

## Policy Day – Closing Remarks for Susanna Zagar, CEO

Thank you, Harneet.

This is just, wow, what an afternoon. This has really been enjoyable and interesting, such a thoughtful dialogue, we really appreciate your full participation. I was frantically making notes while I was in the breakout rooms and listening to the summaries but I am not even going to get into any of that because the spokesperson for each breakout room has done such a terrific job and notes are being kept in each room so that we can capture all of the ideas not just the ones that made it to the summary here. So maybe let me focus on a couple of things before I close this out.

One is that when we set on this transformation journey, almost a year ago, I committed to engaging broadly and investing in relationships with individuals in the sector. I committed to that and those relationships have become so important to me over the course of this year. A big part of this working hard was going to ensure that we were able to easily have a clear and traceable line back from our strategic goals as an organization to our business deliverables. And then trace those further forward to the outcomes for the people of Ontario and that really is what's at the heart of Policy Day and why we shared so much with you today. I know we were very micro earlier, we got a bit macro and then we really tried to grab at reality in these breakout rooms so thank you for that.

I hope that you are seeing the right changes at the OEB and that you feel the momentum is being generated in a positive way. I also hope you feel confident that the OEB has heard you today and listened and that this is one of the key actions for us in terms of building your trust of us.

I'd like to thank the OEB team for the presentations they gave, for their participation in the breakout rooms, and the note taking and of course the unsung heroes who are so vital to the success

of an event like this in terms of production so thank you to my OEB colleagues. You've done a terrific job. .

I want to thank Amy Myers Jaffe for her conversation and presentation. Her work is internationally renowned and we were lucky to have her with us this afternoon.

And, finally - most importantly - I really want to thank each and every one of you for joining us here today. I started my remarks this afternoon by saying that your perspectives were broad *and* deep and vital to the OEB. While, I stand by what I said earlier you have just been on fire this afternoon. Thank you so much! The conversations have been robust, you did not disappoint in any way. Conversations really mean so much to us as we move forward and the criticality of the work we need to do on behalf of the sector. The feedback and insights we gained from you this afternoon will inform our 2022 / 23 Budget and Business Plan and a whole range of other activities that we are going to undertake. We will reflect on these conversations with our Energy [X] Change group and with our Adjudication Modernization Committee and with our Board of Directors, so critical and valuable what you've told us.

I want to say the conversation does not end here. We'd like to encourage each and everyone of you and the organizations you represent and the individuals you represent to continue to be active with us in the OEB modernization, it's so critical to our success. As I've said to you before and in many different places, it's an exciting time to be in the energy sector, we are in this together - for the people of Ontario.

- And what you've done today is tremendously helpful to achieve that goal so thank you for being with us. I wish you a wonderful afternoon. Be safe and stay safe. I look forward to seeing you soon. Thank you everyone