



# Canadian Military Engineers Association

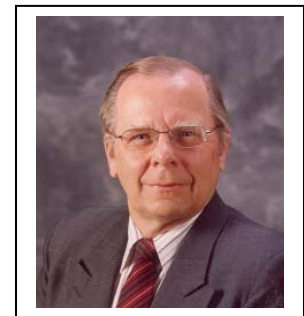
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## Strategic Plan 2005 – 2010

### Message from the President

The CMEA exists *to enhance the effectiveness of Canada's military engineering capability and to facilitate the well being of the Canadian military engineer family*. We accomplish this through different means and some of our recent activities have included:

- re-writing of the Customs and traditions of the Canadian Military Engineers,
- working with Veterans Affairs Canada to ensure that the names of all eligible Engineers are included in the 7<sup>th</sup> Book of Remembrance in the Peace Tower on Parliament Hill,
- production of a major reference of support services to guide those trying to help those in need,
- annually award of bursaries for CMEA members and their dependants to complete their post-secondary education,
- sponsoring Top Student Awards for our three Schools, and
- Sponsoring Unit Competitions

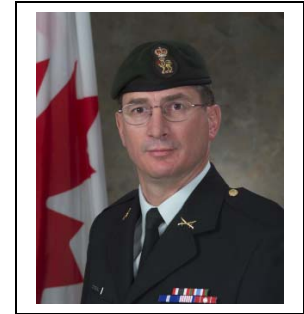


After five years in existence, we have recently examined our successes and agreed on our strategic directions for the next five years. Valuable input to this process was provided by the results of our Member Survey and I would like to thank all the CMEA Members who provided valuable input by completing that survey. A particular thanks to Dave Carney for leading us through the process of producing a new Strategic Plan. The results that are contained in this report will give us an excellent starting point for producing the Business Plans to guide our efforts and priorities over the next five years.

Ken Holmes  
President  
Canadian Military Engineers Association

## Message from the CME Branch Advisor

The Canadian Military Engineers are a diverse group of professionals striving to manipulate the physical features of the battle space to meet the commanders' requirements. To do this requires each one of us to embrace the concepts of duty, integrity, loyalty, courage, and teamwork through the skilled and disciplined application of the systemized body of advanced knowledge required as both a professional warrior and an engineering professional. None of us can, by ourselves, master all aspects of these two professions. Collectively, though, we can – indeed, we must. Canada expects nothing less. It is through our combined efforts that the Canadian Military Engineers serve our nation and the CF. In our first century of service, our predecessors set the benchmark for we who serve today and for those who will follow us. Our predecessors' experiences, in peace and in war, in collectively responding to challenges and shared difficulties are part of our corporate memory. Their comradeship has become our comradeship. Indeed, a key enabler to our past and current successes has been this *esprit de corps* amongst the diverse members of our Branch.



In 1995, the CME Council recognized the need for an association that would foster the fellowship of serving and retired Canadian Military Engineers, including members of the Defence Team and our families. This sense of belonging to a professional team is essential if serving Canadian Military Engineers are to collectively meet the challenges demanded in peace and in war, at home and abroad. As a consequence, the Canadian Military Engineer Association (CMEA) was established as a single association for all Engineers. In its first five years, the CMEA concentrated on establishing Chapters in key locations, with the singular aim “*to enhance the effectiveness of Canada’s military engineering capability and to facilitate the well being of the Canadian military engineer family.*”

Having now established itself, the CMEA Executive has crafted a strategic intent to build upon the successes and to overcome deficiencies that existed within the Association. The resulting document, the *CMEA Strategic Plan 2005-2010*, was briefed to CME Council in November 2005. As Chairman of the CME Council, I am pleased to inform you that the Council heartily endorses this plan.

I encourage all members of the Canadian Military Engineer family to support and to actively participate in the CMEA. Through our participation, we are helping ourselves as we serve our nation. Chimo!

Colonel John Tattersall  
CME Branch Advisor

## **1. INTRODUCTION**

The Canadian Military Engineers Association is facing a period of dramatic change for which it needs to be flexible, highly relevant, proactive and politically astute, with a clear and focused understanding of its role in supporting active and retired military and civilian members of the military engineer family. This is consistent with the findings of the CMEA Member Survey, which indicated that acceptance and commitment to change would be critical to the future success of the organization. The CMEA needs to foster and facilitate a culture of active communications, engaged CME Branch leaders at all levels, committed volunteers, and active local Chapters.

Development of a strategic plan for the Canadian Military Engineers Association is an essential step in positioning it to meet the future challenges and needs of members and all Canadians. In this era of Armed Forces restructuring and veteran support initiatives, the CMEA must meet these new challenges and needs. It has accelerated its efforts to be more integrated and aligned with member and CME priorities.

Perhaps the greatest challenge facing CMEA is to become more relevant to its members, to attempt to communicate information in demand by members, while at the same time building strong local Chapters to meet the evolving needs of members and the nation.

## **2. CMEA MISSION**

*“To enhance the effectiveness of Canada’s military engineering capability and facilitate the well being of the Canadian military engineer family.”*

## **3. CMEA CORE FUNCTIONS**

- 3.1.** The CMEA provides coordination and communication among serving and retired members and associated organizations. Its objective is to encourage effective communication and close association among all serving and former members of the Canadian Military Engineers, its predecessors, and its associated civilians and organizations.
- 3.2.** The CMEA promotes continued excellence in the development of military engineering, enhances the effectiveness of Canada’s military engineering capability, and fosters an interest in all aspects of military engineering.
- 3.3.** The CMEA facilitates the well being of all Association members and responds promptly and with effect to assist the welfare of members and their families as needed.

- 3.4. The CMEA assists in the preservation of the history of Canada’s military engineering practitioners. It honours their customs, traditions and heritage, and commemorates their achievements and sacrifice.
- 3.5. The CMEA enhances opportunities for members in the CF and society in general. Its objective is to enhance the position of the CME as both an operational and an operational support component of the Canadian Forces, and accordingly, to enhance opportunities for members of the CME within both the Canadian Armed Forces and Canadian society in general.
- 3.6. The CMEA represents the interests of military engineering to the Canadian government and other organizations addressing national security issues. It cooperates with other organizations that address Canada’s strategic and national security interests, and advises the government of Canada, through the Minister of National Defence, on matters that involve military engineering.

**4. CMEA CLIENTS/STAKEHOLDERS**

- 4.1. As a support association for a branch of Canada’s armed forces, the CMEA’s primary stakeholder is the Canadian Military Engineering Branch, and its clients are those individuals with an interest or association with that Branch and its functions.
- 4.2. Membership in the Association numbers approximately 960, with 80% of members being in the Regular Force, 13% being retired military members, 3% civilians, 2% Reserve Force members, and another 2% being retired members of the Reserve Force.
- 4.3. The Association includes 18 regional Chapters, two special interest groups representing mappers and fire fighters, and a number of Members at Large. The regional Chapters are formed in:

<p>Calgary Chilliwack Cold Lake Edmonton Esquimalt Gagetown</p>	<p>Kingston Lunenburg Moncton Ottawa Petawawa Québec</p>	<p>St. John’s Sydney Toronto Trail Trenton Winnipeg</p>
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- 4.4. The CMEA also includes members who are active in the CFB Chilliwack Historical Society, the Atlantic Retired Sappers, and CanTechAide.

## **5. STRATEGIC ISSUES FACING THE CMEA**

- 5.1.** Like many volunteer support associations across Canada, the CMEA faces the challenge of providing unique value to its members who have access to a large amount of choice. We are in the information age and, although CMEA member fees are very small, all members seek value for their membership and quality in the service CMEA provides. Likewise, members have choice in groups they join, share interests with, and volunteer their time to. There are a number of key priority issues facing the CMEA today that form the basis of this strategic response and long term plan.
- 5.2. Internal Communications:** The CMEA has a critical role to play in communications and as a major voice of the Canadian military engineer family, the ‘one single’ association for all. This was the most important issue identified in the CMEA Member Survey. Communications is key to the future of the Association and central to meeting the expectations of members. Not all members however have access to the Internet and other modern forms of communication, so alternatives have to be found to service those who do not have access to these means. A solid network is required to connect all members, to provide relevant information to them, and to demonstrate tangible benefits in return to their membership dues. Most importantly, and central to any long-term strategy, is the recognition that although dues are important to the future of the Association, members are needed for their knowledge, not their dues.
- 5.3. External Communications:** Being recognized as the voice of military engineering in Canada, the CMEA must promote itself to the public and to other like-minded associations that share our interests. Whether this external form of communication is focused on political activities in support of the Canadian Military Engineers, or whether it provides information of general public interest, the CMEA has a role to represent all military engineers in all of their activities.
- 5.4. Engaging CME leaders at all levels:** Critical to the success of the CMEA in the next five years is a clear understanding from members on their expectations for such a support organization, and constant feedback on their concerns. Leaders at all levels must be engaged to provide this feedback to the CMEA so it can focus on the real and current needs of the CME. The recent CMEA Member Survey was the first step in that direction, and a key input to this Strategic Plan. We must get the CME leadership engaged at the local level, and key appointments such as the Branch Advisor, Colonel Commandant, and CME Branch Chief Warrant Officer must strongly promote the Association.
- 5.5. Role of the Association vs. the Branch:** For an organization that purports to exist in support of a component of a nation’s armed forces, there is a delicate balance between what the Association provides and what the CME provides. There must be a balance between the two and the relationship must be very clear. Although the CMEA is aware of CF responsibilities for individuals-in-need and delineates these in its “Personal Services” protocol, there is potential for duplication of

effort, especially at the local level. The current relationship is not clear and duplication also exists in such communications devices as CHIMO Communiqués. In addition, many facilities and programs are available in support of serving members, whatever their circumstances, and others are available from the Association. A clear expression of these services and roles must be developed in order to best serve all members.

- 5.6. Volunteerism:** Not-For-Profit associations such as the CMEA are completely dependent on volunteers, ‘doers’, for their success. Without a committed, dedicated, and continually renewed group of doers in all regions of the country, the Association will fail to meet its mandate. Many Chapters are currently functioning at a minimal level due to a lack of volunteers to take the reins and share the load. The Association must develop a strategy to rectify this situation and ensure the continued recognition and participation of future volunteers.
- 5.7. Membership:** Although numbering almost 1,000 members, the CMEA must devise ways to recruit new members from the many others who share an interest in military engineering in Canada but do not participate in CMEA activities. We must market the CMEA better, know in detail who the existing members are, and ensure sustainability over time of our membership.
- 5.8. Viable Chapters:** The general governance model for the CMEA is a regional organization spread across Canada with centres of mass near existing military engineer units. The concepts of an Ottawa-Centric Association and ‘Engineer Officer’s Old Boys Club’ must be dispelled and life must be re-energized in the regional Chapters for members from all backgrounds. New Chapters must be formed, old ones brought back to life, and a plan for long term sustainability developed.

## **6. CMEA STRATEGIC PLAN**

### ***CMEA Strategic Goal 1 – Communications***

- 6.1. *Objective 1.1 Provide Canadian Forces information of interest to members.***
- 6.2. Implementation Strategy 1.1.1:** Establish a network to collect, review, and disseminate information of interest. Many sources exist for information published by the Armed Forces. The CMEA needs to develop a method to sift through all of this information and make available to its members that information that they seek.
- 6.3. Implementation Strategy 1.1.2:** Encourage individual members to be outspoken. All members whether civilian, military, retired, or serving need to be encouraged to tell others what they are doing that would be of interest to all. The CMEA must play a central role in getting this information from members and then sharing it with all.
- 6.4. *Objective 1.2 Provide Canadian Military Engineer information of interest to members.***
- 6.5. Implementation Strategy 1.2.1:** Oblige CMEA Executive members to communicate with members on their area of interest. Many Executive members complete many tasks on behalf of all members, while little of it receives notice. A method needs to be developed to gather and share this information.
- 6.6. Implementation Strategy 1.2.2:** Contribute CMEA activities to the CHIMO Communiqué. Many interesting activities are underway at all times by active members. This needs to be shared through the CMEA CHIMO Communiqué.
- 6.7. Implementation Strategy 1.2.3:** Improve distribution of the CHIMO Communiqué. Many members do not know how to access the Communiqué, and many may not have the means to do it.
- 6.8. *Objective 1.3 Improve communications to individual members.***
- 6.9. Implementation Strategy 1.3.1:** Establish and maintain a network to reach all members. There is no single method to contact all CMEA members. A network must be developed that reaches all members by a variety of means.
- 6.10. Implementation Strategy 1.3.2:** Investigate methods to communicate with ‘non-internet’ members. Cost is tied to this strategy as printing and postage rates increase. Options do exist however to reach many ‘non-internet’ members in a cost effective manner.
- 6.11. *Objective 1.4 Improve Chapter communications on local events.***
- 6.12. Implementation Strategy 1.4.1:** Encourage Chapters to share information on local events. Activities at one end of the country may be of great interest to members in a different part of the country, and may encourage them to model their Chapter activities after them.

- 6.13.** Implementation Strategy 1.4.2: Assist Chapters with their communications activities. Central technical support and occasionally funding from the CMEA will greatly assist Chapters in their communications activities.

## **7. Engaging the leadership of the CME**

<p style="text-align: center;"><i>CMEA Strategic Goal 2 – Leadership</i></p>
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- 7.1. Objective 2.1 Engage the CME leadership.**
- 7.2. Strategic Implementation 2.1.1:** Encourage CMEA leadership to seek guidance from CME at all levels. Local Chapters need to know how they can best meet the needs of members in their region. Close contact between the two is necessary to ensure that the Chapter is conducting events and providing services that have the full support of local CME leaders.
- 7.3. Strategic Implementation 2.1.2:** Develop a protocol for continuous communications between CMEA and CME. A sustainable method needs to be developed to ensure the long-term success of Chapter activities, and on-going dialogue between the Association and local CME leaders.
- 7.4. Strategic Implementation 2.1.3:** Increase CMEA presence at CME official functions. The presence of CMEA members and acknowledgement of that presence by CME leaders is important to a sustained effort at highlighting the value of membership in the CMEA.
- 7.5. Strategic Implementation 2.1.4:** Establish and sustain relationships between the CMEA Executive and CME key appointments at all levels. Nationally and locally, a strong Association can only sustain itself with solid relationships between key leaders of both.
- 7.6. Strategic Implementation 2.1.5:** Ensure the CME leadership publicly demonstrates support of the CMEA. CME leaders must support their Association, must do it publicly, and must do it often.
- 7.7. Objective 2.2 Clarify the relationship between the CME and the CMEA.**
- 7.8. Strategic Implementation 2.2.1:** Invite the CME to review and update the relationship. A clear understanding of expectations from the Branch is necessary to ensure that the CMEA is meeting the present day needs of the CME.
- 7.9. Strategic Implementation 2.2.2:** Invite the CME to confirm and clarify the mandate of both groups. A clear expression of the roles and responsibilities of both is essential to a good and solid relationship.
- 7.10. Strategic Implementation 2.2.3:** Determine CMEA role in response to views from CME. The CMEA must respond to the declared relationship and statement of mandate and responsibilities from the CME with a review of its own.

## **8. Volunteerism – we need ‘doers’**

### *CMEA Strategic Goal 3 - Volunteerism*

- 8.1. Objective 3.1** *Increase volunteerism across the CMEA.*
- 8.2. Strategic Implementation 3.1.1:** Define CMEA volunteer needs at all levels in terms of skills, numbers, and possible job sharing. A national statement of needs is the first step in increasing volunteerism in the CMEA.
- 8.3. Strategic Implementation 3.1.2:** Develop a long-term plan to recruit, sustain, recognize, and renew volunteers of a diverse nature. Volunteers representing the many facets of the existing membership need to be recruited and, once active, need to be encouraged to sustain their relationship with the Association.
- 8.4. Strategic Implementation 3.1.3:** Identify and cultivate individuals on transition from the CME to civilian life. New members need to be identified on transition from the service to civilian life and the benefits of membership and participation in the CMEA brought to their attention.

## **9. The formation and operation of viable regional Chapters**

### *CMEA Strategic Goal 4 – Viable Chapters*

- 9.1. Objective 4.1** *Improve the viability of Chapters and increase membership.*
- 9.2. Strategic Implementation 4.1.1:** Increase the number of Chapters by expanding into regional ‘centres of mass’. Not only does membership need to increase in the 18 existing regional Chapters but also new Chapters need to be opened to serve those with an interest in military engineering in areas without representation.
- 9.3. Strategic Implementation 4.1.2:** Assist Chapters in recruiting. Chapters need assistance in their recruiting efforts from those with experience in other regions and other national officers.
- 9.4. Strategic Implementation 4.1.3:** Develop a ‘toolbox’ to assist Chapters to operate. Formalizing a tool kit to help Chapters to operate once formed will greatly improve the sustainability of both new and old Chapters. Successful models exist in the CMEA that can be the basis of this toolbox and make the day-to-day operation of the Chapters less onerous. Everyone is pressed for time and the toolbox can turn the regular operations of the Chapters into a routine function.

**10. PERFORMANCE MEASUREMENT**

**10.1.** The CMEA has developed a set of performance measures that will be used as indicators of success to determine the Association’s rate of progress over the next five years in relation to the planned objectives. These indicators of success will form the basis of annual Association plans and activities that will implement this Strategic Plan.

<b>CMEA Goal</b>	<b>CMEA Objective</b>	<b>Strategic Implementation</b>	<b>Performance Indicators</b>
<b>1. Communications</b>	<b>1.1</b> Provide Canadian Forces information of interest to members.	<b>1.1.1</b> Establish a network to collect, review, and disseminate information of interest.  <b>1.1.2</b> Encourage individual members to be outspoken.	<b>1.1</b> Establishment of network. Increase in member’s communications activities.
	<b>1.2</b> Provide Canadian Military Engineer information of interest to members.	<b>1.2.1</b> Oblige CMEA Executive members to communicate with members on their area of interest.  <b>1.2.2</b> Contribute CMEA activities to CHIMO Communiqués.  <b>1.2.3</b> Improve distribution of CHIMO Communiqués.	<b>1.2</b> Regular Executive input to communications activities. Increase in CMEA input to Communiqué. Improved distribution of Communiqué.
	<b>1.3</b> Improve communications to individual members.	<b>1.3.1</b> Establish and maintain a network to reach all members.	<b>1.3</b> Establish network. Increased communication with members.

		<b>1.3.2</b> Investigate methods to communicate with ‘non-internet’ members.	
	<b>1.4</b> Improve Chapter communications on local events.	<b>1.4.1</b> Encourage Chapters to share information on local events.  <b>1.4.2</b> Assist Chapters with their communications activities.	<b>1.4</b> Conduct qualitative survey of Chapters to measure success. Increase in Chapter input nationally.
<b>2. Leadership</b>	<b>2.1</b> Engage the CME leadership	<b>2.1.1</b> Encourage CMEA leadership to seek guidance from CME at all levels.	<b>2.1</b> Periodic reports from Chapter and national levels.
		<b>2.1.2</b> Develop a protocol for continuous communications between CMEA and CME.	<b>2.2</b> Development and use of protocol.
		<b>2.1.3</b> Increase CMEA presence at CME official functions.	<b>2.3</b> Monitor and record occurrences.
		<b>2.1.4</b> Establish and sustain relationships between CMEA Executive and CME key appointments at all levels.	<b>2.4</b> Existence of useful relationships.
		<b>2.1.5</b> Ensure the CME leadership publicly demonstrates support of the CMEA.	<b>2.5</b> Increase in membership and reports from Chapters.

	<b>2.2</b> Clarify the relationship between the Association and the Branch.	<b>2.2.1</b> Invite the CME to review and update the relationship.	<b>2.6</b> Formal response from the CME.
		<b>2.2.2</b> Invite the CME to confirm and clarify the mandate of both groups.	<b>2.7</b> Formal response from the CME.
		<b>2.2.3</b> Determine CMEA role in response to views from the CME.	<b>2.8</b> Formal response from the CMEA.
<b>3. Volunteerism</b>	<b>3.1</b> Increase volunteerism across the CMEA.	<b>3.1.1</b> Define CMEA volunteer needs at all levels in terms of skills, numbers, and possible job sharing.	<b>3.1</b> Document of needs.
		<b>3.1.2</b> Develop a long-term plan to recruit, sustain, recognize, and renew volunteers of a diverse nature.	<b>3.2</b> Long-term plan and increase in volunteerism.
		<b>3.1.3</b> Identify and cultivate individuals on transition from the CME to civilian life.	<b>3.3</b> Protocol for those on transition.
<b>4. Viable Chapters</b>	<b>4.1</b> Improve the viability of Chapters and increase membership.	<b>4.1.1</b> Increase the number of Chapters by expanding into regional ‘centers of mass’.	<b>4.1</b> Increase in the number of Chapters.
		<b>4.1.2</b> Assist Chapters in recruiting.	<b>4.2</b> Increase in membership.
		<b>4.1.3</b> Develop a ‘toolbox’ to assist Chapters to operate.	<b>4.3</b> Has the toolbox been filled?

## **11. LOOKING AHEAD**

The CMEA Strategic Plan for 2005-2010 will guide the Association towards its vision of being the voice of the military engineer family in Canada by providing timely and useful information of interest to members, the full engagement of the CME leadership, and a strong base of volunteers acting in a regional Association with strong local Chapters. To achieve this vision, the Association will need to build synergies and partnerships both internally and externally, and move towards a broader model of shared leadership with the Canadian Military Engineer community. Through annual business plans, designed on a three-year cycle, these CMEA implementation strategies will be transformed into specific actions that will contribute to the achievement of the Association's intended outcomes and the realization of its overall vision.

The promise of the 21<sup>st</sup> century for military engineering in supporting the needs of the nation and contributing to the well being of Canadians is critical. With its partners, the Canadian Military Engineers Association will lead the way to that future.

### **Strategic Focus**

- 1. Communications*
- 2. Leadership*
- 3. Volunteerism*
- 4. Viable Chapters*