



**INTERNATIONAL ASSOCIATION OF  
EMERGENCY MANAGERS (IAEM)**

**CANADA COUNCIL**

**2017 – 2020  
STRATEGIC PLAN**

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## Introduction

This Strategic Plan has been developed to guide the actions of the IAEM Canada Council for the next three (3) years; commencing July 2017 through June 2020. 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.

The plan was developed in conjunction with the Community Development Unit of Alberta Culture and Tourism. Questions about this Strategic Plan should be directed to the Director, Governance or the IAEM-Canada Council President.

## 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.

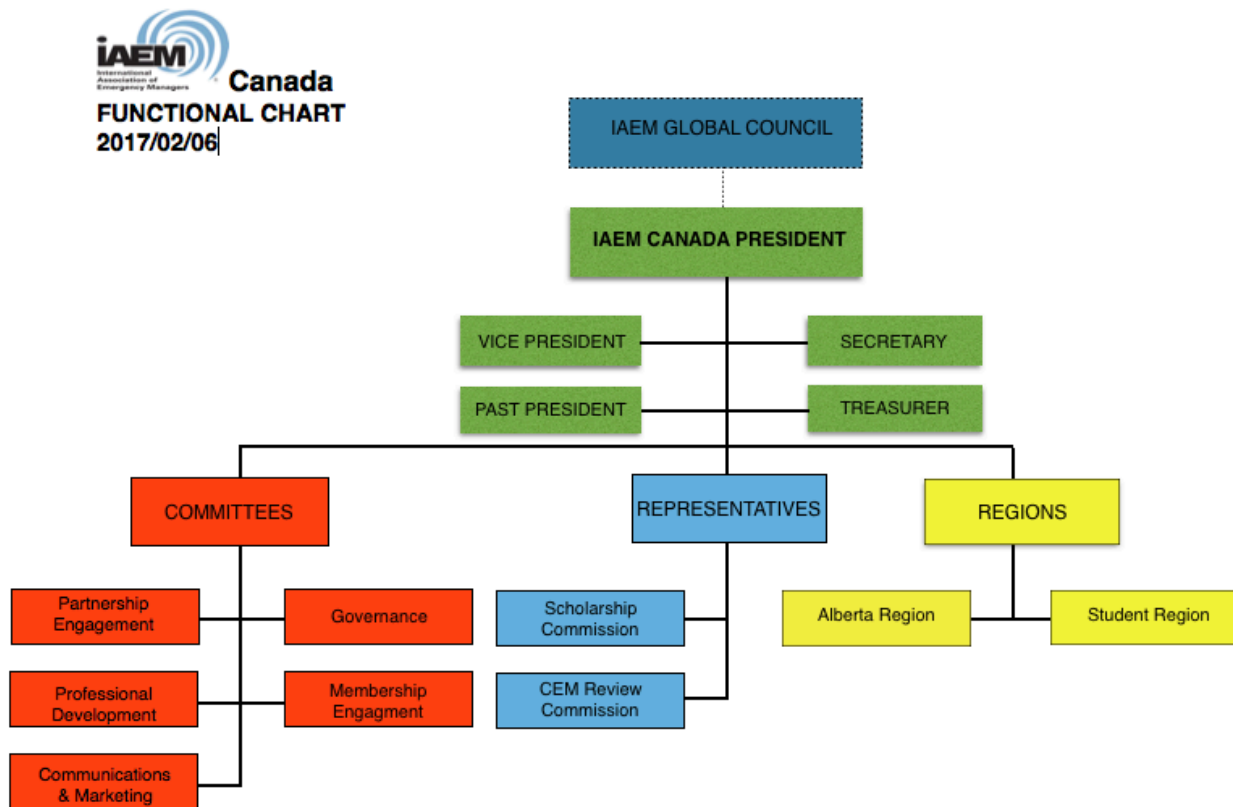
IAEM created the Certified Emergency Manager® and Associate Emergency Manager Programs in 1993 to raise and maintain professional standards. It is an internationally recognized program that certifies achievements within the emergency management profession.

The International Association of Emergency Managers is governed by an international Board of Directors that includes representatives from seven (7) IAEM Councils. The seven (7) councils are IAEM-Europa, IAEM-Asia, IAEM-Oceania, IAEM-USA, IAEM-Canada, IAEM-Students and IAEM-International.

IAEM-Canada, as a Council of IAEM, was established in October 2007. IAEM-Canada has members from across the country and is striving to become the premier association for emergency managers in Canada. 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.

## Organization Chart



# IAEM-Canada Key Statements

## Vision

IAEM shall be recognized as a premier international organization of emergency management professionals.

## Mission

The mission of IAEM is to serve its members by providing information, networking and professional 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 national level

## Strategic Planning Process and Implementation

As part of its ongoing commitment to governance, the Board of Directors held a strategic planning workshop in November 2016. During the workshop the board identified three (3) key priorities for achieving IAEM-Canada's vision and mission, and supporting its newly created value proposition. It was decided during this process to maintain the existing committee structure of Partnership Engagement, Membership Engagement, Professionalization of Emergency Management (renamed to Professional Development), Communications and Marketing, and Governance.

After the workshop, the goals, objectives and strategies were further developed and/or refined. The Standing Committee(s) responsible for the development, execution and sustaining of these activities were also identified and a plan for implementation established.

To realize the achievement of the items listed in this plan, the Canada Council Board will ensure that appropriate resources are directed to the identified priorities. The Board of Directors will be accountable to the wider membership by providing regular progress reports demonstrating the organization's accomplishments and effectiveness in achieving its goals and objectives. Surveys will be conducted with members annually to gauge members' satisfaction and to seek feedback towards continuous improvement.

Clear milestones and dashboard reporting will be used to monitor progress against this plan during each board meeting and an annual strategic planning review process will be scheduled prior to compilation of each year's Annual Report.

# Strategic Plan

Over the next three (3) years, IAEM Canada will implement the plan outlined below.

Implementation of these strategies will be subject to Committee constructed work plans and might further evolve or change over time in response to the dynamic environment and context of emergency management in Canada.

## Goals, Objectives and Strategies

### Goal 1 – Influence positive changes to legislation and policy impacting the emergency management (EM) profession

Goal 1 Objectives	Strategies	Committees	
		Lead	Support
1A. Clarify and document EM Core competencies within a Canadian Framework	<ul style="list-style-type: none"> <li>Source IAEM Global competencies and review for gaps in a Canadian context</li> </ul>	Professional Development	Partnership Engagement Governance
1B. Raise awareness of EM core competencies as they align to the CEM/AEM certifications and the Canadian industry	<ul style="list-style-type: none"> <li>Outline core curriculum recommendations and engage with post-secondary institutions for mutual benefit to the industry and educational institutions</li> <li>Leverage existing conferences for speaker opportunities to promote IAEM Canada and demystify the CEM/AEM certification</li> </ul>	Professional Development	Partnership Engagement Membership Engagement CEM Commission
1C. Continue close engagement with Public Safety Canada to influence legislation and policy impacting the EM profession	<ul style="list-style-type: none"> <li>Participate in working groups and forums for information sharing that will contribute to advancement of the EM profession including the Platform for Disaster Risk Reduction, Tri-Service Emergency Management Committee and Domestic Group on Emergency Management Committee</li> <li>Serve as a “critical friend” to federal agencies in the development of legislation and policy related to the EM profession</li> </ul>	Partnership Engagement	N/A

**Goal 2 – Increase profile of IAEM Canada and increase partner engagement within the profession**

Goal 2 Objectives	Strategies	Committees	
		Lead	Support
2A. Foster ongoing collaboration with relevant EM partners	<ul style="list-style-type: none"> <li>Continue participation and engagement on the Platform for Disaster Risk Reduction, Tri-Service Emergency Management Committee and Domestic Group on Emergency Management Committee</li> <li>Develop engagement protocols for IAEM Canada committees engaging with partners</li> </ul>	Partnership Engagement	Professional Development Governance
2B. Engage post-secondary institutions to foster alignment of curriculum to meet CEM/AEM requirements	<ul style="list-style-type: none"> <li>Identify post-secondary institutions offering EM programs</li> <li>Determine engagement strategies for respective faculty representatives</li> <li>Assist with identification of linkages between EM proper and other programs offered e.g. business, health, sociology / psychology etc.</li> </ul>	Partnership Engagement	Professional Development Student Region CEM Commission
2C. Engage with partners to generate revenue opportunities for member and association benefit	<ul style="list-style-type: none"> <li>Develop sponsorship and marketing opportunities via partners and/or conferences</li> <li>Recognise partner contributions with branding opportunities on the IAEM Canada website and hyperlinks to partner websites</li> <li>Explore IAEM Canada branding opportunities on post-secondary institution collateral</li> </ul>	Partnership Engagement	Communications & Marketing Student Region Governance



Goal 2 Objectives	Strategies	Committees	
		Lead	Support
2D. Create mentorship and shared industry information exchange opportunities that are accessible to, and respond to the needs of, members	<ul style="list-style-type: none"> <li>Establish working groups in three streams: new Emergency managers (with previous work experience), graduates and existing emergency managers.</li> <li>Identify a working group for the development of a mentorship program focussing on students/graduates and experienced professionals (separate to the existing CEM mentorship program)</li> <li>Combine the AGM with a workshop opportunity</li> </ul>	Professional Development	Membership Engagement Student Region Governance
2E. Create a “community of practice” led by members, for members, via the IAEM website and social media	<ul style="list-style-type: none"> <li>Define online opportunities to engage members in interactive discussions and knowledge sharing</li> </ul>	Membership Engagement	Communications & Marketing Professional Development

**Goal 3 – Create new and enhance existing member opportunities and benefits**

Goal 3 Objectives	Strategies	Committees	
		Lead	Support
3A. Gather regular input and engage members to better understand member needs and offerings	<ul style="list-style-type: none"> <li>Characterize and describe membership profiles</li> <li>Regularly collect and review member feedback to identify desired benefits and work with Board to offer such benefits</li> <li>Align membership needs with market trends and expertise</li> </ul>	Membership Engagement	Student Region Professional Development Partnership Engagement
3B. Enhance platforms for recognition and awards promotion	<ul style="list-style-type: none"> <li>Expand the awards program and increase its promotion via existing communications channels</li> <li>Design a Professional Certificate (paper) and Award plaque for use starting in 2017</li> </ul>	Membership Engagement	Communications & Marketing
3C. Nurture the communications and onboarding of general members	<ul style="list-style-type: none"> <li>Maintain relevant/current welcome message with links to social media and opportunities and information on current initiatives</li> <li>Collect survey input from members and cancelled members to maintain understanding of desired member benefits/opportunities</li> </ul>	Membership Engagement	Communications & Marketing
3D. Leverage relationships with IAEM Global for member benefit	<ul style="list-style-type: none"> <li>Work with IAEM Global to understand member benefits in the USA market</li> <li>Identify the trajectory that led to uptake of CEM/AEM for members and employers</li> <li>Collaborate in a joint membership drive with IAEM USA</li> </ul>	Partnership Engagement	Membership Engagement Professional Development

Goal 3 Objectives	Strategies	Committees	
		Lead	Support
3E. Support student members to ensure the continuation and advancement of the Student Region	<ul style="list-style-type: none"> <li>Promote and support student bursary's</li> </ul>	Student Region	Membership Engagement
3F. Disseminate consistent and relevant communications	<ul style="list-style-type: none"> <li>Develop a communications platform and overarching strategy</li> </ul>	Communications and Marketing	Membership Engagement Governance
3G. Use existing social media to build on the community of practice concept (article sharing, communications and chats)	<ul style="list-style-type: none"> <li>Develop media products to promote IAEM Canada Council</li> <li>Direct members to social media sites where current news, events and opportunities are shared continuously</li> <li>Promote the job board</li> <li>Promote use of social media by members attending meetings and conferences to provide real-time updates using IAEM handles/ hashtags etc.</li> <li>Moderate communications platforms</li> </ul>	Communications and Marketing	Membership Engagement Professional Development Partnership Engagement
3H. Evaluate current communications methods and content dissemination to enhance their use and readability	<ul style="list-style-type: none"> <li>Initiate a more dynamic newsletter e.g. provide hyperlinks and member spotlights</li> <li>Initiate a quarterly President update in combination with a membership activity, such as a webinar</li> <li>Prepare standard presentation decks for multipurpose use</li> </ul>	Communications and Marketing	Membership Engagement Professional Development Governance

Goal 3 Objectives	Strategies	Committees	
		Lead	Support
3I. Define the role and use of conference booths to optimize membership engagement	<ul style="list-style-type: none"> <li>• Develop guidelines for booth operation and volunteer activities</li> <li>• Collect feedback from volunteers</li> <li>• Offer CEM/AEM exams at conferences/workshops, where possible (e.g. board member attendance)</li> </ul>	Membership Engagement	Communications & Marketing