

# Project Charter for: Space Needs Program Phase 3 – Future@Work

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**Sponsor:** [REDACTED]

**Project ID:** [REDACTED]

## 1. Executive Summary

The Space Needs Program is a Strategic Initiative that supports the IESO's core strategy to Drive Business Transformation. The project helps define and enhance the IESO's desired culture and employee experience and evolves the IESO's Business Processes, Technologies and Tools. Phase 3<sup>1</sup> of the Space Needs Program – "Future@Work" builds on earlier work and will renovate the office spaces across its optimized footprint over the next three years and implement a number of building enhancements and improvements at the IESO's Mississauga control centre.

The IESO owns one and leases two office facilities in the Greater Toronto Area (GTA). The primary location, the Mississauga control centre, which the IESO owns and operates, was built in 1989 and requires significant investments in its electrical, mechanical and structural systems over the next 4-5 years.

Investments at the Mississauga control centre are needed to maintain critical building systems and, leveraging the results of the office pilot project undertaken in 2022, also create a modern, activity-based workspace that meets the needs of its evolving business and workforce. The project represents the most significant investment in its facilities since the control centre was built. IESO's downtown Toronto office location will also be updated to reflect the new activity-based workspace to ensure a consistent in-office experience at both of these locations.

Lastly, the IESO will look for opportunities to terminate its lease at the Oakville (Upper Middle Road) location at the end of the current lease and consolidate staff at this location into the

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<sup>1</sup> In 2018, the IESO undertook a Program of work to examine the future needs of its facilities in Oakville, Mississauga and Downtown Toronto. Phase 1 consisted of a study to see how the IESO could potentially optimize its footprint and develop some conceptual designs. Phase 2 built on this work, considering the effects of the Pandemic, and concluded with the Office Pilot Project in 2022.

Mississauga location in addition to revisiting the downtown Toronto office footprint and location. The high-level objectives of the Program are to create a workplace that:

- effectively supports a Hybrid Work Model;
- reflects the IESO's critical role in the electricity sector;
- enables staff to be effective;
- supports teamwork and collaboration, stakeholder engagement;
- supports employee retention and attraction; and
- results in long-term operating cost savings.

As with many organizations, the experience of working from home has changed the IESO's perspective of the role that the office plays in supporting the business and has accelerated the opportunity to re-examine how office space is used, and the need for investments in technologies to support employee's ability to work effectively in a hybrid work model.

Driven by the transition to working remotely, the Canadian landscape signaled that the role of the office, in both the public and private sector, is changing. Critical to the evolution is the concept of a more employee centric business model which fosters a culture of collaboration, idea exchange and replenishes social capital. This aligns closely to the IESO value of Purposeful Engagement as well as strengthens its talent attraction and retention objective.

This project helps mitigate the Strategic Risk of: Ineffective talent strategy responses to post-pandemic labor market; by creating a flexible technology enabled workspace in which current and future employees want to work and which supports different ways of working.

The Space Needs Program was included in the IESO Business Plan with an overall capital cost estimate over the period 2023-2025 of \$30 million, not including contingency.

The Future@Work project is expected to complete by December 30, 2026 including contingency with an estimated total investment of \$62 million of which \$56 million is Capital. The total cost includes \$16 million of contingency. The level of uncertainty around these cost and time estimates is in the order of +/- 30 %. There is also a significant level of uncertainty around our long term parking solutions for our GTA West location which could add considerable costs and additional time to the project. This will be further explored and analysed as part of the Planning Phase. We are therefore seeking approval for an initial investment of \$1.4 million to complete the Planning Phase by June 30, 2024 including contingency and refine the cost and time estimates which will be reflected in subsequent versions of the Project Charter.

## Project Charter Approval

To ensure that appropriate cost controls are in place while allowing for progressive elaboration, the project's budget and schedule will be released through a staged approval process. This first version of the Project Charter will request approval of the funds and schedule required to complete the Planning Phase only. During the Planning Phase, the project team will refine the business objectives and measures, develop detailed requirements and solution design documents, engage in initial procurement activities as necessary in order to improve cost and schedule estimate accuracy.

At the end of Planning Phase, a second version of the Project Charter will request approval for the overall budget and schedule required to successfully achieve the business objectives and complete the project. The second version of the Project Charter will be approved by the appropriate signing authority based on IESO's Delegation of Authority Policy.

## 2. Business Objectives and Measures

This project will achieve the following business objectives:

### Reference #: 1

**Business Objective:** Implement a new office design at our GTA West location(s) and a downtown Toronto location that:

- a. Reflects a modern, technology enabled activity-based workspace that improves employee experience and engagement, and enhances teamwork and collaboration;
- b. Supports stakeholder engagement;
- c. Effectively supports the needs of the business; and
- d. Employs an employee-centric approach, including but not limited to considerations for the employee experience, health and safety, and Equity, Diversity, and Inclusion (EDI).

<b>Procedure for Measures (identify how the performance will be measured)</b>	<b>Measured when and by whom?</b>
A new activity-based workspace is implemented at IESO's office locations that supports the enduring hybrid work model and can accommodate at least 70% of IESO staff in the office at any one time.	When: Six months post project closure By Whom: Manager, Facilities Director, Enterprise Change
The new office space can accommodate mid to large sized stakeholder engagement events (up to 90	When: At project closure By Whom:

<b>Procedure for Measures (identify how the performance will be measured)</b>	<b>Measured when and by whom?</b>
attendees) at both the GTA West and downtown locations.	Manager, Facilities Director, Stakeholder and Community Engagement
Staff respond positively to survey questions regarding their experience of the new office space, including being equipped with sufficient technology, tools and software.	When: Six months post project closure By Whom: Project Sponsor Change Management Lead
The project team conducts business needs assessments with each line of business prior to finalizing the office layout in order to understand and capture their specific business needs.	When: At project closure By Whom: Project Manager Change Management Lead
Pulse surveys are developed at key stages of the project and staff respond positively to questions regarding opportunities for staff engagement, input and support. Staff respond positively to questions regarding their experience through the project.	When: At project closure By Whom: Project Manager Change Management Lead
Representatives from IESO’s EDI Committee are engaged throughout the project and agree that elements of EDI have been addressed in the final design.	When: At project closure By Whom: EDI Committee Co-Chair

**Reference #: 2**

**Business Objective:** Reduce long-term operating costs by optimizing the overall office footprint required to support current and expected future staffing levels when the lease expires at the UMR (Oakville) and downtown Toronto (Adelaide) offices in October 2025.

<b>Procedure for Measures (identify how the performance will be measured)</b>	<b>Measured when and by whom?</b>
<ul style="list-style-type: none"> <li>Effective office space is reduced, on average, by at least 15% from current 213 sq.f.t per workstation across all IESO office locations.</li> <li>Total space requirement at the UMR (Oakville) office is reduced, if not eliminated, at the end of the current lease, which expires in October 2025. Operating costs are reduced compared to projections post project completion.</li> </ul>	When: Six months post project closure By Whom: Manager, Facilities Project Sponsor

**Reference #: 3**

**Business Objective:** Sufficient investments are made in electrical, mechanical and structural systems at the Clarkson (Mississauga) location to ensure continuity of our facility’s operation for at least 15 years.

<b>Procedure for Measures (identify how the performance will be measured)</b>	<b>Measured when and by whom?</b>
Material upgrades (those with significant cost or property impacts) required to maintain the facility in good working order for at least 15 years are made at Clarkson during the project. The specific upgrades required will be determined during the Planning Phase of the project.	When: At project closure By Whom: Manager, Facilities Project Sponsor

**Reference #: 4**

**Business Objective:** Enable IESO teams to discover a new way of working in the new office environment.

<b>Procedure for Measures (identify how the performance will be measured)</b>	<b>Measured when and by whom?</b>
The enablement will focus on the following attributes: <ul style="list-style-type: none"> <li>Teams have input into designing a new work experience in the new space;</li> </ul>	When: During project execution By Whom:

<b>Procedure for Measures (identify how the performance will be measured)</b>	<b>Measured when and by whom?</b>
<ul style="list-style-type: none"> <li>• People Leaders describe team needs and how they plan to manage limitations and growth; and</li> <li>• People leaders learn how teams experience the new space.</li> </ul>	Project Sponsor Change Management Lead

Business objectives will be validated and draft measures will be quantitatively defined as part of the Planning Phase and will be updated as appropriate in the subsequent version of the Project Charter.

### 2.1 Benefits Expected

This project will deliver the following key benefits:

The Space Needs Program is one of IESO's focus areas which supports our Core Strategy of Driving Business Transformation, and specifically, our Strategic Imperative to "Define and Enhance our Desired Culture and Employee Experience" and "Evolve the IESO's Business Processes, Technologies and Tools". Through this final phase of the Space Needs Program, the IESO will create the future work environment that is built on the concept of more employee-centric business model, one that introduces flexible, inviting and cost-effective workspaces that fosters a culture of teamwork, collaboration and inclusion improving the overall employee experience. This not only supports our value of Purposeful Engagement, but it also supports our employee value proposition by strengthening our talent attraction and retention.

## 3. Project Overview

### 3.1 Project Scope

The project scope consists of the following activities and deliverables:

- Determine our overall office footprint factoring in hybrid work and staffing projections over the next 5 years;
- Determine of the size and location of our downtown office location and negotiation of necessary leases;
- Determine feasibility of co-locating UMR employees to Clarkson factoring in parking and public transit considerations;

- Renovate all IESO office locations incorporating the new space design and introducing enabling technology and activity-based work (possibly including: enhanced audio/video capability, collaboration technology and workspace booking tools);
- Upgrade/Replace critical mechanical, electrical and structural systems;
- Implement digitization of hardcopy IESO records; and
- Relocate affected employees for the duration of construction and reintroduce them into the renovated space.

## 3.2 High Level Assessment of Impacted Business Processes, Systems and Governing Documents

The project expects to make changes to the following business processes, systems and governing documents:

### 3.2.1 Processes

No business processes are expected to change as a result of the project.

### 3.2.2 Systems

- New Workspace Booking Tool to support activity-based work (cubicle and community level booking).
- Introduce new room booking technology that will allow the booking of meeting rooms from outside of each room and integrate into Outlook Calendar functionality.
- Enhance and/or expand current desktop infrastructure, Wi-Fi, Local Area Network, Audio/Video capability in all meeting and collaborative spaces and collaboration technology (e.g. MS Surface Hubs).
- Enhancements to, or integration with, the IESO's Records Management Repository, Citadel, to support digitization of paper-based records.

### 3.2.3 Governing Documents

No governing documents are expected to change as a result of the project.

Further assessment of the impact to Business Processes, Systems and Governing Documents will be carried out during the Planning Phase and included in the subsequent version of the Project Charter.

## 3.3 Out of Scope

The following items are considered to be out of scope:

- Renovation/Upgrade of the Control Room
- Renovation of mechanical/electrical service rooms
- Replacement/upgrade of service and passenger elevators



### 3.4 Planning Phase

The Planning Phase schedule reflecting key deliverables will be maintained in the Project Teams folder.

<b>Start Date (kickoff)</b>	<b>End Date (without contingency)</b>	<b>End Date (with contingency)</b>
August 2, 2023	May 23 , 2024	June 30, 2024

The table below shows the anticipated expenditure in millions for the Planning Phase.

<b>Year</b>	<b>2023</b>	<b>2024</b>	<b>Contingency</b>	<b>Total</b>
<b>Capital</b>	\$0.33M	\$0.72M	\$0.21M	\$1.3M
<b>Operating</b>	\$0.03M	\$0.05M	\$0.01M	\$0.09M
<b>Total</b>	\$0.4M	\$0.8M	\$0.2M	\$1.4M

#### 3.4.1 Key activities to be undertaken in the Planning Phase

Key activities to be undertaken during planning include the following:

- Finalize the In-scope building systems (mechanical, electrical and structural) for Clarkson;
- Finalize the downtown office location and complete lease negotiations;
- Finalize parking solution for Clarkson to accommodate increased occupancy levels;
- Determine the future needs for the UMR location and negotiate lease extensions, if required;
- Finalize decisions around the use of Communities and the use of a Workspace Booking Tool;
- Conduct Business Needs Assessments with all Business Units to ensure any unique requirements are addressed in the final office layouts;
- Determine our approach to digitization of paper-based records;
- Finalize schematic designs for GTA West and Downtown office locations;

- Determine the overall office space required across the GTA West office and Downtown office locations based on current and future staffing levels and implementation of the new office design;
- Engage a Construction Management firm;
- Determine revised cost and schedule estimates based on final scope, conceptual designs and phasing approach selected; and
- Develop a Change Management and Communication Plan to guide employee engagement throughout the project.

### 3.4.2 Resources

The following resources will be required to support the Planning Phase:

Resource Type	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24
CD - Project Manager	0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
EC - Business Analyst	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Facilities - SME	0.50	0.50	0.50	0.50	0.75	0.75	0.75	0.75	0.75
INF - Network & Telecom SME	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Information Governance & FOI - SME	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Internal Communications - SME	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
IT SME - CS, HR and I&TS		0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Procure to Pay - SME		0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
Solution Architecture	0.00	0.10	0.10	0.10					
Test Lead	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Change Management & Benefits Realization Lead	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80
Infosec - SME		0.05	0.05	0.05	0.05	0.05	0.05		

## 4. Key Stakeholders

The following are key stakeholders to be engaged in the Project.

**Table 1. Key Stakeholder list**

<b>Stakeholder</b>	<b>Stakeholder Type</b>	<b>Stakeholder Role</b>	<b>How They Are Affected or How They Are Participating</b>
VP Corporate Services & CFO	Manager	Project Sponsor	<p>The Project Sponsor is a champion of this project, and is accountable for ensuring this project achieves its stated objectives; and is the final decision maker on this project.</p> <p>The Project Sponsor oversees Facilities and Procure to Pay and Enterprise Change Divisions with significant resource allocation to this project.</p>
Director, Enterprise Change	Manager	Business Lead  Project Manager (for Initiation Phase)	<p>Business Lead – Represents the business as a subject matter expert and acts as an interface between the project team and Project Sponsor to support the Project Manager in delivering solutions that meet the sponsor’s objectives.</p> <p>Project Manager – Manages the initiation phase of the project, including the project kick-off and development of the project charter.</p>
Space Needs Advisory Team	Manager	Change Champions	Key advisors and stakeholder representatives providing input and feedback to the new office design.
VP, Information & Technology Services & CIO	Manager	Solution Owner	Solution Owner for impacted IT solutions (TBD)
TBD	Manager	Solution Steward	Solution Steward for impacted IT solutions (TBD)
All IESO Employees	Direct	Direct Customer	End user of the delivered solutions and/or processes; changes to how they work

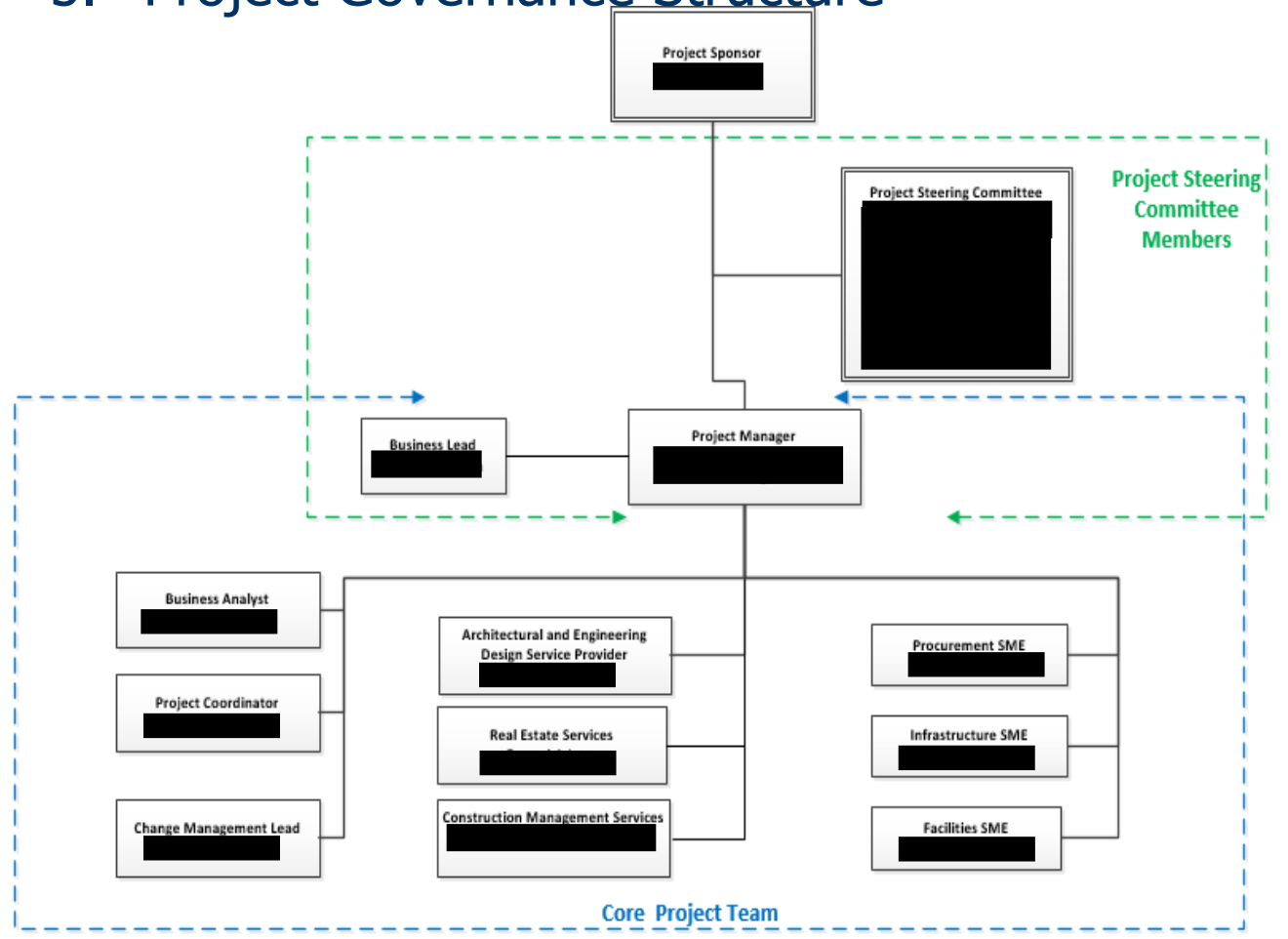
<b>Stakeholder</b>	<b>Stakeholder Type</b>	<b>Stakeholder Role</b>	<b>How They Are Affected or How They Are Participating</b>
Board of Directors	Indirect	Indirect Customer	Board of Directors will be kept informed throughout the project and notified of progress, critical and high risks being managed and material deviations from cost, schedule or achievement of business objectives.
Executive Leadership Team (ELT)	Indirect	Indirect Customer	The ELT will be engaged in key project decisions that will, or likely to, affect business operations or employee adoption of the new office design.
Facilities	Builder	Builder	<p>Facilities Subject Matter Experts - Support the project team by providing expert knowledge of an area of the business processes or of a particular system, application or infrastructure.</p> <p>Facilities SME is responsible for space planning; and managing and maintaining IESO's facilities, including security. Involved in design &amp; implementation, including vendor support and management, contract manager, logistics coordinator, on-site support for participating staff; provides requirements; and is a core member of the project team.</p>
Procurement	Builder	Builder	<p>Procurement Subject Matter Experts - Support the project team by providing expert knowledge of an area of the business processes or of a particular system, application or infrastructure.</p> <p>Procurement SME supports procurement for services, hardware and/or software.</p>
ITS	Builder	Builder	Developer/Tester/QA/Infrastructure and Desktop Support – Software development for office booking tool; supports the identification, testing, and deployment of

<b>Stakeholder</b>	<b>Stakeholder Type</b>	<b>Stakeholder Role</b>	<b>How They Are Affected or How They Are Participating</b>
			new office technology solutions, infrastructure, deployment of standard workstation technologies and ongoing support and maintenance.
ITS – Business Service & Solution Delivery – Solutions Design	Builder	Builder	Solution Architect – Provides the expertise for components of the enterprise solution architecture, including applications, data stores, and common solutions. Conducts solution feasibility assessment and options for proposed requirements/designs; technical requirements; and develops or defines solution design based on business requirements.
Communications	Builder	Builder	Communications Lead - Responsible for leading integrated communications amongst internal employees; through the implementation and management of a comprehensive Communications Plan.
Enterprise Change – Change Management	Builder	Builder	Change Management Lead will be a central component of the project to ensure that individuals adopt and embrace the change in a manner that enables the organization to realize the full benefits of the investment. As part of our change management efforts, the Change Management Lead will: <ul style="list-style-type: none"> <li>• Identify all affected stakeholder groups and assess how the changes will impact them; and</li> <li>• Develop strategies, approaches and channels of communication that will drive Awareness and Desire, provide Knowledge and Ability and Reinforce the changes being introduced.</li> </ul>
Enterprise Change –	Builder	Builder	Project Manager – Manages each phase of the project (planning, risk

<b>Stakeholder</b>	<b>Stakeholder Type</b>	<b>Stakeholder Role</b>	<b>How They Are Affected or How They Are Participating</b>
Change Delivery, PMO, and Business Architecture & Analysis Services			management, status reporting, etc.). Leads the project through Portfolio and Project Management Lifecycle, and monitoring and control.  Business Analyst – Facilitates, elicits and secures approval for business objectives, performance measures, business processes and information design, and requirements.
Risk Management	Builder	Builder	Risk Management Lead – Responsible for management, tracking, monitoring and reporting of program risks and issues in alignment with IESO Enterprise Risk Management (ERM), including the management and coordination of third-party readiness assessments.
Information Governance	Builder	Builder	Information Governance Lead - Provides Information Governance advice; supports the identification of upstream and downstream governance documentation; supports identification of any information created or received as a result of the business process; and tests information governance requirements.
Vendors	Builder	Builder	Contractors for design, construction, structural, electrical, mechanical, furnishings, and fixtures installation, as required.

The list of stakeholders will be further refined as part of the Planning Phase and will be updated in the subsequent version of the Project Charter.

## 5. Project Governance Structure



The project team structure will be further refined as part of the Planning Phase and updated in the subsequent version of the Project Charter.

## 6. Delivery Approach

The project will follow IESO's Project Portfolio Management Lifecycle and follow a Waterfall approach and delivered in phases to minimize impacts on IESO staff.

The delivery approach will be further refined as part of the Planning Phase and updated in the subsequent version of the Project Charter.

# 7. Assumptions, Constraints and Potential Risks

## 7.1 Project Assumptions

The following assumptions have been made in developing the Project Charter:

- The IESO remains in a Hybrid Model Work arrangement with staff working remotely for up to 3 days a week;
- Future staffing levels reflect current 2023-2025 Business Plan plus a moderate year on year growth over the next 5 years;
- The IESO maintains both a GTA West and Downtown location. Allocation of staff across locations remains consistent with current levels i.e. 70% of IESO staff are located in GTA West and 30% Downtown; and
- Space is allocated at an average of 160 sq.ft. per workstation and target occupancy levels are 70%.

## 7.2 Project Constraints

Existing leases at both IESO’s Downtown and Oakville office locations expire October 31, 2025 and require a 12-month notice period to terminate or exercise extension options (i.e. October 31, 2024).

## 7.3 Potential Project Risks and Mitigation Actions

An initial risk assessment has been performed by the project team and the following risks have the potential of preventing the project from achieving its objectives:

<b>Risk</b>	<b>Mitigation Activities</b>
Qualified general contractors and specialized trades are unavailable to support the project on the proposed timelines requiring the IESO to extend current leases beyond the current term.	The IESO have advanced the RFP for a Construction Management Company who will be responsible for engaging qualified contractors to undertake the work.



Risk	Mitigation Activities
	<p>The IESO will have oversight of Construction Management vendor's progress and timelines and issues will follow an established escalation protocol.</p>
<p>Lead time of building permits, construction materials and critical equipment result in project delays.</p>	<p>The Construction Manager is expected to source equipment and materials that will achieve the project schedule and expedite building permits.</p>
<p>IESO staff do not embrace the new workplace design or activity-based work concepts.</p>	<p>The IESO has assigned a full time Change Management Lead for the Project and will apply lessons learned from the Office Pilot Project and seek feedback from staff throughout the project in order to gauge and monitor change readiness.</p>
<p>Construction work leads to significant staff or business interruption</p>	<p>Working with the Construction Manager the IESO will develop a construction schedule that will implement the project in stages, introduce appropriate hoarding to minimize noise and dust interruption and relocate affected staff to alternate IESO office locations.</p> <p>Operation of critical IT systems will transferred to the Backup Operating Centre when renovation work is likely to impact data centre operations.</p>
<p>Significant volatility of input costs for materials and services during the period of construction lead to increased project costs.</p>	<p>The IESO will introduce conditions within the Construction Management contract that will limit exposure to cost increases. The project team will conduct value engineering activities that will identify alternative materials,</p>

Risk	Mitigation Activities
	equipment or approaches minimize costs that exceed budget.
Inability to secure sufficient parking in the vicinity of Clarkson to accommodate additional staff from UMR.	The IESO is working with a Real Estate Broker to source available options.
Regulatory environment, economic conditions and fiscal policy may change during the project term with adverse impacts the original project assumptions.	The project assumptions were stressed tested under a variety of scenarios and options were analyzed using conservative factors to minimize sensitivity to external factors. Ongoing monitoring and governance will ensure that project remains on target with objectives.

A more detailed risk assessment will be performed as part of the Planning Phase and residual risks with a high or critical risk level will be included in the subsequent version of the Project Charter along with mitigation actions planned or taken in order to reduce the risk level to an acceptable level.

## 8. Change Controls

Changes in the project that will impact/exceed tolerance levels for objectives, time and cost will be managed through the formal Project Change Management Process resulting in the Project Exception Report. The Project Exception Report (if approved) will result in the re-baselining of the project.

## 9. Appendix A: Alternative Analysis

### Identified Alternatives Summary

#### Alternative 1 – Do Nothing (Not Recommended)

The do-nothing option would have the IESO maintain its current offices and Mississauga control centre and negotiate new leases at its leased facilities in Oakville and Toronto upon expiry of the current leases at the end of 2025. The IESO would only make the necessary structural, mechanical and electrical upgrades at its control centre to maintain the facility in good working order. The Do-Nothing option would not address any of the Project's objectives, the changing role of the office, the reduced occupancy needs presented by adopting a new Hybrid Work Model or result in longer term operating cost saving.

#### Alternative 2 – Renovate & Transition (Recommended)

Under this alternative, the IESO would analyze its required footprint based on the experiences of the office pilots introduced in 2021 and 2022, and its hybrid work arrangement, and renovate the appropriate space at its GTA West and downtown office locations. The renovated space would reflect a new, modern activity-based workspace and necessary meeting and collaboration space to meet current and anticipated future needs. The IESO would be able to reduce the overall office footprint across its three office locations resulting in reduced ongoing operating costs. The IESO would also make the necessary investments in electrical, mechanical and structural systems to maintain the facility in good working order for at least the next 15 years.

Further alternatives will be examined in the Planning Phase and refined in the subsequent version of the Project Charter.

# 10. Appendix B: Project Cost Worksheet

Project: 507 (Space Needs Program Phase 3 - Future @ Work)			
Project Capital Expenses	PC V1.0 Planning Budget	PC V1.0 Overall Budget	
Status	Approved		
<b>Summary</b>			
Total Capital Budget without Contingency	\$ 1,086,363	\$	41,492,737
Total Operations Budget without Contingency	\$ 80,133	\$	4,443,638
<b>Subtotal Capital and Operating Budget without Contingency</b>	<b>\$ 1,166,496</b>	<b>\$</b>	<b>45,936,375</b>
Capital Contingency	\$ 217,273	\$	14,446,812
Operating Contingency	\$ 16,027	\$	1,605,201
<b>Total Capital and Operating Budget with Contingency</b>	<b>\$ 1,399,796</b>	<b>\$</b>	<b>61,988,388</b>
<b>Capital Expense</b>			
<b>IESO Labour</b>			
IESO Labour	\$ 281,050	\$	6,866,993
<b>Total IESO Labour</b>	<b>\$ 281,050</b>	<b>\$</b>	<b>6,866,993</b>
<b>Professional &amp; Consulting</b>			
Non IESO Labour	\$ 67,813	\$	1,000,000
Consultants	\$ -	\$	-
Contract Service	\$ 737,500	\$	2,129,328
Legal Service	\$ -	\$	-
<b>Total Professional &amp; Consulting</b>	<b>\$ 805,313</b>	<b>\$</b>	<b>3,129,328</b>
<b>Operating &amp; Administration</b>			
Computer Services & Software	\$ -	\$	-
Computer Equipment		\$	1,038,022
Financing Charges		\$	1,500,000
Other		\$	28,958,394
<b>Total Operating &amp; Administration</b>	<b>\$ -</b>	<b>\$</b>	<b>31,496,416</b>
<b>Subtotal Capital Budget without Contingency</b>	<b>\$ 1,086,363</b>	<b>\$</b>	<b>41,492,737</b>
Capital Contingency	\$ 217,273	\$	14,446,812
<b>Total Capital Budget with Contingency</b>	<b>\$ 1,303,636</b>	<b>\$</b>	<b>55,939,549</b>
<b>Operations Expense</b>			
<b>IESO Labour</b>			
IESO Labour	\$ 12,320	\$	874,110
<b>Total IESO Labour</b>	<b>\$ 12,320</b>	<b>\$</b>	<b>874,110</b>
<b>Professional &amp; Consulting</b>			
Consultants	\$ -	\$	-
Contract Service		\$	236,593
Legal Service	\$ -	\$	-
Non IESO Labour	\$ 67,813	\$	-
<b>Total Professional &amp; Consulting</b>	<b>\$ 67,813</b>	<b>\$</b>	<b>236,593</b>
<b>Operating &amp; Administration</b>			
Computer Equipment		\$	115,335
Computer Services & Software		\$	-
Financing Charges		\$	-
Other		\$	3,217,600
<b>Total Operating &amp; Administration</b>	<b>\$ -</b>	<b>\$</b>	<b>3,332,935</b>
<b>Subtotal Operating Budget without Contingency</b>	<b>\$ 80,133</b>	<b>\$</b>	<b>4,443,638</b>
Operating Contingency	\$ 16,027	\$	1,605,201
<b>Total Operating Budget with Contingency</b>	<b>\$ 96,160</b>	<b>\$</b>	<b>6,048,839</b>

# 11. Document Control

Note: \* indicates which roles will be required to approve in Citadel workflow, however, document will be reviewed by all other roles identified.

**Authors:**

<b>Prepared By</b>	<b>Role</b>
[REDACTED]	Project Manager & Business Lead*
[REDACTED]	Business Analyst*
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**Project Management Adherence Review:**

<b>Reviewed By</b>	<b>Role</b>
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**Financial Review:**

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Distribution List

<b>Name</b>	<b>Organization</b>
Citadel	IESO
PMO	IESO
Finance	IESO

## Document Change History

<b>Issue</b>	<b>Reason for Issue</b>	<b>Date</b>
1.0	Issued for Approval	September 18, 2023

## References

<b>Document Title</b>	<b>Document ID</b>
Project Intake Document	[REDACTED]
Project and Roles and Responsibilities	[REDACTED]

## Related Documents

<b>Document Title</b>	<b>Document ID</b>
Integrated Project Plan	TBD

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