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Distribution List

DIRECTOR RCEME COMMUNIQUÉ NO. 08/2017
RCEME 75TH ANNIVERSARY STRATEGIC PLAN

Reference: RCEME 75th Anniversary Strategic Plan, dated 31 August 2017 (enclosed)

PURPOSE

1. The purpose of this communique is to delineate the responsibilities of the Heritage, 75th Anniversary and Fundraising Committees as they pertain to the RCEME 75th Anniversary, which will be celebrated in 2019.

OVERVIEW

2. The RCEME 75th Anniversary will be a celebration of the Corps of RCEME and is an important milestone that will promote Corps identity, boosts morale, and build confidence amongst our serving members while strengthening relationships with our community and industry. Governance of 75th Anniversary activities within the larger RCEME Corps and Heritage programmes is a crucial enabler of success.

3. RCEME governance straddles three domains: public, non-public and private. Organizationally the public side of the Corps is reflected within the DND/CAF units and organizations that employ RCEME personnel. The RCEME Council is formed from personnel serving in these public organizations. The non-public component of the Corps is governed by The Constitution of The Fund of the Corps of RCEME. Four key organizations within the Fund are the Board of Directors (BOD), Heritage Committee, 75th Anniversary Committee and the Fundraising Committee. The BOD is responsible for oversight of the RCEME Corps Fund programme, which includes Heritage and the 75th Anniversary. The Heritage Committee is responsible to develop, coordinate and execute the Heritage programme as approved by the BOD. This programme includes preservation of artefacts and memorabilia, museum oversight, anniversary celebrations and remembrance activities. All Heritage activities are conducted in accordance with the stated purpose and objectives, as agreed upon by the BOD. As such they are in line with the overall strategic vision of the RCEME Corps and its Strategic Plan. The Heritage Committee is chaired by Col Y. Poirier.

4. The 75th Anniversary Committee is unique because it is a project within the overall Heritage program. Organizationally the Heritage and 75th Anniversary Committees both report directly to the RCEME Corps Fund BOD; however the former is first among equals and will coordinate and synchronize activities between the two. Regional 75th Anniversary Coordinators recommend initiatives and changes to the National 75th Anniversary Committee which directs

decisions to the appropriate authority. The 75th Anniversary Committee is chaired by Col D. Matsalla.

5. The 75th Anniversary is comprised of National and Regional Activities, and Commemorative Products, which are explained in greater detail within the 75th Anniversary Strategic Plan (Reference). The Strategic Plan is a keystone document designed to articulate the Corps' strategy as well as facilitate the implementation of effective oversight and communication pan-RCEME.

6. The Fundraising Committee also reports directly to the RCEME Corps Fund BOD and, as the entity responsible for developing and executing all Fundraising plans for RCEME Corps Fund activities, will work closely with both the Heritage and 75th Anniversary Committees to ensure that 75th Anniversary Fundraising activities are developed and implemented in a timely and effective manner. The Fundraising Committee is chaired by BGen(Ret'd) Camil Giguere.

CONCLUSION

7. Communications and planning are essential elements of success in all Corps activities and in particular the 75th Anniversary to be celebrated in 2019. Further guidance will be issued to enable regional planning and fundraising in support of RCEME 75th Anniversary activities. Questions may be directed to Chairman 75th Anniversary Committee, Col D. Matsalla, at 613-990-4561 or devon.matsalla@forces.gc.ca.

Arte et Marte



J.P.S. McKenzie
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Enclosure: 1

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75TH ANNIVERSARY STRATEGIC PLAN



CORPS OF
ROYAL CANADIAN ELECTRICAL AND
MECHANICAL ENGINEERS (RCEME)

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Version

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1	01 September 2017	Original

References

- A. Corps of RCEME Strategic Plan, available at <http://materiel.mil.ca/en/land-rceme/corps-rceme-strategic-plan.page>, dated 2014.
- B. Director RCEME Communiqué No 08/2015 – The Corps of RCEME 75th Anniversary National Activities, available at <http://materiel.mil.ca/en/land-rceme/rceme-communications.page>, dated December 2015
- C. Operation DISTINCTION, available at <http://intranet.mil.ca/en/organizations/cjoc/operation-distinction.page>
- D. Canadian Army (CA) Operation Order – CA Support (Sp) Plan – Operation DISTINCTION, <http://vcds.mil.ca/cls/dmcs/FilesO/DMCS88405.PDF>, dated 04 April 2014.
- E. Director RCEME Communiqué No 03/2017, Amplification on Non-Public Property (NPP) Donation and Sponsorship Policy and DAOD 7021-4. (TBI)
- F. Constitution of The Fund of the Corps of Royal Canadian Electrical and Mechanical Engineers as of January 1st, 2016. Available at <http://materiel.mil.ca/en/land-rceme/eme-branch-fund.page>
- G. Terms of Reference for the RCEME Council, available at <http://materiel.mil.ca/en/land-rceme/rceme-council.page>.

PURPOSE

1. The purpose of this document is to promulgate the strategic plan for the RCEME 75th Anniversary, which occurs on 15 May 2019.

BACKGROUND

GENERAL

2. On 15 May 1944, the Corps of RCEME was formed in Kingston, Ontario, with the fusion of elements of the Royal Canadian Engineers, Royal Canadian Army Service Corps and Royal Canadian Ordnance Corps, following the model of the Royal Electrical and Mechanical Engineers (REME). With the increase of mechanized equipment during World War II, the need to have one corps dedicated to service and maintenance was increasingly apparent. Trucks had become the de facto means of transportation and logistic support, armoured vehicles had replaced cavalry, weapons were increasingly more complicated, as well as the advent of radios and radar, it was apparent the extant model of different corps for each job was inadequate for a modern, mechanized army.
3. Since 1944, the Corps of RCEME has consistently distinguished itself as a “Regiment of many small units everywhere”, spanning every unit in the Canadian Army, as well as the majority of units in the Royal Canadian Air Force, the Royal Canadian Navy, the Canadian Special Operations Command and other Level 1s in the Canadian Armed Forces (CAF). Members of the Corps have participated in every operational mission since 1944, and they continue to support land-based equipment on operations and training worldwide.
4. However, the spread of RCEME personnel in small units everywhere presents many challenges because it is difficult to bring its members together to honour its history and heritage. This is done yearly as members congregate regionally for Exercise BLUEBELL and RCEME Day events; however the tempo of operations inevitably prevent some members from participating. In 2019, there is an opportunity to recognise the importance of this Corps’ contribution to the CAF over its 75 years of existence.

DND/CAF

5. Operation DISTINCTION. Operation DISTINCTION (References C and D) will coordinate military commemoration activities throughout Canada and key international locations out to 2021, in order to recognize and acknowledge the service excellence of the CAF. The 75th Anniversary will highlight RCEME participation within the larger Operation DISTINCTION themes designed to commemorate *Major Wars of the 20th Century* and *The New Security Order*.

75th ANNIVERSARY

6. The 75th Anniversary will be a celebration of the Corps of RCEME’s continued existence and longevity after 75 years of dedicated service to the Army. It is an important milestone that will promote Corps identity, boosts morale, and build confidence amongst our serving members

7. Strategic Management Plan. The RCEME 75th Anniversary is fully aligned with and forms part of the overall Corps of RCEME Strategic Management Plan (Reference A), specifically *Line of Operation – People: Esprit de corps*.¹

GOVERNANCE

Public

- OP DISTINCTION CAF
- RCME Council Chair: DRCEME

Non-public

- RCME Corps Fund Raising Chair: DRCEME
- Heritage Centre Chair Col: Exec Offr
- 75th Anniversary Centre Chair Col: Exec Offr
- Fundraising Centre Chair Civ: Exec Offr

Private

- RCME Foundation President To be established

Legend:

- Management/Direction
- - - Coordination

Notes:

- Not shown: RCME Corps Fund Administrative and Museum Committees

¹ Esprit de corps includes those tasks focused on the morale and cohesion of the Corps and supporting RCEME enablers such as The Corps of RCEME Fund, RCEME Officers' Fund, RCEME Heritage Committee and the concept of a regiment of many small units.

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9. 75th Anniversary activities are managed as follows: The Board of Directors is responsible for oversight of the RCEME Corps Fund programme, which includes the 75th Anniversary. All activities are conducted in accordance with the stated purpose and objectives, as agreed upon by the Board. As such they are in line with the overall strategic vision of the RCEME Corps and its Strategic Plan (Reference A). The 75th Anniversary Committee is unique because it is a project within the overall Heritage program. Organizationally the Heritage and 75th Anniversary Committees both report directly to the RCEME Corps Fund BOD; however the former is first among equals and will coordinate and synchronize activities between the two. Regional 75th Anniversary Coordinators recommend initiatives and changes to the National 75th Anniversary Committee which directs decisions to the appropriate authority. The Fundraising Committee also reports directly to the RCEME Corps Fund BOD and, as the entity responsible for developing and executing all Fundraising plans for RCEME Corps Fund activities, will work closely with both the Heritage and 75th Anniversary Committees to ensure that 75th Anniversary Fundraising activities are developed and implemented in a timely and effective manner. Activities requiring Public Funds (PF) are directed exclusively to RCEME Council. Those requiring solely Non-Public Funds (NPF) are sent to the RCEME Corps Fund BOD. Where a blending of P/NPF is required, the decision is directed to both entities, whereby a consensus must be arrived at. Decisions are made over a six-month cycle whereby Regional 75th Anniversary Coordinators meet, feeding their information to the National 75th Anniversary Committee via teleconference, who thereafter table the matter at either RCEME Council or the Fund's BOD. Exceptions are possible and if required urgent issues may be dealt with secretarially.

MISSION

10. The RCEME Corps will celebrate its 75th Anniversary in 2019 via a series of nationally coordinated, regionally dispersed and executed, technical and team-oriented activities with a view to promoting awareness and enhanced understanding of RCEME history and pride amongst the RCEME community and general population.

VALUES

11. The beliefs that shape the RCEME Corps culture, and by extension underpin the 75th Anniversary, are as follows:

- a. Innovation. Innovation is the willingness to explore and use the most advanced scientific methods, cutting-edge technology, and rigorous engineering practices to assure the CAF's edge with respect to its weapons systems;
- b. Ingenuity. Ingenuity is defined by the skill and cleverness to devise unique technical solutions to unprecedentedly complex land-equipment challenges; and
- c. Tenacity. Tenacity is reflected in the determination to keep equipment operational no matter the dirt, danger, or difficulty.

SWOT

12. The strategic environment between now and 2020 is influenced by numerous factors – large and small, local and international. Table 1 identifies those factors relevant to the 75th Anniversary:

13.

Table 1. SWOT.

SWOT	INTERNAL	EXTERNAL
STRENGTHS	<ul style="list-style-type: none">• Regimental identity• Robust regional and Light Aid Detachment (LAD) network• Tenacity of Corps members• Availability and enthusiasm of retirees	<ul style="list-style-type: none">• Goodwill of the Canadian public towards the CAF• Respect of the Army• Support from industry
WEAKNESSES	<ul style="list-style-type: none">• Available level of Corps staff effort• Communications• Inability to achieve “critical mass” in some locales	<ul style="list-style-type: none">• Dispersion of public funding authorities• Support of Navy and Air Force
OPPORTUNITIES	<ul style="list-style-type: none">• Precedence of annual regional RCEME Day events and culture• “Regiment of Small Units Everywhere”• Growing retiree network	<ul style="list-style-type: none">• Government of Canada (GoC)/Department of national Defence (DND) heritage program• Previous experience of other regiments that celebrated their 100th Anniversary
THREATS	<ul style="list-style-type: none">• Ambivalence• Lack of focus up until 2017, shifting activity leads and concepts	<ul style="list-style-type: none">• Event and travel approval processes

VISION

14. The RCEME Corps envisions a celebration that marks, with both festivities and mementos, our diamond anniversary by honoring both our innovation and technical know-how (arte), and tenacity and martial spirit (marte) and positively reinforces lasting esprit-de-corps amongst our serving and retired community.

THEME AND GOALS

15. The theme for the 2019 75th Anniversary is *Crafting a Future Together*. The Corps' goals are as follows:

- a. Goal 1 – Gather. RCEME will gather regionally to perpetuate the bonds of comradeship and esprit de corps within the community of serving and retired members, both Regular and Reserve;
- b. Goal 2 – Celebrate. Celebrations will encourage and support public interest in the RCEME Corps and its heritage; and
- c. Goal 3 – Preserve. Heritage activities will assist in the preservation of the traditions, memorabilia and customs of the RCEME Corps.

OBJECTIVES

16. The RCEME Corps' objectives for the 75th Anniversary are defined as follows:

- a. Objective 1 – Awareness. The 75th Anniversary will raise the awareness of the RCEME Corps within the CAF and Army and instill pride within its members;
- b. Objective 2 – Events. Events are activities that are indicative of RCEME values. They will be based upon local and national activities and leverage extant training and exercise mechanisms and policies. Events will be centrally synchronized but planned and executed regionally/locally. The main effort for 2019 will be regional events. The Corps will support regional events through fundraising, planning and approvals; and
- c. Objective 3 – Memorabilia. Commemorative products are a tangible means to recognize the 75th Anniversary and become part of the Corps' future record and the 100th Anniversary; and

STRATEGY

17. The RCEME strategy for the 75th Anniversary is attached at Annex A.

SUMMARY

18. The 75th Anniversary presents a unique opportunity for The Corps of RCEME to celebrate and commemorate its heritage within the larger national and CAF programs. Additionally, it forms part of a historical continuum and sets the stage for a larger and more significant event in 2044.

Annexes

Annex A Strategy – RCEME 75th Anniversary

Annex A
RCEME 75th Strategic Plan

STRATEGY – RCEME 75th ANNIVERSARY

SERIAL	ENDS	LEAD	WAYS	MEANS
1	REGIONAL ACTIVITIES			
1.1	RCEME Day	Regions	- Locally planned and executed	- Regional public, non-public and private support
1.2	Other Activities	Regions	- TBD	- TBD
2	NATIONAL ACTIVITIES			
2.1	Adventure Training Exercise	5 Div	- Adventure training exercise IAW LFCO 23-02 Adventure Training Policy	- Public ³ support IAW 5 Div instructions
2.2	JTF Nijmegen	NCR	- Exercise IAW the annual JTF NIJMEGEN plan	- Public ³ support IAW DND/Army guidance
2.3	Recovery and Mobile Repair Team (R-MRT) Training Exercise	3 Div	- Based upon the Exercise REPAIR RECOVERY RAM series conducted annually	- Public ² support IAW 3 Div instructions
2.4	Skill at Arms Exercise	RCEME School	- Based upon the Exercise UNHORSED RIDER series conducted annually	- Public ³ support IAW RCEME School instructions
2.5	Unmanned Ground Vehicle (UGV) Race	4 Div	- A decentralized (i.e. races run locally and concurrently) UGV Race between the regions	- Non-public and private support
2.6	Junkyard War	2 Div	- Construct a machine IAW the competition guidelines using only material and equipment provided at an automotive junkyard	- Non-public and private support
2.7	Army Events	NCR	- Army Ball (Jiffy Jeep, screening of 60-second film trailer (see Serial 3.3), designated Corps seating) - Army Run (sponsorship, key leader participation, regalia and group turn-out)	- Non-public and private support
2.8	National Sentry Program	NCR	- Actively participate in ceremonies at the National War Memorial (i.e. Ceremonial Guard)	- Public support IAW DND guidance ³

³ Also includes a non-public and/or private component to equip participants with RCEME shirts and other identifying regalia.

SERIAL	ENDS	LEAD	WAYS	MEANS
3	COMMEMORATIVE PRODUCTS			
3.1	Time Capsule	RCEME School	- Capture and preserve significant RCEME artefacts for future generations	- Non-public support
3.2	Book “A Week in the Life of RCEME”	Heritage Committee / Corps Historian	- Document typical RCEME activities from across DND and publish them in a book	- Private support and sales
3.3	Film “The RCEME Soldiers’ Story, 1994-2019”	Heritage Committee	- Document RCEME stories in a film format	- Private support
3.4	RCEME Journal Special Edition	Heritage Committee	- Publish a commemorative journal	- Non-public support
3.5	RCEME 75 th Anniversary Coin	NCR	- Design, produce and distribute a commemorative coin	- Non-public support
3.6	RCEME 75 th Anniversary Scotch	RCEME School	- Solicit distillery support and agreement to sell a RCEME labelled scotch	- Private support and sales
3.7	RCEME 75 th T-shirt	NCR	- Design, produce and distribute a commemorative t-shirt	- Private support