Stakeholder & Public Affairs (S&PA): Communications and Outreach Strategy for New CEO, Peter Gregg

Draft: June 16, 2017

On June 20, 2017, Peter Gregg begins his tenure as President and Chief Executive Officer of the Independent Electricity System Operator (IESO). The first few months of this transition will be an opportunity to learn, seek perspectives and build relationships with key stakeholders, communities, and employees. It also provides an opportunity to reinforce the IESO's organizational objectives, leverage the IESO's external communications strategy, and signal any new priorities the CEO may have for the direction of the organization. Below is a proactive communications and outreach strategy to support the announcement of Mr. Gregg's start-date, and the priority communications outreach that will take place in the first three months of his transition.

Key dates for Peter Gregg's transition:

- Initial Communications (email, NR, bulletin, social media) – **April 20**
- Attending IESO Board meeting - **June 13**
- First IESO all-staff (internal) address - **June 26**
- First confirmed industry (external) speech at OEN Energy Conference - **September 25**

Employee Engagement

Employees will be the first and most important audience to engage. The transition from one CEO to another is a critical moment in an organization's history, and to ensure there is no confusion or unease among employees, they will be engaged early and on an ongoing basis in the first few weeks. The objective will be to inform employees about Mr. Gregg's vision, leadership style and priorities, and to begin building a relationship with employees.

Initial engagement will happen through e-mail, the Hub, and an in-person introductory meeting. Subsequent engagement will be more personal and interactive, including introducing the new CEO to staff at each office location, at business unit meetings, and to smaller groups of employees through "coffee sessions".

External Engagement

As the new face of the organization and senior most management official, stakeholders will be keen to understand Mr. Gregg's vision and how his appointment may shift IESO priorities and have an impact on them. The IESO can leverage this opportunity to reinforce its priorities and engage with key stakeholders and sector partners. As a public agency, and in the spirit of

transparency, as a starting point the IESO will communicate Mr. Gregg's appointment to the broader public.

Mr. Gregg's CEO appointment will be announced through several channels:

- Province-wide news release *(complete)*
- IESO Weekly Bulletin *(complete)*
- IESO social media *(ongoing)*
- Direct communications with key stakeholders *(ongoing)*

Post-start date, meetings will be arranged with key stakeholders to establish a relationship and inform the new CEO's priorities. Stakeholder & Public Affairs (S&PA) will also conduct targeted media outreach, namely to industry magazines and other channels to communicate the appointment.

[redacted]

[redacted]

Stakeholder and Community Outreach:

The transition period provides an ideal time for the CEO to engage leadership and key communities to understand their views and inform his own.

1. Individual Stakeholder Meetings

   a) *Ontario Power Generation (OPG)*

   As an industry sector partner in delivering reliable generation, OPG is a priority audience for outreach. Jeffery Lyash has been President and CEO of OPG since July 2015. Areas of discussion could include the financing mechanics of implementing the Fair Hydro Plan, IESO's community engagement (regional planning) process, of which OPG is a key sector audience, market renewal and continued market development efforts, IESO's roll in LTEP implementation, the GreenOn initiative, and others.

[redacted]

e) *APPrO, Dave Butters*
SAC member, personally involved in engagement initiatives on behalf of generators, concerned about governance with rules, and in the sector, generally.

f) *Alectra, Brian Bentz*
As SAC Chair, target meeting in advance of August 23 public meeting

g) *TransCanada, Bill Taylor*
Sits on market renewal CEO roundtable, has staff on the Technical Panel, and TransCanada is heavily invested in Ontario

h) *Rodan, Paul Grod*
Rodan has participated in the OPA-led contractual opportunities through DR1, DR2 and DR3 before DR transitioned to an IESO Market product in the form of CBDR and eventually the DR Auction.

i) *AMO Lynn Dollin, President & NOMA, Dave Canfield, President*
IESO is building its community engagement profile and the timing of the new CEO is an opportunity to meet with key municipal associations to convey this message and see how we can work together. There are other municipal associations aside from AMO and NOMA – perhaps it is one meeting with all of the association presidents together.

j) *Facility Tours in the GTA*
There are opportunities within the GTA to do facility tours of generators and consumers to build understanding of plant operations and show a commitment to the specific business of our customers. Examples include gas generators (e.g. Halton Hills, Goreway), Darlington nuclear or large consumers (e.g. Gerdau Long Steel, Atlantic Packaging, General Motors). Outreach visits can also be arranged in coordination with speaking engagements.

2. Upcoming Stakeholder Events
   - AMO Conference *(August 13-16)* – Several Ministers, MPPs, Mayors in attendance, which could provide opportunity to set up individual meetings
   - Technical Panel *(June 27)* - G&S Bylaw says that IESO CEO or delegate is Chair of the Panel

IESO-N-0026981