

75th ANNUAL GENERAL MEETING
THE NAVAL ASSOCIATION OF CANADA - L'ASSOCIATION NAVALE DU CANADA

Wednesday 16 June 2020
Ottawa Teleconference

75.1 Welcome by the National President

Bill Conconi called the 75th AGM to order at 1200 and welcomed all attendees. He thanked everyone for making themselves available to participate in this second AGM teleconference.

75.1.1 Moment of Silence for Departed Comrades

The members held a moment of silence for departed comrades as provided in Annex A to the Agenda.

75.2 Quorum Confirmation

The Secretary, David Soule, confirmed that there was a quorum.

75.3 Agenda and Past Minutes

75.3.1- Approval - Agenda

Motion: that the agenda be approved.
Moved Michael Hoare; Seconded: Rod Hughes; Approved.

75.3.2 – Approval - Minutes of the 74th Annual General Meeting

The minutes of the 74th minutes were presented for amendment and approval.

Motion: that the minutes of the 74th AGM be approved.
Moved: David Soule; Seconded: Gerry Powell; Approved.

75.4 Business Arising from 74th AGM

The President noted the plan for the Fall special meeting in Vancouver was to discuss a strategic business plan going forward and the branches had a big role to play. The contract for professional services for BOA Gala was still in place and will be reviewed in the coming months. In October 2019 a very successful Vancouver special members meeting was conducted (with the exception of some planned for break-out sessions). The major item of note was that due to the COVID pandemic, the planned 2020 AGM, conference and BOA Gala Dinner in Ottawa was cancelled which precipitated the requirement for the 2020 National AGM to be conducted by electronic means. The secretary noted that over the coming months, individual branch membership lists would be incorporated into the national database.

75.5 Report by the National President

The President tabled his report, noting that while NAC had put in place an ambitious program for the year, the COVID pandemic had a major negative impact on planned activities. He noted Ian's efforts to implement a naval affairs program with the challenge now to market our products. The President recognized the contributions of Ian Parker (Naval Affairs Director), Barry Walker (National Vice-President) for their roles on the National BODs as well as the efforts of Gerry Powell and Bill Macdonald in regard implementing a National membership management system.

75.6 Acceptance of Financial Statement 2018

Motion: that the draft Naval Association of Canada Financial Statement dated December 31, 2019 be accepted.

Moved: King Wan; Seconded: Tom Conway: Approved

75.7 Appointment of Reviewer

Motion: that the accounting firm Allen&Krauel Inc. of Victoria BC be appointed and approved as reviewers for 2020.

Moved: King Wan; Seconded: Tom Conway: Approved.

75.8 Election of Directors

See attached background and motion at Annex 74.9.. Nominations Committee Chair Mike Hoare spoke to this item. The NAC National Board will consist of 9 members.

Motion that:

- a. The report of the Nominations Committee report (attached) be approved and,
- b. The following 6 members be elected to the NAC National Board of Directors to a 3-year term ending in 2023; Bill Conconi, Jeff Gilmour, Tom Conway, Bruce Belliveau, Tim Addison, and King Wan.

Moved: Mike Hoare; Seconded; Don Peckham: Approved.

75.9 Reports

75.9.1 Membership

The Secretary spoke to this report (attached). He noted that while the committee had not been active since the last AGM, there had been several initiatives underway to address membership related issues.

75.9.2 Naval Affairs

Ian Parker, Director of Naval Affairs, tabled his report. (see annex 74.10.2 attached) The President also thanked Ian Parker for his efforts to progress this activity and noted there were some big shoes to fill.

75.11 New Business

75.11.1 Bill Wilson Scholarship

Neville Johnson (President NAC Calgary) noted no one had applied for the Bill Wilson scholarship (maritime affairs related post-graduate studies). Asked Jeff Gilmour to investigate this to determine why no applications were received, noting that there are probably a number of good reasons for this. He also said that the current plan was to offer this scholarship for the upcoming academic year 2021-2022.

74.12 Conclusion

The President noted that the National Board had been looking at possible events for the fall of 2020 but this was not looking very likely. Therefore the planning focus for future NAC events has shifted 2021, including the AGM and related events will be held. He thanked all who participated in this aGM and extended a warm welcome to the new National NAC Board members.

75.13 Adjournment

The AGM was adjourned at 1325.

Submitted:
David Soule
Secretary

Approved:
Bill Conconi
President, NAC



**THE NAVAL ASSOCIATION OF CANADA
L'ASSOCIATION NAVALE DU CANADA
75th ANNUAL GENERAL MEETING
Tuesday 16 June 2020
COMMENCING AT 1200 (Ottawa)
AGENDA**



1. Welcome by National President – National President
2. Moment of Silence for Departed Comrades (Annex A) - Secretary
3. Quorum Confirmation – Secretary
4. Approve Agenda - Secretary
5. Approve Minutes of the 74th AGM held 19 June 2019 – Secretary
6. Business Arising from 74th AGM minutes - Secretary
7. 2019/2020 Report by the National President – National President
8. Treasurer's Report:
 - a. Acceptance of Financial Statement 2019 (Interim) – Treasurer
 - b. Appointment of Reviewer (Allen&Krauel Inc. of Victoria BC) - Treasurer
9. NAC Directors –
 - a. Note Board of Directors names for 2020/2021
 - b. Table Motion to elect/Extend NAC BOD members (see attached Nominations Committee Report on the ballot and proxy form)
10. Reports (to be tabled)
 - a. Membership –Executive Director
 - b. Naval Affairs – Ian Parker
 - c. Governance – Mike Hoare
11. New Business
12. AGM 2021 - President
13. Concluding Remarks - President
14. Adjournment – President

NAC IN MEMORIUM

MEMBERS

Cdr Charles Derek Stewart BATE, CD, RCN(R)(Ret'd)
S/Lt Michael Anthony BERNARD, RCN R)(Ret'd)
LCdr Frank FENN, CD**, RCN(Ret'd)
LCdr William Arthur FAIRE, CD*, RCN(Ret'd)
RAcm(NR)(Ret'd) Waldron Norman FOX-DECENT, CM, CMM, OM, CD**
LCdr Nigel Harvey Hugh FRAWLEY, CD, RCN(Ret'd)
LCdr Bruce Edwin HAYES, CD, RCN(Ret'd)
Lt(ENG) Werner HIRSCHMANN
Miriam HUGHES
LCdr Kenneth Maxwell ISLES, CD*, RCN(Ret'd)
Capt Thomas Stanley MURPHY, CD*, RCN(Ret'd)
Cdr(O) Michael Henry Elvy PAGE, CD*, RCN(Ret'd)
LCdr Peter Vivian READER, CD, RCN(Ret'd)
LCdr Frederick Charles SHERWOOD, CD*, RCN(Ret'd)
Lt Irving James STONE, RCN(R)(Ret'd)
Cdr Maurice TATE, CD**, RCN(Ret'd)
Capt(N)(Ret'd) Richard R. TOWN, MSM, CD**
Cdr Maurice Aikins TURNER, BD*, RCN(Ret'd)
A/Lt Norman Roger WALKER, RCN
Cdr Harold Russell WILCOX, CD*, RCN(Ret'd)

FORMER MEMBERS

Cdr(Ret'd) Douglas Kenneth BROUGHTON, CD*
Lt Charles William Joseph COPELIN, RCN(R)(Ret'd)
LCdr William Ross COPPING, CD, RCN(Ret'd)
S/Lt Abbigail L. COWBROUGH, RCN
LCdr Angus Campbell FRASER, CD, RCN(R)(Ret'd)
LCdr John Victor SEARLE, CD*, RCN(Ret'd)
Lt Hugh Lam YEE, RCN(R)(Ret'd)

NAC Awards 2019

On behalf of your National President and NAC National Board of Directors, I am pleased to announce the following NAC Medallion Awards for 2019. Our sincere congratulations to all of you who have worked so hard to support NAC activities and our organization.

NAC Gold Medallion

Paul Bender – NAC Ottawa

Bo Hermanson – NAC-Vancouver Island

NAC Silver Medallion

Rod Hughes – NAC- Vancouver Island

NAC Bronze Medallion

Bob Boutilier – NAC Montreal

Mike Brossard – NAC- Vancouver Island

Ed Brown – NAC Calgary

Colucci – NAC Montreal

David Cooper – NAC Vancouver Island

Diana Dewar – NAC- Vancouver Island

Doug Ewing – NAC Calgary

Cathy Flemming – NAC Montreal

Alain Garceau – NAC Ottawa

Gordon Forbes – NAC Ottawa

Peter Mace – NAC Ottawa

Presidential Letter

Bruno Champerval - NAC Montreal

NAC Endowment Fund - Distribution of 2019 Grants

Branch	Request	Description	Category	Grant Approved
NAC -NS	HMCS Sackville	Flatscreen video (public education)	Present	\$5,000.00
NAC- MTL	RCSCC seamanship competition	Follows last years success – build and sail whaler-like models	Future	\$1,750.00
NAC- MTL	Sea cadet unit support	Project support for four sea cadet units	Future	\$1,000.00
NAC -O	RCSCEF Grant	Post Secondary Scholarships	Future	\$5,000.00
Cobourg Museum (NAC-TO) See note 1	Statue – Fern Sunde	First woman wireless operator on a BOA merchant ship in the North Atlantic	Past	\$2,000.00
NAC Calgary	Wilson scholarship	Post grad military/strategic studies	Future	\$2,500.00
NAC Edmonton	Quadra Foundation Scholarship	Post-secondary scholarships for former QUADRAs	Future	\$2,000.00
NOABC	Shipbuilder Memorial	Completion est May 2020	Past	\$5,000.00
NAC-VI	Vet’s Memorial Lodge	Replacement electric beds (3)	Past	\$6,081.00
NAC-VI	CFB Esquimalt Museum	Scanning/digitizing historic records	Present	\$2,000.00
Directed Contribution				
			Sub-Total	\$32,331.00
NAC London	BOA Memorial Upkeep	Maintenance & Flood repairs	Past	\$5,000
			Total	\$37,331.00
			Past	\$18,081.00
			Present	\$7,000.00
			Future	\$12,250.00

Notes:

- Grant to be held by NAC-EF until project progress confirmed and then paid through NAC Toronto, who will liaise. NAC-TO President to liaise with NAC Executive Director

President's Report to the 2020 NAC AGM

There has been a lot of water under the keel since this time last year. We started the year with some ambitious plans that have had to be modified given the unfolding of events. We continue to progress on the membership side with a new membership management module in place and while we are not as far along as we had hoped, we are well on our way. The immediate goal is to get all members into the system which will facilitate communications and event management. If you have not already done so, getting your roster in to the ED will help in this process.

Our attempts at fundraising, based initially on the BOA Gala, were quite successful, many thanks to our marketing team at AMP and the efforts of Member Tim Addison, NAC-O. Substantial funds were raised but then all went sideways with Covid-19 and the subsequent cancellation of the event. The upside is we proved we can do it and we now have a list of supporters and contacts we can engage with next time we have an opportunity.

Naval Affairs continued to move forward with additional materials being produced and new initiatives being undertaken. Our challenge now is to establish and implement an effective marketing and communications plan. This will help not only in getting our message out, but also in building awareness of what we do and creating value for our membership. Ian Parker, our original Director Naval Affairs, did substantial work in this area and has established a solid foundation to move forward from. Remaining as a task going forward is acting on the plan and ensuring the funding is in place to make it happen.

Associated as well with Naval Affairs is the "Maritime Alliance" we have established with the Navy League of Canada. Ian played a major role here as well. Covid challenges this year caused plans to be put on hold as events were shut down but again all the groundwork is in place to work collaboratively here in the future. Ian has now moved on to other challenges but has left us a substantial legacy to work with. I acknowledge and recognize the great work he has done for us in this area.

Our role at national is to provide support to, and education about, our navy, think Naval Affairs in a National context, and to support the many good things our branches are doing. Our branches carry out a valuable role in our operations. It is here where the rubber meets the road, or should we say, the oar bites the water? Indeed, it is where we have a unique opportunity to connect with our members, and dare I say, the Canadian public, while at times enjoying good fellowship. There are many opportunities to connect with like minded groups and develop supporting events whether it be ship crews on the coasts, naval reserve divisions, or Royal Canadian Sea Cadet Corps/Naval League Cadets. While not a primary responsibility, it is indeed a great opportunity to build alliances and supporting networks. At the Branch level and through our Endowment Fund we have we have opportunities to build our base. Think not just of the primary contacts, think as well families and community. We speak at times of Maritime blindness in Canada, we have a chance to change that.

In addition to Ian leaving the Board, Barry Walker is moving on to other commitments. Barry made a significant contribution as our Vice-President working with us in event management and as well working with Tim Addison on sponsorship development and fund raising for the BOA Gala. As a member of the core Executive Barry provided valuable guidance to the Board on the many tasks, we have underway. Both Ian and Barry have offered continuing support as we move forward. I also recognize the many years of service provided to the Board by Brian Cook and David Coulson. Their efforts over the years are valued and we wish them well in their retirement from active Board duties.

As we move forward with our various initiatives it is apparent, we can use help by those interested in a more active role. Currently forward momentum is limited by assets we can bring to bear. If you have an interest in becoming more involved, we are looking to build on our working committees. If you have an interest and a willingness to help, we have openings in: Membership, Naval Affairs, Finance, Communications and Marketing, and Planning. Please let me, or David know if you would like to be involved and we will get you started. Given new communications technology we can get together face to face, wherever we may reside in Canada.

Finally, I again recognize the incredible contribution made by our Executive Director, David Soule. He spends a good part of each and every day in our support and I, on your behalf, sincerely thank him. His common sense and sage wisdom are sincerely appreciated. The fact that we continue to move forward in these challenging times is in large part, due to him.

A sincere thank you to you all.

Bill Conconi
President

Annex 75.8 - Report of the Nominations Committee

Submitted for review and consideration by Mike Hoare, Chair, Nominations Committee
Expressions of interest in serving on the Board were requested from all NAC members on January 31, 2020 with a deadline of March 6, 2020. One expression of interest was received (Bruce Belliveau). A second expression of interest was received on June 15, 2020 (Tim Addison).

Two additional NAC members were identified by the Board as potential Directors and both agreed to stand for election (Tom Conway and King Wan).

Leaving the Board due to the expiration of their terms are three Directors:

- Barry Walker
- Brian Cook
- David Coulson

Leaving the Board by resignation:

- Ian Parker

Three (3) Directors were granted extended terms at the 2019 AGM and will continue on the Board until AGM 2021:

- Rod Hughes
- Mark Phillips
- Mike Hoare

Two (2) Directors are nominated for election to a second term of three (3) years to 2023:

- Bill Conconi
- Jeff Gilmour

Four (4) new Members are nominated for election to their first three (3) year term to 2023:

- Tom Conway
- King Wan
- Bruce Belliveau
- Tim Addison

The size of the Board will remain at 9 (nine).

RESOLUTION PROPOSED:

That the Report of the Nominations Committee be approved and that the following six (6) Members be elected to the NAC Board of Directors for three (3) year terms ending in 2023:

- Bill Conconi
- Jeff Gilmour
- Tom Conway
- King Wan
- Bruce Belliveau
- Tim Addison

ANNEX 75.9.1 – Report of the NAC Membership Committee

Membership Committee

The activity of this committee has been dormant until end-January 2020. However, while the committee chair position was not filled until end-January 2020, there has been a good deal of membership related activity since the 2019 AGM.

The new Chair of the NAC Membership Committee is King Wan. He is supported by committee member Mark Phillips – NAC National BOD member and NAC-TO President). This committee will be activity soliciting committee members from each Branch in the near future and has only recently stood up (late Jan 2020) with the Chair position having been vacant since Canon (ret'd) Bill Thomas retired post-AGM 2019.

Membership Registration and Common Payment System

Since the June 2019 AGM, the focus of effort at National level has been the creation of a template for a National membership database using the software application WildApricot. This has been targeted at the largest branches, NAC-O and NAC-VI Thanks to a big effort by Gerry Powell (NAC-O), supported by Bill MacDonald (NAC-VI) this task has been largely completed. While NAC-O has used the system for well over a year, the next stage is for NAC-VI to get it working for their branch.

Over this coming year, the intent is to populate the system with member information from all branches to create a complete National members database. To date nearly 80 percent of NAC members are in the database. The system can be used for a variety of branch and National applications including event registration, member focussed emails such as NAC News, branch newsletters, event registration among other uses. The cost of the system will be borne by the National office. More to follow in regard training/informing members how to use the system.

The one remaining shortcoming is to establish a modern payment system, to include electronic payment, for such NAC needs such as membership renewal and event registration/payment. This has proven to be more complex than originally envisaged. One hurdle to overcome is the fact that most branches have a wide-variety of membership categories and associated dues. Over the next several months the Membership committee will work with branch representatives to resolve these differences where possible. The intent would be that members pay their membership renewals (National and branch) through the National portal and the branch portion would be transferred to the branch. If all works for the best, the transfer of branch dues/funds could happen in near real time or with some other routine transfer schedule, as well as National issuing the tax receipts to members. **This does not mean that branches will no longer be involved in recruiting and retaining members.** In the end, seeking out new and retaining current members is a person-to-person engagement best done at the branch level.

NAC Membership Numbers

As of 31 December 2019, NAC had approximately 850 members. Essentially we “holding our own”.

Member Value Proposition Status

A number of initiatives have been undertaken or were explored in the past year. This remains, very much a work in progress. Why does this matter? I have been asked what does the individual member receive - "what do I get from my dues". The following is a summary of benefits as well as discussion points and where we must "move" forward.

Starshell - continues to be the NAC national publication. Over the past year the publication has assumed a more balanced approach to cover more recent past, current, and forward looking naval and maritime related issues as well as the past. In addition, it continues to serve as a member -event related magazine. The challenge will be to increase its distribution to the public, especially Government officials and other like-minded groups. One fundamental challenge is encouraging members (and branches) to contribute articles and other media for Starshell.

NAC News – this continues to be very popular. Readership is in the order of 55% (out of some 820 subscribers) which is considered very good for this type of medium. Based on your executive director's assessment of the 55% who read "The News", approximately 80% are regular readers.

NAC website – this was subject of a major revision and has been "tweaked" over the past year. NAC National is now hosting several branch websites (the branch is responsible to generate their material). A major focus for the site update was for Naval Affairs. While much well-researched and current material is posted there, the challenge is to gain an audience. This is a challenge as maritime related issues are not in the public eye very often in Canada so how to address this will be the focus of the marketing plan (see below). Essentially, we must "get the word out". To note - the Canadian Naval Review website has been posting NAC naval affairs generated briefing notes and Niobe papers on its webpages. This is good news. NAC provides financial support to CNR's publication annually. Finally, I want to work this year to make sure we make better use of our "Events" calendar – it could be much more effective.

Events – one major benefit of your membership is access to events such as conference, which may be local or national in scope. The Battle of the Atlantic Gala Dinner is a major fundraiser for the naval affairs program and one of the major attractions is that it allows the Navy senior leadership, Government officials and politicians and Industry, among other attendees to meet in a social setting while recognizing the achievements of the RCN in the past and present. Sponsorship is critical for our survival as an organization, not just our naval affairs program but our member publications such as Starshell. Our conferences, local and national provide the opportunity for you the member to become better informed of a variety of maritime and naval related subjects. We think these initiatives are good value but these cannot occur without sponsorship and marketing. Unfortunately for 2020 COVID-19 has had a major impact on our fundraising event opportunities.

Marketing – focus is to increase awareness of NAC and why NAC matters in order to establish NAC as a credible source for information on the need for the RCN and awareness of Canadian maritime security related issues including the importance of maritime trade for Canada's high quality of life. In the coming months, NAC will be soliciting professional media assistance for this to scope out an affordable to do this.

We need to be more media savvy and employ some expertise.

Corporate membership – It is becoming increasingly clear that in the short term (next 2-3 years for sure) that individual member dues and donations will not be sufficient to support NAC day-to-day operations, let alone a naval affairs program or other initiatives without sponsorship. The National BOD is currently under investigation as to how best do this and allow for corporate sponsorship. Questions to be resolved include do we treat these as NAC members or perhaps as partners. Do we need a corporate member category or do we consider a corporate member as a supporting/partner organization and offer the corporation a number of individual memberships, based on the amount of their donation, to persons in their company who are interested in NAC activities. The corporation itself, would not have a vote at the AGM. This issue remains a work-in-progress.

Distribution of electronic recordings of NAC events (National and Branch) – during the past two months NAC-O has conducted its monthly meetings using a social media tool, GoToMeeting, in a similar manner to other like-minded associations such as RUSI(NS). These events have been remarkably successful and attracted the participation of NAC members from across the country. The intent is to continue this practice with the aim of allowing other branches/members access in real time or being able to view the event time-late. NAC National is assessing what product is best value and will pay the associated fees. This is considered to be of considerable “value-added” benefit to NAC members. The intent is that all branches will be able to use the media tool and National will pay for the service. As another example, the recent Oct 2019 NOABC 100th anniversary conference had perhaps the best analysis and background I have heard to date in regard Canada-China relationships with world-class speakers at a fraction of the cost of similar and less informative events. It was a pity we were unable to record and share this to all National members – this was truly a big missed opportunity!

Other Items – the NAC BODs approved a new NAC logo in January 2020. In the coming weeks it is intended to produce a lapel pin for all members as well as a membership card. Unfortunately, this was delayed due to COVID-19 restrictions.

2017 AGM Membership Committee Recommendation Scorecard

The following is an update of the Membership Committee recommendations (9) tabled at the 2017 October AGM in St. John's: (some of these have been addressed above)

- 1. Offer increased value for the membership fee: by offering grants to Branches.** Budget priorities in the face of declining income, and difficulties in defining criteria and purposes of these grants, has delayed implementation of this recommendation. – **Not agreed for implementation (DS 2020).**
- 2. Planning for and training a successor to continue the distribution of the NAC News Links.** This has been accomplished most successfully in an expanded format by Rod Hughes, and has become for the majority of members a principal benefit of membership, as well as a solid recruiting tool. **In place – need to consider Hughes successor. (DS 2020)**
- 3. Planning for and training a successor to continue the editing and distribution of STARSHELL.** While STARSHELL continues to be published, it

faces the difficult decision faced by most print media arising from the cost of producing and mailing hard copies, and in recruiting and retaining an editor, with the skills and experience to guide the Board through this difficult assessment of value. (DS 2020 – Editor is Dr Adam Lajeunesse – Mulroney Institute St Francis of Xavier University)

4. **Planning for and training a successor to continue the editing of our National web site.** With assistance from Barry Walker, and contracted technical support, this function has been assumed by David Soule our Executive Director, and is showing steady improvement in content and quality. (DS 2020 – need to monitor web support services and quality)
5. **Preparing a “Membership Benefits” brochure template in digital form.** Based on some original and creative work done by the Calgary branch, a template was circulated in 1918 to all branches for local adaptation and use. A national form has been difficult to establish because of the great range of branch fees and membership categories. (DS 2020 – under consideration)
6. **Encouraging all Branches to turn over the collection of membership fees to the online process.** & (DS 2020 – see above under National Registration System)
7. **Using a Standard Form for online membership.** The complexity of Branch membership categories and fees has significantly delayed progress on this recommendation because of the technical difficulties involved, but it remains an objective of the Board. (DS 2020 – see above under National Registration System)
8. **Developing a “Departure Kit” promoting NAC membership to be delivered by Branches to their local Reserve Divisions and CF Bases as a gift to retiring members.** Discussion on this recommendation has expanded to include how to recruit from other like-minded institutions and organizations, and individuals who share in the vision, goals, and objectives of the Naval Association of Canada. (DS 2020 – based on branch annual reports this and other recruiting methods/opportunities have borne mixed results but must be pursued as best as possible)

Additional comments

Challenges – a quick review of individual branch reports for 2019 reveals most branches face an aging membership and additional efforts, some identified in the 2017 AGM report above, to attract members remains mixed if not elusive. We are well aware that relationships with local naval reserve units are mixed, many local branches are not located in communities like Victoria, Halifax or Ottawa so linking with the Navy is difficult, and in some cases members are spread across a large area (Toronto comes to mind). That said what we do know – it is the individual member who makes a difference in attracting folks to our organization. And we need you the member to be more active at the branch and nationally; no need to serve on the Board but you can support committees, tackle a project of interest to further the organization and address my major concern, the lack of depth /back-ups for folks in key positions.

Opportunities – over the past year the NAC national organization has moved forward to link more closely with like-minded organization such as the Navy League of Canada (NLOC). The MOU that was signed between us, the “Canadian Maritime Security Alliance” offers an opportunity to work closely with those involved in NLOC’s maritime affairs program and perhaps share resources. The NAC leadership has developed a good working relationship with the RCN’s leadership. This is not just one-way. The RCN leadership has told us where their priorities lie and where they believe we can assist – i.e. get “the Word” out. This allows us to plan a better speakers program for example. All to say if you want to hear from the Navy’s senior leadership this working relationship can only help!

So what? For you the member it means we can develop, for example, a more wholesome program of guest speaker engagements, be seen to actively promote our message of informing Canadians about the need for a Navy, and recognize the RCN’s achievements. You may become aware of, and actively engage, in supporting a project sponsored by our Endowment Fund. Finally, we offer the opportunity through special national level events and local branch initiatives to engage in a social setting with those who have similar interests, socialize and network.

Respectfully Submitted,

David Soule
Executive Director – NAC

Annex 75.9.2 - NAC Naval Affairs Report

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 NACNA 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.
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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

Ian Parker

8 June 2020