

## SNAP

### Successes

- Delivery by DAP of aggressive legislative agenda, reflecting depth of legislative/regulatory expertise
- Integration of staff with Indigenous energy policy experience with transmission projects (remotes, E-W tie, microgrids) has created multi-disciplinary project teams
- Centralized support and coordination functions highly effective (CO/Officers of the Legislature)
- LTEP provides scope for Ministry to design some programs and to support/monitor IESO and OEB in their implementation plans
  - Many potential policy gaps were addressed or will be addressed through LTEP implementation (e.g. reliability, competitive transmission procurement, climate change adaptation)

### Challenges

- Broad legislative agenda has pulled staff away from core regulatory expertise. Focus on understanding/monitoring OEB policies and impacts on the sector and ensuring the Ministry can continue to have a voice on regulatory policy matters has competed with other priorities
- Staff who develop programs also required to implement them – dilution of expertise?
  - Major financial programs administered on sides of DAP's desks (OESP, DRP, RRRP, FNDC)
- Providing appropriate support for OEB Modernization Panel
- Modernizing LDC sector is not an inevitable outcome of a modern regulator – promoting regulatory innovation for LDCs will require dedicated resources
- Multiple intersections with LDCs and need for cohesive and coherent approach to wide range of engagements (bill presentment, regulatory barriers to innovation, distributed energy resources, cybersecurity, climate change adaptation)
  - Distribution policy elements spread across several departments (e.g. smart grid, regulatory issues, distributed generation, connection/capacity/reliability issues, etc.)
- Analytics and Finance Branch under-utilized, not aligned with SNAP core deliverables
- Lack of alignment and duplication between OPG governance and oversight of OPG operations, including Fair Hydro Plan / equity injections and refurbishment
- Possible vulnerability of IEP based on subject expertise
  - IEP has moved around the Ministry
- Implications of LTEP implementation plans (e.g. what role Ministry plays in the continued realization of LTEP goal and objectives versus what the agency does)

## Opportunities – Short Term

- Support dedicated regulatory expertise by removing program administration responsibilities
  - Finance and Analytics skills could be re-purposed for social program and possibly other financial administration
- Small number of dedicated resources for OEB Modernization (project lead, policy analyst and administrative support) could leverage broader ministry supports for panel, including corporate services and broader ministry expertise
- Dedicate resources with depth in the regulatory context and culture for LDCs
  - The focus could be ‘in front of the meter’ issues/technologies. Could be used to think about the next generation of the smart grid, regulatory environment for technology and systems impacts of EVs, storage, hydrogen.
- Specialized transfer payment / procurement group could develop deep expertise in program development – SGF, IEDF, EVs, microgrids, GIF
  - Program and contract administration not necessarily requiring the same skills as program design
  - Could emphasize economic development potential of energy sector
- Build out network beyond Ontario – look across sector participants (LDCs, regulators, transmitters, innovators) in other jurisdictions

## Opportunities – Longer Term

- Implementation of OEB Panel recommendations
- New policy paradigm emerging from OEB and IESO work under the implementation plans