



Naval Affairs Strategy and Plan Information Brief

Presented by Director of Naval Affairs
to NAC AGM in St-John's NFLD on Sat
21 Oct 17



Background and Intent

- Background
 - In Dec 16, NAC-Ottawa requested Plan be developed
 - In time, 4-person Plan development team was stood up, with significant input from Ian Parker
 - detailed 24-slide info brief, result of compromise and consensus, presented to outgoing Board of Directors (BoD) on 26 Sep 17
- Intent
 - to turn proposal over to incoming BoD for necessary approval and implementation

Key Elements

- proposed Strategy and Plan are predicated on belief that it is difficult to do what needs to be done solely with volunteers
- with success of Ottawa-based BoA galas, NAC now has financial flexibility to purchase needed naval affairs services
- Strategy and Plan propose that:
 - paid Coordinator of Naval Affairs (permanent) and paid Research Coordinator of Naval Affairs (temporary) be engaged
 - authors be paid to write the desired foundational papers



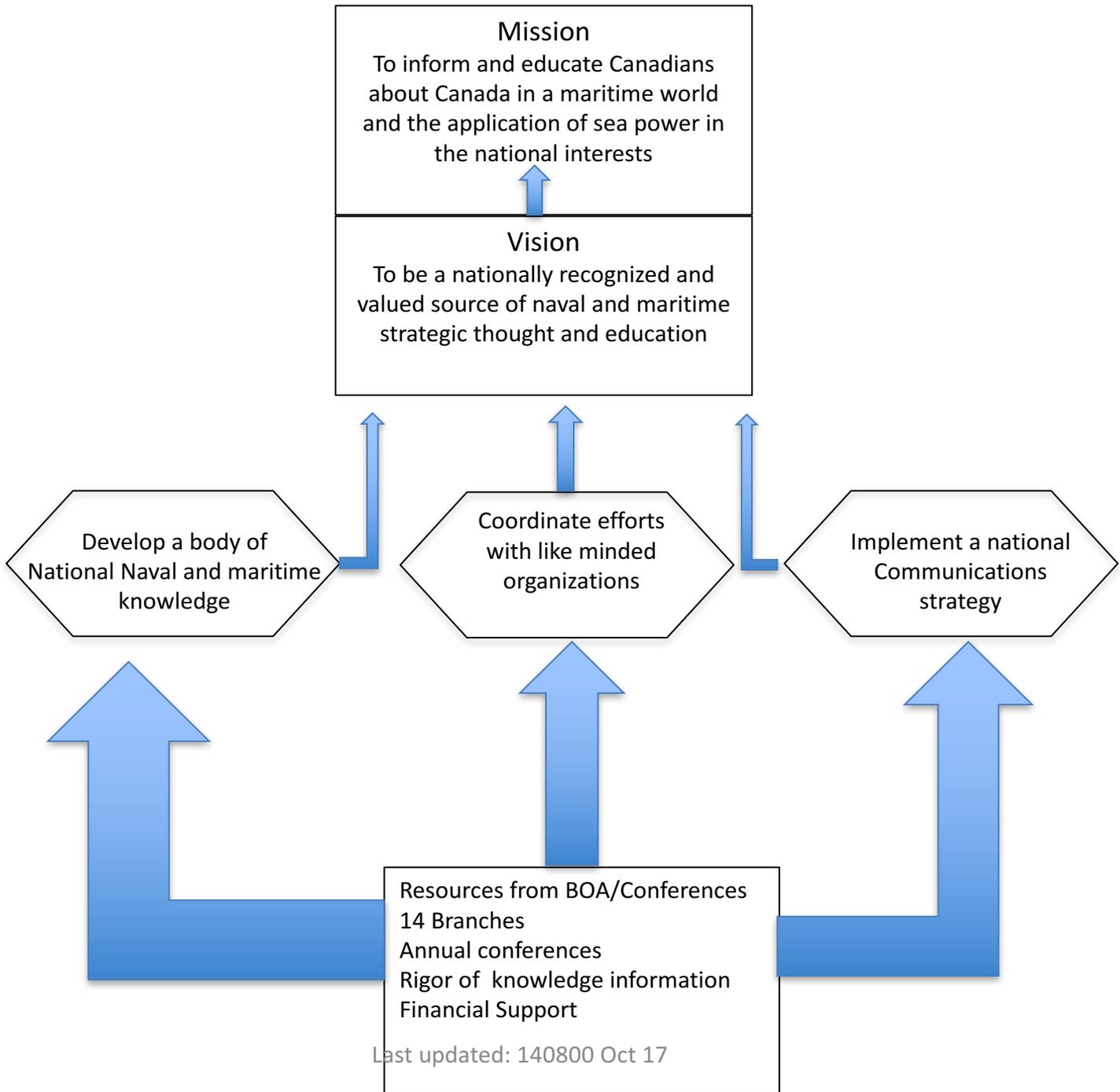
Proposed NAC Naval Affairs Strategy

- **Intent**-Develop and implement a Naval Affairs (NA) Strategy to achieve relevance as a centre of naval (and eventually maritime*) knowledge
- **Challenges to success:** (Failure to overcome defeats strategy)
 - NAC NA has no full time coordinating HR resources
 - Lack of regional NAC support
 - Relationship with like minded organizations unclear and certainly uncoordinated

Maritime*-An inclusive term that includes all aspect of activities, civil and naval, that relate to the oceans and the seas of the world



Strategic Objectives



Last updated: 140800 Oct 17



Mission

To inform and educate Canadians about Canada in a maritime world and the application of sea power in the national interests

- Potential Foundation for Success-(Critical to achieving the mission)
 - 14 Branches
 - Membership
 - Potential for engagement through communications strategy
 - Potential contributors and researchers
 - Riding locations-need to link to Branches
 - Resources from:
 - BOA
 - Conferences
 - Sponsors
 - Annual conferences
 - Note: Need a guiding theme for each conference (given the resources consumed), and, later, a logical progression from one conference theme to the next. These conferences also require a greater effort to increase media turnout and a continuation of the recent effort to ensure each conference produces a credible written public record of the event
 - Rigour of Information
 - Avoid emotion and bias
 - Focused on facts or evidence
 - Factually correct
 - Logical arguments
 - Supportive by authoritative and easily verifiable sources
 - Balanced
 - Not provide anyone with a reason to question the NAC's perspective, balance, wisdom and opinion
 - Timely (particularly when dealing with the media)
 - Assumption-Limited support from the RCN



Mission

To inform and educate Canadians about Canada in a maritime world and the application of sea power in the national interests

- Strategic Objective-Develop and distribute a body of Naval and maritime knowledge
 - Actions Required
 - Engage a Coordinator Naval Affairs-Required to coordinate all activities and become a POC for outside enquiries
 - Engage a Research Coordinator-To coordinate the production of research material
 - List of basic knowledge material has been developed and prioritized by Daniel Sing
 - Engage researchers and writers to develop knowledge material
 - Volunteers
 - Academic researchers
 - Known academics
 - Conduct:
 - polls to establish :
 - » Canadians knowledge of the RCN
 - » Canadians willingness to invest Additional resources existing polls exist on this.
 - surveys of decision makers and influencers to test their knowledge of the RCN and defence and security matters
 - Analyze polls and surveys to help shape basic knowledge material
 - Redevelop NAC website to accommodate knowledge material
 - Develop 10 key themes from the knowledge material to convert into:
 - Promotional material
 - Elevator speeches
 - On line videos
 - Promotional videos



Mission

To inform and educate Canadians about Canada in a maritime world and the application of sea power in the national interests

- Strategic Objective-Coordinate efforts with like minded organizations
 - Actions Required
 - Recognize that coordinated efforts by NAC Naval Affairs and like minded organizations leverages multiple voices in support of Canada's Navy
 - Establish "Like Minded Organization" liaison
 - Maintain and enhance liaison with RCN
 - Establish relationship with the RCN leadership
 - Create a "Like Minded Organization" planning and coordination committee
 - Share all NAC knowledge material with "Like Minded Organizations"
 - Leverage NLOC Canadian footprint
 - Coordinate, as required, conference programs with "Like Minded Organizations"
 - Synchronize "Like Minded Organizations" messaging



Mission

To inform and educate Canadians about Canada in a maritime world and the application of sea power in the national interests

- Strategic Objective-Develop and implement a National Communications strategy
 - Actions required
 - Develop communications strategy to include: (if necessary hire a communication strategy firm)
 - Brand NAC as the “go to” experts on naval strategic issues
 - Redesign the NAC Outreach/Advocacy program addressing the following:
 - » Is it necessary?
 - » Will it work in all branches?
 - » What support is needed
 - » Who are the target audiences
 - » Are their sufficient volunteers?
 - » Do volunteers need training?
 - » What materials are required by what Branches
 - Identification of target audiences
 - » Use polls to inform
 - Develop themes for
 - » Decision makers and influencers
 - » The general public
 - Develop communications messages
 - Identify most appropriate media:
 - » Academic
 - » Canadian Institutes
 - » Print media
 - » Electronic media
 - » Outreach
 - Identify spokesmen for
 - » Media engagement
 - » Outreach program
 - Coordinate with like minded organizations
 - Create “fact check” capability to engage journalists
 - Generate feed back on a consistent basis



Proposed Implementation

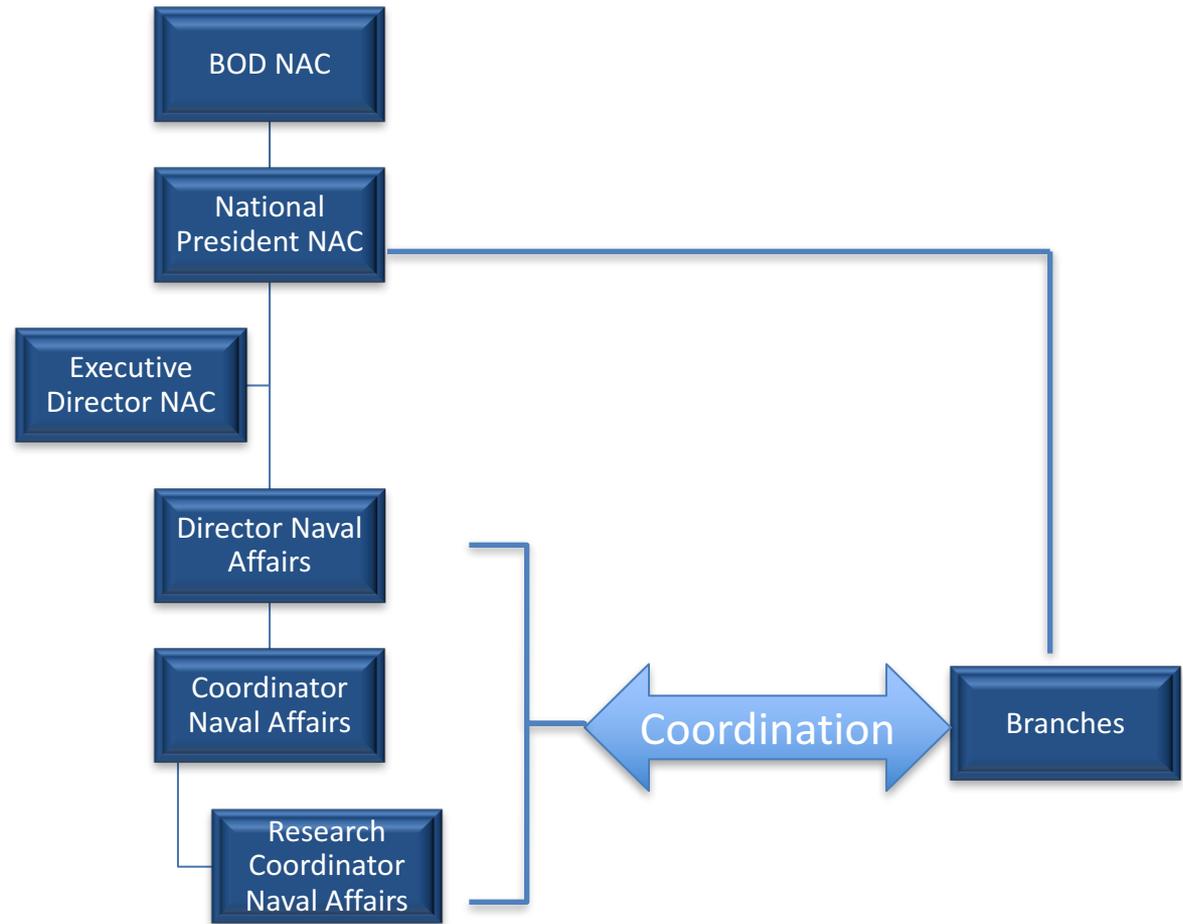
Naval Affairs Plan

(Developed from the NA Strategy)

- Timeline

- Immediate-Post BOD decision
 - Short term: Year 1
 - Medium term : Year 2
 - Long term: Year 3 and sustainment
- detail contained in 26 Sep 17 info brief to BoD
- timeline will be adjusted as implementation realities arise

Proposed NAC Naval Affairs Organization





Proposed TOR-Coordinator Naval Affairs- Naval Association of Canada

Role

- The role of the Coordinator Naval Affairs is to provide direction and leadership coordinating all NAC Naval Affairs activities, under the guidance of the NAC Director Naval Affairs, focused on informing and educating Canadians about Canada in a maritime world and the application of sea power in the national interests

Coordinator Naval Affairs Duties and Responsibilities

- Develop, in conjunction with the Director NAC Naval Affairs, lead and manage the NAC Naval Affairs program
- Develop, recommend and implement the Naval Affairs annual strategic business plan
- Develop, recommend and implement the Naval Affairs annual strategic communications plan
- Lead and oversee the Naval Affairs research program including the supervision of the Naval Affairs Research coordinator
- Coordinate Naval Affairs activities with NAC Branches
- Coordinate Naval Affairs activities with like minded institutions
- Establish and maintain close liaison with academic institutions
- Coordinate the establishment of a NAC Naval Affairs website
- Coordinate the development of NAC Naval Affairs media
- Act as POC for interested media

Coordinator NAC Naval Affairs Reports

- The Coordinator Naval Affairs will report to the Director NAC Naval Affairs
- The Coordinator Naval Affairs will report annually to the NAC AGM on progress on the NAC Naval Affairs program

Coordinator Naval Affairs Relationships

- Develop liaison with and collaborate with
 - NLOC
 - CDA
 - CDAI
 - Academic Institutions
 - Industry
 - The media
- Maintain a relationship as appropriate with the RCN



Proposed TOR Research Coordinator Naval Association of Canada-Naval Affairs

Role

Coordinate, as directed by the Coordinator Naval Affairs, the production of background papers on such topics as maritime sovereignty for the NAC website:

Duties and Responsibilities

- Establish and maintain links with teaching academics to enlist student writers
- Develop annual paper production plan for the papers at annex A
- Publish a list of 10-12 papers annually based on the paper production plan and distribute to academics and for student interest
- Draft up a short contract for writers aimed primarily at students
- Manage the payment of grants for writers
- Release or post standard instructions for each paper
- With the assistance of the host academic for each student paper; assess and correct the initial bibliography and outline, the first draft and the final draft
- Update the NAC Naval Affairs website (when online) on published papers and papers still sought
- Select some papers for publishing elsewhere and assist the writer to get papers published
- As appropriate for each NAC annual conference establish if papers are sought and guide the conference planning to offer speakers this option, and a publishing bonus. As part of this task liaise with the potential host journal to see they are published and NAC's role highlighted. If NAC elects to work with a journal by sponsoring an issue, lead this effort.
- Maintain an electronic bibliography on traditional NAC topics (Subs, Naval rationale, etc) and share these with the NAC members who wish to write papers and op-eds.
- Monitor the CFC papers and USNIP, and Naval Review for material worth posting on the NAC site (monitoring copyright rules) or sending to select journals (CNR?)
- Be prepared to write or guide the writing of time critical op-eds or letters to the editor

Proposed Naval Association of Canada Naval Affairs Paper Approach and Template

Approach

- Writer submits a one page outline and a two page bibliography he (not NAC NA) produces. This will indicate the extent to which the potential author is doing some real research. Paid \$150.
- Writer submits a 3000 word (max as this is the normal journal length should you wish to publish the paper later) draft. Paid \$ 350.
- Writer submits a 3000 word final. Paid \$500 on being posted to NAC website.

Template (standard academic template)

- **Introduction** including:
 - A statement of the central argument (the ‘thesis statement or the question he/she seeks to answer, in one para or less, IE “This paper will precisely define ‘maritime sovereignty’ and relate it to Canada’s situation.”),
 - The roadmap (one para) that provides an outline of the main parts of the paper, and the context (or why this topic is relevant today, also in one or two para.
- **The Main Body or Arguments**
 - Often a brief recap of the issue’s history starts this section
 - Occasionally, a brief recap of the way other writers have addressed the topic or the question then follows
 - The author’s Argument or Arguments are then presented in sequence
- **The Conclusion** This is the author’s summary of his arguments. He may not introduce new material at this point.
- **The Recommendations** This section may not be required. If, however, the author feels recommendations are needed it is often better to put them in a new section after the conclusion.

Conclusion

- to successfully and enduringly inform and educate Canadians about Canada in a maritime world and the application of sea power in the national interest, NAC Naval Affairs requires:
 - A strategy and an implementation plan, and
 - Full time resources:
 - People
 - Funding
 - Technology support
- proposed strategy and plan to be presented to the incoming BoD for approval, funding and implementation