



# *The Royal Regiment of Canadian Artillery Family Strategy*

(Colonel Commandant and Senior Serving Gunner)

23 March 2015

## *Together, as Members of an Extended and Cohesive Family*



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 branch 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 and provide a valued link to local communities as do, for all units and the RCA as a whole, “friends of the Regiment”<sup>1</sup>.

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 which 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 who support us. It is the old adage “*Once a Gunner Always a Gunner*”. “The concept is totally inclusive”<sup>2</sup>.

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bilingual character, The Royal Regiment is very much a well-established and renowned Canadian national institution.

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

It may also be said, that in view of its roots put down during the early days of European settlement; its intimate involvement with many of the key events of our country’s history; its presence in locales from sea to sea; and, its

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<sup>1</sup> The “friends of the Regiment” is a phrase coined to represent members of the community interested or committed to supporting The Royal Regiment in any way, shape or form.

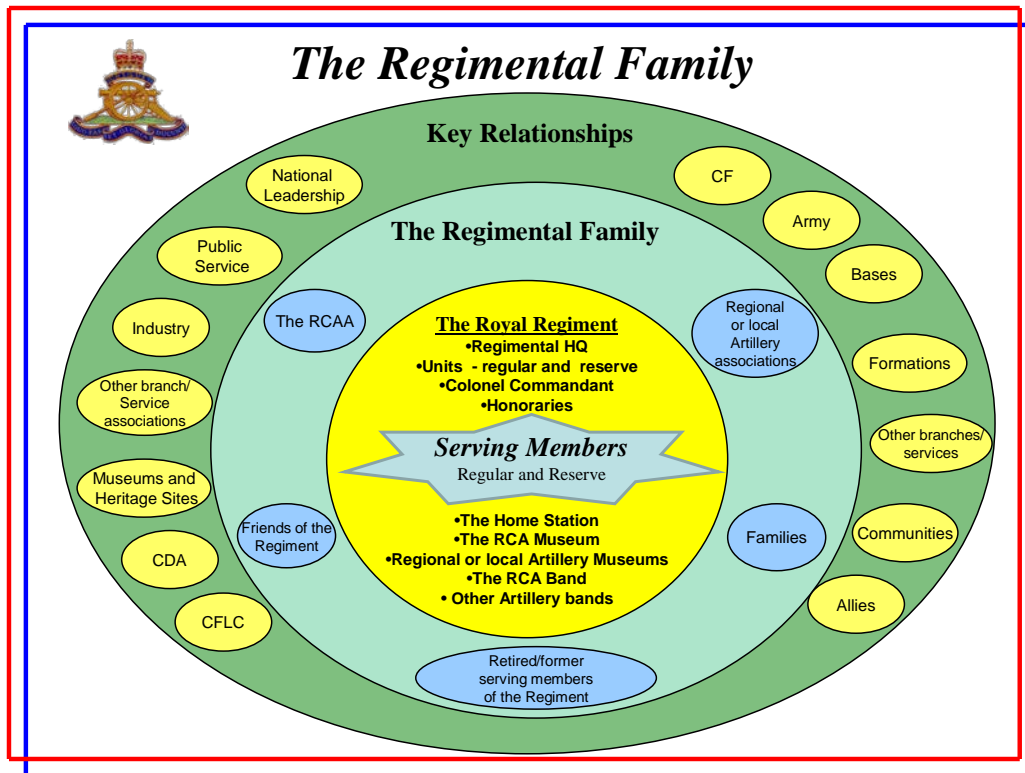
<sup>2</sup> Lieutenant-General M.K. Jeffery, serving Colonel Commandant at the time, as part of the material submitted in support of the Family Strategy enhancement process, Spring 2013.





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nature”<sup>3</sup>; 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*”.<sup>4</sup>



As shown in the illustration above, our extended family makes us more than simply “artillery in operations”. The concept rallies all constituents of our large and diverse Gunner community under a broad umbrella to celebrate and reinforce the distinctiveness and the strengths of the various components that make up the whole of the Regiment. Together, we form “a family, whole, harmonized and integrated in its final state”.<sup>5</sup>

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<sup>3</sup> Major-General J.A. MacInnis (retired), “The Royal Regiment of Canadian Artillery as an Institution”, informal paper submitted as part of the development of the Family Strategy, Ottawa, Winter 2010.

<sup>4</sup> Colonel Joe Culligan (retired), *The RCA Heritage Campaign Plan*, page 3, December 2013.

<sup>5</sup> Lieutenant-General M.K. Jeffery (retired), serving Colonel Commandant at the time, unofficial papers submitted in preparation for the meeting of the Senate on 18 October 2013.





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### *A Family With a True Collective Sense of Direction*

*The Family Strategy* provides The Royal Regiment and all constituents of its Regimental Family a true collective sense of direction. It brings together the principles and the beliefs that unite and distinguish us as Gunners and articulates the goals to which we aspire. The strategy garners and translates our ongoing and future efforts into a shared national intent and desired effects. It also provides guidance to get the right things done right. It explains and promotes the Regiment as a “family of families”<sup>6</sup> with diverse yet complementary branches. The strategy is more than words. It is pertinent to the needs of the whole of The Regiment; it reinforces the authenticity of the distinctiveness of the various branches and regions that make up that whole; and it promotes their strength and their autonomy within the greater regimental construct and value system. Assuredly founded on a pan-Canadian basis, *The Family Strategy* imparts the essence from which the various elements of the Family located across the country can draw upon for guidance. It establishes and articulates our direction and path for the future; it sets us up “to advance as one”.<sup>7</sup>

*The Family Strategy provides guidance to get the right things done right.*

*The Family Strategy explains and promotes the Regiment as a “family of families...”*

*The Family Strategy sets us up “to advance as one”.*

### **The Vision of The Royal Regiment**

The following broad, all inclusive and forward-thinking statement describes the aspirations Gunners have for their future as an operational entity and as a family. The statement is about what The Royal Regiment wants 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.



### ***The Royal Regiment of 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 orientations 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 rally round 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.***

<sup>6</sup> Phrase first coined by Brigadier-General David Henley, member of the Senate, during the staffing process leading to the enhancement of *The Family Strategy*, 4 April 2014.

<sup>7</sup> Brigadier-general J.J. Selbie (retired), member of the Senate, meeting of the Artillery Senate, 23 September 2014.





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## **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 Royal Regiment of Canadian Artillery***

## **The Centre of Gravity of the Regiment**

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***

***Our credibility in operations and as a cohesive family***

## **The Values of The Royal Regiment of Canadian Artillery**

The Army's "warrior ethos" provides guidance to all Gunners in difficult ethical situations, be they serving or retired, regular 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 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.

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- **Loyalty.** To Canada, the Canadian Armed Forces, the Regiment 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.







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### *The Strategic Objectives and the Lines of Operation - A Construct for Unity*




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 (LO)<sup>8</sup> This construct provides us the ability to guide and direct our contributions as we seek to achieve the following strategic objectives:

#### *The Royal Regiment of Canadian Artillery 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.
-  An appropriate balance of investment across the Regiment’s lines of operation.

The Lines of Operation (LO) 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 the RCA. They also serve to help us set priorities of effort,

#### *The Lines of Operation of the RCA*

-  Line of Operation 1  
*Develop and generate the capabilities that will sustain  
The Royal Regiment in operations*
-  Line of Operation 2  
*Assure excellence in leadership through succession planning*
-  Line of Operation 3  
*Nurture the family institution*
-  Line of Operation 4  
*Connect with Canadians*
-  Line of Operation 5  
*Celebrate our Heritage*

maximize the use of our resources and identify any gaps in our operational effort. At a secondary level, they inspire the formulation of subordinate goals and objectives that mobilize the efforts of the Regiment into a unified undertaking

In the domain of operations and succession planning (LO 1 and 2), the Director of Artillery (D Arty) remains the authoritative individual and the key link between The Royal Regiment and the Commander of the Army, providing effective counsel

on all matters concerning force development, force structure, equipment, operations and leadership succession. In this regard, he consults with and is given guidance by the Artillery Council. This approach ensures that the Regiment projects unity in our effort to remain a key and central component of the Army and CAF. The ways

<sup>8</sup> A line of operation is defined as: “in a campaign or operation, a line linking decisive points in time and space on the path to the centre of gravity” (Land Operations, Military Publication B-GL-300-001/FP-001, Kingston, ON, Directorate of Army Doctrine, Jan 01, 2008, paragraph 612-1, page 6-16).







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and means at the disposal of the leadership of the Regiment to advance issues in these two domains are solid and have proven their worth.

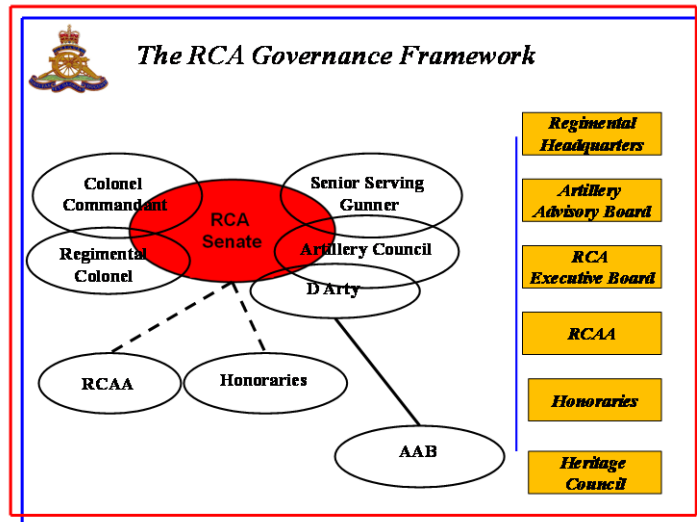
The well-being and the orientations of the RCA as a Regimental Family and as a Canadian institution are also very close to the hearts of all Gunners, recognizing that the promotion of family identity and pride

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belongs not only to the leadership but to every member and organization within the 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 LOs 3, 4 and 5. Efforts along these LOs 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.

### Effective Governance

As described hereunder, The Royal Regiment 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.<sup>9</sup>



**The RCA Senate.** Foremost among the governing bodies of the RCA is the Regimental Senate whose work and guidance at the strategic level make it possible for all Gunners to commit to a shared vision and fully engage in the pursuit of our strategic objectives. The Senate acts as a *de-facto* Board of Directors; it is mandated to promote and preserve the long-term well-being of the RCA and ensure the furtherance of its interests. Co-chaired by the Colonel Commandant and the Senior Serving Gunner, ably assisted by a healthy Regimental Headquarters (RHQ) guided by its senior leadership and reinforced by the engagement of the Director of Artillery and the Regimental

Colonel within their respective but complementary LO (as described in the following section), the RCA Senate orients our strategic direction and leads the whole of The Regiment as a family and as an institution.

**The Artillery Council.** Led by the Senior Serving Gunner or his designated representative<sup>10</sup> (known as the Chair of Artillery Council) the Artillery Council plays a major role in the operational and leadership succession aspects of The Royal Regiment (Lines of Operation 1 and 2). The main focus of its mandate is operational capability and capacity – which includes, force structure, Regular and Reserve Artillery capacity, operational

<sup>9</sup> This section of the Family Strategy elaborates on the leading governing bodies of The Royal Regiment. Details on the mandate of other bodies contributing to the unity of The Regiment as a family, such as the Artillery Advisory Board (AAB), the Royal Canadian Artillery Association (RCAA), the RCA Executive Board, the Heritage Council and the Regimental Headquarters – RCA (RHQ RCA), can be found in the RCA Standing Orders, Version 2, dated August 2011.

<sup>10</sup> In the eventuality that the Senior Serving Gunner cannot assume his primary functions within the RCA governance framework because of the profile of his primary responsibilities, he will designate a representative within the senior leaders of the Regiment who will be known as the "Chair of the Artillery Council".





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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.

**Centralized Command and De-centralized Execution.** The need to steer The Royal Regiment within a top-down concept but with enthusiastic bottom-up support and input constitutes the basis upon which the governance of the Regiment is exercised. The Regiment's governance framework highlights the Regiment as an esteemed professional organization. It also caters to the unique challenges we are presented, as a consequence of our unique national footprint.

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### *The Regimental Colonel (Regt Col) – Steward of the Family Strategy*



The Regimental Colonel's primary responsibility on behalf of the Senate is to provide leadership and stewardship with respect to the goals and objectives embedded in LO 3, 4 and 5 of *The RCA Family Strategy*. He oversees the pursuit of our aspirations and the implementations of our initiatives as a Regimental Family and national institution. This, in the same way that DArty does for LO 1 and 2, while recognizing that DArty remains *primus inter pares*, and is the primary interlocutor with the Army staff. While exercising his functions, the Regt Col is responsible to the Artillery Senate and is responsive to the Colonel Commandant (whom he advises regularly on internal regimental matters). He coordinates his efforts with those of DArty and is the primary point of contact for the RCAA on issues related to LO 3, 4 and 5.

In support of the Colonel Commandant and with the assistance of RSM RCA, the Regt Col is concerned with regimental interests as they originate from his stewardship of *The Family Strategy*. Hence, on behalf of the RCA Senate and with the benefit of their guidance and direction, the Regt Col has the mandate to orient, manage and consolidate the efforts of the various constituents of The Royal Regiment. With the objective of fostering connections among the many constituents of the Family and regimental alliances<sup>11</sup>, he cultivates goodwill and liaison between all parts of the Institution. In this context, he is the de-facto authority when it comes to implementing the guidelines and orientations promoted in *The Family Strategy*. In the process, given the nature and scope of LO 3, 4 and 5 issues, the Regt Col needs be mindful of the support stakeholders such as Honoraries, retired members and friends of the Regiment can bring to bear in advancing family related issues. Here, the Regt Col is expected to build on the strengths and characteristics of each of the constituents of the Family in the fulfillment of our common aspirations.

The Regimental Colonel is the de facto steward and authority when it comes to implementing the guidelines and orientations promoted in the Family Strategy.

As he carries out his mandate, the Regt Col may choose to establish standing committees and sub-committees in an effort to garner the information and material required to assist the senior leadership of the RCA with the orientation of the Regiment as a family. Similarly, he may choose to mandate some of these committees to provide him with the means by which to proceed with the implementation of specific aspects of the strategy.

<sup>11</sup> In the context of *The Family Strategy* and on behalf of the Colonel Commandant and Senior Serving Gunner, the Regimental Colonel, has the mandate to oversee the establishment, maintenance and enhancement of "official alliances" established between the RCA and any recognized institution. Such is the case, as per example for the relationship that exists between the RCA and the Royal Artillery (RA).





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**Contribution by the Regimental Headquarters Royal Canadian Artillery (RHQ RCA).** RHQ RCA works most directly for the Regt Col and the Col Cmdt and supports them administratively in the fulfillment of their duties associated with LO 3, 4, and 5 of the *Family Strategy*. RHQ RCA provides the Regt Col with close administrative support in the exercise of his stewardship mandate.

### *The Units of the RCA – Committed to an Enhanced Regional Posture*



Units of the Regiment (be they Regular Force, Primary Reserve, the RCA School, the RCA Band or RHQ) “manoeuvre” with the assistance provided by the many constituents of the Family. While their focus is primarily towards operations, they remain the most visible and concrete manifestation of the RCA. As such, they hold responsibilities of their own in our realization of a unified and cohesive family. In the main, they fulfill these responsibilities through the development of an enhanced regional posture.

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**Establish Unit Senates.** For the purpose of positioning themselves to best fulfill their

institutional mandate, unit command teams (Regular and Reserve) establish unit senates that will provide them with support and judicious guidance on institutional matters. These senates consist of current and former unit command teams and, where applicable, Honoraries. They may also include community leaders. These influential individuals provide counsel and guidance to the command teams of the units they are associated with; they offer a particular focus on those activities and functions that fall under LOs 3, 4 and 5 of *The Family Strategy*. Unit senates enhance the ability of the command teams to interface on a multitude of family issues with other units in a given region; they also facilitate the integration of those units into the communities that support them.

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**Form Unit Associations.** The quest for an enhanced regional posture also demands of the unit command teams (Regular and Reserve) that they oversee the formation of unit associations. In so doing, they make a deliberate effort to secure their relevance and longevity such that they can count on their indispensable contribution in the long-term to enhance cohesion and assist with the building of a strong and enduring sense of belonging and pride. These unit associations offer continuity and extend the sense of belonging sought by those who have left the units. They also contribute to the safeguarding of the family’s long-term engagements with their supporting communities.

Unit senates and associations play a complementary yet essential role in securing the continuity of the commitment the Family has towards our injured members, our veterans, their families and the kin of our fallen. .

Most importantly, unit command teams acknowledge the complementary yet essential role their senates and associations play in securing the continuity of the commitment the Family has towards our injured members, our veterans, their families and the kin of our fallen.







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**Networking.** Units of the RCA further their regional posture through networking. By leveraging available and emerging technologies, they broaden and extend their reach, offering a hand to those members of the Family who no longer have day-to-day dealings with a particular unit of the RCA.

**Champion Matters of Interest to the Family.** With the close support of their senates and associations, the command teams of the units of the RCA are well suited to engage and champion matters of interest to the Family beyond the terms of their official operational mandate. By means of their involvement on the regional

The units of the RCA are in a credible position to assume an enhanced regional posture regarding institutional issues in an enthusiastic response to the needs of the local, regional and national families and in support of the RCAA and its network of Gunner associations.

scene, the units of the RCA contribute in a tangible and significant way to our collective pursuit of cohesion as a pan-Canadian family. Units engage by building first on the well-developed functional connections established at the regional level for operations and training. As they do so, the units of the RCA are in a

credible position to assume an enhanced regional posture regarding institutional issues in an enthusiastic response to the needs of the local, regional and national families and in support of the RCAA and its network of Gunner associations. The proximity of the units to their regional associations makes it possible for them to provide discrete yet effective interventions, establishing their preparedness to provide counsel, reinforcement and leadership when required.

### *The Associations – Joining Forces Across the Country*



As a community, we celebrate and recognize the need to build on the service and achievements of Gunners everywhere, past and present. To this end, Gunner associations are very much engaged and acknowledge the necessity to promote the Regimental Family at large. With the support of the chain

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of command, our Regimental networks, our Honoraries and the friends of the Regiment, Gunner associations across the country are rightly leading locally and regionally today - and there is a notable degree of collective and collaborative effort.<sup>12</sup>

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The extended Gunner Family presents organizational features that make it responsive to all its constituents. In this context, local and regional associations, as for the RCAA at the national level, are foremost among the

constituents of the Gunner Family. They exist for the purpose of maintaining and celebrating bonds of comradeship, undertaking good works, and advocating for the well-being and effectiveness of The Royal Regiment. They secure our ability as a Family to affirm our moral and institutional convictions in support of our operational capability. They make it possible for our extended family to join forces across the country and foster the conditions necessary for the building of a strong support base that allows Gunners and their friends to rally round as they celebrate and support each other in times of need.

<sup>12</sup> Brigadier-General E.B. Beno (retired), Colonel Commandant at the time, address to the 124<sup>th</sup> Annual General Meeting of the Royal Canadian Artillery Association, Guelph, 18<sup>th</sup> September 2009.





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Our associations bring together those tied by bonds of comradeship established over many years. It is these bonds, born of service and cohesion that prompt friends to provide support in times of sickness and misfortune.<sup>13</sup> These ties make it possible for us to give of ourselves to make things better; they make us want to keep in touch – wherever we are. Gunner associations, with the support of our units and RHQ, and the contribution and guidance of the RCAA, rise to the challenge and make it possible to support one another in difficult times.

Our associations make it possible to support one another in difficult times.

The success of this undertaking demands widespread communications and an expansive network. The RCAA, the national association of the RCA, was founded in 1876 to develop and distribute Gunner skills and conduct competitions. It was subsequently mandated by an Act of Parliament to promote the efficiency and welfare of

With the assistance of the units and regional associations, the RCAA enhances the connection of the many clusters of Gunner groupings across the country... While so doing, the RCAA reinforces the autonomy and distinctiveness of the regions so that the needs unique to the particular areas are met

The Royal Regiment of Artillery and all matters pertaining to the defence of Canada. Historically the RCAA has been at the centre of the Gunner Family. A recent transformation study highlighted the requirement for the RCAA to build on the already successful rallying effort of the units in the fields of operations and collective training. With the support of the units and existing affiliated regional associations, the RCAA enhances the connection of the many clusters of Gunner groupings across the country, encouraging all local and regional associations to affiliate with the RCAA. While so doing, the RCAA reinforces the autonomy and distinctiveness of the regions so that the needs unique to the particular areas are met.

This line of action offers a broader integrated network of cooperation. It also helps develop the sense of attachment and support gained from working in concert. In this way, Gunners and their families, including our more remote members – the ones who are not necessarily well connected – can reach out and obtain the assistance they require, when they need it. Through its successful network of associations, The Royal Regiment displays by action that there is value in membership.

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<sup>13</sup> Colonel Joe Culligan (retired), *RCA Heritage Report*, December 2013, page 9.





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### *The Honoraries – Mentoring and Broadening the Family*



Part mentors, part supporters, along with the Colonel Commandant, Honorary Colonels and Lieutenant-Colonels stand at the forefront of the Regimental Family for all ranks of all Reserve units and to the wider regimental family. Honoraries play an important role in safeguarding the long-term health and success of the Regiment by promoting regimental spirit and esprit-de-corps and overseeing and ensuring continuity in the maintenance of customs and traditions.<sup>14</sup> A



substantial part of their mandate is to “communicate, facilitate and celebrate.”<sup>15</sup>

By their presence and name, Honoraries confer a public profile to the unit and provide an essential link into the community.

**Enhance Regimental Profile.** By their presence and name, Honoraries confer a public profile to the unit and provide an essential link to the community. As associates of a functional network, these distinguished Canadians devote their utmost energies to the enhancement of the welfare and good name of the Royal Regiment, providing, in the process, a much needed connection between their unit, the community and the Canadian Armed Forces. As a group, Honorary Colonels are

also active as “friends of the Regiment”, a team they promote and oversee within the unit to which they belong. In this respect, they are essential to the growth of the Royal Regiment by boosting unit profile. Their presence outside of the chain of command enhances the visibility of the Regiment to the Canadian public.

**Foster Regimental Bonds.** Honorary Colonels are an integral part of the Reserve unit regimental senates and associations which make The Royal Regiment a “family of families”. Perhaps one of their most important contributions, as highly respected members of the Family, is the time they spend with all members of the unit, no matter what their rank or position. This crucial aspect of their mandate /time is especially significant in support



**Note.** From top to bottom, pictures of : LGen M.K. Jeffery (retired) – Col Comdt at the time; Hon Col Ben Weider (deceased), 62 RAC ARC; Hon LCol C. Crosby – 84 Indep Fd Bty RCA; Hon Col J. Laflamme – 6 RAC ARC; Hon Col G.E. Burton, 11 Fd Regt RCA; Hon LCol. T. Bitove, 7 Tor Regt RCA; LGen R.A. Dallaire (retired), Hon LCol 6RAC ARC.

<sup>14</sup> The document “*Honorary Appointments – Aide-Memoire*” produced by the Canadian Army staff and dated October 2012, spells out the official (general and unit specific) responsibilities that are expected to be carried by Honoraries. This section of *The Family Strategy of the RCA* expands these guidelines and articulates the terms of the Honorary Colonels’ mandate in view of the emphasis Gunners place on the Family and the crucial role the Honoraries play within it.

<sup>15</sup> Brigadier-General Ernest Beno (retired), Colonel Commandant at the time, *Update for Artillery Honorary Colonels – SITREP from the Colonel Commandant*, 15 July 2010.







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of bereaved families. Here, the unswerving commitment, tangible empathy and unconditional support they offer to the families of the injured and the deceased give a vibrant testimony of our most profound regimental values, traditions and long-term commitment. Their personal engagement secures the longevity of this commitment over time.

**Provide Mentorship.** Honoraries “mentor” the leadership and members of the unit they are associated with on matters that assure the integration of that unit to the community as a



whole. As part of their unique mandate, they help lead dynamic unit senates that resonate directly with the serving members as a body that fulfills the unit’s high-profile regimental

Honoraries mentor the leadership and members of the unit they are associated with on matters that assure the integration of that unit to the community as a whole.

community-oriented task objectives. In this respect, the experience from their varied backgrounds is leveraged to guide unit members on non-operational issues, including honorary appointment succession. Honoraries offer guidance and advice outside of the chain of command, providing a perspective which may not otherwise be available.

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**Support to the Regimental Objectives.** Together, the Honoraries of The Royal Regiment of Canadian Artillery personalize the institutional structure of the Regiment and add a significant dimension to our objective to nurture a cohesive pan-Canadian Family. In this context, together with the Colonel Commandant, Honorary Colonels and Lieutenant-Colonels offer a unique and potent capability as essential elements in the establishment of an effective “fire support base from which serving members and units can manoeuvre.”<sup>16</sup> Through their contacts within



military and business networks they assist in generating the resources necessary to support Regimental institutional objectives.



By working as an interconnected Regimental team, their effectiveness is enhanced as they pull together and move forward matters related to LOs 3, 4 and 5 at unit/regimental level.

<sup>16</sup> Brigadier-General Ernest Beno (retired), Colonel Commandant at the time, *Update for Artillery Honorary Colonels – SITREP from the Colonel Commandant*, 15 July 2010..





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### ***Communications – Enhancing Unity of Thought, Action and Collective Effort***

The ability to communicate to and within the Gunner Family continues to promote and enhance unity of thought, action and collective effort.

Gunners are renowned for their ability to communicate on the battlefield and for presenting a common and shared “situation awareness”. Effective communications both within The Royal Regiment of Canadian Artillery and externally to a wide range of stakeholders remain crucial to the health and relevance of The Royal Regiment now and in the future. Most importantly, the ability to communicate to and within the Gunner Family continues to promote and enhance unity of thought, action and collective effort.

While our means by which to connect effectively on a pan-Canadian basis remain limited, there is a tangible collective will to engage. The eagerness of Gunners to keep in touch with and up-to-date with other members of the Family or the Regiment itself is evident. We come together when problems strike and family members truly appreciate the support of close and far-away friends and the care they are provided.<sup>17</sup> Success depends to a great extent on the unselfish commitment of individuals who willingly take upon themselves the critical mandate of communicating with

Throughout the challenges of the past year, I have been well supported by our Gunner community. ... I was overwhelmed by the outpouring of messages of support from across our Gunner family.<sup>1</sup>

their fellow Gunners on a local, regional or national basis; they do this by whatever means are available. So do our associations. We will continue to build on these altruistic and gallant efforts at the local and regional levels with the objective of establishing a wide-reaching network by which to effect meaningful and timely communications at large. As we undertake this institutional mandate of great consequence to the Family, we are displaying by action, that there is value in the pursuit of a membership with our associations and less formal groupings.

...we are displaying by action that there is value in the pursuit of a membership with our associations and less formal regroupings.

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. Our capability in these areas continues to expand as we seek the engagement of all Gunners wherever they are in the world. The improvement of the quality and use of the website, the employment of social media, the possible addition of an online forum, the creation of a promising regiment-wide e mail distribution list constitute tangible means by which we plan on reinforcing our ties within the greater Gunner Family. Clearly, much work remains to be done. We have a purpose that resonates and we can count on the contribution of many to advance our objectives.

### ***The RCA Heritage - Yesterday, Today And Tomorrow: Celebrating Our Heritage; Securing the Future***

The Regiment is a Family. We are about people. The soldiers of the RCA, Canada's Gunners, men and women of all ages and origins, serve Canada selflessly. As a community, we recognize the need to build on our successes in operations and we acknowledge the need to promote the well-being of the Regimental Family. The

<sup>17</sup> Colonel Joe Culligan (retired), RCA Heritage Report, December 2013, page 10. The idea and the citation were first introduced and used in the original document.







## The Royal Regiment of Canadian Artillery Family Strategy

The purpose of the Royal Canadian Artillery (RCA) Heritage Program is to celebrate our heritage, enable those who serve today, and secure the future for those to come

the serving soldiers and their units and promotes their efficiency and welfare. It is the story of those Gunners – Canadian citizens who have served and gone on serving (yesterday, today and tomorrow) in a myriad of ways (in uniform and out) to make Canada the country it is today. Heritage is also about contributing to family pride and unity and connecting with our fellow citizens.

The Heritage Program is an integral part of our *Family Strategy* and helps to fulfill our moral duty to remember. Heritage is simultaneously local and particular, global and shared; it is an essential part of the present we live in and of the future we will build; it involves the preservation of artifacts and traditions but, critically, it includes the continuous interpretation of the past to provide context to the present.

These things we do because they enable us to look after those in need, support injured soldiers and their families, assist our youth as they prepare for the future and ensure that Canadians generally understand the Gunner story - for the story of Canada's Gunners is very much the story of Canada itself.<sup>18</sup>

To do all this we rely upon the help of members of the Regimental Family - because they believe in the Family and its good works - to make progress. Our Heritage belongs to each and every one of us.

RCA Heritage Program helps us to do that by celebrating our heritage, enabling those who serve today, and securing the future for those to come.

The RCA Heritage Program is not just a technical story. It is also about people. It is about the extended Regimental Family which stands behind

### And that means



It is about celebrating our heritage and, in so doing, honouring the service, commitment and sacrifice of the Gunners throughout our shared Canadian history.

It is about nurturing that extended Regimental Family - contributing to its pride and unity now and tomorrow - ensuring that the serving soldiers know that it will support them and their individual families in times of trial - today and tomorrow.

It is also about connecting Gunners to their fellow citizens and enabling understanding of how Gunners have contributed, and continue to contribute, to the nation. This fosters remembrance of service, commitment and sacrifice. It is also about looking to the future and continuing those contributions to Canada.



<sup>18</sup> Lieutenant-General M.K. Jeffery, Colonel Commandant at the time, Heritage, informal material submitted on completion of the strategic session on Heritage held on 29 April 2010.





## *The Royal Regiment of Canadian Artillery Family Strategy*

### ***Conditions for Success – The Power of Collective Action***

As a family, Gunners understand that institutional leadership can be developed by strengthening the connection between, and alignment of, the efforts of our members across the country. The success of The Royal Regiment as an institution demands that the Family work together. It expressly requires that all members of the Family be motivated and fully engaged so that, collectively, we can achieve the goals we have set for ourselves. Responding to the imperatives of both the Family and the operational mandate of the units necessitates that we draw upon our collective competencies; outstanding leadership; highly motivated, innovative and multi-skilled people; ability to plan; and our strong relationship with the communities with which we are associated.

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 the collective ability of The RCA Family membership to:

- assure our credibility in operations and as an institution;
- foster and promote a sense of belonging among the many components, associations and informal groupings that make up The Royal Regiment;
- maintain unity of thought and action;
- speak with one voice 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 the Regiment sets for itself; and
- “think nationally, act locally”<sup>19</sup>

### ***Strategic Success Through a Collective Voice***



“How we nurture the Family institution is a vital part of the evolution of the Regimental Family.”<sup>20</sup> *The Royal Regiment of Canadian Artillery Family Strategy* articulates the guiding principles on how we envision our future in this regard. Further, the document offers all constituents of our pan-Canadian Family a true collective sense of direction; it also shapes our ongoing and future management of its implementation. Strategic success will only be achieved if we have a collective voice, strengthened by the cohesion of our extended Family.

As Gunners move ahead and prepare their future together, we need a strong fire support base so that we can manoeuvre our operational arm effectively.<sup>21</sup> *The Family Strategy* establishes the foundations of this support base as we rely on regional and local leaders to keep connected to and engaged with our extended family and the public at large. Together, we make a deliberate effort to continue building on our regional strengths and particularities; this conscious endeavour provides the Family with focus as we face the future.

<sup>19</sup> Major-General J.A. McInnis (retired), “Mapping a Vision for the Royal Canadian Artillery Association (RCAA)”, document prepared for the President of the RCAA, Ottawa, Spring 2010.

<sup>20</sup> Lieutenant-general M.K. Jeffery (retired), Colonel Commandant at the time, Nurturing The Family Institution, briefing note prepared for consideration by the members of the Senate, 18 January 2014.

<sup>21</sup> Brigadier-General E.B. Beno (retired), Colonel Commandant at the time, address to the 124<sup>th</sup> Annual General Meeting of the Royal Canadian Artillery Association, Guelph, 18<sup>th</sup> September 2009.





## *The Royal Regiment of Canadian Artillery Family Strategy*

On the operational plane, we have established that our projection of unity, provision of effective counsel and the maintenance of our status as a key and central component of the Army and CAF assure our pertinence as a force multiplier. Our *Family Strategy* builds on the reputation that The Royal Regiment has earned for itself. As an institution, we know that we are getting it right, thanks to the efforts of all members of this great Family. The voice of The Royal Regiment finds itself strengthened by the consistency of its message and the cohesion of its constituents.

As an institution, we know that we are getting it right, thanks to the efforts of all members of this great Family.

Gunners truly constitute a family of families

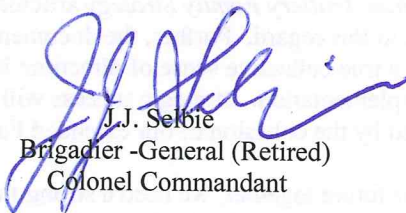
The contributions of one and all are equally valued. Together, we will continue to do great things.

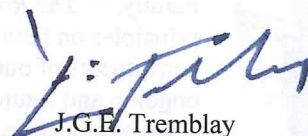
Our *Family Strategy* clearly states it: Gunners truly constitute a family of families. We have a purpose that resonates and we display by action that there is value in membership. All Gunners, Regular Force and Reserve, serving and retired, in all of the units, regions and association across the country genuinely should feel that they belong. The contributions of one and all are equally valued. Together, we will continue to do great things.

As leaders of the Artillery Senate, we take full ownership of this strategy to further our vision, mission and shared goals in the long-term interests of The Royal Regiment. We seek the full and enthusiastic support and commitment of all members of our great Gunner Family.

***“Once a Gunner, Always a Gunner.”***

Ubique,

  
J.J. Selbie  
Brigadier -General (Retired)  
Colonel Commandant

  
J.G.E. Tremblay  
Major-General  
Senior Serving Gunner

