

# BCMSA Strategic Plan 2018-2020



November 10<sup>th</sup>, 2017

## 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 BCMSA hired an executive director, who developed several projects to help 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.

## THE PURPOSE OF THIS PLAN

This is the British Columbia Municipal Safety Association's (BCMSA) second concerted effort to develop and build a strategic plan for the organization for 2018-2020.

Strategic planning is an essential step for the BCMSA to set priorities, allocate scarce resources, manage risks, and measure success. It allows decision-makers to make both short and long-term choices which build a solid foundation for long term success. The strategic plan provides direction so that the organization can focus on the most important initiatives and manage its resources to their greatest potential.

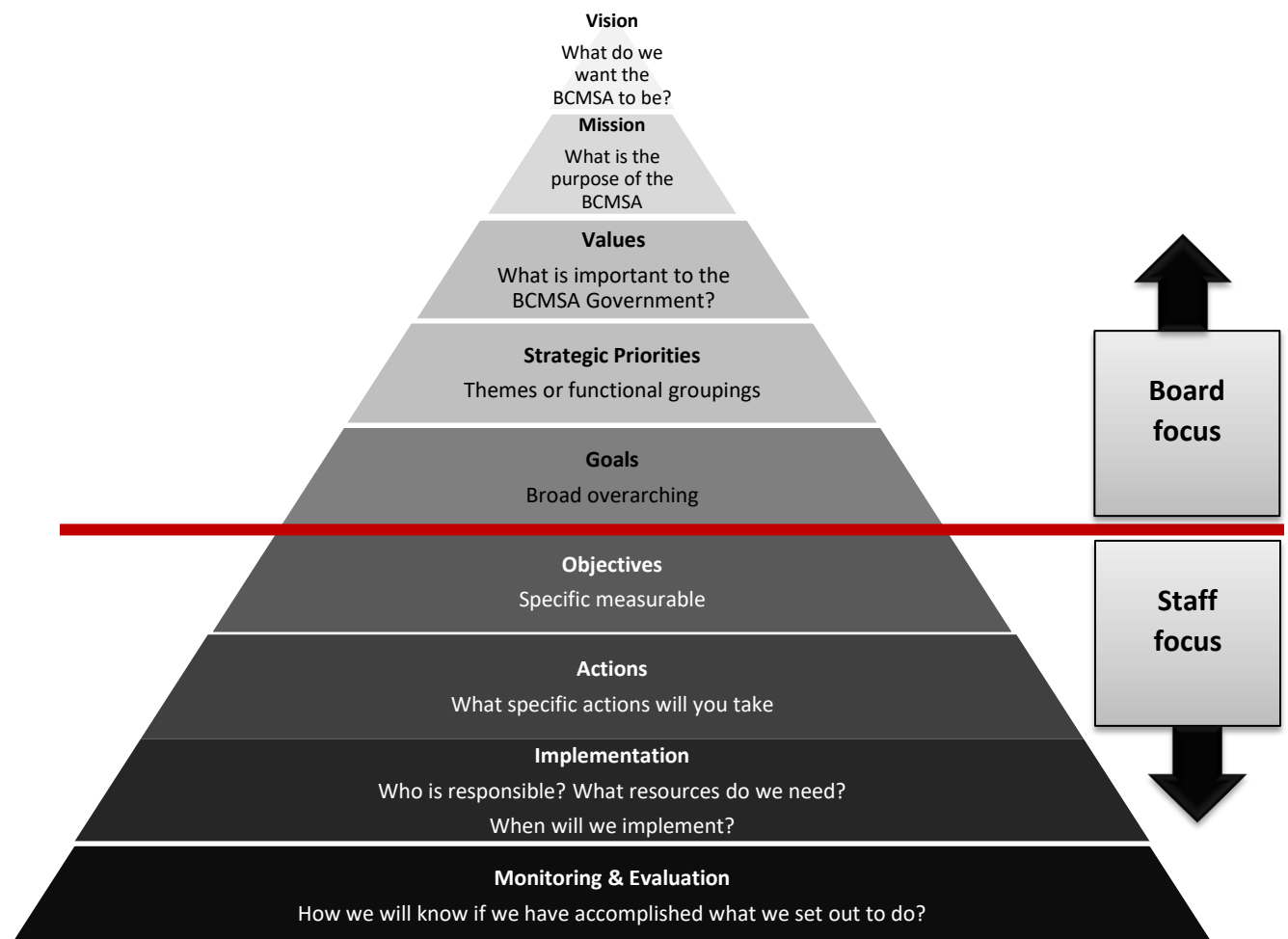
The strategic plan guides the work of the staff. It identifies which items must come first, as it is not possible to work on and deliver everything at once. Staff then has the responsibility, within their sphere, to develop concrete work plans aligned with the Board's strategic goals and legislative responsibilities and within the resources available to them.

Strategic planning is a long-term ongoing process; it is not merely a day long workshop. It will take time and effort for the Board and staff to continue to develop the organization's strategic plan to make it a useful living and working document and essential road map for the organization.

***“Plan the work.....work the plan.”***

## 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, values and cascades down with increasing detail to strategic priorities, goals, objectives, actions, implementation and monitoring and evaluating progress. It is convention that the board of directors focus on setting the policy agenda through articulating the upper half of the pyramid (vision, mission, values, strategic priorities, goals) and the staff take responsibility for the objectives, actions, implementation, evaluation and reporting out shown in the lower half of the pyramid.



## BCMSA VISION STATEMENT

A vision statement 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?”

**The Board’s final decision:**

*“The vision of the British Columbia Municipal Safety Association is to be the health and safety resource of choice.”*

## BCMSA MISSION STATEMENT

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

**The Board’s final decision:**

*The purpose of the BC Municipal Safety Association is to improve worker health and safety and enhance safety culture through the sharing of knowledge and resources*

## BCMSA PRINCIPLES AND VALUES

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

**The Board’s final decision:**

*Credible – remaining an accurate and knowledgeable information source*

*Responsive – addressing the issues affecting our members in a timely fashion*

*Customer focused – providing quality and cost-effective training programs and services to meet members’ needs*

*Innovative – raising the standard for health and safety solutions by embracing new ideas and technologies*

*Integrity – carrying out our work with integrity and instilling trust in health and safety practices*

*Influential – having a positive impact on health and safety culture*

## STRATEGIC FOCUS AREAS, OBJECTIVES & ACTIONS

The BCMSA Board identified five key strategic focus areas for the organization: Knowledge, Communication, Financial Sustainability, COR Program and the Governance. Further detailed information on Objectives, Actions and Time Frame for the five strategic focus areas are listed below.

The five Strategic Focus Areas are:

### **Knowledge**

- Current Training Review
- Future Conferences
- New Initiatives
- Technology

### **Communication**

- Outreach on social media platforms
- Enhancing BCMSA's profile
- Website
- Advice Services

### **Financial Sustainability**

- Training Fees
- Internal Financial Position
- Financial Policy
- Investments
- Internal Review of Resources

### **COR Program**

- Administration
- Program and Policy
- Review internal BCMSA processes

### **Board Governance**

- Effectively engaging efficiencies within board and the BCMSA on building partnerships

## KNOWLEDGE

Objectives	Actions	Time Frame
Current Training Review	Requirement annually to develop a statistical report/identify metrics derived from: Running reports using data information within our systems to analyze, trends, feedback and evaluations	2018-2020
Future Conferences	Research, costs, different partners, re-evaluate 1-day conferences versus annual conference (budget analysis, contract) – research, partnership agreements, cost analysis and securing contracts annually	2018-2020
New Initiatives	Develop partnerships with non-profit associations and naturally aligned organizations	2018-2020
Technology	Continual research; such as enhancing webinars, online training, disability management app etc...	2018-2020

## COMMUNICATION

Objectives	Actions	Time Frame
Outreach on social media platforms	Use social media (Linkedin, Facebook and Twitter) to provide information alerts, notice of regulatory changes & newsletter	2018-2020
	Creating a matrix to measure effectiveness of social media	2018
Enhancing BCMSA's profile	Continue to adapt and utilize current and different social media platforms	2018-2020
Re-branding and re-launching the BCMSA website	Research and contracting a web designer to develop BCMSA website	2018-2019
	Utilizing internal resources to provide the Board of Directors on the direction of the BCMSA brand	2018

	Evaluate the liability and effectiveness of updating BCMSA resources with new brand	2019-2020
Outreaching Services	Continue to offer advice services to local government, HSA associations and naturally aligned organizations	2018-2020
Internal Health and Safety Position	Researching the potential of an internal BCMSA Health and Safety advisor	2020

## FINANCIAL SUSTAINABILITY

Objectives	Actions	Time Frame
Training Fees	Develop an annually statistical report/identify metrics derived from: reports using data information within our systems to analyze costs and evaluations	2018-2020
	Evaluate non-members attending training and overall profit annually	2018-2020
	Cost analysis review for increasing revenue from other potential streams of training i.e... equipment safety training	2019-2020
Internal Financial Position	Researching and the developing a business case for the potential of an internal BCMSA financial position (accounts payable and receivable, payroll, investments, etc.)	2018-2019
Financial Policy	Developing and implementing a financial policy	2018
Investments	Connecting with a financial advisor to provide a understanding of investments and investment options	2018
Exploring Funding Model Options	Review of the 1 cent levy by developing a business case to support potential funding options to the Board of Directors	2019-2020
Internal Review Of Resources	An expression of interest to review, improve and update existing programs and procedures Programs and resources	2018
	Measure the effectiveness and inventory of resources by developing and implement a tracking analytical database annually	2018-2020

## COR PROGRAM

Objectives	Actions	Time Frame
Administration	Ensure efficient and effective program administration through complying with WorkSafeBC's certifying partners audit	2019-2020
Program and Policy	Adapting and implementing to WorkSafeBC's new policy and practice changes which includes training, auditors, tool and resources	2018-2019
Review internal BCMSA processes	Identify and reduce risks to BCMSA (overall review of the BCMSA COR program)	2019

## BOARD GOVERNANCE

Objectives	Actions	Time Frame
Effectively engaging efficiencies within board and the BCMSA on building partnerships	Board members to review terms of references, policies, functions and roles and responsibilities annually	2018-2020
Board of Director Policies	Review and approve Board of Director policies project	2018