
October 2

External Relations Engagement Framework

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Agenda

- The Importance of Engagement
- Who We Engage With
- Continuous Improvement and Evolution
- Informing Our Approach and What We Heard
- Elements of the New Framework
- Next Steps

The Importance of Engagement



- The IESO plays a key role in driving and guiding Ontario's energy transformation
- We engage with a diverse group of stakeholders and communities to align efforts and ensure there is mutual accountability for the future of Ontario's electricity system
- We have the opportunity to bring together the many voices and perspectives from across the province to chart a collective path forward

Engagement is Foundational to our Corporate Strategy



Drive & Guide the Sector's Future

- 1.1** Strengthen Stakeholder and Indigenous Communities Engagement & Relationships via Purposeful, Transparent Outreach
- 1.2** Identify, Anticipate and Respond to Changes in Customer Choice and Policy
- 1.3** Advise on and Actively Participate in Dialogue on the Configuration of the Future-State Sustainable Energy System



Ensure System Reliability while Supporting Cost-Effectiveness

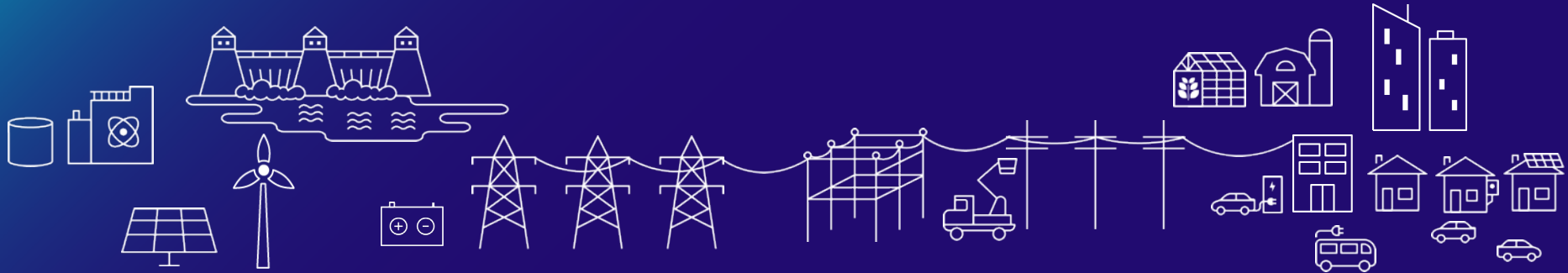
- 2.1** Renew the Real-Time Markets to Advance Energy Transformation
- 2.2** Adapt the IESO's Short- and Long-term Planning to Meet Evolving System Needs
- 2.3** Cost-Effectively Acquire Services to Maintain Reliability in the Evolving Sector
- 2.4** Champion Cyber Security, Situational Awareness and Best Practices within the Sector



Drive Business Transformation

- 3.1** Define and Enhance our Desired Culture and Employee Experience
- 3.2** Identify and Build Next-Generation Skills and Competencies
- 3.3** Evolve the IESO's Business Processes, Technologies and Tools

Who We Engage With



Generators

Transmitters and
Distributors

Customers

Indigenous
Communities

Municipalities

Continuous Improvement/Evolution

- The IESO has a strong track record for being an engaging organization
- With the changing ecosystem and broadening of voices and expectations, the Framework not only builds and strengthens relationships, but helps create alignment through true partnerships to power Ontario's growth

2023 Engagement Corporate Performance Measure (CPM)

The vast majority of respondents (76%) indicated that their experience with IESO engagements met or exceeded their expectations.

**Many voices. Many perspectives.
Engaging with purpose towards a collective electricity future.**

Informing Our Approach

One-on-one interviews

Focus groups with
engagement participants

Discovery sessions with
employees

Validation of concepts and
approach

Reviewed best practices, including the International
Association for Public Participation

What We Heard

- A strong desire to continue to create and build relationships
- For new audiences, focus on introducing the organization and its role
- Communicate early, frequently and clearly
- Visit communities
- Don't just show the destination, map the route
- Objective and scope setting is the key to successful engagement
- One size does not fit all when it comes to engagement
- The IESO can't make everyone happy, and that is okay

Elements of the New Framework

- Introduction of an engagement commitment
- Refreshed engagement principles
- Clearly defined engagement approaches
- Engagement days will remain

Aligned with our Corporate Values

Expertise with Humility
Commitment and Accountability
Genuine Caring
Purposeful Engagement
Openness to Change
Collaboration and Teamwork

IESO's Engagement Commitment

Our Engagement Commitment

Engagement is foundational to our corporate strategy to drive and guide the sector's future. We put our commitment into action by strengthening engagements and relationships with stakeholders and communities via purposeful, transparent outreach.

We share a common energy future.

The IESO is committed to building enduring relationships and inclusive partnerships to chart the course ahead.

We will engage with purpose across the province and reflect on perspectives from all interests, creating powerful collaborations and meaningful outcomes.

IESO's Engagement Principles

Our Principles

Operating Ontario's electricity system – from transmission planning to demand forecasting to day-to-day operations – affects the economic and social well-being of every person in the province. It requires purposeful and meaningful engagement.

This Framework is built on a series of key principles that align with the interests of the electricity sector, Indigenous communities and the broader economy. These principles ensure that diverse and unique perspectives are considered in decision-making processes. The IESO is committed to open conversations with external audiences to foster trust and help understand their views as we continue on this energy transition journey. We recognize that there are many different perspectives, and that not all will be satisfied with certain outcomes. It is crucial that the IESO builds mutual trust.

The IESO's engagement principles are applied to every engagement, ensuring that we honour our commitment to partners:

Purposeful

Initiate meaningful conversations that move the sector forward

Inclusive

Invite many voices and diverse perspectives to the table

Timely

Seek input and insight when it can have the most impact

Accessible

Ensure we meet people where they are on their energy journey

Traceable

Allow everyone to follow the path that is being taken

Transparent

Show how engagement helped shape the final outcome

IESO's Engagement Approaches

Our Approach

Our goal is to build long-lasting relationships that take into account the different roles of participants at different times, remembering that not every engagement fits all stakeholder and community needs. We start with a pre-engagement phase to optimize the structure of our formal engagements to ensure they are effective and efficient. We also endeavour to clearly communicate outcomes to audiences in a way they expect and understand.

Engagement Types

The IESO uses a variety of approaches to strengthen relationships and build partnerships. We strive to provide clarity and transparency about how we engage with the understanding that stakeholders and communities come to us with vastly differing interests and perspectives. We also use different approaches to engagement to ensure it is meaningful. In broad terms, our engagements are designed to achieve one or more of the following for stakeholders and communities: inform, involve and collaborate.



Inform: to educate, empower, build capacity, understanding and awareness. This includes helping audiences to understand and participate in Ontario's electricity system.



Involve: to promote learning, elicit insights, and drive towards informed outcomes. These actions will vary from highly technical to community-level engagements to understand potential impacts and opportunities.



Collaborate: to solve shared problems and build partnerships. These diverse engagements may come together to solve an urgent need or to inform building the electricity system of the future.

Indigenous Engagement Framework

- A dedicated Indigenous Engagement Framework is currently underway recognizing the unique needs, rights and perspectives of Indigenous Peoples
- Outreach on the development of this Framework began at the 2023 First Nations Energy Symposium and has continued since that time to refine the Framework and reflect feedback heard
- The Indigenous Engagement Framework will be shared with communities at this year's First Nations Energy Symposium in November

Launch and Implementation

October



External Relations Engagement Framework sneak peek at Strategic Advisory Committee meeting

November



External Relations Engagement Framework release;
Share Indigenous Engagement Framework at the First Nations Energy Symposium

2024 and Beyond



Implement, gather feedback and continuously improve on engagement practices

2024 Stakeholder and Community Engagement Survey: <https://survey.forumresearch.com/SE/1/IS27/>



Thank you