

British Columbia
Association of Emergency Managers



STRATEGIC PLAN
2015-2019

Approved on October 19, 2015

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Section 1: Background

The British Columbia Association of Emergency Managers (BCAEM) is an association of dedicated professionals whose main purpose is to promote emergency management and represent the interests, aims and perspectives of those who are involved in the mitigation/prevention, preparedness, response and recovery of emergencies and disasters.

1.1 BCAEM History

The idea of forming a BC wide association of emergency managers had been around for years. The need was based on the fact that in the past most emergency managers worked in isolation within their communities and had no representation or affiliation with each other.

A group of emergency coordinators met at a Regional District planning workshop held in Kamloops in 2005 and decided the time was right to pursue the idea of bringing all regional district emergency managers together as an association under the name of BC Emergency Managers Association (BCEMA). This motion was soon amended to open membership to include all persons involved in emergency management. At the same time this was taking place, the Canadian Emergency Preparedness Association of BC (CEPA) was devolving as a registered society. CEPA transferred their remaining assets and society status to the newly formed BC Association of Emergency Managers (BCAEM). The decision was made to create a website to facilitate communications between the association and its membership.

The annual general meeting was originally held during the Emergency Preparedness Conference in Vancouver each fall.

1.2 Membership

Membership is open to all current practitioners and those with an interest in Emergency Management, including:

- Emergency Program Coordinators (regional district, municipal, first nations, provincial, federal, private sector, Non-government organizations (NGO))
- Emergency Program volunteers
- Front-line Responders
- Business Continuity and Risk Management Specialists

- Occupational Health and Safety Professionals
- Students in Emergency Management

1.3 Mandate

The mandate of the British Columbia Association of Emergency Managers is:

- a. advocate for emergency management;
- b. promote the development of ethics, values and professional standards in the emergency management field;
- c. encourage cooperation and knowledge sharing between all parties and stakeholders involved in emergency management activities in BC;
- d. provide a wide range of emergency management resources and tools to its members;
- e. work with the academic community in research to advance the emergency management field; and,
- f. liaise with other provincial, national and international emergency management organizations on issues of mutual interest and/or concern.

1.4 Vision & Mission Statements

BCAEM Vision

“Supporting emergency management professionals in B.C.”

BCAEM Mission

BCAEM seeks to support its diverse membership in their efforts to enhance emergency management initiatives in British Columbia. The Association will accomplish this by providing and maintaining programs that support emergency managers to build comprehensive, integrated and effective emergency management programs.

Section 2: Goals, Objectives & Strategies

Goal 1: *Provide methods for members to network and share information and resources.*

Objective 1: Maintain a website.

Strategy 1: Upgrade website and membership management platforms to ensure functionality for members and administrators.

Strategy 2: Include relevant and up-to-date information on the website, such as current BCAEM news, job opportunities, membership application process, and upcoming events.

Strategy 3: Maintain a tool kit of resources for members.

Strategy 4: Post new information to the website on a regular basis and email link to the membership.

Objective 2: Maintain electronic discussion forums

Strategy 1: Maintain members only discussion list.

Strategy 2: Establish and maintain regional distribution lists of key conduits.

Objective 3: Distribute information regarding BCAEM and topics of interest to members.

Strategy 1: Continue to utilize member's distribution lists to disseminate information.

Strategy 2: Consider use of social media tools (Facebook, Twitter, LinkedIn, etc.) when feasible.

Objective 4: Maintain communication between board members and the general membership.

- Strategy 1: Hold Annual General Meetings.
- Strategy 2: Provide updates to membership via members only discussion list.
- Strategy 3: Hold Executive Board Meetings via teleconference, face-to-face, electronic, etc., as needed.
- Strategy 4: Hold regional meetings (face-to-face or electronic), as possible and feasible.
- Strategy 5: Directors to make contact with members in their region at least once a year.

Goal 2: *Act as an advocate for emergency management.*

Objective 1: Represent the profession on local, provincial and federal emergency management related issues and concerns.

Strategy 1: Provide representation on provincial initiatives.

Strategy 2: Liaise with the Union of BC Municipalities (UBCM) and Emergency Management BC (EMBC) on matters of common interest to emergency managers in BC.

Objective 2: Represent the membership's views on common local, regional, provincial or national issues.

Strategy 1: Share the Association's position regarding pressing emergency management issues, as required.

Strategy 2: Meet with decision makers to evoke improvements to policies and/or legislation.

Objective 3: Investigate affiliations with provincial, national and international associations.

Strategy 1: Continue information sharing and discussions with the International Association of Emergency Managers - Canada (IAEM-Canada).

Goal 3: *Create a professional development program for members.*

Objective 1: Identify and support coaching and mentoring opportunities for members.

Strategy 1: Poll the membership to determine who would like to participate in coaching/mentoring program

Strategy 2: Develop a coaching/mentoring program process and policy.

Strategy 3: Start an online forum with a senior EPC providing a short presentation on a single topic (i.e. training; exercising; plan development) then opening up the discussion to all participants.

Objective 2: Support emergency deployment of members.

Strategy 1: Develop best practices and tools to support emergency deployment of members.

Goal 4: *Provide training, exercises and public education resources to the membership.*

Objective 1: Maintain education and research committee to research, develop and share materials, toolkits and best practices.

Strategy 1: Identify, research, develop and share exercise and training material with membership.

Objective 2: Liaise with training providers to provide input into curriculum development.

Strategy 1: Provide member representation to training providers.

Objective 3: Compile and share public awareness material for use by the membership.

Strategy 1: Encourage members to share their emergency management materials and resources.

Goal 5: *Implement a membership strategy to continue to develop and grow the Association.*

Objective 1: Market BCAEM services to new and potential members.

Strategy 1: Determine and implement achievable methods of reaching out to emergency management professionals in BC to join and participate as active members in the Association.

Strategy 2: Seek opportunities to promote the Association with other organizations.

Strategy 3: Develop a presentation to promote BCAEM for use at conferences and events.

Strategy 4: Develop a “welcome” package for new members, including an outline of the services and initiatives of the Association.

Goal 6: *Investigate possible revenue sources.*

Objective 1: Determine methods of increasing revenue of the Association.

Strategy 1: Review membership fees and structure.

Strategy 2: Create a policy regarding posting job opportunities on the BCAEM website (include potential fee structure, if applicable).

Goal 7: *Conduct ongoing administration of Association.*

- Objective 1: Record minutes of executive, general and regional meetings.
 - Strategy 1: Ensure secretary and treasurer roles are filled at all times.

- Objective 2: Develop administrative policies, as required.
 - Strategy 1: Review the Association’s initiatives and develop policies as required.

- Objective 3: Continue to review the operational needs of the Association.
 - Strategy 1: Review the goals, objectives and strategies of the Association against its available resources, on an annual basis.

- Objective 4: Ensure accountability of directors to the Association and its membership
 - Strategy 1: Create role descriptions for board positions.
 - Strategy 2: Establish and maintain confidentiality agreements with all directors.

- Objective 5: Explore the feasibility of a part-time Executive Director for the administration of the Association’s day to day business.
 - Strategy 1: Form a sub-committee assigned to look at strategies for position, write job description and seek approval from Board.
 - Strategy 2: Review bylaws, determine if an amendment is required and present proposed position at Annual General Meeting (if required).
 - Strategy 3: Search, hire and maintain an Executive Director.

Section 3: Resource Needs

Goals	Objectives	Strategies	Time (volunteer hours)	Funds	Other resources
Goal 1: Provide methods for members to network and share information and resources	Objective 1: Maintain a website	1. Upgrade website and membership management platforms to ensure functionality for members and administrators.	✓	✓	
		2. Include relevant and up-to-date information on the website, such as current BCAEM news, job opportunities, membership application process information, and upcoming events.	✓		
		3. Maintain a tool kit of resources for members.	✓		
		4. Post new information to the website on a regular basis and email link to the membership.	✓		
	Objective 2: Maintain electronic discussion forums	1. Maintain members only discussion list.	✓		
		2. Establish and maintain regional distribution lists of key conduits.	✓		
	Objective 3: Distribute information regarding BCAEM and topics of interest to members.	1. Continue to utilize member's distribution list(s) to disseminate information.	✓		

Goals	Objectives	Strategies	Time (volunteer hours)	Funds	Other resources
		2. Consider use of social media tools (Facebook, twitter, LinkedIn, etc.) when feasible.	✓		
	Objective 4: Maintain communication between board members and the general membership.	1. Hold Annual General Meetings.	✓	✓	
		2. Provide updates to membership via members on discussion list.	✓		
		3. Hold Executive Board Meetings via teleconference, face-to-face, electronic, etc., as needed.	✓	✓	
		4. Hold regional meetings (face to face or electronic) as possible and feasible.	✓	✓	
		5. Directors to make contact with members in their region at least once a year.	✓	✓	
Goal 2: Act as an advocate for emergency management	Objective 1: Represent the profession on local, provincial and federal emergency management related issues and concerns	1. Provide a representative on provincial initiatives.	✓	✓	
		2. Liaise with the Union of BC Municipalities (UBCM) and Emergency Management BC (EMBC) on matters of common interest to emergency managers in BC.	✓	✓	

Goals	Objectives	Strategies	Time (volunteer hours)	Funds	Other resources
	Objective 2: Represent the membership's views on common local, regional, provincial or national issues.	1. Share the Association's position regarding pressing emergency management issues, as required.	✓		
		2. Meet with decision makers to evoke improvements to policies and/or legislation.	✓	✓	
	Objective 3: Investigate affiliations with provincial, national and international associations.	1. Continue information sharing and discussions with the International Association of Emergency Managers - Canada (IAEM-Canada).	✓		
Goal 3: Create a professional development program for members.	Objective 1: Identify and support coaching and mentoring opportunities for members	1. Poll the membership to determine who would like to be part of a coaching/mentoring program.	✓		
		2. Develop a coaching/mentoring program process and policy.	✓		
		3. Start an online forum with a senior EPC providing a short presentation on a single topic (i.e. training; exercising; plan development) then opening up the discussion to all participants.	✓	✓	
	Objective 2: Support emergency deployment of members.	1. Develop best practices and tools to support emergency deployment of members.	✓		
Goal 4: Provide Training,	Objective 1: Maintain a training committee to develop and implement a training delivery model	1. Develop and share exercise and training material with the membership.	✓		

Goals	Objectives	Strategies	Time (volunteer hours)	Funds	Other resources
exercises and public education resources to the membership	Objective 2: Liaise with training providers to provide input into curriculum development	1. Provide BCAEM members to training provider advisory committees.	✓	✓	
	Objective 3: Compile and share public awareness material for use by the membership.	1. Encourage members to share their emergency management materials and resources.	✓		
Goal 5: Implement a membership strategy to continue to develop and grow the Association.	Objective 1: Market BCAEM services to new and potential members.	1. Determine and implement achievable methods of reaching out to emergency management professionals in BC to join and participate as active members in the Association.	✓	✓	
		2. Seek opportunities to promote the Association with other organizations.	✓	✓	
		3. Develop a presentation to promote BCAEM for use at conferences and events.	✓		
		4. Develop a “welcome” package for new members, including an outline of the services and initiatives of the Association.	✓	✓	
Goal 6: Investigate possible revenue sources	Objective 1: Determine methods of increasing revenue of the Association.	1. Review membership fees and structure.	✓		
		2. Create a policy regarding posting job opportunities on website (include potential fee structure, if applicable).	✓		

Goals	Objectives	Strategies	Time (volunteer hours)	Funds	Other resources
Goal 7: Conduct ongoing administration of Association	Objective 1: Record minutes of executive, general and regional meetings.	1. Ensure a secretary and treasurer roles are filled at all times.	✓		
	Objective 2: Develop administrative policies, as required	1. Review the Association's initiatives and develop policies as required.	✓		
	Objective 3: Continue to review the operational needs of the Association.	1. Review the goals, objectives and strategies of the Association against its available resources on an ongoing basis.	✓		
	Objective 4: Ensure accountability of directors to the Association and its membership.	1. Create role description for board positions	✓		
		2. Establish and maintain confidentiality agreements with all directors	✓		
	Objective 5: Explore the feasibility of a part-time Executive Director for the administration of the Association's day to day business.	1. Form a sub-committee assigned to look at strategies for position, write job description and seek approval from the Board.	✓		
		2. Review bylaws, determine if an amendment is required and present proposed position at Annual General Meeting (if required).	✓		
		3. Search, hire and maintain an Executive Director.	✓	✓	

Section 4: Action Plan

Investigation/Planning Phase	Ongoing	Estimated Completion
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Goals	Objectives	Strategies	2015	2016	2017	2018	2019
Goal 1: Provide methods for members to network and share information and resources	Objective 1: Maintain a website	1. Upgrade website and membership management platforms to ensure functionality for members and administrators.					
		2. Include relevant and up-to-date information on the website, such as current BCAEM news, job opportunities, membership application process information, and upcoming events.					
		3. Maintain a tool kit of resources for members.					
		4. Post new information to the website on a regular basis and email link to the membership.					
	Objective 2: Maintain electronic discussion forums	1. Maintain members only discussion list.					
		2. Establish and maintain regional distribution lists of key conduits.					
	Objective 3: Distribute information regarding BCAEM and topics of interest to members.	1. Continue to utilize member's distribution list to disseminate information.					

Goals	Objectives	Strategies	2015	2016	2017	2018	2019
	Objective 4: Maintain communication between board members and the general membership.	2. Consider use of social media tools (Facebook, Twitter, LinkedIn, etc.) when feasible.					
		1. Hold Annual General Meetings					
		2. Provide updates to membership via members on discussion list					
		3. Hold Executive Board Meetings via teleconference, face-to-face, electronic, etc., as needed					
		4. Hold regional meetings (face to face or electronic) as possible and feasible.					
		5. Directors to make contact with members in their region at least once a year.					
Goal 2: Act as an advocate for emergency management	Objective 1: Represent the profession on local, provincial and federal emergency management related issues and concerns	1. Provide a representative on provincial initiatives					
		2. Liaise with the Union of BC Municipalities (UBCM) and Emergency Management BC (EMBC) on matters of common interest to emergency managers in BC.					
	Objective 2: Represent the membership's views on common local, regional, provincial or	1. Share the Association's position regarding pressing emergency management issues, as required.					

Goals	Objectives	Strategies	2015	2016	2017	2018	2019
	national issues.	2. Meet with decision makers to evoke improvements to policies and/or legislation					
	Objective 3: Investigate affiliations with provincial, national and international associations.	1. Continue information sharing and discussions with the International Association of Emergency Managers - Canada (IAEM-Canada).					
Goal 3: Create a professional development program for members.	Objective 1: Identify and support coaching and mentoring opportunities for members	1. Poll the membership to determine who would like to be part of a coaching/mentoring program.					
		2. Develop a coaching/mentoring program process and policy.					
		3. Start an online forum with a senior EPC providing a short presentation on a single topic (i.e. training; exercising; plan development) then opening up the discussion to all participants.					
	Objective 2: Support emergency deployment of members.	1. Develop best practices and tools to support emergency deployment of members.					
Goal 4: Provide Training, exercises and public education resources to the membership	Objective 1: Maintain training committee to develop and implement a training delivery model	1. Develop and share exercise and training material with the membership					
	Objective 2: Liaise with training providers to provide input into curriculum development	1. Provide member to JIBC training advisory committee					
	Objective 3: Compile and share public awareness material for use by the	1. Continue to work with the "Get Ready BC" online preparedness project committee					

Goals	Objectives	Strategies	2015	2016	2017	2018	2019
	membership.	2. Encourage members to share their emergency management materials and resources					
Goal 5: Implement a membership strategy to continue to develop and grow the Association.	Objective 1: Market BCAEM services to new and potential members	1. Determine and implement achievable methods of reaching out to emergency management professionals in BC to join and participate as active members in the Association.					
		2. Seek opportunities to promote the Association with other organizations.					
		3. Develop a presentation to promote BCAEM for use at conferences and events.					
		4. Develop a “welcome” package for new members, including an outline of the services and initiatives of the Association.					
Goal 6: Investigate possible revenue sources	Objective 1: Determine methods of increasing revenue of the Association	1. Review membership fees and structure.					
		2. Create a policy regarding posting job opportunities on the BCAEM website (include potential fee structure, if applicable).					
Goal 7: Conduct ongoing administration of Association	Objective 1: Record minutes of executive, general and regional meetings.	1. Ensure the secretary and treasurer positions are filled at all times.					
	Objective 2: Develop administrative policies, as required	1. Review the Association’s initiatives and develop policies as required.					

Goals	Objectives	Strategies	2015	2016	2017	2018	2019
	Objective 3: Continue to review the operational needs of the Association.	1. Review the goals, objectives and strategies of the Association against its available resources on an ongoing basis.					
	Objective 4: Ensure accountability of directors to the Association and its membership.	1. Create role description for board positions					
		2. Establish and maintain confidentiality agreements with all directors.					
	Objective 5: Explore the feasibility of a part-time Executive Director for the administration of the Association's day to day business.	1. Form a sub-committee assigned to look at strategies for position, write job description and seek approval from Board.					
		2. Review bylaws, determine if an amendment is required and present proposed at Annual General Meeting (if required),					
		3. Search, hire and maintain an Executive Director.					