

Strategic Plan 2022 – 2024

Goals, Objectives and Performance Measures

Commission Board and Governance			Board Role	Completion Date	Resource Requirements	Status Update
Objective	Key Activities					
1.1	Commission governance training	<ul style="list-style-type: none"> • Include CAOs, Administration and Commissioners • Invite representatives from other commissions • Develop objectives and topics • Engage third party to deliver training • Participate in governance training 	Approve budget Participate	Q4 2022	\$2,500	
1.2	Training on Commission policies	<ul style="list-style-type: none"> • Include Commissioners, DFCs and Administration • Develop a schedule for policy review and update (Obj. 1.5) • Develop a schedule for policy training • Deliver multiple training sessions 	Adopt schedule Participate	2024	Resourced Internally	
1.3	Review and update Board reporting	<ul style="list-style-type: none"> • Board identifies priorities and gives direction on reporting expectations • Initiate monthly and quarterly reporting from administration • Complete check-ins to ensure reporting is meeting Board requirements 	Provide Direction Provides feedback	Q4 2022	Resourced Internally	
1.4	Adopt an updated Code of Conduct for Commissioners	<ul style="list-style-type: none"> • Present the current Code of Conduct to the Board and discuss intent and meaning of each section • Identify benchmark examples and identify potential deficiencies • Appoint an Ad Hoc committee of the Board to review and provide recommendations • Adopt amended Code of Conduct • Integrate Code of Conduct into Commission Governance Training (Obj. 1.1) • Integrate Code of Conduct training into Commissioner orientation (Obj. 1.11) 	Participate in the review process Participate in training Adopt amendments	2023	Resourced Internally	
1.5	Review and update BESC policies	<ul style="list-style-type: none"> • Develop a list of priority policies for review and a schedule for review and update • Identify policies that are in control of the Board and those that are delegated to Administration • Develop a standardized template for policies and policy numbering • Review and update policies in accordance with the schedule 	Participate in prioritization, review, and adoption	Q4 2022 for schedule, assignment of responsibilities and templates Review is ongoing	\$2,500	
1.6	Address hiring of a new CAO/DEM	<ul style="list-style-type: none"> • Board determines timeline for recruitment initiation • Review job descriptions and update training and experience expectations • Engage recruiting support • Select candidate and hire 	Budget for recruitment Participate in selection process	Q1 2023	\$20,000 for recruitment and promotion	

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			Approve hire and contract			
1.7	Establish roles and expectations for interim DEM and CAO	<ul style="list-style-type: none"> Establish timelines for recruitment Develop performance goals and project completion targets Implement a reporting framework and performance tracking 	Establish expectations Track performance	Q3 2022	Resourced Internally	
1.8	Review current Board Committees	<ul style="list-style-type: none"> Remove committees that are encroaching on operational matters Amend Committee Terms of Reference to restrict committee operations to governance functions Establish ad hoc committees as required 	Adopt amended TOR	2023	Resourced Internally	
1.9	Implement a process whereby strategic planning occurs annually and the plan is reviewed quarterly	<ul style="list-style-type: none"> Complete progress reporting at the end of each quarter Schedule a review and update for 2023 prior to the first budget meeting Commission engages in long term planning which considers long-term growth, community changes, and service changes 	Adopt schedule for annual review Participate in reviewing quarterly reports Engage in long-term visioning	2023	\$1,200	
1.10	Review and update the Board's performance assessment template and process for performance managing their CAO	<ul style="list-style-type: none"> Adopt an updated performance assessment template and complete associated training on its use Adopt a process for collecting feedback and ensuring Commissioner participation Adopt a schedule for regular check-ins on performance expectations Develop a policy to guide the performance management process 	Adopt process and template Participate in the process Adopt the performance assessment	Q4 2022	\$1,500	
1.11	Develop an orientation package and presentation for Commissioners	<ul style="list-style-type: none"> Include effective commission governance, Code of Conduct requirements as well as an overview of BESC operations. Develop an orientation package for new Commissioners Develop an orientation presentation Linked to governance training (Obj 1.1) 	Participate in the presentation process	Q4 2022	Resourced Internally	

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Operational Excellence and Administrative Practices			Board Role	Completion Date	Resource Requirements	Status Update
Objective	Key Activities					
2.1	Update records management system and filing practices	<ul style="list-style-type: none"> Establish centralized records management for documents and records that should be within the custody of BESC as a corporate entity Implement FirePro II records management system Complete records management training Review and update records management policy Develop and implement a strategy to review documents stored at individual stations for storage, centralization, and destruction 	Receive policy for information Budget for implementation	2023	\$15,000	
2.2	Review and update Human Resources Management practices	<ul style="list-style-type: none"> Update payroll processes based on the results of Objective 3.2 Review current HR practices and resourcing based on the results of Objective 3,2 Develop and adopt current job descriptions for all positions within BESC. Provide personnel management training for all officers Centralize all personnel files Review and update HR policies Complete Obj. 3.2 	Receive updated policies for information Budget for implementation	2024	\$30,000	
2.3	Complete the review of facility and capital equipment condition and integrate into a ten-year capital plan that documents major capital projects and purchases.	<ul style="list-style-type: none"> Complete environmental assessment Develop a terms of reference Tender condition assessment Project manage and complete condition assessment Board makes a long-term-plan for Stations and locations (replacement, consolidation, expansion, etc) Integrate condition assessment into 10-year capital plan Develop a policy to guide replacement 	Approve budget Receive condition assessment for information Adopt updated capital plan	2024	\$40,000	
2.4	Document a budget process	<ul style="list-style-type: none"> Define the role of DFCs in providing information into the budget process Integrate information from FirePro Define the role of the CAO in consolidating and approving budget requests from DFC into BESC’s budget proposal to the Board Define the role of the Board in reviewing and approving BESC’s budget Develop a process document Provide training on the budget process for Commissioners and DFCs 	Approve the updated process Participate in training	2023	Resourced Internally	

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Working Relationship with Fire Service Members			Board Role	Completion Date	Resource Requirements	Status Update
Objective	Key Activities					
3.1	Implement Health and Safety program	<ul style="list-style-type: none"> Develop and implement a centralized training program Develop and implement forms in support of the program Develop and implement a reporting framework Implement audits of safety practices 	Receive updates for information	Q1 2023	\$5,000	
3.2	Determine the manner in which Firefighters will be contracted and compensated	<ul style="list-style-type: none"> Board reviews and makes a decision on the model that will be used Develop a communication plan Develop and implement a transition plan 	Provide direction Champion implementation	2023	\$5,000 for Legal	
3.3	Develop and implement a standardized training program	<ul style="list-style-type: none"> Implement FirePro Centralize training records through FirePro Develop and implement a standardized training matrix linking training to service levels Implement audit process to ensure training requirements are being met Resource individual stations to complete training in accordance with BESC standards Determine the point of responsibility and resourcing (training officer?) Provide training to all officers and firefighters on applicable BESC policies Develop and implement a Commission-wide training plan for rollout of BESC SOG revisions Provide training to officers on Leadership and BESC processes 	Champion Implementation	2023	Resourced Internally TBD for resourcing	
3.4	Implement effective performance management practices	<ul style="list-style-type: none"> Update BESC’s performance management and progressive discipline policy Provide standardized tools for completing performance reviews and for documenting incidents and progressive discipline actions Provide training to officers on BESC policies and tools along with fundamentals of performance management. 		2023	Budgeted in 2.2	

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Stakeholder Relations			Board Role	Completion Date	Resource Requirements	Status Update
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4.1	Prioritize effective communication and working relationships with all stakeholders including Municipal members and station members.	<ul style="list-style-type: none"> • Adopt a communication strategy to provide effective communication to stations and members • Adopt a communication strategy to provide effective communication to member Municipalities • Develop communication materials that highlight the role of BESC, reflect positively on BESC, clarifies roles and responsibilities. • Survey BESC members and municipal representatives regularly to assess perceptions of BESC. • Develop and implement an annual report for stakeholders • Update website, including development of member portals for information sharing 	Participate in effective communication Budget for implementation	2023	\$20,000	

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Ensure an Effective Operating Relationship with Stations			Board Role	Completion Date	Resource Requirements	Status Update
Objective	Key Activities					
5.1	Determine the manner in which District Fire Chiefs will be appointed	<ul style="list-style-type: none"> The Board provides direction Adopt a policy to clarify the appointment process Amend job descriptions to reflect hiring and reporting relationships for DFCs 	Provide direction Adopt policy Champion implementation	2023	Resourced Internally	
5.2	Determine the relationship between BESC and societies	<ul style="list-style-type: none"> Communicate the role of societies as contained within the BESC Bylaws and Society objects Develop agreements between BESC and the Societies that clearly define roles 	Provide direction Adopt agreements Champion Implementation	2023	\$5,000 for Legal	

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Documented Service Standards			Board Role	Completion Date	Resource Requirements	Status Update
Objective	Key Activities					
6.1	Documentation of service levels	<ul style="list-style-type: none"> Board provides direction on areas to be included in service levels (emergency response, emergency management, safety inspections, etc) Review existing agreements (MFR) Administration provides recommendations to the Board Board provides direction Document and communicate service standards for each station or community Review training levels, equipment levels, and staffing levels for each station based on service standards Update SOGs and policy to reflect service levels Modify agreements to reflect amended service levels 	Provide direction Pass bylaws	2024	Resourced Internally	
6.2	Update mutual aid agreements	<ul style="list-style-type: none"> Engage with partnering municipalities or organizations Complete agreements Board adopts agreements 	Adopt agreements	2023	Resourced Internally	
6.3	Review the policies for fees, fee determination, and appeals	<ul style="list-style-type: none"> Board determines their philosophy on the purpose of user fees Determine if BESC can bill for MFR Board determines their philosophy on what is included in the determination of fees (costs included) Board determines fee levels and adopts policies 	Provide direction Adopt fee schedule policy	2023	Resourced Internally	
6.4	Participate in the development of a new Emergency Management Response Plan in full cooperation with member municipalities.	<ul style="list-style-type: none"> Municipal partners apply for grant funding Develop an MOU with municipal partners that defines management of the EMR Plan development process Manage the development of EMR Plan Adopt plan 	Adopt MOU Adopt Plan	2023	?	