



Naval Association of Canada  
Report on Naval Affairs for the  
2022 Annual General Meeting

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Tim Addison

Director Naval Affairs

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# Agenda

Report for 2022  
AGM

1. Background 2015-2020
2. Current Activities 2020-2022
3. New Initiatives 2020-2022
4. Other Activities
5. Budget and Sponsorship
6. Conclusion/Discussion



# Background

Report for  
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## From the Bridge/ Jim Carruthers (09 Nov 14)

- “Moving forward we are embarking on an aggressive Naval Affairs program which will see high quality articles advocating for a strong and capable Navy for Canada published across the country. Dan Sing is our new National Director of Naval Affairs and is leading this effort.”
- “Generally, we are working to expand communications both with you our members and the wider public.”
- “... spending on Naval Affairs is proposed to quadruple ... Previous articles have described Naval Affairs activities — the committee will be publishing a detailed plan in the coming weeks.”
- “Whereas in the past we lived hand-to-mouth, moving forward we intend to expand our growing revenue base and make important investments to advance in educating Canadians. We are starting to assemble the talent and resources needed to drive towards this task — in this regard we are the *new* NAC. We can consider making way in Naval Affairs due to the increase in revenue from our new Conferences and the very successful BOA GALA. Of the \$135K in new revenue, \$130K came from NAC-O and \$5K from NAC-VI.”



# Background

Report for  
2022 AGM

## Dan Sing's Vision (2015)

- NAC...
  - will be the public voice for the what and the why (and maybe a little of the how) of the RCN, and the related, overarching maritime defence and security issues
  - will normally only advocate those issues which help the RCN
  - will avoid those issues which might cause decision-makers (and the public) to question its perspective, balance, wisdom and opinion
  - should stay in its lane
  - should be leery of advocating/ arguing international trade, and industrial and procurement policy, areas where most of its members have little professional expertise and experience
  - should be unbiased. That doesn't mean it can't have an opinion or a position, but it should privilege the development and expression of opinions and positions in those areas which principally speak to the what and why of the RCN, consistent with the NAC's mission statement [what is the current NAC mission statement?]
- Naval Affairs Vision:
  - to create, in the fullness of time, a series of documents which focus on the what and the why of the RCN and serve to inform (vice educate (?) ) the public (and decision-makers and influencers).
- Naval Affairs Mission:
  - Previously from the NAC website: "So the modernized NAC is looking to help educate 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."
  - Dan's Intent:
    - to inform the Canadian public, and especially decision-makers and influencers, about the Royal Canadian Navy and its capability and resource needs [so that the Navy may continue to contribute effectively to Canada's defence and security through readiness, and presence and action at sea both at home and abroad]



# Background

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## Dan Sing's Vision (2015) – Concept of Operations

NAC Naval Affairs will:

- focus on providing text-based information (documents and articles) which informs the Canadian public, and especially decision-makers and influencers, about the Royal Canadian Navy and its capability and resource needs
- ensure no harm is done to the RCN's effort to secure the requisite capabilities and resources. This includes ensuring the Government is not embarrassed
- collaborate and cooperate with Navy League of Canada (NLOC) Maritime Affairs to ensure unity of voice and effort
- not reproduce effort or output which has already been generated by NLOC Maritime Affairs and which currently appears on the NLOC Maritime Affairs website at <http://www.navyleague.ca/en/maritime-affairs/>
- establish appropriate hyperlinks to useful information provided by:
  - NLOC Maritime Affairs via its website, and to the websites of other, similar organizations
  - Maritime defence and security related articles in journals and newsletters, both within and without the NAC , and news media

Concept of Communications

- Documents/ articles produced or solicited by NAC Naval Affairs:
  - will principally be published, in both official languages, on the NAC – Naval Affairs website at <http://navalassoc.ca/naval-affairs/> . NAC officers and members may then relay links or heads-ups to these documents/ articles via other means such as, but not limited to:
    - E-mail
    - Twitter
    - Instagram
    - Facebook
    - Etc..
  - Become the foundation for all NAC outreach efforts



# Background

Report for  
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## Dan Sing's Vision (2015) – Categories of Topics - Papers, BNs, articles:

- Maritime Defence and/ or Security
- Naval Strategy and/ or Tactics
- Naval Capabilities
- Naval Force Structure
- Naval Procurement and Shipbuilding
- Naval History and Heritage
- Esprit de Corps and Pride (?)

## Dan Sing's Vision (2015) – Target Audiences:

- Decision-makers
  - PM
  - defence-, security- and industry-related federal government cabinet ministers
  - PMO
  - National Security Advisor
  - PCO
  - Senior bureaucrats in:
    - DND
    - PWGSC
    - IC
    - TBS



# Background

Report for  
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## Dan Sing's Vision (2015) – Target Audiences, Cont'd:

- Influencers:
  - Members of defence-related parliamentary committees
  - Local influential federal politicians across the country
  - Business
    - Canadian corporate leaders
    - Canadian defence industry leaders
  - Academia (academics having an interest in maritime defence and security matters)
  - Media
    - Defence reporters and commentators
    - Opinion influencers
  - RCN Honourary Captains
  - Pollsters
  - Provincial and municipal politicians
- Others:
  - RCN
    - Senior naval authorities
    - Includes the Naval Reserves
  - other like-minded associations with an interest in defence and naval affairs
  - Canadian public in general



# Background

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## Dan Sing's Vision (2015) – Articles to write (1 of 4):

- What are Canada's national interests?
- What is sovereignty?
- What is maritime sovereignty?
- What is the difference between defence and security?
- What international law applies to activities at sea?
- What national law applies to activities at sea?
- What is a maritime nation?
- Why is Canada a maritime nation?
- How does the United Nation's Convention on the Law of the Sea (UNCLOS) affect Canada?
- How does the use of the seas affect Canada's prosperity?
- What are the threats to Canada's sovereignty?
- What are the threats to Canada's maritime sovereignty?



# Background

Report for  
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## Dan Sing's Vision (2015) – Articles to write (2 of 4):

- What do navies do?
- What is the difference between an army, an air force and a navy?
- What is the difference between a navy and a coast guard?
- What is combat capability?
- What are the differences between a tank, a plane, a ship and a submarine?
- What is the difference between a combatant and a non-combatant ship?
- What is the difference between a ship and a boat?
- What is the maritime operating environment?
- What modern military threats exist above, on and below the ocean surface?
- What are the differences in the operational challenges of naval operations in the open ocean and the littoral environments?



# Background

Report for  
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## Dan Sing's Vision (2015) – Articles to write (3 of 4):

- What are the general characteristics of naval, sea-going platforms?
- What are the differences, advantages and disadvantages between single, multi and general purpose ships?
- Are all navies the same?
- Are all coast guards the same?
- In Canada, who is responsible for:
  - Maritime defence?
  - Maritime security and law enforcement?
  - Maritime Pollution prevention and control?
  - Safety of navigation at sea?
  - Search and Rescue at sea?



# Background

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## Dan Sing's Vision (2015) – Articles to write (4 of 4):

- What is meant by Whole-of-Government cooperation at sea?
- What were the recommendations of the 1990 Osbaldeston Report, *All the Ships that Sail : a Study of Canada's Fleets*?
- What determines the size and nature of a Navy?
- Why does Canada need a Navy?
- Why does Canada need surface combatants?
- Why does Canada need submarines?
- Why does Canada need support ships?
- What is the most efficient way to build and sustain an effective Navy?
- Why is it most important to provide the Navy with reliable funding over time?
- What is a *Statement of Operational Requirement* (or SOR)?
- What is meant by third party validation of requirements?



# Current Activities

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## Naval Affairs Program 2021-22

Based on Dan Sing's work, developed by Ian Parker and approved by the BoD on 19 December 2017, staff were hired to support the program as follows:

### **NAC Coordinator Naval Affairs (CNA)**

- Dr. Ann Griffiths of Dalhousie University was contracted in 2018 as Coordinator Naval Affairs (CNA)
  - Develop Website content (Briefing Notes), to manage Children's Books production, to coordinate the Essay Contest and the National Outreach and Leadership Program.

### **Research Coordinator (RC)**

- Dr. Adam Lajeunesse of St. Francis Xavier University contracted in 2018 as Research Coordinator (RC)
  - Writer, editor, researcher on maritime affairs topics, and website updating. Also editor of Starshell (separate contract).



# Current Activities

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## Naval Affairs Program 2021-22

- Papers on the NA Website:
  - **Briefing Notes (CNA/RC) Ongoing.** To date 45 BNs on basic naval and maritime issues have been developed and CNA is engaged on an on-going basis in producing new and updating early BNs.
  - **Bibliographies (RC) Ongoing.** To date 32 bibliographies have been developed. These documents provide a starting base for researchers and others interested in naval and maritime issues. They include books and articles on each topic.
  - **Research articles - NIOBE Papers (CNA/RC) Ongoing.** To date 18 NIOBE Papers have been published.
- Partnership with Canadian Forces College to publish some of the best papers produced by students on Maritime Security. *Ongoing.*
  - **Naval Affairs Reading List. (CNA) Updates ongoing.**
  - **Security Scholars List.** A list of Canada's security scholars, centres, and think tanks has been compiled to facilitate NAC distribution of products and scholarship offers. *Complete. Updates ongoing.*



# Current Activities

## Report for 2022 AGM

## Naval Affairs Program 2021-22

- **Use social media to promote NAC NA activities. (DNA)** *On-going and very successful.*
  - **Twitter.** DNA has engaged Ottawa Branch member Mr. Roger Litwiller to operate as NAC's Twitter Lead and promote NAC articles and activities via Twitter as he does for the RCN and Canadian Coast Guard
  - **Facebook.** NAC has a Facebook page that was commissioned several years ago. Barry Walker has updated and continues to monitor the webpage.
  - **LinkedIN.** NAC has a LinkedIN site which was set up in early 2019. *Barry also took control of the LinkedIN site.*
  - **Instagram.** Under consideration as another social media tool to be used to support NA activities.

*Issue: Roger and Barry Walker and Roger Litwiller have created an on-going presence but will eventually want to move on.*

- **Starshell.** The NAC magazine STARSHELL is an integral part of Naval Affairs. *The content of future STARSHELL editions must be discussed across the NA Team and new direction or changes be approved by the BOD.*

*Issue: Given his role in supervising/overseeing RC, suggest that Director Naval Affairs be responsible for STARSHELL content.*



# Current Activities

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## Naval Affairs Program 2021-22

- Website Development and Document Management.
  - The website underwent an overhaul in early 2021. Additional modifications are being made on an ongoing basis. This is an activity that requires considerable time and effort to ensure the website has current, topical content.

Issue: The website is overseen by Ex Dir and DNA. With departure of Ex Dir, DNA should assume overall responsibility and investigate acquiring a dedicated Webmaster.



# New Initiatives

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## Naval Affairs Program 2021-22

- **National Outreach Program – Online Monthly Speaker’s Evenings. (DNA)**
  - Initiated by Ottawa Branch to replace monthly Speaker’s Evenings due to COVID restrictions.
  - Very successful and soon morphed into national events
  - with excellent speakers and good audiences (averaging 60 plus with over 150 for Commander RCN in Nov 2021)

Issue: To date most speakers have been from the NCR or Ontario. NAC Ottawa is being challenged to find new speakers. This activity needs more oversight and involvement by National and should be morphed into a more National program with speakers from across the country.



# New Initiatives

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## Naval Affairs Program 2021-22

- **Children's Books with Naval Themes. (CNA)**
  - The first book, "Mom's in the Navy" was printed (500 copies) in 2019. Sold well.
  - The second children's book, "An Undersea Adventure," was published and printed in early November 2020. 500 copies of the English version and 100 copies of the French version. Sales have been moderate, possibly due to COVID;
  - A third book, "Over the Horizon" about a Seaking Pilot's experiences at sea has been produced in both official languages and a print run is being arranged.

Issue: A decision should be made on whether this activity has run its course or should be continued.



# New Initiatives

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## Naval Affairs Program 2021-22

- **“Graphic Novel” about life in Canadian warships during the Battle of the Atlantic.**
  - CNA has started development.
  - A budget of \$5000 has been established for this project.

Issue: Like the Children’s Books, this activity may or may not succeed as a generator of revenue and a decision will be required on whether to undertake a second edition.



# New Initiatives

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## Naval Affairs Program 2021-22

- **Responsibility for the Admirals' Medal.**
- Effective June 2021 NAC NA assumed responsibility for this activity from the RCN.
  - Dr. Rich Gimblett, former CMS Command Historian has taken over administrative responsibility, reporting to DNA.
  - Funds held in the Foundation, which were being managed by the RCNBF, have been transferred to NAC.
  - A Selection Committee of retired Senior Officers has been stood up.
  - Medals held by Birks in Montreal are being engraved and will be presented to recipients for 2018, 2019, 2020 and 2021 later this year.
  - The NAC website has been adjusted to include a section titled "Admirals' Medal".

Issue: Six new medals are on order. Made of silver, they cost \$720 a piece. At some point more medals will be required. May have to consider finding a new supplier.



# New Initiatives

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## Naval Affairs Program 2021-22

- **Stand up a committee to identify an Honorary President/Patron.**
  - National Board members have been sent an email to stand up a small committee to develop selection criteria and discuss potential candidates.
  - A draft Terms of Reference for the position will be provided to the Board for information.

Issue: The person who is selected and who accepts should be leveraged to give the organization exposure and recognition.



# Other Activities

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## Naval Affairs Program 2021-22

- **National Outreach Program. (DNA/CNA/RC)**
  - Develop a fully funded national outreach and leadership program to focus on educating Canadians about the navy and Canada in a maritime world, to include:
    - Canadian Leaders at Sea Program (CLaS). Started by RCN started about 5-10 years ago, could benefit from NAC involvement.
    - Canadian Students at Sea Program. (CNA/RC)

Issue: The challenge will be funding to enable students from the prairie provinces or Ontario to participate.



# Other Activities

Report for  
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## Naval Affairs Program 2022 and beyond

- The following have either not been started, or were initiated but not fully implemented 2017-2021
  - Branch Outreach Program
  - Bursary Competition
  - Essay Competition
  - Make audio/visual vignettes on naval warfare available on the NAC NA website.
  - Explore the potential for an embedded fleet tracker on the NAC NA website.
  - Short Monographs. Content – principally from CFC Masters work - of sufficient quality to turn into short monographs, edited and laid out professionally with a short print run.
  - New: Develop Podcast Library on website (interviews of retired Naval personnel)



# Naval Affairs Budget

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## Naval Affairs Program 2021-22

From my letter to potential sponsors in March...

We have generated very little revenue outside individual membership dues since 2020. Meanwhile the cost of **doing the business** of supporting our Royal Canadian Navy through our Naval Affairs program continues to grow. In round numbers, NAC expects to spend a little under \$100,000 on Naval Affairs activities in 2022. In addition, NAC's National Office will spend \$55,000 on salaries for two part time employees, production of our national publication STARSHELL and other administrative expenses. While we do have funds to maintain these activities (i.e., revenue from earlier Battle of the Atlantic Dinners), the depletion of our reserves is escalating.

**Update: Thus far the Sponsorship program has generated \$102,500 in support for 2022-23.**

**Marketing idea – NAC hosts a golf tournament. Another opportunity for sponsors.**



Platinum  
Sponsors



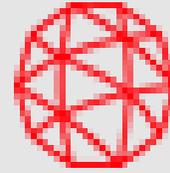
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# Conclusion/ Discussion

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## Naval Affairs Program 2021-22

- The NA Program has achieved steady state.
- The NA Staff are excellent value and produce quality work.
- We must keep the pedal down or risk losing momentum.
- There are a number of initiatives that could be undertaken.
- With annual sponsorship the Program could support itself.
- The program needs additional resources to keep it going.
- There is a risk of burn out and loss of key staff.

