

Line No.	Project Name	Implementation Expenses Deferred for Rate Setting Purposes						Total Implementation Expenses Deferred	Recovery of Implementation Expenses Deferred						Total Implementation Expenses Recovered
		2022/23A	2023/24F	2024/25B	2025/26B	2026/27B	2027/28B		2026/27F	2027/28F	2028/29F	2029/30F	2030/31F	2031/32F	
1	<i>(C\$000s, except where noted)</i>														
2	Cyber Security Maturity Assessment (ISM)	114,893	-	-	-	-	-	114,893	22,979	22,979	22,979	22,979	22,977	114,893	
3	Network Operations Centre as a Service	90,659	-	-	-	-	-	90,659	18,132	18,132	18,132	18,132	18,131	90,659	
4	IBM Infrastructure Refresh - M/S Windows Server 2012	597,002	-	-	-	-	-	597,002	119,400	119,400	119,400	119,400	119,402	597,002	
5	Vulnerability Management	168,467	212,777	-	-	-	-	381,244	76,249	76,249	76,249	76,249	76,248	381,244	
6	IT GRC Framework	302,936	-	-	-	-	-	302,936	60,587	60,587	60,587	60,587	60,588	302,936	
7	Cloud Security Enhancement	26,928	-	-	-	-	-	26,928	5,386	5,386	5,386	5,386	5,384	26,928	
8	Detection Capability Enhancement	88,564	-	-	-	-	-	88,564	17,713	17,713	17,713	17,713	17,712	88,564	
9	Enterprise Monitoring (impaired - no future value) (TRM 2021/22)	266,801	-	-	-	-	-	266,801	53,360	53,360	53,360	53,360	53,361	266,801	
10	Static Application Security Testing (SAST) (2891) (TRM 2021/22)	154,413	252,204	-	-	-	-	406,617	81,324	81,324	81,324	81,324	81,321	406,617	
11	Cryptographic Key Management (2866) (TRM 2021/22)	125,011	16,038	-	-	-	-	141,049	28,210	28,210	28,210	28,210	28,209	141,049	
12	Privileged Access Management (PAM) - Enterprise Environment (TRM 2021/22)	455,663	172,287	-	-	-	-	627,950	125,590	125,590	125,590	125,590	125,590	627,950	
13	IBM Infrastructure Refresh - SQL 2012 (TRM 2021/22)	25,154	-	-	-	-	-	25,154	5,031	5,031	5,031	5,031	5,030	25,154	
14	Infrastructure Security Capacity Initiative (TRM 2021/22)	(838)	-	-	-	-	-	(838)	(168)	(168)	(168)	(168)	(166)	(838)	
15	IBM Infrastructure Refresh - Windows 2012 Server (TRM 2021/22)	5,465	-	-	-	-	-	5,465	1,093	1,093	1,093	1,093	1,093	5,465	
16	IBM Infrastructure Refresh (iseries) (TRM 2021/22)	8,549	-	-	-	-	-	8,549	1,710	1,710	1,710	1,710	1,709	8,549	
17	Privileged Access Management (Enterprise Environment) (impaired - no future value)	660,340	-	-	-	-	-	660,340	132,068	132,068	132,068	132,068	132,068	660,340	
18	Infrastructure Security Remediation (TRM 2020/21)	1,335	-	-	-	-	-	1,335	267	267	267	267	267	1,335	
19	HRMS Gap Analysis	199,953	-	-	-	-	-	199,953	39,991	39,991	39,991	39,991	39,989	199,953	
20	eTransfer Capability	153,524	8,271	-	-	-	-	161,795	32,359	32,359	32,359	32,359	32,359	161,795	
21	eSignature	541,023	2,005	-	-	-	-	543,028	108,606	108,606	108,606	108,606	108,604	543,028	
22	eCash payment capability and direct deposit	1,411	-	-	-	-	-	1,411	282	282	282	282	283	1,411	
23	Claims Dispute Tribunal Implementation	1,973	26,456	-	-	-	-	28,429	5,686	5,686	5,686	5,686	5,685	28,429	
24	Customer Experience Maturity	44,238	-	-	-	-	-	44,238	8,848	8,848	8,848	8,848	8,846	44,238	
25	BPM & Lean CoE 1.0	30,920	-	-	-	-	-	30,920	6,184	6,184	6,184	6,184	6,184	30,920	
26	ORM Roadmap & Taxonomy	11,497	-	-	-	-	-	11,497	2,299	2,299	2,299	2,299	2,301	11,497	
27	Cloud backup & Recovery	76,817	-	-	-	-	-	76,817	15,363	15,363	15,363	15,363	15,365	76,817	
28	Key Management Fortanix	147,299	14,702	-	-	-	-	162,001	32,400	32,400	32,400	32,400	32,401	162,001	
29	Investment Reporting Solution	1,337	-	-	-	-	-	1,337	267	267	267	267	269	1,337	
30	VFN 2.0	1,114	-	-	-	-	-	1,114	223	223	223	223	222	1,114	
31	Prosci ECM License	98,285	-	-	-	-	-	98,285	19,657	19,657	19,657	19,657	19,657	98,285	
32	BPM and Lean CoE 2.0	96,948	324,529	-	-	-	-	421,477	84,295	84,295	84,295	84,295	84,297	421,477	
33	Total Loss Payment by e-Transfer	48,856	12,251	-	-	-	-	61,107	12,221	12,221	12,221	12,221	12,223	61,107	
34	Automated Driver Examiner Scoring	-	48,263	-	-	-	-	48,263	9,653	9,653	9,653	9,653	9,651	48,263	
35	Culture 2.0 Framework	77,220	-	-	-	-	-	77,220	15,444	15,444	15,444	15,444	15,444	77,220	
36	Employee Experience	42,590	-	-	-	-	-	42,590	8,518	8,518	8,518	8,518	8,518	42,590	
37	Leadership Agility Sustainment	182,437	-	-	-	-	-	182,437	36,487	36,487	36,487	36,487	36,489	182,437	
38	Coaching Skills	13,647	-	-	-	-	-	13,647	2,729	2,729	2,729	2,729	2,731	13,647	
39	Desktop as a Service	296,462	-	-	-	-	-	296,462	59,292	59,292	59,292	59,292	59,294	296,462	
40	Unified Endpoint Management	80,475	-	-	-	-	-	80,475	16,095	16,095	16,095	16,095	16,095	80,475	

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41	ECM – Collaboration Migration	851,183	6,683	-	-	-	-	857,866	171,573	171,573	171,573	171,573	171,573	171,573	171,573	857,866
42	ECM – Intranet 2.0	34,651	98,539	-	-	-	-	133,190	26,638	26,638	26,638	26,638	26,638	26,638	26,638	133,190
43	ECM Program	138,773	-	-	-	-	-	138,773	27,755	27,755	27,755	27,755	27,755	27,755	27,753	138,773
44	Knowledge Net & Brokers Online	308,279	435,699	-	-	-	-	743,978	148,796	148,796	148,796	148,796	148,796	148,794	148,796	743,978
45	Power BI Rollout Phase 2	128,158	-	-	-	-	-	128,158	25,632	25,632	25,632	25,632	25,632	25,630	25,630	128,158
46	Enterprise Information Architect for DMA	62,110	-	-	-	-	-	62,110	12,422	12,422	12,422	12,422	12,422	12,422	12,422	62,110
47	Duck Data mart enrichment	33,369	-	-	-	-	-	33,369	6,674	6,674	6,674	6,674	6,674	6,673	6,673	33,369
48	DMA - New Data Modelling Tool	220,423	-	-	-	-	-	220,423	44,085	44,085	44,085	44,085	44,085	44,083	44,083	220,423
49	DMA - Data Governance Tool Implementation Part - 1	1,003	25,988	-	-	-	-	26,991	5,398	5,398	5,398	5,398	5,398	5,399	5,399	26,991
50	BI3 Upgrade to Cloud	280,154	1,596,033	-	-	-	-	1,876,187	375,237	375,237	375,237	375,237	375,237	375,239	375,239	1,876,187
51	Cloud Migration	788,517	1,334,664	-	-	-	-	2,123,181	424,636	424,636	424,636	424,636	424,636	424,637	424,637	2,123,181
52	ECM-Public Website	362,247	-	-	-	-	-	362,247	72,449	72,449	72,449	72,449	72,449	72,451	72,451	362,247
53	ECM Content Architecture	28,858	45,392	-	-	-	-	74,250	14,850	14,850	14,850	14,850	14,850	14,850	14,850	74,250
54	Taxi Telemastics	205	278,233	-	-	-	-	278,438	55,688	55,688	55,688	55,688	55,688	55,686	55,686	278,438
55	Independent Vulnerability & Penetration Testing	731	38,907	-	-	-	-	39,638	7,928	7,928	7,928	7,928	7,928	7,926	7,926	39,638
56	Configuration Hardening Enhancements	731	109,964	-	-	-	-	110,695	22,139	22,139	22,139	22,139	22,139	22,139	22,139	110,695
57	Enhance Detection Capability of Cloud and Digital Assets	1,461	594,416	-	-	-	-	595,877	119,175	119,175	119,175	119,175	119,175	119,177	119,177	595,877
58	Master Data Management	-	230,034	-	-	-	-	230,034	46,007	46,007	46,007	46,007	46,007	46,006	46,006	230,034
59	BI Report Rationalization	-	212,444	-	-	-	-	212,444	42,489	42,489	42,489	42,489	42,489	42,488	42,488	212,444
60	Content Architecture Phase 2	-	185,625	-	-	-	-	185,625	37,125	37,125	37,125	37,125	37,125	37,125	37,125	185,625
61	EFM - CX & EX Data Collection	-	371,250	-	-	-	-	371,250	74,250	74,250	74,250	74,250	74,250	74,250	74,250	371,250
62	2023/24 Unallocated Budget	-	11,753,549	-	-	-	-	11,753,549	2,350,710	2,350,710	2,350,710	2,350,710	2,350,710	2,350,709	2,350,709	11,753,549
63	2024/25 Unallocated Budget	-	-	13,654,575	-	-	-	13,654,575	2,730,915	2,730,915	2,730,915	2,730,915	2,730,915	2,730,915	2,730,915	13,654,575
64	2025/26 Unallocated Budget	-	-	-	18,109,575	-	-	18,109,575	3,621,915	3,621,915	3,621,915	3,621,915	3,621,915	3,621,915	3,621,915	18,109,575
65	2026/27 Technology Risk Management	-	-	-	-	3,341,250	-	3,341,250	-	668,250	668,250	668,250	668,250	668,250	668,250	3,341,250
66	Program NOVA	2,764,560	2,163,842	2,528,496	1,098,705	342,360	503,470	9,401,433	855,560	889,796	940,143	940,143	940,143	940,143	940,143	5,505,930
67	NOVA ongoing operations	639,516	8,623,873	6,044,888	1,936,144	(454,896)	(770,236)	16,019,289	1,724,442	1,678,953	1,601,929	1,601,929	1,601,929	1,601,929	1,601,929	9,811,110
68	NOVA deferred development amortization expense	-	-	-	1,196,676	2,872,021	2,872,021	6,940,718	2,872,021	2,872,021	2,872,021	2,872,021	2,872,021	2,872,021	2,872,021	17,232,126
69	ePMO ongoing operations expenses	-	-	3,913,589	4,267,727	4,634,261	1,028,698	13,844,275	1,636,263	2,563,115	2,768,855	2,768,855	2,768,855	2,768,855	1,132,592	13,638,535
70	Total Implementation Expenses	11,884,297	29,194,918	26,141,548	26,608,827	10,734,996	3,633,953	108,198,539	-	18,818,603	20,402,451	20,581,514	20,581,514	20,581,508	7,214,935	108,180,525

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Line No.	Project Name						Recovery of Implementation Expenses Deferred							Total Implementation Expenses Recovered
		2023/24F	2024/25B	2025/26B	2026/27B	2027/28B	2026/27F	2027/28F	2028/29F	2029/30F	2030/31F	2031/32F		
1	(C\$000s, except where noted)													
2	Cyber Security Maturity Assessment (ISM)	-	-	-	-	-	-	-	-	-	-	-	-	-
3	Network Operations Centre as a Service	-	-	-	-	-	-	-	-	-	-	-	-	-
4	IBM Infrastructure Refresh - M/S Windows Server 2012	-	-	-	-	-	-	-	-	-	-	-	-	-
5	Vulnerability Management	212,777	-	-	-	-	212,777	42,555	42,555	42,555	42,555	42,555	42,555	212,777
6	IT GRC Framework	-	-	-	-	-	-	-	60,587	60,587	60,587	60,588	60,588	242,349
7	Cloud Security Enhancement	-	-	-	-	-	-	-	5,386	5,386	5,386	5,384	5,384	21,542
8	Detection Capability Enhancement	-	-	-	-	-	-	-	17,713	17,713	17,713	17,712	17,712	70,851
9	Enterprise Monitoring (impaired - no future value) (TRM 2021/22)	-	-	-	-	-	-	-	53,360	53,360	53,360	53,361	53,361	213,441
10	Static Application Security Testing (SAST) (2891) (TRM 2021/22)	252,204	-	-	-	-	252,204	50,441	81,324	81,324	81,324	81,321	81,321	375,734
11	Cryptographic Key Management (2866) (TRM 2021/22)	16,038	-	-	-	-	16,038	3,208	28,210	28,210	28,210	28,209	28,209	116,047
12	Privileged Access Management (PAM) - Enterprise Environment (TRM 2021/22)	172,287	-	-	-	-	172,287	34,457	125,590	125,590	125,590	125,590	125,590	536,817
13	IBM Infrastructure Refresh - SQL 2012 (TRM 2021/22)	-	-	-	-	-	-	-	5,031	5,031	5,031	5,030	5,030	20,123
14	Infrastructure Security Capacity Initiative (TRM 2021/22)	-	-	-	-	-	-	-	(168)	(168)	(168)	(166)	(166)	(670)
15	IBM Infrastructure Refresh - Windows 2012 Server (TRM 2021/22)	-	-	-	-	-	-	-	1,093	1,093	1,093	1,093	1,093	4,372
16	IBM Infrastructure Refresh (iseries) (TRM 2021/22)	-	-	-	-	-	-	-	1,710	1,710	1,710	1,709	1,709	6,839
17	Privileged Access Management (Enterprise Environment) (impaired - no future value)	-	-	-	-	-	-	-	132,068	132,068	132,068	132,068	132,068	528,272
18	Infrastructure Security Remediation (TRM 2020/21)	-	-	-	-	-	-	-	267	267	267	267	267	1,068
19	HRMS Gap Analysis	-	-	-	-	-	-	-	39,991	39,991	39,991	39,989	39,989	159,962
20	eTransfer Capability	8,271	-	-	-	-	8,271	1,654	32,359	32,359	32,359	32,359	32,359	131,090
21	eSignature	2,005	-	-	-	-	2,005	401	108,606	108,606	108,606	108,604	108,604	434,823
22	eCash payment capability and direct deposit	-	-	-	-	-	-	-	282	282	282	283	283	1,129
23	Claims Dispute Tribunal Implementation	26,456	-	-	-	-	26,456	5,291	5,686	5,686	5,686	5,685	5,685	28,034
24	Customer Experience Maturity	-	-	-	-	-	-	-	8,848	8,848	8,848	8,846	8,846	35,390
25	BPM & Lean CoE 1.0	-	-	-	-	-	-	-	6,184	6,184	6,184	6,184	6,184	24,736
26	ORM Roadmap & Taxonomy	-	-	-	-	-	-	-	2,299	2,299	2,299	2,301	2,301	9,198
27	Cloud backup & Recovery	-	-	-	-	-	-	-	15,363	15,363	15,363	15,365	15,365	61,454
28	Key Management Fortanix	14,702	-	-	-	-	14,702	2,940	32,400	32,400	32,400	32,401	32,401	132,541
29	Investment Reporting Solution	-	-	-	-	-	-	-	267	267	267	269	269	1,070
30	VFN 2.0	-	-	-	-	-	-	-	223	223	223	222	222	891
31	Prosci ECM License	-	-	-	-	-	-	-	19,657	19,657	19,657	19,657	19,657	78,628
32	BPM and Lean CoE 2.0	324,529	-	-	-	-	324,529	64,906	84,295	84,295	84,295	84,297	84,297	402,088
33	Total Loss Payment by e-Transfer	12,251	-	-	-	-	12,251	2,450	12,221	12,221	12,221	12,223	12,223	51,336
34	Automated Driver Examiner Scoring	48,263	-	-	-	-	48,263	9,653	9,653	9,653	9,653	9,651	9,651	48,263
35	Culture 2.0 Framework	-	-	-	-	-	-	-	15,444	15,444	15,444	15,444	15,444	61,776
36	Employee Experience	-	-	-	-	-	-	-	8,518	8,518	8,518	8,518	8,518	34,072
37	Leadership Agility Sustainment	-	-	-	-	-	-	-	36,487	36,487	36,487	36,489	36,489	145,950
38	Coaching Skills	-	-	-	-	-	-	-	2,729	2,729	2,729	2,731	2,731	10,918
39	Desktop as a Service	-	-	-	-	-	-	-	59,292	59,292	59,292	59,294	59,294	237,170
40	Unified Endpoint Management	-	-	-	-	-	-	-	16,095	16,095	16,095	16,095	16,095	64,380
41	ECM – Collaboration Migration	6,683	-	-	-	-	6,683	1,337	171,573	171,573	171,573	171,574	171,574	687,630

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42	ECM – Intranet 2.0	98,539	-	-	-	98,539	19,708	26,638	26,638	26,638	26,638	26,638	26,638	126,260	
43	ECM Program	-	-	-	-	-	-	27,755	27,755	27,755	27,755	27,755	27,755	111,018	
44	Knowledge Net & Brokers Online	435,699	-	-	-	435,699	87,140	148,796	148,796	148,796	148,796	148,794	682,322		
45	Power BI Rollout Phase 2	-	-	-	-	-	-	25,632	25,632	25,632	25,630	25,630	102,526		
46	Enterprise Information Architect for DMA	-	-	-	-	-	-	12,422	12,422	12,422	12,422	12,422	49,688		
47	Duck Data mart enrichment	-	-	-	-	-	-	6,674	6,674	6,674	6,674	6,673	26,695		
48	DMA - New Data Modelling Tool	-	-	-	-	-	-	44,085	44,085	44,085	44,085	44,083	176,338		
49	DMA - Data Governance Tool Implementation Part - 1	25,988	-	-	-	25,988	5,198	5,398	5,398	5,398	5,398	5,399	26,791		
50	BI3 Upgrade to Cloud	1,596,033	-	-	-	1,596,033	319,207	375,237	375,237	375,237	375,239	375,239	1,820,157		
51	Cloud Migration	1,334,664	-	-	-	1,334,664	266,933	424,636	424,636	424,636	424,637	424,637	1,965,478		
52	ECM-Public Website	-	-	-	-	-	-	72,449	72,449	72,449	72,449	72,451	289,798		
53	ECM Content Architecture	45,392	-	-	-	45,392	9,078	14,850	14,850	14,850	14,850	14,850	68,478		
54	Taxi Telemastics	278,233	-	-	-	278,233	55,647	55,688	55,688	55,688	55,688	55,686	278,397		
55	Independent Vulnerability & Penetration Testing	38,907	-	-	-	38,907	7,781	7,928	7,928	7,928	7,926	7,926	39,491		
56	Configuration Hardening Enhancements	109,964	-	-	-	109,964	21,993	22,139	22,139	22,139	22,139	22,139	110,549		
57	Enhance Detection Capability of Cloud and Digital Assets	594,416	-	-	-	594,416	118,883	119,175	119,175	119,175	119,175	119,177	595,585		
58	Master Data Management	230,034	-	-	-	230,034	46,007	46,007	46,007	46,007	46,006	46,006	230,034		
59	BI Report Rationalization	212,444	-	-	-	212,444	42,489	42,489	42,489	42,489	42,488	42,488	212,444		
60	Content Architecture Phase 2	185,625	-	-	-	185,625	37,125	37,125	37,125	37,125	37,125	37,125	185,625		
61	EFM - CX & EX Data Collection	371,250	-	-	-	371,250	74,250	74,250	74,250	74,250	74,250	74,250	371,250		
62	2023/24 Unallocated Budget	11,753,549	-	-	-	11,753,549	2,350,710	2,350,710	2,350,710	2,350,710	2,350,710	2,350,709	11,753,549		
63	2024/25 Unallocated Budget	-	13,654,575	-	-	13,654,575	2,730,915	2,730,915	2,730,915	2,730,915	2,730,915	2,730,915	13,654,575		
64	2025/26 Unallocated Budget	-	-	18,109,575	-	18,109,575	3,621,915	3,621,915	3,621,915	3,621,915	3,621,915	3,621,915	18,109,575		
65	2026/27 Technology Risk Management	-	-	-	3,341,250	3,341,250	-	668,250	668,250	668,250	668,250	668,250	668,250	3,341,250	
66	Program NOVA	2,163,842	2,528,496	1,098,705	342,360	503,470	6,636,873	579,104	613,340	663,687	663,687	663,687	663,687	3,847,194	
67	NOVA ongoing operations	8,623,873	6,044,888	1,936,144	(454,896)	(770,236)	15,379,773	1,660,491	1,615,001	1,537,977	1,537,977	1,537,977	1,537,977	9,427,401	
68	NOVA deferred development amortization expense	-	-	1,196,676	2,872,021	2,872,021	6,940,718	2,872,021	2,872,021	2,872,021	2,872,021	2,872,021	2,872,021	17,232,126	
69	ePMO ongoing operations expenses	-	3,913,589	4,267,727	4,634,261	1,028,698	13,844,275	1,636,263	2,563,115	2,768,855	2,768,855	2,768,855	1,132,592	13,638,535	
70	Total Implementation Expenses	29,194,918	26,141,548	26,608,827	10,734,996	3,633,953	96,314,242	-	16,782,150	19,867,839	20,046,902	20,046,902	20,046,898	6,874,527	103,665,218