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REFURBISHMENT PROGRAM COMMUNICATIONS MANAGEMENT PLAN

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**Refurbishment Program
Communications Management Plan**

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Revision Summary

Revision Number	Date	Comments
R001	2013-02-12	Revision 001 to incorporate Business Transformation Updates.
R000	2011-09-27	Initial issue.

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1.0 INTRODUCTION

The purpose of the Refurbishment Program Communications Management Plan is to determine the information and communication needs of the project stakeholders (internal to OPG and external), Program Team and determine how information will be distributed. The Communications Management Plan defines the following:

- Communication requirements based on roles,
- What information will be communicated,
- How the information will be communicated,
- When will information be distributed,
- Who sends the communication, and
- Who receives the communication.

Communications Planning is the process of determining the information and communication needs of the program stakeholders, who will need what information, when they need it, how they need it, how it will be given to them and by whom.

Note: Program Reporting, a specific communications vehicle, is covered under NK38-PLAN-09701-10067 Sheet 5, and is not included here.

2.0 PROGRAM DESCRIPTION

Refer to D-PCH-09701-10000, R001, Darlington Refurbishment and Program Structure and Summary Management Plan, NK38-PLAN-09701-10067 Sheet 1.

3.0 PROGRAM COMMUNICATIONS MANAGEMENT APPROACH

3.1 Roles and Responsibilities

Strategic Oversight & Partnership Management organization (under the Refurbishment Program) is responsible for managing the consistent messaging of Program/Project related issues such that an environment conducive to the success of the Projects is established and maintained. This includes managing expectations and requirements of key oversight bodies, ensuring that accurate project results and updates are provided, and that project/program strategies, objectives and associated messaging are developed, coordinated and consistently applied/executed.

Corporate Relations and Communications is a centre-led function service provider and responsible for establishing corporate policies, and standards to be used in communications management. Additionally, the function is accountable for performing activities relevant to their function in consultation and agreement with the Project.

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The Refurbishment Program through the Strategic Oversight & Partnerships Management organization is responsible for identifying its communications needs and programs, consistent with corporate policies and standards.

For the Refurbishment Program, Corporate Relations and Communications staff are embedded in the Strategic Oversight & Partnerships Management organization, to develop and implement communications programs and plans for the Refurbishment Program. Refer to Appendix A - Strategic Oversight & Partnerships Management.

3.2 Communications Management Processes

Once the strategy and need is defined by the Refurbishment Program, communication plans will be developed for the Program using the following process:

- Identify key program stakeholders,
- Assess the communications requirements of each stakeholder,
- Review communications experience from previous similar projects,
- Prepare communications plan(s) based on these requirements, and
- Where possible,
 - Align differing needs to enhance the communications program efficiency,
 - Design, prepare and issue communications for specific stakeholders or groups of stakeholders, as required, and
 - Manage the communications program and update the plan as needed and document lessons learned.

3.3 Communications Strategy

The purpose for the communications strategy is to ensure support for the Program; protect OPG's reputation during the Program; and ensure that OPG, as a publicly-owned organization, is seen as open and transparent in its communications.

4.0 EXTERNAL COMMUNICATIONS

4.1 External Communications Overview – Non-Regulatory

The strategy for Refurbishment Program communications builds on the foundation already existing through extensive work and relationships in the host communities, communities of interest, industry and with other relevant stakeholders, including government and media, over the past several years. The strong relationships and processes in place allow the Darlington Nuclear Refurbishment Program, to proactively

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lay the ground for Program success and to mitigate challenges and issues should they arise. See Section 5.6.1 for Key External Stakeholders.

4.2 Key Principles of the Strategy

The key principles of the Refurbishment Program strategy are:

- Gain support for the Program through proactive engagement of relevant stakeholders at the right time,
- Demonstrate through communications activities OPG's commitment to accountability and that the Program is well-managed by OPG,
- Provide a communications platform that is seen as open, transparent and following public process,
- Identify and mitigate any risks to Program support or OPG's reputation, and
- Protect and maintain OPG reputation.

4.3 Key Tactics

Timing: Timely, accurate notification of Program approvals, commencement of refurbishment activities, key milestones; EA milestones and Program completion.

Relationships: Notification to appropriate stakeholders internal and external to OPG including government, media, interest groups, general public and host community opinion leaders.

Communication Vehicles: Effective use of various proven media (print, web-based, broadcast and other media to deliver messages) as well as community committees, neighbourhood walks and other forums for face-to-face communication.

5.0 COMMUNICATIONS WITH THE CANADIAN NUCLEAR SAFETY COMMISSION AND OTHER REGULATORY AGENCIES

All official communication with the CNSC and other Regulatory Agencies will be through the OPG Nuclear Regulatory Affairs Division.

N-PROC-RA-0047 Rev 012, Communications with the CNSC, and N-PROC-RA-006 (R006) Regulatory Action Management, are used to manage all regulatory communications.

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6.0 INTERNAL COMMUNICATIONS

6.1 Internal Communications Overview

The strategy recognizes that OPG employees are in themselves key message receptors and carriers who can act as ambassadors for the Program. Therefore, they must receive messages and information that mirror the messaging prepared for public audiences.

Every external communication plan factors in the messaging, and the timing of messaging, to employees prior to delivery outside the company.

6.2 Key Principles of the Strategy

Employees, wherever possible, should learn of the messages before they are shared outside the organization.

The messages to employees should mirror the messages that will be shared externally.

The messages to employees should be presented in a format that is easy to digest and share outside the company.

6.3 Key Tactics

Varieties of internal, well-established tactics exist within the OPG internal communications infrastructure and form a foundation on which to build Darlington Nuclear Refurbishment Program communications.

As well, other tactics, where appropriate, will be explored, to support refurbishment specific communications. Examples of tactics include:

- Face-to-face forums,
- Email interface,
- Internal publications with Program articles, and/or
- Intranet site dedicated to the Program.

The Program will also utilize the following communication forums to provide information on the status of the Darlington Refurbishment Program:

- (a) Intranet - to communicate reports, events, schedules, etc.
- (b) Internet - a page on the OPG website to communicate to all the stakeholders the status of the DN Refurbishment Program.
- (c) Newsletters.

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6.4 Program Team Communications

Communications to the Program Team, a specific internal communication deliverable, is discussed here.

Open communication is essential for timely decision-making and efficient execution of the Refurbishment Program. To facilitate accurate and timely information transfer, efforts of the Program Team will be coordinated and integrated to facilitate effective communication, thereby adopting a 'no surprises' approach to Project execution.

Key elements of this strategy include:

- Planning meetings, convened by the Director, Planning & Controls, involving key Program and Project team members to define the scope of work and establish baseline budgets and schedules for future work.
- Monthly progress meetings, convened by the Director, Planning & Controls, involving key Program and Project team members to review cost and schedule performance versus the baseline plan.
- Lessons Learned meetings, convened by Director, Planning & Controls, at appropriate points to review lessons learned, and implement identified improvements.
- Project Execution Update meetings, convened by the VP Refurbishment Execution, involving status of various projects.
- Other team meetings as required.

Program and Project team members from different disciplines and different organizational units will adopt the most effective interface method (e.g. email, telephone conferences, memoranda, small group discussions) to ensure that the latest information (e.g. design constraints, environmental constraints, scheduling constraints) is available to other Project team members whose work will be affected.

Meeting Notes are required for all meetings to document the purpose, date, location, attendance, file number, summary of the discussion, results, and follow-up actions required. Meeting Notes should be prepared and issued by the meeting organizer within one week after the meeting (within two days, if possible). A copy of the Meeting Notes is to be filed in the Project Records Centre by the meeting organizer.

Action items identified at meetings will be issued using the Refurbishment database Action Log to all Program Team members to enhance the level of communications and understanding of the Project development.

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7.0 PROGRAM COMMUNICATIONS MANAGEMENT PLAN APPROVAL

7.1 Approvals

Strategic Oversight and Partnership Management will oversee Refurbishment Program communications with reviews and approvals by the SVP Nuclear Refurbishment, Director, Strategic Oversight and Partnership Management and the EVP Nuclear Projects.

Strategic Oversight & Partnerships management will ensure appropriate consultation and approval from VP Corporate Relations is sought for Program alignment with OPG reputation and overall Corporate communication strategy.

7.2 Documentation and Filing

Refurbishment Program shall follow N-PROG-AS-0006 (Rev: 010) Records and Document Control.

An annual Refurbishment Communications Work Program report will be developed.

A Refurbishment-specific Instruction may be developed to provide program-specific requirements in support of the Nuclear Refurbishment process, if that becomes necessary.

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Appendix A: Strategic Oversight and Partnerships Management

