



INTERNATIONAL ASSOCIATION OF EMERGENCY MANAGERS
CANADA COUNCIL
Strategic Plan
2020-2023

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 1 of 20

Contents

Introduction 3

Vision and Mission Statement 4

Organization Profile 5

Strategic Planning Process and Implementation 8

International Association of Emergency Managers - Canada 2020-2023 Strategic Plan 9

Authorization and Approval..... 19

Revision History 20

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 2 of 20

Introduction

This Strategic Plan has been developed to guide the actions of the IAEM Canada Council for the next three (3) years; commencing July 2020 through June 2023. The plan contains strategic goals, objectives and strategies to guide the efforts and decision-making of the Board of Directors, and by which to measure the success of board initiatives.

Questions about this Strategic Plan should be directed to the IAEM Canada Director of Governance or the IAEM Canada Council President.

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 3 of 20

Vision and Mission Statement

IAEM-Canada is a not-for-profit corporation.

Our Vision

That the International Association of Emergency Managers be recognized globally as the premier organization for emergency management.

Our Mission

The mission of IAEM and IAEM-Canada is 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.

Value Proposition

IAEM-Canada provides the following for the Emergency Management profession:

- Recognition and advancement of the profession
- Central body of knowledge accessible to all member professionals
- A unifying voice to represent the profession at the international and national level

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 4 of 20

Organization Profile

The International Association of Emergency Managers (IAEM), which has more than 6,000 members worldwide, is a non-profit educational organization dedicated to promoting the "Principles of Emergency Management" and representing those professionals whose goals are saving lives and protecting property and the environment during emergencies and disasters.

IAEM is governed by an international Board of Directors that includes representatives from three Councils and 7 Geographic Regions IAEM Canada, IAEM Oceania, IAEM USA, IAEM Asia, IAEM Europa, IAEM International, IAEM Japan, IAEM Latin America, IAEM Middle East

The IAEM-Canada Council encompasses members from every Province and Territory in Canada in addition to the Committee representatives from numerous professions in public, private and government entities across the country.

The IAEM-Canada Region became the first region outside the United States in 2003 under the previous IAEM structure. The IAEM-Canada Region became the IAEM-Canada in 2007, when the current organizational structure went into effect. The IAEM-Canada President serves as the representative of the Council on the IAEM-Global Board.

IAEM Canada's Mission is 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.

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 5 of 20

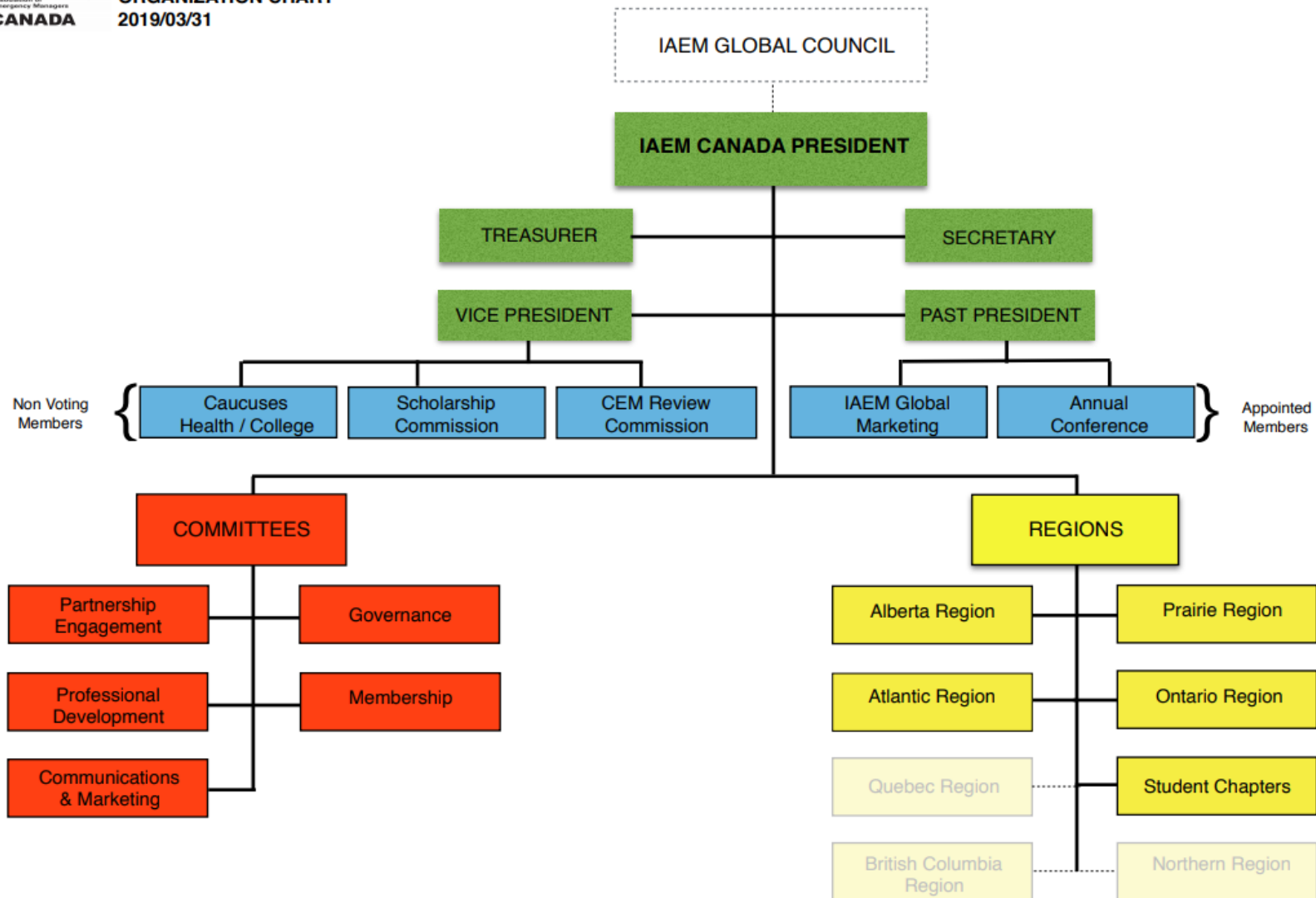
Membership is open to any person supportive of IAEM Global's mission.

The functional structure of IAEM Canada allows for advisory positions to the President specifically; the Vice President, Past President, Secretary and Treasurer, while active participants include Committee Directors, Commission Representatives and Regional Presidents and Chapter Representatives.

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 6 of 20



ORGANIZATION CHART
2019/03/31



Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 7 of 20

Strategic Planning Process and Implementation

As part of its ongoing commitment to governance, the Board of Directors held a strategic planning workshop in October 2019. During the workshop the Board identified three (3) key priorities for achieving IAEM-Canada's vision and mission supporting the value proposition:

- Enhance Communications
- To Advocate for Emergency Management in Canada
- Strengthen and Unify the Emergency Management Profession

To realize the achievement of the items listed in this plan, the IAEM Canada Board of Directors will ensure that appropriate resources are directed to the identified priorities. The Board of Directors will be accountable to the wider membership by providing progress reports demonstrating the organization's accomplishments and effectiveness in achieving its goals and objectives.

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 8 of 20

International Association of Emergency Managers - Canada 2020-2023 Strategic Plan

Goal 1 – Enhance Communication			
Objectives	Strategies	Lead	Support
Increase Membership engagement	<ul style="list-style-type: none"> • Broader focus of Presidential communication through national media, i.e. interviews during events • President message through various media avenues to promote IAEM Canada advancements and recognition during events • Advance Board collaboration and enhance committee transparency with members through relevant communication avenues • One on one personal engagement and stronger representation of IAEM Canada during conferences, events, exercises etc. where practicable 	President	IAEM Canada Board
Value proposition widely understood 3 commissions	<ul style="list-style-type: none"> • Advance the goals and value proposition through recruitment of 	Vice President	CEM Commission Scholarship Commission Health Caucus

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 9 of 20

	<p>practitioners to join IAEM and complete AEM and CEM certifications</p> <ul style="list-style-type: none"> Engage Post-Secondary institutions in the promotion of IAEM scholarships to Canadian applicants. Establish membership in both Health and Post-secondary Caucuses in Health and education sectors. 		<p>Post-Secondary Caucus Partnership and Engagement</p>
<p>Create a community of practice by and for members, via the IAEM website, social media and communication platforms with the assistance of the Membership Committee and the Professional Development Committee</p>	<ul style="list-style-type: none"> Develop media products to promote IAEM Canada Council Direct members to social media sites where current news, events and opportunities are shared continuously, including meetings and conferences. Monitor all social media and communications platforms and job boards. Define online opportunities to engage members in interactive discussions and knowledge sharing 	<p>Marketing and Communication</p>	<p>Membership Professional Development</p>
<p>Enhance promotion of IAEM Canada throughout membership and EM community</p>	<ul style="list-style-type: none"> Evaluate current communications methods and content to enhance use and readability <p>Promote IAEM Newsletters and Bulletins with inclusions such as</p>	<p>Marketing and Communication</p>	<p>Membership Professional Development Governance</p>

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 10 of 20

	<p>article hyperlinks and member spotlights</p> <ul style="list-style-type: none"> • Provide a quarterly President update in combination with a membership activity • Prepare standard presentation decks for multipurpose use 		
Define the role and use of conference booths to optimize Membership	<ul style="list-style-type: none"> • Develop guidelines for booth operation and volunteer activities • Collect feedback from volunteers • Offer CEM/AEM exams at conferences/workshops, where possible (e.g. board member attendance) 	Membership	Marketing and Communication
Nurture the communications and onboarding of general members	<ul style="list-style-type: none"> • Develop guideline for communication process and onboarding messaging i.e. description and links to relevant information, current initiatives, social media and links • 	Membership	Marketing and Communication
Enhance platforms for recognition and awards promotion	<ul style="list-style-type: none"> • Expand the awards program and increase its promotion via existing communications channels and IAEM Global Awards Committee 	Membership	Marketing and Communication

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 11 of 20

Goal 2 – To advocate for emergency management in Canada

Objectives	Strategies	Lead	Support
Representation at Parliament as experts in emergency management	<ul style="list-style-type: none"> Attend Federation of Canadian Municipalities Board meetings to promote through speaking engagements Marketing strategy around collective wisdom 	Vice President	
Comprehensive understanding of needs of membership	<ul style="list-style-type: none"> Engage with members to seek out information about member views, expectations, and success of IAEM Canada to serve the needs of membership 	Membership	Marketing and Communication
Identify the needs of membership with respect to professional recognition	<ul style="list-style-type: none"> Characterize and describe membership profiles Regularly collect and review member feedback to identify desired benefits and work with Board to offer such benefits Align membership needs with market trends and expertise to foster member engagement 	Membership	Professional Development Partnership Engagement Marketing and Communication

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 12 of 20

<p>Foster ongoing and new collaboration with relevant EM partners</p>	<ul style="list-style-type: none"> • Establish or continue participation and engagement on national Public Safety committees, think tanks, working groups and other relevant fora • Develop engagement protocols for IAEM Canada committees engaging with partners • Explore funding opportunities through grants and incentives to support engagement strategies, partnerships and potential service offers • Develop engagement strategies and activities that lead to continuous relationships and increase visibility and relevance • Serve as a “critical friend” to federal agencies in the development of legislation and policy related to the EM profession 	<p>Partnership Engagement</p>	<p>Professional Development Governance</p>
<p>Engage post-secondary institutions to foster alignment of curriculum to meet CEM/AEM requirements</p>	<ul style="list-style-type: none"> • Determine engagement strategies to encourage and foster engagement relating to core curriculum needs 	<p>Partnership Engagement</p>	<p>Region Presidents Professional Development CEM Commission</p>
<p>Promote relevant and targeted professional development opportunities to our membership</p>	<ul style="list-style-type: none"> • Align targeted opportunities with identified ‘areas of interest’ through membership • Clarify areas of interest through survey questions to ensure our opportunities are relevant. 	<p>Professional Development</p>	<p>Membership Marketing and Communication</p>

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 13 of 20

<p>Clarify and continue EM Core competencies within a Canadian Framework as they align to the CEM/AEM certifications and the Canadian industry</p>	<ul style="list-style-type: none"> • Source IAEM Global competencies and review for gaps in a Canadian context • Outline core curriculum recommendations and engage with post-secondary institutions for mutual benefit to the industry and educational institutions • Leverage existing conferences for speaker opportunities to promote IAEM Canada and demystify the CEM/AEM certification 	<p>Professional Development</p>	<p>Partnership Engagement Governance</p>
<p>Increase the number of AEM and CEM certified professionals in Canada</p>	<ul style="list-style-type: none"> • Promote the AEM/CEM program actively at conferences, meetings, networking events, etc. • Province to province competition to increase the number of certified members in each province • Increase number of webinars, workshops, and other activities to actively engage members to become certified. • 	<p>CEM Canadian Commission</p>	<p>IAEM Canada Board CEM Commission</p>

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 14 of 20

Goal 3 – Strengthen and unify the emergency management profession

Objectives	Strategies	Lead	Support
Collaborate with members, partners and government entities in future goals	<ul style="list-style-type: none"> Promote representation of IAEM Canada and emergency management with government entities through conversation, meetings and speaking engagements. Promote collaboration with partners for sourcing SME within the membership for projects and various programs 	President	IAEM Canada Board
Fulfil regional representation Canada wide	<ul style="list-style-type: none"> Engage with members of Quebec and BC to form Provincial EM Leadership and progress in the formation of and IAEM Canada Region or Chapter Work with the groups to address the unique needs to establish and maintain Regional or Chapter status 	Past President	President Vice President
Providing members with international best practice	<ul style="list-style-type: none"> Continue international representation for IAEM Canada through the UNDRR and IAEM Global support. Partake in development of an international disaster training 	Past President	President Vice President

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 15 of 20

	<p>program with other international EM/BC organizations.</p> <ul style="list-style-type: none"> • Foster national partnerships with the National DRR Roundtable and SOREM to ensure further opportunities 		
Financial sustainability	<ul style="list-style-type: none"> • Revenue generating activities • Evaluate structure of funding allocation to achieve strategic objectives • Create governance around allocated funds for Regions • Make use of Global resources • Consider 3rd party contracts 	Treasurer	Governance Region Presidents Directors
Clear alignment of financial strategy to support 3 year strategic plan across all committees and regions	<ul style="list-style-type: none"> • Prioritize funding allocations for key objectives 	Treasurer	IAEM Canada Board
Access the diverse skills of members to support partners, create mentorship and shared industry information opportunities that are accessible to, and respond to the needs of, members	<ul style="list-style-type: none"> • Build a framework to enable targeted information sharing by list, and build opportunities for engagement of members and data collection for the development expertise exchange contained in a data base. 	Professional Development	Membership Partnership Engagement Marketing and Communication Governance

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 16 of 20

<p>Engage with partners to generate revenue opportunities for member and association benefit</p>	<ul style="list-style-type: none"> • Develop sponsorship and marketing opportunities via partners and/or conferences • Recognize partner contributions with branding opportunities on the IAEM Canada website and hyperlinks to partner websites • Explore IAEM Canada branding opportunities on post-secondary institution collateral 	<p>Marketing and Communication</p>	<p>Partnership Engagement Past President Governance</p>
<p>Building members</p>	<ul style="list-style-type: none"> • Continue to leverage existing strategies (via Marketing and Communications) to hold IAEM Canada as the national benchmark of professionalism in Canadian Emergency Management • Carry out communications strategy to engage members and determine how IAEM Canada can best meet membership needs • Where possible, support regional/national conferences and networking opportunities to engage with Emergency Management professionals to advocate the benefits of membership • Build on efforts with Partnership and Engagement to grow numbers of student members 	<p>Membership</p>	<p>Marketing and Communication Partnership and Engagement</p>

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 17 of 20

<p>Membership analytics and demographics data</p>	<ul style="list-style-type: none"> • Continue to capture monthly membership data to understand trends including overall membership numbers and areas of growth or decline • Discuss national and regional membership data as a standing item at the monthly Membership Committee meeting • Provide an update to the Board at the Monthly Council meeting, highlighting changes for review and discussion 	<p>Membership</p>	<p>President Vice President</p>
--	---	--------------------------	-------------------------------------

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 18 of 20

Authorization and Approval

**International Association of
Emergency Managers Canada**

Dated the 12th day of June, 2020

**IAEM-Canada President
Paula Gibson**



Signature

Dated the 12th day of June, 2020

**Director of Governance
Greg Rochon**



Signature

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 19 of 20

Revision History

Revision #	Date of Approval by a vote of Members	Page	Section	Purpose of Revision/Review/Amendment
0	June 30, 2017	All	All	Original
0	June 12, 2020	All	All	Restructure of Goals, Objectives and strategy to conform with current requirements
0		All	All	Membership approval

Review /Revision Frequency	Review/Revision Date	Revision #	Document Owner	Document Number	Page
Triannual	June 12, 2020	1	Director of Governance	CAN-GD-03	Page 20 of 20