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Mr. Greg Orencsak  
Chair  
Ontario Electricity Financial Corporation  
1 Dundas Street West, Suite 1200  
Toronto, ON M7A 1Y7

Dear Mr. Orencsak,

As you plan for 2021–22, I am pleased to write to you in your capacity as Chair of the Ontario Electricity Financial Corporation (OEF) to provide you with a letter setting out expectations and direction for OEF in the year ahead. Pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for the OEF for the 2021–22 fiscal year.

Ontario's board-governed agencies are vital partners in ensuring the delivery of high-quality services to the people of Ontario. The work that you and your fellow board members undertake to establish the goals, objectives, and strategic direction for OEF ensures that its debt, financial risks and liabilities, including the debt of the former Ontario Hydro, are cost-effectively managed. It is important that this direction is consistent with government priorities, your agency mandate, key policies and directives and my directions, where appropriate.

As part of the government of Ontario, I expect all agencies to act in the best interest of the people of Ontario by being efficient, effective, and providing value for money. As people and employers face immense challenges due to COVID-19, this expectation is more important than ever. In every action, decision, and expenditure, I expect you to consider the interests of the taxpayer and the people we serve. This includes:

#### 1. **Competitiveness, Sustainability and Expenditure Management**

- Operating within your agency's allocations;
- Identifying and pursuing opportunities for revenue generation, innovative practices, and/or improved program sustainability;
- Identifying and pursuing efficiencies and savings; and
- Complying with applicable direction related to Supply Chain Centralization, Realty Interim Measures and Agency Office Location Criteria.

## 2. **Transparency and Accountability**

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

## 3. **Risk Management**

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

## 4. **Workforce Management**

- Continuing to optimize your agency to enable efficient and effective fulfilment of government priorities, while enhancing customer service standards and streamlining back office functions; and
- Continuing to obtain services from the Ontario Financing Authority and Ministry of Finance, to ensure that all available resources continue to be directed towards efficient and effective OEFC debt management and the provision of other services that the people of Ontario rely on OEFC to provide.

## 5. **Data Collection**

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

## 6. **Digital Delivery and Customer Service**

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

In addition to these government-wide priorities, I expect the OEFC to continue to focus on its mandate, as provided for under the *Electricity Act, 1998*:

- Managing its debt, financial risks and liabilities, including the debt of the former Ontario Hydro;
- Managing the former Ontario Hydro's contracts with non-utility generators (NUGs);
- Receiving payments, and administering assets, liabilities, rights and obligations of the OEFC and disposing or otherwise dealing with them as it considers appropriate or as directed by the Minister of Finance;
- Providing financial assistance to the successor corporations of Ontario Hydro;

- Entering into financial and other agreements relating to the supply and demand management of electricity in Ontario; and
- Performing any additional objects specified by the Lieutenant Governor in Council.

Through these measures, we can continue to ensure that OEFC is continuing to cost-effectively manage its debt, financial risks and liabilities, including the debt of the former Ontario Hydro.

I thank you and your fellow board members for your continued support, and for your valuable contributions. Should you have any questions/concerns, please feel free to contact my office.

Sincerely,

Original signed by

Rod Phillips  
Minister of Finance

c: Gadi Mayman, Chief Executive Officer and Vice Chair, Ontario Electricity Financial Corporation