

# Partners in Success

2020 - 2022 BUSINESS PLAN



# Our Clients and Partners

## Sub-Councils

**Role**  
Comprised of volunteers who offer their time, skills, and knowledge to keep our safety codes system current and effective.

**How our partnership works**  
The Council employs a team responsible for providing administration and governance advice to the sub-councils, while the Board provides governance oversight. Sub-councils meet and collaborate in Council office space. Sub-council's also support us by providing a wide variety of technical advice to improve our programs and services.

## Government

**Role**  
The Minister of Municipal Affairs and Technical and Corporate Services Division staff set our mandate and work in partnership with us to fulfill it.

**How our partnership works**  
We work with the Technical and Corporate Services Division at Municipal Affairs at all levels of our organization. Engagement takes place through formal scheduled meetings, letters, and recommendations to the Minister, as well as through day-to-day communication at all levels.

## Safety Codes Officers

**Role**  
The primary point of contact for the public. They monitor compliance to codes, standards, and regulations through permit issuance, compliance monitoring, and enforcement.

**How our partnership works**  
Safety codes officers come into contact with the Council for a number of reasons. We offer education programs, and designate them. We pro-actively seek opportunities for communication through student surveys, our annual stakeholder survey, conference attendance, our website, Council Connect, partner newsletters, one-on-one phone calls, in person interactions, and more.

## Accredited Organizations

**Role**  
Municipalities, corporations, and agencies sell permits, inspect work, and ensure compliance to codes.

**How our partnership works**  
The Council accredits organizations and then works in partnership with them to maintain their accreditation. In unaccredited areas of the province, the Council (through ASCA) enters into agreements with agencies to provide safety codes services. We consult with accredited organizations to inform our programs and services through a variety of means, including regularly scheduled meetings and their participation on advisory groups. Accredited organizations also have access to software programs hosted by the Council.

## Master Electricians

**Role**  
Highly skilled in their trade and eligible to take out electrical permits in the Province of Alberta.

**How our partnership works**  
Master electricians are a significant client group of the Council—we provide opportunities for them to take their exams and certify them as masters in their trade. We strive to support master electricians through one-on-one phone calls, in person interactions, Council Connect, engagement with their industry associations, and more. They also have access to information via our website and partner newsletters.

## QMP Managers

**Role**  
Responsible for administration of safety codes within their organization's jurisdiction.

**How our partnership works**  
The Council works with Quality Management Plan (QMP) managers to ensure quality management systems are consistent and followed correctly. The Council provides QMP managers with training opportunities, works with them throughout the audit process, actively seeks feedback through our annual stakeholder survey, and provides a multitude of ways to interact with the Council based on their needs.

## Industry Participants

**Role**  
Work in partnership with the Council to ensure that industry reaches their highest potential while prioritizing the safety of Albertans.

**How our partnership works**  
We work with various industry participants through our sub-councils, connections with industry groups, and one-on-one relationships. Industry participants attend our annual conference. We also attend and contribute to conferences and other stakeholder events organized or attended by industry participants. We maintain these relationships in order to keep up-to-date with industry issues, gain industry input on safety solutions, and collaborate on future progress and innovation.

## The citizens of Alberta

**Role**  
The reason why we all do what we do.

**How our partnership works**  
Our function for the citizens of Alberta is to help those who work in the safety codes system be successful so that the average Albertan does not have to worry about their built environment. Our engagement with the average Albertan is infrequent, and we view that as a measure of the public's confidence in safety structures throughout Alberta. However, if needed, we are here to answer questions, investigate complaints, and administer appeals.

## What Our Business Plan Means to You

You are our partners in the System, which means together we all have a stake in the strategic direction of this organization. The initiatives in this plan were chosen after consultation with our clients and stakeholders. Sharing them is our first step in ensuring our resources remain focused on supporting you in your role of keeping Albertans safe in the built environment. The next steps are delivering on these initiatives, measuring our results, and then informing you of those results in our annual report.

Although it is our job to deliver on the initiatives set out in this plan, as our partners you have a role as well: provide the feedback that pushes us to do more.

Together, we will ensure that the Council remains sustainable, valuable, and a partner in your success.



## How it All Fits Together

Our vision, mission, and values define our purpose and provide us with a clear and effective direction for our future.

In 2016, the Council used its vision and mission to set a roadmap for our next five years and published the 2016 - 2020 Strategic Plan. Now in the final year of this plan, we continue to focus on the five strategic priorities set out in that document. Essential to our long-term success, these priorities continue to inform the initiatives set out in this business plan.

Since that time, we have continued to gather more stakeholder feedback, in which you provided us with further guidance on areas we should focus on. Taking your insights into account, we have refined our business plan and incorporated three key stakeholder themes. These keep us focused on our role as a supporting player in your success.



### Stakeholder Themes:

#### Improve Response Time

Build stakeholder trust, increase stakeholder satisfaction, and improve the value of the Council to our stakeholders.

#### Enhance Reporting

Create ways to provide our stakeholders and partners with better reporting, which will result in better decision-making, information sharing, and prioritization.

#### Increase Staff Knowledge

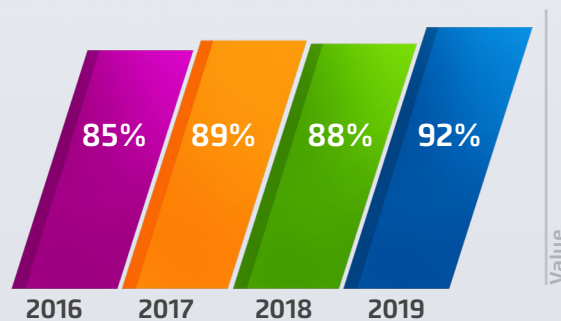
Build a culture of knowledge in order to make our services, systems, and processes better and more stakeholder-focused.

# Initiatives and Targets

## Our Client Satisfaction Targets

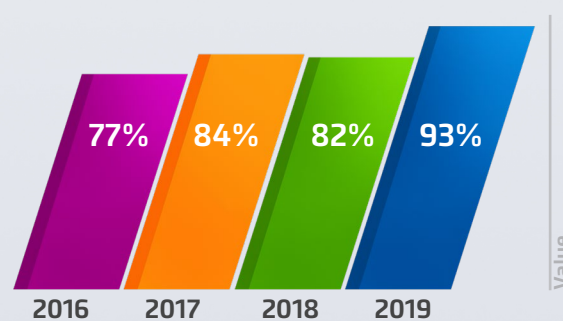
In 2016, we launched our inaugural stakeholder survey, which we now complete annually. To date, we have been using this data internally to inform how to improve our client services. With the completion of our 2019 survey, we now have four years of data to benchmark against. We feel it's time for us to share this data and use it as an opportunity for you to hold us accountable.

### Overall Stakeholder Satisfaction Value

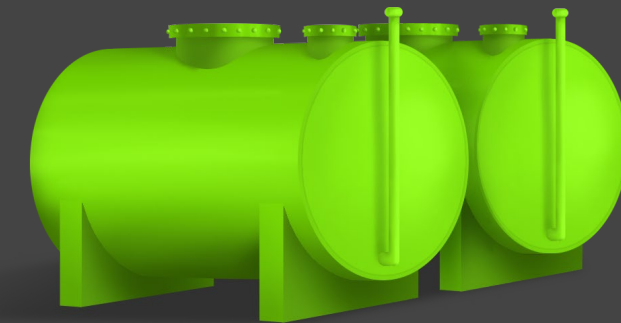


**Goal 1:**  
We will continue to achieve an overall stakeholder satisfaction value of  $\geq 90\%$ .

### Overall Stakeholder Perceived Value



**Goal 2:**  
We will continue to achieve an overall perceived value of  $\geq 90\%$ .



## ASSUME PTMAA PROGRAMS AND SERVICES

Support the Government's restructuring of the System by assuming responsibility for the programs and services previously delivered by Petroleum Tanks Management Association of Alberta (PTMAA).

In support of the government's review of agency, boards, and commissions, Municipal Affairs has decided to consolidate the delegated programs and services of PTMAA into the Council. This means the Council will be overseeing permitting and inspections as it relates to Part 4 of the fire code in unaccredited municipalities and approving storage tank contractors. The Council is committed to supporting the government's direction and will ensure a successful transition.

**This initiative will benefit the System and our stakeholders because** it will align permitting and inspections in unaccredited municipalities as well as certification under one organization. Consolidating the delegated programs means that there will be less points of contact for clients, allowing for quicker and easier access to services. In addition, the Council will remain focused on continual improvement of these services as we move forward.

**We will know we are successful when** services are delivered seamlessly by the Council to our partners and stakeholders.

### TARGETS:

- Transition storage tank system related services to the Council by 8 June 2020.
- Identify program gaps through benchmarking and consultations with stakeholders by end of Q4 2020.
- Implement updated program framework by the end of Q2 2021.

Strategic Goals Addressed: Safety Service Delivery Sustainability Governance

Stakeholder Themes Addressed: Improve Response Time



## CONTINUING EDUCATION WORKSHOPS FOR SCOs (2020)

**Develop continuing education workshops to enhance safety codes officer (SCO) knowledge.**

**We have chosen this initiative because** it is essential to our mandate to provide learning options to SCOs that will be valuable in their day-to-day work. These workshops will give SCOs an opportunity to earn credits towards the Continuing Education Program that started in 2019.

**This initiative will benefit the System and our stakeholders because** it will provide SCOs with the opportunity to update their skills and knowledge as the System evolves.

**We will know we are successful when** SCOs complete the workshops and our student satisfaction scores in our training programs increase.

### TARGETS:

- Complete development of two additional workshops by the end of 2020.

Strategic Goals Addressed:



Safety



Education



Service Delivery



## INDIGENOUS SCO STUDENT BURSARY (2020)

**Develop an SCO student bursary for Indigenous students.**

**We have chosen this initiative because** there has been an increase in interest in the Council's SCO certification programs among Indigenous communities.

**This initiative will benefit the System and our stakeholders because** it will reduce barriers for Indigenous people completing their SCO certification and increase the capacity of Indigenous communities to provide safety services to their residents. This initiative will also provide Indigenous communities with additional economic development opportunities over the long-term, such as starting an agency.

**We will know we are successful when** the Indigenous SCO Student Bursary is launched and funding is awarded to students.

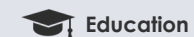
### TARGETS:

- Develop Indigenous SCO Student Bursary Program Guidelines by end of Q2 2020.
- Communicate availability of funding to stakeholders by end of Q3 2020.
- Review applications and award funding by end of Q4 2020.

Strategic Goals Addressed:



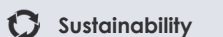
Safety



Education



Service Delivery



Sustainability



## REDESIGN OF COUNCIL WEBSITE (2020)

### Update the Council's website.

**We have chosen this initiative because** advancement of the Council's website platform will provide a stronger brand presence to the external community and make it easier for staff to support the System internally.

**This initiative will benefit the System and our stakeholders because** our website is the Council's primary communication tool. Improving it will enable the public to have easier access to important System information.

**We will know we are successful when** there is increased stakeholder and public engagement with our website. We will be able to measure this through page views, click rates, and stakeholder feedback.

#### TARGETS:

- Complete mock-up of website and present to stakeholders by end of Q2 2020.
- Launch the new website by the end of 2020.

Strategic Goals Addressed: Safety Service Delivery Sustainability

Stakeholder Themes Addressed: Improve Response Time Enhance Reporting



## VIDEO LEARNING SERIES FOR STAKEHOLDER EDUCATION (2020)

### Develop a series of videos to communicate the purpose and value of the System and the Safety Codes Council.

**We have chosen this initiative** in order to increase public understanding of the System and the Council.

**This initiative will benefit the System and our stakeholders by** 1) increasing public and stakeholder awareness about the System and its purpose, 2) demonstrating the value of the Council and our sub-councils to nominating organizations, and 3) bringing clarity to the role of SCOs, which will increase interest in the profession.

**We will know we are successful through** the measurement of page views and click rates on the public videos on our website, as well as through stakeholder feedback.

#### TARGETS:

- Complete "New Employee Orientation" video by end of Q3 2020.
- Post a "Sub-council Nominating Organization Package" video on the Safety Codes Council's website by end of Q3 2020.

Strategic Goals Addressed: Safety Education Service Delivery

Stakeholder Themes Addressed: Enhance Reporting Increase Staff Knowledge



## ONLINE REGIONAL MEETINGS (2020)

**Make regional meetings more convenient and accessible by providing them in an online webinar format.**

**We have chosen this initiative because** the Council believes SCOs should have easy access to relevant information to keep them up-to-date on their industry. The Council will use this initiative to provide SCOs across the province with the possibility to either participate in or view these sessions from a location and at a time convenient to them.

**This initiative will benefit the System and our stakeholders because** SCOs will have access to the discipline-specific educational content presented in these sessions at their own convenience. They will be able to participate from any location, and participants in the session will also be able to ask questions during the webinar. A record of the session and information presented will be made available for ease of access at later dates. SCOs will also be able to use online regional meetings for continuing education credits.

**We will know we are successful by** comparing previous attendance records to new participant rates and hits on the videos on our website. We will also know we are successful through feedback gained through surveys from attendees. Furthermore, we will be able to track the added value of these session by how many SCOs use online regional meetings towards their continuing education credits.

### TARGETS:

- Hold one discipline-specific regional meeting webinar by Q3 2020.
- Hold regional meetings highlighting all major disciplines by Q4 2021.

Strategic Goals Addressed: Safety Education Service Delivery Sustainability

Stakeholder Themes Addressed: Improve Response Time Enhance Reporting



## POLICY FRAMEWORK TRANSITION (2020)

**Review and update policy framework and complete the subsequent changes to Council policies and procedures.**

**We have chosen this initiative because** it is one of the next steps forward in the Council's greater goal of reviewing all its governing structures and procedures to align with governance best practices, a goal that we began work on in 2016.

**This initiative will benefit the System and our stakeholders because** this portion of the larger multi-year project will help to ensure that the Council has the right structures, policies, and procedures in place to remain successful in the fulfillment of our mandate.

**We will know we are successful when** the Council has the appropriate mechanisms in place to govern itself to fulfill its mandate from the Minister.

### TARGETS:

- Update the remaining 14 policies and procedures by the end of Q1 2020.
- Update the bylaws and Board Charter to reflect the completed policy framework by the end of Q2 2020.

Strategic Goals Addressed: Safety Service Delivery Sustainability Governance

Stakeholder Themes Addressed: Enhance Reporting Increase Staff Knowledge



## GOVERNANCE REVIEW COMPLETION (2020)

**Restructure governance framework and associated documents in order to better represent the requirements of the sub-councils.**

**We have chosen this initiative because** it is one of the next steps in the Council's goal of reviewing all its governing structures and procedures to align with best practices.


**This initiative will benefit the System and our stakeholders because** it will provide our sub-councils with clarity on their role and function, enhancing our ability to govern according to best practices.

**We will know we are successful when** the Council has improved mechanisms in place to govern itself to fulfill its mandate from the Minister.

### TARGETS:

- Approve changes to the bylaws at the 2020 Annual General Meeting.
- Implement changes by end of 2020.

Strategic Goals Addressed:  Safety  Service Delivery  Sustainability  Governance

Stakeholder Themes Addressed:  Enhance Reporting



## COMPETENCY ANALYSIS FOR SCOs (2020-2021)

**Develop up-to-date competency analysis for SCOs.**

**We have chosen this initiative because** it is a tool for aligning certification standards and the training curriculum with the needs of the System.

**This initiative will benefit the System and our stakeholders because** competency profiles will support the development of training and certification programs that ensure SCOs entering the system have the knowledge, skills, and abilities to perform their work effectively.

**We will know we are successful when** the SCO competency profiles are validated by experts in the System to reflect industry's assessment of the skills needed to be a successful SCO.

### TARGETS:

- Translate generic competencies into learning objectives by end of Q2 2020.
- Conduct curriculum gap analysis for base competency courses by end of Q2 2020.
- Complete discipline-specific competency profiles for building, plumbing, electrical, and gas by end of 2020.

Strategic Goals Addressed:  Safety  Education  Service Delivery





## IMPROVE APPEAL PROCESS (2020-2021)

**Improve the Council's appeals process and service delivery model to align with best practices.**

**We have chosen this initiative because** bylaw changes in 2016 altered several aspects of the appeals process. These changes need to be reflected in policy, process, and procedures. This will also allow us to identify opportunities to improve.

**This initiative will benefit the System and our stakeholders because** a clear and effective appeals process will provide a consistent and more positive experience to those who use it.

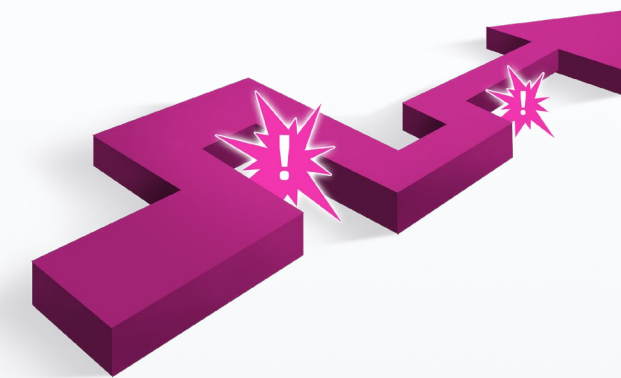
**We will know we are successful when** more resources are made available to those who are navigating through the appeals process, when feedback from those who use the process is positive, and when we meet or exceed our targets regarding timeliness in the appeals process.

### TARGETS:

- Incorporate content from policies and procedures into the bylaws for approval at the Annual General Meeting in Q2 2020.
- Identify performance gaps through benchmarking and consultation with stakeholders by end of Q3 2020.
- Develop a practice manual incorporating best practices and resources for tribunals, the public, and staff by end of 2021.

Strategic Goals Addressed:  Safety  Service Delivery  Sustainability  Governance

Stakeholder Themes Addressed:  Improve Response Time  Enhance Reporting



## BUSINESS CONTINUITY PLAN (2020-2021)

**Develop and implement a business continuity plan to mitigate risk in the event of an unplanned business interruption.**




**We have chosen this initiative because** continuity of business is critical to the System and the Council.

**This initiative will benefit the System and our stakeholders because** it will ensure the continuity of services to our stakeholders and the citizens of Alberta in the event of an unplanned business interruption.

**We will know we are successful when** we conduct exercises to determine the effectiveness of our systems and processes that we have put in place.

### TARGETS:

- Leadership to develop a draft Business Continuity Plan by end of Q2 2020.
- Implement the business continuity plan by end of 2020.

Strategic Goals Addressed:  Safety  Service Delivery  Sustainability

Stakeholder Themes Addressed:  Improve Response Time  Increase Staff Knowledge



## RECORDS MANAGEMENT (2020-2022)

**Establish records management policies and procedures to improve information management and increase operational efficiency.**

**We have chosen this initiative because** the Council is a public body under Schedule 1 of the FOIP Act, which makes the Deputy Minister of Municipal Affairs the owner of Council records. Therefore, the Council must align its record management policy with that of Municipal Affairs.

**This initiative will benefit the System and our stakeholders because** better recordkeeping, improved reporting, and alignment with Municipal Affairs will improve efficiency at the Council. This will result in easier data retrieval and faster response times for our partners and stakeholders.

**We will know we are successful when** our procedures and practices align with those of the Ministry.

### TARGETS:

- Complete a full inventory of all Council records and gather system requirements by end of 2020.
- Develop drafts of Records Management Policies and Procedures by end of 2020.
- Begin process for choosing a records management system by end of 2021.
- Implement a records management process by end of 2022.

Strategic Goals Addressed:



Safety



Service Delivery



Sustainability

Stakeholder Themes Addressed:



Improve Response Time



Enhance Reporting



Increase Staff Knowledge

## 2020 Financials

### Budgeting Context

In 2019, the Alberta economy remained relatively flat, and it is expected to remain that way into 2020 and 2021. Leading indicators for a favourable Alberta economy in the future include a renewed focus on job creation, the removal of red tape to support local business initiatives, and corporate tax reductions. In September 2019, the Government of Alberta released the findings of the Blue Ribbon Panel on Alberta's Finances, also known as the McKinnon Panel on Alberta Finances. Some recommendations in this report may have implications on the Council's performance. These relate to reviews of capital expenditures and governmental departments and agencies. Below are some highlights from Alberta Treasury Board and Finance on economic projections for Alberta:

- Real GDP growth of 1.7% is projected in 2020, down from the forecasted growth of 2% for 2019. The continued struggle to get the province's exports to market is the largest factor pushing GDP down.
- In 2020, unemployment in Alberta is expected to be 7%, which is marginally higher than 2019.
- Alberta's population increased to 4.4 million in 2019 and is projected to continue growing. The Council uses this benchmark as a leading indicator for building and permitting activity.
- Housing starts are expected to remain flat in 2020 at approximately 27,000 and to increase to approximately 30,000 in 2021. The mortgage stress tests continue to be one of the biggest barriers to home ownership.
- There continues to be slow growth in the price of West-Texas oil which means that the price for Alberta oil may increase slightly in 2020.



## 2020 Financials (continued)

### 2020 Budget Highlights

We are pleased to introduce our new consolidated statement. We have aligned our budget to match our audited financial statements, which means it looks a little different than in previous years.

We have taken a conservative approach to our budget again this year, projecting our revenue to decrease by \$728,000, or 6%, in 2020. We continue to see slower activity in the rural areas of the province and do not anticipate seeing an increase in our revenue until 2021.

Our expense budget has decreased by \$611,000, or 4%. We continue to focus on becoming more efficient and effective with our resources while continuing to provide excellent service to our stakeholders. In addition to the efficiencies we are gaining in our new location, the implementation of Council Connect has created time savings and easier ways for us and our clients to engage with each other.

In terms of our strategic growth initiatives, 2020 and 2021 will be busy years for the Council. Clients will see updated materials for building, fire, plumbing, and electrical codes, a modernized website, new competency analysis standards, and a new business continuity plan to ensure uninterrupted services. Growth initiatives like these are funded through our sustainment and growth fund.

The Council's financial resources are reviewed monthly, quarterly, and annually to ensure ongoing fiscal responsibility.



## 2020-2022 Budget and Forecast

	2020 Budget	2021 Estimate	2022 Estimate
<b>Revenue</b>			
Levy Fees	5,929,200	5,952,500	6,014,900
Permit Fees	5,090,000	5,140,900	5,192,300
Accreditation Fees	1,099,800	1,101,200	1,102,600
Safety Codes Officer Program Fee	649,000	664,300	719,000
Master Electricians Program Certification Fee	620,500	616,100	611,700
Other Revenue	123,400	125,300	127,400
Investments Income	250,000	262,500	275,600
<b>Total Revenue</b>	<b>13,761,900</b>	<b>13,862,800</b>	<b>14,043,500</b>
<b>Expenses</b>			
Salaries & Benefits	(6,477,500)	(6,480,900)	(6,484,300)
Permit Service Fees	(3,824,800)	(3,920,400)	(4,018,400)
Service Delivery	(1,199,400)	(1,148,500)	(1,138,300)
Amortization	(480,000)	(552,500)	(700,900)
Rent	(662,000)	(720,500)	(746,000)
Advertising & Publications	(169,500)	(169,400)	(169,300)
General & Administrative	(1,056,300)	(1,018,400)	(1,020,600)
Investment Fees	(53,100)	(62,700)	(74,000)
<b>Total Expenses</b>	<b>(13,922,600)</b>	<b>(14,073,300)</b>	<b>(14,351,800)</b>
<b>Net Income Total</b>	<b>(160,700)</b>	<b>(210,500)</b>	<b>(308,300)</b>
<b>Growth</b>	<b>(744,200)</b>	<b>(755,000)</b>	<b>(305,000)</b>
<b>Grand Total</b>	<b>(904,900)</b>	<b>(965,500)</b>	<b>(613,300)</b>





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