

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

<b>Document ID:</b>	PC-97	<b>Author(s):</b>	[REDACTED]
<b>Issue:</b>	2.0	<b>Sponsor:</b>	[REDACTED]
<b>Effective Date:</b>	December 18, 2024	<b>Project ID:</b>	[REDACTED]

## 1. Executive Summary

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

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

Investments are needed at the Clarkson office to create a modern, activity-based workspace that meets the needs of its evolving business and workforce and provides a consistent in-office experience across the IESO locations. The Future@Work project represents the most significant investment in IESO's facilities since Clarkson was built.

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

The high-level objectives of the Future@Work project (the “Project”) are to create a workplace that:

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

As with many organizations, the experience of working from home as a result of the COVID-19 pandemic has changed the IESO’s perspective of the role that the office plays in supporting the business and has accelerated the opportunity to re-examine how office space is used, and the need for investments in technologies to support employees’ ability to work effectively in a hybrid work model.

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

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

The Space Needs Program was included in the IESO Business Plan with an overall capital cost estimate over the period 2023-2025 of \$30 million, excluding contingencies.

To date the Future@Work project has spent \$2.3M during the Planning Phase and the execution of the Adelaide location which was approved under Version 1.1. of the Project Charter.

## Project Charter 1.1

To ensure that appropriate cost controls are in place while allowing for progressive elaboration, the Project's budget and schedule will be released through a staged approval process. The first stage of the approval process, Project Charter v1.0, approved the release of funds for the Planning Phase. Project Charter v1.1, approved the release of \$14.2 million (including \$4.4 million for contingency) to complete the renovation of the Adelaide location.

## Project Charter 2.0 Approval

Project Charter v2.0, requests approval to complete the full scope (budget and schedule) of work at both office locations, including contingencies. During the Execution Phase, the project team will execute the project plan and implement the design, construction, and change management activities for both Adelaide and Clarkson locations.

We are seeking a total approval of \$77.1 million (including \$17.9 million for contingency) investment for the renovation of both Clarkson and Adelaide, with a target to complete by July 31, 2028, including contingency. The level of confidence around the cost estimate was in the order of -5% / +20%, which is industry standard for Class C construction estimates.

Phase	Budget	Contingency	Total
Planning Phase	\$2.7 M	\$0.2 M	\$2.9 M
Execution - Adelaide	\$9.8 M	\$4.4 M	\$14.2 M
Execution - Clarkson	\$46.8 M	\$13.2 M	\$60.0 M
<b>Total</b>	<b>\$59.3 M</b>	<b>\$17.8 M</b>	<b>\$77.1 M</b>

## 2. Business Objectives and Measures

This Project will achieve the following business objectives:

Ref #	Business Objective	Procedure for Measures (identify how the performance will be measured)	Measured when and by whom?
1	Implement a new office design at our Clarkson and Adelaide locations that:  a. Reflects a modern, technology enabled activity-based workspace	A new activity-based workspace is implemented at Clarkson and Adelaide that supports the enduring hybrid work model and accommodates at least 70% of IESO employees in the office at any one time.	When: Six months post project closure  By Whom:

Ref #	Business Objective	Procedure for Measures (identify how the performance will be measured)	Measured when and by whom?
	<p>that improves employee experience and engagement, and enhances teamwork and collaboration;</p> <p>b. Supports stakeholder engagement;</p> <p>c. Effectively supports the needs of the business; and</p> <p>d. Employs an employee-centric approach, including considerations for health and safety, and Equity, Diversity, and Inclusion (EDI).</p>	<p><b>Measure(s):</b></p> <p>Workstation seating shown on layout drawings and supporting specification documents indicate sufficient number of workstations.</p>	<p>Manager, Facilities</p> <p>Business Lead</p>
		<p>The new office space at Adelaide can accommodate mid to large sized stakeholder engagement events (i.e., up to 90 attendees).</p> <p><b>Measure(s):</b></p> <p>Meeting space shown on layout drawings and supporting specification documents.</p>	<p>When: At project closure</p> <p>By Whom:</p> <p>Manager, Facilities</p> <p>Director, Stakeholder and Community Engagement</p>
		<p>The project team conducts business needs assessments with each line of business prior to finalizing office layouts in order to understand and capture and reflect their specific business needs.</p> <p>Learnings from the 2022 Office Pilot Project experience are incorporated into the design.</p> <p>People Leaders describe team needs and how they plan to manage limitations and growth.</p> <p>Internal IT expertise and external design consultants engaged to develop the audio/visual requirements for the workspace.</p> <p><b>Measure(s):</b></p> <ul style="list-style-type: none"> <li>Business needs are captured in a requirements document;</li> </ul>	<p>When: At project closure</p> <p>By Whom:</p> <p>Business Lead</p> <p>Change Management Lead</p>

Ref #	Business Objective	Procedure for Measures (identify how the performance will be measured)	Measured when and by whom?
		<ul style="list-style-type: none"> <li>Meetings held with business units that have specialized needs; and</li> <li>IT desktop, meeting room and audio/visual requirements are documented and approved.</li> </ul>	
		<ul style="list-style-type: none"> <li>Pulse surveys are developed at key stages of the Project and employees and people leaders respond positively to questions regarding opportunities for engagement, input and support throughout the Project.</li> </ul> <b>Measure(s)</b> <ul style="list-style-type: none"> <li>80% of employees provide a positive or neutral response to the question: "All the questions I have about why the Future@Work project is happening have been answered"; and</li> <li>80% of employees provide a positive or neutral response to questions about their experience.</li> </ul>	When: At project closure By Whom: Business Lead Change Management Lead
		Representatives from IESO's EDI Committee are engaged at key points throughout the Project and are supportive of EDI elements that have been included in the final design. <b>Measure(s):</b> <ul style="list-style-type: none"> <li>Meetings with the EDI Committee have been held; and</li> <li>EDI elements are reflected in the layouts and associated specification documents.</li> </ul>	When: At project closure By Whom: EDI Committee Co-Chair
2	Reduce long-term leasing costs by optimizing the overall office footprint required to support current and expected future staffing levels when the lease expires at the UMR (Oakville)	<b>Measure(s):</b> <ul style="list-style-type: none"> <li>Effective office space is reduced, on average, by at least 15% from current 213 sq.f.t per workstation across all IESO office locations;</li> <li>Total space requirement at the UMR (Oakville) office is reduced, if not</li> </ul>	When: Six months post project closure By Whom: Manager, Facilities

Ref #	Business Objective	Procedure for Measures (identify how the performance will be measured)	Measured when and by whom?
	and Adelaide (Toronto) offices in October 2025.	eliminated, at the end of the current lease; <ul style="list-style-type: none"> <li>Leasing costs are reduced compared to projections post project completion.</li> </ul>	Project Sponsor
3	Appropriate investments are made in electrical and mechanical systems at the Clarkson (Mississauga) location to support the renovated space and provide continuity of the facility's operation for at least 15 more years.	Upgrades to the mechanical and electrical systems required to support the renovated space are made at Clarkson.  <b>Measure(s):</b> <ul style="list-style-type: none"> <li>Mechanical and electrical equipment upgrades cover HVAC equipment to supply Information Security and Physical Security areas and address current deficiencies in Data Centre and IT Operations area heating and cooling.</li> <li>Facility lighting is converted to LEDs, leading to a positive ROI from ongoing operation and maintenance savings</li> </ul>	When: At project closure  By Whom: Manager, Facilities Project Sponsor
4	IESO business teams are supported through the change journey from pre-construction to final state.	The following change & communication activities are undertaken throughout the Project: <ul style="list-style-type: none"> <li>Impact assessments are performed for each project phase;</li> <li>Top down and bottom-up change analysis performed;</li> <li>Change &amp; communication strategy and plan developed and executed;</li> <li>Communication materials developed and distributed, including roadshows for the new designs;</li> <li>Change learning workshops held for People Leaders; and</li> <li>Monthly engagement sessions held with IESO Director Community and advisory teams.</li> </ul>	When: During project execution  By Whom: Project Sponsor Communication Lead Change Management Lead

Ref #	Business Objective	Procedure for Measures (identify how the performance will be measured)	Measured when and by whom?
		<b>Measure(s):</b> <ul style="list-style-type: none"> <li>Pulse surveys are issued at key stages of the Project and employees and people leaders respond positively to questions regarding engagement and support throughout the change journey.</li> </ul>	

## 2.1 Benefits Expected

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

# 3. Project Overview

## 3.1 Project Scope

The Project scope consists of the following activities and deliverables:

- Determine our overall office footprint factoring in hybrid work and staffing projections over the next 5 years; (complete)
- Determine the size and location of our Adelaide location and negotiation of necessary leases; (complete)
- Determine feasibility of co-locating UMR employees to Clarkson location, factoring in parking and public transit considerations; (in progress)
- Renovate the Adelaide and Clarkson locations incorporating the new design and introducing enabling technology and activity-based workspaces, including enhanced audio/video capability and collaboration technology; (in progress)

- Introduction of parking lot expansion at Clarkson; (pending)
- Upgrade/Replace critical mechanical and electrical and structural systems to support the renovation at Clarkson; (pending) and
- Temporarily relocate affected employees in phases for the duration of construction and reintroduce them into the renovated space. (in-progress)

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

The Project expects to result in changes to the following business processes, systems and governing documents:

### 3.2.1 Processes

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

### 3.2.2 Systems

- Enhance and/or expand current desktop infrastructure, Wi-Fi, Local Area Network, audio/video and collaboration capability in meeting and collaborative spaces.

### 3.2.3 Governing Documents

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



### 3.3 Out of Scope

The following items are considered to be out of scope of the Future@Work project:

- Renovation/upgrade of the Control Room located at Clarkson;
- Renovation of mechanical/electrical service rooms;
- Replacement/upgrade of service and passenger elevators;
- Replacement/upgrade of critical mechanical, electrical and structural systems that are not required to be replaced or upgraded as part of the renovation;
- Exterior site improvements that are not required to be upgraded as part of the renovation;
- Workspace Booking Tool to support activity-based work (cubicle and community level booking; and
- Digitization of hard copy IESO records.

### 3.4 Execution Phase

Time Estimates for Adelaide		
Start Date (kickoff)	Target End Date (without contingency)	End Date (with contingency)
August 2, 2023	November 30, 2025	March 31, 2026*

\*additional time contingency has been added due the discovery of asbestos containing materials at Adelaide

Time Estimates for Clarkson		
Start Date (kickoff)	Target End Date (without contingency)	End Date (with contingency)
August 2, 2023	July 31, 2027	July 31, 2028

The table below shows the anticipated expenditure for the Execution Phase. The budget has a confidence level of -5% / +20% and this confidence level is reflected in the level of contingency applied to each element of the project. The table below shows the total contingencies applied to the project.

	Budget	Contingency	Total
<b>Capital</b>	\$56.1M	\$17.4M	\$73.5M
<b>Operating</b>	\$0.5M	\$0.2M	\$0.7M
<b>Total</b>	\$56.6M	\$17.6M	\$74.2M

### **3.4.1 Key activities to be undertaken in the Execution Phase**

Key activities to be undertaken during Execution Phase include the following activities:

Adelaide:

- Prepare the swing space for occupancy; and
- Engage landlord for provision of turnkey construction services.

Clarkson:

- Prepare the construction documents;
- Complete site surveys on the land for the parking lot expansion;
- Finalize lease negotiations with Hydro one for the parking lot land;
- Submit application for building permit;
- Tendering and award of Bid to Subcontractor and Vendors; and
- Decommissioning of furniture at Clarkson and UMR through Teknion Divert Program.

Both locations

- Undertake construction activities in phases by relocating employees within the facility; and
- Implement the Change Management and Communication Plan to guide employee engagement throughout the construction activities and ultimate handover of the completed space.

### **3.4.2 Resources**

The following internal resources will be required to support the Execution Phase:

- Project Manager
- Program Manager
- Business Lead
- Business Services Manager
- Facilities SMEs
- Network and Telecom SMEs
- Solution Architect
- IT SMEs

- Internal Communications SME
- Procure to Pay SME
- Health & Safety SME
- Change Management and Benefits Realization Lead

## 4. Key Stakeholders

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

**Table 1. Key Stakeholder List**

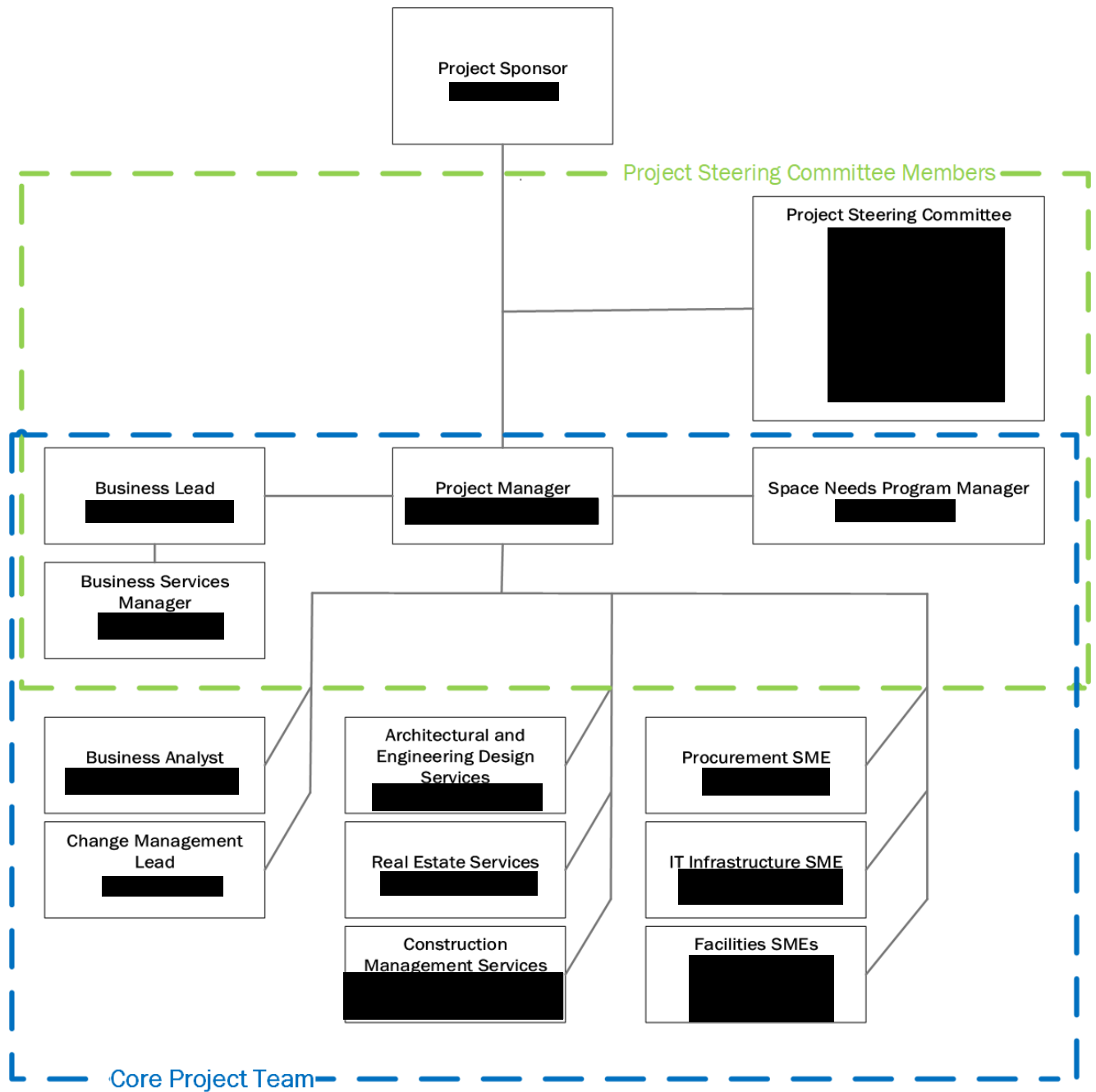
Stakeholder	Stakeholder Role	How They Are Affected or How They Are Participating
<b>Manager Stakeholders</b>		
VP Corporate Services & CFO	Project Sponsor	<p>The Project Sponsor is the champion and final decision maker for this project and is accountable for ensuring its stated objectives are achieved.</p> <p>The Project Sponsor oversees the Facilities and Procure to Pay, and Enterprise Change Divisions, which have significant resources allocated to this project.</p>
Director, Enterprise Change	Business Lead	Represents the business as a subject matter expert and acts as an interface between the project team and Project Sponsor to support the Project Manager in delivering solutions that meet the Project Sponsor's objectives.
Space Needs Advisory Team	Change Champions	Key advisors and stakeholder representatives providing input and feedback on the new office design.
VP, Information & Technology Services & CIO	Solution Owner	Solution Owner for impacted IT solutions
Director, IT Operations	Solution Steward	Solution Steward for impacted IT solutions
<b>Direct Stakeholders</b>		
All IESO Employees	Direct Customer	End user of the delivered solutions and/or processes with resulting changes to how they work
<b>Indirect Stakeholders</b>		
Board of Directors	Indirect Customer	Board of Directors will be kept informed throughout the project and notified of progress, critical and

Stakeholder	Stakeholder Role	How They Are Affected or How They Are Participating
		high risks being managed and material deviations from cost, schedule or achievement of business objectives.
Executive Leadership Team (ELT)	Indirect Customer	The ELT will be engaged in key project decisions that will, or are likely to, affect business operations or employee adoption of the new office design.
<b>Builder Stakeholders</b>		
Facilities	Builder	<p>Facilities subject matter experts - Support the project team by providing expert knowledge of certain business processes or of a particular system, application or infrastructure.</p> <p>Facilities SME is responsible for space planning, and managing and maintaining IESO's facilities, including security. This SME is involved in project design and implementation, including vendor support and management, contract manager, logistics coordinator, on-site support for participating staff; provides requirements; and is a core member of the project team.</p>
Procurement	Builder	<p>Procurement subject matter experts - Support the project team by providing expert knowledge of certain business processes or of a particular system, application or infrastructure.</p> <p>Procurement SME supports procurements for services, hardware and/or software.</p>
ITS	Builder	Tester/QA/Infrastructure and Desktop Support – Supports the identification, testing, and deployment of new office technology solutions, infrastructure, deployment of standard workstation technologies and ongoing support and maintenance.
ITS – Business Service & Solution Delivery – Solutions Design	Builder	Solution Architect – Provides the expertise for components of the enterprise solution architecture, including applications, data stores, and common solutions. Conducts solution feasibility assessment and options for proposed requirements/designs; technical requirements; and develops or defines solution design based on business requirements.

<b>Stakeholder</b>	<b>Stakeholder Role</b>	<b>How They Are Affected or How They Are Participating</b>
Communications	Builder	Communications Lead - Responsible for leading integrated communications amongst internal employees through the implementation and management of a comprehensive Communications Plan.
Enterprise Change – Change Management	Builder	<p>Change Management will be a central component of the project to ensure that individuals adopt and embrace the change in a manner that enables the organization to realize the full benefits of the investment.</p> <p>As part of our change management efforts, the Change Management Lead will:</p> <ul style="list-style-type: none"> <li>• Identify all affected stakeholder groups and assess how the changes will impact them; and</li> <li>• Develop strategies, approaches and channels of communication that will drive Awareness and Desire, provide Knowledge and Ability and Reinforce the changes being introduced.</li> </ul>
Enterprise Change – Change Delivery, PMO, and Business Architecture & Analysis Services	Builder	<p>Project Manager – Manages each phase of the project (planning, risk management, status reporting, etc.). Leads the project through Portfolio and Project Management Lifecycle, and monitoring and control.</p> <p>Business Analyst – Facilitates, elicits and secures approval for business objectives, performance measures, business processes and information design, and requirements.</p>
Risk Management	Builder	Risk Management Lead – Responsible for management, tracking, monitoring and reporting of program risks and issues in alignment with IESO Enterprise Risk Management (ERM), including the management and coordination of third-party readiness assessments.
Information Governance	Builder	Information Governance Lead - Provides Information Governance advice; supports the identification of upstream and downstream governance documentation; supports identification of any information created or received as a result

Stakeholder	Stakeholder Role	How They Are Affected or How They Are Participating
		of the business process; and tests information governance requirements.
Vendors	Builder	Contractors for design, construction, structural, electrical, mechanical, furnishings, and fixtures installation, as required.

## 5. Project Governance Structure





## 6. Delivery Approach

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

## 7. Assumptions, Constraints and Potential Risks

### 7.1 Project Assumptions

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

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

### 7.2 Project Constraints

The newly executed lease at the UMR location requires IESO to surrender currently occupied space on the 2<sup>nd</sup> floor by October 31, 2025, but will retain the space on the 4<sup>th</sup> floor until October 31, 2027. Staff on the 2<sup>nd</sup> floor will be relocated to either Clarkson or Adelaide at the end of the current lease period.

### 7.3 Potential Project Risks and Mitigation Actions

#	Risk Description	Initial Risk Level	Mitigation/ Risk Response Tasks	Mitigated Risk Level
1	Lead time of building permits, construction materials and critical equipment results in project delays.	Critical	The Construction Manager is expected to source equipment and materials that will achieve the project schedule and expedite building permits.	High
2	IESO employees do not embrace the new workplace design or activity-based work concepts.	High	The IESO has assigned a full time Change Management Lead for the Project and will apply lessons learned from the Office Pilot Project and seek feedback from employees throughout the Project in order to gauge and monitor change readiness.	Medium
3	Construction work leads to significant employee or business interruption.	High	Working with the Construction Manager the IESO will develop a construction schedule that will implement the Project in stages, introduce appropriate hoarding to minimize noise and dust interruption and relocate affected employees to alternate IESO office locations, or swing space.	Medium
4	Significant volatility of input costs for materials and services during the period of construction leads to increased project costs.	Critical	The IESO will introduce conditions within the Construction Management contract that will limit exposure to cost increases. The project team will conduct value engineering activities that will identify alternative materials, equipment or approaches to minimize costs that exceed budget.	High
5	Regulatory environment, economic conditions and fiscal policy may change during the Project term with potentially adverse impacts to the original Project assumptions.	High	The Project assumptions were stress tested under a variety of scenarios and options were analyzed using conservative factors to minimize sensitivity to external	Medium

#	Risk Description	Initial Risk Level	Mitigation/ Risk Response Tasks	Mitigated Risk Level
			factors. Ongoing monitoring and governance will ensure that Project remains on target with objectives.	
6	Critical IESO staff are constrained by other high priority work and could result in project delays.	High	The project team is working with resource managers and HR to secure supplemental resourcing throughout the life of the project.	Medium

The project team will perform risk assessments throughout the project lifecycle to identify risks and develop mitigation actions planned or taken for residual risks with a high or critical risk level in order to reduce the risk level to an acceptable level.

## 8. Change Controls

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

# Appendix A: Project Budget Approval Requested in PC v2.0

Project Information		
Project: 507 (Space Needs Program Phase 3 - Future @ Work)		
Project Capital Expenses		PC V2.0 Approved Budget
	Status	Approved
Summary		
	Total Capital Budget without Contingency	\$ 58,612,607
	Total Operations Budget without Contingency	\$ 645,395
	<b>Subtotal Capital and Operating Budget without Contingency</b>	<b>\$ 59,258,002</b>
	Capital Contingency	\$ 17,668,652
	Operating Contingency	\$ 205,470
	<b>Total Capital and Operating Budget with Contingency</b>	<b>\$ 77,132,125</b>
Capital Expense		
	<b>IESO Labour</b>	
	IESO Labour	\$ 6,230,241
	<b>Total IESO Labour</b>	<b>\$ 6,230,241</b>
	<b>Professional &amp; Consulting</b>	
	Non IESO Labour	\$ -
	Consultants	\$ -
	Contract Service	\$ 40,461,297
	Legal Service	\$ -
	<b>Total Professional &amp; Consulting</b>	<b>\$ 40,461,297</b>
	<b>Operating &amp; Administration</b>	
	Computer Services & Software	\$ -
	Computer Equipment	\$ 3,536,970
	Operations & Admin - Other	\$ 6,010,969
	Financing Charges	\$ 2,373,130
	<b>Total Operating &amp; Administration</b>	<b>\$ 11,921,069</b>
	<b>Subtotal Capital Budget without Contingency</b>	<b>\$ 58,612,607</b>
	Capital Contingency	\$ 17,668,652
	<b>Total Capital Budget with Contingency</b>	<b>\$ 76,281,260</b>
Operations Expense		
	<b>Professional &amp; Consulting</b>	
	Consultants	\$ -
	Contract Service	\$ 645,395
	Legal Service	\$ -
	Non IESO Labour	\$ -
	<b>Total Professional &amp; Consulting</b>	<b>\$ 645,395</b>
	<b>Subtotal Operating Budget without Contingency</b>	<b>\$ 645,395</b>
	Operating Contingency	\$ 205,470
	<b>Total Operating Budget with Contingency</b>	<b>\$ 850,865</b>

# Appendix B: Alternative Analysis

## Identified Alternatives Summary

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

This alternative maintains the status quo and does not achieve any of the Project's objectives.

### Alternative 2 – Maintain and Renovate All 3 of IESO's Existing Office Locations (Not Recommended)

This alternative will not achieve the Project objective of reducing long-term leasing costs by optimizing the overall office footprint.

### Alternative 3 – Consolidate IESO's Office Footprint into 2 Locations (Clarkson and Adelaide) and Renovate Each Location (Recommended)

This alternative can meet all Project objectives, by reducing the office footprint of the Adelaide location to 3 floors and not renewing the lease at UMR.

## Appraisal of Alternatives

Ref #	Alternative	Achievement of Business Objectives	Risk	Consideration
1	Do Nothing	This alternative does not achieve any of the stated business objectives	Critical	Not Viable
2	Maintain and Renovate IESO's 3 Existing Office Locations	This alternative does not meet the business objective to reduce long-term leasing costs by optimizing the overall office footprint	High	Not Recommended
3	Consolidate IESO's Office Footprint into two locations and renovate each one	This alternative meets all of the stated business objectives.	Low	Recommended

# Appendix C: Core Design Principles

The Core Design Principles for the project are;

1. Embrace Community-Centric Workspaces: Transition to an activity-based work model, emphasizing building communities and removing the necessity for fixed seating.
2. Uphold Standardization: Roll out uniform workstations as included and validated in the 2nd Floor West Wing Office Pilot area.
3. Prioritize Safety and Adaptability: Design spaces, keeping current and possible future physical distancing needs in mind.
4. Diversify Workspaces: Offer an array of work environments from private work areas to group collaboration spaces, removing the requirement for dedicated private offices.
5. Maximize Natural Light Access: Design the workspace to ensure maximum daylight access across all working and collaboration areas.
6. Promote Digital Over Physical: Substantially reduce paper dependency, centralizing file storage when practical.
7. Facilitate Hybrid Work Efficiency: Introduce consistent workstation technology to enhance productivity and collaboration in mixed work scenarios.

# Document Control

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

Authors:

Prepared By	Role
[REDACTED]	Project Manager*
[REDACTED]	Program Manager*

Project Management Adherence Review:

Reviewed By	Role
[REDACTED]	PMO Project Support*

Financial Review:

Reviewed By	Role
[REDACTED]	Senior Manager, Financial Resource Planning & Analysis

Content Reviewers:

Reviewed By	Role
[REDACTED]	Business Lead*
[REDACTED]	Manager, Facilities - Facilities SME
[REDACTED]	Business Services Manager
[REDACTED]	Senior Manager, Business Architecture and Analysis
[REDACTED]	Change Management Lead
[REDACTED]	Manager, Procure to Pay
[REDACTED]	Quality Assurance Lead
[REDACTED]	Director, Procure to Pay and Facilities – PSC Member
[REDACTED]	Director, Corporate Communications – PSC Member
[REDACTED]	Senior Manager, Financial Resource Planning & Analysis– PSC Member*
[REDACTED]	Director, IT Operations – PSC Member
[REDACTED]	Director, Markets – PSC Member
[REDACTED]	Director, Smart Metering – PSC Member
[REDACTED]	Vice President, Human Resources – PSC Member

### Approvals:

Approved By	Role
[REDACTED]	Project Sponsor*
[REDACTED]	OAR Approver*

### Distribution List

Name	Organization
Citadel	IESO
PMO	IESO
Finance	IESO

### Document Change History

Issue	Reason for Issue	Date
1.0	Issued for Approval	September 18, 2023
1.1	Issued for Approval	September 9, 2024
2.0	Issued for Approval	December 19, 2024

### References

Document Title	Document ID
Project Intake Document	[REDACTED]
Project and Roles and Responsibilities	[REDACTED]

### Related Documents

Document Title	Document ID
Project Charter 1.0	PC-77
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