

Ministry of Energy
2018-2019 Performance Management Priorities

OPS Organizational Priorities

- ☑ I will conduct myself with integrity in accordance with my oath of office, the OPS ethical framework, the accountability directive, conflict of interest rules, and the law. I will contribute to and drive public service renewal by empowering employees, serving Ontarians, and enabling change.

Empowered Employees:

- Identify and eliminate racism and systemic bias. Cultivate a **diverse, inclusive and accessible** OPS that reflects the public we serve and optimizes the full potential of all employees
- Foster an OPS culture where **everyone feels valued, safe and empowered** to do their best work for the people we serve
- Enable myself and those I work with to be successful by embracing new ways of working and **flexible work arrangements**, providing/seeking meaningful feedback, and investing in learning
- Contribute to building a **respectful workplace** by taking immediate action to address workplace discrimination and harassment, and other inappropriate behaviour

Serving Ontarians:

- Work together and embrace our diversity, to implement a **people-centred, integrated approach** to deliver excellence, value for money, and meet the needs and expectations of the people we serve
- Cultivate an organization that considers accessibility and the **inclusion of all dimensions of diversity**, including gender identities, in government policies, programs and decision-making
- Conduct ourselves, as public servants, in a manner that promotes the public interest. Embody ethics and OPS values, holding each other **accountable** for demonstrating integrity and courage in how we work and provide advice and support to the government.
- Support Ontario's commitment to **reconciliation** with Indigenous peoples by developing culturally respectful policies and programs, acting as cultural allies, and promoting and/or completing the OPS Indigenous cultural competency training

Enabling Change:

- Embrace **smart risk-taking** by experimenting with, and testing new, open, and people-centred approaches to improve outcomes and the experience of the people we serve

- Build collaborative relationships/partnerships, expand networks to leverage experience and expertise and **share information** to support effective decision making
- Measure performance, report results and evaluate progress to ensure programs and services are **effective, efficient, sustainable, and outcome-focused**

Ministry Priorities

1. Develop and implement initiatives outlined in the 2017 LTEP, which will balance the following goals and objectives:
 - (a) the cost-effectiveness and reliability of energy supply and capacity, transmission and distribution, including resiliency to the effects of climate change;
 - (b) the prioritization of measures related to the conservation of energy or the management of energy demand;
 - (c) addressing the barriers to the use of cost-effective, cleaner energy sources and innovative and emerging technologies;
 - (d) air emissions reduction from the energy sector, taking into account any projections developed with the assistance of the IESO respecting the emission of greenhouse gases;
 - (e) consultation and engagement with Indigenous peoples and their participation in the energy sector, and the engagement of interested persons, groups and communities in the energy sector; and
 - (f) any other related matter the Minister determines should be addressed.
2. Deliver and implement Ontario's Fair Hydro Plan including the Global Adjustment refinancing, Rural or Remote Rate Protection, Ontario Electricity Support Program, Industrial Conservation Initiative and First Nations Rate.
3. Provide direction and oversight to ENERGY agencies and work with the province's gas and electric local distribution companies to ensure they operate efficiently and provide services and savings that will benefit Ontario's ratepayers.
4. Support the Climate Change Action Plan (CCAP) through the implementation of key components of the plan relating to the Energy portfolio.
5. Provide quality advice to facilitate the delivery of initiatives that support a modern OPS.
6. Provide a positive, inclusive, and accessible work environment to attract and retain diverse talent, build workforce capacity, and engage employees to optimize their full potential.
7. Support the Minister with key shareholder roles including both governance matters and investment decisions.

Divisional Priorities

Communications Branch

1. Provide strategic advice and support to the Minister's Office, Deputy Minister's Office and divisions within the ministry.
2. Ensure that services and products provided promote, educate about and build support for ministry policies and programs and provide appropriate public and stakeholder engagement opportunities.
3. Lead ministry efforts to align communications and marketing efforts with agencies and other sector partners to achieve common objectives.
4. Collect, analyze and report on demographic and opinion data to help improve the ministry's understanding of public beliefs and values, and apply these learnings to better program design and communications strategies.
5. Lead ministry efforts to operate fully within the principles of Open Government.

Corporate Services Division

1. Strong service delivery to support our clients.
2. Provide strong risk management advice and oversight and ensure best use of resources.
3. Deliver first class training to ensure employees have the skills and knowledge to be successful in their roles.
4. Promote a positive, inclusive and engaged work environment for our staff.
5. Ensure strong project delivery of corporate projects and initiatives.

Conservation and Renewable Energy

1. Develop policy analysis and options and ensure effective implementation of Conservation First initiatives, including initiatives identified in the 2017 Long-Term Energy Plan.
2. Work closely with the IESO and OEB to ensure that the Conservation First and Demand Side Management Frameworks are implemented in accordance with government direction, including monitoring the mid-term reviews of the Frameworks.
3. Continue to seek new, innovative and cost-effective ways to find conservation and energy efficiency opportunities that benefit the system and rate-payer.

4. Work closely with the IESO, OEB and key stakeholders to build on Ontario's commitment to a clean energy supply and support for innovation through the implementation of goals set out in the 2017 Long-Term Energy Plan, including enhancements to Ontario's net metering framework, and the development of a program to support distributed renewable generation demonstration projects.
5. Support implementation of Ontario's Fair Hydro Plan including successful implementation of the new Affordability Fund.
6. Pending report backs to Cabinet, implement Climate Change Action Plan initiatives allocated to ENERGY, such as Home Energy Rating and Disclosure, Green Button, energy efficiency standards for water and wastewater treatment equipment. Work closely with MOECC, IESO and key stakeholders to support the successful implementation of programs through the Ontario Climate Change Solutions Deployment Corporation (i.e. GreenON).

Energy Supply Policy

1. Coordinate policy initiatives and provide strategic advice on electricity and fuel supply issues, including support for the development and ongoing implementation of Ontario's 2017 Long-Term Energy Plan.
2. Advance policy initiatives to maintain a reliable and cost effective energy system in Ontario, including implementing initiatives that provide savings and efficiencies to keep energy costs affordable for residential and business customers.
3. Monitor energy pricing in Ontario and other jurisdictions, and provide policy advice on initiatives to support industrial competitiveness which take into account consumer interests.
4. Implement rate mitigation initiatives including refinancing the Global Adjustment and expansion of the Industrial Conservation Initiative, working with energy agencies and other ministries as required.
5. Participate in intergovernmental forums, such as Energy and Mines Ministers' Conference, and lead intergovernmental energy policy initiatives, such as interprovincial electricity trade agreements, regulatory hearings affecting Ontario (e.g., major pipeline proposals, etc.) and Canadian Energy Strategy implementation, etc.
6. Provide effective oversight of the crucial refurbishment of 10 nuclear units at the Darlington and Bruce generating stations over the next 16 years to ensure safety, reliable supply and value for ratepayers.

7. Explore the feasibility of advanced nuclear technologies and work with government and industry partners to develop strategies to promote Ontario's nuclear energy expertise abroad.
8. Conduct quantitative analysis and detailed electricity system modeling to inform the policy development of initiatives to support key government objectives with respect to the electricity system (e.g., reliability, cost, emissions, etc.).
9. Provide policy advice from an energy perspective to support the ongoing development and implementation of Ontario's Climate Change Action Plan and cap and trade initiatives.

Strategic Network and Agency Policy

1. Provide oversight and advice on energy agency governance, sector structure, energy utility regulation, and energy consumer protection.
2. Deliver and implement Ontario's Fair Hydro Plan, including broadening the Rural or Remote Protection Program, creating a First Nation Delivery Credit and expanding the Ontario Electricity Support Program.
3. Coordinate cross-divisional and inter-ministry undertakings and provide analytics, data visualizations, financial due diligence and modelling, mapping and research support to divisions across the Ministry on a broad range of topics related to the energy sector.
4. Develop the policy and regulatory framework to support the efficient transmission and distribution of energy while maintaining ratepayer value.
5. Promote energy innovation and the on-going modernization of Ontario's electricity grid, where it makes economic sense and provides benefits to customers.
6. Develop policy options regarding the safe and reliable planning and operation of electricity transmission and distribution systems, including the electrification of Ontario's remote First Nation communities, and, where appropriate, microgrid systems.
7. Work to build effective and meaningful relationships with Indigenous communities and to ensure the Crown meets its legal duty to consult Indigenous peoples and support the continued involvement of Indigenous communities in the energy sector.
8. Work with partner ministries, the Federal Government and the private sector to develop and support initiatives that grow Ontario's energy companies and help them reach new markets for their products and services, including the Smart Grid Fund and the International Energy Demonstration Fund.

9. Provide policy and administrative support to the members of the Ontario Energy Board Modernization Review Panel in order to facilitate their deliberations and engagement with Ontario's energy sector in the development of their recommendations to government.
10. Work to strengthen the ability of the energy industry to prepare for the effects of climate change and integrate its impacts into their operational and infrastructure planning.