



ALBERTA FIRE TRAINING OFFICERS ASSOCIATION

2024-2025 Strategic Plan

January 27, 2024

Executive Summary

The Alberta Fire Training Officers Association (AFTOA) Executive Board and Zone Representatives undertook a strategic planning session to review the past strategic plan, identify current strengths and areas for improvement, and establish the association's objectives and priorities moving forward, specifically identifying measurable goals for 2024 and 2025.

Challenges

The AFTOA has identified the following challenges that we strive to address in the next two years:

- Capacity of board members to effectively communicate to members in all areas of all zones in an effective manner, based on the volunteer nature of the organization.
- Members requesting an online resource bank for shared lesson plans, documents, vetted information, and other resources for instructors.
- Determining needs, desire, and resources available for professional development for training officers and instructors.
- Continuing to explore funding sources to implement and maintain professional development opportunities.
- Current bylaws restrict adjustment of dues, and other initiatives that may be necessary for success of the association.
- Desire from members to have logo items from the association.

Based on these challenges, the AFTOA's strategic plan for 2024-2025 will consist of the following objectives and action steps:

Objectives:

1. Strengthen Workflows and Partnerships
2. Implement Zone Communications
3. Provide Training and Educational Opportunities, Resources, and Partnerships
4. Review and update Association Bylaws
5. Explore possibility of an Online Store for AFTOA paraphernalia

Action Steps:

1. Develop a framework for communication, collaboration and working with stakeholders and allied organizations and agencies such as the Alberta Fire Chiefs' Association (AFCA) and Accreditation and Certification.
2. Develop a framework to interact with zones by providing proactive and relevant two-way communications and support related to the needs of each respective zone.
3. Improve the resources available to instructors by exploring the development of an online resource bank within the AFTOA website and adding valuable material to social media streams. Explore affiliations with other training and conference groups for opportunities to work collectively.
4. Review and update the AFTOA bylaws to reflect current direction of the Association.
5. Explore development of an online store where AFTOA items such as shirts, ball caps, toques, or other items hosting the AFTOA logo may be purchased. The revenue generation from this store will be used to offset operational costs and day to day business conducted by the association.

Mission Statement

The AFTOA strategic plan for 2024 and 2025 aims to further the organizational mission of:

Supporting Alberta's municipal, provincial, and federal fire service training officers and instructors by communicating consistent educational information across the province to promote current and effective fire and rescue service delivery to enhance the safety of firefighters and the communities served.

Strategies

1. Workflows and Partnerships

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| VALUE STATEMENT: | <i>The AFTOA is committed to building and maintaining relationships with our partner agencies.</i> |
| 1.1: | Municipal Affairs - Accreditation and Certification |
| Priority: | High |
| Solution(s): | <ul style="list-style-type: none">• Receive information to provide to AFTOA membership in a streamlined format; assist A & C with ways their communications can reach our members• Ensure A & C has open access to AFTOA information through relations and communications with the AFTOA executive; offer membership access to website |
| Accountable: | President (Bryan) |
| Target Date: | Spring 2024 |

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| 1.2: | Alberta Fire Chiefs Association |
| Priority: | Medium |
| Solution(s): | <ul style="list-style-type: none"> Develop framework to move information and receive feedback and updates between the AFCA board and AFTOA executive |
| Accountable: | President (Bryan) |
| Target Date: | Fall 2024 |

2. Zone Communications

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| VALUE STATEMENT: | <i>The AFTOA commits to better establish proactive and relevant two-way communications and support related to the needs of each respective zone.</i> |
| 2.1: | AFTOA Representation within Zones |
| Priority: | High |
| Solution(s): | <ul style="list-style-type: none"> Meet and greet communications for zone reps AFTOA Zone representation with local training groups |
| Accountable: | Executive / Zone Representatives |
| Target Date: | By AGM – April 2024 |

3. Training and Educational Opportunities, Resources, and Partnerships

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| VALUE STATEMENT: | <i>The AFTOA is committed to developing opportunities, resources, and partnerships to support Alberta’s training officers and instructors.</i> |
| 3.1: | Educational Opportunities |
| Priority: | High |
| Solution(s): | <ul style="list-style-type: none"> Offer Webinars on current, emerging, or trending material beneficial to fire training instructors Develop and post monthly “Training Minutes” through website and social media and YouTube streams |
| Accountable: | Executive / Zone Representatives |
| Target Date: | Winter/Spring 2024 |
| 3.2: | Training Resources |
| Priority: | High |
| Solution(s): | <ul style="list-style-type: none"> Explore the development of an online resource bank within the AFTOA website and online platforms for lesson plans, digital presentations, and other training documents Ensure website functionality is adequate to support resource bank Assign executive and/or zone rep personnel to vet information being posted |

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| Accountable: | Entire Executive |
| Target Date: | Up and running for Winter 2025 |
| 3.3: | Training and Educational Partnerships |
| Priority: | High |
| Solution(s): | <ul style="list-style-type: none"> • Zone Reps to communicate with/attend existing local training group meetings to build partnerships and explore ways we can support one another • Explore opportunities to partner with existing training conferences to offer educational sessions directed towards developing fire instructors |
| Accountable: | Zone Reps, 1 st VP (professional development) with support of Executive |
| Target Date: | Fall 2024 |

4. Bylaw Review

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| VALUE STATEMENT: | <i>The AFTOA is committed to ensuring the direction and mission of the association supports Alberta’s fire service instructors in providing current, effective, and efficient training to their departments.</i> |
| 4.1: | Review and Update AFTOA Bylaws and applicable Operational Guidelines |
| Priority: | High |
| Solution(s): | <ul style="list-style-type: none"> • Adjust wording on dues so that they may be reassessed and adjusted by the executive as required • Ensure bylaws are reviewed annually moving forward |
| Accountable: | All Executive Members |
| Target Date: | Revisions complete and ready for ratification by AGM – April 2024 |

5. Online AFTOA Store

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| VALUE STATEMENT: | <i>AFTOA is committed to exploring ways to meet the requests of our members</i> |
| 6.1: | Develop an online store for AFTOA logo items |
| Priority: | Low |
| Solution(s): | <ul style="list-style-type: none"> • Ensure website capability and functionality |
| Accountable: | Communications Officer (Cary) / Treasurer (Bryan) |
| Target Date: | Spring/Summer 2025 |

Strategic Plan Timeline

This plan is a working document and shall be evaluated on an ongoing basis to measure the above objectives and actions. The AFTOA executive will strive to meet all the outlined objectives of this strategic plan by December 31, 2025. Another strategic planning session will be held in late 2025 or early 2026, in which time the current Executive Board will set a new strategic plan.