

2017 IESO Corporate Performance Results



January 1 to December 31, 2017

Legend	
	Meets expectations
	Does not meet expectations

Strategic Objective	CPM	2017 Target	Result
Strategic Goal: Deliver superior reliability performance in a changing environment			
Plan and manage the power system so Ontarians have power when and where they need it.	1. Ontario’s electricity service is reliable.	100% compliance to North American Electricity Reliability Corporation high violation risk factor reliability standard requirements (including audit requirements) is self-certified by the IESO, demonstrating ability to sustain the reliability of the power system.	
	2. The provincial power system is well planned.	<p>Implementation of key recommendations in regional and bulk system power plans is on track according to their suggested timelines¹ to meet the Ontario resource and transmission assessment criteria and support the planning and management of the provincial power system, whereby:</p> <ul style="list-style-type: none"> a) 100% of the 46 key recommendations for 2017 are progressing on track for the 15 Integrated Regional Resource Plans (IRRPs). b) 100% of the five priority and key transmission projects in Northwest Ontario from provincial plan(s) (2013 Long Term Energy Plan) are progressing on track, along with associated milestones with timelines in 2017. 	
Enhance reliability and efficiency through coordination of IESO and LDC controlled resources.	3. Operations are well coordinated with LDC partners.	One major LDC is actively engaged in two-way communication by end of 2017, including sharing of operational data to support coordinated and consistent operation decision making; discussion underway with additional two LDCs.	
Promote robust cybersecurity practices across the sector.	4. Cybersecurity leadership is demonstrated across the sector.	<p>Cybersecurity excellence is promoted by:</p> <ul style="list-style-type: none"> • The objectives contained in the 2016 – 2017 cybersecurity forum work plan are accomplished. • Supporting the Ontario Energy Board (OEB) objectives for completion of standards development by the end of 2017. • Increasing the IESO’s internal cybersecurity capabilities by implementing an advanced malware technology solution that is designed to improve our capability to detect and deter new and complex cyber-attacks and completing cybersecurity process enhancements by Q1 2017. 	

¹ Subject to change to reflect more current information

Strategic Objective	CPM	2017 Target	Result
Strategic Goal: Drive to a more efficient and sustainable marketplace			
Evolve the Ontario market to increase market efficiency and value for consumers.	5. The electricity market is efficiently delivered.	<p>The IESO continues to focus on price efficient outcomes via:</p> <ul style="list-style-type: none"> • Design and development of a renewed market structure project built on stakeholder input that lays the foundation for improved price efficiencies, operability, transparency and innovation includes: <ul style="list-style-type: none"> ○ A robust, well stakeholdered cost/ benefit analysis completed by end of Q1, 2017. ○ Well attended, at minimum quarterly meetings (including information sessions) with stakeholders to discuss, review and educate stakeholders on high level market design elements. ○ A detailed project plan developed by the end of Q3 which defines project scope (detailed design work to be undertaken), schedule and cost (including internal/external resourcing requirements). ○ A program level risk assessment and Key Performance Indicators completed by end of Q3. • Directed procurements (FIT and microFIT) are completed through transparent, consistent and efficient processes with posted standard contract, rules and prices. The processes are validated by a Fairness Commissioner to be executed with consistency and integrity. The costs are at or below the government’s cost projections included in the 2013 Long Term Energy Plan (LTEP). • Cost-effective delivery of LDC conservation programs undertaken within 4 cents/kWh. LDC and direct-connect customer program progress is in line with achieving the 2020 energy savings target of 8.7 TWh, with 50% (3.5 TWh) of 7 TWh Conservation First target forecasted to be achieved and 46% (0.78 TWh) of the 1.7 TWh Industrial Accelerator Program (IAP) target contracted by the end of 2017. 	
Foster an open and competitive electricity marketplace with broad participation.	6. The marketplace for electricity is innovative and competitive.	<p>Broader, competitive and more innovative sector participation is enabled by end of 2017 through:</p> <ul style="list-style-type: none"> • Formal mid-term review of Conservation First Framework (CFF) and Industrial Accelerator Program (IAP) has been initiated by June 1, 2017 and on track to be completed no later than June 1, 2018. • At least \$50M (3%) of the Conservation First Framework Conservation and Demand Management Plan budget committed to full deployment of innovative new programs. • The demand response (DR) auction enables the participation of a broad range of participants, including residential DR by the end of 2017, and meets the objectives of the DR working group. • The SME will enhance the value of electricity data by expanding the type of access to smart meter data received by the IESO’s systems. 	

Strategic Objective	CPM	2017 Target	Result
Strategic Goal: Be recognized as a trusted advisor, informed by engagement			
Enhance public confidence in the IESO and the sector to facilitate informed customer choice.	7. Stakeholders and communities are confident with the engagement process for making informed decisions.	2% improvement in satisfaction with the engagement process is achieved from the 2016 customer satisfaction survey baseline of 65%; demonstrating continuous improvement in the IESO's consideration of stakeholder input in its decisions.	
Work effectively with government to support policy development and IESO's excellence in implementation			
Seek out and respond to input from communities, customers and stakeholders to inform IESO decisions			

Strategic Objective	CPM	2017 Target	Result
Strategic Goal: Invest in our people and processes to meet the needs of the sector			
Strengthen the development and engagement of our employees	8. IESO employees are engaged	The Q4, 2017 employee engagement pulse survey demonstrates the on-going effectiveness of the IESO's engagement action plan initiatives by achieving an increase of at least 2 points over the average of the Q2, 2017 pulse survey results (i.e. increasing from an average of 65% favourable to an average of 67% favourable). In addition, the organization wide action plan resulting from the 2016 survey is progressing on track.	
Attract and retain the best talent			
Be a focused and flexible organization positioned to support the ongoing transformation of our industry	9. IESO resources are utilized effectively and efficiently	Expanded operational capacity is realized by: <ul style="list-style-type: none"> All priorities in 2017 are being achieved within the IESO's approved budget. 80% of priority change initiatives progressing according to their approved business case, on time and budget and completed projects met all of their defined business objectives. 100% of the Operations Readiness Initiatives (ORI) progressing according to their approved business case, meeting all of their defined business objectives to achieve a headcount reduction of six Full Time Employees (FTE) by end of 2018. 	