

Strategic Plan

2021-2023



Vision Statement

A Safe BC Construction Industry.



Mission Statement

To engage BC Construction employers and employees; and assist them in making construction safe.



Value Proposition

BCCSA helps employers save money, make money and protect their money by decreasing financial and human losses associated with workplace injury.



Guiding Principle

Making Safety Simpler

Making Safety Simpler



Executive Summary

Overview

We are pleased to present BCCSA's three-year strategic plan for 2021-2023, which reflects the priorities identified by the Board of Directors as essential to maintaining and strengthening the Alliance's position as the recognized leader in construction industry health and safety in British Columbia. Our ongoing efforts reflect the Board's desire to continue to ensure that Alliance services, programs, tools, and communications are both easy to understand and accessible to all our members, reflecting our commitment to **Making Safety Simpler**.

At this time the Alliance is also undertaking a necessary evolution in strategy reflecting its ongoing success in developing and launching innovative products, services and programs for our members. Having devoted our energies and resources to developing these valuable assets, we are now striving to Fortify and Nurture them, ensuring that:

- our programs are sufficiently staffed and funded so that our members can enjoy their full benefits;
- our intellectual property is protected;
- the content and delivery of these programs, products and services continue to evolve to represent best in class, as we strive to exceed the expectations of our members; and
- that the integrity of any product or program developed by the Alliance is maintained wherever used or adopted in jurisdictions outside the province, and that any financial gains accruing from such adoption continue to benefit our members.

A case-in-point is the recent development of our Silica Control Tool™ as a resource for the construction industry in BC. The Tool meets a critical need for our members by allowing them to conduct risk assessments and implement effective controls and safe work practices where respirable crystalline silica may be an occupational hazard in a manner recognized under the province's occupational health regulations. The Alliance recently hired a dedicated program manager specifically to oversee the ongoing development of the Tool and to ensure that our members can fully access, use and benefit from it. The Alliance also applied for and received trademark protection for this product as we continue to research and assess the viability of offering the Silica Control Tool™ nationally and internationally.

In the same way, we will continue to focus on brand development and support for all Alliance programs, including: COR®; NCSO® / NHSA™; Traffic Control Program; CCPO; Safety Training (in-class and online); Regional Safety Advisors; FFRP; and THARRP.

As always, the Alliance will continue to:

- Make connections with members, safety partners, and the industry at large.
- Devise new course offerings, tools and programs based on industry needs.
- Enhance our social media presence utilizing platforms such as Facebook, LinkedIn, and Twitter to provide an additional and accessible means for employers and others to stay up to date and offer feedback on our services.
- Devise action plans for our safety partners designed to promote health and safety in the regions, clarify roles, and ensure consistency in terms of safety-related activities and messaging.
- Promote safety by hosting, sponsoring, attending, or contributing to events, regional contractor seminars, industry meetings, and similar events.
- Strive to provide our members with the very best in health and safety training, education, and resources to become a standard setter in the province.
- Invest in the resources required to grow our programs.
- Make safety resources more accessible to small employers so that they can reap their benefits.
- Step up oversight, monitoring, and quality assurance for all aspects of our member services, including the provision of instructors and auditors.
- Constantly assess our ability to reach our members, including activation of a province-wide market penetration survey.

Operational Plan 2021-2023

Program Objectives

Goals

Activities

Conduct a market penetration survey.

Collect evaluation forms from all events:

- Regional outreach
- Conference
- Special event workshops/seminars

WorkSafeBC will design and distribute the survey to industry and tabulate results.

Evaluate and act on feedback data.

Brand development and support for all BCCSA Programs including:

- COR®
- NCSO® / NHSA™
- Traffic Control Program
- CCPO
- Silica Control Tool™
- Safety Training (in-class and online)
- Regional Safety Advisors
- FFRP
- THARRP
- Others as required

Employ a mix of traditional and new advertising methods:

- Radio
- Print
- Digital
- Social media
- Strategic sponsorships
- Articles (original content)

Develop small employer marketing & communication plan.

Develop and implement plan.

Goals

Activities

Continue to develop relationships with partner organizations:

- BC Roadbuilders & Heavy Construction Association
- BC Construction Association
- Canadian Home Builders' Association of BC
- Concrete BC
- Independent Contractors and Businesses Association of BC
- BC Stone Sand & Gravel Association
- BC Association of Restoration Contractors
- WorkSafeBC

Develop relationships through numerous activations, for example: BCCA Construction Month, VRCA Awards of Excellence, BCRBHCA fall AGM, etc.

Provide industry regional outreach events.

Hold a minimum of four events annually, such as:

- COR® breakfasts
- Seminars/workshops

Deliver industry health & safety conference.

Increase/maintain number of participants.

Operational Plan 2021-2023

HSA | Health & Safety Association

Goals

Activities



Provide and promote Injury Management Services.

Increase number of students who complete the Principles of Injury Management course.

Deliver consultations (e.g., Regional Safety Advisors).



Maintain BCCSA standard for safety training.

Continue to develop ongoing quality assurance program to maintain standard.



Increase and/or maintain number of students trained.

Increase and/or maintain enrollment.



Develop new course offerings based on industry need.

Develop courses as required.



Conduct safety training review and updates of current course offerings.

Revise safety training as required.

Goals

Activities



Continue to deliver the NCSO®/NHSA™ programs.

Increase and/or maintain number of designations.



Partner with WorkSafeBC on implementation of its construction high risk strategy.

Develop strategy to sensitize construction industry to high risk as identified by WorkSafeBC.



Provide information on emerging issues. (e.g., assessing mental health, opioid crises, pandemics, etc.).

Develop tools and resources.



Continue to partner with WorkSafeBC.

Participate in WorkSafeBC initiated activities (e.g., regional officer meetings, conferences, seminars) that raise awareness of BCCSA throughout the province.

Review current BCCSA & WorkSafeBC data to identify and assist underserved CUs.



Provide tools for measuring attitudes and perceptions about safety.

Assess number of companies utilizing tools (e.g., Safety Climate tool).

Operational Plan 2021-2023

HSA | Health & Safety Association

Goals



Customize customer relationship management system to enhance health and safety activities.



Engage with construction employers with a focus on small employers.

Activities

Improve productivity on health and safety activities (e.g., better end user experience, less duplication of student and staff input, etc.).

Lead and provide assistance to various technical advisory committees.

Provide consultation, training, advice through Regional Safety Advisors.



Operational Plan 2021-2023

COR[®] | Certificate of Recognition

Goals

Activities



Ensure pool of External Auditors meets auditing capacity of participating companies.

Train and qualify External Auditors.



Enhance quality of desktop audit reviews.

Complete quality assurance activities on reviewers.



Increase COR[®] certifications.

- Increase in COR[®] enrollment.
- Increase in new COR[®] certifications.



Support participating companies and auditors in the COR[®] Program.

Develop additional resources.



Administer the COR[®] Program.

- Process applications.
- Perform desktop review on audit reports.
- Review student audit assignments.
- Process reciprocity requests.
- Process notices of audits.

Goals

Activities



Enhance quality of auditing by External Auditors.

Complete quality assurance activities on External Auditors.



Participate in WorkSafeBC's Employer Audit Quality Assurance (EAQA) process.

Administration of WorkSafeBC Initiated Verification Audits (WIVAs).



Customize customer relationship management system to enhance COR® Program activities.

Improve productivity on COR® Program activities (e.g., better end user experience, improve reporting and tracking of COR® data, etc.).



Increase accessibility of COR® Program for Small Employers.

- Increase COR® Program participation from Small Employers.
- Increase satisfaction in program participation for existing Small COR® certified employers



Operational Plan 2021-2023

TCP | Traffic Control Program

Goals

Activities



Develop Instructor pool.

Provide ongoing training

- Standardized course(s)
- Information Sessions
- Professional development seminars
- New instructor training program



Review and revise course material(s).

Refresh materials.



Develop program resources.

Identify resources to sustain/enhance program.



Administer Traffic Control Program.

Process all training and requalification records.



Enhance mentorship of instructors through quality assurance program.

Process all training and requalification records.



Operational Plan 2021-2023

THARRP | Technical High Angle Rope Rescue Program

Goals



Continue to administer THARR Program effectively.



Continue to conduct quality assurance.



Manage and maintain THARRP online platform.

Activities

Process all funding requests, including:

- Instructor training
- Crane site surveys
- Rescues
- Fire Department annual stipend payments
- Training agency funding requests

- Review operational guidelines annually.
- Hold annual THARRP Committee meetings.

- Maintain and update THARRP online platform.
- Ensure platform continues to align with operational guidelines.



Operational Plan 2021-2023

FFRP | Fire & Flood Restoration Program

Goals

Activities



Continue to provide health & safety training.

Continue to source & facilitate relevant safety training.



Provide information on emerging issues and high-risk injury areas.

Develop tools and resources.



Continue to provide support and administration services.

Lead and participate on the technical advisory and owners' committees.



Operational Plan 2021-2023

ST | Silica Control Tool™

Goals

Activities



Coordinate Consultation Services for RCS Testing.

Engage industry via contracted occupational hygienists to identify silica sampling opportunities..



Research and assess the viability of offering the Silica Control Tool nationally and internationally.

Engage industry stakeholders in Canada and United States to promote adoption of the ST



Develop and implement ST promotion plan.

- Develop and implement digital and physical ST marketing materials and social media strategy.
- Continue to engage with regulators to promote ST.



Improve and update the functionality of the ST data model and user interface.

- Continue to improve ST functionality and data output based on user and regulator feedback.
- Continue to update ST exposure estimate calculation model.
- Update sample database based on latest.



Operational Plan 2021-2023

CCPO | Certified Concrete Pump Operator Program

Goals

Activities



Manage practical and written exam process.

- Facilitate annual reviews of CCPO written and practical examinations in accordance with ANSI 17024 requirements.
- Implement updates to written and practical examinations as needed.



Operationalize and manage program policies and procedures.

- Facilitate annual meetings with subject matter experts and industry stakeholders for program review.
- Establish and maintain a CCPO council for dispute resolution.



Achieve ANSI and ISO 17024 Certification.

- Achieve and maintain ANSI accreditation.
- Review 3rd party examination delivery partner contracts and delivery instruments.
- Implement changes as required.



Host Annual Subject Matter Expert Committee Meeting

- Review written and practical exams.
- Review the CCPO program and delivery tools.
- Provide input on the program policies and provide guidance based on industry expertise.



Promote and advocate benefits of CCPO program within and outside British Columbia.

- Adoption of CCPO program outside of British Columbia.
- Recognition of CCPO program by broader national and international industry as the "standard" in concrete pump certification.

Operational Plan 2021-2023

Research, Development & Opportunity (RDO) Fund

Preamble

The BCCSA established a Research, Development and Opportunity Fund (RDO). This special operating fund allows the organization to be responsive to emerging construction industry issues not allocated in their annual budget. Money allocated to the fund comes from surplus revenue from BCCSA safety training and products sales. The fund maximum is set at \$1,350,000. At the end of each fiscal year any monies collected over and above the \$1,350,000 account cap is applied as revenue to the following year's WorkSafeBC funding.

There is no application funding limit however the balance of the account is dependant on current approved projects and the surplus of revenue at year end.

This fund is managed by the Executive Director and the Board of Directors. It supports new partnerships, research projects and activities relevant to the construction industry with a focus on occupational health and safety.

Procedure

All requests for project funding will be required to complete the Research, Development and Opportunity Application. Once the application is complete it will be submitted to the Executive Director who will make the decision whether to submit the application for further approval. Once a project is approved by the Executive Director it will go to the Board of Directors. If the Executive Committee approves the application for approval to the Board of Directors, the submission will be added to the agenda for the next Board meeting for a final decision.

Request → **ED Review** → **EC Review** → **Board Approval** → **Approved Project**

If the submission is not approved at any phase of the review process, the applicant will be advised within 10 business days of the decision.

If the submission is approved by the Board of Directors, the applicant will be advised within 10 business days of the board meeting and the BCCSA will set up an initial planning session.

The Board of Directors have the right to apply special conditions on project approvals on a case by case situation such as funding release approvals, additional party involvement, etc. It will be the decision of the applicant to accept these conditions or remove their application.

Deadline for RDO Application Submission is July 3 of each year. Applications received after this date will be considered for funding in the following year.

Eligibility

With the exception of special approval, all applicants must reside in the Province of BC. Only construction related projects will be considered.

Applications must be submitted to:

Mike McKenna
Executive Director
BC Construction Safety Alliance
400, 625 Agnes Street
New Westminster, BC V3M 5Y4

Or via email to: mmckenna@bccsa.ca



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400, 625 Agnes Street, New Westminster, BC, V3M 5Y4 | **Office:** 604.636.3675 | **TF:** 1.877.860.3675 | www.bccsa.ca