

FIRE CHIEFS' ASSOCIATION OF BRITISH COLUMBIA



2015/2016 Strategic Plan

Action Plan

Introduction

The Fire Chiefs' Association of BC (FCABC) developed a Strategic Plan in 2015. Development of the plan, carried out over a period of about six months, involved reviewing internal documents and procedures, surveying members, conducting more than 30 external interviews, and analyzing best practices.

This Action Plan summarizes the ideas and activities of the Strategic Plan, and will guide the FCABC in implementing the plan recommendations. It is a living document that will evolve as actions are completed and new items arise.

With these plans, the FCABC seeks to better serve its members by both meeting the needs of chief officer members, and being the lead advocate for fire safety in British Columbia.

A key component in the effort to deliver improved member services and to enhance the advocacy role of the FCABC is increasing organizational capacity. This will involve building a business/operating model that will make best use of staff resources, and leveraging key partnerships to support the needs of chief officer members and improve public safety in BC.

The Strategic Plan sets out initiatives that will enhance the FCABC's role as the recognized voice of the fire service in BC to the public, the provincial government and other stakeholders. At the same time, the FCABC will strive to increase the benefit of membership through improved services and support.



SWOT Analysis

A SWOT analysis revealed the organization’s strengths, weaknesses, opportunities and threats, both now and in the future. The analysis provided valuable information that was used to develop action items.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Strong/representative membership at core that wants to build a strong Association	Tradition – a strength but we need to think outside the box if we are to adapt to changes/address issues	Conference – major touch point and potential for revenue generation	Not being recognized as a leader by provincial associations and government
Represents the fire service well: interacts, listens, is accountable, understands diversity	Challenges of representing diverse membership, geographically and sectors. Potential for splintering	Strong brand – good relationship with internal and external stakeholders that needs to be leveraged more	Changing membership/ generational shift of Fire Chiefs. Are we relevant?
Conference is well attended and provides information-sharing and networking opportunities	Financial limitations – some instability which threatens capacity to build or deliver value consistently	Partnerships – lots of stakeholders willing and able to work with Association	Member FD budgets are squeezed. No consistent established external sources of revenue
Public holds fire service in high esteem, see chiefs as leaders in public safety advocacy	Advocacy – strong brand but low awareness on political radar	Technology – great way to bring diverse membership together/provide access points	Special interest groups (internal and external) advocating contrary points of view



Action Plan

Key Objectives:

Enhance position as the recognized voice of the fire service to the public, provincial government and other stakeholders

Evaluate and enhance services and support to members

Enhance FCABC's organizational capacity to support member services and advocacy initiatives

Pillars	ADVOCACY	MEMBER SERVICES	ORGANIZATIONAL CAPACITY
Outcomes	Strategic sustained and prioritized advocacy activity	Delivering what's needed	Competent staff developed by building a reliable resource base and leveraging strategic partnerships
Objectives	<ul style="list-style-type: none"> Strengthen existing and build new relationships Be a trusted adviser to the public, the provincial government, LGMA, and UBCM Be the primary voice of BC's fire service Support, coordinate and, where required, lead other fire service organizations 	<ul style="list-style-type: none"> Regularly re-evaluate, reposition and redirect efforts in terms of member services Maintain membership (numbers and diversity) 	<ul style="list-style-type: none"> Re-evaluate current staffing model, how staff resources are utilized, and how work is prioritized Evaluate all existing and potential leveraging opportunities Identify dependable revenue sources



Pillars

At the core of the FCABC organization are three “pillars” – organizational capacity, advocacy and member services. Organizational capacity supports the Association’s ability to perform its advocacy and member services functions.





Pillar 1 – Advocacy

Advocacy is a priority of the FCABC. The FCABC advocates for matters concerning legislation, codes and standards related to the fire service and public safety in BC. The Association positions itself as the trusted adviser to the provincial government, Local Government Management Association (LGMA), Union of BC Municipalities (UBCM), the public and other stakeholders. The FCABC continually strives to be the primary voice of BC's fire service. The FCABC supports, coordinates and, where required, leads other fire service organizations.

Initiative 1.01

Working with the British Columbia Fire Training Officers' Association (BCFTOA), support the Office of the Fire Commissioner (OFC) in refining Training Playbook. Identify opportunities to develop similar documentation for other fire service topic areas. (March 2016/ongoing)

Initiative 1.02

Support the Provincial Government in developing and adopting a replacement of the current *Fire Services Act*. (June 2016)

Initiative 1.03

Pursue establishment of Fire Service Advisory Committee(s). (April 2016)

Initiative 1.04

Support the OFC in creating a Provincial Fire Department framework to be utilized during states of emergency. (June 2016)

Initiative 1.05

Initiate an annual government relations activity to further develop the FCABC's relationship with the Provincial Government, and to support FCABC strategic initiatives. (April 2016)

Initiative 1.06

Revisit the OFC commitments made in the 2012 *Response to Transforming the Fire Rescue Service* report. Support the OFC in developing a plan to fulfill those commitments that remain relevant. (June 2016)

Initiative 1.07

Partner with the Fire Prevention Officers' Association of British Columbia (FPOABC), OFC and WorkSafeBC to develop sustainable legacy programs arising from the Fire Inspection and Prevention Initiative (FIPI). These include the Regular System of Fire Inspections, Fire Safety Plan Documentation Guide, and the revised Local Assistant to the Fire Commission (LAFC) program. (June 2016)

Initiative 1.08

Utilizing external inputs and a review of best practices in other organizations, evaluate the FCABC's business model, including messaging and positioning for opportunities such as attendance at UBCM, LGMA and other conferences and events. (October 2015)

Initiative 1.09

Working with FPOABC and the National Fire Protection Association (NFPA) to support development of a BC Sprinkler Coalition. (December 2015)

Initiative 1.10

Review FCABC's position and strategy regarding First Medical Responder program to ensure it continues to meet the mandate as defined by the membership. (December 2015)





Pillar 2 – Member Services

The FCABC was founded on the need to support members. As the Association's members change and the needs of the membership also change, the Association must regularly re-evaluate, reposition and redirect its member services efforts.

Initiative 2.01

On an annual basis, measure the needs of members and the degree to which the FCABC meets those needs. (December 2015 and annually)

Initiative 2.02

Ensure member representation equity. Strike a committee chaired by a Vice President with representation to include the Volunteer Sector Director, Career Sector Director, one member from a Metro Vancouver department, and a member at large to be appointed by the President. This committee is to review the member equity challenge and make recommendations to the 2016 AGM. (June 2016)

Initiative 2.03

Review the Canadian Association of Fire Chiefs' (CAFC) revised Chief Fire Officer (CFO) program. Identify opportunities for the FCABC to leverage and/or enhance educational programming available through other organizations to augment professional development of FCABC members. (April 2016)

Initiative 2.04

Reach agreement with the LGMA as to a long-term strategy and funding source(s) for the LGMA/FCABC Effective Fire Service Administration program (see 3.04). (January 2016)

Initiative 2.05

In partnership with the CAFC, make available to FCABC members the Alberta Fire Chiefs' volunteer recruitment and retention program, complete with a defined funding strategy. Project lead to be the Volunteer Sector Director. (April 2016)

Initiative 2.06

Develop an effective online forum on the FCABC website to support member needs and provide opportunities to share information. (September 2015)

Initiative 2.07

Working with the BCFTOA, develop a Subject Matter Expert team to support members in achieving compliance with the Training Playbook. (September 2015)

Initiative 2.08

With the British Columbia Professional Fire Fighters' Association (BCPFFA), host a workshop to facilitate chief fire officer/union leadership working relationships and explore solutions to challenges faced by the fire service in BC. (April 2016)



Pillar 3 – Organizational Capacity

The first two pillars of this plan will drive the Association to re-evaluate its current staffing model, how staff resources are utilized, and how work is prioritized. The Association will also need to evaluate all existing and potential leveraging opportunities.

In order to support FCABC activities and programming for members, as well as developing advocacy activities, increased organizational capacity and funding may be required.

Initiative 3.01

Fully maximize the linkage between FCABC strategic goals and efforts/opportunities presented at the annual Conference. Ensure ongoing connectivity. (June 2015)

Initiative 3.02

Review the staffing model and define a staff-use plan that aligns with the needs of the FCABC. (October 2015)

Initiative 3.03

Review the development of internal Subject Matter Experts to support members and the Association. (December 2015)

Initiative 3.04

Continue to support LGMA/FCABC Effective Fire Service Administration program through its existing funding/operational plan. Work together to develop an ongoing sustainable program (see 2.04). (July 2016)

Initiative 3.05

Identify secure and reliable funding sources to support defined member services and Association initiatives. (December 2015)

Timelines

	2015	2016	Ongoing
Advocacy	<ul style="list-style-type: none"> • Business model, messaging and positioning evaluation (October) • BC Sprinkler Coalition (December) • Review first responder position and strategy (December) 	<ul style="list-style-type: none"> • Refine Training Playbook and identify similar opportunities for other areas (March) • Establish Fire Service Advisory Committee(s) (April) • Create Provincial Fire Department framework for states of emergency (June) • Annual government relations activity (April) • Development and adoption of replacement of the current <i>Fire Services Act</i> (June) • Revisit and develop plan to fulfill OFC commitments made in 2012 <i>Response to Transforming the Fire Rescue Service</i> report (June) • Sustainable legacy programs for FIPI, Regular System of Fire Inspections, Fire Safety Plan Documentation Guide, and explore opportunities to jointly develop a revised LAFC program (June) 	<ul style="list-style-type: none"> • Annual government relations activity • Identify similar prospects for opportunities such as the Training Playbook



	2015	2016	Ongoing
Member Services	<ul style="list-style-type: none"> • Training Playbook Subject Matter Expert team (September) • Online forum on FCABC website (September) • Member touch point to ensure members needs are being met and identify gaps and areas for improvement (December) 	<ul style="list-style-type: none"> • Reach agreement with LGMA on long-term strategy for Effective Fire Service Administration program (January) • Review CAFC revised CFO program. Identify other opportunities to augment professional development for members (April) • Alberta Fire Chiefs' volunteer recruitment and retention program available to members (April) • Joint FCABC/BCPFFA workshop (April) • Member Equity Committee (June) 	<ul style="list-style-type: none"> • Annual member touch point to ensure members needs are being met and identify gaps and areas for improvement
Organizational Capacity	<ul style="list-style-type: none"> • Establish linkage between FCABC strategic goals and Conference programme (June) • Develop a staffing plan that aligns with the needs of the FCABC (October) • Review development of internal Subject Matter Experts to support members and the Association (December) • Identify and explore reliable funding sources (December) 	<ul style="list-style-type: none"> • Continue to support LGMA/FCABC training program (July) 	<ul style="list-style-type: none"> • Ongoing connectivity between FCABC strategic goals and Conference program

