




**ONTARIO ENERGY BOARD**  
**COMMISSION DE L'ÉNERGIE DE L'ONTARIO**



**2005–2008**

**Business Plan**  
January 2005

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# Message From The Chair

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I am pleased to share with you the final version of the Ontario Energy Board's 2005–2008 Business Plan. We hope that you – the public, and our immediate stakeholders – will agree that this plan meets the needs of the times yet is prudent, cost-effective and sensitive to the burdens that a regulatory agency asks its stakeholders and, ultimately, ratepayers to bear.

This plan sets out our vision and our commitment to deliver regulation that is effective, fair and transparent and that contributes to a healthy energy sector with informed consumers and stakeholders.

In our view, a healthy energy sector is one in which investors and shareholders feel confidence in their ability to obtain a fair return for the significant financial commitment they make in the supply and delivery of energy to consumers. A healthy energy sector is also one in which Ontarians feel confident that their energy needs are being met in the most cost-effective and environmentally responsible manner, that the charges they pay represent prudently incurred expenses and that they have the information and tools they need to manage their costs.

This is a pivotal time in our province's energy history, where conservation is taking a more prominent role and new technologies are being explored and implemented. As we head into the next three years, the OEB is taking on important new responsibilities, including assuming responsibility for the wholesale electricity market surveillance panel, increased oversight of Ontario Power Generation and a new role with respect to the Ontario Power Authority. At the same time, work continues in natural gas on our important core regulatory responsibilities such as rate-setting and code and rule development, and is ramping up in electricity. We intend to make a valuable contribution in each of these areas.

In taking on these important tasks, our commitment remains to provide stability, predictability and excellence in energy regulation, inclusive and innovative processes and accountability to the sector and the province we serve.

As we promised earlier in our 2004–2005 Business Plan – our first as a self-funded Crown corporation – this three-year plan has gone through a process of public and stakeholder consultation.

The first part of this process involved the development of our proposed strategic objectives, key initiatives and performance measures, which were released publicly for comment in the draft plan on November 24, 2004. In short, we told you what we determined to be the critical issues we needed to focus on over the next three years, and asked you to assess our approach to them.

The next part of the process involved you telling us whether we were on the right track. We received many useful comments and considerable support for the broad directions laid out in the draft plan.

We also took note of your concerns about the overall burden of the regulatory agenda, both in terms of cost and focus. Setting out our priorities for your comment was an important step in enabling us to develop our budget, which accompanies this plan. We anticipate that an expanded audit and compliance program will work hand in hand with other regulatory processes. We want to assure you that the Ontario Energy Board is committed to the sound management of the resources entrusted to us. We are also committed to streamlining regulatory processes and making them more cost-effective.

This plan is the first in our new long-term strategic and business planning process that will give us the flexibility to respond to a changing energy sector in Ontario. We will continue our commitment to communicate our progress against key initiatives set out in the plan.

One prominent feature of the current environment is that there are more institutions involved in the energy sector in Ontario. Roles and responsibilities have been reallocated. To all our stakeholders, we reaffirm our commitment to developing co-ordinated and co-operative working relationships with key energy sector institutions while avoiding duplication and fulfilling our obligations as a regulator.

Our fundamental responsibility is energy for the people of Ontario. We hope the attached plan demonstrates clearly how we intend to meet it.

A handwritten signature in black ink, appearing to read 'H. Wetston', with a long horizontal line extending to the right.

Howard I. Wetston, Q.C.  
Chair

January 2005

# Our Mandate

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The Ontario Energy Board regulates the province's electricity and natural gas sectors in the public interest. Our mandate is determined by the provincial government, and is embodied in legislation and regulation.

# Our Vision

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The Board envisions a healthy and efficient energy sector with informed consumers served by responsive regulatory processes that are effective, fair and transparent.

# Our Strategic Objectives

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The Board has identified six strategic objectives for our three-year business plan:

1. to provide sound economic regulation that balances the interests of consumers with the need for a financially viable energy sector
2. to help meet Ontario's challenges for the renewal of energy infrastructure and supply
3. to improve regulatory processes to ensure that they are effective, fair and transparent
4. to enhance public confidence in the Board's regulation through expanded audit and compliance programs
5. to enhance transparency with stakeholders and empower consumers by expanding information programs
6. to reduce regulatory barriers to energy conservation and demand management

The remainder of this business plan is a description of these six objectives. Each is explained in terms of its strategic importance and how the objective will be reached through specific OEB initiatives already under way or planned. The performance measures for each objective are provided in tables under the heading, "You will see that we have achieved this objective when...".

The business plan concludes with a description of several management initiatives that support all of the Board's strategic objectives.

# To Provide Sound Economic Regulation That Balances the Interests of Consumers with the Need for a Financially Viable Energy Sector

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## Strategic context:

One of the most important tasks of the OEB is to maintain a balance between the financial viability of the utilities and companies it regulates and the interests of electricity and natural gas consumers. Striking the right balance serves all parties because an economically viable energy sector will attract the investment needed to upgrade existing energy infrastructure and to build new sources of energy. Improved infrastructure and more competition in supply will in turn help ensure adequate, reliable, safe and cost-efficient energy services for consumers.

The Board's regulatory responsibilities must be exercised within a context of a rapidly evolving energy environment in Ontario. While current proposals for a hybrid market structure in electricity are intended to bring stability and to address the province's supply issues in the medium term, the evolution of the sector will continue. New wholesale market designs being developed will in future alter the traditional roles of energy market participants. The OEB's regulatory tools must adapt to this evolution, and, indeed facilitate it by minimizing regulatory burdens on the energy industry and by encouraging competition where appropriate. New programs of the OEB such as the Regulated Price Plan (RPP) must therefore be continually monitored to ensure they are leading to a strong and balanced energy sector.

In natural gas, Ontario's gas storage and distribution industries are potentially facing a long-term market environment characterized by greater demand and tighter supply, which will lead to higher gas commodity prices and the need for efficient investment in distribution and in storage infrastructure.

## We will achieve this objective by:

- ◆ developing new rates for electricity distributors to be implemented in 2006. Since these new rates will directly affect the return on investment (ROI) for the shareholders of distribution assets, the Board will set rates that allow distributors to maintain their infrastructure at levels that ensure quality service to consumers;
- ◆ conducting a review of how electricity distributors allocate their costs, prior to our setting electricity rates for 2007. The following year, the Board will review the revenue requirements of distribution companies and other rate design issues prior to implementing 2008 rates. Concurrently, we will consider whether a fundamental redesign of electricity distribution rates is warranted in light of developments in metering (smart meters, net metering), conservation and demand management, and distributed generation;

- ◆ monitoring the implementation of the Regulated Price Plan and its impact on consumers, retailers, and distributors. We will continue to explore ways to achieve stable standard supply arrangements for eligible consumers that involve less regulation;
- ◆ ensuring that the OEB is ready to take on the role of regulating Ontario Power Generation's regulated assets if that responsibility is transferred to us within the time frame of this plan;
- ◆ implementing any final policy recommendations that emerge from the Natural Gas Forum;
- ◆ keeping up-to-date with best practices and innovative ideas for economic regulation through expanded dialogue and relationships with regulators in other provinces and countries.

**You will see that we have succeeded in meeting this objective when:**

Performance Measures		Delivery Period
2006 electricity distribution rates	2006 distribution rates have been successfully implemented.	FY 2005–2006
2007 and 2008 electricity distribution rate activities	A review of cost allocation has been completed.	FY 2006–2007
	A staff policy paper has been published on options for fundamental redesign of electricity distribution rates.	FY 2006–2007
	A review of rate issues that are still outstanding (i.e., those that were not part of the rate design process for 2006 and 2007) has been undertaken prior to the 2008 rate year.	FY 2007–2008
Regulated Price Plan	The new Regulated Price Plan has been successfully implemented.	FY 2005–2006
	A proceeding to review and assess the RPP has been completed, including an examination of alternatives.	FY 2006–2007
Regulation of OPG	A consultative process to develop the framework for the regulation of OPG's regulated assets is underway.	FY 2006–2007
Natural Gas Forum	The Natural Gas Forum's final recommendations have been implemented.	FY 2005–2008
Liaison to determine best regulatory practices	A report has been prepared that examines different approaches to economic regulation among regulators at home and abroad.	FY 2005–2006
	The OEB is engaged in the activities of associations such as the Canadian Association of Managers of Public Utility Tribunals, the North American Electric Reliability Council and others.	Ongoing

# To Help Meet Ontario's Challenges for Renewal of Energy Infrastructure and Supply

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## Strategic context:

Ontario needs additional energy infrastructure, especially electricity generation and transmission. The Government has responded to this need by proposing the creation of the Ontario Power Authority (OPA) to procure new electricity generation and demand management initiatives as well as to provide system planning. The OPA will carry out its roles under a new regulatory framework that includes a combination of regulatory and market-based instruments to improve the province's supply situation.

The OEB will play a stronger role in this new setting. We will oversee an integrated power system planning process that will be carried out by the OPA. At the same time, the OEB will re-examine many of its existing regulatory practices to ensure that they are supporting required changes to electricity infrastructure in Ontario, including new generation sources, efficient transmission, and demand side management policies, among others. The importance of these matters to the well-being of Ontarians cannot be overemphasized. The OEB is mindful of the need to act in a coordinated fashion with institutions such as the OPA and the Independent Electricity System Operator (IESO).

While the natural gas sector has been more stable over the recent past, an important and emerging issue is the growing linkage between natural gas and electricity generation. As gas-fired generation grows in importance, further development of natural gas transmission, storage, and distribution infrastructure becomes critical. These developments require the OEB to focus on natural gas and electricity in an integrated fashion.

## We will achieve this objective by:

- ◆ building our capability to review the integrated power system plan and related OPA procurement processes;
- ◆ completing a review of OEB codes, rules, licences and other regulatory instruments to ensure that they facilitate investment in new generation capacity, the development of renewable energy, enhanced "connectivity" to the electricity grid, conservation initiatives and congestion-reducing transmission expansions;
- ◆ organizing stakeholder forums to bring forward new ideas and research on the growing linkage between natural gas and electricity, and the implications for Ontario's energy future. These forums will deepen Ontarians' understanding of future energy investment needs and the policies required to produce these investments.

**You will see that we have succeeded in meeting this objective when:**

	<b>Performance Measures</b>	<b>Delivery Period</b>
Integrated system planning review	We have begun to develop a protocol between the OPA and the OEB to enable integrated system planning reviews.	FY 2005–2006
	The integrated system planning review protocol has been completed.	FY 2006–2007
	The first report on how the integrated system planning review protocol is working has been issued.	FY 2007–2008
Review of OEB regulatory instruments	A review of OEB regulatory instruments has been launched to identify and remove barriers to new infrastructure and supply development.	FY 2005–2006
	This review has been completed and recommendations have been implemented.	FY 2006–2007
	Changes to regulatory instruments and processes are monitored for their success in facilitating infrastructure and supply investment.	FY 2007–2008
Natural gas / electricity linkages	The OEB has held stakeholder forums which examine linkages between natural gas and electricity, and future energy investment needs.	FY 2006–2007

## **To Improve Regulatory Processes to Ensure That They Are Effective, Fair and Transparent**

**Strategic context:**

The Ontario Energy Board has been greatly strengthened by its transition to self-funding crown corporation status and accompanying reforms to its internal governance structure. Expectations for the performance of the OEB have grown in step with these changes. The OEB will meet these expectations and reduce the regulatory burden on our constituencies by developing new regulatory policies, streamlining regulatory processes and building a stronger and more certain regulatory environment. An essential part of reaching these goals is listening to you, our stakeholders. Next year the OEB will develop a new process to facilitate regular stakeholder advice and recommendations to the Board.

The OEB has several new responsibilities and some new types of regulatory instruments. In addition to making orders in rate cases, the Board now has the authority to make rules, codes, guidelines and compliance orders. We therefore have the opportunity to develop innovative processes for the regulatory instruments at our disposal. The Board’s

responsibility is to ensure that these processes are flexible, while also ensuring that they are effective, fair and transparent. The initiatives in this area will enhance the certainty and predictability that stakeholders experience with Board regulation.

**We will achieve this objective by:**

- ◆ monitoring and reporting on our current generic standards for processing all applications;
- ◆ developing and implementing new performance standards that are specific to types of applications, and that are based on the number of business days required to complete the various types of applications;
- ◆ communicating to applicants within ten days of the receipt of applications that comply with OEB requirements the estimated time it will take to process the application;
- ◆ developing a process to facilitate stakeholder advice and recommendations to the Board;
- ◆ establishing and reviewing guidelines for the funding of stakeholder participation in Board consultative processes;
- ◆ exploring regulatory practices, such as generic policy proceedings, benchmarking, incentive rate making, delegation, and application forms, that will help to streamline applications processes.

**You will see that we have succeeded in meeting this objective when:**

Performance Measures		Delivery Period
Monitoring and reporting on generic application processing standards	We have met the current performance standard of 90% of decisions issued within 90 days of final submission.	Ongoing until 2008
	We have met the current standard of issuing 95% of licence decisions within 45 days of final submissions.	Ongoing until 2008
Developing and implementing new processing standards for specific types of applications	New standard processing times for the different types of applications received by the Board have been developed.	FY 2005–2006
	New standards for some types of applications have been implemented while maintaining the current (2004) performance standards for all others (Phase I implementation).	FY 2005–2006
	New standards for all applications have been implemented replacing all current (2004) application performance standards (Phase II implementation).	FY 2006–2008

Performance Measures		Delivery Period
Communicating new application processing standards	The Board is communicating to applicants within ten days of the receipt of applications that comply with OEB requirements the estimated time it will take to process the application.	FY 2005–2007 and ongoing
Stakeholder input	The Board has developed a process to facilitate stakeholder advice and recommendations to the Board	FY 2005–2006
Guidelines on stakeholder participation funding	Guidelines are established for funding stakeholders to participate in Board consultative processes and facilitate their input	FY 2005–2006
	Review of the effectiveness of this funding is completed.	FY 2006–2007
Streamlining application processes	Review application processes including applications forms and the use of the delegation authority.	Ongoing

## To Enhance Public Confidence in the Board's Regulation through Expanded Audit and Compliance Programs

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### Strategic context:

The public and industry stakeholders' confidence in regulation rests on an assurance that the underlying information provided by monopoly utilities and other regulated parties is accurate and complete. The Board achieves this objective both through leveraging companies' internal and third-party audit efforts and through its own means. Confidence in the reported financial and operating information is an important component of good regulation. Auditing and compliance monitoring, when integrated with the rates application review process, allows the Board to manage and extend the time period between a company's rates applications. Thus, by using a mixture of rates applications and audit reviews the OEB can achieve more efficient regulation.

The Board protects consumers by requiring regulated entities to comply with Board-mandated, and statutory, obligations. Effective compliance mechanisms involve a number of related activities, including:

- ongoing monitoring of regulated entities to ensure that they are following rules, orders and codes;
- providing parties the opportunity to have their compliance concerns addressed by the regulator;
- resolving compliance matters raised by consumers about the conduct of regulated entities; and
- auditing the financial and other key aspects of regulated entities, so that the regulator has a clear picture of their financial health.

**We will achieve this objective by:**

- ◆ providing a clear and simple guide to the Board's compliance processes;
- ◆ responding to and resolving allegations of non-compliance in a timely manner;
- ◆ making compliance a visible cornerstone of the Board's responsibilities by implementing new compliance structures and processes;
- ◆ responding to requests for clarification of regulatory requirements and assisting licencees in meeting these requirements in a timely manner;
- ◆ monitoring the financial position of distributors and transmitters and its potential impact on rate-setting;
- ◆ responding to questions regarding regulatory accounting and completing a review of the Uniform System of Accounts (USoA) to see how well utilities are following it and to determine if it is well adapted to the current regulatory environment;
- ◆ integrating into the Board the wholesale electricity market surveillance activities undertaken by the Market Surveillance Panel.

**You will see that we have succeeded in meeting this objective when:**

Performance Measures		Delivery Period
Communicating compliance and audit roles and responsibilities	The Board's Web-site sets out compliance policies and practices.	FY 2005–2006
Compliance: response and resolution standards	The Board is responding to all parties who contact it within five business days.	FY 2005–2006 and ongoing
	Standards for resolving compliance matters have been developed.	FY 2005–2006 and ongoing
	We are meeting the standards for resolving compliance matters.	FY 2006–2007 and ongoing
Compliance is visible	The OEB is reporting quarterly on compliance activities that have been undertaken.	FY 2005–2006 and ongoing
Responding to requests	All parties contacting the Market Operations hotline are provided an initial response within five business days.	FY 2005–2006 and ongoing
Financial position	An annual risk-based audit program is developed and implemented.	FY 2005–2007 and ongoing
USoA Review	The USoA for both electricity and natural gas utilities has been reviewed.	FY 2005–2007
Market Surveillance Panel	The work of the Market Surveillance Panel has been successfully integrated into the Board.	FY 2005–2006

## To Enhance Transparency with Stakeholders and Empower Consumers by Expanding Information Programs

### Strategic context:

The OEB's regulation balances consumer protection and the financial viability of the energy sector. The Board is implementing initiatives in the electricity and natural gas sectors that affect stakeholders and consumers. Clear and timely communications about Board decisions are vital. Information helps stakeholders to manage change efficiently and empowers consumers to make better choices about energy consumption and conservation.

**We will achieve this objective by:**

- ◆ implementing information programs that explain the impact of Board decisions and regulatory policy initiatives on stakeholders and consumers;
- ◆ tracking general correspondence and enquiries from consumers to ensure timely response by the OEB and to identify emerging sectoral trends;
- ◆ developing a stakeholder perception index and conducting regular research with stakeholders to measure the Board’s performance and with consumers to determine the impact of information programs.

**You will see that we have succeeded in meeting this objective when:**

Performance Measures		Delivery Period
OEB information programs	Ongoing information programs are implemented informing stakeholders and consumers about Board initiatives, processes and policies.	FY 2005–2006 and ongoing
Correspondence	We are meeting, a minimum of 80% of the time, the following standards for responding to consumers: replying to standard correspondence within 15 business days; in our customer service centre, answering phone calls within 20 seconds and responding to voicemail within 24 hours	FY 2005–2006 and ongoing
	We are reporting annually on the types of issues that consumers are raising in enquiries to the Board.	FY 2005–2006 and ongoing
Stakeholder perception index	The Board’s stakeholder perception index has been developed and implemented.	FY 2005–2006
	Research with stakeholders and with consumers is used on a regular basis to identify areas for improvement in Board performance and Board communications.	FY 2005–2006 and ongoing

# To Reduce Regulatory Barriers to Energy Conservation and Demand Management

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## Strategic context:

The Government's policy intent is to encourage a conservation culture. To this end, the Ontario Power Authority (OPA) will have a Conservation Bureau providing both policy direction and programs for the province. The OEB's role is to develop and implement regulatory instruments that support this policy direction, and our efforts will focus on rate regulation to reduce barriers to conservation.

## We will achieve this objective by:

- ◆ assisting in the roll-out of the Government's smart meter program, including amending relevant codes, licences and rate orders, and setting requirements for licensed entities such as distributors;
- ◆ implementing an interim regulatory framework for electricity distributors' conservation initiatives;
- ◆ developing a long-term regulatory framework to support conservation, one that will reflect relevant components of the OPA's Conservation Bureau programs, along with experience acquired from the Board's own initiatives.

## You will see that we have succeeded in meeting this objective when:

Performance Measures		Delivery Period
Smart meters	The Board has developed and implemented regulatory instruments that support the roll-out of smart meters.	FY 2005–2006
Interim conservation framework	We have implemented an interim regulatory framework for electricity distributors' conservation initiatives.	FY 2005–2006
Long-term conservation framework	A long-term regulatory framework to support conservation has been developed and implemented.	FY 2006–2008

# Management Initiatives in Support of Strategic Objectives

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## Strategic context:

The expansion of the Board's mandate, the pace of change in the energy sector, and increased expectations of stakeholders require that the Board's institutions and capabilities operate at a high level. The Board is undertaking several management initiatives that support its strategic objectives and that will enable it to work more effectively, using its resources efficiently and in a fair and transparent manner to serve stakeholders, internally and externally. In developing these new tools the Board will be economical with the resources at its disposal, and ensure that any extra burdens placed on stakeholders are kept to a minimum.

## The key management initiatives include:

- ◆ undertaking a review of methods used to measure the cost of regulation and then implementing and publishing an appropriate measure for the Board;
- ◆ continually developing employee skills and knowledge to meet the evolving needs of the Board and the industry;
- ◆ surveying employees regularly so that they contribute to shaping and improving our work environment;
- ◆ maintaining a level of voluntary staff retention that meets or exceeds standards in the energy sector in order to reap the benefit of acquired knowledge and experience, and to minimize disruptions in service;
- ◆ instituting a revised cost assessment model to meet the needs of the Board as a self-financing entity and the needs of regulated entities for fair assessments;
- ◆ implementing recommendations from the Information Technology Strategy Review to strengthen business systems and management structures so that they are user-friendly, timely and cost effective for both external and internal users.

**You will see that we have succeeded in achieving these management initiatives when:**

Performance Measures		Delivery Period
Cost of regulation	An appropriate measure of Board cost of regulation is reported.	FY 2006–2007 and ongoing
Learning and development	A Learning and Development budget of 2% of annual salaries has been committed and spent on staff training and education programs.	FY 2005–2006
	A survey of measures used by similar organizations to monitor investment in staff development is completed, and the Board's measures are adjusted as required to reflect best practices.	FY 2005–2006 and ongoing
Employee survey	An Employee Engagement Index is developed from regular employee surveys, compared to equivalent indexes in other similar organizations, and monitored regularly.	FY 2005–2006 and ongoing
	Improvements that arise from the Index and its comparison to similar organizations are implemented as appropriate.	FY 2006–2007
	Monitoring of the Board's employee engagement against that of other similar organizations is undertaken (if data is available and comparable).	FY 2007–2008
Staff retention	The average voluntary staff departure rate is equal to or below the average rate for the energy sector.	FY 2005–2006 and ongoing
Cost assessment model	Regulated entities are being billed under a revised model.	FY 2005–2006
	The model is revised to meet the needs of the Board, as a self-financing entity, and the needs of regulated entities for fair assessments.	Ongoing
Information technology strategy	Appropriate, user-friendly, timely and cost-effective business system recommendations and management structures are implemented.	FY 2005–2006 and ongoing

# Ontario Energy Board

## 2005-08 Budget

	NEW FINANCIAL STATEMENT GROUPINGS 2004-05	2005-06	2006-07	2007-08
	\$	\$	\$	\$
<b>REVENUES</b>				
General Cost Recovery	30,046,600	29,224,203	30,521,607	32,228,310
Hearing Cost Recovery	300,000	482,000	423,000	431,000
Licence Fees	75,000	414,000	501,000	527,000
Investment Income	120,000	180,000	184,000	187,000
Amortization of Deferred Revenue	240,000	937,941	1,361,829	1,310,673
<b>TOTAL REVENUES</b>	<b>30,781,600</b>	<b>31,238,144</b>	<b>32,991,436</b>	<b>34,683,983</b>
<b>EXPENSES</b>				
Compensation and Benefits	16,930,900	20,128,796	21,002,682	21,797,101
Consulting and Professional	7,275,944	4,746,954	4,859,476	5,604,086
Meetings, Seminars and Travel	904,950	715,501	728,259	742,825
Publications, Media and Publishing	1,016,914	692,000	738,029	756,240
Intervenor Funding	-	1,000,000	1,021,000	1,041,420
Premises	2,082,400	1,950,770	1,999,340	2,028,958
Information Technology	1,304,500	239,800	427,830	531,333
Office, Administration and Other	975,992	826,382	852,991	871,347
Depreciation and Amortization	240,000	937,941	1,361,829	1,310,673
Interest	50,000	-	-	-
<b>TOTAL EXPENSES</b>	<b>30,781,600</b>	<b>31,238,144</b>	<b>32,991,436</b>	<b>34,683,983</b>
<b>GENERAL COST RECOVERY</b>	<b>30,046,600</b>	<b>29,224,203</b>	<b>30,521,607</b>	<b>32,228,310</b>
<b>CAPITAL EXPENDITURES</b>	<b>1,110,700</b>	<b>1,597,336</b>	<b>641,442</b>	<b>679,377</b>
<b>TOTAL ASSESSMENT BEFORE OPERATING RESERVE*</b>	<b>31,157,300</b>	<b>30,821,539</b>	<b>31,163,049</b>	<b>32,907,687</b>
<b>OPERATING RESERVE</b>	<b>-</b>	<b>1,541,074</b>	<b>1,541,074</b>	<b>1,541,074</b>
<b>TOTAL ASSESSMENT AFTER OPERATING RESERVE</b>	<b>31,157,300</b>	<b>32,362,613 **</b>	<b>32,704,123</b>	<b>34,448,761</b>

\* OPERATING RESERVE ESTABLISHED UNDER NEW COST ASSESSMENT MODEL

\*\* BEFORE 2004-05 TRUE UP

NOTE: 2004-05 TRUE-UP WILL BE EQUALLY DEDUCTED FROM OUTSTANDING 2005-06 ASSESSMENT PERIODS WHEN PROVINCIAL AUDITOR HAS COMPLETED THE AUDIT OF MARCH 31, 2005 FINANCIAL STATEMENTS.