



2023 – 2025 Strategic Plan



Final Report

May 2023

Table of Contents

BACKGROUND 2

FCABC’S GUIDING STATEMENTS 3

KEY TRENDS FCABC’S PLAN WILL ADDRESS 4

FCABC’S THREE-YEAR GOALS 5

ADVOCACY 6

MEMBER SERVICES 7

ORGANIZATION CAPACITY 8

CONCLUSION 9

APPENDIX I: SUMMARY OF WORKSHOP SWOT ANALYSIS AND DISCUSSION 10

APPENDIX II: STRATEGIC PLAN SUMMARY 11

APPENDIX III: OBJECTIVES IN ORDER OF PRIORITY 12

Background

In March 2023, the FCABC board of directors and staff met to develop a new strategic plan to guide the work of the organization over the coming three-year planning horizon.

The **Fire Chiefs' Association of British Columbia 2023-2025 Strategic Plan** outlines a clear path for FCABC to raise the bar as a leading voice and support for its members and the fire service across the province.

To ensure the strategic plan is informed by the needs of FCABC members, as well as the realities facing the fire service and the organization, the pre-plan development process included:

- A review of FCABC's most recent membership survey (2022), and
- In-depth telephone interviews with 23 FCABC board directors, staff and representatives from ministries and organizations with whom FCAC collaborates.

The resulting insights were summarized for workshop participants in the **2023 FCABC Strategic Plan Research Report** and were used to inform the strategic planning process.

The strategic planning process was led by Carol-Anne Moutinho, Principal, Strategy and Organization Design with The Portage Group.

FCABC's Guiding Statements

FCABC's guiding statements were reviewed and updated by association leaders to reflect the evolution of the role of the organization and the realities of the constituents it serves.

Vision

FCABC is the leading voice of the BC fire service, supporting fire chiefs from across our province with invaluable connections, resources and training.

Mission

The Fire Chiefs' Association of British Columbia is an essential source of information, education, and community for its members. It proactively engages with government and others on issues relating to the Fire Service, resulting in an effective and supported fire service across the province.

PURPOSE

The Association's Purpose is to promote the maintenance and improvement of the fire service throughout the Province of British Columbia. It achieves this by:

- 1. Providing a forum for the exchange of ideas, the development of resolutions, position papers, and other matters pertaining to the safety of life and property against risk by fire.*
- 2. Offering relevant and timely education and training, including the annual educational forum known as the Annual Conference and BC Fire Expo.*
- 3. Functioning as a center for the provision of information relative to matters affecting the fire service within the Province of British Columbia.*
- 4. Creating and promoting a diverse, inclusive and supportive community amongst its members.*
- 5. Working with and influencing government and others for the purpose of improving the fire service in the Province of British Columbia.*

Key Trends FCABC's Plan will Address

Over the course of the plan horizon, FCABC's strategic plan will focus on working to address and support members with the following:

Funding and Capacity

In regions across the province, fire departments are being pushed to meet increasing demand for services. Among the contributing factors includes an increase in EMS call volume and the evolving role of the fire service in pre-hospital care, as well as the growing impacts of climate change, which brings increased wildfire, floods, natural disasters.

The result is added pressure on the fire service to meet the growing needs of the communities it serves in an environment where operating costs are also growing - but access to funding is not.

Providing members with the data and information they need to support 'asks' to governing bodies and advocating for funding and expectations management at a provincial level to support the fire service were identified as ways in which FCABC can support members with this key issue.

Providing members with information about access to grants and other funding opportunities was also identified as an important ongoing role for FCABC.

Recruitment and Retention

Recruitment and retention are a challenge across the BC fire service. This issue is being felt most acutely in smaller and rural communities where departments are volunteer or paid-on-call roles.

By contrast in larger communities, housing affordability and the rising cost of living is making it difficult to retain staff in the larger urban centres.

To support members, FCABC's role will be to continue to provide the sector with well-defined and structured training support.

Advocacy on issues like minimum training requirements which are a barrier to recruitment in some communities will also be a role for FCABC.

Mental Health and Wellness

Mental health and wellness is a key focus and challenge, both as they relate to first responders and fire chiefs, as well as the public they serve.

A role for FCABC over the course of the plan horizon will be to continue to provide timely support and resources to its members in these increasingly important areas.

Advocacy efforts related to mental and physical health and wellness for both the fire service and the public will also be a continued priority.

Diversity, Equity and Inclusion

Diversity, Equity and Inclusion is an important issue facing the fire service across BC, Canada and abroad.

In a society and workforce that is more diverse than at any time in recent history, leading efforts to support the sector to foster greater diversity, equity and inclusion was also identified as an important consideration for FCABC in relation to this issue.

FCABC's Three-Year Goals

For the 2023-2025 planning horizon, FCABC's time, effort and resources will focus on achieving goals across three priority areas.

1

Advocacy

Three-Year Goal: We aim to be the association that government, organizations, and our membership turn to when looking for timely leadership, with a clear understanding of the matters that impact the fire service.

2

Member Services

Three-Year Goal: The FCABC will strengthen the membership by connecting chief officers across the province with information, resources and supports related to operations, prevention, training and wellness.

3

Organization Capacity

Three-Year Goal: FCABC reviews resources to ensure organizational capacity is in place to support the initiatives of the association.

1

Advocacy

FCABC acts as the common voice on behalf of fire chiefs and the fire service across BC. The next three years will see FCABC continue to build on its advocacy capabilities, leveraging its collective voice and positive reputation among government and industry members to achieve positive change on the issues that matter most to its members.

A continued focus on ensuring advocacy efforts align with the evolving needs of its members, and enhancing its advocacy impact through strategic partnership and collaboration with allied organizations will further contribute to FCABC's continued effectiveness in this area.

Three-Year Goal

We aim to be the association that government, organizations, and our membership turn to when looking for timely leadership, with a clear understanding of the matters that impact the fire service.

How will we achieve our goal?

2023– 2025 Strategic Objectives

1.1 The FCABC will meet with ministers responsible for housing, health and climate readiness to discuss policy prior to 2024.

1.2 The FCABC will coordinate meetings with our partner organizations annually at membership events, with topics that bring value to our members.

1.3 The FCABC will engage the membership annually to ground-truth the evolving needs of its members.

2

Member Services

FCABC will continue to build on its solid foundation of information, resources and supports to members over the course of the 2023-2025 plan horizon. The focus will include year-round offerings that address the diverse and evolving needs of FCABC's members and constituents.

Three-Year Goal

The FCABC will strengthen the membership by connecting chief officers across the province with information, resources and supports related to operations, prevention, training and wellness.

How will we achieve our goal?

2023 – 2025 Strategic Objectives

- 2.1 Complete the implementation and full roll out of the proposed peer support program over the next three years.**
- 2.2 Develop a toolkit over the next three years that would be delivered to all new chief officers, members or not, that show the value of membership.**
- 2.3 Use the website to increase educational resources available to members over the next three years.**

3

Organization Capacity

For FCABC to continue to deepen the value proposition to members and to positively impact key advocacy issues, a strategy for continued capacity growth will be essential.

Success in expanding its capacity relies on FCABC's ability to secure sources of additional revenue to resource additional staff and/or administrative support and to invest in other areas are required.

Developing an effective succession plan for key staff and volunteer positions is also important in order to protect and secure the continuity of leadership and institutional knowledge of the organization into the future.

Three-Year Goal

FCABC reviews resources to ensure organizational capacity is in place to support the initiatives of the association.

How will we achieve our goal?

2023 – 2025 Strategic Objectives

3.1 Complete a workload assessment on the staff and executive to determine if positions are adequately resourced by Q2-2024.

3.2 Identify potential funding streams to increase revenue by Q4-2023.

3.3 The FCABC will review the board election process and position terms to determine the optimum level of continuity by Q4 2023.

Conclusion

FCABC's 2023-2025 Strategic Plan is a member-informed and future-focused road map that will guide the association in its ongoing efforts to raise the bar in support members and constituents in the years to come. Much work is ahead; however, there has never been a more exciting time to be a part of FCABC!

Appendix I: Summary of Workshop SWOT Analysis and Discussion

Note: Items denoted by an asterisk* were identified by more than one workshop group.

STRENGTHS to Build Upon

- Advocacy (source), respected voice*
- Conference (networking)*
- Institutional knowledge
- Reputation/credibility
- Culture/collaboration of membership*
- Diversity of membership
- Governance board with staff support
- Bring chiefs together
- Board balance
- Passion and commitment of members
- Dedicated staff (e.o./admin)
- Communication

WEAKNESSES to Address

- Organizational capacity and funding**
- Conservative/slow approach to conflict*
- Diversity of membership*
- Communications*
- Size, member representation/engagement of non-members
- Universal voice
- Succession of positions
- Separation (size/geography)

OPPORTUNITIES to Leverage

- Expand membership, foster greater member diversity, including first nations departments*
- Support and leverage retired members*
- Communications, and better coordination of information and data*
- Enhance resource access
- Partnerships
- Become the first association for fire service consultation in BC
- Consider lobbying issues where the association has consensus and
- Increase funding
- Defining role and expectations
- More grants/decide our fate
- Better utilization of members
- Advocacy

THREATS to Overcome

- Access to funding and revenue*
- BCPFFA, others more coordinated voice*
- Capacity/time management and ability to balance priorities*
- External influences, BCEHS, OFC, BCWS
- FCABC membership recruitment
- Employee focused government policy
- Not being recognized as an overall authority related to fire service matters
- Government legislation (provincial downloading)
- Occupational/stress and mental health
- Communication
- Organizational diversity and geography

Appendix II: Strategic Plan Summary

FCABC 2023-2025 Strategic Plan

Vision: FCABC is the leading voice of the BC fire service, supporting fire chiefs from across our province with invaluable connections, resources and training.

Mission: The Fire Chiefs' Association of British Columbia is an essential source of information, education, and community for its members. It proactively engages with government and others on issues relating to the Fire Service, resulting in an effective and supported fire service across the province.

Association Purposes

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Providing a forum for the exchange of ideas, the development of resolutions, position papers, and other matters pertaining to the safety of life and property against risk by fire. 2. Offering relevant and timely education and training, including the annual educational forum known as the Annual Conference and BC Fire Expo. | <ol style="list-style-type: none"> 3. Functioning as a center for the provision of information relative to matters affecting the fire service within the Province of British Columbia. 4. Creating and promoting a diverse, inclusive and supportive community amongst its members. 5. Working with and influencing government and others for the purpose of improving the fire service in the Province of British Columbia. |
|---|---|

STRATEGIC GOALS AND OBJECTIVES

1. Advocacy

Goal: We aim to be the association that government, organizations, and our membership turn to when looking for timely leadership, with a clear understanding of the matters that impact the fire service.

Objectives:

- 1.1 The FCABC will meet with ministers responsible for housing, health and climate readiness to discuss policy prior to 2024.
- 1.2 The FCABC will coordinate meetings with our partner organizations annually at membership events, with topics that bring value to our members.
- 1.3 The FCABC will engage the membership annually to ground-truth the evolving needs of its members.

2. Member Services

Goal: The FCABC will strengthen the membership by connecting chief officers across the province with information, resources and supports related to operations, prevention, training and wellness.

Objectives:

- 2.1 Use the website to increase educational resources available to members over the next three years.
- 2.2 Develop a toolkit over the next three years that would be delivered to all new chief officers, members or not, that show the value of membership.
- 2.3 Complete the implementation and full roll out of the proposed peer support program over the next three years.

3. Organization Capacity

Goal: FCABC reviews resources to ensure organizational capacity is in place to support the initiatives of the association.

Objectives:

- 3.1 The FCABC will review the board election process and position terms to determine the optimum level of continuity by Q4 2023.
- 3.2 Complete a workload assessment on the staff and executive to determine if positions are adequately resources by Q2-2024.
- 3.3 Identify potential funding streams to increase revenue by Q4-2023.

Appendix III: Objectives in Order of Priority

Priority Area	Objective	Rank
Tier One Objectives		
Advocacy	1.1 The FCABC will meet with ministers responsible for housing, health and climate readiness to discuss policy prior to 2024.	1
Organization Capacity	3.1 Complete a workload assessment on the staff and executive to determine if positions are adequately resources by Q2-2024.	2
Member Services	3.1 Complete the implementation and full roll out of the proposed peer support program over the next three years.	3
Tier Two Objectives		
Member Services	2.2 Develop a toolkit over the next three years that would be delivered to all new chief officers, members or not, that show the value of membership.	4
Member Services	3.5 Use the website to increase educational resources available to members over the next three years.	5
Organization Capacity	3.2 Identify potential funding streams to increase revenue by Q4-2023.	5
Tier Three Objectives		
Advocacy	1.2 The FCABC will coordinate meetings with our partner organizations annually at membership events, with topics that bring value to our members.	6
Advocacy	1.3The FCABC will engage the membership annually to ground-truth the evolving needs of its members.	6
Organization Capacity	he FCABC will review the board election process and position terms to determine the optimum level of continuity by Q4 2023.	7