

Strategic Plan 2024

Leading the Transformation of Saskatchewan to *Become a Centre of Safety Excellence*

Updated 2024



This multi-year plan is established in support of the guiding **Vision: To Achieve a Safe Saskatchewan to Live, Work and Play**. The plan was first established for 2018 and has been updated for 2024 along with future years.

 Saskatchewan Safety Council

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Executive Summary

The Saskatchewan Safety Council has been a consistent presence of safety leadership within Saskatchewan since 1955.

Strategic Plan updates were approved by the Board of Directors in 2014 and 2018. The 2024 renewal takes into account the significant changes to the organization, the economy, and the world, since the COVID-19 pandemic reshaped our provincial business landscape.

The Board of Directors requested the Strategic Plan be reviewed by the Chief Executive Officer with updates proposed back to the Board of Directors as part of the 2024 Operational Plan and Budget.

This multi-year plan is established in continued support of the guiding Vision:

To Achieve a Safe Saskatchewan to Live, Work and Play.

To realize this vision, the Saskatchewan Safety Council will continue its efforts to lead the transformation of Saskatchewan to become a Centre of Safety Excellence utilizing three foundational pillars: Knowledge Base, Partnerships and Property.

The ambitious goals laid out in 2018 required significant investments into the development of physical and intellectual properties designed to remove barriers from people accessing prevention messaging. Moving forward through 2024 and beyond, the same pillars will continue to receive organizational focus, with some adjustments to match the changing provincial landscape.



Our Organization

The Saskatchewan Safety Council is a non-profit, registered charity. As such it operates under the provisions of the Saskatchewan Non-profit Corporations Act, 2022 which outlines the basic obligations and rights of the organization and members.

The Saskatchewan Safety Council Bylaws have been passed by the Members in accordance with legislation and govern all activities of the organization.

Membership

Membership in the Saskatchewan Safety Council is a commitment to make a difference across Saskatchewan through injury prevention education. Members are the primary stakeholders and drivers of the organization that is responsible for the organization Bylaws and electing the Board of Directors.

Board of Directors

The Board of Directors is responsible for the governance of the organization; specifically, to assess the overall direction and strategy of the organization and how it relates to the vision, mission, and values of the organization. The Board is accountable to the Membership and is responsible for representing their collective best interests. The Board is designed to be a democratic system of governance. The individual Board Member is elected by the Membership to exercise their power with competence and diligence in the interests of the organization within the pursuit of the stated mission and vision.

The authority of the Board of Directors is granted by the Membership within the Saskatchewan Safety Council Bylaws Section 2.

Chief Executive Officer

The Chief Executive Officer (CEO) is responsible for leading the Saskatchewan Safety Council towards its vision, mission and goals as approved by the Board of Directors. The CEO is responsible for the strategic direction and overall operation towards the achievement of the vision. The Chief Executive Officer is the sole employee of the Board and is directly accountable to the Board for all operational outcomes.

Staff Team

The Staff Team is responsible for achieving the strategic direction and operational outcomes of the organization. Staff include any individual that represents the Saskatchewan Safety Council as a paid worker, contracted worker or unpaid volunteer worker. The Staff Team is accountable to the Chief Executive Officer.

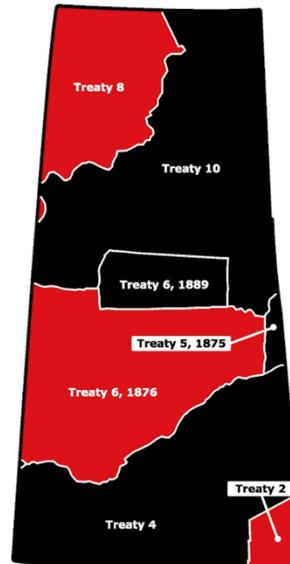
Our Province

Saskatchewan is a dynamic and diverse province with many populations and groups within the map boundaries.

Saskatchewan Safety Council

The Saskatchewan Safety Council respectfully acknowledges that the land on which we deliver services is within the traditional territories of the First Nations and Metis people covered by Treaties 2,4,5,6,8 and 10 consisting of many diverse nations represented in each.

*Map details from www.native-land.ca



The provincial government has a 10-year plan to grow the province to 1.4 million people and by 100,000 jobs by 2030. This is to be accomplished by attracting new immigration and new job creation, industry development and general expansion creating new employment opportunities.

With high costs of inflation, global competition and an economy that is struggling to gain momentum, growth for communities and business has significant pressure.

The economy and population are experiencing change at a significant rate and our organization needs to be adaptable and nimble to perform our role. The Saskatchewan Safety Council approach to removing barriers of cost and availability to safety training and prevention messaging can be a great value for the greater provincial efforts.

Underlying Causal Factors

The statistics help to clarify the scope of the injuries that are taking place but are limited in that they only report the direct causes of injury with only minimal data on indirect or root causal factors.

The reports indicate that 76% of injury-based fatalities were unintentional in nature and 24% were intentional in nature.

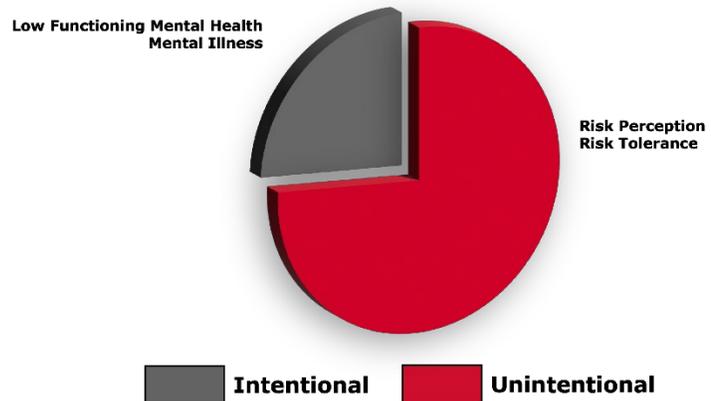
Without further information available the 76% classified as unintentional could be loosely grouped into two high level causal factors:

- 1) Risk Perception:** Where information about the causal factors was unknown or not understood adequately
- 2) Risk Tolerance:** Where information about the causal factors was known but the risk potential was underestimated.

The remaining 24% of injury causing fatalities grouped as intentional could be loosely grouped into two high level causal factors:

- 1) Low Functioning Mental Health:** Mental health, similar to physical health and financial health, is a scale that every person is on that can range from very low to very high. Low functioning mental health may impact risk taking tendencies.

- 2) Mental Illness:** treatable disorders that affect the way a person thinks about themselves, relates to others, and interacts with the world. Canadian Mental Health Association



To Achieve Our Vision

In order to achieve our vision which is "To Achieve a Safe Saskatchewan to Live, Work and Play", the **Saskatchewan Safety Council will work together with likeminded people and organizations towards leading the transformation of Saskatchewan to become a centre of safety excellence** utilizing three foundational pillars: Knowledge Base, Partnerships and Property.

Knowledge Base



The Saskatchewan Safety Council houses one of the largest knowledge bases of safety information available, however, the knowledge has been limited by the capacity to deliver it to a large, geographically diverse population in a cost-effective manner.

This pillar was significantly enhanced with continual investments since 2018 that built capacity to transform existing knowledge into new formats. These new formats focus on the elimination of barriers that prevented people within Saskatchewan from accessing the information. These investments will continue to be enhanced to ensure that prevention information is easily accessible to any person that is in need of it.

Partnerships



Working together with partners has been a traditional strength of the Saskatchewan Safety Council. Existing and new partnerships will make a foundation for further advancements in delivering existing and new safety messaging across the province. Partnership enhancement will be prioritized with organizations that are positioned to offer advice and guidance on relevant and trending issues through firsthand experiences.

Key partnerships will include but not be limited to, school divisions, rural, urban and indigenous communities, public safety organizations such as Police and Fire Departments, and multicultural organizations.

Property



The creation and development of property, both physical and virtual, will enable the long-term sustainability of injury prevention work in Saskatchewan. This development will also ensure the perpetual growth in injury prevention efforts throughout the province and beyond.

An important distinction is the shift from delivering single use programs into developing lasting property. Programs take continual input of resources to have impact within the community. Property, be that physical or virtual, requires resources to develop at the start, but significantly smaller continual investments to maintain over many years.

Numerous properties have been developed to enhance our ability to contribute to the community. These include online safety courses that have been made free for all people, businesses, and communities to make use of, including Agriculture Safety, Fall Protection, Ground Disturbance, Hearing Protection, Mental Health Resiliency, New Worker Readiness, Respiratory Protection, Retail Safety, Safe Trailing, WHMIS, and Safe Gravel Travel. We have also developed over 100 prevention videos and virtual resources.

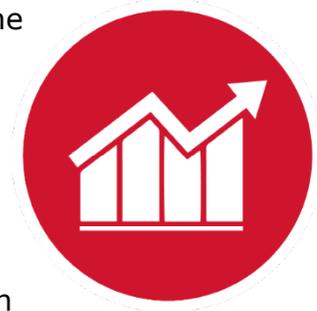
Additional developments will be created to increase the capacity of community volunteers to deliver local in-person prevention activities.

Development of a physical safety centre has been a strong focus since 2018 and is making visible progress with groundwork commencing on the property and active training events happening on the location. Further property enhancements will enable the Saskatchewan Safety Council and partnering organizations to create more diverse program opportunities.

Key Performance Indicators

Key Performance Indicators are measurable targets used to determine if the trajectory of the organization is on track to the stated goal. In this plan, each Key Performance Indicator has been outlined with:

- a) Theme Statements defining the overall objective,
- b) Target Outcome that provides focus on the future state needing to be achieved, and
- c) Success Indicators that are clear and measurable to know when progress is being made.



Key Performance Indicator 1: *The application of sustainable fiscal business practices to ensure the long-term stability of injury prevention leadership.*

Target Outcome:

Through the use of multi-year planning, project scaling and diverse fundraising efforts, the Saskatchewan Safety Council will ensure its viability for years to come.

Success Indicators:

a) Reserve Funds that were depleted during the COVID19 Pandemic will be rebuilt to a level equal to 6 months of budgeted expenses to ensure stability in future economic challenging times.

b) Organizational Gross Revenue levels will return to pre-pandemic levels of at least \$2,400,000 annually to allow for operational stability.



Key Performance Indicator 2: *The development of a physical Safety Centre that inspires the further exploration and innovation of injury prevention efforts.*

Target Outcome:

The physical location of the Safety Centre will be developed, becoming the physical focal point and showcase of Saskatchewan’s injury prevention efforts, working to inspire others for further innovation.



Success Indicators:

a) Saskatchewan Safety Council permanent operations will be moved to the location.

b) Partnerships will be formed with other non-profits with prevention programming to be able to utilize the space.

Key Performance Indicator 3: *Further development of quality online property that can be easily found and shared through traditional and social media.*

Target Outcome:

An online Channel of content will be developed focusing on video and printable resources that are capable of being widely distributed.



Success Indicators:

a) A new platform for distribution of content will be developed to widen the audience consuming prevention content.

b) New forms of revenue, such as advertising, are developed to support the long-term sustainability of content creation.

Key Performance Indicator 4: *Creating opportunities for high-risk demographics to have access to high quality free training.*

Target Outcome:

Online free courses will be maintained for all Saskatchewan residents and new courses developed when funding supports them. In-person, sponsored community programs, led by volunteers will be available across the province.



Success Indicators:

a) A diverse network of volunteers will be trained and organized.

b) Sponsorship will be obtained to cover the costs of volunteer expenses and community program delivery.

Key Performance Indicator 5: Focusing resource allocations on priority root causes identified by statistical evidence.

Target Outcome:

Resources shall be aligned to mirror the measurable provincial injury trends.

Resources will be aligned to reflect that the majority of injuries happen away from work activities.

Success Indicators:

a) Resources will be aligned to reflect the 76% unintentional and 24% intentional root causes of injury. This will be measured by the annual budget and reporting of staff time summaries.

b) Resources will be aligned so that no more than one third of Saskatchewan Safety Council activities are strictly related to the Work aspect of the Vision with equal amounts designated to the Live and Play portions. This will be measured by the annual budget and reporting of staff time summaries.

