



Strategic Plan

Fiscal Years
2024 to 2028



Table of Contents

Message from Our Chair	3
Message from Our President and CEO	4
What We Do: Our Core Mandate	6
Technical Standards and Safety Act, 2000	8
Our Journey to Becoming a Modern Regulator	9
Our Future	12
Our Strategy	13
Rewarding, Purpose-Driven Work	14
Outcome-Based Regulator	16
Ease of Doing Business	18
Future Ready	20
ONE TSSA	22
Reporting and Performance	23
Financial Forecast	24

Message from Our Chair

As an Outcome-Based Regulator, TSSA’s purpose is to enhance safety in Ontario through engagement, evidence, enforcement and education. On behalf of the TSSA Board of Directors, I am pleased to present our strategy for delivering on this renewed purpose over the next five years.



Robert J. (“RJ”) Falconi
Chair of the Board of Directors

As we developed this Strategic Plan, we have been fortunate to have the support of the Ministry of Public and Business Service Delivery (MPBSD) as we see our modernization transformation through to completion. In addition, we closely aligned our next five-year strategy with MPBSD’s key priorities, which include digitization of services, improving the customer experience, reducing unnecessary burden on responsible businesses and, of course, enhancing public safety in the province.

Recently, the Memorandum of Understanding (MOU) between the Minister of Public and Business Service Delivery and TSSA underwent significant revisions that saw the implementation of new and updated requirements at the start of Fiscal Year 2023. The new MOU reflects a more modern government oversight approach and governance practices that I am confident will reinforce the successful delivery of this new Strategic Plan.

As we embark upon a new phase of TSSA’s Outcome-Based Regulator journey, a journey that first began six years ago, we would like to thank all of our safety partners who continue to work alongside us as we evolve with the shared goal of continuously creating a safer Ontario.

Message from Our President and CEO

The past six years have been truly transformational for TSSA as an organization and have bolstered our effectiveness as a public safety regulator.



Bonnie Rose
President and CEO

As our Outcome-Based Regulator journey continues, our focus for the next five years is to complete our transformation by building on the solid foundation we've put in place today. We made some tremendous achievements in the last few years with the implementation of our new business model which allows us to put a greater focus on harm reduction strategies and our new comprehensive IT business solution that provides us with trustworthy data and digital solutions to better serve our customers. These foundational milestones allow us to better target safety risks and thereby reduce the number of injuries and fatalities.



Continuing to focus on our internal culture and fostering a work environment that enables purpose-driven and rewarding work is critical to achieving our strategic goals.

This new Strategic Plan is a culmination of our extensive engagement efforts to understand and consider the insights, expectations and needs of a variety of key partners – the Ministry of Public and Business Service Delivery (MPBSD), technical- and consumer-focused Advisory Councils, industry-based customers, employees at all levels, and other regulators – who were consulted throughout the development process. We would like to thank each of these individuals and groups for their valuable input which helped to guide our strategic direction for the next five years.

Four key themes emerged from the consultation process. Firstly, our stakeholders are largely supportive of TSSA's Outcome-Based Regulator transformation and the progress we have made to date. They would like to see us complete the transformation by delivering on key initiatives we set in motion in the previous Strategic Plan. Another area of general consensus was that we need to make it easier to do business with us by continuing to digitize and harmonize our processes. In addition, we heard from our partners that TSSA needs to be future ready, which includes, but is not limited to, working with government to help develop the regulatory framework for new areas that require technical safety oversight.

And finally, the need to continue focusing on our internal culture and fostering a workplace environment that enables purpose-driven and rewarding work came across very clearly as a critical component to successfully achieve our strategic goals.

This Strategic Plan provides an overview of the priorities we have established and it outlines what success will look like once we have met our goals. We also reevaluated and redefined our organization's Vision, Purpose and Values to guide our strategy and our actions. Over the next five years, we are committed to collaborating with government and stakeholders as we define our annual plans and objectives that will keep us on course to delivering on this Strategic Plan. We look forward to working together for a safer Ontario today and tomorrow.

Bonnie Rose

President and CEO

What We Do

Our Core Mandate

We achieve our safety mandate by working collaboratively with industry and government to reduce safety risks within our regulated industries.



TSSA is a not-for-profit organization, self-funded by fees charged to regulated customers in its mandated industries. TSSA is board-governed and operates independently of the government, and remains accountable to the Ministry of Public and Business Service Delivery and Ontarians more broadly. TSSA provides safety services that are both preventative and reactive across a wide range of sectors as mandated by the Government of Ontario under the Technical Standards and Safety Act, 2000. The purpose of the Act is to enhance public safety in Ontario by providing for the efficient and flexible administration of regulations, alternate rules and technical standards for amusement devices, boilers and pressure vessels, elevating devices, fuels, operating engineers, and ski lifts.

Broadly, the mandate of TSSA is as follows:

- To promote and undertake activities which enhance public safety;
- To undertake public safety services including training, certification, licensing, registration, audits, quality assurance, inspections, investigations and enforcement;
- To promote and undertake activities that encourage the harmonization of technical safety standards and compliance practices;
- To inform, educate and work with industry, government and the public; and
- To encourage industry to enhance safety.

TSSA achieves this mandate by working collaboratively with industry and government partners to reduce safety risks within its regulated industries. In collaborating with these groups and individuals, TSSA undertakes traditional regulatory and compliance actions and more modern and collaborative activities.

TSSA's spectrum of activities includes:

- Influencing codes and regulations;
- Informing, educating and modifying behaviour;
- Using data and analytics;
- Licensing, registering and certifying devices, businesses and individuals;
- Reviewing designs;
- Inspecting and monitoring;
- Supporting code development;
- Supporting development of technical policy frameworks;
- Providing compliance support;
- Enforcing; and
- Investigating.

Technical Standards and Safety Act, 2000

The following 17 Regulations are administered by TSSA under the Technical Standards and Safety Act, 2000. The Act also provides for a framework of Alternate Rules.

- Reg. 289/21** Administrative Penalties
- Reg. 197/14** Liability Insurance Requirement for Propane Operators
- Reg. 187/03** Certification and Training of Amusement Device Mechanics
- Reg. 223/01** Codes and Standards Adopted by Reference
- Reg. 222/01** Certification and Training of Elevating Device Mechanics
- Reg. 221/01** Amusement Devices
- Reg. 220/01** Boilers and Pressure Vessels
- Reg. 219/01** Operating Engineers
Alternate Rules for certain requirements of Operating Engineers Regulation 219/01
- Reg. 217/01** Liquid Fuels
- Reg. 216/01** Certification of Petroleum Mechanics
- Reg. 215/01** Fuel Industry Certificates
- Reg. 214/01** Compressed Gas
- Reg. 213/01** Fuel Oil
- Reg. 212/01** Gaseous Fuels
- Reg. 211/01** Propane Storage and Handling
- Reg. 210/01** Oil and Gas Pipeline Systems
- Reg. 209/01** Elevating Devices

Our Journey

to Becoming a Modern Regulator

In our previous Strategic Plan, TSSA began the journey to becoming a Modern Regulator.

Principles of Modern Regulators

Collaborative

Support decision making and build trust by engaging the right stakeholders at the right time

Informed

Base decisions on evidence while considering regulatory impact

Innovative

Use a leading and flexible suite of tools to achieve compliance

Effective

Measure impact of regulations and initiatives on policy goals and outcomes

Transparent

Make information available to stakeholders to empower others to make safe decisions

Credible

Have proper oversight, consistency and continuity in regulation, as well as adequate enforcement.

This entailed a significant shift in the way we deliver on our core mandate.



Over the last six years, TSSA has made significant progress in our transformation to a Modern Regulator. In essence, several key accomplishments have laid the foundation to support the completion of our journey:

Launched OASIS

A single CRM system for use throughout the organization that enables a 360-degree view of customer information and is supported by clean data. Controls to ensure data remains accurate and reliable. Paves the way for more online, self-serve capability for our customers.

New Business Model

A new way to bill to recover the cost of all safety tools so that TSSA has the ability to use the most effective approach to ensure safety, which will reduce burden while improving safety.

Digitization

Elevator Availability Portal, invoice payment and engineering pre-payment portals, Boiler and Pressure Vessel Certificate of Inspection portal to manage records of inspections and TSSA authorization of these devices.

Compliance Standards

Data informed, transparent checklists highlighting high-risk areas as well as important safety tasks.

Workforce Culture

An organizational focus on teamwork, leadership and accountability to support the transformation underway.

Our journey to fully realize TSSA as a Modern Regulator is starting to directly touch the many industries that we regulate. This next Strategic Plan will see us complete the transformation and build on these new, solid foundations.



As a key element of the development of this Strategic Plan, we consulted widely with stakeholders, internal and external to TSSA, to ensure we understood the key issues and opportunities for TSSA over the next five years.

There was broad consensus on four key themes:

1 **Finish and sustain** the transformation-related changes to becoming an Outcome-Based Regulator

2 **Make it easier** to do business with TSSA

3 **Prepare for the future**

4 **Renew our focus** on creating an organizational environment that enables purpose-driven and rewarding work

These form the foundation of the **Four Strategic Goals** for the next five years at TSSA.

As part of the development of our new Strategic Plan, we reviewed our Vision, Purpose and Values to ensure they are anchored to and guide our new strategy. These and our strategy can be found in the next section.

Our Future

Our vision is working together for a safer Ontario today and tomorrow.

Our purpose is to enhance safety in Ontario through engagement, evidence, enforcement and education.

Our work as **ONE TSSA** is grounded in our commitment to a set of core values:

Safety

Be safety focused at all times

Collaboration

Work well with others

Accountability

Be responsible for our actions and deliver on our commitments

Integrity

Conduct ourselves with transparency using risk-informed evidence

Inclusion

Leverage diversity through inclusive, respectful leadership

Innovation

Be forward thinking, adaptable and data driven

Our Strategy



Rewarding, Purpose- Driven Work

Our business is a people business. At TSSA, our people have a deep commitment to safety.



We are equipping employees with modern tools and evidence to help them better deliver on this core commitment.

The last five years have seen TSSA employees work hard to transform the way we do things as part of our journey to becoming a modern regulator. This transformation has occurred within the context of a global pandemic and significant social movements, both of which underscore our continuing need to focus on people, and ensure an inclusive, diverse and purpose-driven work environment. Our foundational pieces are in place. Our people have worked hard to ensure a safe Ontario during the pandemic. We now need to redouble our efforts to focus on them.



What We Heard

- **Being an Outcome-Based Regulator requires a significant shift in the fabric of the organization – capabilities, capacity and culture**
- **Engaged and capable employees are critical to protecting public safety and to delivering high quality service to our customers – the entities we regulate**
- **Our people are excited for the future but are tired after five years of a great deal of change and over two years of operating through a pandemic**
- **We need to re-engage our people and re-equip them to be their best in our new mode of regulatory work as an Outcome-Based Regulator**

Our Priority Activities

Over the next five years, we will undertake the following four priority activities:

- 1 Create greater leadership capacity across the organization through Leadership Development Programs**
- 2 Enhance skills and capabilities to use new tools and approaches**
- 3 Provide internal opportunities for growth and development**
- 4 Develop and implement a career planning framework**

What Success Looks Like

Success in undertaking these activities will lead to:

- **An engaged and purpose-driven workforce**
- **TSSA being viewed as a great place to spend one's career**
- **A culture aligned to being an Outcome-Based Regulator**

Outcome-Based Regulator

One important facet of being a modern regulator is to use data to inform our decision making.



This means that we use evidence to determine where and when we need to spend time with a regulated entity to collectively enhance safety outcomes and reduce harm. More specifically, being an Outcome-Based Regulator means we will use data to identify what factors contribute to and cause incidents so that we can educate operators and inspectors on where to focus their efforts and educate the public on how to interact with technical equipment safely. Further, the data we collect is analyzed to identify entities at higher risk of a safety failure.

We will put more focus on those entities through increased education, inspections and audits and by adding prerequisites for authorization renewals. This focus on unsafe situations includes investigating and prosecuting entities that are operating illegally in the province. Lower-risk entities will have lighter-touch engagement with TSSA in recognition of their compliance and overall good performance. We will be able to track changes in compliance and performance on an ongoing basis, redirecting our attention as data and evidence dictates.



What We Heard

- **Finish what was started**
- **We like what we've seen so far** (external stakeholders)
- **Using a data-driven approach to harm reduction** is at the core of being a modern regulator
- **Cuts to the core of the culture** of TSSA and represents a significant shift

Our Priority Activities

Over the next five years, we will undertake the following priority activities:

- 1** **Systematically assemble more data** for all areas that TSSA regulates to enable and inform our decision making
- 2** **Develop and launch new compliance standards** for all programs that TSSA regulates
- 3** **Develop risk scores for all our regulated entities** that, in turn, will direct our attention for oversight and enforcement activities
- 4** **Work with regulated entities, through awareness and education campaigns, to ensure greater understanding** of how we work together to improve safety and reduce harm in Ontario

What Success Looks Like

Success in undertaking these activities will lead to:

- **Better safety outcomes**
- **Risk informed inspections and authorizations**
- **Data-driven decision making**
- **More educated and informed regulated entities who take on greater responsibility for safety**

Ease of Doing Business

As a regulator, we are conscious of getting the balance right between service to our regulated entities and our oversight and enforcement activities.



TSSA needs to be easy to transact with. Those who we regulate are facing a challenging business environment that shows few signs of trending otherwise. Inflation is on the rise. Businesses are still recovering from the aftershocks of a global pandemic, which include significant supply chain issues. Equally important is the government's commitment to digitization and improved customer service.



What We Heard

- **TSSA is still too difficult to work with.** There is too much variation in the way TSSA interacts with its regulated entities, and these interactions are still too cumbersome
- **TSSA has internal processes that create extra work** for both employees and our regulated entities
- **More digitization of key processes** is a big opportunity for TSSA
- **Working with TSSA is like working with three separate companies.** There is a desire for a more harmonized, consistent TSSA

Our Priority Activities

Over the next five years, we will undertake the following three priority activities:

- 1 Create a digital platform** for interactions with our regulated entities
- 2 Simplify and harmonize** key operational processes
- 3 Focus on service** by creating a customer service unit dedicated to improving TSSA's regular and routine interactions with our regulated entities

What Success Looks Like

Success in undertaking these activities will lead to:

- **Burden reduction for regulated entities**
- **Harmonized, consistent, simple and efficient core operational processes**
- **Regulated entities and TSSA working together seamlessly and efficiently, with a high level of customer satisfaction during regular and routine interactions**

Future Ready

The future is upon us. There are myriad significant technological advancements affecting our work as regulators.



Governments are working hard to understand the implications of recommendations from the Truth and Reconciliation Commission. Climate change is opening up new conversations about how we address this new reality. These are but a few of the significant external factors TSSA must address in the future, with climate change being among the most pressing.

TSSA needs to ensure that we are prepared for the impacts of climate change, including technical frameworks for new technologies to support Ontario's carbon footprint reduction efforts, as well as reviews of the impact climate change (flooding, temperature) will have on installed devices. In short, we need to be ready for the future that will impact our work on multiple fronts.



What We Heard

- **There are new areas of safety work** that will need to be regulated, the most pressing of which are Hydrogen, Biofuels, and Small Modular Reactors (Nuclear)
- **There is a growing disparity** between old and new technologies in the areas and equipment we currently regulate
- **New skills are required** for TSSA employees in order to be ready for the future

Our Priority Activities

Over the next five years, we will undertake the following priority activities:

- 1** **Develop new technical policy frameworks** for emerging regulatory areas: Hydrogen, Biofuels, Compressed Natural Gas, Liquefied Natural Gas and Refrigeration
- 2** **Fully digitize our historical data**

What Success Looks Like

Success in undertaking these activities will lead to:

- **TSSA having the capacity and capabilities to ‘stay with the times’**
- **Faster, simpler, risk-based onboarding of new technologies**
- **Continued financial stability to deliver on our core safety mandate**

ONE TSSA

ONE TSSA, together, working for a safer Ontario.

Our key themes represent four mutually reinforcing streams of activities for TSSA over the next five years that collectively create ONE TSSA, and a TSSA that is among the most progressive and modern regulators in Canada.

ONE TSSA is not a separate strategic goal unto itself, but rather an outcome of the work we will do as part of the Four Key Themes. We will know our overall strategy and Strategic Plan have been successful if after five years:

- **Customers and employees see TSSA as one unified organization**, operating with efficiency and consistency
- **We collaborate across the enterprise** to deliver on our purpose and mandate
- **We use reliable data** to make decisions and operate with transparency, ease and efficiency
- **We support one another** to bring TSSA forward and into the future
- **We work together**, within TSSA, for a safer Ontario

Reporting and Performance

This Strategic Plan represents our grow, build and change activities over the next five years. Activities that are part of the Strategic Plan will be incorporated into our annual Business Plan, and our achievements will be reflected in our Annual Report and Key Performance Indicators established by the Minister under the Memorandum of Understanding.

Financial Forecast

Our current state of operations is reflected in the following financial summary. As we implement the Strategic Plan, we will see changes to the organization reflected in the financial summary.

All figures \$'000

	FY 22 Actual	FY 23 Budget	FY 24 Projected	FY 25 Projected	FY 26 Projected
Regulatory					
Revenue	\$ 70,937	\$ 72,258	\$ 75,922	\$ 79,301	\$ 81,689
Expenses	71,410	77,961	81,393	83,378	84,327
Net Margin (Regulatory)	(473)	(5,703)	(5,471)	(4,077)	(2,638)
Non-Regulatory					
Revenue	7,115	7,581	6,467	6,556	6,614
Expense	5,1171	4,935	2,951	2,482	2,532
Net Margin (Non-Regulatory)	1,998	2,646	3,516	4,074	4,082
Total Net Margin	\$ 1,525	\$ (3,057)	\$ (1,955)	\$ (3)	\$ 1,444

Technical Standards & Safety Authority

345 Carlingview Drive
Etobicoke, ON M9W 6N9

tssa.org

