
MUSEUM MEMBER HANDBOOK



**ONTARIO
REGIMENT
MUSEUM**

FIRST EDITION 2021
ONTARIO REGIMENT MUSEUM



Message to Members

Let me start by welcoming you to a truly unique organization. What makes it unique?

There is no other place in the world where you can eventually work on and even drive these incredible military vehicles.

Members like you are volunteering their time and working with many others to achieve and maintain one ultimate goal, to make this museum the best in the world. So if you like armoured military vehicles and working with the most motivated volunteers around you have come to the right place.

We started over 40 years ago with several Ferret Scout Cars and a few light vehicles. Over the last 5 years or so we have restructured the museum and put it on a more solid footing. With our collection ever growing we are aggressively planning to expand our facilities to have a world-renowned Tank Museum that would be second to none.

I urge you to step up, get involved and be part of the team. Our profile around the world continues to grow and we count on team members like yourself to ensure that we continue to commemorate our veterans both past and present.

It is an honour for me to serve as the President of the Ontario Regiment Museum (RCAC) and I look forward to working with you to ensure our ongoing success.

Alan Duffy
Museum President





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Using this Handbook

This is the first Edition of the Museum Member's Handbook and is to be updated with new Editions as required. It is an internal-only document for use by members only. Each member is to be assigned a copy and looking after it is their responsibility. The contents of this handbook are not for public consumption but are for members only.

The Handbook is intended to be a helpful but not exhaustive manual to working at the museum, its functions and organization. It is only through experience and working with your team that you will gain the knowledge and expertise to advance your museum career. We hope that you will find the information and reference material valuable.

This Edition: 1.0 1 JULY 2021 was written by:

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Jill Hamilton: **JILL HAMILTON PHOTOGRAPHY**

Mike Wong: **MCW MEDIA AND PHOTOGRAPHY**



Welcome to The Ontario Regiment RCAC Museum

As a member of the museum, we hope that you'll join the rest of the museum family in celebrating our military heritage and presenting it to the public.

The Museum has two primary sections:

- **The Static Section** holds the artefacts and collections of the Ontario Regiment RCAC. This includes weapons, medals, uniforms, and other objects that tell the story of the Ontario Regiment.
- **The Vehicle Section** is the collection of over 100 military vehicles; the majority of which are in operating condition. This section does both maintenance and restoration of these historical vehicles. The Vehicle Section is also charged with running these vehicles for public display.

There are other parts to keep the museum running such as the executive, administration, gift shop, and facilities maintenance.

Museum History

Our Regiment has a long and proud history of service to our country extending back to the years before confederation. That service is the story that we invite you to help us tell to a new, and some not so new, generation of Canadians.

A museum like ours must be more than just a place to store curiosities from former times. Many members and visitors alike are amazed at the number and variety of artefacts that we have, but what you can see in these display cases is only about one quarter of the items that we are responsible for preserving. We currently have in our charge over 4,000 non-vehicle items with a total value in excess of \$1,000,000.

These valuable items can't speak for themselves. It is our job to tell their story. This started shortly after the Second World War when a group of



Veterans established a collection of artefacts housed in space in the attic over the Sergeants Mess at the Oshawa Armoury. Some of the early volunteers were George Fox, Jack Sherriff, and Steve Wotton. This space, while being a great start, was not easily accessible to the general public. In the 1970's, some of the collection was moved to a new location occupying two rooms on the second floor of Parkwood, the home of the late Col. R.S. McLaughlin under the curatorship of LCol (Ret'd) Steve Wotton which allowed for greater community access. As the collection continued to grow, a larger space was required and in the early 1990's the museum joined with the Ferret Club and moved into the present location in the south field of the Oshawa Municipal Airport.

With aging artefacts and a growing collection, it became apparent that the space that had served so well for over twenty years needed a major overhaul. During the winter of 2013/14 the interior of the museum was completely demolished and rebuilt into the museum space you see today incorporating many of the latest advancements in the science of museology.

It is important to note that our museum is an accredited Canadian Armed Forces museum established under the authority of the Directorate of History and Heritage department 5 (DHH-5) and also members of the Organization of Military Museums of Canada (OMMC). Your volunteer service here at our museum means that you are also members of a nation-wide community of professionals and volunteers dedicated to the preservation of Canada's amazing and proud military history.

The vehicle section of the museum traces its history back to 1979, when the Honorary Colonel Norman Wilton purchased nine Ferret Scout Cars from the Canadian Army. This became the Ontario Regiment Ceremonial Troop, also known as the Ferret Club. The Ferret Club occupied a number of buildings over time, from gas stations to barns. In 1996, the City of Oshawa offered a number of unused buildings at the Oshawa airport to the Club, which allowed the consolidation of Ontario Regiment historical artifacts on site. Artifacts stored at the Armoury and Parkwood were displayed at the front office space of the main building,



and this became known as the Static Display Area. The remainder of the Main Building became The Display Bay, The Workshop, The Restoration Shop (sometimes called the Paint Bay) and the Machine Shop. The Museum lease also included the Cox Building (a Quonset Hut West of the Main Building) and the Tank Hangar (a wooden Building original to the Airfield, which was used by the Ontario Regiment for vehicle storage since 1945).

From the time of its founding, the Ferret Club started acquiring other military vehicles. Some from people that had an old military vehicle at their farm. Others recovered from army gunnery ranges. Many of these vehicles were rebuilt and refurbished. Some Canadian Army vehicles were loaned to the Regimental Museum, including a number of surplus gate guards (vehicles used as monuments in front of Military installations). A number of which were rebuilt into operational vehicles by the members.

In 2017 the Ferret Club and the Regimental Museum were amalgamated into The Ontario Regiment (RCAC) Museum. In 2018 the MVCC (Military Vehicle Conservation Center) was opened, adding 1,560 square metre (17,000 square foot) enclosed display and work space for the growing collection of vehicles.

The museum continues to grow. We are acquiring more vehicles and more artefacts. We have aggressive plans for a new world class museum building.

We are also expanding our network of friends. As an organization, we are supported by both the Canadian Army and World of Tanks. We have partnered with a brewery, so we have our own beer. We have great relationships with local businesses.

We are a world class museum. Unique among the great military museums of the world in that we have a very high percentage of operating vehicles and we do so primarily with volunteer support. Also, we run our vehicles for public display more than any other museum.



Museum Mission Statement

The Ontario Regiment RCAC Museum is an accredited Canadian Armed Forces Museum that restores, preserves, and displays artifacts and vehicles that honour those who served our community in times of peace and conflict throughout our history. The Museum commemorates the service of the Canadian Armed Forces (with an emphasis on the Royal Canadian Armoured Corps and The Ontario Regiment RCAC) and its role in the history of Canada. It does this by using artefacts to tell the story of the Ontario Regiment from 1850 to present day; and its collection of historical operational military vehicles to **"bring history to life"**.

The Museum and its members/volunteers seek to honour those who served before and those who are currently serving and to make the history accessible to the public in an engaging, relevant, and exciting way. The Museum presents history in an apolitical and non-judgemental way while being cognizant of the impact of the past on the present.



Becoming a Museum Member

To become a member, a person has to fill out the Membership application. This application will be reviewed and a meeting with the Membership Secretary will be arranged. If the person passes the interview, they will become a probationary member.

The Membership Secretary will arrange for new members to receive a tour of the static display section, indicating the location of the Museum Office, the location of safety equipment (to include the location of First Aid kits, Hi-Vis Safety vests, eyewash stations, and to note that members with First Aid Badges can be of Assistance as required), the location of fire extinguishers, and the rally point in case of a fire (please refer to the Emergency section of this Handbook) as well as the location of light switches, exit doors, Compressor switch, and the various bays, buildings and areas that comprise the infrastructure of the Museum.

Probationary members must log 200 hours of volunteer service. During that time, they will receive training in maintenance of static Display Artifacts, as well as a number of policies. A probationary member cannot be a part of the vehicle section unless they have prior experience in heavy equipment, armour, or are a mechanic. However, they can still become part of a vehicle crew or work with a restoration project.

The Membership Secretary will try to match new members up with a current member (Mentor) who has similar skills and interests. The Mentor is expected to answer any questions the new member may have. No matter the new member's previous experience, they can be expected to help clean vehicles, clean displays and participate in general maintenance work parties. All members, new or old, will push brooms, wash vehicles and clean up the Museum as required. Everyone contributes, at all levels.



New members will also be required to train with the Static Display Staff and learn the importance of the various artifacts and the history of both the Ontario Regiment and the Royal Canadian Armoured Corps. This will allow new members to be capable of providing accurate information to visitors of the Museum. A member must also understand that if a visitor asks a question that the member cannot answer, the member will know who they can ask for the information. It is better to say “I don’t know the answer to that question, but I can find the answer for you” than to make something up or give incorrect information. It’s a matter of professional responsibility to be honest to our guests.

The Member will be entitled to participate in the Quarterly Meetings and the Annual General Meeting (AGM) in November. During the AGM a member (must be a member in good standing and non-probationary) will be elected to serve a two-year term on the Board of Directors. There are two elected Board Members, both selected by the membership, one elected each year to ensure continuity and to act as a direct liaison to the Members and a conduit for Members to express their concerns and questions to the Board.

Communications with Members

There are a few ways that the Museum maintains contact with the members:

Tank Tracks Newsletter

This is the email newsletter that is sent to the public about the museum. Its focus is the upcoming news and events at the museum and items of general public interest.

Museum Members Web Page

There are a lot of resources on the Volunteer’s page. To get there, go to the Museum Web site (tankmuseum.ca). Hover over the “Our museum Menu and select Volunteer’s Page

Museum Members Newsletter

This is an internal-only e-mail list that is sent directly to members. It includes important information on museum activities, policy updates,



event notifications and more. You can sign-up to receive this on the Museum Members Web Page below.



Clicking on that will bring up a login page where you must enter a password. You will get the password as a part of your orientation.

This will link to the Volunteer page:

At the top of the Volunteer page is the calendar of events for the museum.

Beneath is a set of buttons to important Member features:

- Kit Shop to purchase Member Museum Wear
- Link to Private and Secret Museum Facebook page.
- Email signup to Member newsletter
- Member dues and support link
- Link to Jeremy's "What's new" video
- Link to last published General Meeting Minutes.

You can call the museum or speak to one of the executives in person. The museum can be reached at 905.728.6199. Key contacts are in Annex 1

Museum Members Private Facebook Group

If you are on Facebook, you can join our invite-only private members group. It is a great way to stay engaged with other members, get the latest news on museum events and have some fun. To be invited please contact the Executive Director.



Membership Fees and Donations

As a registered non-profit and charity; our museum is owned, operated and supported by its members. We ask that all members make an annual contribution to the museum in lieu of a membership fee. You will be issued an annual Tax-Deductible receipt for your donation.

Museum members can make a donation in a couple of ways:

- Make an annual cash or cheque donation at the museum. Ask staff for a donation envelope, fill out the required information and submit to the museum office. All cheques must be made out to: OAMIM
- Sign-up for annual or monthly donations on-line from our website. This can be a one-time donation (ex \$100) or a monthly donation (ex \$10). Whatever works best for you and it will automatically renew!

The Museum thanks all it's members for their continued support. That support allows us to continue "bringing History to Life" and maintaining our Museum.

Museum Structure

The Museum is a Canadian Armed Forces accredited Museum, and is a registered Charity as the Oshawa Aeronautical, Military & Industrial Museum (OAMIM for short). Its Board of Directors meets either in person or electrically on a quarterly basis. Adhoc Board meetings to deal with specific issues can be called and if quorum is present, to support and provide direction to Museum operational staff.

The OAMIM Board consists of a Chairman, elected from the Board on an annual basis, a Vice Chair, Secretary, Treasurer, Regimental Liaison, and six Directors. Two Directors are elected from the general museum membership and serve a two-year term. The Executive Director, The Museum Curator and Operations Manager attend the meetings.



The Board provides Direction to the Executive Staff and reviews financials, provides Policy Direction to Staff, provides oversight and sets the Strategic Direction for the Museum.

Museum Operational Structure

The Museum President is the elected Chair of the Board of Directors and is the Chief Executive Officer of the Museum. The Executive Director is a Full-Time employee responsible for the operation of the museum, and conducts day to day supervision and planning for the Museum, reporting to the Museum President. He also liaises with the Secretary and Treasurer of the Board.

Reporting to the Executive Director are Museum Operations Manager, the Museum Curator, and the Museum Vehicle Section Manager.

Reporting to the Operations Manager are the Mess Officer (who runs the Canteen), the Membership Secretary, the Health and Safety Officer, the Facilities Manager, the Training Officer, the Gift Shop Manager, and he liaises with the Curator concerning Guide Staff. The Operations Manager also produces all Operations Orders and Vehicle Tasking Orders and is responsible (with his staff) to coordinate Tank Day and other events.

Reporting to the Curator are Education Development Officer, the Assistant Curator (Weapons), The Assistant Curator (Vehicles), and other Assistant Curators as required, The Static Section Trainer, and Tour/Guide Coordinator (who Coordinates the Guide Teams).

Reporting to the Vehicle Section Manager are the Vehicle Training Officer, the Parade Marshals, the Quartermaster, the Vehicle Section Secretary, and the Vehicle Maintenance Coordinator.

Annex A contains an Organisational Chart and a listing of the members occupying the various positions.



Dress and Deportment

Deportment

Deportment is a matter of both attitude and actions. The Museum is a safe place to work for all volunteers, staff, and visitors; regardless of gender, orientation, self identification, religious belief or other factors. Volunteers are here to contribute their time and talent to further our goals, and should be in an atmosphere that supports them and their contribution.

Communications between members can be formal or informal. It can be written or verbal. However, Members **must be respectful** to their audience. Communication between long-standing friends may be casual even to the point of insult, and within the context of the long-standing Museum members, normal.

It is vitally important that ALL members understand that other members may find some of the communications uncomfortable in content, context, or manner. In that case, those members WILL HAVE TO adjust their language to ensure other members are not made uncomfortable. Members also have the responsibility to tell someone that makes an offensive remark that the language offends them and should expect the other volunteers to respect that. This notification must also be done in a polite, professional, non-provocative, and non-judgemental manner and in a way that de-escalates the situation.

Deportment also includes dress. The Museum requires members, both those that served in the Canadian Forces and those that did not, to wear appropriate Museum uniforms as required by the duties they are performing. When wearing Combat Uniforms for display and educational purposes, the members must ensure their dress, language, and demeanor is reflective of the standards of the Canadian Armed Forces.

Personal Conduct

The museum family is diverse, and the museum has implemented a no-harassment policy for its staff and volunteers.



We describe harassment as comments or conduct that is (or should have been thought to be) unwelcome. They could be offensive, humiliating, embarrassing, or demeaning to a single person or group of people. If you feel that you have been a victim of harassment or you have witnessed something that looks like harassment, bring it to management's attention as soon as possible.

There is no smoking or vaping of any substance inside any museum building. Smoking should be done outside of public view and in the rear (staff only) areas. There are two posted smoking areas on the museum property.

The museum has a zero-tolerance policy for impairment while working as a volunteer. This is due to safety. If for any reason (alcohol, drugs, lack of sleep, illness), you are working with diminished capacity; you should not report for duty. In the same vein, once in the 420 Wing Mess – you may not return to vehicle duties. If you notice or suspect another member or visitor acting impaired, report it to management.

Interactions with the Public

One of the museum's points of pride is the value that our members bring to our visitor's experience.

Our expectation is that all your interactions with the public are friendly, courteous, and professional. Some dos and don'ts for interacting with the public:

- **Don't make up information**, if you are asked a question and you don't know – grab another volunteer who might know. It's okay to say "I Don't Know"
- Do remember that **everything you say or do reflects on the museum**, its members and by extension the Canadian Armed Forces and The Ontario Regiment.
- **Don't make comments that could be construed to be negative** about the Government of Canada, the Canadian Military, The Royal Family, politicians, religion, or anything else that could be considered controversial,



- **Don't discuss gossip or rumors** about the museum, other museums, other museum members, or friends of the museum, and
- **Do be enthusiastic.** Do be proud of the museum. Do have fun.

Discussions with Media and VIPs

If a member of the Media, a Serving Officer/Senior NCO of the Canadian Armed Forces, or a Politician, approaches a volunteer for a comment or opinion, the Member should direct them to the Operations Manager, the Executive Director or President. Members are not permitted to speak on-behalf of the Museum unless expressly authorized to do so.

In the past, there have been examples of Members being quoted or misquoted providing opinions on subjects outside of their experience or knowledge. The subsequent article/conversation led feedback which reflected poorly on the professionalism and knowledge of the Membership and the Museum itself.

**As a Member, it is your duty to PROTECT the Museum.
"Loose Lips Sink Ships"**



Member Uniforms

All museum volunteers need to purchase a Museum Golf Shirt and a Museum Baseball cap. Both items are important as they act as a uniform to allow the public to recognize museum volunteers.



The Museum Cap with the OntR Cap Badge and MUSEUM printed above the left ear is only sold to members, thus it identifies a Volunteer. Museum Shirts can be either OntR Badge or the Museum Logo.

It is expected that both items will be kept clean and in good order.

You can purchase member apparel on the Volunteer's web page or by speaking directly to the Gift Shop manager.

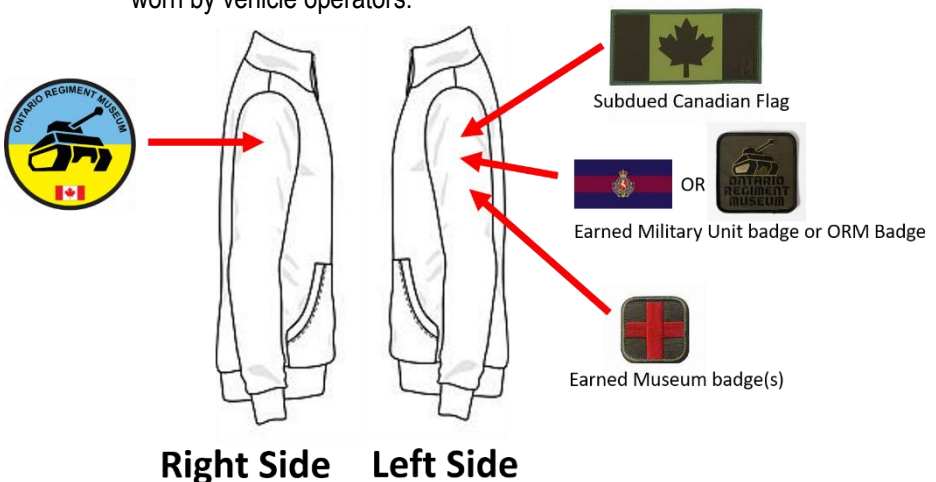
Uniforms-General

- a. When working on vehicles, or within an active vehicle working area Safety Shoes, coveralls, vision and hearing protection and other safety equipment appropriate for the task involved MUST be worn. Appropriate coveralls or workwear should be worn.
- b. Guide staff are expected to wear an official Museum Golf Shirt and the Museum Member Ball Cap (with the OntR cap Badge, and 'Museum' over the left ear). their trousers or shorts can be of any type provided they are clean and presentable. No unauthorised patches/badges will be worn (ie. Cold War Vet).



Uniforms-Events

- c. During Tank Saturdays and other events, vehicle crews should wear either (Pre-CADPAT) Combats or Crew Suits with the Museum Cloth badge on their right shoulder. Museum Members who have completed their 200 hours of Service will be provided with a cloth Museum badge. They can purchase additional badges after that time. If they served in the CAF (or other national military) they can wear their rank epaulettes with their regimental/branch abbreviation. If they did not serve in the military no epaulette will be worn. Members who served in the Military can wear appropriate headgear (beret) with their regimental badge, or Museum Ball Cap. If the crewperson did not serve a Museum Ball Cap will be worn. Period appropriate and approved safety helmets and crew helmets may also be worn by vehicle operators.



- d. Badge placement on Museum Jackets. The Museum (yellow and blue) badge will be worn centered on the right shoulder one to two inches from the top seam. On the left shoulder (centered) - on the top - A subdued Canadian flag, below that (1-2inches) either a unit badge (this must be from a unit that the museum member was a part of and passed the basic trade-level training



with); one to two below that any earned museum skill badge such as the first aid badge.

- e. Non vehicle crews could wear Combats/Crew Suits if they choose, with the same restrictions as vehicle crews, or they can wear Museum Ball Cap, Museum Golf Shirt and trousers (either Combat or Civilian). CAF headgear will not be worn unless the member is in full CAF uniform.
- f. In all cases, clothing should be clean and presentable. Further, footwear should be appropriate for the situation.



Uniforms Special Events/Regimental Support



- g. There are times when the Museum is asked/tasked to participate in a Special Event; such as in support of a Regimental Change of Command, or a Remembrance Day event. In this case, participant dress for the should be as per Vehicle Crews on Tank Saturdays or as set out in the Operations or Tasking Order.



Safety Equipment

Member Safety is our **#1 PRIORITY!** To be an active member of the museum you will be required to invest in a Member Uniform and your safety equipment.

>Safety Footwear

At a minimum, CSA approved "Green Triangle" footwear.

>Work Gloves

>Eye protection

>Ear protection



When there is vehicle movement, those personnel around the vehicles and most importantly, Ground guides **MUST** wear **High Visibility** shirts or vests.

Work gloves, Eye protection, and ear protection are available at the Safety Cabinet, and High Visibility Vests are located on hooks at Vehicle Doors in the MVCC as well as at the Safety Cabinet. However, members may want to invest in their own safety equipment.



Member Training

When you join, you will go through New Member Orientation which includes general museum overview, safety briefing, and similar information.

Following that, after every New Member completes 50 hours of service, they are eligible to take the museum Ground Guide Course, the Radio Operations Course, and the Crew Commanders Course. These will be scheduled on a quarterly basis.

Members could also apply for First Aid Courses, Battery Maintenance/Starting courses/Museum Guide Training Courses which will be run as required.

Driver training courses are restricted to Members who have completed their 200 hours of service. They will also receive their Museum patch to signify they have completed their Probationary period.



Member Training Events

The Museum will conduct one Training Weekend per year. All members can sign up for courses of interest on a wide variety of subjects ranging from tank development, vehicle recognition, artifact display and conservation, as well as courses on Voice Procedure (radio communication), Ground Guiding, and Crew Commanding. Members will also be selected to take vehicle courses. Other training may be offered as required during the rest of the year.

Before being able to progress to any vehicle operation all members must complete and be qualified on the following Courses:

- a. **Ground Guide / Safe Backing**
- b. **Crew Commander**
- c. **Voice Procedure / Radio Operator**



Previous experience or qualification in the above is an asset, be it civilian or military. However, outside or previous qualifications will not automatically qualify you in these courses. To operate museum equipment, you must be re-qualified at the Museum to meet our standards and the needs of the museum-specific environment.

A full member in good standing, with a valid Ontario driver's licence could sign up for training on manual transmission, and/or one of the Introductory Level Vehicle Courses:

- a. **M113 Family and Variants**
- b. **Ferret Scout Car**
- c. **Jeep and/or LSVW**
- d. **Other**

Members who have completed Training on one or more of the Introductory Level Vehicles, and have shown they are ready to progress to more challenging vehicles (and in some cases have Air Brake Qualifications) may be invited to take courses on the CVRT family of vehicles, Second World War vehicles, or heavy wheeled Vehicles.

Only the most experienced Volunteers may be invited to take courses on the Main Battle Tanks. This is something for everyone to work towards in their museum career.

Vehicle Courses at the Museum follow the Military Format, to include understanding how the vehicle works, how to conduct a 'First Parade' (verifying the vehicle components and fluids are functional/at the appropriate level), Troubleshooting various mechanical issues, as well as how to start, stop and drive the vehicle safely.

Qualification on a vehicle is a privilege, and improper use or misuse of a vehicle and/or safety violations can lead to qualifications being suspended or removed. The Vehicles are Artifacts, and repairing them and in many cases finding parts is difficult to impossible and the parts we can source are expensive, thus improper preparation and/or poor driving discipline will be penalised.



Working at the Museum

The museum strives to provide a safe environment for our staff, members, and visitors at all times.

The Museum's approach to health and safety is to:

1. Provide a safe place to work, volunteer, and visit,
2. Identify and control hazards, and
3. Provide appropriate levels of training to our members.

As a member, you are expected to:

1. Maintain a safe workspace,
2. Report any potential hazards to management,
3. Report any and all accidents to management, whether or not there is any injury,
4. Follow museum procedure, rules and signs at all times,
5. Do not engage in activities that you are not trained or qualified for,
6. If you feel unsafe, stop and get assistance; and
7. If you don't know, ask.

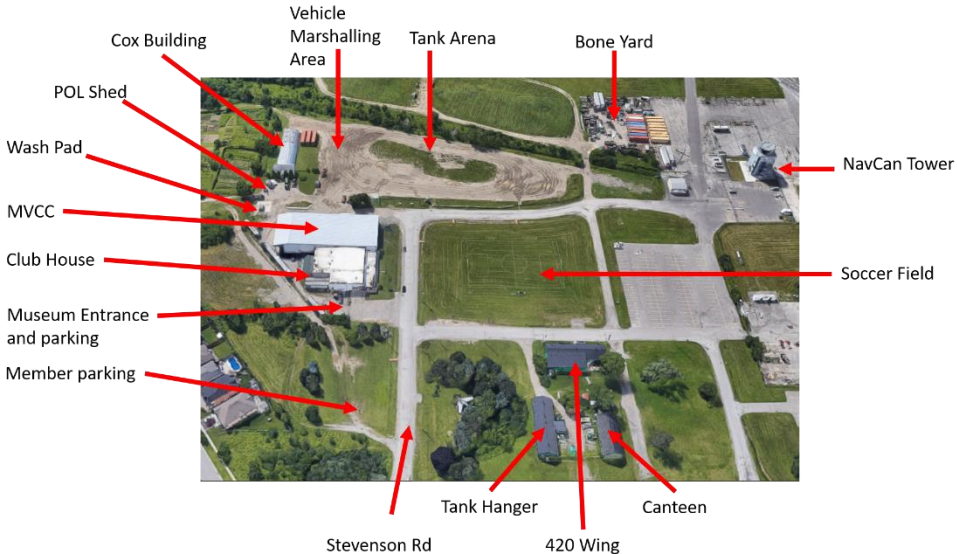


At the Museum

The Museum Grounds and Facilities

The map shows the key locations for the museum.

Airport and Stevenson Rd are for reference, and the NavCan Tower is North of the Museum



Bone Yard – The museum’s repository of non-operational vehicles and outside storage. To get in requires a key and the gate is on the east side of the tank arena.

Tank Arena – The large area to the north of the property where the tanks run.

Cox Building – This Quonset hut is used for both vehicle storage and general storage.

MVCC (Military Vehicle Conservation Centre) – This is the primary vehicle display building.

Wash Pad – Cement pad with centre drain. It is beside a fire hydrant and very useful for cleaning large vehicles.



Clubhouse – Also known as the “Canteen”, the clubhouse and attached deck is the best place to relax especially on Tank Days. It is also where coffee is available in the morning and lunch is cooked and served to members and special guests. Can be accessed through the back door of the MVCC or through the paint bay. This is a member-only rear area and there is no public access.

POL Shed – This is where Petroleum, Oil, and Lubricants are stored.

Do not smoke here.

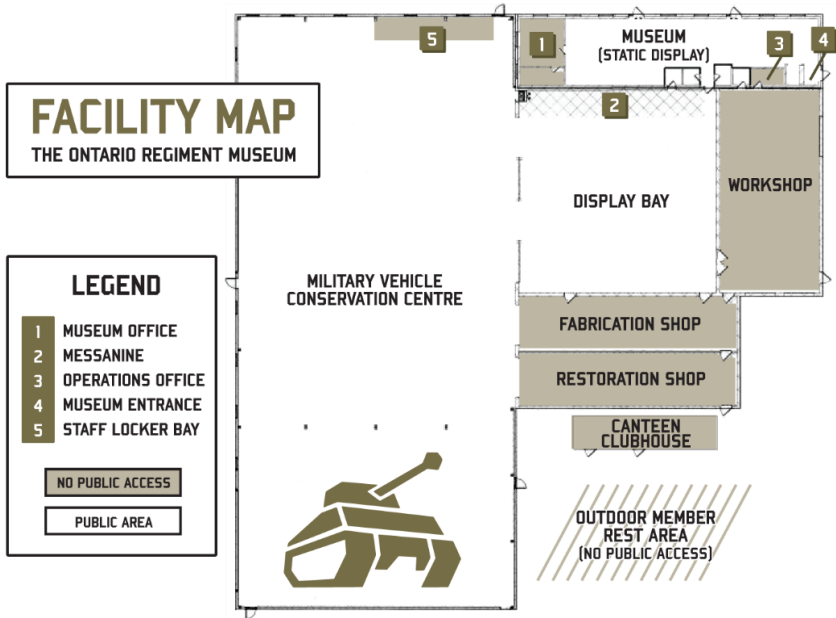
Tank Hanger – This historic Building dates back to WW2 and we use it for vehicle storage, general storage, and some vehicle work.

420 Wing – This building houses the 420 Wing (Oshawa) Royal Canadian Air Force Association. The Wing is a great supporter and a partner of the museum. We attend their pancake breakfasts, use their room for large meetings, and visit their mess after work is done. All Museum Members are honorary members of the Wing, and we are guests in the Wing. As is all Messes, Headdress (hats/caps) are not worn in the Wing, and all Museum Members are expected to behave themselves at all times.

Tower, Wing, and Sabre Gates – These are the three spots where admission gates are set up for Tank Saturdays and Aquino Weekend.



The Museum Main Building



Museum (Static Display) - This area displays part of the accumulated artefact collection of the Museum. It is intended to be a self guided tour of the history of the regiment from its pre-Confederation Roots to Afghanistan. It also includes the Museum Shop.

Museum Entrance - This is the public entrance to the museum. Visitors can present or pay for their tickets here or purchase items from the Museum shop. It is important that members do not congregate in this area.

Display Bay - Believe it or not, this used to be the entire vehicle display area. Now it holds a few vehicles, some displays, and the World of Tanks experience.

Military Vehicle Conservation Centre - The Ontario Regiment RCAC Museum is a working museum. Nowhere is that more clear than in the Military Vehicle Conservation Centre. This building was added on in



2018 and provided an additional 15,300 square feet for the vehicle collection. While in this section of the museum, the visitor will not only experience the largest operational historical military vehicle fleet in North America but also see teams of volunteers maintaining and restoring them.

Museum Office - The headquarters of the executive team. Normally staffed by the Executive Director and the Static Section Curator. It also holds the Museum Library.

Operations Office - This is the Operations Manager's domain.

Mezzanine - The Mezzanine holds the Vehicle Documentation Library, the Radios, and storage for the Gift Shop.

Fabrication Shop - This bay holds the majority of the Museum's heavier tools. Safety equipment is mandatory in this area. Do not use any equipment that you have not been trained on.

Restoration Shop - This is another bay designated for vehicle restoration.

Workshop - This is an area that combines light vehicle maintenance/restoration, vehicle lift and some heavy equipment.

Staff Locker Bay - The lockers are situated near the main volunteer door. They must be locked when not in use. Use of the locker must be authorized by Museum Executive Management. This area must be kept clean.

Canteen / Clubhouse - Also known as the "Canteen", the clubhouse and attached deck is the best place to relax especially on Tank Days. It is also where coffee is available in the morning and lunch is cooked/served to members and special guests. Can be accessed through the back door of the MVCC or through the paint bay. This is a member-only rear area and there is no public access.



Safety around Vehicles

As a normal activity at the museum, very large and very heavy vehicles are moved; often in very tight spaces. Here are some of the safety rules for operating in and around vehicles:

- Do not approach a running vehicle until having made direct eye contact with the driver and/or ground guide,
- If opening a hatch on a vehicle, ensure that the hatch lock is engaged,
- If climbing on a vehicle, always maintain three points of positive contact,
- If you hear three horn blasts, repeated three times; STOP. Do not move until told to. This is the **EMERGENCY** signal.
- If you are not involved directly in the vehicle movement, you may observe (to learn) but please do so from a place of safety and at a distance
- If there is public or visitors nearby, assist the Ground Guide(s) by keeping the public safe and out of the way.
- Remember: The Ground Guide is in control of the situation. Follow their instructions even if you are not involved in the vehicle movement.

Vehicle Movement

Vehicles can only be moved for specific reasons. A member qualified on a vehicle can move a specific vehicle if one of the following conditions is met:

- A Maintenance Check, after a vehicle has been maintained and the repair has to be verified. This Movement has to be authorised by the Museum President, the Executive Director, the Operations Manager, the Vehicle Section Manager, or the Vehicle Maintenance Manager.
- For a Tank Weekend, in which the vehicle crew and vehicle to be moved will be part of the operations order published in advance.



- For a Specific Tasking (support of an event) which will be published in advance of the Tasking and Drivers and Commanders will be designated.
- Movement required for pre-authorized training as authorized by the Executive.
- Any other movement has to be authorised by the Museum President, the Executive Director, or the Operations Manager.
- Appropriate Ground Guides and Safety Actions (especially protecting the public) have been designated.
- **Note the Blue Safety Vest identifies the wearer as a Parade Marshall. Only Marshalls can wear a Blue Safety Vest**



In an Emergency

General

Report it immediately. Many members carry walkie talkies tuned to the Museum frequency, and they can make a general call about the problem. **Remember, on the Radio, in order to be sure this is a real situation, ALWAYS SAY "NO DUFF" three times before giving your Message.** This will allow the following to happen.

- The person closest to the Museum Office will announce the issue on the PA system, and will call 911 if required.
- Senior Staff will move to assist and take control of the situation.



In the Case of a Fire:

- Yell Fire, Fire, Fire and its location.
- Ensure no member is in immediate danger.
- If qualified, and it is safe to do so, grab a fire extinguisher and attempt to put it out. Remember to aim the spray at the base of the fire.
- All members not qualified address the fire will evacuate to the rally point (Currently the South Goal Post of the Soccer Field)
- Senior Staff will take control of fighting the fire, and evaluate the situation and future actions



In the Case of an injury:

- Call for assistance from a First Aid qualified person to assess the injury. If the situation warrants it, Call 911.
- Inform Senior Staff.
- Have someone grab a first aid kit, if required. Naloxone kits are available at the front desk of the Static Section, and there is a defibrillator at 420 Wing.

Unsafe Condition

- Inform people nearby of condition
- Inform Senior staff
- Clear the area if required

Don't walk past a fault!

This is your Museum. If you see something wrong, something out of place, something unsafe, - **TAKE ACTION**. Don't be afraid to pick up the garbage, coil the extension cord, grab a broom. If something is amiss and you do not know how to fix or resolve it, talk immediately to a senior member of the executive, they will help you to fix it (and you will learn something).



Saturday Work

On regular Saturdays, the day begins with O-Group usually at 9:00AM in the MVCC (8:00 AM on Tank Saturdays). At the O-Group, the Executive Team will detail the tasks of the day and assign them to Volunteers. This time is also used to pass on news and events to everyone. After O-Group, members will attend to the required tasks (including cleaning and sweeping) or work on one of the restoration teams. Vehicle maintenance may also be scheduled.

Lunch is normally served at the clubhouse. You have to pre-order your food from the clubhouse (and pay). Lunch starts serving at 11:30 or so.

From 10:00 to 4:00 PM, the museum is open to the public. During this time, restoration activities may continue if it is safe for the public. Be prepared to assist the public.

On some Saturdays, there may be vehicle movement at 1:00 and/or a tank talk.

After 4:00PM, it may be tools down and members may visit the Wing.



There is always work to be done! If you are not assigned a task speak to a senior member. The dusting of vehicles, sweeping the floor, and maintaining our museum as a clean and safe space for work and visitors is an on-going process. The best way to progress in your museum career as a volunteer is to be active, provide help where it is needed, and get to know your fellow members in the process.

Sunday Work

From 10:00 to 4:00 PM, the museum is open to the public. Member guides are always welcome.

Vehicle Section activities and restorations may continue during the operating hours of the museum.



Tank Saturdays/Aquino Weekend/Special Events

On Tank Saturdays, the day begins with O-Group usually at 8:00AM in the MVCC. At the O-Group, the Executive Team will detail the tasks of the day and assign them to Volunteers.

This will include:

- Set Up and Take Down which includes: Setting up barriers, signage, tentage and gates for people to purchase their tickets, and be given identification bands. This is a general tasking that will be organised by the Operations Team from Volunteers not assigned to Crew Vehicles.
- Crews of Vehicles will first Parade their assigned vehicles and under control of the Marshals will move them to the Marshalling Area.
- Guide Staff for Visitors to Static Section and Vehicle Display areas.
- Gate Staff will provide tickets/wristbands
- Parking/Traffic Control will assist people in parking their Vehicles, Calling for Golf Carts for people with Mobility Issues, and ensuring safe Vehicle Movement by Visitors in the Parking area.
- Gift Shop Staff will set up the gift Shop, process Transactions, and sell Ride Tickets
- Ride Station staff will set up the ride station, and ensure crew (Driver and Safety Person) for Ride Station Visitors
- Golf Cart Drivers will provide general transport/distribution of Water to Staff/Cleaning Duties if Required.
- Canteen Staff for meal preparation for Museum Members.

Lunch is normally served at the clubhouse. You have to pre-order your food from the clubhouse (and pay). Lunch starts serving at 11:30 or so.

From 10:00 to 4:00 PM, the museum is open to the public. Normal time for the vehicle show is 1:00 PM. Be prepared to assist the public.

After 4:00PM, it may be “tools down” and members may visit the Wing only after all vehicles have been cleaned and put away.



Museum Security

Given the scope of our Museum collection and the nature of our artifacts; Facility Security is an overriding concern and the responsibility of every member.

Our facilities are protected by a number of intrusion alarms and motion sensor alarms. We also have 24 hour recorded video surveillance of the internal and external areas of our facilities. The grounds are checked daily by museum staff and patrolled by a local security agency. There are also daily and nightly patrols by DRPS.

However: Security of our Facilities begins with you!

All members must ensure that they secure the vehicles and the facilities when they leave. This means that once they finish using a vehicle that is not in a secure location (inside one of the buildings/Sea Cans) the vehicle is locked and inaccessible to someone without a key.

When they unlock a Sea Can they must ensure that they relock it when they are finished needing access to it.

As the main building is alarmed, and there are motion detectors in various locations, the first person to enter the building on a given day has to know the alarm codes and must enter the building from either the front door or the North Door of the MVCC if they have to use the MVCC/Workshops. The Alarm Keypads are located as follows:

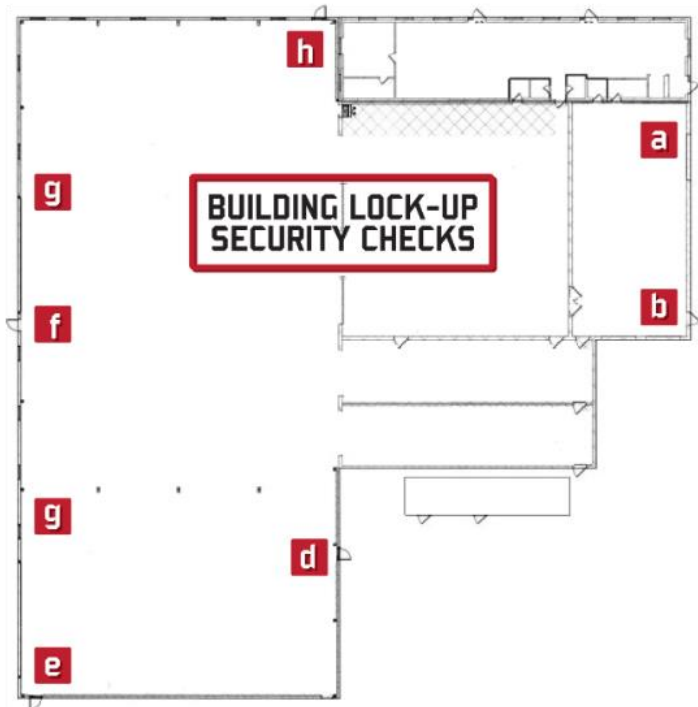
For the MVCC: inside and to the right as you enter through the Northern Man door.

For the Front door: on the column to the right of the front desk.

All Codes are Confidential and will be shared on a need-to-know basis by Museum Staff.



If you are the last person in the MVCC/Workshops you must ensure all exterior doors are closed and secure and the lights off. Doors are as follows:



- a. Garage Door in Workshop
- b. Man Door in Workshop (bolted)
- c. Man Door in Restoration Shop
- d. Man Door East MVCC (leads to Club house)
- e. Man Door South MVCC (near Southern Vehicle Door to MVCC)
- f. Man Door West MVCC (just south of Northern Vehicle Door to MVCC)
- g. Visually Ensure Both Vehicle Doors are closed MVCC
- h. Set alarm at MVCC North Man Door, and leave with once keypad starts beeping

Note: MVCC Man Doors are checked by opening the door from the inside and ensuring that the exterior handle does not activate the latch bolt.



Light switches are as follows (note: there are a number of lights that will remain on for security/safety in each area):

- a. Workshop switches located on north wall, near Garage Door, next to electrical panel
- b. Light switches in Fabrication Shop and Restoration Shop are located on the North Wall of each Bay, near the doors in the eastern part of the bays
- c. Light switches in Display Bay are located on the north wall near the World of Tanks stations
- d. Light switches in the MVCC are located on the eastern wall, near the main electrical (close to Fabrication Shop entrance)

If you are the last Person to leave to Workshop/Bays/MVCC please ensure all vehicles are shut down, all machinery is off (including the Main Compressor in Display Bay, the switch is in a box below the Blue Compressor. Press the black button to switch it off)

If you are the last person to leave the Static Display area, you will bolt the door between the Static Display area and the rest of the building, ensure the Museum Office door is locked, go to the east door, turn off the lights and ensuring the front door is closed, select the appropriate alarm, press the code. Once the alarm starts beeping, leave the building and set the keypad lock on the exterior door.

If you are the last to leave and you do not know the door security codes, contact a member of the executive or another senior member by phone for assistance.

Membership is a Privilege

To sum up the experience of our membership: “You get from this place what you give it”

Our Museum is an incredibly unique organization with a long history. Very few museums in the world operate this type of equipment and we are all privileged to be a part of it. Becoming a member of the museum is an exciting and sometimes exhilarating experience. It is not all PLAY however, and takes hard work and dedication for a member to succeed



and progress in our organization. You will quickly notice that those who show-up, work hard, take instruction and act in a respectful and responsible manner - excel and grow here. Those who join just to “drive cool things”, expect to play soldier, or come out just for major events. will find the experience disappointing and their career progression will reflect this.

Being a Member of the Museum is a privilege, not a right. Our organization has a policy of openness and acceptance, tolerance and inclusiveness. However, it is expected that our members work together to meet the goals and objectives of the museum. We have shared values of citizenship, volunteerism and service. If for any reason a member’s conduct or action is unacceptable or incompatible with the Museum’s objectives and values; appropriate discipline and remedial actions will be taken. This could include coaching, privileges revoked, being sent home or in the worst cases; a three-step disciplinary process (like any workplace) that could see the Membership revoked.

In all your actions as a Member, consider the following three rules:

1. **PROTECT YOURSELF:** Is what I am about to do going to result in a personal injury or compromise my integrity. Am I confident and qualified to proceed? Is there any personal risk in the action even if remote?
2. **PROTECT OTHERS:** Is what I am about to do going to injure someone else? A fellow member, visitor or other. Both physically and emotionally. Is there any risk that my action may have a negative impact on others?
3. **PROTECT THE MUSEUM:** Is what I am about to do going to do harm to the Museum, its facilities, equipment, assets, integrity or standing? Will any actions open up the Museum to any form of liability or loss?

Basic **DUE DILIGENCE** and **COMMON SENSE** are always the best tools.



Getting the Most of your Museum Membership

Our Museum is one of very few operational historical vehicle museums in the world and the most active. We are recognized Nationally and Internationally by our colleagues and the other great Tank Museums and Military Museums around the globe, but we are much more than that!



As a Member, you are entering an organization, a community and a museum family. Not only will you build relationships with like minded individuals and create lasting memories, but you will find a sense of accomplishment and pride in what you do.

You will also be welcomed into the Regimental Family of The Ontario Regiment RCAC. The museum is one part of a large network that supports our local unit and includes the Ontario Regiment Association, the Mess, the Ontario Regiment Cadets Corps and more.

You will be welcomed as an honorary member of the 420 WING and enjoy the privileges of that membership.

You will be recognized as a volunteer that is helping your community and honouring the service and sacrifice of our Canadian Armed Forces Personnel.

"YOU get from this organization what you put into it"

Alan Duffy
Museum President

There are so many opportunities here for friendship, service, knowledge and personal growth. It is up to **YOU** to make the most of it and get the most from your service.



Standard/Frequently Used Call Signs

ZERO Control of Net

NINER Executive Director

NINER Alpha/Bravo/Charlie/Delta Ops Team

NINER Echo Vehicle Section Manager

NINER Foxtrot Traffic Control/Parking

SUNRAY Museum President

GATE Person in charge of Gate Staff

Sabre/Tower/Wing GATE Call to individual Gate.
Name of gate location

MARSHAL Person in Charge of Vehicle Movement

RIDE STATION Person in Charge of Ride Station

GIFT SHOP Person in Charge of Gift Shoppe

ROVER One/Two/Three
Drivers of Golf Carts and mobile assistance vehicles

MUSEUM Museum Curator or Museum Office or Front Desk

CANTEEN Museum Member Club House

VIP (Special Events) Special Visitor assistant in VIP Seating area

JUNO Call for Media/Photographer/Videographer

MEDIC Call for any members with First Aid Training / First Aid Station

VEHICLE During vehicle operations a specific unit will be assigned a common Call-sign for easy communication.
ie: BART (M4 Sherman Bart) LYNX (M113 ½ Lynx) etc.

These are the most commonly used Call-Signs, there are others and may be assigned as required by the operation or situation.



ANNEX

Museum Organizational Structure

PG 39 – 44

Sample Op Order

PG 45– 50

Sample Vehicle Tasking

PG 51

Museum Executive Contact Info

PG 52





The Ontario Regiment Museum and Historical Vehicle Collection

The Colonel R.S. McLaughlin Armoury
 53 Simcoe Street North, Oshawa, ON L1G 4R9
 MUSEUM: 905-728-6199 EMAIL: info@ontrmuseum.ca

Restructuring of the Museum Organization 2018

Considerations

1. All members are equal- they contribute their time, their knowledge, their skills and their money. All contributions are of equal value.
2. Members are volunteers, and as such their contributions are not uniform. They have outside pressures from work, family, and other real life factors.
3. Leadership of the vehicle section has traditionally been elected by members on an annual basis, based on popular vote. The short, one year, term of members elected to the various positions, as well as voting being influenced by popularity, has, at times, resulted in uneven performance.
4. Specific positions require specific skill sets, or time availability, thus the people holding these positions have to be selected with that in mind.
5. All positions will be filled by members selected by their immediate superiors, and will be approved by the next level in the hierarchy, thus the various Managers will have a great deal of autonomy in selecting position holders. This will balance the organization and make it more democratic.
6. A number of positions are for employees, who have the skills required, and will be compensated, as well as being held accountable to fulfill the tasks of their roles.



"An organization dedicated to the preservation of Regimental History and Military Vehicles"



New Structure

The Museum has grown rapidly in both its operations and staff, and requires clear guidance and professional leadership going forward. Beginning with the appointment of the Executive Director two years ago a modification of the structure is required.

This organizational structure clarifies the responsibilities and reporting relationships among the staff. It ensures that all Museum volunteers are considered equal, and removes any division or seniority between the “Museum” volunteers and members of the former “Ferret Club”. Although the Ferret Club will be remembered as an important part of our history and development as an organization it can no longer be considered a separate organization. All museum volunteers and members of the Ferret Club are now “Museum Members”, part of the same organization with the same rights, responsibilities and privileges. All members of the Museum are given the same responsibilities and rights and the possibilities for appointment to staff positions based on their interest and level of ability.

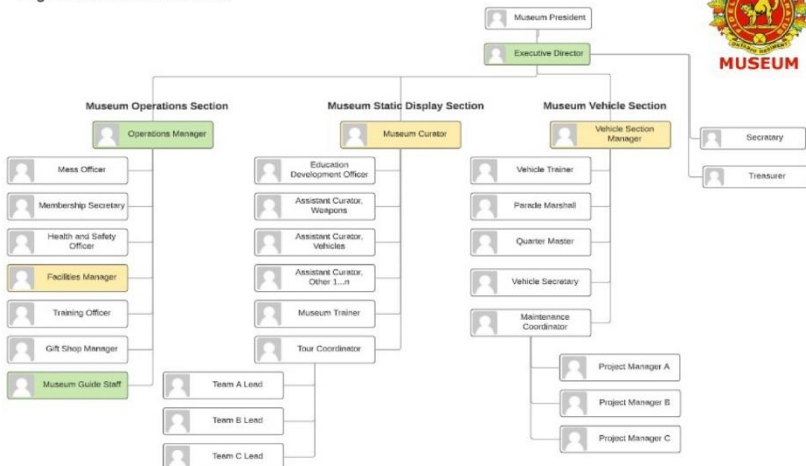
Further; to maintain direct input and feedback at the highest level of museum management the membership at large will be able to elect members directly to the Board of Directors (*Number and process to be determined*).

Examining the functions of the Museum shows that activities fall into three classifications:

- Dealing with the vehicles; *Museum Vehicle Section*
- Dealing with non-vehicle artifacts; *Museum Static Display Section*
- General support and administration; *Museum Operations Section*

Fig: 1.0 Org Chart

The Ontario Regiment RCAC Museum Organizational Structure 2018



Staff positions in **WHITE** are volunteer; **GREEN** are currently paid staff and **ORANGE** are next phase paid staff.



Museum Positions and Officers

1. The Executive Director, who is responsible to the Board and reports to the Museum President, manages the day to day activities of the Museum, as well as liaising with outside agencies, and prioritizing the activities of the membership. The Executive Director also hires or appoints the Section Managers with the approval of the Museum President.

Operations Section Manager Reporting to the Executive Director:

2. The Operations Manager, who is responsible for the Museum Operations Section and reports to the Executive Director. Whose tasks include assisting the Executive Director, acting as Executive Director in his absence, as well as being responsible for General Support and Administration of the Museum through the Museum Operations Section. The Operations Manager hires or appoints the staff of the Operations Section with the approval of the Executive Director.

Reporting to the Operations Manger (Appointed by him, and approved by the Executive Director) are:

- a. *The Gift Shop Manager*, responsible for the Staffing, Inventory and Accounting for the Gift Shop.
- b. *The Mess Officer*, responsible for the Operations of the Canteen, to include Staffing, Inventory, and Accounting.
- c. *The Membership Secretary*, responsible to maintain Volunteer Records, supervises the On-Boarding of new volunteers, and arranges interviews with prospective volunteers.
- d. *The Health and Safety Officer*, who is responsible for the Health and Safety within the Museum (and all its facilities and grounds) to include regular inspections of Health and Safety equipment and training as required.
- e. *The Facilities Manager*, who is responsible to have repairs made to the physical plant of the Museum, supervise Cleaning contracts, to ensure snow removal and grounds maintenance is completed
- f. *The Training Officer*, who is to identify training needs with the Senior Staff, and program courses as required and, in cooperation with the *Museum Trainer* and *Vehicle Trainer*, identify members to conduct the training and the materials required.



Static Display Section Manager Reporting to the Executive Director:

3. *The Museum Curator*, currently a volunteer, but potentially an employee, selected by the Executive Director and approved by the President and the unit Commanding Officer. The Curator is responsible to manage the non-vehicle artifacts, or appoints the staff of the Static Display Section with the approval of the Executive Director including Assistant or special collections Curators. Special collections curators will also be approved by the lending parties of that collection.

Reporting to the Museum Curator (Appointed by him, and approved by the Executive Director) are:

- a. *The Assistant Curator Weapons*; responsible for the maintenance and repair, the inventory and records of, the safe storage, the acquisition and disposal of all Weapons in the Museum (save for the main armament of the vehicles).
- b. *The Assistant Curator Vehicles*; responsible to prepare and maintain the descriptions of the Vehicles and to ensure the accuracy of their colours, vehicle markings and accoutrements.
- c. *Other Assistant Curators or Collection Curators* appointed as the need to take responsibility for additional collections (example, RCAC or Camp X).
- d. *The Education Development Officer*, responsible to liaise with schools and prepare programming and training aids to improve the educational activities offered by the Museum.
- e. *The Museum Trainer*; who, in cooperation with the *Training Officer*; is responsible to arrange for the training of Static Display Section staff.
- f. *The Tour Coordinator*, responsible to arrange scheduling and staffing for Guide Teams, select *Team Leaders*, and ensure there are guides available for tours at off hours.



Vehicle Section Manager Reporting to the Executive Director:

4. *The Vehicle Section Manager*, currently a volunteer, but sometime in the future an employee, selected by the Executive Director and approved by the President, and is responsible to manage vehicle fleet and the Vehicle Section of the Museum. The Vehicle Section Manager also hires or appoints the staff of the Vehicle Section with the approval of the Executive Director.

Reporting to the Vehicle Section Manager (Appointed by him, and approved by the Executive Director) are:

- a. *The Maintenance Coordinator*, responsible to prioritize repair and maintenance needs. The Maintenance Coordinator will appoint *Project Managers* with the approval of the Vehicle Section Manager. Project Managers will coordinate (and train, if required) the personnel, equipment and parts to complete major vehicle overhaul and restoration projects.
- b. *The Vehicle Trainer*, who, in cooperation with the *Training Officer*, is responsible to arrange for the Vehicle Training of volunteers
- c. *The Parade Marshall*; who is responsible to identify, brief and supervise the deployment of vehicles and crews to support outside events as well as Museum events such as Tank Days and Aquino.
- d. *The Quartermaster*; responsible for organization and management of spare parts, POL, and shop supplies, to include recommending purchases of said items and, once approved, the purchase of them.
- e. *The Vehicle Secretary*; responsible to maintain the technical library, vehicle logs and binders, the key press and log, and the POL log (the Quartermaster being responsible to reorder as required).



Independent Administrators Reporting to the Executive Director:

With both Operational and Board Reporting Functions

5. *The Treasurer*, responsible to coordinate all financial records, invoicing and payments. The Treasurer will work with auditors and outside consultants to prepare annual results. The Treasurer is selected by the Executive Director and approved by the President. The Treasurer will report to the Executive Director. Often working with the Operations Manager on the cash-handling, accounting and financial aspects of our operation.

6. *The Secretary*, responsible for correspondence and reporting to the Board and other parties as directed. Responsible for setting meetings of the Board and the General Membership as well as keeping a record of all meetings and preparing detailed minutes of each meeting to be distributed to our members. The Secretary is selected by the Executive Director and approved by the President.

Conclusion:

The above new organizational structure not only amalgamates all the current semi-independent sections of the museum into one enlarged and organized museum, but is designed to keep up with our growth and expansion. This does not mean that the structure may not need to be adjusted or amended as we move forward due to new opportunities or requirements, but provides a new outline.

The division of the museum into three “sections”, provides the museum management with a core group of operational officers to run the day-to-day business of the organization. These key offices are : The Museum President, Executive Director, and the three Section Managers (Operations / Static Display / Vehicle). To further co-ordinate efforts and improve operational efficiency the Operational Officers will meet on a monthly basis to discuss operations and projects. Each Officer will also report to the membership on the activities and priorities of their departments at each Museum Member General Meeting.



O.O 2019-005#

August 19, 2019

Dist List

MUS President

VS Manager

OPS Manager

MUS Curator

Vehicle Marshal (John Tryon/Nick King)

Mess Officer

RCL 637

420 WING RCAFA

MEMBERSHIP (to be posted)

OPERATION:

TANK SATURDAY – The Ontario Regiment 7 Sep 19

1. SITUATION.

The Museum will host **fifth** Tank Saturday of the year. It will feature vehicles from the **Second World War, The 50's/60's**, and more recent years, and will educate the public about these important historical events. A Battle Royale finish off the show

2. MISSION.

To present these vehicles to museum visitors so they may understand the purpose and the military use of the vehicles.

3. EXECUTION.

a. General Outline.

The Museum grounds (Oshawa Airport South Field) and the 420 WING RCAFA will be closed off to the public for a major event. We can expect 600-1200 visitors on site during the day.

Static Displays including the museum and Military Vehicle Conservation Center will be open to the public.

The mobile Gift Shoppe will be in Operation

Military Vehicle rides will be available to the public (to include M113s and M548, as well as Tank Ride experience packages)

Major vehicle demonstration will take place at 13:00 and be concluded between 1415 and 1430.

b. Phases

- (1) There are Six Phases:
- (1.a) Preparation prior to the event;
- (1.b) Set up;
- (1.c) Rides prior to show;
- (1.d) Show;
- (1.e) Rides after show, and;
- (1.f) Clean up

c. Groupings and Tasks

Operations Section

Phase 1

- (1.a) Identification of Gate (Sara Jago)/Parking coordinator (Terry Woods)
- (1.b) Identification of Vehicle Ride coordinator (Steve Pickering)
- (1.c) Identification of Gift Shoppe coordinator (John E)
- (1.d) Ensuring signage is available (Terry Woods)
- (1.e) Ensuring Gift Shoppe is stocked (John E)
- (1.f) Ensuring Sound System is functional (Raff)

Phase 2

- (a) Ensure there are staff at Wing Gate (security only) and Tower Gate (entrance and ticket sales) (Sara)
- (b) Ensure Sabre gate is blocked (**Legion**)
- (c) Ensure there are tables and chairs, POS, tickets, walkie talkie and cash boxes at Tower gate (Sara)
- (d) Ensure Sound system is set up (Raff)
- (e) Ensure Gift Shoppe is moved near Northeast corner of Vehicle Conservation Center, and has a walkie talkie (John)
- (f) Ensure 1 ULAV (Unarmored Light Administrative Vehicle) is available for Gate/Parking coordinator and a CUCV/M37 available for transportation of materials noted above
- (g) Identify Two security personnel for Tank Arena (**Legion**)



- (h) Ensure Vehicle Ride Coordinator has set up Loading stations, has walkie talkie and appropriate signage in place (Steve)

Phase 3

- (a) Ensure Gates, Vehicle rides and Gift Shoppe are in operation NLT 0930hrs

Phase 4

- (2) Ensure Gates, and Gift Shoppe are in operation, and Vehicle Rides suspended NLT 1245hrs

Phase 5

- (a) Ensure Gates, Vehicle rides and Gift Shoppe are in operation, vehicles used in demonstration are washed/returned to MVCC under control of Marshals.

Phase 6

- (a) Ensure Vehicle ride station, gate locations, Gift Shoppe and Sound System are packed up and materials returned to the events trailer or other locations. Tear down will be on order of Ops Manager, when visitors are leaving (usually around 1500-1530)

Museum Section

Phase 1

- (a) Confirm sufficient guides available

Phase 2-6

- (a) Ensure 1 guide at front counter, 2 in Static Display area, and 3 are in Vehicle Display

Bay/Military Vehicle Conservation Centre.

Vehicle Section

Phase 1

Identify Parade Marshal and ensure vehicles listed in Annex are available and crews selected

Phase 2

Ensure vehicles are first Paraded and under Parade Marshal's supervision, moved to Tank Arena and Vehicle Ride station as required. A ULAV is assigned for general support



Phase 3

Instruct Vehicle Ride Coordinator when it is safe to start the rides, conduct radio checks on vehicle net.

Phase 4

Brief Crews on Order of March, direction of travel, routes, ensure vehicle rides are suspended, and coordinate movement of Vehicles during the show

Phase 5

Direct vehicles to wash station (if required), and then ensure their safe movement to Vehicle Bay/Military Vehicle Conservation Centre.
Authorize Ride Station to reopen

Phase 6

Ensure all vehicles returned to their appropriate locations and last parades completed

Coordinating Instr.

Timings.

- a) 0830 – Morning O-Group for all staff.
- (b) 0900 – Parade Marshall to co-ord all vehicle movements to Tank Arena
- (c) 0900 – Ops Manager to begin co-ord of field set-up
- (d) 1000 – Gates open to Public
- (e) 1030 – Vehicle Ride Station and Gift-Shoppe Open
- (f) 1100- All lunch tickets should be purchased
- (g) 1130 – 1230 Lunch Available to all (note: vehicle staff attached to vehicle rides/guides/gate pers will be rotated through to ensure all pers have opportunity to eat, and the various stations are continually manned)
- (h) 1200 – Driver and Crew Meeting by Cox Building
- (i) 1245 – Museum to announce pre-show via PA System, Vehicle rides suspended
- (j) 1300 – Vehicle Show in Tank Arena
- (k) 1400-1415 – Demonstration/ Battle Royale Complete, Vehicle Ride Station and



Gift-Shoppe re-open. Last call for vehicle ride tickets

(l) 1500 – 1530 On Order of Ops Manager; Gift-Shoppe closes and clean-up begins, Ride

Station closes and vehicles returned.

(m) 1600 – Museum Closed to Public

Final Clean-up and Tear-Down

(n) 1700 – Rest and debrief at 420 WING RCAFA

4. ADMINISTRATION AND COMMUNICATIONS

Dress.

(a) Crew-suit and Museum Ball-cap for all vehicle and security crew

(b) Black Museum Shirt and optional Ball-cap for all guide and static section staff

Rations.

(a) Mess Officer and staff will prepare lunch for sale in the Ferret Club trailer. First serving at 1130 for vehicle crews and Second serving at 1200 for guide and static section staff.

(b) Museum Mess is for members and “VIP Tank Ride” guests ONLY

(b) It is requested that members do not go to the 420 WING RCAFA for refreshments and debrief until 1700 OR until all clean-up and vehicles are returned etc. *“We are a TEAM, we work and play as a TEAM”*

(c) Water will be provided to all staff free of charge and will be stored at all gates, in the Tank Arena rest area and the Ferret Club trailer.

Safety.

All vehicle movement must be coordinated by the Parade Marshal and conducted with a qualified Ground Guide. All ground guides and personnel in tank arena will wear safety vests



Comms & Control.

Exec Dir is the Exercise OC. He is also responsible for greeting VIP visitors, speaking with Media and providing the narration during the show. Will also provide admin support and guidance where required.

There will be three nets as follows:

- a) Ops Net – Handheld (for show control and co-ordination)
- b) Security Net – Handheld (for all parking, Gate and Security)
- c) Vehicle Radio Net – Controlled by FOS for vehicle comms and control

Ops Net/Security Net Handheld (Cmd is Operations Section Manager) -
Vehicle Net Radio Manpack (Cmd is Vehicle Section Manager and Parade Marshal during show)

ANNEX A

Vehicles Required

(1) Military Vehicle Rides

- (a) M548
- (b) 2 X M113 (plus 1 spare)

(2) Tank Saturday

- (a) Group A – WWII
MB Jeep, Universal Carrier, M3
- (b) Group B - 50's/ 60's
M4 Sherman, M38A1, M37 Cargo
- (c) Group C- More Recent
Lynx, Cougar, Iltis (TACV/G Wagen from Ontr)

(3) World of Tanks: Battle Royal

- (a) Leopard 1A5BE MBT OP (Oxygen Propane)
- (b) M60A2 Patton MBT OP

//SIGNED//
J.Blowers
Exec Dir
OntR Mus



VEHICLE SUPPORT TASKING ORDER 2020.03.27

DATE ISSUED: 27Mar20

DATE OF EVENT: 9 May 20 (Saturday)

EVENT: 75th Anniversary of the Victory in Europe

Description:

Two WWII Tanks (T34/85 and Sherman) have been requested to support VE celebrations planned for Downtown Toronto. The event will take place either at Yonge Dundas Square or Nathan Phillips Square (location to be confirmed). It is assumed that the event will be planned for noon. Event is sponsored by Russian Consulate and at their cost.

Requested by/Sponsor: Russian Consulate Contact/Phone: **TBD**

Essential Elements of Information Required:

Confirm location, Confirm Date/Timing, Determine Surface Conditions (T34/85 had steel track which can damage road surfaces).

Reconnaissance of location:

NLT 30April20 with City Staff by Ops Mgr and Ken Lee

Personnel Required (4 minimum)

- a. Sherman Driver _____
- b. T34/85 Driver _____
- c. Ground guide fwd _____
- d. Ground guide rear _____

Vehicles Required (all vehicles verified functional NLT than 1May20)

- a. Sherman
- b. T35/85
- c. Veh to transport pers

Other Requirements:

- a. Fire Extinguishers (X2)
- b. First Aid Kit
- c. Tool Kit
- d. Folding Chairs (2) and Folding Table (verify if can be provided by City)
- e. Museum handouts

Phases/Timings:

- a. First Parade/Load Vehicles at Museum (0530-0630)
- b. Move Vehicles to Location (0630-0900)
- c. Unload and Position Vehicles at Event (0900-1000)
- d. Security of Vehicles (1000-1400)
- e. Load Vehicles at Event (1400-1500)
- f. Move to and Unload Vehicles at Museum, Last Parade (1500-1930)

Admin:

- a. Confirmation of TK.Tpt availability and billing NLT 15 Apr
- b. Cost of meals for staff will be reimbursed
- c. Mileage/Parking of Pers tpt vehicle will be reimbursed (invoice for parking, mileage at 52cents per Km)
- d. Ops Mgr will be OPI and fwd guide
- e. All Drivers/Guides will have valid qualifications

Comd and Sigs:

- a. Ops Mgr Dan Acre cell (416) 859-4029
- b. OPI Consulate **TBD** **TBD**
- c. Contact City **TBD** **TBD**
- d. Contact Tpt Coy **TBD** **TBD**

SPECIAL INSTRUCTIONS

Recce will determine location of vehicles at site. If 4X8 Plywood is required, it is at Sponsor's responsibility to source and install.

Ontario Regiment Museum Contact List

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Sponsorship	AJ Clancy		aj@ontrmuseum.ca

Outside Contacts

Regimental Armoury	905-721-4000
420 WING (RCAFA)	905-723-2845



*This Member Handbook is an INTERNAL DOCUMENT. Not intended
for public distribution or publication.
If found please contact and return to the Museum*

This Handbook was assigned to member

On this date

Membership #

Member Since

Handbook is property of The Ontario Regiment RCAC Museum

Rev: 1.0 1 JULY 2021



MUSEUM MEMBER HANDBOOK



**ONTARIO
REGIMENT
MUSEUM**

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