



The Guild of the Royal Canadian Dragons
Record of Decisions
First Quarter Board of Directors Meeting for FY2023-2024
Held on 1 February 2024
By Video Teleconference hosted on MS Teams / In person CFB Petawawa

In Attendance:

Officers: Mr. D. Milner, President
 Mr. T. Skelding, First Vice President
 Mr. N. Forsyth, Second Vice President
 Ms. M. Reid, Treasurer
 Mr. J. Atkins, Secretary
 Mr. P. Riganelli, Chief Financial Officer (MS Teams)

Directors: Mr. C. Leblanc
 Mr. B. Fulton
 Mr. J. Follwell
 Mr. A. Coxhead
 Mr. M. Frank (MS Teams)
 Mr. R. Cameron (MS Teams)
 Mr. K. Lee (Regrets)

Guests: Mr. Steve Cadden
 Mr. Dyrald Cross
 Sgt Brisson representing RFAC
 Maj Bennett representing RFAC

Ser	Discussion/ Decision	Action by
1.	Call to Order The meeting was called to order at 1400 hrs.	President
2.	Opening Remarks The President welcomed everyone. He noted a busy first quarter with Leliefontein, General Hillier Speaking Event at the CWM, donation by Ian Turner (Great Grand Nephew of LGen Sir Richard Turner, VC) and approval of a grant for Regimental canteen renovations.	President
3.	Election of New Director Traditionally, new members are elected as directors at the first meeting of the Board of Directors following the AGM. Mr. Fulton proposed that	Motion: Mr. Fulton Second: Mr. Follwell Passed Unanimously


	<p>Mr. Coxhead be elected as a director of the Board as follows:</p> <p>“I William Fulton, Governance Director of the Guild of the Royal Canadian Dragoons propose that Mr. Andrew Coxhead be elected as a Director of the Guild. Mr Coxhead will assume the responsibilities of Fundraising.”</p> <p>There was no discussion. The motion to elect Mr. Coxhead as a Director was passed unanimously.</p>	
4.	<p>Review 4th Quarter Meeting 3 November 2023 ROD</p> <p>No comments or corrections were noted on the previous BOD ROD.</p>	<p>Motion to accept: Mr. Forsyth Second: Mr. Leblanc</p> <p>Passed Unanimously</p>
5.	<p>Nomination for the Guild Distinguished Service Award</p> <p>The purpose of the Distinguished Service Award is to recognize persons and/or organizations that provided exemplary service to and for the GUILD. It has been given several times in the past, but not in the last couple of years. The President nominated Col (Retd) Gene Lake with details as follows:</p> <p>Gene lake has been a tremendous supporter of the Regimental Family and Guild. He has been one of our best, if not our best donor in the history of the Guild. He has been extremely proactive with the Guild offering ideas of support in many different areas. He has always pressed for support to our Regimental Family and recently offered direct support to our five soldiers who recently visited Leeuwarden during our 2023 celebration of the Liberation of Leeuwarden. He was close with the Bennett family and has been instrumental in supporting the Annual Bennett Memorial Golf tournament held each year in Gagetown. He donated an excellent hand carved trophy for the winners of the annual event. He has helped directly with the support to the Regimental Gym and he has offered on many occasion to support the purchase of kit and equipment that has a positive impact on morale. His donations and volunteer support have enabled the Guild to support the Regimental Family above and beyond the norm.</p> <p>After some discussion a motion to award the Guild Distinguished Service Award to Col (Retd) Gene Lake was passed unanimously. The award is planned to be presented at the RCD Association reunion in June 2024.</p>	<p>President</p> <p>Motion to Award to Col (Retd) Gene Lake: Mr. Milner Second: Mr. Atkins</p> <p>Passed unanimously.</p>
6.	<p>CFO 1st Quarter Report</p> <p>Mr. Riganelli presented the 1st Qtr Financial Report (1 Oct – 31 Dec 23). There was approximately \$53k in revenues (not including investment income of \$13k) against expenses of \$60k. There was \$65k in the bank as of 31 December and the investment portfolio is \$1.6M. The General Hillier speaking event was a success with a profit of about \$5k.</p> <p>After some discussion a motion to accept the CFO Report passed unanimously</p>	<p>Mr. Riganelli</p> <p>Motion to Accept: Mr. Follwell Second: Mr. Atkins</p> <p>Passed unanimously.</p>

7.	Governance Update Nothing to report.	Mr. Fulton
8.	Quality of Life (QOL) Update Mr. Leblanc stated that QOL is on budget. The renovations to the kitchen should begin by end month with completion scheduled end March. Due to deployments, it is expected that the deployment bear fund will be spent. The Family Assistance fund has not yet been used but will be left for now. Support to Fallen is also zero spent. There remain 9 recuperation kits in stock.	Mr. Leblanc
9.	RFAC Update An RFAC meeting was held on 11 January 2024. The following RFAC points were discussed: <ul style="list-style-type: none"> • <u>Gym</u>. There was a request for 2 x non-powered treadmills for the gym at \$4,00 each. This is over-budget for this year and it was recommended one be bought this year and the second next year. C Sqn is seeking more equipment. With possibility of PSP funding, the investigation continues. The budget was discussed and further discussion is required; possibly an amendment to the current year budget. • <u>Spartan Race</u>. There was a funding proposal for \$12k. The price is increasing each year with the popularity of these family events. The Guild supported in principle but asked for more work to refine budget; perhaps a numbers cap; limit number of races or fundraising. • <u>Junior Ranks Rest Easy</u>. The Junior Ranks Rest Easy is seeking funding for furniture and other improvements. The initiative is fully supported but Guild requested that proposal be further refined to included other funding sources; prioritize line items or phased approach. The refined proposal will be tabled again at next meeting. • <u>Ironsides</u>. Four Regimental teams are requesting entrance fees of \$250 (total \$1,000) be paid by Guild. The request was approved. • <u>C Sqn Laptop</u>. C Sqn is requesting a computer for outreach and social media. Mr. Follwell has identified a Guild laptop which is being prepared for C Sqn. • <u>C Sqn Hockey Jerseys</u>. A request to pay for C Sqn hockey jerseys was not supported. • <u>3D Printer for Kit Shop</u>. A request for a 3D printer for kit shop was not supported as it does not align with Guild charitable objects. Further justification is required. 	Sgt Brisson
10.	Business Planning Update Mr. Frank presented the 5-year strategy graphic which highlights future activities. He stated that the draft 5-year Strategic Plan has been	Mr. Frank


	<p>reviewed a few times and asked that any more suggestions for amendment be passed to him. The plan is on target to be signed in April.</p> <p>Due to un-forecasted spending for the Regimental kitchen and the 50th Association Reunion, the Director Business Planning will discuss with the CFO an amendment to the FY23/24 Business Plan.</p>	
11.	<p>History and Heritage Update</p> <p><u>Scarlett Uniforms</u>. Mr. Skelding review the inventory of Scarlett uniforms. Some N/S items.</p> <p><u>Guild RCD Uniform at Ottawa Army Officer's Mess</u>. There is an RCD scarlet uniform on loan to the Army Officer's Mess. It is understood that the three Ottawa officer's messes will be combined and that the uniform may not be needed for display. After discussing it was decided that the Guild would take the uniform back. Mr. Follwell will liaise with the mess to discuss the handover of the uniform.</p> <p><u>Historical Vehicle Troop</u>. The Guild approved requests to borrow the Staghound from 1H London, 1 June, and Ont R museum, Aquino Weekend 26/27 July. The requesting organizations will pay all costs. The Guild approved a request to use the Ferret as a static display at the 2 CMBG NCOs mess dinner, 1 March.</p> <p><u>CFB Petawawa Historical Weapon Live Fire</u>. Mr. Skelding is reviewing a request to fire a .30 cal from the Staghound.</p> <p><u>Coyote Divestment</u>. The Regiment is working with the Coyote Technical Authority and DHH to develop finalize the Coyote divestment plan, to include artifacts. At present the request is for 1 x Coyote for Dragoon Park and 1 x Coyote for HVT. One of RCD Coyotes may go to Canadian War Museum.</p> <p><u>Base Museum RCD Gallery</u>. Mr. Skelding advised that planning for the RCD gallery to include Guidons is progressing.</p> <p><u>Commemorating Past War/Sacrifice</u>. Mr. Skelding is reviewing worldwide RCD memorials with a view to improve and/or replace in 2025 during Leliefontein and Leeuwarden celebrations.</p>	Mr. Skelding
12.	<p>Awareness and Fundraising Update</p> <p>The Springbok/Dragoon publication final price was twice the budget of \$10k. There was a general discussion that concluded the publication is excellent and must be continued. The Director Awareness with Editors are requested to look at ways to reduce costs, such as reducing pages or number of copies.</p> <p>Several Wall of Recognition plaques are being prepare and should be installed by Leeuwarden.</p> <p>There is on-going work to develop Terms of References, particularly for the RFAC.</p> <p>A refresh of the website is being investigated.</p>	Mr. Follwell

13.	Board Vacancies The President reviewed board vacancies expected over the next year. Due to change of appointments (COR and CO) this spring, new directors Mr. Steve Cadden and Ms. ChloeAnn Summerfield will be elected to the Board. Mr. Dyrald Cross has volunteered to replace Mr. Fulton as Director Governance at the April meeting. A new CFO, Ms. Franca Gagliano, has volunteered to replace Mr. Riganelli mid year. It was asked for future consideration whether the RCD Archivist, Mr. Muralt, should be a Guild director.	President
14.	CanadaHelps Update Mr. Atkins stated that the Guild is increasing use of the CanadaHelps application. He and Mr. Follwell uploaded the Guild contact list and have started using the bulk email capabilities of the app, which is working well and has improved Guild communications. The Y007 donations have been uploaded into the system and the 2023 tax receipts will be issued in early February. Mr. Atkins with the new fundraiser will further investigate use of other CanadaHelps fundraising tools.	Mr. Atkins
15.	Records Keeping and Digitization Mr. Atkins presented a CRA graphic on mandatory records to be kept by the corporation. He handed the topic over to Mr. Follwell to brief on the way ahead for Guild records keeping. Mr. Follwell stated that the Guild records are in many places, with many formats and limited access to the board members. The board will continue past initiatives to digitize, centralize and make accessible to all board members. A small IM working group, mainly the COS and Secretary supported by all members of the board, will assess the current state of the Guild records and develop SOPs for retaining, cloud storage and making accessible all Guild records.	Mr. Atkins, Mr. Follwell
16.	50th RCD Association Reunion The 50 th Anniversary of the Association will be celebrated a reunion to be held 14-16 June 2024. The board had previously approved an initial \$10k to support the event, but there are options for further funding. The reunion budget has not yet been presented the board. Discussion to follow on further funding when the budget is sent to the board members.	President
17.	New Business The Secretary stated that the Corporations Canada annual and change of directors returns will be filed in the next few days. The Treasurer stated that the Guild vehicle, donated several years ago by a car dealership, needs repairs and is rarely used. After discussion it was agreed that the vehicle should be divested at maximum financial benefit to the Guild. The President asked the Board to consider future donations for philanthropy donations such as Homes for Heros and other organizations that help RCD veterans.	All

18.	Next Meeting The 2nd Quarter BOD meeting is tentatively scheduled for 16 April 2024.	President
19.	Adjournment The President closed the meeting at 1650 hrs.	Motion to Adjourn: Ms. Reid, Second Mr. Leblanc Passed unanimously



Mr. J. Atkins
Secretary
Distributed and Archived
17 Feb 24



Mr. D. Milner
President
Approved



January 15, 2024

MEMORANDUM TO: The Board of Directors

FROM: Paul Riganelli

Chief Financial Officer

SUBJECT: First Quarter FY24 CFO Report to the Board of Directors

This report highlights the Guild's financial activities and results for the first quarter of fiscal 2024 from October 1, 2023 to December 31, 2023.

All figures are in Canadian dollars and rounded to the nearest \$100 (except for Balance Sheet figures).

Income Statement Analysis

Attached as **Annex 1** is the 1st Quarter Profit and Loss Statement compared to last year. You can see that total revenue generated in Q1 is \$52,800 against expenses of \$60,100 for a loss of \$7,300. This compares to revenue generated last year in Q1 of \$12,000 against expenses of \$30,500 for a loss of \$18,600. Therefore, while this year revenue was much higher – so were expenses. However, this year's Q1 losses were less than half the size of last year.

Revenue Analysis

Of note in the quarter were two sizeable general donations by Turner (\$20,000) and Natynczyk (\$5,000). Also, the October General Hillier fundraiser brought in \$13,300 in the quarter. The Y007 balance was at \$2,100 (which does not include the month of December – not posted as of this writing) and Canada Helps at \$12,300 (which includes monthly donations of about \$750 per month and one-time donations as well).

Expense Analysis

On the expense side **Corporate Services** at \$9,400 in the 1st quarter is below last year by \$1,900 with the cost of the year end audit review being the largest cost item at \$5,600.

Awareness experienced significant costs this quarter of \$23,400 (compared to \$200 last year) which included the expenses of the Hillier fundraiser (\$13,700 – almost entirely offset by the Hillier fundraiser revenue described above) and the cost of producing the 2023 Springbok which had not been expensed last year (\$9,400). **History and Heritage** expenses were considerably lower in the quarter (\$300) than last year (\$3,200). **Quality of Life** expenses were \$27,000 compared to last year of \$15,800. The significant item in this category is the payment of

\$15,000 for the Dragoons canteen equipment. Also, as was the case last year, in the first quarter, a bursary of \$10,000 was paid out.

Budget vs Actual Results

Attached as **Annex 2** is the 1st Quarter Profit and Loss Statement compared to budget. You can see that total revenue generated in Q1 is \$52,800 against budgeted revenue of \$44,500 is well ahead of budget. The variance to budget is mostly explained by the fact that the Hillier fundraiser revenue of \$13,300 was not budgeted and that donations were budgeted to come in equally over 12 months. Note that interest income on the GICs in the approximate amount of \$15,000 is not reflected in the first quarter results. It has been the Guild's practice to book the income on the investment fund at the end of each fiscal year (in Q4). This practice assumes that the income on the investment fund will be reinvested and therefore quarterly reporting of that income is distortive. Also, the interest is not paid quarterly but will be paid at the end of the fiscal year – mid October 2024.

On the expense side total expenses in the quarter at \$60,100 were well above budget of \$47,000. **Corporate Services** was slightly over budget by \$1,800 and **History & Heritage** was below budget by \$8,100. However, Awareness and Quality of Life came in well above budget. The reasons are basically the same as described above. In **Awareness** the expenses of the Hillier fundraiser (\$13,700) were not budgeted, and the cost overrun of producing the 2023 Springbok (\$9,400) was also not budgeted. The **Quality of Life** budget variances arise because only \$5,000 was budgeted for bursaries in the first quarter compared to the \$10,000 that was actually paid and the Dagoon mess equipment was booked to Improvement in Regimental Lines and Accommodations which only had a budget of \$10,000 for the quarter.

Therefore, overall, the Guild experienced a loss of \$7,300 compared to a budgeted loss of \$2,500. This was a solid quarter with the Hillier event generating some real interest and new revenue. Over time and with more experience with such events costs will likely be better managed.

Balance Sheet

TD chequing account - \$65,243
Accounts Receivable (excluding HST) - \$0
GICs - \$1,523,200
Gym Equipment (NBV) - \$34,200
Camera, Inkjet Printer (NBV) - \$7,200
Accounts Payable (excluding HST) - \$300

Annex 3 contains the Guild's Balance Sheet as of December 31, 2023. The balance sheet is in good shape with total assets far exceeding total liabilities. There is sufficient cash in the chequing account to meet current obligations.

ANNEX 1

The Guild of the Royal Canadian Dragoons
Profit and Loss Comparison
October - December, 2023

	Total	
	Oct - Dec., 2023	Oct - Dec., 2022 (PY)
INCOME		
4200 General Donations	25,120.00	5,158.00
4202 Y007 Allotment Donations	2,096.00	3,984.00
4210 Fundraising Donations	13,308.16	
4221 United Way (GCWCC)/CanadaHelps	12,293.40	2,319.79
4240 CFCF & Other Interest	7.14	142.87
4250 Short-Term GIC Interest		350.42
Total Income	\$ 52,824.70	\$ 11,955.08
GROSS PROFIT	\$ 52,824.70	\$ 11,955.08
EXPENSES		
5000 Corporate Services		
5006 CanadaHelps DMS Fees	1,068.00	1,068.00
5007 Guild Financial Review	5,610.60	5,484.95
5012 Guild Vehicle Expenses		2,371.00
5020 Quickbooks Online and Receipt Bank	223.80	205.14
5607 Board of Directors Insurance	298.08	
5610 Accounting Services	2,089.49	1,886.79
5611 Bank Charges includes safety deposit box	156.30	295.61
Total 5000 Corporate Services	\$ 9,446.27	\$ 11,311.49
5100 Awareness - Communications, Marketing & Fundraising		
5008 Website Hosting	20.67	20.67
5013 Travel	270.61	59.91
5101 General Fundraising Expenses	13,664.63	
5104 Website and Social Media Support	45.08	41.34
5107 The Guild Wall of Recognition		63.61
5321 Production of Springbok/Dragoon 2023	9,372.00	
5613 Postage Costs	22.42	
Total 5100 Awareness - Communications, Marketing & Fundraising	\$ 23,395.41	\$ 185.53
5200 History & Heritage		
5009 Ceremonial Support	25.90	2,217.62
5202 Accoutrements for New Soldiers		440.48
5205 Maintenance of a 100 Person Guard in Scarlet Uniforms and Accoutrements	51.81	160.45
5209 Regimental Property and Historical Archives	186.45	
5211 Guild Property and Historical Archives		284.93
5216 Identification and Maintenance of Regimental Trophies		103.61
Total 5200 History & Heritage	\$ 264.16	\$ 3,207.09
5300 Quality of Life		812.85
5015 Support to Cadets	274.99	3,000.00
5301 LLFN Memorial Education Bursary	10,000.00	10,000.00
5302 Volunteer & Community Service Bursary	1,000.00	1,000.00
5307 Family Assistance	650.00	
5316 QoL Improvements in Regimental Lines & Accomodations	15,000.00	
5317 Christmas Hamper Program		1,000.00
5325 Retirement Medals	75.71	
Total 5300 Quality of Life	\$ 27,000.70	\$ 15,812.85
Total Expenses	\$ 60,106.54	\$ 30,516.96
PROFIT	-\$ 7,281.84	-\$ 18,561.88

ANNEX 2

The Guild of the Royal Canadian Dragoons Budget vs. Actuals: The Guild - 2024 Budget - FY24 P&L October - December, 2023

	Total	
	Actual	Budget
Income		
4200 General Donations	25,120.00	12,500.01
4201 Bursary Donations	0.00	5,000.01
4202 Y007 Allotment Donations	2,096.00	3,750.00
4210 Fundraising Donations	13,308.16	23,000.00
4218 Targeted Donation Volunteer Service Award	0.00	249.99
4221 United Way (GCWCC)/CanadaHelps	12,293.40	0.00
4240 CFCF & Other Interest	7.14	0.00
Total Income	52,824.70	44,500.01
Gross Profit	52,824.70	44,500.01
Expenses		
5000 Corporate Services	0.00	0.00
5006 CanadaHelps DMS Fees	1,068.00	1,100.00
5012 Guild Vehicle Expenses	0.00	624.99
5016 Contingency	0.00	1,250.01
5020 Quickbooks Online and Receipt Bank	223.80	225.00
5604 Administration	0.00	125.01
5607 Board of Directors Insurance	298.08	624.99
5608 Legal Fees	0.00	375.00
5610 Accounting Services	7,700.09	3,249.99
5611 Bank Charges includes safety deposit box	156.30	50.01
Total 5000 Corporate Services	9,446.27	7,625.00
5100 Awareness - Communications, Marketing & Fundraising	0.00	0.00
2322 Guild Audio Video Presentation (Road Show)	0.00	500.01
5008 Website Hosting	20.67	0.00
5013 Travel	270.61	999.99
5101 General Fundraising Expenses	13,664.63	0.00
5103 Production of Guild Promotional Material	0.00	750.00
5104 Website and Social Media Support	45.08	249.99
5217 Marketing Sponsorships	0.00	3,000.00
5319 Equipment Improvement and Replacement Program	0.00	249.99
5320 Support to Charities	0.00	375.00
5321 Production of Springbok/Dragoon 2023	9,372.00	3,000.00
5322 Generate Guild Income	0.00	249.99
5613 Postage Costs	22.42	750.00
Total 5100 Awareness - Communications, Marketing & Fundraising	23,395.41	10,124.97
5200 History & Heritage	0.00	0.00
5009 Ceremonial Support	25.90	0.00
5201 O & M of the Staghound, Ferret, and the Leliefontein 12-Pounder Gun	0.00	1,250.01
5202 Accroutements for New Soldiers	0.00	1,250.01
5203 ID and Maintenance of Dragoon Memorials	0.00	125.01

5204 Uniform Procurement for Crews of Heritage Vehicles	0.00	249.99
5205 Maintenance of a 100 Person Guard in Scarlet Uniforms and Accoutrements	51.81	2,499.99
5209 Regimental Property and Historical Archives	186.45	1,250.01
5210 RCD Collection	0.00	1,250.01
5214 Dragoon Park Maintenance	0.00	249.99
5216 Identification and Maintenance of Regimental Trophies	0.00	249.99
Total 5200 History & Heritage	264.16	8,375.01
5300 Quality of Life	0.00	0.00
5015 Support to Cadets	274.99	750.00
5301 LLFN Memorial Education Bursary	10,000.00	5,000.01
5302 Volunteer & Community Service Bursary	1,000.00	249.99
5303 Deployment Bears	0.00	875.01
5304 Recuperation Kits	0.00	249.99
5307 Family Assistance	650.00	0.00
5308 Ceremonial Support to our Fallen	0.00	1,250.01
5316 QoL Improvements in Regimental Lines & Accomodations	15,000.00	10,000.00
5318 Regimental Family Member Assistance	0.00	2,499.99
5325 Retirement Medals	75.71	0.00
Total 5300 Quality of Life	27,000.70	20,875.00
Total Expenses	60,106.54	46,999.98
Net Operating Income	-7,281.84	-2,499.97
Net Income	-7,281.84	-2,499.97

The Guild of the Royal Canadian Dragoons
Balance Sheet Comparison
As of December 31, 2023

	Total	
	As of Dec. 31, 2023	As of Dec. 31, 2022 (PY)
Assets		
Current Assets		
Cash and Cash Equivalent		
1001 Cash Investments - US\$	0.00	0.00
1002 Foreign Exchange on Cash Investments	0.00	0.00
1003 Cash Investment - CDN\$	0.00	0.00
1050 Cash Float - Ceremonial Uniforms	200.00	200.00
1060 TD Canada Trust	65,243.14	85,053.93
1061 TD GIC Account	309,938.67	0.00
Undeposited Funds	0.00	2,646.00
Total Cash and Cash Equivalent	\$ 375,381.81	\$ 87,899.93
Accounts Receivable (A/R)		
1200 Accounts Receivable (A/R)	0.00	0.00
1202 Interest Receivable	2,199.41	
Total Accounts Receivable (A/R)	\$ 2,199.41	\$ 0.00
1035 GST Rebate	-2,606.95	-2,072.74
1040 HST Rebate	-10,713.04	-9,311.29
1201 Deployment Bear Gift Certificates	240.00	240.00
1300 Prepaid Expenses	2,478.34	1,797.66
Total Current Assets	\$ 366,979.57	\$ 78,553.56
Non-current Assets		
Property, plant and equipment		
1520 Ceremonial Uniforms	1.00	1.00
1530 Regimental Memorabilia	1.00	1.00
1540 Quality of Life - PPE		
1541 Regimental Gym Equipment	41,813.79	32,044.41
1542 Accum. Amort. - Gym Equipment	-7,642.86	-2,937.40
Total 1540 Quality of Life - PPE	\$ 34,170.93	\$ 29,107.01
1545 Awareness - Communications, Marketing & Fundraising - PPE		
1546 Digital Equipment - camera	1,296.06	
1547 Equipment - colour inkjet printer	6,320.36	
1548 Accum. Amort. - Equipment	-392.00	
Total 1545 Awareness - Communications, Marketing & Fundraising - PPE	\$ 7,224.42	\$ 0.00
Total Property, plant and equipment	\$ 41,397.35	\$ 29,109.01
1220 Manulife Securities - Canadian	0.00	0.00
1222 Manulife Securities (USD)	0.00	0.00
1223 Foreign Exchange on Investments	0.00	0.00
1250 TD Long-Term GIC	1,213,264.25	1,360,662.00
1251 TD Wealth Management - GIC	0.00	100,000.00
Total Non Current Assets	\$ 1,254,661.60	\$ 1,489,771.01
Total Assets	\$ 1,621,641.17	\$ 1,568,324.57
Liabilities and Equity		
Liabilities		
Current Liabilities		
Accounts Payable (A/P)		
2100 Accounts Payable	326.47	12,887.51
Accounts Payable (A/P) - EUR	0.00	
Total Accounts Payable (A/P)	\$ 326.47	\$ 12,887.51
Credit Card		
Credit Card	25.00	
Total Credit Card	\$ 25.00	\$ 0.00

2110 Accrued Liabilites	5,400.00	5,095.00
2290 Sgt Dynierowicz Fund	0.00	2,448.95
2292 Bursary Payable	10,000.00	10,000.00
2293 Volunteer Awards Payable	2,000.00	2,000.00
GST/HST Payable	-12,793.48	-5,171.28
GST/HST Suspense	-5,945.01	-10,054.05
Total Current Liabilities	-\$ 987.02	\$ 17,206.13
Total Liabilities	-\$ 987.02	\$ 17,206.13
Equity		
Retained Earnings	1,629,910.03	1,569,680.32
Profit for the year	-7,281.84	-18,561.88
Total Equity	\$ 1,622,628.19	\$ 1,551,118.44
Total Liabilities and Equity	\$ 1,621,641.17	\$ 1,568,324.57



THE TREADMILL FACTORY
505 COCHRANE DRIVE
MARKHAM ON L3R 8E3
CANADA
Tel: 905-944-0090

Proposal Number	Document Date	Page
34090	12/01/2024	1/1

Customer No.

PO#

MAK0002971

Sales Person

DUNCAN NICOLL
705-220-1215
Duncan@treadmillfactory.ca

FOLLOW US ON INSTAGRAM @ TF_CANADA
WWW.TREADMILLFACTORY.CA

Prepared For:

Royal Canadian Dragoons

CFB Gagetown
Oromocto NB
CANADA

Ship to:

Dragoons Petawawa

Petawawa ON
CANADA

Currency: **CAD**

Line #	Stock #	Description	Quantity	Unit Price	Price After Disc	Total
001	6819	ASLT TREADMILL AIR RUNNER PRO	2	3,999.00	3,799.00	7,598.00
002	4093	XM CLIMBING ROPE 25' MANILLA	1	129.00	109.65	109.65
003	SHIPPING	TF SHIPPING	1	309.00	309.00	309.00

All prices are subject to change without notice and are
not guaranteed.

Subtotal	CAD 8,016.65
Total Tax	CAD 1,042.16
TOTAL	CAD 9,058.81

Approved and Accepted

by: _____

Date: _____

HST:8821I3970RT0001



Spartan Dragoon 2024
Mont Tremblant June 15th-16th
Calabogie Peaks August 3rd-4th



BLUF

Proposal: for RCD Guild to sponsor the participation of RCD members and their families in the upcoming 2024 Spartan Races at Mont Tremblant on June 15th to 16th and at Calabogie Peaks on August 3rd to 4th.

Mont Tremblant (June 15th to 16th)

- 5km Sprint, 10km Super, 21km Beast, Kids

Calabogie Peaks (August 3rd to 4th)

- 5km Sprint, 10km Super, Kids

Total Requested Funds: \$?

- 10 x Trifecta Passes - \$3,500.00 approx.
- Sprint/Super/Beast/Hurricane Heat Tickets - \$11,000.00 approx.
- Kids Tickets - \$1,000.00 approx.
- T-shirt costs - \$?



Contents

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PT Shirt Cost
Total Request



WO Travis Livingstone
Mont Tremblant 2023



Cpl Oliver Caborn
Mont Tremblant 2023



RCD Spartan Race **History**

- In 2022, the Guild of the Royal Canadian Dragoons sponsored forty-seven Dragoons and ten children of Dragoons to participate in the Spartan Race at Calabogie Peaks and Mont Tremblant. 2023 saw the addition of Ski Brimacombe in Toronto to accommodate a deploying member. Seventy-five Dragoons and 34 children participated in 2023.
- In 2023, ten Dragoons completed the Trifecta medal, three of those continued to complete two more Trifecta medals on their own. Five children completed the Kids Trifecta Medal. This is a fifty percent increase from 2022.
- Physically fit members participated in the competitive brackets with Cpl Katherine Prenovost taking 3rd place in the Ski Brimacombe competitive Sprint.
- Enthusiasm towards the Spartan Race has grown considerably. More members are expected to be competitive, and some has voiced interested in international events.

Lt. Erica Rogers
Mont Tremblant 2023



Participation Numbers Spartan Dragoon 2022/2023



Lt. Nathan Frampton
Calabogie Peaks 2023

2022

- Mont Tremblant
 - Beast – 6
 - Kids - 2
- Calabogie Peaks
 - Sprint - 18
 - Super - 23
 - Kids – 10

2023

- Ski Brimacombe
 - Sprint Competitive - 2
 - Super - 1
- Mont Tremblant
 - Trifecta – 10
 - Ultra - 3
 - Beast - 7
 - Super - 10
 - Sprint - 3
 - Kids – 7
- Calabogie Peaks
 - Sprint - 14
 - Super – 16
 - Super Competitive - 9
 - Kids – 17



Lessons Learned from **Spartan Dragoon 2022/2023**

- Ticket prices are better during traditional sales seasons such as Black Friday, Boxing Day, New Years and can be as much as 35% off ticket price. Online coupons can bring prices down and allow more Dragoons to participate.
- Spartan Race customer service is not much help with bulk ticket purchase and their website has issues processing requests with different race distances in the sale. Purchasing tickets by race distance through the website worked without issues.
- The use of Trifecta Passes allows members to complete a Trifecta medal at 25% reduced cost. This does require commitment on the part of the member as the pass is assigned to the member, transfer to another is not possible.
- Desire to participate in competitive brackets is much higher than anticipated.



SPARTAN DRAGOON 2023

Proposal

- \$3,500.00 for 10 Trifecta Passes to allow 10 Dragoons to complete the Trifecta. The 21km Beast at Mont Tremblant, and the 5km Super and 10km Super to be completed at Mont Tremblant or Calabogie Peaks.
- \$11,000.00 for Sprint/Super/Beast/Hurricane Heat races either at Mont Tremblant or Calabogie Peaks. Participation in which race type will remain flexible to accommodate the level of interest from the participating members.
- \$1,000.00 for the Spartan Kids race. Members who bring their children to the race must understand that transport to the event, food for, and care of their children while they are participating in their race is their responsibility not the Regiments. Bring Mom.
- **\$? for RCD PT shirts for participating Dragoons and their children.**
- These events have proven to be a very effective morale boost for Dragoons and will encourage a high level of personal fitness. The RCD and the Guild will be positively represented in a public setting displaying all levels Dragoon family engagement.



Subbies Hurricane Heat **12hrs Calabogie Peaks**



Cpl Allen-Smith
Mont Tremblant 2023

- The Hurricane Heat is 4hr/12hr/24hr endurance event that was created when a Spartan Race was to be cancelled because of Hurricane Irene in 2011. Spartan called for those who wanted to face the storm, most refused, but a handful dared the storm.
- Hurricane Heat is a mainly team-based event designed to take your mental and physical capabilities to new limits. Expect grueling physical tasks, problem solving, leadership challenges, as well as solo performance tests under extreme conditions.
- The team for the Calabogie 12hrs event would ideally consist of the new CO, the last CO, and five of the most junior officers in the Regiment.
- Cost of the tickets have already been factored into the funding request.



Individual Race Entry Costs

Mont Tremblant:

- 15 June 2024
 - 21km Beast - \$130.00/pers
 - 50Km Ultra - \$160.00/pers
 - Kids - \$29.99/child
- 16 June 2023
 - 5km Sprint - \$110.00/pers
 - 10km Super - \$120.00/pers
 - Kids - \$29.99/child

Calabogie Peaks:

- 03 Aug 2023
 - Hurricane Heat - \$142.00/pers
 - 10km Super - \$108.00/pers
 - Kids - \$29.99/child
- 03 - 04 Aug 2023
 - 5km Sprint - \$98.00/pers
 - Kids - \$29.99/child

Spartan Trifecta Pass – Sprint, Super, Beast - \$299.00/pers



SPARTAN DRAGOON

PT Shirt

Adult PT Shirt
Cpl Oliver Caborn



- Shirts will be purchased through RCD Kit Shop
- Adult Under Armour PT Shirt (Qty 60)– \$? ea
- Ladies PT Shirt (Qty 10)- \$? ea
- Kids C2 Sport PT Shirt (Qty 25) - \$? ea

Kids PT shirt
Maria Steward



- Total Shirt Cost
 - Adult Men/Ladies- \$?
 - Children - \$?
 - **Total – \$?**
- **After Taxes/Printing fees included**



Total Request Spartan Dragoon 2024

Entry Cost - **\$15,500.00**

PT Shirt Cost - **\$?**

Total Request SPARTAN DRAGOON 2023
\$?



Dragoons During the Race

MCpl Cote at the Helix
Calabogie Peaks 2022



MWO Nickerson at the Beater
Calabogie Peaks 2022



LCol Forsyth at the Wire Crawl
Calabogie Peaks 2023



Cpl McLennan at Spear Throw
Mont Tremblant 2022



MWO Monaghan at Sand-Bag Carry
Mont Tremblant 2023



Cpl Thompson at Multi-Rig
Calabogie Peaks 2022



Brooke Livingstone
Mont Tremblant 2023



Little Dragons

Megane Arbour
Calabogie Peaks 2023



Left to right:
Patrick Sainsbury, Addison & Ayla Conty-Petzold, Anna
& Maria Steward, Avery Passmore
Calabogie Peaks 2022

Members at International Events



Cpl Eric Morse, Cpl Jordan Schultz
Sgt Christopher Steward, Cpl Justin Tardif
World Championship, Abu Dhabi, United Arab Emirates

Sgt Christopher Steward
World Trifecta Championship, Sparta, Greece



Thank you for your time and consideration.



2024 RCD Spartan Race Proposal

The main effort for the 2024/25 fiscal year RCD Spartan Races will be the Ottawa races 3-4 August, as they are the closest. This will allow for the highest turnout of members and their families. The races available at the Ottawa Spartan Race held at Calabogie Peaks are, the 5km Sprint, 10km Super, 1-3km Kids, and the 12hour Hurricane Heat. These races are limited due to the size of the venue.

Our secondary effort will be Mont-Tremblant 15-16 June. This is a much larger event than Calabogie and allows members to compete in the Trifecta weekend (Sprint 5km, Super 10km, and Beast 21km). The Trifecta is a huge motivating factor for those members that are trying to physically challenge themselves. The Beast is not offered in Calabogie and Mont-Tremblant is the closest venue that offers all three races. This event also allows members to compete in the Ultra, a 50km race that is even more challenging than the Trifecta.

The first step upon receiving approval will be finding the number of interested members, this will be achieved by posting fliers around the regiment and having information pushed out to the squadrons through the CoC. Names and numbers will be required by the end of April this will allow myself to provide a more accurate total for the costs for approval and allow for quotes to produce team T-Shirts. Once the final costs have been approved, I will then place the order for the T-shirts and the tickets can be purchased, utilizing coupons and deals that happen periodically we can help reduce the overall cost of the tickets.

Below is a break down of the costs using current 2024 entry ticket prices broken down by event and based off the 2023 number of participants. **These numbers are just an estimate and are subject to change.**

Mont-Tremblant	2023 Numbers	2024 Cost	Est. Total (\$)
Sprint 5km	3	110.00	330
Super 10km	10	120.00	1,200
Beast 21km	6	130.00	780
Ultra 50km	4	160.00	640
Kids 1-3km	8	29.99	239.92
Trifecta Pass (30-01-2024)	10	299.00	3,289
		Sub Total	6,478.92

Ottawa Ticket	2023 Numbers	2024 Cost	Est. Total (\$)
Sprint 5km	9	98.00	822
Super 10km	20	108.00	2,160
Kids 1-3km	26	29.99	779.74
Hurricane Heat 12hr	----	142	-----
		Sub Total	3,761.74

T-shirt quote 2023 (Precision Textiles)			1,749.39
		Total	\$11,990.05

* Ticket costs are before tax.

Jr Ranks Rest Easy Guild

1. JR's Rest Easy at Y-137
2. The Junior Ranks have proposed to the Regiment to begin operating a rest easy, much like that of the Cent Room or Holland Room. The proposal has been blessed by the CO and the RSM; the constitution and NPF accounts are expected to be ratified as of April 24.
3. The original proposal was for \$15000, after deeper research into cost of furniture and equip, we would like to amend the proposal to \$20,000, to furnish and decorate, to include painting, the new Junior Ranks area.
4. The grant would not be used for any of the daily operating costs of the rest easy and would all be covered by the dues paid by members. Individual items will be identified and requested by the OPI to be approved by the guild. Attached is the proposed layout of the rest easy as well as costs of intended procurements.
5. We see this happening over a 6 month period, however, purchasing would not commence until the NPF entity has been established and guidelines have been approved in April 24.

Junior Ranks Rest Easy

Item	Quantity	Item Cost	Total Cost
Dining Chairs (Set of 2)	25	\$ 199.00	\$ 4,975.00
Bar Stools (Set of 2)	8	\$ 249.00	\$ 1,992.00
Bistro Pub Table	5	\$ 259.00	\$ 1,295.00
Dining Table	5	\$ 209.00	\$ 1,045.00
Bookshelf	1	\$ 1,199.99	\$ 1,199.99
Coffee Makers	3	\$ 599.99	\$ 1,799.97
Arcade Games	2	\$ 799.00	\$ 1,598.00
Building Materials(Bar Rebuild/Communal Table)		\$ 2,500.00	\$2,500.00
Misc Wall Décor		\$ 1,000.00	\$ 1,000.00
Paint (18.96L)	2	\$ 119.00	\$ 238.00
		SubTotal	\$ 17,642.96
		Tax	\$ 2,293.58
		Total	\$ 19,936.54

Guild of the Royal Canadian Dragoons

Strategic Plan

February 2024

Introduction

1. This Guild Strategic Plan is for the period 2024 to 2029. It describes the process to achieve the Guild's mission and to realize its vision. Part I identifies the foundation of the Guild: its mission, vision, objectives and the CRA approved Objects, Items and Activities. Part II describes the strategic framework and Part III lists the strategic intents which guide planning for delivery of the Guild Charitable Program (GCP).
2. The strategic plan plots the Guild's route to a successful future. It does not provide specific details on projects and programs but lays out boundaries within which the guild will operate. The annual Guild Business Plan provides detail on individual programs and projects within the constraints of the strategic plan.

Part I – Foundation of the Guild

3. Members of the Guild feel a strong sense of duty to provide meaningful support to the Regimental Family. This can only be achieved if all elements of the Guild have a clear understanding of the mission and work towards its accomplishment in a coherent fashion. These terms focus Guild activity:
 - a. Guild Vision and Purpose: To foster A Regimental Family with a heightened sense of unity, heritage and quality of life.
 - b. Guild Objects, Items and Activities: In 2019 the Guild received CRA approval for an updated version of its Objects, Items and Activities. The approved Objects, Items and Activities for the RCD Guild are at Annex A. To be registered as a charity under the Income Tax Act, Canadian law requires that an organization's objects be exclusively charitable and define the scope of activities that can be engaged in by the organization. Subject to limited exceptions, all of a registered charity's resources must be devoted to these activities. The Guild Objects were identified by analysis of the Guild's original articles and define the scope of Guild activity. They are exclusively charitable as are the Activities proposed to accomplish these objects. All Guild projects and programs included in the GCP must be associated with one or more activity. Terminology used in this plan to describe Guild activity is as follows:
 - i. Object: An Object is an aim or main intent. Objects define the scope of activities the Guild will execute to achieve its mission;
 - ii. Item: An Item is a sub-element of an Object that defines the scope of the object;

- iii. Activity: An Activity is a description of the type of work that will be performed to achieve an object; and
- iv. Programs and Projects: Programs and Projects are work elements executed within an activity. Programs are enduring and projects have a defined start and end.
- c. Guild Belief: To achieve its mandated objects, the Guild believes it needs interactive involvement of the Regimental Family and the community to make meaningful contributions for the betterment of both. Through strong name recognition, the Guild will realize this belief by reaching out to the Regimental Family through various activities that contribute to community and national wellbeing.
- d. Guild Centre of Gravity: The Guild Centre of Gravity is the trust that the Regimental Family has placed in the Guild to enhance its History and Heritage, Communication and Outreach and Quality of Life. The GCP is designed and executed to ensure that this trust is not lost.
- e. Guild Mission: To promote, protect, preserve and further the Regiment's traditions and heritage; and promote public awareness and Regimental morale.
- f. Guild Main Effort: To promote and improve the quality of life for Regimental Family members.

Part II – Strategic Framework

- 4. Organization. Analysis of the approved Objects, Items and Activities has enabled the Guild to organize itself for optimum efficiency and to design an effective program for the achievement of its vision. The Guild structure included Program Committees aligned with the Objects and a Corporate Services Committee which provides administrative, financial and technical support.
- 5. Regimental Family Advisory Council (RFAC). Determining how best to serve the Regimental Family is a difficult challenge since the family is so dispersed and has a wide variety of needs. One of the key contributors to this task is achieved through the work of the Regimental Family Advisory Council (RFAC) which interacts with all elements of the Regimental Family to determine where Guild support would be most beneficial. The RFAC advises the Guild Board of Directors on Regimental Family requirements and its input is the basis for project and program proposals. Projects and programs must align with approved Guild activities.

6. Guild Charitable Program (GCP). The three Guild program committees (Community Outreach, History and Heritage and Quality of Life) are responsible for transforming ideas into project and program proposals. The Corporate Services Committee Business Planning Team consolidates these proposals and presents them to the Guild Board of Directors. The Board approves projects and programs for inclusion in the GCP based on a cost/benefit analysis. The GCP are grouped as projects and programs for inclusion in the annual Business Plan and are executed in the next fiscal year. The approved Business Plan provides authority and funding for projects and programs.

Part III – Five Year Strategic Outlook

7. The Guild's near term actions are guided by a Five Year Strategic Outlook framed by strategic intents. Strategic intents are identified over time and provide direction to the Board of Directors concerning Guild operations. The intents do not normally apply to specific projects and programs but more to the Guild's general functioning and direction. Intents are updated as required but normally apply over the long term. Working within a framework of intents provides coherence in the Guild's approach to delivering its program. Attached as Annex B is the Guild's Five Year Strategic Outlook. The Guild strategic intents are as follows:
 - a. Culture of Excellence. The Guild intends to operate as a model corporation, aggressively promoting and growing its GCP, flexibly adjusting to changes in the external and Regimental Family environment and judiciously employing leading edge management techniques to optimize performance. The Guild intends to increase the quality, size and scope of the GCP every year while remaining within the limits of the Guild Objects.
 - b. Size of the Guild: The Guild intends to keep its governance and committee structure as small as possible while still being able to deliver the GCP. Increased bureaucracy will be avoided.
 - c. Guild Executive Evolution. The Guild intends to create additional stability and for selected key executive appointments of the Guild. The current Guild governance structure has the Colonel of the Regiment as the President and Chairman of the Board of Directors, the Commanding Officer as the Second Vice-President and Regimental Second-in-Command as the Secretary Treasurer and Chairperson of the Corporate Services Committee. These are relatively short term appointments (one to three years) and the delivery of the GCP is a long term effort. To improve continuity and stability, the Guild intends to enhance stability and create a better long term vision by selecting retired individuals to take on roles traditionally held by serving members of the Regiment. Developing options that move in this direction will be a major effort over the next two years.

- d. Business Planning. The Guild intends to employ a structured business planning process to identify suitable projects and programs, assign work and manage finances. All Guild activities will be included in annual and long-term plans and only projects and programs approved in each annual plan will receive funding.
- e. Investment Income. The Guild intends to grow the size of its investment portfolio to at least \$2 Million. At this amount the investment income will be able to cover a large portion of the annual expenditures. As a result a continued fundraising effort will need to be maintained to fund the annual Guild Charitable Program (GCP). To reach this goal and to surpass it, the Guild intends to reinvest investment income and a portion of fundraising income to grow the principal. The Guild intends to grow its Investment Fund as much as its fundraising will permit until the \$2 Million dollar target is reached. The aspirational goal is to continuously reinvest the interest and/or dividend income from the Investment Fund while recognizing that, should the Guild's operations at any time require financial support, income and principal from the Investment Fund may be used for that purpose.
- f. Fundraising. Although the intent of the Guild is to fund the majority of the GCP through investment income, fundraising will continue to be a key activity for the Community Outreach Committee. The Guild intends to expand the scope of its donor population by broadening its GCP to include activities that generate interest from a more diverse supporter group. It is hoped that doing so will encourage donors who may not have considered supporting Canada through the Regiment and its Guild in the past. New projects and programs must align with Guild Objects but may target appropriate and interested volunteers and/or worthy recipients who are not in the Regimental Family but provide indirect support to the Regimental Family. Providing support to charities such as "The Military Family Resource Centre", "The Soldier On Fund" and "Support Our Troops" demonstrates the Guild's intent to help a more general population. The Guild needs to work toward creating a Donor Strategy and Self Sustaining GCP.
- g. Honouring the Regiment and Recognizing Those Who Support It. The Regiment is a national treasure as the oldest Canadian Cavalry unit with more than 130 years of proud military history. Its exploits during war are woven into the fabric of Canadian nationhood. Support from benevolent donors enables the Guild to properly honour this proud heritage. The Guild intends to recognize contributions from these donors wherever and whenever possible through all mediums and communication.
- h. Increased Volunteer Base. Although volunteer support from the Regiment will always be important and appreciated, operational tempo puts a strain on the ability of serving members to devote time and resources to Guild work. The Guild intends to expand the size and scope of its volunteer base to populations both inside and outside of the Regiment.

- i. Strategic Partnerships. The Guild intends to improve the efficiency of its operations by establishing beneficial partnerships with like-minded organizations. The Guild is currently partnered with the RCAC Museum and the Ontario Regiment.
- j. Regimental Patron. Building on the success of our first Regimental Patron, David Batten, the Guild will continue to support this very important appointment. The Patron will help the Guild to enhance and build strategic partnerships and recognize those that support the Regimental Family. The second Patron for the Regiment is Marjolaine Hudon.
- k. Self-Supporting Programs. To the extent possible, the Guild intends to develop projects and programs which provide increased value to the recipient population but have little or no impact on Guild finances. This will be accomplished by ensuring that new project and program proposals are accompanied by specific pledges to provide the necessary sustained funding for their support.
- l. Preferential Contracting of Regimental Family Members. The Guild intends to ensure that the Regimental Family receives the greatest benefit from all Guild expenditures. In support of this intent the Guild will provide the opportunity to Regimental Family members to bid on contracts for Guild work. If the Regimental Family member is confirmed to have the required capability and the proposal is competitive in quality and price, then the contract will be awarded to the Regimental Family member.
- m. Improve Name Recognition. The Guild intends to improve its name recognition among the Regimental Family by launching initiatives that demonstrate the benefits of the Guild. Initiatives are intended to increase pride in the Regiment and the service of the Regimental Family members, knowledge of the Regiment's history and awareness of the programs the Guild executes in support of the Regimental Family. Opportunities such as Regimental and public events will be used to propagate the Guild's message.
- n. Significant Events. Over the next five years the Regiment will be celebrating several key events. In 2024 we will be celebrating the 50th Anniversary of our association. In 2025 we will be celebrating the 80th Anniversary of the liberation of Leeuwarden and the 125th Anniversary of the action at Leliefontein. All of these events will require detailed planning well in advance of the activities.

Conclusion

- 8. This Guild Strategic Plan provides general direction for the achievement of the Guild Vision. It is intended to Guide the Board of Directors and Guild Committees as they identify and execute projects and programs. A consistent and coherent approach to delivering the GCP is the most effective way to convert Guild resources and manpower into optimum support to the Regimental Family.

Annex A: Guild Approved Objects, Items and Activities

Annex B: Guild Five Year Strategic Outlook

OBJECTS, ITEMS AND ACTIVITIES

The numerical designators for the Objects, Items and Activities are shown in brackets at the end of the descriptions. These designators display the link between Objects, Items and Activities. All programs and projects executed by the Guild must be associated with an approved Activity.

1. **Object 1**: To promote, protect, preserve and further the traditions and heritage of the Royal Canadian Dragoons (hereinafter referred to as the “RCD” or the “Regiment”) as part of the Canadian Armed Forces (1):
 - a. **Items for Object 1**: The Guild will achieve Object 1 by:
 - (1) Displaying Regimental artifacts to members of the RCD and the public (1,a);
 - (2) Collecting and preserving artifacts relevant to the history of the Regiment, and funding the operations of the Regiment’s archives (1,b);
 - (3) Holding or participating in ceremonies and educational activities to mark important events in the history of the Regiment (1,c);
 - (4) Fostering liaisons with civilian authorities at all levels in order to establish, maintain and operate museums, exhibitions or demonstrations of items of regimental historical significance, memorabilia, artifacts or property (1,d); and

- (5) Collecting, disseminating and publishing information concerning the Regiment, of interest and relevance to members of the Regimental Family and the public at large (1,e).

b. Activities that support Object 1: Guild projects and programs are executed as part of the following activities. Activities may be associated with multiple Items and therefore may have multiple numerical designators:

- (1) Supporting exhibitions and community events (1,a,(3)), (1,c,(2));
- (2) Funding and operating the regimental museum at Garrison Petawawa and the regimental archives (1,a,(1)), (1,b,(1));
- (3) Acquiring, maintaining and preserving ceremonial dress uniforms and historical uniforms and accoutrements (1,a,(2)), (1,b,(2));
- (4) Making available objects and documents of historical significance to the Guild to civilian authorities and museums for display on request (1,d,(2));
- (5) Sponsoring and participating in projects, for example: parading in historical uniforms on Parliament Hill; participating in CNE Warriors Day Parades; attending parades, fairs or exhibitions with historical vehicles, artifacts and other educational materials and hosting gatherings of interest to the Regimental family and/or the public (1,c,(1)), (1,d,(1));
- (6) Communicating with the Regimental Family and the public through the annual publication of its magazine, the Springbok, via social media and via its website www.dragoons.ca (1,e,(1)); and
- (7) Periodically publishing a history of the Regiment in such a quantity and format as to be available to the Regimental Family and the public (1,e,(1)).

2. **Object 2:** To promote the well-being, morale and quality of life of the Regimental Family by funding, supporting and undertaking projects that assist cadets and current and former soldiers and their families (2).

a. Items for Object 2: The Guild will achieve Object 2 by:

- (1) Executing projects that assist the families of injured soldiers and activities to support the families of deployed soldiers (2,a);
- (2) Making materials and resources available that connect and support soldiers of the Regiment and their families (2,b);
- (3) Maintaining and managing the memorials and places of remembrance dedicated to Dragoons (2,c); and
- (4) Providing support and financial assistance for the Regiment's current and former soldiers, and their families to pursue post-secondary education (2,d).

a. Activities that Support Object 2: Guild projects and programs are executed as part of the following activities. Activities may be associated with multiple Items and therefore may have multiple numerical designators:

- (1) Providing the necessities of life to victims of disaster (2,a,(1)), (2,b,(1));
- (2) Acquiring recuperation kits for wounded soldiers (2,a,(2));
- (3) Issuing educational bursaries for post-secondary education (2,d,(1));
- (4) Sponsoring projects aimed at improving the quality of life of soldiers' families and other members of the community (2,a,(3));

- (5) Assisting with reasonable travel expenses for families of fallen soldiers who need to travel to participate in memorial events, where public funds are not available to assist (2,b,(2));
- (6) Communicating with the Regimental Family through the annual publication of its magazine, the Springbok, and via its website www.dragoons.ca (2,b,(3)); and
- (7) Supporting maintenance of sites of historical importance to the Regimental Family like its monuments, which would include anywhere Dragoons are interred (2,c,(1)).

2. **Object 3:** To promote public awareness of the Regiment including (3):

a. **Items for Object 3:** The Guild will achieve Object 3 by:

- (1) Communicating the activities of the RCD to the public at large (3,a); and
- (2) Strengthening the links between the RCD and the communities that surround and support it (3,b).

a. **Activities that support Object 3:** Guild projects and programs are executed as part of the following activities. Activities may be associated with multiple Items and therefore may have multiple numerical designators:

- (1) Supporting exhibitions and community events (3,a,(2)), (3,b,(2)); and
- (2) Communicating with the public through the annual publication of its magazine, the Springbok, via social media, via its website www.dragoons.ca (3,a,(1)), (3,b,(1)).

GUILD FIVE YEAR STRATEGIC OUTLOOK 2024-2029

2023 2024 2025 2026 2027 2028 2029

Mission: To promote, protect, preserve and further the Regiment's traditions and heritage; promote and improve the QOL for the Regt Family members; and promote public awareness and Regt morale.



Stay on top of your charity's books and records



Proper books and records make it easier for you to complete your charity's annual information return and demonstrate to the Canada Revenue Agency (CRA) that your charity is using its resources for charitable purposes.

Examples of records



Organizational

- Governing document
- By-laws
- Meeting minutes



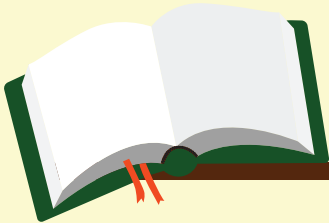
Financial

- Financial statements
- Copies of donation receipts
- Payroll records



Source documents

- Emails
- Written agreements
- Contracts and invoices



Storage tips

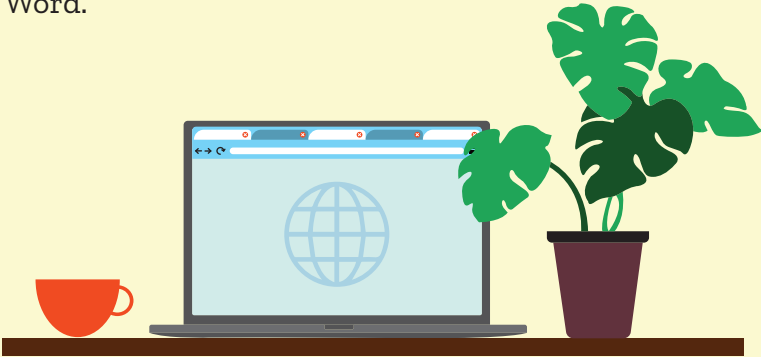


Use a readable format for electronic records such as PDF, Excel, or Word.

Any electronic records must be easily accessible from Canada.

Store at a Canadian address on file with the CRA.

Keep backup copies in a separate place, preferably off-site.



Note: Even if you hire a professional to keep your books and records, your charity is responsible for their completeness, accuracy and accessibility.



Retention of documents

Period

2 years

Types of documents

- Copies of donation receipts

6 years or 2 years after revocation

- Transaction reports
- Source documents
- Copies of T3010s
- Financial statements
- Summary of year-to-year transactions

Life of the charity and 2 years after revocation

- Governing documents
- By-laws
- Meeting minutes
- Records for 10 year gifts



To learn more about books and records, go to canada.ca/charities-giving



Canada Revenue Agency

Agence du revenu du Canada

