



2023–2027

STRATEGIC PLAN



actsafe 
Safety Association

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MESSAGE FROM THE CHAIR

1

TED VIOLINI

“ Throughout my career, I have always sought out opportunities to inspire and support positive change. The desire to make an

impact has followed me through my work across diverse industries, including non-governmental organizations (NGOs), commercial construction, finance, and technology. Health and safety have also been common threads and I have seen first-hand both the human and business impacts that occur when these aren't made a priority in the workplace.

I truly believe that Actsafe offers plenty of opportunities. We have the right organizational structure and team in place (and more to come!) to not only envision plans for the future but to make them a reality. Trina Pollard is curious, a great leader, and has a passion for making a difference in this industry. Her vision to see British Columbia with the safest and healthiest arts and entertainment industry in the world has propelled a five-year strategic plan that is ambitious, but appropriate for the changes we're seeing today and to address what we've heard from our stakeholders.

So what does success look like to me? It looks like driving stakeholder value. To engage our industry to ensure we're serving them in a way that turns the dial on health and safety. To see us get to a place where safety isn't an afterthought but

is second nature to employers, supervisors, and workers so that when performers or crew step onto a set or stage, they think —'is this the safest way to be doing this?'

Success also looks like enabling the Actsafe team, under Trina's leadership, to thrive. To offer insight and use my diverse background as a lens to ask questions and ensure our strategic plan is going in the right direction. My experience has taught me that to truly make a difference, we must set others up for success and do everything we can to ensure they achieve it. With Trina's strong foundation of strategic vision, leadership and fiscal management, expertise in association management, governance and program service delivery and dedication to our stakeholders and team, I do not doubt that she will succeed, and the more I get to know her, the more I see how perfect she is to lead this organization into the future.

I am honoured to have the privilege to serve as your Board Chair and am looking forward to working in lockstep with our workers, employers, unions, associations, and other industry partners to achieve great things.

”

Ted Violini

Ted Violini

Chair, Board of Directors
Actsafes Safety Association



MESSAGE FROM THE CEO

TRINA POLLARD

“ It seems everywhere I turn, there is evidence of the growing motion picture and recovering performing arts industry in our province. New television series announced, big-budget film productions setting up, a busy festival season, and back-to-back concerts and comedy shows. There is an exciting future ahead for our industry, bringing with it ample opportunity for Actsafe to champion health, safety, and wellbeing for everyone involved.

B.C. is the third largest production centre in North America for film and television. In 2021, in the middle of the COVID-19 pandemic, there was 4.8 billion dollars spent on motion picture productions in our province.* The performing arts industry was one of the hardest hit over the past couple of years and although it's very much in a recovery phase, it's encouraging to see investments, grants and initiatives to support its recuperation. According to Creative BC's most recent Annual Impact Report (2020/21), BC's creative industries sector employs approximately 60,000 workers - a number that has increased by 57 per cent since 2018. With the industry's projected annual employment growth rate expected to jump 3.2 per cent from now until 2028 and investments made by top production companies to increase operations around the province, there is

much change and growth afoot for our industry.

The influx of workers new to our industry will increase the need for our 3,000** employers to ensure their workplaces are environments where workers can do their craft safely.

On the cusp of this boom and its 25th anniversary, Actsafe is poised to tackle our evolving industry with our new 2023-2027 Strategic Plan. Developed thanks to consultations with industry, it reflects the changes we know are coming and how Actsafe will adapt to meet those needs. Following a comprehensive current research state report developed to understand our environment, we held workshops with the motion picture and performing arts industry to gain feedback on the strategic elements of our plan.

*Vancouver Economic Commission, September 2022

**WorkSafeBC's data, across Actsafe's four-member Classification Units (763025, 761011, 761030, 761027)

Thanks to your input, as well as the expertise of our board of directors and Actsafe staff, we have outlined five key objectives for the next five years to drive success, innovation, and shift behaviours when it comes to health, safety and wellbeing in our industry:

- Improve industry participation and engagement as we seek to attract new and retain existing customers.
- Create behaviour change around health, safety, and wellbeing, while educating, motivating, and enabling the industry.
- Ensure our stakeholders have a positive experience and get value from their interactions with Actsafe.
- Optimize our organizational effectiveness by retaining and investing in our staff, maximizing the efficiency of our operations, and achieving financial sustainability.
- Leverage technology and data science to make evidence-based decisions and taking a risk-based approach to the services we offer.

In reading this plan, I hope you feel as excited as I am about the work and opportunities we have highlighted. As our industry expands and changes, we also recognize that we must change with it to continue to meet the needs of workers and employers.

I am committed to leading our organization through this transformation and continuing to work with all of our stakeholders to reflect on past experiences, celebrate our successes, and ensure your voices are heard.

Transformation is not something new to our industry. From technology advancements that have allowed us to create incredible content to streaming services that have completely changed how consumers watch programming—change is how we progress, advance, and continue to spark joy for our viewers and audiences. Over the past few years, we have also had to overcome profound challenges navigating public health orders and finding innovative ways to keep everyone safe in the midst of a global pandemic. While I'm hopeful the worst days are now behind us, it's a powerful reminder that we must learn from this experience and do what we can to prepare for future public health crises.

For Actsafe to keep up with the constant speed of change in our industry, we must be nimble, adapt, and embrace what's ahead so that we can continue to advocate for and support the health, safety, and wellbeing of all our workers. Together, we can make our arts and entertainment workplaces the healthiest and safest in the world and prevent and eliminate workplace injury, illness, and death. I look forward to accomplishing this mission with you.



Trina Pollard

Trina Pollard
CEO
Actsafes Safety Association

ABOUT ACTSAFE

TESTIMONIALS

“ I am so grateful to have found the Actsafe community. I started with Joint Health & Safety Committee Fundamentals training with a previous employer and have continued to train with Actsafe in my new position. ”

Jackie Adamtwaite

Royal & McPherson Theatres Society

“ I've been in the industry for many years, and I seriously have to say this is by far the BEST safety course I've ever taken. It keeps the individual engaged and interested and literally touches on anything you may encounter on work sites. ”

Motion Picture General Safety Awareness Course

A not-for-profit health and safety association, **established in 1998**, Actsafe provides workplace health and safety services to BC's arts and entertainment industries. The majority (~75%) of Actsafe's funding is generated by contributions from the industry through a WorkSafeBC levy on industry employers' premiums.

Our Current State

WHO ACTSAFE SERVES*



Motion Picture, Commercial,
or TV Production



Special Event Production



Performing Arts
Production



Live Performance Venue

ACTSAFE'S PROGRAMS

OCCUPATIONAL HEALTH & SAFETY
(OHS) | SERVICES | EDUCATION &
TRAINING | EVENTS | PRODUCTS &
EQUIPMENT | RESOURCES

Over **95%**
of injuries (575) are
occurring in the **motion
picture, commercial, or
TV production** industry
each year.*

ACTSAFE HAS AN OPPORTUNITY

To expand services to highly aligned
industries, including:

POST-PRODUCTION | STUDIOS
BROADCASTING | PHOTOGRAPHY

BC IS EXPERIENCING GROWTH IN THE INDUSTRY.

2,993 Employers*

58,213 Workers****

9,000 New Industry Job Openings
Between 2023–2031**

27% of industry
stakeholders
listed **mental health and
psychological safety** as a main
health and safety concern.***

VANCOUVER ISLAND & OKANAGAN

Are becoming secondary hubs as growth
pushes productions outside of Vancouver's
Lower Mainland.

Over **50%** of claimed injuries
are **sprains and strains***

* WorkSafeBC's data, across Actsafe's four-member Classification Units (763025, 761011, 761030, 761027)

*** Actsafe's 2022 industry survey

** B.C. Labour Market Outlook 2021 Edition

**** CreativeBC's Impact Report (2020/2021)

OUR STRATEGIC PLAN

Introduction

PURPOSE

The 2023-2027 Strategic Plan establishes a guide for all business decisions and activities over the next five years. The journey begins now with every step tied to our vision of BC having the safest arts and entertainment workplaces in the world.

The strategic plan will provide guidance across all levels of our internal teams while developing annual business plans, budgets, and performing ongoing decision making. To ensure the plan remains relevant within our environment, we will have an ongoing cycle of evaluation that adapts to changing circumstances.

The strategic plan is also meant to provide transparency and awareness across the industries we serve. This plan will be used within our stakeholder engagements to prioritize our short, medium, and long term goals and activities.

KEY STRATEGIC ELEMENTS

VISION

Our aspirational description of what we would like to achieve.

MISSION

Our description of how we will achieve the vision.

VALUES

Our core beliefs that act as a guide to how we approach our work.

OBJECTIVES

Our big goals, tying what we do to our vision and mission.

KPI

Key Performance Indicators evaluate the success of objectives.

STRATEGIES

Our areas of focus to help us reach our objectives.

TACTICS

Our specific activities that will move each strategy forward.



Vision and Mission

VISION

British Columbia has the **safest and healthiest arts & entertainment workplaces** in the world.

MISSION

To prevent and eliminate workplace injury, illness and death by providing world-class **occupational health, safety and wellbeing programs** to the **employers, supervisors and workers** in the BC arts and entertainment industry.

Values

SAFETY

01

We strive to democratize health, safety and wellbeing by means of illness, injury, and fatality prevention and reducing the barriers to safe workplace behaviours. Safety is at our core, and to succeed, we consistently focus on understanding hazards and risks, conducting health promotion, and nurturing the culture of health, safety and wellbeing in workplaces.

INNOVATION

05

We bring a data-centric mindset when collecting and analyzing information to effectively make decisions. We think big and question current approaches, we are resourceful and learn fast, and we add value to industry through novel and useful innovation.

EDUCATION

02

We believe in not only educating on evidence-based information, but also in motivating people to prioritize safety and enabling people to act. The education outcome we strive for is to drive healthy and safe behaviours. We have the mindset that growth and development is a life-long process, which will bring lasting positive changes to our lives.

ACCESSIBILITY

03

We enable both accessibility and participation, as well as embed diversity, equity, and inclusion within our organization and the work we do. We are committed to creating a workplace and industry experience where everyone feels safe to bring their whole self.

COLLABORATION

04

We value effectively working toward a common goal with others. We understand that individuals have different perspectives and skillsets and that this diversity is our strength. When working together, we communicate clearly, actively listen, acknowledge, respect and appreciate our partners.

OUR OBJECTIVES



Industry Participation



Industry Behaviour Change



Industry Experience



Organizational Effectiveness



Data Centric

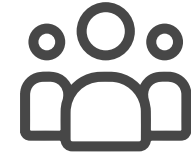
Industry Participation

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OBJECTIVE Actsafe will attract new and retain existing BC's arts & entertainment employer & worker customers to increase industry engagement.

KPI Increase participation rate of Actsafe's health, safety and wellbeing programs.

Target Market Captured / Total Target Market = Participation Rate



STRATEGIES	Inform	Engage	Partner
	Enhance Actsafe's brand value and equity, raising the industry's awareness and recognition of Actsafe being a leading source of industry-specific OHS programs.	Enable and conduct outreach tactics, engaging with Actsafe's target audience and connecting them with relevant offerings.	Initiate new and strengthen existing strategic relationships that enhance participation with Actsafe's services.
POTENTIAL TACTICS	<ul style="list-style-type: none">• Brand value & equity• Content calendar• Targeted marketing campaigns• Geo-tagged advertising• Digital marketing funnel• E-newsletters & Safety Scene• Entertainment Safety Conference• Injury Prevention Week	<ul style="list-style-type: none">• Build prospects via outreach• Sales lead conversion• Geographic service expansion• Industry networking event• Peer-to-peer OHS network• Industry volunteer community• Employer-mandated training• Industry virtual updates	<ul style="list-style-type: none">• Aligned partnerships• Campaign toolkits• Certifying body partnerships• Educational institution partnerships• Annual General Meeting (AGM)• Industry Events Calendar

Industry Behaviour Change

OBJECTIVE Actsafe will build and deliver industry-leading programs to improve health, safety and wellbeing knowledge, attitudes, beliefs and behaviours.

KPI Decrease injury rate of BC's arts and entertainment workers.

Time-loss claims per 100 people working all year whether on a part-time or full-time basis



STRATEGIES	<h2>Educate</h2> <p>Deliver high-quality, professional education and training programs to enhance OHS knowledge acquisition in Actsafe's customers.</p>	<h2>Motivate</h2> <p>Leverage motivation through interesting, informative and emotionally engaging interventions that inspire improvements in attitudes and beliefs.</p>	<h2>Enable</h2> <p>Offer resources, products, equipment, and services that enable the industry to effectively and efficiently act on newfound knowledge and positively influence behaviours.</p>
POTENTIAL TACTICS	<ul style="list-style-type: none"> • Education & training standardization • Worker OHS certification program • Claims management & return to work • Certificate of Recognition (COR) Program • Investigation lessons learned • Courses, workshops, webinars 	<ul style="list-style-type: none"> • Behavioural insights research • Actsafe orientation video • Functional, innovative swag • Behavioural Nudge Theory research • Culture of safety • Gamification 	<ul style="list-style-type: none"> • Program standardization • Advising optimization • Consulting expansion & specialization • OHS products enhancement & online store • OHS equipment rental service • Practical resources • Sustainable training approach

Industry Experience

OBJECTIVE Actsafe will build, deliver and measure high-quality, customized and accessible services to improve our customers' experience.

KPI Increase net promoter score of BC's arts and entertainment employers and workers.

% Promoter – % Detractors = Net Promoter Score (NPS)



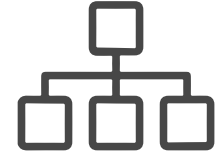
STRATEGIES	Understand	Deliver	Reinforce
	Identify barriers and service gaps in Actsafe's programs.	Correct problems and enhance the quality of Actsafe's programs.	Commit to excellence and continual improvement of Actsafe's stakeholders' experience.
POTENTIAL TACTICS	<ul style="list-style-type: none"> • Target audience research • Website usability optimization • Stakeholder experience research • Knowledge acquisition for learning analytics & tracking • Behaviour change tracking • Diversity, equity and inclusion assessment 	<ul style="list-style-type: none"> • Discovery process enhancement • Industry experience framework and customer service standards • Facilities and equipment optimization • OHS program enhancement 	<ul style="list-style-type: none"> • Quality assurance program • Industry idea and request repository • Actsafe OHS champion certification • Industry continual feedback mechanism • Safety in Entertainment Awards

Organizational Effectiveness

OBJECTIVE Actsafe will build and strengthen the mechanism to empower people and grow and maximize resources, optimizing the organizational experience.

KPI Increase Actsafe's employee satisfaction.

Aggregated results of Actsafe's employee engagement and culture survey



STRATEGIES	People & Culture	Operational Foundations	Financial Sustainability
	Operate with a people-first mindset to build an engaged, productive and supported Actsafe team.	Develop and refine Actsafe's internal operations to enhance processes, maximize efficiency and optimize effectiveness.	Focus on fiscal management, revenue growth and diversification to strengthen Actsafe's financial sustainability.
POTENTIAL TACTICS	<ul style="list-style-type: none"> • Change management • Total reward program review • Staff committee review • Performance management standardization • Health and safety association peer network • Professional development review • Employee experience assessment, framework and standards • Internal OHS program & safety management system 	<ul style="list-style-type: none"> • Governance review • Internal operations standardization • Office facilities ROI • Business & budget planning team • Staff and contractor resourcing review • Internal tools optimization 	<ul style="list-style-type: none"> • Financial systems effectiveness assessment and optimization • Revenue development plan • BC classification unit (CU) expansion • Levy review • Non-member fee structure • Expand outside BC • Annual funding process optimization

Data Centric

OBJECTIVE Actsafe will capture and utilize data to enable high quality, consistent, and sustainable decisions to deliver health, safety and wellbeing outcomes.

KPI Increase core activities using behavioural-based decision making.

% of Actsafe programs using behavioural-based outcome measures



STRATEGIES	Analytics & Decision Science	Risk-Based	Technology
	Apply quantitative and qualitative evidence and decision frameworks to best understand and address opportunities.	We will focus Actsafe's programs on prioritized sectors, demographics, occupations, and hazards contributing to the highest risks.	Develop and strategically leverage the capabilities of current and new technologies.
POTENTIAL TACTICS	<ul style="list-style-type: none"> • Outcome-based KPIs • Systematic Decision-Making Framework (SDMF) • Predictive analytics • OHS research strategy • Data and analytics processes 	<ul style="list-style-type: none"> • Psychological safety • Slips, trips and falls • Sprains and strains • Serious injury • Occupation-based focus • Vulnerable workers • Small to medium-sized enterprises • Supervisors • JOHCs • Fatigue • Communicable disease 	<ul style="list-style-type: none"> • App data strategy • App functionality maintenance • CRM optimization • New technologies research

THANK YOU

Actsafes Safety Association would like to acknowledge and honour that our workplace and classrooms are located on the traditional, ancestral and unceded territory of the Qayqayt, S'ólh Téméxw (Stó:lō), Hul'qumi'num Treaty Group, səl ilwəta ɬ təməxʷ (Tsleil-Waututh), šxʷmə θ kʷəy əmə ɬ təməxʷ (Musqueam), and Stz'uminus peoples.

We also acknowledge all industry stakeholders and partners who contributed their experience, passion, and ideas to develop this strategic plan, including:

Alameda Entertainment B.C. (Disney) | Alliance of Motion Picture and Television Producers (AMPTP) | Arts Club Theatre Company | Association of Canadian Film Craftspeople (ACFC) West | BC Alliance for Arts & Culture | BC Council of Film Unions (BCCFU) | BC Music Festival Collective | BC Touring Council | Canadian Actors' Equity Association (CAEA) | Canadian Alliance of Dance Artists – BC Chapter (dba CADA/West) | Canadian Institute of Theatre Technology (CITT) | Canadian Media Producers Association (CMPA) – BC Producer's Branch | Commercial Producers Association of Western Canada (CPAWC) | Contract Services Administration Trust Fund (CSATF) | Creative BC | Dancer Transition Resource Centre (DTRC) BC Office | Directors Guild of Canada (DGC) BC | Front Street Pictures | International Alliance of Theatrical Stage Employees (IATSE) | International Alliance of Theatrical Stage Employees (IATSE) 118 | International Alliance of Theatrical Stage Employees (IATSE) 168 | International Alliance of Theatrical Stage Employees (IATSE) 891 | International Cinematographers Guild – Local 669/International Alliance of Theatrical Stage Employees (IATSE) 669 | Kelowna Community Theatre | Live Nation | NBC/Universal Studios Canada | Netflix | Opera Mariposa | Paramount Pictures Corporation (Canada) Inc. | Peter Boulanger | Professional Association of Canadian Theatres (PACT) | Riggitt Services Inc. | Set Protect | Sony Pictures | Teamsters – Local 155 | The Dance Centre | Union of BC Performers (UBCP) / ACTRA | Vancouver Civic Theatres | Vancouver Convention Center | Vancouver Musicians Association (VMA) – Local 145 | Vancouver Symphony Orchestra | Warner Bros

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