



Healthy Members Strong Communities

Canadian Forces Morale and Welfare Services
Strategy 2030

SERVING THOSE WHO SERVE





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Figure 1. CFMWS' social enterprise business model: integrating revenue sources to grow a resilient, healthy and strong military community.



WHO WE ARE

CFMWS IS A SOCIAL ENTERPRISE:

Canadian Forces Morale and Welfare Services (CFMWS) operates under a social enterprise business model, with the fundamental belief that we exist to create positive value for our members.

Throughout this strategy, the term “member” refers to the entire community that CFMWS serves. Our members include our primary customers, Regular and Reserve Force members, veterans and military families, as well as all CFOne members who are eligible for our offerings (programs, products and services).

Responsive to the changing needs of the Canadian Armed Forces (CAF), our programs and services build their self-reliance, resilience and readiness by enhancing their mental, social (which for the purpose of this strategy includes familial), physical, and financial wellbeing.

As a social enterprise¹, revenue is essential to our long-term sustainability and our ability to reinvest into programs that deliver a positive impact to the CAF community. We apply business strategies and provide cost effective delivery of new and innovative initiatives in order to realize our mission as a service provider within the Defence and Security industry.

CFMWS operates under the Non Public Property accountability framework integrating several revenue sources to create a seamless morale and welfare delivery stream. Working on behalf of the Chief of the Defence Staff and under the authority of the Minister of National Defence, CFMWS is a trusted partner to the defence team that creates real value for the CAF Community.

The formalization of CFMWS and the MW model through legislation and regulation will provide the Government of Canada an option for the provision of services through a social enterprise focused on the enhanced resilience of the Defence and Security community.

OUR MEMBERS INCLUDE:

- Regular and Reserve Force
- Veterans
- Families
- All other eligible for CFOne Membership

¹ “In addition to providing social programs and/or support services, social enterprises will operate one or more profit enterprises in order to generate earned income. Social Enterprise organizations reinvest earned income into realizing their social mission; they pursue the development of community rather than being driven by the need to maximize profit for shareholders and owners.” – Social Enterprise for Canada (SEC), Mark Pomerantz, Social Enterprise Magazine Online



WHO WE ARE

CFMWS IS EMPLOYEE AND MEMBER-CENTRIC:

As a member-centric organization, we are committed to supporting a culture where our employees understand our members and deeply care about their physical, mental, social and financial wellbeing. With this understanding, we anticipate their needs in order to provide a great experience with every interaction.

With built-in knowledge of the CAF community, our employees co-create solutions with those members to enhance their long-term experience. As an employee-centric organization, we recognize that our employees are our most valuable asset and we strive to provide a work environment that promotes their well-being and ensures they have the required physical energy, mental focus and emotional support.



WHO WE ARE

CFMWS CONTRIBUTES TO A LARGER VISION:

Canada is engaged worldwide, and through a whole of government approach, addresses global issues in a coordinated and coherent manner. The Department of National Defence (DND) and the CAF defend Canada and Canadian interests through its strategic vision: Strong at Home; Secure in North America; and Engaged in the world (SSE). CFMWS works closely with DND and other government partners, to contribute to this larger Defence and security mission and the pursuit of common Government of Canada objectives.

OUR MISSION AND VISION:

CFMWS' mission contributes to the CAF's and Canada's mission by building stronger, more resilient communities, one individual at a time. As part of the military community, our employees are uniquely positioned to improve our members' lives, and our vision for the integration of mental, social, physical and financial services to ensure the wellbeing of our members that make up our 1 million strong community.

CFMWS will continue to enable operational readiness through the improved and enhanced packaged delivery of programs and services that positively impact those we serve and their families in these four key dimensions of wellness areas².

² Dimensions of wellness as defined in the Total Health and Wellness Strategy, included at Annex B.



MISSION

We make our members stronger.

- Healthier People
- Stronger Communities
- Better Canada

VISION

Improving lives at home and around the world.

- Mentally
- Socially
- Physically
- Financially

VALUES

We put our people first – we **CARE** for our members, our community and one another.

We act with **INTEGRITY** and strive to do the right thing. We say what we mean and do what we say.

We are one **TEAM** – we have each other's back and get it done together for our members.

We constantly look for new ideas and find **CREATIVE** ways to provide our members with the best possible experience.

VALUE PROPOSITION

CFMWS. INVESTED IN YOUR LIFE.

Our employees are passionate, driven, invested and proud to be serving those who serve. They are dedicated to the CAF and delivering programs and services designed to create vibrancy and a sense of belonging regardless of the location. CFMWS provides a unique value proposition for the Government of Canada where, through a social enterprise model, it reinvests any profits back into programs and services that enhance the resilience of the Defence and Security community through the focused commitment and life-long investment into our members' health and wellbeing.



STRATEGIC FOCUS

The world is changing and CFMWS is changing with it. Our members, who collectively make up a community that is one million strong, have unique challenges but are also a reflection of the changing demographic landscape of Canadian society and the global economy.

A review of several military planning documents, Canadian and global business trend studies, contracted research specific to CFMWS from Nanos Research and Abacus Data, past ADM(RS) audit recommendations and the CFMWS Corporate Risk Profile all contributed to the basis of this 10-year CFMWS strategy.

The three areas identified as presenting the most risk to CFMWS are financial sustainability, technology advancements that will disrupt internal business practices, and changing demographics for employees and members.

Over the course of the next decade, through three-year strategic plans and the annual business plan process, we will address those risks through the following three strategic priorities:

- Employee and member experience
- Business maturity and innovation
- Financial Sustainability



EMPLOYEE AND MEMBER EXPERIENCE

Our number one priority is to take care of our CAF community and increase the value of the services that we provide to all our members. The modernization of our business and the shift to an employee and member-centric focus puts the customer and employee experiences at the heart of our organization.

- Provide a seamless experience and acutely personalized services
- Implement a technology strategy and a set of modern tools that enable staff and allow for effective membership management, improved communications and marketing, and enhances the member experience through digital service delivery
- Enable a digital workforce with relevant training to ensure digital dexterity and improved retention
- Develop new recruitment strategies to build a compelling employment value proposition.



BUSINESS MATURITY AND INNOVATION

We cannot build a stronger and healthier CAF community, without maturing our social enterprise business model and strengthening our internal business processes. Today's complex challenges will require the combination of design thinking and innovative skills (complex problem solving, critical thinking and creativity). Through the investment into innovative projects, we prepare the way for stronger and smarter interactions at the community and individual levels.

- Develop a stable and consistent framework for Public and NPP funding.
- Standardize business models and service standards to offer scalable options across the country at the individual and Base/Wing business model levels. Total cost of business, control and stewardship are included in this outcome and further defined in the subsequent strategic plans.
- Leverage technology to modernize our business practices and assist the CAF in building "smart communities" through partnership opportunities that result in cost and energy savings, improved service delivery, better quality of life and a reduced environmental footprint.
- Develop and build security, privacy and data ethics into the organizational culture to ensure that member and employee information is protected and used properly.
- Become a data-driven organization, enabling accurate measurement of performance and value. Apply elements of AI, such as machine learning, to support intelligent, predictive and prescriptive analytics resulting in continuous improvement.
- Commit to building a culture of environmental consciousness and improved environmental stewardship through sustainable development guides.



FINANCIAL SUSTAINABILITY

Revenue is essential to our long-term sustainability and to our ability to create a positive impact as a social enterprise that contributes to operational readiness and dimensions of wellness of the Canadian Armed Forces. This long-term financial priority includes the development of new offerings, the investigation of the expansion into new markets where services could be better provided to the CAF community, and the creation of strategic initiatives for our investments, fundraising and external partnerships and a modernized framework for our crown-to-crown service delivery. Our growth strategy in turn, enables greater investments into our people, programs and the larger community.

- Develop and deliver new offerings, as driven by our members and the communities in which they live.
- Implement a business development strategy and expand into new markets where services could be better provided to the CAF community. This could potentially include relocation, accommodations, real estate and infrastructure opportunities, and working with external partners and investors.
- Explore partnerships that optimize benefits and offer new services to the community
- Develop a long-term investment strategy
- Develop a long-term predictability and sustainability philanthropic fundraising strategy
- Solidify public support to crown-to-crown service delivery through modernized framework.



STRATEGIC TRANSFORMATIONAL INITIATIVES AND ENABLING STRATEGIES

In addition to the strategic priorities and objectives outlined above, the following six strategic transformation initiatives make up our change agenda and are supported by actionable objectives and measurable targets within our 3-year strategic plans. In order to achieve success, each initiative will be developed through a series of projects and activities with a stepped design that will allow for roadmap sequencing, critical paths, dependencies and resources to be prioritized and aligned.

- Member-centric digital transformation program - a multi-year strategy that will transform our member interaction, including the implementation of an enterprise wide customer relations management software, a new web site and content management system (CMS), and an intranet tool for our employees.
- Improved employee experience - enables recruitment and retention and provides an employee centric environment that balances compensation with conditions of employment
- Enterprise Data Management Program - a multi-year strategy to enable data-driven organization, achieve increased data maturity and improve the management and security of our data as an enterprise asset.
- Modernized Base/Wing Business Model - a transformation strategy that will take a holistic approach to the redesign of the Base and Wing business model, which will look at key infrastructure, offerings, customers/members and finances and consolidate efforts into one strategic outcome.
- Infrastructure Strategy - a multi-year strategy for future focused urban planning (including real estate and accommodations), as well as exploring public/industry partnerships.
- Business Development and Growth Strategy - a multi-year growth strategy that provides a streamlined and centralized approach to business development, intellectual property, expansion into new markets, either physically or through the platform economy. This could potentially include relocation, accommodations, real estate and infrastructure opportunities, and working with external partners and investors.



STRATEGIC TRANSFORMATIONAL INITIATIVES AND ENABLING STRATEGIES

Divisional strategic and operational plans provide more detail to our sustain agendas while our annual business plans (next year to be consolidated into one) further breakdown the required inputs to achieve our annual goals and objectives. The following divisional strategies, while not stand alone strategic initiatives, are key enablers for CFMWS 10 year strategic vision.

- Long-term investment strategy - a multi-year strategy that looks at all CFMWS investment areas.
- Information and Technology Strategy – a multi-year approach through a series of three year plans that centers on employing the right technology, people, methods and processes that position CFMWS towards a digitally enabled and member-centric social enterprise.
- Philanthropic strategy – a multi-year strategy focused on soliciting cash donations, building relationships and deepening engagements with Canadians. Using a national platform, funds will be raised to support the recovery, rehabilitation, and reintegration of members with a physical and/or mental illness or injury and to contribute to empowering family resiliency.



CONFIRMING OUR VALUE

As a social enterprise, it is important that we continue to measure not just the financial value but our social impact as well. Each of our 3-year strategic plans will further define our long and short-term objectives, outputs and activities, which contribute to our mission through the focused lens of our three strategic priorities.

In addition to measuring our past performance on outcomes and objectives through key performance indicators (KPIs), we will use predictive business performance analytics to inform our future strategic initiatives. In the next 5 years, CFMWS will move beyond traditional performance measurement methodology using only historical data, and over the next 10 years will begin to employ next generation performance reporting through intelligent analytics. This approach will apply elements of AI, such as machine learning, to support intelligent, predictive and prescriptive analytics. This approach will provide a whole-enterprise view, where we can gain insights, make evidence-based decisions and adjust our three-year strategic plans and annual business plans accordingly.



Canadian Forces Morale and Welfare Services

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