

British Columbia Association of Emergency
Managers



STRATEGIC PLAN
2010-2014

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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 opinions 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 (NOG))
- Emergency Program volunteers
- Front-line Responders
- Business Continuity and Risk Management Specialists

- Occupational Health and Safety Professionals
- Students in Emergency Management

1.2 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.

1.3 Vision & Mission Statements

BCAEM Vision

“Supporting emergency management professionals in BC”

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: Develop and maintain a website.

Strategy 1: Include relevant and up-to-date information the website, such as current BCAEM news, job opportunities, membership application process, and upcoming events.

Strategy 2: Maintain a tool kit of resources for members.

Strategy 3: Determine public (non-member) and member only components of the website.

Strategy 4: Hire contractor to maintain website.

Strategy 5: 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. Provide instructions to membership on how to put a topic out for discussion.

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

Objective 3: Develop and distribute an electronic newsletter

Strategy 1: Distribute electronic newsletters in the spring and fall (post-AGM, what is new in emergency management).

Strategy 2: Work with other organizations to ensure a wide distribution of the electronic newsletter.

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 required.

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: Develop a professional code of ethics, values and standards.

Strategy 1: Investigate other associations and their codes of ethics, values and standards.

Strategy 2: Develop a code of ethics, values and standards for the Association.

Objective 4: 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: Investigate implementation of an professional designation process

Strategy 1: Investigate the desire and need for a professional designation process.

Strategy 2: Develop a professional designation process discussion paper for input from the membership.

Objective 2: Develop a coaching/mentoring program for members.

Strategy 1: Poll the membership to determine who would like to part of a coaching/mentoring program

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

Objective 3: Develop a deployment program for members.

Strategy 1: Develop deployment program information to include in the membership directory on the website

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

Objective 1: Establish training committee to develop and implement a training delivery model

Strategy 1: Develop and share exercise and training material with membership.

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

Strategy 1: Provide members representation to training providers

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

Strategy 1: Continue to work with the “Get Ready BC” online preparedness project committee.

Strategy 2: Encourage municipalities 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: Send information regarding the Association and its programs and services to all local governments and First Nations in BC

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.

Objective 2: Implement additional services and programs.

Strategy 1: Implement services and programs according to the Association’s Strategic Plan.

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: Determine possible rates for advertising job postings on website.

Strategy 3: Investigate advertising opportunities on members only side for training providers and consultants.

Strategy 4: Develop a policy statement that BCAEM does not endorse training providers or consultants that advertise on its website.

Goal 7: *Conduct ongoing administration of Association*

Objective 1: Record minutes of executive, general and regional meetings.

Strategy 1: Ensure secretary position is filled at all times.

Objective 2: Develop administrative policies, as required.

Strategy 1: Review the Association's initiatives and develop policies as required.

Objective 4: 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 5: Ensure accountability of directors to the Association and its membership

Strategy 1: Create role descriptions for board positions.

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Strategy 2: Establish and maintain confidentiality agreements with all directors.

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: Develop and maintain a website	1. Include relevant and up-to-date information on the website, such as current BCAEM news, job opportunities, membership application process information, upcoming events	✓		
		2. Maintain a tool kit of resources for members	✓		
		3. Determine public (non-member) and member only components of the website	✓		
		4. Hire a contractor to maintain website.	✓	✓	
		5. 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	✓		

Goals	Objectives	Strategies	Time (volunteer hours)	Funds	Other resources
	Objective 3: Develop and distribute an electronic newsletter	1. Distribute electronic newsletters in the spring and fall (post-AGM)	✓		
		2. Work with other organizations to ensure a wide distribution of the electronic newsletter	✓		
	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 required	✓	✓	
		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	✓	✓	

Goals	Objectives	Strategies	Time (volunteer hours)	Funds	Other resources
		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.	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: Develop a professional code of ethics, values and standards	1. Investigate other associations and their codes of ethics, values and standards.	✓		
		2. Develop a code of ethics, values and standards for the Association.	✓		
	Objective 4: 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: Investigate implementation of a professional designation process	1. Investigate the desire and need for a professional designation process.	✓		
		2. Develop a professional designation process discussion paper for input from the membership.	✓		
	Objective 2: Develop a coaching/mentoring program for members	1. Poll the membership to determine who would like to be part of a coaching/mentoring program	✓		

Goals	Objectives	Strategies	Time (volunteer hours)	Funds	Other resources
		2. Develop a coaching/mentoring program process and policy.	✓		
	Objective 3: Develop a deployment program for members.	1. Develop deployment program information to include in the membership directory on the website.	✓		
Goal 4: Provide Training, exercises and public education resources to the membership	Objective 1: Establish a 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 BCAEM members to training provider advisory committees	✓	✓	
	Objective 3: Compile and share public awareness material for use by the membership.	1. Continue to work with the “Get Ready BC” online preparedness project committee	✓		
		2. Encourage municipalities to share their emergency management materials and resources	✓		
Goal 5: Implement a membership strategy to continue to develop and	Objective 1: Market BCAEM services to new and potential members	1. Send information regarding the Association and its programs and services to all local governments and First Nations in BC.	✓	✓	
		2. Seek opportunities to promote the Association with other organizations.	✓	✓	

Goals	Objectives	Strategies	Time (volunteer hours)	Funds	Other resources
grow the Association.		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.	✓	✓	
	Objective 2: Implement additional services and programs	1. Implement services and programs according to the Association’s Strategic Plan.	✓		
Goal 6: Investigate possible revenue sources	Objective 1: Determine methods of increasing revenue of the Association	1. Review membership fees and structure [No student membership rates]	✓		
		2. Determine possible rates for advertising job postings on website. [Free as a service to members]	✓		
		3. Investigate advertising opportunities for training providers and consultants	✓		
		4. Develop a policy statement that BCAEM does not endorse training providers or consultants that advertise on its website.	✓		
Goal 7: Conduct	Objective 1: Record minutes of executive, general and regional meetings.	1. Ensure a secretary position is filled at all times	✓		

Goals	Objectives	Strategies	Time (volunteer hours)	Funds	Other resources
ongoing administration of Association	Objective 2: Develop administrative policies, as required	1. Review the Association’s initiatives and develop policies as required.	✓		
		1.			
	Objective 4: 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.	✓		
		2. Investigate partnerships with organizations such as the Fire Chiefs’ Association of BC (FCABC) and the BC Fire Training Officer’s Association (BCFTOA).	✓		
	Objective 5: 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	✓		

Section 4: Action Plan

Investigation/Planning Phase
Ongoing
Estimated Completion

Goals	Objectives	Strategies	2010	2011	2012	2013	2014
Goal 1: Provide methods for members to network and share information and resources	Objective 1: Develop and maintain a website	1. Include relevant and up-to-date information on the website, such as current BCAEM news, job opportunities, membership application process information, upcoming events					
		2. Maintain a tool kit of resources for members					
		3. Determine public (non-member) and member only components of the website					
		4. Hire a contractor to maintain website.					
		5. 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					

Goals	Objectives	Strategies	2010	2011	2012	2013	2014	
	Objective 3: Develop and distribute an electronic newsletter	1. Distribute electronic newsletters in the spring and fall (post-AGM)						
		2. Work with other organizations to ensure a wide distribution of the electronic newsletter						
	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 required						
		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	2010	2011	2012	2013	2014
	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: Develop a professional code of ethics, values and standards	1. Investigate other associations and their codes of ethics, values and standards.					
		2. Develop a code of ethics, values and standards for the Association.					
	Objective 4: 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: Investigate implementation of a professional designation process	1. Investigate the desire and need for a professional designation process.					
		2. Develop a professional designation process discussion paper for input from the membership.					
	Objective 2: Develop a coaching/mentoring program 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.					

Goals	Objectives	Strategies	2010	2011	2012	2013	2014
	Objective 3: Develop a deployment program for members.	1. Develop deployment program information to include in the membership directory on the website.					
Goal 4: Provide Training, exercises and public education resources to the membership	Objective 1: Establish a 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 membership.	1. Continue to work with the “Get Ready BC” online preparedness project committee					
		2. Encourage municipalities 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. Send information regarding the Association and its programs and services to all local governments and First Nations in BC.					
		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.					

Goals	Objectives	Strategies	2010	2011	2012	2013	2014
	Objective 2: Implement additional services and programs	1. Implement services and programs according to the Association’s Strategic Plan.					
Goal 6: Investigate possible revenue sources	Objective 1: Determine methods of increasing revenue of the Association	1. Review membership fees and structure {No student member rates}					
		2. Determine possible rates for advertising job postings on website.[Free as a service to members]					
		3. Investigate advertising and/or sponsorship opportunities for training providers and consultants					
		4. Develop a policy statement that BCAEM does not endorse training providers or consultants that advertise on its website.					
Goal 7: Conduct ongoing administration of Association	Objective 1: Record minutes of executive, general and regional meetings.	1. Ensure a secretary position is filled at all times					
	Objective 2: Develop administrative policies, as required	1. Review the Association’s initiatives and develop policies as required.					
		1.					
	Objective 4: 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.					

Goals	Objectives	Strategies	2010	2011	2012	2013	2014
		2.					
	Objective 5: 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.					