



Safety
Codes
Council

BUSINESS PLAN

2024-2026



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The **Safety Codes Council** (Council) is a provincial statutory corporation established by the *Safety Codes Act*. The Council is accountable to the Minister of Municipal Affairs to deliver on our legislated mandate.

GUIDING PRINCIPLES

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.

MESSAGE TO STAKEHOLDERS

I'm pleased to present the Safety Codes Council's 2024-2026 Business Plan. Alberta's economic landscape is marked by a growing demand for affordable housing, strong net migration, and pressures tied to inflationary factors. The Safety Codes Council remains dedicated to advancing safety in the built environment while fostering Alberta's growth.

Our 2024 initiatives build on previous year's activities, aligning with our Strategic Plan objectives. We are undertaking several enhancements to our regulatory oversight and processes towards optimal effectiveness and efficiency. The Council's focus on technology and data strategies will improve trend identification, optimize service delivery, and support effective decision-making. We continue to recognize the pivotal role safety code officers play by evolving our educational programs.

This plan also introduces two new performance measures that demonstrate the Council's accountability to Albertans: stakeholder input in the development of codes and standards, and the satisfaction of safety codes officers with Council-provided training.

The Safety Codes Council's 2024-2026 Business Plan is a testament to our unwavering commitment to work with our partners and stakeholders in support of Alberta's prosperity. As we navigate the dynamic landscape ahead, we stand firm in our dedication to transparency, innovation, service excellence, and a determined push for technological advancements. I extend heartfelt gratitude to our partners and stakeholders for their indispensable leadership.



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.

Our execution of these core legislated functions and delivery of services is focused on advancing three outcomes. The Council has established performance measures related to these outcomes which are now being publicly reported. Reporting helps keep the Council accountable, and measuring supports the Council in operating as an outcomes- and data-driven organization.

OUTCOME 1

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

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.
- ▶ Oversight of 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 Code Authority's contracted inspection agencies; through permitting, inspection, inventory control, and compliance activities for petroleum storage tank systems; and providing a permitting platform and technology support to all unaccredited 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 Councils oversight of the organizations that it accredits to provide safety codes services to Albertans, in terms of the organization's Quality Management Plan (QMP) adhering to Council policy, and annually self-reporting on their compliance. The QMP is the terms and conditions of accreditation for an organization, and describes the scope, operational requirements, and service delivery standards that are to be met. Accredited organizations must submit a review of the previous year's activities on the organization's compliance with their Quality Management Plan. In 2022, 80% of accredited organizations were compliant with these key requirements.

Regulatory compliance in accredited areas of the province

2024 Target 90%

PERFORMANCE MEASURE 1B

This measure demonstrates compliance with permitting controls in terms of key safety and consumer protection factors, including ensuring the correct number of inspections have been done, the permit expiry date and fees collected are as required in the Alberta Safety Codes Authority's (ASCA's) Service Reference Manual. In 2022, 95% of unaccredited organizations were compliant with these key requirements.

Permit compliance in unaccredited areas of the Province

2024 Target 95%

OUTCOME 2

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

CORE MANDATE RELATED TO THIS OUTCOME

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

MEASURING PERFORMANCE

PERFORMANCE MEASURE 2A

This measure demonstrates safety codes officers' (SCOs) satisfaction with training offered by the Council. Safety codes officers 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 2022, 86% of SCOs were satisfied with Council training.

SCO satisfaction with Council training

2024 Target	85%
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OUTCOME 3

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

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 3A

This measure monitors the Council's commitment to ensure that published codes, standards and associated policies, and advice/recommendations to the Minister of Municipal Affairs have been appropriately informed by stakeholders. In 2022, the Council engaged with stakeholders on 100% of the recommendations it made to the Ministry.

Engagement on Codes and Standards

2024 Target	100%
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CORE BUSINESS

A focus on the following core work in 2024 is especially important to both the Council and its stakeholders:

▶ CYBER SECURITY AND TRAINING

Cyber security is critical for the Council because it protects its digital assets, including confidential data, financial information, and personal information of employees and stakeholders. With the increasing frequency and sophistication of cyber attacks, the Council must maintain and implement cyber security measures to ensure the confidentiality, integrity, and availability of its data. To mitigate cyber or data-related risks, the Council establishes a proactive approach to identify potential threats and vulnerabilities and implement measures to prevent cyber attacks, which includes quarterly cyber security and awareness training for employees, maintaining robust IT protocols, and regular cyber threat testing.

▶ GOVERNMENT RELATIONS

The Council will continue to collaborate with the Government of Alberta on safety codes system's initiatives – providing advice on both changes and opportunities for improvement within the existing system. The Council will support the Government of Alberta's priorities, including benchmarking, measuring, and reducing the time it takes to approve permits. The Council is well-positioned to engage a broad range of stakeholders and end-users' perspectives to provide advice that is informed by both technical safety considerations and broader interests – such as affordability and accessibility. The Council also works closely with government to ensure the appropriate delegated instruments and governance structures are in place to enable the Council to best advance safety codes system outcomes.

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.

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

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.



- ▶ 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.

► STRATEGIC PILLARS

STRENGTHEN PARTNERSHIPS WITH OUR STAKEHOLDERS



Building relationships and collaborating with all stakeholders to ensure 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.



2024 STRATEGIC INITIATIVES



The Council's 2024 strategic initiatives are its near-term change initiatives intended to achieve the goals and objectives of our 2021-2025 Strategic Plan.

PILLAR 1

Improve Regulatory Effectiveness and Efficiency

ACCREDITATION PROGRAM ENHANCEMENTS

The Council is continuing its work to enhance its regulatory framework for the accreditation program. In 2024, the Council will build on the intended outcomes and evaluation framework for the accreditation program developed in 2023 through engagement with stakeholders to develop options for the program's regulatory framework. These improvements to the accreditation program will support flexibility, efficiency, adoption of data-driven and risk-based approaches, and greater accountability from accredited organizations.

ADOPT RISK-INFORMED COMPLIANCE APPROACHES

The Council is continuing to implement risk-informed approaches to its key regulatory oversight and decision-making activities. In 2024, the Council will implement a risk-informed approach to compliance monitoring and oversight of its permit service delivery for construction disciplines within the Alberta Safety Codes Authority's jurisdiction. Adopting a risk-informed approach to compliance monitoring supports Council in efficiently allocating its resources towards managing the highest-risk activities.

STRENGTHEN DELIVERY OF PUBLIC POLICY OBJECTIVES MANDATE

The Council is accountable to support the Minister's public policy objectives for the safety codes system – including reviewing and formulating codes and standards, and providing advice on matters of importance to the Minister. In 2024, the Council will review how it currently delivers on this part of its mandate and will begin adopting changes to strengthen its delivery. This will improve the relevancy, effectiveness, efficiency, sustainability, and impact of the Council in this part of its mandate.

PILLAR 2

➤ **Evolve Educational Programming**

CONTINUE TO MODERNIZE THE SAFETY CODES OFFICER CURRICULUM

The Council is continuing its work to modernize educational programming to focus on safety system participants' roles and responsibilities and align training with core competencies identified by stakeholders. During 2024, the Council will complete the design and development of new and existing SCO base courses that address core competencies. These core competencies were identified by stakeholders to ensure training is relevant to working as an SCO. This initiative will result in new courses being available to students in 2025. The Council's efforts to evolve our educational programming will better equip safety codes officers to fulfill their responsibilities and effectively interpret and apply the code in a complex and evolving regulatory and technological context.

PILLAR 3

➤ **Enhance Technology to Drive Innovation**

INFORMATION TECHNOLOGY TRANSFORMATION

The Council is committed to enhancing our existing platforms and embracing new technologies and processes to meet the evolving needs of our diverse stakeholders who rely on these systems for service delivery and safety oversight. In 2024, our multi-year information technology transformation initiative will continue, focusing on developing a technology strategy. This will serve as the foundation for informed investment decisions, bolster our technological capabilities, and optimize the effectiveness of our technology and data assets.

PILLAR 4

➤ **Harness Data and Analytics**

CREATING A DATA STRATEGY

Ensuring that the Council has a strategy to manage its data is key in maximizing effectiveness in utilizing data to inform decision making and make the best use of future technology investment. In 2024, the Council will develop a data strategy, including a data management plan, to govern effective management and utilization of its data assets. A data strategy will play a pivotal role in informing decision-making, managing risks and future data needs, identifying trends, and supporting effective regulatory oversight across the system.

PILLAR 5

➤ **Strengthen Partnerships with Stakeholders**

WEBSITE REDESIGN

The Council's clients and stakeholders rely on our website as the primary manner of accessing information about the Council and our functions within the safety codes system. In 2024, the Council will restructure and relaunch its website to better align with our priorities and maximize useability for clients. This will allow us to increase the quality of engagement with our clients and stakeholders through an enhanced user experience.

2024
BUDGET



BUDGET CONTEXT

Approximately 80% of the Council's revenue streams derive from levies charged on safety codes permits. The Council's revenues directly correlate to Alberta's construction activity and fluctuate in line with economic growth or contraction.

The Council has taken into account the following economic indicators as part of our 2024 budget:

- ▶ West-Texas Intermediate oil price is expected to remain high around US\$75 per barrel over the next two years.
- ▶ Construction activities in Alberta over the next two years are expected to gradually increase due to population growth and slightly lower borrowing rates.
- ▶ Previous predictions for a recession are not expected to materialize and Alberta's economy is anticipated to lead the way of economic growth in 2024 amongst the provinces, due to high oil and gas prices.
- ▶ From the peak in 2023, inflation is expected to ease in 2024.

► 2024 BUDGET HIGHLIGHTS

The Council considers economic conditions, municipal housing starts and building permit forecasts, and the Council's historical revenues over a five-year period when developing the budget.

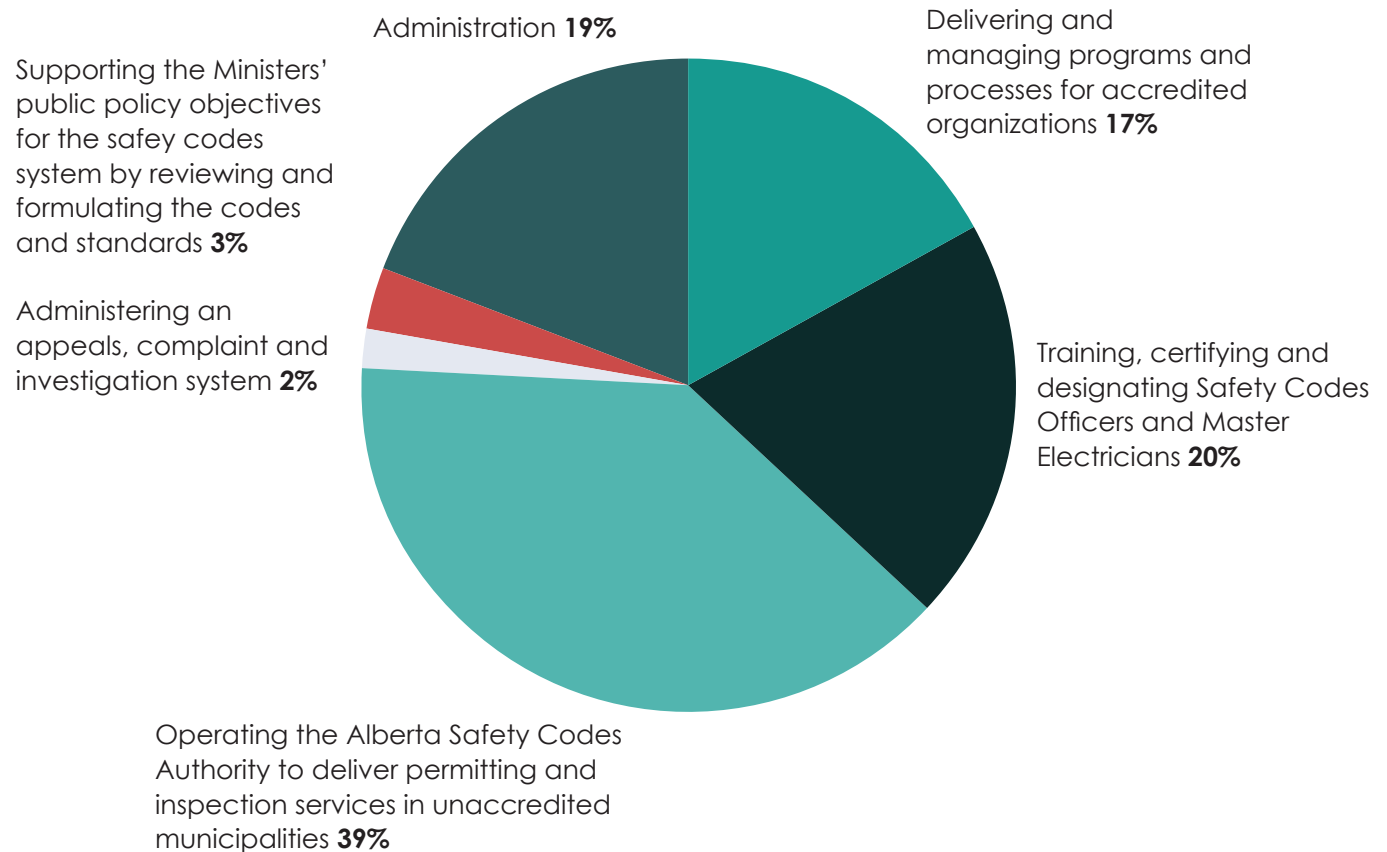
The Council's revenue is budgeted to decrease 1.1% (\$178,000) from 2023 budget levels.

- ▶ The Council anticipates levy fees from accredited municipalities to fall short of the 2023 budget by 5% (\$331,000) due to higher borrowing costs and inflation.
- ▶ Permit fees from unaccredited regions are budgeted to be 3% (\$181,000) below the 2023 Budget.

The Council's expenses are budgeted to increase 4.9% (\$777,000) over 2023 budget levels.

- ▶ The importance of people to the Council is reflected in the operating budget, as 48% of the 2024 operating expenditures are allocated to support people. Salaries and benefits are budgeted to increase by 4.9% (\$375,000) due to inflation and a modest increase in skilled employees to accelerate major mandate-related programs.
- ▶ General and Administrative expenses have increased by 9.7% (\$211,000) due to inflation pressure combined with a return to pre-2020 business activity levels including the annual in-person educational summit and in-person meeting costs.
- ▶ Contract salaries have increased by 33% (\$204,000) which reflects the prioritization of key initiatives that the Council is committed to delivering in the 2024 business plan.

Key aspects of the Councils mandate are captured in the 2024 expense budget as follows:



Council's expenses are budgeted to exceed revenues in 2024 by \$1,314,000.

- ▶ The increase in expense is funded by transfer from operating reserve and will contribute towards the incremental costs required for projects relating to the strategic initiatives and committed mandate services, such as curriculum modernization, the Accreditation review, enhancing technology and risk-based compliance models.

► 2024 BUDGET HIGHLIGHTS

	2024 Budget	2025 Forecast	2026 Forecast
Revenue			
Levy Fees	6,265,397	6,125,899	6,189,916
Permit Fees	5,919,207	5,753,337	5,858,138
Accreditation Fees	1,159,639	1,147,036	1,147,841
Safety Codes Officer Program Fee	706,000	653,854	668,988
Master Electricians Program Certification Fee	625,000	686,720	679,320
Investment Income	519,332	465,364	445,845
Other Revenue	201,426	199,944	216,201
Total Revenue	15,396,002	15,032,153	15,206,248
Expenses			
Salaries and Benefits	8,058,337	8,058,337	8,138,920
Permit Service Fees	4,143,445	4,027,336	4,100,697
General and Administrative	2,397,033	2,500,412	2,550,420
Contract Salaries and Remuneration	818,366	750,000	600,000
Course and Seminar Costs	280,000	281,584	283,229
Travel	405,375	414,909	423,207
Amortization	478,933	514,533	567,800
Investment Fees	65,358	63,223	57,270
Advertising and Publications	63,360	79,139	76,583
Total Expenses	16,710,207	16,689,473	16,798,126
Excess (deficiency) of revenue over expenses	(1,314,206)	(1,657,319)	(1,591,878)



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