

BCCSA STRATEGIC PLAN 2024-2026

Context for new Plan

Strategic planning is a critical part of good governance and the main instrument that, done well, enables an organization to stay focused and nimble to the ever changing and challenging business environment. High functioning organizations work to achieve and sustain 'strategic alignment' throughout their organizations. This alignment seeks to ensure that scarce resources are focused on those activities and outcomes that enable the organization to fulfill its mission, live out its core values, advance towards its vision of the future and satisfy the expectations of its end-users (members/clients), stakeholders and strategic partners. For this to work, the highest-level commitments (mission and vision) must be clear, purposeful, and meaningful; they must enable everyone to see and believe that the organization is focused and committed to their success; they must instill trust and confidence in all stakeholders; and, they must enable every contributor to connect their daily activities to the organization's highest aspirations. Ideally, every person in the organization from members and the board of directors to front line staff and volunteers should have a clear answer to the question "how does my day-to-day work help us achieve our biggest, long-term goals and take us closer to our vision of the future?"

The accountability for establishing a sound and sustainable direction, objectives, priorities and resourcing, falls jointly to the organization's board and operational leader, the Executive Director. Done well, a sound strategic plan provides a clear guide and framework for managers to build the more detailed business and operational plans necessary to deliver the high-level promises. Planning exercises and their resultant plans should also create opportunities to strengthen relationships amongst the organization's members, board and staff, align everyone's expectations and generate excitement about and commitment to the organization's envisioned future.

Good planning has seen the broad adoption of the "balanced scorecard" framework and methodology. This framework ensures that investigation, planning, decision-making and oversight are inclusive of all the critical dimensions of an organization: Members/Clients Stakeholders, People, Internal Systems and Finances. It also seeks to clarify the roles and accountabilities of management and governance in the planning, implementation, and stewardship of the organization.

Background for this Plan

The plan summarizes the discussions and directional decisions made by the BCCSA Board of Directors during their planning session on March 1 & 2, 2023. The new plan builds on the 2020-2023 plan and incorporates input received from more than 130 Stakeholders including Members, Affiliates, Partners, Staff and Directors. This multi-year plan will provide direction to the Executive Director who will build annual operational plans and budgets and account to the Board for the progress implementing these Board approved priorities.



▶ **OUR MISSION** *(main reason for being)*

Engaging BC Construction employers and employees in making construction safer.

▶ **OUR VISION** *(aspirational destination)*

A Safer BC Construction Industry.

▶ **OUR SLOGAN**

Making Safety Simpler

WHAT WE VALUE MOST

Some of the things we hold dear and will keep at the forefront as we live out our mission in pursuit of our vision.

- Holding ourselves to high professional standards.
- Focus on partnerships with members
- Developing trusting, hi-value partnerships throughout the construction industry.
- Being proactive, innovative & nimble to change.
- Being accountable & transparent.
- Being inclusive & accessible.
- Earning & being trusted.
- Fostering a strong, collaborative community of health & safety-focused organizations.

OUR STRENGTHS

Some of our key strengths that position us to succeed on behalf of our Members & Partners.

- Good reputation within the industry and throughout the province of BC (& beyond).
- Mutually supportive partner relationships.
- Highly valued and accessible programming.
- Good platform to build valuable tools.
- Quick response to identifying industry issues.
- Healthy financial position upon which to grow.
- Passionate and capable staff and volunteers.
- Engaged and committed Board leaders.
- Recognizable and trusted brand.

OUR STRATEGIC PRIORITIES

Our priorities are presented using a balanced scorecard framework incorporating our commitment to our members, partner, people, internal systems, and finances. In this new plan we are focusing on doing fourteen (14) things, exceptionally well.

MEMBER PRIORITIES

- ▶ **Deepen our understanding of members' evolving needs and expectations of BCCSA.**
- ▶ **Engage and activate all our members with a focus on smaller employers.**
- ▶ **Be the trusted 'best of class' source of safety resources, programs, services and events.**

Key Member/Affiliate Outcomes

- Members survey(s) insights (segmented) that clarify needs and expectations.
- Program innovation and investment that aligns with our Members' needs.
- Easily accessible resources (e.g. app to access all services and tools).
- Increased member engagement and satisfaction.
- Increased involvement of smaller employers.
- Renewed, stronger RSA network.

PARTNER PRIORITIES

- ▶ **Strengthen our partner relationships to better align and advance shared goals.**
- ▶ **Promote BC Construction Associations as integral partners in furthering safety in the construction industry.**
- ▶ **Foster national peer partnerships with a primary focus on advancing value for BC construction industry**

Stakeholder Outcomes

- Renewed relationships and commitment from WorkSafeBC
- Better understand our Partner and stakeholder relationships and expectations.
- Strengthening the value exchange with our Partners.
- Strong and unified health and safety message across all HSAs.

CRITICAL SUCCESS FACTORS

In order for this new Plan to come to life, the Board will need to account for the following:

- Board and staff fully aligned and engaged in the success of the new plan; holding each other accountable.
- Being realistic and reasonable with expectations for implementation; capacity will need to guide pace.
- Evolving governance system to empower Staff and elevate Board to oversight role.
- Reliable tracking and reporting of progress towards agreed outcomes of the new plan; nimble to adapt.
- Celebrate successes along the way to greater change and growth.



PEOPLE PRIORITIES

- ▶ **Ensure we have the people capacity to deliver exceptional value.**
- ▶ **Ensure we have appropriate and sustainable governance.**
- ▶ **Foster a culture of excellence throughout BCCSA.**

People Outcomes

- Sufficient, engaged, competent & confident staff team.
- Updated governance model and policies in place.

FINANCIAL PRIORITIES

- ▶ **Ensure long-term financial strength and sustainability.**
- ▶ **Continue to provide accurate, timely financial information to members.**

Financial Outcomes

- 3-year financial plan and budget.
- Reserve fund strategy and policy.
- Reliable transparent reporting.

INTERNAL PRIORITIES

- ▶ **Ensure strong intellectual properties and brand development practices that protect and promote BCCSA.**
- ▶ **Develop and implement a comprehensive marketing and communications strategy.**
- ▶ **Leverage our customer relationship management system.**

Internal Outcomes

- Clear and robust Research, Development & Opportunity (RDO) process.
- Marketing strategy in place and being implemented.
- IT Infrastructure is up-to-date and fully leveraged.
- Reliable enterprise management process in place.

BOARD APPROVAL

This Strategic Plan was Approved by the Board of Directors on June _____ 2023.
The Board will review this plan each year and fine-tune it as is required.
The Board will undertake a 'fresh-look' strategic planning exercise in the fall of 2026.

_____ Signature - Board Chair 2023

_____ Signature - Executive Director