



BC **MUNICIPAL**
SAFETY Association

STRATEGIC PLAN

2022-2024



2022-24

The BCMSA

The BCMSA began in the early 90's as a small group of municipal safety officers who wanted to share experiences and safety programs. The organization was registered under the Societies Act of BC in October 1994 and for the first sixteen years operated solely with volunteer help holding several training programs and conferences.

In January 2009, the British Columbia Municipal Safety Association (BCMSA) became a funded Health and Safety Association, helping employers improve the health and safety of workers in the local government sector, and to ultimately reduce costs through fewer injuries and lower assessment rates. In May 2009, the BCMSA was approved as the Certifying Partner under the WorkSafeBC Partners Program, and now offers the Certificate of Recognition (COR) program for local government employers and naturally aligned organizations.



Fast forwarding to 2021, the BCMSA has transitioned into the largest training organization in British Columbia. By focusing on innovation and emergent issues we have supported our industry with free or reduced cost resources and training specialized for the municipal landscape.

The purpose of this plan

This is the BCMSA's third strategic planning initiative and as the organization has grown and matured its plan has evolved to be more strategic and less focused on work planning.

The strategic plan guides Board decision making and the work of the staff. Staff has the responsibility, within their sphere, to develop work plans aligned with the Board's strategic goals and responsibilities and within the resources available to them.

Strategic planning is a long-term ongoing process. The Strategic Plan should be reviewed annually by the Board to ensure the objectives are driving the work of the organization towards its goals and aspirations.

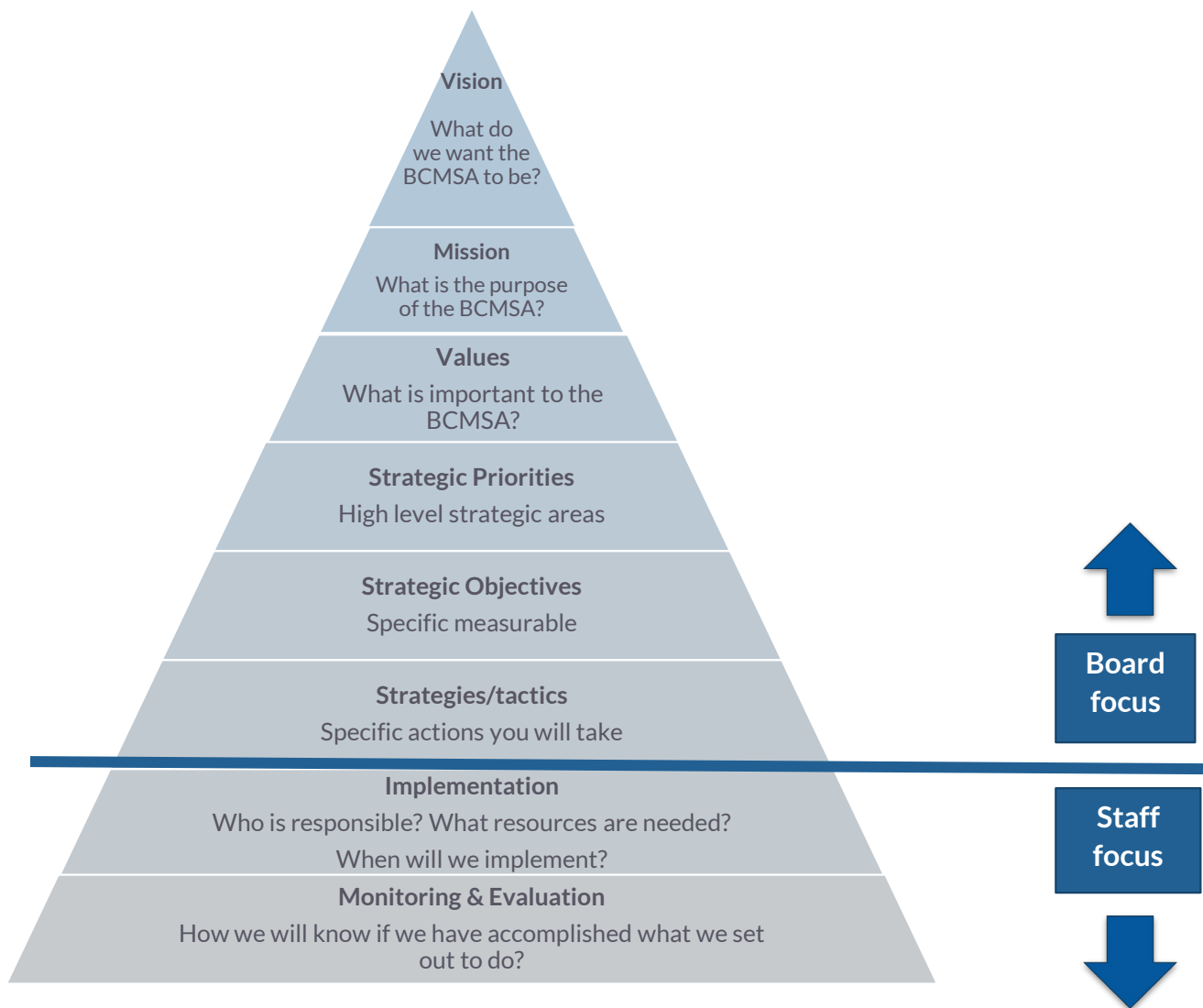
Background

In early 2021 the Board and staff met virtually on three occasions to develop the new strategic plan. This plan focusses on a relatively short time frame, 2021-2024, recognizing the uncertainties and challenges brought about by COVID-19.



Components of the strategic plan

Strategic plans typically consist of several key components. As the figure below illustrates, a strategic plan starts with a vision, mission, and values and cascades down with increasing detail to strategic priorities, strategic objectives, strategies/tactics, implementation, and monitoring, and evaluating progress. It is convention that the board of directors focuses on setting the policy agenda through articulating the upper half of the pyramid (vision, mission, values, strategic priorities, strategic objectives) and the staff take responsibility for the strategies/tactics, implementation, evaluation and reporting out shown in the lower half of the pyramid.



Vision

A vision describes the organization's aspirations for the future. It creates a picture of a future state and answers the question, "Where does the organization want to be in 10-20 years?"

Safer and healthier workplaces for everyone.



Mission

A mission statement describes the fundamental purpose of the organization. It answers the question, "Why does the organization exist?"

Empowering people to create healthier and safer workplaces through the sharing of knowledge and resources.

Values

Values describe enduring, collective beliefs that guide the work of the Board and that staff put into action.

Dependability: ensuring we are a reliable, accurate, and credible source of information and training.

Integrity: carrying out our work with integrity and instilling trust in what we do.

Transparency: operating with openness and accountability.

Responsiveness: addressing the needs of our members in a timely fashion.

Innovation: seeking and embracing new practices and technologies.

Collaboration: working with other organizations to further the vision and mission of the BCMSA.



Strategic Focus areas, Goals, Objectives & Actions

STRATEGIC PRIORITIES			
Program delivery & resource sharing	Partnerships and strategic relationships	Outreach and support	Organizational sustainability
STRATEGIC OBJECTIVES			
Diversify programs & resource delivery methods to improve access and accommodate different audience needs.	Collaborate with industry stakeholders to promote a positive safety culture and share industry led solutions.	Find ways to increase outreach and engagement. Ensure equitable access to health and safety resources province wide in cost effective ways.	Ensure organizational fiscal stability by exploring opportunities for diversification of revenue streams.
Provide programs & resources that are learner centric, and outcome focused.	Expand existing and develop new relationships with organizations that have similar purposes.	Improve relationships with, and support services for, organizations showing lagging safety indicators to improve industry wide metrics.	Attract and retain top talent by leveraging our organizational culture.
Provide training excellence using best practices in adult education and technology.	Foster new and current strategic relationships supporting membership needs.		Further develop internal succession plans, including strategies to foster the internal development of staff.
Implement a robust quality assurance (QA) program to ensure programing results in intended outcomes.	Leverage partnerships for shared benefits.	Identify solutions to overcome barriers that limit organizations from achieving an effective safety management systems.	Further develop and grow board governance through education and collaboration ensuring board governance policies are effective and aligned with the vision of BCMSA.
			Drive organizational excellence through strategic board oversight, strong stewardship, and risk management practices.

STRATEGIES/TACTICS			
Program delivery & resource sharing	Partnerships and strategic relationships	Outreach and support	Organizational sustainability
Analyze and implement different training and resource sharing approaches, methods, and technology to meet the needs of diverse users.	Establish industry relationships/partnerships to share research, resources, and services.	Continue to analyze the effectiveness of the communication and outreach strategy.	Explore and develop new sources of revenue.
Continue to develop and use QA program to evaluate effectiveness and measure results including evaluations, feedback, and observations.	Explore opportunities for cost sharing with industry partners.	Analyze safety indicators of organizations in our classification unit and reach out to organizations showing lagging safety indicators.	Evaluate and update the current business continuity plan based on current conditions and future considerations.
Review of training, COR programs, and BCMSA developed resources.	Collaborate with partners to deliver networking events, forums, meetings, conferences, research, and leading practices.	Develop and implement services to meet the needs of organizations showing lagging safety indicators.	Strengthen professional development, performance reviews, coaching, and career path plans for staff.
	Use relationships to identify emerging trends and solutions relevant to our industry (e.g., mental health)		Develop and implement a Board development plan.
			Develop and implement a BCMSA organizational risk management plan



Performance Tracking

Measuring performance is a vital part of monitoring the growth and progress of the BCMSA. It entails measuring the actual performance of a business against intended goals. The strategic plan will be reviewed bi-annually by the BCMSA board of directors to ensure the association is measuring their performance and successfully at reaching targets, improving productivity and mission effectiveness.

