



Safety Codes Council Corporate Plan

2026-2030



**Safety
Codes
Council**



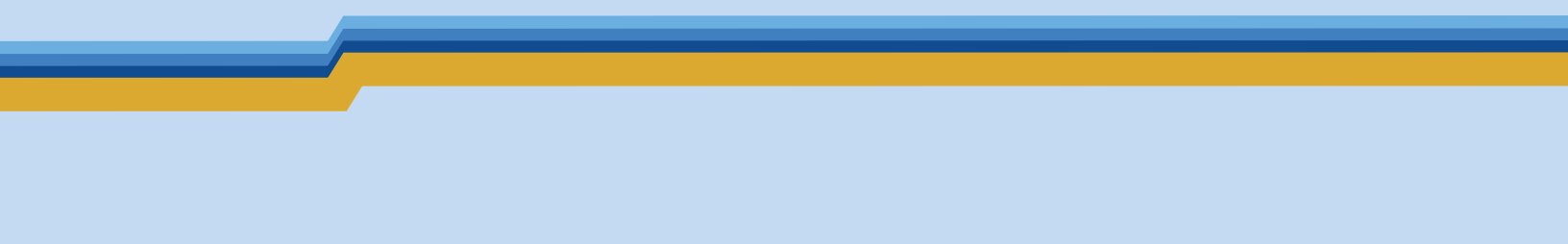
Land Acknowledgement

We respectfully acknowledge that Safety Codes Council offices across Alberta are located on the traditional and treaty territories of First Nations, Inuit, and Métis Peoples. We humbly express our gratitude and extend our utmost respect and appreciation for the many generations of land caretakers. We will continue learning and unlearning Canada's history with Indigenous Peoples with open hearts and minds to continue advancing on the journey towards sincere and meaningful reconciliation.

Indigenous Peoples share a sacred relationship with the land and have stewarded this land since time immemorial. This land acknowledgment is one of many steps in learning about our history and taking action toward reconciliation.

Compliance Acknowledgement

This document has been prepared in accordance with section 5.4.3 of the Mandate and Roles Document and serves to inform Albertans and Alberta's Minister of Municipal Affairs of the major objectives and priorities for the upcoming planning period. It reflects the current direction identified by the Government of Alberta and thorough internal management processes. Pursuant to the *Access to Information Act*, the corporate plan excludes disclosures of information, such as information that may be harmful to the business interests of a third party, to intergovernmental relations, and the interests of the Council.



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Board of Directors Chair Foreword



The Safety Codes Council (the Council) is pleased to present our 2026-2030 Corporate Plan. The Council’s unique role as a regulator, educator, and advisor allows us to advance solutions to the problems that are preoccupying Albertans, such as housing shortages, labour shortages, high costs, barriers to inclusivity, and an increasingly precarious global context.

Our work plays a critical role in not only advancing the safety codes system but in elevating the province as a whole, enabling innovation and giving Alberta a competitive edge. We see untapped competitive advantage for our province, and we are building the path to fully realize this value.

To achieve this, some critical new work will include:

- › Supporting safety codes system innovators in collaborating, experimenting, and launching new solutions to address current and future challenges in the safety codes system through a new Alberta Safety Codes System Innovation Hub;
- › Increasing evidence-based decision-making abilities for owners, investors, policy-makers, those authorized to administer the *Safety Codes Act* and other customers through a new Alberta Safety Codes System Data Centre of Excellence; and
- › Innovating existing services and creating new products and services to capture additional prosperity, competitive advantage, and public safety.

Part of our new strategy involves shifting to a five-year rolling corporate plan that allows us to be responsive to the changing needs of our system and Albertans. This is the first iteration of this new approach.

We invite you to explore our 2026-2030 Corporate Plan and the path for progress toward achieving our winning aspiration as we work together to make Alberta safe and prosperous.

Sincerely,

— **Jill Matthew**, Board Chair

Message from the President and CEO



The Safety Codes Council began with a bold idea: bringing the right expertise together for Albertans to make our safety codes system highly innovative, safe, efficient, and cost effective. To build a system responsive to the speed of investment that solidifies trust and seeds prosperity.

Our strategy is built on the shoulders of this founding vision, inspiring confidence in our safety codes system while elevating our province. Our corporate plan is the path for achieving our winning aspiration: *to be a world-class safety codes leader that ensures public safety, drives prosperity, and enables a competitive advantage for Alberta.*

The 2026-2030 Corporate Plan harnesses our unique role as a regulator, advisor, and educator to take on this challenge, leveraging our systems, connections, and investment capability to solve problems. We will do this by bringing the right expertise, the right technology, and the right leadership together, armed with the data, systems, and processes to ensure not only progress, but the innovative mindset needed to encourage and test new ideas.

Alberta faces big challenges, but Alberta's leaders have always tackled those challenges head on. The Safety Codes Council is a leader in Alberta's structural and technical safety system, and our role not only makes our province safer, but also gives Alberta the competitive edge to build healthy communities and to ensure economic growth and prosperity.

Our commitment is to make our province safer and more prosperous. This plan shows our path to making that vision a reality.

— **Rob Bennett**, President & CEO

About the Safety Codes Council

Buildings are more than just four walls and a roof; they are places in which to learn, grow, and live full lives. These structures, and the equipment supporting them — the electrical systems, elevating devices, gas systems, plumbing systems, pressure equipment, and private sewage disposal systems regulated by the *Safety Codes Act* — give individuals, families, businesses, and communities the chance to set down roots and create opportunities to thrive. They are both the literal and symbolic foundation on which we build our lives.

Our Role

As an independent regulatory agency, the Safety Codes Council (the Council) is mandated to play a key role in ensuring Albertans have the buildings and equipment that meet their needs. Our mandate from the provincial government is to:

- › support the Minister’s public policy objectives related to buildings and equipment,
- › hear appeals under the *Safety Codes Act*, and
- › administer parts of the safety codes system on the Minister’s behalf.

Support the Minister’s Objectives Related to Buildings and Equipment

We help the Government of Alberta deliver on its commitments related to buildings and equipment. Under the *Safety Codes Act*, the Council is required to provide information to the Minister related to the *Safety Codes Act*. We also may promote the uniformity of safety standards, promote the principles of accessibility, liaise with people on the Minister’s behalf, review and formulate standards and codes, provide information and services to the public, and provide advice to the Minister about anything related to the *Safety Codes Act*. Also, under the *New Home Buyer Protection Act*, the Council is required to provide advice to the Minister related to that act, when requested.

Safety codes system: A set of rules, and oversight mechanisms, which regulate the design, construction, installation, use, operation, occupancy, and maintenance of buildings and equipment to maintain and increase the quality of life of Albertans.

Buildings and equipment: The things regulated by the *Safety Codes Act*, namely buildings, electrical systems, elevating devices, gas systems, plumbing systems, pressure equipment, and private sewage disposal systems.



Hear Appeals related to the *Safety Codes Act*

Under the *Safety Codes Act*, the Council is required to hear and decide on appeals related to the administration of that act. These include refusals of permits, variances, certificates of competency, safety codes officer orders, and certification of competency cancellations.

Administer the Safety Codes System

We also support the Government of Alberta to deliver its commitments to Albertans by administering parts of the safety codes system. Under the *Safety Codes Act*, the Council is required to carry out any activities that the Minister directs related to the *Safety Codes Act*. Through Ministerial Orders, the Minister has directed the Council to administer on their behalf the:

- › accreditation of organizations to administer the *Safety Codes Act* locally;
- › administration of the *Safety Codes Act* directly, where there is no accredited organization, except the National Fire Code – Alberta Edition, unless it is regarding fuel storage tanks;
- › certification and designation of safety codes officers and designation of permit issuers;
- › certification of master electricians; and
- › registration of fuel storage tanks and approval of storage tank contractors.

The certification of two occupations makes the Council a regulatory body, subject to the *Labour Mobility Act* and *Fair Registration Practices Act*. Appendix 1 provides more details on the Council's duties and powers.

Our Strategy

Elevate Alberta, the Safety Codes Council strategy, outlines what we want to achieve and our decisions on how we think we can achieve it through our mandate.

Our winning aspiration is “to be a world-class safety codes leader that ensures public safety, drives prosperity, and enables a competitive advantage for Alberta” and serves as a guiding star for our efforts. It inspires and motivates us to make a real difference for the people in Alberta, by staying focused on key outcomes and results. This winning aspiration outlines the four outcomes that need to be realized to achieve our winning aspiration: ensure public safety; enable competitive advantage; drive prosperity; and be a world-class safety codes leader.

While there are many things we could do within our mandate to progress towards our winning aspiration, we believe we will have the greatest impact if we focus on **where we play** in three fields:

- › *Regulator* — Regulators are entities authorized by statute to use legal tools to achieve policy objectives, imposing obligations or burdens through functions such as certification, permitting, accrediting, approvals, inspection, and enforcement (OECD 2014). For the Council, the legal tools also include hearing and issuing decisions on appeals.
- › *Advisor* — Advisors are entities whose professional role is to give advice to decision-makers routinely on actions to take. For the Council, this is advice related to anything regulated under the *Safety Codes Act* and the *New Home Buyer Protection Act*, including codes, standards, and related Government priority initiatives.
- › *Educator* — Educators are entities that impart information, often through a range of methods, which empower learners to acquire knowledge, develop skills, and cultivate attitudes and behaviours that support the realization of our winning aspiration.

However, it is not enough to simply provide products and services in these fields if we want to achieve our winning aspiration. **How we win** and achieve progress towards our winning aspiration in these fields is to provide excellent service to our customers.

Customers: The people, organizations, and communities that can or do receive a product or service that is intended for or required by them from the safety codes system, including those we regulate, owners and investors who receive products and services from those we regulate, beneficiaries of public safety, competitive advantage and prosperity, our Minister, our members, and our employees.

Excellent service: Providing a product or service in a manner that results in customers being delighted, as it makes them feel highly valued, exceeds their expectations, or both.



The only way we can do this is by having the right people, culture, resources, and processes — our **key enablers**.

- › We cultivate a high-performing and skills-based culture, which includes attracting, retaining, and developing talented individuals who have both autonomy and accountability to provide excellent services;
- › We continuously improve processes, supported by technology.
- › We maintain financial stability and good governance, including high integrity, ethical behaviour, and sustainability.

Our strategy’s choices consider our role and where focusing our efforts will have the greatest impact. Executing our mandate and strategy relies on our unique strengths, and our ability to effectively deliver our products and services. We continue to set performance measures and targets to drive our actions and continually assess progress towards achieving our winning aspiration.

The Way We Work

At the Council, our approach to work is rooted in a culture of kindness, integrity, and excellence. We cultivate a high-performing, skills-based environment by attracting, retaining, and developing talented individuals who have both autonomy and accountability. This enables our teams to deliver excellent services that deliver value in a knowledge-based economy. Our people are our first priority, and we foster a workplace where leadership inspires through coaching, challenging but meaningful work, and a commitment to growth.

We are committed to improving how we work, leveraging technology and expertise to streamline processes and enhance operational efficiency. Our systems are designed to support strategic outcomes and evolve alongside them, enabling us to adapt quickly and effectively.

Financial stability and good governance are foundational to our success. We uphold the highest standards of integrity, ethical behaviour, and sustainability. Our governance practices ensure transparency and accountability, while our financial stewardship supports long-term resilience and trust. Together, these enablers — culture, process, and governance — define how we work and position us to achieve our winning aspiration.

Operating Environment

This corporate plan is shaped by three key strategic issues within our operating environment. These issues reflect both the challenges and opportunities facing the Council, as our plan works towards achieving our winning aspiration.

Clarify Public Safety Expectations

Alberta continues to demonstrate a commendable track record in public safety, with consistently low rates of injury and fatalities from structural or mechanical failures — typically fewer than one per 100,000 people over the past five years (Government of Alberta 2025). This reflects the safety codes system’s robust commitment to health risk mitigation.

As societal expectations evolve and operational contexts become more dynamic, there is a strategic opportunity to enhance clarity on what constitutes an acceptable level of public safety. Continuing to establish a greater shared understanding of public safety in relation to safety codes and standards is important because public expectations are changing, notably in the areas of building performance, environmental needs, and accessibility. This will enable more transparent communication, support evidence-informed decision-making, and reduce regulatory ambiguity.

Realize Competitive Advantage

Alberta’s safety codes system is a well-established and adaptable framework for managing risk — one that holds untapped potential as a catalyst for economic growth and innovation. The province is uniquely positioned with a technically skilled workforce, progressive legislation that enables alternative solutions, and a diverse industrial base spanning architecture, engineering, construction, manufacturing, and energy.

These strengths present a compelling opportunity to elevate Alberta’s safety codes system from a compliance mechanism to a strategic enabler. Currently, inconsistent code interpretation, limited innovation support, and data gaps constrain this potential. Collaboration between regulators and industry, while present, remains fragmented — often creating friction where alignment could accelerate progress.

By fostering innovation-focused partnerships, co-developing processes, and enabling predictable pathways for testing and scaling new technologies, Alberta can transform its safety codes system into a platform for productivity and competitiveness. This evolution would position the province as a leader in regulatory excellence and support its broader economic and innovation ambitions on the global stage.



Expand the Safety Codes System Role in Prosperity

Alberta's safety codes system has long served as a cornerstone for Albertans' quality of life. As the province navigates a complex landscape of economic, social, and environmental challenges, there is a growing opportunity to evolve the safety codes system's role in supporting broader dimensions of prosperity.

Key areas where the safety codes system can contribute include:

- › **Housing availability:** With rapid population growth, the demand for new and diverse housing options is rising, including people experiencing houselessness. The safety codes system can help accelerate safe and efficient construction to meet this need.
- › **Labour market gaps:** Addressing shortages in skilled trades is essential to building and maintaining infrastructure. A responsive safety codes system can support workforce development and deployment.
- › **Affordability pressures:** Rising inflation and material costs are impacting the affordability of buildings and equipment. Streamlined and predictable safety standards can help reduce costs and improve access.
- › **Inclusive design and equity:** Persistent barriers to accessibility and inclusion — particularly for Indigenous Peoples, newcomers, and individuals with disabilities (Canadian Mortgage and Housing Corporation 2024) — underscore the need for safety codes and standards to continue to evolve to reflect diverse lived experiences and promote equitable outcomes.
- › **Climate resilience:** Extreme weather events and climate change are reshaping the built environment (Canadian Mortgage and Housing Corporation 2024). Safety codes and standards must adapt to ensure buildings and equipment remain safe, secure, and sustainable in the face of these changes.
- › **Public trust and governance:** Confidence in public institutions varies widely across Alberta (Statistics Canada 2025). A transparent and inclusive safety codes system can reinforce trust and demonstrate the province's commitment to fair and effective governance.

By further positioning Alberta's safety codes system as a proactive contributor to inclusive and sustainable prosperity, the province can unlock meaningful benefits for individuals, organizations, and communities. This strategic evolution supports long-term resilience and aligns with Alberta's broader vision for prosperity for Albertans.

Outcomes and Initiatives

These outcomes and initiatives reflect the current understanding of the operating environment, including legislatively required and allowed activities and government direction and priorities. We expect that what we know to be true today will change.

We are committed to being adaptable, so our strategy and this corporate plan, including the objectives and activities, will be updated, amended, and changed as needed to ensure we are focusing on what will have the greatest positive impact to the prosperity and competitive advantage for the people in Alberta, while ensuring public safety. To reflect this commitment, we have structured our corporate plan as a rolling five-year commitment, allowing us to be both accountable and flexible in advancing our outcomes. The chosen performance metrics represent our commitment to effecting real change and impact for Albertans through outcomes that matter to them, compared to output-based measures. Through these outcomes, we will be able to tell a clear story of how our initiatives have been successful at a system, provincial, and national level.

We know that prosperity, competitive advantage, and public safety are inexorably interconnected and mutually reinforcing. None can occur without the other, and all need to be protected and supported. We believe that we can make advances in each of these areas without negatively affecting the other areas. In the sections below, we have categorized our activities into one of the four outcomes of the winning aspiration — the outcome they contribute to the most.

Outcome 1: Ensuring Public Safety

Alberta’s safety codes system protects the people of Alberta from serious hurt, injury, or loss.

Public safety is when the safety codes system protects people, organizations, and communities from serious danger, injury, damage, or harm to their physical, mental, and financial well-being.

We believe we are not solely accountable for achieving this, and that this can only be achieved through the collective efforts of those in the safety codes system; however, as a regulator, advisor, and educator we believe we have a leadership role in achieving this for the people in Alberta.



Key Objectives

We believe that if the following occurs, we can achieve the outcome.

- 1.1 Albertans competently and consistently implement the *Safety Codes Act* and its codes and standards, as laws set the acceptable minimum levels for public safety.

Key Initiatives

- › Continuing to help accredited organizations, the Alberta Safety Codes Authority, and the Government of Alberta's Municipal Affairs administer the *Safety Codes Act* to ensure public safety by ensuring that their employees are qualified by setting classifications and qualifications, training, certifying, designating, monitoring performance, and taking appropriate enforcement action related to safety codes officers and permit issuers (ongoing).
- › Continuing to help owners install, maintain, and change complex electrical systems safely by ensuring that those who do this work are qualified by setting classifications and qualifications, certifying, monitoring performance, and taking appropriate enforcement action related to master electricians (ongoing).
- › Continuing to help owners install and maintain fuel storage tanks safely by ensuring that those who do this work are qualified by approving petroleum tank contractors (ongoing).
- › Continuing to help owners and investors ensure public safety by consistently delivering excellent *Safety Codes Act* administration directly through the Alberta Safety Codes Authority, where needed (ongoing).
- › Continuing to support owners and investors in complying with their responsibilities under the *Safety Codes Act* and the associated rules by educating them so they become aware of and understand the safety codes system, including codes and standards, by providing information directly and through accredited organizations and safety codes officers (ongoing).

Performance Metrics

1.a **Performance Measure: Percentage of Albertans highly satisfied with the level of protection from hurt, injury, or loss caused by buildings and equipment regulated by the safety codes system.**

	2026	2027	2028	2029	2030
Targets*					

**Targets are under development pending the collection of baseline data in 2026.*

Outcome 2: Enabling Competitive Advantage

Alberta’s economy and firms related to the safety codes system experience high growth and innovate.

Competitive advantage is when the Council creates the conditions that make people, organizations, and communities in Alberta more financially successful than those in other jurisdictions. These conditions include access to infrastructure, skilled labour, markets, related and supporting industries, and supportive regulators.

We believe it takes a collective effort to create and maintain the conditions where Alberta has a strong competitive advantage and that we need to do our part.

Key Objectives

We believe that if the following occurs, we can achieve the outcome.

1.1 International, national, and local businesses choose to invest in Alberta.

Key Initiatives

- **(new)** Supporting safety codes system innovators in collaborating, experimenting, and launching new solutions to address current and future challenges in the safety codes system, through a new Alberta Safety Codes System Innovation Hub.

Performance Metrics

2.a **Performance Measure: Percentage of Alberta’s construction Gross Domestic Product (GDP) resulting from Council-supported innovation activities.**

	2026	2027	2028	2029	2030
Targets*					

**Targets are under development pending the collection of baseline data in 2026.*

Outcome 3: Driving Prosperity

Alberta's buildings and equipment enable a high quality of life.

Prosperity is when the safety codes system helps the people in Alberta thrive, so that they have what they need to live, work, play, and reach their goals. This includes having appropriate housing, being part of communities where people belong as they are accessible, respect our environment, and have fair and effective governance — everything beyond public safety and competitive advantage that contributes to quality of life.

We know that more than the Council and safety codes system contribute to quality of life in Alberta, but we believe that buildings and equipment and their impacts are critical drivers of prosperity and we can make a significant difference.

Key Objectives

We believe that if the following occurs, we can achieve the outcome.

- 1.1 Alberta's supply of buildings and equipment reflects Albertans' quality of life needs, because individuals, organizations, and communities are in the best position to decide what they need beyond the minimums outlined in laws.
- 1.2 Decision-makers adapt and innovate the safety codes system to meet the needs of the people in Alberta using evidence.

Key Initiatives

- › **(new)** Increasing owners, investors, policy-makers, those authorized to administer the *Safety Codes Act* and other customers' ability to make evidence-based decisions through a new Alberta Safety Codes System Data Centre of Excellence that identifies, collects, and maintains critical safety codes system data, analyzes the data, and shares bold insights and advice to help them easily understand current and future challenges and opportunities, smart practices, and potential solutions.
- › Continuing to enable local opportunities to increase local prosperity through buildings and equipment to be capitalized upon by owners and investors by enabling local corporations, Métis Settlements, municipalities, and regional service commissions to administer parts of the *Safety Codes Act*, supported by contracted agencies, by setting accreditation standards, accrediting the organizations, monitoring their performance to ensure consistently excellent administration, and taking appropriate enforcement action (ongoing).
- › Continuing to provide customers with consistently excellent access to justice by delivering an appeals process that makes decisions related to the application of the *Safety Codes Act* and sharing those decisions publicly to promote consistency that contributes to good governance — an important aspect of prosperity (ongoing).

- Continuing to help safety codes system participants inform policy-makers’ understanding of current and future challenges and opportunities in the safety codes system across diverse sectors and unique communities by regularly engaging with them as a liaison to the Minister (ongoing).
- Continuing to help the Minister make decisions about how to improve the safety codes system by offering bold insights, advice, and recommendations using our high-quality data, research, and analysis on any thing to which the *Safety Codes Act* and *New Home Buyer Protection Act* applies, including Alberta codes and standards (ongoing).
- Continuing to create new solutions through collaboration with partners to address future challenges in the safety codes system with a focus on economic, social, and environmental vulnerabilities by developing codes and standards for any thing, process, or activities to which the *Safety Codes Act* applies, which may be adopted by policy-makers (ongoing).

Performance Metrics

3.a **Performance Measure: Percentage of Albertans highly satisfied with how buildings and equipment regulated by the safety codes system support their life as a whole right now.**

	2026	2027	2028	2029	2030
Targets*					

*Targets are under development pending the collection of baseline data in 2026.

Outcome 4: World-Class Safety Codes Leader

The Council is a world-class safety codes leader.

World class means that the Council is an organization that is known around the world for providing excellent services to its customers and achieving its winning aspiration, which inspires others to follow our example.

Excellent service means those we serve have outstanding experiences that lead to delight because they felt highly valued, expectations were exceeded, or both. However, what constitutes excellent service is constantly changing, as our customers’ needs change. Therefore, we can only achieve and sustain excellent services by constantly improving them.

We believe there are two ways to improve and sustain services: incrementally through continuous improvement; and radically through innovation.

Continuous improvement is creating an *incrementally or slightly different* service, product, process, or a combination of them that when implemented captures new, additional public safety, prosperity, competitive advantage, or a combination of them for customers. Ultimately, continuous improvement is about streamlining our own processes and processes within the safety codes system to optimize service delivery internally and externally, while ensuring return on investment in the system.

Whereas, innovation is creating a *new or radically* different service, product, process, or combination of them, under conditions of uncertainty, that when implemented captures new, additional public safety, prosperity, competitive advantage, or a combination of them for customers.

Key Objectives

We believe that if the following occurs, we can achieve the outcome.

1.1 The Council provides excellent services to customers.

Key Initiatives

- **(new)** Innovating to create new or significantly different products and services or their processes to create and capture new, additional prosperity, competitive advantage, and public safety.
- Continuing to improve existing products, services, or their processes to create and capture new, additional prosperity, competitive advantage, and public safety (ongoing).

Performance Metrics

4.a **Performance Measure: Number of new requests for the Council’s support or advice from international or national organizations, due to the Council’s leading services, products, and practices.**

	2026	2027	2028	2029	2030
Targets*					

**Targets are under development pending the collection of baseline data in 2026.*

4.b **Performance Measure: Percentage of Albertans who have confidence in the Council.**

	2026	2027	2028	2029	2030
Targets*					

**Targets are under development pending the collection of baseline data in 2026.*

Financial Overview and Budget

Financial Management

Based on underlying economic and business assumptions, the Council has adequate capital to achieve this plan.

The Council has a robust budgeting framework that includes the use of a modified accrual approach and zero-based budgeting for expenses. This ensures that all expenditure is justified and aligned with the Council's strategy, leading to more efficient and effective resource allocation.

We also have stringent financial management and planning measures to ensure financial stability. Management reviews our financial results regularly and makes operational adjustments and recommendations, as necessary. The Board of Directors oversees management's responsibilities for financial management, reporting, and internal control systems.

We conduct regular stress testing and comprehensive financial sustainability scenario analysis to ensure we can continue to operate during unfavourable economic conditions and are committed to continuously adapting our risk management capabilities and integrating them into our operations.

Significant initiatives that comprise cost uncertainty include an appropriate level of contingency based on our experience and best practices. Our planned program funding and budget also capture the impacts of reprofiles to our programs and initiatives to reflect shifts in timing and delivery of multi-year programs and projects.

Summary of Operating Budget 2026

Investments made through our budget enable us to advance the achievement of our strategy.

Our 2026 operating budget of a deficit amount of \$3.3 million includes the following strategic initiatives to achieve our winning aspiration over next five years, which are funded through historical cumulative reserves:

- \$844,000 for the Innovation Hub
- \$675,000 for the Data Centre of Excellence
- \$953,000 for service excellence and continuous improvement
- \$590,000 for technology and infrastructure advancement



Key Financial Assumptions

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 over the next five years, with a forecasted real GDP growth of 2% on average. 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 remain stable over the next five years.

Expenses

Total expenses are budgeted to align with the projected revenue over the next five years, while also accounting for pressures such as inflation and potential disruptions from global trade tensions. These risks are incorporated into the budget, including allocations for general and administrative expenses and travel costs.

In addition, total expenses also include the costs of strategic initiatives that are funded through the Council's historical cumulative reserves. These initiatives are designed to support long-term priorities and help ensure continued innovation and operational excellence.

Operating Budget

Revenue	2026 Budget	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
Levy Fees	7,832,129	7,955,296	7,766,050	7,641,710	7,694,545
Permit Fees	6,667,779	6,619,104	6,604,423	6,514,967	6,537,267
Accreditation Fees	1,094,000	1,092,500	1,092,500	1,092,500	1,092,500
Safety Codes Officer Program Fee	875,291	840,000	910,000	740,000	740,000
Master Electricians Program Fee	680,000	710,000	710,000	710,000	710,000
Investment Income	400,000	385,000	315,000	150,000	75,000
Other Revenue	265,000	255,000	227,000	227,000	227,000
Total Revenue	17,814,198	17,856,900	17,624,973	17,076,178	17,076,311
Expenses					
Salaries and Benefits	11,679,086	11,388,406	10,793,274	10,559,752	10,351,654
Permit Service Fees	4,814,223	4,765,283	4,618,096	4,555,477	4,571,087
General and Administrative	2,991,960	2,742,181	2,725,872	2,723,218	2,725,841
Contract Salaries and Remuneration	593,000	850,000	1,850,000	950,000	850,000
Travel	377,000	354,500	354,500	354,500	354,500
Amortization and Loss on Disposal of Capital Assets	392,367	391,386	391,000	420,500	420,500
Course and Seminar Costs	219,500	192,500	182,500	182,500	172,500
Investment Management Fees	40,000	-	-	-	-
Advertising and Publications	59,030	59,030	55,730	55,730	55,730
Total Expenses	21,166,165	20,743,286	20,970,972	19,801,678	19,501,811
Excess (Deficiency) of Revenue Over Expenses	(3,351,967)	(2,886,386)	(3,346,000)	(2,725,500)	(2,425,500)

Appendix 1

Direction from the Responsible Minister and Compliance with Legislative Requirements

The Council is a provincial statutory corporation, accountable to the Legislative Assembly of Alberta through the Minister responsible for the Council.

Our Mandate and Roles Document, bylaws, strategy, corporate plan, policies, agreements, and processes are designed and implemented to meet our legislated obligations. Our legislative framework focuses on the following: *Safety Codes Act*; *New Home Buyer Protection Act*; *Labour Mobility Act*; and *Fair Registration Practices Act*.

Safety Codes Act

The *Safety Codes Act* establishes our organization as a statutory corporation, specifies requirements for members, provides for our bylaws, and sets out our powers.

The *Safety Codes Act* states that the Council must:

- › Have and appropriately maintain members that represent the diversity of those in the safety codes system, with the Board of Directors' Chair appointed by the Minister. In Ministerial Order TCS: 004/25, the Minister appointed the current Chair.
- › Hear appeals under Part 5 of the act.
- › Provide information to the Minister that they request.
- › Carry out any activities that the Minister directs. Ministerial Orders outlining activities directed by the Minister are:

Order No.	Description
MO P:002/03	The Council is directed to perform the activities of accrediting local authorities and regional services commissions as the Minister's delegate.
MO P:001/16	The Council is directed to establish the Alberta Safety Codes Authority to oversee the provision of permit-related services where no accredited organization is providing services for all technical disciplines, except fire.
MO TCS:001/20	The Council is directed to expand the Alberta Safety Codes Authority to include permit-related services for storage tank systems under the National Fire Code – Alberta Edition.
MO TCS:005/20	The Council is directed to perform the activities of an Administrator for: <ul style="list-style-type: none"> ➤ Accreditation of corporations and agencies. ➤ Certification and designation of safety codes officers and permit issuers. ➤ Certification of master electricians. ➤ Registration of storage fuel tanks. ➤ Approval of storage tank contractors.

The *Safety Codes Act* also has optional activities that the Council may undertake. The Council:

- May promote the uniformity of safety standards for any thing, process, or activity to which this act applies.
- May promote the principles of barrier-free design and access for any thing, process, or activity to which this act applies.
- May provide a liaison between the Minister and any person or organization interested in safety or barrier-free design and access matters governed by this act.
- May review and formulate classifications of certificates of competency and qualifications required of a person to hold a certificate of competency.
- May, with the consent of the Minister, review and formulate codes and standards for accreditation, safety standards and barrier-free design and access for any thing, process, or activity to which this act applies and promulgate those codes and standards. In Ministerial Order 11/94, the Minister gave their consent to the Council for this activity.
- May provide advice and recommendations to the Minister about safety information, barrier-free design and access information, education programs and services, accreditation and other information and services related to this act, and with the consent of the Minister, publish or provide to the public the information and services referred to.

- › May establish and charge fees for its work.
- › May charge fees, in accordance with a Ministerial Order, for services provided on behalf of the Minister. In Ministerial Order P:003/13, the Minister approved maximum fees for services.
- › May, with the approval of the Minister, collect money by levies. In Ministerial Order P:009/11, the Minister approved the levies the Council may collect.

New Home Buyer Protection Act

The *New Home Buyer Protection Act* has made home warranty coverage mandatory for new homes in Alberta since 2014, including requiring residential builders to be licensed to build new homes and overseeing compliance through compliance officers. With the proclamation of the *Municipal Affairs Statutes Amendment Act, 2025*, the Council is required to provide advice and recommendations to the Minister responsible for the *New Home Buyer Protection Act* if a request is made under section 8.01 of that act.

Labour Mobility Act

The *Labour Mobility Act* allows highly skilled Canadian certified professional workers in regulated occupations to easily and quickly get work in Alberta by removing barriers and creating a consistent approach to recognizing out-of-province credentials, which the Council must adhere to as the regulatory body for the regulated occupations of master electricians and safety codes officers.

Fair Registration Practices Act

The *Fair Registration Practices Act* establishes requirements for regulatory bodies of regulated occupations, like the Council, to ensure their practices align with the principles of transparency, objectivity, impartiality, and procedural fairness.

Other Material Legislation

Other material provincial laws relevant to the Council include (but are not limited to): *Access to Information Act*; *Alberta Bill of Rights*; *Alberta Corporate Tax Act*; *Alberta Human Rights Act*; *Electronic Transactions Act*; *Employment Standards Code*; *Financial Administration Act* (section 57.1 only); *Government Organization Act* (Authorized Accredited Agency Regulation); *Labour Relations Code*; *Municipal Government Act* (section 295 only); *Occupational Health and Safety Act*; *Protection of Privacy Act*; *Provincial Offences Procedures Act*; *Provincial Priorities Act*; *Real Property Governance Act*; *Trustee Act*; and *Worker's Compensation Act*.

Appendix 2

Corporate Governance Structure

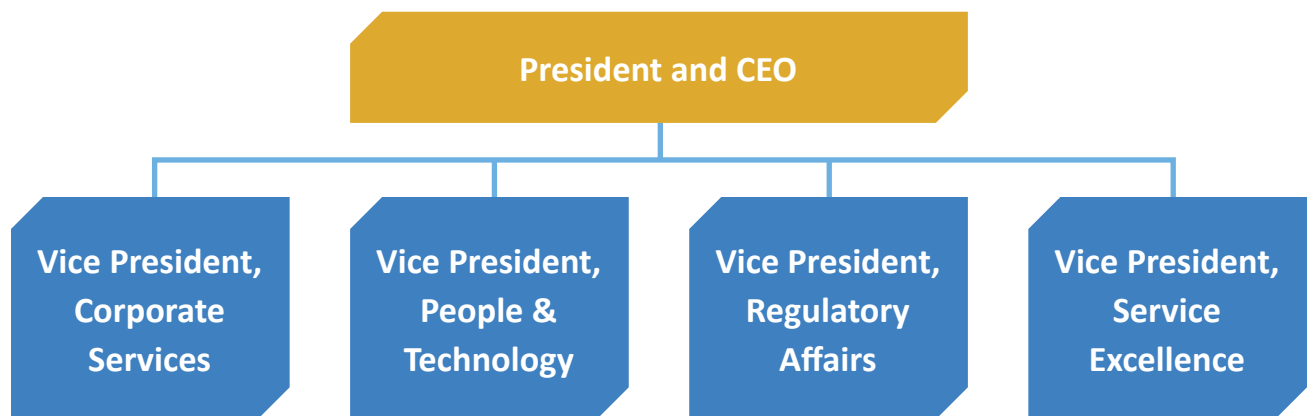
Board of Directors

The Board of Directors is responsible for managing our affairs and the conduct of our business in accordance with applicable legislation and the governing bylaws of the Council. As stewards of the company, the Board of Directors sets strategic direction, ensures the integrity and adequacy of company policies, information systems and management practices, and evaluates and monitors performance and results. The Board of Directors has a duty to protect the long- and short-term interests of the company, safeguard the Council's assets, and be prudent and professional in fulfilling its duties.

The Board consists of the Chair appointed by the Minister, the President and Chief Executive Officer, and other directors appointed by the Board. The Board meets a minimum of four times per year and holds an annual public meeting. The Board undergoes regular assessments to identify opportunities for enhanced Board performance, development, and education. A list of the current Board of Directors is available on our website at: safetycodes.ab.ca/council-information/our-leadership/

Executive Management Structure

Our executive consists of the President and Chief Executive Officer's direct reports and has responsibility for operations management. The following shows Council's executive management structure, as of January 2026:



Appendix 3

Government Priorities

The Council is a provincial Crown corporation, accountable to the Legislative Assembly of Alberta through the Minister of Municipal Affairs, who is responsible for the Council. As such, it directly supports the Government of Alberta's priorities.

The Government of Alberta's 2025-2028 Strategic Plan has a vision that "Alberta is the best place in the world to grow business, build careers and raise families" and establishes two key priorities: Maintaining Alberta's Advantage; and Supporting Albertans (Government of Alberta 2025).

Maintaining Alberta's Advantage

This priority is focused on protecting the province's solid economic foundation while supporting innovation and job creation and attracting investment.

The Council is committed to protecting the province's solid economic foundation, while supporting innovation, job creation, and attracting investment. Activities such as accrediting organizations, continuously improving, and launching a new service to support innovation, directly support maintaining Alberta's advantage.

Supporting Albertans

This priority is focused on modernizing and undertaking transformational changes necessary to ensure effective and accessible service delivery to Albertans, so they can live, work, and play in safe and thriving communities. To support this, the Municipal Affairs Business Plan 2025-2028 outlines an outcome that "Albertans live in viable municipalities and communities with fiscally responsible, collaborative, and accountable local governments" and another that "Albertans are protected with safe buildings, homes, and communities" (Government of Alberta 2025).

The Council is committed to modernizing and undertaking changes to help Albertans live, work, and play in safe and prosperous communities. Activities, such as providing access to appeals, continuously improving and innovating our services and products, and supporting the development of codes and standards, directly support Albertans and this priority.

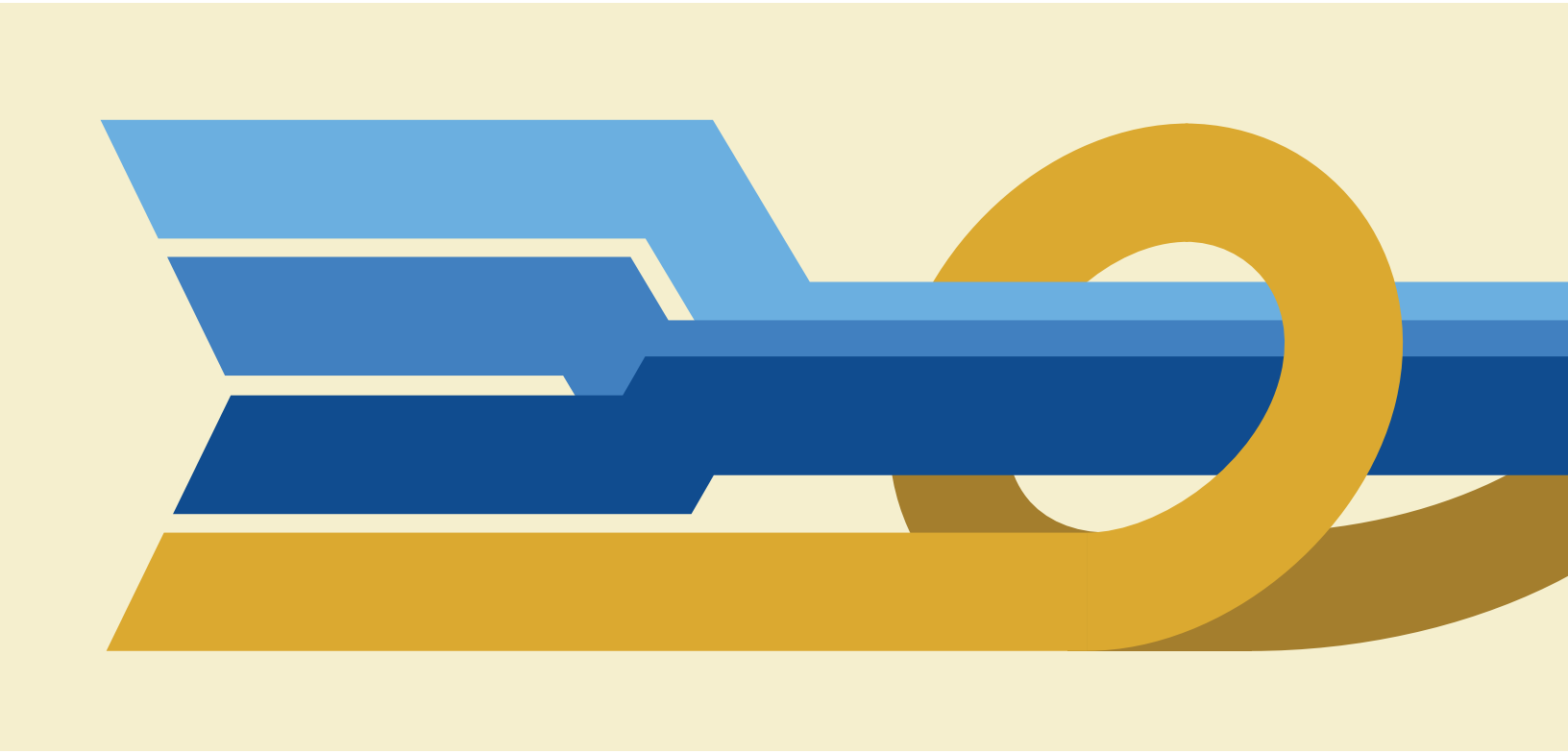
The Council also remains committed to achieving reconciliation with Indigenous Peoples through a renewed relationship based on recognition of rights, respect, co-operation, and partnership as the foundation for transformative change. Indigenous Peoples are already self-determining; it is our role to work collaboratively with Indigenous partners to support them in exercising their self-determination, which leads to better outcomes for their communities.

Appendix 4

Works Cited

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