



Canadian Federation
of Construction
Safety Associations



2026 - 2028 Strategic Plan

March 2026

About Us

The Canadian Federation of Construction Safety Associations (CFCSA) is a national alliance of 13 provincial and territorial safety associations dedicated to advancing health and safety across Canada's construction industry. Through collaboration, shared standards, and collective leadership, CFCSA strengthens consistency, quality, and credibility in workplace safety practices. Our new Strategic Plan redefines CFCSA's focus: moving beyond "the pursuit of complete harmonization" to "strengthening CFCSA's role as Canada's unified voice for construction safety" a collaborative body that connects provincial and territorial associations, amplifies their impact, and advances safety outcomes nationally.



Our Strengths

- Strong COR® brand and reputation for technical excellence
- Trusted relationships among 13 provincial/territorial associations
- Shared commitment to continuous improvement and worker safety
- Proven ability to collaborate on standards and reciprocity
- Help clients navigate jurisdictional differences in regulation

Our Opportunities

- Reposition CFCSA as Canada's collective, most credible voice for construction safety
- Modernize COR® and strengthen its national narrative
- Explore COR® for non-construction sectors
- Build advocacy influence with governments and industry
- Support organizations to prepare for regulatory changes
- Introduce new innovative services and tools
- Leverage shared capacity including technology to gain efficiencies and improve harmonization across the country.
- Improve governance alignment and discipline

Mission, Vision and Values

Mission

Canada's collective voice for construction health and safety, uniting provincial and territorial safety associations to advance consistency and excellence that improves safety outcomes for workers and employers nationwide.

Vision

A Canada where every construction worker goes home safe and benefits from a unified national system of high safety standards, trusted information, and continuous improvement in health and safety practices.



Values

- 1 Collaboration:** We work together as one national network sharing knowledge, expertise, and resources to advance construction safety across Canada. We honour the strength of each Member Association while recognizing that our collective impact is greater than any single jurisdiction.
- 2 Integrity:** We act with honesty, transparency, and accountability in all decisions and relationships. We uphold the trust placed in us by our Members, workers, employers, and partners, ensuring fairness and credibility in every action.
- 3 Respect for Diversity:** We respect the unique contexts, legislation, and needs of each province and territory. We embrace different perspectives and approaches, knowing that diversity can strengthen innovation and help navigate jurisdictional differences.
- 4 Excellence and Continuous Improvement:** We strive for excellence in safety leadership, programs, and performance. We are committed to learning, innovation, and the continuous pursuit of better outcomes for workers and employers.
- 5 Unified Voice for Safety:** We speak with clarity, consistency, and confidence on behalf of our Members and the industry. Our words and actions reinforce a common commitment: to save lives, protect workers, and advance a culture of health and safety across Canada.



Strategic Priorities & Actions (2026 - 2028)

1 Clarify and Communicate CFCSA's Role and Value



Goal: Define CFCSA's role and ensure alignment across all Member Associations.

- A** Clarify who CFCSA serves, what it delivers to whom, and its intended national impact.
- B** Develop a concise "CFCSA Value Proposition" and messaging framework for each of its customers.
- C** Use consistent language and shared communications across all jurisdictions.

2 Strengthen National Voice and Advocacy

Goal: Position CFCSA as Canada's collective voice for construction safety.

- A** Develop and implement a national communications and advocacy plan.
- B** Demonstrate safety as a top priority to influence regulation
- C** Strengthen relationships with federal agencies, regulators, CCA, WCBs, and industry partners.
- D** Deliver unified national messages supporting construction safety and COR®.
- E** Convene an annual national safety forum or conference.

3 Leverage and Modernize COR®

Goal: Reinforce COR® as a trusted, nationally recognized program of excellence.

- A** Promote COR®'s value and measurable impact
- B** Implement a continuous-improvement framework to ensure relevance and innovation.
- C** Use data and shared intelligence to demonstrate safety outcomes.
- D** Align messaging to celebrate COR® as a proven, credible standard across Canada.
- E** Build innovative programs and services beyond COR®



Strategic Priorities & Actions (2025 - 2028)

4 Strengthen Governance, Accountability, and Shared Capacity

Goal: Improve CFCSA's effectiveness through clear governance and equitable member participation

- A** Redefine governance roles, decision processes, and accountability expectations.
- B** Establish a rotation of leadership and defined portfolios among Member Associations.
- C** Develop clear expectations for each association's contribution (time, expertise, resources, deliverables).
- D** Create a simple system for tracking shared work, milestones, and performance.
- E** Encourage cross-jurisdictional working teams to coordinate national projects.



5 Foster Collaboration and Knowledge Sharing

Goal: Enable Members to collaborate efficiently, share insights, and accelerate innovation.

- A** Formalize mechanisms for sharing training materials, tools, and research.
- B** Create a "Community of Practice" for technical leads and program managers.
- C** Launch joint projects to address emerging issues (e.g., mental health, technology).
- D** Use collective intelligence to inform decisions and guide advocacy efforts.



What Success Looks Like



Impact

- Increased recognition of CFCSA as the “go-to” national voice for construction safety.
- Measurable improvement in safety outcomes
- Increase in COR® adoption including in non-construction spaces
- Broader national collaboration and influence at policy tables.
- New, innovative programs and services that offer value beyond COR®

Organization

- A sustainable structure with clear governance and accountability.
- Consistent, unified communications and strong brand identity.
- An annual national conference showcasing leadership and innovation.

Culture

- A confident, collaborative, and proactive federation of 13 aligned associations.
- A community of practice that strengthens member capacity, innovation, and unity.
- A stronger, unified voice that amplifies safety excellence across Canada.

Ultimately

- Save lives and minimize harm
- Strengthen safety culture
- Advance Canada’s reputation for construction safety excellence.



THE CANADIAN FEDERATION OF
CONSTRUCTION SAFETY ASSOCIATIONS

