

# **BCAEM**

# **Strategic Plan**

**2023-2027**



# STRATEGIC PLAN 2023-2027



October 10, 2023

*Since 2004, the BC Association of Emergency Managers has existed to lend support to practitioners across the province as they prepared, responded and recovered from significant emergencies. With the increasing impacts of climate change and urban encroachment, the importance of emergency management has been further highlighted and its focus has shifted towards policy, planning and program management.*

*It is with utmost gratitude and reflection that this association recognizes the traditional and ancestral territories of the Indigenous people that have walked gently on these lands for thousands of years. The path ahead is complex and will rely on a collaborative effort among governments, First Nations, communities, non-profits, businesses, support organizations, essential services and the people working, living and playing in the land, air and water of this diverse region.*

*This Strategic Plan aims to acknowledge the invaluable relationships and shared knowledge that will be needed for the path ahead. It is intended to provide a flexible framework to support essential program development and innovation. Five fundamental focus areas - advocacy, facilitation, change support, engagement and promotion of wise practices - are reflected throughout this Plan. These focus areas ensure that challenges for the BCAEM membership are explored in a safe space, and solutions are derived that benefit the whole of the emergency management field.*

*We look forward to the next five years and are ready to explore the challenges that the emergency management field presents. We are eager to bring together the diversity, knowledge and collaborative voice of our members, as well as the emergency management community as a whole to support program development, implementation and improvement across the province.*

Deborah Jones-Middleton  
Chair, BCAEM

Harpreet Jaswal  
Vice-Chair, BCAEM

**What is our purpose, why do we exist?**

## **MISSION**

The BCAEM supports practitioners from all sectors to enhance emergency management in British Columbia through meaningful engagement, inclusive advocacy, and innovative, comprehensive program support.

**What do we hope to accomplish in ten years?**

## **VISION**

To become a leader in emergency management that fosters continuous improvement through knowledge, innovation, and collaboration.



**For the next five years (2023-2027)  
what themes will we focus on?**

**FOCUS AREAS FOR THIS STRATEGIC PLAN**

Both relationships and processes are foundational to ensure a balanced and sustainable future for the sector of emergency management. The following themes have therefore been identified for BCAEM as they are essential to support the growth and improvement of the emergency management field:

- Advocacy
- Facilitation
- Change Support
- Engagement
- Promotion of Wise Practices



**What will we do to advance these focus areas?  
In doing so, what values will we reflect?**

**STRATEGIC OBJECTIVES**

1. We will bring focus to emergency management challenges by asking, listening, learning and advocating for the people of emergency management and British Columbia. (FOCUS AREAS: [Advocacy](#), [Engagement](#))

Values:

- Influence/ empower the membership
- Guide, support, and honour the collective voice
- Listen and reflect openness and approachability

2. We will foster a path, network and inclusive respectful space for members to collaborate, coach, share ideas and cultivate innovative solutions. (FOCUS AREAS: [Facilitation](#), [Engagement](#), [Promoting Wise Practices](#))

Values:

- Respect diverse viewpoints
- Remain approachable
- Support transformation

3. We will actively support and lead effective adaptation to change. (FOCUS AREAS: [Supporting Change](#), [Promoting Wise Practices](#), [Facilitation](#))

Values:

- Innovate
- Communicate openly
- Coordinate and collaborate

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## Appendix A - Current Project List

### 2023 PROJECTS AND INITIATIVES

Strategic Objective	Project Title	Description	Project Lead	Co-Lead	Priority
Administration - N/A	Finances	Reconcile and review financial records, accounts, signing authorities and develop a financial policy and SOP to help manage Association business.	Pflugrath		High
Administration - N/A	Governance	Review and Update Bylaw and Constitution		Board	High
Administration - N/A	Strategic Plan	Develop 2023 to 2027 Strategic Plan	Diver	Board	High
Goal 1 - Fostering the network	Professional Development	BCAEM Talks Webinar series (Case Studies, Skill Development etc.)	Jaswal		High
Goal 1 - Fostering the network	Social Media	Grow and develop LinkedIn platform	Jaswal		High
Goal 1 - Fostering the network	Canadian Red Cross WG	Act as Subject Matter Expert (SME) to help inform and guide community initiatives	Jones-Middleton		Low
Goal 1 - Fostering the network	EPBC Conference Assessment & Future Plan	Explore the possibility of co-leading EPBC 2024	Jones-Middleton	Collins	Low
Goal 2 - Advocating through challenges	Legislation Modernization	Collaborate with EMCR Policy Legislation to host Webinars related to the Modernized Legislation	Jones-Middleton/ Jaswal	Pflugrath/ Diver/ Carbrey	High
Goal 2 - Advocating through challenges	Compensation Guide	Survey EM practitioners to develop a holistic compensation guide to support hiring and recruitment	Jones-Middleton	Member Pattullo	Low
Goal 2 - Advocating through challenges	Public Alerting WG	Identify and determine solutions for local government challenges with broadcast intrusive and multiple systems	Diver		Low

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Strategic Objective	Project Title	Description	Project Lead	Co-Lead	Priority
Goal 2 - Advocating through challenges	Spinney WG	Collaboration with York University to explore the relationship between stress, mental health and EM practitioners.	Carbrey		Low
Goal 3 - Supporting change and innovation	Core Competencies WG	Act as Subject Matter Expert (SME) to help inform the development of a national core competency standard.	Colledge		Low