



7th Floor, Frost Building South
7 Queen's Park Crescent
Toronto ON M7A 1Y7
Telephone: 416-325-0400
Facsimile: 416-327-0374

7^e étage, Édifice Frost Sud
7 Queen's Park Crescent
Toronto ON M7A 1Y7
Téléphone: 416-325-0400
Télécopieur: 416-327-0374

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

Dear Mr. Orencsak:

As you begin planning for the 2022-23 fiscal year, I am pleased to write to you in your capacity as Chair of the Ontario Electricity Financial Corporation (OEFC). Pursuant to the requirements of the *Agencies and Appointments Directive*, this letter sets out my expectations for OEFC for the 2022-23 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 the OEFC 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 by being efficient, effective, and providing fiscally responsible value for taxpayers. Demonstrating respect for public dollars is more important than ever as families, workers, and employers have faced immense challenges due to COVID-19 and continue to make sacrifices to bring an end to the pandemic. Therefore, my expectation is that every action, decision, and expenditure made by your agency will be respectful of the interests of the taxpayer and the people we serve.

This includes:

1. Competitiveness, Sustainability and Expenditure Management

- Operating within your agency's financial allocations;
- Identifying and pursuing opportunities for innovative practices and/or improved sustainability;
- Complying with applicable direction related to supply chain centralization; and
- Working with the ministry, where appropriate, to advance the *Ontario Onwards Action Plan*.

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 Appointments Directive*, accounting standards and practices, the *Public Service of Ontario Act* ethical framework, and 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 health and other emergency situations, including but not limited to COVID-19; and
- Maintaining an appropriate continuity of operations plan that identifies time critical/essential services and personnel.

4. Workforce Management

- Optimizing the OEFC's organizational capacity to support the best possible public service delivery; and
- Continuing to obtain services from the Ontario Financing Authority and the 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 OEFC 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 privacy requirements of data work and data sharing with the ministry, as appropriate.

6. Digital Delivery and Customer Service

- Exploring and implementing digitization or digital modernization strategies for online service delivery and continuing to meet and exceed customer service standards through transition; and
- Adopting digital approaches.

7. Diversity and Inclusion

- Developing and encouraging diversity and inclusion initiatives that promote an equitable, inclusive, accessible, anti-racist and diverse workplace;
- Demonstrating leadership of an inclusive environment free of harassment; and
- Adopting an inclusion engagement process to ensure all voices are heard to inform policies and decision-making.

8. COVID-19 Recovery

- Identifying and pursuing service delivery methods (digital or other) that have evolved since the start of COVID-19; and
- Supporting the recovery efforts from COVID-19.

In addition to these government-wide priorities, I expect 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. We are confident that the people of Ontario are going to unleash the economic growth that is necessary for job creation, prosperity and a stronger province.

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,



Peter Bethlenfalvy
Minister of Finance

- c. Gadi Mayman, Chief Executive Officer and Vice Chair, Ontario Electricity Financial Corporation
Richard Clark, Chief of Staff, Minister's Office, Ministry of Finance
Michael Waterston, Director (A), Legal Services Branch, Ministry of Finance