

CCC INTERROGATORY 2

Issue 3.0 – Other Fees

3-CCC-2

INTERROGATORY

Reference:

Exhibit C-3-1, Attachment 1

Preamble:

Questions

- a) Please show where, with citations to the evidence, each of the other fees and interest/investment income is netted against the revenue requirement that is proposed to be recovered through the domestic and export usage fees.
- b) For each of the other fees listed in Attachment 1, please provide a more detailed explanation, including the calculations, of the forecast revenues for each year in the 2026-2028 period. As part of the response, please explain the decline in other fee-related revenues between 2025 and 2026 (as applicable).
- c) For each of the other fees listed in Attachment 1, please explain the drivers for the change between 2025 budgeted and 2025 actual revenues.
- d) For each of the other fees listed in Attachment 1, please provide the 2026 year-to date revenues.

RESPONSE

- a. See Exhibit B-1-2 – Business Plan 2026-2028, Page 17.
- Interest/investment income is included as Net Interest.
- Application, Registration, Submission and Training Fees are in Registration Fees

b. All other sources of revenue are netted against the total expense to reduce the overall expense that is in the Baseline expenses

b) See response to 3-OEB Staff-1 for more information on the \$190/hr fee calculation. Further explanations of the fees can be found below:

- **Application, Registration, Submission and Training fees** – In 2025, there was higher than expected registration fee revenue in Q4 2025. The 2026-2028 Business Plan is estimated based on historical actual results.
- **Clean Energy Credit Sales** – The IESO assumes there will be no Clean Energy Credit sales from 2026 to 2028 based on historical sales activity.
- **Connection Assessments and Reliable Integration Activities** – The IESO recovers labour costs associated with staff time spent assessing applications from new market participants. For the Business Plan, the cost recovery amount is calculated by multiplying the estimated number of staff involved in assessing new market participant applications by the average labour rate and the number of hours worked annually. The allocation between Connection Assessments and Reliable Integration Activities is based on historical actual results. The decline in 2026 relative to 2025 actuals reflects higher than anticipated cost recovery levels in the back half of 2025.
- **Overhead Cost Recovery - Other Programs** – Other Programs consist of the NRCan Smart Renewables and Electrification Pathways (SREPs) Program and the NRCan Green Industrial Facilities and Manufacturing (GIFM) Program. The IESO is entitled to recover overhead costs related to the administration of these programs. For the Business Plan, the cost recovery amount is calculated by multiplying the estimated number of staff supporting these programs by the average overhead rate and the number of hours worked annually. The decline in 2026 relative to 2025 actuals reflects a lower estimate of staff resources required to support these programs.

- **Overhead Cost Recovery - Smart Metering and Market Sanctions and Payment Adjustments** - The IESO recovers core operating overhead costs attributable to the Smart Metering Entity (SME) and Market Sanctions and Payment Adjustments. The overhead recovery amount is calculated using the applicable overhead rate based on work location, in accordance with the cost allocation study was filed in EB-2018-0143. FTEs reflect the forecast headcount for the 2026–2028 Business Plan period.

c) Drivers for material variances between 2025 budgeted and 2025 actual revenues are noted below:

- **Application, Registration, Submission and Training fees** – A higher-than-budgeted number of electricity supply and capacity procurement fees, as well as an increase in market participants, were the primary drivers of the variance between 2025 budgeted and actual revenues.
- **Connection Assessments** – A higher number of market participant applications was the primary driver of the variance between 2025 budgeted and actual revenues.
- **Market Sanctions and Payment Adjustments (MACD Enforcement)** – A higher count of students, funded through the Adjustment Account, were employed resulting in higher overhead recovery.

d) See Table 1 below.

1 **Table 1: 2026 Year-to Date Revenue for Fees**

Revenue (\$M)	Year-to-date Actual (up to June 2026)
Application, Registration, Submission and Training Fees	-0.1*
Clean Energy Credit Sales	0.1
Connection Assessments (System Impact Assessments & Technical Feasibility Studies)	1.2
Reliable Integration Activities	1.4**
Overhead Cost Recovery - Other Programs	1.5
Overhead Cost Recovery - Smart Metering Entity	0.4
Overhead Cost Recovery - Market Sanctions and Payment Adjustments (MACD Enforcement)	1.1
* Refunds from 2025 procurement submissions overpayments ** While current year to date results are trending higher than plan, on an annual basis this favourability is not expected to be material.	

EDA INTERROGATORY 11

Issue 3.0: Other Fees

1-EDA-11

INTERROGATORY

Reference:

- Exhibit C-3-1, Table 5

Preamble:

Question(s):

With respect to the proposed Schedule of Fees for Approval:

- a) Please expand Table 5 for each fee category and for each year from 2023 through 2028 by completing the following table:

2023:

Proponent	Application Type	Fee Category	No. of Applications	Fee Charged (\$)	Fee Revenue (\$)	Cost to Administer
X						
Y						
Z						

- b) Please explain how the proposed fee for each category was determined and provide the supporting calculation demonstrating that the proposed fee reflects the IESO's cost of administering the service.
- c) Please quantify, by fee category and by year, the reduction in costs that would otherwise be recovered through IESO usage fees as a result of the proposed fee increases.

- 1 d) If the proposed fee increases are not expected to reduce costs recovered through IESO
- 2 usage fees, please explain why.
- 3 e) Please discuss whether the IESO has assessed the downstream impacts of the proposed
- 4 fee increases on Ontario electricity customers where proponents recover these costs
- 5 from ratepayers. If so, please provide the assessment.

1 **RESPONSE**

2 a) **Table 1: 2023 Fee Schedule Details by Fee Category**

Proponent	Application Type	Fee Category	No. of Applications	Fee Charged (\$)	Fee Revenue (\$)	Cost to Administer
Market Registration Applicants	Application	Application	20	\$1,000	\$1.1 M	Costs of fee-based programs are embedded in the costs of the responsible business units and are reflected in the calculation of the proposed fees. Over the 2023-2025 the average hourly rate estimated to \$170/hour hence the request for increasing fees. For additional information on cost related to electricity service procurements and programs see IESO Updates to Procurement Submission Fees Presentation¹.
Proponents participating in IESO-led electricity service procurements and programs	Electricity Service Procurements and Programs Submission and Registration	Registration Fee	52 Proposals (LT1 Procurement)	Up to ≤ \$10,000 per submission		
		Submission Fee	N/A	N/A		
Individuals/ organizations registering for IESO public or private training courses	Training	Training Fee per person	4 paid 15 unpaid	Public (Half Day) \$150		
				Public (Full Day) \$350		
				Private (Half Day) \$750		
				Private (Full Day) \$1,500		
Connection applicants	Connection Assessments	System Impact Assessment Fee	78	\$145/hr	\$1.5 M	
		Expedited System Impact Assessment Fee				
		Technical Feasibility Study Fee				
Proponents of new or modified facilities	Reliable Integration Activities	Reliable Integration Activities Fee	84	\$145/hr	\$0.5M	
	Transmission	Registration Fee	N/A	N/A	N/A	N/A

¹ IESO Updates to Procurement Submission Fees Presentation (September 15, 2025): <https://www.ieso.ca/-/media/Files/IESO/Document-Library/engage/UPS/UPS-20250915-Presentation.pdf>, slide 10

Transmitters/prospective transmitters		Procurement Submission Fee	N/A	N/A	N/A	N/A
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2 **Table 2: 2024 Fee Schedule Details by Fee Category**

Proponent	Application Type	Fee Category	No. of Applications	Fee Charged (\$)	Fee Revenue (\$)	Cost to Administer
Market Registration Applicants	Application	Application	20	\$1,000	\$26,000	Costs of fee-based programs are embedded in the costs of the responsible business units and are reflected in the calculation of the proposed fees. Over the 2023-2025 the average hourly rate estimated to \$170/hour hence the request for increasing fees. For additional information on cost related to electricity service procurements and programs see IESO Updates to Procurement Submission Fees Presentation ² .
Proponents participating in IESO-led electricity service procurements and programs	Electricity Service Procurements and Programs Submission and Registration	Registration Fee	41 Registrations (MT2 Procurement)	Up to ≤ \$10,000 per submission		
		Submission Fee	N/A	N/A		
Individuals/ organizations registering for IESO public or private training courses	Training	Training Fee per person	1 paid 6 unpaid	Public (Half Day) \$150		
				Public (Full Day) \$350		
				Private (Half Day) \$750		
				Private (Full Day) \$1,500		
Connection applicants	Connection Assessments	System Impact Assessment Fee	76	\$145/hr	\$1.8 M	
		Expedited System Impact Assessment Fee				
		Technical Feasibility Study Fee				
Proponents of new or modified facilities	Reliable Integration Activities	Reliable Integration Activities Fee	85	\$145/hr	\$1.1M	

² Ibid.

Transmitters/prospective transmitters	Transmission	Registration Fee	N/A	N/A	N/A	N/A
		Procurement Submission Fee	N/A	N/A	N/A	N/A

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2 **Table 3: 2025 Fee Schedule Details by Fee Category**

Proponent	Application Type	Fee Category	No. of Applications	Fee Charged (\$)	Fee Revenue (\$)	Cost to Administer
Market Registration Applicants	Application	Application	41	\$1,000	\$2.0 M	Costs of fee-based programs are embedded in the costs of the responsible business units and are reflected in the calculation of the proposed fees. Over the 2023-2025 the average hourly rate estimated to \$170/hour hence the request for increasing fees. For additional information on cost related to electricity service procurements and programs see IESO Updates to Procurement Submission Fees Presentation³.
Proponents participating in IESO-led electricity service procurements and programs	Electricity Service Procurements and Programs Submission and Registration	Registration Fee	32 Proposals (MT2 Procurement) 128 Registrations (LT2e-1 Procurement) 232 Registrations (LT2c-1 Procurement) 74 Proposals (LT2e-1 Procurement) 71 Proposals (LT2c-1 Procurement)	Up to ≤ \$10,000 per submission		
		Submission Fee	N/A	N/A		
Individuals/ organizations registering for IESO public or private training courses	Training	Training Fee per person	20 paid	Public (Half Day) \$150		
			51 unpaid	Public (Full Day) \$350		
				Private (Half Day) \$750		
				Private (Full Day) \$1,500		

³ Ibid.

Connection applicants	Connection Assessments	System Impact Assessment Fee	66	\$145/hr	\$2.6 M	
		Expedited System Impact Assessment Fee				
		Technical Feasibility Study Fee				
Proponents of new or modified facilities	Reliable Integration Activities	Reliable Integration Activities Fee	99	\$145/hr	\$2.2M	
Transmitters/prospective transmitters	Transmission	Registration Fee	N/A	N/A	N/A	N/A
		Procurement Submission Fee	N/A	N/A	N/A	N/A

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2 **Table 4: 2026 Budget Fee Schedule Details by Fee Category**

Proponent	Application Type	Fee Category	No. of Applications	Fee Proposed (\$)	Fee Revenue (\$)	Cost to Administer
Market Registration Applicants	Application	Application	Application volume data is not available, as fee revenue is based on historical revenue trends and actual collections.	\$2,000	\$0.5M	Costs of fee-based programs are embedded in the costs of the responsible business units and are reflected in the calculation of the proposed fees.
Proponents participating in IESO-led electricity service procurements and programs	Electricity Service Procurements and Programs Submission and Registration	Registration Fee		Up to \$2,000		
		Submission Fee		Up to \$25,000 per submission		
Individuals/ organizations registering for IESO public or private training courses	Training	Training Fee per person		Public (Half Day) \$150		For additional information on costs related to electricity service procurements and programs see IESO Updates to Procurement Submission Fees Presentation ⁴ .
				Public (Full Day) \$350		
				Private (Half Day) \$750		

⁴ Ibid.

				Private (Full Day) \$1,500		
Connection applicants	Connection Assessments	System Impact Assessment Fee				
		Expedited System Impact Assessment Fee		\$190/hr	\$2.3M	
		Technical Feasibility Study Fee				
Proponents of new or modified facilities	Reliable Integration Activities	Reliable Integration Activities Fee		\$190/hr	\$1.4M	
Transmitters/prospective transmitters		Registration Fee	N/A	N/A	N/A	N/A
	Transmission	Procurement Submission Fee	There is insufficient insight into the number of proponents that may participate in future procurements	Projects less than \$500 million: \$100,000 Projects between \$500 million and less than \$1 billion: \$150,000 Projects \$1 billion or greater: \$200,000	There is insufficient insight into the number of proponents that may participate in future procurements to produce a reliable forecast of revenues associated with the proposed Transmission Procurement Submission Fee	

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2 **Table 5: 2027 Budget Fee Schedule Details by Fee Category**

Proponent	Application Type	Fee Category	No. of Applications	Fee Proposed (\$)	Fee Revenue (\$)	Cost to Administer
Market Registration Applicants	Application	Application	Application volume data is not	\$2,000	\$0.3M	Costs of fee-based programs are embedded in the costs of the responsible business units and are
		Registration Fee		Up to \$2,000		

Proponents participating in IESO-led electricity service procurements and programs	Electricity Service Procurements and Programs Submission and Registration	Submission Fee	available, as fee revenue is based on historical revenue trends and actual collections.	Up to \$25,000 per submission		reflected in the calculation of the proposed fees. For additional information on costs related to electricity service procurements and programs see IESO Updates to Procurement Submission Fees Presentation ⁵ .
Individuals/ organizations registering for IESO public or private training courses	Training	Training Fee per person		Public (Half Day) \$180		
				Public (Full Day) \$420		
				Private (Half Day) \$900		
				Private (Full Day) \$1,800		
Connection applicants	Connection Assessments	System Impact Assessment Fee		\$190/hr	\$2.3M	
		Expedited System Impact Assessment Fee				
		Technical Feasibility Study Fee				
Proponents of new or modified facilities	Reliable Integration Activities	Reliable Integration Activities Fee		\$190/hr	\$1.4M	
Transmitters/prospective transmitters	Transmission	Registration Fee	There is insufficient insight into the number of proponents that may participate in future procurements	\$2,000	There is insufficient insight to produce a reliable forecast of revenues associated with the proposed Transmission Procurement related Fees.	
		Procurement Submission Fee		Projects less than \$500 million: \$100,000		
				Projects between \$500 million and less than \$1 billion \$150,000		
				Projects \$1 billion or greater		

⁵ Ibid.

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				\$200,000	
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Table 6: 2028 Budget Fee Schedule Details by Fee Category

Proponent	Application Type	Fee Category	No. of Applications	Fee Proposed (\$)	Fee Revenue (\$)	Cost to Administer
Market Registration Applicants	Application	Application	Application volume data is not available, as fee revenue is based on historical revenue trends and actual collections.	\$2,000	\$0.3M	Costs of fee-based programs are embedded in the costs of the responsible business units and are reflected in the calculation of the proposed fees. For additional information on costs related to electricity service procurements and programs see IESO Updates to Procurement Submission Fees Presentation ⁶ .
Proponents participating in IESO-led electricity service procurements and programs	Electricity Service Procurements and Programs Submission and Registration	Registration Fee		Up to \$2,000		
		Submission Fee		Up to \$25,000 per submission		
Individuals/ organizations registering for IESO public or private training courses	Training	Training Fee per person		Public (Half Day) \$225		
				Public (Full Day) \$525		
				Private (Half Day) \$1125		
				Private (Full Day) \$2,250		
Connection applicants	Connection Assessments	System Impact Assessment Fee		\$190/hr	\$2.3M	
		Expedited System Impact Assessment Fee				
		Technical Feasibility Study Fee				

⁶ Ibid.

Proponents of new or modified facilities	Reliable Integration Activities	Reliable Integration Activities Fee		\$190/hr	\$1.5M	
Transmitters/prospective transmitters	Transmission	Registration Fee	There is insufficient insight into the number of proponents that may participate in future procurements	\$2,000	There is insufficient insight to produce a reliable forecast of revenues associated with the proposed Transmission Procurement related Fees.	
		Procurement Submission Fee		Projects less than \$500 million: \$100,000		
				Projects between \$500 million and less than \$1 billion \$150,000		
				Projects \$1 billion or greater \$200,000		

b) The proposed fees are established as cost-recovery mechanisms that contribute to the recovery of IESO costs associated with the relevant activities. The IESO has not undertaken a separate cost-of-service study for each individual fee category and is not proposing that each fee be assessed on the basis of a direct one-to-one comparison between the fee revenue generated and the costs of administering that specific service. See Table below for the considerations applied for each of the fees.

Fee	Reference
Application Fee	Estimated effort to process an application 10-12 hours times the proposed \$190/hr fee.
Electricity Service Procurements and Programs	See IESO Updates to Procurement Submission Fees Presentation ⁷ , Slides 10-11, for evaluation costs for previous IESO procurements.
Registration Fee	
Submission Fee	
Connection Assessment and Reliable Integration Activities	See 3.0-Staff-1 for the breakdown of the proposed \$190/hr fee.
System Impact Assessment Fee	
Expedited System Impact Assessment Fee	
Technical Feasibility Study Fee	
Reliable Integration Activities Fee	
Transmission	• See response to 3-VECC-6 a). • See IESO Updates to Procurement Submission Fees Presentation⁸, slides 16-21, for considerations with respect to establishing transmission related fees.

c) The budgeted volume and revenue associated with the above fees were determined based on historical data, as future volume is not known. The Business Plan utilized the current approved fee, as the new proposed rates in this application are not yet approved. Any proposed fee increases are not expected to have a material impact on the IESO's revenue requirement and will offset baseline expenses. In the unlikely event

⁷ IESO Updates to Procurement Submission Fees Presentation (September 15, 2025): <https://www.ieso.ca/-/media/Files/IESO/Document-Library/engage/UPSF/UPSF-20250915-Presentation.pdf>, slide 10-11

⁸ Ibid., slides 16-21

1 of incremental revenues resulting from the proposed fee increases they would be
2 reflected through the FVDA.

3 d) See response to part c).

4 e) In developing the proposed fees, the IESO assessed each fee increase as described in
5 part b) above. The fees that proponents recover from their customers would be
6 determined by their respective frameworks (e.g. regulatory) or commercial
7 arrangements and are outside the IESO's visibility and control.

EDA INTERROGATORY 12

Issue 3.0: Other Fees

3-EDA-12

INTERROGATORY

Reference:

- Exhibit C-3-1, Attachment 2
- Exhibit A-1-5
- Exhibit B-1-2

Preamble:

- a) The IESO proposes increases to Connection Assessment and System Impact Assessment fees while identifying electrification, Integrated Energy Planning, and timely customer connections as strategic priorities.

Question(s):

- b) Please explain the evidence supporting the proposed fee increases, including whether the IESO first evaluated opportunities to improve efficiency or reduce costs.
- c) For each year from 2023 to 2028, provide the number of Connection Assessment and System Impact Assessment applications received, completed, and outstanding, together with applicable service standards and actual performance.
- d) Please explain how the proposed fee increases support the Province's objectives of accelerating electrification, enabling timely customer connections, and implementing Integrated Energy Planning.
- e) Please identify which Connection Assessment and System Impact Assessment costs are recovered through applicant fees under the Market Rules and which are recovered through the Revenue Requirement, identifying any proposed changes to the current cost recovery approach.

f) Please explain whether the IESO assessed the downstream impacts of the proposed fee increases on Local Distribution Companies, connection proponents, and Ontario electricity customers. If so, provide the assessment, including whether the fee increases could discourage or delay customer connections. Please also explain whether the fees would be reduced if ongoing streamlining initiatives decrease the cost of delivering these services.

RESPONSE

b) See response to 3-OEB Staff-1 a) for a breakdown of the \$190 per hour rate. Prior to proposing the revised fee, the IESO undertook a review of its Connection Assessment and integration processes. This review included consideration of feedback from recent applicants, benchmarking against other system operators and industry practices, and identifying opportunities to streamline processes and improve efficiency. The resulting enhancements are intended to improve the efficiency, consistency, and timeliness of Connection Assessments and Reliable Integration activities. The proposed hourly rate represents the IESO's forecast fully allocated cost of providing these services while ensuring that costs attributable to individual connection proponents are recovered from those proponents rather than from Ontario electricity ratepayers.

c) The number of Connection Assessment applications received and completed for 2023 through the latest available period can be found in Table 1 below. The IESO does not forecast the number of applications expected to be received, nor does it forecast performance metrics for 2026–2028. The IESO provides a status list of System Impact Assessments (SIAs) on the IESO website for all connection proposals that have submitted a connection application package and executed the required agreement. The application status is not updated throughout each stage of the process, only when the agreement has been executed. On average, approximately 70 projects are active at any given time.

Table 1: Connection Assessment Application Status by Year

Year	2023	2024	2025	YTD 2026
Total Applications Received	78	76	66	51
Applications Completed during year	58	58	62	29
Applications in Progress (End of Period)*	62	67	63	85
On Hold / Withdrawn	12	13	8	0

Information on typical timelines for the IESO's Connection Assessments are provided on the IESO website¹. The IESO notes that the time required to complete a Connection Assessment, including a SIA, Expedited System Impact Assessment (ESIA), or Technical Feasibility Study (TFS), depends on the complexity of the connection request, the quality and completeness of information provided by the applicant, the availability of required system data, and the extent of coordination required with transmitters, distributors, and other affected parties. Accordingly, completion times vary by project.

- d) The proposed fee supports the Province's electrification and reliability objectives by ensuring that the IESO has the resources, tools, and supporting capabilities required to manage the increasing volume and complexity of connection requests associated with electrification and system growth, while maintaining reliability.

The revised fee will support investments in enhanced Connection Assessment and Reliable Integration tools, systems, and processes that are intended to improve service delivery, facilitate efficient project reviews, and support timely connection of new and modified facilities. These activities help ensure that new resources are connected reliably and in alignment with broader electricity system planning objectives, including those in the Integrated Energy Plan.

¹ Overview of the Connection Process IESO webpage: <https://www.ieso.ca/en/Sector-Participants/Connection-Process/Overview>

1 The proposed approach also aligns with cost allocation principles by appropriately
2 reflecting cost causality, where connection proponents bear the costs incurred by the
3 IESO to process a specific connection request.

4 e) There is no proposed change to the cost recovery mechanism for fees that the IESO
5 may establish pursuant to section 25.1 of the *Electricity Act, 1998* (the "Act"). In this
6 application, the IESO is seeking approval to increase the hourly rate charged, pursuant
7 to section 25(6) of the Act, to ensure that Connection Assessment (which refers to
8 System Impact Assessments, Expedited System Impact Assessments, and optional
9 Technical Feasibility Studies), costs are recovered at a rate that reflects the cost of
10 providing the service and are therefore not borne by ratepayers through the IESO
11 revenue requirements. Accordingly, no changes are proposed to the current cost
12 recovery approach; only the hourly rate used to recover these costs is proposed to
13 change. See response to 3-OEB Staff-1 for more information.

14 f) The IESO considered the magnitude of the increase relative to the overall costs
15 associated with Connection Assessment activities and the development, construction,
16 and connection of electricity projects; the proposed increase would generally represent a
17 small component of the overall costs incurred by connection proponents in developing,
18 constructing and connecting most projects. The IESO did not undertake a formal
19 quantitative assessment of the downstream impacts of the proposed fee increase on
20 connection proponents, nor should it be necessary, the IESO's labour and overhead rate
21 of \$145 per hour rate has been in place since 2008 and the increase is intended to
22 better align cost recovery with the resources required to provide Connection Assessment
23 and integration services. Maintaining appropriate cost recovery supports the IESO's
24 ability to improve service delivery and supports the efficient processing of connection
25 requests. The IESO will continue to monitor its costs and Connection Assessment
26 processes. Any future changes to fees would be subject to the applicable regulatory
27 approval process and would be informed by the IESO's assessment of the costs of
28 delivering these services.

ENERGY PROBE INTERROGATORY 9

Issue 3.0 – Other Fees

3-EP-9

INTERROGATORY

Reference:

- Exhibit B-1-2, pages 10-11
- Exhibit C-3-1, Attachment 2, page 1

Preamble:

“This approach also reflects how the electricity needs of large customers are evolving. Data centres and electric arc furnaces consume large amounts of power in unique ways, and a more collaborative approach is needed to ensure they can connect quickly while also maintaining grid reliability. Connecting these and other new customers will also require investing in more sophisticated system modelling and monitoring tools, technical expertise and training that will allow the IESO to more effectively and efficiently connect larger, more complex, and a growing number of customers to the system without jeopardizing reliability and safety. These types of tools are also needed to manage the battery energy storage systems procured to date, as well as intermittent resources, like wind and solar, to be procured in the future.”

Questions:

- Please explain what is unique about consumption of power by data centres and how is it different from consumption of power by other large load customers?
- How many data centres were operating in Ontario in 2025 and how many are expected to operate each year by the end of 2026, 2027, and 2028?
- Please list the incremental costs that IESO expects to incur because of data centres in 2026, 2027 and 2028.

- 1 d) Does IESO charge owners of data centres fees for Connection Assessment and
2 Reliable Integration related activities? If the answer is yes, do the fees recover the
3 incremental costs that IESO expects to incur because of data centres? If the answer
4 is no, please explain why not.
- 5 e) Please explain what is unique how data centres consume power and how they are
6 different from other large load customers?
- 7 f) How many electric arc furnaces were operating in Ontario in 2025 and how many are
8 expected to operate by the end of 2026, 2027, and 2028?
- 9 g) Please list the incremental costs that IESO expects to incur because of electric arc
10 furnaces in 2026, 2027 and 2028.
- 11 h) Does IESO charge owners of electric arc furnaces fees for Connection Assessment
12 and Reliable Integration related activities? If the answer is yes, do the fees recover
13 the incremental costs that IESO expects to incur because of electric arc furnaces? If
14 the answer is no, please explain why not.
- 15 i) Does IESO charge owners of battery energy storage systems as well as intermittent
16 resources, like wind and solar fees for Connection Assessment and Reliable
17 Integration related activities? If the answer is yes, do the fees recover the
18 incremental costs that IESO expects to incur because of battery energy storage
19 systems as well as intermittent resources, like wind and solar? If the answer is no,
20 please explain why not.

21 **RESPONSE**

- 22 a) Data centres are unique among large electricity customers because of their scale,
23 concentration, operating profile, and potential reliability impacts on the power system.
24 They add relatively large demand at a single location, operate continuously, exhibit
25 distinctive and often rapidly changing load profiles, ramp quickly, and rely on power-
26 electronic equipment and backup systems that affect system performance during

1 disturbances. Through its connection process, the IESO considers the uniqueness of all
2 connection applications, ensuring facilities can be connected and operated without
3 creating unacceptable reliability risks for the broader grid.

4 b) The following number of data centre projects were connected or are projected to
5 connect:

- 6 • One in 2025, Six projected in 2026, Seven projected in 2027, Twelve projected in
7 2028

8 c) Costs associated with processing Connection Assessment requests and Reliable
9 Integration activities, for data centre proponents or any other proponents, are recovered
10 through Connection Assessment and Reliable Integration fees in the same manner as for
11 other connection applicants. The IESO has not identified any incremental costs specific
12 to certain load types, such as data centres for 2026, 2027 or 2028. See 3-OEB Staff-1
13 for the breakdown of costs related to Connection Assessments and Reliable Integration
14 activities. To support increased interest in large load connections, including potential
15 projects, the IESO undertakes resource planning activities to maintain staffing levels
16 necessary to meet workload requirements. However, these activities are undertaken to
17 support overall Connection Assessment demand and system planning requirements, and
18 are not tracked separately as costs attributable solely to data centres.

19 d) Yes. All connection applicants are required to pay the IESO's cost-recovery rate for costs
20 incurred as a result of their connection request.

21 e) The IESO will assume this question refers to electric arc furnaces (EAFs) and not to data
22 centres, answered in part a). EAFs are unique among large electricity customers
23 because of their scale, operating characteristics, and potential impacts on power system
24 reliability and power quality. EAFs use large amounts of electricity and can exhibit highly
25 variable demand profiles, including rapid and significant fluctuations in load over short
26 periods of time. These characteristics can result in voltage fluctuations, increased

1 reactive power requirements, and other power quality considerations that require careful
2 assessment.

3 Through its connection process, the IESO considers the unique characteristics of all
4 connection applications, including EAFs, to ensure facilities can be connected and
5 operated without creating unacceptable reliability risks for the broader grid.

6 f) There were four EAFs connected in 2025. One additional EAF is projected to connect in
7 2026. No additional EAFs are expected to connect in 2027 or 2028.

8 g) See response to part c).

9 h) See response to part d).

10 i) See responses to parts c) and d).

ENERGY PROBE INTERROGATORY 10

Issue 3.0 – Other Fees

3-EP-10

INTERROGATORY

Reference:

- Exhibit C-3-1, Attachment 2, page 2

Preamble:

“The IESO is updating its labour rate plus overhead recovery rate from \$145 per hour to \$190 per hour to reflect the average increase in labour costs and overhead over the 2026-2028 period; the addition of indirect costs of labour support; and the costs associated with the development of enhanced tools and systems designed to improve service levels. The new rate is fully allocated rate covering direct effort and indirect effort that would otherwise be borne by rate payers.”

Question(s):

- a) Is the new rate a strictly cost based rate or were other rate design principles used in developing it?
- b) Please file the calculation that shows how the proposed rate was developed?

RESPONSE

- a) The proposed \$190 per hour rate is a cost-based rate.
- b) See reponse to 3-OEB Staff-1 a).

ENERGY PROBE INTERROGATORY 11

Issue 3.0 – Other Fees

3-EP-11

INTERROGATORY

Reference:

- Exhibit B-2-1, Attachment 2, Page 14
- Exhibit E-2-1, Attachment 9

Preamble:

“The ERP is an integrated set of projects that will improve market effectiveness of electricity storage, hybrid and DERs to provide required system services and contribute to the safe and reliable operation of the bulk power system in Ontario. The ERP supports the Strategic Imperative to Renew the Real-Time Markets to Advance Energy Transformation.”

Question(s):

- a) Why are electricity storage, hybrid, and DERs currently not effective in the market?
- b) What needs to be done to make them effective in the market, how Enabling Resources Program will accomplish this and how much it will cost in 2026, 2027 and 2028?
- c) Please confirm that without the ERP safety and reliability of the bulk power system will be adversely affected by “electricity storage, hybrid and DERs”.
- d) How much of the cost of ERP does IESO expect to recover from ratepayers in 2026, 2027 and 2028?
- e) Are owners of these resources that the Enabling Resources Program is enabling charged a fee to recover the cost of this program?

RESPONSE

a) The aim of the Enabling Resources Program (ERP) is to unlock new opportunities for storage and distributed energy resources (DERs) by allowing them to more effectively provide required system services and contribute to the safe and reliable operation of the bulk power system in Ontario. ERP is helping to ensure Ontario's electricity system remains reliable, affordable, and future-ready as demand grows and technology evolves. Emerging resources like battery storage and DERs can make the grid more flexible. As demand for electricity grows, DERs can play an important role in cost effectively meeting system needs. However, limited wholesale market access is preventing Ontario from unlocking these resources. The ERP is removing this barrier by updating market rules, systems, and processes to allow these technologies to compete in the wholesale electricity market.

ERP enhancements will provide the IESO with the ability to model electricity storage as a single resource that can withdraw, store and inject energy, improving scheduling, reducing manual work for the Control Room, and enhancing operations for storage market participants. Implementation of a new storage model will also allow market participants looking to pair generation and storage technologies behind a single connection point under the co-located hybrid participation model, where each of the resources will operate independently in the IESO-administered markets (IAMS). The ERP complements other IESO efforts (the renewed market, Grid Innovation Fund, electricity demand-side management programs, procurements), to harness the potential of emerging technologies to support Ontario's growing energy needs.

Currently, DERs greater than 1 MW are enabled to participate in the IAMS, and only behind-the-meter DER aggregations are enabled to participate in the IESO's Capacity Auction as Hourly Demand Response Resources. The DER Integration Project will provide a pathway for DER aggregations, including individual contributors smaller than 1 MW, to participate in the IAMS, which will increase supply options participating in the

IAM, procurements, and capacity auctions. Enabling increased competition helps to maintain competitive market pressures that ultimately benefit ratepayers.

The DER Integration Project is a key step towards (1) opening opportunities for DERs to access the wholesale market and (2) building the crucial communication and coordination pathways between the IESO, local distribution companies (LDCs) and DER operators, to enable DERs to support both transmission and distribution systems. ERP is implementing a foundational DER participation model that will continue to evolve post-ERP as the regulatory landscape changes and LDCs modernize their distribution networks.

b) See response to a) above and Table 1 below.

Table 1: ERP Budget Information (2026-2028 Budget, Net of Natural Resources Canada Funding)

Change Initiative / Project	2026 Budget (\$M)	2027 Budget (\$M)	2028 Budget (\$M)
CAPEX	9.7	8.6	11.4
OPEX	-	-	3.1

c) The aim of ERP is to enhance the effectiveness of storage, hybrid and DER resources to provide required system services and contribute to the safe and reliable operation of the bulk power system in Ontario. With respect to storage, including the state of charge parameter in IESO market calculations improves reliability in that IESO market schedules can be relied upon to ensure these resources can supply the power when and where needed. Without these changes, the IESO is relying on unrealistic market schedules which could lead to challenges in having enough energy when required. With respect to ERP's DER work, as the deployment of DERs expand, the need for situational awareness increases as the impact of fluctuating power flows at the transmission-distribution interface affects the broader bulk power system. Without sufficient information sharing

- 1 and system modelling, the IESO would be unable to assess the real-time impact of DERs
2 on the bulk power system.
- 3 d) See the budget information in Table 1 above. The IESO expects to begin recovering \$3.1
4 million in operating budget from ratepayers in 2028.
- 5 e) ERP does not charge a fee to recover the cost of ERP to resource owners or market
6 participants.

ENERGY PROBE INTERROGATORY 12

Issue 3.0 – Other Fees

3-EP-12

INTERROGATORY

Reference:

- Exhibit C-3-1, Attachment 2, page 1

Preamble:

“The IESO is requesting approval to change the fees it charges for Connection Assessment and Reliable Integration related activities.”

Questions:

- Please list the types of customers that would be charged for Connection Assessment
- What are Reliable Integration related activities?
- Please list the types of customers that would be charged for Reliable Integration related activities.

RESPONSE

- Connection Assessment fees are charged to entities that request new or modified connections to the grid. Connection applicants are defined ^{1[OBJ]} as follows:

A market participant or person that applies to the IESO for approval of a new connection to the IESO-controlled grid or for approval of the modification of an existing connection to the IESO-controlled grid, or

¹ Market Rules, Chapter 11, Definitions: <https://www.ieso.ca/-/media/Files/IESO/Document-Library/Renewed-Market-Rules-and-Manuals/market-rules/ieso-mr-chapter0-11.pdf>

1 *A distributor in whose distribution system a market participant or person is or*
2 *intends to be connected as an embedded generator or embedded electricity*
3 *storage participant whose facility is or will be rated greater than 10 MW, that*
4 *seeks to establish a new or modify an existing connection pursuant to Market*
5 *Rules, Chapter 4, section 6.1.6.*

6 b) Reliable Integration activities are those the IESO undertakes to reliably integrate
7 changes to the IESO-controlled grid, starting at Market Registration, as initiated by a
8 connection applicant. Activities are further defined in Market Manual 1.5: Market
9 Registration Procedures, Section 6².

10 c) Prospective market participants (including generators, loads, storage providers,
11 transmitters), embedded connections over 10 MW, program participants and service
12 providers are types of customers that will be charged for Reliable Integration activities.
13 These are further described in in Market Manual 1.5: Market Registration Procedures³.

² Market Manual, 1.5: Market Registration Procedures: <https://www.ieso.ca/-/media/Files/IESO/Document-Library/Renewed-Market-Rules-and-Manuals/market-manuals/connecting/ieso-con-market-registration.pdf>, Section 6

³ Ibid.

ENERGY PROBE INTERROGATORY 13

Issue 3.0 – Other Fees

3-EP-13

INTERROGATORY

Reference:

- Exhibit E-2-1, Attachment 9, page 1

Preamble:

“The Enabling Resources Program (ERP) DER Integration Project aims to unlock the value that DERs can provide to the bulk electricity system by implementing:

1. A new participation model for dispatchable DERs and DER aggregations (together referred to as “DER/As”) to participate in the IESO-Administered Markets (IAM) and support Ontario’s bulk system reliability needs.
2. Approaches for data sharing and operational coordination between the IESO, Local Distribution Companies (LDCs) and DER/A operators.”

Question(s):

- a) What types of DERs is IESO referring to: rooftop solar, ground based solar, wind turbines, gas powered generators, battery storage systems?
- b) How is the value of DERs locked now?
- c) Please confirm that ERP is intended for parts of the transmission and distribution grid where two-way flow of electricity is possible.
- d) What is the approximate percentage of the Ontario transmission and distribution grid where two-way flow of electricity is possible?

1 e) Please explain what are DER aggregations?

2 f) Will owners of DER/As benefit from ERP.

3 g) Will IESO charge owners of DER/A fees for Connection Assessment and Reliable
4 Integration related activities to recover the cost of ERP?

5 **RESPONSE**

6 a) The IESO refers to DERs as any resources that are directly connected to the distribution
7 system that generate energy, store energy, or control load.

8 b) See response to 3-EP-11 a).

9 c) ERP is intended as an integrated set of projects that will improve market effectiveness of
10 electricity storage, hybrid and DERs to provide required system services and contribute
11 to the safe and reliable operation of the bulk power system in Ontario. Where ERP is
12 enabling resources capable of two-way flow of electricity, it is intended for parts of the
13 transmission and distribution system where two-way flow of electricity is possible.

14 d) The IESO does not model the distribution grid and is unable to undertake the requested
15 additional analysis within the timeframe provided for interrogatories in this proceeding.
16 The requested additional analysis would require information from LDCs, and it is unclear
17 what value it would provide in determining the issues in this proceeding.

18 e) DER aggregations are a resource comprised of multiple DERs that are coordinated to act
19 as a single resource to provide wholesale market and/or distribution services.

20 f) Yes. ERP expects DER/As to benefit from ERP by unlocking opportunities for DER/As to
21 access wholesale markets and future IESO procurements.

22 g) No. The IESO will not charge owners of DER/A fees to recover the cost of ERP. See
23 response to 3-EP-12 for more information on Connection Assessment and Reliable
24 Integration fees.

ENERGY PROBE INTERROGATORY 14

Issue 3.0 – Other Fees

3-EP-14

INTERROGATORY

Reference:

- Exhibit B-2-1, Attachment 2, Page 16

Preamble:

“A refreshed future skills-based learning catalogue was rolled out to employees in September 2024.”

Question(s):

- Please file the catalogue referenced in the preamble.
- Please list the skills that IESO employees will need in the future and are now lacking and explain how IESO management determined that employees are lacking these skills.

RESPONSE

- See Attachments 1 and 2 to this Exhibit, titled Employee Learning Catalogue 2024-2025 and Employee Learning Catalogue 2026, respectively.
- The Human Resources team facilitated structured discussions with IESO departments to gather input from employees on future skills. Over 700 employees across the IESO participated in the future skills discussions held between March and July 2024, focusing on observed sector trends and evolving skill needs. In addition, the Human Resources team reviewed internal documents (e.g. IESO's corporate strategy and business plan) and external publications such as the Work Transformed Report published by Electricity Human Resources Canada to identify keys skills required for the IESO to deliver on its

strategy and mandate. This exercise resulted in the identification of the skills shown in Table 1 below.

Table 1: Skills Identified as Important for the IESO in the Future.

Sector Skills	Digital Skills	Ways of Working
- General sector acumen - Grid technologies - Decarbonization - Electricity Markets - Power Systems	- General digital acumen - Artificial Intelligence - Data Analysis - Data Visualization - Tools / Automation	- Change & Resilience - Leadership - Strategic thinking - Risk management - Effective communication

These skills are not considered lacking but require strengthening to reflect our evolving sector and digital landscape. As a result, the IESO has prioritized the development of these skills through its learning and development programs.



EMPLOYEE LEARNING CATALOGUE

March 2026
to December 2026



Questions? Contact the Learning and Development Team at:



learninganddevelopment@ieso.ca

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JOIN OUR VIRTUAL LEARNING COMMUNITY

Join our Virtual Learning Community on Microsoft Teams to stay connected to upcoming learning opportunities at the IESO. We already have over 500 community members who are notified about:

- Upcoming corporate learning offerings
- New and featured learning resources



To join, [click here](#) or scan the QR code.

THE IESO'S COMMITMENT AND APPROACH TO EMPLOYEE LEARNING

Building skills and competencies is integral to the IESO's strategy and mandate to guide and drive the sector's future.

The IESO's corporate learning offerings reflect the rapid evolution in grid and digital technologies, which will change not only the work we do, but also how we do it. By leveraging employee input and external data, three areas of focus are identified for building skills now and for the future: Sector, Digital, and Ways of Working.

See below for an overview of what topics are included in each of these skill areas.

<u>SECTOR SKILLS</u>	<u>DIGITAL SKILLS</u>	<u>WAYS OF WORKING</u>
This topic area focuses on core sector skills such as markets, transmission planning, decarbonization, and grid technologies (such as energy storage and distributed energy resources).	This topic area focuses on digital skills, such as data & analytics, and leveraging productivity tools, specifically Microsoft Copilot Chat.	This topic area focuses on process skills (such as lean 6 sigma) and communication skills, including presentation, facilitation, business writing, public speaking, and critical conversations.

Click on each title in the table above to view the corresponding learning offerings.

In addition to the above corporate-level skill areas, employees are encouraged to consider role-specific skills or learning that they need to support career growth. For more, see Resources for Development Planning.

RESOURCES FOR DEVELOPMENT PLANNING

Individual development plans support employees in developing in their current role and prepare for future opportunities. While much of your professional development happens on the job, creating a development plan can help you progress toward your career goals.

Below are two key considerations for development planning, the GROW model for development planning and the 70-20-10 Model, to support selection of learning offerings:

1. SETTING DEVELOPMENT GOALS

The GROW model for development planning provides a set of guiding questions to support in creating an individual development plan.

<u>G</u> oal	<u>R</u> eality	<u>O</u> ptions	<u>W</u> ill
- What competency would you like to develop? - Why is this competency important to you? - How will this competency support your performance objectives? - What specific skills under this competency would you like to develop? - What are the benefits of developing this skill to you and the organization?	- On a scale of 1 to 10 where are you currently in relation to this skill? - How would you assess your current skill level in this area? - How do you feel about your current skill level in this area? - What efforts have you taken so far in developing this skill? - What is the risk of not developing this skill?	- What learning opportunities could you take to develop this skill? - Which learning opportunities appeal the most to you? - If there were no limitations, what learning opportunities would you consider? - Who might be able to help you?	- What are the next steps? - What obstacles might come your way? - How can you overcome these obstacles? - What resources/support do you need? - How will you apply your learning?



Quick Tip

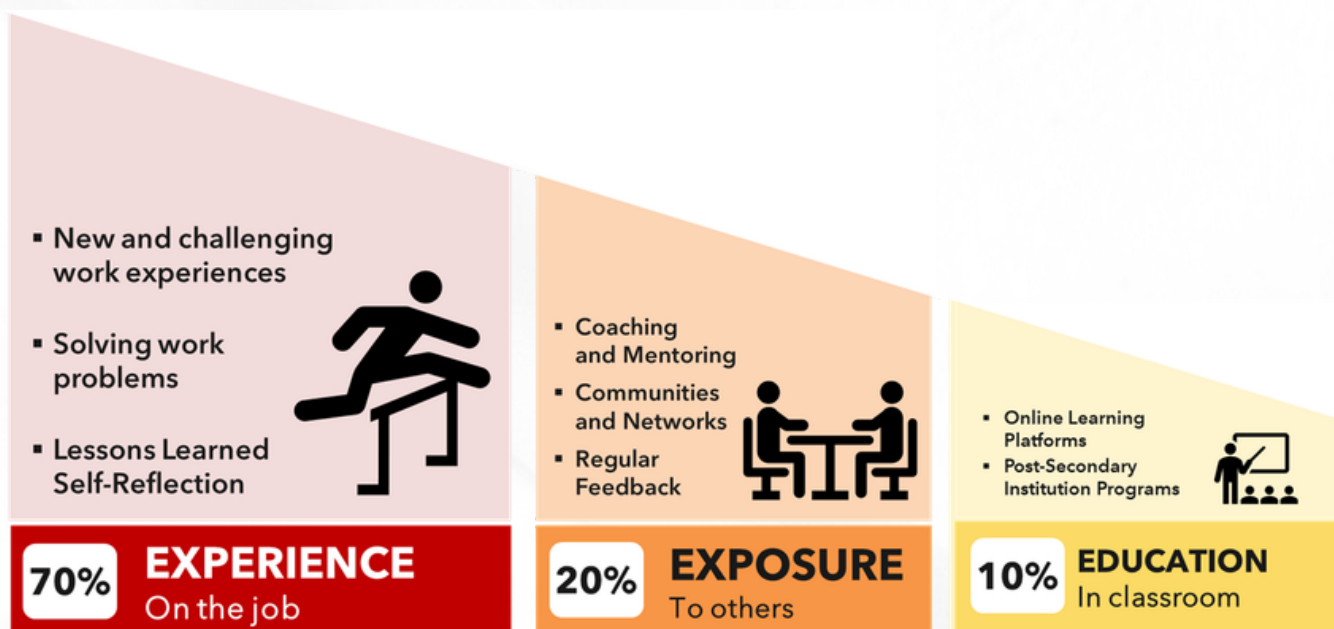
When selecting a competency consider the following

1. The IESO's Competency Model
2. Competencies related to the following skill areas: Sector, Digital, and Ways of Working
3. Role-specific and functional skills

RESOURCES FOR DEVELOPMENT PLANNING

2. IDENTIFYING DEVELOPMENT RESOURCES

Selecting learning opportunities that include a combination of experience (70%), exposure (20%) and education (10%) provides a well-rounded development plan.



CREATING YOUR DEVELOPMENT PLAN

Remember to create and update your development plan in SuccessFactors. See below for additional resources for entering your individual development plan:

- [SuccessFactors Development Planning User Guide](#)

eLearning at the IESO

IESO employees have access to two world-class eLearning resources: Coursera and the Harvard Learning Hub. Learn more about each below and how you can leverage the platform that matches your learning goals.

coursera

Build in-depth skills with structured, career-advancing learning.

Coursera offers access to over 7000 university- and industry-led courses, certificates, and professional programs designed to support deep, structured skill building. It is ideal for employees who want to advance their proficiency in areas such as business, technology, leadership, artificial intelligence, project management, and data literacy through guided learning paths and recognized credentials.

Use Coursera when you want credentials, structured paths, and deep skill development.

Employees should choose Coursera when they are looking for long-form learning that supports career growth, role readiness, or a shift into new technologies. Because Coursera provides step-by-step course sequences, hands-on assessments, and industry-recognized certificates, it is best suited for learners who want to developing lasting skills at their own pace.

Login using the Coursera tile on your Apps Dashboard

[Click here to view the IESO's Coursera Catalogue](#)

Harvard Learning Hub



Fast, practical insights for leadership and everyday effectiveness.

The Harvard Learning Hub provides short, practical, and research-backed content that strengthens day-to-day performance. With access to expert-led videos, leadership articles, strategic insights, and thought-provoking podcasts, the platform is designed for quick, high-impact learning that helps employees improve communication, decision-making, collaboration, and change navigation.

Use Harvard Learning Hub when you want quick, actionable leadership, business, and communication skills.

Employees should turn to the Harvard Learning Hub when they need immediate guidance they can apply right away - whether they are preparing for a difficult conversation, leading a team through change, or sharpening their strategic thinking. Resources are concise and actionable, making them ideal for on-demand learning moments throughout the workday. The platform also allows users to easily share articles, videos, and podcasts with colleagues to support team-wide growth.

[Click here to access the Harvard Learning Hub](#)

Username: your IESO email address
Password: harvard (all lower case)

LEARNING OFFERINGS: SECTOR SKILLS (1/3)

OVERSEE THE MARKET

Format: In-person

Duration: 3 hours

Pre-work: NA

Learning Outcomes:

- Describe how the markets ensure Ontarians have electricity every day.
- Discuss what role the markets play to serve long term needs.
- Recognize why the markets need to continue to evolve.

Session Dates

May 7, 2026

June 16, 2026

[Click here to enroll](#)

PLAN AND OPERATE THE GRID

Format: Live virtual or in-person

Duration: 3 hours

Pre-work: NA

Learning Outcomes:

- Discuss the role of long-term planning in operating the IESO-controlled grid (ICG).
- Discuss the role of short-term planning in operating the ICG.
- Recognize the role of real-time operations in monitoring and operating the ICG.

Session Dates

May 13, 2026

Oct 6, 2026

[Click here to enroll](#)

DECARBONIZE THE GRID

Format: Live virtual

Duration: 3 hours

Pre-work: Reading <1 hour

Learning Outcomes:

- Define and describe decarbonization.
- Identify the key drivers of decarbonization.
- Discuss the primary challenge of decarbonization and the IESO's response.
- Identify the tools and technologies that can be used to enable decarbonization.

Session Dates

June 9, 2026

Nov 9, 2026

[Click here to enroll](#)

LEARNING OFFERINGS:

SECTOR SKILLS (2/3)

GRID TECHNOLOGIES: ENERGY STORAGE

Format: Live virtual

Duration: 3 hours

Pre-work: Reading <1 hour

Learning Outcomes:

- Define and describe various energy storage technologies.
- Identify how energy storage will support the grid of the future.
- Recognize the current state of storage usage and the steps required to meet the evolving needs of Ontario's grid.

Session Dates

July 9, 2026

Nov 2, 2026

[Click here to enroll](#)

GRID TECHNOLOGIES: DISTRIBUTED ENERGY RESOURCES

Format: Live virtual

Duration: 3 hours

Pre-work: Reading <1 hour

Learning Outcomes:

- Define and describe distributed energy resources (DERs).
- Identify how DERs can be used to support the reliability of the grid.
- Describe the proposed actions and future state of DER utilization in Ontario.

Session Dates

Apr 21, 2026

Aug 13, 2026

[Click here to enroll](#)

LEARNING OFFERINGS:

SECTOR SKILLS (3/3)



ENGINEERING TRAINING PROGRAM

Format: eLearning and live virtual

Duration: Varies by module

The Engineering Training Program (ETP) is an ongoing set of courses designed to help IESO employees (both engineers and non-engineers) gain a foundational understanding of the Ontario power system and IESO functions that ensure its reliability.

Whether you are a new or seasoned engineer, or merely interested in learning more about the great work done at the IESO, the ETP can help you grow and enrich your skills.

[Click here to learn more about the Engineering Training Program.](#)



EPRI Climate READi - Climate 101 Training Series

Format: eLearning

Duration: Varies by module

The power system is exposed to a number of climate-related hazards which can impact demand, supply and transmission. The system is integrating increasingly weather-sensitive loads and is becoming increasingly reliant on weather-dependent resources that should be assessed with anticipated climate data to understand needs and supply availability. Planning needs to anticipate and prepare for a range of climate conditions and system responses, both current and future, under which the electricity system will be expected to operate.

This training is intended to establish foundational knowledge of climate change and implications for the electricity system, through nine self-guided modules created by EPRI with the input of IESO advisors.

- Climate 101: Physical Climate Data (Modules 1-3)
- Climate Hazard, Exposure, and Vulnerability Assessment 101 (Modules 4-6)
- Climate Resilient Investment Prioritization 101 (Modules 7-9)



[Click here to learn more](#)

LEARNING OFFERINGS:

DIGITAL SKILLS (1/2)

New!

USING COPILOT CHAT: RESEARCH & DATA ANALYSIS

Format: Live virtual

Duration: 2.5 hours

Pre-work: NA

Learning Outcomes:

- Apply Copilot Chat to conduct research by generating summaries, extracting insights, and organizing information from uploaded documents
- Use Copilot Chat to extract key details, interpret datasets, and create visualizations or frameworks to support decision-making
- Perform hands-on data analysis using Copilot Chat to identify trends, compare metrics, and produce analytical outputs

Session Dates

Feb 27, 2026
Mar 9, 2026
April 17, 2026
May 25, 2026
June 19, 2026
Oct 16, 2026
Nov 23, 2026

[Click here to enroll](#)

New!

USING COPILOT CHAT: COMMUNICATION & COLLABORATION

Format: Live virtual

Duration: 2.5 hours

Pre-work: NA

Learning Outcomes:

- Apply Copilot Chat to improve written communication through document review and feedback
- Use Copilot Chat to support meeting preparation and collaboration activities
- Demonstrate effective prompting techniques to communicate clearly with Copilot Chat for accurate, context-aware outputs

Session Dates

Feb 27, 2026
Mar 9, 2026
April 17, 2026
May 25, 2026
June 19, 2026
Oct 16, 2026
Nov 23, 2026

[Click here to enroll](#)

DATA FOUNDATIONS

Format: Live virtual

Duration: 2 hours

Pre-work: NA

Learning Outcomes:

- Explore the different types of data
- Learn how to identify common data quality issues
- Understand best practices and ethical considerations when using data

Session Dates

Mar 23, 2026
Aug 18, 2026

[Click here to enroll](#)

LEARNING OFFERINGS: DIGITAL SKILLS (2/2)



TABLEAU TAVERN

Tableau Tavern, a community of practice managed by the Data Services team is designed to act as a knowledge centre for employees. The site will help users enhance their Tableau experience and proficiency by providing useful tips and training resources, opportunities for peer-to-peer learning, and knowledge sharing across teams.

Employees interested in learning more about Tableau may request a Tableau E-Learning License using the form provided below:

- [Tableau eLearning License Request form](#)

To join the Microsoft Teams community, please [click here](#).



M365 COMMUNITY OF PRACTICE

To enable digital transformation and our evolving workplace, the IESO has invested in the Microsoft 365 platform and expanded the range of applications available to employees. Now, the M365 Community of Practice, found on Microsoft Teams, is open to everyone at IESO.

The Community aims to keep pace with rapid change and innovation and to encourage peer-to-peer collaboration. Resources are available in the community to develop expertise, including ways to share skills and provide feedback to influence our use of M365.

Come join us to share your uses for M365 and for tips, news, events, chat, and fun facts and more on the M365 Community of Practice Teams site.

To join the Microsoft Teams community, please [click here](#).



LEARNING OFFERINGS: WAYS OF WORKING (1/2)

New!

CRITICAL CONVERSATIONS

Format: In-person

Duration: 6 hours

Pre-work: NA

Learning Outcomes:

- Apply a mindset of courage, humility, curiosity, and respect to approach difficult conversations with openness and a willingness to understand others' perspectives.
- Demonstrate effective communication skills to foster constructive dialogue, including active listening, clear and empathetic expression, and emotional regulation.
- Evaluate and navigate conflict by preparing thoughtfully, collaborating on solutions, and following up with accountability and openness to feedback.

Session Dates

Mar 5, 2026
Apr 24, 2026
Aug 11, 2026
Nov 16, 2026

[Click here to enroll](#)

New!

FACILITATION SKILLS

Format: In-person

Duration: 6 hours

Pre-work: NA

Learning Outcomes:

- Plan and prepare effective facilitation sessions by defining objectives, structuring agendas, and anticipating participant needs and potential challenges.
- Demonstrate communication and engagement techniques to foster a positive group environment, including active listening, open-ended questioning, and inclusive language.
- Evaluate group dynamics and adapt facilitation strategies to manage time, resolve conflicts, and ensure all voices are heard.

Session Dates

Apr 1, 2026
May 29, 2026
Oct 21, 2026
Dec 3, 2026

[Click here to enroll](#)

New!

PUBLIC SPEAKING

Format: In-person

Duration: 6 hours

Pre-work: NA

Learning Outcomes:

- Apply techniques for crafting compelling content by organizing ideas clearly, supporting them with evidence and storytelling, and enhancing messages.
- Demonstrate confident vocal and physical delivery by using appropriate volume, pacing, gestures, and eye contact to connect with the audience.
- Evaluate audience engagement and adapt delivery using personal stories, humor, and responsive communication to foster connection and handle questions effectively.

Session Dates

Mar 30, 2026
June 11, 2026
Sept 15, 2026
Dec 9, 2026

[Click here to enroll](#)

LEARNING OFFERINGS: WAYS OF WORKING (2/2)

New!

PRESENTATION SKILLS

Format: In-person

Duration: 6 hours

Pre-work: NA

Learning Outcomes:

- Organize presentation content using clear structure, evidence, and storytelling to deliver a compelling message.
- Demonstrate confident vocal delivery and body language - including pacing, gestures, and eye contact to enhance connection with audience.
- Respond effectively to audience engagement by using personal stories, humour, and thoughtful answers to questions, fostering emotional connection and openness.

Session Dates

Mar 4, 2026
Apr 14, 2026
July 13, 2026
Oct 8, 2026

[Click here to enroll](#)

New!

BUSINESS WRITING

Format: In-person or virtual

Duration: 6 hours

Pre-work: NA

Learning Outcomes:

- Apply principles of clarity and conciseness to write structured, audience-focused messages that anticipate reader needs and questions.
- Demonstrate professionalism in writing by using correct grammar, punctuation, formatting, and tone to maintain credibility and respect.
- Evaluate and refine written communication to ensure persuasive impact, using credible evidence, engaging language, and a clear call to action when appropriate.

Session Dates

Mar 26, 2026
May 6, 2026
Sept 8, 2026
Nov 13, 2026

[Click here to enroll](#)

LEAN SIX SIGMA

Format: Live virtual

Duration: 2.5 hours

Pre-work: NA

Learning Outcomes:

- Define and describe the Lean Six Sigma methodology.
- Explain the driving forces behind Lean Six Sigma and the necessary conditions for success.
- Prioritize opportunities to reduce or eliminate non-value added activities and defects in business processes.

Session Dates

Mar 24, 2026
May 21, 2026

[Click here to enroll](#)

ENROLLMENT GUIDELINES

How to Enroll

Employees are required to open SuccessFactors through the IESO Dashboard (OKTA Verify) before clicking on the enrollment links contained within this catalogue.

How to Choose a Session

- Employees are advised to select courses that are aligned with their development plans, as discussed with their people leaders.
- It is recommended that employees register for any one course per quarter. If the course is full, employees can add themselves to the waitlist for their preferred session date.

Responsibility to Attend

- If employees are unable to attend the registered course, they are advised to withdraw their enrollment in SuccessFactors at least three (3) business days prior to the session date.

How to Unenroll

- Unenroll in SuccessFactors by going to "My Learning" via the tile on your homepage. Scroll down until you see your registered courses under "Invest in Myself." Click the class you're registered for and then click the "Withdraw" button in the top right corner.

Pre-work

- Pre-work will be sent out 2 weeks in advance for modules with an eLearning component and 1 week in advance for modules with a reading component.

Credit for Completion

- Attendees will receive course completion credit in SuccessFactors upon attending the full duration of the learning session.



SCHEDULE OF DATES (1/2)

30

Click on the session date to enroll.

Please review the enrollment guidelines prior to enrolling.

Delivery format.

Unless otherwise indicated, all sessions are virtual. The location of in-person sessions is indicated as follows:

Clarkson

Adelaide

April 2026

Facilitation Skills
(April 1)

Presentation Skills
(April 14)

Using Copilot Chat:
Research & Data Analysis
(April 17)

Using Copilot Chat:
Communication & Collaboration
(April 17)

Grid Technologies: DERs
(April 21)

Critical Conversations
(April 24)

Data Foundations
(April 29)

May 2026

Business Writing
(May 6)

Oversee the Market
(May 7)

Plan and Operate the Grid
(May 13)

Lean Six Sigma
(May 21)

Using Copilot Chat:
Communication & Collaboration
(May 25)

Using Copilot Chat:
Research & Data Analysis
(May 25)

Facilitation Skills
(May 29)

March 2026

Presentation Skills
(March 4)

Critical Conversations
(March 5)

Using Copilot Chat: Communication
& Collaboration
(March 9)

Using Copilot Chat:
Research & Data Analysis
(March 9)

Lean Six Sigma
(March 24)

Business Writing
(March 26)

Public Speaking
(March 30)

June 2026

Decarbonize the Grid
(June 9)

Public Speaking
(June 11)

Oversee the Market
(June 16)

Using Copilot Chat:
Research & Data Analysis
(June 19)

Using Copilot Chat:
Communication & Collaboration
(June 19)

SCHEDULE OF DATES (2/2)

July 2026

Grid Technologies: Energy Storage
(July 9)

Presentation Skills
(July 13)

August 2026

Critical Conversations
(August 11)

Grid Technologies: DERs
(August 13)

Data Foundations
(August 18)

September

Business Writing
(September 8)

Public Speaking
(September 15)

October 2026

Plan and Operate the Grid
(October 6)

Presentation Skills
(October 8)

Using Copilot Chat:
Communication & Collaboration
(October 16)

Using Copilot Chat:
Research & Data Analysis
(October 16)

Facilitation Skills
(October 21)

November 2026

Grid Technologies: Energy Storage
(November 2)

Decarbonize the Grid
(November 9)

Business Writing
(November 13)

Critical Conversations
(November 16)

Using Copilot Chat:
Research & Data Analysis
(November 23)

Using Copilot Chat:
Communication & Collaboration
(November 23)

December 2026

Facilitation Skills
(December 3)

Public Speaking
(December 9)

We wish you the best in your career development journey at the IESO!

Questions? Contact the Learning and Development Team at:



learninganddevelopment@ieso.ca





EMPLOYEE LEARNING CATALOGUE

September 2024
to August 2025



Questions? Contact the Learning and Development Team at:



learninganddevelopment@ieso.ca

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JOIN OUR VIRTUAL LEARNING COMMUNITY

Join our Virtual Learning Community on Microsoft Teams to stay connected to upcoming learning opportunities at the IESO. We already have over 400 community members who are notified about:

- Corporate learning opportunities
- Upcoming internal and external speakers



To join, [click here](#) or scan the QR code.

THE IESO'S COMMITMENT AND APPROACH TO EMPLOYEE LEARNING

Building skills and competencies for the future is integral to the IESO's strategy and mandate to guide and drive the sector's future.

In 2024, the IESO has refreshed its learning offerings to reflect the rapid evolution in grid and digital technologies, which will change not only the work we do, but also how we do it. By leveraging employee input and external data, three areas of focus are identified for building skills now and for the future: Sector, Digital, and Ways of Working.

See below for an overview of what topics are included in each of these skill areas.

<u>SECTOR SKILLS</u>	<u>DIGITAL SKILLS</u>	<u>WAYS OF WORKING</u>
This topic area focuses on core sector skills such as markets, transmission planning, decarbonization, and grid technologies (such as energy storage and distributed energy resources).	This topic area focuses on digital skills, such as artificial intelligence, data & analytics, and leveraging productivity tools, specifically Microsoft 365.	This topic area focuses on process skills (such as project management, lean 6 sigma, enterprise risk) and people skills (such as communication skills, change management, and strategic thinking).

Click on each title in the table above to view the corresponding learning offerings.

In addition to the above corporate-level skill areas, employees are encouraged to consider role-specific skills or learning that they need to support career growth. For more, see [Resources for Development Planning](#).

RESOURCES FOR DEVELOPMENT PLANNING

Individual development plans support employees in developing in their current role and prepare for future opportunities. While much of your professional development happens on the job, creating a development plan can help you progress toward your career goals.

Below are two key considerations for development planning, the GROW model for development planning and the 70-20-10 Model, to support selection of learning offerings:

1. SETTING DEVELOPMENT GOALS

The GROW model for development planning provides a set of guiding questions to support in creating an individual development plan.

<u>G</u> oal	<u>R</u> eality	<u>O</u> ptions	<u>W</u> ill
- What competency would you like to develop? - Why is this competency important to you? - How will this competency support your performance objectives? - What specific skills under this competency would you like to develop? - What are the benefits of developing this skill to you and the organization?	- On a scale of 1 to 10 where are you currently in relation to this skill? - How would you assess your current skill level in this area? - How do you feel about your current skill level in this area? - What efforts have you taken so far in developing this skill? - What is the risk of not developing this skill?	- What learning opportunities could you take to develop this skill? - Which learning opportunities appeal the most to you? - If there were no limitations, what learning opportunities would you consider? - Who might be able to help you?	- What are the next steps? - What obstacles might come your way? - How can you overcome these obstacles? - What resources/support do you need? - How will you apply your learning?



Quick Tip

When selecting a competency consider the following

1. The IESO's Competency Model
2. Competencies related to the following skill areas: Sector, Digital, and Ways of Working
3. Role-specific and functional skills

RESOURCES FOR DEVELOPMENT PLANNING

2. IDENTIFYING DEVELOPMENT RESOURCES

Selecting learning opportunities that include a combination of experience (70%), exposure (20%) and education (10%) provides a well-rounded development plan.



CREATING YOUR DEVELOPMENT PLAN

Remember to create and update your development plan in SuccessFactors. See below for additional resources for entering your individual development plan:

- [SuccessFactors Development Planning User Guide](#)

LEARNING OFFERINGS: SECTOR SKILLS (1/3)

OVERSEE THE MARKET

Format: In-person

Duration: 3 hours

Pre-work: NA

Learning Outcomes:

- Describe how the markets ensure Ontarians have electricity every day.
- Discuss what role the markets play to serve long term needs.
- Recognize why the markets need to continue to evolve.

Session Dates

Mar 4, 2025

June 17, 2025

[Click here to enroll](#)

PLAN AND OPERATE THE GRID

Format: Live virtual

Duration: 3 hours

Pre-work: NA

Learning Outcomes:

- Discuss the role of long-term planning in operating the IESO-controlled grid (ICG).
- Discuss the role of short-term planning in operating the ICG.
- Recognize the role of real-time operations in monitoring and operating the ICG.

Session Dates

Dec 6, 2024

Apr 9, 2025

[Click here to enroll](#)

ENERGY EFFICIENCY

Format: Live virtual

Duration: 3 hours

Pre-work: Reading <1 hour

Learning Outcomes:

- Describe how energy efficiency is valuable in ensuring a reliable and affordable electricity system.
- Describe what energy efficiency looks like in Ontario and give examples.
- Describe the basic life cycle of energy-efficiency programs, from concept to results.

Session Dates

Oct 4, 2024

Apr 28, 2025

[Click here to enroll](#)

LEARNING OFFERINGS: SECTOR SKILLS (2/3)

DECARBONIZE THE GRID

Format: Live virtual

Duration: 3 hours

Pre-work: Reading <1 hour

Learning Outcomes:

- Define and describe decarbonization.
- Identify the key drivers of decarbonization.
- Discuss the primary challenge of decarbonization and the IESO's response.
- Identify the tools and technologies that can be used to enable decarbonization.

Session Dates

Oct 7, 2024

May 2, 2025

[Click here to enroll](#)

GRID TECHNOLOGIES: ENERGY STORAGE

New!

Format: Live virtual

Duration: 3 hours

Pre-work: Reading <1 hour

Learning Outcomes:

- Define and describe various energy storage technologies.
- Identify how energy storage will support the grid of the future.
- Recognize the current state of storage usage and the steps required to meet the evolving needs of Ontario's grid.

Session Dates

PILOT Jan 20, 2025

Mar 18, 2025

June 9, 2025

[Click here to enroll](#)

GRID TECHNOLOGIES: DISTRIBUTED ENERGY RESOURCES

New!

Format: Live virtual

Duration: 3 hours

Pre-work: Reading <1 hour

Learning Outcomes:

- Define and describe distributed energy resources (DERs).
- Identify how DERs can be used to support the reliability of the grid.
- Describe the proposed actions and future state of DER utilization in Ontario.

Session Dates

PILOT Feb 27, 2025

May 12, 2025

July 14, 2025

[Click here to enroll](#)

LEARNING OFFERINGS:

SECTOR SKILLS (3/3)



ENGINEERING TRAINING PROGRAM

Format: eLearning and live virtual

Duration: Varies by module

The Engineering Training Program (ETP) is an ongoing set of courses designed to help IESO employees (both engineers and non-engineers) gain a foundational understanding of the Ontario power system and IESO functions that ensure its reliability.

Whether you are a new or seasoned engineer, or merely interested in learning more about the great work done at the IESO, the ETP can help you grow and enrich your skills.

[Click here to learn more about the Engineering Training Program.](#)



MRP ACADEMY

Format: eLearning

Duration: Varies by module

The Market Renewal Program (MRP) addresses existing inefficiencies in Ontario's electricity market and will modernize the wholesale market, enabling it to support the integration of an increasingly diverse and decentralized mix of resources.

The Market Renewal team designed the MRP Academy to deliver foundational knowledge of key market design concepts to employees across the organization. The MRP Academy includes 10 modules, with more being added. The modules currently recommended for all employees are:

- Introduction to the Market Renewal Program
- Introduction to Day-Ahead Market

To enroll and view the complete list of MRP Academy courses, search "MRP Academy" in SuccessFactors.

[Click here to learn more about MRP on The Hub.](#)

LEARNING OFFERINGS: DIGITAL SKILLS (1/3)



DIGITAL TRENDS CAFE

Format: Live virtual

Duration: 2 hours

Pre-work: [Harvard ManageMentor eLearning module](#)

Learning Outcomes:

- Identify emerging digital trends and their impact.
- Discuss concepts and applications of Artificial Intelligence.
- Define and explain key concepts involved in data analytics including data, data analysis, and data ecosystems.

Session Dates

[June 2, 2025](#)

[TBA](#)

[Click here to enroll](#)



MICROSOFT 365 FUNDAMENTALS

Format: Live virtual

Duration: 3 hours

Pre-work: NA

Learning Outcomes:

- Understand and build confidence applying various functions in Microsoft 365 applications: Outlook, Teams, and SharePoint.
- Acquire the necessary skills to effectively manage communications, collaborate on documents, and work in teams within a digital environment.

Session Dates

[Nov 4, 2024](#)

[Jan 13, 2025](#)

[Apr 7, 2025](#)

[May 23, 2025](#)

[Click here to enroll](#)



DATA FOUNDATIONS

Format: Live virtual

Duration: 2 hours

Pre-work: NA

Learning Outcomes:

- Explore the different types of data
- Learn how to identify common data quality issues
- Understand best practices and ethical considerations when using data

Session Dates

[Jan 31, 2025](#)

[Aug 19, 2025](#)

[Click here to enroll](#)

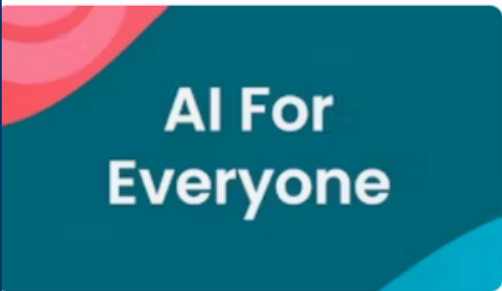
LEARNING OFFERINGS: DIGITAL SKILLS (2/3)



COURSERA RECOMMENDATIONS

The IESO is continuing its partnership with Coursera to provide employees unlimited access to over 7000 courses from top tier universities and companies. The IESO has curated a learning catalogue of recommended courses (examples below) to support the development of digital skills.

Click on the image to access Coursera and learn more about the course.



AI For Everyone

 DeepLearning.AI

AI For Everyone

Skills you'll gain: Data Science, Deep Learning, Machine Learning, Artificial Neural Networks, Business Transformation, Human Learning,...

★ **4.8** (43K reviews)

Beginner · Course · 1 - 4 Weeks



 Google

Foundations: Data, Data, Everywhere

Skills you'll gain: Data Analysis, Data Visualization, SQL, Business Analysis, Spreadsheet Software, Data Science, Database...

★ **4.8** (105K reviews)

Beginner · Course · 1 - 4 Weeks



 Tableau Learning Partner

Introduction to Tableau

Skills you'll gain: Data Analysis, Data Visualization, Tableau Software

★ **4.8** (172 reviews)

Beginner · Course · 1 - 4 Weeks

In addition to digital skills, Coursera also offers courses in the following topic areas:
Energy Transition, Engineering, Leadership and Professional Development.

[Click here](#) to view the IESO Coursera learning catalogue.

LEARNING OFFERINGS:

DIGITAL SKILLS (3/3)



TABLEAU TAVERN

Tableau Tavern, a community of practice managed by the Data Services team is designed to act as a knowledge centre for employees. The site will help users enhance their Tableau experience and proficiency by providing useful tips and training resources, opportunities for peer-to-peer learning, and knowledge sharing across teams.

Employees interested in learning more about Tableau may request a Tableau E-Learning License using the form provided below:

- [Tableau eLearning License Request form](#)

To join the Microsoft Teams community, please [click here](#).



M365 COMMUNITY OF PRACTICE

To enable digital transformation and our evolving workplace, the IESO has invested in the Microsoft 365 platform and expanded the range of applications available to employees. Now, the M365 Community of Practice, found on Microsoft Teams, is open to everyone at IESO.

The Community aims to keep pace with rapid change and innovation and to encourage peer-to-peer collaboration. Resources are available in the community to develop expertise, including ways to share skills and provide feedback to influence our use of M365.

Come join us to share your uses for M365 and for tips, news, events, chat, and fun facts and more on the M365 Community of Practice Teams site.

To join the Microsoft Teams community, please [click here](#).



LEARNING OFFERINGS:

WAYS OF WORKING (1/3)

PROJECT MANAGEMENT FUNDAMENTALS

Format: Live virtual

Duration: 3 hours

Pre-work: NA

Learning Outcomes:

- Define project management and the benefits to the IESO.
- Discuss the IESO's project management approach, framework and processes.
- Explore project management tools, techniques and artifacts.

Session Dates

Feb 21, 2025

May 8, 2025

[Click here to enroll](#)

LEAN SIX SIGMA

Format: Live virtual

Duration: 3 hours

Pre-work: NA

Learning Outcomes:

- Define and describe the Lean Six Sigma methodology.
- Explain the driving forces behind Lean Six Sigma and the necessary conditions for success.
- Prioritize opportunities to reduce or eliminate non-value added activities and defects in business processes.

Session Dates

Oct 21, 2024

Jan 9, 2025

Mar 17, 2025

July 10, 2025

[Click here to enroll](#)

MANAGING ENTERPRISE RISK

Format: Live virtual

Duration: 3 hours

Pre-work: NA

Learning Outcomes:

- Define and describe the enterprise risk management framework.
- Identify and classify strategic, operational, and project risks.
- Discuss ways your role can support enterprise risk management.

Session Dates

Mar 24, 2025

May 30, 2025

[Click here to enroll](#)

LEARNING OFFERINGS: WAYS OF WORKING (2/3)



BUSINESS WRITING

Format: In-person

Duration: 7 hours

Pre-work: Writing sample

Learning Outcomes:

- Practice concise writing techniques, using language to deliver reader-driven messages.
- Clarify and practice messaging and voice choices in writing effectively.
- Improve comfort level with editing for self and other writers.

Session Dates

Feb 12, 2025

Mar 5, 2025

[Click here to enroll](#)

NAVIGATING YOUR CAREER

Format: Live virtual

Duration: 3 hours

Pre-work: Self-reflection activity

Learning Outcomes:

- Create a concise and impactful professional mission statement.
- Reflect on the intersection between your skills, passions, values and opportunities available in the organization.
- Practice career conversations to highlight career goals, aspirations and clearly articulate your value proposition.

Session Dates

Feb 24, 2025

June 23, 2025

[Click here to enroll](#)

PERSUADING OTHERS CAFE

Format: Live virtual

Duration: 2 hours

Pre-work: [Harvard ManageMentor eLearning module](#)

Learning Outcomes:

- Learn tactics to earn trust, establish your expertise, and communicate compellingly.
- Discuss how to position an idea, approach, or solution in a way that appeals to the people affected by it.
- Apply strategies to turn resisters into supporters.

Session Dates

Feb 7, 2025

Apr 25, 2025

[Click here to enroll](#)

LEARNING OFFERINGS: WAYS OF WORKING (3/3)

STRATEGIC THINKING CAFE

Format: Live virtual

Duration: 2 hours

Pre-work: [Harvard ManageMentor eLearning module](#)

Learning Outcomes:

- Develop a strategic thinking mindset.
- Explore key trends that are shaping your business priorities.
- Use tools that will help you think more strategically.

Session Dates

[Dec 13, 2024](#)

[May 26, 2025](#)

[Click here to enroll](#)

NAVIGATING CHANGE CAFE

Format: Live virtual

Duration: 2 hours

Pre-work: [Harvard ManageMentor eLearning module](#)

Learning Outcomes:

- Understand the different roles you are required to play during change implementation.
- Discuss strategies to lead and/or participate effectively in change initiatives.
- Explore tools and practical strategies to help you navigate through change.

Session Dates

[Jan 24, 2025](#)

[Apr 4, 2025](#)

[Click here to enroll](#)

HARVARD MANAGEMENTOR

Harvard ManageMentor® gives you insights that matter, with content fueled by the latest thinking and proven practices from Harvard Business Publishing's and other renowned world-class experts.

Harvard ManageMentor eLearning modules may be required as pre-work for identified cafes but they can also be accessed as independent learning. See below for our full list of courses and their links:

- [Strategic Thinking](#)
- [Change Management](#)
- [Digital Intelligence](#)
- [Persuading Others](#)
- [Career Management](#)
- [Diversity Equity and Inclusion](#)

Click on the [video](#) to learn more.

HARVARD
ManageMentor®

Login Credentials

- Username: your IESO email
- Password: harvard

ENROLLMENT GUIDELINES

How to Enroll

- Employees are required to open SuccessFactors through the IESO Dashboard (OKTA Verify) before clicking on the enrollment links contained within this catalogue.

How to Choose a Session

- Employees are advised to select courses that are aligned with their development plans, as discussed with their people leaders.
- It is recommended that employees register for any one course per quarter. If the course is full, employees can add themselves to the waitlist for their preferred session date.

Responsibility to Attend

- If employees are unable to attend the registered course, they are advised to withdraw their enrollment in SuccessFactors at least three (3) business days prior to the session date.

How to Unenroll

- Unenroll in SuccessFactors by going to "My Learning" via the tile on your homepage. Scroll down until you see your registered courses under "Invest in Myself." Click the class you're registered for and then click the "Withdraw" button in the top right corner.

Pre-work

- Pre-work will be sent out 2 weeks in advance for modules with an eLearning component and 1 week in advance for modules with a reading component.

Credit for Completion

- Attendees will receive course completion credit in SuccessFactors upon attending the full duration of the learning session.



SCHEDULE OF DATES (1/2)



Click on the session date to enroll. Please review the enrollment guidelines prior to enrolling.

Delivery format:

Unless otherwise indicated, all sessions are virtual.

In-person sessions are marked as follows:

Clarkson

Adelaide

September 2024

Learning Month 2024: Building Skills for the Future

[Click here](#) to view the full schedule.

October 2024

[Energy Efficiency](#)
(Oct 4)

[Decarbonize the Grid](#)
(Oct 7)

[Lean 6 Sigma](#)
(Oct 21)

November 2024

[Microsoft 365 Fundamentals](#)
(Nov 4)

December 2024

[Strategic Thinking Café](#)
(Dec 13)

[Plan and Operate the Grid](#)
(Dec 6)

January 2025

[Lean 6 Sigma](#)
(Jan 9)

[Microsoft 365 Fundamentals](#)
(Jan 13)

[PILOT Grid Technologies: Energy Storage](#)
(Jan 20)

[Navigating Change Café](#)
(Jan 24)

[Data Foundations](#)
(Jan 31)

February 2025

[Persuading Others Café](#)
(Feb 7)

[Business Writing](#)
(Feb 12)

[Project Management Fundamentals](#)
(Feb 21)

[Navigating Your Career](#)
(Feb 24)

PILOT [Grid Technologies: Distributed Energy Resources](#)
(Feb 27)

March 2025

[Oversee the Market](#)
(Mar 4)

[Business Writing](#)
(Mar 5)

[Lean 6 Sigma](#)
(Mar 17)

[Grid Technologies: Energy Storage](#)
(Mar 18)

[Managing Enterprise Risk](#)
(Mar 24)

SCHEDULE OF DATES (2/2)

April 2025

Navigating Change Café
(Apr 4)

Microsoft 365 Fundamentals
(Apr 7)

Plan and Operate the Grid
(Apr 9)

Persuading Others Café
(Apr 25)

Energy Efficiency
(Apr 28)

May 2025

Decarbonize the Grid
(May 2)

Project Management Fundamentals
(May 8)

Grid Technologies: Distributed
Energy Resources
(May 12)

Microsoft 365 Fundamentals
(May 23)

Strategic Thinking Café
(May 26)

Managing Enterprise Risk
(May 30)

June 2025

Digital Trends Café
(June 2)

Grid Technologies: Energy Storage
(June 9)

Oversee the Market
(June 17)

Navigating Your Career
(June 23)

July 2025

Lean 6 Sigma
(July 10)

Grid Technologies: Distributed
Energy Resources
(July 14)

August 2025

Data Foundations
(Aug 19)

We wish you the best in your career
development journey at the IESO!

Questions? Contact the Learning and Development Team at:



learninganddevelopment@ieso.ca



OEB STAFF INTERROGATORY 1

Issue 3.0 – Other Fees

3-OEB Staff-1

INTERROGATORY

Reference:

- Exhibit C-3-1, page 3, Table 5
- Exhibit C-3-1, Attachment 2, page 1
- Exhibit C-3-1, Attachment 5, page 1
- Exhibit C-3-1, Attachment 6, page 2

Preamble:

The IESO notes that the proposed adjustments to other fees reflect the increasing costs of delivering these activities. The IESO further states that proposed cost-recovery fees are based on the cost-causation principle. These fees are summarized in Table 5 of Exhibit C-3-1.

The IESO received approval in 2022 to apply a \$145/hour charge for Connection Assessment and Reliable Integration related activities (EB-2022-0002). The IESO proposes to amend this charge to \$190/hour, citing increases in average labour costs, overhead, labour support and continuous improvement of services.

The IESO is requesting approval to increase its Application Fee from the current fee of \$1,000 to \$2,000. The Application Fee of \$1,000 recovers the labour costs of the process from registration to the issuance of the registration approval notification.

The IESO is also requesting amended fees to their public and private training courses, corresponding to a 20% and 25% increase year-over-year from 2026 to 2028. The IESO states that training fees allow the IESO to recover labour costs for course content development, facilitation preparation and delivery of the course.

Question(s):

- a) Please explain what the indirect costs of labour support referenced are and how they are adding to the cost of delivering Connection Assessment and Reliable Integration related activities.
- b) Please confirm whether the FTEs performing Connection Assessment and Reliable Integration, Application and/or Training related activities are included in the staffing growth and compensation pressures (including Bill 124 reversal, collective bargaining, and pension) reflected in the 2026-2028 revenue requirement. If yes, please explain why a corresponding increase in the hourly rate is required, given that the underlying labour cost is already recovered through the usage fees.

RESPONSE

- a) Indirect costs of labour include costs associated with maintaining and enhancing the connection processes. This includes portfolio reporting, coordination with transmitters and government, and activities undertaken by the IESO to support delivery of its Integrated Energy Plan Implementation Directive #6, which directs the IESO to streamline and improve the transparency of its connection process. These costs benefit the broader portfolio of projects within the connection process and are reflected in the proposed \$190 per hour rate as a \$16 per hour component for indirect labour support. See Table 1 below for the breakdown of the increase in labour costs, overhead, and the additional costs of indirect labour support and tools and process improvements applicable to Connection Assessments and Reliable Integration activities.

1 **Table 1: Breakdown of \$145 per Hour and \$190 per Hour Rates**

Category	\$145 per hour rate	\$190 per hour rate
Labour Cost	117	120
Recovery of Overhead	28	32
Indirect Labour Cost	-	16
Tools and Process Improvement Costs	-	22
Total	\$145	\$190

2
3 b) The FTEs performing Connection Assessment, Reliable Integration, Application, and
4 Training-related activities are included within the staffing growth and compensation
5 pressures reflected in the revenue requirement application. The proposed increase in
6 hourly rates does not represent an incremental recovery of costs already included in the
7 revenue requirement; rather, it ensures that the costs of providing those services are
8 appropriately allocated to the customers who directly benefit from, or create the need
9 for, those services. Revenues recovered from such services, reflected in Exhibit C-3-1,
10 offset OM&A expenditures thereby reducing what is recovered from ratepayers.

VECC INTERROGATORY 4

Issue 3.0 – Other Fees

3-VECC-4

INTERROGATORY

Reference:

- Exhibit 1, Tab 2, Schedule 1, page 38

Preamble:

"While the IESO proposes that the OEB approve a maximum Submission Fee of up to \$25,000, the IESO would continue to determine the actual Submission Fee for each procurement based on multiple factors including the procurement complexity (e.g., a proposal submission under a Long-Term RFP would warrant a higher fee vs. a proposal submission under a Medium-Term RFP), so that the fee remains proportionate to the IESO's expected costs. The IESO believes that a cap rather than a set fee enables flexibility across different procurement types and stages. Per the IESO's standard practice, the fee applicable to any specific procurement or program would be established in the procurement documents (e.g., RFPs or Program Rules) and informed by stakeholder feedback before implementation."

Question(s):

- a) For those fees which have discretionary charge components (i.e. the charge may differ depending on circumstance) does the IESO maintain a "tariff sheet" or "rate handbook" or similar document, which provides a list of services that may be applied to the fee? If so please provide that document. If not how is a potential client able to understand if a specific service charged is allowed or approved under this fee (tariff)?
- b) Does the IESO have a processes for potential clients to dispute the calculation of a specific charge? If so please describe that process.

RESPONSE

a) The Submission Fee that the IESO is proposing does not contain discretionary charge components. As a result, the IESO does not maintain a separate "tariff sheet", "rate handbook", or similar document for this fee.

The Submission Fee is an all-in, upfront, fee that is required for each submission to the applicable procurement or program. The specific Submission Fee for a specific procurement or program would be established in the procurement documents (e.g. the request for proposals) so potential proponents wishing to participate in the procurement or program are fully informed of the Submission Fee before submitting a submission.

The Submission Fee is also publicly stakeholdered in advance of the finalization of the procurement documents, allowing for stakeholder input into the setting of the final Submission Fee. The Submission Fee serves as a cost recovery mechanism for the IESO aligned with the principle of cost causation, ensuring that proposal evaluation costs are borne by proponents rather than passed on to ratepayers.

b) As the Submission Fee is a fixed upfront fee, rather than a calculated charge made up of multiple charge components, there is no separate calculation to dispute. If a proponent chooses to participate in a procurement, the Submission Fee is a mandatory requirement that must be delivered to the IESO with the proposal. The Submission Fee is not refundable. Please see a) for more information on the setting of the Submission Fee.

VECC INTERROGATORY 5

Issue 3.0 – Other Fees

3.0-VECC-5

INTERROGATORY

Reference:

- Exhibit C-3-1, Attachment 2, page 2

Preamble:

"The IESO is updating its labour rate plus overhead recovery rate from \$145 per hour to \$190 per hour to reflect the average increase in labour costs and overhead over the 2026-2028 period; the addition of indirect costs of labour support; and the costs associated with the development of enhanced tools and systems designed to improve service levels. The new rate is a fully allocated rate covering direct effort and indirect effort that would otherwise be borne by rate payers."

Question(s):

- Please show the derivation of the \$145 hours (i.e. components and calculation) as compared to the updated \$190 per hour rate.

RESPONSE

- See response to 3-OEB Staff-1.

VECC INTERROGATORY 6

Issue 3.0 – Other Fees

3-VECC-6

INTERROGATORY

Reference:

- Exhibit C-3-1, Attachment 2, page 2

Preamble:

"At present, no formal fee structure exists for competitive transmission procurements in Ontario. This proposal establishes a fair, transparent, and sustainable cost-recovery framework that reflects the scale and complexity of transmission projects while protecting ratepayers. The proposed tiered fee structure is informed by a review of comparable frameworks used by North American ISOs and aligns with established cost recovery best practices"

Question(s):

- Please provide the review of comparable frameworks or other studies that informed the \$100k – 200k transmission procurement submission fee.
- Does the IESO have a "qualification" criteria/framework for the purpose of identifying candidates who are likely to found unqualified to build or operate a transmission facility in Ontario?

RESPONSE

- The IESO established the proposed competitive transmission procurement submission fee range of C\$100,000 to C\$200,000 based on a benchmarking review of comparable competitive transmission procurement frameworks administered by North American independent system operators (ISOs), with particular focus on the California

1 Independent System Operator Corporation (CAISO) and the Midcontinent Independent
2 System Operator, Inc. (MISO). These organizations were selected because:

- 3 1. their fee structures and supporting information are publicly available and
4 verifiable, and
- 5 2. they administer formal competitive processes for the selection of developers that
6 most closely resemble the competitive transmission procurement framework
7 proposed by the IESO.

8 CAISO requires an initial deposit of US\$100,000 for each proposal submitted by a
9 project sponsor in a competitive transmission solicitation. Under CAISO's framework,
10 project sponsors are responsible for the actual costs CAISO incurs in qualifying project
11 sponsors and selecting an approved project sponsor, including the costs of external
12 expert consultants.¹ This fee structure is designed to recover the costs of conducting
13 competitive transmission solicitations from participating project sponsors, rather than
14 from ratepayers.²

15 MISO requires a fee of US\$150,000 (2023) for each proposal submitted by an RFP
16 respondent in a competitive transmission solicitation³. For MISO's 2026 MARS⁴ and
17 EASL⁵ competitive transmission procurements, this amount was adjusted for inflation to
18 US\$158,700 per proposal.⁶

¹ Docket No. ER23-2464, In 2023, the Federal Energy Regulatory Commission ("FERC") accepted amendments to CAISO's tariff that: 1. increased the initial deposit from US\$75,000 to US\$100,000 per proposal; and 2. removed the previous US\$150,000 cap on the total evaluation costs recoverable from each project sponsor.

² Tariff Amendment to Eliminate Competitive Solicitation Process Cost Recovery Cap and Increase Deposit - <https://www.caiso.com/documents/jul21-2023-tariffamendment-competitivesolicitationdepositandcap-er23-2464.pdf>

³ Under section VIII.D.2 of Attachment FF to MISO's tariff, an RFP respondent must submit an initial proposal deposit in an amount not to exceed US\$150,000 in August 2023 dollars.

⁴ MARS (Marshalltown – Lehigh – Sub T – Montezuma – East Adair)

⁵ EASL (East Adair – MN/IA State Line – Arbor Hill – York Avenue)

⁶ MISO: RFP Informational Workshop Presentation (January 22, 2026) - <https://cdn.misoenergy.org/20260122%20Competitive%20RFP%20Informational%20Seminar%20Overview%20Presentation736367.pdf>

The CAISO and MISO benchmarks demonstrate that proposal fees or deposits in the range of approximately US\$100,000 to US\$160,000 per proposal are used in comparable North American competitive transmission procurement frameworks. The IESO's proposed range of C\$100,000 to C\$200,000 was established as an Ontario-specific benchmark that provides flexibility to account for differences in project size, technical complexity, procurement scope, anticipated evaluation effort, and the need for specialized external expertise.

The proposed range is intended to provide a fair, transparent and sustainable contribution toward the costs of administering and evaluating competitive transmission procurements, while reducing the extent to which those costs would otherwise be borne by Ontario ratepayers.

b) Yes. The IESO has established qualification requirements under the Transmitter Selection Framework (TSF) through the TSF Registry⁷, see Table 1 for more information. A Person⁸ seeking to participate as a proponent in an applicable IESO competitive transmission procurement must first be admitted to, and remain in good standing with, the TSF Registry.

To become a registrant, an applicant must submit an application package and demonstrate that it satisfies the qualification requirements set out in section 2.2 of the TSF Registry Rules.

Table 1 - Registry Rules Section 2.2 Qualifications

Qualification	Summary
2.2 (a) Organizational experience	The applicant, either independently or together with one or more eligible Designated Affiliates, must qualify through one of the available organizational-experience

⁷ Details of the TSF registry and associated TSF Registry Rules (Version 3.0, June 25, 2026) can be found on the IESO's website: [IESO.ca/TSF](https://ieso.ca/TSF)

⁸ "Person" means a natural person, firm, trust, partnership, limited partnership, company or corporation (with or without share capital), sole proprietorship, Governmental Authority or other entity of any kind.

	pathways. These pathways include demonstrated experience in developing, financing, constructing, owning and operating qualifying new-build AC transmission projects; demonstrated experience developing, financing and constructing a qualifying underwater HVDC transmission project; or status as an Existing Ontario Transmitter, in each case in accordance with the detailed requirements of the Registry Rules.
2.2 (b) Financial strength and regulatory standing	An applicant that is not an Existing Ontario Transmitter must generally demonstrate a Tangible Net Worth of at least \$200 million CAD through audited financial statements, either on its own or through an eligible Designated Affiliate and must satisfy the applicable insolvency and regulatory-history requirements. Existing Ontario Transmitters are subject to the regulatory-history requirements specified in the Registry Rules.

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2 An applicant that does not demonstrate compliance with the applicable organizational-
3 experience and financial-strength requirements will not be admitted to the TSF Registry and,
4 therefore, will not be eligible to participate as a proponent in an IESO competitive transmission
5 procurement for which Registry status is required. The Registry therefore functions as the
6 IESO's initial qualification and screening framework for competitive transmission procurements.

7 Following admission, a registrant must comply with the Registry Rules' ongoing reporting,
8 renewal and good-standing requirements. A registrant is required to provide updated
9 information if relevant circumstances change, and its continued eligibility is contingent on
10 compliance with those requirements.

11 The TSF Registry is a procurement-qualification framework; registration does not, by itself,
12 authorize a registrant to construct or operate a transmission facility in Ontario. A successful
13 proponent would also be required to satisfy the requirements of the applicable procurement and
14 resulting contract, obtain all necessary regulatory, licensing, environmental, and other

1 approvals, and comply with the Transmission System Code, the IESO Market Rules, applicable
2 connection-assessment requirements, and relevant reliability standards.

3 The IESO does not make a preliminary or predictive determination as to whether an entity is
4 "likely" to be unqualified. Rather, each application is assessed against the qualification
5 requirements set out in the TSF Registry Rules. The Transmission System Code establishes
6 minimum conditions that transmitters must meet in designing, constructing, managing,
7 maintaining and operating their transmission systems.