



# Business Plan

Fiscal Year 2026 | May 2025 to April 2026

# 2026

# Vision, Purpose and Values

## **Vision**

**Working together for a safer Ontario  
today and tomorrow**

## **Purpose**

**To enhance safety in Ontario through  
engagement, evidence, enforcement and education**

## **Values**

### **Safety**

Be safety conscious at all times

### **Collaboration**

Work well with others

### **Accountability**

Be responsible for our actions and deliver on our commitments

### **Integrity**

Conduct ourselves with transparency using risk-informed evidence

### **Inclusion**

Leverage diversity through inclusive, respectful leadership

### **Innovation**

Be forward thinking, adaptable and data driven

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# Message from our President and CEO



**As we enter the third year of our strategy, we are proud of the strong and encouraging momentum we've built.**

Two years ago, we set out on a journey to execute our current strategic plan with a clear goal: to improve public safety by advancing TSSA as an Outcome-Based Regulator. As we enter the third year of our strategy, we are proud of the strong and encouraging momentum we've built.

Over the past two years, our ONE TSSA team has pursued and delivered key initiatives that have laid solid groundwork for success and the foundation for the next phase of our strategy. While an ambitious journey comes with challenges, our team's determination pushed us forward, driving meaningful progress.

As we reach the midpoint of our five-year strategy, much work remains. With the continued dedication of our team and the engagement with our customers and other stakeholders, I am confident that TSSA has the momentum needed for a strong finish.

Our efforts in this coming fiscal year will continue to align with our four strategic themes: Rewarding, Purpose-Driven Work; Outcome-Based Regulator; Ease of Doing Business; and Future Ready.

Moving into fiscal year 2026 (FY26), we will place an even greater emphasis on the Outcome-Based Regulator goal. This was a top priority identified through our strategic plan consultations, where stakeholders highlighted their expectation for us to build on the progress we've made, deepen our use of data insights, and work collaboratively to improve safety.

The Outcome-Based Regulator approach relies on strong compliance standards, risk scores, and risk-based inspections — tools developed using reliable, relevant data gathered over time. This year TSSA will continue to expand the use of these tools by developing compliance standards for operating engineer plants, go-karts, and inflatable amusement devices. Risk-based periodic inspections for liquid fuels will be introduced, and by year-end, we expect to complete risk scores for escalators and fuels heating contractors. Adding more sectors into the Outcome-Based Regulator model will enhance regulatory effectiveness, ensuring a harmonized, consistent, data-driven approach to safety and compliance.

Delivering on these regulatory initiatives takes a strong, high-performing team, and fostering rewarding, purpose-driven work will be crucial to driving our success. In the coming year, we are committed to engaging and motivating our employees. Insights from our employee engagement survey are informing action plans that have already started and will continue through fiscal year 2026. As an organization, we will develop a recognition strategy to reward high performing contributions and retain our talent. Our human



**Bonnie Rose**  
President  
and CEO

resources platform already has a modernized performance management system that helps employees and leaders set goals, track progress, and identify growth opportunities. We are committed to providing long-term career development at TSSA.

Additionally, we will start to shape a clear and compelling Employee Value Proposition to communicate what TSSA offers to potential recruits and the employee experience they can expect when joining us. We want to clearly articulate what a great place TSSA is to build one's career.

Ease of doing business also remains a priority for our organization. The completion of our OASIS project has been a key enabler of improved customer services. This multi-year initiative has introduced a user-friendly client portal, improved access to clean and reliable data, and enhanced our overall efficiency.

Much more can and will be done to improve our key services. After an extensive process review, we will be implementing improvements to our engineering review, examinations and certification procedures. We will continue to assess additional service improvements over the next few years, with the boiler and pressure vessel certificate of inspection process review planned for next year.

Ontario's innovation and growth present new opportunities and responsibilities for TSSA and we are committed to supporting new development. The Ontario government is planning for nuclear energy to be a significant part of the province's future electricity system. As this sector grows, TSSA plays a vital role in ensuring safety and compliance with the pressurized components at nuclear sites. We will continue expanding our boilers and pressure vessels team to enhance our capacity and expertise to support Ontario's nuclear energy ambitions.

As consumer behaviour and industry practices evolve, emerging safety challenges require our attention and demand proactive approaches. TSSA is committed to developing new policy and technical frameworks to establish the necessary safeguards. Our very recent launch of a hydrogen oversight program demonstrates our ability to be ready for the future.



**The progress we've made strengthens our ability to safeguard the public today while setting new safety goals for the future.**

Fiscal year 2026 will bring new opportunities to reduce harm and enhance safety across Ontario. The progress we've made strengthens our ability to safeguard the public today while setting new safety goals for the future.

Partnerships and collaboration are key to this work. From equipment designers and manufacturers to installers, maintainers, owners, insurers, consumers, government and the public, TSSA looks forward to working even more closely with our partners to manage public safety risks effectively.

Together, we will build on our momentum to make Ontario safer, today and tomorrow.

Bonnie Rose  
President and CEO

# TSSA Overview

## Corporate Overview

**As Ontario's technical safety regulator, the Technical Standards and Safety Authority (TSSA) works collaboratively with industry and government to reduce safety risks within its regulated industries for the purpose of enhancing public safety in the province.**

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

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

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

## Scope of Powers and Responsibilities

TSSA is mandated by the Government of Ontario to enforce the Technical Standards and Safety Act, 2000 (the Act), and 17 associated regulations. The organization focuses on its core services to continuously improve safety:

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

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

# TSSA Overview

## TSSA's Safety System

**TSSA strongly believes in a safety system, in which safety is a shared responsibility. Equipment designers, manufacturers, installers, maintainers, owners, insurers, consumers and the public join TSSA and work together to manage public safety risk. TSSA oversees the safety system, focusing on where the risk is the greatest and takes a collaborative approach to help its regulated customers remain compliant and operate safely.**

### **Support codes and regulations**

Leverage TSSA employee expertise to support government in developing regulations and participate in standards development and adoption of codes and issuance of Directors' Orders.

### **Inform, educate and modify behaviour**

Inform and educate the public and industry participants regarding better safety practices and issues, new codes, regulations and requirements, and seek to influence safe behaviours and bring people and equipment into compliance.

### **Use data and analytics**

Collect and diligently manage data. Analyze the data to clearly identify risks and ensure that our actions are based on reducing risks.

### **License, register and certify**

Support training institutions to ensure workers are properly trained, and effectively examine and certify professionals. Authorize plants and equipment, devices, sites, and contractors to ensure proper tracking and oversight can be maintained.

### **Review designs**

Review the design and engineering of new technology, new installations, alterations and modifications to existing equipment and plants for compliance with codes and regulations.

### **Inspect and monitor**

Inspect and audit regulated professionals, contractors, plants, equipment and sites for compliance with set standards under the codes and regulations, follow up on high risks and monitor developing safety-related trends or issues.

### **Enforce**

Take appropriate action to deter unsafe and non-compliant behaviour to limit the potential for harm.

### **Investigate**

Investigate safety incidents and near-misses to determine the root cause to inform corrective actions and for future learning and risk identification.

# Safety Programs for Regulated Sectors

## Boilers and Pressure Vessels and Operating Engineers Safety Program



### Boilers and Pressure Vessels

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



### Operating Engineers

TSSA examines and certifies operating engineers and operators and also registers, inspects and regulates the safety of plants in Ontario, in accordance with the Act and applicable regulation.

## Elevating, Ski and Amusement Device Safety Program



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



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



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

## Fuels Safety Program



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

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

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



## Governance

TSSA is governed by a 13-member Board of Directors that is responsible for stewardship, including oversight of the organization, and taking a leadership role in the development of the organization's strategic direction. The Board is composed of seven elected members and six members appointed by the Minister of Public and Business Service Delivery and Procurement. All members are recruited to ensure the Board possesses the required diversity of skills, experience and expertise and represents the diversity of Ontario, including gender, geographic distribution, and ethnicity.

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

## Relationship to Government

TSSA is an administrative authority of the Government of Ontario and performs its delegated responsibilities for public safety with diligence, observing the principle of ensuring a fair, safe and informed marketplace that supports a competitive economy. TSSA administers its designated legislation and regulations, recommends amendments to legislation and regulations that will enhance public safety, and advises the Ministry of Public and Business Service Delivery and Procurement (MPBSDP) of any matters that may require action or attention. TSSA is fully funded through the fees it collects from regulated and non-regulated clients.

Requirements, activities and information sharing between TSSA and MPBSDP are contained in the Memorandum of Understanding signed by the Minister and the Chair of the Board.

TSSA sets annual performance targets on its key performance indicators, some of which are reviewed and approved by the Minister of Public and Business Service Delivery and Procurement. These can be found in this publication and on the [corporate reporting](#) section of TSSA's website.

## Commitment to Stakeholders

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

### To all stakeholders

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

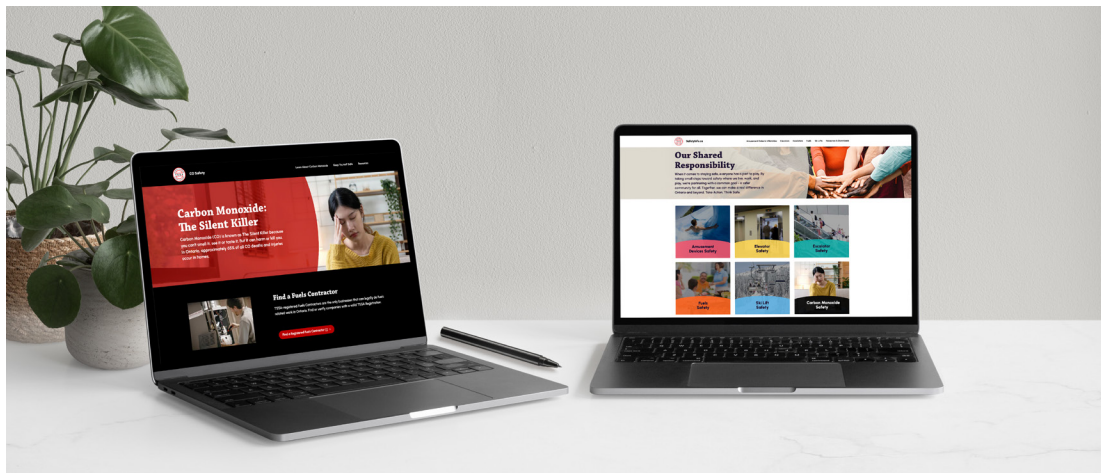
### To our regulated safety partners

TSSA will work to ensure its mandate is delivered, while providing an objective and expert application of its delegated authority that promotes continuous improvement. Endeavouring to reduce unnecessary burden on businesses without compromising safety, TSSA will provide timely and value-added safety services at a fair price.

### To the public

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

TSSA offers valuable informational resources for both the public and industry through its dedicated consumer safety section on its website (tssa.org). This section links to TSSA's specialized consumer safety sites—[safetyinfo.ca](https://www.safetyinfo.ca) and [cosafety.ca](https://www.cosafety.ca)—that serve as comprehensive hubs for safety knowledge, covering amusement rides, elevators, escalators, ski lifts, fuels safety, carbon monoxide awareness, and more.



These sites offer essential safety resources, including the [Find a TSSA-Registered Fuels Contractor](#) lookup tool, making it easier for both the public and industry professionals to access critical safety information.

## Advisory Councils

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

Seven industry advisory councils work closely in the spirit of continuous improvement, primarily to identify and reduce risk, as well as to provide feedback on new policies and changes proposed by TSSA.

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

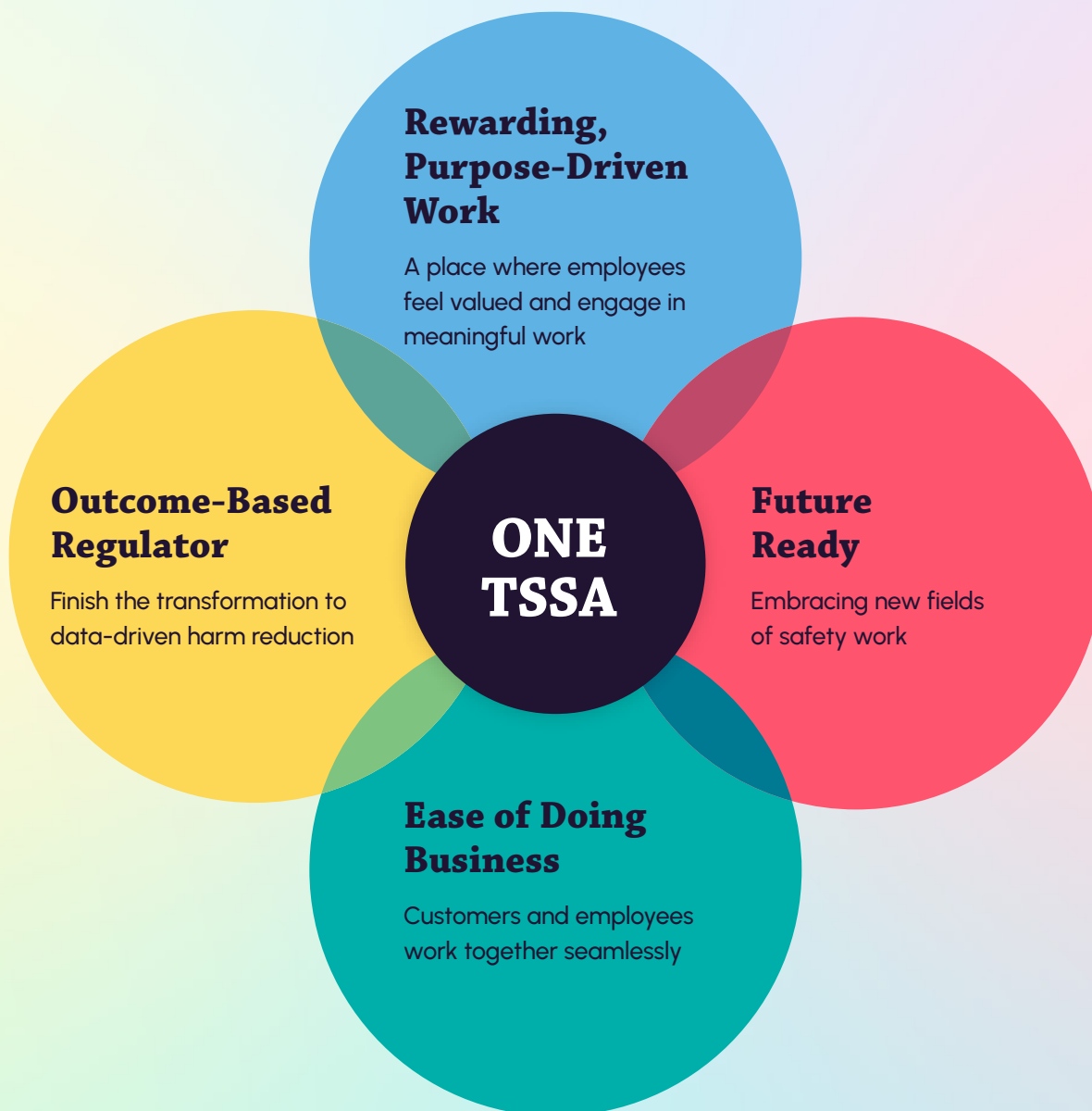
## Public Reports

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

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

# The Strategic Plan

The Business Plan remains anchored by Four Key Themes set out in the Strategic Plan. TSSA will continue to deliver initiatives under all four themes.



## ONE TSSA, together, for a safer Ontario.

TSSA's strategy has four mutually reinforcing streams of activities that collectively create **ONE TSSA**, an organization that collaborates across the enterprise to deliver on its purpose of enhancing safety in Ontario through engagement, evidence, enforcement, and education.

# Rewarding, Purpose-Driven Work



## **Objective: Implement a plan to respond to the employee engagement results and develop a recognition strategy**

Establishing TSSA as a place where employees feel valued and engaged in meaningful work requires employee input to ensure a focus on the aspects that matter most. In fiscal year 2025 (FY25), TSSA conducted an Employee Engagement Survey to establish a new platform for staff to share their perspectives. With a strong participation rate of 84%, the survey provided valuable insights into what the TSSA team values. Action planning, co-developed by leaders and employees, began in FY25 and will remain a priority in FY26. With recognition emerging as a common theme across the organization, TSSA will develop an enterprise strategy in FY26 to address this feedback and ensure employees feel their contributions to success are both recognized and appreciated.

## **Objective: Review and revise performance processes**

Effective performance management fosters accountability, engagement, and career growth. TSSA is reviewing its performance management program to identify opportunities that will further build its high-performing team. Following the successful transition to a new, more efficient and user-friendly technology platform in FY25, this review will incorporate staff feedback and industry best practices to create an employee-centric, outcome-driven process. This initiative will help foster a culture that empowers employees and drives TSSA's success.

## **Objective: Develop an employee value proposition and modernize talent management**

TSSA is modernizing its talent acquisition program to attract candidates who are aligned with TSSA's vision and value its employee experience. Defining TSSA's Employee Value Proposition in a way that resonates both internally and externally will help attract talent, improve new employee retention, and better align candidate expectations with TSSA's employee experience.

## **Objective: Develop the plan for TSSA's head office location**

After a year of searching and evaluating options for its head office, TSSA has decided to remain at its current location and has renewed its lease. The decision reflects a balance between employee priorities and cost, ensuring a workplace that supports both employee well-being and operational requirements. Office enhancements will be made to better meet business objectives and employee needs.

# Outcome-Based Regulator



## **Objective: Continue the Outcome-Based Regulator journey**

Using data and analytics, TSSA has developed two key frameworks to support harm reduction efforts: compliance standards and risk-based periodic inspection frequencies.

Compliance standards provide regulated communities with clear guidance on safety priorities and high-risk issues. To date, TSSA has launched 10 compliance standards, including ones for propane and liquid fuels implemented in FY25. In FY26, compliance standards for operating engineer plants, go-karts and inflatables will be developed.

Risk scores assess potential hazards associated with the devices and facilities regulated by TSSA. These scores play a critical role in determining the frequency of periodic inspections—higher-risk facilities and devices are inspected more frequently. Risk-based periodic inspections are already in place for elevators, propane, and operating engineers, with liquid fuels to be added in FY26. By end of the fiscal year, TSSA plans to finalize risk scores for escalators, liquid fuels, and fuels heating contractors.

## **Objective: Onboard reported agricultural boilers and pressure vessels and develop plan to start pursuing unreported devices**

TSSA's authorization process is essential for ensuring that all boilers and pressure vessel devices actively operating in Ontario are initially inspected for compliance with the applicable codes and standards, and then periodically inspected at pre-determined intervals throughout their operational lifespan. Boilers and pressure vessels used in the agricultural industry were once exempt from TSSA's regulatory oversight. With the revocation of the exemption in Ontario, TSSA has developed and implemented a process through which owners can report their operating devices to TSSA. Device owners who have already reported their devices will see them onboarded and TSSA will develop a plan to actively identify owners who have yet to do so.

## **Objective: Implement Administrative Penalties – Elevating Devices**

TSSA has the regulatory mandate to administer penalties for specific contraventions of elevating device requirements. TSSA has identified three contraventions that will be subject to Administrative Penalties, which may be directed to owners, contractors, or individuals. This program is expected to launch in June 2025, with details to be shared with the elevating device industry ahead of implementation.

# Outcome-Based Regulator



## **Objective: Enhance Authorization Phase 1: expand portal functionality for future educational requirements**

A key pillar of TSSA's journey to becoming a modern regulator is ensuring that authorizations are up to date, as they serve as safety anchors by confirming that key requirements have been met. Through the enhanced authorization project, TSSA is exploring ways to build more functionality into its web portals, enabling authorization holders to access important safety information as they renew their licences or certificates online. The educational touchpoints will help them stay up to date on safety priorities and responsibilities.

## **Objective: Design a contractor/insurer audit program to collect order and incident data**

A consistent approach to measuring safety across all programs will improve the quality of data TSSA collects and enhance transparency. A contractor/insurer audit program is intended to standardize safety requirements for contractors across all sectors TSSA regulates. By leveraging data from contractor audits, TSSA can provide the public with insights into contractors' safety performance, encouraging higher safety standards and informed decision-making.

## **Objective: Design an approach to collect risk data on certificate holders**

As part of its mandate, TSSA facilitates the examination and certification of individuals across regulated industries. Certificate holders, working in businesses throughout Ontario, perform technical work and play a key role in keeping Ontario safe. To strengthen oversight, TSSA will establish a framework for collecting and using risk data on certificate holders. This data will support the use of modern regulatory tools, such as enhanced authorizations and targeted education, to better engage certificate holders and employers in maintaining safety standards.

## **Objective: Licensing modernization – prepare for new licences**

Licensing is essential to ensuring TSSA's regulated parties have met all regulatory requirements before operating their devices and facilities. It also provides timely and relevant data for TSSA to assess safety and share key information with the public. The licensing modernization project focuses on addressing gaps in TSSA's regulatory framework within the fuels and operating engineer sectors. Licences have been recommended to the Ontario government for the following sectors: propane distributors, compressed gas distributors, liquid fuel distributors, digester, landfill, and biofuel facilities, private fuel outlets and plants operating under the operating engineers regulation. Analysis and planning for these proposed new licences will continue in FY26.



# Ease of Doing Business



## **Objective: Analyze options for future financial system software**

TSSA is planning to source a new financial system software that aligns with industry standards, supports best practices, and improves user experience. The solution should meet TSSA-specific needs while protecting future investments and embracing technological advancements. When deployed, it is expected to deliver enhanced efficiency, improved productivity and reduced total cost of ownership, while ensuring data integrity through seamless integrations with existing information technology (IT) infrastructure and payment gateways.

## **Objective: Process review: harmonize, simplify, document, train, and digitize to improve efficiency and enhance the client experience.**

### **BPV COI: Review and redesign process to close gaps**

As part of the plan to improve client service, TSSA will undertake a thorough review of the current process for obtaining a BPV Certificate of Inspection (COI). This process was introduced following a new legislation, and TSSA is now assessing how the process can be improved, simplified, and streamlined in order to reduce the burden on all parties involved. Following the review, system design and implementation of changes will begin in fiscal year 2027.

### **Implement engineering process and IT changes**

The engineering process improvement will continue into the development and implementation phase of IT changes. These changes will allow TSSA to harmonize and simplify processes, as outlined in the assessment phase. Once implemented, both customers and staff will benefit from a streamlined, more transparent process with clear service levels.

## **Implement examination and certification process and IT changes**

TSSA will proceed with the next phase of improving the customer experience for examinations and certification, supported by enhancements to its IT systems. These system upgrades will provide customers with better access to the services, increased transparency, self-service capabilities, and reduced time to complete certification. TSSA will also explore the implementation of digital examinations.

## **Objective: Migrate online employee learning system to the integrated Human Resources Information System**

To further streamline HR processes, TSSA's learning management system will transition to a single technology platform in FY26. This will make it easier for employees to access a comprehensive range of HR processes, services and information on a centralized location, while improving the capabilities to draw data insights for reporting and talent management.



# Future Ready



## **Objective: Develop a policy and technical framework for retail mobile fuels**

As the gig economy and consumer convenience continue to evolve, new challenges emerge in sectors like mobile fuel delivery. One such area of relevance for TSSA is the delivery and supply of fuels to personal vehicles in driveways and parking lots, which requires updated safety measures and oversight. TSSA will develop a policy and technical framework, providing tailored recommendations to address safety gaps and environmental risks.

## **Objective: Prepare for growth in the nuclear sector**

TSSA plays a critical role in ensuring boiler and pressure vessel safety and compliance within the province's nuclear sector. With the growing focus on nuclear power and projects underway, TSSA must be prepared to support the industry's growth while upholding rigorous safety standards. To enhance oversight, TSSA is defining workflow and data requirements for nuclear facilities, establishing performance metrics to track progress, and developing risk scores to enable effective regulatory monitoring. The securing of funding is a priority to enable expansion of TSSA's BPV inspection workforce that will support nuclear construction, refurbishment, and component fabrication activities.

## **Objective: Implement phase two of the digitization strategy for historical data**

After the launch of the new IT system and the decommissioning of the previous one, TSSA will shift focus to digitizing two legacy systems. Documents and data from the legacy systems will be migrated to TSSA's new reporting and analytics platform, streamlining access and improving the efficiency of data management. The migration process will ensure that required historical data is preserved, while making it easier for staff to access and analyze information.

## **Objective: Review pipeline oversight**

TSSA has been implementing a new pipeline audit program in the last few years. In FY26, the program will be reviewed to identify and close any process gaps. This will include designing an escalation path that incorporates follow-ups on audits and clear orders with time-to-comply.

# FY26 Targets

TSSA has set the following targets for the fiscal year, supported by plans and resources to achieve them:

Strategic Plan Pillar	Objectives Planned for FY26	Measure	Target
<b>Rewarding, Purpose-Driven Work</b>	<ul style="list-style-type: none"> <li>Implement plan to respond to employee engagement results and develop recognition strategy</li> </ul>	<ul style="list-style-type: none"> <li>Implement plan to respond to employee engagement results</li> <li>Develop and implement recognition strategy</li> </ul>	<ul style="list-style-type: none"> <li>Complete a follow up engagement survey</li> <li>Increase employee engagement score (from the September 2024 baseline) on either               <ol style="list-style-type: none"> <li>engaged employees, or</li> <li>combination of engaged or almost engaged employees</li> </ol> </li> </ul>
<b>Outcome-Based Regulator</b>	<ul style="list-style-type: none"> <li>Continue the OBR journey: Develop compliance standards and risk scores</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement compliance standards</li> <li>Implement risk-based inspections</li> </ul>	<ul style="list-style-type: none"> <li>Develop three compliance standards for OE plants, go-karts and inflatables, and implement two for propane and liquid fuels</li> <li>Implement risk-based inspections in liquid fuels</li> <li>Finalize risk scores for escalators, liquid fuels and fuels heating contractors</li> </ul>
	<ul style="list-style-type: none"> <li>Implement Administrative Penalties</li> </ul>	<ul style="list-style-type: none"> <li>Implement Administrative Penalties</li> </ul>	<ul style="list-style-type: none"> <li>Administrative Penalties issued per identified contraventions</li> </ul>
	<ul style="list-style-type: none"> <li>Onboard reported agricultural BPVs and start pursuing unreported BPVs</li> </ul>	<ul style="list-style-type: none"> <li>Register and authorize BPV devices</li> </ul>	<ul style="list-style-type: none"> <li>Assess 800 reported devices and onboard 100% of reported devices that are eligible</li> </ul>
<b>Ease of Doing Business</b>	<ul style="list-style-type: none"> <li>Process review: harmonize, simplify, document, train, and digitize to improve efficiency and enhance the client experience</li> </ul>	<ul style="list-style-type: none"> <li>Improve engineering process</li> <li>Improve exam and certification processes</li> </ul>	<ul style="list-style-type: none"> <li>Launch enhanced engineering and certification and exam processes</li> </ul>
<b>Future Ready</b>	<ul style="list-style-type: none"> <li>Develop a policy and technical framework for retail mobile fuels</li> </ul>	<ul style="list-style-type: none"> <li>Develop policy and technical framework for Mobile Fuels</li> <li>Gain stakeholder feedback</li> </ul>	<ul style="list-style-type: none"> <li>Final recommendations made for changes to Mobile Fuels oversight</li> </ul>
	<ul style="list-style-type: none"> <li>Implement phase two of the digitization strategy for historical data</li> </ul>	<ul style="list-style-type: none"> <li>Digitize two legacy systems</li> </ul>	<ul style="list-style-type: none"> <li>All data from legacy systems available through current systems</li> </ul>
	<ul style="list-style-type: none"> <li>Review pipeline oversight</li> </ul>	<ul style="list-style-type: none"> <li>Review pipeline oversight program</li> </ul>	<ul style="list-style-type: none"> <li>Implement changes to address identified improvements, including designing an escalation path</li> </ul>

# Assessment of Corporate Resources

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

## Fiscal Year 2026 (FY26) Outlook

The FY26 budget represents management's firm commitment to a sound financial strategy that aligns with TSSA's vision and strategic priorities. In FY26, an even greater emphasis will be placed on the Ease of Doing Business and Outcome-Based Regulator goals. These are top priorities that have been identified through our strategic plan consultations, where stakeholders highlighted their expectation for us to build on the progress we've made, deepen our use of data insights, and work collaboratively with them to improve safety and our services.

Total TSSA revenue is projected to be \$93.5 million, comprised of \$81.3 million in regulatory revenue and \$10.0 million in non-regulatory revenue in addition to \$2.2 million in investment income. The FY26 revenue budget includes a 3.8 per cent fee increase across all programs, in addition to higher revenue generation from anticipated growth of regulated devices.

Total budgeted expenses are projected at \$92.8 million, encompassing \$64.5 million in salaries and benefits, and \$28.3 million in operating expenses. The FY26 expense budget accounts for an approximate 3.8 per cent wage increase and a two per cent increase in expenses.

TSSA has considered the potential impacts of U.S. tariffs on Canada, evaluating the implications for both revenue and costs. To be prudent, TSSA will establish a flexible budget with earmarked expenditures that have not been fully committed. Approximately 60 per cent of TSSA's revenue is secured through licensing and nuclear station contracts, which carry limited risk. Management has conducted a thorough review of the remaining revenue streams to assess their sensitivity and potential exposure to the tariffs and the related economic impacts.

The net margin is projected at \$0.7 million, representing one per cent of total revenue, inclusive of \$2.2 million of investment income. The net deficit for regulatory activities is \$1.7 million, equivalent to negative two per cent of regulatory revenue, while the net margin for non-regulatory activities is \$0.3 million, representing three per cent of non-regulatory revenue. Similar to FY25, TSSA continues to

make significant investments in the Nuclear program to support future industry demand. Performance in FY26 will be closely monitored, and spending will be managed accordingly.

The completion of the OASIS project has been a key driver of improved customer services, enabling the launch of a user-friendly client portal, better access to clean and reliable data, and greater overall efficiency. Further customer service improvements will continue to be implemented in the coming years including implementing improvements to the engineering, examinations and certification procedures next year. The capital budget for FY26 is projected at \$2.7 million, including \$2.6 million allocated for enhancements to information systems, specifically the portal, Customer Relationship Management (CRM) and Epicor software. These enhancements support the strategic priority of improving the Ease of Doing Business and advancing TSSA's journey as an Outcome-Based Regulator by providing better access to data and improved customer service.

Reserves are expected to increase to \$22.5 million, all of which will be held in the internally restricted reserve. The total reserve level at the close of FY26 is projected to be 24.2 per cent of annual operating expenses.

TSSA has presented a sound budget, and management is committed to mitigating risks and leveraging opportunities which have been identified. Potential risks include challenges in employee retention and recruitment, and economic uncertainty and tariffs. Opportunities include potential revenue from operating efficiencies, increased automation, the lapsed authorization process, and efficiencies in deploying inspection resources.

TSSA remains dedicated to its Strategic Plan and its regulatory approach as an Outcome-Based Regulator with a focus on demonstrating enhanced safety outcomes for the public. TSSA is committed to serving as a trusted partner and educator and assisting the regulated community in achieving compliance and improved safety outcomes, while simultaneously working to reduce unnecessary burdens on the industry and help promote business growth.

## Statement of Income and Expenses

Fiscal Year 2026 Budget

All figures \$'000

Fiscal 2026 Budget

### Regulatory Business

Elevating Devices and Amusement Devices	\$ 33,636
Fuels	26,866
Boiler and Pressure Vessels/Operating Engineers	20,832

**Total Revenue** \$ 81,334

**Expenses** \$ 83,057

**Net Margin** \$ (1,724)  
(2%)

### Non-Regulatory Business

Revenue	\$ 9,968
Expenses	9,713

**Net Margin** \$ 255  
3%

**Investment Income** \$ 2,206

### Total TSSA

Revenue	\$ 93,508
Expenses	92,770

**Net Margin** \$ 738  
1%

## Capital Expenditure

All figures \$'000

Fiscal 2026 Budget

**Capital Expenditure** \$ 2,732

Note: Due to rounding, the numbers in the budget table may not sum precisely.

## Human Resources

**TSSA continues to undergo change and evolution in its journey to becoming an Outcome-Based Regulator. Along with the continued automation of business systems to better manage core business tasks in support of strategic initiatives, several programs and processes will be implemented to support TSSA's workforce.**

In FY25, three-year agreements were negotiated with both unions that represent a portion of TSSA's workforce offering predictability into FY26.

In the coming years, TSSA will continue to develop MyHR as its central HR services hub to streamline the employee experience. MyHR integrated performance management in early FY25, and by FY26, the learning management system will also migrate to MyHR, further improving efficiencies and simplifying employees' internal interactions.

TSSA is a great place to work, recognized by Canadian Occupational Safety magazine with 5-Star Safety Cultures Award for four consecutive years (2022-2025). In FY26, TSSA will modernize its talent acquisition communications by defining an Employee Value Proposition, which will better inform all potential employees what TSSA has to offer.

TSSA remains committed to equity, diversity, and inclusion, ensuring these principles are embedded in the review of its processes and policies. This includes an ongoing review of performance management system, with improvements slated for implementation in fiscal year 2027.

Building on the action plans developed from the insights of the FY25 engagement survey, TSSA will continue working towards the goal of delivering an exceptional employee experience. In the coming year, individual leaders will implement initiatives to address employee feedback specific to their departments and teams. At the organizational level, the enterprise focus will be on employee development and recognition, with an emphasis on rewarding progress. The survey will be rerun to assess progress and the effectiveness of these interventions.

TSSA will maintain its commitment to health and safety, prioritizing the well-being of employees. Additionally, programs and training will be updated and enhanced as needed to align with TSSA's hybrid working model. Using data from the TSSA employee near-miss program, the health and safety team will transition to an outcome-based approach, leveraging data to drive program development and results.

## Information Technology

**The Information Technology team continues to execute TSSA's strategic business roadmap, while driving ongoing application and infrastructure modernization and addressing cybersecurity imperatives.**

TSSA remains committed to investing in applications that support its Outcome-Based Regulator journey and advance its customer service objectives.

Initiatives aimed at streamlining important customer-centric processes, specifically for engineering processing and for examination and certification processing, are already in the planning stage. With the goal of making it easier for customers to transact with TSSA, these improvements will be achieved through portal integrations and by improving the overall cycle time from customer initiation to outcome completion.

TSSA's engagement with the industry will continue with the rollout of additional compliance standards, including those for operating engineer plants, go-karts, and inflatables, scheduled for FY26. These will supplement the liquid fuels and propane compliance standards rolled out in FY25. The IT team will continue to support the launch of these Outcome-Based Regulator tools by ensuring seamless and efficient system change and upgrades.

Support for expanded fuel technologies will continue in FY26. Programs will continue to be developed in conjunction with advancements in hydrogen and biogas, addressing regulatory and safety considerations while enabling the growth of these energy sources.

TSSA is exploring Artificial Intelligence (AI) in selective areas and assessing its wider application to enhance productivity and efficiencies. It will remain a key consideration as TSSA plans and implements new applications and functionalities.

Throughout FY26, TSSA will continue to prioritize cybersecurity vigilance and ongoing upgrades to its technology infrastructure in order to protect TSSA's critical infrastructure, applications, and data assets.

## Strategic Analytics

**As a modern, Outcome-Based Regulator, TSSA continues to prioritize the use of data for harm reduction.**

TSSA has developed data-driven tools that identify public safety risks: compliance standards, risk-based inspection frequencies, and risk scores. These tools, enhanced by the use of AI and predictive analytics, can help guide resource prioritization and enable TSSA to collaborate more effectively with its regulated communities to enhance safety.

TSSA will continue investing in data and analytics to optimize resource use and maximize harm reduction outcomes. In FY26, TSSA will increase the deployment of data tools to new program areas, bringing the benefits of risk-based harm reduction and data-driven decisions to more regulated sectors.

As new program areas adopt these data-driven tools, TSSA will continue refining and adapting its risk-based decision-making framework.

While expanding the use of data and analytics across the organization, TSSA will maintain a focus on ensuring that the data used for decision-making remains accurate and of high quality.



# Supporting Policies and Procedures

## Privacy

TSSA is required to collect and maintain current customer data for the purposes of conducting its business and the furtherance of public safety. TSSA follows privacy best practices and abides by the highest standards for privacy protection. As an organization, TSSA is committed to maintaining the accuracy and security of its information. TSSA will take measures to protect private information and will only collect, use or disclose this information for legitimate business purposes that are in the interests of public safety.

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

## Enterprise Risk Management

TSSA has established an Enterprise Risk Management (ERM) program to identify, assess and manage significant risks and opportunities that may impact the achievement of strategic and operational objectives. TSSA considers both internal and external factors and the risks identified are classified into five categories: external/strategic; program delivery; information technology and data; financial/asset; and human capital. TSSA's systematic approach to periodically update the enterprise-wide risk profile includes an assessment of risks based on their potential impact and probability of occurrence.

## French Language Services

TSSA responds to all requests for French services as they arise during the year and determines the appropriate level of service to meet public safety and regulated stakeholder needs. TSSA will continue to translate its educational safety information targeted to the general public.

## Accessible Goods, Services and Facilities

TSSA is committed to providing services that are accessible to people with disabilities in accordance with the provincial Accessibility for Ontarians with Disabilities Act (AODA) - Accessibility Standard for Customer Service: Regulation 429/07. TSSA strives to ensure the provision of customer service in a way that reflects the AODA core principles: Dignity, Independence, Integration and Equal Opportunity. TSSA's Customer Service Accessibility Policy and Multi-Year Accessibility Plan are available online at [TSSA's website](#).

## Complaint Handling

TSSA strives to achieve fairness and satisfaction as a valued regulator and has a framework in place to handle complaints. A complaint may be an expression of dissatisfaction with respect to services TSSA provides or actions of staff. Although TSSA seeks to address complaints at the level they are raised, should the matter require further attention, the complaint is escalated to more senior leaders, including Statutory Directors appointed under the delegated safety legislation, or the President and Chief Executive Officer.

Concerns with how TSSA has handled an issue or made a decision may be raised and discussed with the [TSSA Ombuds](#), an independent and confidential resource employed by TSSA. The Ombuds' interest is in ensuring a process characterized by fairness and transparency. Among other things the Ombuds can consider and address matters that come to their attention and make recommendations to manage problems or improve procedures or policies.

The Ombuds' Annual Report documents both the volume of contacts received and summarizes the main topics received. Visit [TSSA's website](#) for more information about TSSA's Ombuds and to view their annual report.

TSSA also has a third-party [Whistle Blowing Service](#) to which potential TSSA wrongdoings can be reported by anyone, investigated and tracked on a confidential basis. The Whistle Blowing Service also accepts reports and complaints about TSSA's regulated parties. A summary of activities is available as part of the annual Ombuds report.

## Technical Standards & Safety Authority

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Email: [customerservices@tssa.org](mailto:customerservices@tssa.org)

Website: [www.tssa.org](http://www.tssa.org)

Consumer safety websites:

[safetyinfo.ca](http://safetyinfo.ca)

[COsafety.ca](http://COsafety.ca)



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