



2021-2025  
Strategic Plan

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## Message from the Chair

The Board of Directors knows that Albertans count on codes and standards, and those who follow and enforce them, to help keep the built environment safe. We take our role as a regulatory organization very seriously and know that our strategic decisions affect the delivery of safety services in Alberta.

Strategic planning is truly a collaborative effort, and this cycle was no exception. In fact, we expanded the participants in our strategic planning process to include staff, sub-council members, clients, partners, and stakeholders from across industry and the safety codes system (the system). Our plan is designed to create value for our stakeholders, and their participation in the process was key to ensuring that we were on the right track.

The system involves collaboration on many different levels and between many different organizations and industries. By leveraging the connections with our stakeholders, we can meet the challenges of the next five years while finding opportunities to drive innovation and change.

This plan not only focuses on how to address challenges facing industry, but also how to modernize our system to create value and safety for all Albertans. In order to foster public confidence and ensure transparency, we are publicly posting our strategic plan online for the first time ever.

I am sure that the next five years will present the system with many new challenges and opportunities. The Council remains committed to providing leadership and support to our stakeholders, ensuring that Albertans can continue to rely on the safety of their built environment.

**Kevin Griffiths**

Chair, Board of Directors



## Message from the President and CEO

The Safety Codes Council's 2021–2025 Strategic Plan forms the basis for a new direction that will see our organization effectively responding to disruptors in the system. As a modern regulatory organization, the Council has the ability to be a leader in innovation. We will help the system leverage advancements in technology and use data to address ongoing challenges and embrace emerging opportunities.

We are a data-driven society, and the system is no exception. As we move forward, the Council will be focused on gathering and analyzing data to inform decision making. The Council is well-positioned to help move the system toward risk-based decision making, enabling the effective use of resources and ensuring that public confidence in the safety of Alberta's built environment remains strong. Risk-based decision making isn't about taking risks; it's about managing them. It means using data to assess possible outcomes and then making informed decisions. Risk-based regulating is beneficial to industry, allowing for efficiency and rewarding better performance history. More importantly, risk-based decision making is beneficial to Albertans, as it ensures that high-risk and high-impact activities are closely regulated.

As an organization with a mandate that touches many different industries, the Council is committed to an operational approach that focuses on achieving specific outcomes that align with our strategic goals. You will see in this plan that every strategic pillar has an intended outcome. These outcomes will set a course for our organization while ensuring that our objectives and deliverables remain responsive to the needs of the entire system. Our longevity and success require us to continuously strive for improvement while we follow our strategic direction. As we move forward on the trajectory that is set in this plan, we will continue to evaluate the effectiveness of our stated goals to ensure that our strategic direction addresses the ever-evolving needs of the system.

**Amina Deiab**  
President and CEO

The top of the page features a photograph of a wall with a large, three-dimensional logo for the Safety Codes Council. The logo consists of a stylized 'S' and 'C' intertwined, with the words 'SAFETY CODES COUNCIL' written below it. The background of the photograph is dark and moody.

## WHO WE ARE AND WHAT WE DO

The Safety Codes Council is an independent, self-funded regulatory organization mandated to provide oversight of the system and technical disciplines through a number of key legislated functions and client-focused services, including:

- Accrediting, overseeing, and monitoring the compliance of 450 municipalities, agencies, corporations, and regional service commissions in administering the *Safety Codes Act*.
- Managing and overseeing the delivery of permitting and inspections services for the 300,000 Albertans who live in areas of the province unaccredited in construction disciplines through third-party service providers contracted by the Council to perform safety code services.
- Delivering permit and inspection services, and overseeing spill and incident reporting for storage tank systems across Alberta.
- Training and certifying safety codes officers to perform regulated work, including the inspections of built structures and systems; and administering the Master Electrician Program.
- Providing expert advice and recommendations to Alberta's Minister of Municipal Affairs through the sub-councils' work to review and formulate safety codes and standards and identify emerging issues in the safety codes system.
- Investigating complaints on the conduct, performance, or competencies of an organization or individual having authority, powers, or duties under the *Safety Codes Act*.
- Conducting hearings and appeals of orders and written notices issued under the authority of the *Safety Codes Act*.
- Sharing technical and safety code information to ensure that it is easily accessible to stakeholders, clients, industry, and the broader public.

The *Safety Codes Act* delegates authority and defines the Safety Codes Council's roles and responsibilities.

### Regulations (in force) under the *Safety Codes Act*

- Administrative Items Regulation, Alta Reg 16/2004
- Administrative Penalties Regulation, Alta Reg 207/2017
- Amusement Rides Standards Regulation, Alta Reg 223/2001
- Building Code Regulation, Alta Reg 31/2015
- Certification and Permit Regulation, Alta Reg 295/2009
- Electrical Code Regulation, Alta Reg 209/2006
- Elevating Devices, Passenger Ropeways and Amusement Rides Permit Regulation, Alta Reg 28/2012
- Elevating Devices Codes Regulation, Alta Reg 192/2015
- Exemption Regulation, Alta Reg 351/2003
- Fire Code Regulation, Alta Reg 32/2015
- Gas Code Regulation, Alta Reg 111/2010
- Motor Vehicle Propane Conversions Regulation, Alta Reg 210/2001
- Passenger Ropeways and Passenger Conveyors Standards Regulation, Alta Reg 190/2008
- Permit Regulation, Alta Reg 204/2007
- Plumbing Code Regulation, Alta Reg 119/2007
- Power Engineers Regulation, Alta Reg 85/2003
- Pressure Equipment Exemption Order, Alta Reg 56/2006
- Pressure Equipment Safety Regulation, Alta Reg 49/2006
- Pressure Welders Regulation, Alta Reg 169/2002
- Private Sewage Disposal Systems Regulation, Alta Reg 229/1997
- Release of Information Regulation, Alta Reg 83/2001
- Safety Codes Authority Order, Alta Reg 29/2016

### Other Regulations

- Storage Tank Systems, Alta Reg 254/2000

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### Ministerial Orders as of March 2021

Date	Order No.	Description
12-Apr-94	MO 11/94	Consent to Council to review and formulate codes and standards for accreditation
4-Feb-03	MO P:002/03	Delegation of Sections 26 and 27 of Act to Council
6-May-08	MO P:005/08	Approval of fees related to storage tanks
22-Apr-10	MO P:007/10	Building code exemptions
22-Dec-11	MO P:009/11	Collection of levies by the Council
25-Feb-13	MO P:003/13	Maximum fees
14-Mar-16	MO P:001/16	Alberta Safety Codes Authority Order
22-Nov-18	MO P:008/18	Appointment of Board Chair (KG)
6-Feb-20	MO M:005/20	FOIP Delegation
24-Mar-20	MO TCS:001/20	Alberta Safety Codes Authority Amendment Order (STS)
10-Sep-20	MO TCS:005/20	Administrator Appointments
16-Feb-21	MO TCS: 001/21	Temporary Public Health Facilities

## VISION

To be an outcomes and data driven, risk-based regulatory organization that helps keep Albertans safe in the built environment.

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## MISSION

Provide leadership by guiding, educating, supporting, and collaborating with all stakeholders in Alberta's safety codes system.

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## VALUES

### **Foster public confidence**

Public confidence is established through transparency, accountability, and enhancement of public service.

### **Fuel innovation in the safety codes system**

The Council responds to industry needs and system innovations by finding efficient and effective ways to drive meaningful change and invests in technologies to help meet the evolving needs of the safety codes system.

### **Utilize expertise**

The Council's members and staff have deep and diverse expertise. Their talent and dedication to excellence strengthen the safety codes system.

### **Act with integrity**

The Council demonstrates responsibility by upholding the highest ethical standards, acting with integrity, and generating trust.





## OUR STRATEGIC PLAN

The strategic plan was developed by the Council to guide the organization over the next five years. The plan was developed through extensive engagement with stakeholders across Alberta's safety codes system, including industry, associations, regulatory organizations, urban and rural municipalities, the Government of Alberta, sub-council members, Council staff, and the Board of Directors. The stakeholder engagement process was guided by the identification of current change drivers impacting the system, strategic issues common to stakeholders, and the prioritization of key issue areas and opportunities. Stakeholders were asked to share their perspective on the current and future role of the Council in the system. The six strategic pillars of the Council's 2021 - 2025 Strategic Plan are based on the themes that emerged from these engagements.

## STRATEGIC CONTEXT

Alberta's safety codes system is changing, and the Safety Codes Council is responding.

The Council is planning for the next five years within a safety codes system context that is changing. COVID-19 and lower oil prices have created a challenging economic environment that has pushed the Council and system stakeholders to operate in new ways. As a leader within the system, we must ensure we are able to support our clients and stakeholders as they respond to the same challenges we face.

Change drivers in Alberta's safety codes system also include the use of new building products and green technologies, changing demographics and labour market needs, the onset of extreme weather events impacting the built environment, and the utilization of data and advanced analytics to inform risk-based approaches within the system.

As a responsive regulator, the Council has an opportunity to leverage technology, information, data, and analysis to support effective knowledge management and enable risk-based approaches in Alberta's safety codes system. Our strategy is designed to respond to these challenges and opportunities to drive innovation and support strong partnerships within the system.



# OUR STRATEGY GUIDES OUR OPERATIONAL PRIORITIES

Our business plans will outline the specific strategic actions and initiatives that we will deliver under the strategic pillars of our five-year strategic plan. Updated on an annual basis, the Council's Business Plan reflects our commitment to align operational priorities and outcomes with Council's 2021-2025 Strategy.

## Six Strategic Pillars

The Safety Codes Council is committed to a transparent and collaborative approach to keeping the built environment in Alberta safe, accessible, and sustainable. We have identified six strategic pillars that will guide the organization over the next five years:



### ENHANCE TECHNOLOGY TO DRIVE INNOVATION

Ensuring the administration of Alberta's safety codes system is conducted efficiently and effectively, enabling the advancement of new technologies within the Council and Alberta's safety codes system.



### HARNESS DATA AND ANALYTICS

Building capacity to collect and analyze data to drive decision-making and enable risk-based approaches to safety service delivery.



### SUPPORT HARMONIZATION AND PROMOTE THE CONSISTENT APPLICATION OF CODES AND STANDARDS

Developing tools to enable and increase regulatory consistency in the delivery of safety codes and standards to support Alberta's economic competitiveness and improve public safety.



### STRENGTHEN PARTNERSHIPS WITH OUR STAKEHOLDERS

Building relationships and collaborating with all system stakeholders to ensure Council programming continues to add value to those we serve, finding synergies and working together to achieve common system goals.



### EVOLVE EDUCATIONAL PROGRAMMING

Delivering educational programs and initiatives that provide our clients with the knowledge and competencies that the system requires, now and into the future.



### IMPROVE REGULATORY EFFECTIVENESS AND EFFICIENCY

Identifying opportunities for improvements within the Council and the system and providing transparent reporting to demonstrate accountability for the Council's regulatory oversight functions.



## STRATEGIC PILLAR ONE: Enhance Technology to Drive Innovation in Alberta's Safety Codes System

### **OUTCOME:**

The Council's IT systems and applications are modernized to keep pace with Alberta's changing regulatory landscape.

Technological transformation is increasing at an exponential rate in the construction sector, driven in part by automation, digitization, advanced analytics, the Internet of Things (IoT), and other technologies that are helping Alberta's construction firms increase safety, efficiency, and productivity.

As Alberta's construction sector evolves, the Council is also evolving in order to ensure our capital assets and infrastructure are being modernized and upgraded to keep pace with the changing needs of our stakeholders and the system.

The modernization of the Council's systems, networks, and platforms are foundational to ensuring the thousands of stakeholders that use our digital systems continue to be supported. These systems and applications are a key function of the Council and serve as critical infrastructure that enables Alberta's safety codes system to perform effectively.

With almost 1,000 users, eSITE and eBIZ are web-based applications utilized by small- to medium-sized organizations across Alberta to manage safety-related data. Council Connect is an online client relationship management tool that allows over 18,000 safety codes officers, Master Electricians, quality management plan staff, and students access to a range of business services. The Council's continued adoption of technologies to support the safety codes system enables the meaningful support, evolution, and reinforcement of Alberta's broader technology ecosystem.

### **Strategic Goal:**

Deploy a modernized information technology and systems infrastructure that reflects changing technologies and stakeholder needs and enables seamless access to information resources.

## **Objectives:**

The Council is uniquely positioned to improve the efficiency and effectiveness of service delivery in the system through program redesign, process improvements, establishing service delivery standards, evaluating and encouraging the adoption of technologies, and innovative service delivery approaches. Technology and innovation are key elements to modernizing the Council's approach to service delivery and improving services for stakeholders.

### **1. Reducing Red Tape through Automation of Administrative Processes**

While the Council has made significant progress towards automating administrative processes through recent initiatives such as the launch of Council Connect, many opportunities remain to reduce administrative costs through automation and self-service tools. The Council will prioritize the automation of simple processes to free up resources for our strategic priorities.

### **2. Accelerate the Adoption of Technology within the Safety Codes System**

The Council will work with our partners to encourage the expanded use of technology to improve service efficiency, effectiveness, and responsiveness.

### **3. Enable Risk-Based Approaches to Compliance Monitoring**

The Council will identify data and technology requirements needed to move towards a risk-based inspection regime within Alberta Safety Codes Authority, and support accredited organizations in Alberta with enabling risk-based approaches.



## STRATEGIC PILLAR TWO: Harness Data and Analytics

### **OUTCOME:**

The Council and its stakeholders have access to the data needed to inform decision making, identify and manage risks, recognize system trends, and provide effective oversight of delegated responsibilities.

Technological advances in an increasingly digital environment create the opportunity for moving beyond data collection to data analysis and knowledge management. Harnessing the power of complex data through analysis creates the opportunity to generate actionable insights to inform decisions, identify system risks and emerging trends, and improve operational efficiencies. The shift towards risk-based approaches to compliance monitoring requires advanced data and analytics capabilities to conduct accurate risk-informed analysis.

Alberta's safety codes system generates a significant amount of data held both within the Council's systems and within systems maintained by Council partners. Accredited organizations with advanced data capabilities in Alberta are expanding opportunities to leverage data and analytics to move towards risk-based compliance and enforcement actions. When combined with remote-video inspections, enabling risk-based approaches in the safety code system presents opportunities to improve the ability of the system to identify and mitigate risks while streamlining administrative processes.

### **Strategic Goal:**

Foster risk-informed decision-making through the use of data and analytic technologies.

## Objectives:

Having the right data and analytic systems enable the Council to identify trends early, proactively regulate, and make policy recommendations to keep Albertans safe.

### **1. Build Internal Data Management and Analytical Capacity**

The Council will develop internal data management and analytical capacity, including the development of systems and personnel to enable the shift towards becoming a data-driven, outcomes-based regulator.

### **2. Develop Corporate Key Performance Indicators and Data Collection Requirements**

The Council will establish data collection requirements and KPIs at the corporate and program level to report on strategic initiatives results delivered.

### **3. Enable Evidence Based Decisions**

Analysis of system data including complaints, investigations, and permit data will allow the Council to identify trends to inform our oversight of core functions as well as the development of code recommendations.



## STRATEGIC PILLAR THREE:

# Support Harmonization and Promote the Consistent Application of Codes and Standards

### **OUTCOME:**

Increasing consistency in the delivery and application of safety codes and standards to support Alberta's economic competitiveness.

Alberta's safety codes system provides flexibility by supporting two models of safety service delivery in the form of accredited and unaccredited jurisdictions. Jurisdictions that have the capacity and systems in place to deliver safety codes services are accredited to deliver and oversee permitting and inspection services. In unaccredited areas of the province, the Alberta Safety Codes Authority directly manages and oversees the delivery of permitting and inspection services.

The delegated model of Alberta's safety codes system, while allowing for localized solutions, is challenged by the differing approaches to code interpretation as it relates to the application of the codes within Alberta jurisdictions, which can result in increased financial and opportunity costs associated with compliance. Standardization of code application and interpretation allows permit-holders that operate within Alberta's safety codes system to understand the minimum regulatory requirements, creating regulatory certainty, reducing barriers to trade, and supporting Alberta's economic competitiveness.

The Council has the opportunity to encourage the consistent interpretation and application of the code while strengthening the system as a whole. Reliable application of codes and standards supports risk-based decisions to ensure Albertans are safe by focusing enforcement and compliance actions on high-hazard safety issues.

### **Strategic Goal:**

Standardize the Council's regulatory processes and promote standardization of code application and interpretation in Alberta's safety codes system.



**Objectives:**

The Council will promote standardization through our internal regulatory processes, education on interpretation, and support of code review and development.

**1. Support Code Harmonization and Adoption**

The majority of safety codes are unified and developed at the national and international level. The Council will continue to support the development, adoption and implementation of harmonized codes through the work of the sub-councils and engagement with stakeholders and system users.

**2. Develop Standard Processes and Procedures within the Council**

The Council will design internal processes to support effective compliance monitoring and enforcement.

**3. Evolve Safety Codes Officer (SCO) Training to Build Competency in the Interpretation of Codes and Standards to Improve Consistent Application and Enable Innovation**

The Council will develop training that builds skills and competencies around the interpretation of codes and standards to enable SCOs to ensure code compliance while enabling innovative solutions.



## STRATEGIC PILLAR FOUR: Strengthen Partnerships with Stakeholders to Improve Public Safety

### **OUTCOME:**

Collaborative relationships are built with our stakeholders to leverage partnerships, increase knowledge, and share system information.

Alberta's safety codes system is complex and ever-changing. We must ensure the perspectives of those we serve, our clients and stakeholders, are reflected in our programs and services. Proactively building relationships and collaborating with our partners in safety will ensure effective partnerships for the benefit of Alberta's safety codes system.

Our partners in the system do excellent work. We should support their work, expand their reach and leverage their activities. We can build on each other's knowledge to support the work of our organizations and improve the system for all Albertans.

### **Strategic Goal:**

Develop information-sharing mechanisms between organizations in Alberta's safety code system to support public safety objectives of the Council and system stakeholders.

## Objectives:

The Council will ensure that the perspectives of both stakeholders and end-users of the system are considered in the delivery of our services. The Council will proactively build relationships with stakeholders and system users to ensure Council programming meets identified needs.

### 1. Build Strategic Partnerships

The Council will employ a strategic approach to engaging stakeholders and develop strong mutually beneficial partnerships.

### 2. Engage with Stakeholders

The Council will develop a stakeholder engagement strategy to ensure the perspectives of a broad range of stakeholders are considered in the development and delivery of programs and services.

### 3. Build on Common Objectives with Alberta System Partners

The Council will work with our partners to understand shared risks, establish common goals, collaborate on communications, and work together to expand reach.



## STRATEGIC PILLAR FIVE:

# Evolve Educational Programming to Meet the Needs of the System

### **OUTCOME:**

The Council's educational programming meets the unique and evolving needs of system stakeholders and end-users.

The Council has been delegated responsibility for training and certifying safety codes officers, administering the Master Electrician Program, and delivering public education on the safety codes system. By increasing awareness of system risks with stakeholders and the public, the Council supports the adoption of safe behaviours to improve public safety for all Albertans.

Technology and codes are changing, and the Council must ensure that SCOs of the future are prepared to inspect new technologies and support innovation while ensuring compliance with the code. Rapid advancements in building technologies, renewables such as battery-based energy storage, solar panels, engineered building materials, and the shift to performance-based standards are innovative advances that safety codes officers must be trained and ready for now and into the future.

### **Strategic Goal:**

Evolve education offerings to reflect future Alberta's labour market needs, emerging technology, and regulatory changes.

## Objectives:

The Council's educational offerings meet the needs of the system stakeholders and end-users.

### 1. Provide Public Education

The Council has a role in ensuring that the public understands how the system works, the benefits of compliance with codes and standards, how to access safety services such as permits and inspections, and where to go to resolve issues. We will continue to focus on providing quality public education to achieve these outcomes.

### 2. Develop Performance Based Standards

SCO training will focus on developing skills and competencies required to interpret and apply performance-based codes to enable SCOs to work effectively with stakeholders to ensure code compliance.

### 3. Ensure Training Keeps Up with Technology

The Council will work with subject matter experts and stakeholders to identify technological changes to integrate into courses and examinations.



## STRATEGIC PILLAR SIX:

# Improve Regulatory Effectiveness and Efficiency

### **OUTCOME:**

Alberta's safety codes system is reliable, consistent, and transparent. It adds value for its users and keeps Albertans safe in their homes and buildings.

Enabling risk-based approaches to oversight and compliance enforcement allows for effective allocation of resources to high-risk, high-impact safety issues. The Council can enable risk-based approaches within the system by providing guidance, establishing standards, and leading by example through our transition to an outcomes-based and risk-informed organization. As an effective and efficient regulator, we will prioritize continuous improvement and identify opportunities to enhance service delivery to our clients and stakeholders.

### **Strategic Goal:**

Developing and reporting on outcomes-based programs that are risk-informed to support an efficient and effective safety codes system.



**Objectives:**

The Council will review its regulatory functions to identify opportunities to improve existing functions, clarify outcomes, measure and report on performance, and enable risk-based approaches to oversight and compliance monitoring.

**1. Enable Risk-Based Approaches to Safety Codes System Oversight**

The Council will enable risk-based approaches within the system by providing guidance, standards, and leading by example through the execution of safety services delivered by the Council.

**2. Develop Regulatory Framework**

The Council will develop a regulatory framework to ensure policies, procedures, and systems are in place to enable efficient and effective review, investigation, and decision-making functions.

**3. Establish Public Reporting**

The Council will report publicly on key performance indicators to monitor Alberta's safety codes system and key metrics to demonstrate accountability for core functions.

# ORGANIZATIONAL FOUNDATION

Our strategic pillars are built on a strong organizational foundation. The Council's operational excellence is a composite of its people, processes, and technology.

The focus of the next five years will be to strengthen the foundation by building on two enablers: **supporting our people** and **creating service excellence through innovation**.

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## FOUNDATIONAL ENABLER: Support our People

Our people are our strength and are foundational to everything we do. As systems evolve and the regulatory environment becomes more complex, we must continue to build a strong organizational foundation by developing our people and culture to support new strategic priorities.



### Operational objectives:

- Continue to build internal regulatory and technical expertise.
- Support a learning organization by facilitating the education of our staff and continuously transforming the Council.
- Empower our people to ensure they have the skills and expertise to champion the Council's mission and strategic and operational goals.
- Enhance our culture of openness, adaptability, and innovation, employing cross-training and identifying top talent to lead strategic initiatives.

## FOUNDATIONAL ENABLER: Create Service Excellence through Innovation

The Council is uniquely positioned to improve the efficiency and effectiveness of service delivery in Alberta's safety codes system. We are committed to evaluating our processes to ensure that we are responsible stewards of resources. A focus on innovation in our programs will ensure continued operational sustainability, including timely investments to support system needs.



### Operational objectives:

- Reduce red tape through the automation of administrative processes.
- Encourage innovation and advancement of new technologies throughout the system.
- Promote continuous improvement through regular review of programs and processes.
- Maintain fiscal transparency and long-term financial sustainability.