

Strategic Plan for

C&E Association Renewal:

The Canadian Military C&E Network

# Strategic Plan: C&E Association Renewal

## Main Lines of Operation

Enhance the effectiveness of the Military C&E Community

Nurture and facilitate the well-being of members of the C&E Community

Preserve, educate and celebrate the heritage of the C&E Community

## Supporting Lines of Operation

Connect and Promote a close association with members of the C&E Community

Discover the current and anticipated needs of the members of the C&E Community

Govern and coordinate the work of the Association

Find and manage the resources needed to execute the mandate of the Association

## Strategic Outcomes

Well-being of members of the C&E Community

Enhanced effectiveness of C&E operational capability

Military C&E heritage is well Preserved, Communicated and celebrated

A community of individuals and organizations

## INTRODUCTION

### OUR CURRENT SITUATION

The challenges in the planning and participation in the 110th Anniversary of C&E Branch, the visit of Princess Royal, the publication of Semaphore to Satellite and various historical and commemorative projects alerted the Branch leadership to the need for renewal in how we connect with and engage our extended C&E community (serving and retired).

Most importantly, it also became evident that we had no organization to support retired veteran members of the C&E community who were in distress because of military service. We have been nearly silent in groups dedicated to the support and nurturing not only of our veterans, but also of the evolution of the Canadian Forces. Our voice has not been heard, not because others are deaf, but because we have not spoken as a professional community, even on matters of direct concern to the C&E Branch and its future, such as cyber operations. Our C&E community has been absent at national commemorative events and we have no organization to coordinate programs to preserve, educate, and celebrate our military heritage.

Nonetheless, there is a desire within the C&E community to “associate” as demonstrated by the more than 15 associations or clubs organized on unit, regional or trade lines, with a variety of purposes and functions, but nearly always including socializing as a key objective.

The C&E Association exists as a federally-registered Not For Profit Corporation, but it has been inactive and unknown to most. In January 2015, the corporate documents were updated to satisfy Industry Canada requirements, pending its renewal as the C&E community organizational framework.

Following an initiative by the Branch Advisor for post-action to the 2013 visit of the Princess Royal, a group of retired senior officers came together to propose the creation of an organizational framework that would be a network to link our community together, building on but not conflicting with the existing associations. This organizational concept was seen as a network of networks that would link regions, units, trade groups, projects, and in general communities of interest. After a June 2014 briefing to the Branch Leader and interested serving and retired officers and NCMs; the concept of CMCEN (Canadian Military Communications and Electronics Network) was endorsed at the C&E community general briefing in October 2014. A key planning principle that was perceived as critical to success and sustainment was that the ‘heavy lifting’ would have to be carried by the ‘retired members’ of the C&E community.

### OUR COMMUNITY

When we first qualified to wear the hat badge of the C&E Branch or its predecessor organizations, we became members of a special community. The community is diverse. Our duties ranged from driving with packets of messages from one unit to another on the battlefield, to stringing cable, to operating and maintaining air defence radar sites, to maintaining communication systems and nav aids, to signal intelligence work at sea and ashore, to running

computer networks, to procuring new communication and electronic systems for military use and plain old general staff work. We wear the uniforms of all three services. We are officers and non-commissioned members, Anglo and Franco, men and women, serving and retired. Our families come from all parts of the world—First Nations, Europe, Asia and elsewhere. Some of us are public servants or members of industry whose careers have caused us to work closely with Branch members. Others are the spouses or family of Branch members. We have widely varied interests. Moreover, we are spread all across our nation, in groups large and small.

We are all, however, united by our focus on information as a key tool for military decision-making. We acquire information, process it, distribute it, protect it, and more generally manage it. For some of us, information is both a weapon and a target. In all these cases, our professional lives revolve around it. It is in this that we have common cause.

Not only do we have a unifying theme in our duty, we have common culture. Springing from the cultures of the services to which we belong, our willingness to work tirelessly to find the key information, or to keep the circuit working, or restore the equipment to service, or to ensure our vital information is protected has been a hallmark of our community for over a century. We have demonstrated that we are determined, innovative, thoughtful, well-prepared and have a devotion to duty second to none. We value service and we want to look after one another. Despite this, we have difficulty finding volunteers willing and able to work on a variety of projects of value to the community. There are a large set of reasons why this is so; regardless of the reason, we must find a way to reinforce the part of our culture that has us react positively to requests for help from the community, and to make the engagement of a larger proportion of the community more common.

## OUR INTENTION

As we build a new organization to meet the current needs, we realize that we cannot foresee how our requirements will change in the future. We must therefore ask ourselves what the long-term purpose of this organization will be: why does it deserve a place in our world? What difference will it make? Here is our answer:

### *Our purpose*

We are a community coming together to help to preserve, educate and celebrate our past; socialize and care for each other in the present; and prepare for our future, according to our individual and collective needs, supporting the operational effectiveness of the Canadian Armed Forces.

### *Our Vision*

The C&E Association is a connected, professional and social community that comes together to support the Canadian Armed Forces, the C&E Branch and its serving and veteran members. It will be a learning organization that evolves to address the needs of the members of the C&E community as we strive to:

- Contribute to the evolution of the C&E operational capability within the Canadian Armed Forces.
- Remember, understand, honour and learn from our heritage.
- Be with and to take care of each other every day.
- Prepare diligently and thoughtfully for the future of our C&E community.

The key to all of this is *bringing the community together*. With over 7,000 serving members and more than 50,000 retired members, we have the potential to reach each goal we set for ourselves. The challenge is connecting with and engaging the members of this large family in their areas of interest. To achieve this we must take advantage of every opportunity to communicate with as many of our members as possible. If we fail to do this, we will fail to achieve our goals.

## THE STRATEGIC FRAMEWORK

### *The C&E Association and the Canadian Military Communications and Electronics Network*

In this document, the terms Canadian Military Communications and Electronics Network (CMCEN) and the C&E Association are both used. In creating a capability, such as we endeavour to do, we need, amongst other things, a concept and an organization. CMCEN is our operating concept. It consists of the idea that we need to use all the tools at our disposal, human and technological, to bring our community together with a view to allowing us to achieve our collective goals. It recognizes that within our Community there already exist formal and informal groups that meet the needs of their members, which should be brought together as a network of networks. CMCEN will be implemented through a renewal of the C&E Association, a known, existing federally-registered Not-For-Profit corporation that provides the ability to give our membership a voice in its decisions, provide the transparency we need for both our membership and our funding stakeholders, and the ability to set goals and measure results.

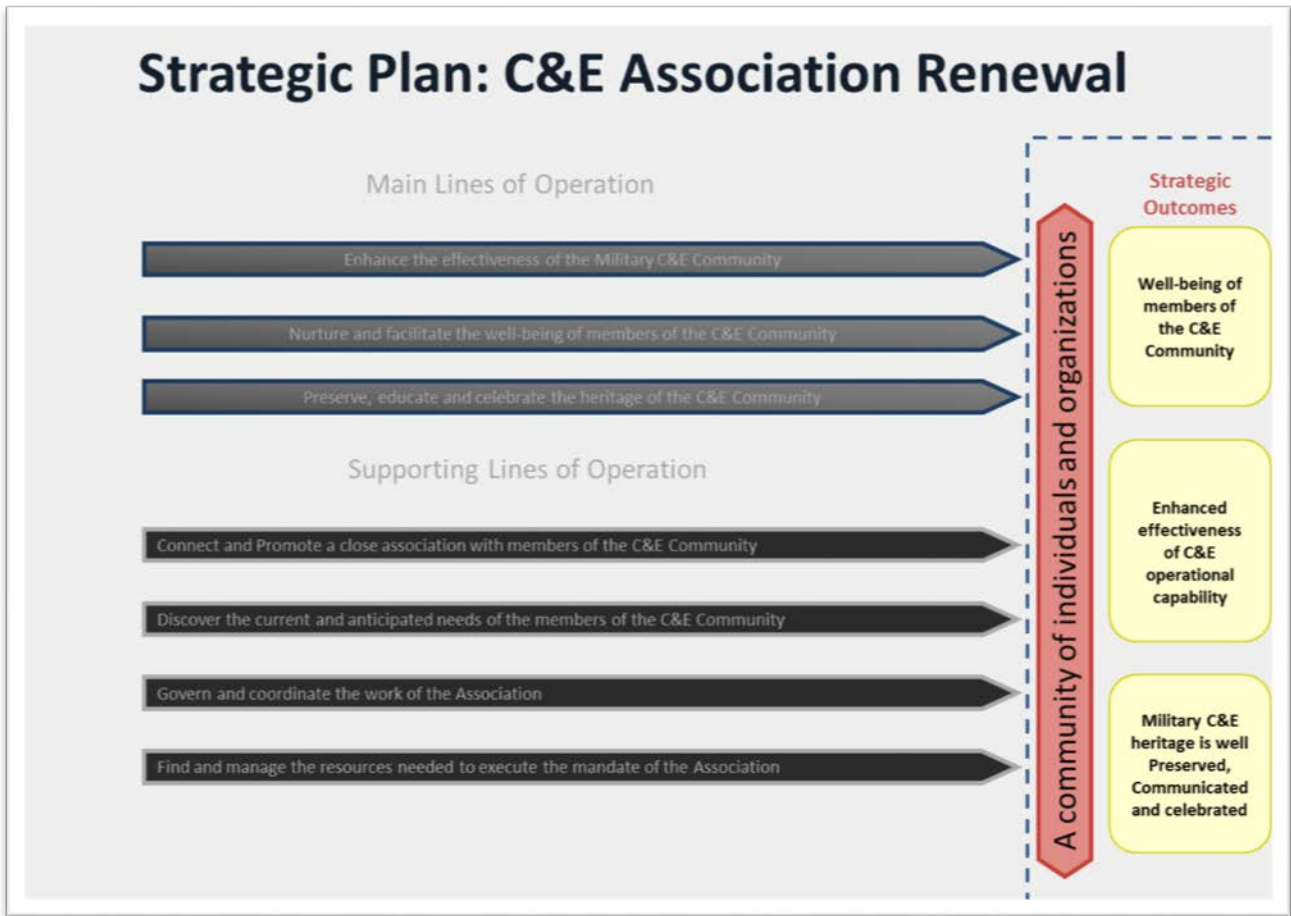
### *Mission*

Our mission is to be an inclusive and effective professional and social network that:

- Connects individual members and groups of the extended C&E community;
- Contributes to the well-being of all past, present and future Military C&E communicators;
- Contributes to the enhancement of the effectiveness of the Military C&E operational capability within the Canadian Armed Forces; and
- Preserves, educates about and celebrates the Military C&E heritage.

In describing our Strategy, we will discuss first our Strategic Outcomes under the title of The Ends. Then, we will discuss the methods of achieving these goals in The Ways. Lastly, we will touch on the resources we need in The Means.

## THE ENDS



**A COMMUNITY OF PEOPLE AND ORGANIZATIONS PARTICIPATING IN A COMMON ENTERPRISE AND WITH SHARED PURPOSE**

This is the key enabling objective. This is the basis of the “network of networks” concept: a two-way communication channel that allows a series of dialogues amongst our members. It will allow us to anticipate needs as they arise; to develop our willing and able volunteers and connect them to the projects in need of their help; to allow better social exchange; to allow members in need to connect to others who can help them; to exchange professional thinking about the present and future of military operations and how the Branch ought to be developing—its concepts, its people, its systems—to meet these challenges.

## THE WELL-BEING OF PAST, PRESENT AND FUTURE MEMBERS OF THE C&E COMMUNITY

The members of the community have a variety of needs at different stages of their lives.

- Serving members have professional development needs, most of which are met by the leadership of the Canadian Armed Forces and others by individual initiatives. The rest of our community can assist in the nurturing and development of our serving members, using the collective experience of the retired members of the community as well as those still serving. In addition, when our members find themselves in a situation of distress, our family must be able to come together to assist.
- The military profession puts great strain on our physical and mental health and general well-being. Veterans may need help beyond most members of the general population because of illnesses or injuries sustained in military service. Our goal is to facilitate access to other organizations by ensuring that our members in need know where they can go for help, and by advocating on their behalf, both in general and, as needed, in specific cases.

## CONTRIBUTING TO THE ENHANCEMENT OF THE EFFECTIVENESS OF THE MILITARY C&E OPERATIONAL CAPABILITY IN THE CANADIAN ARMED FORCES

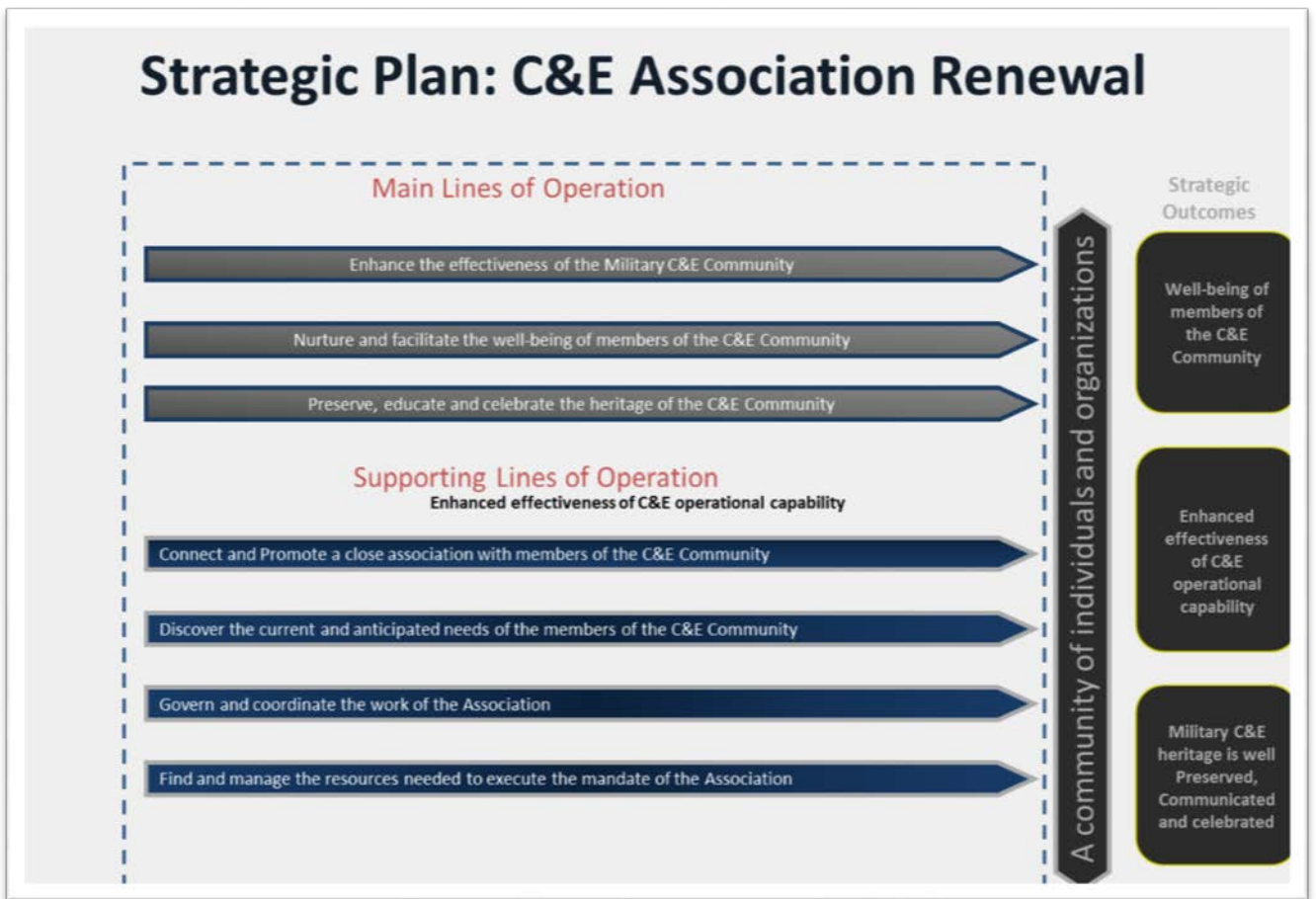
This is a responsibility primarily the purview of the leadership of the C&E Branch and Canadian Armed Forces. However we believe there are opportunities to contribute and assist by adding the voice of the community to the process; by encouraging professional dialogue across the community on evolving concepts and capability requirements; and by advocating for those proposals which, in the best judgement of the community, are in the best interests of the C&E Branch and the Canadian Armed Forces.

We will co-operate with other organisations that address Canada's strategic and national security interests, and to advise the Government of Canada, through the Minister of National Defence, on matters that involve military C&E policy and operations.

## PRESERVE, EDUCATE ABOUT AND CELEBRATE MILITARY C&E HERITAGE

Our history stretches back over a century and brings with it a set of traditions and a pride of service. Understanding where we are often requires an understanding of whence we came. Educating our members about the history of Military Communications and Electronics in Canada allows for this type of understanding. More importantly it commemorates the service and sacrifice of those who came before us, fostering a sense of belonging, esprit de corps and dedication to service. It also allows us to derive lessons from past operations. Moreover, educating all Canadians about the history of Military Communications and Electronics aids in fostering understanding and support for the current organization, whilst encouraging educated and responsible debate about military affairs.

## THE WAYS



### THE GENERAL OUTLINE

Intent. We intend to create a network of networks, both human and technical, connecting the members of our community that will allow us to achieve the purpose of the renewed C&E Association.

Method. There are three major Lines of Operation: Enhance the effectiveness of Canada's military C&E capability; Nurture and facilitate the well-being of all C&E military community personnel including serving, retired, friends and their families; and Preserve, educate and celebrate the heritage and traditions of the C&E community. Supporting these Lines of Operation, and **designated as the main effort for this plan**, we will connect and promote a close association between members of the extended C&E Community. We will also create an effective governance capability to manage these efforts, a resource management capability to sustain them, and a capability to promote our work as a community to our members and to outside audiences. We will make a concerted effort to understand the needs of our members, and to anticipate new needs. We will ensure that existing groups consisting of members of our



community have a voice in the operation of the Association and are welcome to participate in its efforts. We will require the generous help of volunteer members and will take advantage, to the extent practicable, the assistance of existing formal and informal organizations in the community to find and develop them. We also understand that we may require permanent staff or contracted resources to maintain key services. Much concurrent activity to deliver on the promise of CMCEN to the members of the community is already underway. We expect all the work, to include the legal aspects, will be complete to allow for final approval by the membership of the renewed C&E Association at its Annual General Meeting in October 2016 to evolve to the CMCEN operational concept.

Limitations. In adopting this course of action, we have adhered to a number of key limitations to our freedom of action:

- The Association must work collaboratively with its stakeholder groups, including the Military C&E Museum Foundation.
- The Association must not place the serving members of the Branch in conflict with existing Canadian Armed Forces directives, policies or advice to Government.
- The Association must not be, nor perceived to be, in competition with stakeholder groups in the C&E community.
- The Association will continue to be a federally-registered Not For Profit Corporation.

## THE MAIN LINES OF OPERATION

### Contribute to the enhancement of the effectiveness of Canada's Military C&E Capability

#### *Tasks*

- Promote research and informed public debate on national security and defence issues, particularly in evolving Branch-related areas such as cyber operations.
- Provide a forum to develop and represent C&E community positions on national security, particularly in Branch-related areas and the general efficiency and wellbeing of the Canadian Forces
- Promote the continuous evolution of C&E operational capabilities by encouraging professional thought and debate on Force Development issues and offering comments to the serving structure in the CAF.
- Make recommendations to the Government of Canada through the Minister of National Defence, various Parliamentary Committees and other appropriate channels, particularly in areas related to C&E operational capability.
- Assist in the establishment of professional development events.
- Participate in appropriate organizations, including the Conference of Defence Associations.

Nurture and facilitate the well-being of members of the C&E Community, including serving, retired, friends and their family

*Tasks*

- Identify, consolidate and publish links to various programs and services related to veterans and those transitioning from military to civilian life.
- Participate in veterans' support and advocacy groups.
- Identify and promote communities of interest that may have relevance to specific members within the C&E Community.
- Formally establish member support programs, including an emergency assistance program and a bursary program.
- Develop a volunteer mentorship program, including for transition post-retirement.
- Develop an outreach program that:
  - Acknowledges the wide range of our members' contribution to the C&E Community.
  - Allows the wider C&E Community input and advice to the Honourary appointment selection process.
  - Implements Association-funded support for the initial issue of C&E Branch accoutrements to new members of the Branch on qualification.
- Co-ordinate and support where appropriate, the activities of member organizations and associations (e.g. associations and trade groups in matters of common interest affecting all elements of the C&E community).
- Assist in the establishment of Branch-wide gatherings related to achievement of our mission

Preserve, promote, educate and celebrate the Heritage of the C&E Community

*Tasks*

- Provide guidance to the Commanding Officer of the Military C&E Museum.
- Develop programs to document and preserve C&E history.
- Develop an educational outreach program for both internal (C&E Community) and external (general public, schools, institutions of higher learning) audiences.
- Commemorative planning, including maintaining liaison with appropriate offices and organizations to allow early notification and participation in programs aimed at commemorating our shared history.
- Support the mission of the Military C&E Museum Foundation.

THE SUPPORTING LINES OF OPERATION

Govern and coordinate the work of the Association

*Tasks*

- Complete the design of the new Association governance structure, which will include:

- A Board of Directors, elected by the membership, that will be responsible for activities undertaken by the Association.
- An advisory council (i.e. Senate), that will
  - Advise the Board on issues at the request of the Board.
  - Advise the Board on issues brought to it by members or by stakeholder C&E-related organizations.
  - Advise the Board on issues on its own initiative, and
  - Do so while ensuring that serving members are not placed in a conflict of interest, in particular regarding issues of advocacy.
- An executive reporting to the Board.
- Establish a capability to evaluate the Association’s performance against the needs of the membership, both current and anticipated, and to apply changes to Association plans and programs the better to meet those needs.
- Revise the Association’s Articles of Incorporation to reflect the CMCEN concept of operations and governance concept.
- Revise the Association’s Bylaws to reflect the CMCEN concept of operations and governance concept.
- Draft the Implementation Plan for the new governance concept and structure for the Association.

Connect and promote a close association with all members of the extended C&E Community

*Tasks*

- Develop and implement a Communications and Engagement Strategy, to include existing communications networks, newsletters and websites.
- Identify the members of the C&E Community, including organizational groups.
- Network and engage members of the C&E Community with a view to the delivery of CMCEN/Association products and services.
- Establish and maintain configuration control over the “look and feel” of the on-line tools used by the Association, including [www.cmcen.ca](http://www.cmcen.ca).
- Establish an information management policy for all Association information holdings, including a governance policy for content placed on line.
- Establish a management plan for the configuration, performance, fault and security management of the on-line information tools used by the Association, including [www.cmcen.ca](http://www.cmcen.ca).
- Conduct market research and marketing campaigns in support of the main Lines of Operation or for other Association purposes, as needed.
- Establish a training and development program for members engaged in projects with a need to post information on the on-line tools used by the Association.

## Discover the current and anticipated needs of the members of the C&E Community

### *Tasks*

- Identify the needs and interests of members of the C&E Community, including organizational groups.
- Coordinate the use of surveys and other tools by teams executing any other Line of Operation.

## Find and manage the people and financial resources needed to execute the mandate of the Association

### *Tasks*

- Complete the draft Financial Management Strategy, in consultation with the Board of Directors of the Military C&E Museum Foundation, to include:
  - Identifying the source of funds, to include funds for those requirements that may be outside of the purpose of the C&E Museum Foundation.
  - Fundraising principles.
  - Planning and negotiation.
  - Project approval processes.
  - Monitoring and reporting on the use of funds to the Association Board of Directors and, as appropriate, to the Military C&E Museum Foundation Board or other funding entities.
- Create a common procedure to recruit volunteers for projects initiated in support of any of the Main or Supporting Lines of Operation.
- Create a process for the training and development of volunteers, as appropriate.
- Identify volunteer needs, including recognition.
- Anticipate the needs for volunteers to ensure that activities are sustainable from a personnel point of view throughout their lifetime.

## IMPLEMENTING THE PLAN

### Timings

Implementation plans, including the “steady-state” descriptions for each capability described in this Strategic Plan will be ready for the C&E Association Annual General Meeting in October 2015, where they will be proposed for approval in principle.

All plans will be implemented and the changes in Articles of Incorporation and Bylaws will be ready for final approval at the Annual General Meeting in October 2016.

### Legal and Organizational Aspects

The Governance Project Team will be responsible for the drafting of any documentation required to be approved by the membership or by Industry Canada.

### Concurrent Activity

Work on the three Main Lines of Operation can proceed independently of the organizational status of the Association. Such concurrent activity will allow lessons learned to be assessed and incorporated into proposals to the membership, and permit the delivery of products and services to the membership at an early stage.

All three Main Lines of Operation are dependent on the successful implementation of the cmcen.ca project envisaged in the Supporting Line of Operation “Connect and promote a close association with all members of the extended C&E Community.” The Project Teams for these Lines of Operation must, conversely, be prepared to use these on-line tools as soon as feasible.

### Building our Network

The C&E Association will make full use of multiple forms of media as considered to be the most effective to connect with our members, including existing newsletters, websites, blogs and linked groups. The [www.comcen.ca](http://www.comcen.ca) Project Team will continue to build the C&E Association on-line capability. Since this is the key to success for all the Main Lines of Operation, its development and management is a key issue. It must be managed at the highest professional standard, with low tolerance for fault, performance or security issues. We can expect that as the on-line presence of Canada’s Military community responsible for the performance and security of military and DND information systems, it will be a target for attacks from a wide variety of elements.

Sustainability is also an issue. Not only must the hardware and software be kept up to date, but also the staff assigned to manage the system must be kept at an adequate level to ensure we have enough of the people with the right skill available to maintain the standards of performance we require.

### Using our Network

Having an on-line presence is not sufficient. It is necessary that the right information is available to the Community, that the design of the site makes its use easy and secure, and that the Project Teams involved keep the information fresh. This means, among other things, that we need trained people in the Project Teams who can perform this task.

## THE MEANS

### FINDING THE RESOURCES WE NEED

Without the means to achieve results, what would otherwise be a workable strategy becomes nothing more than a statement of ambition. The Association Board of Directors, with the support of the Senate/Advisory Council is responsible to identify the resources, both funds and people, to ensure that approved programs have a reasonable chance at success. The possibility that the resources will not be found at the right level at the right time is the major risk in this strategy.

The Military C&E Museum, the Military C&E Museum Foundation, and the C&E Branch Fund are organizations within our C&E community with shared objectives to those of the renewed C&E Association and are ultimately accountable and responsive to the members of the C&E community at large and the serving leadership of the C&E Branch. The Branch Fund is part of the Foundation. The Military C&E Museum Foundation (which may be a misnomer) is currently the only fundraising 'arm' for the C&E community and should remain so. The Foundation has a dual mission *to preserve, educate and celebrate the Heritage of the C&E Community* (Line of Operation above). In addition, the Foundation purpose includes ....to receive and maintain a fund or funds ....to *promote the efficiency of the Canadian Armed Forces for the benefit of the public by supporting activities and programs associated with furthering the morale, esprit de corps, and welfare of the personnel of the C&E Branch including retired members* (see Line of Operation above ). Clearly there is congruence between the Purpose of the Foundation and the Mission of the renewed C&E Association.

Therefore, there should be neither plan nor requirement to create a new Foundation for the renewed C&E Association. It is proposed that we will evolve to bring these C&E organizations together within an agreed Association structure to meet the collective needs of our C&E community. An early action in implementation of the renewed C&E Association will be to develop a "Financial Strategy and Business Plan" for the program services that encompass the Lines of Operations. For those services that that satisfy the appropriate charitable criteria, the Business Plan will be designed for funding support from the C&E community at large through the Foundation. A formal written arrangement (MOU) between the two organizations outlining the procedures for this type of funding is a key initial step towards success.

In addition it is noted that:

- Fundraising is a responsibility of the C&E community within the structure of the Foundation.
- During the initial phase of implementation of the renewed C&E Association any actual payment and accountability for Association programs funded by the Foundation would be IAW current Foundation and NFP procedures.

- As the renewed C&E Association matures and demonstrates sustainment in Full Operational Capability (FOC), the relationship with the various C&E organizations will evolve. As part of this evolution, if there are resource (financial) requirements that cannot be met by the Foundation or the Branch Office then organizational re-structure will be considered; however there are no proposals to re-structure the current Foundation or other C&E organizations during the this initial phase of renewal of the C&E Association, since premature organizational change to these organizations cannot risk sustainment of the Museum itself nor jeopardize the Branch Fund

It is likely that the C&E Association will have a requirement for some funding for support to areas that may not fall within the guidelines of a Foundation with charitable status approved by Industry Canada. As a fundamental organizing principle, such requests for financial support (e.g. through contributions from our C&E community or sponsors) will be coordinated with the fundraising efforts of the Foundation.

## THE PEOPLE

As we noted at the introduction, the C&E community is diverse and spread across Canada. The concept of forming a network of networks is to reach those members of the Community who would be willing and able to volunteer their time and effort to the various programs and projects approved by the Association. The use of [www.cmcen.ca](http://www.cmcen.ca) or other tools is designed to allow interested members of the C&E community from across Canada to be engaged.

By using the network, we intend to find the right people to do the work of the community. We understand that the diversity of our membership means that the interests and circumstances of our membership are varied; we will not be able to convince everyone to join in on our projects. We will also need to develop volunteers to meet the need, so recruiting and training will continue to be an element of Project Team planning. Moreover, we need to remember to thank those whose contributions enabled us to have success.

## THE FUNDS

Financial management is a continuous task for any organization, but particularly so for one that seeks to use other peoples' money. Members of the Association and those who contribute, be they individuals, private sector organizations or our own Foundation, have a right to know how that money was used, and what were the results of the effort. The Board of Directors is responsible to ensure that this type of transparency in financial management and reporting is in place.

## CONCLUSION

Bringing the C&E Community together to help its members in such a variety of ways, from preparing our serving members for future operations, to socializing amongst ourselves, to helping those of our Community in need, to honouring our past is a worthwhile effort. Each of these outcomes contributes to the morale and well-being of our serving and retired members. They give us justified pride in the service we have given and continue to give.

We have outlined the outcomes we need to achieve as a Community. The details will change over time, and we recognize that anticipating these changes is important. We have arrived at a series of measures that constitute a method to achieve these outcomes. They, too, will change over time, as we learn about better ways to do this valuable work. We have an outline concept to find and manage the resources we need to make the method we have selected function well. Thus we have a joining of Ends, Ways and Means that form a strategy.

None of this is of any use unless we can bring the Community together to achieve these good ends. Our culture says we can do this. We just need to give ourselves the opportunity and encouragement to make it happen, for when we succeed, we are all enriched.