Driving Change

Refining Our Corporate Strategy

As our organization's North Star, the IESO's corporate strategy guides us as we drive Ontario's energy future forward.

Over the last three years, we have made significant progress on our strategic priorities, delivering critical initiatives to keep Ontario's electricity system reliable, affordable and sustainable. We've grown and fostered a team of highly skilled professionals, working together to drive progress across the sector.

As the world around us continues to shift, the importance of our work and our mandate is expanding. Our economy is pivoting in response to new challenges and opportunities, electricity demand is growing, energy conversations are broadening, the pace of change is accelerating, and the IESO is becoming increasingly critical to the growth and prosperity of our province. Ontarians are looking to us to deliver even more.

As we take stock of and celebrate what we have accomplished thus far, we must also reflect on the changing environment and be intentional about refining our strategy to ensure it remains relevant. The changes we are making build on our successes to date and will guide us through the second half of our strategy horizon, ensuring that all of us at the IESO continue to deliver on our strong track record of performance and results for Ontarians.

Lesley Gallinger
IESO President and CEO

ieso
Connecting Today.
Powering Tomorrow.

Refined Core Strategies

Drive & Guide the Sector's Future

1.1 Strengthen Stakeholder and Indigenous Communities Engagement & Relationships via Purposeful, Transparent Outreach

1.2 Anticipate, Identify, and Respond to Changes in **Economic Policy and Large Customer Needs**

1.3 Advise on and Actively Participate in **Policy and Sector Dialogue** on the Configuration of the **Future Energy System**

Advance Reliability and Cost-Effectiveness in an Evolving System

2.1 **Acquire Services to Maintain Reliability and Support the Evolution of the Sector**

2.2 **Continue to Evolve** the Markets to **Improve Market Efficiency**

2.3 Adapt the IESO's Short- and Long-Term Planning

2.4 Champion Cyber Security, Situational Awareness, and Best Practices within the Sector

Drive Business Transformation

3.1 **Leverage Our Culture to Drive Outcome Focused Performance**

3.2 Identify, Build, and **Acquire** Next Generation Skills and Competencies

3.3 **Improve** the IESO's Business Processes, Technologies, and Tools

Sector **Shifts**

What inspired the refinements

ECONOMIC GROWTH

For the Ontario government, economic growth is a priority policy. Economic growth will increase energy demand, requiring significant infrastructure planning and development.

AFFORDABILITY

Cost is a top issue for families and businesses. Balancing affordability with economic growth will be key to unleashing a competitive, resilient and self-reliant economy.

UNCERTAINTY

Managing uncertainty, staying focused and inspiring confidence remain key to our success. With the IESO's help, Ontario can provide stability and certainty in a world where change is constant.

PACE

There is an urgent demand to quickly build new infrastructure, and it's not enough just to keep pace. As Ontario shifts to a high-growth future, the IESO needs to shift gears as well to accelerate timelines and deliver results.

Strategy **Review**

Principles that guided the refinements

Prioritizing outcome-driven leadership that focuses on results, impact and collaboration.

Doubling down on **operational efficiency, quality and continuous improvement.**

Amplifying focus on the **customer experience** to meet their unique and changing needs.

Focusing on the future to build the organization for what's next, now.

Preparing for **bold, strategic growth.**

Refined **Core Strategies**

Drive & Guide the Sector's Future

1.1 Strengthen Stakeholder and Indigenous Communities Engagement & Relationships via Purposeful, Transparent Outreach

1.2 Anticipate, Identify, and Respond to Changes in **Economic Policy and Large Customer Needs**

1.3 Advise on and Actively Participate in **Policy and Sector Dialogue** on the Configuration of the **Future Energy System**

Advance Reliability and Cost-Effectiveness in an Evolving System

2.1 **Acquire Services to Maintain Reliability and Support the Evolution of the Sector**

2.2 **Continue to Evolve** the Markets to **Improve Market Efficiency**

2.3 Adapt the IESO's Short- and Long-Term Planning

2.4 Champion Cyber Security, Situational Awareness, and Best Practices within the Sector

Drive Business Transformation

3.1 **Leverage Our Culture to Drive Outcome Focused Performance**

3.2 Identify, Build, and **Acquire** Next Generation Skills and Competencies

3.3 **Improve** the IESO's Business Processes, Technologies, and Tools

Building on Success

Our corporate strategy underpins many important outcomes and milestones. Join us in celebrating the IESO's achievements as we look towards a prosperous and transformative future:

Save on Energy

With the launch of an ambitious 12-year, $10.9-billion energy efficiency framework, the IESO has expanded Save on Energy programs to help Ontario's electricity consumers manage costs and directly contribute to grid reliability. The new Peak Perks program has enrolled more than 250,000 smart thermostats, making it the largest virtual power plant in North America.

Procurements

We also launched the second Long-Term Request for Proposals (LT2 RFP), the largest competitive procurement in Ontario's history, which will help us meet energy and capacity needs in 2029 and beyond. This includes more than 3,000 MW of battery storage – starting with the Oneida Energy Storage Project, which was commissioned in May.

Transmission Planning and Expansion

We continue to deliver a reliable supply of electricity in line with Ontario's economic growth priorities while staying ahead of demand. With the Central-West Bulk Planning study complete, we are also planning for other areas of the province – including fast-growing communities in the GTA, Northwest and Southwest Ontario.

First Nations

The IESO released its new Indigenous Engagement Framework in November 2024, underscoring our corporate commitment to achieving meaningful outcomes by working openly, honestly and collaboratively with First Nations across the province. The Indigenous Energy Support Program has grown from $10 million a year in funding for First Nation and Métis energy projects to $25 million.

Market Renewal

With locational prices, a day-ahead market and other improvements to the way electricity is scheduled and priced in Ontario, the multi-year Market Renewal Program was officially launched on May 1, 2025 – bringing greater financial and operational certainty to both producers and consumers.

Strengthening Our Culture

Our commitment to fostering a workplace where all employees are valued, respected and empowered to contribute their best is stronger than ever – further acknowledged by our recognition as one of *Greater Toronto's Top Employers* since 2022.