

**ARTILLERY SENATE BRIEFING NOTE NO 6A
GOVERNANCE OF RCA HERITAGE PROGRAM
26 January, 2011**

1. Overview

The RCA Heritage Charitable Campaign was initiated in 2002. The focus was to raise \$4 million to support the RCA Museum. The campaign established a national office and a number of regional offices to organize fund raising. In 2004 a broader Heritage Plan was developed focused on Interpreting, Preserving, Telling and Promoting the Story of the Artillery. With the development of the RCA Family Strategy, that focus has been refined to clarify the purpose of the story. That purpose is to “honour the sacrifice” of those who came before and to “honour the service” of all who have served, and thereby support all Gunners, especially those still serving. Achieving this purpose will demand sound governance of the Heritage Program.

2. Aim

The aim of this directive is to define and articulate how the RCA Heritage Program is to be governed in order to achieve the objectives of the program.

3. RCA Heritage Program Objectives

As an integral part of the RCA Family Strategy, the Heritage Program fulfills our moral obligation to “honour the sacrifice” of those who came before and to “honour the service” of all who have served;

- preserves the heritage of the RCA;
- contributes to family pride & unity;
- contributes to Canadians’ understanding of our values and shared history;
- supports operational effectiveness; and
- enhances national unity.

4. Concept of Governance for the RCA Heritage Program

Sound governance¹ of the RCA Heritage Program is essential to bring coherence to all artillery heritage activities and to manage the program effectively and professionally.

The Royal Regiment’s governance philosophy is that the Heritage Program is guided and coordinated on a national level within a strategic framework, while specific activities are managed in a decentralized manner. Local initiatives are encouraged, but where it makes sense to coordinate nationally, we will do so. The intent is to have a strategic program that harmonizes the many localized activities of units and associations across the country.

Focusing on the national dimension of heritage, the Artillery Senate will guide the overall Heritage program in line with the objectives in the national plan, the RCA Heritage Plan which provides the framework for local and regional activities. The Heritage Plan will not resource all heritage activities, rather it will rely on the traditional funding sources for unit and local activities while making national resources available to add weight to selected events. In short, the approach can be

¹ “A process of providing strategic leadership setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, and ensuring overall accountability.” Renz, An Overview of Nonprofit Governance. 2004:1

Artillery Senate Briefing Note No 6A, 26 January 2011

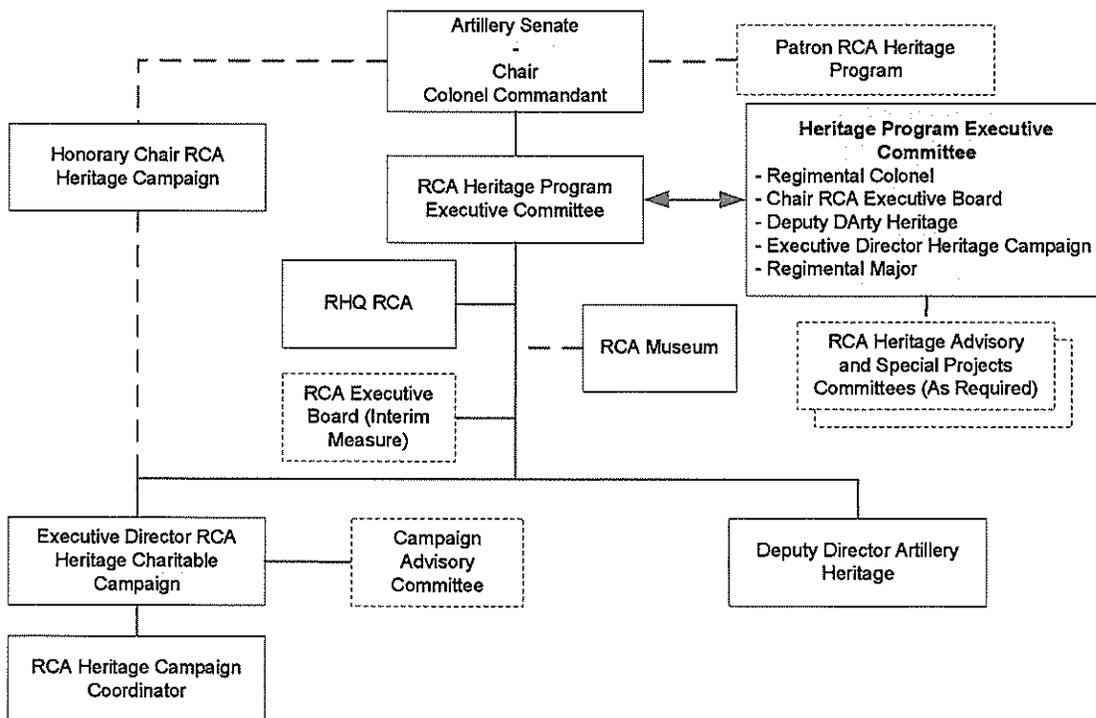
considered to be like any good operational plan with its supporting fire plan. The unit and association heritage programs will provide their own “Direct Support” for the core of these activities. The Heritage Campaign will provide “General Support” as appropriate to advance national goals.

The governance concept sees the Artillery Senate, acting as a “Board of Directors”, providing strategic guidance and oversight of the RCA Heritage Program, a national program that is coordinated with regional and local initiatives. A Heritage Executive Committee, supported by Regimental Headquarters, RCA (RHQ RCA), provides operational level guidance and oversight. DDarty Heritage develops, maintains and manages the Heritage Plan and annual Business Plan. The Executive Director RCA Heritage Charitable Campaign, assisted by an Honorary Chair Heritage Campaign and a part-time, paid Heritage Campaign Coordinator conduct national fund-raising to support Heritage endeavours. As the de facto RCA Comptroller, the Chair RCA Executive Board is responsible to monitor expenditures of funds, including those in support of the Heritage program. (Please note that the RCA Executive Board manages the RCA Fund which is clearly a different fund from Heritage, and this is a preferred interim measure until such time as it would be appropriate for the Heritage Program to manage Heritage monies separately).

The diagram which follows depicts the governance structure and associated inter-relationships.

5. RCA Heritage Governance Structure

The following Organization Chart depicts the structure for the Governance of the RCA Heritage Program, and the inter-relationship of components:



Artillery Senate Briefing Note No 6A, 26 January 2011

6. Roles and Responsibilities

a. Artillery Senate

Artillery Senate provides oversight on Lines of Operation 3, 4 and 5 of the family strategy (Nurture the Family, Connect with Canadians and Celebrate our Heritage), and broad guidance to Artillery Council on the strategy for the greater family of the RCA. The Artillery Senate replaces the “Heritage Council” as the de facto “Board of Directors” for heritage and is the principal decision making body on matters related to the RCA Heritage Program.

b. Patron, RCA Heritage Program

Patron of the RCA Heritage Program is an honorary/figurehead position to assist the RCA in promoting the profile and image of the Heritage Program. A prominent Canadian will be selected by Arty Senate to fulfill this role.

c. RCA Heritage Executive Committee

Chaired by the Regimental Colonel, the RCA Heritage Executive Committee is made up of four members: the Deputy Director Artillery Heritage (* Secretary), the Executive Director RCA Heritage Charitable Campaign and the Regimental Major, RCA.

The RCA Heritage Executive Committee reports to the Artillery Senate and is responsible for management of all aspects of the RCA Heritage Program and Charitable Campaign. It guides the development, approval and implementation of the RCA Heritage Business Plan and the RCA Heritage Charitable Campaign Plan. It is the principal management and decision making body for current year activities, based on the approved plans, within the authorities delegated by Artillery Senate (they may secretarially spend up to \$5,000 on any one initiative). The Heritage Executive Committee will report to Artillery Senate twice annually on the implementation of and state of the Heritage Program, and for approval of key plans and initiatives.

d. Honorary Chair RCA Heritage Campaign

The Honorary Chair RCA Heritage Campaign is a retired senior officer who provides strategic oversight of the RCA Heritage Charitable Campaign and support to the Executive Director of the RCA Heritage Charitable Campaign.

The Honorary Chair RCA Heritage Campaign will be responsible for:

- Providing strategic advice and guidance to the Executive Director;
- Networking with key stakeholders across the Royal Regiment to explore fund raising opportunities and facilitate donor engagements;
- Leading on specific donor contacts, as requested by the Executive Director;
- Advising the Colonel Commandant and Artillery Senate on issues which will enhance the success of the RCA Heritage program;

Artillery Senate Briefing Note No 6A, 26 January 2011

e. Executive Director RCA Heritage Charitable Campaign

The Executive Director RCA Heritage Charitable Campaign is a volunteer who undertakes the oversight and overall management of the fundraising activities in support of the RCA Heritage Program. He reports to the Chair of the Heritage Executive Committee and is responsible for the organization and structure of the campaign and the coordination of national fund raising activities in order to meet the overall Heritage Plan fund raising goals.

The Executive Director RCA Heritage Charitable Campaign will be responsible for:

- developing and implementing the RCA Heritage Charitable Campaign Plan, to achieve the fund raising goals as set out in the RCA Heritage Business Plan;
- managing the RCA Heritage Charitable Campaign;
- recruiting volunteers to serve on the National Campaign Team and as Regional Directors or advisers;
- in conjunction with Regional Directors, identifying national level or other potential donors who are better approached at the national level or by unique or specific canvassers;
- in conjunction with the members of the Artillery Senate and Regional Directors, developing a list of potential corporate donors and proposing appropriate canvassing approaches ;
- linking fundraising activities to the Colonel Commandant's schedule;
- assisting Regional Directors with fundraising and the training of canvassers;
- developing and maintaining a training package for canvassers and regional directors;
- proposing innovative charitable campaign fund-raising techniques and user-friendly donation solutions;
- maintaining a key contact lists for use by all elements of the campaign;
- developing marketing, Public Relations and communications collateral in support of the campaign, to include supporting website materials and inputs to the Quadrant ;
- providing oversight of the RCA Heritage National Campaign Team activities ensuring that solicitation expenses remain well-below all other fundraising activities ;
- identifying communications opportunities to advance the aims of the RCA Heritage Campaign; and
- providing regular reports to the Artillery Senate, the Regional Directors and the Regiment at large.

f. RCA Heritage Charitable Campaign Coordinator

The RCA Heritage Charitable Campaign Coordinator reports to the Executive Director RCA Charitable Campaign on day-to-day matters and implements the Heritage Charitable Campaign Plan. He coordinates and facilitates the RCA Heritage Charitable Campaign, on a part time basis with a view to generating funds as desired to achieve heritage goals and objectives as set out in the RCA Heritage Business Plan and Annual Budget.

The RCA Heritage Campaign Coordinator will be responsible to:

- Manage the day-to-day operations of the RCA Heritage Charitable Campaign, with special attention to income, expense and capital items as set forth in the approved annual budget;

Artillery Senate Briefing Note No 6A, 26 January 2011

- Develop goals, targets and potential donors for the financial campaign in consultation with the Colonel Commandant, Regimental Colonel and DDArty Heritage, for approval by Artillery Senate;
- Implement the approved RCA Heritage Charitable Campaign Plan;
- Assist in the preparation of the annual RCA Heritage Business Plan and the preparation and presentation of the annual RCA Heritage budget, including monitoring the budget;
- Develop and maintain a list of potential donors and donor organizations for the Heritage Campaign;
- In conjunction with the Deputy Director Artillery Heritage, develop and maintain a menu of worthy causes/activities to which donors may wish to contribute funds;
- Recommend priorities for the causes to be supported; and
- Promote and communicate all aspects of the Heritage Charitable Campaign.

g. Charitable Campaign Advisory Committee

On an as-required basis, a committee known as the Heritage Charitable Campaign Committee will be assembled to assist the Executive Director in formulating plans and determining specific donor targets for the Charitable Campaign – and then assist in the operationally implementing such plans. Typically, this group will be made up of Gunners and friends of Gunners who are entrepreneurs and adept at charitable fundraising efforts – members who are very well connected, experienced in fund raising, and proficient at raising money.

h. Deputy Director Artillery Heritage (DDArty Heritage)

The Deputy Director Artillery Heritage (DDArty Heritage), a Reserve Officer, is the principal staff officer for all matters pertaining to the functioning of the Heritage Program of The Royal Regiment of Canadian Artillery.

DDArty Heritage is responsible for the management and operations of the RCA Heritage Program, and reports to the Chair of the Heritage Executive Committee.

Duties and responsibilities of the DDArty Heritage include, but are not limited to:

- Secretary RCA Heritage Executive Committee;
- Develop and implement the annual RCA Heritage Business Plan;
- Manage RCA Heritage Programs and Activities as directed;
- Provide support to and coordinate with the RCA Heritage Charitable Campaign;
- Act as a member of RCA Museum Board of Directors as D Arty representative;
- Liaise with the RCAA and other Gunner Associations with respect to Heritage;
- Liaise with Reserve units with respect to Heritage;
- Act as Warden for Canadian Artillery Monuments Lists, both Domestic and International; and,
- Oversee and maintain the RCA Heritage Web Site as part of www.artillery.net.

i. RCA Heritage Advisory and Special Projects Committee(s)

As required periodically, the Colonel Commandant, on behalf of the RCA Heritage Executive Committee may appoint RCA Heritage Advisory and Special Projects Committees to assist in planning of, brainstorming for, or managing special causes, activities or events.

Artillery Senate Briefing Note No 6A, 26 January 2011

j. RHQ RCA

RHQ RCA, headed by the Regimental Major, will support the Heritage program with administrative and financial support as follows:

- Administrative support to the DDArty Heritage;
- Provide the financial expertise to manage the day-to-day transactions of the Heritage Fund and related correspondence to donors and Canada Revenue Agency;
- Make recommendation as to spending limits, parameters and control measures to the RCA Heritage Program Executive Committee;
- Publicize and communicate the work of the RCA Heritage program in all available media and in both official languages;
- Make presentations on the RCA Heritage Program to the Artillery Advisory Board, RCAA, Honoraries and the RCA Junior Officer Course; and
- Twice annually present the financial statements on the Heritage Program to Artillery Senate.

k. RCA Executive Board

The RCA Executive Board has been established to conduct the non-public affairs of the Royal Regiment, for the benefit of all serving and former serving members – however this is largely, but not totally, a Regular Force fund. The RCA Executive Board manages the Regimental Fund of the RCA, and more recently has been called upon to manage the Heritage funds. The Chair of the RCA Executive Board, a serving Lieutenant-Colonel heads the RCA Executive Board, and has therefore assumed responsibility to manage all Heritage funds. Such is the situation at this time, however there may be a desire to create a separate Heritage Board in the future.

7. Financial Management, Accounting and Auditing

A vital part of effective governance is the budgeting, financial management, investment, expenditure, accounting and auditing of the Heritage Charitable Campaign monies. RHQ with advice and assistance of the RCA Executive Board (and specifically the Chair of the RCA Executive Board) will perform the following tasks:

- Support the accounting and financial management of the RCA Heritage Charitable Campaign;
- Maintain a record of donors and issue tax receipts;
- Assist in keeping donors advised;
- Submit returns for taxes and charitable foundations as required;
- Ensure that monies are appropriately invested;
- Ensure monies are accounted for on a quarterly basis; and,
- Develop annual financial statements to be briefed to Artillery Senate, and subsequently to be made available on the RCA website.

8. RCA Heritage Program Supporting Plans

The key guiding and supporting plans are the RCA Heritage Plan, the annual RCA Heritage Business Plan and the annual Heritage Charitable Campaign Plan, as explained below:

Artillery Senate Briefing Note No 6A, 26 January 2011

- a. **RCA Heritage Plan.** The RCA Heritage Plan (to be developed) provides a broad strategic framework to explain the Heritage Program, and establishes long term objectives for RCA Heritage. The Heritage Plan is maintained by the Deputy Director of Artillery Heritage (DDArty Heritage) and approved by Artillery Senate (Arty Senate).
- b. **RCA Heritage Business Plan.** The annual Business Plan is developed to focus heritage activities in the short to medium term. It is developed annually by the DDArty Heritage under the guidance of RCA Heritage Executive Committee and in close cooperation with all elements of the Royal Regiment. Approval of the business plan by the Artillery Senate authorizes implementation of current year activities and planning of future year activities. It also establishes fund raising goals aligned to planned future year activities. DDArty Heritage manages the implementation of the plan.
- c. **RCA Heritage Charitable Campaign Plan.** The Heritage Charitable Campaign Plan sets out the national fund-raising initiatives and activities to meet the fund raising goals. The Charitable Campaign Plan is developed by the Executive Director RCA Heritage Charitable Campaign (assisted by the Campaign Advisory Committee) and approved by the Artillery Senate. The Executive Director RCA Heritage Charitable Campaign, supported by the Charitable Campaign Coordinator, manages the implementation of this plan.

9. Conclusions and Recommendations

This Briefing note offers a concept for governance of the RCA Heritage Program. It has been put into practice over the past month and appears to be workable. It is recommended that the guidelines in this Briefing Note be accepted as the principles for governance of the Heritage Program for 2011, and adjusted according as overall governance of the Royal Regiment becomes better known and practiced.