INTERNATIONAL ASSOCIATION OF EMERGENCY MANAGERS CANADA

REGION MANUAL

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PRESIDENT'S MESSAGE

The International Association of Emergency Managers (IAEM) and IAEM Canada share the same values; to advance the profession by promoting the principles of emergency management; to serve its members by providing information, networking and professional development opportunities; and to advance the emergency management profession.

IAEM Canada takes these values seriously and promotes each one on the behalf of all our members.

The creation of geographical Regions across our nation is one way that IAEM Canada can adhere to these values by reducing the span of information flow across the country and represent regional emergency management considerations at the national level.

1.0 GOVERNANCE STRUCTURE, ROLES AND RESPONSIBILITIES

1.1 Overview

The International Association of Emergency Managers (IAEM)-Global is governed by an International Board of Directors, and each of its Councils is governed in the same manor. In Canada, the IAEM-Canada Council represents all Canadian members of IAEM and is comprised of the:

1. Board of Directors (comprised of the Executive and the Directors)
2. Region Presidents
3. Chapter Representatives

The following diagram illustrates the governance structure in Canada.

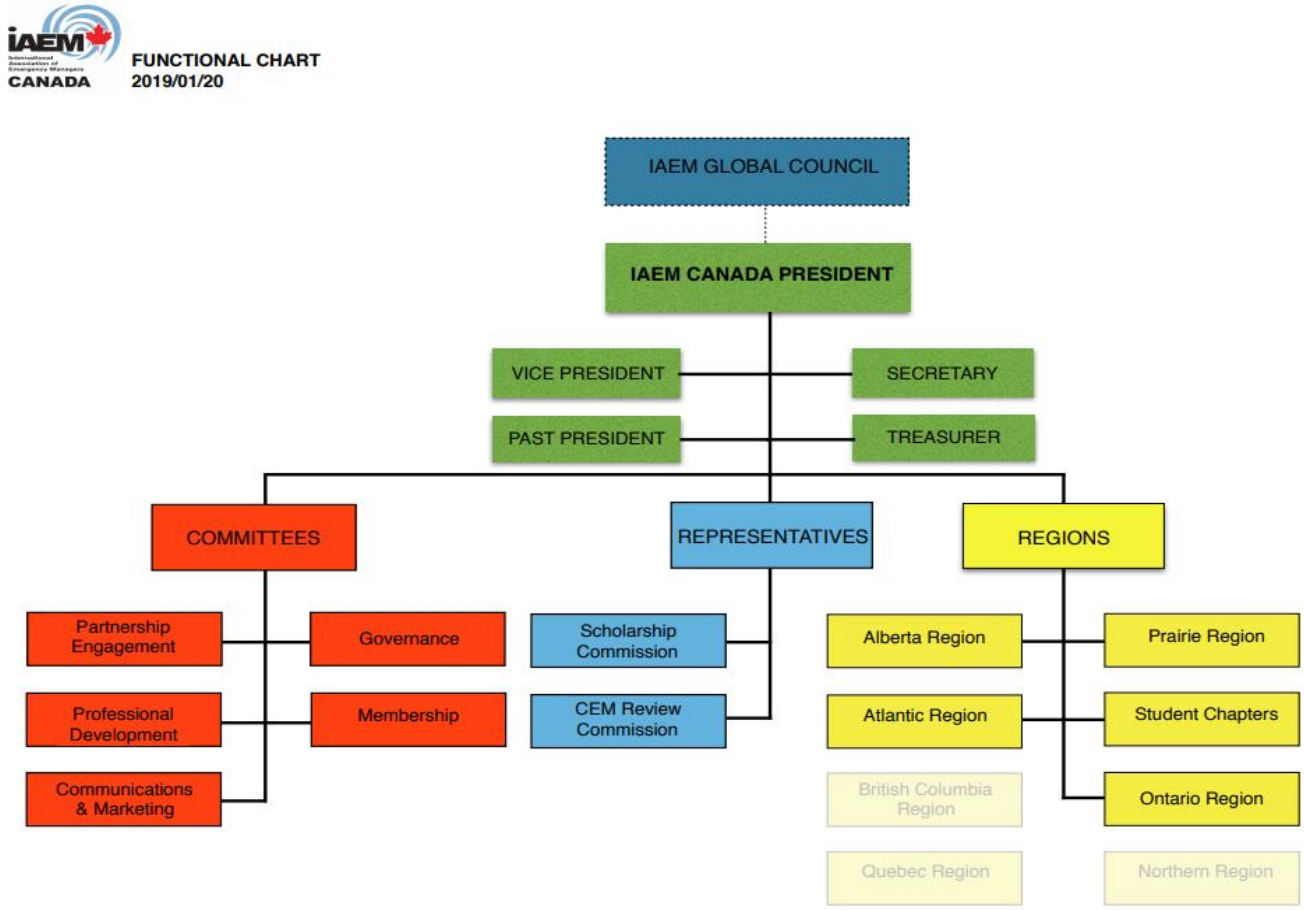


Figure 1.1 IAEM-Canada Organizational Chart

1.2 IAEM Canada Board of Directors

The IAEM Canada Board of Directors is the core of the Canadian Council and is comprised of two groups – the Executive and the Directors. The ***Executive*** are elected members including the President, Vice President, Secretary and Treasurer and the position of succession, the Immediate Past President, while the ***Directors*** are appointed members by the IAEM-Canada President. Collectively, these two groups represent the Canadian interest at the global level.

1.3 IAEM Canada Board of Directors' Role and Responsibilities

The IAEM Canada Board of Directors is the principal governing body of IAEM Canada Council and its role is (1) to provide leadership within the mandate of their realm and (2) to manage the activities of IAEM-Canada for the benefit of its membership.

They are responsible for the following tasks.

- ✓ Establish strategic policy and oversee programs and activities
- ✓ Represent and serve members of IAEM-Canada
- ✓ Facilitate two-way communication with the membership and its Regions
- ✓ Actively work to both recruit and retain members
- ✓ Appoint and support national, regional and chapter representatives
- ✓ Ensure that IAEM-Canada Bylaws and Administrative Policies and Procedures (APP) are implemented.

1.4 Region Board of Directors

IAEM-Canada Council may be geographically divided into regions as sub-units of the Council. Each Region is represented by its own Executive comprised of an elected President, Vice President, Secretary and Treasurer.

The role of a Region includes: (1) providing leadership to its regional members, (2 representing its membership to IAEM-Canada Council and (3) managing activities in support of IAEM-Canada Council's mandate. These roles are accomplished by conducting the following primary responsibilities:

- ✓ Represent regional emergency management considerations at the national level
- ✓ Abide by IAEM-Canada Council bylaws and APP

The Region President serves on the IAEM Canada Board of Directors as a voting member to represent the Region on the national level.

1.5 Chapter Representatives

A chapter under IAEM-Canada Council may be established under one of the following three conditions:
(1) A Region has not yet been established,
(2) A Region believes that a subdivision(s) of its geographical area will benefit its members and promote growth and/or
(3) An existing Canadian emergency management organization or association wishes to achieve the benefits of an IAEM-Canada membership.

Each chapter will be represented by its own Executive Committee comprised of an elected President, Vice President, Secretary and Treasurer, and has the role of promoting the profession nationally as well as providing opportunities for its members. Chapters are accountable directly to the geographic Region if one exists, or directly to IAEM-Canada Board of Directors if a Region for that geographic location has not yet been established.
The President sits on the IAEM Canada Board of Directors as a non-voting member.

1.6 References

Further details with respect to the Canadian Council including the Board of Directors, Regions and Chapters may be found in the following documents:
1. IAEM-Canada Council Bylaws
2. IAEM-Canada Council Administrative Policies & Procedures (APP)

2.0 REGION ESTABLISHMENT

2.1 Overview

To enhance the span of information flow across the country, a region "*may be formed when a geographic area reaches more than seven (7) members in good standing, entitling them to a seat on IAEM-Canada Board of Directors*" (IAEM-Canada Bylaws, Section 4.2).

In Canada, there are seven (7) possible regions including:

1. British Columbia
2. Alberta
3. Prairie (including Saskatchewan and Manitoba)
4. Ontario
5. Québec
6. Atlantic (including New Brunswick, Newfoundland and Labrador, Nova Scotia and Prince Edward Island)
7. Northern (including Northwest Territories, Nunavut and Yukon)

2.2 Establishment of a Region

When seven (7) or more IAEM-Canada members wish to organize themselves into a region, the following process will assure their success.

No activities or transactions may be undertaken in the name of the new Region until the new body has been recognised by Council. Creation of a new Region from within an existing Region can only take place with the majority support of that Region and the Council.

Step 1 Letter of Intention

A letter of intention requesting to form a region must be written and electronically submitted by a member to the President of IAEM-Canada. A sample is included in section 2.3. A Terms of Reference must also be completed and submitted at the time of the request.

Action 1 The President shall acknowledge receipt of this request and indicate to the sender when it will be included in the agenda of the Board of Directors' meeting for Board approval.

Action 2 On completion of the IAEM Canada Board meeting, the President shall email the sender with the Board's approval If supported and approved by the Board of Directors, steps 2 to

4 are to be completed to finalize the request to form a new region.

Step 2 Selection of Interim Region Executive Committee

An interim region Executive Committee comprised of a President, Vice President, Secretary and Treasurer (the latter two positions can be combined as one) will be selected among the members of the new region until these positions are formally nominated and elected by the region's membership. Once selected, the following actions must be completed.

Action 1 Notify by email both the IAEM-Canada President and Secretary of the interim region Executive Committee, providing contact information (including emails and phone numbers) for all members of this committee.

Action 2 The IAEM-Canada Board will ratify the submission of names for this committee at their next Board of Directors' meeting. The interim President will be advised by the IAEM-Canada President once ratified.

Action 3 The IAEM-Canada Board Secretary will then email the interim President a contact list of all Council members to facilitate future correspondences as required.

Action 4 The interim President will prepare and send an email notifying the region's membership that the formation of a Region has been approved by the IAEM-Canada Board as well as identifying who sits as members of the interim Region Executive Committee.

Step 3 Election of Region Executive Committee

Once the interim region Executive Committee has received notice of ratification, the following actions are to be taken.

Action 1 Each member of the interim region Executive Committee must prepare a ***biography*** of no more than 500 words which will serve to let the region's membership know what the candidate's expertise and experience are.

Action 2 As well, each member of the interim region Executive Committee must prepare a ***candidate statement*** of no more than 500 words which will serve to let the region's membership know why they should vote for this particular candidate to serve as a member of the region's Executive Committee.

Action 3 When all biographies and candidate statements are completed, the interim President will email them – along with a photo of each candidate – to the Director of Communications and Marketing.

Action 4 S/he will acknowledge receipt of such documents and post all candidates' information on the IAEM-Canada website.

Action 5 Once Action 4 is completed, the Secretary will ask IAEM-Global to establish a voting platform for the membership to vote for their region Executive Committee.

Action 6 IAEM-Global will coordinate the election process. This process will be between 10-21 days as determined by the IAEM Canada President. The membership will be informed that the elections are open for voting and IAEM-Global will collect the results of the vote.

Action 7 Once the results are tabulated, they will advise the IAEM-Canada President of the final results of the vote.

Action 8 The President will then advise the interim Region Executive Committee of the results, and they are now in a position to conduct the region's activities as an elected region Executive Committee.

Action 9 The Secretary will establish the Region's webpage where regional content can be posted by the Region Executive Committee. Once created, the Secretary will advise the region's President.

Action 10 The last action in Step 3 will be conducted by the Director of Communications and Marketing who will post the region Executive Committee's biographies and photos on the region's

webpage. Once completed, s/he will advise the region's President.

Step 4 Inaugural Annual General Meeting (AGM) Preparation

Action 1 Terms of Reference for the new region must be prepared in accordance with the IAEM-Canada bylaws *as well as* demonstrate compliance with the APPs. As required, the Director of Governance is available for consultation to complete this action.

Action 2 As well, the region Executive Committee must prepare a budget and electronically submit it the IAEM-Canada President for review and approval. As required, the Treasurer is available for consultation to complete this action.

Action 3 Once approved by the Board, the Treasurer will advise the region's President.

Action 4 Preparation for the region's first AGM must now be attended to by the region Executive Committee. The following information will be required by both the Secretary and Director of Communications and Marketing who will place it on the IAEM-Canada website:

- Date | Time | Location
- Agenda
- Terms of Reference
- Budget
- Online meeting platform (e.g., GoToMeeting, etc.)
- Others TBD

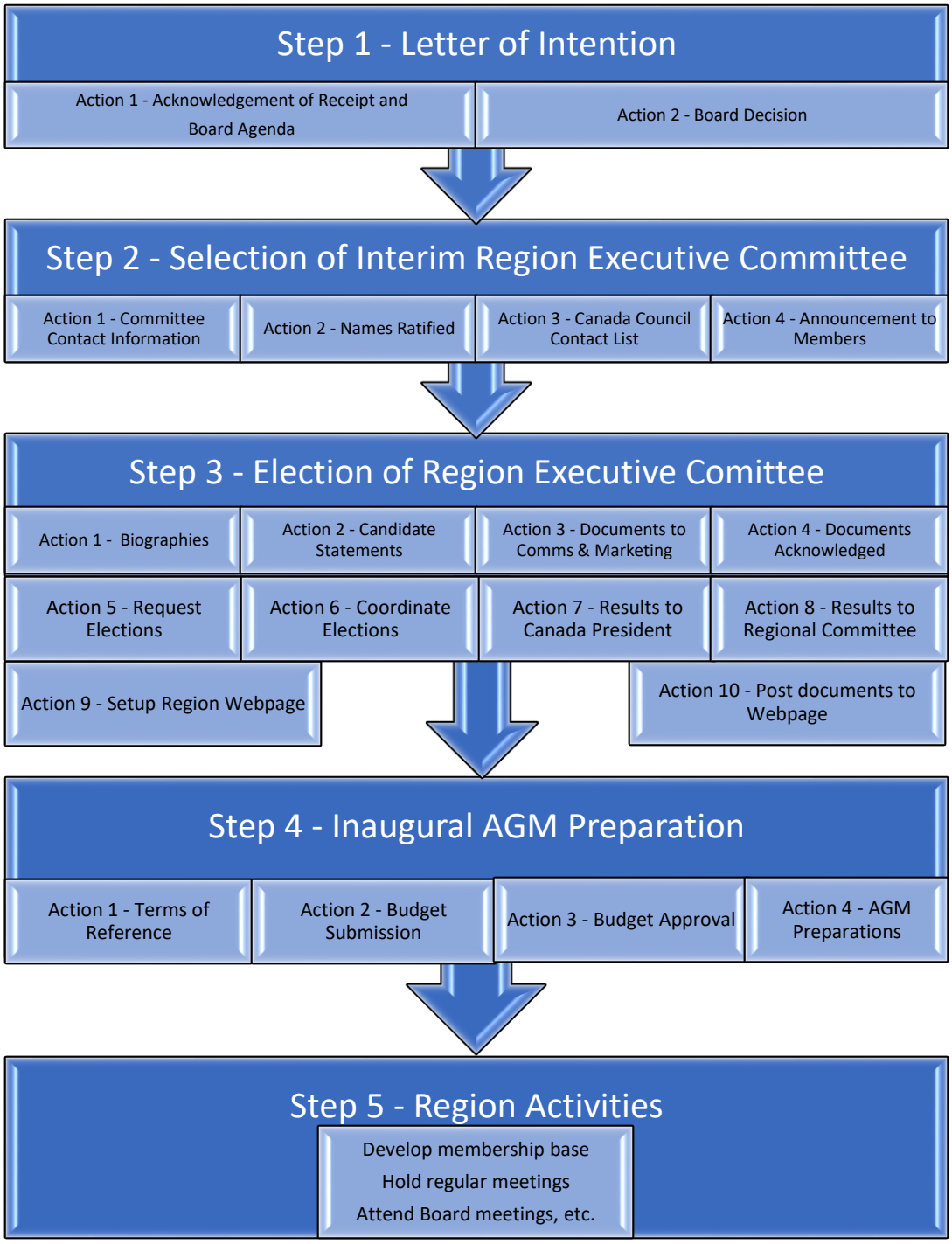
Note that this information is required to be available to the region's membership ***30 days*** prior to the AGM.

Step 5 Region Activities

The region Executive Committee is now ready to work on a variety of activities such as:

- Consult with both the IAEM-Canada's Directors of Communication and Marketing and Membership to continue developing their membership base.
- Schedule and hold regular, regional Executive Committee's meetings.
- Attend the monthly IAEM-Canada Board meetings.
- Other duties as required

The following diagram illustrates these steps and actions.



2.3 Sample Letter of Intention

International Association of Emergency Managers
201 Park Washington Court
Falls Church, VA 22046-4527
USA

Date

Dear IAEM-Canada President [Name of serving President],

RE: Letter of Intent, Establishment of IAEM-Canada – XXX Region

On behalf of the following International Association Emergency Management (IAEM) Canadian members, I respectfully submit this *Letter of Intent* to establish the XXX Region of IAEM-Canada (henceforth referred to IAEM-Canada – XXX Region).

- Name of member
- Name of member
- Name of member
- Et cetera

In accordance with Section 7.2 of the IAEM-Canada by-laws, the number of current members within the XXX province to meet the requirement to establish a region exists.

Thank you in advance for your consideration and if you have any questions, please do not hesitate to contact me either by phone at (xxx) xxx-xxxx or by email at xxxxxxx@xxxxxx.xxx.

Sincerely,

Name
IAEM-Canada member

2.4 References

Further details with respect to this section may be found in the following documents:

1. IAEM-Canada Council Bylaws
2. IAEM-Canada Council Administrative Policies & Procedures (APP)

3.0 GOVERNANCE

3.1 Regions' Governing Documents

The following IAEM-Canada governing documents are considered pertinent for regions to be attentive to and ensure they are implemented accordingly.

Code of Conduct

A Code of Conduct prevails and permeates any professional association with a membership base and seeks to address a range of issues that impacts the association. Regions are to adhere to the IAEM-Canada's Code of Conduct for its emergency management professionals ensuring that the highest standards of competence, ethical and professional conduct are maintained by its regional membership while associated with the Council.

IAEM-Canada Bylaws

A Region under the IAEM-Canada structure is obliged to adopt and adhere to its bylaws which detail the rules and regulations enacted by the Council and provides a framework for its operation and management. Specifically, the IAEM-Canada bylaws outline the qualifications, rights and liabilities of membership including the powers and duties of the Board of Directors.

IAEM-Canada Administrative Policies and Procedures (APPs)

The Council's Administrative Policies and Procedures contain the necessary governance elements and fundamentals regions are required to adhere to for overall compliance of its proper operation.

3.2 Regions' Policies and Procedures Documents

In addition to the documents mentioned above, the following internal policies and procedures are to be adhered to by regions.

Document Records Control

To prevent outdated documents from being used, and as a method to ensure regular review and revision of these, Region Presidents are to implement and maintain the IAEM-Canada Document Records Control process for their Region.

Agreement Policy

IAEM-Canada Council continuously allies with various groups and individuals and as a region, it is essential that any agreement(s) into which the region President enters contain, as a minimum provision, that which protects IAEM-Canada's reputation, legal obligations and Council members.

3.3 Regions' Accountability and Responsibility

Terms of Reference (TOR)

In accordance with Step 4, Action 1 identified in Section 2 of this handbook, Terms of Reference for a new region must be prepared in accordance with the IAEM-Canada bylaws as well as demonstrate compliance with the APPs. The elected Regional Board will review and approve the Terms of Reference for the Region. Once the Regional Board has approved the TOR, it is then presented the IAEM Canada Board of Directors for approval. The TOR is an IAEM Canada controlled document and must be assigned a document number by the IAEM Canada Director of Governance for tracking purposes. The TOR will remain in effect for a period of two years. The process for ratification must be repeated once the review and revision of the document takes place.

Transfer of Knowledge (TOK)

To effect successful continuity of knowledge and experience, the region President must ensure the transfer of information is seamless on transition of members of the Executive Committee. Specifically, TOK Procedure outlines the duties, accountabilities and responsibilities of each role within the committee and individual roles.

IAEM-Canada Board of Directors' Meeting

The Region Presidents are voting members of the Board of Directors and expected to partake in IAEM-Canada's monthly board meetings and any extraordinary meetings in accordance with the IAEM Canada Bylaws and IAEM Canada Administrative Policies and Procedures. The Region President (or designated alternative) will prepare an update to present in their allotted time frame in the meeting.

IAEM Canada Board Member Voting via Email

As a member of the IAEM Canada Board of Directors, the Region President may be called upon to submit a vote on line via email on urgent items.
Diligence in responding within the requested time frame of the vote is of utmost importance

Unless otherwise directed to do so, the vote is to be sent to the President, Vice President and Secretary of the IAEM Canada Board of Directors.

3.4 Canada Not-for-Profit Act

IAEM-Canada regions must comply with the Not-for-Profit Act (NFP Act) as Council. Part 9 of the Act explicitly sets out the responsibilities and duties of Directors and provides for a full due diligence defense. All members of the Executive Committee are responsible for the management of the corporation (Section 124) and have the duty to:

- ✓ Act honestly and in good faith with a view to the best interests of the corporation (paragraph 148(1)(a) of the NFP Act);
- ✓ Exercise the care, diligence and skill of a reasonably prudent person (paragraph 148(1)(b) of the NFP Act);
- ✓ Disclose any conflict of interest (Section 141 of the NFP Act); and
- ✓ Comply with the Act, articles, by-laws and any unanimous members' agreements (Subsection 148(2) of the NFP Act).

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3.5 Region Board of Directors Term(s) of Office

The term of office for Executives of the Regional Board shall be two (2) years. The term shall commence immediately following the announcement of the successful elected individual to the role of an Officer.

At the end of the term, Regional Executive positions will undergo an election which will be set up within the region through IAEM Global. See IAEM Canada APP's.

3.6 Consultation

For clarification on any of the above-mentioned items, contact the Director of Governance for guidance

4.0 FINANCE

Each Region will use methods for funding operations as prescribed by the Council, and shall report financial status to both the Council headquarters.
Each Region shall submit a percentage of membership dues observed from each member of said region to IAEM CANADA, as determined by the IAEM CANADA Board.

Each Region shall formally adopt Financial Procedures which, at a minimum, do not conflict with the financial reporting and filing procedures of the Council.

Each Region shall follow good accounting practices, shall document all income and expenditures and shall conduct an annual audit of the account in accordance with the guidelines established by the International Office.

Any income earned in the Council's name within a Region will be controlled by that Region, however, financial records must be provided to the Council and International organisation as prescribed by Revenue Canada.

Each Region President shall, within 30 days of the end of the Council's fiscal year (June 1 - May 31), cause a financial report including copies of any bank statements to be submitted to the Board of Directors and the IAEM.

5.0 COMMUNICATIONS AND MARKETING

5.1 IAEM Communications Governance and Policy

IAEM-Canada has the lead for IAEM communication on a national basis. The IAEM Communications Committee is responsible for establishing an IAEM presence on social media platforms, monitoring social media content with an IAEM nexus, and creating social media content for dissemination to IAEM-Canada membership and the general public. IAEM Canada Region should liaise and coordinate communications and messaging with IAEM-Canada Communications Committee.

IAEM Regional specific communications and messaging is the responsibility of the individual region, however, regional communications representatives can consult and seek assistance from IAEM-Canada with respect to communications strategies and best practices.

When creating a regional communications strategy, the Regional executive should liaise with IAEM-Canada to ensure consistent messaging.

5.2 IAEM Communications Code of Conduct

IAEM-Canada and IAEM Regional Chapters must ensure that all IAEM messaging and communications meet ethical and professional standards. As such, the following practices are strictly prohibited from any IAEM sponsored or managed communications:

a. No copy righted video, images, or intellectual property shall be published without the permission of the author;
b. No indecent, racist, sexist, content;
c. No political/socially controversial content;
d. No slanderous or defamatory content; and
e. Any post that could reasonably be understood to be offensive.

5.3 Social Media Coverage

IAEM-Canada has an official Twitter account and LinkedIn account. One can find IAEM on other social media platforms such as Reddit, but those are not official IAEM sanctioned accounts and should not be used for official IAEM regional communications. Consider investing in a social media monitoring program, such as Hootsuite to provide visibility of social media coverage within

the region. Make sure that any regional IAEM website is coordinated with IAEM-Canada before going live.

5.4 Regional Membership Communications

An IAEM Canada Region should develop strategies for engaging IAEM Canada membership within the region. Suggested communications strategies include a newsletter, group email, or social media post with region specific information. This information can be sent to IAEM-Canada Marketing and Communication Committee for inclusion in the National Newsletter or can be distributed locally to region specific membership.

5.5 Regional Messaging

IAEM Canada Regions should provide regular communications with IAEM Canada membership in the region. Communications should include identification of IAEM Region Board members, IAEM Canada Board Members, policies, training and education opportunities, assistance available for CEM/AEM certification, identification of CEM mentors in the region; timings and locations for meetings, AGMs and Conferences etc.

5.6 Membership Promotion and Representation

IAEM Canada Region communications plans should identify emergency management related conferences and meetings in the region and should encourage members to attend these conferences and meetings. Further, the communications strategy should identify the process for seeking IAEM promotional material for members to be able to distribute at emergency management related meetings and conferences on behalf of IAEM and the Regional Council.

6.0 PROFESSIONAL DEVELOPMENT

6.1 Region's Authority

The Professional Development committee is charged with making recommendations to the IAEM-Canada Board of Directors on professional development opportunities, professional resources and issues pertaining to the image of Emergency Management as a professional practice within Canada.

Regions are an important conduit of information on understanding the needs, issues and best practises of the membership. Region Executives are to communicate with the Chair of the Professional Development committee on any issues, trends or best practices related to Professional Development.

6.2 Regional Professional Engagement

Regions are encouraged to provide professional development opportunities to the membership that promote the AEM/CEM designation and assist members in achieving the requirements of the designations. Any engagement sessions taking place within a Region are to be reported to the Secretary of the Director of the Professional Development Committee.

6.3 Regional Partner Collaboration

Regions are encouraged to collaborate with Emergency Management partners to enhance available professional resources (e.g., mentoring opportunities).

6.4 Promotion of Core Competencies

The mission of the Professional Development committee is to promote and share the *Canadian Emergency Management Core Competency* to the membership across all industries ensuring that all members have access to learning opportunities.

7.0 MEMBERSHIP

7.1 Membership Committee Mandate & Mission Relating to Region

The mandate of the Membership Committee is to develop and maintain a diverse membership base in terms of geography and different industries related to emergency management (EM) in Canada, including the Region, in accordance with the IAEM Canada Council Strategic Plan and governing documents.

The mission of the Membership Committee is to:

a) Monitor and analyse membership data
b) Recruit and retain members throughout the public, private, educational, and NGO sectors;
   Assist regional councils, as needed, with member recruitment and retention.
c) Ensure members have engagement and development opportunities
d) Recognize the accomplishments of members

7.2 Membership Committee Communication Relating to Region

Regional councils are an important conduit of information on understanding the needs, issues and best practises of the members within their regions. Region Executives are encouraged to communicate with the Chair of the Membership Committee on any issues, trends, or best practices related to Membership.

7.3 Membership Committee Recognition Relating to Region

It is the policy and practice IAEM Canada Council to recognize and honour persons who have made special or significant contributions to the field of emergency management and who have represented the profession well by their outstanding performance. The Membership Committee will solicit

nominations for awards from Region Executive, who are encouraged to nominate persons within their Regions.

8.0 PARTNERSHIP ENGAGEMENT

Under Construction. Please contact the Director of Partnership Engagement for more information

8.0 Revision History

Revision #	Date of Revision/Review	Page	Section	Purpose of Revision/Review/Amendment
0	March 8, 2019	All	All	Original