



# THE CAFC 2010 Strategic Plan

## *Draft version for Board Review*

Presented to:

Canadian Association of Fire Chiefs

Association canadienne des chefs de pompiers

St. John, New Brunswick

September 18, 2010



Marketing Strategy.

*Reinvented.*

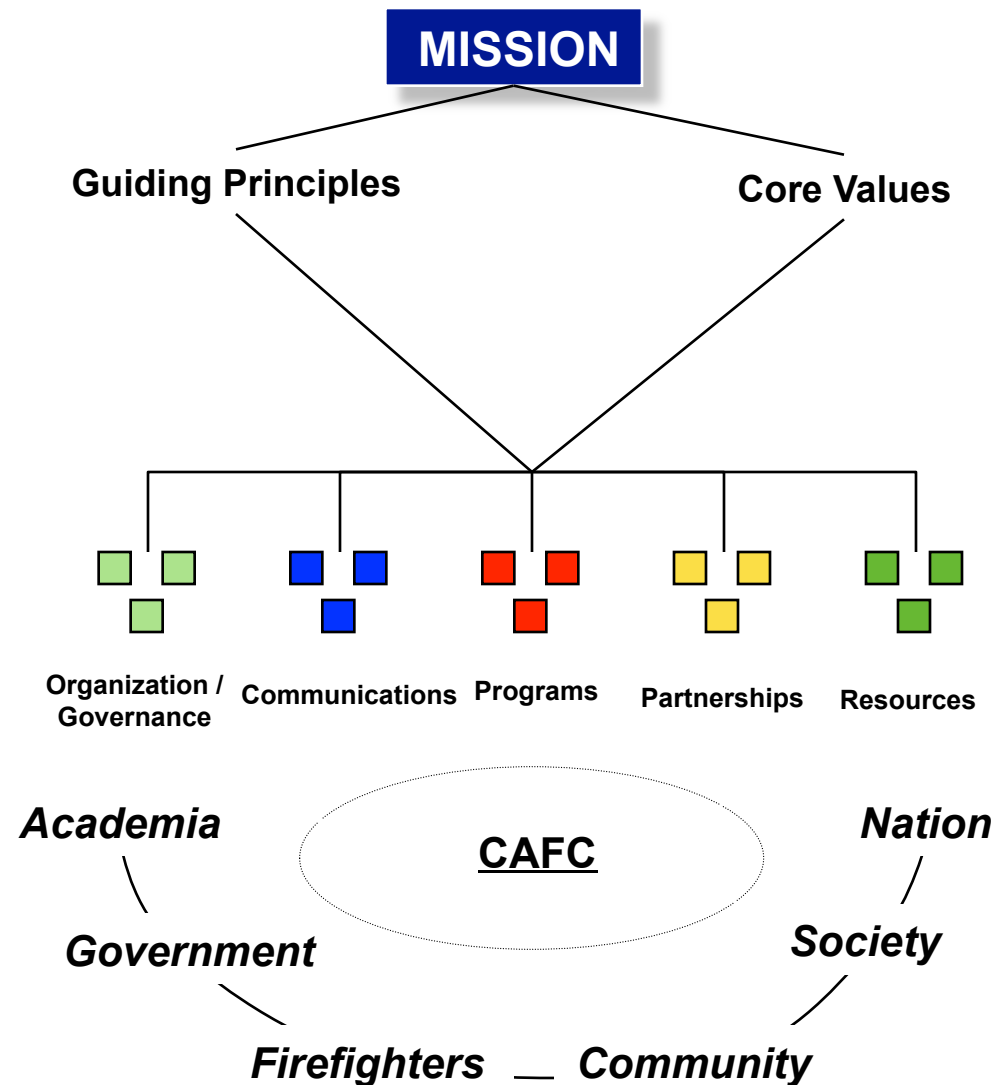
# CAFC: Strategy Framework

Our newly articulated mission...

Informed by guiding principles and core values

Help us to establish key strategic initiatives

That will strengthen our ability to deliver on our mission and enhance our position in the world



# MISSION & OBJECTIVES

# CAFC Stakeholders

## PRIMARY

- Canadian Fire Chiefs
  - First Nations, Prov., Territorial
  - Industrial
- IFC
- IAFF
  - Company Officers
  - Senior Officers
- Volunteer Firefighters
- National Fire Advisor
- Fire Marshall's Public Safety Council
- Manufacturers
- Training Institutions

## SECONDARY

- The Canadian Public
- Code/Standards Bodies: NRC
- Government
  - Federal
  - Provincial
  - Municipal
- Federation of Canadian Municipalities / CAMA
- Media
- Allied Agencies and Social Services
- NGO's
  - Red Cross

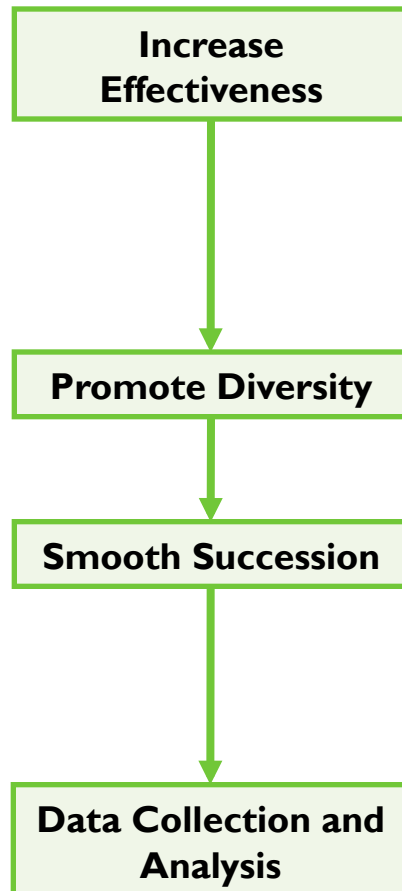
## CAFC Mission Statement

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- The primary mission of CAFC is to promote the highest standard of public safety in an ever changing and increasingly complex world
- CAFC lives its core values of integrity and professionalism every day – advancing the Canadian fire service and ensuring the protection of the public through leadership, advocacy and active collaboration with all parties interest in public safety
- CAFC cultivates the passion, dedication and commitment of its membership through building a culture of unity and innovation
- CAFC will meet the emerging challenges and threats to the Canadian public by developing leaders who reflect the cultural diversity of the country and by preparing them to meet the diverse challenges of the public safety needs inherent in a country as vast as Canada
- CAFC values the public trust given to the fire service and will honour this trust by helping members serve as upstanding stewards of their communities

# ORGANIZATION

# Organization—Strategic Themes



- **Align key initiatives with organization structure**

- ➔ Improve internal communication; Budget for ½ to full time communication expert

- ➔ Create committee to analyze data collection and analysis requirements for CAFC

- ➔ Invest in capabilities to attract and manage resources

- **Increase diversity at all levels of CAFC**

- ➔ Create a Diversity Committee and Program to meet diversity objectives (goal of 30 diversity candidates)

- **Encourage seamless transition of key leadership roles through succession planning**

- ➔ Implement shadowing system to transmit institutional knowledge

- ➔ Formalize Executive Support Committee to build a deeper bench of support

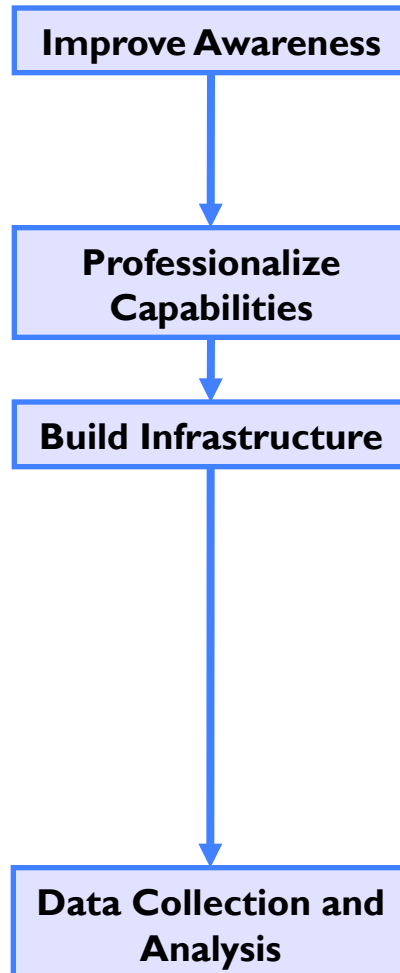
- **Identify both the internal and external information needs of the organization**

- ➔ Create committee to analyze data collection and analysis requirements for CAFC

- ➔ Launch pilot program (based on experience in BC); hire project manager to report back to Executive Director

# COMMUNICATION

# Communication—Strategic Themes



- **Increase public awareness of our role and impact**

- ➔ Assess gaps in awareness; assess stakeholder knowledge of CAFC
- ➔ Improve consistency and timeliness of key messaging

- **Retain PR professional to develop external plan**

- ➔ Devise comprehensive external communication plan

- **Invest in external and internal communications**

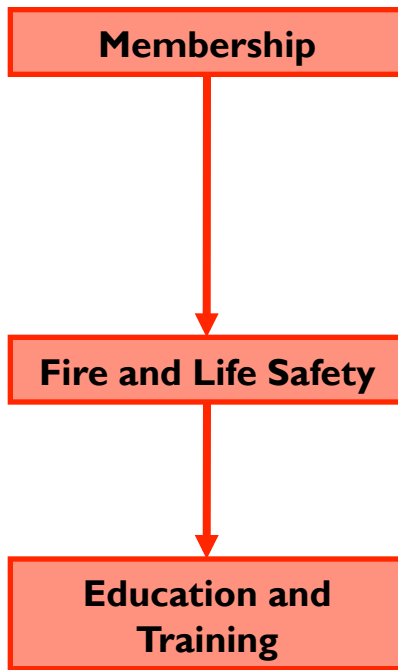
- ➔ Modernize and update Web site; Develop a suite of tools to communicate key messages (Web 2.0, social media)
- ➔ Appoint a “whip” to mobilize members to support political and social action alerts
- ➔ Establish internal feedback mechanisms: annual membership survey; forums; polls

- **Use data to manage communication success**

- ➔ Track placements, mentions, Web activity and other communication metrics
- ➔ Create monthly dashboard to track external and internal progress

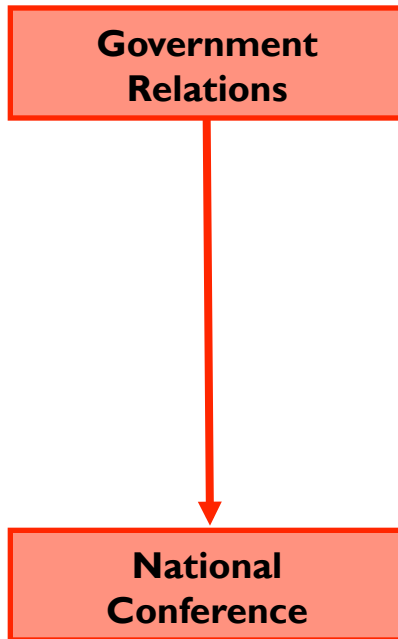
# PROGRAMS

# Programs—Strategic Themes



- **Continually build value of CAFC membership in order to maintain current members and attract new members**
  - ➔ Set concrete goals for renewals; new members; volunteer members and diversity
  - ➔ Understand current value and potential value of CAFC membership
- **Promote highest standards of public safety through public education, code development and information gathering and analysis**
- **Serve as the key national resource for shaping the current and future leaders of the Canadian fire service**
  - ➔ Promote the achievement of professional designations (CFO)
  - ➔ Encourage sharing of ideas and best practices around innovation in the fire service
  - ➔ Provide formal and informal mentoring of new chiefs; meet diversity goals

# Programs—Strategic Themes



- **Serve as the leading advocate for the Canadian Fire Service on a national level**

- ➔ Prioritize objectives to achieve “wins” in near term
- ➔ Lobby for the appointment of a National Fire Advisor w/in Public Safety Canada; forge a formal relationship with Public Safety Canada
- ➔ Lobby for volunteer tax credit; educate government and the public and advocate on behalf of the economic, training and equipment needs of volunteer FF’s
- ➔ Provide opportunities for chiefs to interact with government officials and bureaucrats

- **Maintain and build on national conference as a key platform for communicating the value of CAFC membership**

- ➔ Create culture of unity by reinforcement of the code of conduct
- ➔ Provide opportunities for mentoring and networking
- ➔ Offer learning opportunities for members
- ➔ Attract diversity candidates; provide orientation and mentoring
- ➔ Reinforce relationships with industry partners

# PARTNERSHIPS

# Partnerships—Strategic Themes

Support Mission

Leverage Existing Relationships to support Key Programs and Initiatives

Expand Partnerships where it makes sense

- **Proactively manage key partnership relationships to support our mission to be the broad-based “umbrella” representative of the Canadian fire service**

➔ Divide relationship management responsibilities more broadly within organization

➔ Capture and budget for hidden costs born by municipalities

- **Map programs and initiatives to partners; formalize mutual goals and objectives**

➔ Support each other through communication; cross-linking of Web sites, etc.

➔ Sign a straightforward Memorandum of Understanding agreement to formalize partner relationships where appropriate

- **Seek new partnership opportunities where appropriate and relevant**

➔ Develop industry and academic partnerships to support CAFC mission

# Partnership Categories

## Delegates

- CSA – Canadian Standards Association
- NFPA – National Fire Protection Assoc
- NRC – National Research Council
- CBC – Conf Board of Canada
- ULC – Underwriters Lab Canada
- Health Canada
- CANUTEC
- ICC – Intl Code Council
- HYPOC – hydrogen safety
- UN Working Group for Societal Safety of Seniors in Emergencies
- CASA – Canadian Auto Sprinkler Assoc
- Transport Dangerous Goods
- TERC – Transportation Emerg Response Committee

## Sponsorships

## Academic Partners

## Affiliates

- CACP – Canadian Assoc of Chiefs of Police
- EMSCC – Emergency Medical Services Chiefs of Canada
- IAFC – International Association of Fire Chiefs
- CCFM – Canadian Council of Fire Marshalls
- FMPFC – Fire Marshall Public Safety Council
- FCM – Federation of Canadian Municipalities
- PAFC – Provincial Association of Fire Chiefs
- CVFS – Canadian Volunteer Fire Service
- CAFI – Canadian Association of Fire Investigators

## Partners


- CCSS – Canadian Center for Security Sciences
- CITIG – Canadian Integrated Technology Interest Group

# RESOURCES

# Resource Strategy Development Strategy Overview

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- Membership Dues
- Research grants
- Institutional gifts
- Industry Partnerships
- Individual giving
- Sponsoring Institutions

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1. Diversify sources of financial and non-financial resources
  2. Make development a key organizational competency
  3. Invest in development: “it takes money to make money”



**Reorganize budget and financial structure to reflect the strategic plan**