



## The Royal Regiment of Canadian Artillery Heritage Campaign Plan

### 1. Background

- a. **As a fundamental part of The Royal Regiment of Canadian Artillery (RCA) Family Strategy, the purpose of the RCA Heritage Program is to celebrate our heritage, enable those who serve today, and secure the future for those to come.**
- b. The Heritage Program is not about the operational elements of The Royal Regiment of Canadian Artillery. It is about the informal institution - the extended Regimental Family - which stands behind the serving soldiers and their units and promotes their efficiency and welfare. That means:
  - (1) It is about celebrating our heritage and, in so doing, honouring the service, commitment and sacrifice of the Gunners throughout our shared Canadian history. It is about their contribution to Canada and telling their stories.
  - (2) It is about nurturing that extended Regimental Family and complementing other assistance initiatives - contributing to the pride and unity of that Regimental Family now and tomorrow with the aim of ensuring that the serving soldiers know that it will support them and their individual families in times of trial - today and tomorrow.
  - (3) It is also about connecting Gunners to their fellow citizens and enabling Canadian understanding of how Gunners have contributed, and continue to contribute, to the fabric of the nation. This fosters remembrance; of service, commitment and sacrifice. It is also about looking to the future and enabling the continuation of those contributions to Canada.

*Yesterday, Today and Tomorrow:  
Celebrating our Heritage, Securing the  
Future*

*Hier, aujourd'hui et demain:  
Célébrer notre patrimoine, garantir l'avenir*

This document has been written by the RCA Heritage Campaign Committee.  
Ce document a été écrit par le Comité de la Campagne du fonds du patrimoine de l'ARC.

## Campaign Mission

2. The mission of the Heritage Campaign is to raise funds to support the requirements of the Heritage Program.

### 3. Execution.

- a. **General.** 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. 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. Local initiatives may include efforts for specific projects within the overall list of Heritage Program proposals.
- b. There is no intent in the Program to circumscribe the ability of units or associations to raise funds to pursue their own initiatives. Those local undertakings will continue as they are now being done, under local control.
- c. All new initiatives, for which funding or support from the national level Heritage Program is being sought, require the approval of the Senate before funds can be raised or disbursed for those projects.
- d. **Concept of Operations.** The Heritage Campaign structure will consist of a national campaign team and regional campaign centres across the country responsible for campaigning in the particular regions. The Campaign will operate with four fundamental parts (explained in more detail later) and, to give longer term results and stability across all four, the Campaign will overlay on them a Planned / Legacy Giving component. The four principal components are:
  - (1) an Annual Fund-Raising Campaign,
  - (2) Fund-raising for specific projects authorized by the RCA Senate,
  - (3) an Endowment Campaign to provide for funding of some ongoing projects, and
  - (4) in due course, a Capital Campaign to fund expansion of RHQ and the RCA Museum.
- e. **Philosophy.** The Heritage Campaign will employ a mix of fund-raising methods. Donors are afforded the opportunity to contribute on line, as well as by mail, fax or telephone. Units and Associations will continue to raise funds for their local initiatives as they have been accustomed to doing. For approaches to specific

donors - individual and corporate - the "Face-to-Face" philosophy for fund-raising used in the original Heritage Campaign will be employed. Key to this is the belief that funds are best raised by approaching those with an interest in and a commitment to the RCA, who would be able to contribute a reasonable amount of money (several thousand dollars). This element of the campaign requires the campaign team to identify possible donors and approach them "Face to Face" to explain the purpose of the campaign and "ask" them for a donation.

- f. **Vital Ground.** The Campaign must achieve support from Gunners of all ranks in order to be successful. This support is our vital ground.
- g. **Nature of the RCA Heritage Campaign.** The Campaign is multi-faceted and is intended to raise funds over the long-term to support projects / activities which contribute to the growth of the Gunner Family focussing on three Lines of Operation from the Family Strategy
  - (1) Nurturing and Instilling Pride in the Family Institution;
  - (2) Connecting with Canadians; and
  - (3) Celebrating our Heritage.
- h. **The Environment.** The RCA Heritage Campaign operates in a demanding and competitive environment:
  - (1) Units and Associations are often involved in fund-raising for local charities,
  - (2) Units and Associations conduct fund-raising for their own foundations or charities in several cases,
  - (3) Units and Associations may have local projects requiring them to engage in local fund-raising,
  - (4) Many worthwhile causes exist which compete for the charitable donations of our members,
  - (5) Donors may prefer to give for regional or local priorities,
  - (6) Volunteers have limited time available, and
  - (7) National objectives may seem remote to local and regional personnel.
- i. **An Integrated Approach.** Efforts will be made to address the negative elements of the environment, in which we work, throughout the Campaign. We will endeavour to offer a range of possible projects addressing a variety of interests

of our members. We will seek to develop situational awareness about the variety of projects being undertaken with the aim of assisting one another. The Campaign will seek to work with local units and associations and, over time, endeavour to be in a position to assist with local fund-raising for causes related to the RCA. Our efforts must be undertaken as a network of like-minded individuals working as a team, not a hierarchy. Insofar as it is possible, decisions must be the result of a freely developed consensus taking into consideration the multi-faceted local, regional and national perspectives to be accommodated. Our leadership must strive to avoid hierarchy and where possible we will establish pairs of co-chairs as leaders. Focus must be placed upon encouraging those volunteers and keeping the workload they face within reason.

- j. **Methods.** To operate in this environment the Campaign will use a variety and mix of fund raising methods as part of the plan of approach. These will include:
  - (1) Face-to Face asks for donations,
  - (2) Grant Proposal writing, and
  - (3) Annual direct mail appeal with the Annual Report.
- k. **Future plans.** These include development of email and social media approaches and exposure and canvassing at special events.
- l. **Structure.**
  - (1) The National structure for the RCA Heritage Campaign encompasses the following positions:
    - (a) The National Chair (appointed by the Senate and a member thereof),
    - (b) The National Director (appointed by the Senate and a member thereof), and
    - (c) Regional Chairs / Co-Chairs for each of the following regions: Atlantic, Quebec, Eastern Ontario, Central / Southern Ontario, Northern Ontario, Prairies, Alberta and British Columbia. These volunteers may or may not be members of the Senate. If Senate members, the collective of these will form the Senate Sub-Committee for Heritage.
  - (2) The Campaign has four principal elements:
    - (a) Annual Campaign,

- (b) Special Projects Campaign to support elements of the program, such as:
    - i. McCrae Statue,
    - ii. *The Gunners of Canada Vol III,*
    - iii. *With a Few Guns, etc.*
  - (c) Endowment Campaign to support elements of the program, such as:
    - i. Bursary programs,
    - ii. Emergency Grants Fund,
    - iii. Student Interns,
    - iv. Canadian Artillery Museums Association (CAMA) Grants,
    - v. Funding for local projects, etc.
  - (d) Capital Campaign to support RHQ and RCA Museum expansion.
  - (e) Across all of these the Campaign seeks to encourage Planned and Legacy Giving to provide long term results and stability.
- m. **Involvement of the Regimental Family.** Without volunteers success is impossible. Without donors success is impossible. The Campaign needs the active engagement and financial support of numerous dedicated volunteers. It needs the financial and volunteer support of 100% of the senior leadership, including the Senate, Honoraries, Senior serving officers both regular and reserve and individual units across Canada.
- (1) The Campaign needs the support of the senior leadership in the form of;
    - (a) Commitments to give annually according to means,
    - (b) Commitments of time as canvassers,
    - (c) Commitments to publicize the Campaign in routine contacts, and
    - (d) Commitments to engage all Gunners: Reserve, Regular, serving, retired to support the Campaign.
  - (2) The Campaign must be able to cultivate, enlist and engage prominent civilian volunteers with influence and affluence, as friends of the regiment in order to raise substantial gifts.

- n. **Target.** The fund-raising target for each fiscal year should be set as part of the preparation of the annual Operating Plan.
- o. **Planning Tasks.** The following tasks must be completed on a routine basis.
  - (1) National Chair and National Director:
    - (a) Review of Case for Support (five year cycle – review due mid 2015);
    - (b) Participate in preparation of Campaign budget (annually) including provision for funding of administration of campaign);
    - (c) Recruit Campaign Leadership Committee – Ongoing, and
    - (d) Recruit Regional Chairs and Volunteers – Ongoing.
  - (2) Coordinator:
    - (a) Maintain contact with and interview Key Leaders for Campaign Planning (Ongoing);
    - (b) Review Campaign Materials (Brochure, Special project brochures, Backgrounders for each special project, other marketing and public relations materials);
    - (c) Research, Identification and Evaluation of Prospects - Ongoing (including identification of and decision on national level approaches and specific canvassers and development of a list of potential corporate donors and appropriate canvassing approaches).
  - (3) Chair, Director and Coordinator (with volunteer assistance):
    - (a) Initiate Awareness and Donor Cultivation Program - Ongoing;
    - (b) Issue Annual report approx. 1 Nov annually;
    - (c) Coordinate approaches to Major Gift Prospects;
    - (d) Solicit all National Leadership annually at time of issue of Annual Report and;
    - (e) Solicit Remainder of Prospects in National Campaign to include RCA Regimental family and Friends.
- p. **Other Tasks.**
  - (1) Director and Regt Col:

- (a) Review the Memorandum of Understanding governing operating procedures and relationships between RHQ and the volunteer campaign (five year cycle – review due in 2015); and
  - (b) Identify existing charitable activities by units and associations and promote co-operation.
- (2) Director and RHQ
  - (a) Link fundraising activities to the Colonel Commandant's schedule;
  - (b) Develop and maintain a training package for canvassers and regional directors and facilitate training, where appropriate;
  - (c) Maintain key contact lists for use by all elements of the campaign; and
  - (d) Provide web support on the regimental web site including social media.
- (3) Communications and Marketing:
  - (a) Create a supporting Communications Plan (TBD);
  - (b) Execute communications with both internal and external audiences;
  - (c) Identify existing charitable activities by units and associations and, where appropriate, use such efforts in the communications plan; and
  - (d) Develop marketing, Public Relations and communications collateral, including audio-visual and web, in support of the campaign, to include supporting website materials and inputs to the Quadrant or other communications means such as association newsletters.
- (4) RHQ:
  - (a) All matters associated with Receipt of, accounting for and disbursement of funds as approved;
  - (b) Issue tax receipts and other matters associated with Charitable status;
  - (c) Manage recognition program; and

- (d) Manage web aspects, including social media.
- q. **Main Effort.** The Campaign will direct its efforts at the long-term cultivation of friends of the regiment beginning internally and extending to the cultivation of Connections among Canadians generally.

#### 4. Service Support.

- a. **Fund-Raising Team Finance.** Budget support is requested annually to permit essential fund-raising operations - to permit teleconferencing, limited temporary duty travel in support of fund-raising postage and the printing of general marketing materials. etc. Claims are submitted to RHQ for settlement. Every effort will be made to minimize administrative expenses.
- b. **Project Budgets.** Project teams are responsible for budgeting. Team Chairs are to consult with the Heritage Campaign before finalizing budgets for submission. All projects will have to bear part of the administrative costs of fund-raising. In general this will require the addition to the budget of approximately 15% of the estimated cost of actual delivery of the project.

#### 5. Command and Signals.

- a. 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.
- b. Other elements of governance of the Campaign include:
  - (1) Senate Heritage Committee, which meets as a minimum semi-annually at the call of the Chair / Director, provides advice and recommendations to the Senate through the National Chair,
  - (2) National Chair and National Director. We are moving toward a less hierarchical structure than originally envisioned. They provide national level focus and in conjunction with the Campaign Coordinator and other members of the regimental family conduct national aspects of the Campaign,
  - (3) Campaign Coordinator, advises, conducts research, identifies prospects, develops and conducts approaches either alone or in partnership with suitable other members of the Regimental family and
  - (4) Regional co-chairs lead in each of the regions.
- c. **Reporting**

- (1) The National Chair / National Director report on Campaign matters at each Senate meeting.
- (2) RHQ maintains financial records and reports to the Senate at each meeting.
- (3) RHQ maintains recognition materials and acknowledges gifts.

d. **Points of Contact**

- (1) National Chair LGen Jan Arp CMM, CD (Retd)
- (2) Regt Col, Col JMD Bouchard <mailto:DANIEL.BOUCARD3@forces.gc.ca>
- (3) National Director, Joseph Culligan [mailto:joseph\\_culligan@yahoo.ca](mailto:joseph_culligan@yahoo.ca), (613) 424-2054 (until 17 Oct 14); Cameron Ross <mailto:cross@amico.ca> (WEF 18 Oct 14);
- (4) Campaign Coordinator, Keith Wright [mailto:Keith\\_Wright <kgewright@gmail.com>](mailto:Keith_Wright<kgewright@gmail.com>), (416) 465-6264