

BUSINESS PLAN

FISCAL YEAR 2022

Becoming a Modern, Outcome-Based
Regulator



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Purpose, Vision and Values

Purpose: To enhance safety where Ontarians live, work and play.

Vision: To be a valued authority for a safer Ontario.

Corporate Values:

Safety

Be safety conscious at all times.

Leadership

Be the best in actions and words.

Integrity

Be honest and ethical.

Respect

Build trust and earn respect.

Accountability

Be responsible for all actions and deliver on commitments.

Communication

Share information responsibly and effectively.

Collaboration

Work together across the whole organization and with our external partners.

“TSSA is delivering on its goal of becoming an Outcome-Based Regulator, where decisions and actions are based on risk and evidence to advance safety and reduce harm in Ontario.”

Bonnie Rose
President and CEO

Message from the CEO

Four years ago, TSSA embarked on an ambitious strategy to become a modern regulator. Since that time, TSSA has established a clear plan to become an Outcome-Based Regulator. Advancing safety and reducing harm requires a focus on outcomes and setting a path where our actions and decisions are driven by evidence. As we head into year five of our transformation, the progress we've made to this point is a clear and encouraging indicator that our goal of becoming a modern, Outcome-Based Regulator is now within reach.

TSSA is shifting how it supports industry in achieving safety results and will be using enhanced authorizations as a cornerstone of an outcome-based regulatory model, along with compliance standards to support a focused effort on safety priorities.

Our journey to become an Outcome-Based Regulator rests on four major areas of change:

1. Using data to improve safety
2. Defining and implementing a new business model
3. Delivering on system and process improvements
4. Shifting to an organizational culture of leadership, accountability and teamwork

Throughout this journey, we remain committed to working with industry to reduce and resolve high risk issues. We will do so by acting in a manner that is clear and consistent and fosters a culture of safety and compliance.

During a year of unprecedented challenges posed by the coronavirus pandemic, TSSA employees were the driving force behind several pivotal accomplishments—including the launch of the first phase of a new business model involving a more predictable and efficient flat fee structure, and a comprehensive IT solution. Together, these two key initiatives will enable us to effectively deliver on

the many goals we established for fiscal year 2022 (FY22). To ensure we can successfully complete our transformation across all the of industries we regulate, we plan to extend the timeline of our transformation strategy from five to six years.

While uncertainty remains about how we will emerge from COVID-19 restrictions, TSSA employees have demonstrated their ability to deliver on our strategy, even under the most challenging of circumstances. As we begin our fiscal year in the middle of the third wave of the pandemic, TSSA will remain focused on meeting the strategic objectives that we have determined will have the largest impact on advancing our vision to be a valued authority for a safer Ontario. TSSA is well positioned to achieve its FY22 financial objectives, as we invest in upgrading our systems and allocate our resources to mitigate risk.

Furthering our ability to accomplish the goals set out in this report, FY22 will also see TSSA continuing to find new ways to collaborate with our industry partners and regulated stakeholders, all of whom have adapted alongside us to operate their businesses safely to reduce the overall risk of harm to Ontarians.

I invite you to read on to learn more about our safety priorities and strategic objectives for the coming year and the actions we will take to fulfill our purpose of enhancing safety where Ontarians live, work and play.

Sincerely,



Bonnie Rose
President and CEO



Introduction

Corporate Overview

As Ontario's technical safety regulator, every day the Technical Standards and Safety Authority (TSSA) enhances public safety where people live, work and play.

Established as a not-for-profit, self-funded organization in 1997, TSSA is delegated by the Government of Ontario to promote and enforce technical safety laws in the following sectors:

- Amusement devices, elevating devices, and ski lifts
- Boilers, pressure vessels, operating engineers and plants
- Fuels including propane, natural gas and liquid fuels

TSSA also provides limited non-regulatory services through contracts to organizations in Ontario, predominantly in the nuclear sector.

Scope of Powers and Responsibilities

TSSA is mandated by the Government of Ontario to enforce the Technical Standards and Safety Act, 2000 (the Act) and 17 associated regulations. The

organization focuses on its core services, including authorizations, compliance and enforcement, as well as advocacy to continuously improve safety.

TSSA recognizes that there are many safety risk factors, such as user behaviour (including instances in which people unintentionally and often unknowingly put themselves at risk), which can be influenced but not fully controlled, making traditional enforcement activities unlikely to be effective on their own.

Core Services

- Licensing and registration
- Examinations
- Certifications
- Inspections
- Compliance support
- Engineering and design services
- Investigations
- Enforcement and prosecution activities
- Public education and consumer information
- Safety management consultations
- Data analytics and risk evaluation
- Standards development



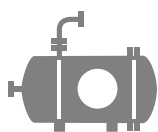
TSSA Safety Value Chain

TSSA helps regulated stakeholders, safety partners, and the public identify and manage risks by facilitating increased awareness and understanding. This includes acting as a catalyst for action on issues through the following safety-related services that form TSSA's Safety Value Chain.

- **Support codes and regulations:** Leverage TSSA staff expertise to support government in developing regulations and participate in standards development and adoption of codes and issuance of Directors' Orders.
- **Inform, educate and modify behaviour:** Inform and educate the public and industry participants regarding better safety practices and issues, new codes, regulations and requirements, and seek to influence safe behaviours.
- **License, register and certify:** Support training institutions to ensure tradespeople are properly trained, and effectively examine and certify tradespeople. Authorize plants and equipment, devices, sites, and contractors to ensure proper tracking and oversight can be maintained.
- **Review designs:** Review the design and engineering of new technology, new installations, alterations and modifications to existing equipment and plants for compliance with codes and regulations.
- **Inspect and monitor:** Inspect and audit tradespeople, contractors, plants, equipment and sites for compliance with set standards under the codes and regulations and monitor developing safety-related trends or issues.
- **Enforce:** Take appropriate action to deter unsafe and non-compliant behaviour to lessen the potential for harm.
- **Investigate:** Investigate safety incidents and near-misses to determine the root cause to inform corrective actions and for future learning and risk identification.



Safety Programs for Regulated Sectors



Boilers and Pressure Vessels and Operating Engineers Safety Program

Boilers and Pressure Vessels

TSSA is responsible for regulating all pressure-retaining components manufactured or used in Ontario, in accordance with the Act and applicable regulation, with a commitment to ensuring the safety of boilers, pressure vessels, and piping systems. TSSA also provides services in this area to support the safety of Ontario's nuclear power plants.



Operating Engineers

TSSA examines and certifies operating engineers and operators and also registers, inspects and regulates the safety of plants in Ontario.



Elevating, Ski and Amusement Device Safety Program

TSSA is responsible for the oversight of elevating devices, ski lifts and amusement rides in Ontario under the Act and applicable regulations. This year, work on implementing two new initiatives to enhance elevator safety and availability will be underway.



These devices include elevators, escalators, moving walks, lifts for persons with physical disabilities, construction hoists, ski lifts (passenger ropeways), roller coasters, Ferris wheels, merry-go-rounds, inflatables, bungee-devices, zip lines, waterslides, go-karts, and other spinning or whirling rides.



Elevating device mechanics, including ski lift mechanics, must be certified by TSSA to install and maintain elevating devices. Ride mechanics must also be certified and are responsible for the safe and proper set-up, maintenance, and operation of all rides.



Fuels Safety Program

TSSA provides fuel-related safety services, in accordance with the Act and applicable regulations associated with the safe transportation, storage, handling, and use of fuels, such as gasoline, diesel, propane, natural gas, digester and landfill gas. TSSA delivers programs and services that regulate the safe use of fuels for private, industrial, and commercial uses in Ontario.

TSSA also regulates fuel suppliers, storage facilities, transport trucks, pipelines, contractors and their certified employees, and equipment or appliances that use fuels.

Additionally, TSSA works to protect the public, the environment, and property from fuel-related hazards such as spills, fires, explosions and the release of carbon monoxide.

Governance

TSSA is governed by a 13-member Board of Directors that is responsible for stewardship, including oversight of the organization, and taking a leadership role in the development of the organization's strategic direction. The Board is composed of seven elected members and six members appointed by the Minister of Government and Consumer Services. All members are recruited with the use of a skills matrix to ensure the Board possesses the required diversity of experience and expertise.

The Board and management monitor emerging best practices and act to adopt those that best serve to advance the organization's vision through strong governance and oversight.

Relationship to Government

TSSA is an administrative authority and performs its delegated responsibilities for public safety with diligence, observing the principle of ensuring a fair, safe and informed marketplace that supports a competitive economy. TSSA administers its delegated legislation and regulations and recommends amendments to delegated legislation and regulations that will enhance public safety and advises the

Ministry of Government and Consumer Services (MGCS) of any matters that may require action or attention. In addition to regular and frequent discussions with government, TSSA reviews its performance with MGCS on a quarterly basis with complete and quality data and information to ensure that the Ministry's needs are fully met or exceeded.

Commitment to Stakeholders

TSSA's responsibility to its stakeholders is characterized by a high degree of accountability and transparency, which is expressed through the following statements:

To all stakeholders: The conduct of TSSA and its employees will always be honest, professional and ethical. TSSA will consult with stakeholders and work in partnership to improve safety. Feedback on how TSSA is meeting its commitments and responsibilities is actively solicited and helps the organization to determine priorities.

To businesses and others in the regulated community: TSSA will work to ensure its mandate is delivered, while at the same time endeavouring to reduce the regulatory burden on businesses where possible.

To the public: TSSA will proactively work with diligence and competence to protect the public interest by maintaining and enhancing safety. TSSA will lead the way in working to prevent avoidable incidents. TSSA will educate members of the public so they are able to take personal responsibility for their safety.

To our regulated stakeholders: TSSA will provide timely and value-added safety services at a fair price. TSSA will provide an objective and expert application of its delegated authority that promotes continuous improvement.

Advisory Councils

TSSA has nine advisory councils with members who dedicate their time and expertise to improving safety in every corner of the province while providing input and insight on how to advance Ontario's economy and society, safely.

Eight industry advisory councils, established for each of TSSA's regulated sectors, work closely in the spirit of continuous improvement, primarily to identify and reduce risk, as well as to provide feedback on new policies and changes proposed by TSSA. Industry advisory councils and TSSA are also supported by technical committees as well as ad hoc working groups which propose and review technical improvements for their sectors.

TSSA also benefits from a Consumers Advisory Council that provides independent, consumer-focused advice and guidance related to the impact of activities on the public and consumers who are purchasers or users of products and/or devices regulated by TSSA. More information on TSSA advisory councils, including terms of reference, composition, and minutes of meetings, can be accessed on [TSSA's website](#).

Public Reports

TSSA produces a variety of corporate reports about its operations and the state of safety in Ontario. The following reports can be accessed on [TSSA's website](#).

- The **Strategic Plan** defines the major corporate goals for five years and the key strategies that will be used to achieve them. It also includes the measures that TSSA will use across the period to track progress.
- The annual **Business Plan** looks ahead and defines the various activities that will be implemented during the fiscal year to support its strategic goals and outlines the capabilities that are needed to fulfill everyday business needs as well as the goals of the Strategic Plan.
- The **Annual Report** reports on TSSA's financial statements upon the completion of a fiscal year and describes progress made against the commitments of the Strategic Plan and the Business Plan.
- The annual **Public Safety Report** provides a review of trends and patterns on public safety as well as a summary and analysis of safety data collected by TSSA for Ontario.

The Strategic Plan

This Business Plan remains anchored by TSSA's five strategic themes:

Modern
Regulatory
Framework

Service
Excellence

Safety
Awareness,
Active
Compliance

Engaged
People &
Effective
Teams

Solid
Operational
Foundation

TSSA's Strategic Plan is built on the foundation of five strategic themes that are a combination of three strategic goals that drive TSSA towards its vision and two foundational enablers that build and reinforce the organization's core capabilities. Each objective for the Fiscal Year 2022 is aligned with one of these strategic themes. TSSA will execute a variety of activities to support its objectives.

To be successful, TSSA's strategy focuses on priorities that will have the largest impact on becoming a valued regulator for a safer Ontario.

Strategic Goals:

- **Modernized Regulatory Framework:** TSSA will continue to work collaboratively with the Government of Ontario and regulated stakeholders to ensure a modern regulatory environment by becoming an Outcome-Based Regulator that benefits all stakeholders.
- **Service Excellence:** Working with staff and key stakeholders, TSSA will focus on ensuring regulated stakeholder interactions are consistently effective, efficient, and supportive.
- **Safety Awareness, Active Compliance:** TSSA will continue to promote actions that improve both the public and regulated stakeholders' awareness of risks and empower them to adopt safe behaviours.

Foundational Enablers:

- **Engaged People & Effective Teams:** TSSA will empower teams and promote an open and trusting environment for staff to adopt best practices and drive meaningful change at all levels of the organization.
- **Solid Operational Foundation:** TSSA will continue to improve its operating efficiency and transparency to achieve its goals and benefit its employees, regulated and other stakeholders.

Performance Targets and Results:

TSSA sets annual performance targets which are reviewed and approved by the Minister of Government and Consumer Services. **These Key Performance Indicators** are published on the TSSA website at www.tssa.org.

Business Plan Objectives for Fiscal Year 2022

Strategic Goals for FY22

Modern Regulatory Framework

Objective: Implement phase 2 of New Business Model with Enhanced Authorizations

Effective May 1, 2021, TSSA will transition customers to a streamlined, fixed fee structure for applicable authorizations (licences, permits and registrations) that addresses customer concerns about the complexity of the previous fee structure, the unpredictable nature of inspection invoices, and the number of invoices received on an annual basis. The new flat fees eliminate separate billing for all periodic inspections and one follow-up inspection, if required.

With the New Business Model in place, TSSA will be able to enhance the authorization process to support good actors who have timely licence renewals for devices, facilities and technologies as well as registrations for businesses. This initiative will improve TSSA's ability to track and follow up with those who may be operating illegally and with owners who do not renew their licences in a timely manner. Longer term, when Enhanced Authorizations are in place, TSSA expects to include the resolution of outstanding requirements as a condition of licence renewal.

Service Excellence

Objective: Develop compliance standards for two new areas

Objective: Implement two existing compliance standards that link to authorization and inspection frequency and are incorporated into TSSA's new IT system, OASIS

TSSA's transformation to an Outcome-Based Regulator includes a focus on high risk issues and improving inspector consistency through the development of compliance standards, inspector checklists and standardized high risk orders with clear time-to-comply deadlines. In addition, inspection reports and checklists that clearly identify priority items are being developed alongside compliance standards.

Development of evidence-based, data-driven compliance standards and tools that focus on high risk items will continue in FY22. Compliance standards for oil and gas pipelines will be launched during the year. In addition, two existing compliance standards will be tied into OASIS, TSSA's new IT solution, allowing for the compliance standards to be linked to authorization and inspection frequency. During the year, TSSA will determine two additional sectors to develop new compliance standards for, using historical incident and inspection data along with stakeholder input and expertise. The two new compliance standards will be established in FY22.

Safety Awareness, Active Compliance

Objective: Define brand position and new corporate website

TSSA will continue work to strengthen its reputation as a valued, trusted source of safety information through partnerships and public safety campaigns, such as those run in FY21 pertaining to carbon monoxide safety, patio heater safety, hiring qualified fuels contractors and other initiatives. Defining requirements for the corporate website will be informed by regulated stakeholders and will both enhance customer satisfaction and make it easier for the public and regulated parties to access relevant safety information.





Two Foundational Enablers for FY22

Engaged People & Effective Teams

Objective: TSSA will continue to invest in evolving its organizational culture and strengthening leadership across the organization to achieve its strategic vision and deliver on its commitments. Extensive training and development will continue for TSSA employees, as new systems, processes and compliance standards are launched.

Solid Operational Foundation

Objective: Complete boiler and pressure vessel (BPV) data cleansing

Objective: Launch OASIS Release 2 including data cleansing and data storage

As TSSA introduces new IT solutions and data governance to ensure accurate data is at the core of TSSA's regulatory actions and decisions, extensive efforts are underway to clean up and store current data which was not historically managed with proper controls and oversight. In FY22, data clean up will continue in the BPV program and one other program area.

As part of TSSA's commitment to ongoing improvement through efficient and innovative operating models, the organization has continued to strengthen and rebuild operational and financial systems and enhance data reliability and accessibility. The capacity to advance processes and technologies through better access to timely, reliable data and increased transparency to government, industry and the public are essential to TSSA's modernization. Last year, TSSA launched Release 1 of its new IT and business solution project, OASIS, a multi-year modernization program to be rolled out in four phases, with the second release launching this year.

Assessment of Corporate Resources

To ensure TSSA has the resources to achieve objectives and fulfill its safety mandate and regulatory responsibilities, the organization has a number of supporting plans, highlighted here.

Financial Resources

Technical Standards and Safety Authority

STATEMENT OF INCOME AND EXPENSES

Year ended April 30, 2021 with Fiscal 2022 Budget

	Fiscal 2021 Actual \$'000	Fiscal 2022 Budget \$'000	Changes \$ %	
Regulatory Business:				
Boiler and Pressure Vessels/Operating Engineers Revenue	15,598	17,303	1,706	11%
Elevating Devices and Amusement Devices Revenue	23,747	27,118	3,371	14%
Fuels Revenue	20,308	24,014	3,706	18%
Total Revenue	59,653	68,436	8,783	15%
Expenses	64,764	74,587	9,823	15%
Net Margin	(5,111)	(6,151)	(1,041)	20%
	(8.6%)	(9.0%)		
Non-Regulatory Business:				
Revenue	9,522	7,524	(1,998)	(21%)
Expenses	7,106	5,634	(1,472)	(21%)
Net Margin	2,416	1,890	(526)	(22%)
	25%	25%		
Total TSSA:				
Revenue	69,175	75,960	6,784	10%
Expenses	71,870	80,221	8,351	12%
Net Margin	(2,695)	(4,261)	(1,566)	58%
	(3.9%)	(5.6%)		

Technical Standards and Safety Authority

CAPITAL EXPENDITURE

Year ended April 30, 2021 with Fiscal 2022 Budget

	Fiscal 2021 Actual \$'000	Fiscal 2022 Budget \$'000	Changes \$ %	
Capital Expenditure	3,880	3,703	(177)	(5%)

Human Resources

TSSA employees adapted extremely well to the challenges posed by the COVID-19 pandemic. The organization is very proud that TSSA was able to keep employees safe while continuing to provide valuable services to the public and to regulated stakeholders, many of which were essential services, and deliver on our commitments by successfully achieving major strategic goals.

In FY22, TSSA will be focused on rolling out a COVID-19 Recovery Plan that will be guided by public health data and informed by lessons learned over the past year and employee input.

Distribution of personal protective equipment and ensuring facility safety were important components of TSSA's Health and Safety Programs in FY21. These initiatives will continue as employees return to 'new normal' work environments and will be augmented with mental health programming and resources including mental health training for leadership to help identify any residual pandemic impacts on employees.

As we continue on our journey to become a modern Outcome-Based Regulator, culture change, change management and training employees on new processes will all be areas of focus. Near the end of FY21, TSSA inspectors and engineers voted to be unionized. We'll commence negotiating first collective agreements in FY22.

Following the launch of some preliminary diversity and inclusion initiatives in FY21, including forming TSSA's first diversity, equity and inclusion resource group, the organization will be working on an action plan that engages the resource group and all employees in FY22.

Information Technology

In the fourth quarter of FY21, TSSA launched the first release of OASIS, TSSA's improved IT system. OASIS supports a web-based portal interface for Boiler and Pressure Vessel (BPV) owners, workforce planning functions for the BPV and Operating Engineers programs, and a risk-based scheduling solution, in addition to finance functions including procurement, billing and payments. OASIS releases 2 and 3 in FY22 will integrate TSSA's remaining regulated safety programs.

Another area of focus for TSSA's IT Department is strategic analytics, which support TSSA's Outcome-Based Regulator transformation strategy by enhancing the organization's data governance and data analytics capabilities. In FY21, the Strategic Analytics group worked with Operations and Policy teams to create TSSA's first three compliance standards. To achieve this, TSSA analyzed data to determine compliance issues with higher-risk incidents for pipelines, escalators and ski lifts. High risk compliance issues were organized to form a checklist to provide consistency in TSSA inspections and ease of regulatory understanding by industry. TSSA will continue to use its data analytics capabilities to develop compliance standards for other regulated programs in FY22.

Cybersecurity continues to be a priority for TSSA. Having implemented a variety of cyber protection tools in FY21—such as multi-factor authentication, advanced threat management, incident monitoring and detection, and enhanced internal network controls—TSSA will further improve its cybersecurity program by implementing information classification, conducting additional vulnerability scans, and thoroughly testing its disaster recovery plan in FY22. TSSA will also continue to promote user awareness programs through periodic bulletins to employees, self-training programs and simulated attacks.

Corporate Policies and Procedures

Privacy

TSSA is required to collect and maintain current customer data for the purposes of conducting its business and the furtherance of public safety. As an organization, TSSA is committed to maintaining the accuracy and security of its regulated stakeholders' information. TSSA will take measures to protect private information and will only collect, use or disclose information for legitimate business purposes.

TSSA ensures compliance with all applicable provincial legislative requirements. It is TSSA's commitment to its regulated stakeholders that the information it collects about them will only be used for the purposes for which it was intended. Stakeholder information will not be used for any other purpose including the advancement of discretionary business or for recruitment.

Visit TSSA's website to access the [TSSA Privacy Policy](#).

Enterprise Risk Management

TSSA has established and implemented an Enterprise Risk Management (ERM) system to assess and respond to risks and opportunities that may impact achievement of the strategic objectives outlined in the Strategic Plan. The goal of the organization's ERM program is to proactively identify, manage and mitigate key risks and their potential impacts in a systematic manner. TSSA has identified internal and external risks and considers eight categories of risks: strategic; compliance; operational; technological; financial; human resources; governance and stakeholder. TSSA periodically completes enterprise-wide updates of its risk profile, which include an assessment of risks based on their potential impact and probability of occurrence.

French Language Services

TSSA responds to all requests for French services as they arise during the year. Moreover, TSSA monitors requests for services in French to determine the appropriate level of service to meet public safety and regulated stakeholder service needs. In fiscal year 2022, TSSA will begin to make educational safety information for the public available in French.

Complaint Handling

The provision of service excellence is one of TSSA's strategic goals – the organization strives to achieve fairness and satisfaction as a valued regulator. A complaint may be an expression of dissatisfaction with respect to services TSSA provides, actions of staff, or the complaint process itself. Although TSSA seeks to address complaints at the level they are raised, should the matter require further attention, the complaint is escalated to more senior personnel, up to and including Statutory Directors appointed under the delegated safety legislation or the President and Chief Executive Officer.

TSSA also has a third-party Whistle Blowing Service to which potential TSSA wrongdoings can be reported by anyone, investigated and tracked. The Whistle Blowing Service also accepts reports and complaints about TSSA's regulated parties. Visit TSSA's website for more information about the [Whistle Blowing Service](#).

An independent and confidential resource employed by TSSA, TSSA's Ombudsman supplements the organization's other formal communications channels. Concerns may be raised and discussed with the Ombudsman and suggestions for improvements brought forward.

The Ombudsman's Annual Report documents both the Ombudsman's and Whistle Blower Service's activities. Visit TSSA's website for more information about [TSSA's Ombudsman](#).



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