



CANADIAN INSTITUTE
**SAFETY, WELLNESS
& PERFORMANCE**



2026 - 2030

Strategic Plan

**Canadian Institute for Safety,
Wellness, and Performance**



Better data. Safer work.

A message from the President and CEO

At the heart of the Canadian Institute for Safety, Wellness, and Performance’s (CISWP) mission lies a bold and transformative vision: “Better Data. Safer Work.” This guiding principle is more than a slogan—it is the foundation of our future direction and a catalyst for reshaping the future of work and health research and practice in Canada.

This strategic plan marks a defining moment in CISWP’s evolution. Over the past six years, we have laid a robust foundation— establishing cutting-edge research infrastructure, launching innovative data platforms, and building a multidisciplinary team of experts. We have worked hand-in-hand with partners across sectors to confront real-world occupational health and safety challenges and to co-create practical, evidence-informed solutions that deliver measurable impact.

Looking ahead, our 2026–2030 Strategic Plan charts an ambitious and groundbreaking path forward. Anchored in five strategic goals—Research Excellence, Impactful Real-World Solutions, Partnership and Collaboration, Enhanced Applied Research Capacity, and Operational Excellence—this plan positions CISWP to lead a new era of applied research that is inclusive, data-driven, and grounded in the lived realities of Canadian workers.

As Canada faces complex productivity challenges and a rapidly evolving world of work—shaped by technological disruption, demographic shifts, and changing job demands—CISWP stands ready to respond. We are committed to delivering ecologically valid research that reflects the complexity of real workplaces and to developing sector-specific and job-specific solutions that are both actionable and scalable.

CISWP remains a trusted partner to employers, workers, policymakers, and researchers. Through this plan, we will continue to lead with integrity, collaborate with purpose, and deliver

innovations that empower our partners and collaborators to create safer, healthier, and more productive workplaces.

I extend my deepest gratitude to the Advisory Committee, partners, funders, and the dedicated CISWP team for their commitment to our mission. Together, we are not only advancing research — we are transforming the future of work and health in Canada.



Amin Yazdani, PhD, CSP
President and CEO, Canadian
Institute for Safety, Wellness,
and Performance

A message from the Chair of the Advisory Committee and Board of Directors

As Chair of CISWP's Advisory Committee and Board of Directors, I am pleased to endorse the Canadian Institute for Safety, Wellness & Performance (CISWP) Strategic Plan for 2026–2030. This plan reflects a thoughtful and forward-looking vision—one that is grounded in evidence, shaped by collaboration, and driven by a deep commitment to improving the lives of workers across Canada.

The stellar members of the Advisory Committee have provided strategic guidance, ensured accountability, and offered diverse perspectives that have helped CISWP remain aligned with the needs of the stakeholders it serves. Throughout the development of this plan, we have engaged stakeholders from across sectors and disciplines. The result is a strategic framework that is both ambitious and practical, with clearly defined goals that will guide CISWP's work.

What distinguishes this plan is its emphasis on real-world impact. From the development of high-quality, objective data to the creation of inclusive, evidence-informed solutions for small and medium-sized businesses, CISWP is positioning itself not only as a research leader but as a catalyst for meaningful change in work and health applied research across the globe. The Advisory Committee is particularly encouraged by the plan's focus on equity, innovation, and collaboration—principles that are essential to building a safer, more resilient workforce.

We are confident that this strategic plan will support CISWP in responding to emerging challenges, fostering new partnerships, and delivering on its mission with integrity and excellence. I look forward to supporting the implementation of this plan and to witnessing the continued growth and impact of CISWP's work.



Kevin Flynn

Chair, Advisory Committee
and Board of Directors,
Canadian Institute for Safety,
Wellness, and Performance

BETTER DATA. SAFER WORK.

The Canadian Institute for Safety, Wellness, and Performance (CISWP) developed its 2026-2030 strategic plan under the guiding principle of “Better Data. Safer Work.” Over the past six years as a research institute incubated at Conestoga College, CISWP has laid a robust foundation by establishing critical research frameworks, building a dedicated multidisciplinary team of experts, building significant research infrastructure, and fostering key partnerships. CISWP is deeply grateful to Conestoga College for its unwavering support and commitment, which has been instrumental in our growth and success. As of March 2026, CISWP has transitioned to an independent not-for-profit research entity.

As we look ahead, CISWP will focus on continuously and consistently adding value through innovative research and data-driven solutions and tools providing essential information on worker and workplace health and safety, empowering them to make informed decisions. We are committed to achieving excellence in work and health research, developing evidence-informed resources that will support businesses in improving workplace safety, collaborating with others to maximize the resources dedicated to reducing injury rates, enhancing the capacity for applied research, ensuring the efficient and effective sustainability of our operations, and positioning CISWP as a world leader in work and health applied research. This strategic plan outlines our roadmap for achieving these goals and reinforcing CISWP’s role as a leader in work and health research and innovation.

Vision

A future where every Canadian worker thrives in safe, healthy, and high-performing workplaces, strengthening the resilience and competitiveness of businesses across the country.

Mission

To lead innovation in workplace safety, wellness, and performance in Canada by integrating applied research, workforce development, advanced technology, and evidence-informed practices in collaboration with partners to deliver measurable, real-world impact.

Core Values

Innovation: We pursue cutting-edge, transdisciplinary, and applied research to close knowledge gaps and develop evidence-informed tools, technologies, and solutions that meaningfully improve workplace safety, wellness, and performance.

Equity and Inclusiveness: We are committed to uplifting diverse communities by building equitable, inclusive systems that ensure every worker has access to meaningful, safe, and fulfilling employment.

Collaboration: We work in genuine partnership with employers, non-profits, labour unions, academics, service providers, policymakers, and practitioners to co-design, implement, and scale solutions that are both effective, evidence-informed, and sustainable.

Integrity: We uphold the highest standards of ethics, transparency, and scientific rigor in our work, ensuring trust with the organizations and communities we serve.

Impact: We are driven by measurable, real-world outcomes that create lasting improvements in worker health, organizational performance, and economic prosperity.

Strategic Goals and Objectives

The CISWP 2026-2030 Strategic Plan outlines a comprehensive vision aimed at advancing our mission through five key goals. These goals focus on achieving research excellence, delivering impactful real-world solutions, fostering partnerships and collaborations, enhancing applied research capacity and infrastructure, and ensuring operational excellence and sustainable growth. Together, the strategic objectives will guide CISWP in addressing critical challenges and driving innovation.

This strategic plan was developed in consultation with the CISWP Advisory Committee and key partners. It is an excellent foundational document that will be reviewed and adapted as needed to ensure it remains relevant and responsive to changing circumstances and emerging needs and trends.

The CISWP 2026-30 Strategic Goals are:

1. Research Excellence
2. Impactful Real-World Solutions
3. Partnership, Contribution, and Collaboration
4. Enhanced Applied Research Capacity and Infrastructure
5. Operational Excellence and Sustainable Growth



Strategic Goal 1: Research Excellence

Strategic Goal 1: Research Excellence aims to elevate the quality and impact of work and health applied research within Canadian workplaces. This goal focuses on conducting high-impact research to enhance safety, wellness, and performance, while fostering meaningful partnerships with businesses and occupational health and safety (OHS) professionals. It emphasizes the development and maintenance of comprehensive (i.e., sector-specific, job-specific), publicly accessible data sources, such as the Database of Occupation-Specific Exposures (DOSE) and the Multivariate Occupation-Specific Anthropometric (MOSAIC) database. CISWP's unique approach leverages advanced technologies to predict and prevent workplace injuries and illnesses, optimize worker productivity, and support the design of inclusive and effective personal protective equipment (PPE), tools, and equipment. Success will be measured by the effective launch and maintenance of these critical databases.

Objectives:

1.1. Conduct high impact applied research.

- Conduct high impact applied research dedicated to improving the safety, wellness, and performance of workplaces across Canada.
- Establish meaningful and ongoing partnerships, supporting and enabling businesses.
- Help OHS professionals and businesses in understanding the factors contributing to challenges with workforce safety, sustainability, performance, and productivity in workplaces.

1.2. Develop, maintain, and provide access to publicly available, comprehensive sources of new high-quality data.

- Complement and fully realize existing data sources.
- Develop and maintain a comprehensive Database of Occupation-Specific Exposures (DOSE) for Canadian jobs.
 - Develop a source of workplace exposure data based on direct measurement, using advanced technologies.
 - Enable the prediction of future injuries and illnesses.
 - Open avenues of research in the prevention of injuries and illnesses and optimizing worker safety, productivity, and performance.
- Develop and maintain a comprehensive Multivariate Occupation-Specific Anthropometric (MOSAIC) database based on Canadian workers.
 - Utilize cutting-edge research technology.
 - Consider the capabilities of the worker to make work more inclusive, safer, and health equitable.
 - Better design of PPE, tools, and equipment, reflective of Canada's diverse workforce.
 - Support national and international manufacturers and designers of PPE, tools, and equipment to improve job accessibility for equity deserving groups to enter and prosper in Canadian workplaces.

Measuring success: MOSAIC DOSE

- Build, launch, and maintain DOSE
- Build, launch, and maintain MOSAIC
- Research papers published in peer-reviewed journals
- Satisfaction and engagement with CISWP-led initiatives



Strategic Goal 2: Impactful Real-World Solutions

Strategic Goal 2: Impactful Real-World Solutions is dedicated to developing practical, evidence-informed, and data-driven solutions that address specific health and safety challenges in Canadian workplaces of all types, including small- and medium- sized businesses. This goal emphasizes collaboration with businesses to identify root causes of injuries and illnesses and create targeted resources through the Safe WorkSITE (Solutions, Innovations, and Technology Evaluation) initiative. By designing and evaluating new technologies and innovative solutions, particularly for small and medium-sized businesses, this goal aims to minimize worker injuries and enhance productivity. It focuses on removing barriers to the adoption and implementation of new technologies and innovative solutions by providing customized, job-specific recommendations. Success will be measured by the number of resources developed, number of businesses served, and the satisfaction levels of Safe WorkSITE partners.

Objectives:

2.1. Develop evidence-informed, data-driven, practical, targeted solutions to reduce injuries and illnesses and optimize performance.

- Work with businesses to identify root causes and develop industry-driven, evidence-informed, practical, effective, and timely resources that address specific health and safety challenges of businesses of all sizes through Safe WorkSITE (Solutions, Innovations, and Technology Evaluation).
 - Design, develop, and evaluate new and advanced technologies and innovative solutions to support small- and medium-sized businesses in minimizing worker injury and improving worker productivity and performance.
 - Remove barriers for adoption and implementation of new technologies and innovative solutions for a diverse workforce.
 - Create decision-making tools and resources for businesses to improve their adoption of new technologies and innovations.
 - Provide industry partners with customized, job-specific exposure and demand information and recommendations for solutions.
 - Develop a dynamic, publicly available library of job-specific and evidence-informed resources aimed at managing workplace injury risks.

Measuring success: SAFE WORKSITE

- Resources developed for Safe WorkSITE and their utilization rate
- Businesses engaged and supported
- Satisfaction and engagement of Safe WorkSITE partners
- Research publications and presentations related to Safe WorkSITE initiatives



Strategic Goal 3: Partnership, Contribution, and Collaboration

Strategic Goal 3: Partnership, Contribution, and Collaboration aims to solidify CISWP's role as a key player in Canada's health and safety system. This goal focuses on maintaining a comprehensive understanding of the initiatives and research of other potential partners, enhancing CISWP's digital presence, engaging in meaningful collaborations, and collaborating with partners who are not traditionally involved in health and safety research. By establishing new partnerships and leveraging existing networks, CISWP seeks to extend the reach of its research and resources, particularly into underserved communities. This goal emphasizes maximizing the value of research efforts by aligning with ongoing initiatives and complementing existing solutions. Success will be measured by the extent of collaborative engagements, the establishment of new partnerships, and the overall reach and influence of CISWP's initiatives.

Objectives:



3.1. Continue to be a valued partner, contributor, and collaborator in Canada's health and safety system.

- Maintain a comprehensive understanding of the initiatives, resources, and research undertaken by other health and safety system partners across Canada and globally.
- Improve CISWP's digital presence to keep partners informed of CISWP research activities.
- Engage in meaningful conversations about how CISWP research can complement existing work.
- Identify and pursue opportunities in Canada and globally to collaborate with partners on common challenges, leveraging the unique skills and abilities of each partner to enhance collective impact and achieve shared objectives.

3.2. Establish partnerships to increase the reach of CISWP Knowledge Transfer and Exchange (KTE).

- Remain focused on effective and efficient research and resource development, while establishing new and leverage existing partner networks to increase the reach of CISWP research and KTE.
- Participate in partner events to present and share CISWP research.
- Bring work and health research into underserved communities.
- Be a trusted source of data to inform policy makers and other decision makers.

3.3. Identify and leverage existing solutions to maximize work and health research efforts and resources.

- Maximize the value of effort and resources dedicated to work and health research in Ontario and Canada by identifying opportunities to align CISWP's work with ongoing initiatives of partners and complement existing valued initiatives and datasets.

Measuring success:

- Collaboration opportunities with partners
- Impacts of collaborations on research outcomes
- New partnerships established and the diversity of partners in terms of sectors and regions
- Reach and influence of social media campaigns
- Development of a new, engaging, and informative CISWP website
- Website traffic and engagement metrics
- Reach and impact of digital content and campaigns
- Presentations at conferences, workshops, and partner and industry events
- Success stories and case studies showcasing innovation and adaptability
- Feedback from partners



Strategic Goal 4: Enhanced Applied Research Capacity and Infrastructure

Strategic Goal 4: Enhanced Applied Research Capacity and Infrastructure focuses on building and maintaining cutting-edge research infrastructure and fostering a world-class ecosystem of researchers and experts. This goal aims to operationalize mobile labs for real-world data collection, maintain state-of-the-art research infrastructure, and establish efficient systems for their use. It seeks to attract top talent and support continuous learning and development. By creating a positive work environment and promoting employee well-being, this goal ensures the retention and productivity of skilled researchers. Success will be measured by the establishment and operationalization of advanced applied research infrastructure and development of next generation applied researchers.

Objectives:

4.1. Build and maintain state-of-the-art applied research infrastructure.

- Operationalize mobile labs to support ecologically valid, primary field data collection using field measurement systems that can measure multiple dimensions of human performance and effects and multiple types of work exposures, demands, and hazards, enabling the engagement of actual workers as research study participants, within real work environments, and during real working tasks.
- Maintain the state-of-the-art research infrastructure of START Lab and STRIDE Lab by ensuring research equipment is maintained and upgraded as needed.
- Establish a new, state-of-the-art research facility, equipped with advance technologies, that will be the first-of-its-kind in Canada and in the world.
- Establish a system for effective and efficient use and maintenance of all CISWP research infrastructure.

4.2. Establish a world-class ecosystem of researchers, subject matter experts, and students and trainees to support and advance relevant work and health applied research.

- Implement targeted recruitment strategies to attract and hire individuals with the necessary expertise and a collaborative, innovative mindset, ensuring a dynamic and effective team.
- Foster strategic partnerships with other leading researchers and institutes to leverage their expertise and provide support through our unique applied research capabilities, enhancing the collective impact on work and health research.

4.3. Support continuous learning and development to build skilled, adaptable, and motivated applied researchers.

- Implement ongoing training programs and professional development opportunities to ensure research staff consistently enhance their skills and stay current with industry advancements.

4.4. Foster a positive work environment to ensure employee retention and productivity.

- Enhance employee engagement by developing and implementing initiatives that regularly recognize and reward employee achievements, fostering a sense of value and belonging within the team.
- Introduce policies and programs that will help employees maintain a healthy work-life balance and overall well-being.

Measuring success:

- Operationalize Mobile Labs
- Establish new, state-of-the-art research facility
- Students and trainees engaged in research projects
- Research papers published in peer-reviewed journals
- Retention rates of skilled researchers and staff
- National and international collaborative projects with other researchers and institutes



Strategic Goal 5: Operational Excellence and Sustainable Growth

Strategic Goal 5: Operational Excellence and Sustainable Growth aims to reinforce CISWP's core competencies and ensure long-term organizational stability. This goal focuses on enhancing the efficiency and effectiveness of processes, implementing quality control measures, and remaining responsive to industry needs. By prioritizing applied research and pursuing strategic growth opportunities, CISWP seeks to remain dynamic and responsive to industry needs. Securing operational funding is also a key component to support sustainable growth. Success will be measured by operational efficiency, quality applied research output, and long-term financial stability.

Objectives:

5.1. Reinforce core competencies to ensure organizational stability and sustainable growth.

- Prioritize and enhance our core competencies, particularly in applied research, to consistently deliver high-quality, impactful research outcomes.
- Foster strong, long-term industry partnerships by delivering exceptional service.

5.2. Focus on enhancing the efficiency and effectiveness of existing processes to ensure consistent quality and reliability.

- Implement process optimization initiatives to streamline workflows, reduce redundancies, and enhance overall efficiency, ensuring consistent quality and reliability in our operations.
- Develop and integrate comprehensive quality control measures to monitor and evaluate service delivery.

5.3. Pursue strategic growth opportunities that align with core competencies.

- Remain dynamic, nimble, and responsive to ever-changing industry needs and demands.
- Secure operational funding to ensure the long-term sustainability of CISWP.

Measuring success:

- Develop and implement quality control measures
- Develop and implement consistent and reliable workflows
- Secure long-term operational funding and financial stability and sustainability
- Number of high-quality research outputs

BETTER DATA. SAFER WORK.

In Summary

CISWP's 2026-2030 Strategic Plan sets a clear and ambitious path for advancing work and health applied research globally. By focusing on research excellence, development of impactful real-world solutions, establishment of strategic partnerships, enhanced research capacity, and operational excellence, CISWP is committed to driving innovation and addressing critical health and safety challenges faced by the workforce. This plan aims to improve the health and safety of workers and position CISWP a trusted partner in the industry and a world leader in work and health applied research. Through these strategic goals, CISWP will continue to deliver high-quality research, foster meaningful collaborations, and ensure sustainable growth, ultimately contributing to a safer and more productive workforce.