

Ontario Energy Board
2018 to 2021 Business Plan
PROGRAMS AND ACTIVITIES – OVERVIEW & IMPLEMENTATION PLAN

STRATEGIC GOAL	KEY PROGRAMS & ACTIVITIES	MILESTONES	IMPLEMENTATION TOOLS	PROGRAM MEASURE FOR CURRENT PERIOD	FOCUS FOR FUTURE OUTCOME EVALUATION
<i>Utilities are delivering value to consumers in a changing environment</i>	Gas Supply Planning	<i>FY 2018/19</i> – Complete a framework setting out the OEB's expectations and approach to the assessment of gas supply planning, including a consideration of public policy objectives such as the inclusion of renewable natural gas as a component of gas supply. <i>FY 2019/20</i> – Implement the framework through a review of the gas supply plans of natural gas distributors. <i>FY 2020/21</i> – Monitor the implementation by natural gas distributors of their gas supply plans in accordance with the framework.	Stakeholder consultation, guidance to gas utilities, reporting and monitoring activities	Utility gas supply plans are more comparable and planning assumptions are more transparent as evident in utility filings.	Utility gas supply plans are delivering value to consumers as measured against the criteria and metrics set out in the Framework, once approved.
	Electricity Distributor Benchmarking	<i>FY 2018/19</i> – Develop the framework for a benchmarking model for program or activity cost measures for electricity distributors. <i>FY 2019/20</i> – Implement program level benchmarking in the assessment of electricity distributor performance to ensure value for consumers is being delivered. Include program level benchmarking in rate setting processes and identify appropriate public reporting on new benchmarks. Consider whether legislative reforms could provide additional opportunities to leverage enhanced benchmarking. <i>FY 2020/21</i> – Monitor utility performance and report as appropriate to support rate setting and OEB's assessment of electricity distributors' performance in order to achieve the OEB's expectation for increasing performance and continuous improvement by the electricity distributors that are rate regulated.	Stakeholder consultation, licensee reporting and monitoring, research, guidance to licensees	Program (or activity) level benchmark information published. Program (or activity) level benchmarking tool(s) developed that will inform rate-setting activities.	Less diversity in costs to consumers in different service areas in respect of benchmarked activities.

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<i>Utilities are delivering value to consumers in a changing environment (cont)</i>	Natural Gas Demand Side Management	<i>FY 2018/19</i> – Complete the review and evaluation of the current framework for DSM. <i>FY 2019/20</i> – Implement any modifications to the DSM framework as appropriate. <i>FY 2020/21</i> – Continue implementation of any modifications to the DSM framework.	Stakeholder consultations, research, guidance to gas distributors, consumer communications, rate orders	The DSM Framework mid-term review enables the OEB to assess natural gas distributors' performance and [allows for the consideration of the DSM Framework relative to the overall energy conservation' landscape.	Conservation performance continues to be consistent with public policy objectives and legislative framework.
	A. Gas Demand Side Management Framework Evaluation				
	B. 2019 Natural Gas Achievable Potential Study	<i>FY 2018/19</i> – Begin the study and coordinate with the IESO as appropriate. <i>FY 2019/20</i> – Complete the study by June 1, 2019 in order to inform natural gas efficiency planning and programs. <i>FY 2020/21</i> – Employ the study to support review of utility plans as appropriate.	Stakeholder consultations, research, consumer communications	EM&V studies support the OEB review and approval of lost revenue and shareholder incentive amounts claimed by natural gas distributors	
	C. Evaluation, Measurement & Verification (EM&V) of DSM Programs	<i>FY 2018/19</i> – Complete EM&V of 2016 annual DSM results and initiate EM&V of 2017 annual DSM results. <i>FY 2019/20</i> – Complete EM&V of 2017 and 2018 annual DSM results. <i>FY 2020/21</i> – Complete EM&V of 2019 annual DSM results.	Stakeholder consultations, reporting, research, analysis		
<i>Utilities and other market participants are embracing innovation in their operations and the products they offer consumers</i>	Way Forward For Regulation	<i>FY 2018/19</i> – Identify opportunities for regulatory reform. <i>FY 2019/20</i> – Evaluate and consult on options, ensuring a comprehensive approach. <i>FY 2020/21</i> – Determine preferred approach, establish and implement framework.	Research, analysis, stakeholder consultations, guidance to utilities	Any regulatory reforms needed to achieve the OEB's identified objectives for utility remuneration, regional planning and cost-sharing, such as policy guidelines and code amendments, have been established by end of FY2020/21.	Increase in evaluation and selection of least-cost solutions, including "non-wires" alternatives, where appropriate, as evident in utility system plans and rate applications.
	"Smarter" Electricity Delivery Rates	<i>FY 2018/19</i> – Finalize a new rate design policy for non-residential electricity rates which takes account of the expansion of both net metering and distributed energy resources. <i>FY 2019/20</i> – Establish the plan for implementing the new rate design for non-residential electricity rates.	Research, data analytics, stakeholder consultations, targeted commercial and industrial segment focus groups, code amendments, rate orders, guidance to licensees, consumer communications	Distributors implement OEB policy as evidenced in rate applications.	Efficient use of electricity infrastructure and greater customer choice and control as evident in reduced peak demand among general service customers from 10 kW to 50kW, and increased levels of distributed energy resources.

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<i>Utilities and other market participants are embracing innovation in their operations and the products they offer consumers (cont)</i>		<i>FY 2020/21</i> – Continue the implementation of the new rate design for non-residential electricity rates.			
	"Smarter" Electricity Prices	<i>FY 2018/19</i> – Continue the implementation of pilot projects regarding the RPP. Engagement of, and data collection from small and medium-sized electricity customers. Study commodity pricing alternatives, including consideration of the recovery of global adjustment from Class B consumers. <i>FY 2019/20</i> – Analyze the results of the RPP pilots following their conclusion. Develop pricing options. <i>FY 2020/21</i> – Identify the preferred pricing options and associated tools; support development of any framework for implementation.	Pilot programs, data collection and analysis, consumer engagement, stakeholder consultation, consumer surveys and communications	Identification of price and non-price options that increase customer control and enhance system efficiency.	Consumers have access to revamped or expanded pricing plans, as appropriate, that support customer control and efficient system use. Evidence for evaluation includes details of plans and data regarding consumer consumption patterns
	Net Metering	<i>FY 2018/19</i> – Modify the OEB's codes and other regulatory requirements to ensure the effective implementation of an expanded net metering program. <i>FY 2019/20</i> – Monitor information on program progress to identify whether further policy adjustments are required to enhance implementation. <i>FY 2020/21</i> – Continue to monitor information on program progress to identify whether further policy adjustments are required to enhance implementation.	Stakeholder consultations, Consumer Panel, code amendments, guidance to licensees, consumer communications	Regulatory reforms needed to achieve the OEB's identified objectives in relation to net metering, such as policy guidelines and code amendments, have been established by end of FY2020/21.	Declining use of enforcement or other compliance actions related to net metering implementations and associated consumer protection matters.
	Enabling Distributed Energy Resources	<i>FY 2018/19</i> – Identify options for regulatory reform in rate regulation. <i>FY 2019/20</i> – Evaluate and consult on options ensuring a comprehensive approach. <i>FY 2020/21</i> – Determine preferred approach, establish and implement regulatory framework.	Research, analysis, consumer engagement, stakeholder consultations, guidance to utilities	Regulatory requirements needed for the measurement and allocation of the costs and benefits of DER investments have been developed and released.	Evidence of distributors evaluating feasibility of DERs in utility system plans and rate applications, including evaluating options with third parties given preservation of non-discriminatory access to network services.

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<i>Consumers have confidence in the oversight of the sector and in their ability to make choices about products and services</i>	Consumer Outreach	<i>FY 2018/19</i> – Continue and expand the OEB's program of public outreach throughout the Province, and implement a range of communications programs that inform consumers about issues of importance to them. <i>FY 2019/20</i> – Continue the initiatives outlined above, and monitor and assess their effectiveness. <i>FY 2020/21</i> – Continue the initiatives outlined above, and monitor and assess their effectiveness.	Community meetings, literacy events, consumer research, expansion of consumer panel program, online engagement tools, social media, videos, earned media	Feedback provided by consumers at outreach events, through online consumer surveys, through Consumer Panel and through regular consumer research. Increased awareness and familiarity of OEB and our mandate and, in later years, increased consumer trust in OEB as measured through ongoing research.	Same as program measure.
	Consumer Representation in Decision Making	<i>FY 2018/19</i> – Continue and expand the program of community meetings and the initiative to give consumers in affected communities enhanced access to OEB hearings. <i>FY 2019/20</i> – Assess the effectiveness of the community meetings program and initiate any changes identified to enhance the program. Expand the initiative to give affected communities enhanced access to OEB hearings. <i>FY 2020/21</i> – Assess the effectiveness of enhanced access by affected communities to OEB hearings, initiate any changes identified to enhance the program, and initiate any further identified enhancements to the adjudicative process that allow greater access and participation in OEB proceedings by affected communities.	Community and video hearings, community meetings and telemeetings, consumer presentations, letters of comment, monitoring a proceeding, social media, website, OEB contact person, adjudicative proceedings	Consumers that have participated in the OEB's enhanced process better understand the OEB, the adjudicative process and their options for participating in the OEB's process measured through feedback forms, de-briefs, website analytics, surveys, etc.	Same as program measure.
	Review of Customer Service Rules and Charges	<i>FY 2018/19</i> – Continue evaluation (Phase One) of rules and charges regarding disconnection and related activities and modify such rules and charges as appropriate. Begin evaluation (Phase Two) of rules and charges related to management of customer accounts, billing errors and reporting requirements. <i>FY 2019/20</i> – Conclude Phase Two evaluation and modify such rules and charges as appropriate. Examine whether legislative reforms could further enhance the OEB's capacity to protect the interests of natural gas consumers.	consumer surveys, reporting by licensees and other regulated entities, consumer research, Consumer Panel, research regarding industry best practices, stakeholder consultation, code and rule amendments and rate orders	OEB customer service rules and charges established in respect of natural gas and electricity distributors and unit sub-meter providers meet the reasonable expectations of consumers as evident in consumer complaints and comments received by the OEB.	Changes in complaint volumes and time to resolution demonstrate greater utility knowledge and practice with respect revised service rules.

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<i>Consumers have confidence in the oversight of the sector and in their ability to make choices about products and services (cont)</i>		<i>FY 2020/21</i> – Monitor the implementation of any new customer service rules and charges by electricity and natural gas distributors and unit sub-meter providers.			
	Low-Income Energy Assistance Program (LEAP)	<i>FY 2018/19</i> – Evaluate the existing program design and delivery. <i>FY 2019/20</i> – Develop modifications to program design and delivery as appropriate. <i>FY 2020/21</i> – Monitor program delivery.	Consumer research, liaison with LEAP intake agencies, Financial Assistance Working Group, reports from licensees and other regulated entities, Consumer Panel, stakeholder consultation, code and rule amendments – where necessary, consumer communications	Increased consumer awareness of LEAP as an assistance option as evidenced in surveys conducted in support of outreach activities.	Reduced number of inquiries related to emergency financial assistance received by the OEB where inquirer is unaware of LEAP's existence.
	Strengthening Utility Accountability to Customers	<i>FY 2018/19</i> – Complete foundational work including, work to enhance reporting on reliability and a review of potential approaches for enhancing utility accountability. <i>FY 2019/20</i> – Identify, evaluate, and consult on options for regulatory reforms. <i>FY 2020/21</i> – Determine preferred approach and implement regulatory reforms.	Research, analysis, stakeholder consultations, guidance to utilities	OEB policy setting out performance expectations for utilities in priority customer service areas, including reliability. Enhanced utility reporting requirements have been developed and implemented.	Quantified change in sector average performance in priority areas, as appropriate, as evidenced in reported utility results.
	Strengthening Protection for Customers of Unit Sub-Meter Providers	<i>FY 2018/19</i> – Identify and implement a framework for setting just and reasonable USMP charges. <i>FY 2019/20</i> – Identify and implement a framework for monitoring USMP performance. <i>FY 2020/21</i> – Monitor USMP performance under the new framework.	Research, analysis, consumer engagement, stakeholder consultations, new requirements and guidance for USMPs	OEB policy setting out performance expectations and associated reporting requirements for USMPs issued.	Improved trend in rate of USMP-related customer inquiries per customer served relative to rate of LDC-related customer inquiries per customer served.

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<i>The OEB has the resources and processes appropriate for the changing environment</i>	Adjudicative Process Improvements	<i>FY 2018/19</i> – Continue to design, pilot and resource to enable implementation. Consider opportunities for enhancements through legislative changes. <i>FY 2019/20</i> – Finalize implementation and full rollout. <i>FY 2020/21</i> – Continuation of implementation as well as monitoring.	Stakeholder consultation, amendments to Rules of Practice and Procedure, guidance to licensees and other regulated entities	Process for review of electricity utility rate applications recognizes utility performance through proportionate review.	100% of the electricity cost of service applications are assessed to determine proportionate review.
	Enhancing OEB Performance	<i>FY 2018/19</i> – Establish an ongoing, formalized process that sets out the attributes of high performing tribunals, and accompanying metrics and targets that link OEB activities to these characteristics, the OEB's core mandate and its responsibilities. <i>FY 2019/20</i> – Assess the performance of the OEB with respect to these attributes and new metrics; identify areas for improvement. <i>FY 2020/21</i> – Monitor and refine approach to metrics as appropriate.	Research, internal and external surveys and consultations	Organizational performance metrics and targets established and OEB baseline performance measured relative to similar organizations.	Improvement in OEB performance against targets as evidenced in measured results.