



BUSINESS PLAN

Ontario's Technical Safety Regulator:
Embracing the Transformation to a Modern,
Outcome-Based Regulator

FISCAL YEAR
2023



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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.

Message from the CEO

As TSSA transitions to a modern Outcome-Based Regulator, an important organizational shift is underway which is strengthened by the commitment of our employees, our safety partners and the many individuals and organizations that we regulate that put safety first each and every day. Where there was once a reliance on a fee-for-service revenue stream based on inspection activity, TSSA now has an increased focus on risk and harm reduction with a business model that facilitates this shift. And our organization is undergoing a digital transformation to further enable this shift by delivering accurate data and better risk analysis to improve safety and reduce harm in the province. By employing risk-based strategies, we are seeing greater opportunities to improve safety through partnerships, risk prevention and innovation, while reducing unnecessary burden on the industries we regulate. With dedicated support from the many safety champions that work inside and outside TSSA, I can confidently say that we are reaching the final stages of our Strategic Plan to transform our organization.

Five years ago, when TSSA set out on its journey to revolutionize and enhance technical and public safety oversight in Ontario, no one could have foreseen the emergence of a global pandemic that would alter almost every aspect of our lives and businesses. The impacts of COVID-19 on TSSA and the rest of the province led us to adjust the timing of some of the goals of our Strategic Plan, focusing first on the initiatives that would have the greatest impact on advancing our transformation. These initiatives included implementing a new business model, launching a new IT and business solution, improving our risk models, and creating our first compliance standards establishing a framework that will serve all our safety programs. Now in our final year of our Strategic Plan, we have made significant progress on all of these projects, while delivering on our vital safety mandate across the province. To ensure we successfully complete our transformation, we have extended the timeline of our current Strategic Plan from five years to six, with a new multi-year Strategic Plan under development that will solidify our future as an Outcome-Based Regulator.

As we head into the final year of our transformation strategy, the accomplishments of this past year have us well positioned to deliver on the key goals we have established for the upcoming year. Having enhanced the authorization process to support timely licence and registration renewals, we will be able to make swift progress on achieving the targets we've set for addressing longstanding lapsed authorizations. This plan will further enhance our ability to track and shut down illegal operators, while putting policies in place to address certificate holder renewals after extended periods of absence. In addition, having designed two more evidence-based compliance standards focused on reducing high risks, we are primed to implement four compliance standards in the Elevating Devices and Ski Lifts Safety Program in the coming year. Foundationally, the backbone of our transformation is OASIS, TSSA's new IT and business solution releasing in four phases. We will be leveraging learnings from the extensive data clean-up and successful second release of OASIS to guide the success of Release 3 in Fiscal Year 2023 (FY23.)

Well positioned to achieve our FY23 goals, we are committed to collaborating with our employees, industry stakeholders, the talented individuals who provide input and expertise on TSSA's Advisory Councils, and the Ministry of Public and Business Service Delivery, as we spend the next year charting our future through the development of a new Strategic Plan that will launch at the end of next year.

I am grateful to our employees for their ongoing partnership and dedication to working together to help keep Ontario families, businesses and communities safe. This year, we are proud to celebrate 25 years as an independent safety regulator dedicated to promoting and enhancing safety where Ontarians live, work and play.

Sincerely,



Bonnie Rose
President and CEO



TSSA Overview

Corporate Overview

As Ontario's technical safety regulator, 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 safety 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 promote and enforce the *Technical Standards and Safety Act*, 2000 (the Act), and 17 associated regulations. The organization focuses on its core services to continuously improve safety.

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

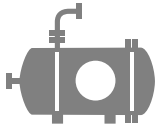
TSSA Safety Value Chain

TSSA helps regulated clients, safety partners, and the public by facilitating increased awareness and understanding of the rules and practices to stay safe. 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 employee expertise to support government in developing regulations and participate in standards development, 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 and bring people and equipment into compliance.
- **Use data and analytics:** Collect and diligently manage data that will be analyzed to clearly identify risks.
- **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 regulated professionals, 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.

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 – like authorizations, inspections and prosecutions – unlikely to be effective on their own.

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 contract 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 and Amusement Devices and Ski Lifts Safety Program

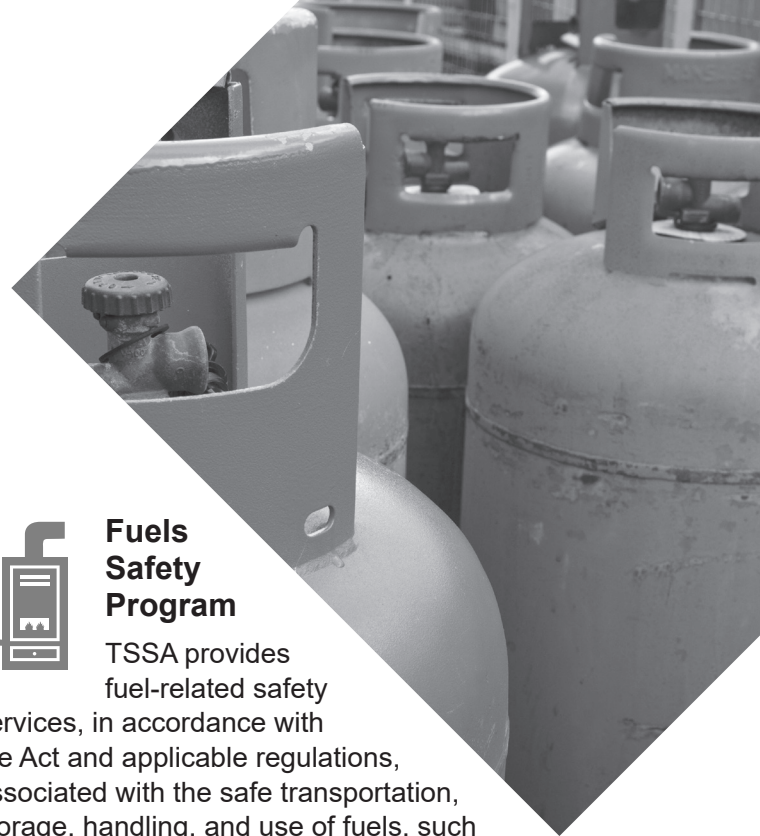
TSSA is responsible for the oversight of elevating devices, ski lifts and amusement rides in Ontario under the Act and applicable regulations.



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, fuel oil, 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.

The Government of Ontario made the decision to move the training, examination and certification of Gas Fitter Class A, Gas Fitter Class B, and Gas and Oil Burner technicians from TSSA to a new agency called Skilled Trades Ontario (STO), in order to offer these fuel-related professions as Red Seal trades. Over the coming months, TSSA will work closely and cooperatively with government to transition these responsibilities to STO.

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.

Accountability and Transparency

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 Public and Business Service Delivery. All members are recruited to ensure the Board possesses the required diversity of skills, experience and expertise and represents the diversity of Ontario, including gender, geographic distribution, and ethnicity.

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 of the Government of Ontario 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 designated legislation and regulations, recommends amendments to legislation and regulations that will enhance public safety, and advises the Ministry of Public and Business Service Delivery (MPBSD) of any matters that may require action or attention.

Requirements, activities and information sharing between TSSA and MPBSD are contained in the Memorandum of Understanding (MOU) between the Minister and the Chair of the Board. The MOU underwent significant revisions in FY22, and implementation of new and updated requirements will begin this year.

In addition to regular and frequent discussions with government, TSSA regularly reviews its performance with MPBSD regarding the administration of the Act. TSSA sets annual performance targets which are reviewed and approved by the Minister of Public and Business Service Delivery. These Key Performance Indicators are published on the [TSSA website](#).

Auditor General Recommendations

As of the first quarter of FY23, 76 per cent of the Auditor General's recommendations released in December 2018 have been reported as fully implemented. Two per cent of the recommendations will not be implemented. Five per cent of the recommendations are no longer applicable, specifically Recommendation 17 regarding the discontinued Upholstered and Stuffed Articles Safety Program. Seventeen percent of the remaining recommended actions are in progress. TSSA will continue to address the outstanding recommended actions, a number of which are tied to the delivery of strategic objectives, such as the completion of OASIS, TSSA's new IT and business solution.

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 burden on businesses without compromising safety.



To our regulated safety partners: 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.

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 work with its partners to help educate members of the public so they are empowered to take personal responsibility for their safety.

Advisory Councils

TSSA has eight 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.

Seven industry advisory councils 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.

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 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 multiple years and the key strategies that will be used to achieve them.
- The annual **Business Plan** looks ahead and defines the objectives, various activities and budget 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 audited 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 around five themes: three strategic goals that drive TSSA towards its vision and two foundational enablers that reinforce the organization's core capabilities. Each objective for FY23 is aligned to 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:

- **Modern Regulatory Framework:** TSSA will continue to work collaboratively with government and stakeholders to ensure a modern regulatory framework that enables TSSA to become an Outcome-Based Regulator to the benefit of 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.



Business Plan Objectives for Fiscal Year 2023

Strategic Goals for FY23

Modern Regulatory Framework

Objective: Revise TSSA's risk score

TSSA creates and regularly updates safety profiles for its regulated professionals, businesses and devices and develops risk scores that determine the level of risk these entities pose to the public. In doing this work, TSSA considers risk factors such as past incidents or occurrences and historical inspection data. As TSSA continues its journey to become an Outcome-Based Regulator, its ability to assess and manage risk data is critical to the safety of Ontarians. In FY23, TSSA will review the existing risk score model and make adjustments as necessary to ensure TSSA's risk score methodology supports operations and efforts to improve safety outcomes. The revised risk score will ultimately be used to quantify desired safety outcomes and measure the impact of safety initiatives.

Objective: Implement plan for historical lapsed authorizations

In FY22, TSSA enhanced its authorization process by implementing an effective procedure to follow up on regulated sites, devices and businesses that were not renewing their licences in a timely manner. FY23 will see TSSA build on this initiative by implementing a method to address authorizations that expired prior to May 2021, strengthening TSSA's ability to track those who may be operating illegally.

In addition, TSSA will develop policies to waive or reduce fees for certificate holders who are taking parental or military leaves or retiring from their trades but wish to maintain their certifications. To achieve higher rates of compliance, TSSA will also develop verification and shutdown policies for devices unauthorized to operate and institute additional fees for those who fail to renew in a timely manner or operate without the benefit of authorization. The implementation of waived, reduced or additional fees will be made in accordance with Schedule H (Fee Setting Process and Criteria) of TSSA's Memorandum of Understanding (MOU) with the Ministry of Public and Business Service Delivery (MPBSD).

Service Excellence

Objective: Engage stakeholders to develop a new Strategic Plan

As FY23 is the final year of the current Strategic Plan, TSSA will engage with Advisory Councils, MPBSD, key industry associations, and its workforce to inform the development of a new Strategic Plan – ensuring all stakeholders can contribute to and understand TSSA's future path. The new Strategic Plan will begin in FY24.

Objective: Implement four compliance standards that link authorization and inspection and are incorporated into TSSA's new IT and business solution, OASIS

Compliance standards distinguish between high-risk issues and requirements and lower-risk non-compliances. This allows TSSA inspectors and industry members to clearly identify the highest risks and focus on addressing them. Making further progress on becoming an Outcome-Based Regulator in FY23, TSSA will launch four new evidence-based, data-driven compliance standards for Traction Elevators, Hydraulic Elevators, Ski Lifts, and Escalators. Moreover, the third release of TSSA's new IT and business solution, OASIS, in FY23, will ensure TSSA has the capability to link authorizations and periodic inspections.

Safety Awareness & Active Compliance

Objective: Launch elevator availability webpage

TSSA will continue working to implement new rules that will see elevator owners report extended elevator outages for public information purposes. Starting from July 1, 2022, owners of elevators in residential buildings and long-term care homes will be required to report elevator outage data to TSSA. The data will be published online so that the public can be better informed when making decisions on renting or buying a home. In addition, data collected from elevator outage reports will inform and shape future regulatory decisions on elevators. Communicating with industry stakeholders throughout the process to ensure they understand their obligations, TSSA will develop the elevator availability webpage for public launch on tssa.org. TSSA will also prepare and deliver on a communications plan to heighten public awareness of the tool and its safety benefits.

Objective: Complete design of new corporate website and begin development

With a final strategy and plan for a new corporate website completed, content will be developed throughout the year with the website launch planned for FY24. The elevator availability webpage will be designed such that it will seamlessly incorporate into TSSA's new website. Planned improvements to the corporate website will be informed by stakeholders, enhance customer satisfaction and make it easier for the public and regulated parties to access relevant safety information.

Foundational Enablers for FY23

Engaged People & Effective Teams

Objective: Measure culture transformation

In support of TSSA's current strategy to become an Outcome-Based Regulator, TSSA needed to foster a culture of collaboration and partnership. In 2018, TSSA measured its culture and identified three key cultural shifts required to support its transition. In FY23, TSSA will measure its culture again to see how the organization is changing in support of its new regulatory model.

Objective: Negotiate two collective agreements

In late FY21, TSSA inspectors and engineers voted to be union represented. TSSA respects the rights of its employees to organize and began negotiations in FY22. In FY23, TSSA expects collective bargaining will conclude with implemented ratified agreements. TSSA is committed to working together as one team to meet its objectives and deliver safety for all Ontarians.

Objective: Launch new human resources system

TSSA will source and implement a new cloud-based solution for its core human resources system that integrates payroll functionality and self-service capabilities for employees and managers. The new system will provide improved service for employees and facilitate timely, data-driven decisions to support business leaders.

Solid Operational Foundation

Objective: Launch OASIS Release 3 including a data lake (storage)

In FY22, TSSA launched Release 2 of its new IT and business solution project, OASIS, a multi-year modernization program rolling out in four phases, with the third release launching in FY23. Release 3 will integrate TSSA's Elevating Devices Safety Program into the system, providing TSSA with more real-time, trustworthy data with which to make informed safety decisions.

Objective: Begin developing OASIS Release 4 – customer self-service portal

As part of the OASIS rollout, TSSA will begin to develop a self-service portal to simplify the customer experience for its regulated stakeholders by making it easier to access services and conduct transactions. TSSA will spend time this year to define requirements for the portal, and then design and test its functions. The customer self-serve portal launch is projected for FY24.

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

The FY23 budget represents management's commitment to stakeholders to develop and implement a practical financial plan aligned with the vision and strategic priorities of TSSA. The emphasis is on delivering efficient, customer-focused processes that support TSSA's regulatory mandate, while funding investments to ensure a solid business foundation and modernization for the future.

In accordance with recommendation 7 of the Auditor General's 2018 Value-for-Money audit to match fees collected in each program with the costs of administering each program, a fee increase is planned to support TSSA's key responsibilities, ensure its financial stability, and address the inflationary pressures for FY23. In FY23, fees for all programs (except Elevating Devices/Amusement Devices/Ski Lifts) will be increased by 2.6 per cent in order to expedite the reduction of cross-subsidization between safety programs, support the modernization process, and continue to address the Auditor General's recommendations. While the fee increase is not sufficient to eliminate TSSA's regulatory net margin deficit, it helps reduce the projected net deficit until TSSA performs its post-implementation assessment of its recently implemented revised fee structure. Once the fee structure assessment is completed, TSSA will determine whether additional fee changes may be required after FY23.

TSSA's total budgeted revenue for FY23 is \$79.8 million, an anticipated increase of 2.3 per cent versus FY22.

TSSA's total budgeted expenses for FY23 amount to \$82.9 million, which is an increase of 8.3 per cent over FY22 and includes internal resource costs to support the volume of planned activities to deliver TSSA's safety mandate and investments to achieve the strategic and business plan objectives. Core business expense growth, excluding OASIS program expenses, is expected to be 8.5 per cent over FY22. This increase is primarily driven by salary and benefits increases and IT costs for software licences,

data storage and the implementation of a new Human Capital Management system. Additionally, increased professional services are required to support TSSA's customer relationship management (CRM) system and cyber security activities. As TSSA continues to focus on planned initiatives, including its transformation to an Outcome-Based Regulator and phase two of its cybersecurity plan, cost controls remain in place to ensure focused spending.

TSSA's capital budget for FY23 is projected at \$4.0 million. Spend is driven by a combination of the OASIS program and the new Human Capital Management System. While there will be continued capital spending to upgrade and maintain IT infrastructure to ensure effectiveness, security, performance and reliability, investment in existing systems will be limited, with the focus on the OASIS program.

The balance sheet is expected to remain solid, and liquidity will continue to be strong, based on available working capital and ongoing cash management. TSSA's liquidity ratios are strong, with cash available to support operations and capital investments. TSSA's investment portfolio of high-grade, low-risk investments remains consistent with the corporation's policy and is also closely monitored by a third-party investment manager.

TSSA continues to monitor its reserves, which are 29 per cent of expenses, excluding OASIS expenses, at the end of FY22. The total reserve level at the end of FY23 is expected to be 20 per cent. The reserve policy targets a restricted reserve level of 25 per cent of budgeted operating expenses. It is expected that reserves will begin to increase in FY24 as TSSA works towards completion of the OASIS project. Recovery of the reserves will be achieved through fee increases, in addition to other measures identified by management, to support the business in achieving its long-term vision and goals and ensure adequate capital for unforeseen economic events. As such, TSSA expects that the reserve target mentioned above will be surpassed in FY25.

TSSA is confident that the established operating and capital budgets will enable the successful execution of TSSA's regulatory mandate and overall business plan. In FY23, TSSA will continue to focus on its transformation into an Outcome-Based Regulator, with the ability to clearly demonstrate improved safety

outcomes for Ontarians. TSSA is committed to being a trusted partner and educator and assisting the regulated community in achieving compliance and safety outcomes, while reducing unnecessary burden on the industry and fostering economic growth.

Technical Standards and Safety Authority
STATEMENT OF INCOME AND EXPENSES
 Year ended April 30, 2022 with Fiscal 2023 Budget

	Fiscal 2022 Actual \$'000	Fiscal 2023 Budget \$'000	Changes	
			\$	%
Regulatory Business:				
Boilers and Pressure Vessels/Operating Engineers Revenue	16,818	17,198	380	2%
Elevating Devices and Amusement Devices Revenue	29,299	29,531	232	1%
Fuels Revenue	24,272	24,918	646	3%
Total Revenue	70,389	71,647	1,259	2%
Expenses	71,406	77,994	6,588	9%
Net Margin	(1,017)	(6,347)	(5,330)	524%
	(1.4%)	(8.9%)		
Non-Regulatory Business:				
Revenue	7,116	7,581	466	7%
Expenses	5,122	4,949	(174)	(3%)
Net Margin	1,993	2,633	639	32%
	28%	35%		
Investment Income	549	620	72	12%
Total TSSA:				
Revenue	78,053	79,849	1,796	2%
Expenses	76,528	82,943	6,415	8%
Net Margin	1,525	(3,094)	(4,618)	(303%)
	2.0%	(3.9%)		

Technical Standards and Safety Authority
CAPITAL EXPENDITURE
 Year ended April 30, 2022 with Fiscal 2023 Budget

	Fiscal 2022 Actual \$'000	Fiscal 2023 Budget \$'000	Changes	
			\$	%
Capital Expenditure	2,718	4,007	1,289	47%

Human Resources

TSSA will continue its unrelenting focus on employee health, safety and wellbeing as the COVID-19 pandemic continues. While the various pandemic waves and phases have been challenging, TSSA employees have been resilient and adaptive as provincial guidelines changed. In FY22, the Workplace Transformation Committee was formed and will be instrumental in safely navigating the reopening of TSSA's head office, as COVID-19 conditions permit, as well as the transition to a hybrid flexible working model. Additionally, TSSA's Inclusion, Diversity, Equality Alliance, formed in FY21, is actively planning initiatives to be launched in FY23 with the goal of raising diversity awareness and inclusion within the organization.

In addition, the HR Department established an Education Team as a new centre of expertise in FY22. The goal of team is to invest in education and learning opportunities that support TSSA's technical training needs and strategic initiatives. Going forward, the team will be focused on evaluating TSSA's safety programs and developing educational offerings to enhance employee skills and knowledge and improve program efficacy.

Fostering an engaging, purpose-led workplace environment is essential for TSSA to fully realize its Outcome-Based Regulator transformation. Therefore, FY23 will see TSSA focused on supporting its employees through change, as they work together to implement OASIS and other key initiatives, such as new compliance standards. TSSA will also continue its ongoing focus on the development and internal movement of employees, creating opportunities for them to take on different roles with similar or increased responsibility and scope and promoting from within TSSA's existing pool of talented team members.

Information Technology

Throughout FY23, TSSA will be undertaking projects to complete the modernization of Elevating Devices and Amusement Devices Safety Program systems in OASIS, TSSA's new IT solution. In addition, TSSA will transform its Human Resources Information System with the implementation of an integrated cloud-based solution to better serve and empower its workforce.

IT development will support the new regulatory requirement to collect and publicly report elevator outage data from residential buildings. This initiative will support members of the public and other stakeholders seeking to determine properties with elevator availability issues. Data collected from elevator outage reports will inform and shape future regulatory decisions on elevators.

Given the high percentage of network traffic directed at organizations by individuals with ill intent, cybersecurity must remain a high priority for TSSA. With this acknowledgement, TSSA's cybersecurity initiatives will include additional enhancements to internal network controls, advanced threat detection and management measures, incident monitoring and detection, and repetitive vulnerability scans, among ongoing upgrades and enhancements to protect data and technology assets. TSSA will continue to promote internal user awareness programs through periodic cybersecurity attack simulations, educational programs, and perpetual communications.

Strategic Analytics

TSSA continues to focus on building its data analytics and risk management capability. On the data management front, the focus for the coming year will be to continue to ensure that TSSA can maintain strong data analytics and data quality standards by updating the TSSA Analytics Platform (TAP) used internally to create various reports for operational and strategic planning. Extensive efforts will continue to clean up and store existing TSSA data, which was not historically managed with proper controls and oversight.

Data governance and data quality will continue to be a top priority in FY23. With the third release of OASIS and the conversion to a Customer Relationship Management (CRM) system, TSSA will work on ensuring that the data controls established are maintained and scaled to all areas of the business. Data owners and data stewards will monitor and maintain all new TSSA records created to ensure reliable data quality going forward.

TSSA's risk analytics are key drivers and enablers of TSSA's transformation to an Outcome-Based Regulator.

Supporting Policies and Procedures

Privacy

TSSA is required to collect and maintain current client 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 information. TSSA will take measures to protect private information and will only collect, use or disclose this information for legitimate business purposes.

TSSA follows privacy best practices and abides by the highest standards for privacy protection. It is TSSA's commitment to its regulated stakeholders that any private or proprietary information it collects about them will only be used for legitimate purposes that are in the interests of public safety. Stakeholder information will not be used for any purpose relating to 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 FY22, TSSA made its educational safety information for the public available online in French. In FY23, TSSA will continue to translate new educational safety information targeted to the general public.

Accessible Goods, Services and Facilities

Committed to providing services that are accessible to people with disabilities in accordance with the provincial Accessibility for Ontarians with Disabilities Act (AODA) - Accessibility Standard for Customer Service: Regulation 429/07, TSSA strives to ensure the provision of customer service in a way that reflects the AODA core principles: Dignity, Independence, Integration and Equal Opportunity.

TSSA's Customer Service Accessibility Policy and Multi-Year Accessibility Plan are available online at www.tssa.org.

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 and has a framework in place to handle complaints. 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 on a confidential basis. 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 Blowing Service activities. Visit TSSA's website for more information about [TSSA's Ombudsman](#).



Technical Standards and Safety Authority

345 Carlingview Drive
Toronto, Ontario M9W 6N9

Telephone: 1-877-682-8772
Email: customerservices@tssa.org

Website: www.tssa.org



Putting Public Safety First