



ONTARIO ASSOCIATION OF EMERGENCY MANAGERS

STRATEGIC PLAN

# Uniting Ontario's Emergency Managers 2026 – 2029

A five-year course for a vibrant, inclusive, and  
connected emergency management community.

---

PREPARED FOR

Members & Annual General Meeting

APPROVED FRAMEWORK

Board of Directors, Dec 2025



*Artwork honouring the lands, waters, and peoples of what is now called Ontario.*

The Ontario Association of Emergency Managers acknowledges that our work takes place across the traditional territories of First Nations, Métis, and Inuit peoples, who have cared for these lands and waters since time immemorial.

We recognize the enduring presence, knowledge, and resilience of Indigenous communities, and the role of that knowledge in keeping people safe. As emergency managers, we commit to building relationships rooted in respect, reciprocity, and reconciliation — and to walking forward together in the work of protecting our shared communities.

## 01 Executive Summary

---

The Ontario Association of Emergency Managers (OAEM) is at a pivotal

The Ontario Association of Emergency Managers (OAEM) is at a pivotal moment in its evolution. As the professional association for emergency management practitioners across Ontario, OAEM is committed to fostering a vibrant, inclusive, and connected community.

OAEM's 2025–2029 Strategic Plan sets the course for the next five years, grounded in a renewed vision of unity, relevance, and impact. Guided by the strategic leadership framework approved by the Board of Directors in November 2024, this plan focuses on strengthening member value, expanding engagement across all sectors, and positioning OAEM as a leader in advocacy, innovation, and collaboration.

It responds to the diverse needs of today's professionals while anticipating the future of the field of emergency management.

|                                    |                                          |                                 |
|------------------------------------|------------------------------------------|---------------------------------|
| 5                                  | 5                                        | 1                               |
| year horizon,<br>2025 through 2029 | strategic priorities<br>guiding our work | shared commitment<br>to members |

## 02 Vision & Mission

### OUR VISION

Ontario's leading voice for emergency management — uniting public and private sector professionals to advance inclusion, collaboration, innovation, and professional growth.

## OUR MISSION

To provide a strong, inclusive platform for emergency management professionals across all sectors through connection, development, mentorship, and advocacy.

Together, our vision and mission anchor every priority that follows. They describe not only where OAEM is going, but how we intend to get there — by putting members, partnership, and the public good at the centre of all we do.

## 03 Core Values

---

Five values shape our culture and guide our decisions as an association and as a profession.

**I**

### Inclusion

We welcome and represent professionals from all communities, sectors, and backgrounds.

---

**C**

### Collaboration

We believe progress is achieved through shared knowledge and partnerships.

---

**In**

### Innovation

We embrace new ideas, technologies, and solutions to meet emerging challenges.

---

**P**

### Professional Growth

We support the ongoing development and leadership of all members.

---

**Ig**

### Integrity

## 04 Strategic Priorities

---

Five priorities translate our vision into action over the next five years. Each is paired with a focused set of goals the Board and its portfolios will pursue and report on.

**01** Elevate Member Value

---

**02** Support Professional Growth & Connection

---

**03** Build a Diverse & Inclusive Community

---

**04** Strengthen Organizational Capacity & Sustainability

---

**05** Advocate for the Profession

**1**

STRATEGIC PRIORITY

**Elevate Member Value**

OAEM's strength lies in its members. By focusing on value and engagement, OAEM will become an indispensable part of each member's professional journey.

#### GOALS

- 1 Launch an OAEM Mentorship Program for students, emerging, and experienced professionals.
- 2 Expand member involvement through committees, spotlight webinars, and regional events.
- 3 Establish ongoing communication through an annual survey and regular check-ins to monitor expectations, emerging needs, and satisfaction — enabling us to adapt and deliver meaningful value.
- 4 Regularly showcase member stories, achievements, and insights through blogs and newsletters.
- 5 Provide forums for active networking and collaboration.



#### STRATEGIC PRIORITY

## Support Professional Growth & Connection

Emergency management professionals thrive in environments that challenge and inspire. OAEM will provide access to relevant training, peer exchange, and sector insights.

#### GOALS

- 1 Host regular continuing professional development (CPD) workshops and events focused on emerging priorities — e.g., equity in EM, systems thinking, and climate risk.
- 2 Create an online hub of curated resources including articles, templates, and recorded webinars.

- 3 Coordinate regional networking events in collaboration with municipal and sector partners.
  - 4 Evolve the Emergency Management Spotlight Series to include multi-sector panels and innovation showcases.
- 



#### STRATEGIC PRIORITY

## Build a Diverse & Inclusive Community

OAEM will intentionally foster a culture where all voices — regardless of sector or background — are valued, heard, and empowered.

#### GOALS

- 1 Expand outreach to professionals in First Nations, municipal government, healthcare, academia, private industry, critical infrastructure, and other organizations.
  - 2 Embed and promote diversity, equity, and inclusion principles across all OAEM portfolios.
  - 3 Support the work of the First Nations Advisory Team (FNAT), Student Engagement Committee, Municipal/CEMC Advisory Committee, and other working groups.
  - 4 Establish a standing Diversity and Inclusion Framework and annual reporting mechanism.
- 



#### STRATEGIC PRIORITY

## Strengthen Organizational Capacity & Sustainability

To deliver on its goals, OAEM must operate with sound governance, strong partnerships, and a sustainable resource base.

#### GOALS

- 1 Implement a targeted Sponsorship and Partnership Strategy to grow non-dues revenue.
- 2 Expand capacity through key voluntary contributions and, where resources allow, paid roles such as operational and administrative support.
- 3 Strengthen governance practices through a Board Orientation Program, succession planning, and performance metrics.
- 4 Launch a Strategic Plan Dashboard to track, review, and report on progress.

## 5

#### STRATEGIC PRIORITY

## Advocate for the Profession

OAEM will support and participate in effective advocacy for the field — amplifying the needs and contributions of emergency managers to governments, decision-makers, and the public.

#### GOALS

- 1 Develop and maintain a multi-year Policy and Advocacy Agenda.
- 2 Represent OAEM at relevant provincial and sectoral forums — e.g., EMO, OMSSA, and CIFAL York.
- 3 Publish an annual "State of Emergency Management in Ontario" report.
- 4 Lead, support, and promote proactive public engagement campaigns to raise awareness of the role of EM professionals.



## 05 Implementation Roadmap

A phased roadmap will sequence the priorities across the planning horizon. The framework below will be populated by the Board and its portfolios as workplans are confirmed.

|                                        |                                                                                                                                                                      |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2026/27</b><br>PHASE 1 · FOUNDATION | <b>Establish &amp; launch</b><br>Stand up the Mentorship Program, member survey, and Strategic Plan Dashboard; confirm portfolio workplans.                          |
| <b>2027/28</b><br>PHASE 2 · BUILD      | <b>Expand &amp; embed</b><br>Grow CPD programming and regional events; embed the Diversity & Inclusion Framework; advance the Sponsorship & Partnership Strategy.    |
| <b>2028/29</b><br>PHASE 3 · SUSTAIN    | <b>Lead &amp; sustain</b><br>Mature advocacy through the annual "State of EM in Ontario" report; consolidate governance and resourcing for long-term sustainability. |

● Detailed milestones, owners, and timelines to be added as portfolio workplans are finalized.

## 06 Governance & Accountability

The Board of Directors is collectively responsible for stewarding the Strategic Plan.

Each Board portfolio will align its workplan with the strategic priorities, and the Corporate Manager will support performance tracking, data collection, and coordination. Annual progress will be

shared transparently with members at the Annual General Meeting.

### **Board of Directors**

Stewards the plan and aligns each portfolio's workplan to the strategic priorities.

### **Corporate Manager**

Supports performance tracking, data collection, and coordination across portfolios.

### **Portfolios & Committees**

Deliver goals through workplans tied to the five priorities and report on progress.

### **Members & the AGM**

Receive transparent annual progress reporting at the Annual General Meeting.

#### **OUR COMMITMENT**

## **More than an association — a professional community.**

This plan is our commitment to members: to listen, grow, and lead together. Through inclusion, collaboration, and innovation, we will continue to elevate the field of emergency management in Ontario and beyond.



**Ontario Association of Emergency Managers**

