

Regimental Headquarters
The Royal Regiment of Canadian Artillery
Canadian Forces Base Shilo
PO Box 5000 Stn Main
Shilo, MB R0K 2A0



Quartier général régimentaire du
Le Régiment royal de l'Artillerie canadienne
P.O. Box 5000 Stn Main
Base des Forces canadiennes Shilo
Shilo, MB R0K 2A0

1180-1 (Regt'l Col)

17 March 2014

Distribution List

**ARTILLERY SENATE MEETING – FRI, 24 JAN 14, MORRISON ARTILLERY PARK,
OTTAWA**

Chair: LGen (Ret'd) M.K. Jeffery, CMM, CD – Colonel Commandant

Co-Chair: LGen S.A. Beare, CMM, MSC, MSM, CD – Senior Serving Gunner

Attendees:

LGen (Ret'd) J. Arp, CMM, CD – National Chair, RCA Charitable Campaign (via telephone dial-in)
MGen J.G.E. Tremblay, CD (via telephone dial-in)
BGen K.R. Cotten, OMM, CD (via telephone dial in)
BGen J.D.G. Henley, OMM, CD (via telephone dial-in)
BGen (Ret'd) D.L. Ross, CD
HCol G. Burton, CD (via telephone dial-in)
Col (Ret'd) J.P. Culligan, OMM, CD – National Director, RCA Charitable Campaign (via telephone dial-in)
Col L.C. Dalton, CD – Director of Artillery (via telephone dial-in)
HCol J.K.F. Irving, CD
HCol L. Stewart, KStJ, CD (via telephone dial in)
LCol (Ret'd) C. Cotter – President RCAA (via telephone dial-in)
HLCol M.D. McKay, CD, AdeC (via telephone dial-in)
LCol (Ret'd) A. Richard, CD
Maj J.D. Stewart, CD (via telephone dial-in)
CWO C.P. Rusk, MMM, CD – RSM RCA (via telephone dial-in)
CWO (Ret'd) (Mr Gnr) D. Tomaso, MMM, CD

Absent:

LGen (Ret'd), Senator, the Honourable, R.A. Dallaire, OC, CMM, CStJ, GOQ, MSC, CD
BGen (Ret'd) J.G.J.C. Barabé, CD
BGen (Ret'd) E.B. Beno, OMM, CD – Immediate Past Colonel Commandant RCA
BGen MN Rouleau, OMM, MSM, CD
HCol C. de Kovachich
LCol A. Reiffenstein, CD

In Attendance:

Maj (Ret'd) D.G. Hyman, CD (representing LGen Dallaire)

<p>Maj M.T.A. Calnan. SBStJ, CD (SO to Regt'l Col, RCA) Maj M. Draho, CD (Regt Maj, RCA, via telephone dial-in)</p>	
<p>Secretary: Col D. Bouchard, CD – Regimental Colonel</p>	
<p>Secretarial Note: Attachments presented to Artillery Senate are available on the RCA Website at: http://www.artillery.net/beta/the-artillery-senate/</p>	
RECORD OF DECISION	ACTION
ITEM 1 – OPENING REMARKS	
<p>1. The chair called the meeting to order at 1312hrs EDT. LGen (Ret'd) Jeffery welcomed all, thanked 30 RCA for hosting the meeting and pointed out that the Forces and thus the Royal Regiment were facing significant financial pressures as part of the realities brought about by our withdrawal from Afghanistan and the normal fiscal and political cycles. LGen Beare also welcomed all and reminded them that the business of the Senate was to work for the betterment of the Royal Regiment.</p>	Info
ITEM 2- APPROVAL OF AGENDA	
<p>2. LGen (Ret'd) Jeffery called for approval of the agenda as presented- approved by acclamation.</p>	Info
ITEM 3 – CONSENT AGENDA	
<p>3. LGen (Ret'd) Jeffery called for approval of the consent agenda- approved by acclamation. See attachments #1. The Consent Agenda was approved.</p>	Info
ITEM 4 – REPORTS	
4. DArty- LOO 1 &2 of the Family Strategy	
<p>a. LOO 1- Sustain Operations- Structure- ARE started Dec 2012, led by LCol Fin Mullally and presented in the Fall of 2013. Approval by the army commander expected early 2014. Key point is the STA task going to the reserves.</p>	Info
<p>b. Transformation of 4AD- 127 Bty stood to in 2013 resulting in one GS Bty per CMBG. 60 DP 1s arrived adding significantly to the strength of the regt.</p>	Info
<p>c. Equipment- new SUAV will arr in 2014; RFP for med rge rdr has been slipped to 2016; Lt Wt Ctr Mor Rdr will be upgraded to include an aircraft surveillance capability and will likely be concentrated in 4 AD Regt; indirect fire modernization is slated for 2020 to replace the 105mm howitzer; the mini UAV will be fielded through the RCAS as COE, the armoured corps will have a role in manning the mini UAV.</p>	Info
<p>d. Army Training Review now in its third year. Changes in indiv trg (IT) with</p>	Info

some DP1 and 2 courses being conducted at the unit level has seen a slight reduction in the strength of the schools; 2014 will see the wrap up of the Regular Force IT review. The Res Force IT review is ongoing, however, the Res arty is in good shape and is setting the example for the rest of the army.	
e. LOO 2- Succession Planning- the Royal Regiment is strong in this area, recognizing the different challenges for regulars and reservists; we are also producing lots of good leaders for ERE postings; in Sr NCO development we are doing well with initiatives and hard work from RSM RCA and the RSMs throughout the regular force artillery, plans are afoot to carry that success into the reserve force units in 2015.	Info
f. RCA Campaign Plan- we are wrapping up the 13/14 plan and will have the 14/15 plan ready for approval by the Arty Council and the Army Commander in Mar 2014 with plans to rollout in Apr 2014. Col Comdt commented that he would like to see the plan in March. LGen Beare asked about the name change for 4 AD Regt. Col RCA noted that it was in the works and awaiting approval. LGen Beare asked Col RCA and DArty to remind him and the Col Comdt of any changes of command/RSM be recognized by direct communications to incoming and outgoing command team members.	DArty/ Regt Col
5. REGT COL, RCA	
a. Introduced new Regt'l Major, Maj Mike Draho who is still double hatted as 2 i/c 1 RCHA for a short period as he hands over his old responsibilities.	Info
b. Stars (pips) and Crowns- authorized for mess dress effective Dec 2013. Those promoted to their current rank pre 4 Dec 13 may retain the old rank badges if they wish. All officers promoted after 4 Dec 13 will adopt the Pips and Crowns immediately. For all other orders of dress, badges will be rolled out in Aug 2014.	All
c. BGen (Ret'd) Beno award for Top Sgts have been announced: Sgt King for the Regular Force and Sgt Gavin for the reserve force. All efforts will be made to have BGen (Ret'd) Beno present the awards personally. The George Blackburn Bursaries recipients have been selected. The awards of \$1000 will be presented personally by senior gunners who live near the recipients with due consideration to timely delivery.	Info
d. Regimental Standing Orders are under review particularly WRT retirement gifts for members who have to retire early due to injury or illness. A new policy is being drafted and will be presented to the Senate when completed.	Info
e. Birthday greetings go out to the RCA Museum which is 52 years old on 26 Jan, XYZ which turns 72 and to 11 Fd Regt RCA turning 134 years old.	Info
f. Col Comdt noted that Sgt King would receive his award from BGen (Ret'd) Beno on 31 Jan. A date for Sgt Gavin's presentation is in the works.	Info
6. RSM RCA had NSTR.	Info
7. Col (Ret'd) Culligan- briefed the Heritage Campaign Committee annual report which is attached.	Info
8. MCCRAE STATUE CAMPAIGN - LCol MacKay	
a. HLCol Mike MacKay- briefed the McCrae statue concept noting there are some details in his uniform to be sorted out. The base of the statue will be custom designed and landscaped to meet National Capital Commission (now	

<p>Canada Heritage) standards. Maj (Retd) Marc George has come up with some concepts for the bronze plaques which are under consideration. These plaques will have consistent messaging about McCrae and the Royal Regiment. Some of the recommendations include using new technologies such as QR codes. The Col Comdt and the Surg Gen are communicating and the Royal Canadian Medical Service (RCMS) is fully behind our efforts. The RCMS will participate in the unveiling with a contingent. Funding and labour will be the subject of future discussions. HLCol MacKay closed by offering to send out the various books on McCrae to Senate members who haven't seen them. The Col Comdt called for a vote approving the statue concept as set out by HLCol MacKay. CARRIED.</p>	<p>All</p>
<p>9. MCCRAE STATUE ARTIST – Regt Col a. Col RCA briefed on the contract with the artist chosen to create the statues. It was noted that the RCA Executive Board had reviewed and approved the payment plan on Mon 20 Jan. He then moved that the RCA Senate approve payment from the Heritage Campaign of the “Fund” to the artisan, Ruth Abernathy to a total of \$179,670 as per the briefing note (attached) for the commissioning of a bronze figure portrait of John McCrae. Seconded by BGen (Ret'd) Ross. CARRIED.</p>	<p>All</p>
<p>10. ROYAL CANADIAN LEGION - Col (Ret'd) Culligan a. Col (Ret'd) Culligan noted that the Royal Canadian Legion will be alerting its branches and membership across Canada in Feb.</p>	<p>Info</p>
<p>11. RCA GOVERNANCE GUIDE – Col Comdt a. Col Comdt- RCA Governance Guide- The Col Comdt explained that with the new laws regarding charities in Canada he would like to see the RCA Senate evolve to become a Board in all respects IAW with the new laws. The Governance Guide is a reference to ensure a consistent approach to the work of the Senate. It is not a replication of the RCA Standing Orders. He asked Senate members to review it by the next meeting in March for endorsement. To ensure a consistent approach it follows the Federal Not-for-Profit Act. Incorporation may or not follow in the fullness of time. There are two key components to the act: The Corporation and the Board of Directors. The Governance Guide is written from the perspective that the Corporation is the Regimental Family of the Royal Regiment of Canadian Artillery (in short, “The Regimental Family”) and the Board of Directors is the Senate of the Royal Regiment of Canadian Artillery (in short, “The Senate”). LCol (Ret'd) Richard asked if there was any consideration to having those who may not have served the Guns but are friends of the Regiment serve on the Senate. The Col Comdt responded that he hopes that the Senate will eventually evolve into a body with as much as 40% non-Gunners. He pointed out that there are 25 Directors authorised by the Charter which is currently restricted to 20 with at least 10 of those 20 elected and 10 appointed. BGen (Ret'd) Ross noted that there is a requirement for Directors to be attested as part of their appointment or election. The Col Comdt noted that this was inevitable and a positive thing as it shows due diligence on behalf of the Directors. HCol (Ret'd) Logan Stewart asked if the Governance Committee would like to receive comments? The Col</p>	<p>All</p>

Comdt replied, "yes", preferable by email.	
<p>12. GUNNERS OF CANADA VOL III – LCol (Ret'd) Cotter</p> <p>a. LCol (Ret'd) Cotter, Pres RCAA - reported on the "Gunnery of Canada, Vol III" using the attached briefing note. The issue of the dust cover raised a lively discussion of what should be included with the following decisions taken: the choice of a painting of the M777 firing in Afghanistan will remain the cover image to be consistent with Vols I and II which showed paintings of guns in action in WW I and WW II respectively. Green was chosen as the background colour to compliment the red and the blue of Vols I and II. Full advantage will be taken of the end flaps and any empty space in the dust cover to include some faces of Gunnery. LCol (Ret'd) Cotter agreed to take these points back to the committee.</p>	Info
ITEM 5 - RCA SENATE COMMITTEE REPORTS	
13. GOVERNANCE COMMITTEE - The Col Comdt reported that the committee is working on for the Senate succession plan.	Info
14. AUDIT AND RISK COMMITTEE - Maj John Stewart reported that he is expanding the committee to get more work done on the heritage status/charity status. No change from the previous report. NDHQ is reviewing all unit and regimental charities to ensure that the Forces are compliant with the Federal Not-for-Profit Act.	Info
15. STRATEGIC PLANNING COMMITTEE - Gen (Ret'd) Barabe was not available to make a report. The Col Comdt noted that he had sent in a table of inputs.	Info
<p>16. STAKEHOLDER LIAISON COMMITTEE - BGen (Ret'd) Ross reported that the RCAA Seminar Committee had had its first meeting on Wed, 21 Jan. He briefed to the attached slide package. Maj John Stewart asked about the target audience and BGen (Ret'd) Ross responded that the primary audience is Command Teams, Senior serving and retired gunners, academics, with a view to adding an external audience if this professional development event proved successful. Col (Ret'd) Burton and LCol (Ret'd) Cotter will forward a nominal roll of the RCAA to add to the lists of potential delegates. BGen (Ret'd) Ross asked Col (Ret'd) Burton if there was a good enough turnout could the dinner be moved to Fri night. Col (Ret'd) Burton replied, "Yes" and pointed out that the 2013 dinner was held on the Fri night. He did add that the choice of Sat was to encourage delegates to remain for the AGM on the Sat. LGen Beare added the following thoughts: we need to look at the way communications are changing around us; we need to take advantage of the priceless opportunities to communicate and collaborate that are being presented by changing technologies and changing social media; we need to identify the long term stakeholders in the Regiment's future and get them interested in that future; and we need to ask ourselves, "How do we get the non-uniformed members of the Regimental Family (spouses, children, extended family members) involved?" The Col Comdt reminded everyone that the RCAA Symposium is not only a professional development event, it is also designed to raise awareness of the RCAA and its activities with the hope that it might bring more members into the Association. He added that senior leadership in the Regiment need to help establish the symposium as the pre-eminent artillery and fire support professional development event; a high level, credible event which will, in</p>	Pres RCAA

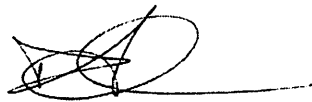
turn, attract high level participation. We look forward to building on the success of this event and opening it up to an even wider audience in the future. Col (Ret'd) Burton noted that the primary audience includes the RCAA membership as well as others. BGen (Ret'd) Ross expressed the hope that the participants of the professional development event will start looking to the 10 and 20 year future and will engage the army leadership in that discussion. The Col Comdt reiterated that this is an RCAA activity that the Senate is assisting with. MGen Tremblay noted that he had attended the R22eR annual training event designed for the Regimental family including serving members. The day was used as an education day. He recommended that the symposium be established as a professional development training event coord by DArty. He added that there are numerous academics within CDA and the colleges who may be available to participate.

17. NURTURING THE FAMILY - BGen (Ret'd) Ross pointed out that the Royal Regiment is well established on the moral high ground we can do more. He spoke to the briefing note (attached). Writing a cheque and washing our hands is not the way we want to do business. Col RCA pointed out that the programme, in whatever form it takes, must be open to all regardless of rank, serving status, etc. LGen (Ret'd) Arp recommended forming a committee to scope out the details. They will need to determine the order of magnitude for the amounts of money we can afford to spend on this programme. They will also need to examine what the CF offers so that we can complement existing programmes and help our gunners seek the support needed. The Col Comdt pointed out that we need to increase the membership in the Regimental Fund and the RCAA. Part of the challenge is finding what will appeal to potential members as part of the recruiting campaign. We need a formula to encourage potential members by identifying the quid pro quo. LGen Beare pointed out that we have become quite good at developing people and encouraging self-development through bursaries and grants. We are getting better at recognition with programmes like the Top Sergeant Awards sponsored by former Col Comdt, BGen (Ret'd) Beno but we can improve in this area. We now need to put our tremendous abilities towards supporting our people who are in distress. This type of programme needs support at the street level and we need to put money in in order to grow a bigger membership. LCol (Ret'd) Richard asked if an RCA or RCAA sponsored insurance programme might bring in money. HLCol MacKay explained that the insurance industry needs to have a strong expectation of profit and that the industry's need for control of the process might not meet our needs. He recommended against it. Master Gunner (Ret'd) Tomaso reinforced the need to work at the grass roots level. We need to appeal to potential members when they are young and starting out to encourage a lifetime of participation. He recommended a packaged briefing at the DP 1 level to encourage membership in both the Fund and the RCAA with follow up briefings at different points in a Gunner's career. HCol John Irving added that large lump sums may be given by big firms and groups but the steady income comes from small amounts from individuals over a long term. Maj Draho noted that we need a strategic communications plan for both an internal and external audience. The Col Comdt directed the Col RCA and Regt'l Maj discuss in more detail. The Col Comdt noted that the Family Strategy has been recharged with BGen (Ret'd) Barabe leading the effort. This is a programme that cannot wait and which needs constant

Regt Col
/ Regt
Maj

monitoring to ensure we meet changing expectations. We must put people first and remain interested in people. We must also be seen to be interested in people. We must regularly ask ourselves if we are living up to that standard. Col RCA pointed out that the Op Plan for 14/15 includes setting aside funds for emergencies.	
18. Noting the time, the Col Comdt asked the Senate if the last item, 'Management of Recognition' may be deferred as much of the subject had been discussed earlier in the meeting. He encouraged members to read the briefing note (attached) and to email observations to him for discussion at the next meeting.	All
ITEM 6 – OTHER BUSINESS	
19. There was no other business.	Info
CLOSING REMARKS / NEXT MEETING	
20. Colonel Commandant thanked all BoD members and members of the sub-committees for their work and dedication. He reminded Senate members that we must identify what work needs to be done and to identify volunteers to assist the family in moving our strategy forward. The next meeting will be scheduled for mid March. Key agenda points will be the approval of the Op Plan by the Senate. Regimental Colonel to provide the details. Secretarial note: Next meeting is scheduled for 1300 to 1630 hrs, Fri, 21 Mar 14 at Morrison Artillery Park, Ottawa. Dial in details will be promulgated.	Regt Col All
ADJOURNMENT	
21. The meeting was adjourned at 1715 hrs CDT.	

Drafted by



D. Bouchard
Colonel
Regimental Colonel RCA
Secretary Artillery Senate

Approved

M.K. Jeffery

LGen (Ret'd)
Colonel Commandant RCA
Chair Artillery Senate

Distribution List

Action

All Artillery Senate Members
All Regular and Reserve Artillery Commanding Officers
All Regular and Reserve Artillery Regimental Sergeant Majors

Information

Regimental Major (for RCA Website)

RCA Heritage Campaign

Income Statement for period

01 April 2013 to 31 Décembre 2013

Revenue	
Donations	\$ 103,340.44
Other	0.00
Interest Deposited	19,538.96
Total Revenue	\$ 122,879.40

Expenses	
National Office Expenses	\$ -
Regional Office Start-ups	0.00
Fundraiser/Coordinator	17,500.00
Recognition (Flanders's Fields etc)	618.42
Printing	3,337.83
Promotion (CD etc)	0.00
Postage	46.48
Supplies	150.00
Travel	1,778.63
Advertising	0.00
Credit Card Fees	0.00
Internet	0.00
Total Expenses	23,431.36

Gross Gain/Loss \$ 99,448.04

Transfers/Grants/Payments

RCA Museum Student Grant	17,000.00
RCHA Spring Ball (donation from Maj John Stewart)	3,363.50
Plaque for Sicily (Op Husky)	3,339.00
OP Airplane (RCA Museum)	5,000.00
Total Transfers, Grants and Payments	28,702.50

Net Gain/Loss \$ 70,745.54

Bank Account (Cash) \$ 102,602.91

Heritage Investment Fund 317,789.26

Total Balance-RCA Heritage Campaign Fund Raising \$ 420,392.17

Heritage Projects	as of	Collected	Expended	Remaining
LCol John McCrae Statue	31-Dec-13	\$ 190,771.30	\$ -	\$ 190,771.30
With a Few Guns	31-Dec-13	\$ 40,000.00	\$ 5,000.00	\$ 35,000.00
Gunners of Canada Vol III	31-Dec-13	\$ 51,494.35	\$ 48,250.00	\$ 3,244.35
Queen's Jubilee Bursary	31-Dec-13	\$ 1,420.00	\$ 1,420.00	\$ -
Queen's Gift Broch	31-Dec-13	\$ 2,300.00	\$ 2,300.00	\$ -
Airborne Gunner	31-Dec-13	\$ 1,000.00	\$ 1,000.00	\$ -
		\$ 286,985.65	\$ 52,970.00	\$ 229,015.65

**Regimental Fund
Income Statement
1 Avrl 13 - 31 Dec 13**

	YTD 31 Dec 13	DRAFT Budget FY 13/14	Over Budget/ (Under Budget)	% of budget
REVENUE				75.00%
Pay Allotments	\$56,933.90	\$80,000.00	(\$23,066.10)	71.17%
Advertising	0.00	\$3,000.00	(3,000.00)	0.00%
Quadrant Subscriptions	36.00	\$500.00	(464.00)	7.20%
Canadian Gunner	20.48	\$2,500.00	(2,479.52)	0.82%
Kitshop Contributions	0.00	\$5,000.00	(5,000.00)	0.00%
CF Central Fund Interest	936.15	\$8,000.00	(7,063.85)	11.70%
Deposited Regimental Investment Fund Interest	36,184.09	\$15,000.00	21,184.09	241.23%
Donations for RCA Museum	0.00	\$0.00	0.00	#DIV/0!
RCA Band Contributions	0.00	\$0.00	0.00	#DIV/0!
JOC	0.00	\$3,000.00	(3,000.00)	0.00%
Miscellaneous	4,214.73	\$3,000.00	1,214.73	140.49%
Deposited RCA Heritage Fund Interest	0.00	14,000.00	(14,000.00)	0.00%
RCA Heritage Campaign Donations	0.00	133,000.00	(133,000.00)	0.00%
To Equal Current Mkt Value Revenue (non-cash)	0.00	0.00	0.00	#DIV/0!
Total Revenue	\$98,325.35	\$267,000.00	(\$168,674.65)	36.83%
GENERAL EXPENSES				
Accounting Services	\$0.00	\$0.00	\$0.00	#DIV/0!
Web Site Updates	0.00	0.00	\$0.00	#DIV/0!
Postage	23.35	420.00	(396.65)	5.56%
Printing	166.67	3,429.00	(3,262.33)	4.86%
Staff Training & Travel	0.00	0.00	0.00	#DIV/0!
Office Supplies	799.30	420.00	379.30	190.31%
Donor Awards	6,089.94	7,980.00	(1,890.06)	76.32%
Bad Debt Expense	0.00	0.00	0.00	#DIV/0!
RCA Heritage Campaign Expenses	0.00	45,000.00	(45,000.00)	0.00%
Depreciation	0.00	0.00	0.00	#DIV/0!
To Equal Current Mkt Value Expense (non-cash)	0.00	0.00	0.00	#DIV/0!
Total General Expenses	\$7,079.26	\$57,249.00	(\$50,169.74)	12.37%
Net Income before Programmes	\$91,246.09	\$209,751.00	(\$118,504.91)	43.50%
PROGRAMMES				
Regimental Identity	\$16,835.72	\$11,050.00	\$5,785.72	152.36%
Regimental Professional Development	1,000.00	5,000.00	(4,000.00)	20.00%
Regimental Communications	9,500.20	25,653.00	(16,152.80)	37.03%
Gunner Assistance	2,500.00	13,800.00	(11,300.00)	18.12%
Gunner Recognition	12,505.60	17,750.00	(5,244.40)	70.45%
Unit Grants	12,625.00	24,000.00	(11,375.00)	52.60%
Regimental Heritage	0.00	0.00	0.00	#DIV/0!
Unit Projects & Fund Transfers	0.00	500.00	(500.00)	0.00%
RHQ Reserve	1,077.70	2,000.00	(922.30)	53.89%
RCA Heritage Campaign Transfers/Grants/Payments	0.00	210,000.00	(210,000.00)	0.00%
Total Programme Expenses	\$56,044.22	\$309,753.00	(\$253,708.78)	18.09%
Net Gain/(Loss)	\$35,201.87	(\$100,002.00)	\$135,203.87	

**Regimental Fund
Program Expenses
as of 31 Dec 13**

	YTD 31 Dec 13	DRAFT Budget FY 13/14	Over Budget/ (Under Budget)
IDENTITY PROGRAMME			
Deployment Flags	\$ 95.40	\$50.00	\$45.40
Accoutrements	5,694.71	2,500.00	3,194.71
Track Suits	11,045.61	8,500.00	2,545.61
Total	\$16,835.72	\$11,050.00	\$5,785.72
PROFESSIONAL DEVELOPMENT			
Master Gunner Conference	\$ 1,000.00	\$1,000.00	\$0.00
JOC	0.00	3,000.00	(3,000.00)
Brooks Essay Competition	0.00	1,000.00	(1,000.00)
Total	\$1,000.00	\$5,000.00	(\$4,000.00)
COMMUNICATION			
Canadian Gunner -			
Layout	\$3,131.27	\$2,000.00	\$1,131.27
Printing	0.00	10,410.00	(10,410.00)
Postage	0.00	3,100.00	(3,100.00)
Quadrant -			
Layout	6,368.93	2,868.00	3,500.93
Printing	0.00	3,900.00	(3,900.00)
Postage	0.00	3,375.00	(3,375.00)
RCA Website -			
Server	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00
RCA Photo Competition	200.00	600.00	(400.00)
Total	\$9,500.20	\$25,653.00	(\$16,152.80)
GUNNER ASSISTANCE			
Bursary Awards	\$ -	\$8,000.00	(\$8,000.00)
Emergency Assistance	2,500.00	5,000.00	(2,500.00)
Expressions of Sympathy	0.00	800.00	(800.00)
Total	\$2,500.00	\$13,800.00	(\$11,300.00)
GUNNER RECOGNITION			
Student Recognition Awards (RCAs only)	\$ -	\$2,000.00	(\$2,000.00)
Retirement	12,505.60	15,750.00	(3,244.40)
Total	\$12,505.60	\$17,750.00	(\$5,244.40)
GRANTS			
RCA Band	\$ 1,000.00	\$2,500.00	(\$1,500.00)
RCAA Membership	0.00	1,500.00	(1,500.00)
RCA Museum	7,500.00	15,000.00	(7,500.00)
Petawawa Museum	125.00	500.00	(375.00)
1 RCHA Pipe/Drum	0.00	0.00	0.00
1 RCHA	977.50	1,100.00	(122.50)
2 RCHA	977.50	1,100.00	(122.50)
5 RALC	977.50	1,100.00	(122.50)
4 AD Regt	476.00	535.00	(59.00)
RCA School	591.50	665.00	(73.50)
ERE	0.00	0.00	0.00
Total	\$12,625.00	\$24,000.00	(\$11,375.00)
REGIMENTAL HERITAGE			
Central NPP Maintenance	\$0.00	\$0.00	\$0.00
RCA Museum Conference	0.00	0.00	0.00
RCA Band Conference	0.00	0.00	0.00
Total	\$0.00	\$0.00	\$0.00
SPECIAL PROJECTS			
Unit Projects	\$0.00	\$0.00	\$0.00
Advertising Rebates	0.00	500.00	(500.00)
Transfer to Regimental Investment Fund	0.00	0.00	0.00
Transfer to RCA 150th Fund	0.00	0.00	0.00
Transfer to Building Fund	0.00	0.00	0.00
Total	\$0.00	\$500.00	(\$500.00)
RHQ RCA RESERVE			
Honours and Awards	\$0.00	\$1,000.00	(\$1,000.00)
Col Comd/DArty/Regt Col/RSM RCA	0.00	300.00	(300.00)
RCA Governance	0.00	200.00	(200.00)
Reserve Fund	1,077.70	500.00	577.70
Total	\$1,077.70	\$2,000.00	(\$922.30)
RCA HERITAGE CAMPAIGN			
Grants & Payments	\$0.00	\$193,500.00	(\$193,500.00)
Transfer to RCA Heritage Fund	0.00	16,500.00	(16,500.00)
Total	\$0.00	\$210,000.00	(\$210,000.00)