



NAVAL ASSOCIATION OF CANADA
Strategic Guidance and Plan
2022-2027

Presented at AGM 27 June 2022

Table of Contents

<u>Foreward</u>	3
<u>Part 1 – Introduction</u>	4
Overview	4
NAC Mission	4
NAC Vision	4
NAC Values	4
NAC National Pillars	5
NAC National Strategic Goals and Objectives	5
<u>Summary</u>	9

FOREWORD

THE NAVAL ASSOCIATION OF CANADA (NAC) – A RECORD OF SERVICE

NAC's roots go back to 1919, when the Naval Officers Association of British Columbia was formed by naval veterans of World War I. After World War II, a number of similar associations sprang up across Canada, with the objective of capturing and maintaining the spirit so essential to the wartime success of the Royal Canadian Navy in both the Atlantic and Pacific. In 1950, the many associations banded together in a federation of branches, and a single "letters patent" incorporated the Naval Officers Association of Canada (NOAC). The Association served as a rallying opportunity for continued social interaction, plus as a means of providing coordinated advice to the government and Navy of the day.

In light of the way the modern Canadian Navy has vastly changed from the early days in terms of both personnel relationships and missions, the NOAC conducted an extensive re-think of its purpose and roles. As a direct result, in 2012 the name was changed to Naval Association of Canada. Membership was extended to all those who have an interest in seeing the Royal Canadian Navy prosper and maintain its world-class capabilities.

The NAC is a not-for-profit corporation that has charitable status. It is dedicated to "educating Canadians on the need for a capable Navy critical for our economic well-being, security and way of life."

PART 1 – INTRODUCTION

OVERVIEW

The NAC is a not-for-profit corporation that has charitable status. It is dedicated to “educating Canadians on the need for a capable Navy critical for our economic well-being, security and way of life.” The NAC Strategic Guidance and associated NAC Strategic Plan embodies the Mission, Vision and Values of NAC.

NAC MISSION

The mission of the NAC is to educate Canadians on the need for a capable Navy critical for our economic well-being, security and way of life.

NAC VISION

To be a nationally recognized and valued source of naval and maritime strategic thought and education.

NAC VALUES

At NAC, we value:

1. **Accountability** - NAC is accountable to staff, members, donors, and partners for our activities, programs and our stewardship of our financial and human resources;
2. **Transparency** - NAC will communicate freely and accurately with the Canadian public, members, partners and donors;
3. **Fairness** - NAC will practice and promote impartiality, equality and justice in all its deliberations, projects, programs and daily operations;
4. **Sustainability** - NAC will take appropriate measures to ensure financial and human resource sustainability, as well as good governance and effective management at the national office, and in its branches across Canada;
5. **Human Rights** - NAC respects and promotes the human rights and dignity of all people. Each individual regardless of background – serving member, veteran of past conflicts, other citizens – deserves a voice and all are capable of significant contribution through participation and are to be treated with respect in all dealings;
6. **Governance** – NAC will promote and ensure there is strong and effective leadership, governance and transparency on all NAC boards.

NAC NATIONAL PILLARS (from NAC's Articles of Continuance)

The Naval Association of Canada's strategic goals are based on three pillars:

1. The main pillar of NAC is to educate the Canadian public on their Navy and what it needs to continue to contribute effectively to Canada's future security, prosperity and other interests, not only in home waters, but around the world. NAC informs and educates Canadians about Canada in a maritime world and explains the application of sea power in the national interest.
2. NAC's second pillar is cooperation with other like-minded organizations having objectives, wholly or in part, the same or similar to NAC. This includes the Navy League of Canada (Maritime Affairs), The Conference of Defence Associations, and a number of local Royal United Services Institutes across the country, to name a few.
3. NAC's third pillar is to further public acknowledgement and preservation of Canada's rich maritime heritage. NAC continues to work with more than 50 maritime museums and trusts across Canada to raise awareness of our remarkable maritime history, and ensure these accomplishments are preserved in the public eye. In addition, NAC provides grants to organizations that provide support to our Veterans, and supports Sea Cadets through annual contributions to the Royal Canadian Sea Cadet Education Fund.

The underlying and critically important component of NAC's mission, upon which these three pillars are securely fastened, is camaraderie. NAC members enjoy the spirit and comradeship derived from shared service to Canada and an affinity for the sea. Additionally, NAC member camaraderie extends to the active support of less-fortunate members and those suffering the loss of a loved one. NAC goes to bat for the naval family.

NAC NATIONAL STRATEGIC GOALS AND OBJECTIVES

NAC's challenge and focus going forward is not only to maintain and expand our current membership base, but to better position NAC to be a recognized and dynamic organization capable of providing expert commentary on any manner of maritime issue. NAC is also an organization known for its support of a robust and capable maritime force for Canada. Providing a voice for the preservation and awareness of our rich maritime heritage and history is a critical role for NAC's engagement in our future.

NAC's Strategic Goals and associated Objectives are related to our Mission and Vision.

1. **Naval Affairs:** The NAC Naval Affairs program provides a voice to educate Canadians and their leaders on the importance of Canada's Navy to our nation's well-being, economic prosperity, sovereignty, and defence.

- a. Continue to develop research papers, briefing notes and bibliographies to provide a solid understanding for Canadians of the importance of Canada's maritime interests.
- b. Continue to develop, populate, and engage the Canadian public using national and local websites, social media platforms such as Twitter and Facebook, and other electronic medium, such as podcasts and webinars, to educate on the importance of Canada's maritime interests.
- c. Continue to host conferences at the national and local level to provide a venue where Canadians, their government, industry and naval and coast guard leaders can explore and debate issues of current importance to Canada and her navy.
- d. Continue to expand a working relationship with like-minded institutions and organizations such as the Conference of Defence Associations, other defence and security groups, academic institutions and associated research foundations/centres, and with the RCN, RCAF and other DND and Government departments and agencies in regard maritime topics of interest.
 - i. Rationalize NAC support to the Navy League Maritime Affairs program and other like opportunities.
- e. Continue to manage the Admirals' Medal Foundation.
- f. Establish an academic prize and award structure to encourage interest in naval affairs in schools, colleges, and universities.

2. Membership: Maintain a viable and active membership base.

- a. Implement a robust and diverse membership plan to be inclusive of all Canadians and Canadian corporations that functions well at the National and Branch level.
 - i. Transition to a national membership structure using Wild Apricot as a membership management tool. Enhance the roles played by National and the branches.
 - ii. Establish a working group that includes representation from all target groups.
- b. NAC is encouraged to partner with other organizations who are interested in maritime and naval affairs with the aim of attracting new members for NAC, such as Canadian Coast Guard and the Merchant Marine.
 - i. Implement a National and branch membership Value Proposition for individuals and for corporate sponsors/affiliates.
- c. Streamline membership administration for National and branches.
 - i. Implement a standard membership fee for individuals and groups.
 - ii. Re-write Bylaw and administration documents to reflect new membership structure.
 - iii. Implement a membership joining package for individuals and corporate sponsors.

3. **Finance:** Diversify the revenue base of NAC to achieve a sound financial foundation.
 - a. Create a diverse funding program to include:
 - i. Dues generated income;
 - ii. Corporate support through sponsorship;
 - iii. Foundational grants;
 - iv. Revenue generated by special events;
 - v. Investments;
 - vi. Sales (ex. develop an advertising package for ad space in *Starshell* and other NAC media).
 - b. Establish a National Finance Committee
 - i. To be composed of members with strong financial experience in order to develop effective and transparent policies for the financial management of the organization;
 - Ensure adherence to government not-for-profit and charitable regulatory requirements; and
 - Develop and implement code of best practice for National and branch use.
4. **Governance:** Ensure the National Board of Directors is a diverse and inclusive Board with a mix of subject matter experts and experience (corporate, academic, media, and military).
 - a. Develop and implement a National Board transition plan;
 - b. Develop a Code of Conduct;
 - c. Implement a governance package; and,
 - d. Initiate governance workshops for all National Board of Directors and those at the branches.
5. **Marketing (Creating the Message):** Build an effective marketing plan.
 - a. Engage marketing expertise to build an effective plan;
 - i. Develop and prioritise a list of priority marketing targets;
 - ii. Measure the effectiveness of the marketing campaign;
 - iii. Develop 3 messaging products:
 - A unified message National and branches can use – a “Catch Phrase”;
 - A marketing message all branches and members can use; and,
 - A public presentation(s).
 - b. Develop and implement a sponsorship program, a critical revenue stream to fund the Naval Affairs program;
 - i. Adapt the naval affairs program “Prospectus” to market NAC.
 - ii. Encourage members to engage with industry locally to them.
 - iii. Engage with industry at national and regional defence and maritime industry trade shows and events.

- c. Aggressively work with other partners to publicise the mandate of the organization in various institutions and agencies both in the provincial and federal governments;
- d. Work/engage more cooperatively with universities and colleges across Canada both to introduce our programs and services concerning maritime affairs but in also promoting the merits of joining NAC;
- e. Expand NAC's public profile by hosting special events which the public can attend, such as navy days and regattas.
 - i. Partner with Naval Reserve units and corporate sponsors whenever possible;
 - ii. Engage with naval cadets at RMC and those attending civilian university before these individuals leave college to enter full-time service, on the merits of joining NAC;
 - iii. When initiating events and programs on naval matters, ensure they are well publicized to attract the interest of the public.
- f. Encourage branches to develop a strong rapport with their Naval Reserve units by establishing mutual events such as naval days and fund-raising activities; and,
- g. When possible, support worthwhile projects in the community that will raise the NAC profile in the community.
 - i. Provide funding for Sea and Navy League cadets, and scholarships for students with interests in maritime affairs;
 - ii. Provide NAC books (Childrens' series and other) to schools and public libraries;
 - iii. Focus Endowment Fund grant applications that will acknowledge and make the public aware of the NAC contribution and mission.

6. Communications (Getting the Message Out): Establish an integrated plan to communicate with our members and partners.

- a. Make effective use of social media
 - i. Effectively use NAC's accounts on Facebook, Twitter and LinkedIn;
 - ii. Continue to provide briefing notes, articles, newsletters etc. for the benefit of members and the public interested in maritime and naval affairs
 - iii. Continue use of NAC News
 - iv. Define and refine our use of *Starshell*;
 - v. Continue development and evolution of website.
 - Ensure that our website remains current and highlights the programs and services offered by NAC and the application process to join NAC;
- b. Establish a good working relationship with the local and national media in promoting the programs and services offered by NAC;
- c. Effectively utilize technology to enhance the quality and delivery of our communication system;
 - i. Monitor and evaluate the effectiveness of our communications strategy every two years.

- d. Encourage members to support and submit articles to the magazines *Starshell*, *Canadian Naval Review*, and to the technology magazines *Vanguard* and *Canadian Defence Review*.
7. **Administration:** Develop an administrative model that makes good use of technology so as to effectively manage the administrative affairs of NAC.
- a. Continue to invest in IT systems necessary to support financial and administrative initiatives across the organization, including virtual meeting needs for branches.
 - b. Ensure a clear and concise model for collecting fees from the branches across Canada.
 - c. Develop a NAC Master Calendar of important dates
 - d. Establish a process to effectively assess progress on our strategic objectives;
 - i. Develop an online reporting template for use by program chairs and department leaders.

SUMMARY

This Strategic Plan is a roadmap for the future of NAC. It is a work-in-progress and will be reviewed and modified as necessary over time. Nothing here precludes the introduction of new ideas or goals for the organization, and input from members is encouraged. Without participation by the whole of the membership, many aspects of this plan will not be achieved, therefore participation is a key metric for success.

Once the Strategic Plan has been endorsed by the membership, committees will be established to coordinate the efforts required to effect the various Strategic Objectives.