

CONFIDENTIAL - NOT FOR DISTRIBUTION

**Balanced Scorecard for the 2017-2018 Year**  
**STRATEGIC DIRECTION - EMPOWERING CONSUMERS**

| Key Program                                                                                                                                                                                                                     | Key Activities                                                                                                                                                                                                                                     | 2017-18 Key Milestones                                                                                                                                                            | Div.<br>VP(s) | Wt. |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----|
| <b><i>Consumer Outreach(2017-20):</i></b><br><br>Continue to enhance the way in which the OEB engages with and educates consumers about the energy sector, the rights and choices consumers enjoy, and the work of the OEB.     | Continue and expand the OEB's program of public outreach throughout the Province, and implement a public affairs campaign designed to educate consumers regarding the mandate and work of the OEB and about their rights and choices as consumers. | <b><i>Implementation Tools (2017-20):</i></b><br>Community meetings, focus groups, Consumer Panel, website, social media<br><br>Enter Milestone(s) here                           | PA            |     |
| <b><i>Consumer Representation in Decision Making(2017-20):</i></b><br><br>Continue to enhance the opportunities for consumers to access and participate in the OEB's adjudicative proceedings and policy development processes. | Continue and expand the program of community meetings and launch an initiative to hold OEB hearings in the communities affected.                                                                                                                   | <b><i>Implementation Tools(2017-20):</i></b><br>Community hearings and meetings, focus groups, consumer research, adjudicative proceedings, Consumer Panel, website, social media |               |     |
| <b><i>Consumer Charter(2017-20):</i></b><br><br>Educate consumers about their rights and responsibilities as reflected in the new Consumer Charter.                                                                             | Include the Consumer Charter in the public affairs campaign outlined above and provide guidance to distributors and suppliers about implementation.                                                                                                | <b><i>Implementation Tools(2017-20):</i></b><br>Community meetings, consumer research, Consumer Panel, website, social media, licensee communications and reporting               |               |     |

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| Key Program                                                                                                                                                                                                                                                              | Key Activities                                                                                                                                                                                                                                                 | 2017-18 Key Milestones                                                                                                                                          | Div. VP(s) | Wt. |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----|
| <p><b><i>Giving Effect to the OEB's Consumers Come First report on the Energy Consumer Protection Act, 2010(2017-20):</i></b></p> <p>Implement outstanding initiatives, provide consumer education and monitor compliance with the new consumer protection measures.</p> | <p>Complete energy retailer scorecards and price comparison website, develop new regulatory requirements to support online verification, provide consumer education about the new measures, and implement a program to monitor energy retailer compliance.</p> | <p><b><i>Implementation Tools(2017-20):</i></b><br/>Codes and rules, Consumer Panel, licensee communications and reporting, website, social media</p>           |            |     |
| <p><b><i>Ontario Energy Support Program(2017-20):</i></b></p> <p>Continue to manage and oversee the operation of the Ontario Energy Support Program designed to provide financial assistance to qualifying low-income electricity consumers.</p>                         | <p>Continue to promote awareness of and expand access to the OESP and implement program enhancements as appropriate.</p>                                                                                                                                       | <p><b><i>Implementation Tools(2017-20):</i></b><br/>Reports from service providers, consumer research, audits as appropriate, annual report to the Minister</p> |            |     |

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| Key Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Key Activities                                                                                                                  | 2017-18 Key Milestones                                                                                                                                                                                                 | Div.<br>VP(s) | Wt. |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                 |                                                                                                                                                                                                                        |               |     |
| <p><b>Review of Customer Service Rules and Charges(2017-20):</b></p> <p>Review the customer service rules and charges established in respect of electricity and natural gas distributors to ensure that they appropriately reflect the expectations and needs of energy consumers including matters such as equal payment plans, security deposits, bill issuance and payment, arrears management, disconnections, billing errors, customer account management, and collection and reconnection fees.</p> | <p>Evaluate existing customer service rules and charges and develop modifications to such rules and charges as appropriate.</p> | <p><b>Implementation Tools(2017-20):</b></p> <p>Reports from licensees and regulated entities, consumer research, Consumer Panel, research re “best practices”, stakeholder consultation, code and rule amendments</p> |               |     |
| <b>Total</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                 |                                                                                                                                                                                                                        |               |     |

**Balanced Scorecard for the 2017-2018 Year**  
**STRATEGIC DIRECTION- ENHANCING UTILITY PERFORMANCE**

| Key Program                                                                                                                                                                                                                                                                                                                                                                                          | Key Activities                                                                                                                                                                  | Key Milestones                                                                                                                                           | Div.<br>VP(s) | Wt. |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----|
| <p><b><i>Future of the sector(2017-20):</i></b></p> <p>Assess the need for regulatory reforms which encourage optimal investment decisions and support the evolution of the sector (including any reforms that may be needed in the pricing of network services, infrastructure planning, incentives for distributors and transmitters, and other features of the Renewed Regulatory Framework).</p> | <p>Develop a preliminary set of options and roadmap for any regulatory reforms needed to address the implications of technological innovation in the Ontario energy sector.</p> |                                                                                                                                                          |               |     |
| <p><b><i>Gas Supply Planning(2017-20):</i></b></p> <p>Complete the review of natural gas supply planning and other matters arising from the Natural Gas Market Review.</p>                                                                                                                                                                                                                           | <p>Develop guidance and filing requirements regarding natural gas supply planning by the gas distributors.</p>                                                                  | <p><b><i>Implementation Tools(2017-20):</i></b></p> <p>Stakeholder consultation, guidance to regulated entities, reporting and monitoring activities</p> |               |     |

**Balanced Scorecard for the 2017-2018 Year**  
**STRATEGIC DIRECTION- ENHANCING UTILITY PERFORMANCE**

| Key Program                                                                                                                                                                                                                                                                                                 | Key Activities                                                                                              | Key Milestones                                                                                                                                                        | Div.<br>VP(s) | Wt. |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----|
| <b><i>Electricity Distributor Benchmarking(2017-20):</i></b><br><br>Support the OEB's determination of rates and assessment of utility performance by incorporating benchmarking at the program level into the OEB's benchmarking of electricity distributors                                               | Complete the analysis required for the development of benchmarking at the program level.                    | <b><i>Implementation Tools(2017-20):</i></b><br>Stakeholder consultation, licensee reporting and monitoring, research, guidance to licensees                          |               |     |
| <b><i>Effective Corporate Governance(2017-20):</i></b><br><br>Continue the development and implementation of guidelines for good corporate governance that will enhance consumer and investor confidence in the utilities regulated by the OEB and that will assist the OEB in the exercise of its mandate. | Complete the development of guidelines for good corporate governance in the utilities regulated by the OEB. | <b><i>Implementation Tools(2017-20):</i></b><br>Stakeholder consultations, licensee guidance and reporting, monitoring activities, auditing activities as appropriate |               |     |
| <b>Total</b>                                                                                                                                                                                                                                                                                                |                                                                                                             |                                                                                                                                                                       |               |     |

## Balanced Scorecard for the 2017-2018 Year

## STRATEGIC DIRECTION -ENABLING ACCESS TO COMPETITIVE ENERGY CHOICES

| Key Program                                                                                                                                                                                                                                                                                                                            | Key Activities                                                                                                                                                                                              | Key Milestones                                                                                                                                        | Div.<br>VP(s) | Wt. |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----|
| <p><b><i>“Smarter” Electricity Delivery Rates(2017-20):</i></b></p> <p>Continue the development and implementation of rate design options for non-residential electricity distribution rates and related charges that support the efficient use of electricity infrastructure and that enable greater customer choice and control.</p> | Develop new rate design for non-residential electricity rates and related charges.                                                                                                                          | <p><i>Implementation Tools(2017-20):</i></p> <p>Stakeholder consultations, guidance to licensees, rate orders</p>                                     |               |     |
| <p><b><i>Cyber-security(2017-20):</i></b></p> <p>Continue the development and implementation of a framework for the oversight of customer data protection and network security in the distribution sector.</p>                                                                                                                         | Complete the development of the framework (including any new regulatory obligations and filing requirements) for the oversight of customer data protection and network security in the distribution sector. | <p><i>Implementation Tools(2017-20):</i></p> <p>Stakeholder consultations, guidance to licensees, reporting and monitoring, liaison with the IESO</p> |               |     |

## Balanced Scorecard for the 2017-2018 Year

## STRATEGIC DIRECTION -ENABLING ACCESS TO COMPETITIVE ENERGY CHOICES

| Key Program                                                                                                                                                                                                                                                                             | Key Activities                                                                                                                 | Key Milestones                                                                                                                                                        | Div.<br>VP (s) | Wt. |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----|
| <p><b><i>“Smarter” Electricity Prices(2017-20):</i></b></p> <p>Continue the development and implementation of a new methodology for the RPP that provides appropriate price signals to low-volume electricity consumers in accordance with the <i>Regulated Price Plan Roadmap</i>.</p> | Implement pilot projects with electricity distributors as selected and approved by the OEB.                                    | <p><i>Implementation Tools(2017-20):</i></p> <p>Pilot projects, focus groups, research, stakeholder consultations, guidance to licensees, consumer communications</p> |                |     |
| <p><b><i>Gas Demand Side Management Framework Evaluation(2017-20):</i></b></p> <p>Complete the evaluation of the performance of the current framework for DSM in the natural gas sector.</p>                                                                                            | Develop and initiate a plan for the mid-term review and evaluation of the current framework for DSM in the natural gas sector. | <p><i>Implementation Tools(2017-20):</i></p> <p>Stakeholder consultations, research, guidance to regulated entities, consumer communications, rate orders</p>         |                |     |

## Balanced Scorecard for the 2017-2018 Year

## STRATEGIC DIRECTION -ENABLING ACCESS TO COMPETITIVE ENERGY CHOICES

| Key Program                                                                                                                                                                                                                                                                                                                                                                             | Key Activities                                                                                                                                                                                                                                                                                                            | Key Milestones                                                                                                                                                                                     | Div.<br>VP(s) | Wt. |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----|
| <p><b><i>Climate Change Action Plan(2017-20):</i></b></p> <p>Continue implementation of the framework governing the recovery of the costs incurred by natural gas distributors in meeting the requirements under the new cap-and-trade program and address any regulatory impacts arising from the implementation of “complementary measures” under the Climate Change Action Plan.</p> | <p>Develop the regulatory tools necessary to support the framework governing the recovery of costs incurred by natural gas distributors in meeting the requirements under the new cap-and-trade program and address any regulatory implications of the “complementary measures” under the Climate Change Action Plan.</p> | <p><i>Implementation Tools(2017-20):</i><br/>Stakeholder consultations, reporting and monitoring, guidance to regulated entities and licensees, rate orders</p>                                    |               |     |
| <p><b><i>Long Term Energy Plan Implementation(2017-20):</i></b></p> <p>Carry out the work required by any directive issued by the Minister to the OEB regarding the implementation of the new LTEP in respect of matters within the OEB’s jurisdiction.</p>                                                                                                                             | <p>Undertake the work that may be required by a directive to the OEB in respect of the implementation of the new LTEP.</p>                                                                                                                                                                                                | <p><i>Implementation Tools(2017-20):</i><br/>Liaison with government and other agencies as appropriate, stakeholder consultations, guidance to regulated entities and licensees as appropriate</p> |               |     |

Balanced Scorecard for the 2017-2018 Year

STRATEGIC DIRECTION -ENABLING ACCESS TO COMPETITIVE ENERGY CHOICES

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| Total |  |  |  |  |

## Balanced Scorecard for the 2017-2018 Year

### Enhancing Regulatory Effectiveness

| Key Programs                                                                                                                                                                                                  | Key Activities                                                                                                    | Key Milestones                                                                                                                                                                             | Div<br>VP(s) | Wt. |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----|
| <p><b><i>Redesign of the OEB Website(2017-20):</i></b></p> <p>Redesign the OEB public website to be more engaging and consumer focused and to enhance the energy literacy of consumers.</p>                   | Complete the implementation of the new website.                                                                   | <p><i>Implementation Tools(2017-20):</i></p> <p>Website, consumer research, focus groups, Consumer Panel</p>                                                                               |              |     |
| <p><b><i>Adjudicative Process Improvements(2017-20):</i></b></p> <p>Develop and implement measures to better ensure that the OEB's review of applications is proportionate and efficient.</p>                 | Develop new procedures designed to promote the proportionate and efficient review of applications.                | <p><i>Implementation Tools(2017-20):</i></p> <p>Stakeholder consultation, amendments to <i>Rules of Practice and Procedure</i>, guidance to regulated entities and licensees</p>           |              |     |
| <p><b><i>Request Regarding Retail Transportation Fuels(2017-18):</i></b></p> <p>Examine issues relating to the pricing of retail transportation fuels in Ontario and report to the Minister as requested.</p> | Complete the examination of issues relating to the pricing of retail fuels in Ontario and report to the Minister. | <p><i>Implementation Tools(2017-18):</i></p> <p>Consultations with stakeholders and consumers, research, liaison with the federal Competition Bureau and other agencies as appropriate</p> |              |     |

Balanced Scorecard for the 2017-2018 Year

Enhancing Regulatory Effectiveness

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### Balanced Scorecard for the 2017-2018 Year

#### Performance Measures

| Key Program                                                                                                                                  | Key Activities                                                                                              | Key Milestones                                        | Div.<br>VP(s) | Wt. |
|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------|-----|
| <b>Performance Measures (2017-18)</b><br><br>The OEB is committed to the principles of continuous improvement in its approach to regulation. | The OEB is meeting or exceeding these increased and new metrics as set out in Appendix A to this scorecard. | <i>List of Individual Measures (Appendix A) below</i> | PA<br>APP     |     |
| <b>Total</b>                                                                                                                                 |                                                                                                             |                                                       |               |     |

|             |  |
|-------------|--|
| Grand Total |  |
|-------------|--|

**Balanced Scorecard for the 2017-2018 Year**  
**Performance Measures**

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*Appendix A*

***Performance Measures***

| OEB ACTIVITY                 | OBJECTIVE                                                                                                | METRIC (%) |
|------------------------------|----------------------------------------------------------------------------------------------------------|------------|
| Consumer calls               | Answer incoming calls within 20 seconds                                                                  | 90         |
| Consumer correspondence      | Respond to general correspondence within 10 business days                                                | 85         |
| Consumer voicemail messages  | Respond to voicemail received by 12:30pm within the same day                                             | 80         |
| Consumer voicemail messages  | Respond to voicemail received after 12:30 pm by the next business day before 12:30 pm                    | 80         |
| Consumer satisfaction        | Overall satisfaction survey score                                                                        | 80         |
| Consumer complaint letters   | Mail complaint follow-up letters to consumer within 2 business days                                      | 80         |
| Consumer complaint letters   | Mail a follow-up letter to consumers after receiving a response from the licensee within 2 business days | 80         |
| Consumer enquiry letters     | Mail enquiry response letters within 2 days                                                              | 80         |
| Industry Relations enquiries | Respond to Industry Relations enquiries within 10 days                                                   | 90         |
| Regulatory applications      | Issue final decisions in accordance with metrics established by Management Committee                     | 80         |