

October 1, 2020

Susanna Zagar
Chief Executive Officer
Ontario Energy Board
2300 Yonge Street, 27th Floor
P.O. Box 2319
Toronto, ON
M4P 1E4

Dear Ms. Zagar,

Congratulations on your appointment as Chief Executive Officer of the Ontario Energy Board (OEB). Your leadership in the OEB will have a significant impact in ensuring the OEB contributes to a sustainable, reliable energy sector in Ontario.

In the Minister's mandate letter to the Chair of the Board of Directors on October 1, 2020, the Minister communicated that further details regarding broad government priorities for provincial agencies would be provided to you. This letter is an opportunity to share with you details about the government's priorities identified by Treasury Board Secretariat.

Ontario's provincial agencies, such as the OEB, are vital partners in ensuring the delivery of high-quality services to Ontarians. The OEB is expected to act in the best interests of Ontarians by being efficient, effective and providing value for money. These broad government priorities include:

1. Competitiveness, Sustainability and Expenditure Management

- operating within the approved budget
- identifying and pursuing opportunities for revenue generation, innovative practices, and/or improved program sustainability
- identifying and pursuing efficiencies and savings
- complying with applicable direction related to supply chain centralization, Realty Interim Measures and Agency Office Location Criteria

2. Transparency and Accountability

- abiding by applicable government directives and policies and ensuring transparency and accountability in reporting
- adhering to requirements of the Agencies and Appointment Directive, and responding to audit findings, where applicable
- identifying appropriate skills, knowledge and experience needed to effectively support the board's role in agency governance and accountability

3. Risk Management

- developing and implementing an effective process for the identification, assessment and mitigation of risks, including planning for and responding to emergency situations such as COVID-19

4. Workforce Management

- optimizing your agency's workforce to enable efficient and effective fulfilment of government priorities, while enhancing customer service standards
- streamlining back office functions to ensure that all available resources are redirected towards the critical front-line services that Ontarians depend upon

5. Data Collection

- improving how the agency uses data in decision-making, information sharing and reporting, including by leveraging available or new data solutions to inform outcome-based reporting and improve service delivery
- supporting transparency and data sharing with the ministry, as appropriate

6. Digital Delivery and Customer Service

- exploring and implementing digitization or digital modernization strategies for the provision of services online and continuing to meet and exceed customer service standards through transition
- using a variety of approaches or tools to ensure service delivery in all situations, including COVID-19

These government priorities are broadly in alignment with the OEB Modernization expectations that the Minister has communicated to the Chair. I ask that you consider these priorities, along with the Minister's expectations articulated in the mandate letter, in your business planning and progress monitoring in the next fiscal year. In addition, I encourage the OEB to employ available tools or develop appropriate mechanisms relevant to your operations to consistently track and measure progress in these areas.

I thank you for your support, and for your valuable service to the public. I look forward to working with you to ensure that OEB continues to fulfill its mandate in a manner that is efficient and effective. Should you have any questions or concerns, please feel free to contact me.

Sincerely,



Stephen Rhodes
Deputy Minister, Minister of Energy, Northern Development and Mines

- c: Hon. Greg Rickford, Minister of Energy, Northern Development and Mines
Carolyn Calwell, Assistant Deputy Minister of Energy, Northern Development and Mines
Richard Dicerni, Chair, Ontario Energy Board