

# Market Renewal Program Quarterly Project Status Report

## Quarterly Report on the Market Renewal Program Status

As of December 31, 2024 (Q4 2024)

This report provides a quarterly update on the Market Renewal Program (MRP) schedule and cost, covering:

1. Schedule Performance Index<sup>i</sup> and Cost Performance Index<sup>ii</sup> relative to the in-effect baseline schedule and budget.
2. Schedule against baseline 4<sup>iii</sup> and the in-effect baseline schedule<sup>iv</sup>.
3. Year-to-date actual spend vs annual budget, and total actual spend vs total budget, using the cost categories from Table 2 of the MRP Cost Report for baseline 4 and the in-effect baseline budget.
4. Any changes to cost forecast, schedule forecast, or changes to project scope.
5. An up-to-date public version of the MRP Strategic Risk Review.
6. A report on the IESO's MRP milestone progress at the end of each quarter.

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<sup>i</sup>The Schedule Performance Index (SPI) is a measure of the conformance of actual (earned) progress to the planned progress and is calculated as:  $SPI = \text{earned value} / \text{planned value}$ .

<sup>ii</sup>The Cost Performance Index (CPI) calculates the cost efficiency of the project through the following formula:  $CPI = \text{earned value} / \text{actual cost}$ .

<sup>iii</sup>Previous baseline (BL4) is the MRP project schedule which estimated a go-live date of November 2023. As 2023 was the last year of the program the BL4 annual budget column is no longer being reported.

<sup>iv</sup>The in-effect baseline schedule, also referred to as current baseline 5 (BL5), estimates a May 2025 go-live date.

### #1, #2: As of December 31, 2024: project performance

	Schedule Performance Index (Current BL5)	Cost Performance Index (Current BL5)	Actual Progress (Calculated as earned value/total value)	Planned Progress (Current BL5) (Calculated as planned value/total value)	Planned Progress (Previous BL4) (Calculated as planned value/total value)
Q4 2024	1.00	1.01	95%	95%	100%

### #3: As of December 31, 2024: project spend

Q4 2024 - for Current BL5 (In \$ Millions)	Year-To-Date Actual <sup>v</sup> Spend	Annual Budget (Current BL5)	Total Actual <sup>vi</sup> Spend	Total Budget (Current BL5)	Total Budget (Previous BL4)
Operating: Compensation & Benefits	5.4	3.1	26.5	25.7	19.6
Operating: Professional & Consulting	0.3	1.2	7.5	10.3	8.6
Operating: Operating & Administration	0.0	0.1	1.1	1.4	1.2
<b>Total Operating Expenses</b>	<b>5.7</b>	<b>4.4</b>	<b>35.1</b>	<b>37.4</b>	<b>29.4</b>
Capital: Compensation & Benefits	14.3	14.6	67.4	79.2	57.1

<sup>v</sup> Year-to-date actual spend values are unlikely to change, but may be subject to year-end auditing and financial procedures.

<sup>vi</sup> Total actual spend values are unlikely to change, but may be subject to year-end auditing and financial procedures.

Q4 2024 - for Current BL5 (In \$ Millions)	Year-To-Date Actual <sup>v</sup> Spend	Annual Budget (Current BL5)	Total Actual <sup>vi</sup> Spend	Total Budget (Current BL5)	Total Budget (Previous BL4)
Capital: Professional & Consulting	4.0	1.5	14.4	15.3	18.7
Capital: Operating & Administration	22.9	9.7	88.5	78.0	55.5
Capital: Interest	7.2	2.4	12.6	8.1	7.0
Capital: Contingency	0.9	-	0.9	15.0	10.0
<b>Total Capital Expenses</b>	<b>49.3</b>	<b>28.2</b>	<b>183.8</b>	<b>195.6</b>	<b>148.3</b>
<b>Total MRP Expenses</b>	<b>55.0</b>	<b>32.6</b>	<b>218.9</b>	<b>233.0</b>	<b>177.7</b>

#### #4: Update – December 2024

No changes to cost forecast, schedule forecast, or changes to project scope this quarter.

## #5: Top MRP Program Risks

In December 2024, IESO reviewed the top risks impacting successful delivery of MRP. R1 and R4 residual scores are trending down; residual risk scores were updated from High to Medium following successful completion of User Acceptance Testing and Market Trials, and favourable results from the October readiness assessment surveys completed by Market Participants and IESO staff. R2 is no longer reported on as the Ontario Energy Board received an application to review the MRP market rule amendments and must render a decision by March 6, 2025.

	Risk Event		Impact	Likelihood	Risk Score	Trend
<b>R1</b>	Market Participants are, or perceive themselves, as unprepared for go-live	Residual	Significant [4]	Possible [3]	Medium [9]	↓
		Target	Minor [2]	Possible [3]	Low [6]	
<b>R2</b>	Challenges to MRP market rule amendments have material impact on project benefits or schedule					
<b>R3</b>	Non-discretionary change requests and defects to be resolved cannot be completed within current schedule and/or budget	Residual	Significant [4]	Possible [3]	High [12]	-
		Target	Minor [2]	Possible [3]	Low [6]	
<b>R4</b>	Impacted lines of business are unprepared for renewed market operations	Residual	Moderate [3]	Likely [4]	Medium [9]	↓
		Target	Minor [2]	Possible [3]	Low [6]	

Risk #	Next Risk Assessment
<b>R1</b>	Q1 2025 Results from Market Participant End-to-End Testing

<b>R3</b>	Q2 2025 Results from Market Participant End-to-End Testing
<b>R4</b>	Mar 2024 Completion of majority of training for lines of business

**Residual Risk Score Scale:**



**#6: Quarterly MRP Milestones Progress**

MRP key milestones includes 20 milestones planned for 2024 and seven milestones planned for 2025.

<b>Key Milestones Completed as of Q4 2024</b>	<b>Status</b>	
Factory Acceptance Testing: Dispatch Scheduling & Optimization	Completed 7-Dec-22	
Site Acceptance Testing: Economic Operating Site	Completed 5-Jan-23	
System Integration Testing: Demand Forecast & Weather Provider	Completed 15-Mar-23	
Business Requirement Documents - Market Power Mitigation	Completed 22-Mar-23	
Go-live Activities - Change Impact Assessments (Internal & External)	Completed 31-Mar-23	
User Acceptance Testing: Market Registration Process (Online IESO)	Completed 27-Apr-23	
Solution Development - Market Information Management Infrastructure - Release 1	Completed 4-May-23	
Solution Development - Dispatch Data Management System	Completed 26-May-23	
Site Acceptance Testing: Dispatch Scheduling & Optimization - Release 1	Completed 29-May-23	
Market Rules & Market Manuals - Interim Alignment	Completed 28-Jun-23	
Solution Development - Energy Market Administration Tool	Completed 30-Jun-23	
Solution Development - Energy Market Interface	Completed 30-Jun-23	
Solution Development - Market Power Information System - Phase 1 - Vendor	Completed 30-Jun-23	
Factory Acceptance Testing: Market Information Management Infrastructure - Release 1	Completed 30-Jun-23	

<b>Key Milestones Completed as of Q4 2024</b>	<b>Status</b>	
Site Acceptance Testing: Dispatch Data Management System	Completed 26-Jul-23	
Market Rules & Market Manuals - Settlements, Metering & Billing	Completed 17-Aug-23	
Internal Manuals - Series 4: Finance/Prudentials	Completed 13-Sep-23	
Site Acceptance Testing: Market Power Information System	Completed 10-Oct-23	
Site Acceptance Testing: Market Information Management + Energy Market Administrative Tool - Release 1	Completed 20-Oct-23	
Site Acceptance Testing: Market Information Management + Energy Market Interface - Release 1	Completed 20-Oct-23	
Solution Development - Market Information Management Infrastructure - Release 2	Completed 24-Oct-23	
System Integration Testing: Operational Tools - Part 1	Completed 30-Oct-23	
Business Requirement Documents - External Reports	Completed 30-Nov-23	
Factory Acceptance Testing: Market Information Management - Release 2	Completed 21-Dec-23	
Market Participant Testing - Market Trials Communications & Support Plan	Completed 29-Dec-23	
Solution Development - Market Power Information System - Phase 2 - IESO	Completed 14-Feb-24	
Market Participant Testing - Market Participant Connectivity Testing & Data Preparation	Completed 22-Feb-24	
User Acceptance Testing: Demand Forecast	Completed 11-Mar-24	
Site Acceptance Testing: Market Information Management + Energy Market Administrative Tool & Energy Market Interface - Release 2	Completed 13-Mar-24	
System Integration Testing: Operational Tools - Part 2	Completed 13-Mar-24	
Solution Development - Centralized Alarm Management System	Completed 21-Mar-24	
Business Process Integration Testing - Operational Tools	Completed 30-Apr-24	
Market Participant Testing - Market Participant Test Connectivity	Completed 24-May-24	
Solution Development - MRP Settlements	Completed 7-Jun-24	
Market Rules & Market Manuals - Market & Systems Operations [Provisional Approval]	Completed 7-Jun-24	

<b>Key Milestones Completed as of Q4 2024</b>	<b>Status</b>	
Solution Development - External Reports	Completed 28-Jun-24	
Go-live Readiness Assessment Criteria & Schedule	Completed 28-Jun-24	
System Integration Testing: Operational Tools & Settlements	Completed 30-Aug-24	
User Acceptance Testing: Operational & Settlement Tools	Completed 6-Sep-24	
MRP Go-Live Plan	Completed 30-Sep-24	
Market Participant Testing - Market Trials	Completed 23-Oct-24	
Market Rules & Market Manuals - Final Alignment [All Batch Final Approval]	Completed 18-Oct-24	
Registration Launch	Completed 11-Nov-24	

<b>Key Milestones Forecast</b>	<b>Status</b>	<b>Expected Completion Date</b>
Go-live Activities - Go-live Communications Plan	On Track	25-Mar-25
Market Participant Testing - End-to-End	On Track	31-Mar-25
Training - Internal Training Delivery for Market Go-live	On Track	1-Apr-25
Final Cutover Exercise	Starts Apr 2025	4-Apr-25
MRP Go-live (In Production)	-	May-25