

8 June 2020

NAC NAVAL AFFAIRS REPORT TO  
NAC AGM 16 JUNE 2020

The following is submitted to the 2020 NAC AGM as to the state of the implementation of the NAC Naval Affairs Strategy approved on 19 December 2017. This report is structured, by phase, based on the NAC NA Strategy implementation document listing the major implementation activities as well as emerging activities and their status as of 12 May 2020. (Status in italics)

**Phase I-Preparatory Phase**

Actions mandated under the Preparatory Phase:

- Engage Coordinator NAC NA (CNACNA)-*completed. Dr. Ann Griffiths of Dalhousie University contracted.*
- Engage NAC NA Research Coordinator (NACNARC)-*completed. Dr. Adam Lajeunesse of St. Francis Xavier University engaged.*
- Development NAC NA Strategic Communications Plan-*Completed. Draft NAC NA communications Strategy evolved to become and approved as the NAC Communications Strategy. That said the strategy has yet to be implemented as it awaits a NAC strategy.*

**Phase II-Implementation Phase**

Actions mandated under the Implementation Phase:

- CNACNA develop and submit a **rolling 5 year budget plan**-*Work is ongoing and awaiting the implementation of a NAC funding model and Financial Plan.*
- NACNARC-finalize the prioritization of the **NAC Knowledge Base** and identify potential researchers and writers. *The work of prioritization has been complete and is continually updated. Canadian Forces College (CFC) has been engaged to seek out potential writers on contemporary subjects.*
  - Papers are now broken into:
    - **Briefing Notes**-Balanced, well researched, papers on basic naval and maritime issues. To date 29 BNs have been developed and published on the NAC NA website.
    - **Bibliographies**-These provide a starting base for researchers and others interested in naval and maritime issues. They include books and articles on each topic. To date 32 bibliographies have been developed and published on the NAC NA website.

- **Research articles-NIOBE Papers:**
    - CNACNA and NACNARC have developed and prioritized specific research topic areas which are published as NIOBE Papers. To date 13 NIOBE Papers have been published.
  - **Independent study**-The strategic decisions underpinning the National Ship building Procurement Strategy/National Ship building Strategy. *Ongoing.*
- Conduct a **Poll** as to Canadian understanding of the Canadian Navy- *Completed.*
- **Children’s Book**- *Mom’s in the Navy*-Printed and available for purchase.
- **Naval Affairs Reading List**-Developed and published on the NAC website.
- CNACNA to engage Branches to develop **Outreach** program-*Not started as there has been little movement on the development and the implementation of a NAC Strategy.*
- Forge relationships with **like-minded institutions.** *Ongoing.*
  - *MOU with the Navy League of Canada Maritime Affairs (NLOC MA) has been signed and put into place initiating the standing up of the “Canadian Maritime Security Alliance” as a mechanism to integrate and co-ordinate the efforts of both the NAC Naval Affairs and the NLOC Maritime Affairs teams.*
  - *CFC has been engaged for selected authors.*
- **Phase III-Sustainment Phase**-Actions mandated under the Sustainment Phase:
- Finalize **NAC NA Strategic Communications Plan**-*NAC NA Communications Strategy was approved but not implemented due to the lack of movement on a NAC National Strategy.*

**New Sustainment initiatives:**

- **Bursary Competition**-Develop and implement a national NAC bursary competition focused on Maritime Security and maritime related activities. Bursary program to be focused on the senior undergraduate and graduate student levels. Investigate the ability of the Endowment Fund to support this activity. *Ongoing*
- **Essay Contest**-Rebrand and re-focus the NAC Endowment Fund grants to the Sea Cadets and the Navy League of Canada. *Ongoing.*

- **Value Proposition-** *Stalled due to lack of NAC overall strategy and Marketing Plan.*
  - Develop options for a Value Proposition to attract potential researchers/authors-work initiated.
  - Develop options for a Value Proposition to attract corporate and/or other sponsors for the NA program-work initiated.
  
- **Conferences**
  - *Attendance-Ongoing* Identify important national and international conferences that would benefit the NAC NA team. Identify the appropriate funding for attendance.
  - *NAC NA Conferences-Lack of movement on a national strategy coupled with the COVID19 lockdown has placed all national conference planning on hold.*
  
- **Outreach-** *Stalled due to the lack of movement on a national strategy and Marketing Plan.*
  - Develop a national outreach and leadership program to focus on educating Canadians about the navy and Canada in a maritime world, to include:
    - Canadian Students at Sea program including a funding campaign.
    - Print and electronic media including editorial boards.
    - Academic Institutions.
    - Industry and commercial enterprises that rely on the free use of the oceans for commercial success.
    - Government.
    - Social Media.
  
- **Cinematography-** *Investigate Not initiated:*
  - The possibility and the cost of producing short naval/maritime related vignettes.
  - How to highlight RCN and CCG videos on NAC NA social media.
  - How to integrate RCN videos into NAC NA Briefing Notes, research papers and Bibliographies.
  
- **Starshell-** *Investigate and establish where the NAC magazine STARSHELL fits into Naval Affairs. Ongoing.*

#### **Potential New Initiatives for 2020/2021**

- Update all NAC NA published papers.
- Research a second children's book.
- Continue engagement with CFC authors for potential NIOBE Papers.
- Investigate the potential for e-books.
- Investigate the potential of adding a government document section to the NAC NA website with appropriate links.
- Explore the potential for an embedded fleet tracker on the NAC NA website.

- Explore developing and embedding audio/visual vignettes on naval warfare in the NAC NA website.
- Canadian Naval Review (CNR) to link to NAC NA papers.
- Investigate the potential of assuming responsibility of the Admirals' Medal.
- Engage naval leadership to gain support and encouragement for critical thinking and writing within the navy.
- Investigate the potential for an Arctic focused conference in 2021/2022. Note that due to the lack of a clear strategic plan this unsolicited initiative may replace the previously planned submarine focused conference in 2021.

### **Challenges**

Significant challenges lay ahead for the continued and the sustained implementation of the NAC NA Strategy, namely:

- The lack of:
  - A national NAC strategy.
  - A national Marketing Plan.
  - Sustained and adequate financial resources.
  - A national Value Proposition for both individuals and businesses.
  - A national membership of like-minded individuals focused on participating in and implementing the NA agenda and providing a forum for the exchange ideas, thoughts and debate and discussion of maritime security and naval issues as they relate to Canada and Canadians
  - An active Board that is focused on the NA agenda whose members are willing to contribute.

OSB

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