Ontario

Ontario Energy Board
2008-2011 Business Plan

Ontario Energy Board

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Message from the Chair

I am pleased to share with you, our stakeholders, the Ontario Energy Board's 2008-11 Business Plan.

Building on our preceding business plans, and on the input of our stakeholders, the 2008-11 Business Plan reflects our current priorities for the next three years. While our core objectives have not changed from our previous plan, the context for each objective has been updated, and key initiatives and associated performance measures have been honed.

While the priorities that we have set out in this business plan are based on what we currently envision over the next three years, our priorities can and do change in response to a constantly evolving energy sector. Our planning cycle – a three-year plan developed every year – allows us to remain flexible and responsive, while providing consistency of direction. Our continuing work on regulatory policy provides another mechanism to enhance predictability and consistency while providing for needed flexibility.

This consistency of direction is important to one of our goals as an economic regulator; to provide regulation that builds investor and public confidence. This goal will be particularly important in the coming years as the sector will be tackling some very important issues in terms of supply, reliability and conservation in both the electricity and natural gas sectors. In the electricity sector, the Board will undertake a review of the Integrated Power System Plan and, subject to approval, will facilitate its implementation. The Board will set payments for Ontario Power Generation's prescribed assets. These assets include nuclear stations and baseload hydro facilities, and account for just over 40 per cent of Ontario's generation capacity and roughly 45 per cent of total demand. The Board will also continue to oversee, within the scope of our legislative mandate, the activities of other institutions in Ontario's electricity sector, who each have their own set of public interest responsibilities. In the natural gas sector, the Board will develop guidelines for evaluating applications for the approval of long-term contracts to secure supply. And in both natural gas and electricity, we continue to implement an incentive rate regulation structure to encourage distributors to continue efficiency improvements and to provide investors and consumers with greater rate predictability.

As environmental issues rise on the public's agenda, so do concerns about future energy supply. The Board will review the progress of demand side management initiatives in the natural gas sector. As more and more smart meters are installed, the Board will develop regulatory instruments to support this important government initiative and consider how the time-of-use price structure can be used to best advantage to realize the potential of smart metering technology. Our goal is to reduce regulatory barriers to the delivery of conservation and demand management programs.

Throughout all of our work, the transparency, fairness and effectiveness of what we do will remain paramount.

In line with our commitment to be a highly professional and responsive regulator, we will continue to seek feedback from our stakeholders and to communicate our progress against the key initiatives and performance measures set out in this plan.

I hope that you will agree that this plan demonstrates the Board's commitment to serving the province and its people through regulatory processes that are effective, fair and transparent.

Howard I. Wetston, Q.C.
CEO and Chair
December, 2007

Our Mandate

The Ontario Energy Board regulates the province's electricity and natural gas sectors in the public interest. Its responsibilities are set out in provincial legislation and regulations.

Our Vision

The Board envisions a viable and efficient energy sector with informed consumers served by responsive regulatory processes that are effective, fair and transparent.

Our Objectives

The Board has identified six objectives for its three-year business plan:

1. to provide sound economic regulation that considers both the interests of consumers and the need for a financially viable and efficient energy sector;

2. to help meet Ontario's challenges for renewal of energy infrastructure and supply;

3. to facilitate energy conservation and demand management;

4. to monitor, report and improve on regulatory processes to ensure that they are effective, fair and transparent;

5. to enhance public confidence in the Board's regulation through audit and compliance programs; and

6. to provide clear and timely communications to enhance transparency with stakeholders and empower consumers.

The remainder of this business plan is a description of these six objectives. Each is explained in terms of its context and how the objective will be reached through specific initiatives already underway or planned. The performance measures for each objective are provided in tables under the heading, "You will see that we have succeeded in meeting this objective when…"

The business plan concludes with a description of several management initiatives that support all of the Board's work.

Objective 1:

To Provide Sound Economic Regulation that Considers Both the Interests of Consumers and the Need for a Financially Viable and Efficient Energy Sector

A financially viable and efficient energy sector is one that, among other things, attracts the investment needed to upgrade and build energy generation, transmission and distribution infrastructure to provide reliable service. A financially viable and efficient energy sector will also deliver the service quality that consumers in Ontario have come to expect while enabling distributors to manage their business risk.

In 2008, the Board will, for the first time, set payment amounts for the output of Ontario Power Generation Inc.'s (OPG) prescribed generation assets[1]. The Board will need to set payment amounts that are just and reasonable from the perspective of both OPG and consumers and will, in carrying out this new responsibility, have a direct impact on the cost of electricity supply.

The Board sets the commodity price for consumers who have their natural gas or electricity supplied by their local distributor. Energy prices are forecast for consumers in advance of the supply being acquired and delivered. In both the gas and electricity industries, this introduces a difference, or variance, that must ultimately be paid by, or to, consumers who purchase their supply from their local distributor. The Board employs a quarterly rate adjustment mechanism (QRAM) in the natural gas sector and a semi-annual adjustment under the Regulated Price Plan (RPP) in the electricity sector, which serve to minimize these differences. In 2008-09, the Board will continue to review the policies identified in the Natural Gas Forum, including the QRAM. Time-of-use prices under the RPP will be reviewed with the more widespread implementation of smart meters.

The Board will also continue with the implementation of the 2006-10 electricity distribution rate plan. In each of the next two years, one-third of all distributors will have their rates rebased using a cost-of-service methodology. After rebasing, the third generation incentive regulation mechanism currently under development will apply. Distributors who have not yet had their rates rebased will continue to apply the second generation incentive rate method.

Electricity transmission rates are charged on a pooled basis. Currently the Board sets these various rates on application by one of the transmitters. The Board believes that a more orderly and coordinated approach to the pooled transmission rates needs to be considered. Significant transmission infrastructure investment is also likely over the next three to five years. It is important that the Board consider how incentives might be established for all of the transmission service providers.

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[1] Prescribed assets are comprised of Ontario Power Generation Inc.'s nuclear and baseload hydro-electric generation facilities.

Different consumer classes should pay their fair allocation of the cost for delivery services they receive. In rate-making, these issues are considered under the ambit of rate design and cost allocation. In the electricity sector, new information coming from the installation of smart meters and conservation programs will provide a better basis on which to understand the costs of providing services to different groups. It also means a better understanding of the business risk faced by distributors as they work to promote energy conservation. This new information will factor into the Board's continuing initiatives in rate setting.

We will achieve this objective by:

1.1 setting payment amounts for **Ontario Power Generation Inc.'s (OPG)** prescribed assets;

1.2 reviewing electricity sector **Regulated Price Plan (RPP)** prices;

1.3 reviewing the **natural gas quarterly rate adjustment mechanism (QRAM)** methodology;

1.4 establishing the third generation **incentive regulation framework for electricity distributors**;

1.5 setting **electricity distribution rates** in 2009 and 2010 in accordance with the rate plan;

1.6 establishing an **electricity transmission rate setting plan**;

1.7 reviewing the **design of electricity distribution rates** in light of developments in smart metering implementation and conservation and demand management; and

1.8 applying the Board's **cost allocation policy**.

You will see that we have succeeded in meeting this objective when:

KEY INITIATIVES 2008-11 Business Plan		PERFORMANCE MEASURES 2008-11 Business Plan	DELIVERY PERIOD 2008-11 Business Plan	Responsibility
Payment amounts for Ontario Power Generation Inc. (OPG)	**1.1.1**	Payment amounts for OPG's prescribed assets have come into effect.	FY 2008-09	Market Operations
Electricity Regulated Price Plan (RPP)	**1.2.1**	The RPP prices have been adjusted as required.	FY 2008-09	Regulatory Policy Development
Review of natural gas quarterly rate adjustment mechanism (QRAM)	**1.3.1**	The QRAM method has been reviewed and revised as required.	FY 2008-09	Regulatory Policy Development
Incentive rate regulation framework for electricity distributors (Note: Rate orders normally scheduled for the month of April with effect on May 1)	**1.4.1**	The principles and method for third generation incentive regulation have been determined by the Board.	FY 2008-09	Regulatory Policy Development
	1.4.2	The filing guidelines and model for electricity distributors with respect to the third generation incentive regulation mechanism have been released.	FY 2008-09	Market Operations
Electricity distribution rates	**1.5.1**	2009 distribution rates have been approved for the majority of filing utilities by May 1.	FY 2008-09	Market Operations
	1.5.2	2010 distribution rates have been approved for the majority of filing utilities by May 1.	FY 2009-10	Market Operations
Electricity transmission rate regulation plan	**1.6.1**	Revenue requirements for all transmitters have been established for 2009.	FY 2008-09	Market Operations
	1.6.2	Coordination of the rate regulation of various transmitters has been completed.	FY 2009-10	Regulatory Policy Development
Electricity distribution rate design	**1.7.1**	A Board policy paper has been released.	FY 2008-09	Regulatory Policy Development
Cost allocation for electricity distributors	**1.8.1**	The cost allocation policy has been implemented for utilities whose rates are rebased in 2009-10.	FY 2008-09	Market Operations

Objective 2:

To Help Meet Ontario's Challenges for Renewal of Energy Infrastructure and Supply

Electricity infrastructure investment in Ontario is proceeding rapidly. The Ontario Power Authority (OPA) now has over 10,000 megawatts (MW) of generating capacity under contract, of which 1750 MW is already in service and a further 6,600 MW of capacity is scheduled to come into service by the end of 2010.

Over the longer term, electricity infrastructure development in the province will be guided by the OPA's Integrated Power System Plan (IPSP), a plan that identifies the generation, transmission and conservation resources needed over the next 20 years. The IPSP has now been filed with the Board. The Board must review the plan to ensure that it is consistent with directions from the Minister (specifically the Supply Mix Directive issued June 13, 2006) and is economically prudent and cost effective. The Board will facilitate its implementation when it performs its responsibilities under the *Ontario Energy Board Act, 1998*.

These developments present new challenges for the Board to ensure its policies on cost recovery for investments in transmission and distribution systems can facilitate implementation of the IPSP and other initiatives. The IPSP proposes changes to how costs are recovered for some new transmission resource investments. The rapid growth of distribution-connected generation, through the Renewable Energy Standard Offer Program, is expected to lead to significant distribution system investments, the costs of which are currently recovered principally from generators. The Board plans to review its transmission and distribution policies to address investment funding issues relating to load growth and generation, including distributed generation.

Ontario's needs for additional investment in electricity distribution infrastructure are also a concern of the Board. The Board plans to move forward on the development of appropriate distributor asset management practices and on establishing standard methodologies supporting depreciation policies. The Board will also complete its work in response to the directive from the Minister of Energy on the issue of farm stray voltage.

In the natural gas sector, the Board has made a determination that certain storage services are subject to competition sufficient to protect the public interest and will put in place rules of conduct and reporting to support a competitive market for storage.

The continuing evolution of the gas market, including the growing importance of liquefied natural gas and northern frontier gas, has raised the issue of making long-term investments to secure natural gas supply and its delivery in Ontario. The Board will consider this matter and develop guidelines for evaluating applications for the approval of long-term contracts.

We will achieve this objective by:

2.1 reviewing the Ontario Power Authority's **Integrated Power System Plan (IPSP)** and procurement processes, facilitating implementation of the IPSP, and updating the IPSP filing guidelines as required;

2.2 reviewing regulatory policies relating to **infrastructure funding**;

2.3 reviewing best practices for electricity distributors relating to **electricity distribution infrastructure;** and

2.4 **reviewing** long-term contracting for **transmission and gas supply** by natural gas distributors and developing a storage and transportation access rule.

You will see that we have succeeded in meeting this objective when:

KEY INITIATIVES 2008-11 Business Plan		PERFORMANCE MEASURES 2008-11 Business Plan	DELIVERY PERIOD 2008-11 Business Plan	Responsibility
Integrated Power System Plan (IPSP)	**2.1.1**	In the absence of unforeseen circumstances, the hearing on the IPSP has been completed within about a year of the receipt of the application from the OPA.	FY 2008-09	Market Operations
	2.1.2	The IPSP filing guidelines have been reviewed and revised as required in preparation for the new IPSP.	FY 2009-10	Regulatory Policy Development
Infrastructure funding	**2.2.1**	A review has been completed of regulatory policies related to funding of transmission and distribution related to load growth and generation investments including distributed generation.	FY 2008-10	Regulatory Policy Development
Electricity distribution infrastructure	**2.3.1**	Best practices for the development of a distributor asset management plan have been reviewed.	FY 2008-10	Regulatory Policy Development
	2.3.2	Work has been completed in response to the Minister of Energy's directive on farm stray voltage.	FY 2008-09	Regulatory Policy Development
Natural gas review	**2.4.1**	Issues relating to long-term contracting for gas transmission and supply by natural gas distributors have been reviewed.	FY 2008-10	Regulatory Policy Development
	2.4.2	A consultation process to develop rules of conduct and reporting related to storage and transportation has been completed and the rules are in place.	FY 2008-09	Regulatory Policy Development

Objective 3:

To Facilitate Energy Conservation and Demand Management

The Board is committed to promoting conservation in the province. An increased focus on the environment and climate change continues to underpin the importance of, and support for, conservation and energy efficiency. The Board seeks to ensure that its regulation is consistent with the delivery of efficient and effective conservation and demand management (CDM) measures. Key implementation issues are conservation and demand management programs provided by distributors, smart meters and time-of-use pricing.

With regard to CDM, the Ontario Power Authority (OPA) has been directed by the Minister of Energy to coordinate the delivery and funding of CDM initiatives through electricity distributors in Ontario in the coming years. The Board's past focus in this area has been on removing regulatory barriers to CDM. The emphasis in the coming years will be on ensuring that the Board's regulatory requirements recognize the OPA's primary responsibility for funding CDM programs in the province, and on enabling participation by electricity distributors in the OPA's CDM programs. The Board will continue to allow distributors to apply for incentives that promote CDM activity (such as the "Shared Savings Mechanism") and for rate relief that keeps distributors financially viable despite declining energy revenues as a result of conservation (such as the "Lost Revenue Adjustment Mechanism").

The implementation of the government's smart metering initiative will provide opportunities for energy conservation and load shifting. The Board will continue to develop and implement regulatory instruments that support the roll-out of smart meters and smart sub-meters to electricity consumers in accordance with the policies of the Minister of Energy and the plans of the Independent Electricity System Operator (IESO) as project manager of the smart metering initiative. With the installation of smart meters, consumers can be charged for electricity based on the time of day at which the electricity is consumed. Because the cost of supply varies during the day, and is higher during peak periods, this time-of-use pricing is a further improvement towards ensuring that consumers pay the true cost of the power they consume.

New data coming from the installation of smart meters and conservation programs will also provide a better basis on which to understand the costs of providing services to different groups. This information will factor into the Board's continuing initiatives in rate design and cost allocation.

In the natural gas sector, there is growing pressure on supply. Conventional supplies are declining and new supplies, such as liquefied natural gas, are more costly, resulting in more volatility in natural gas prices. Given these market conditions for natural gas, demand side management (DSM) and fuel switching activities will continue to be important. The Board recently established a new framework for DSM initiatives undertaken by natural gas distributors, and approved three-year DSM plans for the province's two largest natural gas distributors. The Board's task will be to review the progress of these plans in gas distributor rate reviews and, in 2009, to review the second generation of long-term DSM plans.

We will achieve this objective by:

3.1 adjudicating applications for the approval of plans and related rate matters relating to **electricity conservation and demand management**;

3.2 adjudicating applications for the approval of plans and related rate matters relating to **natural gas demand side management**;

3.3 developing new policies, establishing and amending relevant codes, developing new licences and licence conditions, and setting rates to implement the government's **smart metering initiative**; and

3.4 reviewing the design of **time-of-use electricity pricing** and revising it as required.

You will see that we have succeeded in meeting this objective when:

KEY INITIATIVES 2008-11 Business Plan		PERFORMANCE MEASURES 2008-11 Business Plan	DELIVERY PERIOD 2008-11 Business Plan	Responsibility
Electricity conservation and demand management (CDM)	**3.1.1**	Decisions have been issued on applications for approval of CDM plans filed with the Board, in accordance with applicable performance standards.	Ongoing	Market Operations
	3.1.2	Decisions have been issued on applications filed with the Board for the recovery of lost revenue and shareholder incentives related to CDM, in accordance with applicable performance standards.	Ongoing	Market Operations
Natural gas demand side management (DSM)	**3.2.1**	Decisions on second generation long-term DSM plans have been issued in accordance with applicable performance standards.	FY 2009-10	Market Operations
	3.2.2	Decisions on applications for the recovery of lost revenue and shareholder incentives have been issued in accordance with applicable performance standards.	Ongoing	Market Operations
Smart metering initiative	**3.3.1**	The Board has developed and implemented regulatory instruments that support the roll-out of smart meters and smart sub-meters.	FY 2008-09	Market Operations
Time-of-use electricity pricing	**3.4.1**	The Board has reviewed the current design of time-of-use electricity pricing and made revisions as required.	FY 2008-09	Regulatory Policy Development

Objective 4:

To Monitor, Report and Improve on Regulatory Processes to Ensure that they are Effective, Fair and Transparent

The Board recognizes the importance of efficient regulation and has embarked upon a "better regulation" agenda with a view to continually improving efficiency in its operational performance, regulatory outcomes and decision-making processes.

The Board operates under performance standards that establish clear milestones for each step of the application process, from start to finish.

The Board is undertaking initiatives to streamline regulation of the natural gas and electricity sectors. Regulatory efficiency is also enhanced by the development of guidelines, handbooks and filing requirements that provide guidance on the Board's processes and expectations.

The Board seeks to ensure that its decisions are of a consistently high quality and that its processes are fair, transparent, timely and cost effective. Within that context, the Board will look for opportunities to increase the efficiency of its adjudicative processes, including the more effective use of pre-hearing processes and settlements. Administrative tools, such as codes, rules and guidelines, for developing regulatory policy can be used to enable the Board to fulfill its mandate fairly and efficiently.

Granting licences to electricity generators, transmitters, distributors, wholesalers and retailers, and to natural gas marketers, has been an effective tool to enable the implementation of legislation, codes, rules and orders. The current approach to granting these licences has been in place for several years. With the evolution of the market and changes to legislation, it is appropriate to conduct a review of the licence requirements to determine whether they should be changed or enhanced to improve their effectiveness.

We will achieve this objective by:

4.1 monitoring and reporting on the Board's current standards for processing all applications according to its **application processing standards**;

4.2 **managing issues** by responding to requests for clarification of regulatory requirements, and assisting regulated entities in meeting these requirements in a timely manner; and

4.3 reviewing the **requirements for licences** and revising them as required.

You will see that we have succeeded in meeting this objective when:

KEY INITIATIVES 2008-11 Business Plan		PERFORMANCE MEASURES 2008-11 Business Plan	DELIVERY PERIOD 2008-11 Business Plan	Responsibility
Application processing standards	**4.1.1**	The Board has achieved its published timelines for processing applications 70% of the time.	Ongoing	Market Operations
	4.1.2	The Board has provided a response to applicants within 10 days 85% of the time.	Ongoing	Market Operations
Issues management	**4.2.1**	Parties contacting the Market Operations Hotline have received a complete response within five business days 85% of the time, and the remainder have received a complete response within 45 days.	Ongoing	Market Operations
Licensing requirements	**4.3.1**	Processes and analysis for licensing have been reviewed and revised as required.	FY 2008-09	Market Operations

Objective 5:

To Enhance Public Confidence in the Board's Regulation through Audit and Compliance Programs

The Board's compliance and audit functions enhance public confidence in the Board and in the entities that it regulates in a variety of ways.

Over the next fiscal year, the Board's audit and compliance programs will continue to support the move to incentive rate-making. With a reduction in the number of annual rate reviews, the monitoring of the financial and service quality performance of distribution utilities will become more important.

The Regulatory Audit Office is responsible for ensuring that filings are accurate and made on a regular basis so that the pertinent information is available as and when required. Better and more reliable information supports sound rate-making. Among the challenges in the next years will be the review of the Uniform System of Accounts in light of the move to the International Financial Reporting Standards (IFRS).

The Board recognizes, however, that information reporting represents an administrative burden for the companies that it regulates. It has therefore also assigned to the Regulatory Audit Office the responsibility of looking for ways to minimize that burden, either by eliminating reporting requirements that call for information that is not needed by the Board or by making the means of reporting simpler.

An effective compliance program provides both consumers and industry stakeholders with assurance that regulated companies are complying with the rules. The Board's Compliance Office will continue to monitor the activities of regulated companies on a regular basis, whether proactively or in response to complaints, and to address instances of non-compliance. Because energy retailing is expected to continue to be an area of significant activity, that will be an area of emphasis in the near term. The Compliance Office will continue to work with electricity retailers and gas marketers to ensure that they understand their legal and regulatory obligations, and will closely monitor their compliance with those obligations. The Compliance Office will also continue to facilitate the resolution of disputes between regulated entities and consumers, and between regulated entities.

Another area of continued focus for the Compliance Office will be working with the industry to implement the codes and rules established by the Board. The Board expects more of this work to be related to the implementation of incentive rates. For example, the introduction of storage and transportation access rules resulting from the deregulation of gas storage will be an area of emphasis in the coming years.

We will achieve this objective by:

5.1 **improving the quality and reporting of information** from regulated companies;

5.2 **monitoring the financial viability** of natural gas and electricity distributors and transmitters;

5.3 **managing compliance issues** through timely and effective processes;

5.4 **monitoring** adherence to the regulatory requirements that support **incentive regulation in the electricity sector**;

5.5 **reviewing regulatory accounting structures;**

5.6 **monitoring** compliance with regulatory requirements **governing industry access to utility services**; and

5.7 providing effective oversight to **enhance consumer confidence in the energy sector**.

You will see that we have succeeded in meeting this objective when:

KEY INITIATIVES 2008-11 Business Plan		PERFORMANCE MEASURES 2008-11 Business Plan	DELIVERY PERIOD 2008-11 Business Plan	Responsibility
Improving regulatory reporting and record keeping	**5.1.1**	A review of Reporting and Record Keeping Requirements, and the uses of reported data, have been completed.	FY 2008-09	Market Operations
	5.1.2	Performance standards for the timely completion of audits by the Board have been developed and implemented.	FY 2009-10	Market Operations
Monitoring the financial viability of distributors and transmitters	**5.2.1**	An audit plan based on an assessment of risk has been approved and implemented.	Ongoing	Market Operations
Timely and effective compliance management	**5.3.1**	Compliance matters have been resolved in accordance with our performance standards by providing a compliance determination letter within 150 days, at least 85% of the time.	Ongoing	Market Operations
	5.3.2	A report on compliance activity is published quarterly.	Ongoing	Market Operations
Monitoring associated with incentive rate regulation in the electricity sector	**5.4.1**	An audit of the reliability of distributor utility performance and service quality reporting data has been completed.	Ongoing	Market Operations
Review of regulatory accounting structures	**5.5.1**	A report on adjustments to the Uniform System of Accounts to accommodate incentive rates, cost allocation, comparator statistics and changes in accounting has been completed.	FY 2008-09	Market Operations
	5.5.2	A regulatory accounting framework for distribution and transmission utilities to implement IFRS has been developed.	FY 2008-10	Market Operations
Monitoring access to utility services in the energy sector	**5.6.1**	A review of compliance with storage and transportation access rules has been conducted.	FY 2009-10	Market Operations
	5.6.2	A quarterly report is published of the activities of the natural gas and electricity electronic business transaction (EBT) working groups.	Ongoing	Market Operations
Enhancing confidence in the energy sector	**5.7.1**	A review has been completed of retail energy companies' compliance with consumer protection provisions under the *Ontario Energy Board Act, 1998* and Board codes.	FY 2008-09	Market Operations
	5.7.2	A program to have electricity retailers, gas marketers and distributors respond to complaints received by the Board has been implemented and is being monitored.	FY 2008-09	Market Operations
	5.7.3	The provision of service by electricity distributors has been reviewed.	FY 2008-09	Regulatory Policy Development

Objective 6:

To Provide Clear and Timely Communications to Enhance Transparency with Stakeholders and Empower Consumers

The Board's regulation considers the protection of the interests of consumers and the financial viability of the energy sector. The Board sets commodity and delivery rates for most of Ontario's natural gas and electricity consumers and implements a number of regulatory policy initiatives in the electricity and natural gas sectors that affect stakeholders and consumers.

As an independent administrative tribunal and a crown corporation, the Board strives to be a service-oriented and responsive organization. Using an array of communication vehicles, including corporate reports, media releases, stakeholder research, and consumer relations centre services, the Board seeks to inform and to hear from its stakeholders, consumers and the public. Clear and timely communications relating to the Board's decisions, initiatives and focus are vital since this information helps stakeholders manage change efficiently and empowers consumers to make more informed decisions about their energy choices.

We will achieve this objective by:

6.1 meeting the performance standards for responding to **enquiries from consumers** through correspondence and telephone calls to ensure timely response and to identify emerging issues;

6.2 reporting quarterly to **inform the industry and the public** about the types of **issues that consumers are raising** in their enquiries to the Board;

6.3 meeting the performance standards for **facilitating the resolution of disputes** between regulated entities and consumers, and reporting quarterly to inform the industry and the public;

6.4 updating the **Stakeholder Perception Index** to measure the Board's performance and identify areas for improvement;

6.5 reviewing and updating the "**Getting to Know the Ontario Energy Board" resource guide** to help consumers and stakeholders better understand Board processes; and

6.6 reviewing and updating, if required, the "**Energy Choice is Yours" consumer awareness initiative** to continue to help consumers better understand their rights and responsibilities when considering their energy choices.

You will see that we have succeeded in meeting this objective when:

KEY INITIATIVES 2008-11 Business Plan		PERFORMANCE MEASURES 2008-11 Business Plan	DELIVERY PERIOD 2008-11 Business Plan	Responsibility
Consumer enquiries	**6.1.1**	The following consumer response standards have been met a minimum of 80% of the time: responding to general correspondence within 15 business days; answering calls within 20 seconds; and responding to voicemail by the next business day.	Ongoing	Communications and Public Affairs
Informing on consumer issues	**6.2.1**	Quarterly reports are posted on the Board's website to inform the industry and the public about the types of issues that consumers raise in their enquiries to the Board.	Ongoing	Communications and Public Affairs
Facilitating resolution of disputes	**6.3.1**	The resolution of disputes between regulated companies and consumers has been facilitated within 90 days, 90% of the time, and reported quarterly.	Ongoing	Market Operations
Stakeholder Perception Index	**6.4.1**	The Board's Stakeholder Perception Index is updated and the satisfaction rating with the Board's overall performance achieves, at a minimum, the average of that rating for the previous three years.	Ongoing	Communications and Public Affairs
Resource guide	**6.5.1**	The "Getting to Know the Ontario Energy Board" resource guide has been updated and published.	FY 2008-09	Communications and Public Affairs
Consumer awareness initiative	**6.6.1**	The "Energy Choice is Yours" consumer awareness initiative has been reviewed and updated as required.	FY 2008-09	Communications and Public Affairs

Management Initiatives

The Board continues to implement management initiatives that support its operations, good corporate governance and continuous improvement. These initiatives enable the Board to use its resources more efficiently to serve internal and external stakeholders and consumers. In carrying out its regulatory responsibilities, the Board is committed to the sound management of the resources entrusted to it and to cost-effective processes.

We will provide support by:

M.1 publishing information regarding the Board's **regulatory costs**;

M.2 continually assessing **information technology** applications to ensure they are timely and cost effective for external and internal users;

M.3 preparing a **human resources strategy** that addresses the full employment lifecycle (hiring, retention, skills and knowledge development, compensation, evaluation, career progression, succession planning, retirement) in order to reap the benefit of acquired knowledge and experience and to minimize disruptions in services;

M.4 continually **developing employee skills and knowledge** to meet the evolving needs of the Board and the industry; and

M.5 **surveying employees** regularly so that they contribute to shaping and improving our work environment.

You will see that we have succeeded in providing support when:

KEY INITIATIVES 2008-11 Business Plan		PERFORMANCE MEASURES 2008-11 Business Plan	DELIVERY PERIOD 2008-11 Business Plan	Responsibility
Regulatory cost measures	**M.1.1**	The Board's regulatory cost measures are reported annually.	Ongoing	Business Services
	M.1.2	A review of the Board's regulatory cost measures is undertaken to assess their continued appropriateness and usefulness.	FY 2009-10	Business Services
Information technology	**M.2.1**	A review of information technology applications is undertaken to determine if the applications require further adjustment.	FY 2009-10	Business Services
Human resources strategy	**M.3.1**	A three-year human resources strategy is implemented.	FY 2008-11	Business Services
Learning and development	**M.4.1**	A minimum of 2% of annual salaries has been spent on employee training and education programs.	Ongoing	Business Services
Employee survey	**M.5.1**	The Employee Engagement Index is updated regularly through employee surveys and future ratings are equal to or	Ongoing	Business Services

KEY INITIATIVES 2008-11 Business Plan		PERFORMANCE MEASURES 2008-11 Business Plan	DELIVERY PERIOD 2008-11 Business Plan	Responsibility
		greater than the average rating for the previous three full surveys.		