

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

11 February 2024

AMENDMENT 1 FINANCIAL YEAR 2023/2024 BUSINESS PLAN – 1 OCTOBER 2023 - 30 SEPTEMBER 2024

Reference: A. Guild of The Royal Canadian Dragoons – Strategic Plan 2019-2024
B. Financial Year 2023/2024 Business Plan – 1 October 2023-30 September 2024 dated 29 July 2023

1. In order to better support the needs of the Regimental Family during the 2023/2024 Fiscal Year, the Guild has amended reference B to include several additional expenditures. Although these increased expenditures will put the current budget in a deficit, additional fundraising efforts and reduced expenditures in other program areas will assist in the management of this risk.

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	
Major Donor Fundraising Target	\$85,000	Represents the FY 22/23 fundraising target to meet GCP objectives
Projected FY 22/23 Revenue Total	\$171,000	
Corporate Services	\$27,200	
Awareness	\$55,500	Increased \$15,000 as part of amendment 1
History and Heritage	\$33,500	
Quality of Life	\$78,500	Increased by \$25,000 as part of Amendment 1
Projected GCP Revenue Required	\$194,700	See Annex B for detailed approved GCP program & projects along with estimated funding requirements


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

Attachments:

Annex A - Guild Annual Business Planning Cycle

Annex B - Amendment 1 Guild Task List FY 23/24 - Projects & Programs with Approved Funding
(Excel)

Annex A
to Amendment 1 of Guild Business Plan FY 23/24

RCD GUILD ANNUAL BUSINESS PLANNING CYCLE

Month	Activity	Deliverable
October	<ul style="list-style-type: none"> - Start of the new financial year (FY) – and the start to the Guild budgeting process for next FY - Committees begin execution of in-year projects and programs within the approved business plan/funding. 	<ul style="list-style-type: none"> - Business Planning Team begins discussions with board members for next FY GCP priorities, alerts Committees to expected budget allocations and constraints, and provides guidance on Committee business planning requirements. Committees will be requested to provide their program/project priorities.
November	<ul style="list-style-type: none"> - Leliefontein Board Meeting. - Committees brief the Board on achievements in the previous FY and initial plans for the current FY. - 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. - 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. - Continue execution of current FY business plan. 	<ul style="list-style-type: none"> - Business Planning Committee briefs Board on: a. plan to develop next FY Business Plan/GCP (Committee tasks, timelines & deliverable dates; Committee use of GCP template to develop plans); b. Rolling Outlook for new FY). - Committee briefings to the Board regarding execution of current FY activities. - RFAC update to the Board.
December	<ul style="list-style-type: none"> - RFAC continues to work with program committees to transform identified Regimental Family needs into project and program proposals with draft costing. - Committees develop plans for the next FY and out-years. - Continue execution of current FY business plan. 	<ul style="list-style-type: none"> - Business Planning Team continues to work with committee chairs on next FY requirements.
January	<ul style="list-style-type: none"> - 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. - At January Board meeting Committees confirm progress on ongoing GCP programs and begin to develop plans for next FY and out-years. - Continue execution of current FY business plan. 	<ul style="list-style-type: none"> - Early January (after AGM): Corporate Services Committee approves DRAFT GCP Summary template for issue. - 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.
February	<ul style="list-style-type: none"> - Committees continue to develop plans for the next FY and out years. - Committees submit proposals for projects and programs to be executed in the next FY and out years. - Continue execution of current FY business plan. 	<ul style="list-style-type: none"> - Early Feb, the Business Planning Team convenes a meeting with Committee Chairs to receive a sitrep regarding progress and challenges. - Late Feb, Committee Chairs submit next FY GCP Summary

Month	Activity	Deliverable
		draft, to include out-years, to Business Planning Team.
March	<ul style="list-style-type: none"> - Early March: Business Planning Team consolidates DRAFT next FY GCP Summary - Mid March: Special Board to include reps from Regimental Family will review GCG Summary for next FY - Continue execution of the current FY business plan. 	End March: <ul style="list-style-type: none"> - Business Planning Team produces DRAFT GCP Summary for Board Review. - Next FY Business Plan drafted integrating GCP Summary projects & programs.
April	<ul style="list-style-type: none"> - Leeuwarden Board Meeting. - 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. - The CFO and the Fund Raising Committee provide an estimate of funding available for Guild activities in the next FY. - Board reviews DRAFT GCP Summary for next FY. - Continue execution of the current FY business plan. 	<ul style="list-style-type: none"> - At Leeuwarden Board Meeting the Business Planning Team presents the draft next FY Business Plan for consideration. - CFO and Fund Raising Committee provide estimates on funding. - Recommendations for funding re-allocations considered. - End April: DRAFT GCP Summary provided to Guild.
May	<ul style="list-style-type: none"> - Continue execution of the current FY business plan. 	
June	<ul style="list-style-type: none"> - Business Plan for next FY approved by the Board. - Continue execution of the current FY business plan. 	Business Planning Team electronically issues final DRAFT of Business Plan to Board for approval.
July - August	<ul style="list-style-type: none"> - Business Planning Team finishes Business Plan. - Continue execution of the current FY business plan. 	Issue of approved Business Plan.
September	<ul style="list-style-type: none"> - Committees complete and close activities scheduled for completion in the current FY. - Continue execution of programs and projects scheduled into next FY. - RFAC identifies Regimental Family needs. - RFAC assesses the success of the CGP for current FY. 	<ul style="list-style-type: none"> - Committees provide activity closure reports if appropriate.

AMENDMENT 1 GUILD TASK LIST FY 23/24 - PROJECTS AND PROGRAMS WITH APPROVED FUNDING			
Serial	Task	FUNDS ALLOCATED	Comment
	Corporate Services		
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.	\$1,500.00	
2	<u>Guild Insurance.</u> Program identifies, sources and funds appropriate indemnification insurance for the Board.	\$2,500.00	
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.	\$13,000.00	
4	<u>Administration.</u> Program provides administrative tools to support Guild business.	\$500.00	
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.	\$200.00	
6	<u>Guild Admin Vehicle O&M.</u> Program provides funding to cover the O&M, insurance costs for the Admin Vehicle.	\$2,500.00	
7	<u>Canada Helps DMS Fee.</u>	\$1,100.00	
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	\$27,200.00	

	Awareness: Communication Marketing and Fundraising		
10	<u>Postage Costs.</u>	\$3,000.00	
11	<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 www.strike-it-up.ca 4 Huffman Ave., Port Hope, ON L1A 4J9). Program also provides annual payments to NRTC to maintain also registration of the Guild web site.	\$1,000.00	
12	<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.	\$1,000.00	
13	<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.	\$1,500.00	
14	<u>Marketing Sponsorships.</u> For example: RCD Iron Warrior Team and RCD Spartan Team Support. Pre-parade receptions	\$12,000.00	
15	<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	
16	<u>Production of Springbok/Dragoon 2023.</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	
17	<u>Travel.</u> Program provides funds to cover miscellaneous travel by Board members for meetings, fundraising and other Guild functions.	\$4,000.00	
18	<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.	\$3,000.00	
19	<u>Support to 50th RCD Association Reunion</u>	\$15,000.00	Ammendment 1
20	<u>Generate Guild Income.</u> Program supports Guild expenses needed to raise sufficient funding to meet GCP.	\$1,000.00	
	Subtotal for Awareness	\$55,500.00	

	History and Heritage		
21	<u>O&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	
22	<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	
23	<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	
24	<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	
25	<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	
26	<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	
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	
28	<u>RCD Collection.</u> Project includes improving and revamping the RCD collection in the Base Museum.	\$5,000.00	
29	<u>Identification and Maintenance of Regimental Trophies.</u> Regular upkeep of trophies on Guild Property List.	\$1,000.00	
	Subtotal for History and Heritage	\$33,500.00	

	Quality of Life		
30	<u>Deployment Bears</u> . 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.	\$3,500.00	
31	<u>Regimental Family Member Assistance</u> . 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.	\$10,000.00	
32	<u>Ceremonial Support to our Fallen</u> . Project provides Ceremonial Support to our Fallen Regimental Family members.	\$5,000.00	
33	<u>Recuperation Kits</u> . Program provides a recuperation kit to soldiers hospitalized in an emergency.	\$1,000.00	
34	<u>Leliefontein Memorial Education Bursaries</u> . 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	
35	<u>Volunteer and Community Service Award</u> . 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	
36	<u>Support to Cadets</u> . 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	
37	<u>Purchase Treadmills</u> .	\$10,000.00	Ammendment 1
38	<u>Improvement to Regimental Canteen</u> .	\$15,000.00	Ammendment 1
39	<u>QoL Improvements in Regimental Lines and Accommodations</u> . 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	
	Subtotal for QOL	\$78,500.00	

	Budget Summary	FY 22/23	
	Corporate Services	\$27,200.00	
	Awareness: Communication Marketing and Fundraising	\$55,500.00	
	History and Heritage	\$33,500.00	
	Quality of Life	\$78,500.00	
	Total	\$194,700.00	

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

29 July 2023

FINANCIAL YEAR 2023/2024 BUSINESS PLAN – 1 OCTOBER 2023 - 30 SEPTEMBER 2024

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

1. **Purpose.** This Guild Business Plan covers the period 1 October 2023 to 30 September 2024. Its purpose is to assign responsibility to Guild members for the execution of the Guild Charitable Program (GCP) for Financial Year (FY) 23/24 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 23/24.
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 2025 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 disburseable 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 at least 3.5% of net assets on charitable activities based upon the previous FY assets. Therefore, in FY 23/24, the Guild must spend at least \$54,834 on its charitable programs and projects, i.e., 3.5% of \$1,566,689 in FY 23/24 net assets.
4. **Fundraising.** Fundraising efforts conducted by the Guild to support the aspiration and mission of our Guild to support the Regimental Family and all of our important Dragoon activities throughout the year are critically important. Although we have successfully relied on a select few for fundraising through the past years, there is a requirement to broaden our fundraising base. We have been successful with events such as our "Friends of the Regiment" and a few other smaller events, and we now need to strive to have an improved battle rhythm of events that support fundraising goals. We need to connect with more Canadians and go out of our way to engage with potential donors through planned activities and regular contact. Our Regiment has so much to offer and we need to promote ourselves to the public. Yearly dinners are another means of establishing a more regular donation engine and prominent Dragoons have offered to speak at these dinners to assist us in connecting with supporters.
5. **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.

6. 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 GCP for FY 23/24 is delivered by the "program" committees (History and Heritage, Quality of Life and Awareness) and "enabling" councils and committees (Corporate Services, Fundraising and RFAC) and in some cases individual members of the Guild. The Regimental Family Advisory Council (RFAC), which represents all members of the Regimental Family, plays a major role in ensuring that appropriate projects and programs are identified and executed.

7. Terms of Reference. Terms of reference for the various elements of the Guild, can be found in the Guild website at [Guild Documents – The Guild of The Royal Canadian Dragoons](#).

8. Guild Governance FY 23/24. Guild governance for FY 23/24 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 – Jim Atkins.
- e. Treasurer – Marsha Reid.
- f. Chief Financial Officer – Paul Riganelli.
- g. Clerk – Andrew Fenton
- h. Coordinator, COS and Chairperson of the Awareness Committee – James Follwell.
- i. Chairperson of the Corporate Services Committee - Dean Milner.
- j. Chairperson of the History and Heritage Committee – Thomas Skelding.
- k. Chairperson of the Quality of Life Committee – Chris Leblanc.
- l. Chairperson of the Fundraising Committee – Rowena Williams.
- m. Director Responsible for Strategic and Business Planning – Marty Frank.
- n. 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 to this Business Plan.

9. The Guild Annual Business Cycle. See Annex A. The business cycle includes four quarterly board meetings.

10. Selection of Guild Projects and Programs. Projects and Programs selected for inclusion in Business Plan FY23/24 come from two sources:

- a. 5 Year Strategic Outlook. The 5 Year Strategic Outlook is found as Annex A to the Reference. It defines those major projects that the guild intends to complete over a five year period. 2025 will be a significant year as they will mark the 125th Anniversary of Leliefontein and the 80th Anniversary of Leeuwarden.

- b. In Year Planning. The Guild Director responsible for Strategic and Business Planning will contact the Chairpersons of Program and Enabling Committees to discuss funding requirements for the upcoming fiscal year.

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

11. Projected FY 23/24 Revenue. The projected revenue for FY 23/24 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	
Major Donor Fundraising Target	\$85,000	Represents the FY 22/23 fundraising target to meet GCP objectives
Projected FY 22/23 Revenue Total	\$171,000	
Type	Revenue Required	Remarks
Corporate Services	\$27,200	
Awareness	\$40,500	
History and Heritage	\$33,500	
Quality of Life	\$53,500	
Projected GCP Revenue Required	\$154,700	See Annex B for detailed approved GCP program & projects along with estimated funding requirements

12. Direction to Committee Chairpersons / Guild Task Lists:

- a. Guild Task List FY 23/24 – Projects and Programs with Approved Funding (Annex B). Annex B lists all FY 23/24 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 23/24 revenues are only “projected”, 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.

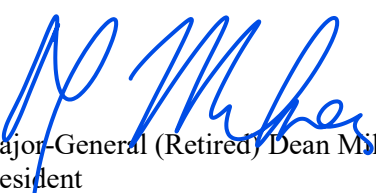
13. CRA Guidance with Regards to Social Events and Charities. As part of the fundraising program the Guild may sponsor various social events. As a rule, social activities are not charitable by law.

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.

14. Conclusion. This Business Plan assigns responsibility and authority to Guild Committees and Board members for execution of the FY 23/24 GCP. It ensures that the identified needs of the Regimental Family are addressed in an efficient and effective manner. Business Plan FY 23/24 focuses on what the Guild intends to do in FY 23/24 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 23/24 - Projects & Programs with Approved Funding (Excel)

RCD GUILD ANNUAL BUSINESS PLANNING CYCLE

Month	Activity	Deliverable
October	<ul style="list-style-type: none"> - Start of the new financial year (FY) – and the start to the Guild budgeting process for next FY - Committees begin execution of in-year projects and programs within the approved business plan/funding. 	<ul style="list-style-type: none"> - Business Planning Team begins discussions with board members for next FY GCP priorities, alerts Committees to expected budget allocations and constraints, and provides guidance on Committee business planning requirements. Committees will be requested to provide their program/project priorities.
November	<ul style="list-style-type: none"> - Leliefontein Board Meeting. - Committees brief the Board on achievements in the previous FY and initial plans for the current FY. - 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. - 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. - Continue execution of current FY business plan. 	<ul style="list-style-type: none"> - Business Planning Committee briefs Board on: a. plan to develop next FY Business Plan/GCP (Committee tasks, timelines & deliverable dates; Committee use of GCP template to develop plans); b. Rolling Outlook for new FY). - Committee briefings to the Board regarding execution of current FY activities. - RFAC update to the Board.
December	<ul style="list-style-type: none"> - RFAC continues to work with program committees to transform identified Regimental Family needs into project and program proposals with draft costing. - Committees develop plans for the next FY and out-years. - Continue execution of current FY business plan. 	<ul style="list-style-type: none"> - Business Planning Team continues to work with committee chairs on next FY requirements.
January	<ul style="list-style-type: none"> - 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. - At January Board meeting Committees confirm progress on ongoing GCP programs and begin to develop plans for next FY and out-years. - Continue execution of current FY business plan. 	<ul style="list-style-type: none"> - Early January (after AGM): Corporate Services Committee approves DRAFT GCP Summary template for issue. - 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.
February	<ul style="list-style-type: none"> - Committees continue to develop plans for the next FY and out years. - Committees submit proposals for projects and programs to be executed in the next FY and out years. - Continue execution of current FY business plan. 	<ul style="list-style-type: none"> - Early Feb, the Business Planning Team convenes a meeting with Committee Chairs to receive a sitrep regarding progress and challenges. - Late Feb, Committee Chairs submit next FY GCP Summary draft, to include out-years, to Business Planning Team.

Month	Activity	Deliverable
March	<ul style="list-style-type: none"> - Early March: Business Planning Team consolidates DRAFT next FY GCP Summary - Mid March: Special Board to include reps from Regimental Family will review GCG Summary for next FY - Continue execution of the current FY business plan. 	End March: <ul style="list-style-type: none"> - Business Planning Team produces DRAFT GCP Summary for Board Review. - Next FY Business Plan drafted integrating GCP Summary projects & programs.
April	<ul style="list-style-type: none"> - Leeuwarden Board Meeting. - 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. - The CFO and the Fund Raising Committee provide an estimate of funding available for Guild activities in the next FY. - Board reviews DRAFT GCP Summary for next FY. - Continue execution of the current FY business plan. 	<ul style="list-style-type: none"> - At Leeuwarden Board Meeting the Business Planning Team presents the draft next FY Business Plan for consideration. - CFO and Fund Raising Committee provide estimates on funding. - Recommendations for funding re-allocations considered. - End April: DRAFT GCP Summary provided to Guild.
May	<ul style="list-style-type: none"> - Continue execution of the current FY business plan. 	
June	<ul style="list-style-type: none"> - Business Plan for next FY approved by the Board. - Continue execution of the current FY business plan. 	Business Planning Team electronically issues final DRAFT of Business Plan to Board for approval.
July - August	<ul style="list-style-type: none"> - Business Planning Team finishes Business Plan. - Continue execution of the current FY business plan. 	Issue of approved Business Plan.
September	<ul style="list-style-type: none"> - Committees complete and close activities scheduled for completion in the current FY. - Continue execution of programs and projects scheduled into next FY. - RFAC identifies Regimental Family needs. - RFAC assesses the success of the CGP for current FY. 	<ul style="list-style-type: none"> - Committees provide activity closure reports if appropriate.

GUILD TASK LIST FY 23/24 - PROJECTS AND PROGRAMS WITH APPROVED FUNDING

Serial	Task	FUNDS ALLOCATED	Comment
	Corporate Services		
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.	\$1,500.00	
2	<u>Guild Insurance</u> . Program identifies, sources and funds appropriate indemnification insurance for the Board.	\$2,500.00	
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.	\$13,000.00	
4	<u>Administration</u> . Program provides administrative tools to support Guild business.	\$500.00	
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.	\$200.00	
6	<u>Guild Admin Vehicle O&M</u> . Program provides funding to cover the O&M, insurance costs for the Admin Vehicle.	\$2,500.00	
7	<u>Canada Helps DMS Fee</u> .	\$1,100.00	
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	\$27,200.00	

	Awareness: Communication Marketing and Fundraising		
10	<u>Postage Costs.</u>	\$3,000.00	
11	<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 www.strike-it-up.ca 4 Huffman Ave., Port Hope, ON L1A 4J9). Program also provides annual payments to NRTC to maintain also registration of the Guild web site.	\$1,000.00	
12	<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.	\$1,000.00	
13	<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.	\$1,500.00	
14	<u>Marketing Sponsorships.</u> For example: RCD Iron Warrior Team and RCD Spartan Team Support. Pre-parade receptions	\$12,000.00	
15	<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	
16	<u>Production of Springbok/Dragon 2023.</u> Project includes planning, writing and publishing of The Springbok/Dragon magazine in hard copy. The publication is produced in conjunction with the RCD Association.	\$12,000.00	
17	<u>Travel.</u> Program provides funds to cover miscellaneous travel by Board members for meetings, fundraising and other Guild functions.	\$4,000.00	
18	<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.	\$3,000.00	
19	<u>Generate Guild Income.</u> Program supports Guild expenses needed to raise sufficient funding to meet GCP.	\$1,000.00	
	Subtotal for Awareness	\$40,500.00	

	History and Heritage		
20	<u>O&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	
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	
26	<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	
27	<u>RCD Collection.</u> Project includes improving and revamping the RCD collection in the Base Museum.	\$5,000.00	
28	<u>Identification and Maintenance of Regimental Trophies.</u> Regular upkeep of trophies on Guild Property List.	\$1,000.00	
	Subtotal for History and Heritage	\$33,500.00	

	Quality of Life		
29	<u>Deployment Bears.</u> 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.	\$3,500.00	
30	<u>Regimental Family Member Assistance.</u> 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.	\$10,000.00	
31	<u>Ceremonial Support to our Fallen.</u> Project provides Ceremonial Support to our Fallen Regimental Family members.	\$5,000.00	
32	<u>Recuperation Kits.</u> Program provides a recuperation kit to soldiers hospitalized in an emergency.	\$1,000.00	
33	<u>Leliefontein Memorial Education Bursaries.</u> 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.
34	<u>Volunteer and Community Service Award.</u> 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.
35	<u>Support to Cadets.</u> 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	
36	<u>QoL Improvements in Regimental Lines and Accommodations.</u> 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	
	Subtotal for QOL	\$53,500.00	

	Budget Summary	<i>FY 23/24</i>	
	Corporate Services	<i>\$27,200.00</i>	
	Awareness: Communication Marketing and Fundraising	<i>\$40,500.00</i>	
	History and Heritage	<i>\$33,500.00</i>	
	Quality of Life	<i>\$53,500.00</i>	
	Total	<i>\$154,700.00</i>	