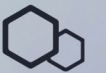




**Safety Codes Council**  
2021 Business Plan



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## Message from the Chair

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I am pleased to present the 2021 Safety Codes Council Business Plan, which represents the first year of our five-year strategic cycle. In 2021, the Board is presenting a single-year Business Plan to allow for flexibility in the face of the uncertainty brought by the COVID-19 pandemic.

In developing the Strategic Plan, the Board has had the opportunity to consult with numerous stakeholders across regions and industries. We learned that, in addition to the disruptions brought by economic uncertainty and rapidly advancing technology, there are many opportunities to build a safety codes system that effectively meets the challenges of a changing world. As a result of this consultation, six Strategic Pillars were identified. These pillars will position the Council as a modern regulator and help us develop the resources needed to make effective decisions and develop programming that addresses the evolving needs of the safety codes system.

This plan includes ten initiatives that will advance the Council's new strategic direction. In 2021, the Council will focus on evaluating and improving services, and laying the groundwork for an increasingly data-driven, outcomes-based approach to regulation. The work that is done this year will improve the Council's access to system data, which will inform decision making going forward, and promote collaboration and information sharing with our stakeholders.

As the safety codes system moves forward, the Council is committed to a transparent approach to planning and reporting to ensure that our objectives align with system goals. We will continue to provide support and guidance to our stakeholders, working together in order to keep Albertans safe in the built environment.

### **Kevin Griffiths**

Chair, Board of Directors

## Message from the President and CEO

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As Albertans feel the impact of the COVID-19 pandemic and ongoing economic uncertainty, the Safety Codes Council has an important role to play, supporting our partners in effectively using system resources to ensure the continued safety of Alberta's built environment.

In 2021, the Council will continue our focus on reducing red tape. We will look for efficiencies in our processes, improving access for clients, and creating more administrative certainty for system users. We will develop a storage tank systems management program that meets the needs of owners, contractors, and municipalities, ensuring that we act as a responsive authority in unaccredited areas of the province. We will evaluate our training and certification programs, identifying improvements that address the emerging needs of the system. And, we will strengthen and expand engagement with our stakeholders, working together to build on the strength of Alberta's safety codes system.

The Council's mandate touches on so many industries that are key to Alberta's economic recovery. As we move forward into 2021, we are committed to providing the support, guidance, and leadership necessary to encourage innovation, foster public confidence, and ensure that Albertans remain safe in their built environment.

### **Amina Deiab**

President and CEO



## OUR GUIDING PRINCIPLES

### 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.

# 2021 – 2025 SAFETY CODES COUNCIL STRATEGIC PLAN

2021 is the first year of the Council's five-year strategic cycle. The 2021–2025 Strategic Plan was developed in collaboration with clients, stakeholders, and staff in order to respond to emerging challenges and take advantage of new opportunities to build on the strength of the system.

## **Effectively Using Resources**

Alberta's economic challenges have created financial uncertainty throughout the province, and our system is no exception: as reduced permit activity has led to less revenue for the Council and our partner organizations, it has been necessary to find efficiencies in our own system while supporting our partners in delivering services.

## **Supporting Innovation**

As regulators increasingly turn to risk-based approaches to compliance monitoring, the Council is focused on building the capacity to support a system that effectively addresses high-probability outcomes and high-impact activities. This means utilizing data and analytics and leveraging emerging technologies, including machine learning and virtual inspection capabilities, to allocate limited resources in a way that ensures the continued safety of Alberta's built environment.

## **Ensuring Consistency**

Through our oversight role, the Council is well-positioned to encourage the consistent application of codes and standards in all of Alberta. Ensuring consistency provides peace of mind for the general public and administrative certainty for industries that operate throughout the province. Over the next five years, the Council will continue to reduce red tape in our processes in order to increase the province's economic competitiveness and ease the administrative burden for the organizations that drive recovery.

## **Focusing on the Future**

The safety codes system is changing, and the Council is responding. Advancements in building technologies and a focus on energy efficiency offer new opportunities for our province, and the Council can play a leadership role by ensuring that safety codes officers and other system professionals are able to evaluate these new technologies effectively.

# SIX STRATEGIC PILLARS

The 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 form the basis for an ambitious strategic direction that begins with the 2021 Business Plan.



## ENHANCE TECHNOLOGY TO DRIVE INNOVATION IN ALBERTA'S SAFETY SYSTEM

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 STAKEHOLDERS TO IMPROVE PUBLIC SAFETY

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 TO MEET THE NEEDS OF THE SYSTEM

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.

# FOUNDATIONAL ENABLERS

Our strategic pillars are built on a strong organizational foundation. The Council's operational success is a result 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.



## SUPPORTING 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 our focus on building a strong organizational foundation by developing our people and culture to support new strategic priorities.



## CREATING 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 the system.

# INITIATIVES AND TARGETS

The Council has identified **10 key initiatives** that will advance our strategic priorities in 2021. Each of these initiatives will be advanced throughout the year, with the targets due to be completed by the end of Q4 2021.



**DEVELOP A BUSINESS INTELLIGENCE AND DATA MANAGEMENT PLAN**



**CONTINUING EDUCATION WORKSHOPS**



**ALBERTA SAFETY CODES AUTHORITY FEE REVIEW**



**CURRICULUM MODERNIZATION**



**STORAGE TANK SYSTEM IMPROVEMENTS**



**VIDEO LEARNING SERIES FOR PUBLIC EDUCATION**



**INDIGENOUS SCO STUDENT BURSARY**



**NEW SUB-COUNCILS**



**PARTNERSHIP PROGRAM**



**MASTER ELECTRICIAN PROGRAM REVIEW**

# DEVELOP A BUSINESS INTELLIGENCE AND DATA MANAGEMENT PLAN



## STRATEGIC PILLARS:

 Harness Data and Analytics

 Improve Regulatory Effectiveness and Efficiency

### Objective:

Develop a Business Intelligence and Data Management Plan.

### Outcome:

The Council's capacity to collect and analyze data will expand with the development and implementation of this plan, enabling better measurement and monitoring of both the Council's and the system's performance and helping internal and external stakeholders utilize risk-based decision making.

### Targets:

- Conduct a current state assessment of the Council's information and technology systems.
- Develop a Business Intelligence Plan by the end of 2021, including key performance indicators, metrics, and program-level outcomes.

### Metrics for Success:

- A completed business intelligence plan.



# ALBERTA SAFETY CODES AUTHORITY FEE REVIEW



## STRATEGIC PILLARS:

 Strengthen Partnerships with Stakeholders to Improve Public Safety

 Improve Regulatory Effectiveness and Efficiency

### Objective:

Engage stakeholders in reviewing and restructuring the ASCA fee schedule.

### Outcome:

The fee schedule will be simplified to reduce red tape for permit holders and contracted agencies, providing greater clarity and ease of use around ASCA's fees.

### Targets:

- Complete stakeholder engagement process.
- Develop a draft fee schedule.
- Implement new fee schedule by end of Q1 2022.

### Metrics for Success:


- Customer satisfaction survey: ASCA regularly surveys permit holders on services received.
- Once the simplified fee schedule is implemented, permit holders will be surveyed to indicate whether the new permit fee schedule provides greater clarity.


# STORAGE TANK SYSTEM IMPROVEMENTS



## STRATEGIC PILLARS:

 Strengthen Partnerships with Stakeholders to Improve Public Safety

 Support Harmonization and Promote the Consistent Application of Codes and Standards

 Improve Regulatory Effectiveness and Efficiency

### Objective:

Use feedback gathered from regulatory representatives and tank owners and operators in the stakeholder engagement process to make improvements to storage tank permitting and inspections services. Included in this process is the research and development of educational materials and resources to assist clients in the operation of storage tank systems.

### Outcome:

Storage tank permitting and inspection services in unaccredited areas of the province will be streamlined and standardized for consistency of client services. Tank owners and operators will have adequate resources for the proper operation of their systems.

### Targets:

- Communicate identified priorities for improvement and enhancements to stakeholders.
- Standardize requirements for storage tank inspections.
- Develop storage tank system education materials and resources for owners and operators.
- Survey stakeholders to confirm intended outcomes of system improvements and enhancements by the end of 2021.

### Metrics for Success:

- Reduced turnaround times for permit applications.
- Satisfaction survey: The Council will continue to survey clients and stakeholders in order to determine the effectiveness of services and establish further opportunities for improvement.
- Educational materials posted to the web will be monitored for engagement in order to determine whether resources are reaching their intended audience.

# INDIGENOUS SCO STUDENT BURSARY



**STRATEGIC PILLARS:**

 Strengthen Partnerships with Stakeholders to Improve Public Safety

 Evolve Educational Programming to Meet the Needs of the System

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**Note:** This was an initiative identified in the 2020 plan. While some bursary funding was awarded in 2020, the program development was delayed due to COVID-19. The bursary will be officially launched in 2021 including an online application process.

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**Objective:**

Launch the Indigenous SCO Student Bursary, review applications, and award funding to successful candidates.

**Outcome:**

This bursary will reduce barriers for Indigenous individuals completing their SCO certification and increase the capacity of Indigenous communities to provide safety services to their residents. Supporting SCO certification in these communities also provides economic development opportunities, as individuals will be qualified to work in safety services throughout the province or form an agency in their own community.

**Targets:**

- Launch first official intake of bursary applications. Review applications and award funding by the end of 2021.

**Metrics for Success:**

- Stakeholder engagement: the Council will work with the individuals and communities selected for this bursary to ensure that the bursary is effective in reducing barriers and increasing safety service capacity.
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# PARTNERSHIP PROGRAM



## STRATEGIC PILLARS:

 Strengthen Partnerships with Stakeholders to Improve Public Safety

 Evolve Educational Programming to Meet the Needs of the System

 Support Harmonization and Promote the Consistent Application of Codes and Standards

### Objective:

Partner with government and stakeholders to create accurate, relevant, and sustainable ways for the public to find information on the safety codes system.

### Outcome:

This program will improve access to resources for a broad range of stakeholders and system users while strengthening relationships with our partners through engagement and information sharing.

### Targets:

- Identify stakeholders and current publicly available resources.
- Engage stakeholders, create an information-sharing plan, and begin implementation.

### Metrics for Success:


- Analytics: Track webpage views and engagement on social media posts in order to determine whether the information is reaching its audience.
- Successful partnerships with government and industry will produce sustainable information-sharing opportunities that will drive an increase in content available to the public.

# CONTINUING EDUCATION WORKSHOPS



**STRATEGIC PILLARS:**

 Evolve Educational Programming to Meet the Needs of the System

 Support Harmonization and Promote the Consistent Application of Codes and Standards

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**Note:** This initiative began in 2018. The Council has developed four workshops including variances and plans review workshops in 2020.

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**Objective:**

Develop two continuing education workshops by the end of 2021.

**Outcome:**

These continuing education workshops will address stakeholder demand and respond to emerging system needs in order to provide SCOs and other safety codes system professionals with actionable information to update skills and increase knowledge.

**Targets:**

- Based on the topics identified through the results of the SCO Competency Profile project, complete the development of two workshops by the end of 2021.

**Metrics for Success:**


- Satisfaction surveys: participants in workshops are surveyed on their satisfaction with the materials and the workshop's relevance to their profession.
  - A successful workshop will have registration numbers that remain high through multiple offerings.
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# CURRICULUM MODERNIZATION



## STRATEGIC PILLARS:

 Improve Regulatory Effectiveness and Efficiency

 Evolve Educational Programming to Meet the Needs of the System

 Support Harmonization and Promote the Consistent Application of Codes and Standards

## Objective:

Develop a framework for reviewing and evaluating options to update and modernize the Council's SCO curriculum and develop a plan to update base competency courses.

## Outcome:

Curriculum modernization will help to attract more individuals to choose SCO certification as a career path, increasing system capacity. A focus of the modernized curriculum will be outcomes-based training, strengthening common understandings of roles and responsibilities, codes and standards, and the broader system, resulting in higher regulatory consistency.

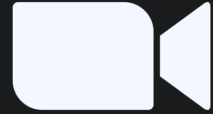
## Targets:

- Validate competency profiles and discuss educational needs with stakeholders and system users.
- Develop a curriculum review framework outlining principles, outcomes, and methodology for determining curriculum for generic and discipline-specific courses.
- Complete plan to address base competency courses by the end of 2021.

## Metrics for Success:


- Stakeholder engagement: The Council will engage affected stakeholders and system users throughout the curriculum modernization process to ensure that programs continue to be delivered effectively and in a manner that addresses identified issues.

# VIDEO LEARNING SERIES FOR PUBLIC EDUCATION



## STRATEGIC PILLARS:

 Strengthen Partnerships with Stakeholders to Improve Public Safety

 Evolve Educational Programming to Meet the Needs of the System

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**Note:** This initiative began in 2020 with the development of two videos, “What is the Safety Codes Council?” and “Codes, Standards and the Sub-Councils.” The series will continue to grow based on needs identified by stakeholders.

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### Objective:

Develop two educational videos to address commonly asked questions by the public and external stakeholders.

### Outcome:

These videos will provide an accessible platform for a broad range of stakeholders to learn about the role of the Council and the benefits of the system as a whole.

### Targets:

- Complete a video, “Who Are Safety Codes Officers,” and post to our website by the end of 2021.
- Complete a video, “What is the Value of a Permit,” and post to our website by the end of 2021.

### Metrics for Success:

- Analytics: Page views, click rates, and engagements will be tracked continuously to determine the effectiveness of individual videos.
  - Additional feedback will be gathered through web comments as well as stakeholder engagement.
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# NEW SUB-COUNCILS



## STRATEGIC PILLARS:

-  Improve Regulatory Effectiveness and Efficiency

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**Note:** This will be the last step in the completion of the governance review that began in 2017. Timing was delayed due to the postponement of the 2020 AGM.

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### Objective:

Create the Electrical Utilities and the Private Sewage Disposal Systems sub-councils to assume a formal advisory role in their disciplines. These sub-councils will also develop and continuously update the *Alberta Electrical Utility Code* and the *Alberta Private Sewage Disposal System Standard of Practice*.

### Outcome:

Creating sub-councils for these two specific disciplines will reduce a layer of administration, as they currently exist as working groups that must present their work to their respective sub-councils to make any recommendations. Their sub-council status will also provide more transparency through governance best practices and align Alberta with other provincial recommending bodies.

### Targets:

- Develop membership matrices for the Electrical Utilities and Private Sewage Disposal Systems sub-councils.
- Fill the seats of the Electrical Utilities and Private Sewage Disposal Systems sub-councils by the end of 2021.

### Metrics for Success:

- Member satisfaction survey: the Council surveys sub-council members annually to determine the effectiveness of sub-council meetings and identify opportunities for further improvement.
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# MASTER ELECTRICIAN PROGRAM REVIEW



## STRATEGIC PILLARS:

 Improve Regulatory Effectiveness and Efficiency

 Evolve Educational Programming to Meet the Needs of the System

### Objective:

Conduct a review of the Master Electrician Program in consultation with stakeholders.

### Outcome:

This review will provide the opportunity to identify performance-based outcomes of the program as well as improve services for clients.

### Targets:

- Create a Master Electrician Program Review Working Group.
- Summarize findings identified through the working group and identify improvements to make to the Master Electrician Program by the end of 2021.

### Metrics for Success:

- Stakeholder engagement: The Council will engage affected stakeholders and system users throughout the Master Electrician Program review in order to identify improvements and ensure that all improvements are instituted effectively.

# 2021 FINANCIALS

## Budget Context

In 2020, economies around the world had to adjust to an event that no one predicted—a worldwide pandemic. Alberta's economy was no exception, and in March 2020, the shutdown of non-essential business in Alberta caused a significant downward trend in new residential, commercial, and industrial construction. This resulted in decreased revenues for the Council and it is anticipated that this will continue into 2021.

Another significant factor the Council had to consider when determining the budget for 2021 was the addition of three programs to the organization in 2020: Métis audits, corporate audits, and storage tank systems. In regards to storage tank systems, the largest of these programs, the Council completed stakeholder engagement activities in order to identify ways to enhance these services. Improvements will be identified and implemented in 2021.

The development of the Council's 2021 budget also took into account the following provincial economic projections from Alberta Treasury Board and Finance:

- Real GDP growth of 3.3% is projected in 2021, up from -7.1% in 2020. Real GDP is forecasted to remain at 3.3% into 2022.
- Housing starts are expected to remain flat in 2021 at approximately 20,300 and to decrease slightly in 2022.
- West-Texas oil is expected to continue to remain under \$50 in 2021, resulting in lower capital investment in this sector.
- In 2021, unemployment in Alberta is expected to be 11.0%, marginally lower than 2020.
- Alberta's population is expected to grow by 0.7% in 2021 and 2022.
- Interest rates announced by the Bank of Canada are expected to remain low in 2021 and into 2023.

## 2021 Budget Highlights

The 2021 budget was finalized while the Council was in the process of developing its next five-year strategic plan. For that reason, the Council is presenting a one-year budget. As long-term priorities are established, the Council will again develop three-year budgets in future years.

The Council considers economic conditions, information from our stakeholders, and a review of historical revenues over a five-year period when developing the budget. The Council anticipates levy revenues to drop by 4.7%, or \$281,000, but foresees revenue in all other areas of the Council to hold steady. The addition of the storage tank systems program is expected to increase revenues by 3.5%, or \$490,000.

Our expense budget has increased by 3.7%, or \$561,000. The addition of the storage tank systems program has added front-line inspections to our service delivery model, and has resulted in an increase in operating expenses. In 2021, the Council realized cost savings by offering virtual options for core services such as appeals, audits, examinations, and sub-council meetings.

Strategic growth initiatives for 2021 include the updating of training materials for the building, fire, plumbing and electrical disciplines, a data analytics and business intelligence project that will help the Council develop outcomes for our core programming, further investment in SCO workshops, and a comprehensive review of our education curriculum.

Throughout 2021, the Council plans to review its variable costs in an effort to find further costs efficiencies into 2022 and beyond.

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

## 2021 BUDGET

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### 2021 Budget

#### Revenue

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Levy Fees	5,647,600
Permit Fees	5,974,000
Accreditation Fees	1,135,500
Safety Codes Officer Program Fee	723,600
Master Electricians Program Certification Fee	610,800
Other Revenue	169,000
Investments Income	267,600

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<b>Total Revenue</b>	<b>14,528,100</b>
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#### Expenses

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Salaries & Benefits	7,176,700
Permit Service Fees	4,216,800
Course & Seminar Costs	271,800
Contract Salaries & Remuneration	777,300
Travel	445,200
Amortization	568,000
Advertising & Publications	126,500
General & Administrative	1,914,500
Investment Fees	57,600

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<b>Total Expenses</b>	<b>15,554,400</b>
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<b>Excess (deficiency) of revenue over expenses</b>	<b>(1,026,300)</b>
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