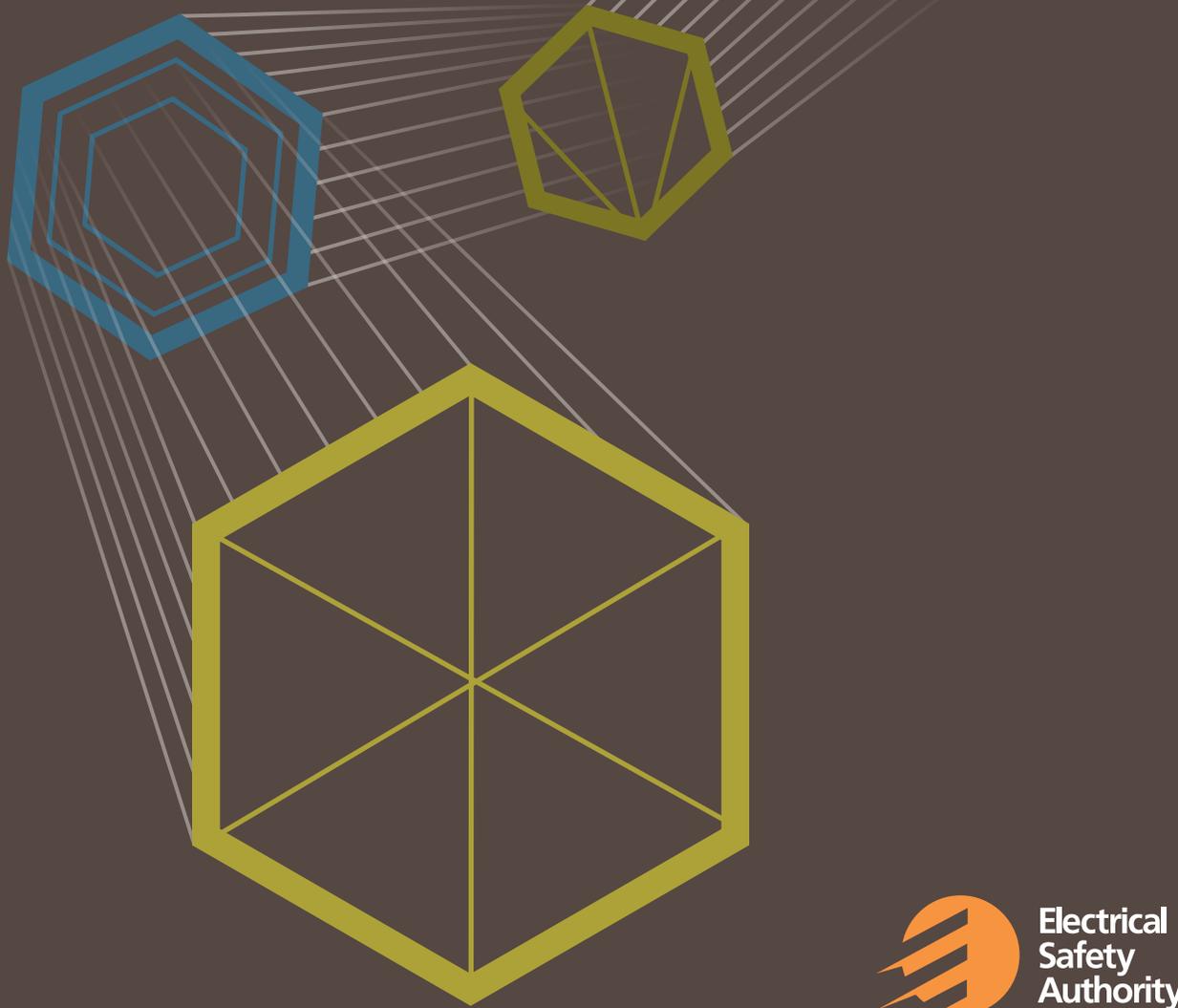


April 2018 – March 2019

BUSINESS PLAN



Vision:

An Ontario where people can live, work and play safe from electrical harm.

Mission:

To improve electrical safety for the well-being of the people of Ontario.

Mandate:

To promote and undertake activities which enhance public electrical safety including training, inspection, authorization, investigation, registration, enforcement, audit, and other regulatory and non-regulatory public electric safety quality assurance services.

– ESA Objects of Corporation, 1999

Values:

Safety

We can and will make Ontario a safer place for all citizens.

Accountability

We hold ourselves to the highest standards of responsibility and ethical behaviour.

Leadership

We will always strive to do better, challenge assumptions, and welcome new ideas.

Collaboration

We work best when we work together.

Integrity and Trust

We will take the high road.

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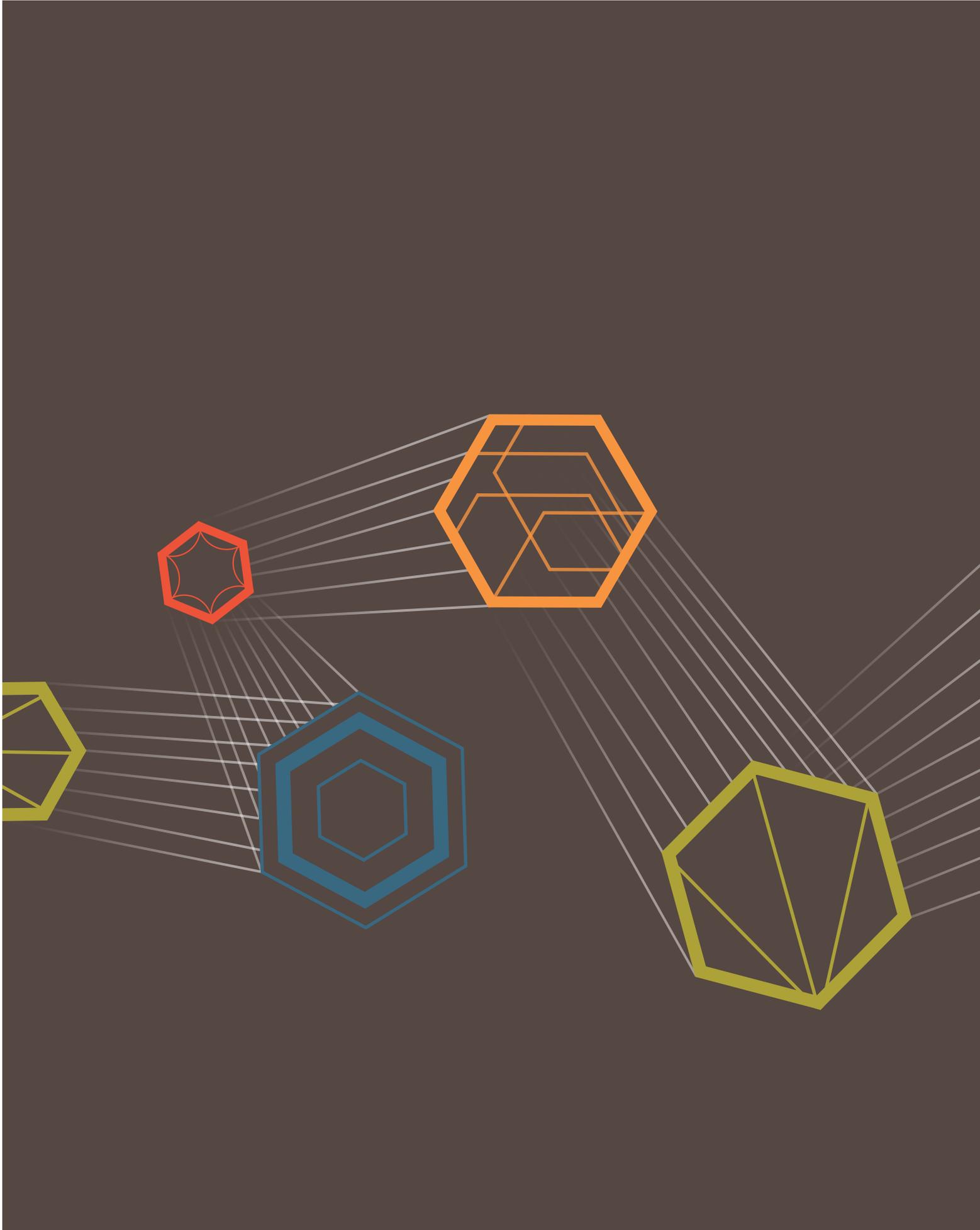
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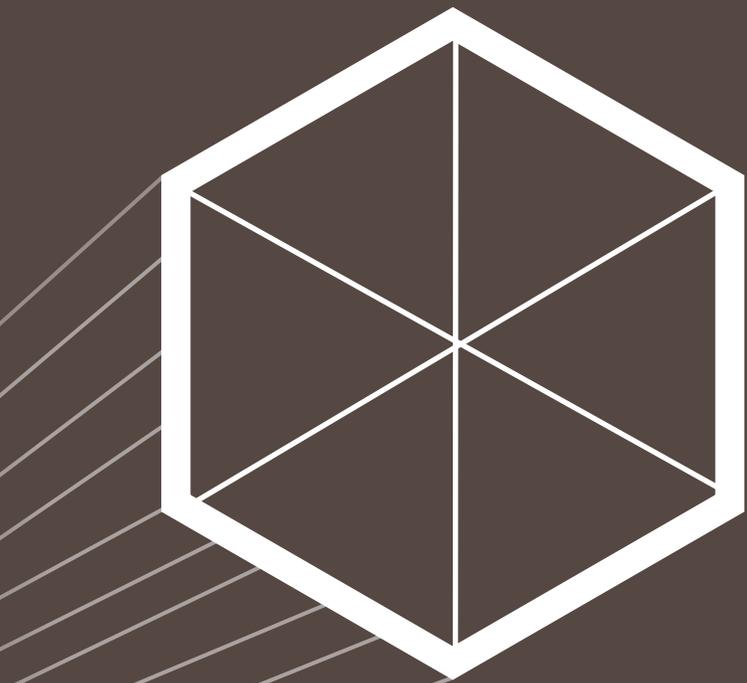
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Introduction

INTRODUCTION

Role

The Electrical Safety Authority (ESA) is mandated by the Government of Ontario to enhance public electrical safety in the province. We are both a safety regulator and advocate.

Our powers and duties derive from The Electricity Act and The Safety and Consumer Statutes Administration Act including responsibility for four regulations:

- The Ontario Electrical Safety Code (Regulation 164/99) which defines how electrical work will be done;
- Licensing of Electrical Contractors and Master Electricians (Regulation 570/05) which sets requirements for those doing electrical work;
- Electrical Distribution Safety (Regulation 22/04) which defines safety accountabilities for Ontario's Licensed Distribution Companies (LDCs); and
- Electrical Product Safety (Regulation 438/07) which addresses approval of electrical products before their sale, and response to unsafe industrial and commercial products in the marketplace.

ESA's primary activities are: identifying and targeting leading causes of electrical safety risk; ensuring compliance with regulations; promoting awareness, education and training; and collaborating with stakeholders to improve the state of electrical safety in Ontario.

ESA is a private, not-for-profit corporation headquartered in Mississauga, Ontario with staff deployed across the province.

Relationship to Government

ESA is an administrative authority of the Government of Ontario. We are mandated to administer its designated legislation and regulation with the purpose of public safety, consumer protection, and advancing the principle of a fair, safe and informed marketplace which supports a competitive economy.

The Ministry of Government and Consumer Services retains responsibility for legislation and regulations. ESA is responsible for ensuring legislation and regulations are implemented and enforced.

The roles and obligations of ESA and the Ministry are detailed in an Administrative Agreement.

Scope of Powers & Responsibilities

ESA's mandate is detailed in the corporation's Letters Patent. The objects or purposes are stated as:

- to promote and undertake activities which enhance public electrical safety including:
 - » training;
 - » inspection;
 - » authorization;
 - » investigation;
 - » registration;
 - » enforcement;
 - » audit;
 - » and other public electrical safety quality assurance services;

- to act in any capacity under all legislation and regulations designated and delegated to the Corporation under the Safety and Consumers Statutes Administration Act, 1996, S.O. 1996, C.19 as amended from time to time and any other legislation or regulations under which responsibilities are delegated to the Corporation in the future;
- to inform, educate and work with industry, government and the public;
- to promote and undertake activities which enhance the competitiveness of the Ontario and the Canadian economy;
- to promote and undertake activities that encourage the harmonization of electric safety standards and compliance practices;
- to encourage industry to responsibly enhance electric safety.

The objects establish a broad scope of tools which can be applied to enhance electrical safety, ranging from inspection to training and registration and others. In addition, ESA has the ability to use other “safety quality assurance services” which gives the organization significant flexibility. These can include non-regulatory services providing ESA meets requirements in its Administrative Agreement with government (see page 15.)

The Letters Patent also oblige ESA to:

- work collaboratively with industry, government and the public;
- support competitiveness;
- support harmonized standards and practices; and
- ultimately encourage industry to take accountability for the improvement of electrical safety.

HARM REDUCTION STRATEGY 2.0

ESA's Harm Reduction Strategy 2.0 defines the organization's priorities and approach to fulfill its mandate from 2015-2020. The full strategy is available at esasafe.com.

The following are its key elements.

Our Approach

ESA will use its insights, expertise and passion for safety to achieve our vision of an Ontario where people can live, work and play safe from electrical harm.

We recognize that achieving electrical safety requires both safe environments and safe behaviours.

ESA will act directly where we can make meaningful positive impact on safety. Where we need others to act, we will be a catalyst to encourage them to do so. We will act as part of Ontario's safety system.

We will foster among the public and industry accountability for their own electrical safety and those they impact.

We will apply risk-based approaches; that is, applying greatest effort to areas of greatest potential harm. To do that, we will have a thorough understanding of the causes of electrical injuries, deaths and fires in Ontario.

We will judiciously apply the scope of tools and resources at our disposal — training, inspection, authorization, investigation, registration, enforcement, audit, and other services — to make maximum positive impact on safety.

We will use regulation where needed and where the benefit of regulation outweighs the cost.

We will earn and retain the trust and confidence of our stakeholders.

We will be fiscally responsible.

We will act with the public benefit foremost in mind.

Strategic Goals

The Harm Reduction Strategy 2.0 has three strategic goals: safety, compliance, and public accountability.

SAFETY	COMPLIANCE	PUBLIC ACCOUNTABILITY
ESA will seek to improve the state of electrical safety in Ontario by accelerating the reduction in the combined rate of electrical fatalities and critical injuries over five years.	ESA will seek to increase the rate of compliance with electrical safety regulations, where required.	ESA will ensure stakeholders recognize us as an effective, publicly accountable organization.

GOAL: SAFETY

ESA will seek to improve the state of electrical safety in Ontario by accelerating the reduction in the combined rate of electrical fatalities and critical injuries over five years.

The milestone measure is to achieve a 20 per cent decrease in the combined rate of electrical fatalities and critical injuries (based on the five-year rolling average) between 2015 and 2020.

The target reduction is based on the baseline of the 2014 combined fatality and critical injury rate: a decrease from 87 to 70 per million population based on the five-year rolling average.

Electrical fatalities are tracked using data from the Coroner's Office, and the Office of the Fire Marshal and Emergency Management.

Critical injuries are measured based on Canadian Institute for Health Information (CIHI) data for injuries classified as Levels I-III on the Canadian Triage and Acuity Scale (CTAS) in Ontario's emergency departments (ERs.) Levels I-III cover urgent, emergent and resuscitative conditions. The CTAS is a reliable and consistent scale of injury severity. As the CTAS information is captured in ERs, it includes occupational and non-occupational injuries.

While ESA uses the combined fatality and critical injuries rate as its top line key safety measure, we continue to review and report individual fatality, critical injury, injury, and fire rates, and other safety data so as to ensure we monitor the nuances of change. ESA compiles and reports key findings annually in the Ontario Electrical Safety Report.

Strategy to Improve Safety:

UNDERSTAND

We will continually improve ESA's understanding of what electrical safety events are happening and their causes, and our ability to anticipate and intercept emerging risks.

This requires collecting, analyzing and reporting safety incident data, and reviewing events to understand how they could have been prevented.

It also means staying abreast of new technologies and other developments in the marketplace and other jurisdictions that may have implications for Ontario.

PRIORITIZE

To best serve the cause of safety, ESA needs to focus its efforts and that of stakeholders where the safety need is greatest.

Based on analysis of where electrical safety incidents are currently occurring, ESA's five-year strategy defines three areas of safety priority:

- Members of the public and construction trades making contact with powerlines;
- Electrical workers working on energized equipment — “working live” — while doing repair and maintenance; and
- Electrical fires in homes.

While reviewing patterns of fatalities and critical injury changes in 2015-2016, ESA identified an emerging fourth cluster of events:

- Electrical injuries to children in the home. Eleven per cent of emergency department visits for non-occupational electrical injuries are burns and injuries to children, mainly suffered in the home. Each year an average of 160 children visit ER's in Ontario for electrical injuries.

COLLABORATE

ESA will share our insights and learnings internally and externally. We will work with stakeholders and collaborate to address safety risks. Through education and awareness activities, we will help Ontarians recognize safety hazards and how to avoid them.

GOAL: COMPLIANCE

ESA will seek to increase the rate of compliance with electrical safety regulations, where required.

ESA is the regulatory authority for four electrical safety regulations:

- The Ontario Electrical Safety Code (OESC) (Regulation 164/99) which defines how electrical work will be done;
- Licensing of Electrical Contractors and Master Electricians (Regulation 570/05) which sets requirements for those doing electrical work;
- Electrical Distribution Safety (Regulation 22/04) which defines safety accountabilities for Ontario's Local Distribution Companies (LDCs); and
- Electrical Product Safety (Regulation 438/07) which addresses approval of electrical products before their sale, and response to unsafe industrial and commercial products in the marketplace.

We have set our top compliance priority as adherence to the Ontario Electrical Safety Code and contractor licensing regulations for residential, commercial and industrial renovations because evidence indicates that this is the area where the underground economy is most active.

Our five-year goal for compliance improvement is to increase the amount of renovation wiring work being captured by ESA by 7.5 per cent over five years. Progress is assessed based on data collected in wiring notifications. By the end of fiscal year (FY) 2018 ESA achieved a 6.5 per cent increase.

The improvement in compliance will be measured via individual wiring work items as captured within renovation-related notifications/permits being processed by ESA.

A 7.5 per cent increase would mark a significant improvement in non-compliant work coming into the system, and major progress toward capturing more of the underground economy.

ESA must achieve this higher rate of compliance without creating a proportional increase in resourcing or burden on those already in compliance. This will require ESA to improve efficiency, and apply risk-based management principles.

Strategy to Improve Compliance:

TARGET

For each regulation, ESA will target the highest priority areas of non-compliance within its regulatory responsibilities and generate measurable improvements where needed.

KNOW

We will measure rates of awareness of regulatory obligations among our key stakeholders and execute targeted programs to improve awareness and understanding where needed to improve compliance.

IMPROVE

ESA will assess our most frequently used compliance processes and execute programs to make them clearer and easier for stakeholders to use.

MOTIVATE

We will use a range of tools including incentives to encourage compliance and disincentives to discourage non-compliance.

GOAL: PUBLIC ACCOUNTABILITY

ESA will ensure stakeholders recognize us as an effective, publicly accountable organization.

Overall performance is tracked via multi-stakeholder accountability perception research done every two years.

The baseline research completed in 2015 showed a strong, positive view of ESA performance with a score of 7.9 out of 10. No critical weaknesses were identified. In FY 2018, results remained strong with notable increases in performance over the 2015 results among contractor and local utility stakeholders. ESA's five-year goal is to maintain positive stakeholder perceptions of ESA's accountability performance consistent with the baseline state of 2015 as ESA executes its five-year strategy.

Strategy to Ensure Accountability:

MONITOR

ESA will execute regular stakeholder research to monitor perceptions and identify areas to target improvements.

LEAD

ESA will be at the forefront of regulatory best practices.

CONTROL

As a key element of our accountability requirements, ESA will maintain financial sustainability and deliver public value.

PERFORM

We will have robust internal accountability policies and practices to ensure responsible, transparent and fair behaviour in keeping with our Regulatory Governance Principles.

ENGAGE

We will effectively communicate with the stakeholder community about our priorities and activities.

Summary

Successfully executing against these three goals will mean that by 2020 Ontario is a safer place to live and work, more individuals and companies will operate inside the electrical

safety compliance system – including many that had not done so before, and ESA will be seen as an effective, responsive and accountable steward of its mandate which delivers excellent value to the people of the province.

An abstract geometric design on a dark grey background. It features several hexagons in various colors: orange, blue, red, yellow-green, and white. The hexagons are interconnected by a network of thin, light grey lines that create a complex, web-like structure. The lines radiate from the vertices of the hexagons, creating a sense of depth and connectivity. The overall composition is dynamic and modern.

Business Plan

2018/19

ENVIRONMENTAL CONTEXT

While ESA's strategic plan defines our priorities for a five-year period, we monitor developments in the marketplace, technology, regulation and government policy, and other factors that could create opportunity or risk to achieving our strategy.

Our environmental scanning efforts are ongoing but get particular focus in the annual Board and executive strategic planning session, executive and senior management team meetings, staff planning sessions, and via our enterprise risk management system.

Some of the key external factors that are expected to impact ESA and its mission in the years ahead are:

- **Increasing electrification** arising in part from efforts to reduce fossil fuel usage, energy consumption and emissions. A major example is the growth in electric vehicles (EVs) and their supporting charging infrastructure in Ontario;
- **Fundamental changes to the electricity system structure**, in particular, installation of generation, distribution, storage and demand management technology on the customer side of the meter, which is typically under the scope of the Ontario Electrical Safety Code and ESA's regulatory oversight;
- **Changing roles for players in the sector** as a result of this new technology and system evolution. Some end-users are moving into generation and/or storage of electricity and electricity is moving two ways on the system rather than solely from generators through distribution and transmission systems to end users;

- **New energy applications** such as Power over Ethernet in which a single cable can provide both data connection and electric power to devices and appliances;
- **Responsive, user-controlled electrical applications** such as smart homes with systems that give integrated and remote control over lighting, heating and air-conditioning, security systems, entertainment systems, appliances and more;
- **Changing work for electrical trades** arising from this evolving technology;
- Government efforts to provide **more and better access to government-held data**;
- An **aging population** which creates new electrical risk and also increases demand for accessible and supportive housing solutions and growth in care facilities;
- Emerging **consumer reliance on crowd-sourcing, sharing economy, and information aggregators** for tips, information, and sourcing of solutions.

The major implication for ESA of these developments is increasing complexity of the electrical system, and the work and installations which we have to oversee.

We need to continually develop our technical expertise, and ensure we have capacity to manage a broadening scope; hence our evolution to a more risk-based approach.

At the same time, we have to be a responsive regulator providing access to information, effective education and awareness efforts, and a good customer experience.

2018/19 PRIORITIES

In order to progress against our five-year strategy goals, ESA has established the following priorities for the 2018/19 year.

1. Risk-based Oversight (RBO)

ESA's top priority for this year is increasing the effectiveness and efficiency of one of its core regulatory processes — administration of the Ontario Electrical Safety Code — by implementing a risk-based approach.

This multi-year project will allow ESA to continue to enhance electrical safety by servicing more electrical wiring work and increase compliance activities while maintaining resources at similar levels.

Risk-based oversight will revise ESA's current inspection responses to better reflect the relative risk of wiring installations. As the volume and nature of electrical work in Ontario continues to grow and change, this approach will help ensure sustained safety oversight using a constant level of resources, is achieved.

The RBO project is now in the second phase of the three-year implementation plan. In 2017, we met the critical project milestones in the risk-based oversight design, undertook significant change management efforts internally and began a province-wide external stakeholder engagement road show to raise awareness and gather input.

The RBO project is now at the point in its lifecycle where it requires a more dedicated work effort to bring it to successful completion, and as such ESA is dedicating additional resources to this key corporate project.

- » **Objective:** ESA will implement the second phase of RBO with continued employee and stakeholder engagement.

2. Compliance

ESA works to ensure it has sufficient effort and attention focused on targeting underground economy activity. The underground economy creates significant risk to personal safety and property as a result of unsafe electrical work conducted by unqualified and unauthorized installers.

In 2017 ESA implemented the underground economy compliance program on a rotating basis throughout the province beginning with Durham Region and the Ottawa area. In the last six months of the FY 2018, ESA completed 455 investigations into suspected non-compliance to the Ontario Electrical Safety Code, and has initiated its discipline and enforcement processes to applicable cases. ESA is investing additional resources in this program for FY 2019 to increase the scale and scope of the program.

- » **Objective:** ESA will expand the current underground economy compliance program into an annual program across the province, with a focus on both licensed contractors and non-licensed individuals. As well, ESA will make recommendations for a residential renovation compliance program.

3. Safety

ESA's mandate is to improve the state of electrical safety in Ontario. As noted on page 5, our five-year objective is to achieve a 20 per cent decrease in the combined rate of electrical fatalities and critical injuries (based on the five-year rolling average) between 2015 and 2020.

ESA will continue to execute a combination of interventions, awareness and engagement strategies targeted at the priority safety harms detailed on page 6.

- » **Objective:** ESA will measure and monitor our continuing progress toward the five-year 20 per cent fatalities and critical injury reduction goal.

4. Public Accountability

In the Harm Reduction Strategy 2.0, ESA set the goal of maintaining positive stakeholder perceptions of ESA's accountability performance. In 2015 we did baseline stakeholder research which demonstrated a strong, positive view of ESA's performance. ESA plans to repeat this research every other year to monitor performance. The 2017 results were strong: ESA's public accountability performance index improved to 8.2 out of 10, an increase of 0.3 over the baseline results of 7.9 out of 10.

A key driver of public accountability performance is the service and interaction dimension — that is, how stakeholders perceive their experience during interactions with ESA. This relates to both transactions (i.e. permit-taking and inspection processes) and information exchange (i.e. providing relevant details in a timely way). ESA has scored well in its weekly transaction surveys of stakeholders, achieving a score of 8.4 out of 10 at the end of FY 2018.

ESA will continue to provide a positive customer experience in its transactions with stakeholders through its customer service centre and in its inspection activities.

Also, it is clear that ESA will need to effectively engage stakeholders in order to make progress on risk-based oversight. A stakeholder engagement plan, including town hall and online consultations with stakeholders was carried out as part of the risk-based oversight implementation program for the year.

- » **Objective:** ESA will maintain its FY 2018 level of performance for FY 2019 and continue to incorporate stakeholder engagement into the RBO project.

5. Financial Sustainability

As a not-for-profit corporation ESA's financial sustainability is an ongoing priority. Our revenues are generated by licensing fees, fees for safety oversight services in regulated and non-regulated areas, and investment income. ESA receives no tax revenue and is expected to be financially self-sustaining.

Financial circumstances and market conditions change so we annually update our financial outlook (see page 22.)

- » **Objective:** The benchmark measure of final performance for the year is achievement of the budgeted surplus from operations of \$247 thousand (excluding net interest of the OPEB liability) consistent with ESA's long-term financial framework.

6. Operational Efficiency/ Effectiveness

ESA seeks continual improvement in our business processes to achieve efficiency and effectiveness. The risk-based oversight initiative will generate improvements over time. In the interim, a key effectiveness measure is how well we identify wiring safety defects and ensure that they are corrected in a timely manner.

ESA identifies more than 85,000 technical defects every year on a total volume of around 450,000 inspections. Work volumes have also been increasing year over year which places added pressure on the system.

- » **Objective:** Continually improve efficiency and effectiveness as indicated by increasing the average technical defect correction ratio (the percentage of defects closed by 60 days from issuance) by one per cent over FY 2018 results.

ENABLING STRATEGIES

To ensure ESA has the organizational capabilities to achieve our strategic goals and annual objectives, and fulfill our mandate and regulatory responsibilities, we have a number of enabling strategies.

The following summarizes the primary efforts in each of these areas where not already noted in the FY 2019 priorities.

Business Processes

ESA is a complex organization with multiple areas of regulatory responsibility, and safety and compliance initiatives. Our operations and workforce encompass a wide range of specializations and includes a large field staff of Inspectors, a customer service centre, and head office functions.

We seek continual improvement in our business processes to achieve efficiency and effectiveness. In the Harm Reduction Strategy 2.0 we defined our five-year business process priorities as: improving the electrical safety impact of our work; improving efficiencies within the business to ensure optimal use of resources and sufficient capacity available to meet our strategic goals; and customer service effectiveness. To this end, we have developed an integrated business planning process to prioritize and manage large projects.

People and Capacity Plan

The People and Capacity plan has three pillars:

Adaptability — A flexible workforce with the necessary capabilities and leadership skills required to deliver on ESA's mission beyond 2020;

Culture and Collaboration — An organization that functions as one aligned behind ESA's Harm Reduction Strategy 2.0;

Sustainability — ESA is able to deliver on its mission and strategy in a cost effective manner, thereby ensuring a strong and stable organization.

Given that ESA is a knowledge-based organization with the vast majority of employees directly engaging with customers and stakeholders, the first two pillars of the plan — Adaptability, and Culture and Collaboration — are critical in the effective functioning of ESA and ultimately key to the success and achievement of the Harm Reduction Strategy 2.0.

As more than 80 per cent of ESA's costs can be connected to people, it is imperative the third pillar of Sustainability exists to create and maintain a cost-effective, stable environment which will support delivery of the strategy.

Change Management Capacity

ESA has been increasing the change management capacity and expertise of its team. We have created an internal Change Management Centre of Excellence consisting of staff across departments who have been certified in change management best practices.

Communications & Stakeholder Relations

Effective communications and stakeholder relations are important contributors to achieving the overall goals of the Harm Reduction Strategy 2.0 and the annual objectives of the Business Plan.

Communications and stakeholder efforts underpin the objectives noted earlier in this document. In addition, there are additional underlying efforts that help to support ESA's advancement including:

- Improving understanding and favourable views among key stakeholders of ESA's role, strategy, vision, priorities and activities. This is achieved through ongoing stakeholder meetings, collaborations and communications efforts. Progress is measured through regular awareness research;
- Effective incorporation of stakeholder perspectives on planned ESA activities or initiatives. This is collected through advisory councils, consultations, and stakeholder research;

- Managing ESA's reputation through effective monitoring, anticipation and interception of potential risks, and participation in a corporate issues-management protocol and the enterprise risk management system;
- Building ESA brand awareness through multiple communications channels and platforms. Progress is measured through regular research. In 2014 unaided brand awareness of ESA among the Ontario public was seven per cent. The improvement goal is to achieve 12 per cent by 2020.
- Optimizing internal communications so as to build common understanding, and facilitate collaboration.

IT Strategy

ESA's Information Technology (IT) function is accountable for effective and efficient use of information and information technology by ESA, its partners and stakeholders.

ESA's IT plan addresses the requirements of the Harm Reduction Strategy 2.0 and enables the organization to respond to new strategic challenges now and in the future.

The IT plan aims to achieve three main outcomes:

- risk-based decision making;
- highly stable and reliable systems;
- and improved organizational efficiency.

Enterprise Risk Management

ESA's enterprise risk management (ERM) system monitors strategic risk to the organization. Risk is assessed continuously and assessment and mitigation efforts change as events and circumstances evolve. The relationship between ERM and achievement of the corporate strategy is closely linked and they're managed together.

ESA's ERM system features real-time reporting through a risk intelligence system which clearly defines monitoring and reporting responsibilities in various parts of the organization. It uses 54 tracking tools which roll up into 12 risk event segments which in turn fall into four major risk event categories: financial, organizational, operational, and reputational.

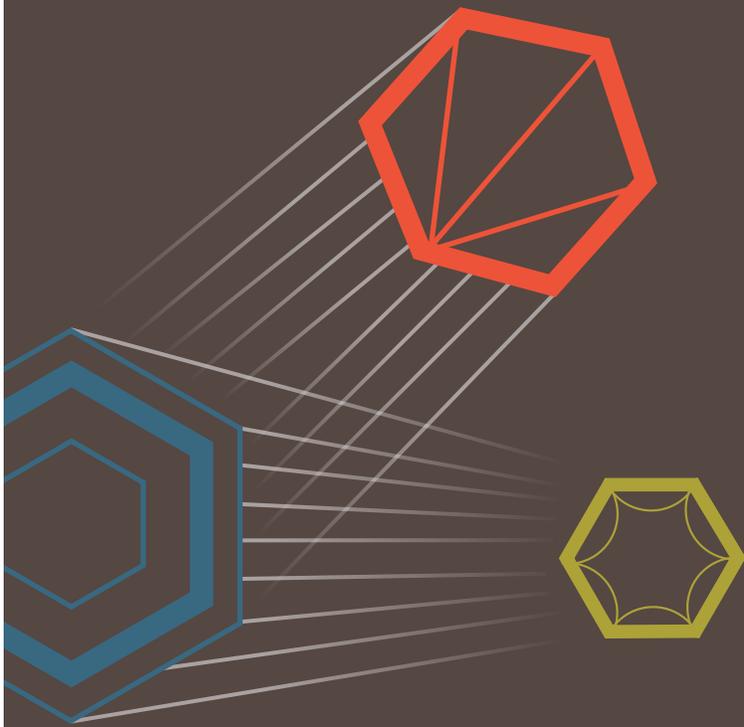
Risks are assessed based on potential impact, likelihood, clock speed (i.e. pace at which information becomes available to manage the risk), and our mitigation capacity.

The ERM system is used by management and the Board to identify and mitigate strategic risks on an ongoing basis.

Management of Non-Regulatory Business

ESA's Objects of Corporation allow the organization to operate non-regulatory services. In managing non-regulatory activities, ESA must do so in a manner that is consistent with our Objects of Corporation to promote electrical safety in Ontario and within the conditions of our Administrative Agreement with government.

The Administrative Agreement defines specific requirements such as: revenue from regulatory lines of business cannot be applied to non-regulatory businesses; and revenue and expenses for the non-regulatory lines of business must be reported separately in ESA's Annual Report.



Appendices

APPENDIX 1: ESA's Strategic Plan, Business Plan, Operating Plan & Annual Report

As a requirement under ESA's Administrative Agreement with government, ESA's Strategic Plan, Business Plan and Annual Report are its three major public reporting documents.

The Strategic Plan — The Harm Reduction Strategy 2.0 — defines the major corporate goals for the five years 2015-2020 and the leading strategies which will be used to address them. It also includes the measures that ESA will use across the period to track progress (see page 4.)

The Strategic Plan is supported by this annual Business Plan which defines the various activities which will be implemented each year. It also addresses the essential corporate capabilities that are needed to fulfill everyday business needs as well as the goals of the strategic plan. The Business Plan is updated annually to reflect progress made and new insights generated.

ESA's Annual Report describes progress made in the prior year against the commitments of the Strategic Plan and Business Plan.

APPENDIX 2: Key Corporate Policies

ESA continually reviews and renews its internal corporate policies to comply with all legislative requirements. The following are six key policies. All policies can be found at esasafe.com.

ESA's Code of Conduct

ESA's Code of Conduct (Code) provides a framework within which all day-to-day activity takes place and in alignment with ESA's mandate and values. The Code also provides ESA's Board of Directors and stakeholder with a concrete statement of standards of conduct against which ESA actions can be measured.

Complaints

ESA responds to complaints received from customers, stakeholders and the public. Complaints are viewed as valuable opportunities to strengthen customer relationships. ESA provides information and encourages two-way communication at all levels to ensure it is

continually improving service quality. Where possible, complaints are dealt with at the source. If a complainant is not satisfied at the initial stage, their complaint can be formalized and processed through two additional stages of resolution, ultimately resulting in a review and final response from the Chief Ethics Officer.

French Language Service

ESA responds to requests for French services as they arise throughout the year. The nature and level of services we provide in French are delivered on an as-required basis to ensure ESA fulfills its public safety mandate.

Privacy

ESA is committed to maintaining the accuracy, security and privacy of personal information in accordance with the terms of its Access and Privacy Code under the Administrative Agreement with the Government of Ontario

and applicable privacy laws. ESA maintains a Customer Privacy Policy and has a Chief Privacy Officer who oversees policy and activity in this area. ESA collects personal information to support the delivery of services, understand individual needs, manage corporate operations, develop and enhance services, and meet legal and regulatory requirements.

Due to the importance of information exchange in maintaining public electrical safety, ESA discloses and disseminates records in accordance with the request for information process set out in its Access and Privacy Code. The Access and Privacy Code provides a right of access to records in ESA's custody and control unless one of the specific exemptions identified in the Code applies.

Appeals Process

ESA is committed to providing individuals with the opportunity to request a review of orders or licensing decisions as they arise. In this regard, ESA established a fair and transparent appeals process to facilitate the right to appeal any orders or Directors' decisions. The appeals process, which can be reviewed at esasafe.com, defines specific steps and timelines to respond to an appeal pertaining to the Ontario Electrical Safety Code, licensing matters, electrical utility distribution and product safety.

Management of Non-Regulatory Business

ESA can engage in other activities in accordance with its Objects of its Administrative Agreement. Specifically, ESA has the ability to undertake non-regulatory business which is business in addition to its statutory mandate.

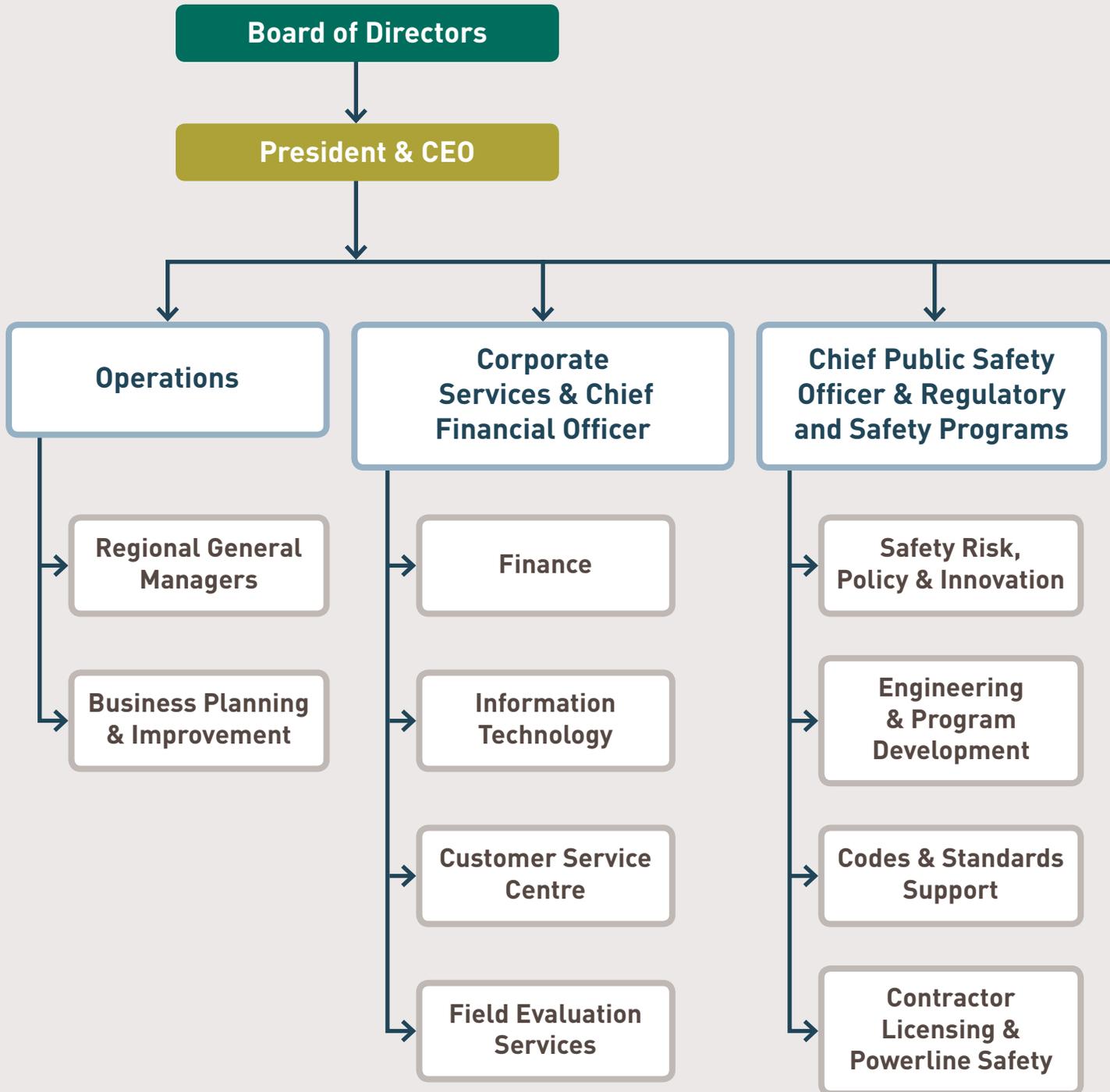
ESA will only engage in non-regulatory business ventures that promote and enhance electrical safety within Canada and are consistent with its Objects of its Letters Patent unless prior approval by government has been obtained in accordance with our Administrative Agreement.

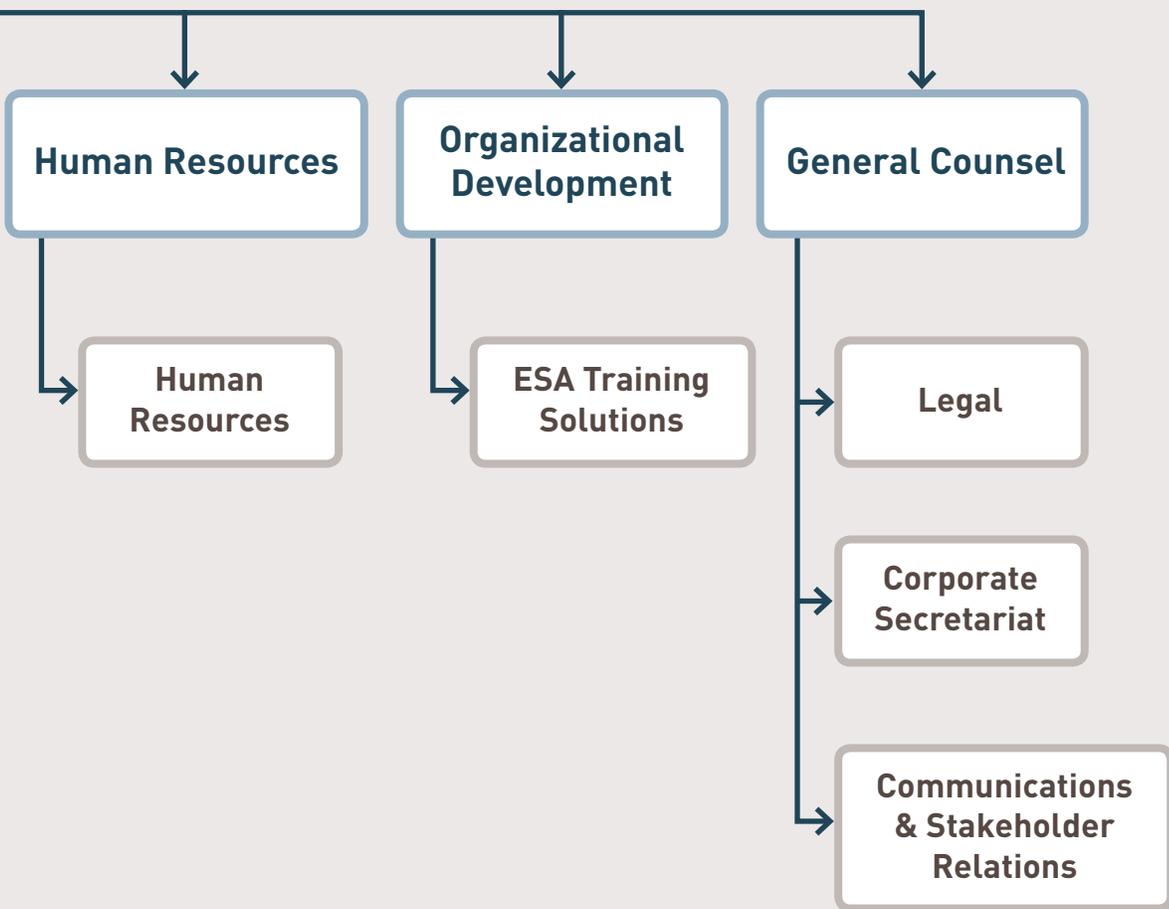
The Administrative Agreement (Schedule F) defines specific requirements and non-regulatory policy principles, such as commitment to core responsibilities and regulatory integrity, fair business practice, fair competition, and financial independence.

Other Information Available

More information can be found at esasafe.com including ESA's annual reports, the Ontario Electrical Safety Report, ESA's corporate policies and details about ESA's stakeholder engagement activities including advisory councils and consultations.

APPENDIX 3: Organizational Structure





APPENDIX 4: Five-Year Financial Outlook

The following is a financial outlook based on current forecasts of performance and external economic factors. This outlook is reviewed annually and updated as required. ESA establishes detailed operating budgets in advance of each fiscal year.

(\$000's)	Fiscal Year 2019 Budget	2020 Projection	2021 Projection	2022 Projection	2023 Projection
Revenue	111,781	113,566	116,507	119,297	121,374
Expenses	108,234	109,796	111,815	113,406	115,778
Surplus (deficiency) before depreciation	3,547	3,770	4,692	5,890	5,596
Depreciation	3,300	3,500	3,700	3,700	3,700
Surplus (deficiency) from operations	247	270	992	2,190	1,896
Net Interest Expense ⁽¹⁾	(747)	(770)	(992)	(1,190)	(1,396)
Surplus/(deficiency) for the year	(500)	(500)	0	1,000	500

⁽¹⁾ Net of OPEB liability and interest



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