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AR
ANNUAL REPORT
FY 2016





SAFETY IN ACTION

The engineers, inspectors and support staff of the Technical Standards and Safety Authority (TSSA) bring safety to life by working collaboratively with government, industry and the public. Together our actions matter in making Ontario a safe place to live, work and play.

TSSA's activities and accomplishments over the past fiscal year ending April 30, 2016 are outlined in this Annual Report and should be read in conjunction with the 2016 Annual State of Safety Report (ASPR) and the 2017 Business Plan.

In this year's Annual Report, we present TSSA's financial performance over the past fiscal year and highlight some of the corporate and safety initiatives that we undertook last year to support Ontario's excellent safety record.

Additional details about the state of safety in TSSA's regulated sectors can be found in the accompanying 2016

ASPR, and the organization's key activities planned for the current year can be found in the 2017 Business Plan.

In particular, we are proud to recognize in this year's Annual Report, the exemplary actions of three individuals who have made a real impact in making Ontario safer. Their commitment to safety is inspiring and their actions are worthy of TSSA's Annual Safety Awards.

All three documents – Annual Report, ASPR and Business Plan – are published as part of the organization's public disclosure commitment and reflect TSSA's responsibility as a public interest organization to operate transparently and be accountable to the broader public we serve. Your feedback is always welcome and we invite you to share your comments in order to enhance TSSA's public reporting.

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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.

SAFETY MATTERS

This year's annual report summarizes a year of accomplishments in public safety, organizational strength and financial performance that represents an ambitious transformation at TSSA.

Key to TSSA's transformation is the 20/20 initiative to enhance data systems and processes. Like all major information technology initiatives, the challenge is daunting but necessary to support TSSA's modernization. This project promises to bring greater operational efficiencies, innovation in risk-based approaches, re-engineer core processes to enhance effectiveness, and provide better customer service.

To support this, the Board established a project sub-committee to work closely with management to ensure effective governance, strategic planning and project management that I am confident will provide a best practice case study for technology modernization. To date, the 20/20 project has reached key milestones, including implementation of a new human resources management system.

Another element of TSSA's transformation is the new head office. The location gives TSSA staff a refreshed workplace in a stand-alone building and will provide significant savings over the term of the lease. The move was meticulously planned, flawlessly executed, and relied on employee engagement throughout to ensure staff perspective in the new location.

TSSA also made major strides in renewing its regulatory framework. Working collaboratively with government and industry, progress was made in reviewing and updating the regulations, including: a review of the regulatory regime for liquefied natural gas; a review of the Upholstered and Stuffed Articles Regulation; initiating a review of the Operating Engineers Regulation; and, completing industry consultations on the Boilers and Pressure Vessels Regulation.

And, finally, TSSA sustained a cost-control agenda to ensure it continues to operate at the highest level of cost-effectiveness to further demonstrate value. TSSA's financial position ensures sufficient resources to complete the transformation underway and capitalize on future safety opportunities.

All of this supports TSSA's mandate to ensure public safety in its regulated sectors. The safety outcomes across those sectors, detailed in the Annual State of Public Safety Report, remain reassuring, reaffirming Ontario's reputation as one of the safest jurisdictions in the world. Our safety results reflect the passionate efforts of TSSA inspectors, engineers, and support staff, as well as our partners in government, industry and the public.

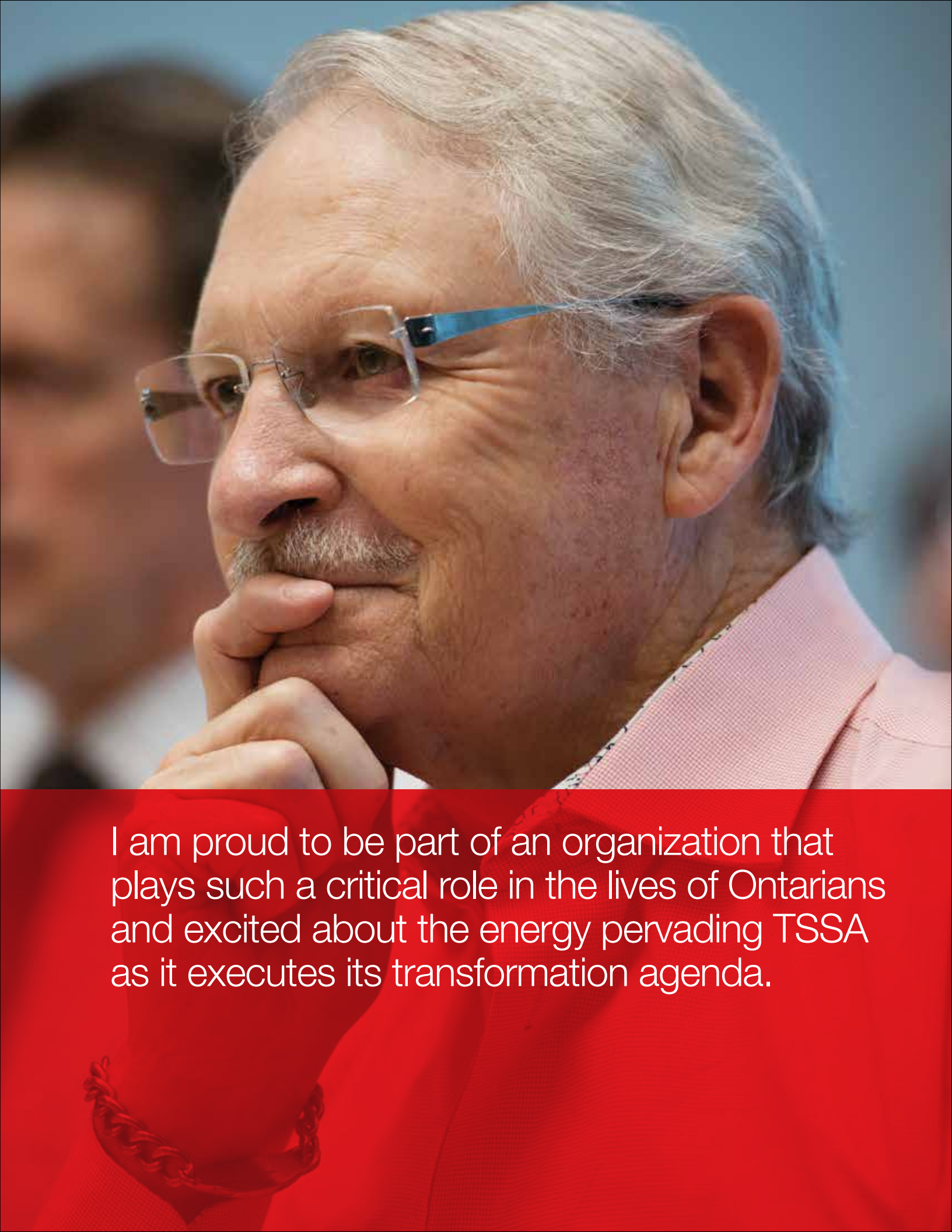
In my first year as Chair, I had the honour of leading a dynamic Board committed to public safety and focused on strong stewardship, oversight and strategic guidance to ensure TSSA's achievements and safety outcomes. The Board was recently invigorated by new members – Elaine Pitcher, Brian Chu and Wendy Tilford – who bring a depth of experience in legal and regulatory affairs. We bid farewell to former directors – Don Aronson and David Hipgrave – who collectively served more than 20 years and whose contributions to safety are unknown to most, but experienced by all.

As a Board and Management team, TSSA also focused on strengthening its partnership with the Ministry of Government and Consumer Services and the Minister's Office. Alignment between TSSA and its oversight ministry is critical to ensuring we pull together to enhance public safety and support a competitive marketplace. We thank former Minister David Orazietti for his vision and look forward to working closely with Minister Marie-France Lalonde in advancing Ontario's safety. I am proud to be part of an organization that plays such a critical role in safety and excited about the energy pervading TSSA as it transforms. The new foundation will set the context for TSSA's strategic planning process underway, ensuring a bright future for public safety in Ontario.



Norm Inkster

Chair, Board of Directors



I am proud to be part of an organization that plays such a critical role in the lives of Ontarians and excited about the energy pervading TSSA as it executes its transformation agenda.



Our accomplishments this past year couldn't have been realized without the commitment of the men and women of TSSA who give meaning to this year's 'Safety in Action' theme.

SAFETY AT WORK

The theme of this year's annual report 'Safety in Action' is rooted in the commitment and passion for public safety shared by TSSA staff and our partners in government, industry and the public. Safety is a shared responsibility and it's only through working together that we can achieve the safety outcomes to ensure Ontario remains one of the safest jurisdictions in the world.

As Board Chair Norm Inkster notes, our strategic focus this year was on ensuring the foundation for TSSA's future, including replacing the organization's information system, relocating to a new head office and renewing TSSA's regulatory framework. Our operational work was aligned with those transformative goals and focused on ensuring the safety of all Ontarians as efficiently and cost-effectively as possible.

As our financial statements demonstrate, TSSA's focus on cost control is highly effective. This year, our expenses decreased 3.5% over last year, while we managed investments in a new IT platform and a new facility. Both accomplishments are the reason why we were able to extend a three-year fee freeze for another year and all of this speaks to our ongoing commitment to value-for-money as a public sector agency.

Understanding risk-based approaches are critical to developing ourselves as a modern regulator, and TSSA has continued to develop and apply our risk expertise. This year, we continued to work nationally and internationally with our peer regulators to develop guidelines and standards for risk-based approaches. These developments bode well for the future of safety and we're proud of our role in this increasingly important field.

Carbon monoxide (CO) poisoning from fuel-burning appliances, particularly in homes, continues to pose a

significant safety risk and this year we began work on a new strategy. Our revised approach will expand on our work in behavioural research and risk analysis to develop a strategy based on partnerships in public health, engage government partners to review regulations, explore technical solutions with industry, and identify safety partners to enhance advocacy and outreach efforts. Given the complexity of CO risks, collaboration between regulators, industry, government and the public is required to effectively tackle this public safety challenge.

To recognize the importance of safety partnerships, we launched the TSSA Safety Awards last year. This year, I am pleased to announce three new winners who demonstrate the power of collaboration in public safety. They proudly promote safety and reinforce the fact that we all have a role to play in making Ontario safer. I encourage you to read their stories in this report.

Our accomplishments this past year couldn't have been realized without the commitment of the men and women of TSSA who give meaning to this year's 'Safety in Action' theme. I am continually awed by the level of professionalism and passion they bring to their responsibilities and I am deeply appreciative of their work, which keeps all of us and our families safe. I am also thankful for the many partners across government, industry and the public that we work closely with to support a quality of life here in Ontario that is the envy of the world.



Michael Beard
President and CEO

TSSA'S SAFETY PROGRAMS

Boilers and Pressure Vessels

The Boilers and Pressure Vessels (BPV) Safety Program operates within a strong regulatory environment, which provides safety for pressure vessels in Ontario, including over 5,550 design registrations, more than 2,700 welder/brazer tests, and nearly 14,000 inspections. BPV is involved in all aspects of safety: from design and manufacturing to installation, operation and maintenance, certification of professionals and the final decommissioning of vessels. The BPV Program also provides safety services to Ontario's nuclear industry.

Operating Engineers

TSSA's Operating Engineers (OE) Safety Program is responsible for registering, inspecting and regulating the safety of approximately 3,200 plants in Ontario and examining/certifying nearly 12,700 operating engineers and operators. This includes power plant professionals who oversee the provision of energy, climate control, electric power or other utilities for thermal-electric generating stations, industrial processes and facilities.

Elevating Devices

TSSA's Elevating Devices (ED) Safety Program regulates over 55,200 elevators throughout Ontario to ensure their safety. These include: moving walkways, shopping cart conveyors, freight and material lifts, construction hoists, lifts for people with disabilities, gondolas, ski lifts, and wind turbine elevators. The ED Program also reviews and registers elevating devices, issues licenses, conducts inspections and performs incident investigations.



Amusement Devices

TSSA's Amusement Devices (AD) Safety Program ensures the safety of approximately 2,240 permitted amusement devices in Ontario. These include: roller coasters, Ferris wheels, carousels, waterslides, flume rides, dry slides, go-karts, bumper cars, inflatables, bungee devices and zip lines. The AD Program also reviews and registers rides, issues permits for every operating season, licenses operators, conducts inspections and incident investigations, and delivers public awareness campaigns throughout the province.

Fuels Safety

TSSA's Fuels Safety Program is responsible for the safe transportation, storage, handling and use of fuels across Ontario. These include: natural gas, propane, butane, hydrogen, digester gas, landfill gas, fuel oil, gasoline and diesel. The Fuels Program ensure safety throughout the fuels lifecycle, licensing over 9,800 fuel facilities, registering and certifying more than 59,000 tradespersons who install and service equipment, reviewing/approving facility plans for licensed sites, performing custom equipment approvals/inspection to ensure safety, and conducts incident investigations.

Upholstered and Stuffed Articles

The Upholstered and Stuffed Articles (USA) Safety Program protects the public from potential hazards associated with unclean or unsafe filling materials. These include: toys, sporting goods, pet items, furniture, mattresses/box springs, apparel, bedding items, handbags, luggage and seasonal ornaments. The USA Program registers over 13,200 licence holders, ensures only new, clean filling materials are used, protects consumers against fraud, misrepresentation of filling, and provides a level playing field for industry.

OUR YEAR IN REVIEW

The theme of this year's annual report, 'Safety in Action,' reflects the dynamic drive of TSSA staff and our partners in government, industry and the public in keeping Ontario safe across the entire breadth of TSSA's regulated sectors.

Through a shared responsibility for safety, we make a positive difference in the lives of Ontarians, each and every day. From the natural gas that heats your home and the gasoline that powers your car, to the elevator that takes you to your apartment, the air conditioning that cools your office, and the fun you and your family have at the local amusement park or skating rink, TSSA and its partners ensure safety at work, home and at play.

Throughout the year, TSSA was engaged in fulfilling our role as an advocate and authority in public safety. The following corporate and safety program initiatives highlight a number of notable achievements.

CORPORATE HIGHLIGHTS

TSSA Safety Awards

TSSA's Annual Safety Awards Program honours individuals and organizations that have made a significant impact on public safety. TSSA is proud to present the second year of the awards program and profile the winners in this report. Their stories bring to life the 'Safety in Action' theme and demonstrate how three individuals can make a difference in public safety that benefits entire communities.

The Elevating Devices Safety Program shifted its inspections from a three-year cycle to a risk-based cycle.

The Future of Risk-Informed Decision-Making

TSSA convened a 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. Based on the positive feedback, TSSA is planning to host a second workshop in the coming year in order to provide a forum for regulators to discuss the growing importance of risk-informed decision-making in public safety.

Carbon Monoxide Safety

Carbon monoxide (CO) remains a significant public safety risk, in particular in homes. This past year, TSSA conducted a review of its CO mitigation strategy and initiated work on developing a more comprehensive approach to better address this persistent safety risk. Later this year, TSSA is planning to host the first international conference on CO in order to engage partners in health, safety and industry to share learnings and best practices. The outcome of the conference will inform a more holistic CO strategy that will leverage TSSA's leading work on risk and behavioural modification, consider the experiences of health agencies in tackling public health issues, as well as explore technical and regulatory solutions.

Regulatory Renewal

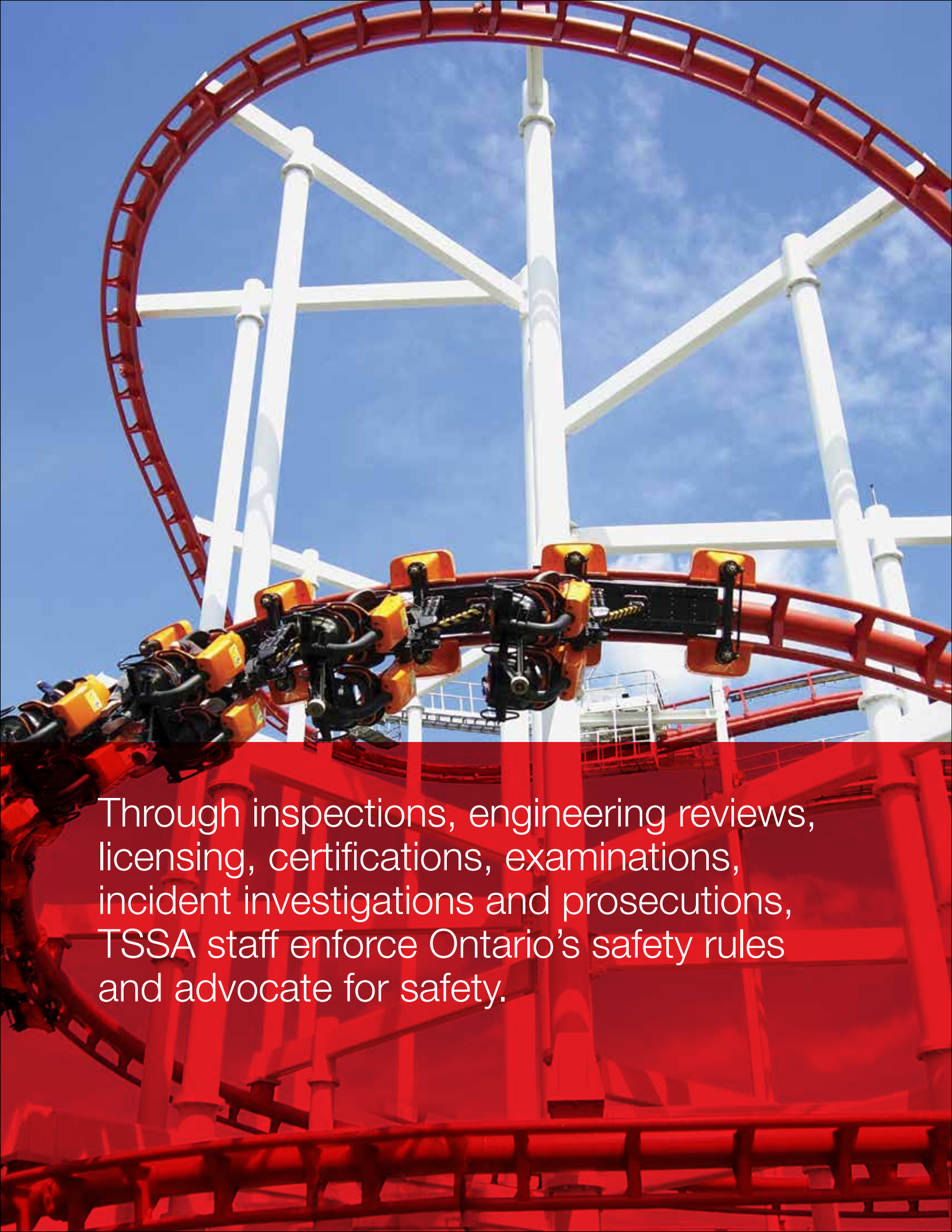
The safety framework that TSSA is mandated to enforce is outlined by the *Technical Standards and Safety Act, 2000* and its associated regulations. As what TSSA regulates is often related to technologies and devices, it is important to regularly review the safety framework to ensure new developments in technology and industry are reflected. This year, working closely with the government and industry, we made significant advances in reviewing TSSA's regulatory framework, including: completing industry consultations on the BPV regulation; finalizing and posting a regulatory proposal for USA for broader public consultation; finalizing a review of the safety framework for liquefied natural gas; and, initiating a review of the OE regulation.

Calypso Water Park Prosecution

This past year, TSSA's legal team obtained the highest court-levied penalty for a safety violation. TSSA's investigation and prosecution of Calypso Water Park,



Because what TSSA regulates is often related to technologies and devices, it is important to regularly review the safety framework to ensure new developments in technology and industry are reflected.



Through inspections, engineering reviews, licensing, certifications, examinations, incident investigations and prosecutions, TSSA staff enforce Ontario's safety rules and advocate for safety.

OUR YEAR IN REVIEW

an Ottawa-area theme park, resulted in a guilty ruling on six offences under the *Technical Standards and Safety Act, 2000* for seriously injuring park patrons in 2011 and 2012. Charged with improper training of ride operators and operating water slide rides in an unsafe manner, the court levied a record \$400K fine plus a 25% victim surcharge for a total penalty of \$500K. This was one of the most comprehensive prosecutions of an amusement park in Ontario and one of the highest financial penalties imposed, sending a powerful message that Ontario's safety laws must be respected and any violator who puts the public at risk will face the full extent of the law.

New Head Office

TSSA's new head office, at 345 Carlingview Dr. near Toronto's international airport, provides head office staff with a modernized workspace in a standalone building that will enhance collaboration and productivity. The outcome of the move will also result in millions of dollars of cost savings over the term of the lease compared to the previous location at 3300 Bloor St. West. The office move was a major undertaking and its success was due in large part to the involvement of staff throughout the process.

SAFETY PROGRAM HIGHLIGHTS

Across TSSA's safety program areas, our engineers and inspectors represent the frontline of public safety in Ontario. Through inspections, engineering reviews, and licensing, certifications and examinations to incident investigations and prosecutions, TSSA staff enforce Ontario's safety rules and advocate for safety.

The outcome of our safety work and a comprehensive overview of the state of safety in TSSA's regulated sectors is available in the Annual State of Public Safety Report. TSSA's plans to address existing and emerging safety issues are outlined in the Business Plan. Both published reports accompany the Annual Report as part of the TSSA's public disclosure commitments.

The program highlights below feature some of the key safety initiatives of the past year.

Boilers and Pressure Vessels Safety Program

The BPV Safety Program worked closely with the Canadian Boiler and Manufacturers Underwriters'

Association to develop standardized inspection orders and the required time-to-comply associated with each order. This application of risk-based decision-making ensures the time-to-comply associated with each safety order is risk-based and will ensure consistency among inspectors, most of whom work with insurers, when identifying non-compliances with code requirements.

Operating Engineers Safety Program

The Operating Engineers (OE) Safety Program, in conjunction with other TSSA departments, industry and government, launched a regulatory review to update the OE regulation. As part of this review process, the program identified a regulatory gap with Organic Rankine Cycle (ORC) systems that use organic fluids instead of water. The program issued safety guidelines outlining recommended attendant requirements and launched a broader consultation for industry feedback. This process will in turn inform the broader regulatory review underway.

Elevating Devices Safety Program

With the support of TSSA's Public Safety Risk Management group, the ED Safety Program shifted its inspection program from a three-year cycle to a risk-based cycle. Under this application of risk-based decision-making, elevating devices will be inspected on a cycle ranging from 6 months to 5 years depending on the risk profile of the specific device. The risk-based inspection cycle will allow TSSA to focus its

The Amusement Devices Safety Program worked closely last year with Ryerson University Professor Kathryn Woodcock on increasing rider accessibility for persons with disabilities.

OUR YEAR IN REVIEW

inspection resources on those elevators with the highest risk profile, effectively awarding compliant owners and scrutinizing less-compliant owners.

Re-examining its use of disincentives to affect compliance, the ED Safety Program promoted declarations of compliance for low and medium-risks to eliminate the need for follow-up inspections and better allocate TSSA resources to higher risks. Suspending disincentive fees for fiscal year 2017, ED will seek alternative ways to incent behaviour and gain greater safety compliance.

Amusement Devices Safety Program

The Amusement Devices (AD) Safety Program worked closely last year with Ryerson University Professor Kathryn Woodcock on increasing rider accessibility for persons with disabilities. Working with national and global code committees, the program began early discussions with industry to improve ride design standards, re-examine dated technical dossiers that restrict use, and ensure future compliance with the Accessibility for Ontarians with Disabilities Act. The AD Safety Program also completed the harmonization of Canadian and American code requirements to ensure a consistent application of safety standards between jurisdictions. TSSA will engage industry and the public for additional feedback next year before adopting the new harmonized code.

The Fuels Program completed a pilot inspection program of retirement homes and long-term care facilities to assess safety risks associated with fuel-burning appliances.

Fuels Safety Program

The Fuels Safety Program completed a pilot inspection program of retirement homes and long-term care facilities to assess safety risks associated with fuel-burning appliances. The program focus next year will be on engaging industry stakeholders and regulatory partners to develop and implement a risk mitigation strategy. As part of a broader initiative looking at fuel-related risks in institutional buildings, the Fuels Safety Program also began working with school board officials to assess risks in schools and initiated a risk assessment of the food services sector to ensure safety across the entire sector.

The Fuels Safety Program also played a key role in a joint investigation led by the Canadian Standards Association (CSA) and Toronto Police Services into counterfeit fuel equipment. The investigation led to the seizure of over \$12 million worth of counterfeit goods, including unapproved fuel-fired ovens and burners with forged CSA certification plates. This was followed up with a broad inspection program to identify restaurants and catering services that had unwittingly purchased the counterfeit and potentially dangerous equipment to remove the appliances from service in order to protect both kitchen staff and the public.

Upholstered and Stuffed Articles

The Upholstered and Stuffed Articles (USA) Safety Program underwent a comprehensive regulatory review. Based on the review, the Ministry developed a proposal outlining two options: modernize or repeal the regulation. Following broader industry and public feedback, the government is expected to outline the program's future direction next year.

Measuring Our Performance

TSSA's performance is continually measured against a balanced scorecard throughout the year. As a means to assess TSSA's progress and its safety impact, the balanced scorecard provides a detailed account of organizational performance and key safety achievements for the fiscal year. It can be found on pages 43 to 44 of this report.

For greater detail and analysis of TSSA's safety performance, read the Annual State of Public Safety Report. The full report as well as a reader-friendly summary is available on TSSA's website at www.tssa.org.



The Fuels Safety Program also began working with school board officials to assess risks in schools and initiated a risk assessment of the food services sector to ensure safety across the entire sector.



TSSA ANNUAL SAFETY AWARDS

TSSA's Annual Safety Awards Program was launched last year to recognize the exceptional safety efforts of individual and companies working in TSSA's regulated sectors.

In its second year, the awards affirm the shared responsibility for safety that underlies the regulatory framework that TSSA is mandated to enforce by the government of Ontario and the idea that we all have a role to play in safety.

Ontario's enviable safety record is the result of these actions and the considerable teamwork between TSSA, industry partners, safety advocates, technical experts and the broader public.

This year's three winners represent the breadth of TSSA's regulated sectors in carbon monoxide, natural gas and ski lift and reflect a commitment to public safety that is both admirable and worthy of recognition.



This year's recipients of the Annual TSSA Safety Awards exemplify the spirit of shared responsibility that sustains Ontario's reputation as one of the safest jurisdictions in the world.



Using attention-grabbing, six-second safety videos on carbon monoxide poisoning and natural gas, Enbridge earned over a million views on social media and even more through a host of radio and online ads.

Scott Foster
Enbridge
Communications
Advisor

SIX SECONDS TO SAFETY WITH ENBRIDGE



Six seconds isn't very long, but it may be just enough time to save a life. That was the thinking behind Enbridge's highly successful *Six Seconds to Safety* campaign.

Using concise and compelling six-second messages to cut through an increasingly cluttered media landscape to grab viewers' attention, Enbridge Communications Advisor Scott Foster led the initiative that reached over a million impressions on Facebook, Twitter, Google and even more through a host of radio and online ads.

The videos, eight in all, featured safety messages about carbon monoxide (CO), fuel appliance safety tips, prompts to call before you dig, what a gas leak smells like and a host of other safety tips related to natural gas.

The idea for the campaign was based on extensive research. Two years before the campaign was launched, Enbridge conducted customer safety and risk management studies to gauge awareness, understanding, attitude, and past behaviour with natural gas safety.

The calculated approach was to use simple, top-level messaging in six seconds – with a prompt to click for more in-depth tips – to reach an audience whose attention is always in demand. “When we launched *Six Seconds to Safety*, it

really took off,” said Mr. Foster. “Many people were simply not aware of natural gas safety, but our light-hearted, humorous feel in each video led to more and more users seeking more safety information in a very effective way,” he added.

How effective was *Six Seconds to Safety*? Enbridge's post campaign assessment found that users were 70% more knowledgeable of natural gas safety; 95% agreed that the safety tips were easy; 93% agreed the website was very effective; and, 83% would visit again for safety tips.

Mr. Foster said Enbridge is exploring new ways to reach customers and get their attention. A related campaign used the popularity of selfies to promote safety. The *Smelfie*, a selfie-photo contest of people whiffing the rotten egg smell that's added to natural gas to identify a leak was so popular, it went viral on Twitter, leading to a live, road-show booth for smelfies across the province. Enbridge plans to expand this fun, up-beat campaign in shopping malls, fair and festivals in the coming year.

Based on the success of *Six Seconds to Safety* and *Smelfie*, Mr. Foster is exploring other ways to engage customers on safety issues through humour and social media, such as rotten egg scratch-and-sniff mail-outs.



Every winter, instructors with the
Canadian Ski Instructors' Alliance
make sure our ride up the hill is as
safe as the ride down the hill.

Miranda Sorensen
Canadian Ski
Instructors' Alliance
Ski Instructor





CANADIAN SKI INSTRUCTORS' ALLIANCE: **SKI LIFT SAFETY AMBASSADORS**

Every season, tens of thousands of skiers descend on resorts across Ontario and the Canadian Ski Instructors' Alliance (CSIA) is there to make sure both their ascents and descents are safe.

The CSIA works with skiers and snowboarders to teach ski and snowboarding skills and safety. As part of their mandate, TSSA has worked closely with CSIA on ski lift safety, a critical but often overlooked aspect of ski and snowboard safety.

Over 90% of all incidents on ski lifts are a direct result of rider behaviour, especially during loading and unloading, making awareness key to safety. Such incidents in Ontario have been decreasing by 9% since 2012, and that positive safety result is, in large part, due to the work of CSIA instructors, who play an important role in delivering and reinforcing ski lift safety messaging.

One of the main issues CSIA instructors encounter is distraction. Beginner skiers and snowboarders, many who are sliding for the first time, may not be used to wearing a helmet, which can impede hearing; they may feel awkward and anxious, and may simply not be paying attention while getting on and off a ski lift.

"So it's really important to make sure they're having fun but clearly focusing on safety," said CSIA Ski

Instructor Miranda Sorensen.

Instructors are trained through CSIA and ski resort courses on how to get students on and off the lift safely, using TSSA's "Look-Load-Lower" and CSIA's "Approach-Bum-Back-Clear" messages. "We use these catch-phrases and they really work with students," said Ms. Sorensen. "When introducing new riders to a lift, we'll get them to observe, stand to the side, watch other skiers and snowboarders, and then we talk them through the process. As they see it happening, they say 'I can do that'. Then we help them practice loading and unloading, so they can do it confidently themselves."

The safety messages delivered by expert ski and snowboard instructors ensures proper techniques are learned and unsafe behaviours are corrected on the spot, reinforcing the right and safe way to get on and off a ski lift. Ski instructors also spend time observing ski hill behaviour to see if safety messages are sinking in and offer helpful tips.

As frontline safety ambassadors, CSIA instructors provide expert, hands-on support and reinforce the link between proper ski lift behaviour and safety. CSIA's dedication to safety and partnership with TSSA's Ski Lift Safety Program has contributed to an exemplary safety record on ski lifts and ensures winters across Ontario's ski resorts are both fun and safe.



Six Nations Natural Gas started out as a small utility with a failing infrastructure. Almost thirty years later, it is a leader in safety and customer service.

Nick Petruzzella
Six Nations Natural
Gas Limited
General Manager



DELIVERING NATURAL GAS AND SAFETY ON CANADA'S LARGEST FIRST NATIONS RESERVE

Six Nations Natural Gas Limited (SNNG) may have started out small, but it has developed into an impressive First Nations company that's made a big impact on safety.

Since its inception, SNNG has grown from an initial 49 customers to a local distribution company with over 2,500 customers. It is the first natural gas utility owned and built by a First Nations community in Canada and its safety achievements in the Six Nations of the Grand River Territory and the Mississaugas of the New Credit First Nation warrant recognition.

In 1988, SNNG acquired the assets of a gas utility with failing infrastructure that served only a quarter of the Six Nations reserve. Not content with the limited customer base and leaking metal pipes, SNNG began an immediate program to replace its infrastructure and serve more of the community.

"We wanted to make sure everything was up to national and provincial safety codes," said Nick Petruzzella, SNNG General Manager. "The infrastructure threatened the environment and reduced natural gas delivery, so we replaced all piping and service lines."

This was accomplished at no cost to SNNG customers.

"Our whole purpose was to provide a safer, secure and reliable supply of natural gas energy to the community. If we could do that successfully, and still provide added value

to Six Nations and the New Credit First Nation, then we'd consider ourselves a success," added Mr. Petruzzella.

But they didn't stop there. SNNG developed a risk management system to collect data related to incidents, operations and maintenance, which is integrated and analyzed to compare risks and risk reduction activities to enhance both service and safety.

In 2008, SNNG also partnered with Ontario One Call, the province's regulator dedicated to protecting underground infrastructure. "We really wanted to reduce the number of pipeline hits by contractors, so we joined One Call and began promoting safe excavation practices to reduce unnecessary ruptures," said Mr. Petruzzella.

SNNG conducts annual 'Call Before You Dig' campaigns throughout Six Nations, through local newspapers and customer inserts. Pipeline ruptures as a result of contractor interference fell to zero in 2014 and 2015. The utility also works with other First Nation communities to promote safe digging practices and assist them in safely developing their own natural gas infrastructure.

SNNG's dedication to safety has supported its growth from a small gas distributor with crumbling infrastructure into a fully-fledged natural gas utility owned and built by First Nations serving Canada's largest Aboriginal community.

OPERATIONAL AND FINANCIAL PERSPECTIVES

The Management's Discussion and Analysis (MD&A) provides insight and understanding into TSSA's financial results and outlines the organization's financial and business performance against its strategic and business plans for the fiscal year ended April 30, 2016. The MD&A should be read in conjunction with TSSA's audited financial statements and balanced scorecard to understand the connection between strategy, enterprise risk and financial results.

Forward-looking statements in the MD&A require management to make assumptions, giving rise to inherent risks and uncertainties. As such, they contain elements that may not be fully accurate and/or make assertions on TSSA's financial objectives, vision and strategic goals that may not all be achieved.

CORPORATE OVERVIEW

TSSA's core activities enforce and promote public safety in four broad sectors mandated by the Government of Ontario: Boilers and Pressure Vessels/Operating Engineers (BPV/OE), Elevating Devices and Amusement Devices and Ski Lifts (ED/AD & Ski Lifts), Fuels, and Upholstered and Stuffed Articles (USA).

TSSA's activities are guided by four over-arching priorities as outlined in its current 5-Year Strategic Plan: Compliance First, Leverage Risk Knowledge, Shared Responsibility for Safety and Organizational Effectiveness.

Some notable accomplishments from the fiscal year include:

Compliance First

Compliance with Ontario's public safety laws is one of the principle tenets of TSSA's efforts to enhance safety as an effective regulator. Compliance First initiatives concentrate on areas of non-compliance as noted in TSSA's Annual State of Public Safety Report. Over the past year, TSSA gained significant ground and greater insight into enhancing safety by focusing on regulatory compliance.

- Safety is furthered by follow-up inspections conducted by TSSA inspectors who assess the completion of safety orders within a risk-based time frame. As a backlog in these inspections poses a safety risk, TSSA pooled resources across the province and permanently eliminated existing backlogs in all programs. Under this multi-year initiative, TSSA successfully implemented processes to prevent this issue in the future.
- Safety is achieved through a variety of regulatory means and TSSA has attempted to enhance compliance by incentivizing and disincentivizing behaviour. In the elevating devices sector, TSSA utilizes disincentive fees to affect compliance; however, further analysis has indicated that while safety results are strong, such an approach is not having the desired compliance effect. This year, TSSA made the decision to temporarily discontinue disincentive fees in this sector in fiscal year 2017, while the efficacy of such fees is analyzed. To encourage compliance, TSSA will promote declarations of compliance for low-and-medium risk orders, allowing



COMPANY PROFILE

47
Engineers

222
Inspectors

396
Employees in
Ontario

MANAGEMENT'S DISCUSSION & ANALYSIS

operators to resolve safety orders without a follow-up inspection fee, thereby incenting safety behaviour when compliance is achieved. Going forward, TSSA will explore additional opportunities to incent behaviour and conduct deeper analysis into the relationship between compliance and safety.

Leverage Risk Knowledge

Through a rigorous, scientific approach, TSSA applies risk analysis in addressing safety concerns and fulfilling its safety mandate. Using an evidence-based approach, TSSA is able to ensure its safety decisions are transparent and objective, demonstrating a clear understanding of the risk identified and demonstrating the impact on safety of its risk mitigations. This past year, TSSA broadened its scope in applying risk-based solutions and advancing the science of risk management.

- As interest among regulators grows towards a risk-informed decision-making model, TSSA convened an international forum this year with government and regulatory agencies from Europe, the United States and Canada to examine the science of risk-informed resource allocation. With increasingly limited capital and labour, eager participants saw the safety-driven benefit of targeting resources in areas of need as evidenced by TSSA's approach to risk management. With the success of this first-of-a-kind event, TSSA is developing a second forum in the coming year.
- TSSA continued its risk-informed approach this year by addressing fuel safety in special buildings with vulnerable populations, specifically schools, hospitals, retirement homes and long-term care facilities with occupants who may face difficulty evacuating in an emergency. Through a collaborative approach with regulatory and industry partners, TSSA completed its initial pilot inspection phase in the retirement and long-term care sector, gaining a greater understanding of risk and developing collaborative strategies to enhance compliance in the sector. In the second phase TSSA began preliminary work, engaging with school board operations and maintenance officials, to develop a task force to share school-related incident and inspection data.

Shared Responsibility for Safety

Collaboration is essential to public safety and TSSA strengthened its approach with all of its partners within

industry, government and the broader public. This year, TSSA significantly expanded its safety reach through a shared responsibility, including:

- With carbon monoxide (CO) poisoning as TSSA's single largest source of risk, the organization continued its user engagement and public education initiatives with a strong emphasis on expanding partnerships. To better understand the public health burden of CO poisoning, TSSA engaged national and global partners to share data and analysis. In the year to come, TSSA will assess its user behaviour research and investigate potential regulatory and technical solutions.
- Regulatory renewal is indispensable to ensure public safety, particularly as technology advances and industries modernize. This year, TSSA and the Ministry of Government and Consumer Services (MGCS) continued its multi-year, joint initiative to review the regulations TSSA is mandated to enforce. Significant advances were achieved, including: successful industry consultations on the BPV regulation; the development of a regulatory proposal for USA; a comprehensive review of liquefied natural gas; and, initiating the review of the OE regulation.

Organizational Effectiveness

Organizational effectiveness is the holistic means by which TSSA fulfills its public safety mandate. To build the foundation necessary to support achievement of its vision, this year TSSA focused on enhancing employee engagement, data management and customer value, and made a number of important advances in driving organizational efficiency and effectiveness, including:

- With TSSA's strong productivity, cost control and efficiency, and especially strong revenues in the elevating devices sector, TSSA issued a licence credit to elevating device licence holders this fiscal year. Further cost-savings will support extending the current three-year fee freeze for another year in all industry sectors.
- Providing TSSA's inspectors, engineers and support staff with the right tools and resources to effectively deliver TSSA's public safety mandate is a critical component of organizational excellence. This year, TSSA continued to enhance its online learning system with standardized inspector training in the ED program and health and safety training programs for all

staff. Online learning has provided consistency and increased knowledge to staff to enhance their safety performance.

- The 2015 Pan Am & Parapan Am Games were a highly successful multi-sport event. TSSA's early engagement and safety coordination with game organizers brought inspections and engineering reviews to over 82 sporting locations, ensuring compliance with TSSA's safety requirements at venues across the province. TSSA's participation in the games contributed to the safety of the spectacular pyrotechnics during the opening ceremony, mobile lighting equipment used for evening events, commercial kitchens to feed the athletes, all the venues' boilers and pressure vessels, elevators and escalators, as well as the stuffed Pachi mascot dolls.

TECHNOLOGY OVERVIEW

TSSA's information systems are a key enabler of its business strategy. Business architecture, data management, applications, mobile solutions, and infrastructure all underpin the organization's safety activities. This year, TSSA made significant progress in a major, multi-year transformation initiative to replace the organization's enterprise resource planning (ERP) platform with a set of dynamic and configurable solutions. The TSSA 20/20 Program will ultimately establish and maintain a modern and sustainable foundation to support data accuracy, improve safety service delivery, embed risk-informed decisions across core activities, and develop a continuous improvement process fueled by innovation.

Additional notable technology accomplishments include:

- As part of the TSSA 20/20 program, the organization acquired and implemented a new Human Resources (HR) application solution, transitioning from the current ERP application to a new era. The new HR system is now fully operational with improved reporting, supported workflow, reduced manual/offline functions, and enhanced analytical capabilities using both greater quantity and accuracy of data.
- Upon completing a robust process, new systems for the core processes within Operations and Finance have been selected to best meet organizational needs. A high level directional plan is underway.
- Strategic use of data in formulating business strategies, optimizing business processes, and facilitating risk-informed decisions represents the foundation from which

Collaboration is essential to public safety and TSSA strengthened its approach with all of its partners within industry, government and the broader public.

the organization operates. TSSA continues to embrace effective data management principles, a cornerstone of the TSSA 20/20 program, and has undertaken initiatives to ensure data is used effectively throughout the organization.

ENTERPRISE RISK MANAGEMENT OVERVIEW

Enterprise Risk Management (ERM) forms an integral part of TSSA's strategic, business and internal audit planning cycles. The goal of TSSA's ERM program is to identify, assess and monitor the management of risks with a view to minimizing adverse outcomes and maximizing opportunities. Like any business, TSSA is susceptible to risks that, if unmitigated, could threaten the sustainability of the organization.

Guided by a risk framework, including annual reporting to the Board of Directors and quarterly reporting to each Board Committee, ERM brings a consistent approach to the identification, assessment and control of risks as they relate to each of the corporate objectives. This includes an analysis to evaluate the urgency, likelihood and potential impact of enterprise-wide risks. Risk mitigation plans are developed and embedded in the strategic, business and operating plans.

The major enterprise risks facing TSSA in the fiscal year relate to data and technology. The organization is actively addressing these through the major, transformative TSSA 20/20 project.

To ensure the success of this multi-year program, a robust project management and governance framework was introduced, including regular reporting to the Board and the establishment of a project steering committee. To ensure the value of the new applications can be fully realized, TSSA has implemented robust data governance, data architecture and data cleansing initiatives. In addition, a

MANAGEMENT'S DISCUSSION & ANALYSIS

formal risk assessment process has been developed to identify and monitor the status of risks within the project.

Finally, the risk of moving off the current ERP system is being effectively managed through a phase-in transition plan, during which the current system will be disabled only after functionality of the new system has been confirmed.

TSSA continuously benchmarks its ERM system and processes. Current practices include:

- risk assessment processes;
- ERM processes, including framework, guidelines and a risk register;
- formal corporate governance processes, including Board Charter and Terms of Reference;
- a strategic planning process; and
- an independent Internal Audit function.

TSSA will continue to improve the way in which it identifies and monitors current and emerging risks.

FINANCIAL HIGHLIGHTS

TSSA's total revenues of \$70.5 million were below prior year by 2.1%. TSSA's revenue mix is comprised of Inspection (\$43.1 million), Licensing/Registrations/Certifications and Exams (\$17.2 million), Engineering (\$9.3 million), and Investment income (\$0.9 million).

TSSA's four program areas, ED/AD, BPV/OE, Fuels and USA, predominantly generate regulatory revenue. In addition, ED/AD and BPV/OE produce a component of non-regulatory revenue. Commentary on each follows.

The ED/AD Safety Program generated regulatory revenues of \$25.7 million, which was lower than the prior year by 8.5%. The decrease was due to an Elevating Devices Licence credit that was issued to elevating device owners in response to strong financial performance of TSSA's ED Program during this past year. The reduction to licensing revenue created by this credit was partially offset by higher follow-up inspection revenue, which increased as a result of the successful initiative to eliminate the backlog of follow-ups.

BPV/OE regulatory revenue of \$14.8 million was favourable to the prior year by 3%, due to an increase in customer business volumes and the final year of a three-year phased-in fee increase of 3% since its introduction on May 1, 2013.

Fuels Safety Program revenue of \$21.8 million was flat year-over-year. Inspection services and Licensing, Registration and

Certification services equally contributed 80% of Fuels revenue.

The USA Safety Program generated revenue of \$4.1 million, which grew 3.7% over the prior year as the number of renewal licences increased.

Non-regulatory business revenue of \$4.0 million consists of a limited number of customer contracts, primarily in BPV, and has grown by 10% due to demand from the nuclear sector.

TSSA remains committed to providing customer value while closely monitoring all expenses and seeking cost efficiencies and productivity gains. Total expenses were \$63.8 million, a decrease of 3.5% over the prior year, demonstrating the strong cost control focus of the organization. The year-over-year reduction in expenses offset the impact of the revenue decline and resulted in a positive operating leverage, a balanced scorecard measurement of effective cost control relative to revenue growth. TSSA reduced its expenses while investing \$1.3 million in the TSSA's 20/20 Program, an increased spend of \$0.8 million versus fiscal 2015.

Salaries and benefits remained TSSA's largest spend due to its structure as a service organization. This spend was flat compared to fiscal 2015 with some minor decreases in staffing costs offset by corresponding increases in temporary staffing. Additions or changes to staffing are managed through tightly controlled business case justifications.

Expense reductions, delays or deferrals in a variety of key expense categories produced a year-over-year reduction in non-salary operating expenses, particularly in corporate spend and fleet.

Efficiency and productivity gains across the organization are also reflected in the reduction of a key metric, cost per core safety service hour, which improved by approximately 8% versus the prior year. Management will continue to focus on improving both aspects of this metric, namely cost and core safety hours, in fiscal 2017.

TSSA generated an excess of revenue over expenses of \$6.8 million, a \$0.8 million increase over the prior year. This was due to a decrease in operating expenses of \$2.3 million that was partially offset by lower revenues of \$1.5 million, primarily due to the Elevating Devices Licence credit. Concerted efforts to manage expenses well below revenue levels were successful and will be prudently managed in the next year with the goal of further improving operational efficiencies.

The excess of revenue over expenses strengthens the

reserve level that will support upcoming project investments. Significant resources are focused on end-to-end business process redesign and systems replacement over the next two years to build a strong foundation for the future (TSSA 20/20 Program). In addition, capital investment in facilities will support the recent relocation of TSSA's head office with significantly lower ongoing lease costs.

The reserve level also provides a stable base for an additional year of a fee freeze in fiscal 2017, as previously announced. TSSA has not increased fees since the implementation of the new fee schedule on May 1, 2013. Revenues are based on the approved cost recovery-based fee structure, which is consistent with the guidelines contained in TSSA's Memorandum of Understanding (MOU) with the Ontario government, and ensures future investment in safety programs for the province of Ontario.

CAPITAL EXPENDITURES

The capital expenditures of \$1.0 million incurred during fiscal 2016 were related to investments for sustaining TSSA's business operations, network capabilities to support the current systems and the TSSA 20/20 Program, and leasehold improvements related to the recent relocation of TSSA's head office. Timing of expenditures initially expected in fiscal 2016 for end-to-end business process redesign, system replacement and renovation costs for TSSA's new facility has shifted to fiscal 2017 as summarized in the Fiscal Year 2017 Outlook.

Management continues to ensure all capital investments support value to stakeholders and reflect the strategic objectives of the organization.

NET ASSETS

TSSA's financial position remains strong with net assets of \$35.6 million. TSSA continues to operate with no funded liabilities and maintains a solid working capital position (excluding deferred revenue) of \$11.1 million (\$14.9 million in fiscal 2015). Working capital decreased by \$3.8 million compared to prior fiscal year due to the Elevating Devices Licence credit to elevating device owners recorded in current liabilities. Accounts Receivable increased as business activity and related invoicing in the last quarter was above previous quarters. The current ratio (excluding deferred revenue) of 1.7:1 indicates a continued healthy liquidity position. TSSA's investments in short and long-term financial instruments, totalling \$47.4 million (\$37.5 million in fiscal 2015), are held in high quality, very low risk

TSSA remains committed to providing customer value while closely monitoring all expenses and seeking cost efficiencies and productivity gains.

financial instruments, which adhere to the investment policy as approved by the Board of Directors.

At fiscal 2016 year end, TSSA's total reserve was \$34.2 million or 54% of total operating expenses. Within the total reserve, the restricted reserve of \$28.4 million represented 45% of total operating expenses. The balance of the unrestricted reserve of \$5.8 million is sufficient for supporting fiscal 2017 planned investments in business process redesign, systems replacement and facilities, as described previously. TSSA has a reserve policy that includes a set of rules that apply when the restricted reserve level is above or below 25% to guide business decisions related to revenue, expense and capital, ensuring appropriate investments are made supporting TSSA's mandate. Management regularly assesses TSSA reserves to ensure adequate capital is maintained to fund enhancements to the safety system for the benefit of Ontarians as well as the ability to absorb unforeseen economic circumstances.

FISCAL YEAR 2017 OUTLOOK

The fiscal 2017 budget represents management's commitment to stakeholders to develop and implement a practical financial plan aligned with the vision and strategic priorities. The emphasis is on delivering efficient, customer-focused processes that support TSSA's regulated mandate while funding investment in "fix the foundation" and modernizing for the future. Continued cost control supports the extension of the fee freeze to May 1, 2017. The most recent fee schedule was approved effective May 1, 2013. TSSA's fees overall have increased less than the rate of inflation since its inception in 1997 and the organization will continue to strive to find ways to restrain fee increases in the future.

Total budgeted revenue is \$72.9 million with a net margin of \$4.2 million. Net margin is lower by \$2.6 million versus \$6.8 million in fiscal 2016 due primarily to the increased

TSSA is confident that the established operating and capital budgets will enable the successful execution of our regulatory mandate and overall business plan.

investment in end-to-end process redesign and new systems implementation (TSSA 20/20 Program) as discussed in the Technology section.

Regulatory net margin of \$2.5 million or 4% of revenues is lower than prior year by approximately half, and non-regulatory net margin of \$1.7 million, an increase of \$0.4 million over the prior year.

Revenue growth is anticipated at 3.3% above fiscal 2016 and increases in all safety programs except USA (3.6% decline from prior year). As fees continue to be frozen, revenue growth is based on best estimates of business activity volumes. Examples of key areas of estimation include projected device volume growth/changes, volume and mix of inspection work expected to be performed based on assessment of risk factors and projected compliance levels, and manufacturing activity resulting in engineering reviews and initial inspections. In addition, some revenue is foregone in fiscal 2017 due to a decision to temporarily stop charging double and triple follow-up inspection fees in Elevating Devices as the program reviews new approaches to incentivize safety behaviour and deter non-compliance in the sector.

Budgeted expenses of \$68.7 million are anticipated to grow by 7.7% including a \$3.8 million investment for the TSSA 20/20 Program. The largest area of growth is in staffing to support the TSSA 20/20 Program over the next two years as well as core business activities, particularly in ED to support a multi-year compliance strategy. In order to ensure that the core business is financially sustainable over time, can fund day-to-day and strategic initiatives, and can restrain fee increases, management's goal is to control core business costs excluding the one-time TSSA 20/20 Program expenses to match the level of revenue growth as closely as possible. Total expense growth is expected to be

3.6% excluding the investment in TSSA 20/20, which marginally exceeds the projected revenue growth of 3.3%.

Non-TSSA 20/20 core business expenses will be managed in a number of ways: staffing changes continue to require stringent business case justification, inflationary increases are to be absorbed with cost saving initiatives, and offsets identified for one time or cyclical expenditures. TSSA will continue to invest in workforce training, development and safety, the stability and performance of core IT infrastructure, including website renewal, and programs such as the TSSA Safety Awards. Innovative approaches to delivering corporate support processes are being identified on an ongoing basis, such that the growth rate in support costs is planned to be below the growth rate in direct operating costs. Minimal work will be performed on the existing ERP system as focus is on the TSSA 20/20 Program.

TSSA's capital budget for fiscal 2017 is projected at \$8.4 million, driven by a combination of the TSSA 20/20 Program, the recently completed move to a lower cost facility and other Information Services (IS) projects. There will be continued capital spending to upgrade and maintain IS infrastructure to ensure effectiveness, security, performance and reliability as well as upgrading of the main corporate website. There is limited capital spend on existing systems with the focus on TSSA 20/20 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 within policy and is closely monitored by a third party investment manager.

TSSA continues to monitor its reserves. The unrestricted reserve balance at the end of fiscal 2016 is adequate to support upcoming TSSA 20/20 Program and facilities capital investments. The restricted reserve policy targets a reserve level of 25% of budgeted operating expenses in order to support the business in achieving long-term vision and goals and ensure adequate capital for unforeseen economic events. It is expected that the reserve will continue to support TSSA's multi-year capital requirements.

TSSA is confident that the established operating and capital budgets will enable the successful execution of TSSA's regulatory mandate and overall business plan.

MANAGEMENT'S DISCUSSION & ANALYSIS

TECHNICAL STANDARDS AND SAFETY AUTHORITY

STATEMENT OF INCOME AND EXPENSES

(In thousands of dollars)

Year ended April 30, 2016 with Fiscal 2017 Budget

	Fiscal 2016 Actual \$'000	Fiscal 2017 Budget \$'000	Changes \$ %	
REGULATORY BUSINESS:				
Boilers and Pressure Vessels/ Operating Engineers Revenue	14,832	15,448	616	4%
Elevating and Amusement Devices Revenue	25,743	26,762	1,020	4%
Fuels Revenue	21,824	22,321	497	2%
Upholstered and Stuffed Articles Revenue	4,116	3,970	(145)	(4%)
Total Revenue	66,515	68,502	1,987	3%
Expenses	61,134	66,006	4,872	8%
NET MARGIN	5,381	2,496	(2,885)	(54%)
	8%	4%		
NON-REGULATORY BUSINESS:				
Revenue	4,019	4,374	355	9%
Expenses	2,627	2,661	34	1%
NET MARGIN	1,392	1,713	321	23%
	35%	39%		
TOTAL TSSA:				
Revenue	70,534	72,876	2,342	3%
Expenses	63,761	68,667	4,906	8%
NET MARGIN	6,773	4,209	(2,564)	(38%)
	10%	6%		

TECHNICAL STANDARDS AND SAFETY AUTHORITY

CAPITAL EXPENDITURE

(In thousands of dollars)

Year ended April 30, 2016 with Fiscal 2017 Budget

	Fiscal 2016 Actual \$'000	Fiscal 2017 Budget \$'000	Changes \$ %	
Capital Expenditure	975	8,375	7,400	759%

FINANCIAL STATEMENTS

for the year ended 30 April 2016



INDEPENDENT AUDITORS' REPORT

To the Members of Technical Standards and Safety Authority

We have audited the accompanying financial statements of Technical Standards and Safety Authority, which comprise the statement of financial position as at April 30, 2016, and the statements of operations, changes in net assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Technical Standards and Safety Authority as at April 30, 2016, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Other Matter

Without modifying our opinion, we note that the comparative balances of Technical Standards Safety Authority at April 30, 2015 and for the year then ended were audited by another auditor, who expressed an unqualified opinion on those statements dated June 22, 2015.

Chartered Professional Accountants, Licensed Public Accountants



July 6, 2016
Toronto, Canada

STATEMENT OF FINANCIAL POSITION

(In thousands of dollars)

Year ended April 30, 2016

	2016	2015
ASSETS		
Current		
Cash	\$ 6,447	\$ 2,881
Short-term Investments (Note 3)	11,034	14,287
Accounts Receivable (Note 4)	8,692	7,411
Prepaid Expenses	607	1,531
	26,780	26,110
Long-term Investments (Note 3)	36,379	23,179
Capital Assets (Note 5)	1,376	3,320
	\$ 64,535	\$ 52,609
LIABILITIES		
Current		
Accounts Payable and Accrued Liabilities (Note 6)	\$ 15,657	\$ 11,242
Deferred Revenue	13,256	12,518
	28,913	23,760
Net assets		
Invested in Capital Assets	1,376	3,320
Restricted Reserve (Note 10)	28,447	14,625
Unrestricted Reserve (Note 10)	5,799	10,904
	35,622	28,849
Commitments and Contingencies (Note 12)		
	\$ 64,535	\$ 52,609

On behalf of the Board


Norm Inkster

Chair of the Board of Directors


Michael Lees

Chair of Audit, Finance and Risk Committee

TECHNICAL STANDARDS AND SAFETY AUTHORITY

STATEMENT OF OPERATIONS		
(In thousands of dollars)		
Year ended April 30, 2016		
	2016	2015
Regulatory Business Revenue		
Elevating and Amusement Devices	\$ 25,743	\$ 28,124
Fuels	21,824	21,892
Boilers and Pressure Vessels and Operating Engineers	14,832	14,407
Upholstered and Stuffed Articles	4,116	3,970
	66,515	68,393
Non-regulatory Business Revenue	4,019	3,645
	70,534	72,038
Regulatory Business Expenses		
Salaries, Wages and Benefits	42,471	42,807
Operating	15,744	18,035
Amortization	2,919	2,989
	61,134	63,831
Non-regulatory Business Expenses	2,627	2,219
	63,761	66,050
Excess of regulatory business revenue over regulatory Business Expenses	5,381	4,562
Excess of non-regulatory business revenue over Non-regulatory Business Expenses	1,392	1,426
Excess of Revenue Over Expenses	\$ 6,773	\$ 5,988

STATEMENT OF CHANGES IN NET ASSETS

(In thousands of dollars)

Year ended April 30, 2016

	Invested in capital assets	Restricted reserve (Note 10)	Unrestricted reserve (Note 10)	Total 2016	Total 2015
Net Assets, Beginning of Year	\$ 3,320	\$ 14,625	\$ 10,904	\$ 28,849	\$ 22,861
Excess (Deficiency) of Revenue Over Expenses	(2,919)	–	9,692	6,773	5,988
Investment in Capital Assets	975	–	(975)	–	–
Interfund Transfer	–	13,822	(13,822)	–	–
Net Assets, End of Year	\$ 1,376	\$ 28,447	\$ 5,799	\$ 35,622	\$ 28,849

STATEMENT OF CASH FLOWS

(In thousands of dollars)

Year ended April 30

	2016	2015
Increase (decrease) in cash and cash equivalents		
Operating		
Excess of Revenue Over Expenses	\$ 6,773	\$ 5,988
Items Not Involving Cash		
Amortization	2,919	2,989
Unrealized Loss (Gain) on Short-term Investments	96	(165)
Unrealized Gain on Long-term Investments	29	71
	9,817	8,883
Change in Non-cash Operating Working Capital	4,796	(1,649)
	14,613	7,234
Investing		
Proceeds on Maturity of Short-term Investments	11,947	11,550
Purchase of Short-term Investments	(8,790)	(13,413)
Proceeds on Maturity of Long-term Investments	3,865	4,785
Purchase of Long-term Investments	(17,094)	(8,880)
Acquisition of Capital Assets	(975)	(343)
	(11,047)	(6,301)
Increase in Cash	3,566	933
Cash		
Beginning of Year	2,881	1,948
End of Year	\$ 6,447	\$ 2,881

TECHNICAL STANDARDS AND SAFETY AUTHORITY

(In thousands of dollars)
Year ended April 30, 2016

NOTES TO FINANCIAL STATEMENTS

1. Nature of Operations

Technical Standards and Safety Authority ("TSSA") is a statutory corporation without share capital under the *Technical Standards and Safety Act, 2000* (the "TSS Act"), based on amendments that were proclaimed effective May 1, 2010. TSSA is responsible for the administration of the TSS Act. As required by the amendments, TSSA entered into a Memorandum of Understanding ("MOU") with the Ministry of Consumer Services of the Province of Ontario. Effective April 24, 2013, and pursuant to the TSS Act, the Ministry of Consumer Services of the Province of Ontario and TSSA executed an amendment to the MOU to revoke and replace the prior additional non-regulatory objects of the TSSA, including certain procedures to facilitate compliance with the revised requirements. These revised objects reflect more clearly the non-regulatory business activities of the TSSA.

TSSA's objectives, as outlined in the TSS Act and MOU, allow TSSA to continue to administer the TSS Act and its regulations to promote and undertake public safety activities in relation to matters assigned to it, including training, certification, licensing, registration, audit, quality assurance, inspection, investigation and enforcement, subject to certain additional powers of the Ministry of Consumer Services of the Province of Ontario. TSSA is a non-profit organization under the Income Tax Act (Canada) and is exempt from income tax.

Regulatory business revenue (formerly known as mandated revenue) reflects those activities prescribed under the TSS Act.

In addition to its regulatory business services, TSSA offers services to the federal government and undertakes other contracts that are not regulated, as permitted by the TSS Act and MOU. This revenue is categorized as non-regulatory business revenue (formerly known as discretionary revenue).

2. Significant Accounting Policies

The financial statements are prepared by management in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the Chartered Professional Accountants of Canada Handbook - Accounting.

Revenue Recognition:

Revenue from the provision of inspection and engineering services is recorded when services are performed. Licensing, registration and certification fees are recognized as deferred revenue when received. These fees are then recognized evenly over the period covered by the fee.

Interest income is recognized as revenue when earned and is recorded on the accrual basis.

Financial Instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized at cost, unless management has elected to carry the instruments at fair value. TSSA has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the effective interest rate method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, TSSA determines if there is a significant adverse change in the

TECHNICAL STANDARDS AND SAFETY AUTHORITY

(In thousands of dollars)

Year ended April 30, 2016

expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount TSSA expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

Accounts Receivable

Accounts receivable are measured at fair value on origination.

At year end, TSSA assesses whether there are any indications that the carrying value of the receivables may be impaired. For purposes of impairment testing, each significant account is assessed individually; the balance of the accounts are grouped on the basis of similar credit risk characteristics. When there is an indication of impairment, TSSA determines whether there has been a significant adverse change in the expected timing or amount of future cash flows. When TSSA identifies a significant adverse change, it reduces the carrying amount of the receivable to the higher of the amount that could be realized by selling the receivable at the statement of financial position date and the present value of the cash flows expected to be generated by holding the receivable.

When the extent of impairment of a previously written down receivable decreases and the decrease can be related to an event occurring after the impairment was recognized, the impairment loss is reversed to the extent of the improvement.

Capital Assets

Purchased capital assets are recorded at cost less accumulated amortization. Leases that transfer substantially all the benefits and risks of ownership are capitalized. Replacements are expensed in the year of replacement. Amortization is provided on a straight-line basis over the estimated useful lives of the assets at the following annual rates:

Business Systems	20%
Equipment	25%
Furniture and Fixtures	20%
Computer Software	50%
Computer Hardware	33%
Leasehold Improvements	Remaining Term of Lease

Amortization of a capital asset commences when it is brought into service.

Contributed capital assets are recorded at fair value at the date of contribution.

Assets attributable to capital projects that are not available for use are held as construction in progress and are not amortized until they are available for use.

Foreign Currency Translation

Monetary assets and liabilities denominated in foreign currencies are translated into Canadian dollars at the prevailing rates of exchange at the year-end date. Revenue and expenses are translated at the exchange rates prevailing on the transaction date. Realized and unrealized exchange gains and losses are included in the statement of operations.

Realized foreign exchange gain of \$206 (2015 - \$131) is included in statement of operations.

TECHNICAL STANDARDS AND SAFETY AUTHORITY

(In thousands of dollars)

Year ended April 30, 2016

Allocation of Expenses

TSSA classifies expenses on the statement of operations by business type, regulatory business and non-regulatory business. TSSA allocates certain expenses as noted below on a consistent basis each year. Allocated expenses and the basis of allocations are as follows:

- (i) Direct labour and benefits are allocated on the basis of time incurred as a percentage of revenue; and
- (ii) Certain corporate support expenses are allocated using various allocation methods, including percentage of revenue and square footage of space.

Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

3. Investments

Short-term investments consist of cash, bankers' acceptances, guaranteed investment certificates and bonds, with yields between 1.25% and 2.45% (2015 - 1.00% and 4.97%), maturing prior to March 5, 2017 (2015 - April 29, 2016).

Long-term investments consist of the following:

	2016		2015	
	Cost	Market Value	Cost	Market Value
Corporate and Government Bonds	\$ 35,747	\$ 36,379	\$ 22,690	\$ 23,179

The long-term investments have effective rates between 1.21% and 2.50% (2015 - 1.00% and 2.50%), maturing from June 2015 to November 2019 (2015 - June 2015 to November 2019).

TSSA holds fixed income securities which are subject to market risk, interest risk and cash flow risk. These risks will also impact future cash flow streams, including dividends, gains and losses and interest income.

The value of fixed income securities will generally rise if interest rates fall and fall if interest rates rise. Changes in interest rates may also affect the value of equity securities.

The value of securities denominated in a currency other than the Canadian dollar will be affected by changes in the value of the Canadian dollar in relation to the value of the currency in which the security is denominated.

TSSA does not enter into any derivative instrument arrangements for hedging or speculative purposes.

4. Accounts Receivable

	2016	2015
Accounts Receivable	\$ 9,443	\$ 8,045
Less Allowance for Doubtful Accounts	(751)	(634)
	\$ 8,692	\$ 7,411

TECHNICAL STANDARDS AND SAFETY AUTHORITY

(In thousands of dollars)
Year ended April 30, 2016

5. Capital Assets

	2016		2015	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Business Systems	\$ 6,535	\$ 6,228	\$ 307	\$ 2,074
Equipment	719	716	3	12
Furniture and Fixtures	1,518	1,514	4	6
Computer Software	1,047	856	191	143
Computer Hardware	1,700	1,274	426	628
Leasehold Improvements	2,462	2,017	445	457
	\$ 13,981	\$ 12,605	\$ 1,376	\$ 3,320

Additions of \$393 (2015 - \$Nil) to leasehold improvements, \$22 (2015 - \$Nil) to business system and \$Nil (2015 - \$217) to computer hardware have not yet been amortized as they are not in use.

6. Accounts Payable and Accrued Liabilities

Included in accounts payable and accrued liabilities are government remittances payable of \$1,454 (2015 - \$1,446), which relate to sales tax, payroll remittances and oversight fees charged by the Ministry of Government and Consumer Services of the Province of Ontario.

7. Allocation of Expenses

Direct labour and benefits expenses of \$1,218 (2015 - \$1,259) have been allocated to non-regulatory business expenses. Corporate support expenses of \$25,147 (2015 - \$30,432) have been allocated as follows:

	2016	2015
Regulatory Business Expenses	\$ 24,063	\$ 29,530
Non-regulatory Business Expenses	1,084	902
	\$ 25,147	\$ 30,432

8. Pension Plans

TSSA has established defined contribution pension plans for its employees. Contributions by TSSA on account of current service pension costs paid and expensed amounted to \$1,854 (2015 - \$1,837).

9. Indemnification of Directors and Officers

TSSA has indemnified its past, present and future directors and officers against expenses (including legal expenses), judgments and any amount actually or reasonably incurred by them in connection with any action, suit or proceeding in which the directors and officers are personally named as a result of their service, provided they acted honestly and in good faith with a view to the best interest of TSSA. The nature of the indemnity prevents TSSA from reasonably estimating the maximum exposure. TSSA has purchased directors' and officers' liability insurance with respect to this indemnification.

TECHNICAL STANDARDS AND SAFETY AUTHORITY

(In thousands of dollars)

Year ended April 30, 2016

10. Restricted Reserve

TSSA has an approved restricted reserve to ensure sufficient capital is maintained for continued services and to allow for significant unforeseen economic events. This policy, approved by the board, requires TSSA to attain and maintain a restricted reserve of 25% of budgeted operating expenses. The board considers the sum of the restricted reserve and unrestricted reserve to be the total reserve. As at April 30, 2016, the total reserve was \$34,246 (2015 - \$25,529). The board approved a transfer, effective April 30, 2016, from the unrestricted reserve to the restricted reserve in the amount of \$13,822 (2015 - \$Nil). The balance of \$5,799 (2015 - \$10,904) in the unrestricted reserve represents funding for future business initiatives.

11. Capital Disclosures

TSSA's capital is its net assets as reflected in the statement of financial position. Within net assets, TSSA manages its restricted reserve and unrestricted reserve, as described fully in Note 10. TSSA's primary objective of enhancing public safety is supported by safeguarding its assets and ensuring it remains financially viable through effective risk-based planning, investment and cost management policies and procedures. TSSA manages its capital structure through its strategic planning process, as approved by the board. This includes an annual budget of revenue and expenses, investments in capital assets and management of cash and interest-bearing short-term/long-term investments. There are no externally imposed restrictions on its capital structure.

12. Commitments and Contingencies

Operating Facility:

Under the terms of its banking agreement, TSSA has available a demand operating facility of up to \$750. This facility bears interest at TSSA's bank's prime rate plus 0.25% per annum and is secured by a general security agreement over TSSA's assets and assignment of fire and business interruption insurance. As at April 30, 2016, \$Nil (2015 - \$Nil) was drawn on the facility.

Lease Obligations

TSSA leases office space, cloud-based online services, vehicles and equipment. Future minimum payments, by year and in the aggregate, under operating leases with initial or remaining terms of one year or more, consist of the following:

2017	\$ 1,023
2018	1,253
2019	1,090
2020	743
2021	604
Thereafter	\$ 3,626
	\$ 8,339

Litigations

TSSA has been named as defendant in certain litigations alleging actual and punitive damages. However, it is management's belief that the ultimate outcome will not materially affect TSSA's financial position. Settlement, if any, will be accounted for during the period of resolution.

A construction worker wearing a yellow hard hat, a high-visibility orange and black vest, and black pants with reflective stripes is using a circular saw to cut through a concrete slab. The worker is wearing tan work gloves and black rubber boots. The background shows a construction site with various materials and equipment under a blue sky with scattered clouds.

CORPORATE INFORMATION

for the year ended 30 April 2016

TSSA'S BOARD OF DIRECTORS

Lynda Bowles

Former Audit Partner, Deloitte LLP

JoAnne Butler

Vice President, Market & Research Development,
Independent Electricity System Operator

Brian Chu

Founding partner of Bogart Robertson & Chu LLP

Douglas Harrison

President and CEO, VersaCold Logistics Services

Norm Inkster, Chair

President, Inkster Incorporated Inc.

Michael Lees

Former President, Babcock & Wilcox Nuclear Energy

Pamela Nowina

Board Member, Electrical Safety Authority (ESA) and
Chair of ESA Board's Audit Committee and Member of
the Regulatory Affairs & Governance Committee

Elaine Pitcher

Barrister and Solicitor, Elaine Pitcher Law Office

Connie Roveto

President, Cirenity Management

Wendy Tilford

Board Member, CSA Group and former Deputy Minister,
Ministry of Government and Consumer Services

Helle Tosine

Senior Associate, Optimus SBR Management Consulting

TSSA'S BOARD COMMITTEES

Each TSSA director is an active member of one of two committees: TSSA's Audit, Finance and Risk Committee, and TSSA's Governance, Safety and Human Resources Committee. Providing oversight in governance, reporting, fiduciary and legal duties, each member plays an important role in guiding TSSA's safety strategies.

Audit, Finance and Risk Committee

Michael Lees, Chair

Lynda Bowles, Member

Douglas Harrison, Member

Elaine Pitcher, Member

Wendy Tilford, Member

GOVERNANCE, SAFETY AND HUMAN RESOURCES COMMITTEE

JoAnne Butler, Chair

Brian Chu, Member

Pamela Nowina, Member

Connie Roveto, Member

Helle Tosine, Member

BOARD REMUNERATION AND TSSA PAY POLICY

Executive compensation and other non-financial awards associated with Board remuneration play an important role in corporate governance and allow TSSA to attract skilled and experienced directors. Similarly, TSSA's pay policy seeks to attract and retain essential technical and corporate resources through competitive compensation. Both policies strictly follow transparent and fiscally responsible compensation practices.

For additional information on Board remuneration and TSSA's pay policy, please visit www.tssa.org.

ISSUES MANAGEMENT

As TSSA seeks to continually improve customer satisfaction and its high standards of safety service, we address aspects of dissatisfaction, according to the level in which they are raised. Complaints requiring greater attention are escalated to senior personnel, up to and including statutory directors or the President and CEO. TSSA's Ombudsman provides additional support, engaging both staff and industry members to effectively resolve issues and develop ideas for improving the way in which TSSA delivers its services.

FRENCH LANGUAGE SERVICES

TSSA continually monitors French language requests to best determine the linguistic level of service and meet public safety and customer service needs. For more information on TSSA's French Language Services Policy, please contact TSSA toll-free at 1-877-682-8772.

CORPORATE INFORMATION

SENIOR MANAGEMENT TEAM

Tom Ayres

Vice President and General Counsel

Michael Beard

President and CEO

Brenda Buchanan

Vice President, Human Resources and Training

Georgina Kossivas

Chief Financial Officer

Wilson Lee

Director, Stakeholder Relations

Mark Rodrigues

Director, Internal Audit

David Scriven

Vice President, Research and Corporate Secretary

Peter Wong

Vice President, Operations

INDUSTRY ADVISORY COUNCILS

Industry input and advice on TSSA's safety strategies, initiatives and service delivery is essential to the continued safety of Ontarians. Since TSSA's creation, the organization has pursued this effective form of collaboration through its nine industry advisory councils. Council Chairs are listed below.

Cindy Sypher

Amusement Devices

Steve Lawrence

Boilers and Pressure Vessels

Kelly Leitch

Elevating Devices

Bob Smith

Liquid Fuels

Jim Sanders

Natural Gas

Rod Philip

Operating Engineers

David Karn

Propane

Bruce Haynes

Ski Lift

Lloyd Hall

Upholstered and Stuffed Articles

TSSA'S STATUTORY APPOINTMENTS

The individuals listed below are designated as Director or Chief Officer under Ontario's *Technical Standards and Safety Act, 2000* and/or specific regulations.

Roger Neate

Director, Elevating and Amusement Devices and Ski Lifts Safety Program

John Marshall, BA, CIGC

Director, Fuels Safety Program

Mike Adams, M.Eng., P.Eng., PMP

Director, Boilers and Pressure Vessels and Operating Engineers Safety Program
Chief Officer, Operating Engineers

Dara Vorkapic

Director, Upholstered and Stuffed Articles Safety Program

CONSUMERS ADVISORY COUNCIL

Advocating for public interest in TSSA safety matters, the Consumers Advisory Council provides essential input into TSSA services, policies and actions. Members are listed below.

Jane McCarthy

Chair

Robert Brady

Member

Dolly Gerrior

Member

Elizabeth Nielsen

Member

Kathryn Woodcock

Member

For more information on advisory councils, including minutes of meetings, please visit www.tssa.org.

CORPORATE SCORECARD

COMPANY BALANCED SCORECARD FOR FISCAL YEAR 2016						
(Year End Results at April 30, 2016)						
Objective	Measure	Fiscal Year 2015 Performance Results		Fiscal Year 2016 Target	FY16 Results	Comments
Safety Outcomes						
Reduced health impacts	Risk of Injury or Fatality	1.7 ¹ percent increase of risk of Injury as compared to baseline		A reduction from previous year toward the strategic plan target for Fiscal Year 2017 of a 10% reduction from baseline.	16% decrease of risk of injury or fatality compared to baseline	
Increased regulatory compliance	Periodic inspections/ audits passed on first visit ²	Fuels		Equal to or better than previous fiscal year ³		
		Contractor audits	55%		54%	
		Licensed sites	52%		52%	
		Elevating and Amusement Devices		Equal to or better than previous fiscal year		
		Elevating Devices	29%		24%	A FY17 Business Plan initiative includes research leading to a revised Elevating Devices compliance strategy
		Amusement Devices	64%		64%	
		Boilers and Pressure Vessels and Operating Engineers		Equal to or better than previous fiscal year		
		Boilers and Pressure Vessels	96%		98%	
		Operating Engineers	40%		41%	

¹ Reflects enhanced methodology for calculating Risk of Injury or Fatality over all programs (as used in the 2014/2015 ASPR).

² The median value of periodic inspections/audits passed on first visit over an eight-year time period. The higher the number the better the compliance.

³ Results may be impacted by mandated enforcement initiatives to address identified compliance concerns. These initiatives are described in TSSA's annual public safety performance reports.

CORPORATE SCORECARD

COMPANY BALANCED SCORECARD FOR FISCAL YEAR 2016

(Year End Results at April 30, 2016)

Objective	Measure	Fiscal Year 2015 Performance	Fiscal Year 2016 Target	FY16 Results	Comments
Organizational Effectiveness					
Enhanced Efficiency	Operating Leverage ⁴	4.0% ⁵	Positive Leverage	2.4% (YE)	Positive operating leverage achieved including licence credit to owners of elevating devices
Enhanced Customer Value	Performance Index Score from Customer Value Survey	172	An Improvement from Previous Year toward the Strategic Plan Target for Fiscal Year 2017 of 205	165	
Enhanced Employee Engagement ⁶	Employee Survey Engagement Score	No survey conducted	Maintain or improved results compared to previous survey score (62%)	59%	
Employee Health and Safety	Occupational Health and Safety Dashboard Leading Indicators (training, quality audits completed and average quality audit score)	Green on all indicators	Green on all leading indicators	Green on all leading indicators	
Financial Performance					
Total revenue	Annual \$	\$72.038 million	\$72.870 million	\$70.534 million	Revenue target met excluding decision to provide licence credit to owners of elevating devices
Total net margin	Annual \$	\$5.988 million	\$1.188 million	\$6.773 million	Positive results from volume and mix of inspection work, TSSA-wide cost control through efficiency efforts and productivity gains, and shifting of TSSA 20/20 program costs to future years

⁴ The percentage of revenue growth less the percentage expense growth arising from normal operations exclusive of planned strategic investments approved by the board.

⁵ Operating leverage is now defined as the difference between the year-over-year increase in revenue less the year-over-year increase in expenses, excluding strategic initiatives. In this scorecard, the FY15 result is calculated using the new definition.

⁶ Employee engagement surveys are conducted approximately every 18 months.



OUR MISSION

To enhance public safety in Ontario.

TSSA's purpose is to promote and enforce public safety. Our vision is to be a valued advocate and a recognized authority in public safety. Our values are a reflection of our commitment to public safety. And the beneficiaries of all our efforts are our public and industry stakeholders. Our core values remain:

Safety – Be safety conscious at all times.

Leadership – Be the best in actions and words.

Communication – Be an effective and efficient communicator, and an active listener.

Integrity – Be honest and ethical.

Respect – Build trust and earn respect.

Accountability – Be responsible for all actions and deliver on commitments.

Teamwork – Work together, respect individuals and celebrate success.



Technical Standards and Safety Authority

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