



Annual Report 2025

About Us

The Technical Standards and Safety Authority (TSSA) is Ontario's public safety regulator, mandated by the Government of Ontario to enforce technical safety regulations and enhance public safety.

TSSA reports to the Ministry of Public and Business Service Delivery and Procurement (MPBSDP). MPBSDP oversees TSSA's delivery of safety services and organizational performance and retains authority for the *Technical Standards and Safety Act, 2000*.

Throughout Ontario, TSSA enhances public safety through engagement, evidence, enforcement and education. TSSA regulates the safety of amusement devices, boilers and pressure vessels, elevating devices, fuels, operating engineers, and ski lifts. Its range of safety services includes engineering design reviews, authorization of regulated entities and professionals, inspections, data collection and risk analysis, compliance support, enforcement, prosecution activities, and public education.

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 for a safer Ontario. 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.

TSSA also provides non-mandated services through contracts to organizations, mainly in the nuclear industry.

This report is reflective of TSSA's fiscal year 2025 (May 1, 2024 - April 30, 2025); hereinafter referred to as FY25.

Vision, Purpose and Values

Our Vision

Working together for a safer Ontario today and tomorrow.

Our Purpose

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

Our Core Values

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

Safety

Be safety focused at all times

Collaboration

Work well with others

Accountability

Be responsible for our actions and deliver on our commitments

Integrity

Conduct ourselves with transparency using risk-informed evidence

Inclusion

Leverage diversity through inclusive, respectful leadership

Innovation

Be forward thinking, adaptable and data driven

Table of Contents

Message from the Chair	4
Message from the President & CEO	6
Year in Review	8
Strategic Plan Initiatives	9
Safety Program Highlights	14
Safety Awards 2025	18
Management's Discussion & Analysis (MD&A)	22
Independent Auditor's Report	25
Statement of Financial Position	27
Corporate Information	39



Message from the Chair

Since embarking on our transformation journey in 2018, TSSA has become more efficient and effective in collecting and analyzing data about the industries we regulate. Informed by data, TSSA employs a targeted approach to reduce harm and improve safety, through a combination of regulatory tools including education, problem-solving, partnerships, advanced customer service tools and enforcement actions when necessary. These advancements in safety oversight are what we refer to as becoming an Outcome-Based Regulator.

In fiscal year 2025 (FY25), Year 2 of our current five-year strategic plan, that momentum continued to deliver meaningful results. TSSA's efforts were closely aligned with the government's priorities: digitizing services, improving customer experience, reducing unnecessary burden on responsible businesses, and, most importantly, enhancing public safety across Ontario.

To continue delivering strong safety outcomes, we needed robust partnerships, and we are especially proud of our close partnership with the Ontario government. One important area is the modernization of licensing. Through our Licensing Modernization Initiative — a key safety initiative in FY25 — TSSA has proposed changes that would enable the implementation of annual licensing requirements under the *Technical Standards and Safety Act, 2000* for select technologies. This work is instrumental in improving data accuracy, clarifying oversight for businesses, and ultimately strengthening public safety. Significant groundwork was laid over the past year, and we look forward to working closely with the provincial government on a proposal to help bridge identified licensing gaps and deliver better safety outcomes in the sectors TSSA oversees.



Robert J. ("RJ") Falconi
Chair, Board of Directors

Since embarking on our transformation journey in 2018, TSSA has become more efficient and effective in collecting and analyzing data about the industries we regulate.

Our momentum is also propelling us into new areas of growth, such as Ontario's planned expansion of nuclear power generation. As the province's designated Authorized Inspection Agency (AIA) for pressure-retaining equipment at nuclear facilities, TSSA's role is essential to Ontario's energy future. Our 2024–2028 strategic plan prioritizes increasing our capacity to meet the growing demand for nuclear energy. Given that the training of nuclear safety professionals takes several years, we have already begun training and certifying a new generation of experts. This important work will continue as we actively seek new resources to support the efforts, ensuring TSSA has the right-sized staffing and technological expertise needed to help drive the province's energy ambitions.

TSSA's strong momentum in upholding safety hasn't gone unnoticed. This fiscal year, TSSA was once again recognized with a 5-Star Safety Cultures Award by Canadian Occupational Safety magazine, marking the fourth consecutive year the team received this national honour. Such consistent accolades as a top safety organization speaks volumes about our team's exceptional commitment to building and sustaining a strong culture of safety.

I would like to thank TSSA CEO Bonnie Rose and the entire TSSA team for their strong dedication to safety excellence. Their continued efforts in upholding safety standards, both externally and internally, have made TSSA a deserving safety leader.

Collaboration remains central to TSSA's ongoing efforts to shape a safer Ontario. As a safety regulator, TSSA continually seeks opportunities to strengthen and expand partnerships with government, industry, and stakeholders to build a modern regulatory system that prioritizes safety. Our dedicated team has led these efforts with great success, and with a strong spirit of partnership, we will continue working collaboratively toward a safer Ontario — one where we all live, work, and play safely.



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Message from the President & CEO

FY25 was a year of strong momentum and achievement for TSSA. I am proud to share that we are making solid progress on advancing our strategic goals while continuing to deliver strong safety outcomes as an Outcome-Based Regulator.

In the second year of our 2024–2028 strategic plan, key initiatives moved from planning to action. We are driving enhanced safety, an improved customer experience, and a more future-ready, safety-focused organization. Across all four of our strategic priorities, we are seeing meaningful progress.

To start, we have taken important steps to strengthen our organizational culture. This fiscal year, we introduced a company-wide employee engagement survey to hear directly from our teams about their working experience at TSSA. Alongside the survey we launched a new development planning process to support career growth. By encouraging open conversations about work and aspirations, we are fostering a culture where feedback is valued and growth is supported. These steps will help us boost employee engagement, enhance retention, and deepen our purpose-driven workplace culture.

We have also made important strides in building up our Outcome-Based Regulator toolkit. In FY25, we expanded our data collection to better identify risks and guide decision-making, launched new compliance standards and risk scores across several regulated areas, and introduced late and cancellation fees to improve efficiency and compliance. More importantly, after consulting with industry stakeholders, we proposed a comprehensive new framework for annual licensing in sectors where TSSA currently regulates but does not currently license entities. These areas include Operating Engineer plants, propane distributors, digester, landfill and biogas plants, liquid fuel distributors, and private fuel outlets. Annual licensing would establish regular and predictable



Bonnie Rose
President and CEO

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touchpoints with our regulated clients, improving our ability to monitor operational risks and inform our actions to promote compliance.


Listening to our customers and improving how we serve them remains a top priority. Over the past year, we conducted customer journey analyses for certification and engineering services and used these insights to begin redesigning processes aimed at delivering simpler, faster, and more streamlined services.

With Ontario moving toward a low-carbon future, TSSA is laying the groundwork to support safety in emerging energy sectors. In parallel to hiring more trainees for our nuclear program, we implemented an enhanced hydrogen safety framework that includes licensing, inspections, and a specialized training syllabus. We also launched a biogas facility audit program to establish regular operation inspections, helping ensure these facilities continue to operate safely. These new measures reinforce the safety foundation that will support the province's energy strategy.

As we move into fiscal year 2026, TSSA remains focused on maintaining our momentum as an Outcome-Based Regulator, building on the strong progress we've made and the valuable insights we've gained. At the same time, we recognize that important work lies ahead, and strong collaboration with our stakeholders and partners will be crucial to achieving further safety success in delivering on our vision.

At TSSA, we believe that safety is the collaborative result of a system where our customers, stakeholders, and the public work in partnership with us to address risks. Stakeholders play a vital role in helping us identify emerging issues, refine our approaches, and develop innovative solutions to enhance safety. Their input combined with our enhanced data insights will help us focus our resources and deliver better safety outcomes.

This partnership approach will continue to guide us as we execute our strategic plan and strengthen public safety across Ontario. I am excited about the safety achievements TSSA and our partners accomplished this year and about the momentum we are building for future years.



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Year in Review

Highlights



2025

- April**
 - | Introduced Biogas Facility Audit Program
 - | Activated Compliance Standard for Liquid Fuels and Propane Facilities
 - | Garnered 5-Star Safety Cultures Award for the 4th consecutive year
 - | Introduced data collection for BPV Certificate of Inspection (COI)
- March**
 - | Kicked off the 6th Annual Trunk Slammers (Unregistered Fuels Workers) Awareness & Enforcement Campaign
 - | Hosted Amusement Ride Safety Seminar in partnership with the National Association of Amusement Ride Safety Officials
- February**
 - | Launched Enhanced Hydrogen Safety Framework
- January**
 - | Rolled out Carbon Monoxide (CO) Safety *Winter Wise* Seasonal Campaign to Homes



2024

- November**
 - | Implemented Late Payment Fee and Inspection Appointment Cancellation Fee
 - | Executed CO Safety Campaign during CO Awareness Week
- October**
 - | Refreshed Consumer Safety Sites – safetyinfo.ca and cosafety.ca – went live
- September**
 - | Released Public Safety Report with enhanced format
- June**
 - | Published Amusement Ride Safety Reminders and Tips
- May**
 - | Kicked off the Verification Processes for Boilers and Pressure Vessels with Out-of-Date Records



Strategic Plan Initiatives

Rewarding, Purpose-Driven Work



Leadership Development Program for Supervisors

The Leadership Development Program for supervisors concluded during the past fiscal year with the delivery of its final module. It strengthened leadership capabilities across the organization by focusing on performance management, communication, and coaching skills. With the program now complete, work has begun on a new initiative to prepare high-performing individual contributors for future leadership roles.



Development Conversations Embedded Across the Organization

Development conversations between leaders and employees were established as an integrated part of TSSA's approach to talent development. These ongoing discussions aimed to help employees define their career goals and identify relevant growth opportunities. Leaders were equipped with resources to support meaningful, future-focused conversations with their team members and foster a stronger development culture. By the end of the fiscal year, 50% of employees had documented development plans thereby achieving TSSA's corporate goal to engage employees in their ongoing training and development.



Head Office Lease Finalized

A new 10-year lease agreement for TSSA's head office was finalized. The decision followed a thorough review of multiple location options, guided by employee survey feedback and leadership input. The current location was selected for its financial advantages, ability to meet evolving workplace needs, and flexibility to support employee collaboration.



Outcome-Based Regulator



Implemented Process to Collect and Increase BPV Data Availability

To strengthen oversight of high-risk violations and incidents in the Boilers and Pressure Vessels (BPV) program, TSSA implemented a data collection process. The initiative is designed to improve data availability, supporting the target of collecting more data about TSSA's authorizations including the licensing or registration of regulated businesses, facilities and devices operating in Ontario.

Insurance companies and third-party inspection agencies are now required to report 20 specified violations through TSSA's BPV Certificate of Inspection (COI) Portal. Under the new requirement, high-risk violations must be resolved by equipment owners before a COI can be issued. Once violations are corrected, owners are required to notify their insurer for reinspection who will in turn report updates through the portal. This new process aligns with TSSA's Outcome-Based Regulator approach and reinforces its commitment to improving public safety using reliable and accurate data.



Compliance Standards for Liquid Fuels and Propane

Compliance standards for liquid fuels and propane were successfully developed during the fiscal year, with implementation completed ahead of schedule — demonstrating TSSA's strong commitment to advancing its risk-based approach. The new compliance standards will enhance transparency and regulatory consistency across these fuels sectors. To support effective implementation, webinars were held to provide industry stakeholders with a comprehensive overview of the new requirements and their compliance responsibilities.



Risk Score Integration

Risk scores for passenger elevators, propane facilities, and operating plants were integrated into TSSA's Customer Relationship Management (CRM) system. With this integration, a risk scoring process that will ultimately drive inspection frequencies is now in place for each of TSSA's three major safety programs, further enhancing its data-driven regulatory approach.



Verification of the Operating Status of Unverified BPVs

TSSA developed a process for identifying the operating status of 17,000 unverified boilers and pressure vessels. Data on these devices had not been kept up to date. BPV owners are now required to log into the COI Portal to report the status of their unauthorized BPV devices. A valid COI is required for devices still in operation. TSSA also worked with insurers and Authorized Inspection Agencies to verify BPV operating and insurer statuses. The goal of verifying 8,000 devices was surpassed this year with over 10,000 devices verified.



Outcome-Based Regulator



Licensing Modernization Work Continued

TSSA proposed annual licensing for certain types of business operations where it currently lacks authority to issue licences. These sectors include Operating Engineer (OE) plants, propane distributors, digester, landfill and biogas (DLB) plants, liquid fuel distributors, compressed gas distributors and private fuel outlets. Informed by significant stakeholder engagement and input, proposals outlining new annual licensing requirements for these sectors were submitted to the Ontario government. Subject to government approvals, work will continue in the coming years to advance this initiative and develop a phased implementation plan.



Outcome-Based Regulator Awareness Campaign

As part of its ongoing transformation into an Outcome-Based Regulator (OBR), TSSA continued its campaign to promote the value of data, licensing, compliance standards, industry partnerships, and other OBR tools. The campaign raised awareness of how TSSA's modernized regulatory approach contributed to improved safety outcomes and harm reduction. Within TSSA, success stories and staff feedback were shared through the intranet, meetings, and other employee channels. Externally, industry partners were engaged through forums and various outreach activities to further promote awareness and understanding of the OBR approach.



Administrative Penalties for Elevating Devices Set for Implementation

Administrative penalties for elevating devices are scheduled for implementation in the first quarter of fiscal year 2026. These penalties will apply to three specific violations under Ontario Regulation 209/01: Elevating Devices. Early notice of the upcoming program was shared with the regulated industry to ensure transparency and preparedness. Additional outreach, along with ongoing website updates, communications, and employee training, are underway to support an effective rollout of the new regulatory tool.



Late Payment and Appointment Cancellation Fees

Late payment and appointment cancellation fees, designed to improve compliance, safety, and cost efficiency, became effective in November 2024. The late payment fee applies when payment for authorization is overdue, while the appointment cancellation fee is charged when insufficient cancellation notice is provided for customer-initiated inspections or when customers are unprepared for scheduled inspections. Comprehensive communication and training were delivered to both internal teams and external stakeholders to ensure strong awareness of the new fees.



Ease of Doing Business



Customer Journey Mapping for Engineering and Certification

TSSA completed customer journey mapping for the engineering and certification processes, as planned. The customer experience analysis clearly defined requirements and changes that were expected to bring customer benefits, including faster turnaround times. The plan for the new process balances efficiency with customer needs, better positioning TSSA to enhance its service delivery.



Simplify Internal Processes for Engineering and Certification

Solid progress was made this fiscal year towards streamlining both the engineering and certification processes. For engineering, business requirements were drafted, and a proof of concept was developed to simplify and automate the application process. Early improvements included clearer guidance on submission requirements, and updated employee training. On the exams and certification side, all workshops and future-state planning were completed, with prioritized recommendations being put into action. This work will continue into fiscal year 2026 to further enhance efficiency and customer experience.



Ongoing Optimizations for Digital Platforms

TSSA prioritized, identified, and resolved the most impactful issues in the Customer Relationship Management (CRM) system, corporate website and customer portals. Information technology enhancements supporting strategic projects were delivered, ensuring smooth implementation and strong alignment with the organization's strategy.



More Integrated Human Capital Management

The transition of the employee performance management processes to human capital management system (MyHR) was completed. Both annual goal setting and performance reviews became available on the new online platform, supporting a more streamlined and modernized approach to employee performance tracking.





Safety Framework for Hydrogen and Biofuels

To support Ontario's transition to a low-carbon hydrogen economy, TSSA introduced an enhanced safety framework for hydrogen, combining licensing, inspection, contractor registration, and updated training. The updated framework provides the province with a strong safety foundation to pursue its energy ambitions. In the meantime, an audit program for Ontario's biogas facilities—commonly known as digester, landfill, and biogas (DLB) facilities—was implemented. Regular safety audits will identify compliance gaps, assess operational practices, and gather data to help ensure biogas facilities operate safely while contributing to Ontario's energy production.



Capacity Building for BPV Inspection and Engineering

TSSA implemented a comprehensive capacity-building plan to strengthen its BPV inspection and engineering capabilities, with a focus on the nuclear services sector. The initiative involved close collaboration between various TSSA teams to drive the recruitment and development of both highly skilled professionals and new trainees. By the end of the fiscal year, staffing levels exceeded 90%, with further hires in progress to meet the growing safety demands of the nuclear sector.



Safety Program Highlights



Boilers and Pressure Vessels and Operating Engineers Safety Programs

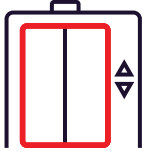
Publication of BPV Code Adoption Document Amendment

Following consultations with the industry, TSSA amended the BPV Code Adoption Document (CAD), which was published on August 15, 2024, and took effect on October 1, 2024. In this latest CAD Amendment, TSSA has removed several Ontario-specific amendments from the 2021 version, while also introducing new amendments and clarifications. Clauses have been revised or deleted to improve clarity, enhance safety requirements, and reduce the regulatory burden on the industry.

Sharing Insights in Industry Forum for Power Engineers

TSSA's Operating Engineers team continued to engage industry professionals by sharing insights at the Ontario Education Forum and Power Engineers' Roundtable. TSSA's Chief Engineer presented a regulatory review and led a roundtable discussion in October 2024. Hosted by the Institute of Power Engineers in Toronto, the event provided updates on power-plant operations for professionals working in registered plants or operating and maintaining power-house equipment in Ontario.





Elevating Devices, Amusement Devices and Ski Lift Safety Programs



Continuing Education for the Amusement Device Sector

Over 160 attendees from the amusement ride industry gathered in Vaughan, Ontario, for the Amusement Ride Safety Seminar held in March 2025. Hosted by TSSA and the National Association of Amusement Ride Safety Officials (NAARSO), the event featured industry experts, regulators, and professionals for three days of specialized skills training and collaboration. Participants earned 16 hours of continuing education credits, covering topics such as ride inspection, auditing, incident investigation, and best practices. Attendees also visited Canada's Wonderland, where they were briefed on the park's safety practices and new technologies employed to ensure ride safety.



Industry Partnership on Ski Lift Safety Promotion

During the 2024-2025 winter, TSSA collaborated with key safety partners, including the Ontario Snow Resorts Association (OSRA), the Canadian Ski Council and Parachute, to promote and foster a strong ski lift safety culture amongst the ski and snowboard community. Utilizing various communication channels including social platforms and on-site resort signage, key ski lift safety messages were reinforced and amplified across partnership platforms and channels, aiming to influence positive safety behaviours, and reduce risks and potential of harm.

Inflatable Industry Training

TSSA's Elevating and Amusement Devices Safety Program hosted training for the inflatable industry in May 2024. The training covered a gamut of topics that included incident reporting, inflatable design (ASTM requirements, flame tests for new devices and evacuation), renewals (attestation and operational inspections), mechanic requirement, and training requirements for operators and events.





Fuels Safety Program

Approval Process for Blending Hydrogen into Pipeline Systems

TSSA introduced a new approval process requiring pipeline operators to seek the regulator's approval before changing service fluids, such as blending hydrogen into pipeline systems. Operators must conduct an engineering assessment to ensure the pipeline is suitable for the new fluid, considering factors like design, materials, and maintenance history. To obtain approval, operators can either submit an application with an individual engineering assessment, signed by an Ontario-licensed professional engineer, or submit a generic engineering assessment for various hydrogen blends, also signed by a licensed engineer.

Industry Engagements on Revised Heating Contractor Audit Program

Following the update to the Heating Contractor Audit Program, TSSA partnered with the Heating, Refrigeration and Air Conditioning Institute of Canada (HRAI) to deliver a series of briefing sessions to heating contractors and technicians across Ontario during 2024. More than 180 participants attended these sessions, which provided an overview of the revised audit process and highlighted the seven key responsibilities that will be assessed. The engagements supported clear communication and offered industry stakeholders the opportunity to better understand and clarify the updated compliance requirements. For more information, please visit [Heating Contractor Audit Program](#).



Public Safety Education Campaigns

Committed to increasing public awareness of the risks associated with misuse and mishandling of TSSA-regulated equipment and devices, TSSA promoted public safety through a number of initiatives aimed at changing unsafe behaviours including:

Amusement Ride Safety – reminding amusement device owners of their responsibility to keep rides safe and sharing tips to help riders enjoy amusement parks safely and smartly

BBQ Safety – guiding Ontarians on sensible and safe barbecuing practices

Dig Safety – reminding the public to get locates from Ontario One Call before digging or excavating

Patio Heater Safety – highlighting the hazards associated with the misuse of patio heaters and telling users how to be safe

Seasonal Flooding Safety – enhancing awareness of fuel and elevator related hazards caused by flooding

“Trunk Slammers” Awareness – addressing the public safety issue of uncertified technicians and unregistered fuels contractors

Winter Safety – reminding Ontarians to keep gas meters and fuel-burning appliance vents free from snow and ice

Carbon Monoxide (CO) Safety

increasing awareness of the dangers of CO poisoning and how to prevent them

- Safety information mailed directly to over **820,000 households**
- Partnering with **130 fire departments** to amplify safety messages

As measured by an independent, third-party market research and data science firm:

- **campaign recall rates** (the extent that people remember the CO safety information they came across) were **5 – 10 times higher** than marketing industry benchmarks (~3%)
- **level of knowledge about CO safety** increased by **80 – 90%**

Safety Awards 2025

Harnessing Passion to Drive Fire Safety

Jamie Kovacs is no stranger to the fire service. As the Executive Director at the Fire Marshal's Public Fire Safety Council in Brockville, Ontario, Kovacs leads a dedicated team and partners with fire departments across Ontario to advance fire safety and prevention.

Kovacs' passion for safety resonates even through a virtual interview. His advocacy on fire safety that goes beyond professional duty has earned him the Technical Standards and Safety Authority's Impact Award for 2025. The award recognizes individuals' and organizations' significant contributions to safety in Ontario that go above and beyond regulatory compliance.

Since 2018, Kovacs has served as a volunteer firefighter with Central Elgin Fire Rescue in Union, Ontario. He holds certifications in NFPA 1001 and NFPA 1072 and works with advocates in raising awareness about smoke and carbon monoxide (CO). His passion for fire safety and prevention is partly fueled by what he saw on the ground as a volunteer firefighter serving the Central Elgin community.

"When I became a volunteer firefighter, I started to see families impacted directly. I saw carbon monoxide sickness. I saw what fire can do and how it can ruin somebody's life," said Kovacs. "I had to jump and leave what I had known over half my life and get right out of my comfort zone. I just wanted to make a difference and help people. It was an overwhelming drive."

In addition to responding to more than 100 fire and CO calls each year, Kovacs also participates in public education events to raise awareness about the importance of smoke and



Impact Award Jamie Kovacs Fire Marshal's Public Fire Safety Council



"I saw what fire can do and how it can ruin somebody's life... I just wanted to make a difference and help people."

— Jamie Kovacs
Fire Marshal's Public Fire Safety Council

Safety Awards 2025

CO alarms. "There are no days off as a volunteer. There's no schedule," he said, adding that the biggest payback of being a volunteer firefighter is the ability to go and help anywhere, anytime. "That's what feels the best."

Troubling statistics are also what drive Kovacs to promulgate fire-safety messages. In Ontario, CO poisonings hover at 40 fatalities a year, even more than a decade after the *Hawkins-Gignac Act* came into effect in 2013. The act mandates CO alarms in all Ontario homes with fuel-burning appliances or heating systems, fireplaces, or attached garages. The act was named after a family of four who died in 2008 from carbon monoxide poisoning at their home in Woodstock, Ontario.

Before his current role, Kovacs spent more than two decades in various leadership roles, including more than two decades at Coca-Cola Canada, gaining extensive experience in sales. Kovacs credits his ability to engage and listen to people in his safety work today to the years he spent leading diverse teams and collaborating with distributors and customers.

"A lot of what I do is listen to what they need. Each fire department is different, and I try to take the ideas they have and share them amongst other fire services and departments in Ontario to help get the message out as best we can."

When asked what leaders or organizations can do to strengthen their safety leadership and practice, Kovacs encourages them to look beyond seniority and tenure. "I'd like to see more leaders hire because you see passion and energy in the person that comes across in a conversation," said Kovacs, adding that age should not be a determining factor. "Take a look at what they're giving you and take that energy, harness it, and then you can teach them."

Ultimately, passion is the X factor that might not be apparent on a resume.

"You have not lived today until you have done something for someone who can never repay you," said Kovacs, quoting the English writer, Paul Bunyan. "We all have the power to do that."



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Safety Awards 2025

Beyond Compliance: Recognizing a Legacy of Elevating Safety Standards

For the Canadian Elevator Industry Educational Program (CEIEP), clinching the Technical Standards and Safety Authority's 2025 Legacy Award is the culmination of a journey lasting nearly six decades and counting. The Legacy Award is bestowed on people or organizations that have demonstrated a conscientious safety history over time.

Chris McIntyre, CEIEP's Program Director, expressed pride upon learning about the award. "It was a powerful validation of decades of commitment, innovation and teamwork that have been created at CEIEP between the International Union of Elevator Constructors (IUEC) and its members, as well as the National Elevator and Escalator Association and major manufacturers of the elevating industry," said McIntyre.

CEIEP was established in 1967 to provide apprenticeship training for Ontario's elevator mechanics who are covered by provincial collective agreements negotiated between IUEC and their signatory employers. As the sole training provider offering a foundational apprenticeship program and continuing education for certified elevator mechanics, CEIEP has a direct impact on industry safety. It also plays an instrumental role in developing in-school curriculum standards for apprenticeship training and was pivotal in creating the initial TSSA-approved curriculum and workbooks focusing on safety and maintenance.

CEIEP's active participation in industry advisory boards, including the Elevating Devices Training and Certification Advisory Board and the Field Advisory Committee, allows it to shape training standards and certification policies. It also influences industry regulations by contributing to the development of safety codes for elevators and escalators.



Legacy Award Canadian Elevator Industry Educational Program



**"We should go
beyond compliance.
We need to embrace
innovation and
invest in our
people's well-being
on all fronts."**

— Chris McIntyre
Canadian Elevator Industry
Educational Program

Safety Awards 2025

While apprenticeship training focuses on developing technical skills on elevator installation, maintenance, service and repair, it also incorporates elements of human factors. McIntyre noted that the recent integration of the Elevator Industry Mental Health Awareness Course as one of the electives in continuing education demonstrates CEIEP's holistic approach to safety and professionalism in the elevator industry. The course is part of the licence-renewal process for Elevating Device Mechanic Authorization and helps elevator mechanics recognize symptoms, understand mental health challenges and identify resources for support.

"Mental health is a problem that faces every industry," said McIntyre. "We have to make sure that when we go to work, everybody's heads are in the right place so that everybody goes home safe."

According to McIntyre, students have indicated that the topics in the course were beneficial. "Hopefully, we're able to change the stigma that's always been around mental health."

In line with CEIEP's commitment to an innovative training approach, it is also employing virtual reality in a mandatory 24-hour safety course for new hires. By simulating realistic scenarios in a safe learning environment, virtual reality allows students to identify hazards and perform high-risk procedures, such as proper car top and pit access with the six-inch rule, without the risk of actual danger.

Using virtual reality in safety training reflects the evolving technological landscape of the elevator industry. "Technology is definitely changing. The products that we're installing today are not the products that we've installed 10 or 20 years ago," McIntyre noted.

Recognizing that change is constant, CEIEP strives to stay ahead of the game by training apprentices on what will replace older technologies in the field. McIntyre, who is a member of the CSA B44 Technical Committee responsible for developing and maintaining the CSA B44 Safety Code for Elevators and Escalators in Canada, advised leaders to approach safety as a holistic and evolving practice.

"We should go beyond compliance. We need to embrace innovation and invest in our people's well-being on all fronts," said McIntyre. "Most importantly, we need to focus on continuous learning, adapting and collaborating."



"Most importantly, we need to focus on continuous learning, adapting and collaborating."

Management's Discussion & Analysis (MD&A)

Management's Discussion and Analysis (MD&A) provides insight and understanding into TSSA's financial results and outlines the organization's financial performance against its objectives for the fiscal year ending April 30, 2025 (FY25). The MD&A should be read in conjunction with TSSA's audited financial statements to understand the connection between strategy, enterprise risk and financial results.

Financial Highlights

TSSA's total revenue was \$90.2 million, an increase of 13 per cent from last year. Regulatory revenue of \$78.7 million was higher than the prior year by 11 per cent. Non-regulatory revenue of \$8.4 million was 32 per cent higher than the prior year and investment income of \$2.7 million was higher by 29 per cent.

TSSA's regulatory revenue mix comprises revenue from Licensing/Registration/Certification (LRC) (\$45.9 million), Inspections (\$25.8 million) and Engineering (\$7.0 million). Investment income was \$2.7 million. In FY24, the Board of Directors approved a 5.0 per cent inflationary fee increase for FY25, effective May 1, 2024, for the Elevating Devices, Amusement Devices (ED/AD), Fuels and Boilers and Pressure Vessels and Operating Engineers (BPV/OE) programs. The fee changes continue to recover the true cost of public safety services and are being used to support initiatives that will lead to improved safety and industry burden reduction.

TSSA's three program areas – Elevating Devices/Amusement Devices (ED/AD); Fuels; and BPV/OE – predominantly generate regulatory revenue. In addition, the BPV/OE program produces non-regulatory revenue.

The ED/AD Safety Program generated regulatory revenue of \$32.0 million, 6 per cent higher than the prior year. Fuels Safety Program revenue of \$26.5 million was higher by 11 per cent compared to last year. BPV/OE Safety Program regulatory revenue of \$20.6 million was higher by 21 per cent compared to the prior year. The year over year increases are driven by the annual inflationary fee increase, increases in productive capacity and inspection efficiencies and volume increases. Inspection cancellation fees, authorization late payment fees as well as the successful recovery of renewal fees from previously lapsed authorizations and higher investment income also contributed to the revenue over delivery.

TSSA is committed to managing expenses, optimizing efficiency, and creating an environment in which there are sustainable, low costs. In FY25, management focused on delivering its strategic initiatives, and driving efficiency in the core business. Total expenses were \$86.9 million, a 6 per cent increase over the prior year. Aiming to deliver year two of the 2024-2028 strategic plan, TSSA focused on strengthening its abilities as an Outcome-Based Regulator with expanded data collection efforts, the launch of new compliance standards and risk scores, and the introduction of late and inspection cancellation fees that drive compliance and improve efficiency.

TSSA has now completed the OASIS program, and the total expenses in FY25 for this program were \$0.2 million, 88 per cent lower than the prior year. The decrease in spending over the last year reflects the completion of the program, with the FY25 focus on client portal stabilization and increased client usage. The increases in revenue more than offset the higher expenses, resulting in a positive operating leverage of 4.7 per cent.

Salaries and benefits are TSSA's largest expenditure due to the nature of its business as a service organization. Spending in this area was higher compared to the prior year, driven by wage increases and fewer vacancies in FY25, partially offset by lower incentive pay and overtime.

Non-salary operating expenses increased by \$2.0 million, or 9 per cent, over the prior year. FY25 operating expenses were largely driven by a required organization-wide laptop refresh along with costs associated with the implementation of a late payment fee, inspection cancellation fee and program travel costs.

TSSA generated a surplus of revenue over expenses of \$3.2 million, primarily due to strong revenue. The net margin surplus was \$5.5 million higher than the prior year, reflecting less favourable FY24 results that were affected by softer revenue and capacity constraints.

Capital Expenditures

The capital expenditures for the year were \$0.8 million. Excluding the impact of strategic IT programs, FY25 capital expenditures were \$0.2 million, \$0.1 million lower than FY24, and were primarily related to network infrastructure enhancements as well as the purchase of office equipment required to support day-to-day operations.

Net Assets

TSSA's financial position remains strong with net assets of \$35.1 million. TSSA continues to operate with no unfunded liabilities and maintains a solid working capital position (excluding deferred revenue) of \$2.8 million (\$9.6 million as of April 30, 2024). The current ratio (excluding deferred revenue) of 1:1.1 is lower than FY24 which was 1:1.4. The decrease in working capital and current ratio is driven by the maturity of short-term investments, reinvestment in long-term investments in FY25, and a reduction in accounts receivables. At the end of FY25, TSSA's investments in short-term and long-term financial instruments total \$65.6 million (\$54.4 million as of April 30, 2024). TSSA investments are held to maturity in high-quality, very low-risk financial instruments, adhering to the prudent investment policy approved by the Board of Directors.

At FY25 year end, TSSA's total reserve level was \$22.4 million, representing 26 per cent of total operating expenses, excluding expenses for the OASIS program. These funds will be held in the internally restricted reserve.

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.

Independent Auditor's Report

To the Members of Technical Standards and Safety Authority:

Opinion

We have audited the financial statements of Technical Standards and Safety Authority ("TSSA"), which comprise the statement of financial position as at April 30, 2025, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of TSSA as at April 30, 2025, 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.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of TSSA in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter

The financial statement for the year ended April 30, 2024 were audited by another auditor who expressed an unmodified opinion on those statements on June 26, 2024.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing TSSA's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate TSSA or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing TSSA's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 TSSA's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on TSSA's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause TSSA to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Markham, Ontario
June 26, 2025

MNP LLP

Chartered Professional Accountants
Licensed Public Accountants

Technical Standards and Safety Authority Statement of Financial Position

(In thousands of dollars)

As at April 30, 2025

	2025	2024
Assets		
Current		
Cash	7,825	7,080
Short-term investments (Note 3)	18,493	21,446
Accounts receivable (Note 4)	3,563	5,333
Prepaid expenses	1,461	1,573
	31,342	35,432
Long-term investments (Note 3)	48,080	33,944
Capital assets (Note 5)	1,081	1,422
Intangible assets (Note 6)	12,045	13,180
	92,548	83,978
Liabilities		
Current		
Accounts payable and accrued liabilities (Note 7)	28,811	26,320
Lease inducements (Note 8)	330	295
Deferred revenue	28,020	24,841
	57,161	51,456
Lease inducements (Note 8)	194	534
	57,355	51,990
Commitments and contingencies (Note 14, Note 15)		
Net Assets (Note 12, Note 13)		
Invested in capital and intangible assets	12,805	14,088
Internally restricted	22,347	17,447
Unrestricted	41	453
	35,193	31,988
	92,548	83,978

Approved on behalf of the Board of Directors

The accompanying notes are an integral part of these financial statements.

Technical Standards and Safety Authority Statement of Operations

(In thousands of dollars)

For the year ended April 30, 2025

	2025	2024
Regulatory business revenue		
Elevating and amusement devices	31,958	30,096
Fuels	26,489	23,938
Boilers, pressure vessels and operating engineers	20,563	16,951
	79,010	70,985
Non-regulatory business revenue	8,418	6,387
	87,428	77,372
Regulatory business expenses		
Salaries, wages and benefits	57,795	55,253
Operating	19,858	18,726
Amortization	2,284	2,195
	79,937	76,174
Non-regulatory business expenses	7,027	5,605
	86,964	81,779
Deficiency of regulatory business revenue over regulatory business expenses	(927)	(5,189)
Excess of non-regulatory business revenue over non-regulatory business expenses	1,391	782
Investment income	2,741	2,126
Excess (deficiency) of revenue over expenses	3,205	(2,281)

The accompanying notes are an integral part of these financial statements.

Technical Standards and Safety Authority Statement of Changes in Net Assets

(In thousands of dollars)

For the year ended April 30, 2025

	Invested in capital and intangible assets	Internally restricted	Unrestricted	2025	2024
Net assets, beginning of year	14,088	17,447	453	31,988	34,269
Excess (deficiency) of revenue over expenses	(2,091)	-	5,296	3,205	(2,281)
Investment in capital assets	303	-	(303)	-	-
Investment in intangible assets	505	-	(505)	-	-
Net assets fund transfer	-	4,900	(4,900)	-	-
Net assets, end of year	12,805	22,347	41	35,193	31,988

The accompanying notes are an integral part of these financial statements.

Technical Standards and Safety Authority Statement of Cash Flows

(In thousands of dollars)

For the year ended April 30, 2025

	2025	2024
Cash provided by (used for) the following activities		
Operating activities		
Excess (deficiency) of revenues over expenses	3,205	(2,281)
Amortization of capital assets	680	811
Amortization of intangible assets	1,604	1,384
Amortization of leasehold improvement allowance (Note 8)	(193)	(181)
Amortization of rent free period (Note 8)	(112)	(99)
Unrealized gain on short-term investments	(19)	-
Unrealized gain on long-term investments	(115)	-
	5,050	(366)
Changes in operating accounts		
Accounts receivable	1,770	(1,686)
Prepaid expenses	112	70
Accounts payable and accrued liabilities	2,491	3,974
Deferred revenue	3,179	1,645
	12,602	3,637
Investing activities		
Proceeds on maturity of short-term investments	21,198	30,217
Purchase of short-term investments	(18,226)	(21,179)
Proceeds on maturity of long-term investments	16,905	13,537
Purchase of long-term investments	(30,926)	(24,174)
Purchase of capital assets	(339)	(173)
Purchase of intangible assets	(469)	(2,297)
	(11,857)	(4,069)
Increase (decrease) in cash	745	(432)
Cash, beginning of year	7,080	7,512
Cash, end of year	7,825	7,080

The accompanying notes are an integral part of these financial statements.

Technical Standards and Safety Authority

Notes to the Financial Statements

(In thousands of dollars)

For the year ended April 30, 2025

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 Government and Consumer Services of the Province of Ontario ("MGCS"), now known as the Ministry of Public and Business Service Delivery and Procurement ("MPBSDP").

Effective April 24, 2013, and pursuant to the TSS Act, MPBSDP and TSSA executed an amendment to the MOU to revoke and replace the prior additional non-regulatory objects of TSSA, including certain procedures to facilitate compliance with the revised requirements. These revised objects reflect more clearly the non-regulatory business activities of 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 MPBSDP. TSSA is exempt from income tax.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations set out in Part III of the CPA Canada Handbook - Accounting, as issued by the Accounting Standards Board in Canada and include the following significant accounting policies:

Revenue recognition

TSSA follows the deferral method of accounting for contributions. Under this method, restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Revenue from elevating and amusement devices; fuels; and boilers, pressure vessels and operating engineers comprises inspection, engineering and licensing, registration and certification fees.

Revenue from the provision of inspection and engineering services is recorded when services are performed. Non-refundable 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 an accrual basis.

Regulatory business revenue reflects those activities prescribed under the TSS Act.

In addition to its regulatory business services, TSSA offers services to the federal and Ontario provincial 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 and includes service revenue from engineering activities and inspections.

Investments

Short-term and long-term investments are portfolio investments recorded at fair value for those with prices quoted in an active market, and cost less impairment for those that are not quoted in an active market. Investments are classified as short-term or long-term based on the maturity date of each individual investment.

2. Significant accounting policies (Continued from previous page)

Capital assets

Purchased capital assets are initially measured at cost and subsequently measured 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 rates:

Equipment	4 years
Furniture and fixtures	5 years
Computer hardware	3 years
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 assets in progress and are not amortized until the asset is substantially complete and available for use.

Intangible assets

Intangible assets relate to the costs of internally and externally developed software and business systems.

Amortization is provided on a straight-line basis over the estimated useful lives of the assets at the following rates:

Business systems	10 years
Computer software	2 years

Amortization of an intangible asset commences when it is brought into service.

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

Assets attributable to projects that are not available for use are held as assets in progress and are not amortized until the asset is substantially complete and available for use.

Impairment of long-lived assets

TSSA assesses long-lived assets for impairment whenever conditions or changes in circumstances indicate that the asset no longer contributes to its ability to provide goods and services, or that the value of future economic benefits or service potential associated with the asset is less than its net carrying amount. When conditions indicate that a long-lived asset is impaired, the net carrying amount of the asset is written down to its fair value or replacement cost. The write-downs of long-lived assets are accounted for as an expense in the statement of operations and are not reversed.

Allocation of expenses

TSSA classifies expenses in 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.

2. Significant accounting policies (Continued from previous page)

Financial instruments

TSSA recognizes financial instruments when TSSA becomes party to the contractual provisions of the financial instrument.

Arm's length financial instruments

Financial instruments originated/acquired or issued/assumed in an arm's length transaction ("arm's length financial instruments") are initially recorded at their fair value.

At initial recognition, TSSA may irrevocably elect to subsequently measure any arm's length financial instrument at fair value. TSSA has not made such an election during the year.

TSSA subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those designated in a qualifying hedging relationship or that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost less impairment. With the exception of financial liabilities indexed to a measure of TSSA's performance or value of its equity and those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in excess of revenues over expenses. Conversely, transaction costs fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

Financial asset impairment

TSSA assesses impairment of all its financial assets measured at cost or amortized cost. TSSA groups assets for impairment testing when available information is not sufficient to permit identification of each individually impaired financial asset in the group. When there is an indication of impairment, TSSA determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year.

Any impairment, which is not considered temporary, is included in current year excess of revenues over expenses.

TSSA reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in excess of revenues over expenses in the year the reversal occurs.

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations 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 revenues and expenses during the reporting period.

The principal estimates used in the preparation of these financial statements are allowance for doubtful accounts, accrued liabilities, useful lives of capital and intangible assets, and deferred revenue. Actual results could differ from management's best estimates as additional information becomes available in the future.

Customer's accounting for cloud computing arrangement

TSSA has applied the simplification approach to account for expenditures in a cloud computing arrangement. Under the simplification approach, TSSA recognizes expenditures related to the elements in the cloud computing arrangement as an expense as incurred.

3. Investments

	2025 Cost	2025 Fair market value	2024 Cost	2024 Fair market value
Short-term investments	18,474	18,493	21,446	21,446
Long-term investments	47,965	48,080	33,944	33,944
	66,439	66,573	55,390	55,390

Short-term investments include guaranteed investment certificates with yields between 1.10% and 5.65% (2024 - 1.02% and 5.20%) and mature prior to March 5, 2026 (2024 - April 29, 2025). The balance includes \$372 (2024 - \$267) of interest receivable.

Long-term investments include guaranteed investment certificates with effective rates between 1.75% and 5.40% (2024 - 1.10% and 5.65%), maturing between October 19, 2026 to April 29, 2030 (2024 - June 16, 2025 to November 06, 2028). The balance includes \$529 (2024 - \$761) of interest receivable.

TSSA holds fixed income and portfolio investments 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.

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

	2025	2024
Accounts receivable	4,215	5,835
Allowance for doubtful accounts	(652)	(502)
	3,563	5,333

5. Capital assets

	Cost	Accumulated amortization	2025 Net book value	2024 Net book value
Equipment	1,727	1,553	173	153
Furniture and fixtures	930	930	-	1
Computer hardware	2,322	1,981	341	335
Leasehold improvements	3,908	3,341	567	933
	8,887	7,805	1,081	1,422

6. Intangible assets

	Cost	Accumulated amortization	2025 Net book value	2024 Net book value
Business systems	16,879	4,834	12,045	13,180
Computer software	11	11	-	-
	16,890	4,845	12,045	13,180
Assets in progress, beginning of year	-	-	1,310	4,814
Additions	-	-	650	2,297
Amounts available for use	-	-	(1,473)	(5,801)
Assets in progress, end of year	-	-	487	1,310

Accumulated additions to the business systems transformation project of \$487 (2024 - \$1,310) have not yet been amortized, as they are not substantially complete or available for use as at April 30, 2025.

7. Accounts payable and accrued liabilities

Included in accounts payable and accrued liabilities are government remittances payable of \$1,326 (2024 - \$1,736), which relate to sales tax, payroll remittances, and oversight fees charged by the Ontario Government.

8. Lease inducements

Lease inducements reflect an original leasehold improvement allowance and free rental period rental equalization of \$2,629. As of April 30, 2025, the residual balance of the inducement is \$524 (2024 - \$829). The lease inducements and rent-free period are amortized over the term of the lease.

	2025 Net book value	2024 Net book value
Leasehold improvement allowance	322	515
Rent free period	202	314
Lease inducements	524	829
Current portion	(330)	(295)
	194	534

9. Allocation of expenses

Direct labour and benefits expenses of \$3,102 (2024 - \$2,448) have been allocated to non-regulatory business expenses.

Corporate support expenses of \$40,698 (2024 - \$36,859) have been allocated as follows:

	2025	2024
Regulatory business expenses	37,587	34,331
Non-regulatory business expenses	3,110	2,528
	40,697	36,859

10. 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 \$2,684 (2024 - \$2,529).

11. 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.

12. Net assets

Invested in capital and intangible assets

The amount represents net book values of capital and intangible assets, net of the leasehold improvement allowance (as described in Note 8).

Internally restricted and unrestricted

TSSA has an approved internally 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, sets a threshold target internally restricted reserve level of 25% of budgeted regulatory and non-regulatory operating expenses, excluding expenses associated with Board-approved strategic initiatives. The Board considers the sum of the internally restricted reserve and unrestricted net assets to be the total reserve. As at April 30, 2025, the total reserve was \$22,388 (2024 - \$17,900). The unrestricted net assets balance of \$41 (2024 - \$453) represents funding for future business initiatives.

13. Capital disclosures

TSSA's capital is its net assets as reflected in the statement of financial position. Within net assets, TSSA manages its internally restricted reserve and unrestricted reserve, as described in Note 12. 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 intangible assets and management of cash and interest-bearing short/long-term investments. There are no externally imposed restrictions on its capital structure.

14. Commitments

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:

2026	1,424
2027	1,299
2028	1,257
2029	1,044
2030	829
Thereafter	5,592
	<hr/> 11,445

15. Contingencies

Litigations

TSSA has been named as defendant in certain litigations alleging actual and punitive damages. The possible outcomes or any settlements are not determinable at April 30, 2025. 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.

Operating facility

Under the terms of its banking agreement, TSSA has available a demand operating facility of up to \$10,000. This facility bears interest at TSSA's bank's prime rate 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, 2025, \$Nil (2024 - \$Nil) was drawn on the facility.

16. Revenues and expenses by program

The revenues and expenses of each of the three programs operated by TSSA under the TSS Act, and the revenues and expenses arising from non-regulatory operations, are as follows:

	Elevating and amusement devices	Fuels	Boilers, pressure vessels and operating engineers	Non- regulatory business	Total
2025					
Revenue	31,958	26,489	20,563	8,418	87,428
Expenses	(29,006)	(26,603)	(24,328)	(7,027)	(86,964)
Excess (deficiency) of revenue over expenses	2,952	(114)	(3,765)	1,391	464
2024					
Revenue	30,096	23,938	16,951	6,387	77,372
Expenses	(28,328)	(26,769)	(21,077)	(5,605)	(81,779)
Excess (deficiency) of revenue over expenses	1,768	(2,831)	(4,126)	782	(4,407)

17. Financial instruments

TSSA, as part of its operations, carries a number of financial instruments. It is management's opinion that TSSA is not exposed to significant interest, currency, credit, liquidity or other price risks arising from these financial instruments except as otherwise disclosed.

Credit Risk

Credit risk is the risk of financial loss because a counter party to a financial instrument fails to discharge its contractual obligations. This risk is mitigated by TSSA's practice of generating revenue primarily from qualified and reliable sources. In addition, management has established an allowance for doubtful accounts to reflect potential credit losses.

17. Financial instruments (Continued from previous page)

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. TSSA enters into transactions to purchase and sale transactions and has financial assets and financial liabilities that are denominated in foreign currencies and thus is exposed to the financial risk of earnings fluctuations arising from changes in foreign exchange rates and the degree of volatility of these rates.

As at April 30, 2025, cash includes a balance denominated in U.S. dollars of \$226 (2024 - \$146).

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. TSSA's exposure to interest rate risk is minimal and dependent upon future market rates compared to rates currently contracted for investments.

Liquidity risk

Liquidity risk is the risk that TSSA will encounter difficulty in meeting obligations associated with financial liabilities. TSSA's exposure to liquidity risk is dependent on collection of accounts, purchasing commitments and obligations to meet commitments and sustain operations.

Corporate Information

TSSA's Board Of Directors

Robert J. Falconi, Chair

Managing Director, Raylee Valley Group

Glen Padassery, Vice Chair

Executive Vice President, Policy and Chief Consumer Officer,
Financial Services Regulatory Authority of Ontario

Bonnie Agostinho

Former Chief Information Officer of Canadian Tire Bank

Cathy M. Bailey

Vice President, Finance and Chief Financial Officer,
Hospital and Long-Term Care Home for Baycrest Hospital

Andrew Bedeau

Director of Treasury at First Canadian Title Insurance

Brian Chu

Founding Partner, Bogart Robertson & Chu LLP

Marni Dicker

Executive Vice President, Infrastructure & Chief Legal Officer, Canadian Premier League

Connie L. Graham

Board Chair, London Hydro, Inc.

Jim Keech

President and CEO, Ontario One Call

Peter Marcucci

Former Vice President and Chief Public Safety Officer, Electrical Safety Authority

Raymond J. Mantha

Former Assistant Deputy Minister, Ministry of Northern Development and Mines, Ontario Government

Elaine Pitcher

Barrister and Solicitor, Elaine Pitcher Law Office
Chair of the Northeast Local Health Integration Network

Susannah Robinson

Vice President, EPCOR Ontario Utilities Inc.
CEO, EPCOR Ontario Distribution Ontario Inc.

Each Board member's term will expire within the next five years.

Board Committees

Each TSSA director is an active member* of one of four committees: Audit, Finance and Risk Committee; Governance and Human Resources Committee; Safety and Regulatory Affairs Committee; and Nominating 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 (AFRC)

Glen Padassery, Chair
Bonnie Agostinho, Member
Cathy Bailey, Member
Andrew Bedeau, Member
Robert J. Falconi, Ex-Officio Member

Governance and Human Resources Committee (GHRC)

Susannah Robinson, Chair
Brian Chu, Member
Peter Marcucci, Member
Raymond J. Mantha, Member
Robert J. Falconi, Ex-Officio Member

Safety and Regulatory Affairs Committee (SRAC)

Connie Graham, Chair
Marni Dicker, Member
Elaine Pitcher, Member
Jim Keech, Member
Robert J. Falconi, Ex-Officio Member

Nominating Committee

Robert J. Falconi, Chair
Connie Graham, Member
Susannah Robinson, Member
Glen Padassery, Member

*Committee membership structure as at April 30, 2025.

Corporate Information

Policy Changes

TSSA reviews its policies periodically to ensure they align with the organization's evolving business and operational needs. In FY25, no changes were made to the Corporation's bylaws and no significant changes were made to any Board-approved policies. Recognizing the rapid adoption of Artificial Intelligence (AI) technologies across industries and the importance of responsible innovation, TSSA introduced a corporate AI policy during the fiscal year. This policy establishes a framework for the ethical, responsible, and secure use of AI within the organization, while protecting confidential employee, client, and organizational data.

Data Management

TSSA's data and analytics framework has reached a turning point this past year: key decision-making processes were supported by using incident and inspection data in conjunction with AI and predictive analytics. In 10 key technical areas, TSSA has rolled out data-driven compliance standards, identifying the high-risk priorities for periodic inspections. A machine learning model is being used to predict the risk of harm so that high-risk devices and facilities are inspected more frequently. Along with this analytical understanding of safety, TSSA has been leveraging data insights to inform, educate and partner with industry for compliance.

These actions are expected to continue to deliver measurable improvements in key safety metrics.

Data is the foundation for outcome-based decisions and maintaining reliable, high-quality data is a strategic priority for TSSA. In the past year, TSSA launched a process to systematically collect reports of high-risk non-compliances from periodic inspections done on boilers and pressure vessels through an online Portal. This data collection initiative means that TSSA is now tracking and analyzing data about key risks in most of its regulated industries.

TSSA's focus on ease of doing business has included the digitization of key services making them more accessible and customer-friendly. TSSA has leveraged its data management and reporting platform to ensure access to reliable and quality operational and business intelligence reporting. This includes a planned effort to securely migrate data from legacy systems to a central repository.

Public Reports

TSSA produces a variety of corporate reports about its operations and the state of safety in Ontario.

The Strategic Plan defines the major corporate goals for multiple years and the key strategies that will be used to achieve them.

The annual Business Plan looks ahead and defines the objectives, various activities and budget that will be implemented during the fiscal year to support its strategic goals and outlines the capabilities that are needed to fulfill everyday business needs as well as the goals of the Strategic Plan.

The Annual Report reports on TSSA's audited financial statements upon the completion of a fiscal year and describes progress made against the commitments of the Strategic Plan and the Business Plan.

The annual Public Safety Report provides a review of trends and patterns on public safety as well as a summary and analysis of safety data collected by TSSA for Ontario.

These reports can be accessed on [TSSA website](#).

Customer Value Survey

TSSA conducts a periodic customer value survey of its clients and holders of authorizations through a third-party independent research firm. The goal of the research is to strengthen customer relationships through establishing a deeper understanding of the value TSSA provides as an organization.

A copy of the most recent survey results is available on the [TSSA website](#).

Response to Auditor General's Recommendations

TSSA continues to make great progress on addressing the Auditor General of Ontario's recommendations from the 2018 Value-for-Money Audit Report. As of fiscal year 2025, TSSA has completed 91% of those recommendations.

Significant Prosecutions

While working with stakeholders toward compliance is the cornerstone of safety, at times, TSSA must resort to prosecution as an effective tool of enforcement.

In fiscal year 2025, TSSA obtained findings of guilt on three prosecution files for a total of \$480,000 in fines, plus a 25 per cent victim surcharge fee.

There are also 17 cases currently before the courts moving towards a just outcome. Prosecutions of this nature send a powerful message that Ontario's safety laws must be respected and that any violator who puts the public at risk will face serious consequences.

Complaint Handling

TSSA strives to achieve fairness and satisfaction as a valued regulator. A complaint may be an expression of dissatisfaction with respect to services TSSA provides or actions of staff. Typically TSSA is able to address complaints at the level they are raised, however 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.

French Language Services

TSSA responded to all requests for French services as they arose during the year. Moreover, TSSA continued to monitor requests for services in French to determine the appropriate level of service to meet public safety and regulated stakeholder service needs. TSSA continues to translate its educational safety information targeted to the general public and delivered a carbon monoxide public education safety campaign in a bilingual format.

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. In FY25, TSSA provided accessibility accommodations for 194 candidates who took examinations. TSSA's Customer Service Accessibility Policy and Multi-Year Accessibility Plan are available online at [TSSA website](#).

Performance Targets and Results

TSSA sets annual performance targets which are reviewed and approved by the Minister of Public and Business Service Delivery and Procurement. These Key Performance Indicators are published on [TSSA website](#).

TSSA's Executive Leadership Team for Fiscal Year 2025

- Bonnie Rose, President and CEO
- Tom Ayres, Vice President, Policy, Legal and General Counsel
- Dan Brazier, Chief Financial Officer
- Alexandra Campbell, Vice President, Communications, Stakeholder Engagement and Customer Service
- Lisa Dymond, Vice President, People and Culture
- Ajay Raval, Vice President, Operations (to January, 2025)
- Kelly Hart, Vice President, Operations (as of February, 2025)

TSSA's Statutory Appointments for Fiscal Year 2025

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

- Kim Semper, Director, Boilers and Pressure Vessels and Operating Engineers Safety Program
- AJ Kadirgamar, Director, Elevating and Amusement Devices and Ski Lifts Safety Program
- Kelly Hart, Director, Fuels Safety Program (to January, 2025)
- Owen Kennedy, Director, Fuels Safety Program (as of February, 2025)
- Phil Simeon, Director, Regulatory Policy

Advisory Councils

TSSA regularly engages with industry experts, stakeholders and consumer representatives. Advisory Councils are a key forum used to gather information and input on new initiatives and emerging issues.

Industry Advisory Councils

In support of its mandate to achieve positive safety outcomes and recognizing the need for strategic oversight and management of safety regulations and issues, TSSA actively solicits the advice and input of the key stakeholders from the respective industries that it regulates through a number of industry specific advisory councils. The advisory councils are invited to work with TSSA in support of safety initiatives and general enhancements in service delivery within their respective industries.

Council Chairs are listed below.

- Cindy Sypher, Amusement Devices
- Mark Lambert, Boilers and Pressure Vessels and Operating Engineers
- Jim Miller, Elevating Devices
- Brent Francis, Liquid Fuels
- Martin Luymes, Natural Gas
- David Karn, Propane
- Kevin Nichol, Ski Lifts

Consumers Advisory Council

Through the Consumers Advisory Council, TSSA hears from consumer protection experts who provide independent advice and guidance on any aspect of TSSA which has an impact on the public or on consumers who are purchasers or users of devices and appliances regulated by TSSA.

Members are listed below.

- G. Rae Dulmage, Chair
- David Sobel, Member
- Jay Jackson, Member
- Sunaina Menezes, Member
- Ronald Morrison, Member
- Christine Simpson, Member
- Kathryn Woodcock, Member

For more information on Advisory Councils, including minutes of meetings, please visit www.tssa.org.

Technical Standards & Safety Authority

345 Carlingview Drive
Etobicoke, ON M9W 6N9

Tel: 1-877-682-8772

Email: customerservices@tssa.org

Website: www.tssa.org

Consumer safety websites:

safetyinfo.ca

COsafety.ca



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