



TSSA has developed an ambitious plan to ensure we effectively reduce safety risks and provide value to our customers and stakeholders.



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Technical Standards and Safety Authority

Mandated by the Government of Ontario, TSSA is Ontario's public safety regulator in four key sectors: Fuels; Elevating and Amusement Devices and Ski Lifts; Boilers and Pressure Vessels and Operating Engineers; and, Upholstered and Stuffed Articles. TSSA reports to

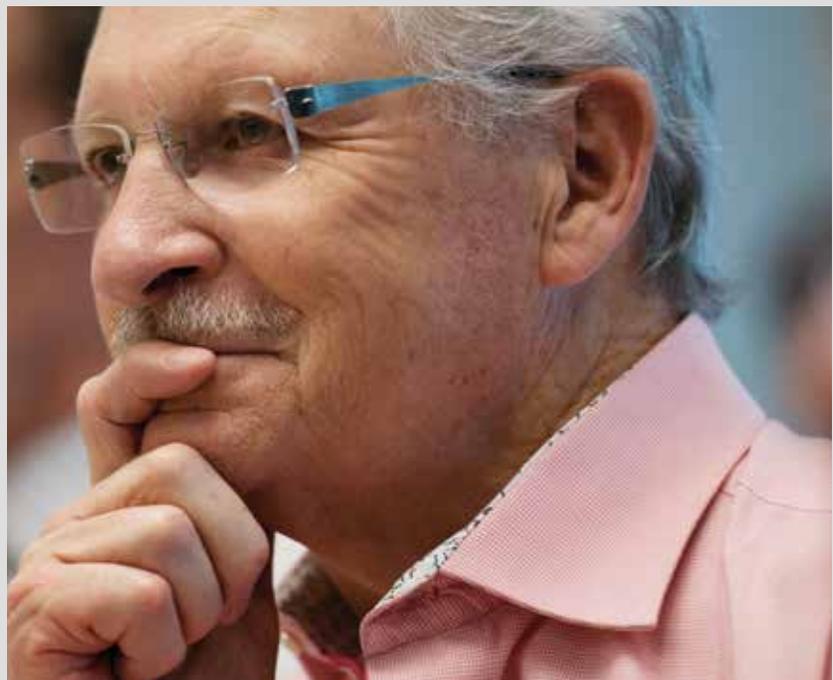
the Ministry of Government and Consumer Services (MGCS), which retains authority over the *Technical Standards and Safety Act, 2000* and is responsible for setting public safety policy and overseeing both the delivery of safety services and TSSA's organizational performance.

PUBLIC SAFETY FIRST

The TSSA Board of Directors and I are pleased to share with you our vision for the future. We are operating in a challenging and evolving environment with new safety risks emerging amidst a renewed focus on smart regulation and reducing regulatory burden. Accordingly, we have developed an ambitious plan for the next five years to ensure we effectively reduce safety risks and provide value to our customers and stakeholders. Through this strategic planning process, we engaged our staff, regulated customers and partners. Rest assured that you were heard and we recognize that we must modernize and seek out innovation to be successful in achieving our vision. Your input and feedback has been invaluable throughout this process. We are excited to continue our collaboration as we work together for a safer Ontario.

Norm Inkster

Chair, Board of Directors



MESSAGE FROM OUR PRESIDENT & CEO



SAFETY MATTERS

I am excited to be sharing with you TSSA's next Strategic Plan. In this plan we have laid out an ambitious and bold vision for the future. Over the past five years, TSSA has undergone significant organizational change and we will continue to build on this momentum to ensure we achieve our vision and become a genuinely modern regulator. We will do this through increasing our focus on leadership, collaboration and service excellence while maintaining safety as our number one priority. This evolution requires an engaged workforce that is open to change, committed to continuous improvement, and driven to be leaders and innovators in safety regulation; we will depend on each and every member of our team to get there. We look forward to working together and sharing our successes with you over the coming years.

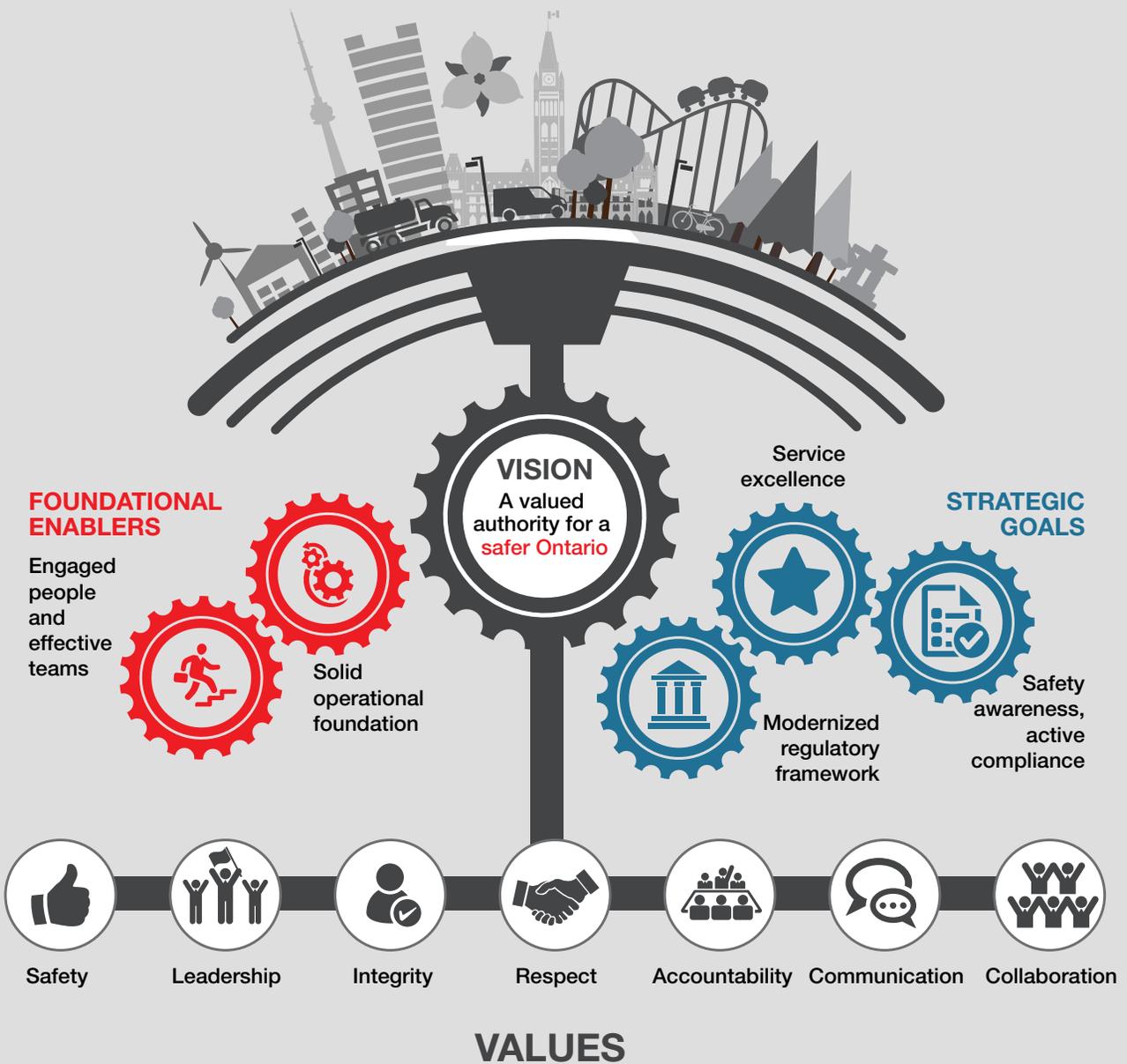
David Scriven

Acting President & Chief Executive Officer

OUR FUTURE

BIG PICTURE OF SAFETY

TSSA is seeking to enhance safety where Ontarians live, work and play – with a vision to be a valued authority for a safer Ontario.



INTRODUCTION

NEW WAYS TO SAFETY

The next evolution of safety will modernize regulatory principles, address technological advances, and ensure greater collaboration with industry and government.

Regulation is evolving around the world. Regulators are building capacity and adopting new approaches to achieve their goals as political and economic pressures are challenging them to achieve and maintain required outcomes while demonstrating value and reducing regulatory burden on businesses. At TSSA we want to be a leader in this evolution through the adoption of modern regulatory principles. Becoming truly modern will require some changes and the adoption of the principles outlined in the figure to the right. The approaches used by TSSA to address safety risks will need to evolve to include both traditional and innovative tools for encouraging and enforcing compliance. We will need more collaboration with our partners and regulated customers and continue to build trusting relationships. We will need to be more informed with better access to more reliable data to make decisions and evaluate our impact. We will also need to share that data with our stakeholders to empower their decision making.

Technological advances and demographic shifts add to the complex environment in which TSSA operates. New technologies present new opportunities and challenges to regulators – providing both new tools to use and new areas to monitor. An aging workforce, increasingly diverse population, and continued instances of risky behaviours will require innovative approaches to effectively manage and reduce safety risk in Ontario. As the environment evolves, regulators will need to ensure they have the culture, systems and processes in place to support this transition. This will require a renewed focus on innovation and public safety effectiveness while also balancing the need to be more customer-focused and reduce regulatory burden.

Ontario's priorities reflect these realities and focus on improving Ontario's business climate by reducing burdens, streamlining regulations, and creating smarter and faster government-to-business services. As action on this priority progresses, regulatory agencies like TSSA will have an important role to play in engaging and collaborating with industry as well as guiding and supporting the Government of Ontario through this regulatory renewal. At TSSA we are ready and willing to

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.

contribute to these important initiatives. In collaboration with our partners and stakeholders, we will help guide the future direction of Ontario's regulatory framework.

To ensure TSSA remains sensitive to the changing needs of our environment, our new Strategic Plan for fiscal 2017-18 to 2021-22 has a five-year horizon but an immediate three-year focus. It emphasizes regulatory renewal, service excellence and empowering the public and regulated customers to adopt safe behaviours. We will also continue our focus on building a strong organizational foundation and developing our people and culture to support our new strategic goals. The rest of this document describes our plan and what we will be doing over the next five years.

BUILDING ON PAST SUCCESS

CHANGE FOR THE FUTURE

Our safety-driven focus has been on improving compliance, leveraging risk knowledge, inculcating a shared responsibility for safety and implementing organizational effectiveness.

Ontario has a reputation for being one of the safest jurisdictions in the world. TSSA has contributed to this reputation by using leading internal practices such as the Risk-Informed Decision-Making framework (RIDM) along with our staff's strong knowledge, technical skills and our leading safety culture. As we complete our previous Strategic Plan, we are excited to build from the momentum and success of the past to embrace change for the future. Our focus for the past five years has been on improving compliance, leveraging risk knowledge, shared responsibility for safety and organizational effectiveness and we have made progress in many of these areas:

- TSSA recently convened an international workshop on risk-informed decision-making for regulators and government agencies to discuss the science of risk. Participants from Canada, USA and Europe shared ideas and leading practices, including TSSA's own innovative work on risk.
- TSSA's focus on operational efficiency and cost control has been highly effective and demonstrates the organization's ongoing commitment to value-for-money as a public sector agency. Cost-saving activities have allowed TSSA to extend a fee freeze in all industry sectors.
- The permanent elimination of inspection backlogs in all program areas will help to ensure the timely completion of safety orders on an ongoing basis and prevent backlogs in future. This collaborative effort required the pooling of resources from across the province.

Work currently underway at TSSA is also setting the foundations for this plan. Since 2014, TSSA has been working towards a business system transformation through the TSSA 20/20 program. This initiative includes the modernization of



TSSA's business processes and IT infrastructure. The program includes a new Human Resources system, business process re-engineering, and a comprehensive data strategy, which will ensure that high-quality data is accessible and can be shared internally as well as with our partners and regulated customers. This program will be foundational to the work of TSSA going forward and will enable many of the strategic directions outlined in this plan. It is a big step towards achieving our vision of being a valued authority for a safer Ontario.

WHAT WE DO

A MANDATE FOR SAFETY

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 service fees charged to regulated customers in its mandated industries. TSSA is board-governed and operates independently of the government, though it is still accountable to the Minister of Government and Consumer Services 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 and technical standards for amusement devices, boilers and pressure vessels, elevating devices, fuels and the engineers who operate them.

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, audit, quality assurance, inspection, investigation and enforcement;
- To promote and undertake activities which 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. Its spectrum of activities includes:

- Influencing codes and regulations;
- Informing, educating and modifying behavior;
- Reviewing designs;
- Inspecting and monitoring;
- Enforcing; and
- Investigating.

Technical Standards and Safety Act, 2000

17 Regulations Administered by TSSA

- 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
- Reg. 218/01 Upholstered and Stuffed Articles
- 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

ACTION PLAN FOR SAFETY

TSSA's focus will reinforce the core capabilities and strategic goals that drive us towards our vision to be a valued authority for a safer Ontario.



Our Strategic Plan starts with our Purpose, Vision and Values.

Purpose

To enhance safety where Ontarians live, work and play.

This is our role and what we do every day. We work collaboratively with our regulated customers, the Government of Ontario, our partners and the public to promote the adoption of safe behaviours and reduce safety risks in our regulated sectors.

Vision

A valued authority for a safer Ontario

We want to be recognized as a leading safety regulator that provides value to our regulated customers, the Government of Ontario, our partners, and the public. We are transforming our organization, learning from others, and trying new things to continuously enhance our safety impact and operational effectiveness, improve the experience of our regulated customers and better meet the needs of our stakeholders.

Values

Our seven core values reflect the attitudes, behaviours and culture that we encourage across our organization. Our people demonstrate their commitment to these core values in their daily activities and interactions with others. These values guide our decision-making, the delivery of programs and services, and how we interact with our regulated customers, partners and each other.

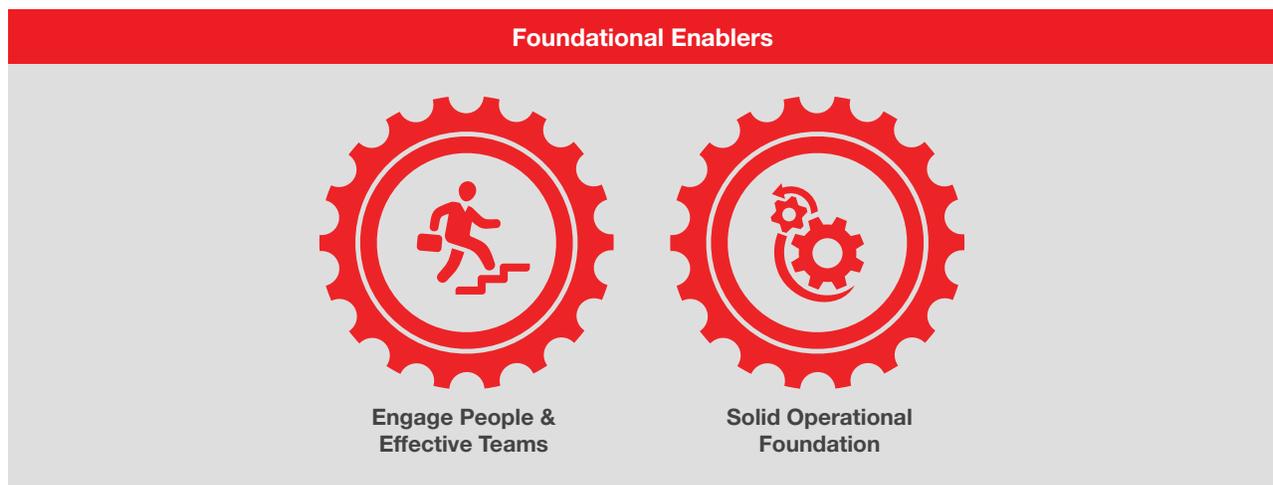
- Safety: Be safety conscious at all times.
- Leadership: Be the best in actions and words.
- Integrity: Be honest and ethical.
- Respect: Build trust and earn respect.
- Accountability: Be responsible for all actions and deliver on commitments.
- Communication: Share information responsively and effectively.
- Collaboration: Work together across the whole organization and with our external partners.

BIG PICTURE FOR SAFETY

TSSA's new strategic plan will help us strengthen relationships with our regulated customers and partners.

To fulfill our purpose and achieve our vision, we must focus on what will have the largest impact. For the next five years, our focus will be on five strategic themes that are a

combination of foundational enablers that build and reinforce our organization's core capabilities and strategic goals that will drive us towards our vision.



In the pages that follow, we provide more detail about each of these strategic themes, our plans to achieve them, and how we will measure our progress and success.

OUR STRATEGIC PLAN



MODERNIZED REGULATORY FRAMEWORK

We will contribute expert knowledge and connections with industry and work collaboratively with the government to advance change.

We operate within a provincial regulatory framework that includes legislation, regulation, codes and standards. This framework is currently undergoing a process of regulatory renewal which involves the collaborative involvement of many stakeholders from across the sector. While TSSA does not control this renewal process, we are in a unique position to contribute expert knowledge and connections with industry and are committed to working collaboratively with the Government of Ontario and our regulated customers to advance change. The outcomes of these renewal efforts will have significant impact on the operations of our organization and the suite of tools we have to improve safety outcomes. Through our collaborative efforts we will ensure a streamlined, effective and principle-based regulatory environment that protects the safety of Ontarians and considers regulatory burden on businesses.

For TSSA, this means:

- We will be a trusted advisor in the development of a modernized regulatory framework that emphasizes evidence-based decision-making, supports enhanced safety outcomes, and reflects government priorities and the broader public interest.
- We will work proactively with industry and government as a trusted advisor to advance regulatory renewal and safety code and standards development.
- We will develop a clear, transparent and flexible approach for TSSA to proactively contribute to regulatory renewal.
- We will build and leverage the necessary expertise and capacity to inform safety regulatory renewal.



Strategic Initiative

Be a trusted advisor to advance the modernization of Ontario's Regulatory Framework and its implementation as applicable to TSSA's regulated industries.

Key Priorities

- Working in partnership with the Ministry of Government and Consumer Services (MGCS) to identify and implement regulatory renewal opportunities.
- Working with regulated customers and partners to identify and prioritize modernization opportunities.
- Identifying, advocating for and implementing opportunities to improve Ontario's regulatory framework.

OUR STRATEGIC PLAN



SERVICE EXCELLENCE

We will build TSSA's 20/20 program and organizational capabilities to deliver exceptional customer services.

Modern regulators do not operate in isolation. We know we will be more effective if we work with our regulated customers, enabling them to be compliant and support safe behaviour. We are committed to ensuring that our customers' interactions with TSSA are consistently effective, efficient and supportive. Our staff commitment to these interactions comes from our organization's values.

For TSSA, this means:

- We will ensure that collaborative and transparent relationships with regulated customers are adopted across the organization.
- We will ensure regulated customer feedback is used to appropriately improve service delivery and safety outcomes.
- We will leverage technology and service delivery innovations to enhance our value and effectiveness.
- We will anticipate and be responsive to emerging safety risks and service needs of our customers and stakeholders.



Strategic Initiative

Build upon the outcomes of TSSA's 20/20 program to fully understand and know our regulated customers and innovatively improve the experiences they have with TSSA.

Key Priorities

- Complete the setup of TSSA 20/20 program including business process transformation, supporting change management and operating and financial system implementation.
- Integrating monitoring and continuous improvement initiatives across the organization.
- Identifying and implementing innovative regulatory operations and practices from leading jurisdictions on an ongoing basis.

Strategic Initiative

Build organizational capabilities to deliver exceptional customer experiences.

- Defining guiding principles for business model development.
- Reviewing best practices and innovative regulatory sector models.
- Engaging government and industry stakeholders in the development and selection of a revised business model.



SAFETY AWARENESS, ACTIVE COMPLIANCE

We will be a catalyst for action on safety issues by increasing awareness of safety risks and empowering safe behaviours.

As a regulator, we recognize that there are many safety risk factors, such as user behaviour, that we cannot control and against which traditional enforcement activities are unlikely to be effective. Over the next five years, we will strive to be a catalyst for action on safety issues by increasing the awareness of safety risks with the public and our regulated customers and empowering each to adopt safe behaviours.

For TSSA, this means:

- We will help our regulated customers, safety partners and the public to identify and manage risks through increased awareness and understanding.
- We will learn from and adopt best practices and innovative methodologies to increase the adoption of safe behaviour.
- We will support, recommend and deliver programs and initiatives that are risk-informed and deliver value for money for everyone.
- We will leverage our safety partnerships to increase our reach and achieve better results.



Strategic Initiative

Develop a safety awareness framework that is premised on evidence, value for money, leading practices and partnerships and is aligned with organizational safety priorities.

Key Priorities

- Defining our role and establishing a framework to guide our programs and initiatives.
- Filling gaps in our organizational capacity to support our awareness mandate.
- Engaging with our partners and building new partnerships to increase the impact of our awareness initiatives.

Strategic Initiative

Develop a strategy to address risks associated with carbon monoxide that establishes a broader partnership in public health in which TSSA's role is more appropriately aligned with its technical mandate and expertise.

- Establish and support the CO collaboration network to engage Canadian/Ontario public health partners.
- Engage and support the CO collaboration network to advance activities including research that enhances understanding of the public health burden of CO.
- Support and advocate for the acknowledgment of CO risk by public health authorities.

OUR STRATEGIC PLAN



ENGAGED PEOPLE & EFFECTIVE TEAMS

We will adapt our culture and empower our people to be flexible, nimble and responsive to change.

We recognize that our people are our strength. TSSA is comprised of expert leaders in their fields who are passionate about safety and live our safety culture every day. The ability of our organization to achieve our vision will depend on our team's engagement and alignment around our future direction. To achieve success we must empower our team and ensure open and trusting relationships between leadership and staff. The tone and commitment for this transformation starts from the top of our organization. Engagement at all levels will be essential to drive meaningful and lasting change. We also know that, as our environment is shifting rapidly, we must adapt our culture and empower our people to be flexible, nimble and responsive to change. This capacity will be enhanced through the adoption of innovative best practices and by addressing barriers to ensure our corporate structures and organizational culture empower every member of our team to achieve excellence.

For TSSA, this means:

- We will enhance our team effectiveness and collaboration at all levels of the organization.
- We will actively engage our people to identify issues and solutions that will improve our organization.
- We will empower our people to ensure they have the skills and expertise to champion our vision and values.
- We will enhance our culture to be open, adaptable and innovative.
- We will be an organization where people want to work so that we can recruit and retain high-potential people.
- We will measure and recognize strong performers who contribute to our culture and organizational success.



Strategic Initiative

Enhance TSSA's culture to emphasize its commitment to safety within the organization, reflect its dedication to Modern Regulation and be flexible and responsive to change.

Key Priorities

- Enhance the process and platforms to collect and incorporate staff feedback into decision-making and respond to concerns.
- In collaboration with staff, establishing a clear and well-defined desired culture.
- Enhancing leadership capabilities at all levels of the organization.
- Fostering communication and collaboration across the organization.

Strategic Initiative

Enhance the structures and processes for knowledge transfer, business continuity and talent development.

- Ensuring that training and development programs equip staff with the right skills and competencies to support organizational goals and staff aspirations.
- Enhancing focus and feedback to support the growth and professional development of staff.

OUR STRATEGIC PLAN



SOLID OPERATIONAL FOUNDATION

We will advance our processes and technologies and further increase transparency with government, industry and the public.

At TSSA, we are continuously working to be a better organization through the adoption of efficient and innovative operating models. The completion of the TSSA 20/20 transformation program will help our organization advance its processes and technologies through improved access to timely, reliable data and increased transparency for government, industry and the public. As our understanding of our operations improves, we must ensure that our corresponding business model is fair, effective and exhibits our commitment to accountability and sustainability.

For TSSA, this means:

- We will be effective, efficient and economical in our business operations.
- We will access and generate fundamental data and information at the right time and for the right people so that we can make the right decisions and continuously improve.
- We will be responsible stewards of our resources to ensure continued operational sustainability.
- We will be accountable and transparent in our operations and performance to all our stakeholders.



Strategic Initiative

Harness the business transformation outcomes resulting from TSSA's 20/20 program to realize its benefit and streamline business operations and improve quality and stewardship in data.

Key Priorities

- Complete the setup of TSSA 20/20 program including business process transformation, supporting change management and operating and financial system implementation.
- Integrating monitoring and continuous improvement initiatives across the organization.
- Identifying and implementing innovative regulatory operations and practices from leading jurisdictions on an ongoing basis.

Strategic Initiative

Develop a revised and appropriate Business Model for TSSA's cost recovery structure.

- Defining guiding principles for business model development.
- Reviewing best practices and innovative regulatory sector models.
- Engaging government and industry stakeholders in the development and selection of a revised business model.

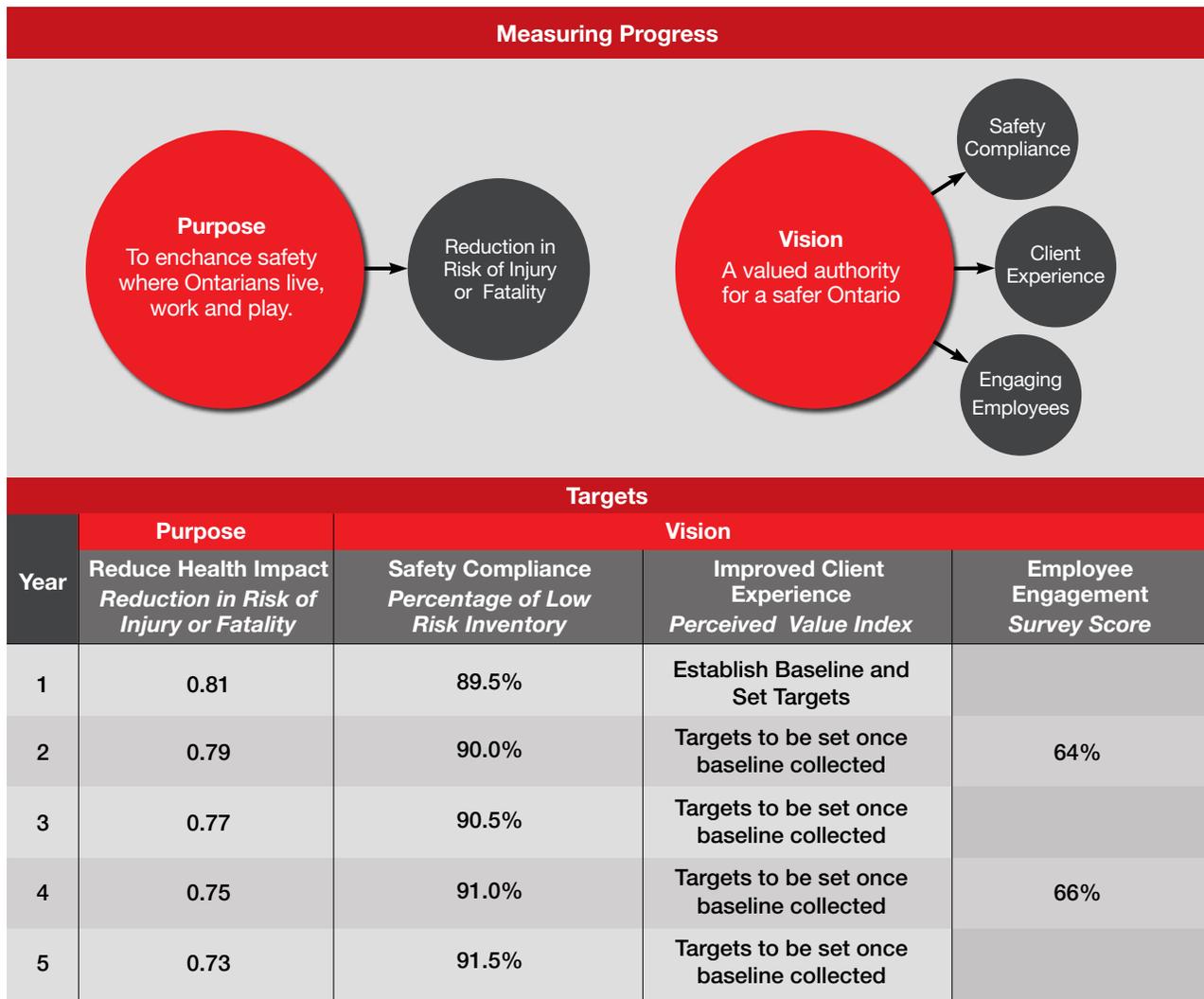
MEASURING OUR PROGRESS

ACCOUNTABLE FOR SAFETY

We are committed to tracking and reporting risk levels, recognizing that the prevalence of safety incidents is the product of numerous complex factors.

We want to be transparent and accountable for the progress we make against this plan. Ongoing measurement, monitoring and reporting will be critical to track our progress and continuously improve. TSSA was established with the purpose of improving safety in the regulated areas that we oversee, and the extent to which risks are reduced and safety is achieved is the ultimate measure of our success. We are committed to tracking and reporting risk levels, recognizing that safety and the prevalence of safety incidents are the

product of numerous complex factors over which TSSA has limited influence. Meanwhile, our vision of being a valued authority will be measured using the feedback of our regulated customers, government partners and our staff as well as our effectiveness at improving safety compliance for Ontarians. These strategic, outcome-based measures will be used in combination with the activity-based measures in our annual business plans to ensure that we meet our objectives and contribute to a safer Ontario.



Appendices

Strategic Planning Overview

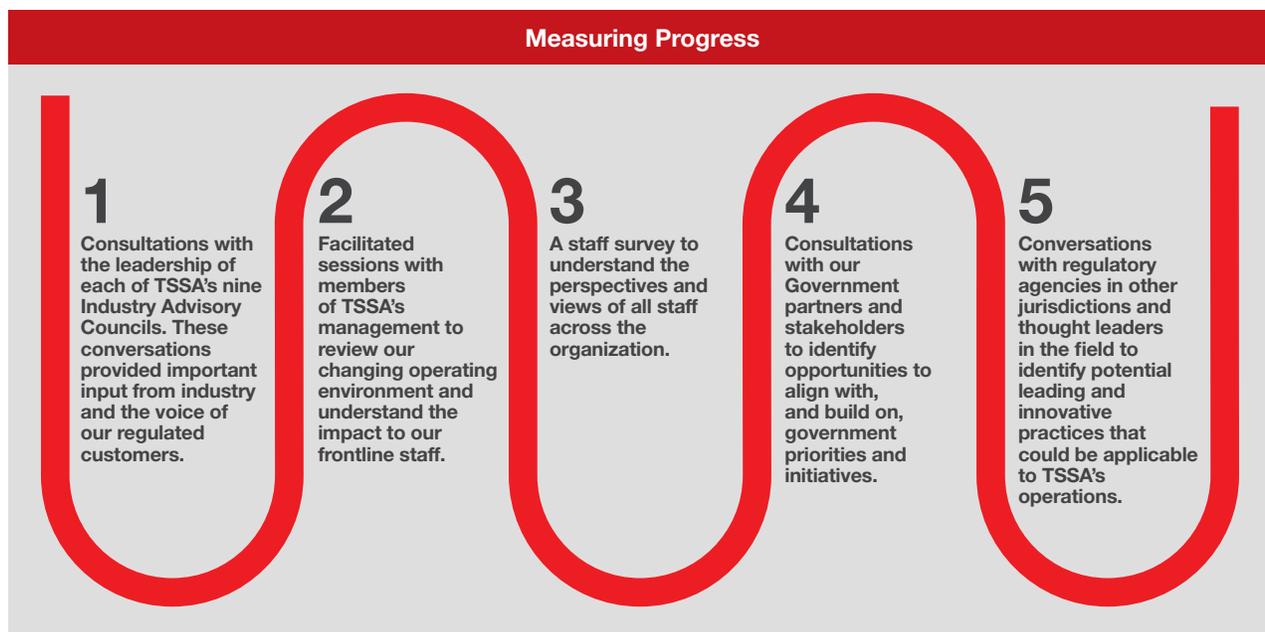
The Strategic Plan was developed by the Board of Directors and Senior Management Team to guide TSSA over the next five years. In developing it, we considered our internal and external operating environment by examining items such as our organization's strengths and opportunities for improvement, our assets and resources, population shifts in the province, changes in technology and government regulations, and best practices that we can leverage and learn from.

More importantly, this plan was developed with the input of TSSA's staff, government and industry stakeholders. In addition to TSSA staff and leadership, over 15 external stakeholders representing industry customers, government partners, and peer regulators had input into this plan through a variety of mediums including surveys, interviews, and focus groups. As we begin to implement this plan we will

continue this engagement to ensure that we are progressing towards shared goals and achieving our collective vision.

The Strategic Plan will also guide our annual business planning process. This process includes annually assessing TSSA's environment to understand and ensure alignment with the strategic plan. This allows the Senior Management Team and Board of Directors to affirm and refine their annual business plan initiatives.

To ensure transparency and accountability, annual business plans will also set annual performance targets via TSSA's balanced scorecard. These metrics will allow performance monitoring while TSSA seeks to enhance its future performance through continuous improvement. The results of these metrics will also be disclosed in TSSA's annual report which is publically available through TSSA's website <https://www.tssa.org>.



Appendices

Statement of Operations

TSSA will continue to invest in its foundation to deliver to its vision and reduce financial burden as it executes the Strategic Plan. The financial projections accompanying the Strategic Plan include assumptions that reflect the expected impact of actions in the Strategic Plan and are subject to change as updated information is received to refresh estimates. Financial projections are provided for the first three years of the five-year strategic plan time horizon. Financial projections for each specific budget year will be updated and issued annually in the Business Plan and Annual Report and are expected to vary from these high level projections. Regulatory review decisions may have a material impact on financial performance and annual budgets will reflect such decisions. The investment required for TSSA's business transformation, the TSSA 20/20 Program, is being updated and may materially impact these projections.

The financials include a number of key assumptions:

- TSSA will continue to manage costs and activity levels that ensure safety and compliance objectives are met while maintaining a fee freeze in FY18. Potential fee changes resulting from the periodic fee review process are not included in this projection. Fee analysis will commence in FY18, and any fee review

process would initiate no earlier than FY19 consistent with the Memorandum of Understanding's fee setting process and criteria.

- Significant investment in the TSSA 20/20 program will continue in fiscal years 2018 and 2019, redesigning business processes and implementing new operations and finance applications to achieve seamless customer interactions and organization modernization. Efficiencies will be achieved from this program allowing existing staff to handle additional business volume growth and redirect time to higher value activities that allow for the successful delivery of the strategic plan initiatives. Investment is based on estimates and spend may shift between fiscal years 2018 and 2019, and between operating and capital consistent with accounting policies.
- TSSA will utilize its strong base of reserves and cash to support a forecasted regulatory business deficit as it assesses its cost recovery business model using key stakeholder input. Consistent with the Strategic Plan, once TSSA 20/20 is complete, TSSA will revisit its fee structure to ensure that it provides for long term financial stability of the organization.

TSSA Revenue & Expense Projections				
	FY17 Actual	FY18 Budget	FY19 Projected	FY20 Projected
Regulatory				
Revenue	64,080	65,055	66,104	66,839
Expense	61,261	71,292	75,623	69,264
Net Margin (Regulatory)	2,820	(6,237)	(9,519)	(2,425)
Non-Regulatory				
Revenue	4,293	4,607	6,445	6,788
Expense	3,232	3,584	4,497	4,157
Net Margin (Non-Regulatory)	1,060	1,023	1,948	2,631
Total Net Margin	3,880	(5,214)	(7,571)	205

All figures - \$'000



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