



Safety
Codes
Council

BUSINESS PLAN 2025

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MESSAGE TO STAKEHOLDERS

SAFETY SYSTEM LEADERSHIP FOR A THRIVING ALBERTA

As we look to 2025, Alberta faces big challenges – perhaps most critically in affordability, labour shortages, housing demand, and population growth. The Safety Codes Council (the Council) was created to tackle just such challenges. Beyond our work as a regulator, the Council also has a role that’s unique within North America: bringing together responsive expert advice to make our system safe, forward-looking, efficient, and cost effective. We can leverage the right expertise to enable innovation where other jurisdictions lag behind, giving Alberta an economic edge.

To advance this work, the Council’s 2025 Business Plan builds on four years of effort to achieve our 2021-2025 Strategic Plan priorities. Key priorities include:

- Implementing a new accreditation standard;
- Enabling grassroots public policy leadership;
- Enhancing education on professional involvement requirements;
- Investing in information technology; and
- Strengthening data governance and sharing variance data publicly.

As we work to conclude our 2021-2025 Strategic Plan, the coming year will also be an exciting chance to build a new future-focused strategy that dreams big and reaches high. Working with key partners and critical players, we will strengthen our resolve to make Alberta the best place to invest, build, and thrive.

Thank you for your continued support and your shared commitment to our province.



Rob Bennett
President and CEO

WHAT THE COUNCIL IS



WORKING TO ACHIEVE

The Council is an independent, self-funded regulatory organization mandated to provide oversight of the safety codes system. The *Safety Codes Act* delegates authority and defines the Council's core roles and responsibilities.

As the Council delivers core legislated functions and services, it aims to advance three outcomes. Performance measures related to these outcomes are publicly reported to keep the Council accountable and support an outcomes- and data-driven approach.

Delivery, oversight, and regulatory decision-making of the *Safety Codes Act* is accessible, transparent, and efficient.

OUTCOME ONE

CORE MANDATE RELATED TO THIS OUTCOME

- Performing regulatory functions through issuing decisions and holding quasi-judicial hearings on appealable decisions. The Administrator of Certification certifies safety codes officers and master electricians. The Administrator of Accreditation accredits organizations.
- Overseeing accredited municipalities, regional commissions, corporations, agencies, and Métis settlements to deliver safety codes services under the *Safety Codes Act* (permitting, inspections, and compliance).
- Delivering safety codes services in the province's unaccredited municipalities through the Alberta Safety Codes Authority, including petroleum storage tank systems; and providing a permitting platform and technology support to municipalities.
- Conducting audits of accredited organizations and investigating complaints to ensure the administration and delivery of permitting and inspection services are compliant with the *Safety Codes Act*.

MEASURING PERFORMANCE

PERFORMANCE MEASURE 1A

This measure demonstrates the Council's oversight of the organizations that it accredits to provide safety codes services to Albertans. Organizations must adhere to their order of accreditation and terms and conditions. One of the terms and conditions, specified in Council policy, is to have and maintain a quality management system, which outlines how they intend to ensure they provide high-quality services to Albertans. Accredited organizations must submit an internal review on compliance with their quality management system and report on key activities annually. In 2023, 87% of accredited organizations complied with these oversight requirements.

Regulatory compliance in accredited areas of the province 2025 target: 90%

PERFORMANCE MEASURE 1B

This measure demonstrates compliance with key safety and consumer protection permitting controls outlined in the Alberta Safety Codes Authority's Service Reference Manual, including ensuring the correct number of inspections, proper permit expiry dates, and accurate fee collection. In 2023, 99% of permits complied with these key requirements.

Regulatory compliance in unaccredited areas of the province 2025 target: 96%

Safety codes officers have the knowledge and skills to fulfill their roles and responsibilities.

OUTCOME TWO

CORE MANDATE RELATED TO THIS OUTCOME

- Administering and delivering training and education for safety codes officers.

MEASURING PERFORMANCE

PERFORMANCE MEASURE 2A

This measure demonstrates satisfaction with the training offered by the Council. Safety codes system participants require access to high-quality and accurate training to prepare them to undertake their important roles and responsibilities. The Council develops, delivers, and maintains the training courses for safety codes officers. These include base competency and technical courses, continuing education, and code update training. In 2023, 88% of course attendees were satisfied with Council training, as indicated by course evaluations.

Satisfaction with Council training, as indicated by course evaluations 2025 target: 85%

Codes, standards, guidelines, and policies are clear, consistent, and informed by expert advice and industry.

OUTCOME THREE

CORE MANDATE RELATED TO THIS OUTCOME

- Providing expert advice and recommendations to the Minister of Municipal Affairs to help formulate safety codes and standards and address emerging issues in the safety codes system.

MEASURING PERFORMANCE

PERFORMANCE MEASURE 2A

This measure monitors the Council's commitment to ensure that published codes, standards, and associated policies, and advice and recommendations to the Minister of Municipal Affairs on policies have been appropriately informed by stakeholders. In 2023, the Council engaged with stakeholders on 100% of the recommendations it made to the Ministry.

Engagement on codes and standards 2025 target: 100%

STRATEGIC

PLAN

2021-2025

The Council's Strategic Plan sets out areas of focus and guides how to improve upon our business – in a way that advances the safety codes system's outcomes, and aligns with the Council's vision, mission, and values. The Council established six strategic pillars in the 2021-2025 Strategic Plan.

VISION

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

MISSION

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

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.

STRATEGIC PILLARS



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.

- Enable risk-based approaches the oversight of the safety codes system.
- Develop regulatory framework.
- Establish public reporting.



Promote the Consistent Application of Codes and Standards

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

- Support code harmonization and adoption.
- Develop standard processes and procedures within the Council.
- Evolve safety codes officer training to build competency in the interpretation of codes and standards to improve consistent application and enable innovation.



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.

- Provide public education.
- Develop performance-based standards.
- Ensure training keeps up with technology.



Strengthen Partnerships with our Stakeholders

Building relationships and collaborating with all stakeholders to ensure the Council's programming continues to add value to those the Council serves, finding synergies, and working together to achieve common goals.

- Build strategic partnerships.
- Engage with stakeholders.
- Build on common objectives with Alberta system partners.



Harness Data and Analytics

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

- Build internal data-management and analytical capacity.
- Develop corporate key performance indicators and data collection requirements.
- Enable evidence-based decisions.



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.

- Reduce red tape through automation of administrative processes.
- Accelerate the adoption of technology within the safety codes system.
- Enable risk-based approaches to compliance monitoring.

FOUNDATIONAL ENABLERS

The Council's operational success is a result of its strong organizational foundation of people, processes, and technology. Building on two enablers will further strengthen the Council's foundation.



Support Our People

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



Create Service Excellence Through Innovation

The Council is uniquely positioned to improve the efficiency and effectiveness of service delivery in the safety codes system. The Council is committed to reviewing its processes to ensure that it is a responsible steward of resources. A focus on innovation in all programs will ensure continued operational sustainability.

2025 STRATEGIC INITIATIVES

The Council's 2025 strategic initiatives intend to achieve the goals and objectives of the 2021-2025 Strategic Plan.

Improve Regulatory Effectiveness and Efficiency

IMPLEMENTATION OF THE NEW ACCREDITATION STANDARD

The Council has completed the development of enhancements to the accreditation program's regulatory framework. In 2025, the Council will implement a new Accreditation Standard to allow for risk-based quality management systems. To support oversight of accredited organizations, the Council will introduce an evaluation framework for the accreditation program, which was developed through engagement with accredited organizations, and will complete implementation planning to support data collection beginning in 2026. These improvements to the accreditation program will support flexibility, efficiency, the adoption of data-driven and risk-based approaches, and greater accountability from accredited organizations.

Strengthen Partnerships with Stakeholders

GRASSROOT APPROACHES TO PUBLIC POLICY LEADERSHIP

The safety codes world is rapidly changing due to technology, economic, and other factors. The Council is mandated to support the Minister's public policy objectives for the entire safety codes system – including providing advice to the Minister of Municipal Affairs on anything related to the *Safety Codes Act*. In 2025, the Council will continue implementing new, innovative, and flexible approaches to how it supports and collaborates with safety codes system partners and the public to deliver impactful advice and influence public policies.

Evolve Educational Programming

ENHANCE EDUCATION ON PROFESSIONAL INVOLVEMENT REQUIREMENTS

In 2024, the Council began developing training to address knowledge and competency requirements related to construction projects requiring professional involvement. The training will support safety codes officers, accredited organizations, and other safety system stakeholders with understanding and fulfilling their roles and responsibilities. In 2025, the Council will deliver two training resources on professional involvement – one aimed at a broad safety system audience and one for safety codes officers. This work will clarify the projects that require professional involvement and the responsibilities of safety system stakeholders and will share best practices for professional involvement in the safety codes system.

Enhance Technology to Drive Innovation

INVESTMENTS IN INFORMATION TECHNOLOGY

The Council is committed to enhancing our existing platforms and incorporating new technologies and processes to meet the needs of users of our services and safety oversight systems. Building on the technology strategy and near-term road map, the Council's multi-year information technology initiative will continue in 2025. The Council will:

- ◆ Make online permit applications available within the Alberta Safety Codes Authority's jurisdiction to accelerate permit processing, boost operational efficiency, enhance information accessibility for applicants, minimize errors and administrative tasks, and provide reliable data on permit processing times.
- ◆ Provide accredited organizations the ability to access, enter, and manage their own orders and variances to streamline the process, reduce data entry times, improve the quality of data, and ensure real-time updates and accuracy.
- ◆ Develop a detailed plan for further investments in technology that will create value in the safety codes system, align with the organization's long-term strategic priorities, and enable the efficient and transparent allocation of resources.

Harness Data and Analytics

ENHANCING DATA GOVERNANCE

The Council is committed to establishing a high-quality, system-wide safety codes data hub that will support identification of emerging trends, inform advice and decision-making, and drive innovative solutions in the system. In 2025, the Council will build on its data governance model to strengthen the management and use of its data assets. High-quality system-wide data will create a value-driven approach for the safety codes system.

PUBLICLY SHARE VARIANCE DATA

Accredited organizations are required to submit issued variances to the Council for tracking. Council members and stakeholders have identified a desire for the Council to provide access to variance data so it can be used to improve the efficiency and effectiveness of the safety codes system. In 2025, the Council will begin to publish system variance data for use by our safety codes system partners. Sharing variance data for analysis and trend identification will inform code recommendations, support risk-informed assessments and innovation within the safety system, and improve the quality of data collected in the Council's systems.

2025



BUDGET

The 2025 budget reflects the Council’s commitment to sustainability and fiscal responsibility, focusing on both immediate operating funding requirements and long-term investment in strategic priorities.

BUDGET HIGHLIGHTS

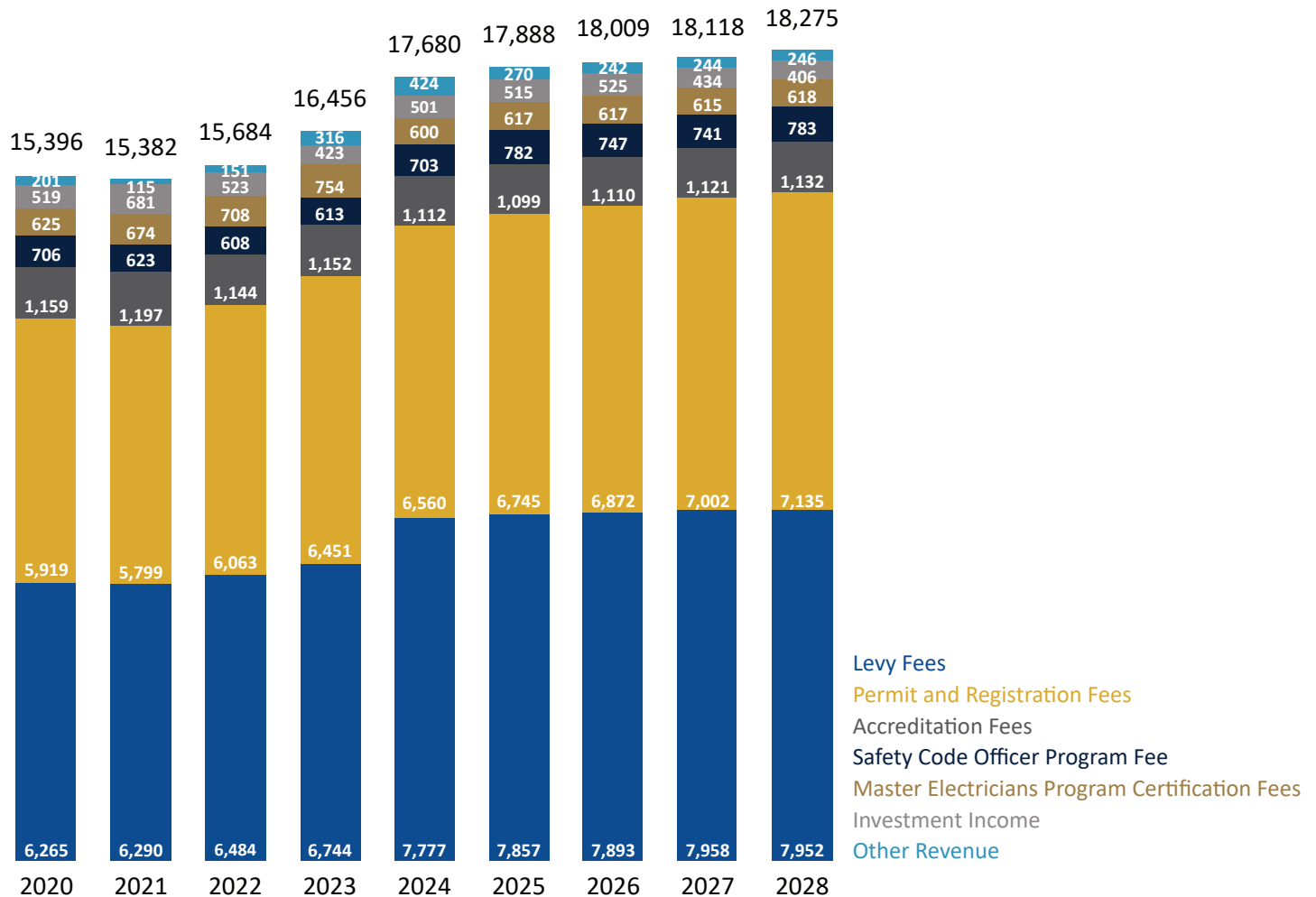
OPERATING REVENUE

Operating revenue includes the Council’s revenue streams generated from operating activities, mainly safety codes levy fees and permit fees, which heavily rely on Alberta’s economic and construction activities.

Alberta’s economy is expected to fare well in 2025, with a forecasted real GDP growth of 2.7%. This growth is anticipated to outpace the national average, driven by energy sector improvements, business sector diversification, and strong construction and housing activities, due to strong population growth and relative housing affordability. The Council’s operating revenue is forecasted to experience steady growth over the next three years.

In 2025, the operating revenue is budgeted at \$17.9 million, which is a \$2.5 million or 16.2% increase over the 2024 budget. This is led by the anticipated growth of levy fees and permit fees, which are budgeted at \$7.8 million and \$6.7 million, respectively, representing an increase of 25.4% and 14% over 2024.

The chart below illustrates the Council’s historical operating revenue budgets and future estimates over the next four years



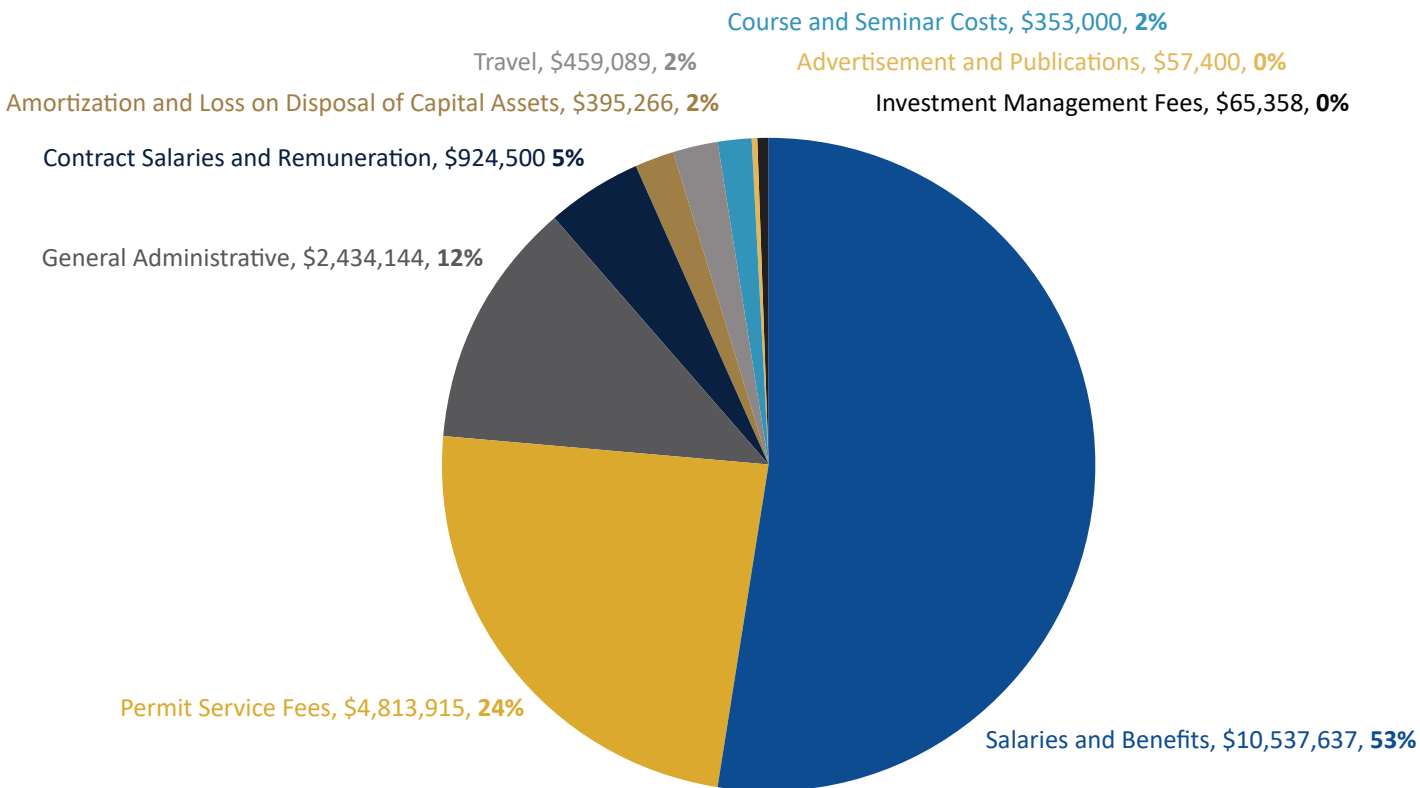
BUDGET HIGHLIGHTS

EXPENSES

Total expenses are budgeted at \$20 million, a significant increase of \$3.3 million, or 19.9% over the 2024 budget. The increase is mainly due to salary and benefits costs. This increase aligns with the Council's strategic focus and investment strategy for the accumulated operating reserve.

Despite the forecasted optimistic economic prospects in Alberta, challenges such as inflation and past interest rate hikes will continue to impact households and businesses. These risks are captured in the budget lines, including in general and administrative expenses and travel costs.

The \$2.1 million budget deficit of revenue over expenses in 2025 will be funded from operating reserves.



BUDGET HIGHLIGHTS

STRATEGIC FOCUS AND INVESTMENT

The Council's accumulated surplus is expected to reach \$13 million by the end of 2024. The surplus fund will begin to be reinvested into the safety codes system in 2025 to advance four strategic pillars and enablers:

- Enhance technology to drive innovation in Alberta's safety codes system
- Harness data and analytics
- Improve regulatory effectiveness and efficiency
- Support our people

THE COUNCIL'S FOCUS WILL BE ON THREE PRIORITIES IN THE 2025 BUDGET CYCLE:

TECHNOLOGY STRATEGY AND DATA EXCELLENCE

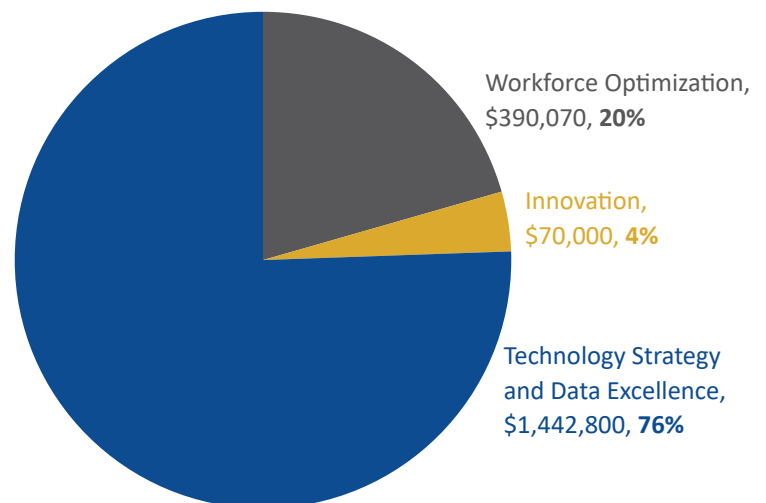
Investments will be made in technology platforms and high-quality system data to streamline regulatory processes and modernize service delivery. In 2025, projects will focus on the development of an online permit application portal, business process mapping, and building on the Council's data governance model.

INNOVATION

Funding is provided to explore innovative solutions and best practices in the safety codes industry. This may include partnerships with academic institutions and industry experts to drive advancements and enable policy that can be adopted by safety codes system participants. In 2025, the goal is to establish a foundation for the following years.

WORKFORCE OPTIMIZATION

To achieve its priorities, the Council will require effective engagement and advanced competencies from our employees to build a workforce equipped with solid skills and knowledge. The Council will invest in attracting key talent, enhancing the core and strategic skills of our people through professional development and continuous learning, and fostering an innovative culture to drive significant advancements in enhancing the safety codes system.



BUDGET HIGHLIGHTS

	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenue				
Levy Fees	7,857,232	7,893,188	7,958,693	7,952,495
Permit Fees	6,745,140	6,872,765	7,002,870	7,135,505
Accreditation Fees	1,099,159	1,110,126	1,121,203	1,132,390
Safety Codes Officer Program Fee	782,000	747,988	741,388	783,960
Master Electricians Program Certification Fee	617,814	617,752	615,051	618,291
Investment Income	515,987	525,686	434,865	406,282
Other Revenue	270,985	242,220	244,484	246,794
Total Revenue	17,888,317	18,009,725	18,118,554	18,275,717
Expenses				
Salaries and Benefits	10,537,637	10,895,253	11,521,106	9,914,252
Permit Service Fees	4,813,915	4,430,194	4,518,397	4,593,565
General and Administrative	2,434,144	2,475,762	2,507,974	2,529,152
Contract Salaries and Remuneration	924,500	832,240	722,485	372,734
Amortization and Loss on Disposal of Capital Assets	395,266	476,020	476,040	476,061
Travel	459,089	481,651	489,374	497,250
Course and Seminar Costs	353,000	359,460	366,049	372,771
Investment Management Fees	65,358	60,480	56,432	20,000
Advertising and Publications	57,400	58,548	59,719	60,913
Total Expenses	20,040,309	20,069,607	20,717,577	18,836,698
Excess (Deficiency) of Revenue Over Expenses	(2,151,992)	(2,059,881)	(2,599,022)	(560,981)



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