

2023 - 2024

Annual Report



Ontario
Energy
Board

Ontario

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A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

During the 2023–2024 fiscal year, Ontario’s energy sector continued its transformation, driven by consumer demand for reliable and affordable sources of energy. Advances in technology, the need for more affordable housing, strong economic growth and changing consumer preferences resulted in an increased reliance on energy. In this environment, our role as the regulator of Ontario’s electricity and natural gas sectors is more critical than ever, and inaction is not an option.

Informed by Minister Todd Smith’s Letters of Direction (October 2022 and November 2023), our work over the past fiscal year was shaped by the government’s plan, titled Powering Ontario’s Growth, the Independent Electricity Operator’s Pathways to Decarbonization report, the Electrification and Energy Transition Panel’s report and the complex and evolving stakeholder environment in which we operate.

Efficiently and transparently adjudicating the applications of the entities we regulate remains at our core. Of the **288 decisions issued** in 2023–2024, **90% were issued more than 14 days in advance** of our established decision metric date. We also **returned to in-person adjudicative events and enabled hybrid hearings**.

To improve efficiency and reduce regulatory burden, we accepted most recommendations from **the Very Small Utilities Working Group** and launched a consultation to **review requirements and processes for electricity distributor consolidations**. A final version of a revised Handbook to Electricity Distributor and Transmitter Consolidations, informed by OEB staff recommendations, is expected in mid-2024. We also continued to move forward with a **streamlined licence renewal process for electricity distributors and introduced it for electricity transmitters**.

Our **Red Tape Reduction initiative** continued to identify regulatory requirements that no longer serve their intended purpose, **reducing burden by approximately 2.1% this year**. Added to the 2.5% reduction last year, we are well positioned to achieve our 5% target by March 2026.

We also **initiated a process to issue preliminary Uniform Transmission Rates for electricity distributors** to use in upcoming rate applications. This move serves to minimize variances that were causing cashflow issues and interest charges to customers, and was recognized as assisting the regulatory lag by credit ratings agency S&P Global Ratings.

The OEB prioritized public protection by fostering a culture of compliance and ensuring fair and balanced processes. We **completed 35 compliance inspections** related to enforceable provisions. Additionally, we **responded to more than 485 industry relations enquiries, answered more than 9,000 customer enquiries and closed 40-plus compliance reviews**.

With affordability being a concern for many, the OEB added measures to protect the public by **reviewing and enhancing the Low-income Energy Assistance Program**. Similarly, we began promotion of **updated income eligibility requirements for the Ontario Electricity Support Program** and **continued to support implementation of Green Button and the Ultra-Low Overnight price plan** to support customer choice and control over their energy bills.

We advanced our efforts to ensure meaningful participation by Indigenous peoples in OEB proceedings. Specifically, we **solicited comments on the Indigenous consultation provisions in our Environmental Guidelines for the Location, Construction and Operation of Hydrocarbon Projects and Facilities in Ontario**, as well as on the participation by Indigenous communities and organizations in OEB hearings. We are considering actions to address those comments and plan to report on this work later in 2024–2025.

The OEB progressed our Electric Vehicle (EV) Integration project by releasing the **Delivery Rates Report** and issuing guidance to help distributors plan for anticipated increases to EV charging loads. By publishing the **EV Charging Connections Procedure**, we standardized connection processes benefitting both distributors and changing companies.

We also selected **six projects to share funding of \$1.5 million as part of our Innovation Sandbox Challenge**. The initiative was a prime example of how we harness innovative thinking to address energy transition challenges.

Our **DER Connections Review** made great strides in streamlining the process to connect DERs. **New rules enable electricity distributors to offer flexible hosting capacity arrangements**, which was a major step toward facilitating greater DER adoption.

Finally, we were **recognized as one of Greater Toronto’s Top Employers for a second consecutive year** and received **Electricity Human Resources Canada’s Award of Excellence for being a Workplace Diversity, Equity and Inclusion Champion**.

Our 2023–2024 fiscal year was characterized by purposeful and co-operative work and a commitment to those we serve, the people of Ontario. My sincere thanks to all who have worked so hard across the sector to enable Ontario’s energy advantage.



Susanna Zagar
Chief Executive Officer

OUR VISION, MISSION, PURPOSE AND VALUE STATEMENTS



VISION	MISSION	PURPOSE
<p>To be a trusted regulator that is recognized for enabling Ontario’s growing economy and improving the quality of life for the people of this province, who deserve safe, reliable and affordable energy.</p>	<p>To deliver public value through prudent regulation and independent adjudicative decision making, which contributes to Ontario’s economic, social and environmental development.</p>	<p>To oversee the provincial energy markets, protect the interests of individuals and support the collective advancement of the people of Ontario.</p>



VALUES

ACCOUNTABLE	TRANSPARENT	DRIVEN	THOUGHTFUL
<p>We hold ourselves accountable to the public we serve through integrity of governance, clarity of process and independence of decision making.</p>	<p>We are transparent in setting objectives, measuring outcomes and reporting on our performance to our stakeholders and the public.</p>	<p>We are driven to do the right things, work hard and deliver value for the people of Ontario and the evolving energy sector that we regulate.</p>	<p>We approach each day thoughtfully and ensure prudent stewardship of one of the most complex and productive energy sectors in the world.</p>

OUR PERFORMANCE

The OEB's 2023–2024 performance is measured and reported in the following ways:

- A. Performance Measurement Framework**
 - B. Consumer protection, Progress on former Minister Todd Smith's Letters of Direction and Additional accomplishments**
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A. PERFORMANCE MEASUREMENT FRAMEWORK

The OEB's current Performance Measurement Framework brings together three measurement mechanisms that aim to provide management and stakeholders with a complete picture of OEB performance: Strategic Performance Measures (SPM), Enterprise Scorecard and Adjudicative Reporting Dashboard.

Strategic performance measurement: A single-scorecard view of how the cumulative array of OEB activities drive the progress of the OEB's Strategic Goals and advance outcomes that provide value to the sector and public. The SPM includes, among other things, activities covered in greater detail in the Enterprise Scorecard and Adjudicative Dashboard.

Enterprise scorecard: The OEB regularly tracks progress on strategic, operational, financial and human resource metrics. As outlined in the Memorandum of Understanding between the former Minister of Energy and the OEB Chair, year-end results are audited externally and published in the Annual Report.

Adjudicative dashboard: The OEB monitors the timeliness of its adjudicative proceedings on an ongoing basis, using performance standards for all application types. The year-to-date results are reported online twice a year in the Adjudicative Dashboard.

OUR PERFORMANCE

Strategic performance measures

Performance measurement should respond to evidence, feedback from stakeholders and the changing needs of an organization. Recent Letters of Direction from the former Minister of Energy, Todd Smith, have echoed this view. They challenge the OEB to hold itself to the highest standard of performance and to measure outcomes that clearly define impact.

Throughout the 2023–2024 fiscal year, the OEB assessed the state of our strategic performance measures (SPM) scorecard within the context of industry best practices, stakeholder perspectives, and recent data. The result was a new scorecard, published in the 2024–2027 Business Plan, which clarifies the progression from OEB activities to OEB outputs to sector and societal outcomes.

Activities are the operational or strategic initiatives in which the OEB invests human and capital resources.

Outputs are the services and products that result from OEB activities. Activities and outputs drive to **outcomes**, often delivered by way of regulated entities, that provide economic, social, or environmental benefits to the public. While the new SPM scorecard retains some indicators from the previous scorecard, there are also new indicators that aim to capture important OEB initiatives and their associated outcomes. Many of these indicators are still in development. Regardless, it is important to communicate current state where data exists. This serves to establish a baseline from which future results can be compared.

The table below marks the inception of a new phase for our SPM scorecard. It shows that the OEB is surpassing performance targets in managing critical activities related to the delivery of key services and products. It also includes results for outcome indicators, which will require ongoing annual monitoring to identify pertinent trends.

We know there is opportunity for further refinement, and we will continue to seek input from the sector and experts in performance measurement as we measure and report in the coming years.

OUR PERFORMANCE

Strategic Goal	OEB Output Indicator	Target	Results		Outcome	Outcome Indicator	Results	
			F2023–2024				2023	
ENABLE ONTARIO'S ENERGY ADVANTAGE	1. Adjudicative Efficiency [% of decisions with Total Cycle Time within performance standard]	≥ 85% (Panel)		90.0%	Predictability in regulatory requirements and timelines drives confidence for businesses and investors	<i>Indicator to be developed, as OEB role in supporting Powering Ontario's Growth becomes clear</i>		
		≥ 95% (DA)		100.0%				
	2. Red Tape Reduction [% change in OEB Regulatory Compliance Requirements (RCRs) from 2018 baseline]	-5% (by 2026)		-4.6%	Regulations that are fit for purpose save time and money for people and businesses of Ontario	Burden Reduction [% change in Ministry of Energy and Electrification RCRs from 2018 baseline]		-11.3% (As of June 30, 2023) ^a
PROTECT THE PUBLIC	3. Prudent and Timely Execution of Compliance Program [% completed within 180 days]	70%		New for 2024–2025 Reporting ^b	Resolution of priority issues and a culture of compliance result in a better experience for consumers	Non-compliant Disconnections [% of closed disconnection compliance reviews found to be non-compliant]		50.0%
	4. Achievement of Public Information Centre (PIC) Metrics [cumulative weighted % deviation from target on seven performance metrics]	≥ 0%		+3.5%	Consumers are informed about their energy bills, available choices and changes that may impact them	Satisfaction Rating on Post-Call Survey [% rating as satisfied]		91.1%
DRIVE ENERGY SECTOR PERFORMANCE	5. Achievement of Reliability and Power Quality Review (RPQR) milestones [% complete]	100%		New for 2024–2025 Reporting	Improved consumer awareness and value of reliability investments	SAIDI^c	[customer weighted industry average]	1.54
	6. Progress of 'Initiatives to Update and Modernize Rate-Setting for Distributors' [% complete]	100%		New for 2024–2025 Reporting		SAIFI^c		2.75
					Price reflects efficient and cost-effective service provided by a financially viable industry	Return on Equity (ROE) Achievement [% of utilities within +/- 3% of deemed ROE]		70.4%
FACILITATE INNOVATION	7. Responsiveness to Industry Relations Enquiries (IREs) [% of standard IREs responded to within 10 days]	≥ 90%		96.1%	Utilities and consumers are supported in utilizing a broad range of options for meeting needs	DER Incentive Use [# of applications]		New for 2024–2025 Reporting
						Distribution System Utilization Factor [average demand/peak demand]		New for 2024–2025 Reporting
	8. Innovation Sandbox Enquiries [# of enquiries to innovation@oeb.ca responded to]	≥ 25		28	Increase in innovative projects moving to implementation	Sandbox Challenge Delivery [% of milestones complete]		New for 2024–2025 Reporting

a Most recent Ministry of Energy burden reduction does not yet reflect contribution from the OEB.

b Indicators proposed in 2024–2027 Business Plan that are new to the scorecard and will be further defined during 2024–2025.

c SAIDI: System Average Interruption Duration Index; SAIFI: System Average Interruption Frequency Index.

OUR PERFORMANCE

The following provides a brief discussion of the indicators related to each of the eight target outcomes.

Outcome 1: Predictability in regulatory requirements and timelines drives confidence for businesses and investors

Output Indicator: Of the 288 decisions issued by the OEB during the past fiscal year, 99% were issued within performance standards. Most of these decisions (246) were by employees of the OEB who have been delegated authority for specific matters. In such cases, 100% of the decisions were issued within the performance standard for Total Cycle Time. The remainder of decisions, issued by panels of Commissioners, were within the performance standard 90% of the time. Details of the four panel decisions issued outside the performance standard can be found on the [Adjudicative Dashboard](#) section of this report.

Outcome Indicator: Independent, efficient, and predictable decision-making provides a regulatory context that sector participants can depend on. It is an important factor that can contribute to Ontario's energy advantage, fueled by the continued availability of clean, reliable energy at a reasonable price. The OEB is already supporting elements of the government's plan, as laid out in *Powering Ontario's Growth (2023)*, including reviewing infrastructure costs and connection horizons relevant to the building of new housing. The OEB will continue to work with the Ministry of Energy and Electrification on next steps and a longer-term plan, which will include outcome indicators that consider benefits for the people of Ontario.

Outcome 2: Regulations that are fit for purpose save time and money for people and businesses of Ontario

Output Indicator: The OEB is committed to a 5% reduction in red tape by March 2026. This involves counting regulatory compliance requirements (RCRs) in policies, rules, codes, and other OEB-issued documents in accordance with government guidelines and comparing to the baseline measured by the Ministry of Energy in 2018. Following this method, the OEB reduced regulatory requirements by 2.1% in 2023–2024, bringing the net change to 4.6% below baseline. Given the changing requirements of an expanding mandate, burden reduction has focused on the streamlining and clarification of requirements through code amendments and digital solutions (see [Red Tape Reduction](#) details). Not all the OEB's burden reduction efforts are captured in this single indicator, but the benefits will be realized in time and money saved for regulated entities and participants in OEB processes.

Outcome Indicator: OEB contributions in this area are part of the government's priority to improve services and reduce unnecessary burden. OEB results are to be included among those submitted by the Ministry of Energy and Electrification to support the government's annual Burden Reduction Report published by the Ministry of Red Tape Reduction. However, data reflected in the most recent Report (up to June 30, 2023) does not yet reflect the OEB's 4.6% reduction from 2022–2023 and 2023–2024.

OUR PERFORMANCE

Outcome 3: Resolution of priority issues and a culture of compliance result in a better experience for consumers

Output Indicator: In fulfilling the statutory mandate to oversee the electricity and gas sectors and protect the interests of consumers, the OEB monitors whether regulated entities adhere to their obligations, investigates allegations of non-compliance, and takes enforcement action where appropriate. The efficiency of these processes was reviewed in 2023–2024, following recommendations contained in the Office of the Auditor General of Ontario (OAGO), Value for Money Audit (2022). A new metric, which targets completion of at least 70% of compliance reviews and inspection within 180 days, went into effect on April 1, 2024. The first year of results will be available in the 2024–2025 Annual Report.

Outcome Indicator: While compliance and enforcement actions can address non-compliance after the fact, proactive compliance is more sustainable, enhancing the protection and experience of consumers. The OEB promotes proactive change through timely and prudent actions, ensuring that regulated entities understand and adhere to all applicable enforceable provisions (regulatory obligations). An indicator of progress toward a compliance-oriented culture is the percentage of reviews of disconnection practices that are found to be non-compliant. In 2022, this indicator was 56%, with 18 out of 32 disconnection reviews found to be non-compliant. In 2023, despite similar numbers of disconnection-related complaints, there were only four cases found to require a full review, and of those, only two (50%) were found to be non-compliant. These reductions reflect a significant improvement in utilities' understanding and application of customer service rules related to disconnection. This in turn indicates progress toward the establishment of a stronger culture of compliance.

OUR PERFORMANCE

Outcome 4: Consumers are informed about their energy bills, available choices and changes that may impact them

Output Indicator: The OEB places a considerable emphasis on keeping consumers informed. Engage with Us, social media posts, oeb.ca, and the adjudicative documents that are scanned, filed and searchable for the public all contribute openness, transparency, and trust. The Public Information Centre (PIC) provides an avenue for consumers to connect with the OEB through live phone calls, online chats, emails and more. Responsiveness of the services provided by the PIC was reviewed in 2023–2024, following recommendations contained in the OAGO Value for Money Audit (2022). Performance metrics were retained with higher targets for five of the seven metrics, providing a basis to set a new aggregate performance indicator for the SPM. The indicator calculates the difference between the result and target, then weighs each difference by the relative effort (resources) applied to that activity, shown in the table below.

Metric (%)	2023–2024 Target	2024–2025 Target	2023–2024 Result	Δ	Effort Weighting
Incoming calls answered within 20 seconds	90%	90%	90.0%	0.0%	30%
Online chats answered within 90 seconds	90%	90%	95.5%	5.5%	20%
Voicemails received by 12:30 p.m. responded to within same day	80%	90%	93.9%	3.9%	10%
Voicemails received after 12:30 p.m. responded to in the next day	80%	90%	95.8%	5.8%	10%
Complaint follow-up letters sent to consumers within two days	80%	90%	95.4%	5.4%	10%
Licensee response follow-up letters sent within two days	80%	85%	91.3%	6.3%	10%
Answers or acknowledgement letters sent within two days	80%	95%	97.2%	2.2%	10%

Applying 2023–2024 results to 2024–2025 targets for the seven metrics gives an effort-weighted score of +3.5%.

Outcome Indicator: The outcome of these activities may be reflected in post-call survey data where, in 2023, the score was 91%.

OUR PERFORMANCE

Outcome 5: Improved consumer awareness and value of reliability investments

Output Indicator: In November 2021, the OEB launched the Reliability and Power Quality Review (RPQR) to develop a comprehensive regulatory framework for the electricity sector. An RPQR working group, comprised of industry representatives with relevant interest and expertise, has since completed two phases of work. The first phase led to improvements in related Reporting and Record-keeping Requirements (RRR) to clarify requirements and increase the value of reliability data collected. The second phase, in 2023–2024, focused on developing a reliability benchmarking model, setting performance expectations, and providing guidance to industry on power quality. Phase three will begin in 2024–2025 with an expanded scope to support distributor resilience, restoration and customer communication. The breakdown of these achievements and future work plans into a scaled measure of progress from zero to 100% is ongoing and will be reported in 2024–2025.

Outcome Indicator: The goal of the RPQR is not just to improve overall reliability but to enhance value by targeting reliability improvements where consumers need them most. The RPQR advances this goal by establishing localized reliability reporting, such as voluntary feeder-level reporting. This information theoretically enables consumers to make more informed decisions and participate in reliability-related investments made by their utility. Currently, we gauge progress toward this goal through Ontario-wide System Average Interruption Duration Index and System Average Interruption Frequency Index weighted averages. However, these metrics will be reassessed for potential updates once new measures are developed and tested.

Outcome 6: Price reflects efficient and cost-effective service provided by a financially viable industry

Output Indicator: Some elements of the OEB’s rate-setting framework and associated methods have been in place for more than a decade. Innovation in and modernization of these instruments and methods can help to enable the OEB to recalibrate certain incentives, address new or amplified risks within the distribution business and motivate more cost-effective delivery of reliable distribution service to customers. Workstreams planned for this initiative include requests made within the November 2023 Letter of Direction and related multi-year endeavours:

- Review the deemed capital structure and return on equity formula, among other matters, to ensure they continue to meet the Fair Return Standard and reflect the risk profile of rate-regulated entities. This will be conducted as part of the OEB’s generic proceeding on the cost of capital (EB-2024-0063)
- Advance work on shared services opportunities for distributors
- Take a close look at distributor spending patterns to assess where changes or incremental incentives are warranted
- Leverage best practices in econometric modelling to evaluate different approaches to total cost benchmarking and total factor productivity for rate setting and performance monitoring
- Assess how utilities should be appropriately remunerated through the energy transition
- Define how performance incentive mechanisms can further complement the OEB’s approach to rate-setting

As with all policy work, the OEB will engage with the sector and provide a clear plan for the timing of any reforms. Progress will be reported using a scaled metric for subsequent performance monitoring.

Outcome Indicator: Adjustments to the rate setting framework can shape behaviour and performance of electricity distributors in many ways. The deemed return on equity (ROE), set in cost of service applications and informed by policy, aims to provide a fair return that balances customer rates with the need for investment. The achieved ROE is calculated from actual investment and earnings in a year. The percent of distributors with an achieved return within 3% of the deemed ROE is an indication of the financial health of the sector and the ability of distributors to manage their operations within expectations.

OUR PERFORMANCE

Outcome 7: Utilities and consumers are supported in utilizing a broad range of options for meeting needs

Output Indicator: Within the current regulatory framework, the sector is actively exploring opportunities for technological and business innovation. Industry Relations Enquiries (IREs) provide a straightforward and efficient means for stakeholders to obtain timely guidance on policy and regulatory requirements. Throughout the 2023–2024 period, the OEB received 485 IREs and achieved the responsiveness target (within 10 days for standard IREs) 96% of the time. Such responsiveness accelerates the development cycle of innovative ideas, enabling them to iterate and mature more swiftly.

Outcome Indicator: Numerous innovative concepts are centred on addressing utility and consumer needs through novel approaches. The OEB’s sustained backing of distributed energy resources (DERs), non-wires solutions, and conservation and demand management initiatives aims to drive these advancements. However, change can be challenging to quantify. For the SPM, progress is monitored using two indicators. The first tracks the number of applications submitted by distributors proposing third-party DERs as non-wires alternatives to traditional infrastructure. Guidelines for submitting such applications were established through the [Framework for Energy Innovation \(FEI\), published by the OEB in March 2023](#), and further detailed in the OEB’s Non-Wires Solutions Guidelines, published in March 2024. The second indicator measures the peak-to-average demand ratio in the distribution sector, designed to gauge the system-wide impact of demand management and alternative supply strategies. Both are new additions to the SPM scorecard, with refinement of definitions and calculation methodologies ongoing.

Outcome 8: Increase in innovative projects moving to implementation

Output Indicator: The OEB’s Innovation Sandbox fosters pilot projects that explore new activities, services and business models within Ontario’s electricity and natural gas sectors. As Canada’s first regulatory sandbox for energy, it has offered support and guidance to numerous proponents since its inception in 2019. Throughout the 2023–2024 period, the Sandbox fielded inquiries covering topics such as grid modernization and electric vehicle integration. Additionally, the OEB initiated a Sandbox Challenge, allocating \$1.5 million and regulatory assistance to bolster six innovative projects, and collaborated on a Joint Targeted Call with the IESO’s Grid Innovation Fund. Measuring these efforts, including speaking engagements and thought leadership initiatives, highlights the diverse strategies employed by the OEB to advance projects from concept to realization.

Outcome Indicator: Although implementation takes time and can be difficult to measure, the Sandbox Challenge is a tangible example of projects that are putting ideas into practice. The \$1.5 million allocated by the OEB will be distributed when innovators achieve defined milestones in their project implementation. Collectively, the percent of total milestones achieved will be a time-limited indicator of the outcome the OEB is driving toward.

OUR PERFORMANCE

Enterprise scorecard

The OEB's Enterprise Scorecard is designed to translate strategic direction into practical initiatives and daily tasks, which are then evaluated based on their outcomes and outputs. It serves as a framework for each business unit, assessing the execution of the OEB's Business Plan and operational performance annually.

In the previous fiscal year (2022–2023), we revised our method for assessing Enterprise Scorecard accomplishments. We now conduct a qualitative evaluation of each goal's achievement, considering factors such as timeliness and the effectiveness of project management. Essentially, we are raising our expectations and emphasizing that achieving our scorecard objectives involves not just reaching them, but also how we reach them.

Scorecard audit conclusion

For fiscal year 2023–2024, the OEB identified priorities and performance measures consisting of metrics for engagement with consumers and regulated entities within the Enterprise Scorecard. There are 23 scorecard objectives in total, with a collective weighting of 100%.

The following table details the full criteria of the 2023–2024 Enterprise Scorecard and contrasts the results assessed by OEB management with those evaluated independently by external auditor, BDO Canada (BDO). Through the combined assessment, 18 of 23 scorecard objectives received partial ratings that resulted in scores of less than 100%.

Based on BDO's assessment of the results achieved for the OEB's fiscal year 2023–2024 key priorities within the Business Plan, the OEB achieved an overall score of 90/100.

OUR PERFORMANCE

#	ACTION STRATEGIES	SCORECARD OBJECTIVE	WEIGHT (%)	OEB SELF-ASSESSMENT	BDO ASSESSMENT
1	We will ensure the regulatory function is fit for purpose with principled and data-based approaches and best practices so those we regulate can focus on engaging with their consumers and ensuring long-term efficiency.	Stakeholder engagements are more effective in asking for and receiving feedback, leaving stakeholders more satisfied and OEB more informed.	5%	79.0%	79.0%
2		Better align the roles and responsibilities of the Ministry and the OEB in relation to the duty to consult with Indigenous peoples to ensure greater clarity and reflect current best practices.	5%	80.0%	80.0%
3	We will ruthlessly prioritize our initiatives to focus on work that is strategically aligned and adds value to the organization and the energy sector. Unrelenting improvement and being creative and agile will be key.	The review of existing policies will contribute to the OEB outcomes regarding its overall performance as a regulator, by ensuring that its policies remain relevant and fit for purpose.	5%	89.0%	89.0%
4		Complete internal review and stakeholder proposed changes by end of fiscal year. This review is scheduled to be completed with the posting of an updated Mergers, Acquisitions, Amalgamations and Divestitures (MAADs) Handbook by June 2024. Updating the policy will support the Minister's Letter of Direction expectation for distributors to pursue efficiencies.	5%	90.0%	90.0%
5	We will take action to improve clarity around the OEB's role generally and in implementing government directives.	Ensure that the OEB's regulatory requirements, such as Reporting and Recordkeeping Requirements (RRRs) are providing value to the regulatory process while minimizing the burden on regulated entities.	5%	90.0%	90.0%
6		Launch workshops to inform and develop advice to the Electrification and Energy Transition Panel (EETP). Provide advice on potential changes to the OEB's mandate and operations, including options and implications, to the Electrification and Energy Transition Panel to support their report to the Minister.	5%	94.0%	94.0%
7		Complete project initiation and planning for a multi-year transformation of OEB business operations and systems, including an approved business case and project plan.	4%	90.0%	90.0%

OUR PERFORMANCE

#	ACTION STRATEGIES	SCORECARD OBJECTIVE	WEIGHT (%)	OEB SELF-ASSESSMENT	BDO ASSESSMENT
8	We value outcome-focused leaders with strong technical teams who are empowered to deliver.	Working with Strategic Policy division, the Strategy, Project Management & Change division will develop an approach and review the OEB’s performance measurement framework (PMF) .	5%	95.0%	95.0%
9		Establish and implement a workforce planning framework .	3%	34.5%	34.5%
10	We will work to keep consumers informed about their energy bills, programs, their choices and changes that may impact them.	Ontario Electricity Support Program (OESP) Procurement .	5%	95.0%	95.0%
11		Complete Implementation of the Intervenor Framework . To make the adjudicative process more efficient and effective by implementing medium-term projects identified in the Intervenor Framework action plan.	5%	85.0%	85.0%
12	We will focus on regulation that positions the energy sector to remain effective, without impeding the availability of choices for energy consumers.	Improve resilience, responsiveness and efficiency by distributors to enable the sector to prepare for climate change, while also unlocking additional organizational capacity to respond to new and more dynamic expectations.	4%	95.0%	95.0%
13		Enhance reliability reporting , encourage utilities’ continuous improvement in performance and support investment decisions.	2%	90.0%	90.0%
14	We will encourage long-term planning by utilities that encompasses a broader range of options for meeting system needs.	Enhance cybersecurity readiness in Ontario’s non-bulk electricity sector by setting expectations for utilities to managing cyber security risks.	5%	89.0%	89.0%
15		Address any barriers to the connection of Distributed Energy Resources (DERs) and Electric Vehicle (EV) charging facilities, and where appropriate, standardize and improve the connection process. Advance work to ensure the efficient integration of EVs with the electricity system.	5%	90.0%	90.0%

OUR PERFORMANCE

#	ACTION STRATEGIES	SCORECARD OBJECTIVE	WEIGHT (%)	OEB SELF-ASSESSMENT	BDO ASSESSMENT
16	We will work to become a leader in identifying and sharing problems that need to be solved and in encouraging creative solutions that provide value to consumers.	Address barriers to Conservation and Demand Management (CDM) and issue updated CDM guidelines .	2%	89.0%	89.0%
17		Develop a Benefit-Cost Analysis (BCA) .	5%	90.0%	90.0%
18	We will facilitate purposeful innovation, working with stakeholders to define the problems to be solved by innovation. We will focus the actions of our Innovation Sandbox on ideas that add value. Implementation will be transparent, and we will create safe spaces where failure is accepted.	Understand how to support the sector in transitioning from the pilot project phase to widescale implementation and educate consumers on their role in the energy transition through the Innovation Sandbox Challenge . Advance Sandbox 2.0 long-term commitments. Independent Electricity System Operator Grid Innovation Fund and OEB Innovation Sandbox Joint Targeted Call Interim Report .	3%	90.0%	90.0%
19	Management/ Operational Results	Adjudicative Performance Standard Metrics – Enterprise Scorecard: Decision Writing (Panel) .	4%	100.0%	100.0%
20		Applications Performance Standard Metrics – Enterprise Scorecard: Total Cycle Time (Delegated Authority) .	6%	100.0%	100.0%
21		Applications Performance Standard Metrics – Enterprise Scorecard: Total Cycle Time (Panel) .	4%	100.0%	100.0%
22		Manage the OEB with fiscal rigor to ensure compliance with expenses and expenditures (Section 26).	4%	100.0%	100.0%
23		Successful onboarding of 25 full-time equivalent employees requested in 2023–2024 Business Plan.	4%	100.0%	100.0%
Overall			100%	90.0%	90.0%

OUR PERFORMANCE

Adjudicative dashboard

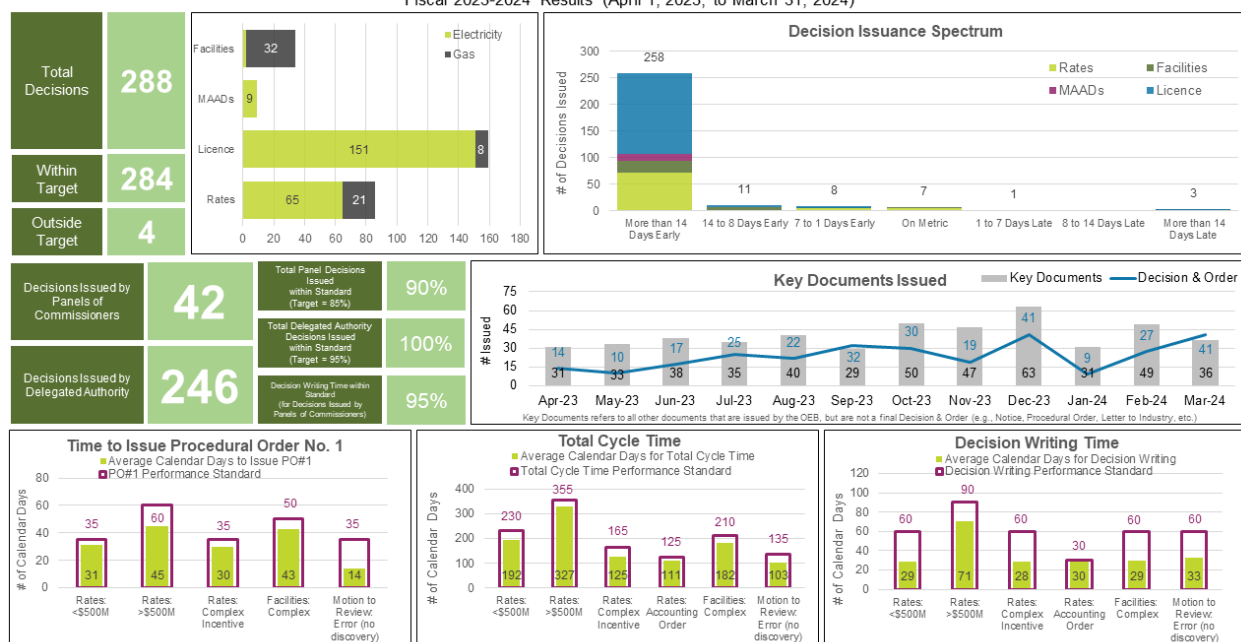
Adjudication is the heart of the OEB's work. Our Adjudicative Dashboard (Dashboard) is an integral part of holding ourselves accountable to the sector we serve, the customers who are serviced by it and to each other through integrity of governance, clarity of process and independence of decision making. It provides the sector, regulated entities and consumers with insight into the efficiency of our adjudicative process through the performance standards and targets we have set.

In use since 2021, the Dashboard illustrates the volume and variety of our adjudicative work and reports on the OEB's performance in meeting the timelines it has established to complete different aspects of its adjudicative proceedings. Aligned with the OEB's strategic themes of accountability and certainty, it is updated twice a year, following the second and fourth fiscal quarters.

The chart that follows highlights adjudicative performance for fiscal year 2023–2024, highlighting the OEB's performance against decisions that were issued including Licences, Electricity and Natural Gas Rates, Facilities, and Mergers, Acquisitions, Amalgamations and Divestitures (MAADs).

OEB Adjudicative Reporting Dashboard

Fiscal 2023-2024 Results (April 1, 2023, to March 31, 2024)



* The OEB issues decisions on fixed days each week. When a metric date does not fall on a Thursday, the performance standard is moved to the next Thursday.

OUR PERFORMANCE

Key milestones:

- The OEB met its decision-writing timelines in all but two proceedings.
- On average, 40 key regulatory documents were issued each month.
- December 2023 and March 2024 marked the months in which the most decisions were issued. Forty-one decisions were issued in each of those months: A total of 82 or 28% of all decisions.

Total decisions issued

The OEB issued 288 decisions during the past fiscal year, of which 85% were decided by employees of the OEB who have been delegated authority for specific matters, and the remainder by panels of Commissioners. Importantly, 90% of Commissioner panel decisions and 100% of delegated authority decisions were issued in accordance with performance standards.

- The number of decisions by delegated authority was slightly higher than historical trends due to a larger than normal number (81%) of licence applications.
- Of all decisions issued, 90% were issued more than 14 days in advance of the decision metric date.
- 79% of decisions issued were for applications related to electricity.
- 55% of decisions issued were for licence applications.
- Rates comprised 30% of decisions, followed by Facilities (12%), and then MAADs (3%).

Four panel decisions were issued outside the performance standard for total cycle time:

- **EPCOR Electricity Distribution Ontario Inc.** cost of service 2023 distribution rates (EB-2022-0028). The OEB granted various extensions for filings throughout the proceeding. Although it missed the metric date, the decision was issued months in advance of the effective date for the approved rates.
- **Entegrus Powerlines Inc.** electricity distribution licence service area amendment with Hydro One (EB-2022-0178). The amendment was contested and the OEB provided additional procedural steps.
- **Enbridge Gas Inc.** 2023 Leave to Construct Panhandle Regional Expansion Project (EB-2022-0157). This proceeding was more complex than a typical natural gas leave to construct application and included intervenor evidence and an oral hearing. The decision for this proceeding was issued in May 2024 and included a dissent.
- **Alectra Utilities Corporation** Incremental Capital Module for 2024 distribution rates (EB-2023-0004). Following receipt and review of the final submission, the OEB had follow-up questions for the applicant to clarify the record before finalizing the decision. This need for clarification resulted in the final decision being issued beyond the metric.

OUR PERFORMANCE

Key Documents issued

The OEB issues many documents aside from decisions each month. “Key Documents” refers to all documents that are issued that are not a final Decision and Order (e.g., Notice, Procedural Order, Letter to Industry, etc.). On average, the OEB issued 40 Key Documents each month during the past fiscal year.

Average time for Procedural Order No. 1 (Decision Writing and Total Cycle Time)

The OEB has committed to report on the performance of key milestones for applications heard by panels of Commissioners for major application types. On average, the OEB surpassed its performance standards across all measures for Time to Issue Procedural Order No. 1, Average Decision Writing Time and Total Cycle Time.

Six applications for electricity distribution rates had full settlement proposals that were accepted by the OEB. Full settlements generally reduce the amount of time required for decision writing relative to the performance standard. As a result, the average time for decision writing was lower than the 60-day standard.

OUR PERFORMANCE

B. CONSUMER PROTECTION, PROGRESS ON FORMER MINISTER TODD SMITH'S LETTERS OF DIRECTION AND ADDITIONAL ACCOMPLISHMENTS

This section outlines progress the OEB has made with respect to actions taken on consumer protection, actions in support of initiatives outlined in the former Minister of Energy, Todd Smith's Letters of Direction (October 2022 and November 2023), service commitment metrics and other achievements not already reported.

Consumer protection

Protecting the interests of consumers is the OEB's highest priority. In this time of energy sector transition, we must protect consumers from risk, not from progress. As new entrants join the sector, new technologies take hold and electrification increases, it is vital that the public continues to have safe, reliable and affordable energy, and understands that the regulator works for them to ensure they receive reliable energy service at a reasonable cost.

Over the past fiscal year, we completed 35 compliance inspections, responded to 485 industry enquiries, answered 9,093 consumer enquiries, addressed 515 escalated complaints and closed 40-plus compliance reviews. We completed 19 enforcement cases resulting in \$189,500 in administrative penalties paid under Assurances of Voluntary Compliance and \$208,083 in utility funds contributed to the Low-income Energy Assistance Program – Emergency Financial Assistance (LEAP EFA), which supports customers at risk of disconnection for non-payment.

In 2022, the Auditor General of Ontario conducted a Value for Money audit that culminated in the publication of the report entitled Ontario Energy Board: Electricity Oversight and Consumer Protection (the Consumer Protection Report). In support of recommendations contained in the Consumer Protection Report, the OEB updated its website to provide customers with clear information regarding the complaints process and, in doing so, improved the transparency and performance monitoring of both its complaints and inquiries process, as well as its compliance and enforcement activities. Meanwhile, to further educate the public about Unit Sub-Meter Providers (USMPs), the OEB enhanced its website to help customers understand their services, their commercial relationships with building owners, their billing practices, and the extent of regulation over their business practices and pricing.

At the end of 2023, also in response to recommendations contained in the Auditor General's Report, the OEB commenced a review of the existing consumer protection framework for customers of USMPs in Ontario. The review considers the potential alignment of current USMP-related customer service rules to electricity distributor-related customer service rules, having regard to the OEB's legislative authority and the role of USMPs in the energy sector. The review will also consider establishing mechanisms to enhance the OEB's ability to monitor the performance of USMPs related to the customer service rules and provide consumers with the support to better understand the USMP sector.

In early 2024, we engaged with the USMP sector to collect data relating to their practices. We also surveyed USMP customers to gain insights into their levels of awareness regarding the USMP sector and knowledge about the existing consumer protection framework. We intend to communicate our findings upon completion of this initiative, which is expected in early 2025.

OUR PERFORMANCE

LEAP EFA review

In July 2023, the OEB initiated a review of the LEAP EFA, including the funding mechanism, eligibility criteria, grant amounts as well as performance metrics to measure the effectiveness of the program. Following completion of the review in early 2024, the OEB announced enhancements to the LEAP EFA program (effective March 1, 2024) that will ensure it continues to provide an appropriate level of assistance to vulnerable consumers in a timely and effective manner.

Specifically, eligibility thresholds have increased by up to 35% and increased grant amounts have been adjusted to reflect inflationary changes since the start of the program in 2011 (basic electricity and natural gas grants increased from \$500 to \$650, while the grant for those heating with electricity increased from \$600 to \$780). While the funding mechanism will remain unchanged, stakeholders agreed with the OEB recommendation that no LEAP EFA applicant should be denied assistance due to lack of funding.

The review was informed by input from stakeholders including the Financial Assistance Working Group, which has been instrumental in the design and implementation of LEAP EFA since its inception, as well as by the results of a consumer panel survey and an analysis of relevant program-related data collected under the Reporting and Record Keeping Requirements (RRR).

Ontario Electricity Support Program (OESP) income eligibility threshold increase

On March 1, 2024, increases to the income eligibility thresholds for the OESP came into effect, making thousands of additional households eligible. In its role as the OESP administrator, the OEB led the implementation of these changes, which involved system and content modifications, rigorous user acceptance testing, seamless co-ordination with partner ministries and comprehensive training for intake agencies. The OEB also began planning, with the then Ministry of Energy, an integrated marketing awareness campaign to inform all Ontarians of the improved program. The campaign launched on March 1 and will continue through to October 2024.

OUR PERFORMANCE

Progress on the Minister’s Letter of Direction (October 2022)

In response to the breadth of work outlined in the Letters of Direction (LODs) from former Minister of Energy, Todd Smith, the OEB’s Board of Directors established the Letter of Direction Task Force to provide strategic insights to management on the timing and substance of the delivery of the tasks outlined in the letters. The following is a summary of actions taken during this reporting period, in support of the October 2022 LOD.

Supporting the electrification and energy transition panel

The Electrification and Energy Transition Panel (EETP) was established in 2022 by the then Minister of Energy, Todd Smith. Its mandate was to provide a report with advice to government regarding opportunities within the energy sector that will help prepare Ontario’s economy for electrification and strengthen Ontario’s long-term energy planning process.

The OEB was pleased to be called upon to provide advice to the EETP on potential changes to the OEB’s mandate and operations. We also advised on approaches to integrating regulation of the electricity and natural gas systems and reviewing long-term planning. The OEB’s consideration of these issues was informed by feedback from stakeholders, cross-jurisdictional research and input from consultants. The OEB’s report to the EETP was submitted in June 2023.

Regulatory framework

The Minister’s October 2022 LOD also asked the OEB to hold workshops to explore how the OEB could enable electrification-related investments while protecting consumers’ interests. This work was in direct support of the government’s vision for a clean energy grid that promotes electrification, attracts investment and creates jobs while continually enhancing reliability, resiliency and customer choice.

Between January and May 2023, the OEB held workshops in which energy sector stakeholders were invited to share their perspectives on what changes to the OEB’s mandate, tools or authorities may be needed for the OEB to continue to regulate effectively in a time of significant sector transformation.

Leveraging existing stakeholder forums, the OEB held meetings with the Coalition of Large Distributors, Adjudicative Modernization Committee (AMC), Energy [X] Change and Framework for Energy Innovation Working Group. The OEB also held targeted engagements with the Independent Electricity System Operator (IESO), members of the Ontario Energy Association and the Electricity Distributors Association. Participants were also invited to submit written comments. Feedback obtained through these workshops supported development of the OEB’s advice to the EETP.

OUR PERFORMANCE

Distribution sector resiliency, responsiveness and cost efficiency

In view of climate-related challenges that lie ahead, the Minister asked the OEB for advice and proposals to improve distribution sector resiliency, responsiveness and cost efficiency. The 2022 LOD makes specific reference to the pressing need for distributors to continue providing high levels of reliability and resiliency to their customers, to be responsive to changing consumer expectations and new government mandates, and to do so at an affordable price.

In June 2023, the OEB provided its report to the Minister. The report, titled Improving Distribution Sector Resiliency, Responsiveness and Cost Efficiency, outlined several actions to address vulnerabilities arising from severe weather events that may become more intense and frequent because of climate change. It also presented options for enhancing cost efficiency within the distribution sector. In the Minister's November 2023 LOD, the OEB was asked to move ahead with the development and implementation of several report recommendations.

As an initial step, the OEB established a Distribution Sector Resiliency, Responsiveness and Cost Efficiency Hub on its Engage with Us website and provided stakeholders with a project breakdown and initiation schedule. The OEB recently also engaged its Reliability and Power Quality Review working group to begin the discussion of issues regarding resiliency, restoration and customer communication. A survey of distributors will be designed to catalogue today's practices and planning techniques. This step will establish strong foundational knowledge of utility practices on which to inform subsequent work.

Electric vehicle integration

This initiative advances policy to support the efficient integration of electric vehicle (EV) chargers with the electricity system. The OEB's work in this area has progressed in four areas:

1. **Ultra-Low Overnight Price Plan (ULO):** To support EV integration, the OEB developed the ULO price plan for electricity consumers on the Regulated Price Plan (RPP). Distributors that could do so started to offer the price plan to their customers beginning May 1, 2023. It became a mandatory offering by distributors on November 1, 2023. The OEB established ULO prices and executed a communications plan to support distributors in their efforts to help customers better understand their pricing choices. As of March 31, 2024, 12,073 RPP customers across Ontario had opted into the ULO price plan.
2. **Electricity Delivery Rates:** The OEB also advanced its consideration of electricity delivery rates applied to EV charging. Stakeholder engagement in May 2023 helped inform a proposal related to delivery rates that respects ratemaking principles while supporting the efficient integration of EV chargers. This work will continue into the fiscal year 2024–2025.
3. **Deployment of Fast Charging Infrastructure:** To facilitate the deployment of fast charging infrastructure across Ontario, the OEB (working with its DER Connections Review Working Group) developed Electric Vehicle Charging Connection Procedures (EVCCP), which streamlined and standardized connection procedures and requirements for the connection of public and fleet charging stations to electricity distribution systems. Changes to the Distribution System Code (DSC) in February 2024 made the EVCCP mandatory for all licensed distributors as of May 27, 2024, and removed burden from the process for companies that seek to install charging infrastructure that crosses utility service territories.
4. **System Readiness:** In August 2023, the OEB released staff guidance regarding residential connections, including guidance related to residential customer cost responsibility rules in the context of electrification. At the same time, the OEB released correspondence to distributors summarizing guidance and resources made available by the OEB to support distributor consideration of transportation electrification in their planning.

OUR PERFORMANCE

Red tape reduction

In 2018 we set a 5% goal to reduce regulatory requirements by March 2026. In 2023–2024, we achieved a reduction of 2.1%, which, when combined with previous reductions already realized, takes us to 4.6% of our overall target. We are therefore well positioned to meet the 5% target set in 2018. In pursuit of our goal, the OEB has netted reductions while remaining nimble to the changing requirements of an expanding mandate, streamlining processes to ensure a more agile, efficient and consumer-centric regulatory environment that positions Ontario as a global leader in the energy transition. Some examples of our achievements over the past year, which also improve efficiency and transparency, include:

- **Reduced RRR** for electricity and natural gas distributors and energy retailers. Streamlined processes were also implemented, such as a new licence renewal application service for electricity transmitters. Implementation has helped reduce approval time and enhance operational efficiency. It has also enabled enhanced error proofing through the auto-population of data into the RRR filing portal.
- **Three sets of amendments to the Rules of Practice and Procedure (RPP)** aimed at enhancing regulatory efficiency and effectiveness. The first amendments, issued in July 2023, document the OEB’s approach to determining the format of hearings as the OEB returned to in-person events. The second amendments, issued in February 2024, document the OEB’s approach to establishing and amending issues lists for a proceeding. The third set of amendments, issued in March 2024, provide greater clarity regarding the OEB’s general approach to the filing of evidence in a proceeding. Amendments benefitted from input from the AMC, and the changes related to evidence and issues lists became mid-term projects in the Intervenor Action Plan.
- **Improved digital solutions and stakeholder interactions** through website enhancements including an improved Regulatory Document Search, online letter of comment, and a new request form for public records. Through initiatives like the Prioritization Review of Adjudicative Policies we have retired outdated policies and updated relevant ones, such as the Non-Wires Solutions Guidelines for Electricity Distributors.

Facilitate innovation

Over the past fiscal year, the OEB delivered several initiatives that facilitate innovation within the sector.

- **Innovation Sandbox Challenge:** The OEB’s Innovation Sandbox Challenge allocated up to \$1.5 million in funding and offered regulatory guidance to support projects that proposed solutions around two themes: moving pilots to broader implementation and enhancing customers’ understanding of their role in the energy transition. In October 2023, we announced six successful projects, with solutions that range from customer engagement platforms to Distribution System Operator models to frameworks for rural and First Nations communities.
- **Joint Targeted Call:** In partnership with the IESO’s Grid Innovation Fund, we released a joint interim report on the projects that were selected as part of a Joint Targeted Call in 2022. Many projects have made considerable progress with program design and participant recruitment, while others continue to work on in-program development, recruitment and technology integration. We’re looking forward to seeing reported results in 2025, once the projects conclude testing of their DER capabilities.

OUR PERFORMANCE

- **Exemptions:** To modernize the licensing process, we introduced a new application form that allows the OEB to grant licensing exemptions for pilot or demonstration projects that facilitate innovation. This was done in response to amendments to the *Ontario Energy Board Act, 1988*, that give the OEB authority to grant certain exemptions. We also continued to move forward with a streamlined licence renewal process for electricity distributors and introduced this process for electricity transmitters.
- **Flexible Hosting Capacity:** In response to sector developments, amendments were made to flexible hosting capacity arrangements for DERs that enable connections and help defer investments in the distribution system. These amendments support consumer choice by facilitating greater DER adoption and will improve utilization of the distribution system, which can delay or reduce costs for new system investments.

Dynamic pricing pilot for Class B customers

The OEB has assessed alternative price plans for Class B consumers that do not pay RPP prices. Using advanced metering infrastructure data, the OEB conducted research to identify a set of alternative price plans that would best meet the needs of Class B consumers and the electricity system.

Throughout the summer of 2024, the OEB plans to continue meeting with the IESO and electricity distributors, interview non-RPP Class B consumers and hold a stakeholder consultation for further input.

Green Button

The OEB continued to monitor utilities' progress in implementing Green Button by the mandated date of November 1, 2023. Distributors were required to submit quarterly progress reports. As of fiscal year end, 55 of 59 electricity distributors had implemented Green Button. Four distributors were granted extensions beyond the required implementation date of November 1, 2023. The OEB continues to work with these distributors toward implementation.

Supporting broadband expansion

The OEB required electricity distributors to record the incremental impacts of activities related to designated broadband projects and provided guidance on cost allocation. Collaboration with government partners was imperative for broadband expansion. Accordingly, to mitigate delays, the OEB worked closely with the Ministries of Energy and Infrastructure and with distributors to resolve any regulatory compliance questions.

Supporting net metering

Throughout the past fiscal year, the OEB continued to support implementation of the community net metering project by monitoring changes to the program that were made in 2022.

OUR PERFORMANCE

Progress on the Minister’s Letter of Direction (November 2023)

Housing, transportation and job creation

The former Minister of Energy’s most recent LOD (November 2023) asked the OEB to review electricity infrastructure unit costs in the electricity sector and potential models for cost recovery that could help to ensure infrastructure costs are kept low and not a barrier to growth in our province. It also asked that the OEB review its electricity distribution system expansion connection horizon and revenue horizon direction to ensure that the balance of growth and ratepayer costs remain appropriate.

In response, the OEB has launched a consultation to gather input from stakeholders on the connection and revenue horizons for electricity distribution under the DSC, as well as alternative approaches to cost recovery. The OEB is also engaged with several electricity distributors, developers and construction companies regarding a connection cost benchmarking study, which will provide insights into the potential cost variances across electricity distributors when connecting new residential buildings. The OEB will report back to the Minister of Energy and Electrification on these projects by June 30, 2024.

DERs and future utility business models

The OEB was asked to work closely with staff from the Ministry to examine the potential regulatory landscape for future utility business models, as part of the Ministry’s direction to “develop and assess local and market opportunities for DERs, including through alternative energy business models.”

The OEB and the IESO have each initiated work to explore the options for operating the distribution system in a way that seeks to secure resources to meet system needs at both local and bulk levels. The OEB is currently carrying out a study that seeks to better understand key regulatory considerations regarding the implementation of Distribution System Operation (DSO) functionalities, as well as the advantages and drawbacks of a range of options across which different functions could be assigned.

This study will help the OEB understand associated regulatory dimensions of DSOs, including consumer protection, harnessing competition where appropriate, and market openness and fairness. The OEB is also leveraging work attributed to the IESO’s Transmission and Distribution Coordination Working Group and other industry reports to plan next steps for 2025. Collectively, these efforts have been foundational to upcoming OEB work related to future utility business models.

Electricity and natural gas conservation

Through the November 2023 LOD, the OEB was asked to provide guidance on an appropriate cost-sharing mechanism for electricity distributors seeking rate funding for conservation activities that may have broad benefits. Additionally, the OEB was requested to advise on policy updates that could reduce barriers to electricity distributor-led conservation activities.

On September 22, 2023, the OEB provided staff guidance to the IESO-LDC Working Group, supporting their work that considers a new approach to funding (Stream 2) conservation and demand management programs with both bulk and local system impacts. The OEB looks forward to continued dialogue with group members in 2024.

OUR PERFORMANCE

On March 28, 2024, the OEB issued its report titled Non-Wires Solutions (NWS) Guidelines for Electricity Distributors, replacing Conservation and Demand Management Guidelines for Distributors. This name change reflects the broader range of solutions beyond traditional conservation and demand management. The guidelines outline eligible activities for distribution rate funding and provide evidentiary requirements and guidance for addressing regional needs with non-wires solutions.

The November 2023 LOD also tasked the OEB with consulting IESO and Enbridge on how electricity and natural gas low-income and residential conservation programs could be integrated into a single window. The OEB submitted its report to the Minister on April 30, 2024. Highlighting a consensus among the OEB, IESO and Enbridge, the report emphasized that a customer-centric, integrated program could reduce energy demand, lower greenhouse gas emissions, and decrease costs for ratepayers. It also included guiding principles for an integrated residential program and considerations for approval timelines and implementation.

The OEB continues to support current and future natural gas conservation activities, including chairing the stakeholder advisory group that provides advice on Enbridge's future natural gas conservation plan and the evaluation advisory committee that reviews and provides input on Enbridge's annual natural gas program results. The OEB also leads the Integrated Resource Planning Technical Working Group that facilitates innovation in the energy sector by considering alternatives to pipeline infrastructure to meet system needs.

Intervenor process

The OEB's Intervenor Action Plan is a collection of 11 initiatives undertaken to modernize and refine adjudicative processes. Five near-term projects and two mid-term projects have already been completed.

The OEB is currently working with a consultant to consider a designated consumer advocate model and whether intervenor costs should be capped, in accordance with the November 2023 LOD. The OEB is also considering other opportunities to improve the efficiency and effectiveness of the adjudicative process and expects to engage stakeholders before filing a report in September 2024.

Examining elements of advance funding, establishing intervenor categories based on areas of representation and interest, cost award eligibility, tariff changes and updates to the OEB's Rules of Practice and Procedure will all be in scope as part of this work. The scope of the cost award data collection initiative has also been adjusted and will consider information on utility application costs.

In parallel, the OEB also invited comment from Indigenous communities and organizations, natural gas distributors and intervenors on proposed changes to the Indigenous consultation provisions in our Environmental Guidelines for the Location, Construction and Operation of Hydrocarbon Projects and Facilities in Ontario. The OEB is considering the comments received and will determine next steps later in 2024.

Performance Measurement Framework (PMF) review

Performance measurement benefits from stability but must also respond to evidence, feedback from stakeholders and the changing needs of the organization. Recent LODs from the former Minister of Energy, Todd Smith, have echoed this view, challenging the OEB to hold itself to the highest standard of performance and measure outcomes that clearly define its impact in the sector. Throughout the 2023–2024 fiscal year, the OEB assessed the current state of the PMF in the context of industry best practices and stakeholder perspectives. The result is a revised Strategic Performance Measures scorecard included in the 2024–2025 Business Plan. We will continue to seek input from the sector and experts in performance measurement as we measure and report on this new scorecard.

OUR PERFORMANCE

Service commitment metrics

To meet changing customer demographics and preferred communications methods, the OEB keeps as many consumer communication channels open as possible. Consumers connect with the OEB using a wide variety of tools, from live phone calls and online chats to emails and more. For the fiscal year 2023–2024, the OEB had 9,578 total contacts, of which 5,373 were consumer calls. Topics of high interest included disconnections, billing practices, scam activity and bill assistance programs.

The OEB has established a set of service commitment metrics that govern our engagement with consumers and the entities we regulate. We track our performance against these metrics throughout the fiscal year and report on them annually.

Results for the past fiscal year indicate that we achieved high scores for established metrics. On post-call consumer satisfaction, the OEB attained a score of 91%, surpassing its 80% target.

OEB ACTIVITY	OBJECTIVE	RESULTS ACHIEVED 2023 2024	RESULTS ACHIEVED 2022 2023
Consumer Satisfaction	Achieve an overall score of 80% on the post-call consumer satisfaction survey	91.1%	91%

We regularly review our existing metrics to assess their continued relevance and alignment with stakeholder expectations for a responsive, top-performing regulator.

OUR PERFORMANCE

Additional accomplishments

In addition to the many accomplishments noted within this annual report, the OEB is also proud to showcase the following that occurred during the reporting period:

- To encourage the adoption of technology within the sector and reduce the potential financial impact of rate increases on customers, the OEB issued an accounting order establishing a deferral account to record incremental cloud computing arrangement implementation costs.
- To further support efforts related to both consumer protection and system reliability, the OEB issued a new Cybersecurity Framework and implemented requirements to enhance cybersecurity and privacy protection in the electricity sector.
- The 2024–2027 Business Plan includes a new strategic goal, titled Enable Ontario’s Energy Advantage, a new SPM scorecard within the OEB’s Performance Management Framework, and incorporation of the OEB’s Environmental, Social and Governance Framework.
- The OEB’s Consumer Panel was reconstituted, giving consumers a voice in the Notices of Hearing refresh, LEAP EFA review, OESP campaign and USMP projects.
- In support of digitization and operational improvements, project BOOST (Business Operations Optimization and Systems Transformation) was initiated to replace Pivotal and improve efficiency and effectiveness.

Our people

Our achievements are a testament to our greatest resource—our people. Their unwavering dedication drives our success every single day. With a workplace culture that has garnered awards and initiatives tailored to our employees, we value innovation, communication, collaboration and professional development. We take pride in highlighting our ongoing journey of growth and evolution over the past fiscal year.

Operational effectiveness

With approximately 73% of employees represented, the OEB was pleased to secure a new collective bargaining agreement for the period from April 1, 2022, to March 31, 2025, with the Society of United Professionals, iFPTE Local 160. Having achieved the mandate set by Treasury Board, which also approved the agreement, this outcome reflected a lengthy period of bargaining that began in the prior fiscal year and followed extensive contingency planning and preparation in case agreement could not be reached. The OEB recognizes that bargaining processes and the uncertainty they cause are difficult for any organization’s people, represented, non-represented and management alike.

Aligned with fostering excellence within our team, the OEB launched People Plan 2.0. The plan will enable us to support our team’s success, create an environment where staff can excel and address the demands of a rapidly changing sector. Key features of the plan include our foundational commitment to Diversity, Equity and Inclusion (DEI) as a competitive advantage, sustained investment in training and education and growing our team by leveraging networks with non-traditional candidates and identifying transferrable skills. This ensures we can attract, retain, train and advance the right people into the right roles at the right time.

OUR PERFORMANCE

In continued pursuit of excellence, the OEB expanded our talent pipelines, developing programs like job shadowing and secondments to ensure a steady influx of diverse perspectives and expertise. By adopting a digital-first approach and utilizing non-traditional recruitment networks, along with enhancing our highly successful summer student, co-op and university outreach programs, we continued to build our workforce to effectively meet the needs of our expanding mandate.

Effective communication is essential for a thriving organization. To enhance communication channels and ensure clarity, we implemented an Internal Communications Protocol and Quick Reference Guide. These tools will ensure information reaches the right people through the appropriate channels promptly and efficiently, fostering a culture of transparency and collaboration.

A key part of our efforts to enhance organizational efficiency is the redesign of the OEB's Intranet, now known as The Grid. By providing information and resources, and fully integrated with our Microsoft SharePoint environment, staff have access to an enhanced offering of information and resources, empowering them to excel in their roles.

Training and development

In conjunction with recruiting high-quality talent, the OEB is committed to investing in the growth and development of our staff, ensuring our people are aligned with our strategic imperatives and core mandate. Through targeted training initiatives and a new mentorship program for people leaders, we empowered our employees to explore new career avenues and enhance their skill sets. In the past year alone, we invested more than 5,700 hours in training for both OEB staff and Commissioners.

Meanwhile, we are proud to highlight those among us who choose to volunteer for important roles and on committees that enable a culture of DEI, authenticity, trust, and health and wellness. These include our DEI Council & Champions, Mental Health & Wellness Advisory Committee & Champions, Mental Health First Aid and Non-Physical Crisis Intervention Responders, and Wellness Committee. The investments we have made in relation to these volunteer roles reflect the importance we place on psychological safety and mental health in the workplace.

Employee belonging, recognition and engagement

At the OEB, we have established and continue to nurture a culture that we are extremely proud of and which is driven by strong leadership and an organic push from the frontline. Our goal is to create an environment where every employee feels safe, can learn from success and missteps, and can grow both professionally and personally.

Employee engagement is vital for our organization's success, and we prioritize it through regular staff and management meetings like OEB Connects, CEO Circle and Leaders' Exchange. These forums foster open communication, collaboration and idea-sharing, ensuring that every team member feels heard and valued. By actively engaging with employees, we strengthen our organizational culture, drive innovation and enhance overall job satisfaction.

Whether it's through themed MS Teams backgrounds to mark important observances, executive-hosted socials, networking opportunities for student interns, activities supporting the annual Power of Giving campaign, or meaningful observances like Black History Month, Pride and Orange Shirt Day, the OEB fosters an atmosphere of collective ownership, mutual accountability and effective communication.

OUR PERFORMANCE

Recognizing both individual and collective achievements is also a powerful driver of our success. The OEB continued to develop its culture of recognition in fiscal year 2023–2024 by introducing the OEB Champions Awards. These peer-nominated awards celebrate the outstanding contributions of employees who have made a remarkable impact on the organization and its culture.

In fiscal year 2023–2024, the OEB was honoured with several prestigious awards: the Electricity Human Resources Canada Award of Excellence for Workplace Diversity and Equity Champion, recognition in the Information and Privacy Commissioner of Ontario’s Annual Transparency Challenge, the Granicus Digital Government Award and, for the second consecutive year, acknowledgment as one of Greater Toronto’s Top Employers.

Environmental, social and governance framework

Over the past year, the OEB conducted a materiality assessment to identify key priorities, resulting in the establishment of our new internal Environmental, Social and Governance (ESG) Framework. This framework outlines our core principles, future objectives and significant topics. Throughout 2024–25, we will refine these principles, objectives and topics as we work toward developing a more comprehensive ESG strategy that integrates additional improvements influenced by emerging best practices and reporting standards.

FINANCIAL PERFORMANCE

The OEB is funded through a full cost recovery financial model from payors and sub classes of payors liable for the OEB's expenses and expenditures under the *Ontario Energy Board Act, 1998*. The main revenue sources as outlined in the *Ontario Energy Board Act, 1998*, are:

- Section 26: Operating expenses and capital expenditures for the fiscal year.
- Section 30: Costs incurred in relation to specific proceedings and consultation expenses.
- Section 79.2, along with Ontario Regulation 14/18 issued under the Act, enables the OEB to recover all expenses incurred and expenditures in administering the Ontario Electricity Support Program (OESP) directly from the province.
- Section 112.5: Administrative penalties assessed against regulated entities.

New Revenue Standard PS 3400 Implemented:

The OEB's financial statements underwent significant changes in its financial reporting following the implementation of the new revenue standard PS 3400, effective April 1, 2023.

Under PS 3400, the OEB recognizes revenue from non-exchange transactions when it has the legislative authority to claim or retain an inflow of economic resources and identifies a past transaction or event that gives rise to an asset. Revenue is measured at the amount of cash or cash equivalents received or receivable. The implementation of PS 3400 had a significant impact on the OEB's accounting for general cost recoveries and regulatory process costs – proceeding and consultation. Below are the key changes and their impact on revenue streams resulting from this transition:

- Section 26 General Cost Recoveries – Previously, the OEB deferred revenue for budgeted cost recoveries collected that exceeded actual expenditures incurred during the fiscal year. PS 3400 requires the OEB to recognize revenue when it has exercised its legislative authority to obligate an individual or organization to pay the amount assessed by the OEB.
- Section 30 Regulatory Process Cost – proceeding and consultation – Previously, the OEB recognized deferred revenue for budgeted cost recoveries collected that exceeded actual expenditures incurred during the fiscal year. PS 3400 requires the OEB to recognize revenue when it has exercised its legislative authority to obligate an individual or organization to pay the amount assessed by the OEB.

FINANCIAL PERFORMANCE

The following provides an overview of the OEB's cost recovery financial performance by cost category.

- A. Section 26 costs encompass total operating expenses and capital expenditures for the fiscal year, inclusive of any operating reserve adjustment (if applicable), net of other funding sources (primarily section 12.1 license fees). These costs exclude any recoveries under section 30, 79.2 or section 112.5 of the *Ontario Energy Board Act, 1998*, as well as revenues related to administrative penalties. Section 26 costs were underspent relative to the approved budget of \$50.5M by \$0.2M.
- B. Section 30 costs are regulatory process costs incurred in relation to specific proceedings and consultation processes. These costs underspent their approved budget of \$5.6M by \$2.3M. The decrease in section 30 costs is attributed to reduced reliance on external expertise for rate applications and consultations, as well as fewer proceedings requiring oral hearings over the last year, leading to lower court reporting expenses.
- C. The OESP provides fixed credits based on a sliding scale to all eligible lower income customers of electricity distributors and unit sub-meter providers.

Section 79.2 costs incurred by the OEB to administer the OESP, develop and deliver the new OESP system, and provide ongoing hosting, operation and maintenance, including managed business process services by a central service provider, totalled \$8.4M.
- D. The internally restricted net assets of \$2.0M stem from revenues derived from administrative penalties assessed against individual market participants under section 112.5 of the *Ontario Energy Board Act, 1998*. Revenue from administrative penalties and any related interest revenue is internally restricted to support activities relating to consumer education, outreach and other public interest initiatives.

In FY2022-23 the OEB approved a plan to allocate \$2.1M to three distinct projects:

- 1. \$1.5 million will fund the OEB's Innovation Sandbox Challenge, designed as a "grand challenge" to promote innovation within the sector.
- 2. \$0.5 million will be directed to fund Consumer Panels comprising large and diverse groups of residential and small business consumers from across Ontario. These panels will provide an opportunity to:
 - a. Discuss issues, test knowledge and awareness of sector developments;
 - b. Gather consumer input and feedback on policy work and tools in development; and
 - c. Assess the effectiveness of OEB communications activities.
- 3. \$0.1 million will support an Indigenous Scholarship Program over the next four years.

The new "Statement of Changes in Net Assets"

As a result of adopting PS 3400, the OEB has introduced a separate Statement of Changes in Net Assets.

In 2024, total net assets decreased by \$2.3M to \$8.9M from \$11.2M in 2023. This decline is driven by decreases within Unrestricted Net Assets and reflects primarily two factors: the approved reduction in OEB's surplus requirements and the impact of the implementation of the new PS3400 Revenue accounting standard.

REPORT ON REGULATORY COSTS

The OEB reports annually on the regulatory costs associated with oversight of Ontario’s gas and electricity sectors.

The following two measures are identified:

1. Three-year rolling average of operating expenses per end-use customer; and
2. Three-year rolling average percentage change in operating expenses.

The following chart shows the rolling three-year averages for each of these regulatory cost measures:

	OEB					
	2023–2024		2022–2023		2021–2022	
Electric Customers ^a		5,459,984		5,394,998		5,356,126
Natural Gas Customers ^a		3,900,992		3,856,252		3,813,986
Measure #1: Operating Expense per Customer (\$/r/customer)	\$	6.92	\$	5.96	\$	5.46
3-Year Rolling Average	\$	6.11	\$	5.57	\$	5.28
Operating Expenses ^b	\$	64,731,455	\$	55,164,516	\$	50,047,320
Measure #2: Percentage Change in Operating Expenses		17.34%		10.22%		4.67%
3-Year Rolling Average		10.75%		6.31%		2.97%

- a) Source: Information reported to the OEB under Reporting & Record Keeping Requirements (RRR), on June 25, 2024, for the year ending December 31, 2023. It includes draft data since some of the entities are either in the process of submitting or revising their submitted annual RRR data.
- b) Source: Ontario Energy Board, Financial Statements. The figure used is Total Expenses as reported in the Statement of Operations. Total expenses include OEB costs recoverable under the *Ontario Energy Board Act, 1998* for Section 30 is \$3,470,513 in 2023–2024; \$2,230,595 in 2022–2023; and \$2,346,370 in 2021–2022. For Section 79.2 is \$8,359,870 in 2023–2024; \$5,043,305 in 2022–2023; and \$3,957,745 in 2021–2022. Intervenor and stakeholder costs that regulated entities were ordered to pay are not a cost of the OEB and are therefore not included in total expenses.

Commentary

The OEB’s operating expenses increased by 17.3% in 2023–2024. The increase is due to additional resources to deliver on our mandate which, when coupled with the Minister’s Letter of Direction, involved taking on additional deliverables on top of existing commitments and core adjudicative work. This increase also includes annual inflation, development of a new OESP platform and OESP advertising campaign to improve customers’ awareness. (See the Statement of Operations in the OEB’s Financial Statements).

The OEB’s operating expenses per customer annually for 2023–2024 were \$6.92, up \$0.96, due to an increase in OEB’s operating expenses by 17.3%, which was slightly offset by an increase of 1.2% in natural gas customers and an increase of 1.2% in electricity customers. Out of the \$6.92 Operating Expense per Customer, \$0.89 represents OESP cost.

COST AWARDS

Section 30 of the *Ontario Energy Board Act, 1998*, states that the OEB “may order a person to pay all or part of a person’s costs of participating in a proceeding before the OEB, a notice and comment process under section 45 or 70.2 or any other consultation process initiated by the OEB.” This may include costs of the OEB and stakeholders.

The OEB’s section 30 costs represent expenses incurred by the OEB in relation to specific proceedings or consultation processes (e.g., consulting services and court reporting) and are reflected in the OEB’s financial statements. Regulated entities are ordered to pay these expenses to the OEB for specific proceedings and consultation processes.

Stakeholder costs represent expenses that regulated entities are ordered to pay to intervenors in proceedings and to stakeholders in consultation processes. The eligibility for award of stakeholder costs are governed by the OEB’s Practice Direction on Cost Awards. These costs do not appear in the OEB’s financial statements.

The following outlines the cost award activity for the 2023–2024 fiscal year:

Total 2023–2024 Cost Award Activity	2023–2024
OEB’s costs recoverable under section 30	
– natural gas proceedings	\$ 2,079,963
– electricity proceedings	\$ 1,390,550
Total OEB’s section 30 costs	\$ 3,470,513
Stakeholder costs recovered through section 30 cost awards for consultation processes initiated by the OEB	
– natural gas proceedings	\$ 366,625
– electricity proceedings	\$ 210,216
Intervenor costs recovered through section 30 cost awards for proceedings initiated by applicants	
– natural gas proceedings	\$ 1,937,285
– electricity proceedings	\$ 794,130
Total stakeholder and intervenor costs	\$ 3,308,256
Total 2023–2024 Cost Award Activity	\$ 6,778,769

RISK AND RISK MANAGEMENT

ENTERPRISE RISK MANAGEMENT

The OEB’s enterprise risk management framework, policy and protocol enable the organization to effectively identify, assess and mitigate risks, thereby ensuring the successful fulfillment of its overall mandate. The risk management framework established by the OEB serves as a structure supporting the implementation of a comprehensive risk management policy. This framework incorporates a risk management process encompassing the identification, assessment, management, monitoring and reporting of risks. Additionally, common tools such as enterprise level risk registers are utilized to mitigate risks and enable informed decision-making within the organization.

The OEB outsources its internal audit function to enhance the maturity of its risk-management framework. The Finance and Risk Committee of the OEB’s Board of Directors oversees enterprise risk management and internal audit planning and implementation. Internal audit results and routine risk reporting are regularly reported to the Finance and Risk Committee.

- **HUMAN CAPITAL:** To ensure the OEB is prepared for future organizational needs, a strategic focus is placed on optimizing the OEB workforce, including Commissioners. The current hybrid work model has presented challenges to the OEB’s recruitment and retention efforts. Recent data has shown that 63% of voluntarily departing employees in the last six months of fiscal year 2023 – 2024 attributed the three-day hybrid work model as a contributing factor to their decision to depart the OEB.

In response to the evolving workforce landscape and to mitigate associated risks, the OEB has implemented the People Plan 2.0. As outlined previously, key features of the plan include our commitment to DEI as a competitive advantage, sustained investment in training and education, and growing our team by leveraging networks with non-traditional candidates and identifying transferrable skills.

By focusing on workforce optimization strategies, such as professional development opportunities, and enhanced support mechanisms, the OEB aims to strengthen its workforce against the challenges posed by evolving organizational dynamics. Moreover, the OEB has prioritized employee training and conducted a succession planning audit to fortify the leadership pipeline and other critical roles, fostering future growth and modernization.

- **EMERGING REGULATORY AND PUBLIC POLICY ISSUES:** Unanticipated regulatory and public policy challenges necessitate ongoing adaptation and prioritization within the OEB. Factors such as the November 2023 LOD and Bill 165, *Keeping Energy Costs Down Act, 2024*, could alter the OEB’s priorities and escalate workload and resource demands. Additionally, the OEB is expected to consider the government’s housing and economic development objectives while upholding its legislated objectives. Ongoing policy developments in areas, such as broadband and EVs, result in shifting expectations for the OEB and distributors.

To mitigate these risks, the OEB engages in regular dialogue with the Ministry of Energy and Electrification, IESO and other regulated entities about potential policy changes. Additionally, the OEB monitors stakeholder sentiment, geographical contexts and implementation challenges, through industry relations enquiries and complaints, to strengthen the understanding of policy developments and emerging issues. Through diligent monitoring and proactive engagement, along with input from stakeholders, the OEB identifies and proactively adjusts its work plans and priorities to effectively tackle emerging issues as required.

RISK AND RISK MANAGEMENT

- **CYBERSECURITY:** The OEB continues to enhance its cybersecurity strategies to ensure a secure operational environment. Having achieved an advanced cybersecurity rating through a third-party assessment tool, the OEB also collaborated with third-party consultants for a National Institute of Standards and Technology-aligned Maturity Assessment. Proactively monitoring emerging cyber threats, we diligently safeguard our infrastructure through the implementation of key controls. These include enhancing data loss prevention, security information and event management monitoring, updating vulnerability scanning protocols, and integrating a Cyber Incident Response Plan into our business continuity plans. Additionally, we have concluded Cybersecurity Engagements with the Ontario Internal Audit Division. Looking forward, our 2024–27 IT strategy prioritizes cybersecurity as a critical focus area, aiming to implement additional measures to mitigate potential risks.
- **FINANCIAL MANAGEMENT:** Amid numerous factors influencing the OEB’s financial landscape, including implementation of the new Revenue Standard PS 3400, economic inflation and collective bargaining, the OEB remains steadfast in upholding accurate and sound financial management and reporting practices. With the support of the Office of the Auditor General, the new revenue standard was successfully implemented, while strategic allocation of resources and consulting budgets reflects an initiative-taking stance on financial risk management. These initiatives align with the former Minister’s November 2023 LOD, which emphasizes the relevance and necessity of the OEB’s critical work to ensure the health of Ontario’s energy sector. Facilitating innovation within Ontario’s regulatory framework, focusing on DERs and future utility business models, are some of the strategic initiatives included in the November 2023 LOD. These priorities could translate into budgetary pressures for the already-stretched FY2024–25 budget. The OEB will monitor spending over the course of the fiscal year and adjust priorities where possible to ensure spending within budget.
- **INNOVATION:** In alignment with its mandate to drive innovation, the OEB takes proactive steps to adapt to evolving sector demands and technological advancements. We are actively exploring DSO models and have engaged a consultant. Additionally, new authority to approve licence exemptions for pilot projects presents an opportunity for our stakeholders to work with the OEB to advance experimentation. Furthermore, the issuance of guidance on system planning for the electrification of transportation and the role as a regulatory partner on innovative projects related to electric vehicles and heat pumps demonstrate progress in these critical areas. Despite challenges, the OEB’s collaborative initiatives position us well to fulfill our role in the energy sector and adapt to the evolving landscape.

FINANCIAL STATEMENTS

MARCH 31, 2024

MANAGEMENT’S RESPONSIBILITY

The Ontario Energy Board’s Board of Directors are responsible for the integrity and fair presentation of the financial statements and other information presented in the 2023–2024 annual report. The financial statements have been prepared by management in accordance with Canadian Public Sector Accounting Standards. The preparation of financial statements necessarily involves the use of management’s judgment and best estimates, particularly when transactions affecting the current accounting period cannot be determined with certainty until future periods.

The Ontario Energy Board maintains systems of internal accounting controls, designed to provide reasonable assurance that reliable financial information is available on a timely basis and that the Ontario Energy Board’s assets and liabilities are adequately accounted for, and assets safeguarded.

The financial statements have been reviewed and approved by the Ontario Energy Board’s Board of Directors. In addition, the financial statements have been audited by the Auditor General of Ontario, whose report follows.



Susanna Zagar
Chief Executive Officer
June 20, 2024



Carolyn Calwell
Chief Corporate Services Officer & General Counsel
June 20, 2024



Office of the Auditor General of Ontario
Bureau du vérificateur général de l'Ontario

INDEPENDENT AUDITOR'S REPORT

To the Ontario Energy Board

Opinion

I have audited the financial statements of the Ontario Energy Board (OEB), which comprise the statement of financial position as at March 31, 2024, and the statements of operations, changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the OEB as at March 31, 2024 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the OEB in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the OEB's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the OEB either intends to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the OEB's financial reporting process.

20 Dundas Street West
Suite 1530
Toronto, Ontario
M5G 2C2
416-327-2381
fax 416-327-9862
tty 416-327-6123

20, rue Dundas ouest
suite 1530
Toronto (Ontario)
M5G 2C2
416-327-2381
télécopieur 416-327-9862
ats 416-327-6123

www.auditor.on.ca



Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the OEB's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the OEB's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the OEB to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Toronto, Ontario
June 20, 2024

Shelley Spence, CPA, CA, LPA
Auditor General

STATEMENT OF FINANCIAL POSITION

AS OF MARCH 31, 2024

	2024	2023 Restated (Note 2b)
ASSETS		
Current Assets:		
Cash (note 7)	\$ 7,711,382	\$ 14,373,849
Accounts receivable (note 7)	5,520,220	1,417,341
Due from Province	2,237,547	356,847
Deposits and prepaid expenses	1,145,771	720,324
Total Current Assets	\$ 16,614,920	\$ 16,868,361
Non-current Assets:		
Capital Assets (note 3)	\$ 4,696,670	\$ 4,581,005
Total Non-current Assets	4,696,670	4,581,005
TOTAL ASSETS	\$ 21,311,590	\$ 21,449,366
LIABILITIES		
Current Liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 12,387,429	\$ 10,239,988
TOTAL LIABILITIES	\$ 12,387,429	\$ 10,239,988
NET ASSETS		
Invested in capital assets	\$ 4,696,669	\$ 4,581,004
Internally restricted – administrative penalties fund	2,030,703	2,109,406
Unrestricted	2,196,789	4,518,968
TOTAL NET ASSETS	\$ 8,924,161	\$ 11,209,378
TOTAL LIABILITIES AND NET ASSETS	\$ 21,311,590	\$ 21,449,366

Commitments and Contingencies (notes 7 & 9).
See accompanying notes to Financial Statements.

On behalf of the Board of Directors:



Gerald Moncrief
Chair of the Finance and Risk Committee

STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31, 2024

	2024	2023 Restated (Note 2b)
REVENUES		
General cost recovery	\$ 49,531,876	\$ 44,366,441
Regulatory process costs–Ontario Electricity Support Program	8,359,870	5,043,305
Regulatory process costs–proceedings and consultation	2,921,950	1,699,222
Interest income	633,504	466,248
Licence and annual registration fees	443,100	428,500
Administrative penalties and interest	304,208	550,572
Miscellaneous income	251,730	209,890
TOTAL REVENUES	\$ 62,446,238	\$ 52,764,178
EXPENSES		
Salaries and benefits	\$ 39,976,644	\$ 36,942,003
Ontario Electricity Support Program–delivery and administration	8,359,870	5,043,305
Consulting and professional	6,388,139	3,941,518
Premises	4,052,911	3,671,202
Information technology	1,651,084	1,461,890
Publications, media and advertising	1,255,715	1,432,749
Office and administration	752,234	515,857
Meetings, training and travel	732,310	708,983
Amortization of capital assets	1,562,548	1,447,009
TOTAL EXPENSES	\$ 64,731,455	\$ 55,164,516
DEFICIENCY OF REVENUE OVER EXPENSES	\$ (2,285,217)	\$ (2,400,338)

See accompanying notes to Financial Statements.

STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED MARCH 31, 2024

				2024	2023
					Restated (Note 2b)
	Invested in capital assets	Internally restricted – administrative penalties fund	Unrestricted net assets	Total	Total
Net assets, beginning of the year	\$ 4,581,004	\$ 2,109,406	\$ 4,518,968	\$ 11,209,378	\$ 13,609,716
Deficiency of revenues over expenses	(1,562,548)	(78,703)	(643,966)	(2,285,217)	(2,400,338)
Invested in capital assets during the year	1,678,213	–	(1,678,213)	–	–
NET ASSETS, end of period	\$ 4,696,669	\$ 2,030,703	\$ 2,196,789	\$ 8,924,161	\$ 11,209,378

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2024

	2024	2023 Restated (Note 2b)
Net inflow (outflow) of cash related to the following activities:		
OPERATING		
Deficiency of revenue over expenses	\$ (2,285,217)	\$ (2,400,338)
Adjustment for Non-cash Expenses:		
Amortization of capital assets	\$ 1,562,548	\$ 1,447,009
	\$ 1,562,548	\$ 1,447,009
Changes in Non-cash Working Capital:		
Accounts receivable	\$ (4,102,879)	\$ 1,088,677
Due from Province	(1,880,700)	(356,847)
Deposits and prepaid expenses	(425,447)	(264,958)
Accounts payable and accrued liabilities	2,147,441	2,634,323
	\$ (4,261,585)	\$ 3,101,195
Net Cash from Operating Activities	\$ (4,984,254)	\$ 2,147,866
CAPITAL		
Capital asset purchases	\$ (1,678,213)	\$ (1,762,702)
Net Cash Used in Capital Activities	\$ (1,678,213)	\$ (1,762,702)
NET CHANGE IN CASH	\$ (6,662,467)	\$ 385,164
Cash, beginning of the year	14,373,849	13,988,685
Cash, end of the year	\$ 7,711,382	\$ 14,373,849

See accompanying notes to Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 2024

1. NATURE OF THE CORPORATION

The Ontario Energy Board (the “OEB”) is the regulator of Ontario’s natural gas and electricity industries and provides independent adjudicative decision making. The OEB also deals with energy matters referred to it by the Minister of Energy and the Minister of Natural Resources and Forestry.

Pursuant to the *Ontario Energy Board Act, 1998* (the “OEB Act”), the OEB was continued as a corporation without share capital, empowered to fully recover its costs from natural gas and electricity industry participants.

As an agent of His Majesty in right of Ontario, the OEB is exempted from federal and provincial income taxes under the *Income Tax Act*.

2. SIGNIFICANT ACCOUNTING POLICIES

a) Basis of financial statement preparation

These financial statements are prepared in accordance with Canadian Public Sector Accounting Standards, which constitutes generally accepted accounting principles for government not-for-profit organizations in Canada. The OEB has elected to use the standards for government not-for-profit organizations that include sections PS 4200 to PS 4270, which reflect the significant accounting policies.

The net assets of the OEB are presented and accounted for as follows:

- Unrestricted net assets – includes the cumulative net assets of operating revenue over expenditures;
- Invested in capital assets – represents the net investment in the OEB’s capital assets. Amounts required for the purchase of capital assets are transferred from unrestricted net assets to invested in capital assets; and
- Internally restricted – administrative penalties fund represents penalties assessed against individual market participants under section 112.5 of the *OEB Act*, including any interest earned.

b) Changes in Accounting Policies – Implementation of PS 3400, Revenues

On April 1, 2023, the OEB implemented PS 3400, Revenues, in accordance with the transitional provisions set out in the Standard and the requirements for changes in accounting policies in PS 2120, Accounting Changes. The impacts of implementing PS 3400 are described below.

PS 3400 establishes standards on how to account for and report common types of revenues in the public sector that are not addressed in an individual standard in the PSA Handbook. Specifically, PS 3400 differentiates between revenue arising from transactions that include performance obligations (“exchange transactions”), and transactions that do not have performance obligations (“non-exchange transactions”).

The OEB adopted the standard on April 1, 2023 and applied the requirements of the standard retroactively with restatement of the prior period.

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Transactions with performance obligations

Under PS 3400, the OEB recognizes revenue from exchange transactions when it satisfies a performance obligation by providing the promised goods or services to a payor. The OEB satisfies a performance obligation when control of the benefits associated with the good or service has transferred to the payor. Control of the benefit passes over to the payor over a period of time or at a point in time depending on the characteristics of the promised goods or services. Revenue is measured at the amount of consideration to which the OEB expects to be entitled to in exchange for the promised goods or services.

Transactions without performance obligations

Under PS 3400, the OEB recognizes revenue from non-exchange transactions when it has the legislative authority to claim or retain an inflow of economic resources and identifies a past transaction or event that gives rise to an asset. Revenue is measured at the amount of cash or cash equivalents received or receivable.

The implementation of PS 3400 had a significant impact on the OEB's accounting for general cost recoveries and regulatory process costs – proceeding and consultation. See below for a description of the impact on each revenue stream:

- **General cost recoveries** – Previously, the OEB deferred revenue for budgeted cost recoveries collected that exceeded actual expenditures incurred during the fiscal year. PS 3400 requires the OEB to recognize revenue when it has exercised its legislative authority to obligate an individual or organization to pay the amount assessed by the OEB.
- **Regulatory process costs – proceeding and consultation** – Previously, the OEB recognized deferred revenue for budgeted cost recoveries collected that exceeded actual expenditures incurred during the fiscal year. PS 3400 requires the OEB to recognize revenue when it has exercised its legislative authority to obligate an individual or organization to pay the amount assessed by the OEB.
- **Amortization of deferred revenue related to capital assets** – Previously, the Agency deferred a portion of the revenue from amounts it charged associated with the recovery of its own capital costs. PS 3400 requires the OEB to recognize revenue when it has exercised its legislative authority to obligate an individual or organization to pay the amount assessed by the OEB.

The Agency's accounting policies for its revenue streams are disclosed in detail in Note 2c below. The amount of adjustment for each financial statement line item affected by the adoption of PS 3400 for the current and prior year is presented in the table below.

(i) Impact on annual surplus or deficit

	Year ended March 31, 2023
Excess of revenue over expenses	\$ 550,572
Revenue	
Increase (decrease) due to change in timing of recognition for:	
General cost recoveries	(972,528)
Regulatory process costs – proceeding and consultation	(531,373)
Amortization of deferred revenue related to capital assets	(1,447,009)
	<u>(2,950,910)</u>
Deficiency of revenue over expenses – as restated for adoption of PS 3400	\$ (2,400,338)

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(ii) Impact on assets, liabilities, net debt, and accumulated surplus or deficit

As at April 1, 2022	As previously reported	PS 3400 Adjustments	As Restated
Accounts receivable	\$ 1,595,740	\$ 910,278	\$ 2,506,018
Regulatory process costs to be assessed	1,318,974	(1,318,974)	–
Deferred revenue	1,180,266	(1,180,266)	–
Deferred revenue related to capital assets	4,265,312	(4,265,312)	–
Operating reserve	7,014,000	(7,014,000)	–
Net Assets: Internally Restricted Net Assets	1,558,834	(1,558,834)	–
Net Assets: Invested in capital assets	–	4,265,312	4,265,312
Net Assets: Internally restricted – administrative penalties fund	–	1,558,834	1,558,834
Net Assets: Unrestricted	–	7,785,571	7,785,571

As at March 31, 2023	As previously reported	PS 3400 Adjustments	As Restated
Accounts receivable	\$ 877,154	\$ 540,187	\$ 1,417,341
Regulatory process costs to be assessed	1,480,256	(1,480,256)	–
Deferred revenue	945,036	(945,036)	–
Deferred revenue related to capital assets	4,581,005	(4,581,005)	–
Operating reserve	4,514,000	(4,514,000)	–
Net Assets: Internally Restricted Net Assets	2,109,406	(2,109,406)	–
Net Assets: Invested in capital assets	–	4,581,005	4,581,005
Net Assets: Internally restricted – administrative penalties fund	–	2,109,406	2,109,406
Net Assets: Unrestricted	–	4,518,967	4,518,967

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

c) Revenue recognition

General cost recovery

The OEB has the legislative authority under section 26 of the *OEB Act* to recover all expenses incurred and expenditures made by the OEB in the exercise of any power or duties under the Act or any other Act. Under the Act, every person or organization cost assessed by the OEB shall pay the amount on the assessment. Accordingly, the OEB recognizes revenue when it obligates a person or organization to pay a cost assessment, which it does so by invoicing them on a quarterly basis. The amount recognized is net of any amounts that the OEB does not expect to be able to obtain from payors.

Regulatory process costs – Ontario Electricity Support Program (OESP)

Section 79.2 of the Act, together with Ontario Regulation 14/18 made under the Act, enables the OEB to recover all expenses incurred and expenditures made by the OEB in the administration of the OESP from the Province. The OEB recognizes regulatory process cost – OESP when the related costs are incurred.

Regulatory process costs – proceeding and consultation

Under section 30 of the *OEB Act*, the OEB may order a person to pay all or part of a person's costs of participating in a proceeding before the Board, a notice and comment process under section 45 or 70.2 of the *OEB Act* or any other consultation process initiated by the Board. The OEB recognizes revenue when the OEB issues a cost award decision to a person or organization to pay OEB's costs. The amount recognized is net of any amounts that the OEB does not expect to be able to obtain from payors.

Administrative penalties

The OEB has the legislative authority under section 112.5 of the *OEB Act* to order a person to pay an administrative monetary penalty if it satisfied that a person has contravened an enforceable provision, as defined in the Act. Revenue is recognized when the OEB has issued an order requiring payment of a fine or penalty and the earlier of the following events has occurred: a voluntary compliance is filed; the date to appeal the order expires; or all rights of appeal are exhausted and the order becomes final. The revenue recognized is the amount of cash received or receivable.

Revenue from administrative penalties is internally restricted to support activities relating to consumer education, outreach and other activities in the public interest.

Licence and annual registration fees

The OEB issues a variety of licences, including for distribution, transmission, generation, storage, retailer, wholesaler, unit sub-metering, gas marketer. The OEB recognizes licence fees when the OEB issues a licence to the applicant.

A licensee must pay an annual registration fee for every year of its licence. The annual registration fee is recognized when the OEB issues an invoice for the licensee to pay, net of any amounts that the OEB does not expect to be able to obtain from the payor.

d) Capital assets

Capital assets are recorded at cost less accumulated amortization. Amortization is calculated on a straight-line basis over the estimated useful lives of the assets, beginning in the fiscal year following the acquisition, as follows:

Office furniture and equipment	5–10 years
Computer software	3 or 5 years
Computer equipment	3 or 5 years
Audio visual equipment	3 years
Leasehold improvements	remainder of lease term

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

e) Financial instruments

The OEB's financial instruments are cash, accounts receivable, accounts payable and accrued liabilities, and due from Province.

- Cash is measured at cost. As cash is subject to an insignificant risk of change in value, carrying value approximates fair value.
- Accounts receivable, accounts payable and accrued liabilities, and due from Province are recorded at fair value at initial recognition and are subsequently measured at amortized cost.

All financial assets are tested annually for impairment. In the event there are impairments of financial assets, the losses are recorded in the Statement of Operations.

f) Use of estimates

The preparation of financial statements under Canadian Public Sector Accounting Standards requires that management make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues, expenses and recoveries for the year. Items requiring the use of significant estimates include accounts payable and accrued liabilities, and the useful lives of capital assets. Actual amounts could differ from these estimates.

g) Employee pension plans

The OEB's full-time employees participate in the Public Service Pension Plan (PSPP), which is a defined benefit pension plan for employees of the Province and many provincial agencies. The Province of Ontario, which is the sole sponsor of the PSPP, determines the OEB's annual payments to the Plan. Since the OEB is not a sponsor of the pension plan, gains and losses arising from statutory actuarial funding valuations are not assets or obligations of the OEB, as the sponsor is responsible for ensuring that the pension plan is financially viable. The OEB's expense is limited to the required contributions to the Plan as described in note 5.

3. CAPITAL ASSETS

	Cost	Accumulated amortization	Net book value FY 2024	Net book value FY 2023
Office furniture and equipment	\$ 2,387,715	\$ 2,251,410	\$ 136,305	\$ 144,172
Computer equipment	3,032,014	2,466,289	565,725	639,964
Computer software	13,467,081	9,663,000	3,804,081	3,570,146
Audio visual equipment	330,453	265,895	64,558	65,945
Leasehold improvements	5,485,935	5,359,934	126,001	160,778
Total	\$ 24,703,198	\$ 20,006,528	\$ 4,696,670	\$ 4,581,005

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	FY 2024	FY 2023
Payroll and benefits accruals	\$ 7,269,256	\$ 7,381,966
Accounts payable and accruals	5,118,173	2,858,022
Total accounts payable and accrued liabilities	\$ 12,387,429	\$ 10,239,988

Payroll and benefits accruals include salaries, vacation, and other employee benefits. Accounts payable and accruals relates largely to normal business transactions with third party vendors and are subject to standard commercial terms.

5. EMPLOYEE FUTURE BENEFITS

- a) The OEB's contribution to the Public Service Pension Plan (PSPP) for FY 2024 was \$3,003,448 (2023–\$2,338,487) and is included in salaries and benefits costs on the Statement of Operations.
- b) The OEB is not responsible for the cost of employee post-retirement and non-pension benefits. These costs are the responsibility of the Province of Ontario, a related party.

6. COMMITMENTS

a) Office space

The OEB's current office space lease commitment ends on December 31, 2024. The minimum base rental payments in aggregate are as follows:

FY 2025–9 months	\$ 1,483,582
Total	\$ 1,483,582

The OEB is committed to pay its proportionate share of realty taxes and operating expenses for the premises, which amounted to \$2,046,142 during FY 2024 (2023–\$1,809,365).

b) Ontario Electricity Support Program

The OEB administers the Ontario Electricity Support Program (OESP), which provides fixed credits (determined by a sliding scale) to all eligible lower income customers of electricity distributors and unit sub-meter providers.

In FY 2024, the OEB entered into a new agreement with a Central Service Provider (CSP) to replace the existing OESP System. The CSP will develop and deliver a new OESP System and provide the ongoing hosting, operation, and maintenance of the system, including the managed business process services to support it. The initial term of the agreement is five years, expiring in April 2028, and renewable at the option of the OEB for an additional three years. The committed costs for the initial five-year term is as follows:

FY 2025	\$ 5,252,042
FY 2026	6,260,319
FY 2027	6,639,993
FY 2028	6,987,207
Total	\$ 25,139,561

7. FINANCIAL INSTRUMENT AND RISK MANAGEMENT

Interest rate risk:

The OEB is not exposed to significant interest rate risk as OEB's funds are held in interest-bearing accounts at a financial institution. The average interest rate on cash balances was 5.18% (2023–3.25%).

Currency risk:

The OEB's exposure to currency risk is minimal, as few transactions are in currencies other than Canadian dollars.

Credit risk:

Accounts Receivable

The OEB has minimal credit risk exposure in regard to accounts receivable due to high historical collection rates.

The accounts receivable aging is summarized below:

March 31, 2024	<i>Current</i>	<i>+30 Days</i>	<i>+60 Days</i>	<i>+90 Days</i>	Total
Regulatory process costs– proceeding & consultation	\$ 1,105,114	\$ 23,983	\$ 3,391,507	\$ –	\$ 4,520,604
General cost recovery	22,905	16,371	–	–	39,276
Licence and annual registration fee	–	–	–	4,801	4,801
Administration penalty	10,000	–	–	–	10,000
HST recovery	900,395	–	–	–	900,395
Interest receivable	45,144	–	–	–	45,144
Total	\$ 2,083,558	\$ 40,354	\$ 3,391,507	\$ 4,801	\$ 5,520,220

March 31, 2023	<i>Current</i>	<i>+30 Days</i>	<i>+60 Days</i>	<i>+90 Days</i>	Total
Regulatory process costs– proceeding & consultation	\$ 613,878	\$ 2,731	\$ 7,202	\$ 12,793	\$ 636,604
General cost recovery	26,868	15,440	–	–	42,308
Administration penalty	15,000	–	–	–	15,000
HST recovery	653,985	–	–	–	653,985
Interest receivable	69,444	–	–	–	69,444
Total	\$ 1,379,175	\$ 18,171	\$ 7,202	\$ 12,793	\$ 1,417,341

Liquidity risk:

The OEB's exposure to liquidity risk is minimal, as the OEB has a sufficient cash balance and accounts receivable to settle all current liabilities. As of March 31, 2024, the OEB had a cash balance of \$7,711,382 (2023–\$14,373,849) and accounts receivable balance of \$5,520,220 (2023–\$1,417,341) to settle current liabilities of \$12,387,429 (2023–\$10,239,988).

8. RELATED PARTY TRANSACTIONS

The Province of Ontario is a related party as it is the controlling entity of the OEB. All related party transactions have been recorded at their exchange amounts, which is the amount of consideration established and agreed to by the related party.

Under the *OEB Act*, the OEB recovers its costs from various regulated entities, which include the following related parties:

- Independent Electricity System Operator (IESO), Ontario Power Generation, Hydro One, Ontario Electricity Financial Corporation, and the Province of Ontario totaled \$13,372,631 (2023–\$13,589,928) and is recorded in General cost recovery and Regulatory process costs—proceeding and consultation on the Statement of Operations.

The OEB has entered into transactions with other related parties as follows:

- The Ministry of Government and Consumer Services recovered data communication and records storage services of \$14,811 (2023–\$26,735), which are included in Information Technology and Office and Administration on the Statement of Operations.
- Infrastructure Ontario provided realty and leasing services of \$32,275 (2023–\$nil), which are included in Consulting and Professional on the Statement of Operations.
- The OEB entered into an agreement with the IESO on a joint study. The IESO recovered consulting services of \$191,875 (2023–\$nil), which are included in Consulting and Professional on the Statement of Operations.

The OEB occasionally enters into secondment arrangements with staff from other government entities, to benefit from understanding the perspectives of others in the sector:

- Ministry of Energy recovered salaries of seconded staff, which amounted to \$116,622 (2023–\$nil) and is included in Salaries and Benefits on the Statement of Operations.

Related party transactions pertaining to employee future benefits are disclosed in note 5.

9. CONTINGENCIES

Contingencies refer to possible legal claims that have been made against the OEB, the ultimate outcome of which cannot be predicted with certainty. Management does not expect that the outcome of the claims against the OEB will have a material and adverse effect on its financial results and does not believe any provisions for losses are necessary at this time. Any settlements will be accounted for at the time of settlement.

10. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the financial statement presentation adopted in the current year.

DIRECTORS

APPOINTEES AND COMPENSATION

NAME	DATE FIRST APPOINTED	MOST RECENT APPOINTMENT TERM	TOTAL REMUNERATION (APRIL 1, 2023 – MARCH 31, 2024)
Glenn O’Farrell (Acting Chair)	Oct 1, 2020	Oct 1, 2022 – Sep 30, 2024**	\$65,150
Richard Dicerni (Former Chair)	Oct 1, 2020	Oct 1, 2022 – Sep 30, 2025*	\$23,125
Curtis G. Allen	Aug 12, 2021	Aug 12, 2023 – Aug 11, 2025	\$21,165
Carla Carmichael	Dec 16, 2023	Dec 16, 2023 – Dec 15, 2025	\$6,375
Marika Hare	Aug 12, 2021	Aug 12, 2023 – Aug 11, 2025	\$15,300
Henry John Knubley	Oct 1, 2020	Oct 1, 2022 – Sep 30, 2024	\$17,595
Carole Malo	Dec 16, 2021	Dec 16, 2021 – Dec 15, 2023	\$14,025
Gerald A. Moncrief	Oct 1, 2020	Oct 1, 2022 – Sep 30, 2024	\$21,420
Marie C. Oswald	Oct 1, 2020	Oct 1, 2022 – Sep 30, 2025	\$18,870
Geoffrey Owen	Sep 2, 2021	Sep 2, 2023 – Sep 1, 2026	\$24,735
Navneet Sekhon	Feb 24, 2022	Feb 24, 2022 – Feb 23, 2024	\$19,635
TOTAL			\$ 247,395

* Resigned effective July 31, 2023

** Acting Chair effective August 1, 2023

BOARD OF DIRECTORS COMMITTEE MEMBERSHIP

(as of March 31, 2024)

ADJUDICATION COMMITTEE	FINANCE AND RISK COMMITTEE APPOINTED	LETTER OF DIRECTION TASK FORCE APPOINTMENT TERM
<ul style="list-style-type: none"> Marie C. Oswald (Chair) Marika Hare Gerald A. Moncrief 	<ul style="list-style-type: none"> Gerald A. Moncrief (Chair) Carla Carmichael* Curtis G. Allen 	<ul style="list-style-type: none"> Geoffrey Owen (Chair) Carla Carmichael* Curtis G. Allen Henry John Knubley

* Attended Committee Meetings

CONTACT US

For consumer enquiries and complaints:

Email: publicinformation@oeb.ca

In the Greater Toronto Area or from outside Ontario: 416-314-2455

Toll-free within Ontario: 1-877-632-2727

For compliance and other regulatory enquiries:

Email: industryrelations@oeb.ca

In the Greater Toronto Area or from outside Ontario: 416-314-2455

Toll-free within Ontario: 1-877-632-2727

Policy work:

www.EngageWithUs.oeb.ca

For media enquiries:

Email: oebmedia.ca

In Toronto: 416-544-5171

Telephone (Corporate Head Office):

In Toronto: 416-481-1967

Toll-free within continental North America: 1-888-632-6273

Facsimile: 416-440-7656

Address:

2300 Yonge Street, 27th floor

P.O. Box 2319 Toronto, ON M4P 1E4

Website:

www.oeb.ca

Social Channels:



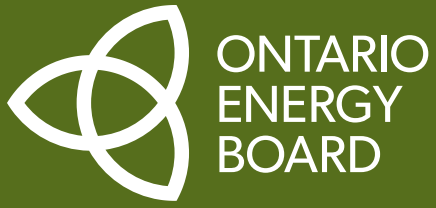
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