

2025-2027

Business Plan



Corporate Overview

Technical Safety BC's 2025-2027 Business Plan (the Plan) is guided by our [Strategy](#), and we remain focused on several priorities from the 2024-2026 Business Plan. We made significant progress in 2024, but there is still work to do. We've adjusted our focus areas to keep the Plan aligned with our Strategy while adapting to the changing environment. The Plan has four focus areas:

1. Build shared accountability for safety
2. Transform the organization
3. Level the playing field by addressing the "Grey Market"
4. Enhance strategic leadership capabilities

Our Vision and Values

The Plan is a roadmap for the short-term execution of our [Strategy](#) — one that allows us to adapt quickly to change, while maintaining focus on our core work and values. This plan outlines a set of organizational priorities to help us increase our value to the safety system over the next three years, enabling us to work towards our aspiration to build confidence in a safety system that improves the wellbeing of British Columbians.

Our Environmental, Social, and Governance (ESG) commitments are critical to achieving our aspiration, and those specific ESG goals and plan are detailed separately, [here](#).

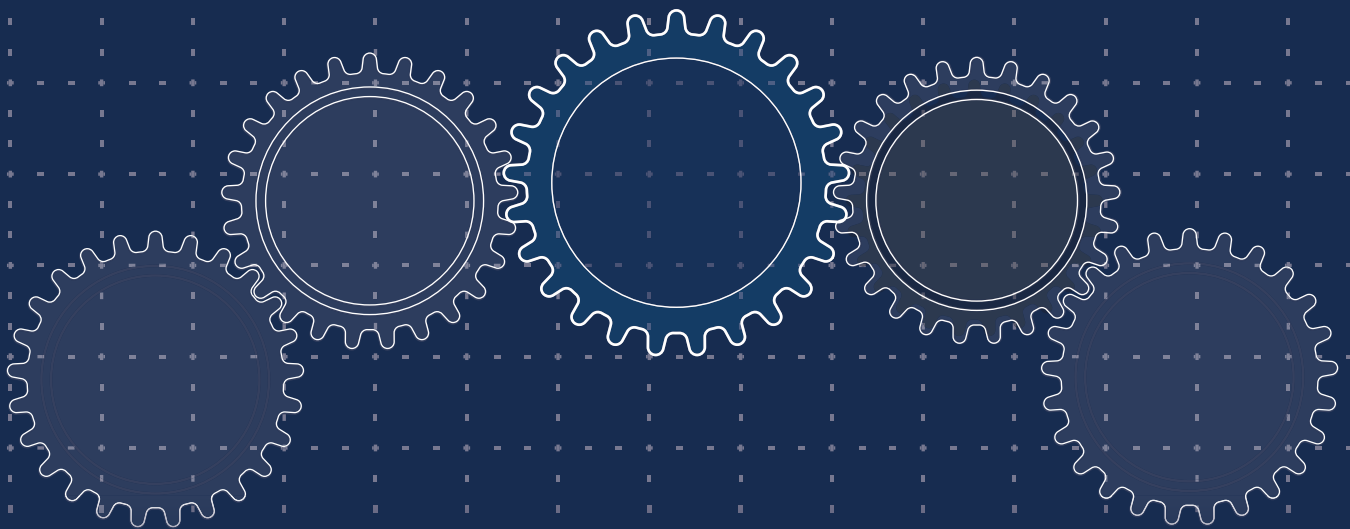
Planning Context and Key Strategic Issues

The following strategic considerations were factored into the development of the Plan:

- 1. Ensuring Safety System Participants Understand their Responsibilities:** Many British Columbians play a role in maintaining the integrity of the safety system, and we need to assure that those who own, operate, oversee, hire, or perform regulated work on regulated equipment understand and meet those responsibilities.
- 2. Improving Client Experience and Safety at Scale:** Our Business Transformation project continues to be our biggest strategic investment as we: redesign and optimize regulatory products and processes for the future; establish new IT systems; and begin to retire legacy systems. We have successfully launched improved client experiences for our Licensing and Certification products and moved all client data into our new Customer Relationship Management system. In 2025, we will shift our focus to improving our Permits and Assessment products.
- 3. Leveling the Playing Field:** There are many individuals in the province who actively choose not to engage in the safety system by performing unpermitted and unlicensed work that creates unnecessary risk for British Columbians. We refer to those individuals as participants in the “Grey Market.” Not only does this illegal work increase risk, but it also causes frustration for those who are compliant and participating in the safety system. We are shifting our focus to actively find, engage, and if necessary, enforce against those not participating.
- 4. Efficient, Effective Use of Resources:** Construction starts remained slower than usual in 2024, putting pressure on our revenues and resourcing. While we are cautiously optimistic about the results of recent interest rate cuts and their impacts in the latter half of 2024, we will continue to operate in an environment of resource constraints, ensuring every dollar we budget is spent wisely and in service to a stronger safety system.

Goals, Objectives, Strategies, and Performance Measures

Shared Accountability Model



Focus Area 1: Shared Accountability Model

We will build shared accountability within the safety system by providing clarity to duty holders about their responsibilities. We will invest in systems and processes that make following the rules easier for duty holders, while strengthening our enforcement capabilities to ensure there are consequences for those who don't.

3 Year Outcomes	1 Year Outcomes
<ol style="list-style-type: none"> 1. We will evolve our regulatory frameworks, policies, and oversight programs to hold licensed, certified, and permitted duty holders accountable for their role in maintaining compliance and mitigating safety risk. 	<ol style="list-style-type: none"> 1. We will evaluate our regulatory frameworks and begin to pilot short-term solutions and design longer-term strategies to support shared accountability in our technical programs.
<ol style="list-style-type: none"> 2. We will shift focus to assessing and managing duty holder performance at the licence, certificate, and owner level, while continuing to assess the safety and compliance of technical equipment and sites. 	<ol style="list-style-type: none"> 2. Improve licensee understanding of their role and accountability within the safety system and we will advance our progressive enforcement practices.
<ol style="list-style-type: none"> 3. We will be transparent and fair in how we leverage risk and technology to support safety equity across all communities and Nations in BC. 	<ol style="list-style-type: none"> 3. Integrate duty holder factors into our Structured Resource Allocation assessment program and advance our ability to measure and monitor safety behaviour at the duty holder and industry segment level.

Business

Transformation



Focus Area 2: Business Transformation

By automating more tasks, we will increase our capacity to deliver safety at scale and improve client and employee experience.

3 Year Outcomes	1 Year Outcomes
<ol style="list-style-type: none"> 1. Simplified, clear, and valuable interactions will enable our clients to meet their obligations and demonstrate improved safety behaviour. 	<ol style="list-style-type: none"> 1. Improve, evolve, and extract value from our Certification and Licensing products through greater efficiency, lower churn, and higher client satisfaction.
<ol style="list-style-type: none"> 2. We will be adaptive to the needs of the safety system through automation, improved data connections and the ability to quickly adjust product offerings, communications, data collections, and end-user experience. 	<ol style="list-style-type: none"> 2. Understand, improve, and (where necessary) redesign business rules and client journeys for permits and assessments, allowing for phased roll-out by technology.
<ol style="list-style-type: none"> 3. We will have transitioned our core safety products away from unsupported legacy systems, reducing enterprise risk. 	<ol style="list-style-type: none"> 3. Build the foundational components to support permits, which will improve safety system oversight, gain operational efficiency, and increase overall data quality.
<ol style="list-style-type: none"> 4. We will have end-to-end product management strategies to maintain and evolve products that deliver on our Strategy. 	<ol style="list-style-type: none"> 4. Create the ability to link the people, the equipment, and the sites where technical systems operate.

Grey Market

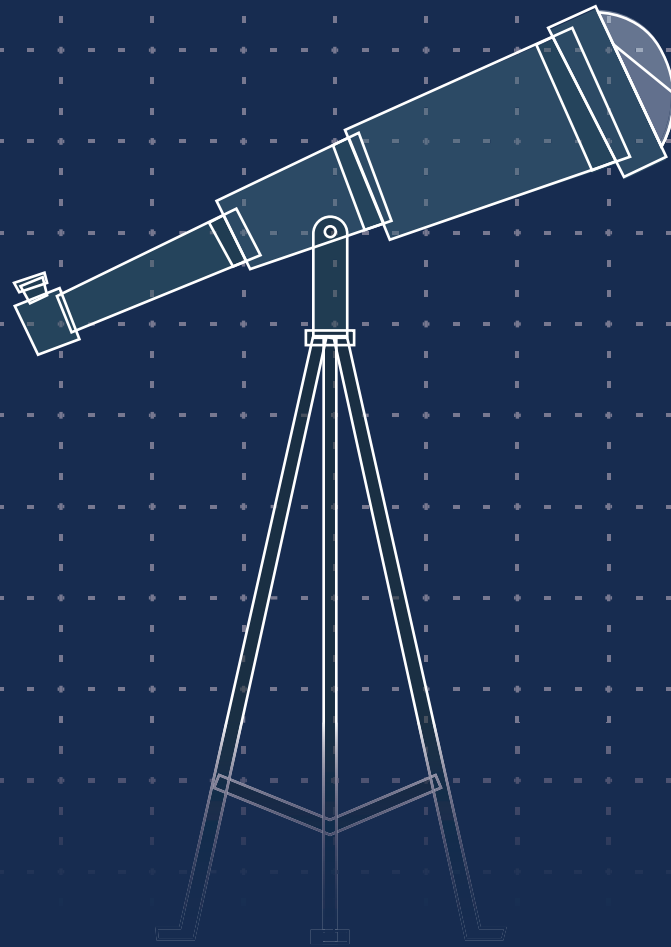


Focus Area 3: Grey Market

We will create a level playing field and reduce illegal activity in BC by identifying and managing those who are performing unlicensed, uncertified, and unpermitted work.

3 Year Outcomes	1 Year Outcomes
<ol style="list-style-type: none"> We will enhance our visibility in the safety system. 	<ol style="list-style-type: none"> Establish a normalized grey market baseline for installations, starting with the electrical technology.
<ol style="list-style-type: none"> A reliable data ecosystem will enable actionable segmentation of the “Grey Market”, allowing for consistent, scalable regulatory practices. 	<ol style="list-style-type: none"> Identify more unpermitted and unlicensed work and build a reliable pipeline of actionable leads to strengthen compliance efforts.
<ol style="list-style-type: none"> A sustainable, rule-based program will promote fairness and increase awareness of the value of compliance. Unqualified organizations and individuals are managed out of the system. 	<ol style="list-style-type: none"> Close the grey market gap by converting unpermitted and undervalued permits, supported by accessible and improved public tools.

Strategic Leadership Capabilities



Focus Area 4: Strategic Leadership Capabilities

By investing in the development of our leaders, we will ensure they are able to continue to innovate, navigate challenges, and seize new opportunities. This benefits our clients and safety partners by fostering a culture of informed decision making and continuous improvement to our services and offerings.

3 Year Outcomes	1 Year Outcomes
<ol style="list-style-type: none"> 1. We will have built a culture of confidence, agility, and innovation supported by our leadership development program in alignment with our Strategy. 	<ol style="list-style-type: none"> 1. Leadership development program has broadened skillsets in leading teams, problem solving, emotional intelligence, and conflict resolution so that Leaders can support their employees and lead their teams to do their best work and manage risk appropriately.
<ol style="list-style-type: none"> 2. Leaders will drive innovation, foster a culture of visionary thinking through long-term solutions, adaptability, and continuous learning while encouraging collaboration and managing risks effectively. By inspiring and mobilizing teams, leaders can create an environment where creativity thrives, and innovative ideas are actively pursued. 	<ol style="list-style-type: none"> 2. Leaders can identify their skill gaps and actively develop personalized growth plans to enhance their leadership effectiveness, drive team performance, and demonstrate an ability and desire to grow their skillset.
<ol style="list-style-type: none"> 3. Leaders at every level will have a clear sense of accountability and ownership of our organization’s goals. Improved business acumen across the organization will better enable prioritization, resource allocation and decision-making. 	<ol style="list-style-type: none"> 3. Strengthen organizational resilience and long-term success by building succession plans for critical and strategic roles, ensuring continuity of leadership, and minimizing disruptions during transitions.
	<ol style="list-style-type: none"> 4. Leaders understand how decision making supports a sustainable safety system, including financial sustainability, and can facilitate wholistic decision making and cross-functional collaboration that takes into context the full scope of organizational implications.

Financial Outlook

Financial Outlook

The 2025 budget is structured to fund the Plan while ensuring ongoing operations also have the required funding. Revenue projections are based on analysis of market conditions and include the impact of planned initiatives. Expense budgets were prepared using a structured, top-down approach, where available resources and funds were allocated using our Strategy and the 2024-2026 Business Plan.

We are budgeting a \$500,000 surplus of revenue over expenses to increase our financial reserves allowing continued investment in our multi-year business transformation project.

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

(\$000's)	BUDGET 2025	FORECAST 2026	FORECAST 2027
Services and Related Fees Revenue	88,330	92,700	97,400
Other and Investment Income	2,170	2,300	2,400
Total Revenue	90,500	95,000	99,800
Expenses			
Salaries and Benefits	65,312	67,500	71,200
Information Systems	4,774	5,000	5,200
Amortization	5,438	6,500	7,500
Building Occupancy	3,770	3,900	4,100
Contract Services	2,726	2,800	3,000
Office and Business	2,052	2,100	2,300
Audit, Legal and Insurance	1,079	1,100	1,200
Travel	1,164	1,200	1,300
Other Operational Expenses	3,685	3,900	4,000
Total Expenses	90,000	94,000	99,800
Excess of Revenue Over Expenses	500	1,000	(0)

