



Electrical  
Safety  
Authority

# BUSINESS PLAN

Safely Powering Tomorrow

The Journey Towards Becoming a Modern Regulator

APRIL 2023 → MARCH 2024

## 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*

## Purpose

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

## Values

### ◆ Safety

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

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### ◆ Accountability

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

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### ◆ Leadership

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

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### ◆ Collaboration

We work best when we work together.

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### ◆ Integrity and Trust

We will take the high road.

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The background is a dark blue gradient with several light blue geometric shapes. A large hexagon is in the top left, and a smaller one is in the bottom center. A network of light blue lines with square nodes at intersections is overlaid on the background. The word "INTRODUCTION" is written in white, bold, uppercase letters in the lower-left quadrant.

# 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 an advocate.

Our powers and duties derive from the *Electricity Act, 19* 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; overseeing 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 a Designated Administrative Authority (DAA) of the Government of Ontario. Our mandate is to administer the designated legislation and regulation to enhance public safety, consumer protection, and advance the principle of a fair, safe and informed marketplace, which supports a competitive economy.

The Ministry of Public and Business Service Delivery (MPBSD) retains responsibility for legislation and regulations. ESA is responsible for implementing and enforcing legislation and regulations.

The roles and obligations of ESA and the Ministry are detailed in an Administrative Agreement which was updated in 2022 and is a publicly available [document](#).



## Scope of Powers & Responsibilities

ESA's mandate is detailed in the corporation's Letters Patent. The objects or purposes are to promote and undertake activities which enhance public electrical safety including:

- training
- inspection
- authorization
- investigation
- registration
- enforcement
- audit
- 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 Canadian economy
- to promote and undertake activities that encourage the harmonization of electrical safety standards and compliance practices
- to encourage industry to responsibly enhance electrical safety.

The objects establish a broad scope of tools which can be applied to enhance electrical safety. In addition, ESA has the ability to provide 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.

The Letters Patent also indicate ESA:

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

The background is a solid teal color with several abstract geometric elements. In the upper left, there is a large, semi-transparent teal arrow pointing right. Below it is a dark teal hexagon. On the right side, there are several thin, light teal lines that resemble a circuit board or a network diagram, with small squares at the junctions. In the lower right, there are more semi-transparent teal shapes, including a hexagon and a larger arrow-like shape pointing right.

# **ESA'S 5-YEAR STRATEGIC PLAN**

# ESA'S 5 YEAR STRATEGIC PLAN

ESA's Five – Year Strategy spans from April 2020 to March 2025. It reflects ESA's priorities that drive performance in areas related to safety, compliance, organizational excellence and public accountability that collectively help move ESA on a path towards becoming a modern regulator.

## Our Approach

ESA's vision is an Ontario where people can live, work and play safe from electrical harm. In order to implement this vision in today's world of ever-changing technology, we must address new technology and evolving concerns about potential electrical harms.

ESA is witnessing the electricity sector evolving very quickly. As the safety regulator, we also need to evolve. That includes maintaining active awareness of changes, ensuring we are value-add and having a good understanding of changes sooner rather than later so that we can appropriately regulate, and providing timely guidance. ESA does not want to hinder new technologies and innovation, but rather enable and support them while ensuring a robust electrical safety culture in our sector.

In essence, our aim is to be a relevant and collaborative safety regulator that plays an important role in the electricity ecosystem as it evolves. We also want to reduce regulatory and administrative burdens for our stakeholders and customers – to motivate compliance, without sacrificing safety.

In October 2022, the ESA Board of Directors affirmed that the current strategic plan provides for the flexibility to adapt to those industry changes, serve customers and stakeholders while operating in a manner that protects Ontarians from electrical harms.

## Our Progress

ESA has completed the third year of our five-year plan. In the last three years, ESA tracked according to plan on all of the goals in the strategy.

We continue to see a reduction in electrical fatalities and critical injuries at a rate of about 2% per year, on target towards the 10% reduction over the five-year strategy.

ESA's 5-year strategic goal is to maintain or improve the stakeholder accountability index score of 8.2 as measured through ESA's Multi-Stakeholder Survey. The broader Stakeholder Survey is conducted every two years. The most recent survey conducted in FY22 met the 8.2 score. This survey will be conducted again in FY24.





Despite the pandemic, we have made many changes in the last three years to adjust and improve our operations while not compromising on the caliber of service delivery to our stakeholders and customers.

Like many organizations, the pandemic accelerated digital projects that created more capacity for the organization while increasing ESA's digital service capabilities internally and externally.

ESA pivoted to prioritizing digital projects to create more resiliency within our organization, all while pushing forward on other innovation goals.

In order to be more efficient and responsive to customers, we launched a Remote Inspection Program (Program) where inspections have the opportunity to be completed using either photos or videos. This Program will be expanded in FY24 to include a new ESA Mobile Application through which photos of installations can be uploaded and attached directly to the relevant notifications.

Also, in carrying out inspections, our recently launched risk-based oversight (RBO) tool has assisted us by spending less time inspecting lower risk electrical environments and focusing more time on higher risk areas. We will further continuous improvement efforts with respect to RBO to ensure that the model is adapting as our industry does.



In late 2022, ESA was excited to celebrate a major milestone in ESA's licensing history with the issuance of the 20,000th Master Electrician (ME) Licence! The first ME licence was created on July 4, 2006. Over the years, the Licensing group has enhanced the customer experience and increased efficiencies. The Licensing group has launched a licensing portal for fast and easy payment of fees. In the next year, licensing staff will work closely with colleagues across the organization as well as the Electrical Contractor Registration Agency (ECRA) Advisory Council to build partnerships focussed on safety, compliance and tackling the underground economy.



ESA continues to implement the Auditor General's 2020 recommendations and has aligned them with our strategic plan. By the end of calendar year 2022, ESA completed 80% of the recommendations.

ESA's Inclusivity, Diversity, Equity and Accessibility (IDEA) strategy is well underway. To date, we have developed and delivered comprehensive education and awareness programs across the organization (i.e. leadership training on unconscious bias, safe spaces framework and dialogue, and days of awareness, leader toolkits, mental health programs and offerings).

Education and awareness campaigns are an integral part of our strategy to reduce electrical harms in Ontario. We have expanded our outreach to include digital campaigns for powerline safety, product safety, hire an LEC, young worker safety and electric vehicles. The latter two address emerging harms we are monitoring.

All of these efforts to move our organization forward are not done by one person or one isolated department. The entire ESA organization works together, partnering with our stakeholders, to bring forward new and innovative ideas to enhance electrical safety for Ontarians.

To this end, ESA has embarked on a cultural transformation. We are transforming to a culture of accountability and a focus on a team approach with attributes of: accountability, inclusivity; adaptability; people-focused and courage. We believe that by transforming our culture in this way, we will be able to meet the needs of a changing electricity sector and the needs of Ontarians. We are one team, powered by purpose.



## Safely Powering Tomorrow: The Journey Towards Becoming a Modern Regulator

The Electrical Safety Authority will:

- continue to execute modern, risk-based oversight by embedding operational concepts (such as risk-based inspection) throughout our organization;
- prioritize its resources and efforts to allow for a broader impact with the resources we already have;
- create a culture of accountability and be responsive to customers and stakeholders;
- meet the need for effective and efficient operations, further applying the concept of risk-based prioritization through using a Harm Life Cycle approach;
- increase the digital service offerings we provide to internal and external stakeholders;
- mobilize efforts to effectively target and reduce unlicensed and underground activities;
- continue to use right-touch regulation to ensure a safer Ontario; and
- be fiscally responsible and always operate with the best interests of all Ontarians in mind.



## Ontario Auditor General's Value for Money Audit (OAGO Audit)

Work has diligently continued on the implementation of the 25 recommendations made in the [Auditor General's December 2020 Audit Report](#). ESA has completed 80% of the 50 deliverables that contribute to the implementation of the Auditor General's 25 recommendations. Our progress is available publicly and can be viewed [here](#).

The Auditor General released its follow up [report](#) in November 2022, which affirmed the actions completed to date including, but not limited to, "the ESA has fully implemented recommendations such as further developing its risk-based inspection approach so that it will result in fewer inspections of low-risk installations and more inspections of higher risk installations".

ESA welcomed the Auditor General follow up report and will continue to highlight areas where we can further improve electrical safety for Ontarians.

# STRATEGIC PLAN



Strategic Plan April 2020 – March 2025

## Safely Powering Tomorrow: The Journey Towards Becoming a Modern Regulator

Safety Goal	Compliance Goal	Organizational Excellence Goal	Public Accountability Goal
Further reducing electrical related harm	Creating a regulatory environment that enables electrical safety	Operating with excellence to maximize the electrical safety of Ontarians	Being a publicly accountable regulator

The five-year strategy has four main goals centered around: safety, compliance, organizational excellence and public accountability.

The following section lays out the priorities for FY24.

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# FISCAL YEAR 2024 PRIORITIES

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To advance our five-year strategic goals, ESA has established the following priorities for the FY24.

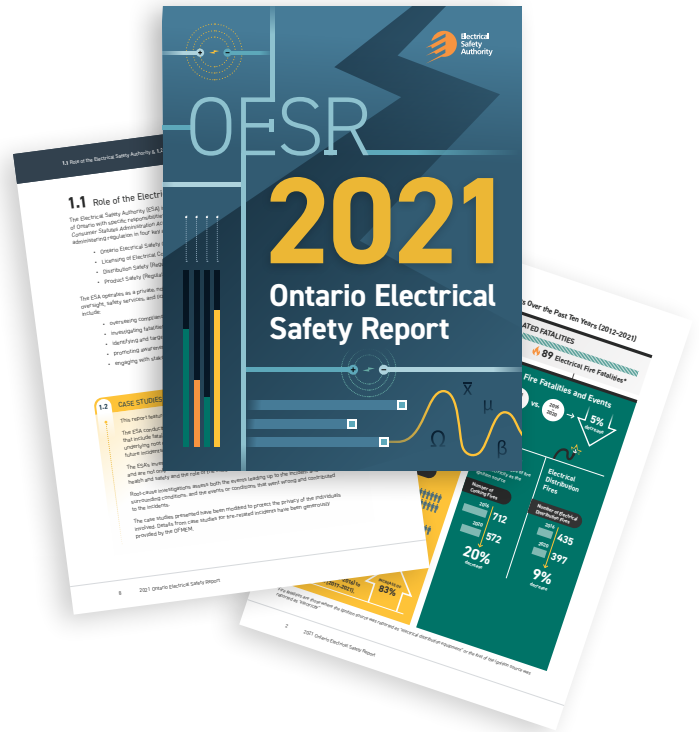
## GOAL: Safety

### Further Reducing Electrical Harms

ESA's focus is safety and we continue to seek ways to reduce the number of electrical-related critical injuries in Ontario, while maintaining the low rate of electrical-related fatalities. In this plan, ESA will continue to track the number of electrical-related fires in Ontario and work towards reducing them.

Our five-year safety goal is to achieve a 10% decrease in the combined rate of electrical fatalities and critical injuries (based on the five-year rolling average) between 2020 and 2025. In the fourth year of the strategy, the target will therefore be a 2% decrease (representing a portion of that 10%), building on past progress.

Given the growing population in Ontario and the ever-changing nature of electrical harms as a result of technological innovation, changing electricity demands and human behaviours, ESA provides a crucial role in monitoring electrical related fatalities, injuries and incidents in the Province. ESA analyzes this data to inform our strategies and works with collaborative partners to help create education and awareness across Ontario. Each year, ESA releases the Ontario Electrical Safety Report (OESR) that compiles and publishes electrical safety data, providing a comprehensive collection of data and analysis.



ESA is becoming more engaged as our provincial energy and electrification transformation continues through enhanced stakeholder engagement and expanded education and awareness campaigns. As our lives and economy become more reliant on electricity, ESA will be at the forefront advocating safety for all. Going forward, in the next year, ESA plans to make the OESR document even more accessible to wider audiences.

To view the latest edition of the OESR, click [here](#).



### **Prioritizing and Addressing Harms**

Once a harm is understood and evaluated on a risk basis, ESA works 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.

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

To ensure that we have the organizational capabilities, we align the management of our resources with the Harm Life Cycle-based approach of managing and addressing harms. In some cases, this may mean that we scale back our active efforts when a harm has been sufficiently reduced, while continuing to monitor and reassess to ensure harms do not re-emerge. In all of these efforts, we have strong working relationships that include data and information sharing with our partners. In the next year, we will continue to refine the Harm Life Cycle approach.

### **Developing Partnerships**

ESA will continue to develop its partnership network through the sharing of electrical safety expertise including with our advisory councils and other organizations such as: the Ministry of Labour, Immigration, Training and Skills Development of Ontario; the Office of the Fire Marshal; the Office of the Chief Coroner; and Health Canada. In the next year, we will work to enhance existing and explore new partnerships.

Where we believe that others can enable a larger harm reduction impact, we are actively working to partner to develop actions across organizations and work together. 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.



## GOAL: Compliance

### Creating a regulatory environment that enables electrical safety

ESA is responsible for the administration and enforcement of Part VIII of the *Electricity Act* (Act) and its regulations. ESA will continue to evolve and improve our approaches to overseeing the compliance to the Act and regulations by our licence holders, Licensed Distribution Companies as well as overseeing the safety of electrical products sold in Ontario.

Leveraging risk-based prioritization 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 promote compliance, identify and address those working outside the licensed system and working to motivate compliance by reducing burden.

In the spring 2023, ESA will embark on an ambitious new initiative through the implementation of Administrative Monetary Penalties (AMPs). The Ontario Government provided ESA the authority to levy monetary penalties or fines that will be a valuable new tool to tackle non-compliance especially with respect to unlicensed and underground activities, reducing the reliance on prosecutions. This new tool will be a game changer to increase compliance and reduce the risk of electrical harms in Ontario. The funds collected from these penalties will be applied to compliance and safety initiatives including educating consumers about the dangers of hiring unlicensed electrical contractors.

ESA continues to focus on “right touch regulation” for appropriate oversight and enforcement with our Licensed Electrical Contractors (LECs) and Master Electricians (MEs). We will work to understand and anticipate the needs of the contractor community. We will collaborate with them to understand how we can jointly contribute to an Ontario that welcomes innovation and business growth while stewarding a robust electrical safety culture – our common purpose – for which all can be proud.

For ESA, it is imperative that we support the continued education and development of the contracting community to ensure they have the skills and support necessary to complete all electrical work safely.

In this regard, we have completed an extensive competency profile for MEs which will be rolled out in FY24. This will be a valuable tool in ESA's efforts to support its contractors as they continue to raise the bar established for professional integrity, compliance with regulations, and continuous development.

To help further reduce the potential demand for work done without electrical notifications, ESA will also increase public awareness of the benefits of, requirements to, and consequences of not using a LEC or ME to complete electrical work. We will educate homeowners on the rules and benefits to hiring LECs. Through increased education and awareness, we will help Ontarians better understand the importance of their actions and decisions in ensuring electrical safety in their homes and for their families.





## GOAL: Organizational Excellence

### 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. Throughout our five-year strategy, we will continue to work to improve our tools, processes, capabilities and the culture of our team. This is planned to provide ESA with the resources it needs to be able to operate with the Harm Life Cycle methodology at our core. The Harm Life Cycle is a process of: understanding current and emerging harms and their contributors, prioritizing those harms, addressing them with a risk-based approach and also developing partnerships to enhance mitigation. 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.

ESA's five-year strategic goal is to achieve a 10% increase in the Corporate Excellence Index. The Corporate Excellence index is a set of data metrics that measure ESA's operational effectiveness and the efficient use of resources.

For the fourth year of the strategy, ESA's target continues to be to achieve an average 2% improvement in the Corporate Excellence Index (a portion of the 10% each year, spread out over each of the five years of the strategy).

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 in a diverse and inclusive environment through further implementation of ESA's Inclusion, Diversity, Equity and Accessibility (IDEA) Strategy.

We will do this through the design and launch of ESA's IDEA Steering Committee that will oversee and guide future activities. The committee will be responsible for making recommendations on key performance measures in order to monitor progress. Additionally, we will be evaluating our hiring and recruitment practices to remove systemic barriers and bias, as well as conducting an employee inclusion survey that provides an indicator of the organization's progress on employee feelings of belonging and inclusion.

### Enhancing productivity tools and processes

We have a plan to continue to reduce administrative burden on LECs. Recognizing that everyone's time is valuable, ESA will continue to utilize technology to streamline processes and make it easier to interact with ESA – without sacrificing safety.

We will continue to implement the five-year Digital Strategy by enhancing productivity tools, building and improving Information Technology (IT) solutions, and further elevating the efficiency of our processes to improve our stakeholder experience.

In FY24, ESA will deliver and rollout our first mobile application that will save time and ease administrative burden. It also formalizes remote inspections where photos and videos can be uploaded directly and be linked to that specific notification. Going forward, our plan is to continue to incorporate new scheduling tools into the application. The mobile application will support both ESA employees and contractors in being more productive in the field and better able to plan and manage resources.

As we increase our digital maturity, our digital transition includes creating solutions for stakeholders, change management, training, and communication. The digital services will also enable greater data analytics to inform our harm reduction endeavours.

### Developing our people and culture

ESA's dedicated employees are our most valuable asset. As we move towards a culture of accountability and inclusivity, we want diverse viewpoints to enable us to meet challenges as we and the electricity sector evolve. We cannot deliver on our strategic priorities unless we have the right culture. 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 on the population we serve. ESA is committed to enhancing our partnerships and influence in the sector with the intent to enhance our ability to reach diverse talent.

ESA will continue to invest in individuals by developing leadership capabilities through our development programs. Beyond individual capabilities, ESA will also need to work to build organizational capabilities such as the effective deployment and management of cross-functional teams.

ESA recognizes the need for our organizational structure to be properly aligned to deliver the Harm Life Cycle. 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, we will consider how we can develop our structure to be consistent with our intent to operate as a modern, risk-based regulator.



## GOAL: Public Accountability

### Being a publicly accountable regulator

The government has delegated to ESA significant powers including the ability to inspect electrical work, collect fees, audit work activities, issue licences and order power disconnections. ESA must be fair, transparent, proportionate and responsible in the use of its authority. ESA aims to be viewed as a publicly accountable regulator that provides value to Ontarians. ESA understands that to be publically accountable, our culture also needs to promote individual accountability and therefore ESA has embraced this culture.

ESA's five-year strategic goal is to maintain or improve the stakeholder accountability index score of 8.2 as measured through ESA's Multi-Stakeholder Survey over the next five years. The most recent survey conducted in FY22 met the 8.2 score. This survey will be conducted again in FY24.

In the intervening years, ESA measures customer feedback specifically as it relates to notifications taken out by LECs and homeowners. ESA has set a goal of achieving over an 8.0 rating out of 10 on an annual basis and continues to exceed this Public Accountability goal.

### Enhancing Partnerships and Expanding Stakeholder Engagement

We strive to make sure that everyone can easily reach ESA. To meet this objective, we will continue to expand the ways in which our customers can connect and interact with us through our advisory councils, consultations, and stakeholder interactions. Fundamentally, ESA wants our stakeholders to be able to engage with us as easily as possible.

While the ESA serves the people of Ontario, we have a diverse group of stakeholders that includes Licensed Electrical Contractors and their respective associations such as the Ontario Electrical League and the Electrical Contractors Association of Ontario, Master Electricians, homeowners, safety partners such as the Ontario Fire Marshalls Office, Local Distribution Companies and other energy sector partners.

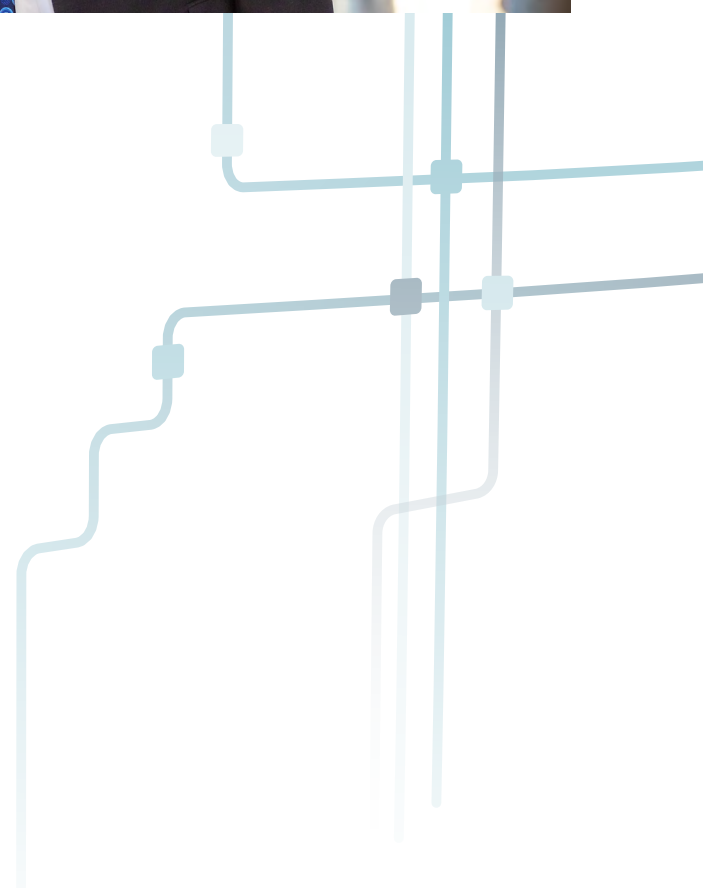
### Improving how our stakeholders view ESA

ESA aims to increase our corporate profile as a means of increasing the level of public education about electrical safety. 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 and partner with like-minded organizations to enhance electrical safety as it relates to emerging technologies such as electric vehicle chargers. We continue to be seen as leaders of electrical safety regulation both locally and globally.



## Summary

As ESA evolves, we will maintain 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.



The background is a solid teal color with several white geometric elements. There are several white lines of varying thicknesses, some straight and some with rounded corners, creating a network-like pattern. Small white squares are placed at some of the line intersections. There are also several hexagonal shapes in various shades of teal and light green, some overlapping each other. The overall aesthetic is clean, modern, and technical.

# **ENVIRONMENTAL CONTEXT**

# 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, as well as other factors that could create opportunity or risk to achieving our strategy.**

Environmental scanning efforts are ongoing and receive 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.

Key external factors that are expected to impact ESA and its mission in the years ahead include:

- Fundamental changes to the electrification and democratization of 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 (Safety Code).
- The changing legal environment and potential changes in the sharing of data and information.
- Data analytics are an area of focus with data driven operations, artificial intelligence (AI) to understand the nature of harms, increasing public demand for digital services and sharing of data between regulators and public, which results in the need to ensure we have appropriate quality, accuracy and data security.

- With the increasing popularity and use of smart technology such as electric vehicles, smart homes, micro-grids etc. there is a need for ongoing monitoring of potential electrical harms and the need to partner with stakeholders to understand the technology and respond in a timely fashion.
- Intensifying weather patterns that threaten electrical infrastructure and access to the safe use of electricity as a result.
- International technology changes and the need to understand and maintain product approval requirements to Canadian and Ontario safety standards for electronic products.
- Aging Infrastructures and improperly maintained electrical systems continue to pose fire and electrical shock risk.

We must continually develop our technical expertise and ensure we have capacity to manage a broadening scope and complexity of electrical installations; hence the evolution to a more risk-based based approach for inspections and right-touch regulation that emphasizes safety and compliance.

At the same time, we are required to meet public expectations as a responsive regulator providing good customer service, effective education, awareness building, and timely support with emerging technologies.



## ESA's Commitment to Sustainability

### Financial

As a not-for-profit corporation ESA's financial sustainability is an ongoing priority. Revenues are generated by licensing fees, fees for safety oversight services in regulated and non-regulated areas, and investment income. ESA is self funded and receives no government funding and is expected to be financially self-sustaining. ESA's financial outlook is updated annually to reflect changing financial circumstances and market conditions.

The future projections on [page 31](#) reflect market conditions as well as the need for continued targeted investments. ESA expects to operate at a deficit over the next few years as it continues the execution of our Digital Strategy and projects which respond to Auditor General recommendations, while managing costs in the current uncertain economic environment.

### Environmental

ESA has been reviewing its impact on such areas as clean energy and climate change. In recent years, we have experienced severe weather that is increasing in frequency and intensity. We are listening to and working with the distribution and transmission sectors to understand the impacts of compromised electrical infrastructure on the safety of Ontarians due to destructive weather.

ESA is also addressing our own climate change impact by piloting electric and hybrid vehicles as part of our fleet while acknowledging constraints in certain areas of the province with greater limitations on charging infrastructure.

### Social

ESA is committed to being a trusted partner of Ontarians in ensuring that all are safe from electrical harm. Transparency of information to build trust with our stakeholders and continued provision of quality service is paramount for the organization.

### Indigenous Engagement

We believe we have a responsibility to recognize Indigenous peoples' legal and constitutional rights and commit to working in partnership with Indigenous communities by conducting meaningful engagement.

Successful engagement requires ongoing consultation efforts to promote participation and ultimately benefits all parties involved. Indigenous peoples have historically, and presently, suffered mistreatment, discrimination, and disadvantages in comparison to other members of society.

ESA is committed to delivering on our Indigenous Engagement Strategy in FY24.

## Culture to Achieve Success



To successfully deliver this Business Plan, ESA is committed to cultural transformation, emphasizing five key attributes.

- Accountable → We commit to & deliver results
- People focused → We put ourselves in others' shoes (staff/customers)
- Inclusive → We encourage & value differences
- Courageous → We have honest conversations
- Adaptive → We continuously assess & evolve

### Our IDEA Strategy is a Key to Organizational Success

ESA's main focus in this phase of our IDEA Strategy, executed in this next year, is to build a solid foundation focusing on systemic changes in policies, practices, and process to ensure inclusion, equity & accessibility. Our belief is that we have to fix the system in order for deep and meaningful change to take place.

ESA's IDEA Strategy launched in 2021 and was co-created with employees to build internal alignment. We used the best practice framework, Global Diversity, Equity & Inclusion Benchmarking (GDEIB) to design the top three priority areas:

- Diversify the composition and reach for the organization
- Deepen leadership capacity and accountability
- Foster an inclusive work environment

One of the programs launched in 2022 was Safe & Brave Spaces. It is a program designed to drive systemic change by creating spaces where we can have meaningful conversations to encourage a deeper understanding, authenticity and inclusion within our workplaces.





## Enabling Strategies

To ensure ESA has the organizational capabilities to achieve its strategic goals and annual objectives, and to fulfill our mandate and regulatory responsibilities, we will continue to employ our enabling strategies:

### 1. Customer Experience

Based on our review of our stakeholders' journey from first contact to last interaction we will continue to develop methods to create an experience for our stakeholders that makes it easier for them to comply and interact with us.

### 2. Culture and Capabilities

Evolving ESA's corporate culture to acknowledge and acquire the skills that will be needed to adapt to our fast changing world is a priority throughout the 5 year strategy.

Succession planning for our aging workforce and ensuring we do not compromise our institutional knowledge and expertise is top of mind. A focus on change management for our employees and changes in our environment will be undertaken.

### 3. Digital Roadmap

The ESA Digital Roadmap (Roadmap) is an organizational approach to maximize business benefits from modern technology and data assets. The Roadmap identifies opportunities to improve manual and inefficient tasks that impede stakeholders from having optimal interactions when working with us. We are developing the digital capabilities that ESA requires to move towards its goal of realizing itself as a modern regulator.

### 4. Licensing Plan

Particular focus will be taken on the interaction of MEs and electrical contracting businesses with ESA. ESA is developing methods to make it easier for these stakeholders to interact with ESA. We are also going to focus on acknowledging compliant contractors while delving further into reducing underground economy activity.



## Enterprise Risk Management

Enterprise risk management (ERM) helps an organization establish structure around becoming aware of the risks that face the industry, our stakeholders, and ourselves as well develop plans to mitigate those risks to reduce the likelihood they will occur and/or the impact if they do occur.

ESA's ERM framework monitors strategic risk to the organization. Our risk appetite has been defined to align with our vision and purpose with a focus on the ability to be a modern regulator while keeping safety our top priority.

Risk is assessed continuously and assessment and mitigation efforts change as events and circumstances evolve. ESA's ERM system features real-time reporting through a risk intelligence system which clearly defines monitoring and reporting responsibilities throughout the entire organization. It uses tracking tools, such as risk indicators which roll up into risk events. Risk events are assigned to risk categories and are assessed based on potential impact, likelihood, and our mitigation effectiveness. Mitigation activities are tracked and any risks that exceed ESA's established risk appetite are escalated to ensure additional risk mitigation measures are implemented.

ESA's ERM system is used by management and the Board to identify, assess, monitor and mitigate strategic risks on an ongoing basis.

In 2022, ESA's ERM process was assessed against the alignment to best practice frameworks, including the Committee of Sponsoring Organizations of the Treadway Commission (COSO) ERM and ISO 31000 – Risk Management. This review resulted in updates to the ERM processes and reporting information to add further value to management and the Board. These processes will continue to be implemented into 2023/24 with continuous improvement built into the ERM framework.



## 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 – Safely Powering Tomorrow: The Journey Towards Becoming A Modern Regulator](#) – defines the major corporate goals for the five years April 2020 – March 2025 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.

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, Practices and Procedures

ESA continually reviews and renews its internal corporate policies, practices and procedures to comply with all legislative requirements.

#### ESA's Code of Conduct

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

#### Complaints

ESA responds to complaints received from customers, stakeholders and the public.

In accordance with the principles set out in our [Complaint Policy](#), the Electrical Safety Authority (ESA) aims to provide high-quality service in an effective, open and fair manner.

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 handled at the source. If a complainant is not satisfied at the initial stage, the 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.

We promise to respond to all complaints in a timely, consistent and direct way.

#### 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 required by the Administrative Agreement with the Government of Ontario, its Customer Privacy Policy and applicable privacy laws. ESA 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 processes set out in its Access and Privacy Code. Updated in 2022, 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](https://www.esasafe.com), defines specific steps and timelines to respond to an appeal pertaining to the 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 Administrative Agreement. Specifically, ESA has the ability to undertake non-regulatory business that 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 the Objects in its Letters Patent unless prior approval by government has been obtained in accordance with our Administrative Agreement. In addition, ESA has internal policies and processes it follows when engaging in non-regulatory business ventures in order to meet its obligations and compliance reporting requirements as established under the Administrative Agreement.

Internal policies and procedures include: Non-Regulatory Business Venture Policy, Non-Regulatory Business – Conflict of Interest Policy, and New Non-regulatory Business Ventures Procedure.

### Accessibility at ESA

ESA is committed to meeting the accessibility needs of people with disabilities. This meets laws such as:

- the Accessibility for Ontarians with Disabilities Act, 2005 (AODA)
- the Integrated Accessibility Standards Regulation 191/11 (IASR)
- the Accessibility Standards for Customer Service, Regulation 429/07 (ASCS).

As part of ESA's commitment to AODA, ESA has developed a Multi-Year Accessibility Plan. This outlines our strategy to prevent and remove barriers and meet AODA requirements.

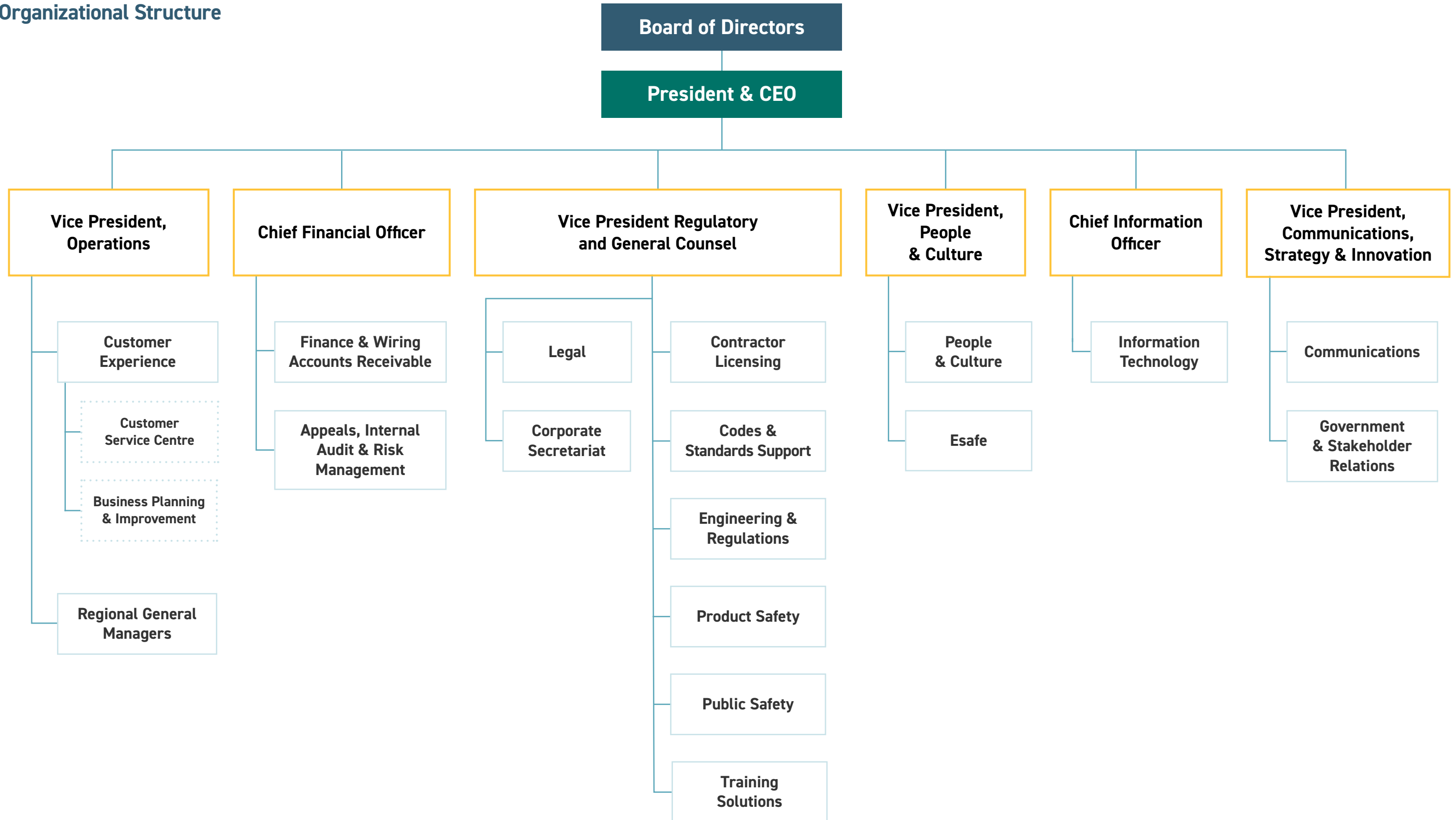
We fully commit to meeting our obligations under the AODA. We also established various policies and processes to assist persons with disabilities, including the Integrated Accessibility Standards Policy.

Our Complaint Policy details how to comment and how we will respond. To learn more, click [here](#).

### Other Information Available

More information can be found at [www.esasafe.com](https://www.esasafe.com) including ESA's Annual Reports, the OESR, ESA's corporate policies and details about ESA's stakeholder engagement activities including advisory councils and consultations.

**APPENDIX 3:**  
**Organizational Structure**





## APPENDIX 4: 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.

Statement of Operations (\$000's)	2024 Budget	2025 Projection	2026 Projection	2027 Projection	2028 Projection
Revenue	125,868	133,822	140,359	145,868	151,597
Expenses	135,713	139,143	142,618	145,713	148,946
Surplus (deficiency) before depreciation	(9,845)	(5,321)	(2,259)	155	2,651
Depreciation	2,300	2,300	2,300	2,500	2,500
Surplus (deficiency) from operations	(12,145)	(7,621)	(4,559)	(2,345)	151
Other Income (loss)	5,713	5,635	5,667	5,875	6,169
OPEB-Interest Expense	(4,536)	(4,769)	(5,011)	(5,261)	(5,636)
Net Interest Expense	1,177	866	656	614	533
Surplus/(deficiency) for the year	(10,968)	(6,755)	(3,903)	(1,731)	684



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