



7th Toronto Regiment, RCA Family Strategy 2015

February, 2015



*7th Toronto Regiment
Royal Canadian Artillery
Regimental Family Strategy*

February, 2015

7th TORONTO REGIMENT, ROYAL CANADIAN ARTILLERY
FAMILY STRATEGY 2015

References:

- RCA Regimental Family Strategy 2015
- 7th Toronto Regt RCA – CO’S Campaign Plan 2013-15, CONOPS
- The Constitution of the Regimental Senate of the 7th Toronto Regiment, R.C.A., 16 May 2011
- Toronto Artillery Foundation Business Plan 2015

Prelude

7th Toronto Regiment, RCA is part of the Family of The Royal Regiment of Canadian Artillery, hence it is important that readers understand the higher concepts of the Royal Regiment. This lead section is a virtual copy of the information in the RCA Regimental Family Strategy. Subsequent sections more or less follow the format of the greater RCA Family Strategy. It is recommended that readers also understand the Commanding Officer’s Campaign Plan, referenced above and other key documents listed as references..

Aim

The aim of this document is to set out and explain the Family Strategy of 7th Toronto Regiment, RCA for the year 2015 and beyond, to provide focus, cohesion, clarity and momentum to the non-operational, non-public initiatives and activities of the Regimental Family of 7th Toronto.

Together, as Members of an Extended and Cohesive Family of The Royal Regiment of Canadian Artillery

The Royal Regiment of Canadian Artillery - also referred to as “The Royal Regiment”, “the Regiment” or “The RCA” - comprises the Regular and Reserve units of the artillery corps of the Canadian Armed Forces (CAF). It is a potent and vital force multiplier within the spectrum of the Canadian Army’s combat capabilities and has a long and illustrious record of contribution to the success of our Nation’s military operations from colonial times to the present. At the head of the Regimental Family are the Sovereign – our Captain-General; the Colonel Commandant; and, the Senior Serving Gunner. Other Senior Regimental Appointments include the Director of Artillery (DArty), the Regimental Colonel (Regt Col) and the Regimental Sergeant Major (RSM) RCA. Honorary Colonels and Lieutenant-Colonels support Reserve Force artillery units as Regimental Family enablers on behalf of their unit COs, and provide a valued link to local



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communities as do, for all units and the RCA as a whole, “friends of the Regiment” by being able to access channels and networks not normally accessible to the serving chain of command.

In keeping with the philosophy, history, traditions and customs of the Army’s regimental system, The Royal Regiment is also deemed to constitute a family - the Regimental Family. This Family is one that embraces the entirety of serving, former and retired Regular and Reserve Force Gunners as well as their own family members, the members of our associations and friends of the Regiment. In a broad conceptual or philosophical sense, the Family includes all of those who wear or have worn our cap badge, plus the many civilian community members who support us both in and out of uniform. It is the old adage “*Once a Gunner Always a Gunner*”.

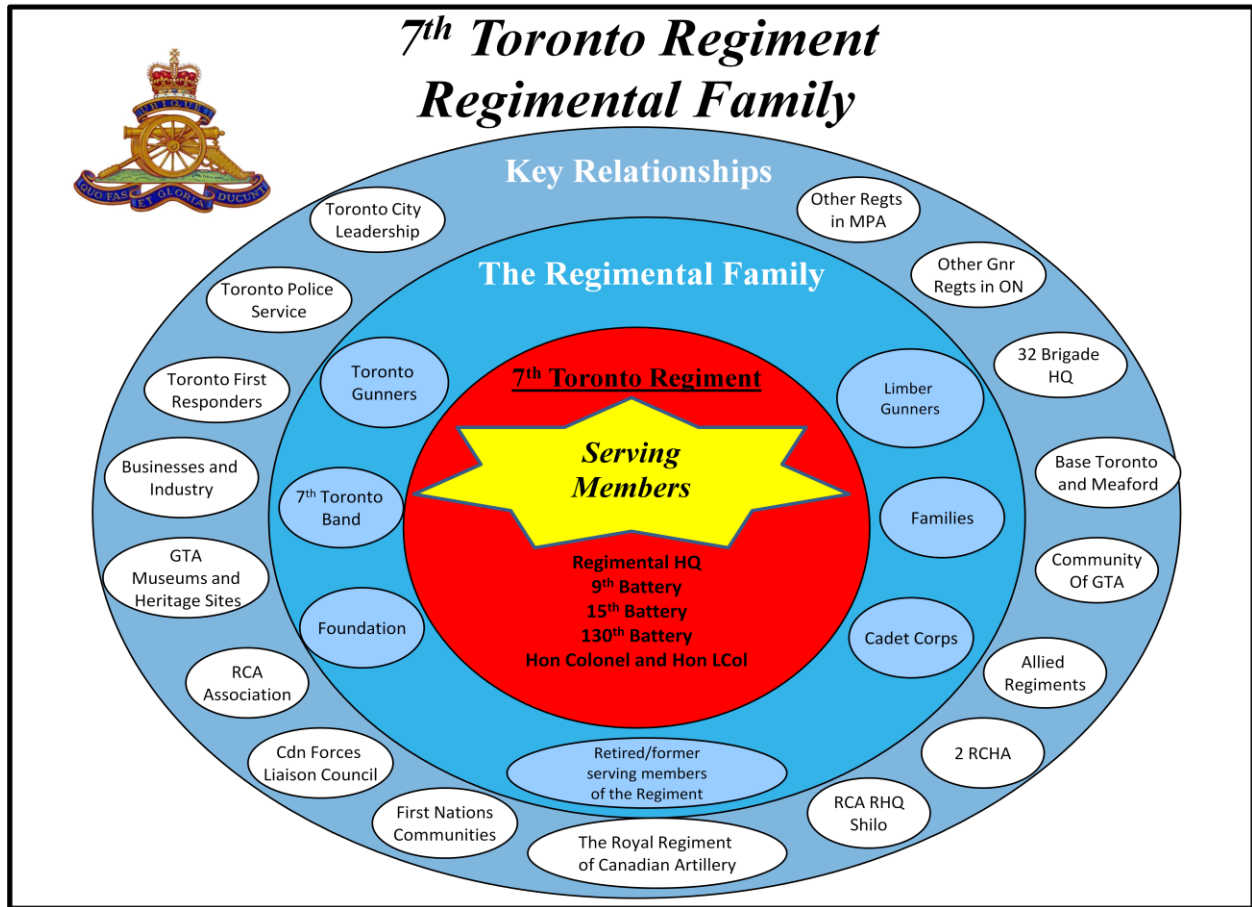
Gunners demonstrate a remarkable level of cohesion and common purpose, everywhere. The solidarity and unity we project, with many of our members distributed around the country and the world – connected or not – define us as Gunners; they identify us as an extended and cohesive family and offer a firm base upon which to lay the foundation of our governance structure. Gunners across the country form a recognizable community. As such, we celebrate and acknowledge the need to build on the admirable service and renowned achievements of Gunners everywhere, past and present, as we accept the necessity to promote the well-being of the Regimental Family at large. We are “broad-based and national in nature”; we share a heritage which is rich and vibrant – one that needs preservation, protection and promotion; we have a history to recount and a legacy to honour. “Tomorrow and beyond, the men and women of the RCA will go, as they have gone throughout our history, wherever Canada calls – Ubique!”

The 7th Toronto Regiment Regimental Family

7th Toronto Regiment, RCA (7th Toronto) has a proud and glorious past. The modern 7th Toronto carries on the lineage of its predecessors, and continues to promote the values, customs and traditions of the past while meeting the opportunities and challenges of today and tomorrow. Our Regimental Family is inclusive – i.e., it includes many elements, greater than the operational regiment. Foremost, of course, is 7th Toronto Regiment, RCA – the operational unit which provides Artillery capability to 32 Brigade, 4th Canadian Division, and the Army, and supports the Royal Regiment with augmenters and operationally tasked components as required for both domestic and contingency operations. Our Regimental Family includes our Honoraries, the 7th Toronto Regiment Band, the Toronto Gunners, the Toronto Artillery Foundation, the Limber Gunners, our affiliated Cadet Corps, the immediate families of 7th Toronto and the former and retired Gunners, mostly in the Greater Toronto Area (GTA).



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As shown in the illustration above, our extended family makes us more than simply “artillery in operations”. All constituents and stakeholders have a bond and a common cause – to support the operational arm of our Regimental Family. We have strength, resilience and durability because we are united in purpose – serving, supporting or working with the 7th Toronto.

Key relationships are essential for the health, well-being and success of the Regiment and the Regimental Family. As can be seen in the Family diagram above, 7th Toronto and its Regimental Family are inextricably connected to the RCA as a whole, the RCA Association, our affiliated Regular Force Regiment 2RCHA, our fellow units in Moss Park Armoury, the leadership, citizens and businesses of Toronto, and many other stakeholders and constituents. These relationships make us stronger as a Family.

A Family With Sense of Purpose and Direction

The Family Strategy provides 7th Toronto Regiment and all constituents of its Regimental Family a sense of purpose and direction. It provides guidance to get the right things done right. It



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establishes and articulates our direction and path for the future; it sets us up to advance as a strong and united force, with vision and purpose.

The Vision of 7th Toronto Regiment

The following broad, all inclusive and forward-thinking statement describes the aspirations that 7th Toronto Gunners have for their future as an operational entity and as a family. The statement is about what we want to become; it should resonate with all members of the Family and help them feel proud and part of something much bigger than themselves; it gives shape and direction to our future and brings us all together.

7th Toronto Regiment, Royal Canadian Artillery – The Vision “Once A Gunner, Always A Gunner”

Gunners comprise a cohesive Regimental Family of serving and retired members, regular and reserve, loved ones and friends. Our extended family unites us in our beliefs and direction as we sustain an operationally relevant and tactically decisive team that serves with honour. Together, we build on our respective strengths and bolster our family ties so as to support our serving soldiers and their families and support them as they discharge their operational mandate, at home and abroad.

We assure leadership excellence through the informed development of our next generation; we promote the relevance of, and design for, effective Artillery capabilities in the future; we sustain those who are serving today; and we perpetuate the memory of those who have come before.

Justifiably proud and united in purpose, the Regimental Family connects us all, reinforces mutual loyalty and nurtures a supportive network of partners as we celebrate our heritage, honour those who have served, enable the success of those who serve today; and secure the future for those who will follow.

Mission Statement

This *Family Strategy* consists of the intent and the desired outcomes that, together, we are determined to achieve. As we engage the key constituents that make up the core of The Royal Regiment, we leverage their talents towards the fulfillment of our mission. This common mission promotes the unity and cohesion of the Regimental Family across the country.

Mission

To foster a credible, relevant, cohesive and valued 7th Toronto Regiment



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The Centre of Gravity of The Royal Canadian Artillery

The “Centre of Gravity” is defined as: ***“the hub of all power and movement upon which everything depends.”***

The centre of gravity of The RCA is that characteristic or capability that enables us, as a family, to accomplish our objectives. Our centre of gravity is the source of our strength.

Centre of Gravity of the RCA
Our credibility in operations and as a cohesive Regimental Family

The Centre of Gravity of 7th Toronto Regiment

For many years a small handful of tremendously dedicated people, in and out of uniform, have kept 7th Toronto and the Regimental Family active, vibrant and successful. Often it is the same people helping out in numerous roles and activities. Their efforts are applauded, but they cannot keep this up forever.

It is clear that in the future the Centre of Gravity for the success 7th Toronto Regiment Regimental Family Strategy will be **people – people collectively committed to seeing the Regimental Family grow, evolve and thrive**. We need enough people with the right skill sets and motivation to move forward with focus, purpose and direction. We need the right leaders with the right stuff. We need willing workers and supporters. We need a wide range and great depth in volunteers and donors. We need many “friends” in and out of uniform. 7th Toronto’s Command Team, the leaders of the Senate and Foundation Board, the leaders of all our Association, Band, Limber Gunners, Cadets, Messes and so on are all so critical to our success, and their first and major task is to attract, engage, develop and motivate the right people. Implementing our strategy and following through with relevant, effective and successful action depends on us having the critical mass of the right people on our team.

Centre of Gravity of 7th Toronto Regimental Family
People – the right number of the right people doing the right things for 7th Toronto

The Values of The Royal Regiment of Canadian Artillery

The Army’s “ethical warrior ethos” provides guidance to all Gunners in difficult ethical situations, be they serving or retired, Regular Force or Reserve, or members of our many associations. The basic tenets of this ethos are complemented by a set of values to which we adhere. These values strengthen relationships amongst the constituents of the Regimental



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Family and contribute to the development of unity; they tell where we stand and what we believe in; and they provide guidance for the ways by which we will achieve success.

- **Loyalty.** To Canada, the Canadian Armed Forces, the Royal Regiment, 7th Toronto and fellow Gunners.
- **Integrity.** We are personally and collectively accountable for the highest standards of behaviour in all aspects of our soldiering. We are committed to act in an ethical, honest and fair manner.
- **Devotion.** We seek responsibility, accept accountability and are committed to the successful achievement of our vision and mission. We exist to serve together. We serve with pride together.
- **Courage.** We have the courage of our convictions. We stand for what is right and we are prepared to take risks in our quest to achieve what is important for the Regiment and our fellow Gunners.
- **Perseverance.** We persist through time and adversity in the pursuit of our goals.
- **Honour.** We serve with integrity and demonstrate uncompromising moral behaviour and conduct in all our actions. We respect and honour those who have preceded us. We respect, cherish and celebrate our history, heritage and traditions.

7th Toronto Regiment's Strategic Objectives and the Lines of Operation

Given the complex environment in which the members of The RCA now operate at home and abroad, the requirement to provide relevant and timely advice on Artillery matters to the senior leadership of the Canadian Armed Forces, and in particular the Army, remains crucial to the advancement and the relevance of The RCA, both as an operational entity and as an institution. When we engage with others, we need to have a plan with targets identified; desired effects known; and our “fires” delivered at the right time and place. Similarly, when it concerns what it is to be a Gunner and to belong to the extended Family, we need the means by which to articulate and share our aspirations as we seek the desired level of cohesion. In both instances our efforts will be structured and consolidated along Lines of Operation. This construct provides us the ability to guide and direct our contributions as we seek to achieve the following strategic objectives:

7th Toronto Regiment's Strategic Objectives






-  Maintenance of the Regiment's operational and institutional credibility within the Army and the communities with which it is associated, today and tomorrow.
-  Achieving the capacity to meet the non-public wants and needs of the Regimental Family.
-  Become recognized as one of the best Regiments and Regimental Families in the Brigade, the Division and the RCA.



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The Lines of Operation framework allows us to link the various elements of the vision and mission statements and the key domains of activities undertaken by the many constituents of 7th

The Lines of Operation

-  **Line of Operation 1**
Develop and generate the capabilities that will sustain the Regiment in operations and meet operational commitments
-  **Line of Operation 2**
Assure excellence in leadership through succession planning and the development of our people (tactical, professional and trade/skills development)
-  **Line of Operation 3**
Nurture the family institution
-  **Line of Operation 4**
Connect with Canadians
-  **Line of Operation 5**
Celebrate our Heritage

Toronto. They also serve to help us set priorities of effort, maximize the use of our resources and identify any gaps in our effort. At a secondary level, they drive the formulation of subordinate goals and objectives - mobilizing the efforts of 7th Toronto into a unified undertaking

In the domain of operations and succession planning/ personnel development (Lines of Operation 1 and 2), the Commanding

Officer remains the authoritative individual and the key link between the 7th Toronto and the Brigade Commander, providing effective counsel on all matters concerning personnel, equipment, operations, training and leadership succession.

The well-being and the orientations of The RCA as a Regimental Family and as a Canadian institution are also very close to the hearts of all Gunners, recognizing that the promotion of family identity and pride belongs not only to the leadership but to every member and organization within the Royal Regiment. As we advance in time, the Family secures the means by which to focus on operations with purpose while it nurtures its ability to look after its members. Here, our beliefs, values, and ambitions are expressed in Lines of Operation 3, 4 and 5. Efforts along these Lines of Operation demands consistency and unity in approach so that our actions on these matters is recognized as wholesome and truly reflective of all constituents of the RCA.

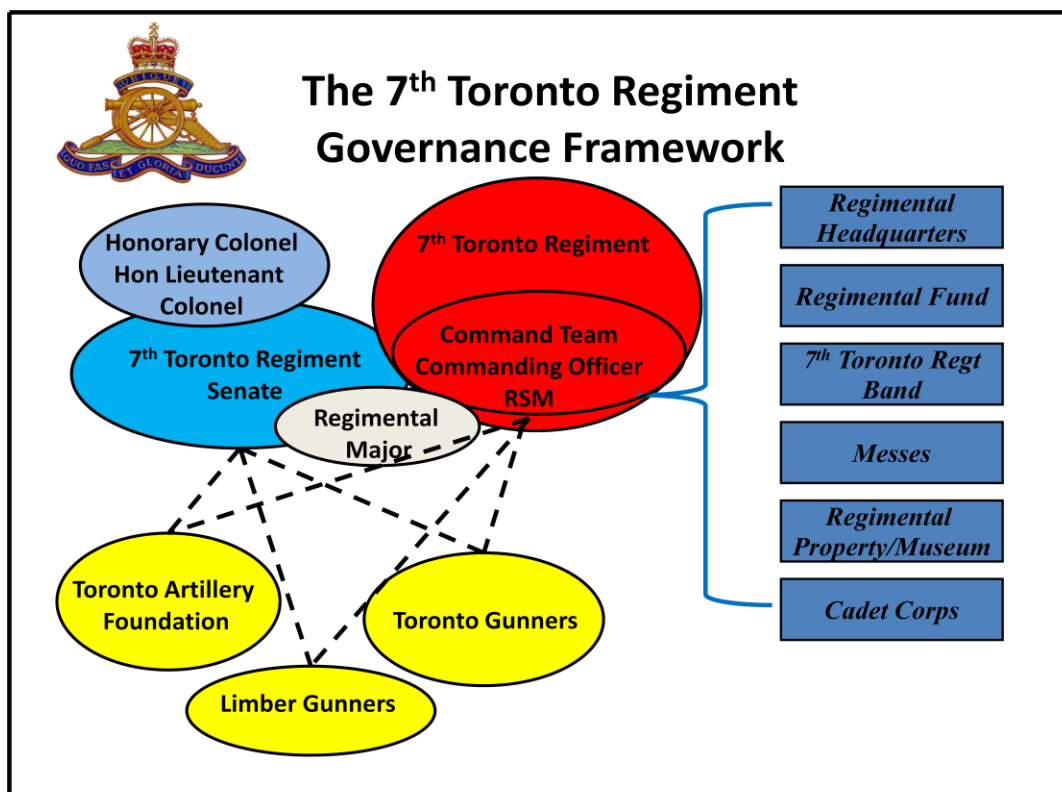
These Lines of Operation match those of the RCA as a whole – and this is important. All components of the greater Artillery Family should be consistent in their strategic concepts and their approach to implementing their part of the RCA Strategy.



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Effective Governance

As described hereunder, 7th Toronto has developed the necessary components for an effective governing framework by which to ensure that we maintain a sound footing and move forward with purpose and in balance across the lines of operation. Like “Fire and Movement,” the Regimental Family provides the Fire Support Base enabling 7th Toronto (the operational arm) to manoeuvre.



7th Toronto Regiment Senate

Foremost among the governing bodies of The Regimental Family is the Regimental Senate, whose work and guidance make it possible for all constituents of the Family to commit to a shared vision and fully engage in the pursuit of our objectives. The Senate is mandated to promote and preserve the long-term well-being of 7th Toronto and ensure the furtherance of its interests – focussing on Lines of Operation 3, 4 and 5. Co-chaired by the Honorary Colonel and Honorary Lieutenant Colonel, the Senate orients our direction and leads the whole of 7th Toronto Family as an institution. There are voting members, most former Commanding Officers, and those who attend for the purpose of gaining and sharing situation awareness. The



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Commanding Officer and RSM are always invited to brief and participate at Senate meetings. The Senate meets at least quarterly.

The “Senate” is the “operational” or “manoeuvre” arm of the Regimental Family, with the Toronto Gunners, Limber Gunners and Foundation as “enablers.” The Honoraries are the defacto manoeuvre leads for specified tasks. The Regimental Major’s role (i.e. BC Family Affairs) is thus one of ‘liaison officer’ and envoy to implement commander’s intent.

The aims of the Senate, as spelled out in the Constitution, are:

- To act as an advisory body to the Commanding Officer;
- To assist the Commanding Officer in all matters concerning the welfare of 7th Toronto;
- To advance the welfare 7th Toronto;
- To assist with the sponsorship of the Cadet Corps, if so requested by the Commanding Officer;
- To deal with such matters as may be referred to it from time to time by the Commanding Officer; and,
- To help nurture the Royal Regiment of Canadian Artillery, and as a family to connect with Canadians, safeguard our artillery and foster interest in the military history of 7th Toronto.

Additionally, the Senate:

- Acts as the singular agency through which CO’s Regimental Community intent is expressed. It applies governance best-practices to be an agency capable of fulfilling such vision;
- Raises the Honorary profile by visible role as the CO’s “Regimental Community” manoeuvre unit commanders who maintain relationships and liaison with various Unit Family elements (supported by the Regimental Major as the CO’s “LO”);
- Implements the CO’s Regimental Community operational objectives, supported by a robust and engaged Senate structure; and,
- Strengthens Canadian civic community connections, and leverages current “goodwill” towards the CAF through a talent-attraction pool concept that engages select civilian members to participate in its governance and/or gain opportunity to assess potential future Honoraries; and,
- Helps orient currently serving members to experience the relevance of Regimental Community through participation in secretarial/support roles.



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The Commanding Officer and Command Team

The Commanding Officer commands and leads 7th Toronto, which is part of the Canadian Army. Reporting to the Commander 32 Brigade, he is accountable and responsible for the personnel, equipment, property, financial resources of 7th Toronto Regiment, and for the administration, training and operational capacity of 7th Toronto. The main focus of his mandate is operational capability and capacity – which includes, force structure, Artillery capacity, operational taskings, succession planning, force generation, equipment and technology in service or planned, doctrine, tactics, and training, all in accordance with the Army and CAF visions and missions - essentially all aspects of Lines of Operation 1 and 2. His responsibilities extend to the 7th Toronto Regiment Band, support to Cadets corps, and Regimental Funds and non-Public properties. The Commanding Officer is supported by the Second in Command, the Regimental Sergeant Major, Regimental Headquarters and the Regiment's Battery Commanders.

Although the CO is responsible for command of the unit, he does not work in isolation, and is very much part of a 'Command Team,' for which his RSM is his 'fire team partner.' While the CO is focused on planning, problem solving, decision making, and allocating resources, his RSM ensures that the morale, welfare and discipline of the unit is kept foremost in mind. With expert advice and trade knowledge rooted in being an integral part of the 'backbone' of the Army, the RSM is one of the CO's closest and most trusted advisors. He also ensures the CO's vision is promoted by elaborating on the CO's intent. Together, the CO and RSM act as a singular entity to lead the unit.

The Honorary Colonel and Honorary Lieutenant Colonel

Honoraries have been selected because of their ability and capacity to support 7th Toronto and lead and motivate the Regimental Family. Their role is one of advisory and supportive, not operational. They mentor, support, seek community and corporate support and take the lead in Senate and the Toronto Artillery Foundation. They do not get involved in operational, training, personnel or succession planning matters (Lines of Operation 1 and 2). They support the Commanding Officer and the Regimental Family in Lines of Operation 3, 4 and 5.

The current Hon Col has explained his philosophy on how he intends to lead and guide the Senate to in turn guide, steer and implement the Family Strategy:

- **Command Centric** – in other words, assume a leadership role, take action, lead by example, and take responsibility for achieving results.
- **Mission Command** – he explained that will not micro-manage but instead will offer challenges and work in the background to provide the necessary support and resource, allowing the operational arms of the Regimental Family to get on with achieving their goals – in concert with the Regimental Strategy.



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- **Inclusiveness** – a guiding principle behind all that we do should be that we should be inclusive, rather than excluding supporters. We need to reach out to the hundreds if not thousands of former and friends of Gunners in the GTA – any former Reservists, Regular Force, Cadet and other Gunners, and their families, and any other community leader or member who can in some way support our Regiment. For all Regimental functions, in principle, we should reach out and include others, be they from the community at large, or specific influential individuals, or other units in the Garrison and beyond.
- **Major Outreach Efforts** – this follows on from the above, but emphasizes a deliberate and concerted effort to reach out to the community and potential supporters.
- **Learning Organization** – he emphasized that we need continuity and continuous development. We need to learn from what was successful and what was not. We need to nurture and mentor the next generation, and build up a succession concept for each operational arm of the Regimental Family.

With those as his philosophy of how he intends that the Regimental Family, led by the Senate, should be guided, he goes on to explain his personal approach to Regimental matters.

- **Communicate** – Communicate by presence, participation and personal interaction, communicate via the website and social media, and communicate through an enhanced email capability. Gunners are great at communications in operations and training, but dismally poor at communicating in garrison. This is priority ONE – Communicate, communicate, communicate! Internally, and externally!
- **Facilitate** – Provide support to the Commanding Officer and members of 7th Toronto, without becoming involved in or meddling in operational matters and matters within the purview of the CO. Help 7th Toronto through financial support, moral support, raising friends and encouraging supporters. Clearly, all arms of the Regimental Family should be clear on what they are doing to facilitate 7th Toronto and those who serve in it. The purpose for Toronto Gunners, Limber Gunners, Foundation, Band, “Friends,” etc., is to facilitate 7th Toronto Regiment.
- **Collaborate** – Enhance the collaboration between all arms of the Regimental Family. IE, all organizations in the Regimental Family should share information, resources and talent, and work together reinforcing each other. For example – share activity calendars and look for ways and means to economize effort while maximizing impact.
- **Celebrate** – Whenever and wherever possible celebrate Regimental and individual milestones, accomplishments, honours and awards, personal achievements, etc. Parades, historical events, dinners, family days, etc are opportunities to celebrate, and we should do so.

The Regimental Major



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The Regimental Major's primary responsibility on behalf of the Commanding Officer, the Honoraries and the Senate is to provide leadership and stewardship with respect to the goals and objectives embedded in Lines of Operation 3, 4 and 5 of the Family Strategy. He oversees the pursuit of our goals and objectives and the implementations of the initiatives of the Regimental Family, effectively acting as the CO's liaison officer to all current as well as prospective members of the Regimental Community, facilitating the communication of vision and intent, along with dialogue on issues of concern between the operational and extant Family.

He orients, aligns, coordinates, manages and consolidates the efforts of the various constituents of the Regimental Family. With the objectives of fostering connections among the many constituents of the Family and regimental alliances he cultivates goodwill and liaison between all parts of the Institution.

Often, in order to achieve the many roles that he must fill, there is a recruiting aspect to what he does in that the nature of the activities often means building membership in the Regimental community and bringing in people and entities that have not heretofore been involved. The Regimental Major must also be aware of the Regimental social and military history, its standing among the members of the military and civilian community, and the issues that face it. In order to be able to properly advise the CO, Honoraries and the Senate, awareness of the standing of Regiment among these communities is vital. The Regimental Major must therefore be prepared to be an emissary to the outside while often acting as a secular padre to the inside. The position requires a significant level of strategic planning ability as well as the desire to negotiate and be innovative.

Centralized Guidance and De-centralized Execution

The need to steer the Regimental Family within a top-down concept but with enthusiastic bottom-up support and input constitutes the basis upon which the governance of the Family is exercised. 7th Toronto's governance framework highlights the Regiment as an esteemed professional organization and the Regimental Family as dedicated supporting body. Centralized guidance and decentralized execution caters to the unique challenges we are presented, as a consequence of our reliance on volunteers and our varied makeup, interests and objectives.

The 7th Toronto Regiment Band* **LT ARIGGO TO REVIEW AND REVISE*

The band of 7th Toronto is an essential element of the Regiment's ability to connect with the entire Regimental Family, the public, current and future supporters, and the military community. It is and must always be a source of pride to the Regiment as it is the artistic expression of our dedication, our intellect, our civility, and our understanding of the values we treasure and defend.



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It represents the part of our heart as a Regiment that reflects the pride of our traditions, and our desire to be heard and recognized. The opportunities that it takes to boost the morale of marching troops must always be supported in what we do during our regular training cycle and at all of our social functions. It is in essence a unifying force and stiffens the spines of soldiers on parade, encourages the spectators to carry memories away after the ceremonies, and enables us to make broad connections with all Canadians. The band must be a regular part of the cycle attended to by the Regimental Major in connecting with our supporters, and must also engage in long term planning and budgeting within the context of the greater Regimental Plan.

***The Toronto Gunners* DAVID BURNETT TO REVIEW AND REVISE**

The aim of The Toronto Gunners (a non-profit organization) is to provide connection between the serving Artillery and the local community. The Toronto Gunners members provide financial and physical support for items not funded by the government to the 7th Toronto Regiment, Royal Canadian Artillery and connection through the Royal Canadian Artillery Association to the Canadian Artillery. They contain a subgroup, The Limber Gunners, who operate two 25-Pounders (one of the guns used during the second World War and the Korean War) which fires blank rounds for salutes. As associates or members of the 7th Toronto Regiment, RCA the Toronto Gunners take part in unit events and social activities. The members provide support to the other members and families in times of need. Objects of the Association are:

- Locally, to provide community and financial support to 7th Toronto Regiment, Royal Canadian Artillery;
- Nationally, to support the Royal Regiment of Canadian Artillery, including serving and retired members, Regular Force and Reserve, relatives and friends;
- To promote the awareness of the Artillery Community in the Greater Toronto Area ; and
- To provide a connection to the Gunner Community for retiring Regimental members.

***The Toronto Artillery Foundation* JIM BRAZILL AND PAUL KERNOHAN TO REVIEW AND REVISE**

The Toronto Artillery Foundation was created by Letters Patent on the 29th of June, 1978.

The main objects for which the corporation was incorporated under the Letters Patent was, *“To receive and maintain property and funds and to apply from time to time all or part thereof and/or the income therefrom for the purposes of the efficiency, welfare and well-being of the 7th Toronto Regiment, RCA or members thereof”*.



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Some of the additional purposes allowed under the Letters Patent are:

- Equipping and maintaining the band(s) of 7th Toronto;
- Establishing and maintaining a Regimental Museum;
- Holding property for the use of 7th Toronto; and,
- There are the intangible purposes and benefits such as esprit-de-corps, morale, etc.

The Foundation is a charitable private foundation registered with the Canada Revenue Agency and as such issues charitable receipts in accordance with all current CRA regulations.

The Foundation is the charitable entity formed to financially support 7th Toronto and as such through its Investment Committee manages the major long term investments for the Foundation to continue its support of the Regiment by means of the annual income from its investment base. In addition through its Historic Gun Committee the Foundation owns the Historic Equipment (25 Pounder Suite/Irish 25 Pounder), our colours, on loan to 7th Toronto. It also funds the major ongoing expenses for the equipment such as licensing, insurance, and maintenance as well major acquisition and preservation of suitable vintage artillery equipment in conjunction with the Limber Gunners and the Toronto Gunners.

The Foundation is being re-invigorated at the time of writing this strategy. We will attempt to achieve greater clarity of Vision, Mission and annual Business Planning to include annual and multi-year goals and objectives, budgets, fundraising plans and an action plan. A strong, healthy, dynamic and business-like Foundation is tremendously important in achieving our goals, objectives and the full range of support we would like to be able to provide to our Regimental Family.

***The Limber Gunners* RON PATERSON TO REVIEW AND REVISE**

The Limber Gunners are our re-enactors – a living history group, and they are a highly visible component of our Regimental Family. The major aim of the Limber Gunners is to continuously inform the public about the brave men and women who serve this country, particularly the Artillery. It is an organization formed to assist with both the current and future acquisition, restoration, maintenance and display of the historic artillery and associated military equipment owned under the umbrella of the Toronto Artillery Foundation and on loan to the 7th Toronto Regiment, RCA.

The formation of the Limber Gunners was a joint effort of the Toronto Artillery Officers Association and the Toronto Artillery Ex-Sergeants Association on behalf of the Toronto



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Artillery Foundation and its Historic Gun Committee to oversee their combined assets. A number of interested ex-Gunners got together informally in June 1997 at the request of the Toronto Artillery Foundation Historic Gun Committee to see how the equipment held by the Foundation could be better cared for and displayed to the public. Out of these ad hoc meetings came the Limber Gunners.

The association has been named the Limber Gunners after the gun number of the gun detachment who was detailed as the "Limer Gunner" to care for the maintenance and preservation of the detachment's gun which today are the tasks of our association as they relate to the current inventory of the Foundation. Although there is no exact date when the position of Limber Gunner was created, we do know that the rank of Lance Bombardier, the rank that a Limber Gunner was appointed to, has survived (together with the rank of Bombardier) from the old Grenadier Battalions of the British Army that lasted up to disbandment in 1855.

The Limber Gunners continue as a key and highly visible component of our Regimental Family.

***Regimental Messes and Institutes* REGT 2 I/C AND CAPT PAUL THOMPSON TO
REVIEW AND REVISE**

7th Toronto Regiment, RCA has an Officers' Mess, Warrant Officers and Sergeants' Mess and a Junior Ranks Mess. A healthy Mess life is conducive to cohesion, morale and esprit de corps. Messes provide a venue for making friendships and discussing professional matters. The seniors can mentor the new members. The history and traditions of 7th Toronto can be passed from generation to generation. Individuals facing stress in their lives may unwind amongst friends, who in turn can help with personal advice or recommend professional support.

It is for the reasons above that we have our Messes, and physical and financial well-being are tremendously important to the Regimental Family – hence this is highlighted in our strategy.

The Messes must be seen in two ways - first as a home to the Officers, NCOs and NCMs to whom they belong, where artefacts, memorabilia and regimental traditions are maintained and grown, and second as a place where visitors are brought regularly to attend events and get to know the Regiment. Over time, it can and must become a home or "club" to those who wish to support the Regiment without joining the Army. In that respect, the Messes are the centre of what we do in terms of morale off the parade square and out of the field, and a proper of time needs to be dedicated to bringing this realization to their members. Messing is almost a lost art, but its value cannot be overstated. It is one of those invisible aspects of Regimental life that forms memories, and therefore a long lasting bond amongst the Regiment and its members.



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105 (7 Tor RCA) Army Cadet Corps **ARMY CADETS TO REVIEW AND REVISE**

105 (7 Tor RCA) Army Cadet Corps is located at 170 Church Street in Streetsville. The Royal Canadian Army Cadets appeal to teenagers craving exciting outdoor activities where their personal limits as individuals and team-members will be tested.

Army cadets develop abilities in the use of map and compass, GPS technology, orienteering, first-aid, camping and survival skills, canoeing, abseiling, trekking, mountain biking, etc. As they get more experienced, some will be selected for parachuting, white-water rafting and glacier climbing. They will also learn to become outdoor leaders.

Army Cadets get involved in ceremonial military events and citizenship activities that allow them to connect to their Canadian heritage. They develop a great sense of pride and discipline through their involvement in a hierarchical system that allows them to hone their leadership skills as they grow older and they learn to care for younger cadets.

In addition to their specialty training, Army Cadets may become involved in other exciting activities like competitive Olympic-style marksmanship and biathlon, sports competitions, music training and competitions, cultural outings, volunteer community support, etc.

105 (7 Tor RCA) Army Cadet Corps has approximately 120 cadets, 9 Officers, 3 Civilian Instructors and two 7 Toronto Regiment staff. One of the aims of the cadet programme is to foster an interest in the Armed Forces so we take our association with our affiliated Unit, 7 Tor RCA with seriousness and pride.

Training occurs weekly. Cadets will receive training in Drill, Map and Compass, General Military Knowledge, Fieldcraft/ Bushcraft, Knots and Lashings, Leadership, Instructional Techniques, Community Living, Sports and Fitness, and Expedition training to name a few and is a 5 year progressive, meant to begin at 12 years of age, so each year builds on the previous, giving the cadet time to grow and develop. After completing training, cadets become the instructors and actually teach the younger ones. To supplement the regular training, there are 4 mandatory weekend training exercises per year spread out over the training year that allow the cadets the "hands on" experience.

Cadets are expected to participate in "Community Events" like Remembrance Day services and Santa Claus Parade, and sometimes other events our sponsor(s), like the Royal Canadian Legion or 7 Tor Royal Canadian Artillery Regiment, may need assistance with. Cadets will earn "Community Service Hours" for attending such events which is counted towards high school graduation prerequisites.

818 (Falcon) Squadron, Royal Canadian Air Cadets, Toronto

AIR CADETS TO REVIEW AND REVISE



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7th Toronto Regiment RCA is proud of 818 Squadron, Royal Canadian Air Cadets, Moss Park Armoury. Air Cadets learn about the traditions of the Royal Canadian Air Force, and participate in aerospace-related activities. Air Cadets have the opportunity to earn their civilian pilot licenses through the Air Cadet program. The aims of the Air Cadet movement are:

- To develop in youth the attributes of good citizenship and leadership;
- To promote physical fitness; and,
- To stimulate an interest in aviation and the air element of the Canadian Armed Forces.

While aviation is one of the main aspects specific to the air element, the program also offers training towards a variety of fields including survival, athleticism, music, marksmanship, and much more. Air Cadets also focuses on developing leadership, through confidence building activities and practical experience. These young leaders gain responsibilities and a trusted position within the hierarchy of the Squadron.

Most of the fundamentals of the program are taught during regular weekly meetings, with emphasis given during extra activities. These may include "Weekend Activities" such as drill team practice, to a Remembrance Day ceremony, or even meeting accomplished former air cadets or figures. There are so many unique ways that Air Cadets learn about their country, about leadership, about aerospace and about themselves, that the program is limitless in the opportunities it provides.

The Squadron meets for regular training on a weekday evening through the school year. Optional training, including band, sports, marksmanship and other activities are held at other locations, mainly on weekends.

In July and August many regional and national summer training courses are available to the cadets. The summer training courses provide valuable training at no cost to the cadet. At camp, Air Cadets learn and live in a Summer Training Centre, where they meet tons of new friends, experience the "best times of their lives" and gain experience that will never be lost.

Employer Engagement and Job Support **2I/C TO REVIEW AND REVISE**

Recognizing that 7th Toronto Regiment, RCA is a Reserve Force Regiment, it is vital that we have the support of employers and that our members have support in finding meaningful employment.

Employer Support



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We will seek to gain the support of employers by building bridges that connect serving unit members with meaningful civilian work that highlights the value their leadership and management skills bring to the business community.

Reserve Employment Support

We will seek to support our members in finding meaningful work according to their wishes and abilities. We will do this by:

- Educating business leaders and managers to the sustainable competitive advantage military experience can lend to a business team. Demystify military skills to civilians;
- Conducting outreach with key business leaders to build personal awareness of Reserve training needs and the benefits-gained by allowing military-employees time for training and courses, and to encourage supportive policies for such;
- Seek opportunities for outplacement into military-favourable employers; and
- Link high-quality military members to high-quality civilian opportunities through focused networking/interaction sessions. Conduct such in military messes or venues, in uniform, so as to develop a sense of exclusivity and professional focus.

Employer Days, Employer Activities and Recognition

The Regiment will build upon the connections of Reserve Employment Support initiatives and integrate former strangers as friends into our Regimental life and activities.

Canadian Forces Liaison Council (CFLC) Support

7th Toronto must maintain a regular relationship with the CFLC for three reasons. First, it is an important venue through which the Regiment is able to create events that support the development of employer loyalty to the Army. Second, it will give our soldiers the confidence that they are able to seek permission for leave from employers knowing that the Regiment has done all it can to support them in their request. Third, it will enable the Regiment to have insights and in-roads to the employer community and develop a cadre of people from whom we can seek advice for specialized functions, and growth opportunities. The Regimental Major is ideally suited to this role as this fits very well in his mandate.

Communications – Enhancing Unity of Thought, Action and Collective Effort

Effective communications, internal and external, will enhance cohesion, morale, esprit de corps and a sense of purpose.

Gunners are renowned for their ability to communicate on the battlefield and for presenting a common and shared “situation awareness”. Effective communications both within Regiment and



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externally to a wide range of stakeholders remain crucial to the health and relevance of 7th Toronto Regiment now and in the future. Most importantly, the ability to communicate to and within our Regimental Family continues to promote and enhance unity of thought, action and collective effort.

Communications entail not just the mechanisms to disseminate information; they include the messages to be communicated, the follow-through action and the net effect that is to be achieved. Regimental Senate should take the lead on determining the messages and means, and all elements of the Regimental Family should work toward common objectives in propagating the messages. We have a purpose that resonates and we can count on the contribution of many to advance our objectives.

Networking

All components of the Regimental Family can further their goals through networking. By leveraging available and emerging technologies, they broaden and extend their reach, welcome new “friends” of 7th Toronto and help recruit volunteers and donors to support our many causes.

Social Media

We need to exploit all means of social media in our efforts to enhance information sharing, situational awareness, collaborative planning and working and getting our messages out. Top priority must be the development of our website, a priority for the near future.

Regimental Website

The website is perhaps the most powerful communication tool that the regiment has. It represents the main ability to communicate effectively and instantly on operations, social, historical and cultural levels. It is the door into the Regiment in the digital world and must include the following elements:

- Regimental history
- Organization
- Upcoming training calendar
- Social summary and events notification
- Copies of Take Post and archives
- Photographs and video clips
- Contact and donation information
- Links to pages that contain information on the Limber gunners, Band, Association, and Toronto Artillery Foundation.



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Above all it must be maintained by the unit Information Management Officer with regular input from the Honoraries, Senate, Band, CO, RM, RSM, BCs and the heads of the associations and the Foundation. The vital ground is that of maintaining an up-to-date, interesting and motivating site that is attractive and makes someone wish they were involved.

Quarterly updates, and regularly changing pictures, news and announcements run on this site will provide the Regiment with the ability it needs to communicate clearly, effectively and regularly.

Take Post – The Newsletter of 7th Toronto Regiment and the Regimental Family

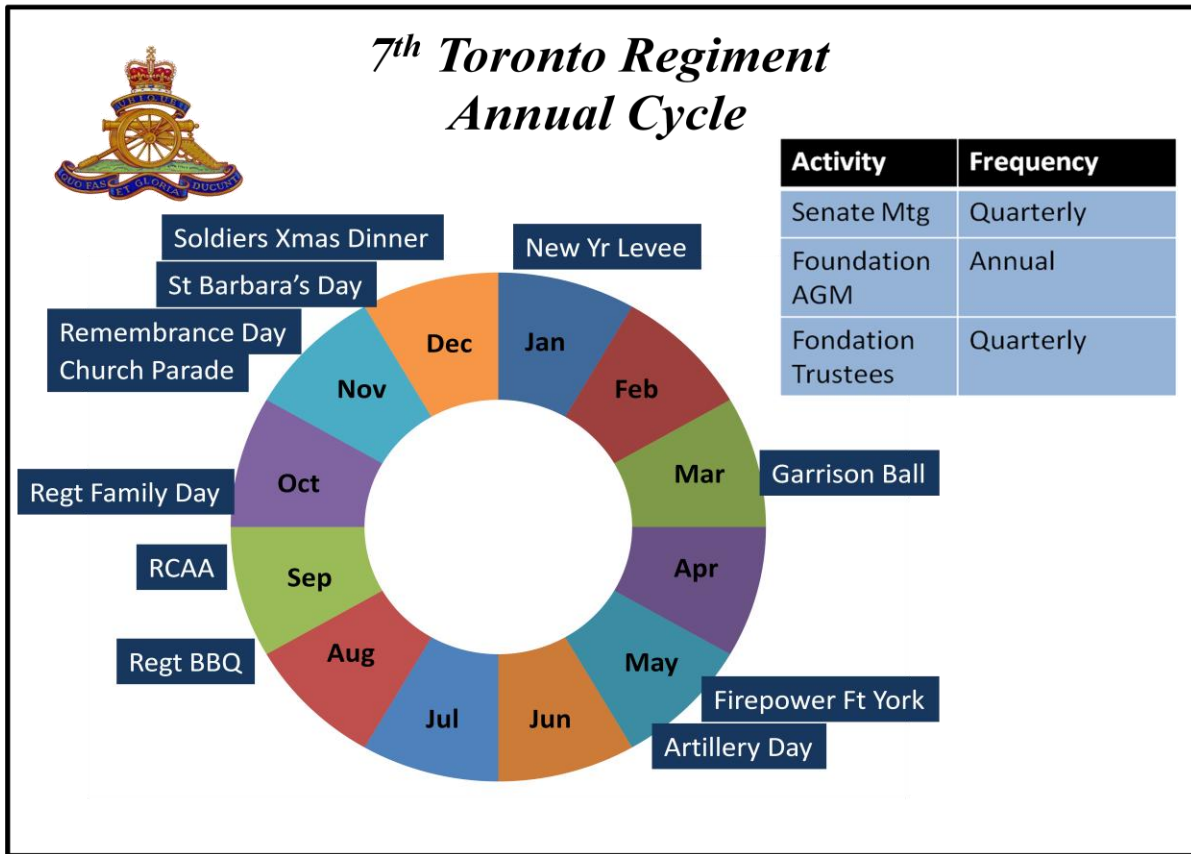
“Take Post” is published bi-monthly under the authority of the Honorary Colonel, 7th Toronto Regiment, Royal Canadian Artillery. Take Post reaches out to all Gunners and those interested in being part of the Regimental Artillery Family of the Greater Toronto Area. The purpose is to share information and strengthen the ties between serving members, retired Gunners, Gunner families, friends of the Artillery and the greater Toronto and region community. Articles cover recent activities of interest, honours and awards, the Regimental Calendar, and items of historical interest. Take Post is an important communication medium for the Regimental Family and it plays a significant role in promoting and communicating the Regimental Strategy.

The Regimental Annual Cycle

For reasons of tradition and practical planning, the Regimental Family operates on a predictable Annual Cycle of major activities. See the diagram below:



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Conditions for Success – The Power of Collective Action

As a Regimental Family, our institutional leadership can be enhanced by strengthening the connection between, and alignment of, the efforts of our members of our Family. Our success is dependent on the Family working together. We must draw upon our collective competencies, such as: outstanding leadership; highly motivated, innovative and multi-skilled people; ability to plan; and our strong relationship with the community in which we serve.

Success as a Family demands that we engage these talents – both as individuals and collectively – in order to achieve coordinated and collaborative effort in support of our strategic objectives and action plans.

Ultimately, our success as a Family rests upon our collective ability to:

- Assure our credibility in operations and as an institution;
- Foster and promote a sense of belonging among the many components of the Family;
- Maintain unity of thought and action;



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- Speak with one body in pursuit of our goals and objectives;
- Sustain our actions and assure our relevance over time (by adapting to changes in the operational environment and leadership);
- Be focussed and consistent over time;
- Monitor and follow through with the work undertaken to ensure that all remain on course and accomplish the objectives that we have set for ourselves; and
- Think nationally (on behalf of the whole RCA), and act locally.

Strategic Success Through Collective Action

This Regimental Strategy has set out to give focus, cohesion, clarity and momentum to the non-operational, non-public initiatives and activities of the Regimental Family of 7th Toronto. We will achieve success through a focussed, collaborative and cohesive effort and collective action.

As this strategy matures, all components of the Regimental Family will be encouraged to develop their strategy and action plans: Vision, Mission, Lines of Operation, Business Plan, Issues, and Resolution of Issues.

Examples of actions, activities and initiatives that we will promote, implement and succeed in may be found at Annex A.

Leadership Commitment

As leaders of 7th Toronto and the Regimental Senate, we take full ownership of this strategy to further our vision, mission and shared goals in the long-term interests of 7th Toronto Regiment and our Regimental Family. We seek the full and enthusiastic support and commitment of all members of our Regimental Family.

“Once a Gunner, Always a Gunner.”



ANNEX A

Potential Actions, Activities and Initiatives Of 7th Toronto Regiment, RCA Strategy

The following are examples of the types of actions, activities and initiatives that are foreseen in the 7th Toronto Regiment, RCA Strategy:

- **Toronto Artillery Foundation.** Reinvigorate the Foundation. Review and update governance and management of the Foundation, which may mean activating the Executive Committee with a robust mandate. Develop and implement a meaningful Business Plan. Review our investment strategy. Create and activate committees for Fundraising and Communications/Marketing. All with a view to meeting the non-public needs of the Regimental Family – for activities, capital purchases, support to members, bursaries, support to Cadets, individual recognition, etc.
- **Senate Constitution.** Update the Senate Constitution to recognize the non-voting members and explain the purpose of their involvement. Also seek new members from outside the traditional community (i.e., former Commanding Officers).
- **Regimental Website.** Improve our Regimental website.
- **Band Support.** Provide support for the maintenance of Band Instruments and for new dress uniforms.
- **Vimy 2017.** Support soldiers to participate in “Gunners Return to Vimy” 2017.
- **Support for Limber Gunners.** As the opportunity presents itself, purchase a limber for the Limber Gunners and assist the Limber Gunners in the purchase of WWII Battledress and WWII summer dress uniforms and accoutrements.
- **Regimental Museum Display.** Collect, inventory and display artifacts of relevance and interest to 7th Toronto Regiment.
- **Toronto Mounted Artillery Brigade.** This is a long-term and potentially expensive initiative. Consider the purchase a “replica” muzzle loading gun, period uniforms, black powder charges, and assorted harnesses, accoutrements, etc. Rent trained horses. A serious business case and cost-benefit analysis must be developed, as well as a dedicated single-focused fundraising plan.
- **Attendance at McCrae Statue Unveiling.** Provide financial support for one Officer, one Senior NCO and one Gunner to participate in the unveiling of the McCrae Statue, Ottawa, 2 and 3 May, 2015.
- **Attendance at RCMI Reserve Night Mess Dinner.** Subsidize junior officers to attend the annual RCMI Reserve Night Mess Dinner.
- **Battlefield Studies and Commemorative Events.** Subsidize events as part of Battlefield studies conducted by 7th Toronto Regiment annually or bi-annually..



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- **Refurbishment and Modernization of the Junior Ranks Club.** Work with other units in Moss Park Armoury to make the Junior Ranks Club a modern and welcoming club.
- **Artillery Ball Canada, 2017.** The objective would be that 7th Toronto Regiment lead and manage a national Artillery Ball in spring 2017. We should invite our Captain General and/or the Master Gunner of Saint James's Park as the Guest of Honour, or representatives such as Governor General. We could seek sponsors and sell tables/seats, making this revenue neutral – or we could run this with a specific purpose such as to generate money for Band Uniforms.
- **Affiliated Regiments.** Seek out affiliated Regiments in the UK and US, and perhaps Australia.