

N L C S A



NEWFOUNDLAND
& LABRADOR
CONSTRUCTION
SAFETY
ASSOCIATION



NLCSA

Corporate Strategy

2025 - 2027

80 Glencoe Drive
Donovan's Industrial Park
Mount Pearl, NL A1N 4S9

PHONE: 709.739.7000
FAX: 709.739.7001
TOLL-FREE: 1.888.681.SAFE (7233)
EMAIL: INFO@NLCSA.COM

www.nlcsa.com



At a Glance: Draft Strategic Plan

OUR STRATEGY:
NEWFOUNDLAND & LABRADOR CONSTRUCTION SAFETY ASSOCIATION
2025 - 2027



STRATEGIC PRIORITIES

Engaging stakeholders for awareness and growth

Advancing NLCSA Programs for Industry Impact

Driving Operational Excellence for Sustainable Growth

STRATEGIC OBJECTIVES

- Develop and execute stakeholder engagement and communication strategies
- clarify and communicate NLCSA's value proposition
- Foster collaborative partnerships across the industry

- Increase the number of construction COR certified companies each year
- Engage small business employers in the small business occupational health and safety (SBOHSP) annually
- Improve accessibility to all training by offering E-Learning options for all NLCSA courses

- Foster a culture of collaboration and continuous development
- Develop comprehensive HR policies and conduct HR resource forecasting
- Enhance operational efficiency through streamlining and automation
- Leverage technology to maximize efficiency, quality and cost-effectiveness
- Strengthen financial sustainability through strategic resource allocation

STRATEGIC OUTCOMES

- Informed and collaborative industry leaders
- Increased stakeholder trust and support
- Enhanced awareness of NLCSA's value proposition
- Broadened stakeholder engagement and participation
- Improved access to NLCSA's resources

- Safer companies with reduced lost time injury (LTI) rates
- Increased availability of PRIME rebate
- Broader accessibility of training to diverse audiences

- Increased efficiency and effectiveness across all operations
- Sustainable growth through financial and operational agility
- Innovative solutions that promotes cost-effectiveness
- financial sustainability through improved resource allocation
- Strengthened workforce management and operational continuity



Mission, Vision & Communication

Mandate: To provide pro-active safety and safety-related programs and services to the construction industry in the province that result in a sound foundation for a healthy and profitable industry.

Mission: To be the industry leaders in the creation and maintenance of a positive cultural shift within the construction industry that assists members in achieving reductions in human, social and economic loss as a result of work-related accidents, injuries, and death.

Vision: The NLCSA is to be recognized as the leading provider of Occupational Health and Safety services in the prevention of workplace accidents/illness and the safe and timely return to work of injured workers.

Strategic Priorities

1. **Engaging Stakeholders for Awareness and Growth**

- We will strengthen communication channels and increase awareness of our mission and goals. Through meaningful engagement with our stakeholders, we will promote collaboration, enhance visibility, and support informed decision-making that drives our collective success.

2. **Advancing NLCSA Programs for Industry Impact**

- We will focus on refining and expanding NLCSA's core programs to meet the evolving needs of our industry. By enhancing the quality, accessibility, and effectiveness of our programming, we will equip our workforce with the skills and knowledge necessary to meet regulatory standards and excel in safety and operational performance.

3. **Driving Operational Excellence for Sustainable Growth**

- We are committed to optimizing our internal operations and processes to ensure efficiency, reliability, and continuous improvement. By fostering a culture of operational excellence, we will ensure sustainable growth, maintain high standards of service, and achieve our strategic goals.



Strategic Priority 1: Engaging Stakeholder for Awareness and Growth

Strategic Objectives

1. **Develop and Execute Stakeholder Engagement and Communication Strategies**
 - o Create and implement a comprehensive stakeholder engagement plan that includes sector advisory groups, regional safety committees, and an Annual Safety Summit.
 - o Build a stakeholder inventory to identify and differentiate between primary and secondary stakeholders, ensuring targeted communication efforts.
2. **Clarify and Communicate NLCSA's Value Proposition**
 - o Refine the NLCSA's value proposition and embed it in all communication channels and materials, ensuring that membership and stakeholders clearly understand the benefits and services offered by NLCSA.
 - o Develop accessible communication tools that effectively demonstrate NLCSA's role and offerings to all industry participants.
3. **Foster Collaborative Partnerships Across the Industry**
 - o Strengthen partnerships with key stakeholders by initiating regular consultations and collaboration opportunities that enhance shared safety goals.
 - o Implement strategies to ensure stakeholders are actively involved in shaping the NLCSA's strategic direction, with regular feedback loops.

Strategic Outcomes

1. Informed and Collaborative Industry Leaders

- o Senior industry leaders and advisory groups are fully engaged with NLCSA, actively informing and collaborating on strategic direction, training initiatives, and key resources. Their input enhances the relevance and effectiveness of NLCSA programs.

2. Increased Stakeholder Trust and Support

- o NLCSA is recognized as a trusted partner in promoting safety. Stakeholders across the construction industry, including employers and workers, actively support and promote NLCSA's initiatives and programs, creating a shared commitment to health and safety.

3. Enhanced Awareness of NLCSA's Value Proposition

- o NLCSA's value proposition is clearly understood by all stakeholders. Members and industry participants are well-informed about NLCSA's services and consistently avail themselves of the expertise and resources offered to improve workplace safety.

4. Broadened Stakeholder Engagement and Participation

- o NLCSA has established robust and sustainable communication channels through sector advisory groups, regional safety committees, and an Annual Safety Summit, which regularly engages a broad cross-section of stakeholders. This ensures all voices are heard and considered in safety and health-related decisions.

5. Improved Access to NLCSA Resources

- o Small employers, schools, and vulnerable workers can easily access NLCSA's resources, ensuring their safety concerns are addressed effectively. The organization is recognized for developing accessible, practical solutions tailored to diverse needs.



Strategic Priority 2: Advancing NLCSA Programs for Industry Growth

Strategic Objectives

1. **Increase the Number of Construction COR Certified Companies Each Year**
 - o Expand the reach and effectiveness of the COR (Certificate of Recognition) certification program to ensure more companies participate and maintain safety standards.
2. **Engage Small Business Employers in the Small Business Occupational Health and Safety (SBOHSP) Annually**
 - o Promote and enhance the small business safety programs to ensure at least 50 small business employers enroll each year, strengthening the overall safety culture within the industry.
3. **Improve Accessibility to All Training by Offering E-Learning Options for All NLCSA Courses**
 - o Develop and deploy e-learning platforms for all NLCSA training courses, ensuring they are accessible to participants regardless of location or scheduling constraints.

Strategic Outcomes

1. Safer Companies with Reduced Lost Time Injury (LTI) Rates

- o Companies that complete COR certification and training programs report fewer workplace injuries and incidents, contributing to a significant reduction in lost time injury (LTI) rates.

2. Increased Availability of PRIME Rebate

- o Companies taking part in COR and SBOHSP programs are more likely to qualify for PRIME rebates, decreasing injuries while increasing awareness of workplace safety and health standards.

3. Broader Accessibility of Training to Diverse Audiences

- o NLCSA training programs reach a wider audience through e-learning, including small businesses, remote areas, and diverse groups, resulting in improved safety outcomes across the construction industry.



Strategic Priority 3: Driving Operational Excellence for Sustainable Growth

Strategic Objectives

1. **Foster a Culture of Collaboration and Continuous Development**
 - o Prioritize time, resources, and autonomy for staff to encourage a culture of collaboration and continuous professional development, empowering every team member to contribute effectively to shared goals.
2. **Develop Comprehensive HR Policies and Conduct HR Resource Forecasting**
 - o Establish and maintain up-to-date HR policies and procedures that align with industry best practices, ensuring compliance and operational efficiency. Develop a succession planning strategy and conduct regular HR resource forecasting to anticipate and meet future staffing needs, aligning human resources with organizational growth.
3. **Enhance Operational Efficiency Through Streamlining and Automation**
 - o Implement streamlined processes, reduce repetitive tasks, and introduce automation where possible, to drive operational efficiency and ensure the organization remains agile in responding to industry needs.
4. **Leverage Technology to Maximize Efficiency, Quality and Cost-Effectiveness**
 - o Invest in new equipment, programs, and training aids that promote cost-efficiency. Utilize blended learning models and technology platforms to enhance training accessibility while reducing the costs associated with traditional training methods.

5. **Strengthen Financial Sustainability Through Strategic Resource Allocation**
 - o Develop systems for prudent resource management, focusing on optimizing financial resources and reinvesting savings from efficiency improvements back into the organization for sustainable growth.

Strategic Outcomes

1. **Increased Efficiency and Effectiveness Across All Operations**
 - o NLCSA achieves enhanced operational performance, characterized by greater efficiency, trust, and flexibility in work arrangements, such as working from home, contributing to cost savings.
2. **Sustainable Growth Through Financial and Operational Agility**
 - o NLCSA's ability to respond quickly to industry changes, combined with transparency and prudent financial management, ensures sustainable growth, better operational effectiveness, and long-term financial health.
3. **Innovative Solutions That Promotes Cost-Effectiveness**
 - o NLCSA leads the industry by adopting new technology and blended learning models that improve quality and reduce costs, resulting in more financially sustainable training and operational processes.
4. **Financial Sustainability Through Improved Resource Allocation**
 - o NLCSA's strategic approach to resource allocation drives financial sustainability, with reinvestment of savings from operational improvements contributing to long-term growth and stability.

5. **Strengthened Workforce Management and Operational Continuity**
- o NLCSA achieves a well-structured and compliant HR framework, ensuring consistent and fair HR practices across the organization. The combination of robust succession planning, comprehensive HR policies, and proactive resource forecasting supports employee development, retention, and smooth leadership transitions,



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