



December 13, 2017

ROSEMARIE T. LECLAIR
CHAIR & CEO | PRÉSIDENTE et DIRECTRICE GÉNÉRALE

BY EMAIL

Mr. Steve Baker
President
Union Gas Ltd.
sbaker@spectraenergy.com

Dear Steve:

I am pleased to provide you with the Ontario Energy Board's Strategic Blueprint: Keeping Pace with an Evolving Energy Sector.

As the energy sector undergoes a period of accelerated change, the Blueprint will serve as a roadmap that will guide the OEB's work over the next five years. It will sharpen our focus on efficiency, cost-effectiveness, innovation, value for consumers, as well as our own effectiveness as a regulator. The Blueprint's fresh direction combines the OEB's current approach to consumer-centric regulation with a stronger emphasis on the new and different challenges expected ahead.

The Blueprint focuses on four interconnected strategic challenges:

1. Transformation & Consumer Voice – How can the OEB help ensure that the evolution of the sector brings a stronger focus on demonstrable value for consumers?
2. Innovation & Consumer Choice – How can the OEB incent and enable innovation that enhances consumer choice and control?
3. Consumer Confidence – How can the OEB strengthen and sustain the confidence of consumers during a period of accelerating change?
4. Regulation "Fit for Purpose" – How should the OEB equip itself to meet the challenges of sector transformation?

To support our endeavours in meeting these challenges, we will soon be bringing together a group of stakeholders that will work with the OEB to help us better understand and identify action items and priorities we can consider to better enable and leverage innovation by regulated utilities. We have asked Paul Murphy, currently Chair of MaRS Advanced Energy Centre's Advisory Board to work with us to help establish and lead the group.



P.O. Box 2319, 2300 Yonge Street, 27th floor, Toronto, Ontario, Canada M4P 1E4
C.P. 2319, 2300 rue Yonge, 27e étage, Toronto (Ontario) Canada M4P 1E4

☎ 416.440.7601 📠 1.877.632.2727 📠 416.440.7700
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Lastly, I would like to take this opportunity to thank you for your advice during its development. Your feedback on the approach we proposed taking, whether we are headed in the right direction, and on how to address changing priorities influenced our strategic direction. I value your insights and experience — and at a busy time given all of the competing priorities that you have to juggle to participate on the CAR. I believe together we will make steady progress meeting the challenges of sector transformation in Ontario and come to a better understanding of the complex issues related to effective regulation for the sector.

I look forward to continuing our dialogue at future CAR meetings.

Yours truly,



Rosemarie T. Leclair
Chair & CEO
Ontario Energy Board

Att.

