplies	34,200	17,918	26,757	27,608	23,995	34,200	13,422	6,281	7,043	34,700	10,705	20%	500	0%
School safety program	30,800	18,944	23,040	28,589	15,124	20,300	17,095	11,965	9,368	33,100	17,976	48%	2,300	1%
Other	7,800	7,700	8,970	8,915	13,267	11,900	5,646	7,519	9,023	11,400	(1,867)	-7%	3,600	8%
<b>Total \$</b>	<b>968,600</b>	<b>862,180</b>	<b>1,027,082</b>	<b>1,249,412</b>	<b>1,107,285</b>	<b>1,290,300</b>	<b>914,142</b>	<b>852,196</b>	<b>862,251</b>	<b>1,387,900</b>	<b>280,615</b>	<b>12%</b>	<b>419,300</b>	<b>7%</b>

OM&A Programs Table (OEB Appendix 2-JC)														
											Change		Total Change	
	2017 Budget	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Bridge	September 2019 YTD	September 2020 YTD	September 2021 YTD	2022 Test	2020 Actual to 2022 Test		2017 OEB Approved to 2022 Test	
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	CAGR	\$	CAGR
<b>Human Resources, Health and Safety</b>														
Labour and benefits	969,700	1,073,283	1,058,716	1,131,294	1,258,863	1,145,700	830,778	930,613	953,340	1,274,700	15,837	1%	305,000	6%
Training programs	127,000	63,945	32,003	62,923	25,384	60,500	55,611	22,615	24,585	61,500	36,116	56%	(65,500)	-14%
Consulting and contractor services	185,700	115,453	86,864	117,115	45,030	103,000	91,455	34,136	56,689	103,600	58,570	52%	(82,100)	-11%
Software and hardware	39,600	13,543	23,294	8,863	7,790	9,500	7,058	5,986	727	500	(7,290)	-75%	(39,100)	-58%
Materials and supplies	27,600	20,249	14,843	24,164	19,652	34,800	18,426	18,182	9,089	35,400	15,748	34%	7,800	5%
Other	353,000	325,955	333,143	325,180	302,826	336,900	216,838	200,384	210,120	339,800	36,974	6%	(13,200)	-1%
<b>Total \$</b>	<b>1,702,600</b>	<b>1,612,429</b>	<b>1,548,863</b>	<b>1,669,538</b>	<b>1,659,546</b>	<b>1,690,400</b>	<b>1,220,166</b>	<b>1,211,916</b>	<b>1,254,550</b>	<b>1,815,500</b>	<b>155,954</b>	<b>5%</b>	<b>112,900</b>	<b>1%</b>
<b>Facilities and Environmental Services</b>														
Labour and benefits	365,500	333,084	331,266	305,108	327,139	367,500	230,243	250,160	268,719	377,800	50,661	7%	12,300	1%
Insurance	77,200	65,633	66,076	73,316	90,870	76,300	56,882	70,292	116,569	78,200	(12,670)	-7%	1,000	0%
Utilities	465,000	494,915	480,215	512,884	481,220	533,600	371,388	356,542	332,670	546,900	65,680	7%	81,900	3%
Contractor services	491,400	474,805	533,519	508,550	579,068	588,000	359,916	388,735	460,675	602,700	23,632	2%	111,300	4%
Landscaping and snow removal	173,500	202,212	205,245	214,595	158,551	205,000	178,635	108,430	163,701	210,100	51,549	15%	36,600	4%
Other	1,528,200	1,280,371	1,149,970	1,235,190	1,285,872	1,285,600	987,394	1,004,054	913,510	1,312,000	26,128	1%	(216,200)	-3%
<b>Total \$</b>	<b>3,100,800</b>	<b>2,851,019</b>	<b>2,766,291</b>	<b>2,849,642</b>	<b>2,922,720</b>	<b>3,056,000</b>	<b>2,184,458</b>	<b>2,178,214</b>	<b>2,255,843</b>	<b>3,127,700</b>	<b>204,980</b>	<b>3%</b>	<b>26,900</b>	<b>0%</b>
<b>Corporate Services</b>														
Labour and benefits	3,078,200	3,047,477	3,128,356	3,143,754	3,513,878	3,334,200	2,014,124	2,231,671	2,193,103	3,383,300	(130,578)	-2%	305,100	2%
Employee expenses	77,300	78,298	81,249	70,821	48,998	106,500	54,999	34,759	44,466	102,000	53,002	44%	24,700	6%
OEB cost assessment fees	710,000	716,115	666,403	684,824	687,743	705,600	500,339	508,941	499,226	719,800	32,057	2%	9,800	0%
Regulatory application costs	65,000	54,940	54,940	54,940	54,940	54,940	41,205	41,205	45,000	60,000	5,060	5%	(5,000)	-2%
Insurance	373,300	376,419	369,917	354,940	371,594	413,000	266,727	279,442	247,334	420,300	48,706	6%	47,000	2%
Contractor services and consulting	212,900	215,474	252,290	231,088	281,168	290,400	146,184	145,405	181,114	297,100	15,932	3%	84,200	7%
Legal services	120,000	151,664	257,276	312,156	317,901	200,000	199,787	168,005	150,434	200,000	(117,901)	-21%	80,000	11%
Software and hardware	100,000	89,292	95,028	87,374	102,623	114,200	82,340	77,334	77,425	116,200	13,577	6%	16,200	3%
Corporate membership dues	120,000	106,635	108,750	110,133	113,167	128,000	83,925	86,017	83,733	130,000	16,833	7%	10,000	2%
Other	295,400	241,070	243,861	237,652	214,359	241,200	178,044	152,841	150,845	248,000	33,641	8%	(47,400)	-3%
<b>Total \$</b>	<b>5,152,100</b>	<b>5,077,383</b>	<b>5,258,071</b>	<b>5,287,683</b>	<b>5,706,371</b>	<b>5,588,040</b>	<b>3,567,674</b>	<b>3,725,619</b>	<b>3,672,682</b>	<b>5,676,700</b>	<b>(29,671)</b>	<b>0%</b>	<b>524,600</b>	<b>2%</b>
<b>Locate Services</b>														
Labour and benefits	53,400	44,984	28,652	29,221	25,987	39,500	21,270	25,934	28,250	42,500	16,513	28%	(10,900)	-4%
Contractor services	853,000	952,580	1,027,897	1,004,015	1,087,939	1,050,000	800,634	845,228	961,306	1,076,300	(11,639)	-1%	223,300	5%
Other	11,300	8,636	5,229	5,404	3,830	6,900	4,306	3,330	3,146	6,900	3,070	34%	(4,400)	-9%
<b>Total \$</b>	<b>917,700</b>	<b>1,006,200</b>	<b>1,061,779</b>	<b>1,038,641</b>	<b>1,117,756</b>	<b>1,096,400</b>	<b>826,209</b>	<b>874,492</b>	<b>992,702</b>	<b>1,125,700</b>	<b>7,944</b>	<b>0%</b>	<b>208,000</b>	<b>4%</b>

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											2020 Actual to 2022 Test		2017 OEB Approved to 2022 Test	
	2017 Budget	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Bridge	September 2019 YTD	September 2020 YTD	September 2021 YTD	2022 Test				
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	CAGR	\$	CAGR
<b>Capital Materials Supply Management</b>														
Labour and benefits	717,400	730,475	519,621	613,147	687,926	762,100	463,329	507,330	601,747	781,200	93,274	7%	63,800	2%
Contractor services	5,000	3,077	6,863	10,256	10,949	15,000	8,572	5,583	6,049	15,400	4,451	19%	10,400	25%
Materials and supplies	37,700	34,761	26,983	28,219	20,663	38,200	21,808	15,563	14,971	39,200	18,537	38%	1,500	1%
Software and hardware	-	-	8,000	24,000	42,105	42,900	18,000	30,153	35,858	44,000	1,895	2%	44,000	
Other	91,000	109,129	117,211	107,117	111,870	114,100	81,257	83,139	72,592	116,700	4,830	2%	25,700	5%
Cost allocations	(395,100)	(383,444)	(354,073)	(334,017)	(380,802)	(479,100)	(369,333)	(297,069)	(368,708)	(490,000)	(109,198)	13%	(94,900)	4%
<b>Total \$</b>	<b>456,000</b>	<b>493,999</b>	<b>324,606</b>	<b>448,722</b>	<b>492,712</b>	<b>493,200</b>	<b>223,633</b>	<b>344,699</b>	<b>362,509</b>	<b>506,500</b>	<b>13,788</b>	<b>1%</b>	<b>50,500</b>	<b>2%</b>
<b>Fleet Services</b>														
Labour and benefits	548,500	561,796	553,824	622,909	782,629	789,000	469,722	575,979	661,812	790,000	7,371	0%	241,500	8%
Repairs and maintenance	536,500	436,597	517,113	476,546	568,748	501,200	327,017	386,172	423,339	511,800	(56,948)	-5%	(24,700)	-1%
Fuel	383,000	302,472	372,324	306,882	271,109	340,000	231,866	204,697	252,153	348,500	77,391	13%	(34,500)	-2%
Consulting services	22,500	17,914	7,440	10,461	3,040	40,000	12,036	2,228	5,632	41,100	38,060	268%	18,600	13%
Cloud services	-	-	1,494	51,656	61,997	95,400	37,875	45,886	50,159	97,800	35,803	26%	97,800	
Other	209,600	274,865	270,614	267,356	232,519	274,600	204,365	174,913	181,176	281,200	48,681	10%	71,600	6%
Depreciation	1,053,100	1,009,502	1,050,619	1,084,990	1,078,272	1,144,000	805,716	802,444	815,047	1,206,000	127,728	6%	152,900	3%
Cost allocations	(2,753,200)	(2,603,146)	(2,773,428)	(2,820,802)	(2,998,315)	(3,184,200)	(2,088,596)	(2,192,318)	(2,389,318)	(3,276,400)	(278,085)	5%	(523,200)	4%
<b>Total \$</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	
<b>Total (before Cloud Services)</b>	<b>36,965,900</b>	<b>36,732,923</b>	<b>37,772,608</b>	<b>38,635,067</b>	<b>38,864,617</b>	<b>40,607,440</b>	<b>28,798,406</b>	<b>28,642,767</b>	<b>30,672,698</b>	<b>42,415,600</b>	<b>3,550,983</b>	<b>4%</b>	<b>5,449,700</b>	<b>3%</b>
<b>Add: Cloud Services</b>	<b>626,100</b>	<b>865,947</b>	<b>1,003,456</b>	<b>1,192,742</b>	<b>1,493,946</b>	<b>1,609,400</b>	<b>817,981</b>	<b>1,108,049</b>	<b>1,191,459</b>	<b>1,753,200</b>	<b>259,254</b>	<b>8%</b>	<b>1,127,100</b>	<b>23%</b>
<b>Grand Total</b>	<b>37,592,000</b>	<b>37,598,870</b>	<b>38,776,064</b>	<b>39,827,809</b>	<b>40,358,563</b>	<b>42,216,840</b>	<b>29,616,387</b>	<b>29,750,816</b>	<b>31,864,157</b>	<b>44,168,800</b>	<b>3,810,237</b>	<b>5%</b>	<b>6,576,800</b>	<b>3%</b>