

## Membership Development Report for the 2021 NAC AGM

It is appropriate to provide an update on the membership numbers before proceeding to describe the plans and action being considered to address our membership decline over the past few years.

### **NAC Membership Trend\* - 2017-2020**

<b>Branch</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
NAC-O	313	323	379	379
NAC-VI	140	149	150	153
NABC	85	82	85	85
NSNAC - 80 (now at 72)	72	81	102	102
NAC-TO	61	61	62	71
NLNAC - 41	41	41	45	45
NAC London	32	32	20	28
NAC Calgary	31	40	38	39
NOAC Winnipeg	30	31	36	44
NAC Edmonton	21	24	23	26
NAC Montreal (2021 project up to 16)	8	20	20	20
National - 8 (2020, +2: the Zuliani's)	8	3	2	0
NAC T-Bay (disbanded in 2020)	0	12	12	12
NAC QC (disbanded in May 2018)	0	0	18	18
	<u>842</u>	<u>899</u>	<u>992</u>	<u>1022</u>
RMC Cadets **	85	83	50	49
Estimate total	<u>927</u>	<u>982</u>	<u>1042</u>	<u>1071</u>

\* Numbers maybe +/- 5% due to timing of reports received at year-end.

\*\* RMC Cadets are registered with NAC-O and should be considered as their members and added to NAC-O total.

The member attrition rate from 2017 to 2020 was approximately 13% and if we remove the uptake in complimentary RMC cadets our attrition rate would be even higher at 17.6% over the five-year span. This is not sustainable.

The overall decline is and will continue to be a grave concern. A number of initiatives have been taken by several branches: NAC-VI, NAC Calgary, NSNAC and others to stem the tide.

Many of our NAC members and those on the national board realize long term viability of NAC needs to change both its' focus and the makeup of its membership. How effective these recent efforts have had some mixed results. That said, we must not forget that any membership related activities to grow our numbers in the past two years have been impacted by COVID

Over the past 18 months efforts have been taken to develop a strategic plan for NAC. To date, a draft strategic plan has been created and follow-on steps to further develop this plan into concrete actions will take place in the coming months. We hope this is finalized by end 2021 and our membership initiatives and plans will reflect this work.

In terms of our membership initiatives and Integration with the NAC Strategic Plan (work-in-progress) the following are underway and they include:

- Transition to a national member database
- Develop a standard national membership fee that will also meet branch conditions
- Develop and implement corporate membership/associate’s scheme
- Develop and implement a membership joining package
- Bylaw and admin documents changed to reflect new membership structure
- Develop a Value Proposition to support individual and corporate membership

Some of the initiatives from this review are:

<b>Membership Review (Potential Pool)</b>	
<b>Value Proposition (Mandate of NAC)</b>	<b>Potential Members</b>
(a) The furtherance of Canadian Maritime interests by educating the Canadian public on their Navy and what it needs if it is to continue to contribute effectively into the future to Canada’s security, prosperity and other interests, not only in home waters, but around the world.	Canadians interested in a strong Canada with healthy and vibrant maritime trade and sovereignty over her territories, defence contractors, and businesses with interests in maritime communities
(b) The fostering of those principles and traditions which go to make up the history and development of the Royal Canadian Navy (RCN) and successor organizations.	Historians, academia, ex-naval personnel
(c) To sustain and deepen the interest of members and others in the activities of the Royal Canadian Navy.	Serving naval personnel in the RCN, CICs, former members of same, families of these folks
(d) To co-operate with other Naval and Maritime Associations.	Canadian Coast Guard, DOF &O and members of the maritime trade.
(e) The perpetuating of the camaraderie and good fellowship so characteristic of the Naval Service, by holding social gatherings from time to time.	Serving naval personnel in the RCN, government officials, former members of same, families of these folks

(f) To raise money for the purposes of the Association by public or private subscription or donation.	People with interests in Maritime Affairs and NAC
(g) To offer and grant prizes, awards, scholarships or bursaries and to make such grants to such organizations as the Association may deem expedient for the furtherance of its objects.	Junior officers, Military college cadets and others pursuing a career in the maritime services

Efforts have been made to bring in more serving members into NAC. Complimentary membership to RMC cadets has increased our membership numbers. A follow-up plan has to be developed to track downstream the success of this initiative. This would require branch support to assist with tracking of the cadet graduates as they are posted across Canada. A national registry in Wild Apricot would be very useful and is currently being developed. NAC also opened up membership to all Canadians and this will require dedicated and professional promotional support. While the focus on naval affairs has moved forward over past years, the broadening and the diversification of NAC membership have yet to be realized.

Other initiatives of interest are being contemplated but may be years away and require NAC members' support and partnership with external groups in order to bolster membership of the NAC.

The foregoing is just some of the work that have been done or proposed to date and this membership file requires an all-hands-on deck approach, not only at the national board level, but at each and every branch to provide their suggestions, experience and expertise. The Membership Committee look forward to your feedback. We are all in it together.

Respectfully submitted,

King Wan  
NAC Membership Committee