

CANADIAN MILITARY INTELLIGENCE ASSOCIATION

STRATEGIC PLAN

2018 – 2023



Vision

The Canadian Military Intelligence Association must constantly strive for three overarching pillars essential to our effectiveness. The Association must work to bring together and integrate the two great parts of our profession – those who have served and those who are currently serving. We must also be agile and innovative, evolving and adapting to the changing requirements and demographics of our membership. Moreover, the Association must honour our past and those who have gone before, recognize, support and advocate on behalf of those who are serving in the present and, as a continually learning organisation, implicitly support the development of future Military Intelligence capabilities.

Mission

The Canadian Military Intelligence Association will be the National Association of choice for professionals engaged in Military Intelligence and related disciplines. The Association will be the premier advocate for the skilled application of Military Intelligence to enhance Military decision-making and operational performance.

Objectives

The Association has seven strategic objectives for the next five years. In order to meet them, we must have clear strategies to guide us. The first two objectives speak to the Military Intelligence profession itself, while the third objective focuses on governance. The next three objectives are clearly focused on the continued evolution of the Association into a broader family that supports all past and serving members of the Military Intelligence community – including those civilian intelligence professionals, military support trades, and academics who are interested in supporting our endeavours. The sixth objective outlines strategies to ensure that our history is preserved and our story is told. The final objective leverages our evolving relationships with like organisations.

Objective 1: The Military Intelligence Profession

The Association will advocate for the continued recognition of Military Intelligence (MI) as a collective discipline essential to command decisions and operational success.

Strategies:

- Advocate to ensure that the Canadian MI function has the resources and capabilities to support operations now and into the future;
- Collaborate with CDA to become the subject matter expert on issues related to intelligence;
- Sponsor, singly or in collaboration and partnership with others, professional seminars, educational programs, or symposiums focused on topical MI issues;
- Leverage networking opportunities provided by our membership in the Conference of Defence Associations (CDA) in support of the MI function;
- Advance the knowledge of the MI field through selected journal articles including Conference of Defence Association (CDA) publications, academic journals, Army, Navy, Air Force and Allied publications;
- Explore an MI certification program to include acceptable professional standards; and
- Develop a “Code of Ethics” for MI professionals in response to industry requirements.

Objective 2: Military Intelligence Professionals

The Association will provide or sponsor professional development and professional networking opportunities to MI professionals during and following their careers.

Strategies:

- Provide special opportunities for MI retirees to understand what is happening in MI today and build stronger ties with the leaders and members of today’s MI function;
- Increase and improve opportunities for skilled MI professionals, both serving and retired, to “give back” to the MI profession (e.g. lectures, guest speakers, mentoring, advisory roles);
- Investigate opportunities to provide and deliver professional information and education to our members;
- Increase the value of Association membership networking opportunities; and
- Continuously develop, improve, and promote the Associations products, services, and networking resources.

Objective 3: Governance

The Association will perform with superior efficiency and effectiveness to achieve the stated strategic objectives for the benefit of members and the MI profession.

Strategies:

- Review and update the Association Bylaws to ensure they reflect this Strategic plan;
- Improve the Association’s organisational efficiency including formalizing, documenting, and maintaining optimal operational policies and procedures;
- Optimize efficient control of the Association’s finances;

- Expand current resources and create new resources, both financial and materiel, to ensure the Association's ability to meet the strategic objectives of this Plan;
- Improve the long-term stability of the Association through the creation and funding of an Association reserve fund; and
- Identify and create new revenue streams.

Objective 4: Increase Membership

The Association will continue the transition to a much broader and more inclusive MI fellowship building upon the relationships forged between Intelligence Branch members, Signals Intelligence, Geo-spatial Intelligence, Human Intelligence, Counterintelligence and Meteorology specialists over the past decades of expeditionary operations. Our efforts in this regard will also include Department of National Defence civilians as well as the broader intelligence community. Within this context, we will continue to expand eligibility for Regular membership to include all trades and classifications, serving and retired, Regular Force and Reservists, involved in delivering "all-source" Intelligence support to operational and tactical commanders and strategic decision-makers. We will continue to extend membership eligibility to former and current civilian analysts and support staff involved in the MI function. The Association will develop a comprehensive strategic campaign focused on increasing membership from specific target audiences. The primary aim is to bring together the experience, passion, and proud history of those who have served with those who are currently serving, with the same passion and energy of yesterday.

Strategies:

- Increase membership 20% each year by developing and implementing a recruiting campaign plan that targets the recruitment and retention of recent retirees, past retirees with whom we have lost contact, members of academia and industry who are interested in supporting MI, new entrants to the MI function, those currently serving who have never been Association members, and those with lapsed memberships;
- Maximize engagement of membership across the country by leveraging the web and social media tools;
- Broaden the pan-Canadian voice of CMIA by encouraging the establishment of local Chapters;
- Reach-out to Army and RCN Intelligence Reserves, RMC students assigned to Intelligence, and other trades and classifications to encourage participation in CMIA;
- In addition to the Weekly Bulletins and Quarterly Newsletters, widely produce a CMIA "Annual Report" highlighting past year achievements and future year objectives.;
- Develop appropriate recruiting products (both print and electronic media) and a robust communication plan to champion CMIA achievements and advocacy role on behalf of the both the MI profession and professionals;
- Enlist serving Senior NCOs and Officers to encourage membership in CMIA;
- Establish direct links to Intelligence Reserve units and organisations; and
- Consider advocating for the establishment and sponsorship of an Army Cadet Corps.

Objective 5: Support our Members

The Association will support its members during their transition to civilian life and after release.

Strategies:

- Provide periodic opportunities for all CMIA members to reconnect, reflect and enjoy a gathering of friends, career associates, and life-long associates;
- Provide unique opportunities for the Intelligence Branch leadership and currently serving members to better understand retirees' perspectives and to strengthen the ties between each of these groups;
- Increase engagement with the Royal Canadian Legion and other organisations in order to ensure all Association members are aware of transition support programs and services available and our efforts to provide support to our members are not duplicated;
- Actively participate in the National Veterans Organisation of Canada;
- Affiliate with contracting service providers and "head hunting" organizations to leverage the experience of MI professionals transitioning from the Canadian Armed Forces;
- Continue to establish and leverage appropriate affinity programs of benefit to the membership;
- Develop a crisis support policy, including accessing (through other programs) or providing financial support to those in crisis; and
- Maintain an effective benevolent fund and bursary program to support members and their families.

Objective 6: Revitalise the focus on our History

The Intelligence Branch and the reactivated C Int C remain at the heart of the MI Community, with a long history of singular achievements. At the same time, the broader MI Community also has a story to tell. In order to ensure that the Association remains vibrant, strong, and inclusive, we must foster a true sense of community by focusing on our operational achievements. We must take pride in our heritage. In short, our story must be told and our history organised and focused in an appropriate way.

Strategies:

- Establish a "History and Heritage Committee" ;
- Celebrate our history and achievements through appropriate formal and informal commemorative events;
- Continue to leverage interest in our history by publishing historical snippets in the Weekly Bulletin and quarterly Newsletters, as well as other fora;
- Continue marketing "Scarlet to Green" and encourage sales and distribution;
- Sponsor and coordinate the writing and publishing of our history from the end of WWII to the present;
- Support the Kingston Home Station in achieving its responsibilities;
- Bring back the historic collection of trophies to the care and custody of CMIA;
- Develop specific award criteria for these trophies and sponsor appropriate competitions and events;

- Develop an appropriate plan and advocate for the establishment of a Military Intelligence Museum and Archive; and
- Establish a fund raising campaign to ensure the heritage and history of the MI function is preserved for future generations.

Objective 7: Develop Links with Allied, Canadian Intelligence Community and other Associations

The Association will always embrace partnerships and work hard to develop these for the common good. The Association will establish, maintain, and foster relationships with Allied Army, Air Force, and Navy Military Intelligence Associations, as well as those civilian Associations within the Canadian Intelligence Community. The overarching intent is to broaden our horizons and to establish mutually beneficial relationships with Allied and Canadian Associations.

Strategies:

- Deepen the relationship with the UK Intelligence Corps and RAF Intelligence Branch Associations, by expanding the existing Formal Alliance between the U.K. Intelligence Corps and the Intelligence Branch approved by Her Majesty in October 1982;
- Leverage the connections and relationships inherent in the Intelligence Liaison Offices located in Washington, Canberra and London that could lead to other associations (e.g. Australian Intelligence Corps Association, U.S. Military Intelligence Association);
- Develop formal affiliations with CSIS, CSEC, and RCMP associations (particularly based upon solid operational relationships developed over the past decade of a high operational tempo);
- Pursue other potential high-value relationships as opportunities permit (e.g. CAPIA, CASIS); and
- Develop mutually beneficial links to Regimental, Corps, RCAF, and RCN associations.

Closing Summary

Enabling this Strategy will place the Association at the very centre of the broader Military Intelligence community as a valued and respected profession with a proud history. Moreover, this will allow the Association to present a more robust and effective voice as an advocate of the Military Intelligence family.