

Guild of The Royal Canadian Dragoons  
591 Menin Road, Y-137  
Petawawa, ON K8H 2X3

June 2022

## **FINANCIAL YEAR 2022/2023 BUSINESS PLAN – 1 OCTOBER 2022 - 30 SEPTEMBER 2023**

Reference: Guild of The Royal Canadian Dragoons – Strategic Plan 2019-2024

1. Purpose. This Guild Business Plan covers the period 1 October 2022 to 30 September 2023. Its purpose is to assign responsibility to Guild members for the execution of the Guild Charitable Program (GCP) for Financial Year (FY) 22/23 and to authorize expenditure of Guild funds. The Business Plan is the authoritative tasking document for the Guild.
2. Guild Strategy. The Guild Strategy, at reference, should be read in conjunction with this Business Plan. It describes the basic elements of the Guild, mission, vision, belief and centre of gravity as well as its objectives as approved by Canada Revenue Agency (CRA). Essentially the Guild supports the Regimental Family to enhance the wellbeing of its members. To accomplish this the Guild promotes, protects and preserves the Regiment's traditions and heritage; improves the quality of life of its members, all while promoting public awareness of both the Guild and the Regiment. In addition, the Strategy outlines the planning process employed by the Guild and provides general direction for Guild operations over a five-year period while this Business Plan details what the Guild will do in FY 22/23.
3. Investment Strategy. The strategic intent is to achieve an investment portfolio of \$2,000,000 at the earliest practical time. This is currently targeted for the end of FY 2023 however is subject to investment and market conditions. Upon materially achieving this target the investment portfolio will migrate from a growth and dividend/interest reinvestment structure (as it currently is) to a balanced income generation and dividend/interest distribution structure. At an annualized rate of return of 4% to 5% per year the Guild would realize a disbursement revenue stream of \$80,000 to \$100,000 that could be applied to GCP initiatives, with any delta in the annual revenue requirement being generated through fundraising activities. The Guild will conduct a "first principles evaluation" to determine the optimal annual revenue required to realize GCP aspirations and then adjust it to the realistic level of revenue to be realized from the above investment strategy and other fundraising. This approach will provide the Guild a degree of fiscal security that would allow it to meet its highest priority GCP objectives from annual investment returns and not be as dependent upon fundraising. It should be noted that the Guild is a registered charity governed by Canada Revenue Agency directives and must annually expend 3.5% of net assets on charitable activities based upon the previous FY assets. Therefore, in FY 22/23 the Guild must spend at least \$54,834 on its charitable programs and projects, i.e., 3.5% of \$1,566,689 in FY 21/22 net assets.
4. The Regimental Family. The Guild exists to support the Regimental Family. The Regimental family means the Regiment of the Royal Canadian Dragoons, "the Regiment", serving, former and retired Dragoons and their families. Dragoons include any member of the Canadian Armed Forces of any rank and from any military occupation/classification serving with or who have served with the Regiment, employees and contractors of the Government of Canada who have worked with and for the Regiment, and the cadet corps affiliated with the Regiment. The Regimental Family is represented over broad geographical areas. Consequently, the Guild's program must ensure that Regimental Family members are served regardless of their location.

5. Guild Structure. The Guild is a registered charity incorporated under the Canada Not-for-Profit Corporations Act. Its structure is described in the Board's Policy, Guidance and Procedures Manual. The graphic below shows the interrelationship of the Regimental Family, the Guild membership, the Guild Board of Directors and Professional Advisors, the Corporate Officers, and the Board Standing Committees. The GCP for FY 22/23 is delivered by the "program" and "enabling" standing committees and in some cases individual members of the Guild. The Regimental Family Advisory Council (RFAC), led by the Regiment's CO and RSM, plays a major role in ensuring that appropriate projects and programs are identified and executed.

6. Terms of Reference. Terms of reference for the various elements of the Guild, can be found in the Guild website at <http://www.dragoons.ca/guild.html> ... see Guild Documents.

7. Guild Governance FY 22/23. Guild governance for FY 22/23 is as follows:

- a. President and Chairman of the Board of Directors - Dean Milner.
- b. First Vice-President – Thomas Skelding.
- c. Second Vice-President – Nic Forsyth.
- d. Secretary Treasurer and Chairperson of the Management Committee - Stephen Boire.
- e. Chief Financial Officer – Paul Riganelli.
- f. Clerk – Andrew Fenton.
- g. Chairperson of the Awareness: Communications and Marketing Committee – James Follwell.
- h. Chairperson of the Corporate Services Committee - Dean Milner.
- i. Chairperson of the History and Heritage Committee – Thomas Skelding.
- j. Chairperson of the Quality of Life Committee – Stephane Larouche.
- k. Chairperson of the Fundraising Committee – David Batten.
- l. Director Responsible for Strategic and Business Planning – Marty Frank.
- m. Director Responsible for Guild Governance – Bill Fulton.

NOTE: Chairpersons for Guild Committees are responsible for the completion of tasks assigned to their committees found at Annexes B and C to this Business Plan.

8. The Guild Annual Business Cycle. See Annex A. The business cycle includes two traditional Board meetings (Leliefontein and Leeuwarden); however, additional meetings can be called as required.

9. Selection of Guild Projects and Programs. Programs and Projects selected for inclusion in Business Plan FY22/23 come from two sources:

- a. Rolling Outlooks. The Guild manages the flow of projects into the Business Plan through a system of Rolling Outlooks. Rolling Outlooks schedule projects for implementation in three time frames: a. short term (2-3 years out); medium term (4-10 years out); and long term (11-20

years out). The lists are updated, reviewed and approved annually. Selected projects move from the Short-Term Outlook for FY 21/22 into implementation in Business Plan FY 22/23.

- b. New Proposals. Programs and projects not included in Rolling Outlooks but identified by Guild Committees or individuals and approved by the Board can also be included in the Business Plan.

NOTE: Projects have a defined timeline, while programs are continuous in nature and may include a number of individual projects.

10. Ongoing Projects and Programs. As well as new projects and programs, the Business Plan “tasking annexes” B and C list Committee responsibilities for the execution of projects from previous years not yet complete and ongoing programs.

11. Projected FY 22/23 Revenue. The projected revenue for FY 22/23 is based upon historical data adjusted by Board experience and the current fiscal climate. It should be noted that these goals are aspirational and significant effort will be required to achieve the following revenue objectives:

Type	Revenue Goals	Remarks
General Donations/Canada Helps United Way	\$50,000	Includes Wall of Recognition Donations
Targeted Donation Leliefontein Bursary	\$20,000	
Targeted Donation Volunteer Service Award	\$1,000	
Y007 Donations	\$15,000	
History Book Sales	\$10,000	
Major Donor Fundraising Target	\$45,000	Represents the FY 22/23 fundraising target to meet GCP objectives
<b>Projected FY 22/23 Revenue Total</b>	<b>\$141,000</b>	
<b>Projected GCP Revenue Required</b>	<b>\$141,000</b>	See Annex B for approved GCP program & projects along with estimated funding requirements

12. Direction to Committee Chairpersons / Guild Task Lists. Annex B and C of the Business Plan assign tasks to Guild committees and select individuals using Task Lists. Two lists are attached as follows:

- a. Guild Task List FY 22/23 – Projects and Programs with Approved Funding (Annex B). Annex B lists all FY 22/23 approved projects and programs requiring funding; assigns responsibility for execution to Guild Committees and/or individual Board members; and allocates funds for their execution. Given that FY 22/23 revenues are only “projected” and may be insufficient to meet the anticipated “need”, spending authorities will be reviewed on a quarterly basis. Consequently, Committee Chairpersons and responsible Board Members are authorized/constrained to only spend 25% of their allotted funds on a quarterly basis in order to govern committee spending. If additional funds are required to secure a project/program over the quarterly allotment, the responsible spending authority must seek Board approval before committing to initiating, and/or continuing, a project or program.

- b. Reporting Requirement. Committees and responsible Board members are required to report their progress to the Board on a quarterly basis or as requested. Questions concerning the nature or scope of assigned tasks are to be directed to the Corporate Services Committee Business Planning Team.

13. CRA Guidance with Regards to Social Events and Charities. As part of the fundraising program the Guild may sponsor various social events. As a rule, social activities are not charitable by law. However, a registered charity that is established for exclusively charitable purposes can devote some of its resources to social activities as long as the activities are either:

- a. Held to raise funds for its charitable purposes and are not so frequent to be considered as a primary purpose themselves; or
- b. Incidental to the charity's charitable purposes. Generally, a registered charity should not devote more than 10% of its resources (funds, personnel, and property) to social activities.

NOTE: a registered charity that engages in frequent social activities is putting its registered status in jeopardy for failing to devote its resources to charitable activities.

#### Conclusion

14. This Business Plan assigns responsibility and authority to Guild Committees and Board members for execution of the FY 22/23 GCP. It ensures that the identified needs of the Regimental Family are addressed in an efficient and effective manner. Business Plan FY 22/23 focuses on what the Guild intends to do in FY 22/23 while supporting the overall Guild Strategy.



Major-General (Retired) Dean Milner, CMM, MSC, CD  
President

#### Attachments:

Annex A - Guild Annual Business Planning Cycle

Annex B - Guild Task List FY 22/23 - Projects & Programs with Approved Funding (Excel)

Enclosure: 1

Rolling Outlook

Annex A  
to Guild Business Plan FY 22/23  
dated June 2022

**RCD GUILD ANNUAL BUSINESS PLANNING CYCLE FOR FY 22/23**

Month	Activity	Deliverable
October	<ul style="list-style-type: none"> <li>- Start of the new financial year (FY) – FY 22/23 and the start to the Guild budgeting process for FY 23/24.</li> <li>- Committees begin execution of in-year projects and programs within the approved business plan/funding.</li> </ul>	<ul style="list-style-type: none"> <li>- Business Planning Team drafts “Call Letter” for Board’s consideration, where it outlines, in general terms, FY 23/24 GCP priorities, alerts Committees to expected budget allocations and constraints, plus guidance on Committee business planning requirements. Committees will be requested to provide their program/project priorities.</li> </ul>
November	<ul style="list-style-type: none"> <li>- Leliefontein Board Meeting.</li> <li>- Rolling Outlook for the new FY approved.</li> <li>- Committees brief the Board on achievements in the previous FY and initial plans for the current FY.</li> <li>- Regimental Family Advisory Council (RFAC) briefs Board on success of previous year’s Guild Charitable Program (GCP) and potential Regimental Family needs for the next FY.</li> <li>- RFAC works with program committees to transform identified Regimental Family needs into project and program proposals. Proposals can also come from: the Business Planning Team following a strategic analysis; other Guild Committees following a needs analysis; and any Guild member with good ideas.</li> <li>- Continue execution of current FY business plan.</li> </ul>	<ul style="list-style-type: none"> <li>- Business Planning Committee briefs Board on: a. plan to develop FY 23/24 Business Plan/GCP (Committee tasks, timelines &amp; deliverable dates; Committee use of GCP template to develop plans); b. Rolling Outlook for new FY).</li> <li>- Committee briefings to the Board regarding execution of current FY activities.</li> <li>- RFAC update to the Board.</li> </ul>
December	<ul style="list-style-type: none"> <li>- RFAC continues to work with program committees to transform identified Regimental Family needs into project and program proposals with draft costing.</li> <li>- Committees develop plans for the next FY and out-years.</li> <li>- Continue execution of current FY business plan.</li> </ul>	<ul style="list-style-type: none"> <li>- Business Planning Team issues Guild budgeting “Call Letter”.</li> </ul>
January	<ul style="list-style-type: none"> <li>- Corporate Services Committee reviews DRAFT GCP Summary (template) for next FY before Business Planning Team issues the template to the program committee Chairs for action.</li> <li>- At January Board meeting Committees confirm progress on ongoing GCP programs and begin to develop plans for next FY and out-years.</li> <li>- Continue execution of current FY business plan.</li> </ul>	<ul style="list-style-type: none"> <li>- Early January (after AGM): Corporate Services Committee approves DRAFT GCP Summary template for issue.</li> <li>- Mid January: Business Planning Team issues current FY GCP Summary template to Committee Chairs to use in developing next FY GCP, plus out-year projects/programs. Due date is 28 Feb 23.</li> </ul>

Month	Activity	Deliverable
February	<ul style="list-style-type: none"> <li>- Committees continue to develop plans for the next FY and out years.</li> <li>- Committees submit proposals for projects and programs to be executed in the next FY 23/24 and out years.</li> <li>- Committees also submit proposals for out-year projects and programs in the 2-3, 4-10 and 11-20 out year time windows. The amount of detail will increase as execution approaches.</li> <li>- Continue execution of current FY business plan.</li> </ul>	<ul style="list-style-type: none"> <li>- Early Feb 23, the Business Planning Team convenes a meeting with Committee Chairs to receive a sitrep regarding progress and challenges.</li> <li>- Late Feb 23, Committee Chairs submit next FY GCP Summary draft, to include out-years, to Business Planning Team.</li> </ul>
March	<ul style="list-style-type: none"> <li>- Early March: Business Planning Team consolidates DRAFT FY 23/24 GCP Summary, to include an updated Rolling Outlook, for consideration by Corporate Services Committee.</li> <li>- Mid March: Special Board to include reps from Regimental Family will review GCP Summary for FY 22/23</li> <li>- Continue execution of the current FY business plan.</li> </ul>	<p>End March:</p> <ul style="list-style-type: none"> <li>- Business Planning Team produces DRAFT FY 23/24 GCP Summary for Board Review.</li> <li>- FY 23/24 Business Plan drafted integrating GCP Summary projects &amp; programs.</li> </ul>
April	<ul style="list-style-type: none"> <li>- Leeuwarden Board Meeting.</li> <li>- Committees provide updates to the Board concerning progress in execution of their projects and programs and identify potential shortfalls in funding or surplus funds that will not be expended in the current FY. The Board may direct reallocation of funds within the current year business plan to ensure that all funds are expended and the budget is not exceeded.</li> <li>- The CFO and the Fund Raising Committee provide an estimate of funding available for Guild activities in the next FY 23/24.</li> <li>- Board reviews DRAFT GCP Summary for FY 23/24.</li> <li>- Continue execution of the current FY business plan.</li> </ul>	<ul style="list-style-type: none"> <li>- At Leeuwarden Board Meeting the Business Planning Team presents the draft FY 23/24 Business Plan for consideration.</li> <li>- CFO and Fund Raising Committee provide estimates on FY 23/24 funding.</li> <li>- Recommendations for funding re-allocations considered.</li> <li>- End April: DRAFT GCP Summary provided to Guild.</li> </ul>
May	<ul style="list-style-type: none"> <li>- Continue execution of the current FY business plan.</li> </ul>	
June	<ul style="list-style-type: none"> <li>- Business Plan for next FY 23/24 approved by the Board.</li> <li>- Continue execution of the current FY business plan.</li> </ul>	<p>Business Planning Team electronically issues final DRAFT of FY 23/24 Business Plan to Board for approval.</p>
July - August	<ul style="list-style-type: none"> <li>- Business Planning Team finishes FY 23/24 Business Plan, which essentially outlines GCP.</li> <li>- Continue execution of the current FY business plan.</li> </ul>	<p>Issue of approved FY 23/24 Business Plan (potentially as early as end June 23)</p>
September	<ul style="list-style-type: none"> <li>- Committees complete and close activities scheduled for completion in the current FY 22/23.</li> <li>- Continue execution of programs and projects scheduled into next FY.</li> <li>- RFAC identifies Regimental Family needs.</li> <li>- RFAC assesses the success of the CGP for current FY.</li> </ul>	<ul style="list-style-type: none"> <li>- Committees provide activity closure reports if appropriate.</li> </ul>

### GUILD TASK LIST FY 22/23 - PROJECTS AND PROGRAMS WITH APPROVED FUNDING

Serial	Task	FUNDS ALLOCATED	Comment
<b>Corporate Services</b>			
1	<u>Guild Legal Activity</u> . Program ensures Guild access to legal resources who ensure Guild meets CRA and Innovation, Science & Economic Development Canada (ISED) requirements for status as a Charitable Corporation.	\$1,000.00	Reduced by 500 from last year
2	<u>Guild Insurance</u> . Program identifies, sources and funds appropriate indemnification insurance for the Board.	\$2,000.00	No Change from Last year
3	<u>Accounting Services and Audit/Financial Review/Guild Review Engagement</u> . Program retains financial services group to maintain appropriate financial records and controls over Guild business. As recommended by ISED/CRA, this program also facilitates an external annual audit of the Guild's activities.	\$14,500.00	Accounting Services (9,500) combined with Audit/Financial Review Engagement (5,000)
4	<u>Administration</u> . Program provides administrative tools to support Guild business.	\$2,000.00	Reduced from 5000 to 2000. 3000 in postage funding moved to Awareness.
5	<u>Banking</u> . Program facilitates maintenance of a Guild account with an accredited financial institution in support of Guild business and access to a safety deposit box for the safekeeping of key Guild artifacts and records.	\$500.00	Reduced by 200 from last year.
6	<u>Guild Admin Vehicle O&amp;M</u> . Program provides funding to cover the O&M, insurance costs for the Admin Vehicle.	\$3,500.00	No Change from Last year
7	<u>Canada Helps DMS Fee</u> .	\$1,068.00	No Change from Last year
8	<u>QuickBooks Online and Receipt Bank</u> . Financial management program.	\$900.00	No Change from last year



9	<u>Contingency</u> . Reserve fund for the Guild expenses and GCP.	\$5,000.00	No change from last year.
	Subtotal for Corporate	\$30,468.00	Corporate Services costs last year were 44198.00
	<b>Awareness: Communication Marketing and Fundraising</b>		
10	<u>Postage Costs</u> .	\$3,000.00	Moved 3000 funding from corporate to awareness.
11	<u>Travel</u> . Program provides funds to cover miscellaneous travel by Board members for meetings, fundraising and other Guild functions.	\$4,000.00	Travel moved from corporate to Awareness and consolidated with all other travel items.
12	<u>Guild Website and Social Media Support</u> . Annual costs with Craig Smith, Graphic Designer & Web Developer with "Strike It Up Design" (613.849.4947   <a href="http://www.strike-it-up.ca">www.strike-it-up.ca</a> 4 Huffman Ave., Port Hope, ON L1A 4J9). Program also provides annual payments to NRTC to maintain also registration of the Guild web site.	\$2,330.00	Guild Web Site Finance and Website and Social Media Support combined under a single item and moved from Corporate to Awareness.
13	<u>Production of Guild Promotional Material</u> . Project includes the production and maintenance of guild print materials and signage. Guild PresidentCoins. This project also provides new Regimental Family members with important information about the Regiment and the Guild using brochures and wallet sized fridge magnets. provides an opportunity to identify donation programs in support of the Guild.	\$3,250.00	Production of Guild Promotional Items combined with Guild Welcome Brochure and Fridge Magnets (750), Guild President Coins (2,000)
14	<u>Equipment Improvement and Replacement Program</u> . Program focused on the purchase of camera and computer equipment IOT provide a complete suite of tools for the Regimental photographer.	\$3,000.00	Moved to Awareness from Corporate.
15	<u>Support to Charities</u> . Project provides funds to other charities and organizations with similar objects to the Guild. This includes payment of annual RCAC Dues.	\$2,000.00	Moved from QOL to Awareness.



16	<u>Marketing Sponsorships</u> . For example: RCD Iron Warrior Team and RCD Spartan Team Support. Pre-parade receptions	\$12,000.00	additional 3k moved from ceremonial in H&H
17	<u>Production of Springbok/Dragoon 2022</u> . Project includes planning, writing and publishing of The Springbok/Dragoon magazine in hard copy. The publication is produced in conjunction with the RCD Association.	\$12,000.00	Increased from 9000 to 12000. Moved from History and Heritage to Awareness.
18	<u>Guild Audio Video Presentation (Road Show)</u> . Project includes the development of a multimedia presentation about the Regimental Family, production of the presentation and identification and training of a team to deliver the presentation.	\$2,000.00	Moved from History and Heritage to Awareness.
19	<u>Generate Guild Income</u> . Program supports Guild expenses needed to raise sufficient funding to meet GCP.	\$1,000.00	No change from last year
	<b>Subtotal for Awareness</b>	<b>\$44,580.00</b>	<b>Awareness (Fundraising) funding for last year was 9,500</b>
	<b>History and Heritage</b>		
20	<u>O&amp;M of the Staghound, Ferret, and the Leliefontein 12-Pounder Gun</u> . Programs maintains the Staghound, Ferret and 12-pounder Leliefontein Gun in an appropriate state for display and use in events as required. It includes maintenance, cosmetic upkeep and provision of POL.	\$5,000.00	Was reduced from \$10K last year but may reqr top up if Stag Hound Tire replacement project moves forward.
21	<u>Dragoon Park</u> . Program includes the development of a long term development plan for Dragoon Park to include positioning of additional vehicles plus maintenance of grounds and monuments in Dragoon Park.	\$1,000.00	

22	<u>Accoutrements</u> . Program provides accoutrements of historical significance to new members of the Regiment as a symbol of the link between today's and yesterday's soldier. Note: these accoutrements are not provided by public funds.	\$5,000.00	
23	<u>Identification and Maintenance of Dragoon Memorials</u> . Project includes completion of the work started by Tom Skelding to establishing a list of Dragoon memorials across the country and in Europe. H&H Committee to provide Board with a plan to maintain these memorials to include estimate of annual O&M funding.	\$500.00	
24	<u>Uniform Procurement for Crews of Heritage Vehicles</u> . Project procures and maintains additional heritage uniforms: 2 to 4 x WWII Italian Theatre uniforms; 2 x Cyprus 1980's uniforms; and 4 x Korean War uniforms.	\$1,000.00	
25	<u>Maintenance of a 100 Person Guard in Scarlet Uniforms and Accoutrements</u> . Note: as of Mar 21, only 91 complete uniforms exist. This program includes the ongoing maintenance of ceremonial uniforms and accoutrements. Skelding (21 Jun 21): \$17,515 (\$15,500 + \$2,015 in taxes) is required to order uniforms and accoutrements, excluding shipping, to account for damaged beyond repair and/or shortages.	\$10,000.00	Was reduced from \$17,515. We currently have procured all reqr items. Program moving forward will focus on maintenance.
26	<u>Regimental Oral and Video Repository</u> . Project captures stories and memories from living Dragoons and oral and video records from Dragoons who have passed.	\$1,000.00	Moved to Awareness from History and Heritage.
27	<u>Regimental Property and Historical Archives</u> . Program to improve the completeness and availability of the objects and documents in the Regimental Archives.	\$5,000.00	Was \$10K last year.
28	<u>RCD Collection</u> . Project includes improving and revamping the RCD collection in the Base Museum.	\$1,000.00	

29	Identification and Maintenance of Regimental Trophies. Regular upkeep of trophies on Guild Property List.	\$1,000.00	
	Subtotal for History and Heritage	\$30,500.00	History and Heritage Costs funding for last year was 65,015
	Quality of Life		
30	Deployment Bears. The Deployment Bear Project is an amazing experience and the bear is a great keepsake for the children of deployed soldiers. The cost to make one Bear is \$45.00, we currently hold 8 deployment bear gift cards. The Regiment is deploying soldiers on various missions this year. The manning list is not complete however the number of children involved could be from 50 to 100.	\$1,500.00	Increased from 500 last year because an anticipated 130 soldiers will be deployed FY22/23.
31	Regimental Family Member Assistance. In an emergency when other funds are not available in a timely manner this program provides funds in to assist families for travel, hotels, car rental and other unforeseen bills. Also assists Regimental Family members who were injured. Also supports the Christmas Hamper Program.	\$14,500.00	Combined with Injured (2,000) and special needs fund and Christmas Hamper Program (2,500)
32	Ceremonial Support to our Fallen. Project provides Ceremonial Support to our Fallen Regimental Family members.	\$10,000.00	No Change from Last year
33	Recuperation Kits. Program provides a recuperation kit to soldiers hospitalized in an emergency.	\$2,000.00	No Change from Last year. 8 kits remain in stock.
34	Leliefontaine Memorial Education Bursaries. Project includes the management of funds dedicated to the bursary program, the selection of suitable candidates and the awarding of the bursaries. Note: these are restricted funds dedicated to this particular project and should not be reallocated.	\$20,000.00	No change from last year.



35	Volunteer and Community Service Award. Project includes the selection of suitable candidates and the presentation of the award. A cheque in the amount of \$1000.00 is awarded to a volunteer who has given back to the community with their time and effort. Note: these are restricted funds dedicated to this particular project and should not be reallocated.	\$1,000.00	No change from last year.
36	Sgt Dyerowicz Summer Camp Fund. Program sends deserving children to summer camp in memory of Sgt Dyerowicz. The program includes: development of criteria, selection of candidates, identification of suitable camps and administration of the program.	\$2,000.00	No change from last year.
37	Support to Cadets. Program increases the level of support and liaison that the Guild provides to Cadet programs. Along with provision of accoutrements the Guild intends to organize and fund cadet activities such as visits to the RCAC museum, the War Museum etc. and to improve the level of liaison with the Cadets units.	\$3,000.00	No change from last year
38	QoL Improvements in Regimental Lines and Accommodations. Program improves the QoL for members in Regimental lines and accommodation. For example: provide funds for gym equipment, purchase 70" flat screen TV, WIFI if required, game consoles, new BBQs, for common space in Regimental Canteen, etc.	\$10,000.00	No change from last year.
	Subtotal for QOL	\$64,000.00	Quality of life funding for last year was 62,750.
	Budget Summary	FY 22/23	FY 21/22
	Corporate Services	\$30,468.00	\$44,198.00
	Awareness: Communication Marketing and Fundraising	\$44,580.00	\$9,500.00
	History and Heritage	\$30,500.00	\$65,015.00
	Quality of Life	\$64,000.00	\$62,750.00
	Total	\$169,548.00	\$181,463.00