

Adjudicative

- Completed Community Day pilots in four communities – Chatham (Entegrus), Milton (Milton Hydro), Acton (Halton Hills Hydro) and Pembroke (Ottawa River Power). These events are intended to enhance accessibility of the adjudicative process for, and understanding of rate applications by, residential and small business consumers. Also held several Presentation Days, which are an opportunity for utility executives to describe the unique aspects of their application directly to the OEB panel.
- Made a number of updates to the application filing process that will improve efficiency and provide clarity for applicants.
- Issued 257 decisions from April 1, 2015 to March 1, 2016.
- Won an unprecedented appeal to the Supreme Court of Canada. It upheld the OEB's original decision that disallowed OPG from recovering \$145 million in salary/compensation costs from ratepayers, and confirmed that the OEB's methodology for setting rates is reasonable. Also won Union Gas's appeal to the Ontario Court of Appeal on a significant gas rate-setting issue. The Court upheld the OEB's original decision ordering Union to credit \$22 million to ratepayers.

Policy

- Released the Regulated Price Plan (RPP) Roadmap, a five-point plan to make electricity pricing for residential and small business consumers more effective, give consumers greater control over their energy use, increase energy literacy and improve the efficiency of the system. Commenced development of pilots and updated the RPP Manual to support implementation of the Roadmap.
- Completed a consultation and review of TransCanada's Energy East pipeline project, which included 14 consultation sessions in communities and 15 meetings with First Nations and Métis, and technical review of key aspects of the project. The final report was provided to the Minister and a media technical conference was held for the report's public launch. The event generated 200 media and social media hits and 14.8 million impressions. Fifty per cent of mentions included at least one of our key messages.
- Approved the Demand-Side Management plans for OEB-regulated natural gas distributors.
- Completed a preliminary assessment of Cyber Security readiness amongst LDC's.
- Issued and implemented a new electricity distribution rate design policy for residential consumers that will change distribution charges from a blend of fixed and variable (per kilowatt-hour) rates to an entirely fixed monthly service charge for low-volume customers by 2019. This new rate design puts distributors in a position to embrace new technologies that help customers conserve electricity or which lead to more advanced, reliable and efficient electricity systems. The next stage of the OEB's electricity rate design reform was also initiated this year: a review of distribution rate design for business customers.
- Completed consultation on the reliability of the distribution system, and issued policy that will lead to distributors reporting power outages experienced by individual customers. It will also lead to reporting on how well distributors handled outages caused by major weather events. Ultimately, this improved monitoring will give customers a better sense of how well their distributor is performing.
- Completed a review of barriers to consolidation in the electricity sector; issued a Handbook to provide guidance to applicants and stakeholders on applications for approval of electricity distributor and transmitter mergers and acquisitions, as part of the OEB's work in reducing regulatory barriers to consolidation.
- Completed a review of existing electricity distributor corporate governance policies and practices.
- Issued Supplemental Report of the OEB on New Policy Options for the Funding of Capital Investments.

• Updated the Policy on Working Capital Allowance to be included in rate applications. • Issued Staff Report on a review of the Cost of Capital policy. • Issued two Market Surveillance Panel monitoring reports on the IESO wholesale markets and the Panel's first investigation report to date containing a positive finding of gaming. • Conducted an annual review of the natural gas market. • Reviewed and compared the gas supply policies of the two major gas distributors.
Licensing
• Renewed the Smart Metering Entity licence with order to require the entity to obtain non-personal information to allow the entity and third parties to enhance energy conservation program design, improve regional planning and support energy market innovation in Ontario. • Issued transmission licences for two prospective transmission developments in northwest Ontario.
Consumer Protection
• Implemented the Ontario Electricity Support Program (OESP), which has the potential to help half a million lower-income Ontarians with financial assistance on their electricity bills. Implementation work included the design of program specifications; the creation of an online portal and back-office processing capability; extensive stakeholder engagement and outreach to electricity distributors, social agencies, community organizations and government departments; and a broad-based consumer awareness campaign. More than 115,000 applications have been received, and more than 41,000 consumers have already received confirmation of acceptance for the rate assistance in the first four months of operations. Also designed and implemented the charge to fund the Ontario Electricity Support Program. • Implemented improvements to the emergency financial assistance program for lower-income Ontarians (LEAP), aligning the eligibility criteria to make it easier for people to access both OESP and LEAP funding if required. Program administration was also streamlined, providing efficiencies for social agencies and utilities. • Reported to the Minister on OEB's review of the <i>Energy Consumer Protection Act, 2010</i>, a consultation that included getting direct feedback from more than 2,000 consumers. A number of recommendations in OEB's report have been or are expected to be reflected in legislation and regulations. • Implemented new performance scorecard measures for billing accuracy and public safety, developed new measures on customer satisfaction, and audited select electricity distributors on key scorecard measures to provide greater transparency and visibility into distributor performance. • Conducted five audits of electricity distributors and audited the gas purchase accounts of all natural gas distributors regulated by the OEB. • Handled 11,220 consumer contacts made by phone, TTY, fax, mail, online and in person. These contacts included helping resolve 2,075 consumer complaints against regulated companies (primarily distributors & retailers) and providing information/guidance to 8,132 consumers.
Stakeholder and Consumer Engagement
• Attended 39 community outreach events, answering questions and providing information to more than 4,100 people, many of them vulnerable consumers such as lower-income households, seniors and new Canadians. • Completed recruitment of 100-member Consumer Panel, with residential and small business representatives from across Ontario. The panel is aimed at increasing the OEB's level of direct engagement with consumers, providing insight and feedback into issues of importance to consumers, and

expanding the OEB's understanding of how products and policies can be developed or amended to better respond to those concerns. Two rounds of meetings have been held.

- Initiated the development of a Consumer Charter. It will inform, protect and empower consumers by articulating their rights, responsibilities and recourse in their dealings with their energy company.
- Launched the new stakeholder engagement framework to connect, share views and exchange ideas with industry and consumer representatives. During the year, held two Chair's Advisory Roundtable meetings, the first annual Energy Sector Leaders Forum, and meetings of the technical advisory committees.

Organization

(FINANCE/ADMIN)

- Conducted a review of, and subsequently updated, OEB's Cost Assessment Model to more accurately apportion OEB's own operational and adjudicative costs to the entities who are regulated by the OEB.
- Provided financial administration, as well as I&IT guidance and support, for the new Ontario Electricity Support Program (development and launch).

(HR)

- Enhanced corporate training with a Learning Management System that tracks training and ensures legislative compliance.
- Provided Project Management training to over 70 of 166 employees.
- Sourced a new all-in-one HR system that will improve reporting, operational effectiveness and reduce cost through reducing the number of independent systems and licenses.
- Completed 54 recruitments in 2015 using an improved corporate recruitment process. Fill time was reduced by an average of 40%, thereby ensuring organizational capacity at the time it is required.
- Reviewed and updated OEB Human Resources policies to reflect changes in legislation and emerging trends in high-performing organizations. Accompanying procedures were created or updated to ensure consistency, efficiency and risk management.
- To continue to attract and retain top talent, a new Flex Time & Compressed Work Week program was piloted and an updated Corporate career and LinkedIn webpage was created.

(I&IT)

- Developed & implemented a Disaster Recovery plan that ensures the OEB can recover operations within 10 days of a major disaster.
- Developed and implemented a new Industry Relations Enquiry process to improve interactions with and support of the industry participants.
- Completed enhancements to e-filing systems that will automate and streamline filing processes for applicants, including RRR e-Service and Distributor Performance Scorecards
- Prepared requirements and web concepts for ECPA 2016.
- Expanded the OEB's storage capacity to accommodate significant growth in data and documents, due to proactive regulation.
- Renewed the OEB's network backbone to provide faster throughput and increased reliability.