Message

From:	Anthony Martinello [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=3FB7D76317B34780B15D96309B995C31-ANTHONY MAR]
Sent:	2018-06-01 3:12:00 PM
To:	Lia Kosic [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=73708c51cf2349cfb6fb2106d496b3ab-Lia Kosic]
CC:	Anthy Lovachis [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=42a8bb25d4b341b6aa9c16b1ddbc0790-Anthy Lovac]; Alexander DeAngelis [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=98aa7a2d7069420da02cf8a091ee45d1-Alexander D]
Subject:	RE: Directors/ELT discussion re strategic priorities - NEXT STEPS
Attachments:	Strat Plan - Final for DR discussion - May 29, 2018_acm treasury.docx

See my tracked edits in the attached doc and my comments below.

Are the initiatives accurate? Do they help us achieve our strategic outcomes?

- No concerns noted.

How would we prioritize these initiatives over the five-year period?

- This question is complex. First the IESO Directors group should have a frank discussion on a) how many FTE resources are needed for these initiatives in total , c) what risks is the IESO trying to mitigate and how fast, and c) how much does the IESO fee go up/down for these initiatives. If there is no appetite to have IESO fee $ volatility or IESO FTE volatility I suggest then this may likely drive how we prioritize over the 5 years.

Do any initiatives need to be refined, or expanded? Why?

- Likely not necessary not for this document's users. Refinements can be tabled in a separate document for the Directors.

Do any initiatives need to be eliminated, or new ones added? Why?

- Consider that some initiative statements are somewhat narrow statements such as "ensure compliance with NERC/NPCC". For example in treasury I have to be in compliance with a) Ontario Pension Benefit Act rules, b) FSCO rules, c) federal investment rules, d) CRA GST rules, e) CRA income tax rules etc... Unless there is a specific gapping hole with NERC, suggest that this initiative on compliance should have more broader wording such as: "IESO business units to be in compliance with relevant regulatory requirements such as NERC, CRA, FSCO etc."
- Consider that the IESO needs to continue to make IESO business units work-out of their siloed based thinking and evolve to IESOne....for example, the Contracts mgmt group does both collateral and cash management functions which could be streamlined and centralized into finance (likely more streamlined and efficient)....but this is a question on whether centralization or decentralization is a priority or not to the ELT.

Regards.

Strat Plan - Final for DR discussio...

From: Lia Kosic
Sent: May 30, 2018 9:38 AM
To: Ahmed Maria; Alexandra Campbell; Anthony Martinello; Barbara Ellard; Bill Pettitt; Bob Chow; Chuck Farmer; Darren Finkbeiner; Darryl Yahoda; Dave Robitaille; David Short; Glenn McDonald; Jeannette Briggs; Jessica Savage; Julia

McNally; Katherine Sparkes; Michael Boll; Nicholas Ingman; Nik Schruder; Shawn Cronkwright; Sorana Ionescu; Susan Nicholson; Byron Barcelona; Carol Pask; Mae Stanley; Karen Sontrop; Robin Riddell; Liz Stokes; John Hodgkinson; Tam Wagner; Evelyn Lundhild
Cc: Dianne Hayes; Reena Goyal; Peter Gregg; Terry Young; Leonard Kula; Alex Foord; Marcia Mendes-d'Abreu; Michael Lyle; Anthy Lovachis; Alexander DeAngelis
Subject: Directors/ELT discussion re strategic priorities - NEXT STEPS
Importance: High

Good morning all,

Thank you for your time and valued input in yesterday's conversation about IESO's strategy, its outcomes and the initiatives to deliver the same.

To facilitate an efficient next steps process, I am attaching a document with the outcomes and initiatives that you may edit directly, to provide your feedback to me, as requested by Peter.

As a reminder, the questions to consider when reviewing the document are the following:

Are the initiatives accurate? Do they help us achieve our strategic outcomes?
How would we prioritize these initiatives over the five-year period?
Do any initiatives need to be refined, or expanded? Why?
Do any initiatives need to be eliminated, or new ones added? Why?

Some further points, noted from the meeting discussion:

- The strategic initiatives articulated in the document are those that are required to deliver the strategic outcomes over a 5 year period. Some initiatives may take more (or less) time than the span of the strategy, this will be addressed at a later point when we prioritize and create annual views of the initiatives.
- Operational or core initiatives that are not included here will be considered in the business planning process as we take a holistic view of resource and funding requirements.
- The specificity level is not even across the initiatives, some are more prescriptive than others, with potential gaps. Please consider opportunities to level set the language of the initiatives in your edits.
- Utilize a 'measurement lens' when considering specificity of initiatives – what does success look like and how could it be tracked, measured and reported on for the initiative?
- Parallel processes as we continue to drill down on the initiatives:

Next steps for Risk:
1. Risk Identification based on the strategic priorities (beginning June)
2. Risk Assessment (mid-June)
3. Risk Calibration Meeting (end of June)
4. ELT Risk Assessment (Beginning July)
5. ELT Risk Calibration to ID key risks (mid July)

Next Steps CPMs
1. Stakeholdering process for CPM development will begin in June and include SMEs, Directors Forum, ELT, Board and the SAC. Scheduling meetings to meet with Directors over the next few weeks.

Thank you all in advance for your thoughtful engagement in this exercise which begins our business planning process for 2019-2021.

I look forward to receiving all your input, edits and comments by **Friday, June 8th** , or earlier if at all possible, so that we may incorporate as much of the content as possible into the Board material for June.

Thanks,

Lia

<< File: Strat Plan - Final for DR discussion - May 29, 2018.docx >> **Lia Kosic** | Director, Financial Planning & Analysis

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