



UNTDA 2025

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UNTDA 2025

A. EXECUTIVE SUMMARY

The recent expansion beyond the original UNTD membership in the UNTDA has triggered the question of whether, with the increasing inclusion of new, post-UNTD members, the mandate of the UNTDA should also now be reviewed and reconsidered. To that end, the UNTDA 2025 study was initiated with the aim of answering “What could the UNTDA be in 2025?” This led to a questionnaire and interviews with the members of the Board which elicited their thoughts on both the current state and on possible future interests and roles of the UNTDA.

1. The major findings of the Review demonstrate that:

- 1.1. The trajectory of a legacy-oriented association aimed at, though not exclusive to, retired or soon-to-be retiring members of the Naval Reserve or members of the RCN with roots in the Reserve should continue, with emphasis to continue to be placed upon social connections, shared experience and the mission of documenting, celebrating and communicating our storied history.
- 1.2. Preservation of the UNTD and post-UNTD legacies will not only ensure comprehension and remembrance of the crucial role played by Canada’s citizen sailor officers in the past, but may also contribute to better- informed contemplation of future Reserve policies and programs.
- 1.3. As there is no clear consensus upon membership qualification it is recommended that the Membership Committee (or an ad hoc working group to the Membership Committee) be asked to analyze options for possible future expansion of membership eligibility for the UNTDA, for decision no later than the Naval Reserve Centennial, in 2023.

2. Key efforts meant to connect the UNTDA to ‘like organizations’ will strengthen its own efforts and visibility, including:

- 2.1. A strategy to reconnect and reengage the Naval Reserve and RCN, to identify opportunities to create social connections and projects of mutual benefit or interest, including potential ‘signature’ efforts leading up to the Naval Reserve Centennial. A formal cooperation agreement should be considered.
- 2.2. Discussions to explore opportunities to partner or contribute to projects or programs with the War Museum and the various Naval Museums should be initiated in parallel - and as quickly as possible - in aid of establishing priorities or funding mechanisms/supports within their budget cycles.
- 2.3. Other Reserve associations, like-minded institutions, or advocacy groups as may also be beneficial links, and the Association can also serve as a platform for relay of information relevant to membership, for example from Veterans Affairs concerning benefits eligibility.

3. Key lines of effort / projects could include:

- 3.1. Developing a list of projects which could be led by, if not entirely delivered by, the UNTDA which, generally speaking, seek to preserve important Naval Reserve UNTD history for future generations of Canadians, increase Canadians' awareness of the benefits of the Reserve, be achievable from a resource perspective, and consider which may be special projects aimed at the Centennial, and which may be sustained efforts over time.
- 3.2. Although taking a reactive approach to the idea of 'advocacy', the Board may solicit a list of names of members who may be willing to support advocacy / opinion campaigns on an ad hoc basis.
- 3.3. Developing a strategy for how maritime-security oriented symposia may be executed at the local, regional or even national levels, the themes of which would seek to increase awareness of the Naval Reserve and its Centennial, to further the goals of better connecting with local NRDs and to increase community awareness of and interest in the UNTDA.

4. Next Steps

- 4.1. Given the variety of recommended ad hoc committee efforts which have emerged from this study, and the emphasis placed on the Centennial as a pivot point for the 'new' UNTDA, priorities for the UNTDA should be assessed and in order to initiate action, agreement of the governance should be established by the Board.
- 4.2. To that end, the Board, through the efforts of the Executive Committee, should review and propose a list of priority initiatives, and propose assignment of these priorities to either standing or proposed (ad hoc) committees for action.



B. UNTDA 2025 –BACKGROUND

1. Project Plan

The recent expansion beyond the original UNTD membership in the UNTDA has triggered the question of whether, with the increasing inclusion of new, post-UNTD members, the mandate of the UNTDA should also now be reviewed and reconsidered. The President has asked whether it is now time to explore possible expansion or evolution of the UNTDA raison d'être in order to ensure the continued relevance, attraction and viability of the UNTDA to its membership in 2025 and beyond.

To that end, the UNTDA 2025 study was initiated with the aim of answering "What could the UNTDA be in 2025?"

2. Methodology

After general discussion with the President and with the Board, major lines of inquiry and interest were established and a questionnaire was formulated. Between May and October 2021, Marta Mulkins reached out to all members of the Board, including the regional representatives, to solicit their thoughts on both the current state and on possible future interests and roles of the UNTDA. Responses were received through written comment on the questions, telephone or zoom calls, or a combination of all. The goal is to deliver a final report which could inform a 'smooth change of the watch' from the UNTD generation to the successor generations of Naval (reserve) officers no later than December of 2021.



C. UNTDA 2025 - MAJOR LINES OF INQUIRY, INTERESTS AND ASSOCIATED QUESTIONS

PART 1 – HISTORY AND CURRENT STATE OF AFFAIRS

The study commenced with a summary of the current mandate and activities of the UNTDA.

The mission is to identify, preserve, and promote the history and values of Naval Reserve Officer training in Canada, and in particular, to honour the cardinal citizenship ingredient and pan-Canadian involvement.

Members of the Association have a continuing interest in the Royal Canadian Navy and a particular respect and admiration for the original UNTD program.

The Association records and curates an archive of information relating to the Naval Reserve training programs, their members, and their accomplishments.

Connectivity is offered through the regular sharing of information and participation in activities aimed at ensuring everyone can feel 'counted-in.'

The primary use of member dues is to support reunions, various heritage initiatives and incidental costs of running the organization, particularly its web site.

The strengths of this mandate are felt to be:

- Unique national focus upon the Naval Reserve
- Powerful membership list
- Linkages to support services and like organizations (NAC)
- Camaraderie, including regional and national gatherings of members
- Capturing of informal (anecdotal) history
- Historical / commemoration efforts relevant to Naval Reserve

QUESTION 1 WHAT OTHER STRENGTHS ARE OFFERED BY THE ALUMNI MODEL?

Summarized responses relative to mission

- There was almost complete consensus among the interviewees that the UNTDA continues to have great value and is fundamentally a legacy organization in that it is aimed mainly at those who are either retired or nearing retirement from the Naval Reserve.
- Inspired originally by camaraderie, the organic evolution over time of the UNTDA from a regional reunion to an association with a national footprint (not unlike that of the Naval Reserve), offers an interesting range of options for possible evolution or expansion, subject to the desires of the membership.

- The bond of shared naval experience is clearly the overarching catalyst, with one interviewee speculating that the persistence of the relationships in the association was a reflection of the intensity of the original training experience. Another recalled a quote from a former Admiral to the effect that “The people I feel the most comfortable with are (or were) naval officers.”
- While interest in naval affairs is another motivation for membership, it was acknowledged by one that other fora, notably the Naval Association of Canada, which styles itself as the (quasi) ‘professional association’ of the members of the naval profession of arms, are more suited to professional development and current affairs discussions. That said, the Hose vision of a credible and informed voice of and for the Navy and Naval Reserve in every city – in this case oriented at the recall and commemoration of its history – is de facto embodied in the UNTDA today.
- Finally, as a group, UNTDA members have also made a significant contribution to Canadian society, one remarking that “the various NROC training schemes were for many foundational to their future civilian and naval successes in life. These successes deserve to be celebrated and recorded.”
- As such, the collecting of stories, photos, records and other legacy accounts is a widely supported effort, with the acknowledgement that “no one will preserve our legacy and tell our stories better than we can.”

Recommendations relative to mission:

- Continue the trajectory of a legacy-oriented association aimed at, though not exclusive to, retired or soon-to-be retiring members of the Naval Reserve or members of the RCN with roots in the Reserve.
- Emphasis should continue to be placed upon social connections, shared experience and the mission of documenting, celebrating and communicating our storied history.
- Preservation of the UNTD and post-UNTD legacies will not only ensure comprehension and remembrance of the crucial role played by Canada’s citizen sailor officers in the past, but may also contribute to better- informed contemplation of future Reserve policies and programs.

Summarized responses relative to Membership:

- The majority of interviewees saw the broadening of membership as a fait accompli. Focus upon the UNTD, with its distinct, post-war, elite reputation, ended long ago and is not truly relevant for the post-1980 cadre of officers. The attraction of the newer cohorts would necessarily expand attention beyond the specific legacy of the UNTD and the efforts currently underway to capture the subsequent eras of Naval Reserve (officer) training and experience are appreciated; the Board itself is now reflective of the several different iterations of reserve officer training scheme post-UNTD.
- Different responses however tackled different options for opening eligibility beyond simply the expansion to the post-UNTD officer training scheme, including whether to include non-officers, or non-university graduates. Were UNTDA to retain its officer mandate, membership would likely continue to be rather limited. Noting that a very high proportion of non-commissioned members of the contemporary Naval Reserve are also university graduates, a widening to include all members of the Naval Reserve who are also university graduates could be considered, but inevitably it would lead to the option of simply opening the membership to all.

- One interviewee recalled the evolution of the NAC from the NOAC was in part driven by the RCN observation that if it were to represent all naval voices and not only those of officers, it would be more credible in its advocacy. This might now apply to the UNTDA, were it to state that the common bond is that of Naval Reserve experience, whether degreed, commissioned or not. A few felt strongly that including all ranks would best reflect the much increased state of education and development across contemporary Canadian society.
- That said, one interviewee cautioned that younger generations do not join service clubs and organizations as once was the case, that connections today are often achieved by other (virtual) means, and that the offering of the future UNTDA must be quite compelling if membership were to expand in the younger cadre, which the mission of legacy alone may not deliver.

Recommendations relative to membership:

- Acknowledging that no clear consensus upon membership qualification emerged through the recent consultations, it is recommended that the Membership Committee (or an ad hoc working group to the Membership Committee) be asked to analyze options for possible future expansion of membership eligibility for the UNTDA.
- It is recommended this study be completed, presented to the Board or membership and a decision be taken in time to communicate this decision no later than the Naval Reserve Centennial, in 2023.

PART 2 - LOOKING FORWARD

Acknowledging the rich ‘alumni’ role of the UNTDA to date, the expanded membership could offer a number of opportunities, including a larger resource base of funds through membership dues and potential volunteers for initiatives, and a geographically dispersed network across a slightly younger, mid-career cohort of members.

QUESTION 2 HOW COULD THE EXISTING ROLES BE STRENGTHENED?

Many responses could be captured and summarized within three themes:

1. “Connect“

- The strongest attraction remains that of keeping in touch with old friends, which seems to strengthen at the point of mid-career. The original anchoring of the UNTD in their universities has been replaced in the post-UNTD era with connection to either Naval Reserve Division or ‘course’ (usually Basic Officer Training course). Even more recently, the KINGSTON Class era has weakened reservists’ affiliations to NRDs; if anything, the common bond for them may be ship (increasingly including HALIFAX class), or operation / mission.
- Notwithstanding the challenge of bringing together an increasingly diverse group of people, the national footprint, and the concept that one has ‘a shipmate in every city’ across Canada, is not only valid but motivating, and for some, the opportunity to learn more about the connections that newer generations have to ORCA, KINGSTON or

other classes of ship or operations is intriguing. One interviewee suggested that the 'course reunions' were also a rich seam to mine for to fill out gaps in the training lists.

- It was also observed by one interviewee that, without a sustained formal collaboration with the Naval Reserve or RCN, the UNTDA was less of a true 'alumni' association and more of a 'club' of like-minded colleagues.
- Therefore, a focus upon (re-) creating functional connections with the Naval Reserve Headquarters and the RCN was recommended, and in particular, more frequent and meaningful interaction with NRDs (including Regional Captains(N)), in a way that is mutually beneficial, should be explored as a first priority. Special attention would need to be given to the Quebec –based NRDs, the newer ones of which have no UNTD history. Mess engagements could add to the social connections. Having recently identified NRD contact persons, the initiation of a dialogue with NRD command teams to explore mutually beneficial collaborations is also recommended, but Naval Reserve Headquarters will be key to a common understanding of intent.

Recommendations relative to Connect:

- A strategy to reconnect and reengage the Naval Reserve and RCN should be developed through an appropriate standing or ad hoc committee, and under the auspices of the Executive Committee.
- This strategy should identify common ground and opportunities to create social connections and projects of mutual benefit or interest, including potential 'signature' shared events or initiatives, and may consider two stages of engagement: efforts leading up to the Naval Reserve Centennial, and efforts beyond 2023 as a 'steady state' of sustained, joint support and connection.
- The current discussions for collaboration on events during the Centennial present a special and important opportunity to increase awareness of the UNTDA across the broader Naval Reserve population.
- It may also engage other Reserve associations or advocacy groups as may also be beneficial.
- It should be initiated as quickly as possible, building upon the current efforts to identify contacts in each NRD city.

2. "Remember"

- Thoughts for enhancement of the current efforts were offered, starting with the need to capture the different eras of Naval Training in the archive project. One interviewee asked about whether the Annual Historical Reports could be sourced to assist in telling NRD stories; another recounted the removal of the original UNTD records from Cornwallis and a possible search establish their location today. Others noted that specific individuals, such as the former SNRA / COND / COMNAVRES (and Command Chiefs) could be interviewed to recall decisions and events that shaped the Naval Reserve. To that end, more formal agreement with CAF historians, naval

museums, the War and History museums, Library and Archives Canada and the like may be considered to enhance this 'remember and commemorate' caretaker role.

Recommendations relative to remember:

- Building upon the inventory of past and current archive and commemoration efforts, including the recent Citizen Sailor Virtual Cenotaph project, an ad hoc committee or working group should be struck to develop a list of projects which could be led by, if not entirely delivered by, the UNTDA.
- Projects should, generally speaking, seek to preserve important Naval Reserve UNTD history for future generations of Canadians, increase Canadians' awareness of the benefits of the Reserve, be achievable from a resource perspective, and consider which may be special projects aimed at the Centennial, and which may be sustained efforts over time.
- Discussions to explore opportunities to partner or contribute to projects or programs with the War Museum and the various Naval Museums should be initiated in parallel - and as quickly as possible - in aid of establishing priorities or funding mechanisms/supports within their budget cycles.

3. "Membership database"

- Many noted that the ever-increasing database of contacts is extremely valuable and that the UNTDA website (and 'Count Yourself In' campaign) is the only historical record of those who passed through the programs.
- On the one hand the efforts to continue to expand and complete the record of those who participated in Naval Training is a main effort of the UNTDA expansion and legacy-recording, on the other hand it will require some thought as to how to appropriately steward and manage this valuable information. Such lists must inevitably protect against actual and perceived vulnerability to avoid reluctance in potential members to 'join'. While such data is increasingly understood as potentially having monetary value, UNTDA may eventually need to establish a clear vision and policy for how it will safeguard and use such data, and what consents it might require.

Recommendations relative to membership database:

- As current efforts to expand the known list of Naval Reserve Officers are meeting with success, consider requesting NRD support to spread awareness of the campaign through their webpages / newsletters etc;
- Seek advice on the appropriate mechanisms to steward and protect the membership and list data, including obligations associated therewith, and the communication thereof.

QUESTION 3 COULD ADDITIONAL ROLES BE CONSIDERED?

- In the short term (before 2023)?
- In the longer term (2023 and beyond)?

1. Mentorship

- The concept of either formal or informal Mentorship was raised by some as an alumni-type activity which could be created through consent to share some additional biographical information such as profession or occupation, other volunteer or social affiliations. This could create secondary connections within the otherwise very diverse membership, enabling intergenerational or civilian or military professional linkages which could be attractive to potential members.

2. Awareness Platform – Services Affiliations

- One interviewee raised the idea that UNTDA should increase awareness for its membership of supports and services aimed at former and currently serving CAF members. Chief among these was the recommendation to establish a connection with Veterans' Affairs Canada, in aid of transmitting important information on benefits, programs and services to which all UNTDA members may be eligible.
- Likewise, the Office of the CAF Ombudsman and Canadian Forces Morale and Welfare Services could be considered; the latter offers client programs and services, including the *CF One* card which offers discounts with a range of goods and services suppliers.

3. Awareness Platform – Like minded associations

- Generally speaking, the UNTDA webpage could include links to the various CAF, advocacy and like- ally or -industry associations. Some noted that their other service or social organization 'push' information to them; whether a cyclical mail-out would be welcomed – and could be sustained - could be explored.

4. Endowment / Foundation

- Several advocated for the creation of an endowment/foundation that could be used for charitable opportunities. Links either to existing navy-inspired organizations or similar (RCN Benevolent Fund, HMCS SACKVILLE) could be analysed. This potential foundation or endowment could create awards and bursaries to assist Naval Reservists, with possible links to the founding UNTD universities, or fund post-graduate research into the benefits of the impact of Reserves upon broader society. These initiatives could all align well with the original mission and spirit of UNTD.
- Some members have experience in establishing charitable status and could be consulted to that end.

5. Communities

- One interviewee noted that there is a great opportunity to forge deliberate connections to the communities themselves - the cities and towns from which the Reserve and RCN drew so much strength. While reserve units often receive recognition, the UNTDA could, as a book-end, bring attention to the civic/civil society accomplishments of local members of the Naval Reserve.

6. Miscellaneous

- Alumni travel group trips, cruises (past precedent, could align with NAC, Navy League in themed excursions)
- Insurance policies, other alumni-style benefits
- Memorials – expansion of past efforts (Sackville Naval Trust; Shipbuilders’ Memorial in Vancouver; Crow’s Nest etc)
- Centennial as a Catalyst
 - The Centennial of the Naval Reserve presents a very important opportunity not only to add to the commemorations, but also, in that moment in the national spotlight, to announce a new path forward for the UNTDA. Signature projects will enable focus and motivation across the membership.
 - Several expressed the desire that the commemoration as whole be ‘done well’ and that it is an opportunity to share and motivate; to inform through remembering – in convivial social settings.
 - That said, the timeline to the Centennial is very short for any ambitious projects, made more challenging by the apparent lack of focus by the RCN on the Centennial events planning and commemoration.
 - Optimistic nonetheless, members see the UNTDA as a valuable resource to support the Centennial, including in collating historical information and records on the Naval Reserve as a whole and for individual NRDs. One member recalled that a number of officers contributed to the history of the RCN leading up to and during the Canadian Naval Centennial (CNC) and felt that there is an opportunity to leverage this UNTD knowledge and oral history now for the Centennial.
- One member hoped NRDs would become ‘open houses’ to former reservists and 2023 could essentially be a reunion for all naval reservists.
- UNTDA could also offer the RCN strategic communications teams a platform to relay key messaging etc. Specific ideas:
 - Letter to Prime Minister or Minister of National Defence from UNTDA urging the RCN to announce a plan for the commemoration of the Naval Reserve Centennial.;
 - Centennial video – Story of the Naval Reserve;
 - Tell the story of Naval Reserve as the trailblazer in culture change;
 - Plaques in NRDs with names of those former members who died in service to their country or who went on to play leading roles in their communities or civil society (see Parks Canada’s “Hometown Heroes” program);
 - Tell the stories of ‘eminent Canadians’ who were members of the Naval Reserve in short video biographies or compilations;
 - A special edition ‘Untidy Tales’; NCdts back to the 1940s.

- Could other signature initiatives be considered?
 - “Did you know / On this day in the NR...”
 - Expand upon / co-opt the ‘Pigboat Navy’ idea: Facebook / other
 - Ship / mission-oriented solicitations for input: “Did you sail in NANAIMO’s coastal transfer of 1996? Share your photos and memories...” etc
 - Explore opportunities with the Canadian War Museum
- Finally, noting how foundational naval experience was on the path of so many Canadians to their own personal accomplishments – and observing today the enormous level of interest in the Cadet programs among new Canadian communities, could reserve membership be advocated for to help expedite the path to Canadian citizenship?

Recommendations relative to additional roles:

- The various ideas listed above could be grouped first by logical committee association, and then by timing for consideration and implementation.
- For example, ‘Awareness Platform’, ‘Communities’, ‘Centennial initiatives’ beg priority review, assessment and possible implementation before, or in time for the Centennial ; ‘Mentorship’ and ‘Endowment’ may take a slightly longer time to establish formally.
- It is recommended that Executive Committee review and propose a mechanism for consideration of the above recommendations, including tasking to the appropriate governance /committee body.

QUESTION 4 HOW COULD THE UNTDA BE MORE APPEALING OR RELEVANT TO NAVAL RESERVE OFFICERS TODAY?

- Several stated that they do not know what could be attractive to the Naval Reserve officers of today, but assume that some motivations are ubiquitous – the social connections, enabling both a sense of connection but also potentially a professional networking resource as captured above by the ‘a shipmate in every city’ ethos. Others agreed that the historical aspects would be attractive to many currently serving reservists, as a way to connect them into the deeper history of their unit and city, strengthening their feelings of belonging, tradition and pride.
- One suggested looking at the RMC alumni organization as a model for making the UNTDA relevant and appealing, as it has been successful in organizing reunions and keeping its membership informed. It also provides a valuable resource for keeping members informed about other members.
- General consensus was that UNTDA should remain aimed primarily at the retired member of the Naval Reserve/RCN and that the social aspects would always need to be a primary motivation – this will always be attractive if well executed. In that, a focus upon expanding the use of social media would be essential to reach the broader next generations.

Recommendations relative to appealing or relevant:

- The Membership committee, or an ad hoc working group thereof, could study other similar associations for membership engagement methods aimed at younger cohort and, in alignment with greater NRD outreach efforts, seek input from NRD leadership as to how to

'force multiply' communications efforts for awareness and eventual recruitment of naval reservists.

QUESTION 5 COULD RELATIONSHIPS WITH EXTERNAL STAKEHOLDERS (CANADIAN WAR MUSEUM, NAC, OTHER RESERVE ASSOCIATIONS (NAVAL OR OTHERWISE), SERVICE SUPPORT PROVIDERS, VETERANS' GROUPS, INDUSTRY ASSOCIATIONS) BE ADDED / STRENGTHENED?

- The cardinal relationship to re-establish and develop with a purpose is that with NRDs, and by extension, with Naval Reserve Headquarters, both in physical presence at units, but also as a conduit for news and updates on the state of the Naval Reserve and of the RCN/CAF. Joint, persistent projects could also be established and pursued through formal or informal charters.
- Beyond this, UNTDA could explore initiating a program of oral histories, through linkages to the museums / LAC or universities (UVic has an oral history program as does the Canadian War Museum).
- The Conference of Defence Associations Institute (CDAI) was also suggested as a link, as a valuable organization for bringing together military associations to an annual gathering that had the ear of the MND and CDS, who would speak at the annual conference.
- Otherwise, it was recommended that a separate inventory of relevant organizations be executed and reviewed for possible collaboration / engagement. Considerations include:
 - The UNTDA could / should be a logical 'conduit' to NAC membership, and possibly vice-versa. That said, the UNTDA orientation to the Reserve argues for the continued separate and independent status for UNTDA.
 - The Naval Museums are a second line of effort in support of the broader legacy role of UNTDA.
 - Canadian Forces Liaison Council (reserve advocacy with employers)
 - VAC for benefits and services (as noted above)
 - LAC and museums for history and legacy projects, care and archiving (as noted above)
 - Linkages to merchant marine or seafarers missions
 - Shipbuilding industry
 - News / media 'round up'
 - *Nauticapedia*, BC based, BC maritime history; biographies including RN and RCN figures
 - The RCAF Association was brought up by one interviewee as an excellent model of an association that includes officers and NCMs, offers a very professional, well-run website, vision, mission and guiding principles statement, clear linkages with the RCAF and a trust fund. That said, it includes advocacy in its mission, and has very formal, structured governance at national, regional and local levels, likely more ambitious than UNTD would require.
 - Similarly, the Navy League is the original advocacy group for sea power (including RCN and Canadian Coast Guard) in the Canadian context, but also partners with the

CAF in delivering the Sea Cadet program. It also offers insurance policies for the conduct of cadet activities.

Recommendations related to relationships with external stakeholders:

- The Board, through the appropriate standing or ad hoc committee (possibly under the auspices of the Executive Committee) should consider developing a formal cooperation agreement with NRHQ, including possibly stipulating coordination of efforts with the Naval Museum in Quebec City
- Similarly, an inventory of possible 'like-minded' institutions should be created and assessed for potential opportunities for mutual support or co-developed initiatives / projects (including Centennial efforts).

QUESTION 6 SHOULD THERE BE AN EXTERNAL ADVOCATE FOR RESERVE ISSUES WITH THE RCN?

- While most were reluctant to establish advocacy as an official and persistent line of effort (as with the RCAFA, Navy League or NAC for example), some were keen on advocacy on an ad-hoc, issues basis, assuming a response to an issue could be developed. One argued that soft advocacy was an ongoing fact of UNTDA while others were firmly opposed to any formal advocacy role for the Association as it is currently constituted, because it would be unlikely to be able to speak with a single voice.
- One interviewee reminded that the Maritime Defence Association of Canada (MDAC), largely comprised of naval reserve officers, had in the past a similar role in lobbying government for support to the RCN. The difficulty that arose was the conflict of serving officers lobbying government thus inhibiting serving reserve officers from membership in any external organization that officially advocates for reserve issues.
- Given that there are a number of former UNTDs with some public profile, there is the potential for the UNTDA to speak with authority on certain issues; however should the membership decide to pursue such a soft 'reactive' advocacy role, the aim and roles and responsibilities should be discussed - if not necessarily aligned with - with RCN/NR command to ensure transparency.

Recommendation relative to external advocate for reserve issues:

- Although taking a reactive approach to the idea of 'advocacy', the Board may solicit a list of names of members who may be willing to support advocacy / opinion campaigns, though drafting letters, editorials and the like, or speaking in public. This may be either in reaction to public policy events, or to further a UNTDA project or initiative. This should exclude any members who remain active in the Reserve or Regular Forces.

QUESTION 7 OTHER THOUGHTS RE RECOMMENDATIONS CONCERNING POSSIBLE ROLES FOR THE UNTDA?

- In addition to the focus upon our collective history, more than one member proposed the hosting of lectures or symposia/colloquia with local universities, NACs, Navy League or the like which could be either or history- or more current-affairs-based. The national footprint could enable coordinated regional or national discussion, or equally enable local themes based on local expertise/ member availability. Today's remote / virtual technologies mean that lectures and discussions need not be limited to local participation.
- The UNTDA membership is rich in members who could speak expertly and could draw interest at the community level.

- Hosted out of NRDs, the benefit would be increased visibility and awareness of local Naval Reserve presence as well.

Recommendations relative to others thoughts on roles for the UNTDA:

- An ad hoc working group which includes representation from all the existing committees, including the Centennial committee, should convene to develop a strategy for how symposia may be executed at the local, regional or even national levels. This could include possible themes for discussion with local NRD contacts for event planning leading up to the Centennial year.
- These themes should seek to increase awareness of the Naval Reserve and its Centennial, to further the goals of better connecting with local NRDs and to increase community awareness of and interest in the UNTDA.

PART 3 - BUILDING ON THE FOUNDATION

Depending on response to previous questions, the governance and structures of the UNTDA could benefit from adjustments.

QUESTION 8 TO IMPLEMENT YOUR RECOMMENDATIONS, WOULD THE VISION OR MISSION STATEMENT NEED TO BE AMENDED?

- Some believed the mission and vision were due to be updated while others felt it remained sufficiently broad to permit evolution and new ideas within the same general themes.

Recommendation relative to would the vision or mission statement need to be amended:

- At the Board's discretion, pending the acceptance, implementation and outcome of the recommendations made here, a review of the vision and mission may be initiated to ensure continued alignment and members' consensus.

QUESTION 9 TO IMPLEMENT YOUR RECOMMENDATIONS, WOULD NEW SUB COMMITTEES OR PORTFOLIOS BE REQUIRED (STANDING, OR AD HOC)?

- The existing committees are the Membership, Communications and Archive committees, and ad hoc NR Centennial committee.
- Illustrative examples might be
 - 'Reserve Affairs' to provide education on past and potential roles of Naval Reserve
 - 'History Project' to enable NRDs to remember and celebrate their historical figures and contributions
 - 'Endowments' for special initiatives / study/projects)
- Some interviewees acknowledged that committees aimed at stewardship could be considered, with other ad hoc committees raised for specific projects. The above list generally captured the main themes. In implementing any new lines of effort, one member suggested coordinating all old and new efforts in an overarching plan in three stages:
 - First: the UNTDA must first seek to be better known across its actual and potential constituencies

- Second: UNTDA should strive to be recognized for the particular strengths and benefits it offers both its membership and potentially to external stakeholders as well;
- Third: once the above are accomplished, membership in UNTDA will be sought.
- The UNTDA should have as its vision to be the association of choice for Naval Reserve Officers.
- More committees would logically evolve to meet any new or strengthen goals. Clear roles and responsibilities need to be established to avoid overlaps.

Recommendations relative to would new subcommittees or portfolios be required:

- Given the variety of recommended ad hoc committee efforts which have emerged from this study, priorities for the UNTDA should be assessed and in order to initiate action, agreement of the governance should be established by the Board.
- To that end, the Board, through the efforts of the Executive Committee, should review and propose a list of priority initiatives, and propose assignment of these priorities to either standing or proposed (ad hoc) committees for action.

QUESTION 10 ANY OTHER THOUGHTS?

Name going forward?

- Once the membership comes to an agreement of expansion and mandate, a change of name should be considered. This will be a challenging but important moment, if UNTDA is to continue with a largely non-UNTD membership.
- Options mentioned included
 - UNTD/NROC Association
 - Naval Reserve Officers Association
 - Naval Reserve Officers Association of Canada
 - Association of Canadian Naval Reserve Officers
 - Naval Reserve Association
 - Naval Reserve Alumni Association
- Others felt these names might sound too much like union-type institutions and hoped for a wider range of options to emerge.

Recommendation relative to name going forward:

- The Board should consider striking an ad hoc committee to solicit and explore new names for the next version of the UNTDA, with the general goal of announcing such a new name in time for the Centennial.

Incorporation and Dues

- Several members proposed that the optional payment of dues - including no "fundraising" - has been an attractive feature. Lifetime membership based upon a set number of years of dues could be formalized however it is also possible that if the Association wanted to fund projects like the *Memory Project* and clearly articulated the links to dues or donations, there would be more support for a permanent annual dues structure.

- Another observed that without paid staff such as an executive director, not much more ambitious efforts could be taken on. This too would tip the scales toward a more formal, mandatory dues structure.
- While there is little interest in formally taking on permanent benevolent (fundraising) roles - beyond those advocating for the management of an endowment - fundraising could be pursued on a special project or ad hoc basis, subject to alignment with core principles and willingness of membership to participate or contribute
- Finally, membership should consider incorporating with not-for-profit status in order to access funding for projects, and to enable formal fundraising activities. This would entail more formal governance however.

Recommendations relative to Incorporation and Dues:

- Noting incorporation discussions are well underway, analysis of options may be advised to consider the opportunities or constraints incorporation may offer to the various possible futures for the UNTDA as expressed above.