



# 7th Toronto Regiment, RCA Regimental Family Strategy 2017 to 2022

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20 November, 2016

## **7<sup>TH</sup> TORONTO REGIMENT, ROYAL CANADIAN ARTILLERY FAMILY STRATEGY 2017**

### **References:**

- A. RCA Regimental Family Strategy 2015
- B. The Constitution of the Regimental Senate of the 7<sup>th</sup> Toronto Regiment, R.C.A., 16 May 2011
- C. Toronto Artillery Foundation Business Plan 2017
- D. RCA Regimental Standing Orders <http://canadianartillery.ca/orders-and-library/standing-orders-for-the-rca/>

### **HONORARY COLONEL'S THOUGHTS AND PHILOSOPHY**

As Honorary Colonel of 7<sup>th</sup> Toronto Regiment I chair the Regimental Senate and the Toronto Artillery Foundation; I support the Commanding Officer and all members of 7<sup>th</sup> Toronto Regiment, RCA; and, I strive to bring together and make our whole Regimental Family strong, vibrant and effective. I want our Regimental Family to be all it can be – in terms of talent, financial health, image, public support, and respect – while concurrently (and indeed more importantly) supporting our 7<sup>th</sup> Toronto Regiment so that it is operationally capable – both as individuals who are well trained and teams that are fully capable of meeting the Army's operational expectations. I sense that we are making progress on all fronts, but there is still more to be done.



This Regimental Family Strategy sets out what I think we should try to achieve in the near and mid-term, i.e., the next five years, which in turn is supportive of our long-term concepts and strategic direction. I believe that this guiding and governing document should be reviewed and updated every second year.

Why do we need a Regimental Family Strategy? It is my belief that we need to understand where we came from and where we are heading. We need to know about those that came before us and the great accomplishments they achieved. Then we can understand the rationale certain practices and traditions, and take the best from the past to apply to the future. Our Family Strategy helps the current and future generations to determine the best course forward, and it keeps them in the right arcs of fire. It sets the bar at a level that should be achieved, and explains how to achieve the goals and objectives. In the end, our strategy helps build character, resilience, determination, civility, cohesion, esprit de corps and fighting spirit in our Regiment and Regimental Family, and helps make us all better soldiers and better Canadians.

Personally, I do not see ours as being an overly ambitious strategy. I believe that we can attain the goals and objectives set forth in this document provided that we communicate, collaborate and move forward together.

As with the 2015 Family Strategy, I see that the **Centre of Gravity for success continues to be PEOPLE** – the right numbers of the right people doing the right things for 7<sup>th</sup> Toronto Regiment, RCA. We have seen some progress on this front (recruiting a handful of fresh volunteers), but we have a long way to go.

In many cases some of the key volunteers have been taking on the leadership responsibilities for decades, and thank goodness they have. But they were young once and volunteered then – so it is now time that we bring in fresh and younger volunteers. Yes, serving Regimental members can and should volunteer to support the Toronto Gunners, Limber Gunners, Foundation and IODE, and the many non-public activities of the Regimental Family. And, they can bring in their friends and family to help. Meanwhile, all of us can try to attract dozens of individuals from what must be more than a thousand ex-Gunners in the GTA.

You will see in this Family Strategy repeated calls to attract, recruit and engage people to help us achieve our goals and objectives. In fact, to even maintain our current activities we need more volunteers!

I wish to point out that this Regimental Family Strategy is not my strategy, but that of the Senate and leadership of the Regimental Family. All elders and leaders have had the opportunity for input, and many have. This Family Strategy sets out the actions and goals for the next five years, and they all lead toward achieving our strategic vision and mission. But, it will take the efforts of all leaders and all members of the Regimental Family to “operationalize” this strategy – Regimental Senate can conceptualize what is required, but every leader in the Regiment has to make an effort to move forward in their realm of interest and influence.

Our Mission remains unchanged: *to foster a credible, relevant, cohesive and valued 7<sup>th</sup> Toronto Regiment*. Doing so means having a strong Regimental Family. If we as a Regimental Family continue working together as we have over the past few years, we will assuredly continue accomplishing our mission.

I am proud of the progress we have had to date and the traction and momentum we are gaining. Let’s put these words into practice at the grass roots level in the Regimental Family. Let’s act. Let’s continue on this journey to be all we can be! Good Shooting! Ernie B

## **PREFACE**

7<sup>th</sup> 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. They should also read Reference A. Additionally, it is recommended that readers also understand the Commanding Officer’s Campaign Plan, and the key documents listed as references.

## AIM

The aim of this document is to set out and explain the Family Strategy of 7<sup>th</sup> Toronto Regiment, RCA for the year 2017 and beyond, specifically to provide focus, cohesion, clarity and momentum to the non-operational, non-public initiatives and activities of the Regimental Family of 7<sup>th</sup> Toronto.

## THE 7<sup>TH</sup> TORONTO REGIMENT REGIMENTAL FAMILY

The Royal Regiment of Canadian Artillery numbers over 5,000 serving members and countless (several thousands) of former and retired Gunners. There are four Regular Force Regiments plus the School, and 7<sup>th</sup> Toronto is one of twenty (+/-) Reserve Artillery Regiments. We, 7<sup>th</sup> Tor, are a significant component of the RCA and the RCA Family, a supporter of the greater RCA Family, and a great example of what a Reserve Regiment can and should be. Our Regimental Family can and should lead the way – keeping in mind that there is much that we can learn from others.

7<sup>th</sup> Toronto Regiment, RCA (7<sup>th</sup> Toronto) has a proud and glorious past. The modern 7<sup>th</sup> 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 7<sup>th</sup> Toronto Regiment, RCA – the operational unit which provides Artillery capability to 32 Brigade, 4<sup>th</sup> Canadian Division, and the Army, and supports the Royal Regiment with augmentees (reinforcement) and operationally-tasked components as required for both domestic and contingency operations. Our Regimental Family includes our Honoraries, the 7<sup>th</sup> Toronto Regiment Band, the Toronto Gunners, the Toronto Artillery Foundation, the Foundation Band, the Limber Gunners, our affiliated Cadet Corps, the immediate families of 7<sup>th</sup> Toronto and the former and retired Gunners in and about the Greater Toronto Area (GTA).

As depicted in the illustration below, 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 and for 7<sup>th</sup> 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 below, 7<sup>th</sup> 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.



## 7<sup>TH</sup> TORONTO REGIMENT FAMILY THE VISION - “ONCE A GUNNER, ALWAYS A GUNNER”

The Regimental Family seeks to unite us in what we are doing and why. It builds 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 follow.

### *Mission Statement*

This *Family Strategy* articulates 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 Regiment, we leverage their talents towards fulfilling 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 7<sup>th</sup> Toronto Regiment*

### *The Centre of Gravity of 7<sup>th</sup> Toronto Regiment*

For many years a small handful of tremendously dedicated people, in and out of uniform, have kept 7<sup>th</sup> 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 7<sup>th</sup> Toronto Regiment Regimental Family Strategy will be **people – people collectively committed to seeing the Regimental Family grow, evolve and thrive.**

We need to attract enough volunteer and supporting 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.

7<sup>th</sup> 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 7<sup>th</sup> Toronto Regimental Family*

*People – the right number of the right people doing the right things for 7<sup>th</sup> Toronto*

## ***The Values of 7<sup>th</sup> Toronto Regiment, Royal Canadian Artillery***

We live by a set of values that will guide and help us move forward together:

**Loyalty.** To Canada, the Canadian Armed Forces, the Royal Regiment, 7<sup>th</sup> Toronto and fellow Gunners. We are loyal to and supportive of our subordinates.

**Integrity.** We are personally and collectively accountable for the highest standards of behaviour in all aspects of our soldiering and management of Regimental affairs. 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.

## **7<sup>TH</sup> TORONTO REGIMENT'S STRATEGIC OBJECTIVES AND LINES OF OPERATION**

Our efforts are 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:

### ***7<sup>th</sup> Toronto Regimental Family Strategic Objectives***

Support the Regiment's operational and institutional credibility within the Army and the communities with which it is associated, today and tomorrow.

Achieve 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.

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 7<sup>th</sup> Toronto.

### *7<sup>th</sup> Toronto Regiment Lines of Operation*

**Line of Operation 1:** Develop and generate 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

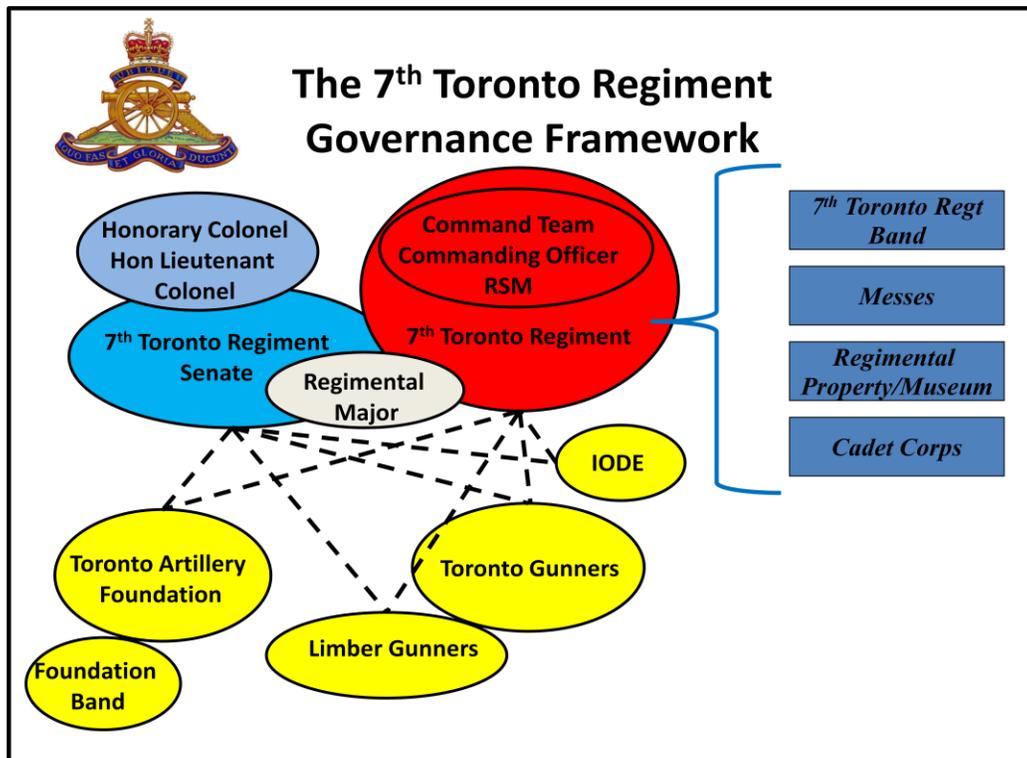
Lines of Operation also serve to help us set priorities of effort, maximize the use of our resources and identify any gaps in our effort.

**LO 1 and 2:** 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 7<sup>th</sup> Toronto and the Brigade Commander, providing effective counsel on all matters concerning personnel, equipment, operations, training and leadership succession.

**LO 3, 4 and 5:** The whole of the Regimental Family is engaged 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 are recognized as wholesome and truly reflective of all constituents of the Regimental Family, and the RCA as a whole.

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.

## EFFECTIVE GOVERNANCE



As can be seen in the diagram above, 7<sup>th</sup> Toronto has developed the necessary components for an effective governing framework. This will 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 7<sup>th</sup> Toronto Regiment (the operational arm) to manoeuvre.

### *7<sup>th</sup> 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.

**Mission:** To promote and preserve the long-term well-being of 7<sup>th</sup> Toronto Regiment and ensure the furtherance of its interests – focussing on guiding and coordinating the Regimental Family 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 7<sup>th</sup> 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 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 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.

### **Senate Membership:**

As per the 7<sup>th</sup> Toronto Regiment Regimental Senate Constitution, 16 May 2011, membership of the 7<sup>th</sup> Toronto Regiment Senate is:

- The Honorary Chairman,
- The Honorary Colonel, who shall normally act as Chairman at all meetings during his term of office.
- The Honorary Lieutenant Colonel who will chair meetings in the absence of the Chairman during his term of office, unless a senior former Commanding Officer has been given that task,
- Former Commanding Officers,
- Former Honorary Colonels and Honorary Lieutenant Colonels,
- The President of the Toronto Gunners,
- The Chairman of the Limber Gunners,
- Any other distinguished Canadian who is invited to join.



The Commanding Officer and RSM, or representatives, shall be invited to attend all meetings of the Regimental Senate and to make presentations as to current matters of interest.

Note: As of recent years, for purposes of information sharing, situational awareness and collaborative working within the greater Regimental Family, the Chair has invited the following as “non-voting” members of the Senate. Typically, they are invited to speak on behalf of their organization and coordinate activities with other entities of the Regimental Family. They may be precluded from certain discussion issues. Invited guests include:

- Regimental Major
- PMC and/or Treasurer of the Officers Mess, Senior NCO’s Mess and the Junior Ranks Club.
- Toronto Gunners Association Liaison Officer
- Regimental Information Management Officer
- Toronto Artillery Foundation – Secretary-Treasurer
- 7<sup>th</sup> Toronto Regiment, RCA, Band
- Toronto Artillery Foundation Band

- President of the IODE Ubique Chapter
- 105 Royal Canadian Army Cadet Corps
- 818 Squadron, Royal Canadian Air Cadets
- 7<sup>th</sup> Tor Cadet Liaison Officer

The duties of the Senate, as defined in the Constitution, are to:

- Act as an advisory body to the Commanding Officer;
- Assist the Commanding Officer in all matters concerning the welfare of 7<sup>th</sup> Toronto;
- Advance the welfare 7<sup>th</sup> Toronto;
- 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,
- 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 7<sup>th</sup> 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;
- Implements the CO's Regimental Community operational objectives, supported by a robust and engaged Senate structure;
- 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 mentor and orient currently serving members to experience the relevance of Regimental Community through participation in secretarial/support roles.

### ***The Commanding Officer and Command Team***

The Commanding Officer commands and leads 7<sup>th</sup> 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 7<sup>th</sup> Toronto Regiment, and for the administration, training and operational capacity of 7<sup>th</sup> 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 7<sup>th</sup> 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 7<sup>th</sup> 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 the 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.

As Honorary Colonel, I have explained my philosophy on how I intend to lead and guide the Senate to in turn guide, steer and implement this Family Strategy:

- **Command Centric** – I ask that members assume leadership roles, take action, lead by example, and take responsibility for achieving results.
- **Mission Command** – I'll 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.
- **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** – we need continuity, continuous development and continuous improvement in all we do. 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 that as my philosophy of how I intend that the Regimental Family, led by the Senate, is guided, the following is my personal approach to Regimental matters (my four “ates!”).

- **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 7<sup>th</sup> Toronto, without becoming involved in or meddling in operational matters and matters within the purview of the CO. Help 7<sup>th</sup> 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 7<sup>th</sup> Toronto and those who serve in it. The purpose for Toronto Gunners, Limber Gunners, Foundation, Band, “*Friends*,” etc., is to facilitate 7<sup>th</sup> Toronto Regiment.
- **Collaborate** – Enhance the collaboration between all arms of the Regimental Family. 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***

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.

Note that the “*Regimental Major*” is not an authorized position on the establishment of 7<sup>th</sup> Toronto Regiment. We will, from time to time have an individual that has the talents,

connections and time available to perform this function, and in reality rank is not important – it could be a Captain, it could be a former/retired member. In the event that there is no individual so designated, the roles and responsibilities will have to be taken up by others, such as the 2 I/C or a designated officer (or former member!).

### ***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. 7<sup>th</sup> 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 7<sup>TH</sup> TORONTO REGIMENT BAND**

The Band of the 7<sup>th</sup> Toronto Regiment, RCA (reporting to the Commanding Officer) 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 and traditions we treasure and defend. 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.



In the eye of the public, the band is the ceremonial face of 7<sup>th</sup> Toronto. It is the voice of the Artillery through songs and marches. 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**

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 7<sup>th</sup> Toronto Regiment, Royal Canadian Artillery and



connection through the Royal Canadian Artillery Association (RCAA) to the Canadian Artillery. They include 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 fire blank rounds for salutes. As associates or members of the 7<sup>th</sup> Toronto Regiment, RCA the Toronto Gunners take part in unit events and social activities. The members provide support to the other members and their families in times of need. The objectives of the Association are to:



- Provide community and financial support at the local level to 7<sup>th</sup> Toronto Regiment, Royal Canadian Artillery;
- Support at the national level the Royal Regiment of Canadian Artillery, including serving and retired members, Regular Force and Reserve, relatives and friends;
- Promote awareness of the Artillery Community in the Greater Toronto Area; and
- Provide a connection to the Gunner Community for retiring Regimental members.
- Actions and Goals over the next five years:
  - Continue with Gunner Luncheons, but over time include luncheons that are not only, or perceived as only, officers' functions;
  - Recruit 20-25 new members each year;
  - Groom successors who are ready to assume the leadership roles, at least two per year;
  - Encourage more volunteers to share the workload;
  - Engage and invigorate more serving members of 7<sup>th</sup> Toronto Regiment, especially at the Sergeant/WO level;
  - Seek to enrol every serving Gunner in the GTA (Brigade, Division, Staff College, etc);
  - Maintain continuous contact with members and "friends"; and
  - Assume responsibility for the production of "Take Post" or its successor within two years.

## **THE TORONTO ARTILLERY FOUNDATION**

The Mission of the Foundation is: Celebrating Toronto's Artillery heritage, serving its Gunners of today, investing into our Regimental legacy of tomorrow.

The Toronto Artillery Foundation was created by Letters Patent on the 29<sup>th</sup> of June, 1978. The Foundation exists under Letters Patent 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 7<sup>th</sup> Toronto Regiment, RCA or members thereof".

Some additional purposes allowed under the Letters Patent are to:

- Equip and maintain the band(s) of 7<sup>th</sup> Toronto Regiment;
- Establish and maintain a Regimental Museum;

- Hold property for the use of 7<sup>th</sup> Toronto; and,
- Contribute to 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 7<sup>th</sup> Toronto Regiment through an Investment Committee which 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 7<sup>th</sup> Toronto Regiment. It also funds the major ongoing expenses for the equipment such as licensing, insurance, and maintenance as well as major acquisition and preservation of suitable vintage artillery equipment all in conjunction with the Limber Gunners and the Toronto Gunners.

The Foundation is being re-invigorated at this time. 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 effective Foundation is essential to achieve our goals, objectives and the full range of support required by our Regimental Family.

**Actions and goals over the next five years:**

- Continue to develop and implement an annual “Giving Cycle”;
- Meet the annual financial wants and needs of the Regiment and Regimental Family;
- Demonstrate to members of the Regiment the benefits of supporting the Foundation;
- Increase the capital invested by at least \$200,000 over five years;
- Increase the return on our invested money to greater than 5% per year;
- Maintain engagement with and support from our corporate donors;
- Continue to attract support from the serving members of the Regiment;
- Support the Toronto Artillery Foundation Band, and in return benefit from their performances;
- Recognize donations publicly; and,
- Continue to advertise, with concrete examples, the support that the Foundation gives to the Regiment, and develop a pamphlet to explain such.

**TORONTO ARTILLERY FOUNDATION BAND**

The Toronto Artillery Foundation Band was created in 2016 to support the Foundation and the Regimental Family. The principal purpose is to conduct performances to increase public awareness of the Foundation and to help raise funds which would support the Foundation, the

Regiment and the Regimental Family. It is a not-for-profit legal entity run by a Board of Directors with an elected President. The Band reports to the Toronto Artillery Foundation, and is accountable to it.

***Actions and goals over the next five years:***

- Conduct at least one major and two or three minor entertainment events per year, as a concert band;
- Generate revenue for the Foundation; and,
- In four or five years consider evolving into a marching band as well, with a non-CAF “uniform.”



## **THE LIMBER GUNNERS**

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 7<sup>th</sup> 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 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 "*Limber 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.

### **Actions and goals over the next five years:**

- Recruit new members (six per year) and develop a succession plan for leadership roles;
- Acquire an additional Quad;
- Acquire uniforms and equipment;
- Continue to develop revenues; and
- Continue to represent the Regiment, the Regimental Family and the RCA.

### **IODE UBIQUE CHAPTER**



The UBIQUE Chapter IODE (International Order Daughters of the Empire) was formed in February 2016. They support the aims and objectives of the I.O.D.E. in its tradition of community service, but they are also here to support the Regiment where they can – especially in terms of bringing the Regiment closer to our surrounding community through charitable works and by forming relationships with our neighbours through positive outreach and support. In addition to their primary function and aim of supporting youth through scholarships and other programmes, they also aim to support the Regiment in its family activities.

### **Actions and goals over the next five years:**

- Continue to support the Regimental Family
- Initiate outreach programs; and
- Build on the team of volunteers.



### **OUR REGIMENTAL CHURCH – ST. CLEMENT’S CHURCH**



Community and spiritual support is vital to the comfort and well-being of members of our Regiment and their families, and this is especially so in times of danger, sorrow and grief, but also in happy and cheerful times – no matter our culture or denominational beliefs. For nearly 25 years St. Clement’s has been our Regimental Church. Typically we hold Remembrance Day services at St. Clements and we know that we can call on them in difficult times.

We intend to continue and develop this close relationship, while concurrently recognizing and respecting the ethnic, cultural and religious nature of our members and indeed the city of Toronto.

### **Actions and goals over the next five years:**

- Celebrate 25 years of a wonderful relationship;
- Continue to maintain, and enhance, the close relationships with our Regimental Church;

- Ensure that our Regimental Family is aware of and comfortable with support from our Regimental Church;
- Support St. Clement's in community outreach programs where appropriate; and,
- Accommodate other cultures and religions that are prevalent in the GTA, perhaps by participating with other denominations periodically (perhaps every second year).



## **REGIMENTAL MESSES AND INSTITUTES**

7<sup>th</sup> Toronto Regiment, RCA has an Officers' Mess, Warrant Officers and Sergeants' Mess and a shared 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 7<sup>th</sup> 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 serve two purposes: first, they provide a home to the Officers, NCOs and NCMs, where artefacts, memorabilia and regimental traditions are maintained and grown; and secondly, they offer a place where visitors can be brought regularly to attend events and become acquainted with the Regiment.

Over time, our messes can become a home or "club" to those who wish to support the Regiment without joining the Army. In that respect, our messes are the key to the maintenance of morale off the parade square and out of the field. Time and effort should be dedicated to bringing this realization to our Regimental family. 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 encourages a long lasting bond amongst the Regiment and its members.

## **105 (7 TOR RCA) ARMY CADET CORPS**

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.

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<sup>th</sup> Toronto Regiment, Royal Canadian Artillery Regiment, may need assistance with. Cadets earn "*Community Service Hours*" for attending these events which are counted towards high school graduation prerequisites.

***Actions and goals over the next five years:***

- Continue recruiting and community outreach efforts;
- Continue the close relationship with 7<sup>th</sup> Toronto Regiment, RCA; and,
- Participate in Regimental and Regimental Family activities.

**818 (FALCON) SQUADRON, ROYAL CANADIAN AIR CADETS, TORONTO**

7<sup>th</sup> 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 goals of the Air Cadet movement are to:

Develop in youth the attributes of good citizenship and leadership;

Promote physical fitness; and,



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 before a *Remembrance Day* ceremony, or 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. The program is limitless in the opportunities it provides.

***Actions and goals over the next five years:***

- Continue recruiting and community outreach efforts;
- Continue the close relationship with 7<sup>th</sup> Toronto Regiment, RCA; and,
- Participate in Regimental and Regimental Family activities.

**EMPLOYER ENGAGEMENT AND JOB SUPPORT**

Recognizing that 7<sup>th</sup> 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***

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 on 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;

Seeking opportunities for outplacement into military-favourable employers; and

Linking high-quality military members to high-quality civilian opportunities through focused networking/interaction sessions. These activities are conducted in military messes or venues, in uniform, 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***

7<sup>th</sup> 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.

Secondly, 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.

Thirdly, 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 externally to a wide range of stakeholders remain crucial to the health and relevance of 7<sup>th</sup> 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 7<sup>th</sup> Toronto and help recruit volunteers and donors to support our many causes.

### ***Social Media***

We must 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. See: [www.7tor.ca](http://www.7tor.ca) It is the door into the Regiment in the digital world and must include the following elements:

- Regimental history
- Organization
- Leadership
- Prominent Toronto Gunners
- 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.

Above all the website needs to 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 7<sup>th</sup> Toronto Regiment and the Regimental Family***



“Take Post” is published bi-monthly under the authority of the Honorary Colonel, 7<sup>th</sup> 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.

Actions and Goals over the next five years:

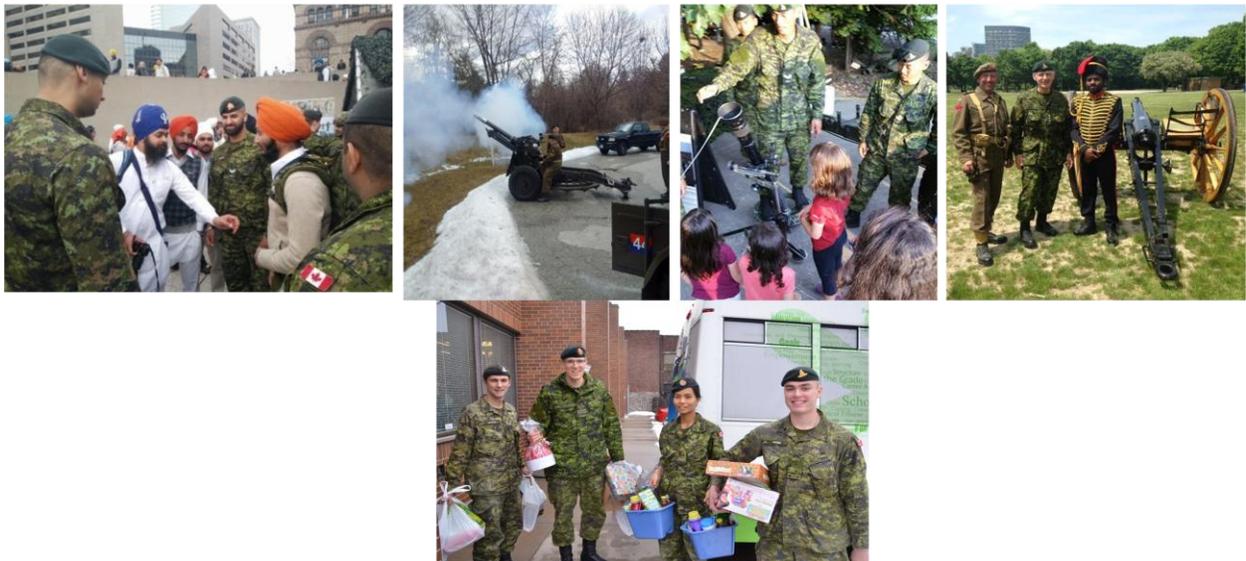
- Continue to publish Take Post as a Regimental Family newsletter every second month (six editions per year);
- Transition to a more user friendly format; and

- Transfer responsibility for creating, editing and publishing to the Toronto Gunners by 2019.

### *Community Outreach*

Community outreach is tremendously important to our communications strategy. Yes, this is largely done through and by the Regiment, but support from the Regimental Family is important, and can multiply the impact of Regimental efforts. Examples of community outreach are participating in community exhibitions and festivals, public church services, parades, Limber Gunner salutes, engagement with civic leaders, and so on – and gaining media awareness of the above.

## Community Outreach



### **CUSTOMS AND TRADITIONS OF THE REGIMENTAL FAMILY**

Customs and traditions play a major role in the life of a Regiment and Regimental Family. They need not be rigidly adhered to nor should new ideas be rejected, but in either case they should be understood. Below are some of the customs and traditions of 7<sup>th</sup> Toronto Regiment, RCA:

- **Remembrance Day.** Traditionally, Remembrance Day is marked with a service at Queen’s Park and a 21 Gun salute to remember and pay tribute to Canada’s fallen. Our Limber Gunners participate, typically with two guns. After the Salute, our Regimental Family retires to respective Messes, and some delegations may pay respects to veterans at Sunnybrook. Although a solemn day and, it is an opportunity for the Regimental Family to get together and show comradeship, remember those we have lost, and demonstrate to the young members of the Regiment that we are here to support them. We need to continue to make a great effort to get our old comrades to participate.

- **Remembrance Church Service.** Our Regimental Church is St. Clement's Anglican Church. Typically the Sunday before Remembrance Day we conduct a Remembrance service at St. Clement's. More recently we reached out to other denominations, while continuing to participate with St. Clement's. We may continue this practice in the future because it reflects the multi-cultural and multi-denominational mosaic of our Regiment and the community we serve. However, Remembrance Religious Services have been and will continue to be an important tradition of 7<sup>th</sup> Toronto Regiment.
- **St Barbara's Day, 4 December.** St Barbara's Day is traditionally a day to celebrate our Patron Saint with sporting and/or social events. The exact event may vary from year to year – sometimes Mess Dinners, sometimes a more inclusive and broader reaching Regimental Dance. The main point is that we do indeed celebrate our Patron Saint.
- **Soldiers Christmas Dinner.** The Regiment's Soldiers' Christmas Dinner is a great opportunity for the serving members to celebrate the year's activities and for the Commanding Officer to hand out Honours and Awards recognizing special individual and team accomplishments. The whole of the Regimental Family encourages and supports this longstanding Army tradition.
- **New Year's Levee.** This is an event that fluctuates from year to year in all units, not just 7<sup>th</sup> Toronto. It is considered to be a worthy tradition, particularly for the Officers' Mess.
- **Artillery Birthday, 26 May.** As with St Barbara's Day, the Artillery Birthday is a day to celebrate with social and sporting events. Typically many members of the Regiment are on courses and tasking in the latter part of May, so we may tend to celebrate earlier in May, i.e., the annual Stand Down parade. It seems that a BBQ and Family day, in conjunction with the Regimental Stand Down parade is a good fit, and should be continued.
- **Two Centuries of Firepower, Fort York.** This event is becoming a new tradition, an opportunity for the Regiment to participate in Fort York's part of "Open Doors Toronto." This has become a great opportunity for the Regiment to show what we do and to allow the public to see the quality of our men and women who serve Canada. This is not a manpower or resource intensive effort – so we get great public exposure at the price of two dozen soldiers and a few pieces of equipment. It is also a great opportunity for junior leaders to plan and execute an operation. Being a "new tradition," we will see how it goes for a year or two, and adjust it accordingly.
- **Regimental Salutes.** Several times a year the Regiment and Limber Gunners fire official ceremonial salutes: Remembrance Day, Victoria Day, Canada Day, opening of Parliament, etc. Each and every one of these events is an opportunity for the Regimental Family to gather and show their support for our soldiers.
- **Family Days.** The Regiment has held Family Days and various times of the year and in conjunction with various events. Examples: Family Day after the Freedom of the City

Parade, Family Day at the Annual Stand Down parade, Family Day in Meaford. All of these have worked, and have been tremendously successful. For some folks they are a “Reunion” with their old Regiment. The point is that Family Days are very popular and may be conducted more than once per year and still be successful. They support our soldiers directly and indirectly help bring the Regimental Family together. They require the same planning effort as training and operational activities, and they require volunteer and financial support.

- **Professional Development Days/Tours.** Our Regiment has been particularly proactive in conducting professional development opportunities and Battlefield studies. These are opportunities for the newer members of our Regiment to learn about our past and the history of Canada and her Armed Forces. We have several opportunities for European Battlefield studies in the next five years, and annually (or when appropriate) we should explain our history, heritage, customs and traditions to our members.
- **Junior Ranks Mess Dinner.** The Gunners, Bombardiers and Master Bombardiers annually conduct a Junior Ranks Mess Dinner. This is a relatively new “tradition,” a practice that unites the junior members of the Regiment and their friends and partners. It has been a great success, and if the JRs are interested in perpetuating the event it should be encouraged and strongly supported.
- **Regimental BBQs.** For years the Limber Gunners and Toronto Gunners have been holding a Regimental BBQ in support of the members of the Regiment, particularly to welcome them back after a summer of taskings and training, and to welcome the newly-badged Gunners. This is a long-standing tradition, something that should be nurtured and treasured. This is not just a meal for the Regiment – it has become a ritual. The Limber Gunners and Toronto Gunners make a huge effort to put this event on, so the Regiment should gather round and collectively thank the older folks for their generosity and hard work.
- **Regimental Funerals.** Regimental Funerals are tremendously important traditions, depending on the wishes of families. There are protocols to follow and there are specific DND regulations that apply. However, the Regimental Family can and should support the grieving family.
- **Honours and Awards.** Honours and Awards are tremendously important in recognizing the accomplishments of our serving members and indeed members of the regimental Family. The ceremonies for such are important events for family members and for the old-timers. The custom and tradition of publicly acknowledging great accomplishments is longstanding and should be perpetuated – involving and engaging as many folks as we can.
- **Community Outreach.** Members of 7<sup>th</sup> Toronto Regiment have been active in setting up displays at community events, the two most noticeable being a Sikh cultural day and a

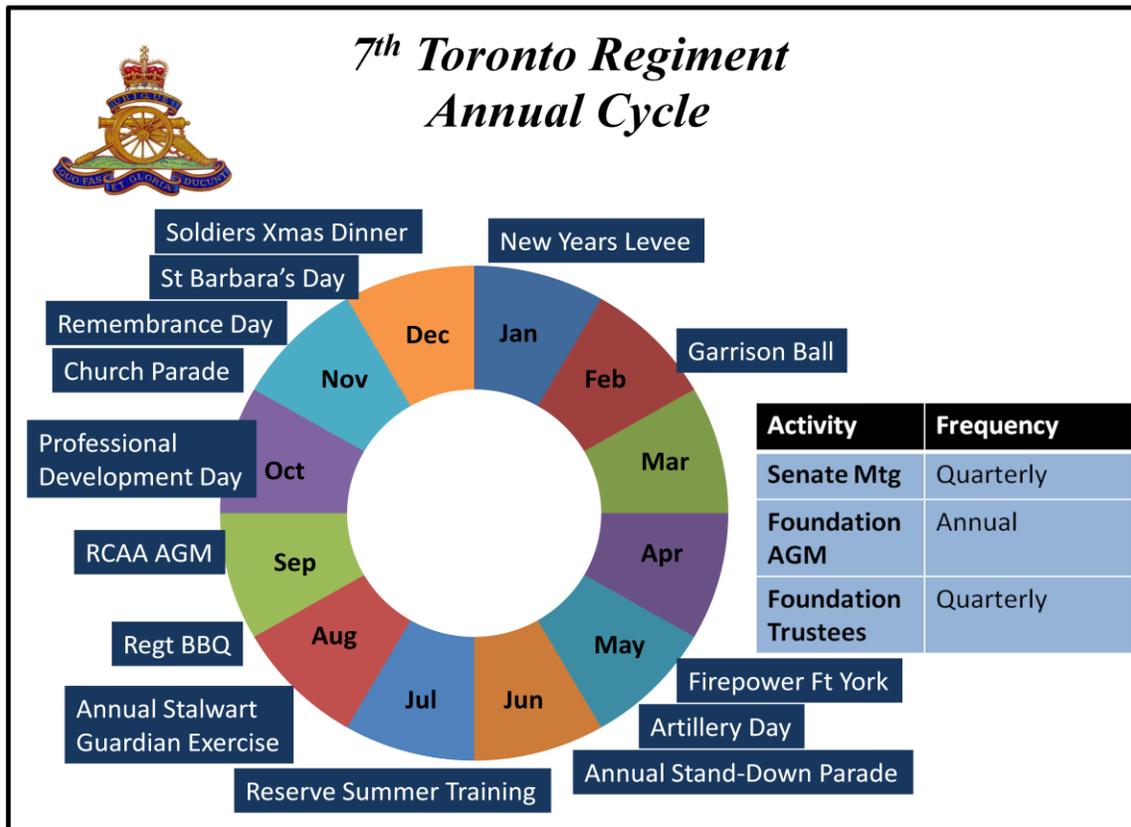
Korean cultural event. These and similar opportunities are tremendously valuable to the Regiment and to the GTA community, and should be encouraged and supported.

Actions and Goals over the next five years:

- Continue with the customs and traditions that are relevant, meaningful and beneficial, but modify or discard those that are outdated (after due consideration of the pro's, con's and potential second and third-level effects);
- Continue to offer professional development opportunities to all ranks of 7<sup>th</sup> Tor;
- Continue to capitalize on opportunities for our soldiers and the Regimental Family to engage with each other and with the public - and publicize it; and;
- Treat all of the above as opportunities to develop junior leaders while welcoming mentorship from the extended Regimental Family.

### 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.



## **STRATEGIC ACTIONS AND GOALS OVER THE NEXT FIVE YEARS**

As a Regimental Family, our strategic actions and goals over the next five years are:

- Enhance the membership and capacity of our Regimental Family, from which we can gain more support in terms of volunteers, fund raising, friend raising, awareness and continuous momentum;
- Attract considerably more supporters, friends and corporate sponsors;
- Improve the support to our soldiers and their families, and make it more visible;
- Build upon our excellent reputation in the Garrison, the Brigade and the RCA as a whole.

## **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;

Speak as one body in the 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;
- Take action and seize the initiative – lead the ways and get others to follow;
- 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, in the interests of 7<sup>th</sup> Toronto Regiment and our Regimental Family.

## 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 7<sup>th</sup> 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 7<sup>th</sup> 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 7<sup>th</sup> 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 7<sup>TH</sup> TORONTO REGIMENT, RCA STRATEGY

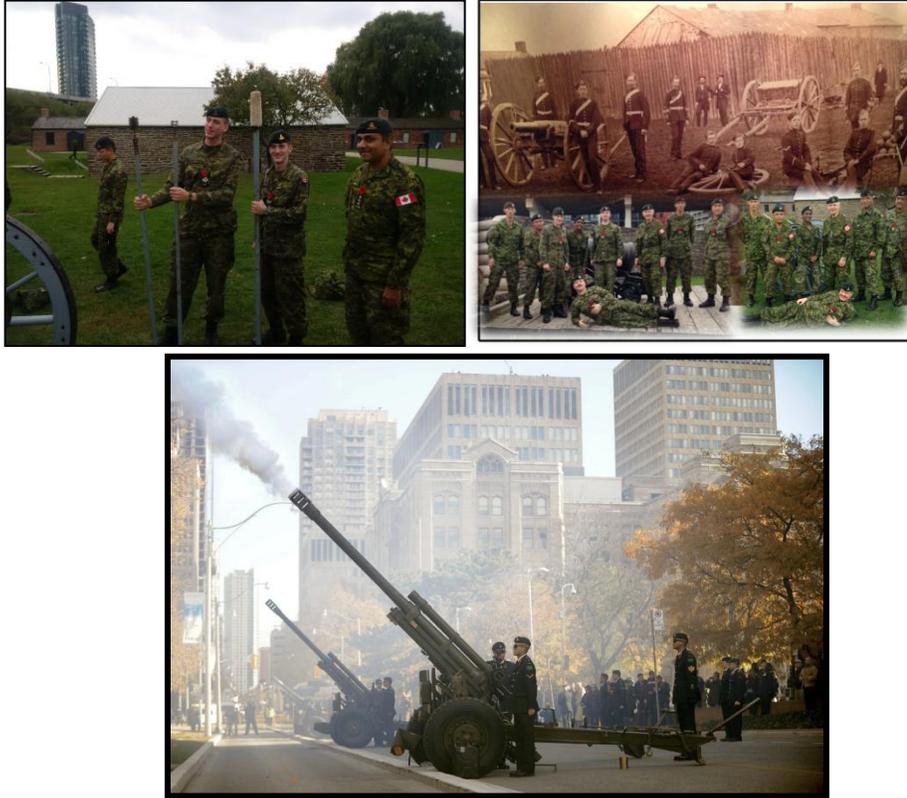
The following are examples of the types of actions, activities and initiatives that are foreseen in the 7<sup>th</sup> Toronto Regiment, RCA Strategy:

- Toronto Artillery Foundation. Continue to reinvigorate the Foundation. Develop and implement a meaningful Business Plan. Review our investment strategy. Continue to mobilize and energize 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.
- Regimental Website. Continue to improve our Regimental website.
- 7<sup>th</sup> Toronto Regiment Band Support. Provide support if the Commanding Officer requires such.
- Toronto Artillery Foundation Band. Continue to develop and engage the Foundation Band.
- Vimy 2017. Support soldiers to participate in “Gunners Return to Vimy” 2017.
- Support for Limber Gunners. As the opportunity presents itself, purchase and restore a Quad and assist the Limber Gunners in the purchase of WWII Battledress and WWII summer dress uniforms and accoutrements.
- Canada 150. Develop a plan to celebrate Canada’s 150<sup>th</sup> Anniversary. Perhaps a 150-Gun Salute, perhaps a major social event, perhaps a mini-tattoo, perhaps a gathering of Gunners with 11<sup>th</sup> Field and 56 Field, perhaps a national 150 round salute with 30 Field Regiment.
- Two Centuries of Firepower – Open Doors Toronto. We have had two years of success with Fort York during “Open Doors Toronto,” and we should consider working with them again in 2017. Perhaps this is where we could put on a bit of a mini-tattoo and get the whole band out.
- Regimental Museum Display. Collect, inventory and display artifacts of relevance and interest to 7<sup>th</sup> Toronto Regiment.
- Toronto Mounted Artillery Brigade. This is a long-term and potentially expensive initiative. Consider the purchase of a “replica” (or original) 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.

- Battlefield Studies and Commemorative Events. Subsidize events as part of Battlefield studies conducted by 7<sup>th</sup> Toronto Regiment annually or bi-annually.
- 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 – but using public monies where possible.
- Affiliated Regiments. Seek out and regularly engage with affiliated Regiments in the UK and US, and perhaps Australia and/or New Zealand.

Treasure our Past

**THE GUNS, THE GUNS! THANK GOD THE GUNS!**



**Remember the Past, Support Today,  
and Plan for the Future**

**UBIQUE**

*Mission*  
*To foster a credible, relevant, cohesive and valued 7<sup>th</sup> Toronto Regiment*



**Keeping our Sights on the Targets**



**Our Centre of Gravity is People!**



*Centre of Gravity of 7<sup>th</sup> Toronto Regimental Family*  
*People – the right number of the right people doing the right things for 7<sup>th</sup> Toronto*