



Electrical
Safety
Authority

Safely Powering Tomorrow

THE JOURNEY TOWARDS
BECOMING A MODERN REGULATOR

STRATEGIC PLAN

April 2020 — March 2025

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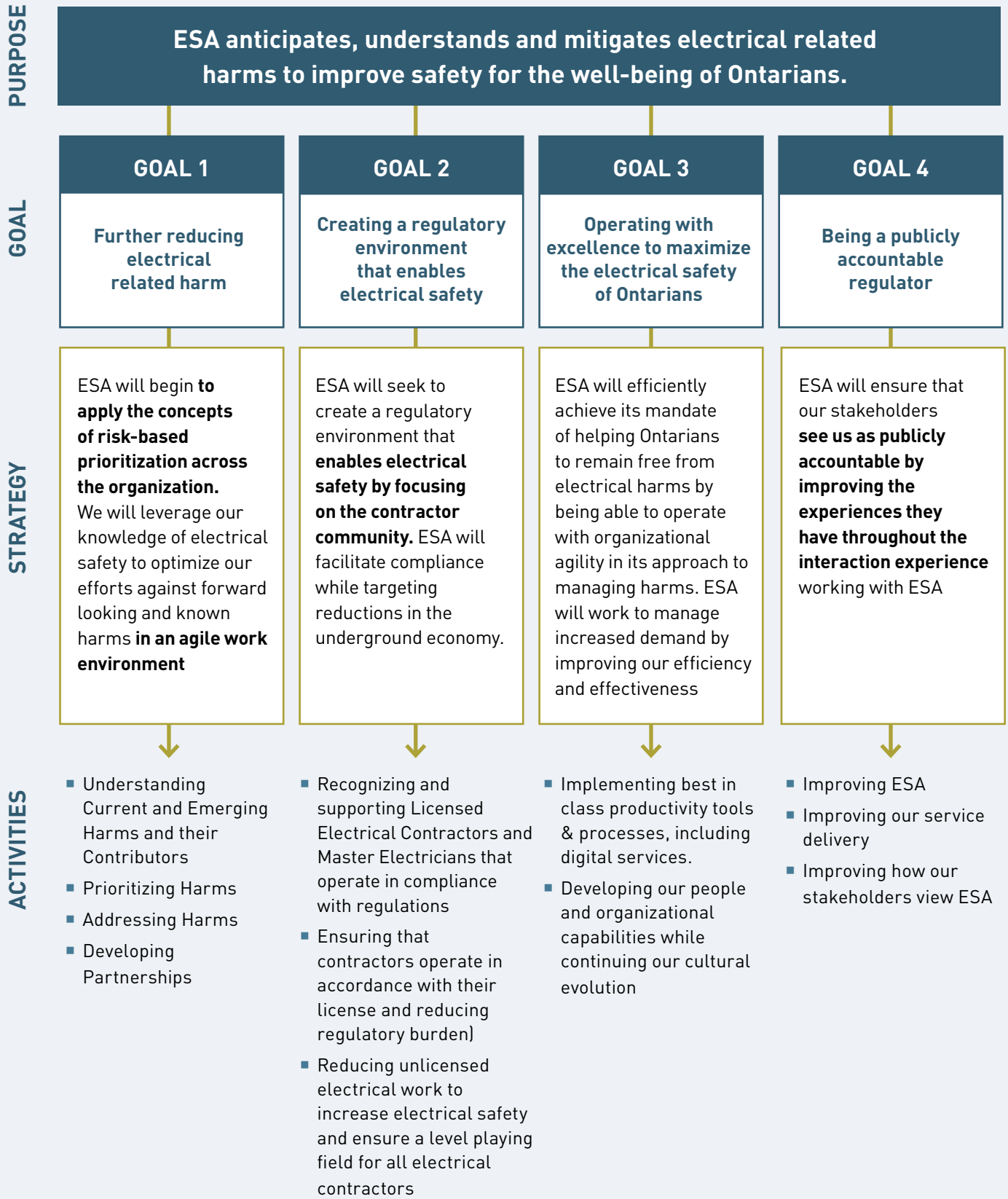


ESA'S 2020-2025 STRATEGIC PLAN IN BRIEF

ESA aims to take a bold step forward in this strategic plan, of our ongoing and ever evolving journey towards being a modern, risk-based electrical safety regulator for Ontarians. As a modern regulator, ESA is implementing a risk based approach to its work and will continue to evolve as industry, the economy and demographics evolve. ESA intends to build on the foundational concepts of Risk-Based Oversight (RBO) which were introduced in the last strategy 'Harm Reduction 2.0' to achieve these objectives.

Further building on these concepts, ESA will continue its evolution by carefully aligning how we operate with risk-based regulatory approaches and with our new purpose statement developed to help focus our efforts. Taking this next evolutionary step, ESA continues to deliver an effective and efficient electrical safety system for all Ontarians. Between 2020 and 2025, ESA will work to deliver the four following strategic goals, which form the basis our Strategic Plan (page 5).

The forthcoming foreword and introduction set the context for this strategic plan. ESA's strategic focus and a more detailed review of ESA's goals and activities are outlined thereafter.



FOREWORD

Role

The Electrical Safety Authority (ESA) is a regulator, and advocate for electrical safety that is mandated by the Government of Ontario. ESA strives to protect Ontarians and reduce the amount of electrical-related harms across the province. To achieve this goal of enhanced electrical safety, ESA engages in primary activities including: identifying and targeting leading causes of electrical safety risk; ensuring compliance with regulations; promoting awareness, education and training; and working with stakeholders to gain insight and continuously improve the way we work to ensure Ontario remains safe from electrical harm.

The authority and duties of ESA are derived from The Electricity Act and the Safety and Consumer Statutes Administration Act. In all, ESA is responsible for the oversight of four regulations:

- The Ontario Electrical Safety Code (Regulation 164/99), which defines how electrical work will be conducted;
- Licensing of Electrical Contractors and Master Electricians (Regulation 570/05), which sets requirements for doing that 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 relates to the approval of electrical products before their sale, and responses to unsafe industrial and commercial products in the marketplace.

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

Government Relationship

ESA is a delegated administrative authority of the Government of Ontario and is responsible for the implementation and enforcement of electrical safety regulations set out by The Ministry of Government and Consumer Services. The purpose of this relationship is to enhance public safety, promote consumer protection and support a competitive economy where businesses can thrive.

An Administrative Agreement outlines the roles and obligations to be carried out by ESA in conjunction with Ministry's oversight to create actionable and enforceable electrical safety policies.

Governance

ESA is governed by a 12-member Board of Directors, responsible for its corporate governance, guiding the corporate strategy, and general oversight of ESA. These members, along with senior management, are committed to progressive and fair practices with respect to corporate governance and regulatory oversight.

The composition of the board is reflective of those who we work with including: the public, local distribution companies, electrical contractors and engineers, electrical manufacturers, and other stakeholders in the Ontario electrical safety system.

Strategic Plan, Business Plan, & Annual Report

ESA has three public reporting products: Strategic Plan, Business Plans and its Annual Report.

This Strategic Plan defines the major goals and associated strategies which will be used to achieve them over the next 5 years. The Strategic Plan also includes the measures which will be used to gauge our success in realizing these goals during this strategic planning period.

The Business Plan works in conjunction with ESA's Strategic Plan and provides information regarding the corporate capabilities needed to deliver business as usual operation, in addition to meeting strategic objectives as part of the Strategic Plan. The Business Plan includes a five-year forecast, as well as a final plan for each year of the 5 year Strategic Plan.

ESA's Annual Report is used to report our progress on the metrics laid out in the Strategic Plan and Business Plan, and to share new insights we have learned throughout the previous year of operation.

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Our Mission, Vision, And Mandate

ESA is driven by its Vision, Mission, and Mandate as outlined below.

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.

Figure 1 - ESA's Vision, Mission, & Mandate

Review of Harm Reduction Strategy 2.0

SUMMARY OF HARM REDUCTION 2.0

In our previous Strategic Plan, Harm Reduction 2.0, ESA set out to continue the work set out in Harm Reduction 1.0. The aim was to further build on our success in reducing electrical-related harms in Ontario. Aligned to three primary Strategic Goals, Harm Reduction 2.0 focused on: improving electrical safety, increasing compliance, and remaining accountable to Ontarians. ESA has seen success thanks to the efforts of our employees, management, the government, and the wide range of other stakeholder groups with which we operate.

RESULTS FROM HARM REDUCTION 2.0

Accelerated Improvements in Electrical Safety

Harm Reduction 2.0 laid out an ambitious plan to achieve a 20 per cent decrease in electrical fatalities and critical injuries (based on the five-year rolling average). Over the past 4 years, ESA met that target and is on track to meet its five-year objective. ESA helped to reduce the combined rate of critical injuries and fatalities by 15 percent since 2015.

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Increased Compliance to Electrical Safety Regulations

Harm Reduction 2.0 laid out a plan to increase the amount of renovation wiring work captured by ESA's compliance processes by 7.5 per cent over the five-year period. Currently, ESA is seeing an increase in the amount of work items captured within the electrical safety system. We met our compliance goal and increased the amount of work items being captured since 2015.

Ensuring Strong Public Accountability

Harm Reduction 2.0 captured ESA's resolve to be an accountable regulator within Ontario and put forth the intention to ensure that ESA was recognized as an effective, and publicly accountable regulator of electrical safety. Since making this promise, ESA has built its capability to monitor public perception. From 2015 to 2017, we have increased our Weighted Accountability Index Score to 8.2 out of 10, up from 7.9 in 2015, demonstrating our resolve to remain highly accountable in the eyes of our multiple stakeholder groups.

Our Current Operating Environment

As ever, the past 5 years have been defined by change. Although time always brings changes, the rate of change over the past 5 years has accelerated. The proliferation and increased availability of complex technological innovations means ESA will need to work even harder to ensure we can continue to deliver Ontarians the electrical safety guidance they have come to expect. ESA stands resolved to meet this increased rate of change to deliver Ontarians the safety to live, work, and play in Ontario.

How We will Operate in the Future

OUR PURPOSE

ESA's Mission, Vision, and Mandate focus ESA's efforts around ensuring electrical safety for Ontarians. In a world with a growing potential for complex electrical harms, ESA set out to clarify our purpose and set a clear direction of what we hope to achieve during this planning cycle:

ESA **anticipates, understands,** and mitigates electrical related harms to improve safety for the well-being of Ontarians.

It is important to clarify two key words in the above stated Purpose; **anticipates** and **understands**.

Anticipates is defined as proactively identifying and getting in front of harms before they adversely affect Ontarians. To sense future harms in this way will require us to be more nimble than we historically have been in the way we deliver our mandate.

Understands is defined as researching and studying emerging and existing technologies and products on a global scale and quantitatively measuring risk in Ontario.

By relying on this Purpose statement as the cornerstone of ESA's operations moving forward, we will be able to evolve the way we work to continue to lead the world as a modern electrical safety regulator.

HOW WILL WE ACHIEVE OUR DESIRED STRATEGIC DIRECTION?

Since *Harm Reduction 2.0*, ESA has learned valuable lessons, which will inform this Strategic Plan. During the past strategic planning period, ESA made a specific effort to implement risk-based prioritization principles, which have contributed in part, to the successes we have seen in meeting our previous Strategic Goals. Looking forward, we believe that the best way to manage the greater potential for electrical harms is by continuing to execute modern, risk-based regulation and by embedding these operational concepts (such as risk-based inspection) throughout our organization.

RISK-BASED OVERSIGHT'S (RBO'S) CONTINUED EVOLUTION

Given the ever-increasing potential for electrical harms derived from the rapid evolution of technology, ESA wants to ensure that it is optimizing its efforts to act as an effective and efficient regulator. To do this, ESA will need to increasingly prioritize its resources and efforts to allow for a broader impact with the resources we already have.

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Success here will ensure that we are working to serve our stakeholders and being accountable to them.

As ESA seeks to meet the greater need for effective and efficient operations, further applying the concept of risk-based prioritization (the foundation of RBO) will allow us to realize our objective. By further leveraging this risk-based approach as a key component in this Strategic Plan, we will continue to optimize our approach in improving electrical safety for Ontarians. To facilitate ESA's understanding and a risk-based prioritization of electrical harms, we will increasingly view the way we manage harms from a lifecycle perspective. A conceptual model on page 13 illustrates how we intend to manage our approach in reducing these harms – a model we will implement through this Strategic Planning cycle and leverage into the future. This model applies ideas that can be found in large project management stage gate methodology, and ultimately impacts *how* we do our work. This change in *how* we work in turn affects *what* we focus on as an organization, all with an end goal of reducing electrical harm for Ontarians.

The lifecycle-based evolution of RBO consists of 5 different stages through which a harm reduction action will be managed at ESA. Individually they are:

DISCOVERY – A harm enters the discovery stage after ESA's surveillance has identified it as being a prevalent harm. This means there is a need to develop a comprehensive understanding of the harm. In this stage the harm is further explored to better understand its root causes, the level of risk it presents (today or in the future), and the impact it has (today or in the future) on Ontarians. This includes harms that ESA tracks through causal data, information from internal and external stakeholders, as well as harms on forward-looking predictive assessments (harms may be prevalent elsewhere but are not yet prevalent in Ontario).

PILOTING – Once the harm is well understood and the decision is made to develop harm reduction actions to mitigate it, the harm reduction action enters the piloting stage. The piloting stage encompasses all activities involved in developing, testing, and refining a reduction action, but does not include scaling and implementing the action. Principles involved in this context of piloting include the idea 'act fast, learn fast' mentality.

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It is acknowledged that not all pilots will move forward but they will then serve as an opportunity for learning and improvement.

SCALE-UP – Once a harm reduction action plan has been developed and validated it transitions into an implementation phase in the scale-up stage. It is in this stage where the focus shifts from developing a solution to deploying and scaling the solution. Minor tweaks and adjustments are still made to the action as learnings are uncovered through scaling up.

SCALE-DOWN – Once the primary mitigation success metric has been achieved the harm may enter the scale-down stage. In this stage the harm reduction action might be scaled back from active mitigation/implementation to a maintenance mode, it might be maintained by a third party under ESA's oversight, or it might be cycled off completely should the action prove to have been very effective. Essentially, this phase broadens the philosophy of RBO and moves ESA's involvement in a harm from active intervention to oversight.

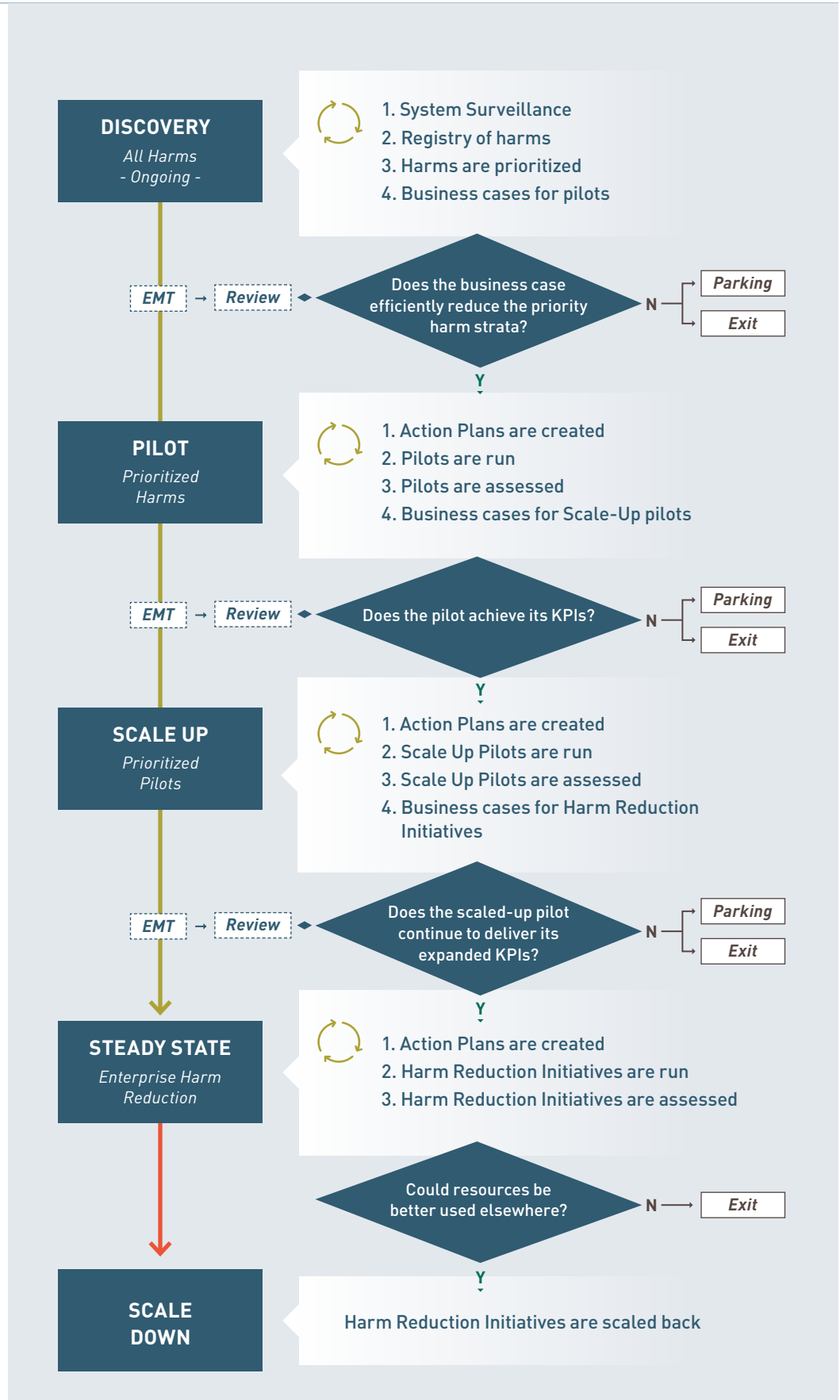
It is also worth noting that at any given stage in this lifecycle, a harm may not necessarily proceed to the next stage. Given our dynamic operating environment, ESA will, at regular intervals, assess the need and benefit of continuing forward with a set of harm reducing actions and/or if a reallocation of resources is more effective and efficient.

During this strategic plan, ESA will continue to develop its expertise in the field of risk-based oversight principles. To operate using this harm lifecycle approach in the future, we will need to define organizational structures, processes and metrics to help us determine how a given harm reducing action will move through, (and possibly out of) this harm lifecycle approach. By investing our time, effort, and resources to better define the people, process, and technology required to operate in this way, ESA will be able to systematically manage and react to the harms that are expected to cause the greatest impact to Ontarians. Prudent investments here are critical to this plan's success.

Despite this evolution in how we operate, ESA will not be changing our areas of focus. ESA will continue to deliver an effective and efficient electrical safety environment to the people of Ontario.

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MANAGING HARMS THROUGH A LIFECYCLE PERSPECTIVE



What Capabilities will be Required to Deliver This Evolution?

To enable this new means of operation, ESA will need to develop the organizational capabilities required to facilitate this operating environment. The capabilities required fall into 2 groups; those that are new to ESA, and those that already exist at ESA but have the opportunity to be further developed. By demonstrating these capabilities (outlined below), we believe we will foster an enhanced working environment that is able to deliver in a harm lifecycle based system of managing and mitigating electrical harms.

AGILITY & ADAPTABILITY

Looking forward, agility and adaptability will become the cornerstones for the way ESA operates. This way of thinking is critical in a dynamic electrical safety world and as such needs to be more pervasive at ESA. To further build this capability, we will work to solidify structures and processes that facilitate an agile organization. We will enhance our ability to make intuitive connections leveraging both our data, and expertise from the field. ESA will continue to develop its ability to learn through experimentation, always keeping the goal of maximizing our harm reduction impact at the forefront.

ADAPTIVE DECISION MAKING

A key component of developing organizational agility is the ability to make decisions based

on continually changing information and being comfortable in changing decisions once new information becomes available. As such, ESA will continue to develop its skill base in adaptive decision-making. This behavior should be more broadly adopted across our organization by ensuring that our people are able to: understand risk, consider risk mitigation plans, be accountable for decisions they have made, and be able to pivot where and when required. To realize this desired future, we will need to work toward enabling all leaders at ESA, ensuring that they are empowered to make decisions as appropriate. To build this organizational expertise, we will continue building our understanding of how ESA will collaboratively make decisions in this more agile environment.

To facilitate this adaptive decision making while ensuring decisions are made with the rigor required of a regulator, we will work towards developing a culture that is comfortable making decisions using approaches appropriate given the impact the decision embodies. We must become comfortable with the notion that not all decisions require the same investment of time and energy. We will use a less resource intensive process making decisions where we are confident there is little potential for the outcomes to have a negative or

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unexpected impact on our stakeholders or the electrical safety system. Conversely, we will use a more robust and potentially more resource intensive approach where we anticipate that the impact or consequence of decisions on our stakeholders or the safety system could be significant.

BROADENING OUR LEADERSHIP CAPABILITY

Everyone has the opportunity to display leadership at ESA and we must ensure that we continue to broaden our leadership capability throughout the organization independent of title and level. Through celebrating learning and achieving growth through experimentation, ESA will change the way we approach harms. ESA will ultimately better understand how to reduce harms by acknowledging that some lessons can only be learned by experimenting. ESA aims to work in the spirit of 'acting fast to learn fast' developing the leadership resolve to be confident in scaling back our efforts where we are no longer optimizing the allocation of our resources.

OTHER CRITICAL CAPABILITIES TO BE FURTHER DEVELOPED AT ESA

Outside of those listed above, ESA will work to leverage and hone key capabilities that already exist at ESA today and are vital for the execution of this plan.

These capabilities include augmenting our project management, stakeholder communication, and change management capabilities.

ESA will work to clearly set program expectations (including defining success metrics, or scale-back indicators) when launching new pilots or projects as part of our more adaptive approach to managing harms. To operationalize the use of these metrics and indicators, ESA will continue to leverage both data, and expertise from the field to guide our project management decisions.

Maintaining a strong relationship with both internal and external stakeholders is a top priority for ESA. As ESA becomes more agile, we will ensure that we engage with our stakeholders to share perspectives, leverage expertise, develop effective solutions, and ultimately gain their support as we deepen our partnerships.

The capability requirement for this plan (those listed above) as well as the goals of this plan themselves will require the organization to be comfortable with, and excited by, the change to the organization that is needed. Bringing the organization along this journey will be a top priority and, as such, we will lean into and further develop our already strong change management capability.



STRATEGIC PLAN

2020-2025



ESA'S STRATEGIC FOCUS FOR 2020-2025

Approach

Through the next 5 years, ESA will use its insights, passion, and expertise to work towards minimizing electrical related harm in Ontario. We will achieve this objective by working to facilitate both safe environments, and safe behaviors.

Throughout the life of this Strategic Plan, ESA will make a considerable effort to maximize the impact it has on Ontarians by working to directly impact electrical safety. When ESA identifies areas where others are better suited to act, we will work with them to clearly communicate our position on how they may be able to advance electrical safety and will encourage them to do so. In doing this, ESA will continue to expand the electrical safety ecosystem here in Ontario.

ESA will also work to facilitate accountability within industry, and with the broader public. Wherever possible ESA will build on the success it has had in working with industry to facilitate mutually beneficial outcomes in expanding the electrical safety system, and where required, ESA will use regulation to ensure a safer Ontario.

As always, we will work to maintain the trust of our stakeholders, and will work alongside them to inspire their dedication to reducing harm in Ontario.

ESA will be fiscally responsible and will always operate with the best interests of all Ontarians in mind, ensuring that the public can benefit from our efforts.

STRATEGIC GOALS

ESA is committed to reducing electrical-related harms in Ontario. Acting in accordance with our deeper focus on achieving our purpose, we have 4 strategic pillars which will ensure ESA is working proactively, effectively, and efficiently in our journey to creating a better, safer Ontario.

Over the next 5 years, ESA will have 4 strategic goals which make up this strategic plan:

GOAL 1

Further reducing electrical related harm

GOAL 2

Creating a regulatory environment that enables electrical safety

GOAL 3

Operating with excellence to maximize the electrical safety of Ontarians

GOAL 4

Being a publicly accountable regulator

Executing these goals will ensure that in 2025, Ontario remains a safe place to live, work, and play safe from electrical harm. ESA will continue to ensure the safety of Ontarians by growing compliance to our collective regulations. We will prove ourselves as an effective and efficient regulator that works for the benefits of all Ontarians. We will create an environment that is supportive of our contractor community, while still allowing us to carry out our regulatory enforcement activities. We will strive to make ESA operate more efficiently, making it easy for stakeholders to work with us. ESA will demonstrate public accountability and continue to be seen as a publicly accountable regulator in the eyes of our stakeholders.

Throughout our pursuit of these goals, we have embedded a key philosophy that underpins RBO – risk-based prioritization. With the implementation of RBO we will ‘unlock’ our resources, allowing us to drive to the completion of our strategic goals. That said, in this plan we have outlined important changes in the way we intend to operate in the future, realizing this evolution requires effort from all those who work to support ESA.

Overview of Goals, Measures, Strategies & Activities

GOAL 1

Further reducing electrical related harm

True to our mandate, we will seek to reduce the number of electrical related critical injuries over the next five years in Ontario, while maintaining the already low rate of electrical related fatalities. In this plan, ESA will continue to track the number of electrical-related fires in Ontario and will work towards reducing them.

During this plan, we will further develop our understanding of the main contributors to electrical harm. With this understanding we will work to develop harm reduction actions based on the harm lifecycle methodology previously outlined. By allowing ourselves to assign resources based on the potential severity of the harm, and our projected impact we will be able to maximize our harm reduction impact.

MEASURE:

During this strategic plan, ESA will work to see a reduction of 10 percent in the combined rate of electrical fatalities and critical injuries (based on the five-year rolling average).

Given the growing population in Ontario and the ever-expanding potential for electrical harms as a result of technological innovation and changing electricity demands, ESA will continue to monitor the low rate of electrical related fatalities which occur in Ontario, and work to prevent that rate from increasing.

STRATEGY:

To achieve this objective, ESA will evolve the way it operates and begin its journey to more broadly apply the concepts of risk-based prioritization across the organization being consistent with a regulator acting with agility. As ESA's operating environment continues to change, we will change with it. We will target our efforts through the use of the harm lifecycle, where we can have the greatest overall reduction in harm that is expected to impact Ontarians. Such an approach must also be flexible to meet the needs of electrical harm related emergencies.

STRATEGIC GOALS

MAJOR ACTIVITIES:

Understanding Current and Emerging Harms and their Contributors

We will continue to develop our understanding of both current and emerging harms. By continuing to build our skills and capabilities we will be better able to identify emerging harms in parallel with our traditional harm identification analyses. In doing so, we will be aware of new potential harms that may impact Ontarians but are not yet realized. We will evaluate major contributors to harms giving us an opportunity to address root causes and get ahead of harms prior to their occurrence.

As part of this initiative ESA aims to enhance our processes which enable contractors to help us identify emerging harms, or contributors to harms in the field. Improving our abilities here, we will greatly increase our ability to identify, understand and impact emerging and/ or contributing harms.

Prioritizing Harms

Once a harm is understood, ESA will work to prioritize resources to mitigate it based on the impact the harm reduction actions are expected to have on Ontarians and the impact we can make in reducing it.

ESA will, at regular intervals, iterate on a prioritized list of harms to ensure we are having the maximum potential impact.

Harms within the five main categories are being considered for mitigation and prioritization. They include harms related to: worker safety, powerline safety, non-occupational electrical interactions, electrical product fires and aging infrastructure.

STRATEGIC GOALS

Addressing Harms

ESA will work to address harms by leveraging an agile approach to creating harm reduction actions. To ensure that we are organizationally enabled to effectively manage the actions we take, we will need to ensure that we align the management of our resources with a harm lifecycle-based means of managing and addressing harms. An important aspect of being able to effectively and efficiently manage harms will be our ability to re-deploy resources where they can have the greatest impact. In some cases, this may mean that we scale back our active efforts when a harm has been sufficiently reduced, although we must monitor to ensure that harms do not re-emerge after we have reduced our actions. To mitigate this concern, it may mean that we increasingly work with our partners and encourage them to take ownership of a harm reduction action while we maintain an oversight role.

Developing Partnerships

ESA will continue to develop its partnership network through the sharing of electrical safety expertise. Where we believe that others can enable a larger harm reduction impact, we will actively work to partner in the development of harm reduction actions. In our future, ESA aims to further our collaborations in the identification of potential harm solutions with both domestic and international partners in the global electrical safety network.

STRATEGIC GOALS

GOAL 2

Creating a regulatory environment that enables electrical safety

ESA is the regulatory authority for 4 regulations:

- Regulation 164/99, which defines how electrical work will be carried out;
- Regulation 570/05, which sets requirements for those doing electrical work;
- Regulation 22/04, which defines safety accountabilities for Ontario's Licensed Distribution Companies, and;
- Regulation 438/07, which relates to the approval of electrical products before their sale, and responses to unsafe industrial and commercial products in the marketplace

ESA is responsible for overseeing the administration and enforcing each of these 4 Regulations. As always, ESA will look to improve our approach in overseeing the compliance of our Licensed Distribution Companies as well as ensuring a safe product environment for Ontarians. In this strategic plan, ESA will focus on leveraging risk-based prioritization principles. These specific efforts will raise the already high standard of electrical services received by those in Ontario. For this goal, our primary objective is to work with the contractor community to ensure compliance, while working to reduce some of the efforts required from contractors to be compliant. A visualization of this approach can be found in Figure 2 – how we will approach our compliance activities.

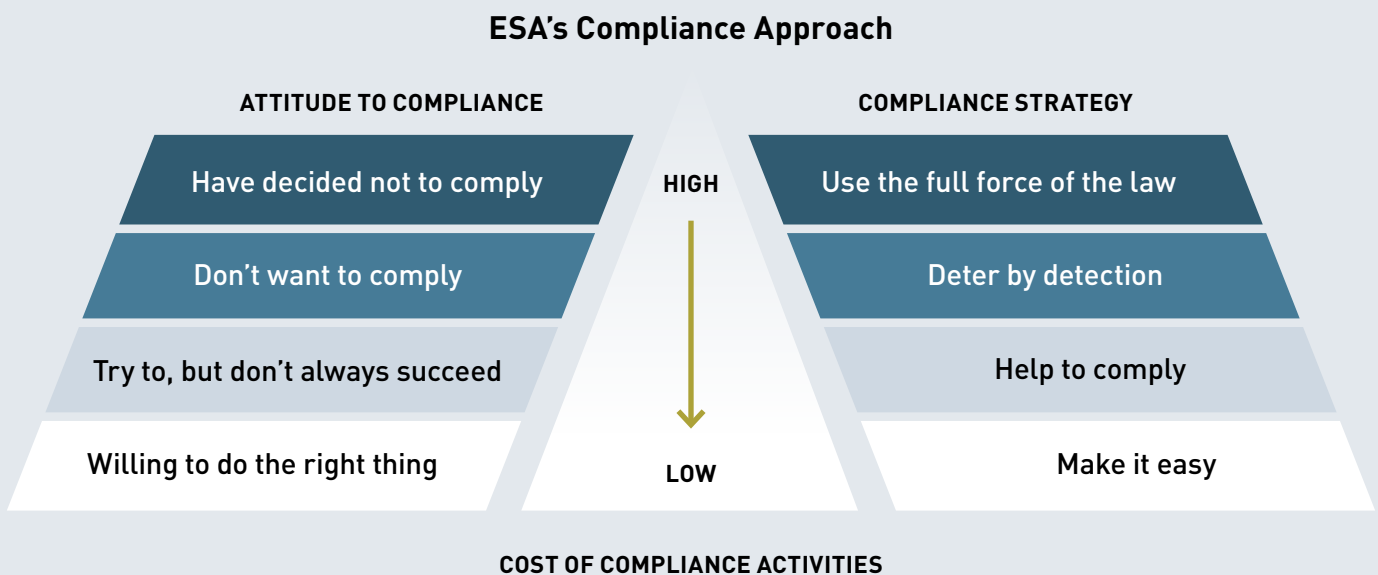


Figure 2 - how we will approach our compliance activities

STRATEGIC GOALS

By reallocating our resources, which will be unlocked as a result of RBO, ESA can manage our compliance activities better, with the ultimate objective of increasing electrical safety in the province of Ontario. We will also consider the impact of the product safety environment and the LDCs as a component in ensuring the electrical safety of Ontarians.

Given that RBO is a more recent component of our compliance operations, we will continue to identify, manage, and take advantage of lessons learned to improve RBO's implementation.

MEASURE:

Undertake an analysis of the state of compliance in the renovation sector, understand the challenge, set a longer term goal and identify and execute targeted strategies.

STRATEGY:

In line with our effort to optimize the impact we can make with our resources, ESA is looking to make specific progress working with our electrical contractor community. ESA has the privilege of working to regulate a highly compliant and skilled licensed electrical contractor community. For those that operate with a licence and permit for every job, we will look to make it easier for them to stay in compliance while not compromising our regulatory obligations. Others in the contractor community are licensed, but do not take out permits for all work. In this plan we will ensure that these contractors take out permits for all work performed and become compliant. Finally, some contractors act entirely outside of Ontario's electrical safety system by doing work as unlicensed contractors that do not take permits for their work. In this plan we will prioritize the identification of and enforcement against these contractors while providing them opportunities to become compliant. In pursuing this strategy, we will reduce the number of unlicensed contractors from delivering non-compliant electrical services.

STRATEGIC GOALS

MAJOR ACTIVITIES:

Recognizing and supporting Licensed Electrical Contractors and Master Electricians that operate in compliance with regulations

ESA will work to acknowledge and recognize Licensed Electrical Contractors and Master Electricians that operate with a licence and are compliant with the duties and responsibilities associated with their licence to operate. Where we identify contractors who consistently deliver high quality electrical work, we will ensure the smoothest possible interaction with ESA as a key component in the delivery of their services. Although, throughout this process, ESA will maintain our oversight position and enforcement role. We will work to understand and anticipate the needs of the contractor community and will collaborate with them to understand how we can jointly contribute to an Ontario that welcomes innovation and business growth while facilitating the success of our contractor community in creating a safety culture that all can be proud to be a part of.

Ensuring that contractors operate in accordance with their license and reducing regulatory burden

As part of this plan we will find ways to make compliance more efficient and less burdensome to make it easy for contractors to be entirely compliant with regulations. In doing so, we will ensure that being compliant is not burdensome, and is realistic for all to achieve.

ESA will continue to work with contractors to build the level of professional integrity found in the contractor community. ESA recognizes electrical contractors as critical partners in the delivery of a safety culture where all participants (including ESA, Licensed Distribution Companies, and end users) believe in the merits of delivering/interacting with safe electrical systems and take the necessary actions required to do so. For ESA, it is imperative that we support the continued development of a 'safety culture' where all contractors have the desire, skills, and regulatory support necessary to ensure that all electrical work is safely completed.

STRATEGIC GOALS

ESA will support its contractors as they continue to raise the high bar established for professional integrity, compliance with regulations, and continuous development. By supporting contractors in their continuous journey towards offering better electrical contracting services, ESA will increase electrical safety in Ontario.

Reducing unlicensed electrical work to increase electrical safety and ensure a level playing field for all electrical contractors

ESA will work to better understand the largest components of the underground economy as we continue our efforts to reduce it. Transactions conducted without an electrical permit are those that are undertaken in breach of the law or regulation. In context of electrical installations, this could be work performed by unlicensed contractors or by persons who are authorized to perform electrical installations, but the work fails to comply with Ontario Electrical Safety Code or another regulation administered by ESA.

ESA has an interest in finding this type of transaction as it could be non-compliance, and could lead to a safety risk depending on the nature of the work. By reducing this type of transaction, compliance should increase, ESA will be notified of a broader spectrum of work, and have a better opportunity to influence electrical safety.

From there, we will identify, prioritize, and act where we have the greatest opportunity to reduce underground economy activity in alignment with the concept of risk-based prioritization. ESA will continue our current enforcement activities against those who provide unlicensed electrical services, as authorized by the Act and Regulations. We will continue our efforts to seek out unlicensed electrical contractors and where required, take progressive and fair action against them.

To help further reduce the potential demand for work done without electrical permits, ESA will also increase public awareness of the benefits of, requirements to, and consequences of not using a Licensed Electrical Contractor or Master Electrician to complete electrical work. We will encourage homeowners to operate in compliance with ESA's regulations. Through education, we hope to help Ontarians better understand the importance of their actions and decisions in ensuring their electrical safety.

STRATEGIC GOALS

GOAL 3

Operating with excellence to maximize the electrical safety of Ontarians

Operating with excellence requires continuous improvement. As we continue to evolve, we seek to improve the ways in which we reduce harms. Over the next 5 years, we will work to improve our tools, processes, capabilities and culture of our team. This is planned to provide ESA with the resources it needs to be able to operate with the harm lifecycle methodology at our core. By ensuring we have the tools and culture required to deliver this means of operation, we will be able to maximize our harm reduction impact. When we have successfully implemented these tools, ESA will be more efficient, modern and productive in its ability to reduce electrical harms.

MEASURE:

A 10 per cent increase in the Corporate Excellence Index over the five year strategic plan.

STRATEGY:

For ESA to continue to provide Ontarians with an effective electrical safety system, ESA needs to continue to develop the processes and tools we use to engage with our stakeholders and deliver our core services.

Beyond tools, ESA wants to further invest in our people and culture. We will continue to develop the capabilities of our skilled team to ensure that they are prepared to thrive within a harm lifecycle based environment. By making strides towards increasing our effectiveness and efficiency in delivering services and engaging with stakeholders, we will be able to maximize electrical safety for Ontarians with our current team while decreasing the burden we have on our stakeholders.

STRATEGIC GOALS

MAJOR ACTIVITIES:

Implementing best in class productivity tools & processes

Technology is evolving and ESA will benefit from increasing the digital services we provide to internal and external stakeholders and has developed a digital roadmap. By implementing these productivity tools, building and improving IT/ information systems and further elevating the efficiency of our processes, we will improve our stakeholder experience. Improved technology services will enable our resources to be more effective as they deliver on our harm reduction mandate. Our people can be more productive in the field, with our stakeholders, and in the planning and management of our internal resources. Improving our ability to deliver an efficient electrical safety system for Ontarians will also remove barriers to great service and improve employee satisfaction. ESA recognizes the importance of people as we create and roll out new digital services and technologies. Our digital roadmap includes change management, training, and communication as we increase our digital maturity. The digital services will enable greater data analytics to inform our harm reduction areas of opportunity.

Developing our people and organizational capabilities while continuing our cultural evolution

ESA's people are our most valuable assets. Looking forward, we will evolve our culture and ensure that a diverse set of individuals are encouraged to experiment and learn as a means of identifying potential solutions to challenges. These cultural changes will contribute to our ability to attract, retain, and be inclusive of a diverse variety of industry leading talent. Attracting and retaining diverse talent remains a fundamental component of our continued success in reducing electrical harms and will allow us to continue to reflect the population we serve.

To enable the realization of our strategic ambitions, we know that we will need the dedication and support of the entire team at ESA. As we continue to evolve in the way we deliver our services, ESA will ensure that we enable our success by building on the already high skill base within our organization. By investing in the capabilities of our people, we will empower ESA to operate with greater organizational agility than ever before. Beyond individual capabilities, ESA will also need to work to build organizational capabilities such as the effective deployment and management of cross-functional teams.

STRATEGIC GOALS

As we continue to develop our organizational agility, we will be cognizant of the need to develop these enabling capabilities.

ESA recognizes the need for our organizational structure to be properly aligned to deliver the harm lifecycle. ESA will assess the impact that our organizational structure has on our ability to deliver in our evolving operating model. Where we observe structures that do not align with this means of operation we will consider how we can evolve our structure to be consistent with our intent to operate as a modern, risk-based regulator.

Alongside the enhancements in the skills and capabilities of our team, ESA wants to embrace a more agile culture, which we believe will contribute to our continued success in being regarded as a world class and modern risk-based regulator. Specifically, we aim to continuously improve how we operate by utilizing risk-based approaches, that will contribute to the development of an open and competitive market. To ensure we continue our advancement, ESA will seek to better understand and define our culture today and how we envision it changing to optimize our efforts as outlined in this strategic plan. Once defined, we will evolve our culture based on what is required for us to deliver a risk-based prioritization model of managing harms.

GOAL 4

Being a publicly accountable regulator

The government has delegated ESA significant powers including the ability to inspect electrical work, collect fees, audit work activities, license trades and order power disconnections. Given this power, ESA must be fair, transparent, proportionate and responsible in the use of its authority. ESA wants to and should be viewed as being a publicly accountable regulator that provides Ontarians with a valuable electrical safety system. To ensure we continue delivering great service to the public of Ontario, we aim to further improve our stakeholder experience.

MEASURE:

Maintain or improve the stakeholder accountability index score 8.2 as measured through ESA's multi-stakeholder survey over the next five years.

STRATEGY:

ESA will work to improve the experience our stakeholders have when working with ESA, ensuring that we meet their expectations while continuing to improve the public's awareness and perception of ESA.

STRATEGIC GOALS

MAJOR ACTIVITIES:

Improving ESA Interaction

We strive to make sure that everyone can easily reach ESA through their channel of choice. To meet this objective, we intend to expand the ways in which our customers can connect with us.

Fundamentally, ESA wants our stakeholders to be able to engage with us with as easily as possible. To facilitate this objective, we aim to better understand the 'customer journey' of our stakeholders when working with ESA. In doing so, we will be better able to understand and deliver the services which are uniquely required of our various stakeholder groups. We also recognize the importance of being able to deliver services through the channels that best suit the needs of our stakeholders. We will increase the pace of our digital transformation to ensure that our stakeholders can engage with us easily through an integrated multi-channel environment.

Improving our service delivery

To increase our ability to build relationships with our stakeholders, ESA intends to build on its successful stakeholder engagement practices by building processes that will allow us to better understand our stakeholders, their needs, and how we can better serve them. We aim to further collaborate, and make improvements in our service delivery. Increased collaboration will help to ensure that our clients' needs are both understood and addressed. Continued clarity and transparency with our partners will be critical enablers of our mutual success in improving our service delivery.

We also aim to better understand how we can move towards operating as a single point of contact through our processes and external relationships. Achieving these next steps and augmenting the way we deliver our service, allows us to become more transparent with our stakeholders while reducing the burden we have on those whom we regulate.

STRATEGIC GOALS

Improving how our stakeholders view ESA

To improve our outcomes and raise our profile in the eyes of the public, we will work to ensure that we consistently provide good value to Ontarians in serving our mandate. ESA aims to increase our corporate profile as a means of increasing the level of impact we will be able to have in the communities we serve. To raise our profile, and subsequently our impact, ESA will continue to enhance our thought leadership at industry events by leveraging our considerable electrical safety expertise. We continue to be seen as global leaders of electrical safety regulation both locally and globally. Fundamentally, ESA wants to maintain a high level of trust with Ontarians. Creating this trust, will increase our effectiveness in communicating strategies and delivering services, helping to reduce the amount of electrical harm suffered in Ontario.

Achieving Our Objectives

Through ESA's evolution, we will not lose focus on realizing our purpose of anticipating, understanding, and acting to reduce electrical harms. Continuing to work in alignment with risk-based prioritization principles identified in our previous plan, helps us continue to improve electrical safety in Ontario.

DETAILED PLANNING CONTEXT

Numerous factors were considered in creating this Strategic Plan, a high-level summary of those factors can be found below.

Environmental Factors

ESA executes its mandate within a continually changing environment both in Ontario and globally.

This rapidly changing environment requires ESA to be proactive in its approach to reducing harm. Therefore, we are working towards applying the harm lifecycle to the way we work. We will continue to assess our progress through the annual planning process.

ECONOMIC OUTLOOK

ESA's activities are influenced by economic factors that help determine where ESA may face challenges and where it should dedicate its resources. ESA monitors these major economic indicators to ensure that its Strategic Plan will account for the changes which are expected to impact ESA over the term which the Strategic Plan serves. Some of these factors include overall market health indicators such as GDP growth, inflation, and changes in population.

The Ontario Budget in 2019 displayed the following table for ESA's Economic Outlook into 2024:

Summary of Ontario's Economic Outlook

(Per Cent)

	2016	2017	2018	2019p	2020p	2021p	2022p	2023p	2024p
Real GDP Growth	2.3	2.8	2.2	1.4	1.6	1.5	1.9	1.9	1.8
Nominal GDP Growth	4.4	4.1	3.4	3.4	3.4	3.2	3.6	3.9	3.9
Employment Growth	1.1	1.8	1.6	1.3	1.0	1.0	1.0	1.0	1.0
CPI Inflation	1.8	1.7	2.4	1.9	2.0	1.7	1.9	2.0	2.0

Table footnotes:

p = Ontario Ministry of Finance planning projection based on information up to March 8, 2019.

DETAILED PLANNING CONTEXT

NEW TECHNOLOGY

The technological environment continues to evolve, and Ontarians are experiencing the proliferation of complex electronic technology. Ontarians are gaining access to a broader and broader range of new technology everyday as Ontario continues to develop as a member of a global marketplace. ESA expects that this increase in complexity and access to technologies will cause a shift in both the way electricity is used by Ontarians, such as increasing penetration of renewable resources, as well as advances in electronic technologies, for example: advanced battery technology, Electric Vehicles charging, and microgrids. Significant changes are also being seen in enabling technologies like Artificial Intelligence, and Blockchain, although their full impacts may not yet be fully understood.

Given the ever-advancing marketplace, ESA will need to continue to evolve its oversight practices to keep pace with the change of technology and best serve the needs of Ontarians.

MARKETPLACE

New housing starts, renovation work as well as commercial and industrial expansion all impact Ontario as a market place and change the needs that Ontarians will have of ESA. ESA looks to understand the marketplace to forecast future business needs and help us build an understanding of our future financial requirements.

ESA also monitors the supply and demand of labour as a critical input to the services that ESA offers Ontarians. ESA depends on electricians and engineers to deliver our services, but also needs a variety of other critical human resources in the fields of IT, finance, communications, legal, and human resources development to be successful. Without these individuals, ESA would not be able to operate.

ESA is also aware of the impact that its authority could have on the marketplace as following our compliance requirements can add costs to businesses and consumers. ESA is mindful of this and works to minimize its impacts on the market while ensuring that we work effectively to deliver our mandate. ESA works to support an open marketplace with equal access to Ontario's electrical safety system for all.

DETAILED PLANNING CONTEXT

REGULATORY MANDATE

Progressive regulatory organizations along with governments continually seek to make regulation less complex, more easily accessible, and better aligned with the needs of the public. Currently, regulatory best practices emphasize risk-based approaches as an efficient means of enforcing regulations, balancing resource availability with impact potential. Aligned to this thinking, ESA already adopted this approach when we launched Harm Reduction 1.0. ESA is resolved to evolve this same approach in this Strategic Plan, as we did in Harm Reduction 2.0, as we seek to continue building on our expertise in risk-based regulation.

To increase compliance, ESA recognizes that activities such as inspection and enforcement must be combined with education and training. Furthermore, ESA understands that the needs placed on regulators are constantly changing. To ensure ESA remains at the forefront both in terms of awareness of, and contribution to regulatory best practices, ESA will remain engaged with its regulatory ecosystem to ensure it is equipped to best serve the needs of Ontarians.

FINANCIAL

As with any organization, financial planning and outlook monitoring is necessary to fulfill any corporate strategy. ESA's cost infrastructure is largely shaped by labour and associated costs which include the management of pensions and benefit obligations.

Despite this, ESA is not immune to changes in the broader financial environment. Labour compensation, pension health compensation costs, interest rates, and investment returns all will directly impact ESA's financial performance. ESA's current financial health is strong but will continue to be managed to ensure ESA will have what it needs to keep on protecting the safety of Ontarians.

DETAILED PLANNING CONTEXT

ELECTRICAL SAFETY SYSTEM

ESA does not work to reduce electrical safety in Ontario in isolation. Organizations and individuals operating at the regional, provincial, national and international level all collaborate with ESA under the mandate of reducing electrical harms. This multi-faceted electrical safety system crosses borders and offers opportunities for collaboration and sharing of insights. ESA's ability to derive meaning and value from others in the electrical safety system contributes to our ability to deliver a safer Ontario.

Ontario's electrical safety system is larger than ESA and includes electricity generators, transmitters, distributors, and end users of electricity (home owners, businesses, industrial facilities, farms and institutions). Everyone in the electricity manufacturing to consumption process plays a role in reducing the amount of electrical harm which is experienced here in Ontario.

Regarding product safety, ESA works with product designers, producers of electrical standards, certification testing organizations, manufacturers, retailers, and consumers, either as individuals for commercial products or members of industry for industrial products.

Together, we all work to ensure that the electrical products which Ontarians have access to are safe for use. Over time, the electrical product safety sector is increasingly dominated by national and international players, a reality which ESA acknowledges as a regulator.

ESA also contributes to the occupational safety system and works with other regulatory bodies to enhance electrical safety within the province. This includes educators and trainers, the Ontario College of Trades, the Ministry of Training, Colleges & Universities, the Ministry of Labour, the Ministry of Municipal Affairs and Housing, the Chief Prevention Officer and his council, WSIB, the four Health & Safety Associations (WSPS, IHSA, PHSA, and Workplace Safety North), other safety advocacy groups, labour organizations, and industry and trade associations, among others.

Although increasing electrical safety is ESA's mandate, it can not be done in isolation. ESA encourages everyone to play their role in keeping themselves, and others safe – regardless of what stage in the electrical consumption journey they are in. Responsible consumer actions will always help to foster a reduction in the amount of electrical harm experienced.

Enterprise Risk Management

As circumstances evolve, risk must be continuously assessed to tailor successful mitigation efforts. ESA does this by monitoring strategic risk to the organization following their Enterprise Risk Management (ERM) system. This system uses 52 risk indicators which roll up into 12 risk event segments, resulting in four major risk event categories: financial, organizational, operational, and reputational.

Risks are assessed based on potential impact and likelihood as well as control strength and mitigation capacity. The ERM system is used by management and the Board to identify and mitigate strategic risks on an ongoing basis.

ERM has evolved from a top-down approach into a more integrated, risk-mature approach that allows ESA to clearly define monitoring and reporting responsibilities that are closely linked to the corporate strategy.

Five-Year Financial Outlook 2020-2025

REVENUE OUTLOOK

ESA is projecting modest growth in most revenue categories over the next five years, with most of our revenue coming from wiring permits. We expect the demand for these permits to remain relatively constant over the next 5 years. These expectations are based on the belief that demand for residential electrical work will remain more or less constant with condominium builds, housing prices and the pace of home renovations expecting to grow moderately over the next 5 years. Low interest rates, and increased home equity are two additional factors which are likely to contribute to a continued demand for wiring permits looking forward.

EXPENSE OUTLOOK

Like all organizations, ESA experiences ongoing increases in the cost of doing business and needs to be able to invest in new capabilities, programs, or functions to deliver its mandate. Over the next five years, key investment areas are expected to include:

- Service delivery improvements and innovation
- Investments in the evolution of our team
- Technology advancements including digital services and disaster recovery capabilities
- Communications and stakeholder engagement
- Business continuity planning to mitigate risk from major disruptive events.

As ever, ESA will continue to carefully manage its expenses, ensuring its continued financial health.



APPENDIX



REGULATORY GOVERNANCE PRINCIPLES

Electrical Safety Authority's Regulatory Governance Principles

The Electrical Safety Authority (ESA) operates as a delegated authority on behalf of the provincial government in accordance with Part VIII, section 113 of the Electricity Act, 1998, S.O. 1998, c.15, Sched. A, and the Safety and Consumer Statutes Administration Act, 1996, S.O. 1996, c.19. Within its mandate the ESA is responsible for electrical safety in Ontario as designated by Ontario Regulation 89/99, 570/05 and Regulation 22/04. The matters arising from these regulations include administration, inspection and enforcement in regard to electrical installations, electricity distribution systems and the licensing of Electrical Contractors and Master Electricians within the province. In 2007 the Government of Ontario established Ontario Regulation 438/07 Electrical Product Safety and ESA is the delegated authority for the administration of this new regulation.

Specifically ESA is charged with carrying out its delegation with the law, the Administrative Agreement, the Electricity Act and the Safety and Consumer Statutes Administration Act with the purpose of protecting public safety, and the environment and advancing the principle of ensuring a fair, safe and informed marketplace that supports a competitive economy.

Simply put:

ESA has a duty to the public electrical safety interest

Is accountable to the Ministry of Government and Consumer Services,

And is informed by stakeholders' advice, knowledge and experience.

Adhering to good practices in Regulatory Governance is a precondition to establishing and maintaining credibility and the moral authority to inspire and instill excellent electrical safety practices within ESA's regulated community and stakeholders.

The Board of Directors of ESA is committed to continuous improvement in meeting best practices in Regulatory Governance which includes:

- Board oversight of the Electrical Safety Authority's regulatory policies, practices, programs and procedures to ensure that we effectively implement our regulatory responsibilities which includes, communication of rules, monitoring, enforcement adjudication, sanctions and evaluation.
- Best practices in regulation development, strategies, assessment and the formulation of policy advice to the province.

REGULATORY GOVERNANCE PRINCIPLES

In fulfillment of this commitment we aspire towards the following principles.

APPROACH TO REGULATION

- Regulatory Policy and Advice
- Innovation
- Internationally Informed
- Continuous Improvement

FRAMEWORK FOR REGULATION

- Outcome Based Regulatory Impact
- Minimize Duplication
- Proportionality
- Risk Management Approaches
- Supporting electrical safety within a fair and competitive market

STAKEHOLDER ENGAGEMENT IN REGULATION

- Stakeholder Engagement
- Clarity and Accessibility
- Transparency and Communication

APPROACH TO ADMINISTERING REGULATION

- Capacity and Capability
- Fairness
- Independence
- Administrative justice and accountability

Approach to Regulation

REGULATORY POLICY AND ADVICE

ESA recognizes the role of the Province in establishing the electrical safety policy that is reflected in legislation and regulations established by the provincial government.

The Board is committed to its obligation under the Safety and Consumer Statutes Administration Act to suggest to the Minister amendments to Acts and regulations and to inform and advise the Minister with respect to matters that are of an urgent or critical nature.

As subject matter experts in Electrical Safety, ESA will maintain awareness of best practices in electrical safety management, technology, codes and standards ESA, education and awareness, research, safety and regulatory approaches within Canada, North America and internationally assimilating this information to provide relevant policy advice to the Government.

We will strive to create conditions where ESA's Board and Executives have the capacity to listen, understand and communicate: to see, hear and speak the risk.

REGULATORY GOVERNANCE PRINCIPLES

We will seek a relationship with government, our employees and stakeholders that foster the ability and willingness to inform senior decision-makers of anticipated electrical safety harms which require engagement at the executive, bureaucratic or political levels (“speak truth to power”).

We will also strive to be informed about broader government policy and to be reflective of this policy.

INNOVATION

ESA is committed to innovation in safety management and regulatory practice. Regulation will be recommended as the policy instrument of choice when it is demonstrated that government intervention is warranted and other options fail to demonstrate an ability to address the issue.

We will strive to explore the use of alternatives to direct regulation to address safety harms, through non-regulatory options, market-based approaches or “partnerships” or stakeholder cooperation. When regulation is recommended, it will be designed to produce maximum effectiveness while minimizing to the extent possible negative impacts on stakeholders.

INTERNATIONALLY INFORMED

We seek a regulatory system that is nationally and internationally informed, forward looking and as anticipatory as possible.

Our recommendations and decisions will reflect a broader national and international perspective.

We also believe in contributing to electrical safety improvement beyond Ontario through sharing and participation at the national and international level.

CONTINUOUS IMPROVEMENT

We recognize that needs and conditions change over time. We are committed to establishing review processes to ensure that regulation and ESA’s implementation are meeting the intended harm reduction objectives, and ensure they remain in the public interest.

Framework for Regulation

OUTCOME BASED REGULATORY IMPACT

ESA is committed to outcome based assessment and measurement of its regulatory impact.

When developing and proposing new regulation we are committed to applying best practices in Regulatory Impact Analysis to ensure the most efficient and effective regulatory options are chosen. We recognize that design of regulations needs to focus on the outcomes, making them results based and this should be reflected in the performance measures chosen.

REGULATORY GOVERNANCE PRINCIPLES

MINIMIZE DUPLICATION

Duplication or overlap of regulatory programs can cause excessive burden on people and organizations and ESA is committed to minimize duplication. Where there are complimentary regulations or roles ESA is committed to working with other regulators to establish formal mechanism for collaborative partnerships, interagency coordination among regulatory bodies, and clear accountability for decision making in areas of overlap.

PROPORTIONALITY

ESA is committed to ensuring that the regulatory system is performance-oriented, efficient and effective, and strives for timely decision-making and implementation. We strive for proportionality between benefits and costs of regulating.

The proportionality principle will also guide the implementation regulation. We believe that most people and organizations within the regulated community are committed to ensuring electrical safety and acting or trying to act in accordance with the requirements. In these situations our approach as a regulator can include partnerships to promote and share best practices, activities to facilitate and ease the administrative aspects of compliance and fostering training, education and awareness to help those who want to comply. We also recognize that a smaller segment within

the regulated community will choose not to comply. In these cases ESA is committed to proportional response that includes the use of appropriate compliance and enforcement tools and authorities.

RISK MANAGEMENT APPROACHES

ESA is committed to adopting best practice risk management principles when developing strategies and regulations to address electrical safety harms and implementation of our current regulatory responsibilities. Risk management approaches have been designed with the importance of scope and timing horizons in mind and strive to be comprehensive by incorporating a systems perspective and life cycle analysis.

SUPPORTING ELECTRICAL SAFETY WITHIN A FAIR AND COMPETITIVE MARKET

ESA is committed first and foremost to ensuring the protection of Ontarian's from electrical safety harms. However we recognize that there are numerous choices available when recommending and administering regulations and we will strive to do so in a way that provides the greatest public benefit, but does not impose unnecessary or unreasonable burden on a fair and competitive market within the province, nationally and internationally.

REGULATORY GOVERNANCE PRINCIPLES

Stakeholder Engagement in Regulation

STAKEHOLDER ENGAGEMENT

ESA is committed to a regulatory process that is transparent and engages stakeholders appropriately and is informed by stakeholder views. We are committed to seeking and listening to the views of all stakeholders to obtain a balanced perspective that helps guide the consideration, development and implementation of regulation.

TRANSPARENCY AND COMMUNICATION

Those subject to regulation must be aware of the regulation and understand what is required of them. ESA is committed to being accountable and transparent about its standards, processes and decisions and will strive to communicate this information to the regulated community and other stakeholders.

CLARITY AND ACCESSIBILITY

Regulation is most effective if the regulated community understand its purpose and how they can comply. We will strive towards a regulatory function is clear in its role, objectives and its legal and policy authorities.

ESA will provide a range of plain language complimentary materials (brochures, bulletins, guidelines, websites) and make these accessible to the public, the regulated community and anyone else who is interested.

Approach to Administering Regulation

CAPACITY AND CAPABILITY

ESA's Board is committed to ensuring that ESA has the capacity and capability to fulfill its regulatory responsibilities and that it has the budget, facilities and people needed to do the job of evidence-based regulatory decision-making.

FAIRNESS

We are committed to ensuring that regulatory standards and processes are reasonably consistent and predictable. Flexibility may be needed when new situations arise which are not specifically addressed by regulation (outlier information, new technology). In these cases, we will strive for consistency in the application of the values and spirit of the underlying policies.

ETHICS

ESA is committed to a regulatory culture based on a strong ethical foundation and mindful of the importance of both knowledge and judgment in the regulatory process. We will ensure that a formal system (including code of conduct that applies to the ESA Board, management and staff) exists to maintain the highest standards of ethics in the fulfillment of our regulatory duties. This system will be transparent to the regulated community.

REGULATORY GOVERNANCE PRINCIPLES

We will strive to ensure that our leaders foster fair and competent decision-making and the maintenance of the diverse required capacities (including scientific and technical knowledge, science literacy, analytic capacity, communication, shared values, cooperation, openness, foresight, international perspective and other desirable elements of a regulatory body). Strategic Plan April 2015 – March 2020 Adequate regulatory disclosure exists of information on the governance structure of the ESA and its policies, performance, regulatory objectives, and disclosure of internal policies relating to internal audit and control mechanisms through which frauds and conflict of interest situations are avoided.

We strive to do a good job of balancing organizational risks and public electrical safety harms, erring on the side of protecting the public interest and maintaining the highest ethical standards.

INDEPENDENCE

ESA's Board is committed to ensuring the independence of its statutorily appointed Directors and Inspectors in the exercise of their statutory roles. We will support these statutorily appointed Directors and Inspectors by ensuring

they understand Government and ESA policies that apply to them; they understand the law, codes and standards; and have the training, tools and information required to administer and enforce the regulations

mechanisms are in place to provide protection from industry capture and other interference in statutory decision making.

ADMINISTRATIVE JUSTICE AND ACCOUNTABILITY

Just as we seek to hold the regulated community accountable for maintaining high standards and performance related to electrical safety, ESA itself must be accountable.

ESA is committed to treating the regulatory community with fairness, dignity, consistency and with access to due process. To achieve this, the regulated community should have access to clear open and effective appeals procedures. We are committed to ensuring that mechanisms are in place for the regulated community and consumers to seek redress in cases where they feel their rights have been violated.



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