



December 13, 2017

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

BY EMAIL

Mr. Colin Anderson
President
Association of Major Power Consumers (AMPCO)
canderson@ampco.org

Dear Colin:

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 Value – ensuring a stronger focus on demonstrable value for consumers
2. Innovation & Consumer Choice – incenting & enabling innovation that enhances consumer choice & control
3. Consumer Confidence – strengthening and sustaining confidence during a time of accelerated change
4. Regulation “Fit for Purpose” – equipping the OEB 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.



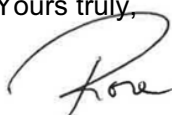
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Lastly, I would like to take this opportunity to thank you for your advice during its development. Your feedback on the approach we proposed taking, whether we are headed in the right direction, and on how to address changing priorities influenced 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.

