

Our Performance

The OEB measures its performance using a balanced scorecard approach. Performance indicators are put in place to support four primary objectives defined in the 2016-2019 Business Plan objectives:

1. Empowering consumers
2. Enhancing utility performance
3. Enabling access to competitive energy choices; and
4. Enhancing regulatory effectiveness

An independent audit firm assessed the OEB's performance in achieving the Business Plan initiatives over the past year. The auditor verified our **97 per cent success** in achieving the 2016-2019 Business Plan objectives.

The following scorecard describes the four primary objectives. Each initiative within the objective is weighted and has individual priority actions and key milestones to assist in meeting the initiatives. The scoring for each initiative is based on achievement of each milestone. If an initiative does not achieve 100 per cent, then a partial score for the initiative may be applied. The scores for the initiatives are added together for the overall achievement score.

Empowering Consumers

Over the last several years, the OEB has adopted a much more consumer centric approach to regulation. This new approach is aimed at enhancing the level of energy literacy among consumers by equipping them with the tools and information they need to make informed choices about energy matters.

In this planning period, the OEB will leverage its newly established Consumer Panel to engage more directly with consumers early on in order to implement regulation that not only reflects the evolution of the energy sector and considers the broader public interest, but that also delivers outcomes that are meaningful to those who pay the bill.

We will also look for opportunities to further enhance accessibility to the adjudicative process for the average residential and small business consumer by implementing enhanced consumer representation tools and processes, including community meetings and other approaches identified in our recently completed review of best practices in consumer representation models.

Finally, we will continue our commitment to improving energy literacy by enhancing the tools and information the OEB makes available to consumers to better understand their energy choices and the performance of their gas and electric utilities.

Initiative	Priority Actions	Audit score
Consumer Outreach	Effective community outreach and engagement, supported by a new Public Affairs function, to enhance the quality, quantity and accessibility of resources available to energy consumers. Engage Consumer Panel as an additional resource to access public input, test engagement products and regulatory policy direction.	✓

Consumer Representation in Decision Making	Operationalize new consumer representation model to ensure effective and transparent consumer representation in OEB proceedings. Enhance accessibility to the adjudicative process for residential and low-volume consumers by taking OEB hearings to the communities impacted by the application and providing enhanced opportunities to participate.	90% Developing a Consumers' Guide to the OEB's Hearing Process took longer than anticipated and was not completed in the timeframe.
Consumer Protection	Develop a Consumer Charter/Consumer Bill of Rights. Consider approaches to enhancing the OEB's oversight capacity to better respond to and "advocate" for consumers.	83% Consultations on an improved complaint process were undertaken but not completed. We focused efforts on providing consumers with important information on their rights, responsibilities and how the OEB can assist them with complaints about utilities. Relying on the existing complaints handling process allowed the earlier completion of the Charter. A revised and improved complaints handling process will be rolled out in 2018 as part of improvements in customer service.
Ontario Electricity Support Program (Ministerial Request)	Implement Ontario Electricity Support Program (OESP) to provide ongoing rate relief for low-income consumers. Conduct ongoing evaluation and maintenance of the program as required.	✓

Energy Consumer Protection Act (Ministerial Request)	Complete review of the Energy Consumer Protection Act and implement approved measures, as appropriate.	✓
First Nations Rate Assistance (Ministerial Request)	Respond to Minister's request for advice on First Nations rates.	✓
Retail Transportation Fuels Pricing	Respond to Minister's request for advice on Retail Transportation Fuels Prices	✓
		TOTAL: 95%

Enhancing Utility Performance

One of the OEB's primary objectives is to ensure that utilities are delivering cost effective, reliable and responsive services to consumers. Creating an environment that supports utility financial integrity and enhances operational performance is essential to realizing that objective.

In this planning period, the OEB will continue with initiatives designed to enable utilities to undertake better planning, optimize investment decisions, and prioritize and pace expenditures to better manage impacts on consumers. We will also look to ensure that regulatory policies encourage innovation, support consolidation and appropriately reflect changing utility business risks.

Initiative	Priority Actions	Audit Score
Good Governance	Develop guidance for regulated utilities on best practices in corporate governance to encourage governance which protects consumers and enhances consumer and investor confidence in regulated entities.	✓
Optimal Investment Decision	Review rate setting policies in support of infrastructure planning and investment decisions with a view to improving incentives for optimal decision making.	✓
Gas Supply Planning	Complete a review of gas supply planning by gas utilities and any other matters stemming from the annual Natural Gas Market Review, including review of the gas Quarterly Rate Adjustment Mechanism (QRAM) to ensure that utilities are meeting customer needs in an optimal manner.	✓
Performance Monitoring Network	Establish effective reporting frameworks and enhanced auditing and benchmarking mechanisms and capacity to undertake business analytics to assist the OEB in enhancing utility performance.	✓
		TOTAL: 100%

Enabling Access to Competitive Energy Choices

The OEB recognizes the fundamental changes occurring within the energy sector enabled by significant technological advancements in the way energy is produced, transported and consumed. Very real changes are emerging in our energy markets and the way in which consumers engage with them. The OEB will need to ensure that its regulatory policies and processes are reflective of this evolution while continuing to reflect its public interest and consumer protection mandates.

In this planning period, the OEB will continue to evolve our regulatory policies to keep pace with the evolution of the energy sector. We will focus on improving rate design that will provide greater customer choice, support Conservation First and other public policy directions, and enable greater access to energy options for all consumers. We will also increase our oversight of cyber-security readiness.

Initiative	Priority Actions	Audit Score
Smarter Electricity Delivery Rates	Complete and implement changes in distribution rates for residential electricity customers to support the efficient use of electricity infrastructure, and formulate and assess options for changes to rate design for non-residential electricity customers.	✓
Cyber-Security	Further develop a risk-based cyber-security regulatory framework for OEB oversight of electricity distributor protection of consumer data and distribution network security.	✓
Smarter Electricity Prices	Develop a revised methodology for the Regulated Price Plan and implement as approved. Include an assessment of options for a more efficient allocation of supply costs under the Global Adjustment to encourage conservation by providing understandable price signals to customers.	✓
Gas Demand-side Management Framework Evaluation	Continue to evolve the framework through studies including achievable potential for natural gas savings in Ontario and the use of demand-side management to defer infrastructure investments. Evaluate the performance of the framework by June 1, 2018.	✓
Cap and Trade	Develop and implement the necessary regulatory framework to address rate making issues arising from the Cap and Trade program.	✓
Evolving Energy Sector	Complete a review of Ontario's energy services market, identify emerging trends and their implications for prices, services, infrastructure utilization, and regulated businesses in Ontario. Address any regulatory barriers that limit ability of valued energy services to compete in Ontario.	✓
		TOTAL: 100%

Enhancing Regulatory Effectiveness

The OEB has adopted a continuous improvement philosophy when it comes to regulating the energy sector. That philosophy extends to the OEB's own work in adjudication and regulatory policy development.

The OEB has done much work over the last several years to evolve its regulatory processes to ensure that they are accessible, proportional, and objective and deliver outcomes that are in the public interest.

In this planning period, we will continue to evolve our adjudicative model and our policy evaluation frameworks to ensure that they allow the OEB to effectively discharge its public interest mandate while meeting the needs of stakeholders and consumers impacted by our decisions.

Initiative	Priority Actions	Audit Score
Stakeholder Engagement Framework	Implement stakeholder engagement framework including annual executive energy forums, Chair's Advisory Roundtable and Regulatory and Industry Affairs Standing Committees.	60% The CAR was restructured and membership refreshed during the year. While this process was underway, no meetings were held."
Adjudicative Process	Having successfully implemented a Registrar function in FY2014, the OEB will seek opportunities to further improve the efficiency and effectiveness of its adjudicative processes.	✓
Policy Evaluation Framework	Refine the policy evaluation framework developed in 2011 to establish an ongoing function and implement systematic policy evaluation to ensure ongoing effectiveness of regulatory policies and programs.	✓
		TOTAL: 93%