

[letterhead]

March 1, 2018

Dear Minister Thibeault:

Ontario Energy Board's 2018-2021 Business Plan and Budget

I am pleased to submit to you the Ontario Energy Board's Business Plan and Budget for 2018- 2021, in accordance with the *Agencies & Appointments Directive* and the *Guide to Developing Business Plans for Provincial Agencies*.

The Business Plan reflects the strategic direction established in the OEB's recent *Strategic Blueprint: Keeping Pace with an Evolving Energy Sector – 2017-2022* as well as the initiatives enumerated in the OEB's implementation plan regarding the Long Term Energy Plan. The OEB was pleased to receive your letter dated February 15, 2018 approving the implementation plan.

The focus of this Business Plan is in keeping with the OEB's vision to support and guide the continuing evolution of the Ontario energy sector by promoting outcomes and innovation that deliver value for all Ontario energy consumers. The programs and activities planned for the three-year period are organized by the Strategic Goals and Objectives that address the four interrelated Strategic Challenges set out in the OEB's Strategic Blueprint:

- **Transformation & Consumer Value** – Utilities are delivering value to consumers in a changing environment
- **Innovation & Consumer Choice** – Utilities and other market participants are embracing innovation in their operations and the products they offer consumers
- **Consumer Confidence** – Consumers have confidence in the oversight of the sector and in their ability to make choices about products and services
- **Regulation “Fit for Purpose”** – The OEB has the resources and processes appropriate for the changing environment

This approach accommodates both existing initiatives that are carried forward from the 2017-2020 Business Plan and new initiatives arising from the Strategic Blueprint and the LTEP Implementation Plan.

Last year, you asked to see more detailed actions, milestones, and measureable outcomes in future business plans. In keeping with the OEB's commitment to address your request and move toward a more quantitative approach to performance evaluation, the Plan identifies key outcomes associated with each initiative that

complement the activity-based approach that has featured in prior business plans. Over the coming year, the OEB will develop additional quantitative and outcomes-based measures that will enable the OEB and others, including the Ministry, to evaluate of the effectiveness of key OEB initiatives over the longer term.

I am confident that, with the support and assistance of Board Members, OEB staff and stakeholders, we can deliver our ambitious agenda.

I would be pleased to discuss the Business Plan and Budget with you and your staff at your convenience.

Sincerely,

Rosemarie T. Leclair

Cc: Serge Imbrogno, Deputy Minister, Ministry of Energy
Carolyn Calwell, Assistant Deputy Minister (Acting), Ministry of Energy
Mary Anne Aldred, Chief Operating Officer & General Counsel, OEB