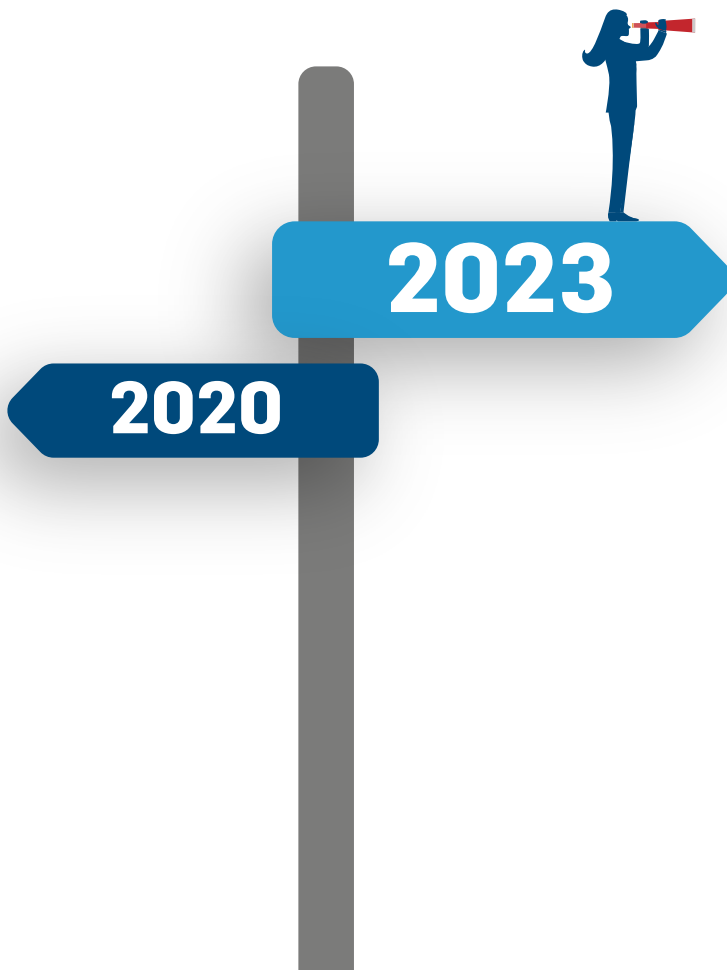


2021 - 2023 BUSINESS PLAN

# From Recovery to Thrive



# Introduction



The world changed dramatically in 2020. The COVID-19 pandemic led to the sharpest global recession in recent history, and created unprecedented challenges for our employees, clients, partners and all British Columbians.

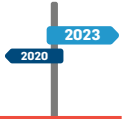
Yet despite these challenges, Technical Safety BC remains in a strong position to respond and adapt to this new environment, and as a purpose-driven organization, we will continue to focus on supporting our employees and clients as the global situation continues to shift.

2020

As we look ahead to the next three years, a lot of uncertainty remains. We know we must be ready to adapt to whatever comes our way – and that’s why we developed a 3-year agile Business Plan to guide and prioritize the work of our organization.

2023

# Our Vision and Values



Our long-term vision is set out in our 10-Year Strategy, which has helped guide our response to the pandemic. Our vision also enables us to identify key opportunities and amplify our ability to seize them. This Business Plan is a roadmap that explains how we will realize that vision over the next three years.

This year's business plan was designed with the organization's core values in mind:

**We Foster Confidence**  
**We See Genius In Diversity**  
**We Make the Complex Simple**  
**We Adapt**

Our 10-Year Strategy also sets out our Values, which we rely on to guide our decisions. This Business Plan incorporates our vision and our values through these four principles:

## **Safety Leadership**

We will keep our core mandate top of mind.

## **Agility**

We will be ready to adapt to changing circumstances and we will have a decision framework to guide us.

## **Living Our Values**

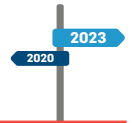
We will use a triple bottom line approach to focus on what we stand for as an organization and prioritize initiatives by considering social, financial, and environmental impacts.

## **People Focus**

We will take into account how our plans affect our stakeholders and our employees.

With these principles as our foundation, we have created a plan that will guide us toward the milestones set out in our 10-Year Strategy, while giving us enough flexibility to adapt to the ever-changing world around us.

# Looking back at 2020



2020 was a year that brought both challenges and opportunities. The COVID-19 pandemic affected our employees, clients, partners, and operations in many ways. So have the economic conditions that accompanied the impacts of the pandemic. And yet, we are proud to say that over the past year Technical Safety BC employees have demonstrated our values, our purpose, and our culture of empathy and teamwork more than ever before.

Together, we adapted to restrictions imposed by public health requirements, which led us to transform how we do business in some fundamental ways. We have accelerated strategies already in place for our social responsibility plans and for our digital transformation, to best adapt to the impacts of COVID-19. These changes bring long-term benefits, both to Technical Safety BC and to our clients. Some of the most significant changes include:

## **Remote working capabilities**

All of our employees are now able to work from home. In March and April we accelerated our technology plans and implemented a system to allow our Client Care team to operate our contact centre remotely.

## **Remote assessments**

Our safety officers are conducting assessments of most types of equipment remotely. Using documents, photos, and live video they are able to check for safety hazards without in-person contact.

## **Online exam capabilities**

Many of our certification exams are now being offered online, allowing our clients to gain their certifications more safely and conveniently.

As we look to the future, we are focused on not just responding and recovering, but also emerging stronger and thriving. That means proactively reviewing every aspect of our organization to identify opportunities to improve, align with our clients and partners, and continue to strengthen our culture.

We will certainly face challenges, but it's important to remember that there is good, innovative work happening across our entire organization, and there are some golden opportunities for us to take on, so that we can improve the safety system for all British Columbians.

# Strategic Priorities for 2021-2023



This Business Plan was developed in Fall 2020. At the time, it was difficult to predict what the public health and economic situations might be like at the beginning of 2021, let alone through to the end of 2023.

To manage the uncertainty, we have used data that is currently available, as well as a set of key recovery indicators, to anticipate that through a significant part of 2021 we will be continuing to respond to the pandemic and its effects on people and the economy. At the same time, we will need to continue working toward the achievement of our 10-Year Strategy. To reflect these twin goals, we have identified three core areas of focus for 2021:



At some point in the second half of 2021 we expect to be able to put more attention on initiatives that connect to our 10-Year Strategy. This will inform our transition from the “Recover” phase of our response to the pandemic to the “Thrive” phase.

Since there is uncertainty around when and how this shift will happen, we have outlined a number of initiatives that we expect to work on, and we have prioritized those initiatives so that it is clear which are most important. As time and resources become available, whether in 2021 or beyond, we will begin working through these priorities.

To help us understand the changes that are happening, we've also established a list of indicators that will be reviewed as part of the Business Plan governance. These indicators highlight signs of recovery and help us assess our progress toward recovery, as well as inform decision-making as it relates to our Business Plan priorities.

This is the work that will move us toward the milestones we set in our 10-Year Strategy. Rather than set this work out on a timeline, we have taken an agile approach and put everything into a prioritized list that we will work on as the province’s health and economic conditions evolve.

Our innovation efforts will focus on the most important areas of our organization, in order to drive sustainability and efficiency.

Another key part of our work will be our commitment to reconciliation with Indigenous Peoples, through shifting our culture to incorporate greater awareness and an ability to bring an Indigenous lens into our work while we strive to build relationships with Indigenous communities and First Nations.

More details on other priorities are in Appendix D.



# Appendix A

# People Thrive



2021

What We Will Do

## People Thrive

Develop a cultural framework for Technical Safety BC that includes how we will work now and in the future, including a 1-3 year roadmap.

## Resource and Capacity Planning and Management

Implement systems to plan how our work will impact people and allow us to manage workloads.

## Procure to Pay System

Implement tools to streamline how we buy goods and services to save time and money.

## Safety Officer training in remote incident investigation

Implement training that empowers new and existing Safety Officers to conduct remote incident investigations.



‘People Thrive’ is the suite of strategic programs that supports employees and by extension our clients so that they can be resilient, engaged, safe, and productive.

We will evolve from using a response-based model necessitated by the onset of the COVID-19 pandemic, to more proactive initiatives focused on creating structures to support our current and future work.

Elements of this proactive plan include:

### **Organizational agility**

Using what we have learned from the first phase of the pandemic, we will continue to build an organizational culture that embraces and thrives through change.

### **Internal structures / business architecture**

Continuing to develop a robust framework of internal supports will allow for improved employee experience and client service, as well as a more accessible safety system.

We will improve our:

- Employee scheduling / capacity management
- Employee training and resiliency supports
- Client appointment management & evaluation
- Examination facilitation

### **Culture Strategy**

Developing an organizational cultural framework with a 1-3 year roadmap that looks at our culture from a variety of perspectives, driven by our organizational values.

### **Future of Work**

The pandemic has changed how we work. Most employees are working from home, more assessments are being done remotely, and many exams are now available online.

We will build on the capabilities we have developed to support our:

- People
- Facilities
- Systems

### **Occupational Health & Safety**

Increasing our focus on finding ways to ensure the health and safety of our employees.

We will continue to improve by:

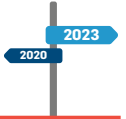
- Improving warehousing / personal protective equipment fulfillment
- Updating our Electrical Safety program
- Changing how we perform elevator Hoistway inspections
- Enhancing our Occupational Health and Safety program to maintain a strong safety culture.





# Appendix B

# Client Thrive



2021

What We Will Do

## Transforming Assessments

Use new remote tools for inspections to enable flexibility for assessments, increase safety oversight through alternatives to onsite physical inspections, and reduce barriers for accessing assessment services. Work with external partners to build a deep learning algorithm for efficient review of pictures and videos.

## Certification Exam Continuity

- Improve client access to certification exams through the efficient and effective delivery of exams through multiple channels.
- Remove non-productive friction for clients to obtain their certification.

## Online Client Booking Tool

Implement a tool that will allow clients to schedule their interactions with Technical Safety BC efficiently through multiple channels.

## Call Analytics with AI-enabled Active Speech Recognition

Increase the quality and efficiency of our Contact Centre Quality Assurance program with the use of artificial intelligence. This will improve quality of service and provide consistently good interactions with clients.



‘Client Thrive’ is the suite of strategic programs that supports our clients, partners and stakeholders so that they can continue to operate effectively and safely in this new environment.

We live in a world where the expectation of a strong digital and humane presence has been amplified by the pandemic—where physical connection is now more of an exception. These four ‘Client Thrive’ priorities emphasize our need to empower our clients and partners digitally, so that can make safety-minded decisions through easy and relevant access to safety information, resources, and products and services.

Priorities include:

### **Transforming Assessment Operations**

Increasing reach and presence, adding inspection types to change “waived” inspections, improving client experience, and making long-term improvements for increased digital presence.

### **Implementing an Online Client Booking Tool**

Facilitating the scheduling of client activities and alleviating pressure on the contact centre. Activities included are: online and in-person exam scheduling, remote and physical assessments, and in-person appointments.

### **Improving our Certification Exam Delivery process**

Optimizing efficiencies and creating a sustained delivery model for online and in-person exams with client value in mind. This proposal will allow for further adoption of best practices and address our most urgent vulnerabilities.

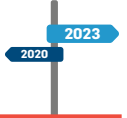
### **Improving our Contact Centre**

Becoming even more responsive to our clients by helping the Contact Centre improve its efficiency and the quality of client insights to support the prioritization of service improvement efforts.



# Appendix C

# Business Transformation



We have launched a multi-year business transformation initiative that will allow Technical Safety BC to move towards a client-centric, service delivery model to empower clients and employees with better processes and tools.

One of the main objectives has been to focus on the simplification and harmonization of our business processes to improve adaptability, organizational efficiency, and information extraction and sharing capabilities, as well as to deliver flexibility in product design. Additional benefits include a simpler implementation process, and an easier time incorporating future updates of our new technology platform.

Within this business planning cycle, the prioritized outcomes are:

## **Extracting timely quality insights from our data**

The new processes and functionality will centralize our master data and help us create stronger connections between clients, their capabilities, and the systems they use. It'll also help us identify safety trends much faster than before, meaning we'll be able to prioritize the development of timely, impactful programs, products and services.

## **Serving clients better**

The Client Relationship Management (CRM) system will centralize all client information and map connections to one another. This means we will be able to see the current and past relationships between asset owners, contractors, certified individuals and their work in the safety system.

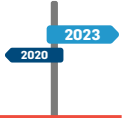
## **Reaching more people in the safety system**

The new system will allow us to capture not only people who interact with us, but others in the safety system who make safety decisions. With a greater pool of data, we will have a better understanding of the client journey, and will be in a better position to spot new opportunities to grow our presence and our connections across the technologies and industries we regulate.



# Appendix D

## Other Priorities



Due to the uncertainty of our current situation, we are implementing a flexible business planning portfolio. This will allow us to focus our efforts and our resources on projects that are most important to our clients and partners. As the organization moves from 'Recovery' to 'Thrive,' the goal with this process is to take advantage of situational opportunities, as well as to develop intelligent contingency plans and adjust resource allocation to meet changing conditions.

In order of priority, our strategic initiatives are:

2021

What We Will Do

- 01**                      **2021 Canadian Electrical Code Review**                      Conduct a thorough analysis of the Canada Standards Association 2021 Canadian Electrical Code and make recommendations to the Province about its adoption in British Columbia.
- 02**                      **Permit Process Improvements**                      Implement better procedures for issuing permits that reduce non-productive friction, and grow and sustain participation in the safety system through increasing awareness of permits supported by simple methods for our clients to connect to us.
- 03**                      **Amusement Rides Safety Oversight**                      Develop and recommend a new regulatory framework for amusement rides that is responsive to emerging technologies, is scalable to risk, and reduces injuries, incidents and hazards.
- 04**                      **Agile Regulation**                      Develop and implement new ways of exercising our regulatory role that are more agile and responsive to client needs.
- 05**                      **Competency Framework**                      Improve safety outcomes of certified individuals by providing learning products, based on skills and knowledge that contribute to safety.



**2021****What We Will Do**

- 06 Licence Holder Value** Reach out to licence holders to understand what value they see in having a licence. That knowledge will allow us to create products that enhance their connection to the safety system.
- 07 Ammonia Risk Prevention** Reduce the risk of ammonia related hazards and incidents by co-creating safety intervention strategies with our clients. Build industry capacity for effective risk mitigation programs and lifecycle management, and create organizational safety culture that is sustainable and measurable.
- 08 Gaining Insights** Implement tools and processes to effectively use our research framework, data governance, master data, and market insights, and leverage the learnings created across the organization.
- 09 Climate Action Plan** Develop and implement a plan for a safety system that is resilient to climate change, and allows us to do our part to mitigate the climate crisis.
- 10 Fee Simplification** Make changes to our fees to better reflect safety value and fairness, and support a sustainable business model for both the organization and the safety system.



# Financial Outlook



The 2021 budget will use an agile approach to break even. It is designed to allow us to respond to changing social and economic conditions, while continuing to invest in the priorities of the 10-Year Strategy.

The expenses budget has a matrix structure and uses a zero-based approach, whereby resource allocation aligns with our business planning priorities: Client Thrive, People Thrive and Business Transformation. Revenues are based on the most recent forecasts of market conditions and the results of planned initiatives.

All statements about the future in this report involve risks and uncertainties. Actual financial or operating results might differ significantly.

(\$000's)	Budget 2021	Forecast 2022	Forecast 2023
<b>Total Services and Related Fees</b>	73,187	75,382	76,890
<b>Other Income</b>			
Rent	273	273	273
Gain or Loss on Investments and Asset Disposal	643	953	1,000
Interest income	1,167	1,167	1,167
<b>Total Revenue</b>	<b>\$75,270</b>	<b>\$77,776</b>	<b>\$79,330</b>
<b>Expenses</b>			
Salaries & Benefits	50,728	51,743	52,804
Amortization	4,968	4,894	4,674
Building Occupancy	3,491	3,561	3,632
Audit, Legal and Insurance	748	763	778
Contract Services	3,898	4,150	4,550
Travel	912	930	949
Office & Business	2,377	2,424	2,473
Telecommunications	565	577	588
Information Systems	3,915	3,993	4,073
Training	761	776	792
Vehicles	988	1,008	1,028
Corporate Governance	712	726	740
Postage & Courier	216	221	225
Education & Public Awareness	386	393	401
Material & Supplies	405	413	417
Bad Debt	200	204	206
<b>Total Expenses</b>	<b>\$75,270</b>	<b>\$76,776</b>	<b>\$78,330</b>
<b>Excess/(Deficiency) of revenue over expenses</b>	<b>\$0</b>	<b>\$1,000</b>	<b>\$1,000</b>

