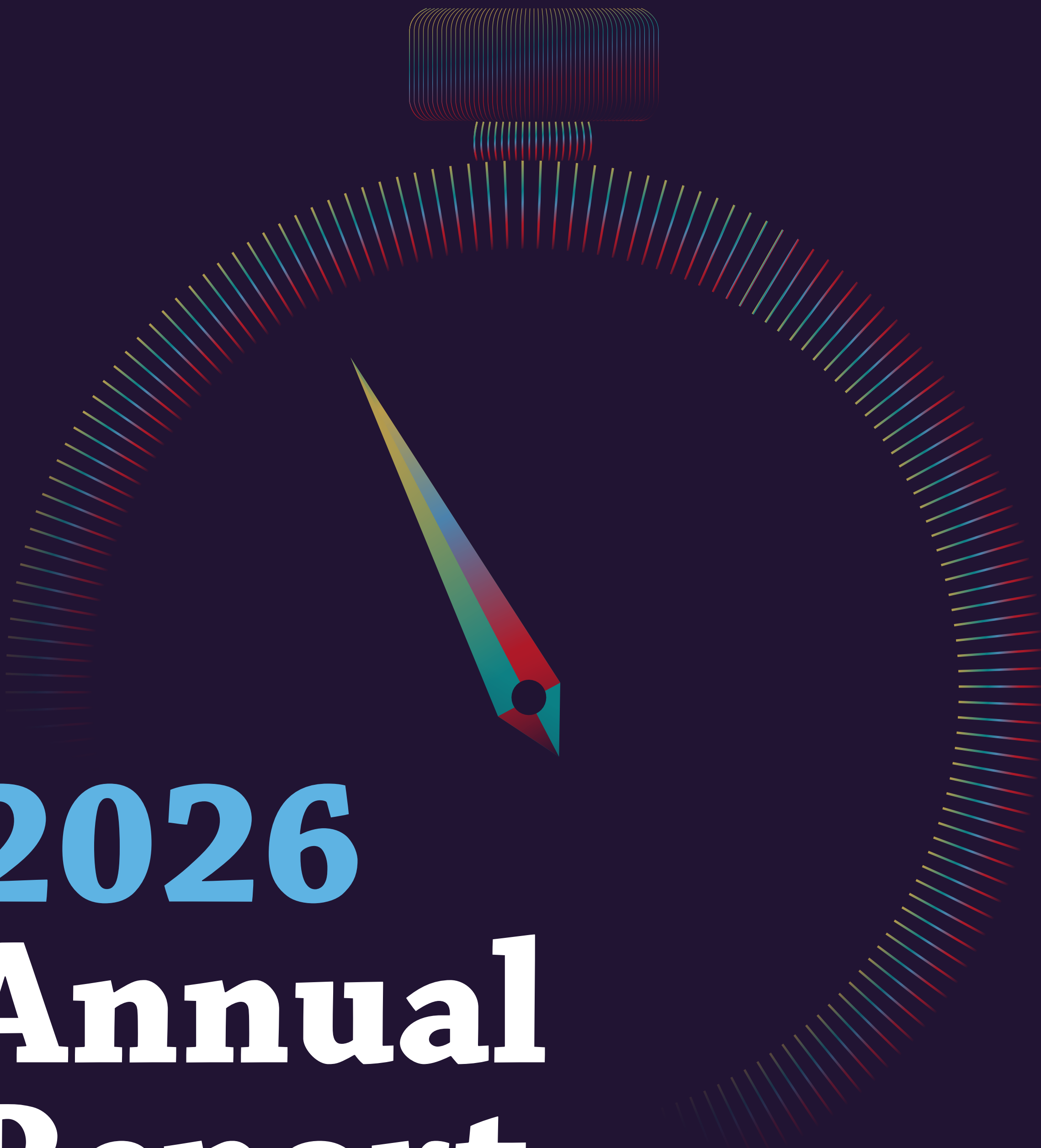
TSSA
TECHNICAL STANDARDS & SAFETY AUTHORITY

PARTNERING
FOR A
SAFE ONTARIO



2026 Annual Report

About Us

Table of Contents

Technical Standards and Safety Authority (TSSA) is one of Ontario's public safety regulators, 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 safety services through contracts to organizations, mainly related to boilers and pressure vessels in the nuclear industry.

This report is reflective of TSSA's fiscal year 2026 (May 1, 2025 - April 30, 2026); hereinafter referred to as FY26.

Table of Contents

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 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

Table of Contents

Table of Contents

Message from the Chair

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

Fiscal Year 2026 (FY26) marks the midpoint of TSSA's current strategic plan and a significant milestone along our modernization journey. Over the past several years, TSSA has made remarkable progress toward becoming the Outcome-Based Regulator we set out to be.

With the completion of a modern IT and business solutions platform, TSSA has built stronger capability to collect, analyze, and use data about the sectors, devices, and systems we regulate. The enhanced data capabilities are already translating into a more effective approach to risk reduction, underpinned by more targeted, risk-based inspections and compliance standards. They also provide a strong foundation for advancing the use of analytics and artificial intelligence to further refine risk modelling and improve regulatory effectiveness in the years ahead. I am excited to see the impact this will have on safety outcomes for the province.

Our partnership with the Government of Ontario remains crucial to advancing our shared safety priorities. We continue our work together on a number of opportunities to bridge safety gaps, enhance protections for Ontarians, and build the province's future safety capacity.

TSSA is deepening its role in supporting Ontario's energy transition, particularly by helping develop nuclear energy as a growing and viable energy source. As Ontario's designated Authorized Inspection Agency for pressure retaining equipment at nuclear facilities, TSSA has been proactively building specialized expertise and streamlining work processes to support this expanding sector. TSSA will strive to strengthen our technical supports for our province's energy future.

"Over the past several years, TSSA has made remarkable progress toward becoming the Outcome-Based Regulator we set out to be."

Table of Contents

“Our industry and consumer experts remain among our most valued collaborators as we work towards improved safety in Ontario.”

This fiscal year brought additions to our Board. We welcomed George Nikolov as Vice Chair, along with two other new Board members Michael W. Rencheck and Michael Burjaw.

In FY26, TSSA was once again honoured with the 5-Star Safety Cultures Award by *Canadian Occupational Safety magazine*—the fifth consecutive year receiving this distinction. On behalf of the Board, I extend my sincere thanks to CEO Bonnie Rose and the entire TSSA team for their outstanding work in making TSSA a respected leader in safety.

Our industry and consumer experts remain among our most valued collaborators as we work towards improved safety in Ontario. I would like to extend my appreciation to all Advisory Council members for contributing their time and expertise and for sharing candid insights that guide our efforts to reduce risks in our regulated areas. I am grateful that the Advisory Council Chairs take the time to update the Board on the developments in their respective industries. Over time, this collaboration has created new opportunities and new ways of thinking to address safety risks and issues, helping us reduce burden and deliver better safety outcomes together.

Looking ahead, continued collaboration with the Ministry, industry, and all stakeholders will remain central to delivering our safety priorities while reducing unnecessary burden on responsible businesses. We are safer when we maintain a clear focus and work together toward it. That collective effort is what builds a safer Ontario for all.

Table of Contents

Message from the President & CEO

Bonnie Rose
President and CEO

TSSA has now completed the third year of its five-year strategic plan, marking a key point to reflect on our progress. From the beginning, our goals have been clear: **improve safety by modernizing how we regulate, modernizing our organization, and preparing TSSA to meet the evolving needs of the sectors we serve.**

Progress towards that vision has been strong and focused. Momentum has been built across the organization, with clear results now visible in how TSSA operates, serves clients, and advances safety outcomes for Ontarians.

Our transformation toward an outcome-based, data-driven regulatory model continued to accelerate. As a key component of our modernized approach, compliance standards have now been expanded across multiple sectors, bringing the total to 13, alongside the rollout of risk-based inspection models in additional areas. This progress has been made possible by the stronger data foundations we've built. Further work to strengthen TSSA's data capabilities was completed this fiscal year and will support and guide our data-driven decisions going forward.

We have also taken steps to improve how we support our regulated clients and make it easier to do business with TSSA. By streamlining engineering, examination, and certification processes, and enabling access through our Client Portal, we have simplified interactions and reduced processing times. Improvements to these processes this past year are delivering shorter turnaround times and have created a more seamless experience for both organizations and individuals seeking to work in TSSA-regulated industries. I am delighted that our changes are being recognized by clients as reflected in the improved customer value score we received in our most recent customer survey.

Positioning for future demand remains a key priority of our strategic plan. With nuclear playing a key role in Ontario's energy strategy, TSSA has strengthened its readiness to support increased activity in the nuclear sector. We are expanding the inspection and engineering workforce by bringing on new trainees. This ensures sufficient capacity to meet growing demand in nuclear construction, refurbishment, and component fabrication.

Table of Contents

> "Delivering better results requires the continued support of partners, including the Ontario government, industry, safety organizations, stakeholders, and the public."

Our people are the driving force behind our progress. As an organization, we value our employees and continue to seek meaningful ways to engage and motivate them by listening to their feedback and acting on what matters most. Organization-wide action on employee insights has led to new engagement initiatives, including the launch of an enterprise-wide recognition platform where employees can acknowledge and celebrate each other's great work. This is another important step towards fostering a stronger culture of appreciation and accountability within our organization. In addition, the introduction of our Employee Value Proposition this fiscal year clearly defines what it means to work at TSSA and will strengthen our culture, recruitment processes, and employee retention.

Industry engagement was strong this year, particularly within the agricultural sector. Outreach across Ontario was expanded to support compliance with safety requirements following the removal of the regulatory exemption for agricultural boilers and pressure vessels a few years ago. Engagement with industry associations, owners, and insurers through industry events, tradeshows and ongoing dialogue focused on clarifying regulatory obligations to report their devices and get them authorized. This has resulted in greater awareness of compliance responsibilities and increased onboarding of those devices.

One of the most notable developments in the past year has been the advancement of labour mobility across Canada. Recent policy and legislative changes are reducing interprovincial barriers and enabling certified professionals from other jurisdictions to begin working in Ontario more quickly. For our regulated industries, TSSA has launched new efforts to provide faster access to qualified talent. Workers with recognized credentials can now enter the Ontario workforce sooner through a more streamlined certification process. These changes help strengthen the talent pipeline and workforce capacity for our industries while maintaining safety standards and supporting economic growth.

As a purpose-driven organization, safety outcomes matter. Delivering better results requires the continued support of partners, including the Ontario government, industry, safety organizations, stakeholders, and the public. This partnership approach will continue to shape our decision making and safety efforts.

The work to draw up our next five-year strategy will begin in the coming fiscal year, and we look forward to engaging our partners and stakeholders to understand their expectations and insights on how we can continue working together to make Ontario a safer place to live, work, and play.

Table of Contents

Year in Review

2026

APRIL

- Garnered 5-Star Safety Cultures Award for the fifth consecutive year
- Compliance standards for Inflatables, Go-Kart and Operating Engineers in effect
- Gaseous Fuels, Propane and Fuel Oil Code Adoption Document (CAD) Amendments in effect
- Rolled out SpringSafe Seasonal Safety Guide

MARCH

- Activated annual awareness campaign about unregistered fuels contractors
- Launched new engineering and certification and exam processes to make it faster and easier to do business with TSSA
- Rolled out new Employee Value Proposition

JANUARY

- Rolled out Carbon Monoxide (CO) Safety Winter Wise Seasonal Campaign to Homes
- Conducted the 2026 Customer Value Survey
- Launched measures to promote labour mobility for out-of-province certificate holders
- Introduced employee recognition platform

2025

NOVEMBER

- Kicked off Fall CO Safety Campaign CO Awareness Week

OCTOBER

- President and CEO, Bonnie Rose, presented on the development and implementation of risk-based regulation at the Annual National Conference of the Canadian Network of Agencies and Regulation in Calgary, Alberta

SEPTEMBER

- Conducted employee engagement survey

AUGUST

- Boilers and Pressure Vessels (BPV) Code Adoption Document (CAD) Amendments in effect

JUNE

- Launched Administrative Penalties in the elevating device sector

Table of Contents

Rewarding, Purpose-Driven Work

Employee Engagement Response and Recognition Strategy

TSSA responded to the FY25 Employee Engagement Survey, using the feedback collected to guide action plans co-developed by leaders and employees. These efforts contributed to a 7% year-on-year increase in employee engagement, as reflected in the FY26 survey. With recognition identified as a key theme to focus on, TSSA finalized an enterprise-wide recognition strategy in FY26, including the rollout of a new recognition platform that fosters a culture of appreciation and recognizes employees' contributions. A follow-up survey conducted after the platform launch showed a 5% improvement in recognition-related measures.

Performance Process Review and Revision

The review of TSSA's performance management program was completed in FY26, following the successful transition to a more efficient and user-friendly technology platform in the prior fiscal year. Incorporating employee feedback and industry best practices, the updated process takes a more employee-centric and outcome-focused approach, promoting active conversations about career development and supporting employees' personal growth.

Employee Value Proposition Launched

TSSA finalized and launched its Employee Value Proposition (EVP) in FY26 as part of its modernization of talent management. The EVP articulates how current employees feel about being a part of TSSA, clarifies what TSSA offers as an employer, and strengthens alignment between internal culture and external recruitment propositions. The narratives have been integrated into TSSA's people management strategy to improve employee experience and retention and support talent acquisition.

Plan for Head Office Location

Following the decision to remain in the existing head office location, TSSA has started planning workplace enhancements and initiating early-stage work to ensure the space continues to support employee well-being, operational needs, and future business objectives. The work to optimize office and upgrade facilities will continue in the upcoming fiscal year.

Table of Contents

Outcome-Based Regulator

Continuing the Outcome-Based Regulator Journey

TSSA continued its Outcome-Based Regulator journey in FY26 by advancing work on compliance standards and risk-based inspection frequencies. During the year, TSSA finalized and launched compliance standards for operating engineer plants, go karts, and inflatables, providing clearer guidance on safety and compliance expectations across these regulated areas.

TSSA also broadened the use of risk scores to determine periodic inspection frequencies. Risk-based inspections are now in place for elevators, propane, operating engineers, and liquid fuels and new risk scores for escalators and fuels heating contractors have been developed, further strengthening TSSA's data-driven approach to harm reduction.

Onboarding Agricultural Boilers and Pressure Vessels

Boilers and pressure vessels used in agricultural settings were previously exempt from TSSA's regulation. Following the revocation of the exemption for these devices, TSSA implemented a reporting and onboarding process that allows owners to report their equipment and request initial inspections. Steam boilers, water boilers, refrigeration equipment, pressure vessels and pressure piping used for agricultural purposes are generally required to be reported, subject to certain exemptions. In FY26, TSSA activated an awareness and engagement plan to reach out to the agricultural sector to inform owners of their regulatory responsibilities and began identifying and onboarding unreported devices.

Expanding Portal Functionality for Educational Purposes: Enhanced Authorization Phase 1

TSSA launched an initiative in FY26 to expand portal functionality that would provide educational touchpoints for authorization holders. As individuals and businesses use the portal to renew authorizations online, TSSA can present them with key safety information relevant to their sector. These integrated educational touchpoints will help ensure authorization holders stay current on their safety responsibilities. This feature will be piloted with liquid fuel facilities at the beginning of the upcoming fiscal year.

Table of Contents

Implemented Administrative Penalties for Elevating Devices

The Administrative Penalties for Elevating Devices came into effect in FY26 as part of TSSA's regulatory toolkit. These penalties apply to three specific contraventions under the Ontario Regulation 209/01 (Elevating Devices), covering owners, contractors, and individuals. During the fiscal year, TSSA issued its first penalties in accordance with this framework. For more information about the administrative penalties, please visit TSSA's website.

Designed Contractor and Insurer Audit Program

TSSA completed the design of a contractor and insurer audit program in FY26 to support a harmonized approach to safety audits across regulated sectors. The program establishes a standardized approach for collecting information from contractors and insurers, aiming to ensure TSSA's regulated work is compliant and safe. The auditing framework will roll out by sector beginning in fiscal year 2027.

Collecting Risk Data on Certificate Holders

A framework for collecting and using risk data on certificate holders was established in FY26. This work will strengthen oversight of individuals performing technical work in TSSA's regulated industries by using data to inform the best use of modern regulatory tools, including enhanced authorizations and targeted education.

Licensing Modernization

Recommendations for new licensing requirements were submitted to the Ontario government for propane, compressed gas and liquid fuel distributors, digester, landfill and biofuel facilities, private fuel outlets, and operating plants. The proposed licensing framework is currently deferred and will be revisited as appropriate.

Table of Contents

STRATEGIC PLAN INITIATIVES

Ease of Doing Business

Modernizing the Financial System with a New Software Solution

TSSA has completed its review of future financial system options and identified the solution best suited to upgrade its platform and enhance user experience. The selected option to be implemented in the upcoming fiscal year is expected to drive greater efficiency and improved productivity.

Integrated Employee Learning System

In FY26, TSSA migrated its learning management system to an integrated Human Resources Information System, building a single, centralized platform for employees to access learning and HR services more easily and efficiently. The new system also enhances data insights, reporting, and access to learning materials.

Reviewing Processes to Improve Efficiency and Enhance Client Experience

BPV COI: process review completed
TSSA has concluded a comprehensive review of its BPV Certificate of Inspection (COI) process. The review focused on streamlining the process to reduce unnecessary burden on owners and insurers and support more timely renewals and regulatory compliance. System enhancements to support the improved process will kick off in fiscal year 2027.

Streamlined processes for engineering, examination and certification
To improve customer service and overall experience, TSSA has completed a significant redesign of its engineering, examination, and certification processes, supported by the necessary IT system changes. These updates have harmonized and simplified workflows, creating a more streamlined client experience while significantly reducing processing time. All changes have been fully implemented, and clients can access these services through the TSSA Client Portal.

Table of Contents

Future Ready

Developed a Policy and Technical Framework for Retail Mobile Fuels

In response to the growing use of mobile fuel delivery, TSSA has developed a policy and technical framework to address emerging safety and environmental considerations in this area. The work examined risks associated with the delivery and supply of fuel to personal vehicles in driveways and parking lots and the resulting framework provides recommendations to close the identified safety gaps and mitigate environmental risks. Implementation will follow in fiscal year 2027.

Preparing for Growth in the Nuclear Sector

As Ontario's Authorized Inspection Agency recognized by the Canadian Nuclear Safety Commission (CNSC), TSSA strengthened its safety measures to support growth in the province's nuclear sector by designing a new workflow for the nuclear inspection process within TSSA IT systems. Requirements for inspection workflow and data input needs for nuclear facilities and manufacturing shops were defined. Funding was also secured to expand the nuclear inspection workforce, supporting increased demand from nuclear construction, refurbishment, and component fabrication activities.

Continued Implementation of the Digitization Strategy for Historical Data

Following the successful launch of the new IT system and decommissioning of legacy platforms in previous years, TSSA completed the digitization of two additional legacy systems. Historical documents and data were migrated to the new reporting and analytics platform, improving accessibility and streamlining data management. The migration preserved crucial records while enabling more efficient analysis and reporting, supporting better-informed decision-making across the organization.

Reviewed Pipeline Oversight

A comprehensive review of TSSA's pipeline audit program was completed. Enhancements included the design and implementation of a structured escalation framework, incorporating systematic follow-ups on audit findings and the issuance of orders requiring compliance with a prescribed time. These improvements serve to enhance accountability and consistency in pipeline oversight.

Table of Contents

Progress Towards FY26 Targets

OBJECTIVES PLANNED FY26	MEASURE	TARGET	RESULTS
Rewarding, Purpose-Driven Work			
Implement plan to respond to employee engagement results and develop recognition strategy	Implement plan to respond to employee engagement results Develop and implement recognition strategy	Complete a follow-up engagement survey Increase employee engagement score (from the September 2024 baseline) on either 1. engaged employees, or 2. combination of engaged or almost engaged employees	Conducted a follow-up engagement survey 7% increase in employee engagement scores on engaged employees
Outcome-Based Regulator			
Continue the OBR journey: develop compliance standards and risk scores	Develop and implement compliance standards Implement risk-based inspections	Develop three compliance standards for OE plants, go-karts and inflatables, and implement two for propane and liquid fuels Implement risk-based inspections in liquid fuels Finalize risk scores for escalators, liquid fuels and fuels heating contractors	Compliance standards for OE plants, go-karts and inflatables were implemented in fiscal year 2026, while the propane and liquid fuels standards were implemented ahead of schedule in fiscal year 2025. Risk-based inspections in liquid fuels implemented Implemented risk scores for escalators, liquid fuels and fuels heating contractors
Implement Administrative Penalties	Implement Administrative Penalties	Administrative Penalties issued per identified contraventions	Issued a total of six Administrative Penalties for identified contraventions
Onboard reported agricultural BPVs and start pursuing unreported BPVs	Register and authorize BPV devices	Assess 800 reported devices and onboard 100% of reported devices that are eligible	Assessed approximately 800 reported devices and onboarded 100% of eligible devices, representing 416 devices in total

Table of Contents

Progress Towards FY26 Targets (Continued)

OBJECTIVES PLANNED FY26	MEASURE	TARGET	RESULTS
Ease of Doing Business			
Process review: harmonize, simplify, document, train, and digitize to improve efficiency and enhance the client experience	Improve engineering process Improve exam and certification processes	Launch enhanced engineering and certification and exam processes	Engineering turnaround time was reduced by 47%, from 88 days to 47 days Exam and certification turnaround time was reduced by 30%, from 79 days to 55 days
Future Ready			
Develop a policy and technical framework for retail mobile fuels	Develop policy and technical framework for Mobile Fuels Gain stakeholder feedback	Final recommendations made for changes to Mobile Fuels oversight	Finalized recommendations for required changes to Mobile Fuels oversight following stakeholder engagement
Implement phase two of the digitization strategy for historical data	Digitize two legacy systems	All data from legacy systems available through current systems	100% of the data from two legacy systems have been migrated to current systems to facilitate data search and analysis
Review pipeline oversight	Review pipeline oversight program	Implement changes to address identified improvements, including designing an escalation path	Pipeline oversight program has been enhanced with an updated process to escalate risks and issues

Table of Contents

Safety Program Highlights

Boilers and Pressure Vessels and Operating Engineers Safety Programs

First Graduates in Nuclear Inspector Training Program

TSSA continued its multi-year nuclear inspector training program to support Ontario's growing demand for qualified nuclear professionals. Launched in 2024, the comprehensive program provides trainees with a clearly defined pathway to becoming an Authorized Nuclear Inspector. In addition to mandatory courses and examinations, participants must complete the required National Board Authorized Nuclear Inspector Course, gain practical field experience, and successfully pass examinations to become qualified nuclear inspectors. In FY26, the first graduate of the program began working as an inspector at Bruce Power, while others continued their workplace training at Ontario Power Generation.

Demonstrating Excellence in Quality Assurance

As an inspection agency, TSSA undergoes audits as part of its quality assurance efforts. In the past fiscal year, the American Society of Mechanical Engineers (ASME) conducted a multi-day audit of TSSA's BPV program. The audit verifies that TSSA's quality systems and processes comply with ASME codes and standards for inspections oversight of boilers, pressure vessels, piping systems, and related equipment. Following the comprehensive review, ASME issued a recommendation for renewal with no reportable findings, reflecting strong performance and marking the fourth consecutive audit where TSSA has received a positive audit result for its BPV program.

Industry Training on Alternate Piping Inspection Process

Training sessions on the regulatory requirements for the voluntary Alternate Piping Inspection Process were completed in January and April 2026. The sessions supported industry professionals in understanding the process, which replaced the Enhanced Piping process on October 1, 2023, and helped qualified piping contractors better apply the requirements when inspecting eligible piping systems and submitting data reports to TSSA for approval.

Sharing Regulatory Updates at Power Engineers' Industry Forum

TSSA provided a regulatory update at the Institute of Power Engineers' Ontario Education Forum and Power Engineers' Round Table in Toronto, held in October 2025. The forum brought together power engineers to discuss key industry issues, including legal requirements, health and safety obligations, fuel safety, and emerging topics such as hydrogen. TSSA outlined updates on Alternate Rules for operating plants, requirements for attended and unattended plants, repairs and alterations to pressure equipment, and considerations for hydrogen and carbon dioxide facilities. A roundtable discussion led by TSSA facilitated dialogue on these updates and engagement with the industry priorities.

Table of Contents

Elevating Devices, Amusement Devices and Ski Lift Safety Programs

Continuing Education for the Amusement Device Sector

TSSA and the National Association of Amusement Ride Safety Officials (NAARSO) delivered this year's Amusement Ride Safety Seminar, bringing together industry professionals, regulators, and technical specialists for three days of advanced training. The program featured expanded international expertise, including a guest speaker from Singapore who shared insights regarding overseas' regulatory approaches and best practices. Participants earned continuing education credits through sessions on inspection techniques, auditing, incident investigation, and emerging safety standards. The seminar also included a visit to Canada's Wonderland, where attendees observed the park's safety protocols in operation.

Enhancements for Ski Lift Mechanics Program

TSSA has enhanced the Ski Lift Mechanics Program to reduce burden on the ski lift industry and support a faster pipeline of qualified professionals. These improvements provide greater flexibility for employers and workers, particularly in small communities, while streamlining training requirements and maintaining safety standards. The changes better align training requirements with industry needs by:

- Adjusting module training hours to reflect the skills required and the seasonal nature of the industry
- Separating certifications into device-specific streams such as T-bars, wire/fibre rope tows, and conveyors
- Recognizing relevant trade certifications toward passport training requirements where appropriate

Table of Contents

Fuels Safety Program

Advisory to Differentiate "Modification" & "Maintenance" in Liquid Fuels Facilities

TSSA issued an advisory in February 2026 clarifying how "maintenance" and "modification" are defined for liquid fuels facilities under Ontario Regulation 217/01 and the Liquid Fuels Handling Code. The advisory explains which types of modifications require TSSA review and approval along with multiple examples to illustrate the distinctions. This regulatory document also confirms that modifying a facility does *not* trigger a full site upgrade to the current code—only modified equipment must meet the current adopted requirements.

Oil Burner Technician Curricula Updated to Align with CSA B139 Series 24

TSSA has updated the Oil Burner Technician 2 (OBT 2) and Oil Burner Technician 3 (OBT 3) curricula to align with the forthcoming CSA B139 Series 24 Code, introducing new content such as Gas Technician introductory modules and material on portable generators and biofuel. Updated curricula and summaries of changes are now available, and new exams reflecting these updates will take effect on June 1, 2026.

Public Safety Education Campaigns

Table of Contents

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

Propane Safety
partnership with Chatham-Kent Fire to enhance propane safety awareness at encampments and influence a behavioural change around the use, handling and storage of propane tanks

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

Fraudulent Fuels Workers Awareness
addressing the public safety issue of uncertified technicians and unregistered fuels contractors

Winter Safety Reminders
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 approximately **990,000** households

Partnering with **over 80** fire departments to amplify safety messages

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

Campaign recall rates ranging from **18–30%** (marketing industry standard ~4%)

Of those who recalled the safety information, level of knowledge about CO safety increased by **80–90%**

Safety Awards 2026

Table of Contents

Impact Award

"If we can't do it safely, we're not going to do it at all": How a Maintenance Supervisor Transformed Boiler Safety

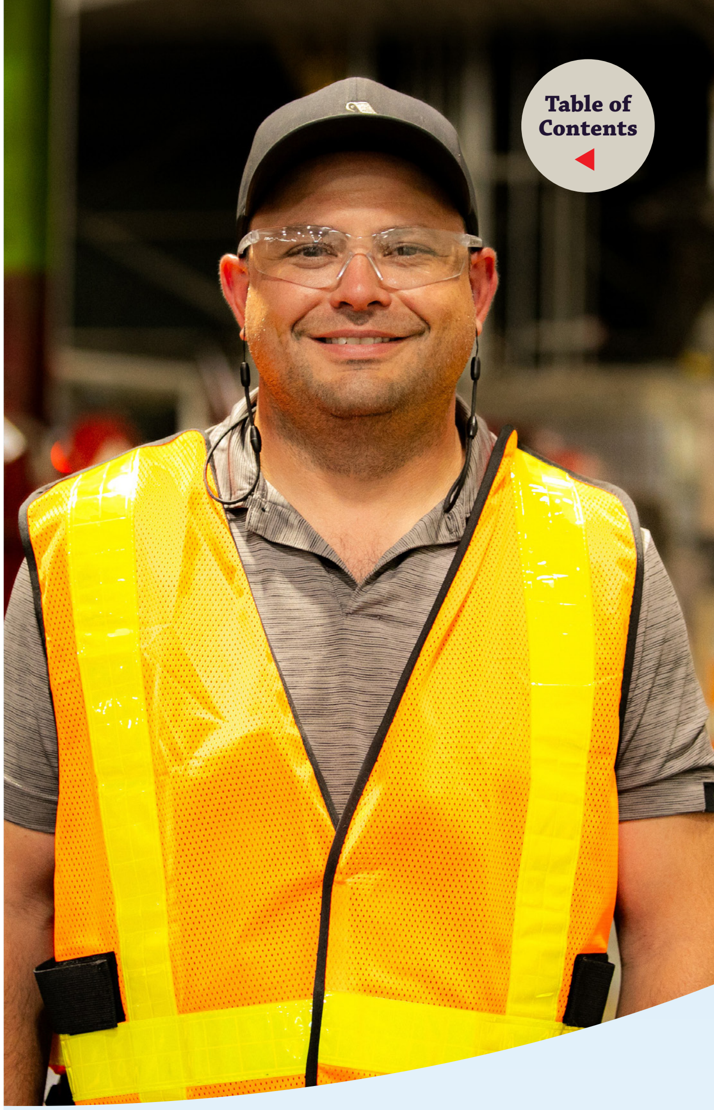
Safety is built into many products we use every day – from cartons and trays in grocery stores to the packaging that arrives on our doorsteps. While these items often go unnoticed, the equipment used to manufacture these products requires vigorous safety oversight.

Matthew Monteith, Maintenance Supervisor with Cascades' packaging and container manufacturing plant in St. Marys, Ontario, understands this responsibility well. The plant transforms big rolls of paper into cartons and trays used in many industries. "A lot of that comes from us and our sister plants," says Matthew.

Matthew is the 2026 recipient of the Technical Standards and Safety Authority's (TSSA) Impact Award, which recognizes individuals or organizations whose safety contributions exceed regulatory compliance to enhance public safety in Ontario. He was recognized for his leadership in improving boiler safety and compliance and fostering a culture of safety at the facility.

Part of his safety conscientiousness stems from him being a family man. "I have a family of my own, and I know a lot of the men and women that I work with do as well," he says. "When you come to work every day, you have got to make sure that you leave the place the same way as you showed up."

> **"People are the most important thing in the facility."**



Impact Award Recipient

Matthew Monteith
Maintenance Supervisor
Cascades - St. Marys

SAFETY AWARDS 2026

Matthew has held various positions since he joined the plant in 2014. In recent years, he assumed responsibility for overseeing the plant's maintenance and operations, including performing safety checks on boilers to make sure they comply with safety standards while also serving on the Joint Health and Safety Committee.

"It has been a learning process," says Matthew, noting that support from the company has helped him scale the learning curve. "Working with TSSA has also given me a lot of insight into how things are supposed to work and what standards we need to live up to."

Shaping a Stronger Safety Program

When Matthew took on the role of maintenance supervisor, the plant's TSSA certifications and boiler compliance requirements had fallen behind due to a period without dedicated oversight. Through Matthew's leadership and commitment to safety, the plant is now fully compliant, and all certifications are up to date.

Matthew also demonstrated exceptional initiative in addressing technical issues. When a recent TSSA inspection identified that one of the low-water cut-off systems on the boilers did not function as designed by the original equipment manufacturer (OEM), Matthew engaged a company to review the issue, implement recommendations, and modify the equipment so that low-water tests now activate a full alarm.

His leadership and proactive approach to improving boiler safety and operational reliability by engaging OEM experts to conduct equipment audits and identify opportunities for improvements helped strengthen the site's boiler program.

Going Beyond Compliance

As a strong advocate for boiler operations and maintenance, Matthew recognized the importance of developing internal expertise. He established two dedicated boiler technician positions and arranged specialized training, provided by the OEM, to ensure staff have the knowledge and skills to operate and maintain the boilers safely and efficiently. His efforts strengthened the boiler program and long-term operational reliability throughout the facility.

"People are the most important thing in the facility," says Matthew. "I've made a point to my team over the years, and I still stand by this: If we can't do it safely, we're not going to do it at all."

He believes full transparency and employee engagement are key. "Have them work with you instead of for you and make it known that safety is your main priority – not just talking the talk but walking the walk as well – even if that means taking extra time to get things done the right way," he adds.

As for the award, he was not aware that a colleague had nominated him. "I appreciate the award. It's a surprise for me."

Legacy Award

Taking the Safety Lead in Ontario's Recreation Facilities

For the Ontario Recreation Facilities Association (ORFA), safety is not a destination, but a journey. The non-profit organization is the 2026 recipient of the Technical Standards and Safety Authority's (TSSA) Legacy Award, which recognizes organizations and individuals who have demonstrated a history of safety.

The award is the result of an eight-decade journey dating back to the 1940s when most arenas in Ontario operated as a sideline business for companies producing block ice for neighbourhood ice boxes. At that time, many ice manufacturers built arenas beside their facilities, leveraging existing refrigeration systems designed for block-ice production, to create indoor skating and hockey rinks. The recreation sector continued to grow as post-war buildings like community centres and memorial arenas were adapted to serve as recreational facilities.

Building Competencies through Certification

Over the decades, ORFA has introduced professional certification to equip members with the skills and competencies required to operate facilities safely and effectively. Many members have since earned professional designations introduced by ORFA more than 30 years ago. Some of these professional designations, which are sought by employers during hiring, include the Certified Ice Technician (CIT), recognized by the National Hockey League, the Certified Arena Refrigeration Plant Technician (CARPT), the Certified Aquatic Technician (CAT) and the Certified Recreation Facilities Professional (CRFP), to name a few.

ORFA's Chief Administrative Officer, John Milton, says the award is a strong validation of their role in promoting safety and compliance in Ontario's recreation facilities profession.

"Safety is more than just a word or a single action; it is a culture that must be embedded throughout every operation," says Milton. "Like a lighthouse, ORFA serves as a beacon for our members, providing the guidance, tools and leadership they need to keep their facilities and communities safe."

Table of Contents

orfa Ontario Recreation Facilities Association
Building Community Since 1947

Legacy Award Recipient

Ontario Recreation Facilities Association (ORFA)

TSSA Technical Standards & Safety Authority
SAFETY AWARDS 2026

Table of Contents

In addition to certification, ORFA has been a consistent voice for the safe operation and maintenance of unattended registered industrial refrigeration plants. As these plants often do not require certified operators, plant owners are responsible for determining the appropriate training and competency levels of personnel who operate and manage unattended refrigerated ice surfaces, which form an important part of Ontario's recreational landscape. ORFA also works closely with TSSA's Operating Engineers program to help identify emerging risks, operational gaps and workforce needs within Ontario's recreation facilities sector.

"Recreation facilities are the hub of every community where people of all ages, abilities, genders and economic backgrounds gather to enjoy recreation," stresses Milton. "They remain community hubs only when the professionals who operate and manage them keep them safe – a responsibility that ORFA embraces every day."

"Like a lighthouse, ORFA serves as a beacon for our members..."

Responding to an Evolving Recreational Landscape

Ontario's recreational facilities have come a long way since ORFA was established in 1947 as the Ontario Arenas Association. What began as an organization serving arena operators has evolved alongside a recreation sector that now encompasses aquatic centres, sports fields, curling facilities, splash pads and large multi-use recreation complexes.

"People don't typically think about how diversified recreational facilities are," Milton points out, citing multi-million-dollar recreation complexes with various amenities built into one complex. "Recreation facilities have evolved significantly; so has our role as a recreation facilities association."

Compounding the challenge is aging recreation infrastructure. Thousands of people may be using a community recreation facility at any given time. If the refrigeration plant or the aquatic setting in a pool isn't managed and operated properly, failures can have safety consequences, he cautions.

Due diligence and an asset management plan that factors in safety are key to safeguarding the well-being of the public in recreational facilities. Looking for ways to constantly improve safety among owners and operators is a responsibility that never ends.

"As the Chief Administrative Officer for the past 37 years, I have worked with ORFA's professional staff and volunteers to represent more than 8,000 members. Together, we support the recreation facilities profession by advancing professional development opportunities, value-added services and quality products," says Milton.

Table of Contents

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, 2026 (FY26). 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 $99.7 million, an increase of 11 per cent from last year. Regulatory revenue of $87.8 million was higher than the prior year by 11 per cent. Non-regulatory revenue of $9.2 million rose 9 per cent from the prior year. Investment income of $2.7 million remained consistent with the prior year.

TSSA's regulatory revenue mix comprises revenue from Licensing/Registration/Certification (LRC) ($52.8 million), Inspections ($27.3 million) and Engineering ($7.7 million). In fiscal year 2025, the Board of Directors approved a 3.8 per cent inflationary fee increase for FY26, effective May 1, 2025. The adjusted fees were applicable to 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 – ED/AD, Fuels, and BPV/OE – predominantly generate regulatory revenue. In addition, the BPV/OE program produces the majority of non-regulatory revenue.

The ED/AD Safety Program generated regulatory revenue of $35.3 million, up 10 per cent from the prior year. Fuels Safety Program revenue of $29.3 million was higher by 11 per cent compared to last year. BPV/OE Safety Program regulatory revenue of $23.2 million was higher by 13 per cent compared to the prior year. The year over year increases were driven by the annual inflationary fee increase, increases in productive capacity and inspection efficiencies and volume increases. Inspection cancellation fees, authorization late payment fees, higher interest income, as well as review of prepayments in accordance with TSSA's Cash Receipts policy, have contributed to revenue higher than forecasted.

TSSA is committed to optimizing efficiency, managing expenses, and creating an environment that supports sustainable, low costs. In FY26, management focused on delivering its strategic initiatives and driving efficiency in core business processes. Total expenses were $92.1 million, representing a modest 6 per cent increase over the prior year.

Aiming to deliver year three of the FY2024-2028 Strategic Plan, TSSA continued the Outcome-Based Regulator journey by strengthening compliance, modernizing licensing, improving risk-based oversight, and expanding data collection across regulated industries. In addition, the organization focused on the Ease of Doing Business strategic objective with focus on streamlining processes, closing compliance gaps, upgrading engineering and certification

Table of Contents

workflows, and delivering significant improvement to turnaround times. TSSA also focused on developing policy and technical framework for Mobile Fuels, preparing for growth in the Nuclear sector and continued focus on its digitization strategy.

Salaries and benefits represent TSSA's largest expense, reflecting its service-based operating model. Costs increased year over year, driven primarily by wage increases and higher benefit costs, and investments in key areas of focus, including Strategic Data Analytics and Information Technology (IT) capabilities. Non-salary operating expenses increased by $1.4 million (6%), largely driven by strategic investments and significantly higher amortization expenses resulting from the accelerated depreciation of TSSA's current financial systems as it prepares to implement a more integrated Microsoft solution; the amortization expenses increased by $1.5 million over the prior year.

As a result of strong revenue performance, driven in large part by one-time occurrences, TSSA generated a surplus of revenue over expenses of $7.6 million. Excluding OASIS expenses incurred in FY25, the net margin surplus was $4.4 million higher than the prior year, reflecting strong regulatory performance.

Capital Expenditures

The capital expenditures for the year were $1.6 million. Excluding the impact of strategic IT programs, FY26 capital expenditures were $0.1 million, aligned with FY25 spending, and were primarily allocated 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 $42.8 million. FY26 working capital position (excluding deferred revenue) is ($10.2) million ($2.7 million as of April 30, 2025). The current ratio (excluding deferred revenue) of 1:0.6 is lower than FY25 which was 1:1.1.

The negative working capital position and current ratio decrease were driven by new long-term investment purchases and the reinvestment of the majority of short-term investments into long-term investments as they matured. At the end of FY26, TSSA's investments in short- and long-term financial instruments totaled $76.5 million ($65.7 million as of April 30, 2025). 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 FY26 year end, TSSA's total reserve level was $31.9 million, representing 35 per cent of total operating expenses. Of this amount, approximately 92 per cent reflects internally restricted reserve.

Fiscal Year 2027 (FY27) Outlook

The FY27 budget represents management's firm commitment to a sound financial strategy that aligns with TSSA's vision and strategic priorities. In FY27, we will take a balanced approach across our four strategic initiatives: Rewarding, Purpose-Driven Work, Outcome-Based Regulator, Ease of Doing Business and Future Ready. A balanced approach enables TSSA to manage risk, drive consistent performance and support long-term success across all strategic priorities, while bringing the organization closer to complete its transformation.

Total TSSA revenue is projected to be $101.0 million, comprised of $88.4 million in regulatory revenue and $10.0 million in non-regulatory revenue in addition to $2.6 million in investment income. The FY27 revenue budget includes a 2.4 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 $99.8 million, encompassing $69.7 million in salaries and benefits, and $27.8 million in operating expenses. The FY27 expense budget accounts for an approximate 4.0 per cent wage increase and a 2 per cent increase in other expenses.

The net margin is projected at $1.2 million, representing 1 per cent of total revenue, inclusive of $2.6 million of investment income. The net deficit for regulatory activities is $1.4 million, equivalent to negative 2 per cent of regulatory revenue. The Boiler and Pressure Vessels (BPV) program is expected to continue to operate at a loss in FY27. With the cost-recovery fee increase taking effect on January 1, 2026, the BPV program will approach break-even in fiscal year 2029, when the impact of the new fees on three-year Certificates of Inspection (COI) materializes. The non-regulatory sector is expected to achieve break-even in FY27 as TSSA continues to invest in training for the Nuclear sector which is expected to see a significant increase in demand in the coming years.

Further customer service improvements will continue to be implemented, including enhancements to: Contractor/Insurer Audit Programs for BPV and Fuels; nuclear stations and shops workflows; BPV COI processes; and authorizations for liquid fuels. Additionally, improvements to the Exams and Certification and Engineering Harmonization Process which were implemented at the end of FY26 are expected to drive improved customer experience and streamlining of internal processes.

The FY27 capital budget is projected at $6.0 million. With TSSA's Head Office building lease expiring in November 2026, the organization took the decision to renew the existing lease and move forward to refresh the head office space. This was the most cost-effective option that would accommodate the changing workforce. About $3.5M of the FY27 capital budget has been earmarked for this initiative. The capital budget also includes $2.1 million preserved for enhancements to information systems, specifically the TSSA Client Portal, Customer Relationship Management (CRM) and Microsoft Finance & Operations software.

These enhancements support the strategic priority of advancing initiatives under the Ease of Doing Business theme and supporting TSSA's journey as an Outcome-Based Regulator by providing better access to data and improved customer service.

Reserves are expected to decrease to $29.3 million. The total reserve level at the close of FY27 is projected to be 29.3 per cent of annual operating expenses.

In the current economic environment, TSSA's FY27 budget is exposed to risks associated with modest economic growth, revenue sensitivity to regulated activity levels, and ongoing cost pressures. Revenue projections assume stable demand and planned fee increases, which may be affected by slower construction and industrial activity, while labour market pressures and inflation could result in higher-than-anticipated operating costs, particularly for specialized technical roles. Management continues to mitigate these risks through prudent financial planning, active monitoring of economic conditions, flexible spending management, and maintaining adequate reserves to support financial sustainability.

TSSA remains committed to executing its current 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 that educates and supports the regulated community in achieving compliance and improved safety outcomes, while working to reduce unnecessary burdens on the industry and help promote growth in the regulated sectors.

Table of Contents

Technical Standards and Safety Authority Statement of Income and Expenses

Fiscal Year 2027 Budget

	Fiscal 2027 Budget $'000
Regulatory Business	
Elevating Devices and Amusement Devices	35,398
Fuels	28,940
Boiler and Pressure Vessels/Operating Engineers	24,084
Total Revenue	88,422
Expenses	89,784
Net Margin	(1,362)
	(2%)
Non-Regulatory Business	
Revenue	9,986
Expenses	9,976
Net Margin	10
	0%
Investment Income	2,561
Total TSSA	
Revenue	100,969
Expenses	99,760
Net Margin	1,209
	1%

	Fiscal 2027 Budget $'000
Capital Expenditure	5,991

Independent Auditor's Report

Table of Contents

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, 2026, 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, 2026, 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.

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.

MNP LLP

Chartered Professional Accountants
Licensed Public Accountants

Markham, Ontario
June 25, 2026

Table of Contents

Technical Standards and Safety Authority

Statement of Financial Position

(In thousands of dollars) As at April 30, 2026

	2026	2025
Assets		
Current		
Cash	**6,702**	7,825
Short-term investments *(Note 3)*	**3,907**	18,493
Accounts receivable *(Note 4)*	**3,737**	3,563
Prepaid expenses	**1,552**	1,461
	15,898	31,342
Long-term investments *(Note 3)*	**73,233**	48,080
Capital assets *(Note 5)*	**748**	1,081
Intangible assets *(Note 6)*	**10,210**	12,045
	100,089	92,548
Liabilities		
Current		
Accounts payable and accrued liabilities *(Note 7)*	**25,903**	28,811
Lease inducements *(Note 8)*	**203**	330
Deferred revenue	**31,203**	28,020
	57,309	57,161
Lease inducements *(Note 8)*	**-**	194
	57,309	57,355
Commitments and contingencies *(Note 14, Note 15)*		
Net Assets *(Note 12, Note 13)*		
Invested in capital and intangible assets	**10,831**	12,805
Internally restricted	**29,347**	22,347
Unrestricted	**2,602**	41
	42,780	35,193
	100,089	92,548

Approved on behalf of the Board of Directors

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

Table of Contents

Technical Standards and Safety Authority

Statement of Operations

(In thousands of dollars) For the year ended April 30, 2026

	2026	2025
Regulatory business revenue		
Elevating and amusement devices	**35,307**	31,958
Fuels	**29,272**	26,489
Boilers, pressure vessels and operating engineers	**23,217**	20,563
	87,796	79,010
Non-regulatory business revenue	**9,149**	8,418
	96,945	87,428
Regulatory business expenses		
Salaries, wages and benefits	**58,963**	57,795
Operating	**20,613**	19,858
Amortization	**3,740**	2,284
	83,316	79,937
Non-regulatory business expenses	**8,755**	7,027
	92,071	86,964
Excess (deficiency) of regulatory business revenue over regulatory business expenses	**4,480**	(927)
Excess of non-regulatory business revenue over non-regulatory business expenses	**394**	1,391
Investment income	**2,713**	2,741
Excess (deficiency) of revenue over expenses	**7,587**	3,205

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

Table of Contents

Technical Standards and Safety Authority

Statement of Changes in Net Assets

(In thousands of dollars) For the year ended April 30, 2026

	Invested in capital and intangible assets	**Internally restricted**	**Unrestricted**	**2026**	2025
Net assets, beginning of year	12,805	22,347	41	**35,193**	31,988
Excess (deficiency) of revenue over expenses	(3,546)	-	11,133	**7,587**	3,205
Investment in capital assets	282	-	(282)	-	-
Investment in intangible assets	1,290	-	(1,290)	-	-
Net assets fund transfer	-	7,000	(7,000)	-	-
Net assets, end of year	**10,831**	**29,347**	**2,602**	**42,780**	35,193

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

Table of Contents

Technical Standards and Safety Authority

Statement of Cash Flows

(In thousands of dollars) For the year ended April 30, 2026

	2026	2025
Cash provided by (used for) the following activities		
Operating activities		
Excess of revenues over expenses	**7,587**	3,205
Amortization of capital assets	**615**	680
Amortization of intangible assets	**3,125**	1,604
Amortization of leasehold improvement allowance *(Note 8)*	**(194)**	(193)
Amortization of rent free period *(Note 8)*	**(127)**	(112)
Unrealized loss (gain) on short-term investments	**19**	(19)
Unrealized loss (gain) on long-term investments	**231**	(115)
	11,256	5,050
Changes in operating accounts		
Accounts receivable	**(174)**	1,770
Prepaid expenses	**(91)**	112
Accounts payable and accrued liabilities	**(2,908)**	2,491
Deferred revenue	**3,183**	3,179
	11,266	12,602
Investing activities		
Proceeds on maturity of short-term investments	**18,031**	21,198
Purchase of short-term investments	**(3,464)**	(18,226)
Proceeds on maturity of long-term investments	**7,480**	16,905
Purchase of long-term investments	**(32,864)**	(30,926)
Purchase of capital assets	**(282)**	(339)
Purchase of intangible assets	**(1,290)**	(469)
	(12,389)	(11,857)
Increase (decrease) in cash	**(1,123)**	745
Cash, beginning of year	**7,825**	7,080
Cash, end of year	**6,702**	7,825

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, 2026

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"). Effective April 24, 2013, and pursuant to the TSS Act, MGCS 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 MGCS. 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.

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 that 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.

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.

Table of Contents

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.

Table of Contents

3. Investments

	2026	2026	2025	2025
	Cost	**Fair market value**	Cost	Fair market value
Short-term investments	**3,907**	**3,907**	18,474	18,493
Long-term investments	**73,352**	**73,233**	47,965	48,080
	77,259	**77,140**	66,439	66,573

Short-term investments include guaranteed investment certificates with yields between 1.75% and 3.85% (2025 - 1.10% and 5.65%) and mature prior to December 15, 2026 (2025 - March 5, 2026). The balance includes $41 (2025 - $372) of interest receivable.

Long-term investments include guaranteed investment certificates with effective rates between 3.00% and 5.40% (2025 - 1.75% and 5.40%), maturing between October 25, 2027 to November 25, 2032 (2025 - October 19, 2026 to April 29, 2030). The balance includes $625 (2025 - $529) 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

	2026	2025
Accounts receivable	**4,304**	4,215
Allowance for doubtful accounts	**(567)**	(652)
	3,737	3,563

5. Capital assets

	Cost	Accumulated amortization	2026 Net book value	2025 Net book value
Equipment	**1,766**	**1,594**	**172**	173
Furniture and fixtures	**930**	**930**	**-**	-
Computer hardware	**2,565**	**2,172**	**393**	341
Leasehold improvements	**3,908**	**3,725**	**183**	567
	9,169	**8,421**	**748**	1,081

6. Intangible assets

	Cost	Accumulated amortization	2026 Net book value	2025 Net book value
Business systems	**18,170**	**7,960**	**10,210**	12,045
Computer software	**11**	**11**	**-**	-
	18,181	**7,971**	**10,210**	12,045

Assets in progress, beginning of year	**-**	**-**	**487**	1,310
Additions	**-**	**-**	**1,712**	650
Amounts available for use	**-**	**-**	**(2,199)**	(1,473)
Assets in progress, end of year	**-**	**-**	**-**	487

7. Accounts payable and accrued liabilities

Included in accounts payable and accrued liabilities are government remittances payable of $1,155 (2025 - $1,326), 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, 2026, the residual balance of the inducement is $203 (2025 - $524). The lease inducements and rent-free period are amortized over the term of the lease.

	2026 Net book value	2025 Net book value
Leasehold improvement allowance	**129**	322
Rent free period	**74**	202
Lease inducements	**203**	524
Current portion	**(203)**	(330)
	-	194

Table of Contents

9. Allocation of expenses

Direct labour and benefits expenses of $4,150 (2025 - $3,102) have been allocated to non-regulatory business expenses.

Corporate support expenses of $42,418 (2025 - $40,697) have been allocated as follows:

	2026	2025
Regulatory business expenses	**39,190**	37,587
Current portion	**3,228**	3,110
	42,418	40,697

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 $2,801 (2025 - $2,684).

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, 2026, the total reserve was $31,949 (2025 - $22,388). The unrestricted net assets balance of $2,602 (2025 - $41) represents funding for future business initiatives.

Table of Contents

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:

2027	1,423
2028	1,379
2029	1,163
2030	883
2031	806
Thereafter	4,790
	10,444

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, 2026. 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, 2026, $Nil (2025 - $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:

2026	Elevating and amusement devices	Fuels	Boilers, pressure vessels and operating engineers	Non-regulatory business	Total
Revenue	**35,307**	**29,272**	**23,217**	**9,149**	**96,945**
Expenses	**(30,300)**	**(26,971)**	**(26,045)**	**(8,755)**	**(92,071)**
Excess (deficiency) of revenue over expenses	**5,007**	**2,301**	**(2,828)**	**394**	**4,874**
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

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.

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, 2026, cash includes a balance denominated in U.S. dollars of $175 (2025 - $226).

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

Table of Contents

TSSA's Board of Directors

Robert J. Falconi, Chair
Managing Director, Raylee Valley Group

George Nikolov, Vice Chair
Former Chief Operations Officer at JLL
(as of October, 2025)

Bonnie Agostinho
Former Chief Information Officer of Canadian Tire Bank

Cathy M. Bailey
Former Vice President, Finance & CFO,
Baycrest Hospital

Andrew Bedeau
Director of Treasury at First Canadian Title Insurance

Michael Burjaw
Independent Consultant
(as of September, 2025)

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

Jim Keech
Former President and CEO, Ontario One Call

Raymond J. Mantha
Former Assistant Deputy Minister,
Government of Ontario

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

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

Michael W. Rencheck
Former President and CEO, Bruce Power
(as of September, 2025)

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

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

Table of Contents

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

Peter Marcucci
Member

Raymond J. Mantha
Member

George Nikolov
Member

Robert J. Falconi
Ex-Officio Member

Safety and Regulatory Affairs Committee (SRAC)

Marni Dicker
Chair

Michael Rencheck
Member

Michael Burjaw
Member

Jim Keech
Member

Robert J. Falconi
Ex-Officio Member

Nominating Committee

Robert J. Falconi
Chair

Marni Dicker
Member

Susannah Robinson
Member

Glen Padassery
Member

**Committee membership structure as at April 30, 2026.*

Table of Contents

Policy Changes

TSSA reviews its policies periodically to ensure they align with the organization's evolving business and operational needs. In FY26, no changes were made to the Corporation's bylaws.

In the fiscal year, a new Retirement Plans Governance Framework replaced the existing Pension Governance Policy, with a broader scope covering all retirement plans administered by TSSA. Aligned with updated guidance from the Canadian Association of Pension Supervisory Authorities (CAPSA), the framework strengthens pension governance through enhanced risk management, document retention requirements, the establishment of a work plan, and clearer roles and responsibilities within its oversight structure.

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 Artificial Intelligence (AI) and predictive analytics. In 13 key technical areas, TSSA has rolled out data-driven compliance standards, identifying the high-risk priorities for periodic inspections. A Machine Learning (ML) 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 included a planned effort to securely migrate data from legacy systems to a central repository. TSSA will continue to modernize the management and evolution of its Machine Learning models with the implementation of a centralized AI/ML platform and repository.

With the increasing adoption of AI tools within the organization, TSSA has a corporate AI policy supported by employee training to promote their responsible use while helping safeguard confidential data.

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 a five-year period 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 2026, TSSA has completed 91% of those recommendations.

Significant Prosecutions and Administrative Penalties

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

In fiscal year 2026, TSSA obtained findings of guilt on 11 prosecution files for a total of $312,000 in fines, plus a 25 per cent victim fine surcharge.

There were also 26 cases 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.

TSSA implemented administrative penalties for six contraventions pertaining to passenger elevators in fiscal year 2026. Penalties totaling $18,000 were issued to an elevator licence holder for these contraventions, and all penalties have been paid. TSSA maintains a penalty registry to record imposed administrative penalties. For more information, please visit Penalty Registry.

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 a 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.

Table of Contents

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. 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 FY26, TSSA provided accessibility accommodations for 234 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.

Table of Contents

TSSA's Executive Leadership Team for Fiscal Year 2026

Bonnie Rose
President and CEO

Tom Ayres
General Counsel and Corporate Secretary

Dan Brazier
Chief Financial Officer (to March, 2026) and Vice President of Information Technology (as of April, 2026)

Priya Ferris
Chief Financial Officer (as of April, 2026)

Alexandra Campbell
Vice President, Communications, Stakeholder Engagement and Customer Service

Lisa Dymond
Vice President, People and Culture

Kelly Hart
Vice President, Operations

Neil FitzGerald
Vice President, Strategic Analytics (as of June, 2025)

TSSA's Statutory Appointments for Fiscal Year 2026

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

AJ Kadirgamar
Director, Elevating and Amusement Devices Safety Program

Owen Kennedy
Director, Fuels Safety Program

Kim Semper
Director, Boilers and Pressure Vessels and Operating Engineers Safety Program

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 TSSA actively solicits the advice and input of 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, Pressure Vessels and Operating Engineers

Jim Miller
Elevating Devices

Brent Francis
Liquid Fuels

Martin Luymes
Natural Gas

Rob Loenhart
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 Advisory Councils.

Technical Standards & Safety Authority
345 Carlingview Drive
Etobicoke, ON M9W 6N9

For more Information
tssa.org
customerservices@tssa.org
Tel: 1-877-682-8772

Consumer safety websites
safetyinfo.ca
COsafety.ca

Stay connected

PARTNERING
FOR A
SAFE ONTARIO