

Rosemarie Leclair

From: Rosemarie Leclair
Sent: October 5, 2017 2:11 PM
To: Sarah Branco
Subject: Fwd: OEN Roundtable - Thursday, September 28

Hold for Mary Anne one on one

Sent from my iPhone

Begin forwarded message:

From: Oliver Blum <oliver.blum@optimussbr.com>
Date: September 29, 2017 at 12:53:04 PM EDT
To: Rosemarie Leclair <Rosemarie.Leclair@oeb.ca>
Subject: RE: OEN Roundtable - Thursday, September 28

Hello Rose –

Thank you for your candid remarks yesterday. It was a pleasure to hear your perspectives, especially around the evolution of the sector in to a much more customer focused one and the topic of innovation.

When we chatted briefly before you delivered your speech, I mentioned my background in risk management at TD and my understanding of the challenges you face in helping the sector move forward, while managing the risks associated with that. One idea might be to consider a broad multi-year innovation funding guideline which would provide the LDCs with enough flexibility to look for more innovative customer and business solutions, but to also hold them accountable for the overall goals of the OEB, without necessarily adjudicating every individual project.

As I mentioned, at Optimus SBR, we do quite a bit of business planning and strategy work and one of the common ingredients is to do thorough and succinct jurisdictional reviews. I mentioned that the European example might be a good one to look at and in doing some initial research, I found that the regulators there are wrestling with some of the same issues as we are here in Ontario.

I'd be pleased to meet with you sometime to discuss this some more and to use the opportunity to tell you a bit more about the work we do with our clients in the energy sector, public sector, infrastructure environment and financial services.

Please let me know if there is someone on your staff I could work with to get something scheduled.

It was a pleasure meeting you yesterday.

Sincerely, Oliver.

P. Oliver Blum
Vice President



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From: Rosemarie Leclair [<mailto:Rosemarie.Leclair@oeb.ca>]

Sent: September-25-17 4:46 PM

Subject: OEN Roundtable - Thursday, September 28

I want to propose that for the roundtable on September 28, we adopt the approach introduced by Bruce Campbell, the former CEO of the IESO, last January. Bruce posed several questions in advance for the attendees to consider and discuss. The questions related to the subject matter of his lunchtime remarks. Feedback from that roundtable was very positive.

I think that using this approach on the 28th will make for a lively and open discussion.

My own lunchtime remarks will outline the OEB's development of a "blueprint" to guide the OEB in addressing the far reaching changes underway in the sector. These changes are being driven by rapid technological innovation, the emergence of new business models, heightened customer expectations about service and affordability, and new public policy initiatives, particularly regarding carbon emissions and climate change.

One of the questions that we are considering as we develop our "blueprint" is what the Board's overall approach should be. Some regulators are adopting a "proactive" approach and seeking to lead utilities to a particular model sanctioned by the regulator, while others are adopting a "wait and see" approach and reacting to the challenges of sector evolution as they arise. Should the OEB adopt a proactive or reactive approach – or something in-between?

Key themes that run through much of our work are "innovation" and the modernization of regulation". In that regard, there are a number of questions I would like you consider for the roundtable:

- How can the OEB help ensure that the evolution of the sector brings a stronger focus on consumer value by utilities?
- How can the OEB encourage innovation – both by incumbents and by other market participants - in a way that enhances consumer choice and control?
- How can the OEB strengthen and maintain the confidence of consumers during a period of accelerating change?

I look forward to hearing your thoughts later this week.

Regards
Rose

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