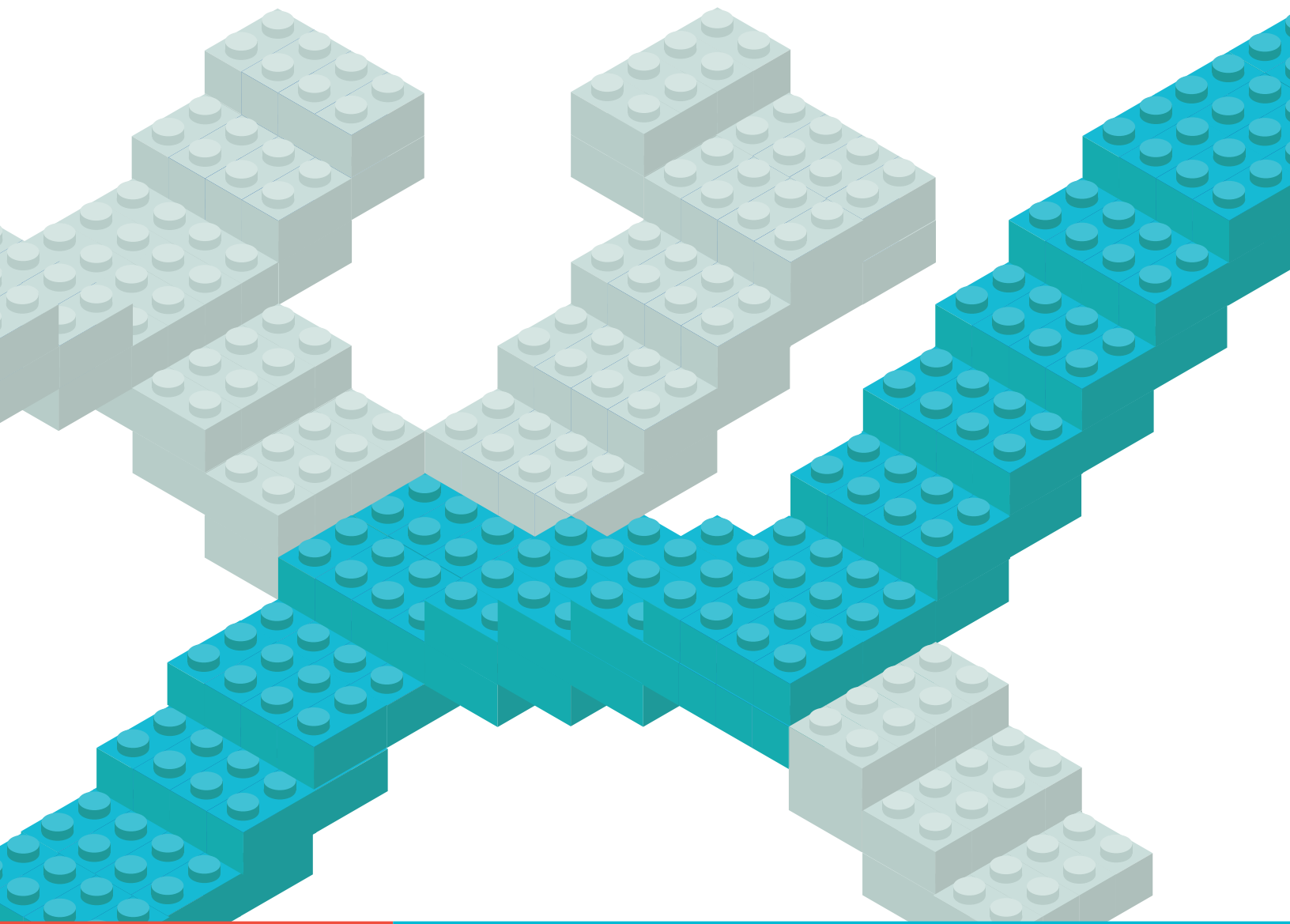


2022 - 2024 BUSINESS PLAN

AGILITY AND RESILIENCE: OUR PATH TO THRIVE



**TECHNICAL
SAFETY BC**



Introduction

The impact of the pandemic has been devastating for many British Columbians and has had a ripple effect on economies around the world. At the same time, the climate crisis has moved from an abstract risk to one which has dramatically manifest itself with devastating local effects. Like many organizations, these crises have pushed Technical Safety BC to assess many questions about the ways we live, interact, and work, and has forced us to integrate important lessons.

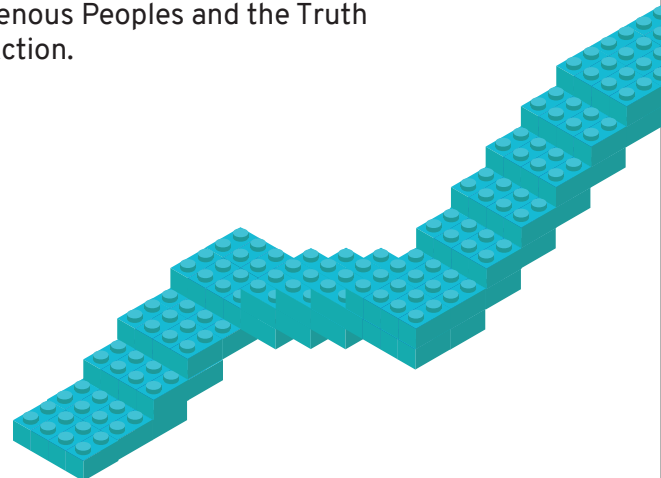
Looking ahead to the next three years, we will continue to prioritise our employees, and work diligently to serve clients, partners and communities across the province. As the phases of the COVID-19 pandemic evolve, and as we adapt to extremes in weather, we will continue to leverage learning and focus on resilience and agility – now and into the future.

Our Vision and Values

The 2022 Business Plan reflects our vision of *Safe technical systems. Everywhere.* We are committed to developing value-driven solutions that result in the long-term sustainability of the safety system, the environment, our clients, partners and stakeholders, and our organization. Now, more than ever, we are motivated to not only improve the safety system across the province, but to drive positive change for our clients and the communities in which they live, work, and play.

To achieve our Business Plan goals and create meaningful impact, we are unifying the organization around core principles:

- 1. Live Our Values:** We Adapt. We Foster Confidence. We See Genius in Diversity. We Make the Complex Simple.
- 2. Reflect our Better Impact Commitments,** which include Climate Change action, expanding Equity, Diversity and Inclusion, and our commitment towards advancing the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission of Canada's Calls to Action.



Defining our Priorities

As we continue to adapt to changing circumstances, we have identified 6 Strategic Priorities that will enable us to progress towards our organizational vision of **Safe technical systems. Everywhere.**

Those 6 Strategic Priorities are:

1. **Risk-based Oversight** – Identify, evaluate, prioritize, and address hazards.
2. **Safety Behaviour** – Focus on the needs, knowledge, and mindset of safety system participants to design programs and products that provide value to clients and promote safety-minded behaviours.
3. **Safety Information Ecosystem** – Partner with other organizations with a shared interest in safety to share data and act on insight.
4. **Client Success** – Facilitate access to, and participation in, the safety system.
5. **Sustainability** – Prioritizing the long-term sustainability of the safety system, the environment, and our organization.
6. **Cultural Leadership** – Engage and empower employees to innovate in a dynamic environment.

These 6 Strategic Priorities help us articulate our organizational objectives and the actions required to achieve our vision. Within each of these priority areas we have existing strengths which support us in the ongoing delivery of our safety mandate through core and mandated programs and services.

To advance these further over the next three years, we have created a portfolio of strategic initiatives and a performance dashboard, including annual targets, to translate our strategic priorities into measurable outcomes. This portfolio is comprised of the most important initiatives and projects that help us best improve our ability to deliver on the 6 Strategic Priorities.

This 2022 Business Plan portfolio will be managed in an agile manner, on top of the delivery of existing programs and services. How we scope, start, adjust and stop each initiative throughout the year will be based on time and resource availability, performance, and the organization's need to adapt to changing context, in order to best deliver on outcomes.

Agile Business Plan Management and Governance

The distinct advantage gained from adopting an agile business planning approach is the ability to direct resources towards higher value activities. This Business Plan advances Technical Safety BC along the path to agile by establishing tools and processes needed to make more frequent, value-driven decisions. Such decisions about how people, budgets, and capital get deployed; and how risks are managed, will be governed through a process that aligns the Board of Directors, Executive and implementation teams together to drive performance and foster confidence.

Planning Context and the Business Plan Portfolio

The Canadian economy continues to recover from the pandemic, with exceptional growth forecast for 2021 and continuing into 2022 at a more moderate rate. The recovery has not been consistent, with disruptions to business activity and consumer confidence caused by intermittent, and now increasingly localized, restrictions on individuals and businesses. Certain sectors are hampered by labour shortages, particularly amongst skilled trades and digital workers. The pandemic continues to impact supply chains around the world and cost inflation is apparent in many goods and services – which is made worse still by the severity of the Fall 2021 flooding damage affecting most major road and rail arteries in the Province. We believe that what made many of the industries we regulate resilient in the economic downturn is also making them best positioned in economic recovery.

To help us understand economic shifts, we have established economic scenarios and a list of indicators that will be reviewed as part of regular Business Plan governance. These indicators highlight signs of recovery and help us assess our progress, as well as inform decision-making as it relates to our Business Plan priorities.

Business Plan Portfolio

To move towards our Strategic Priorities, we have identified initiatives that support the outcomes we want to achieve, in addition to the ongoing delivery of our core and mandated programs and services. This portfolio balances investments into building our organizational impact by enhancing existing capabilities or building new ones, and into delivering on our mandate by ensuring core capabilities and services are being delivered.

The specific strategic initiatives in the Business Plan Portfolio as of Q1 2022 are listed in the table below. Rather than set out the work needed to deliver on our Strategic Priorities on a timeline, we have assessed and prioritized existing initiatives, and are providing a Q1 2022 Portfolio of both approved and backlogged (held in reserve) initiatives.

Over the course of the 2022 year, this portfolio will be actively managed and continuously prioritized by senior leadership who will also approve and introduce new initiatives that arise, moving us further towards our desired outcomes and ultimately create a safer British Columbia.

2022 Business Plan Portfolio

2022 BUSINESS PLAN PORTFOLIO AND CORE MANDATE PROGRAMS AND SERVICES

Support technical safety by assessing high-risk work, systems and equipment within our jurisdiction and by enforcing changes, if we see a problem.

Gather and share important information so we can better assess safety risks.

Educate and share technical systems safety information with our clients and the broader public to better control risks.

Lead Business Transformation to improve how we identify and treat client segments differently leading to better safety outcomes through changed behaviour.

Upgrade **information technology infrastructures** to prioritize internal IT system security management and organizational tools and processes.

Review and implement new **Codes** in Electrical, Gas, Boiler Pressure Vessels and Elevating Devices.

Develop the **Amusement Device** oversight program.

Design and implement a permit reconciliation system for **local government jurisdictions**.

Implement the Boiler Pressure Vessels **plant registration** program to improve safety oversight.

Improve **hazard data** to increase safety insight development.

Transform our Licensing and Assessment products to focus on the highest safety risks, reduce unproductive friction and improve safety.

Simplify and reconcile fees to improve clarity and transparency.

Improve our **Certification exam delivery** process.

Optimize the **client-facing digital tools** as well as client experience tools and processes.

Improve permit process and the management of **non-compliances**.

Reduce safety system risk through the implementation of risk treatment plans and behaviour change programs: **CO exposure + ammonia safety**.

2022 BUSINESS PLAN PORTFOLIO AND CORE MANDATE PROGRAMS AND SERVICES

Implement a **Climate Resiliency program**.

Lead the developmental shift towards being an **agile organization**.

People Thrive: Support our employees to thrive, while building a workplace of the future.

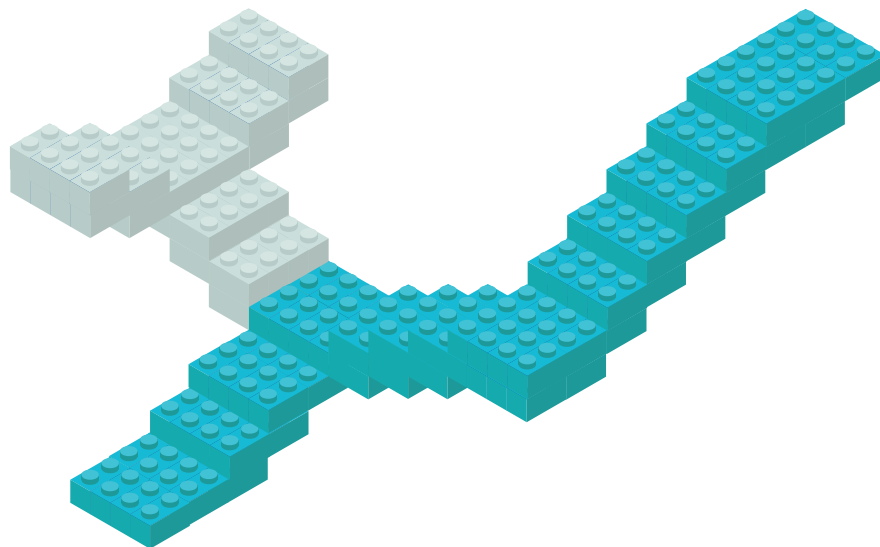
Deliver on our commitments towards the United Nations Declaration on the **Rights of Indigenous Peoples** and the Truth and Reconciliation Commission of Canada's Calls to Action.

Financial Outlook

The 2022 budget aims to maintain financial sustainability while investing in key priorities to support and deliver on the Business Plan and long-term strategy. A \$1 million deficiency of revenues over expenses is budgeted, which is comprised of a break-even budget along with an additional \$1 million of strategic investments.

Revenues are based on the most recent forecasts of market conditions and the results of planned initiatives. The expenses budget was prepared using a structured, zero-based approach, whereby the available resources were allocated in accordance with the 6 Strategic Priorities to enable us to progress towards our organizational vision of *Safe technical systems. Everywhere.*

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



(\$000's)	BUDGET 2022	FORECAST 2023	FORECAST 2024
Total Services and Related Fees	80,056	85,123	88,025
Other Income			
Rent	268	268	268
Gain or Loss on Investments and Asset Disposal	885	942	976
Interest income	1,316	1,386	1,392
Monetary Penalty	300	319	330
Total Revenue	82,825	88,038	90,991
Expenses			
Salaries & Benefits	56,765	57,900	59,058
Ammortization	4,056	4,674	5,000
Building Occupancy	3,490	3,560	3,631
Audit, Legal and Insurance	884	902	920
Contract Services	4,778	4,873	4,971
Travel	1,380	1,407	1,436
Office & Business	2,672	2,725	2,780
Telecommunications	820	837	854
Information Systems	4,891	4,988	5,088
Training	866	883	901
Vehicles	909	927	946
Corporate Governance	924	942	961
Postage & Courier	244	249	254
Education & Public Awareness	552	563	575
Material & Supplies	393	401	409
Bad Debt	200	204	208
Total Expenses	83,825	86,038	87,991
Excess/(Deficiency) of revenue over expenses	(1,000)	3,000	3,000

