

**Record of Decisions from  
 Guild Board of Director's Meeting  
 Held at 1300 hours on 28 February 2020  
 At the Centurion Room, F104, Garrison Petawawa**

**Persons In Attendance:**

**President** Mr. P. Atkinson  
**First Vice President** Mr. D Levesque – call in  
**Second Vice President** Mr. R. Marois – call in  
**Secretary/Treasurer** Mr. J. Maerz  
**Clerk** Mr. M. Edwards - absent

**Directors:** Mr. J. Leamon – call in  
 Mr. D. Batten – call in  
 Mr. B. Bennett  
 Mr. J. Whitehead  
 Mr. T. Skelding – call in  
 Mr. T. Burnie – call in  
 Mr. B. Forsyth – call in  
 Mr. P. Ferretti - absent  
 Mr. T. Legare  
 Mr. M. Frank – call in  
 Mr. R. Morin - absent

**Scribe** Mr. J. Brown

**Observers** Mr. J. Hull (Investment Manager, call in)

Ser	Discussion/ Decision	Action by
1	<p><b>Opening Remarks.</b></p> <p>President. Called the meeting to order.</p>	Nil
2	<p><b>Review of Previous Record of Decision.</b></p> <p>Secretary Treasurer. Provided an update on the independent financial verification. Mr J. DeSilva and Mr A. Fenton completed the verification on 2 December 2019 without issue. The report will be posted on the Guild website. The independent verification process worked well and should be continued in this manner unless there is a specific need to engage professional services.</p> <p>Secretary Treasurer. Provided an update on the digitization and IT support of the Guild. Redundant paper files were destroyed and all documents are being digitized moving</p>	<p>Nil</p> <p>Secretary Treasurer</p>

<p>forward. The archive website, <a href="http://www.dragoonsarchives.ca">www.dragoonsarchives.ca</a> is up and running. The Guild website has been updated and has the PGP manual, CRA Documents, bylaws and objects of the Guild posted. The Strategic Outlook and Business Plan need to be uploaded once finalized, as do the TORs for the Leliefontein Bursary, Volunteer Award and Distinguished Service Award (once approved). The Clerk of the Guild will work with Mr Tom Burnie and the webmaster to ensure all the required documents are posted to the Guild website before the next board meeting.</p> <p>Secretary Treasurer. Future meeting call outs will include a contact list of Board members' emails and phone numbers and will be confirmed at Board meetings. The draft list was released as an appendage to this record of decisions.</p> <p>Secretary Treasurer. Provided an update on the Covell Brown project. The final cheque was received and the project is fully funded. The trophy had its inaugural presentation and the medallions have been received and will be stored in the Guild storage at B-120 with limited access.</p> <p>Secretary Treasurer. Provided an update on the purchase of new ceremonial helmets. All helmets have now been received. The intent is to either stamp them or install a brass plaque inside one of them in recognition of Col Lake's generous donation. The cost of this endeavour will not exceed \$50. A formal letter of thanks will be sent by the President to Mr Lake.</p> <p>Secretary Treasurer. Brought forward discussion on the Leliefontein Guild Bursary. He noted that with the familiarity of the Board with likely applicants there is a need for a deliberate approach to vetting applicants. There was some discussion regarding the specific elements of the scoring system to be applied. Comments were to be submitted to the secretary within the week, and the updated scoring criteria has been appended to this record of decisions for consideration and concurrence at the next board meeting. The Secretary Treasurer also noted that the RCAC Bursary and Volunteer Award would also be linked on the website in order to provide a 'one stop shop' for all Guild related bursaries.</p> <p>President. Presented a proposed TOR for the Guild Distinguished Service Award. The Board deferred the</p>	<p><b>Secretary Treasurer</b></p> <p><b>Secretary Treasurer</b></p> <p><b>Secretary Treasurer</b></p> <p><b>Secretary Treasurer/ President</b></p> <p><b>President</b></p>
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	<p>decision on the wording, and asked the Board to have recommendations to the Secretary within the week. The amended wording reads as follows, and will be confirmed by the Board for the next meeting. "To be recognized for Distinguished Service, the nominee must have undertaken a significant action or actions that furthered the Guild's objects. Only serving Directors can submit nominations of any individual or organization." The President clarified that nominees would not be restricted to serving or retired members or Friends of The Regiment.</p> <p>President. Provided an update on the recruitment of new Guild Directors. He noted that he had approached four potential candidates and that two had shown enthusiastic interest. He noted he would make recommendations to the Board in June.</p> <p>President. Brought forward a motion to approve the Record of Decision for the 9 November 2019 Board of Directors Meeting. Motion was seconded by Mr J. Maerz, and was carried by the Board.</p>	<p><b>President</b></p> <p><b>Nil</b></p>
<b>3</b>	<p><b>Financial Statement Update.</b></p> <p>Secretary Treasurer. Provided an overview of the Guild's financial statement. The Guild has just over \$63k in cash, but will be spending \$54k to pay for the book. Outstanding is a \$12K cheque from the last IG bonds It will be deposited in the Guild cash account. In expenses, trophies and ceremonial appears high, but is a result of expenses for the Covell Brown project and helmets being paid over two FYs.</p>	<p><b>Nil</b></p>
<b>4</b>	<p><b>Investment Update.</b></p> <p>Mr. Hull. Provided an update on the Guild's Investment Portfolio.</p>	<p><b>Nil</b></p>
<b>5</b>	<p><b>Fundraising Update.</b></p> <p>Mr D. Batten. Provided an update on planned fundraising activities. A fundraising dinner is planned for 21 May 2020 in Toronto. Mr R. Hillier will be the guest of honour. Tentatively there will be a FotR event 19-21 September 2020, pending possible changes following the Bde Change of Command. Current fundraising goal through FotR is ~\$50000.</p>	<p><b>Mr D. Batten</b></p>



	<p>President. Brought forward a motion to produce 25 leather-bound special edition copies of the book. Motion was seconded by Mr D. Batten and carried by the Board. The President will work with Mr Batten on a plan for the fund raising associated with the leather bound special editions.</p>	<p><b>President</b></p>
7	<p><b>Leeuwarden 2020 Update.</b></p> <p>President. Provided an update on Leeuwarden 2020. The Regt will be doing a flag raising in both Petawawa and Wainwright and there are 50 Dragoons (6 serving, 22 retired, 22 spouses) going to the Netherlands for the week of 11-18 April 2020. Memorial services will be held at Holten, Lettle, Oldehotpade, Leeuwarden, Burdhard and Groningen. Mildham and Ostmahorn will also be visited. The Canadian Ambassador and Attaché to the Netherlands are planning to be in Leeuwarden for the ceremony there. The Guild has funded a flag for Leeuwarden, Regimental coins to thank key people, wreaths for the ceremonies and 8 Staghounds for presentation to the towns. Participants have funded their own travel and accommodations. Special thanks was given to Mr T. Skelding for volunteering to organize the tour events and to Mr D. Batten for volunteering to be the official photographer</p>	<p><b>Nil</b></p>
8	<p><b>Hill 70 Project.</b></p> <p>President. Made a recommendation not to support this project. He noted there was little appetite from across the corps, particularly as substantial funds have been raised via other means, and a \$5000 donation would be little impact to the project.</p>	<p><b>Nil</b></p>
9	<p><b>Historical Committee Update.</b></p> <p>Mr J. Whitehead. Garrison Petawawa has provided a spare room at G106 in the basement for storing the Regimental archives for as long as required. The base museum is also offering space to place items on display. The move from B-102 is in progress.</p>	<p><b>Mr J. Whitehead, Mr D. Murault</b></p>
10	<p><b>Heritage Committee Update.</b></p> <p>Mr T. Skelding. The Ferret Scout Car is leaking, repairs are in progress. The Staghound in Oshawa is still in progress. The weapon system will not be serviceable. Expect an update by end March 2020.</p> <p>Mr T. Skelding. The Monument List is not as complete as hoped. The Secretary Treasurer provided a copy of the</p>	<p><b>Mr T. Skelding</b></p> <p><b>Secretary Treasurer, Mr T.</b></p>

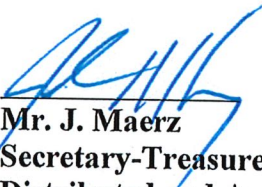
	database, but information is still missing. Mr T. Skelding requested direct access to the database so he can update it himself.	<b>Skelding</b>
<b>11</b>	<p><b>Quality of Life Update.</b></p> <p>Mr J. Leamon. Outlined several donations, including a \$500 to the Padre Fund, and \$500 to the Robbie Dean Centre. He noted that the Funeral Kit was deployed for RSM Martin's and Mr Covell Brown's funerals. The CO also attended Mr Covell Brown's funeral.</p> <p>Mr J. Leamon. Guild brochures and cards have been received and distribution is in progress. 2000 emergency contact cards have also been received and distributed, including to C Sqn. All key emergency numbers are included on the card.</p> <p>Mr J. Leamon. Recommended the establishment of a Ceremonial Troop staffed entirely by volunteers and clearly established Terms of Reference and protocols for various circumstances including various levels of funeral support. He also noted that funding for this would have to be clarified. He asked for the establishment of a working group with the president, vice presidents and other key parties to investigate this. Mr D. Leveque asked to be included.</p> <p>Mr T. Burnie. Noted that Memorial Books for passing comrades should include an entry on behalf of the Regt and the Guild.</p>	<p><b>Nil</b></p> <p><b>Nil</b></p> <p><b>Mr J. Leamon</b></p> <p><b>Mr J. Leamon</b></p>
<b>12</b>	<p><b>Governance Update.</b></p> <p>Mr T. Burnie. The Heritage Committee to be renamed the History Committee. Similarly The Historical Committee is to be renamed Heritage Committee. The Quality of Life Committee will still be responsible for Welcome Packages, but accoutrements will be the responsibility of the Heritage Committee. The Management Committee will subsume responsibility for The Membership Committee. Several other minor wording and formatting amendments were also presented.</p> <p>Mr B. Bennett. Requested 1 POC for all Association correspondence instead of having to contact each individual chapter. Mr D. Levesque noted that it should be the Association president as well as the first and second vice presidents.</p>	<p><b>Nil</b></p> <p><b>Mr B. Bennett</b></p>

	<p>President. Raised discussion regarding what level of support the Guild should maintain for our affiliated Cadet Corps. It was noted that there is a Regt RSO on the matter and there may be overlap between the Guild and public responsibility. The Secretary will review the RSO for supporting Associated RCACCs and report back to the Board.</p> <p>Mr T. Burnie. Brought forward a motion for Terms of Reference for all Committees except Communications and Outreach be accepted as adjusted. Motion was seconded by Mr J. Whitehead and carried by the Board.</p>	<p><b>Secretary Treasurer</b></p> <p><b>Nil</b></p>
<b>13</b>	<p><b>Business Plan Update.</b></p> <p>Mr B. Forsyth. Asked all committees to populate the Business Plan and Projects list, such as creation of a Ceremonial Troop, and to include funding expectations. Production of the 2021 Business Plan started, proposals due 15 March 2020. Each committee should consider what they want to achieve and populate the supporting Business Plan documentation accordingly. The president noted that even rough draft ideas should be included and can be further developed later.</p> <p>Mr B. Forsyth. Noted that Rolling Outlook 19/20 items for 20/21 need to be carried forward and updated. The 20/21 Rolling Outlook draft is in progress. Committees should review the 19/20 Outlook for ideas and guidance. The Strategic Projects List is already in the Rolling Outlook. The President asked committees to input relevant info and feedback for committees. Update the info with the details, this is a committee responsibility, not the responsibility of Mr B. Forsyth.</p>	<p><b>All</b></p> <p><b>All</b></p>
<b>14</b>	<p><b>Management Committee Update.</b></p> <p>Secretary Treasurer. The intent remains to purchase a small suite of IT, under \$5k (likely closer to \$3500), following the next series of major expenditures. Purchases will include:</p> <ul style="list-style-type: none"> <li>o Laptop. Professional, not consumer grade. \$2000.</li> <li>o Server. 16TB memory, support offsite, \$800.</li> <li>o Wireless router. \$200.</li> <li>o External hard drive. Back-up only, \$200.</li> <li>o Printer / scanner. \$300.</li> <li>o Ongoing support: antivirus and Microsoft Office.</li> </ul> <p>President. Requested VTC support be ready to be utilized for the 16 September 2020 Board Meeting.</p>	<p><b>Secretary Treasurer</b></p> <p><b>Secretary Treasurer</b></p>


<p>15</p>	<p><b>New Business.</b></p> <p>President. The discussion item on the Guild Roadshow to message Guild activities to serving members is postponed to June.</p> <p>President. RCD HQ Committee tracking of issues for artifacts display, ceremonial uniform storage, memorial stones and other items related to the new building will be reviewed in June.</p> <p>President. Discussed the activities plan for the Change of Command week in June 2020.  22-23 June 2020 – Parade Rehearsals and Handover.  24 June 2020 – Guidon Parade. Change of Command Mess Dinner  25 June 2020 – Regt and Bde Change of Command.  26 June 2020 – Guild Board Meeting  26-27 June 2020 – Association RV 2020.</p> <p>The Guidon Parade will commence at 1000hrs and the Governor General will be attending. The ceremony will include the official unveiling of the new Regimental History. The intent is to include historical vehicles in the parade. The Parade will be followed by a reception where the new Dragoon book will be sold and the author available for autographs. Following the Guidon Parade will be a short Ground-breaking ceremony for the new regimental lines in the afternoon followed by the Change on Command Mess Dinner in the evening. The following morning will be the Change of Command Parade, which will only include serving vehicles.</p> <p>Mr J. Leamon. Noted that the Ferret and Fox, if available, would be required by NLT 1200hrs 23 June 2020 for the Guidon Parade. The costing to support this will have to be reviewed, the intent is for the Guild to fund.</p>	<p><b>President</b></p> <p><b>President</b></p> <p><b>All</b></p> <p><b>Mr T. Skelding</b></p>
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16	<p><b>Adjournment.</b></p> <p>President. Noted that next meeting is planned for 1300hrs Friday 26 June 2020 in the Centurion Room and the Annual General Meeting is planned for 6 November 2020 at the LLFN celebrations. He also reinforced the importance of supporting Mr B. Forsyth in developing the Business Plan. President. Brought forward a motion for adjournment. The motion was seconded by Mr D. Batten and carried by the Board. Meeting adjourned at 1530hrs 28 February 2020.</p>	<p>All</p> <p>Nil</p>
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**Mr. J. Maerz**  
 Secretary-Treasurer  
 Distributed and Archived



  
**Mr. P. Atkinson**  
 President  
 Approved - Yes / No

**Record of Decisions from  
 Guild Board of Director's Meeting  
 Held at 1300 hours on 5 May 2020  
 Video Teleconference hosted on MS Teams**

**Persons In Attendance:**

<b>President</b>	<b>Mr. P. Atkinson – VTC</b>
<b>First Vice President</b>	<b>Mr. D Levesque – VTC</b>
<b>Second Vice President</b>	<b>Mr. R. Marois – VTC</b>
<b>Secretary/Treasurer</b>	<b>Mr. J. Maerz – VTC</b>
<b>Clerk</b>	<b>Mr. M. Edwards – VTC</b>

<b>Directors:</b>	<b>Mr. J. Leamon – VTC</b>
	<b>Mr. D. Batten – absent</b>
	<b>Mr. B. Bennett - VTC</b>
	<b>Mr. J. Whitehead - absent</b>
	<b>Mr. T. Skelding – VTC</b>
	<b>Mr. T. Burnie – VTC</b>
	<b>Mr. B. Forsyth – VTC</b>
	<b>Mr. T. Legare - absent</b>
	<b>Mr. M. Frank – VTC</b>
	<b>Mr. R. Morin – VTC</b>

<b>Scribe</b>	<b>Mr. J. Brown - VTC</b>
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Ser	Discussion/ Decision	Action by
1	<p><b>Opening Remarks.</b></p> <p>President. Called the meeting to order.</p> <p>President. Noted that the meeting was the first Video Teleconference conducted by the Board and that it was proving successful. He noted that this would be the way forward for future Board meetings.</p> <p>President. Noted the board's recent successes in Governance. In particular he noted that the Guild's documentation and registration with CRA and Industry Canada remained up to date. He also noted the successes in updating the objects and policy manual and posting these on the Guild website increasing the Guild's transparency with both the Regiment and the public. Together these activities have proven the competence of the Guild as a charitable not for profit organization.</p>	<p>Nil</p> <p>Nil</p> <p>Nil</p>

	<p>President. Also noted that the efforts of the Board have ensured that the Business and Strategic Plans remain current.</p> <p>President. Provided a brief update on the Regimental History Book. 2007 copies have been delivered to the Regiment and are ready for distribution.</p> <p>President. Provided a brief update on the Staghound. Work on the Staghound in Oshawa has been completed and it is ready to be low bedded back to Petawawa.</p> <p>President. Provided a brief update on the archives. Mr D. Murault is working on posting the archives to the Guild website and making them searchable to the public. This project will be ongoing over the next 12 months. Items are being put aside for the new building and the movement of the archives has provided an opportunity to refresh the Base Museum display.</p> <p>President. Noted that with the challenges introduced by the COVID-19 pandemic it would be necessary to reconsider Guild communications, marketing and outreach to both beneficiaries and Canadians at large. Improving dialogue with Canadians will allow them to know who the Guild is and thereby improve fundraising efforts.</p> <p>President. Noted that the priority efforts of the Guild for the remainder of the fiscal year will be focussed on Communications and Outreach (Beneficiaries, Canadians writ large) and Fundraising.</p>	<p>Nil</p> <p><b>Mr B Bennett</b></p> <p><b>Mr T Skelding</b></p> <p><b>Mr J Whitehead</b></p> <p>Nil</p> <p>All</p>
<p><b>2</b></p>	<p><b>Review of Previous Record of Decision.</b></p> <p>Secretary Treasurer. Provided an update on the helmet project. The Regiment has received all the helmets and a plaque is ready to be installed in a helmet acknowledging the gift by Gene Lake, the plaque will be installed following the lifting of COVID-19 restrictions. The helmets are in storage in Building F104. The President will draft a letter of thanks to Gene Lake.</p> <p>Mr T. Skelding. Confirmed that the Staghound is ready to be returned to Petawawa. The return is still being coordinated with Historical Vehicle Troop. Bills are still being finalized. There will be a final bill for the repairs themselves and there will be a separate bill for transportation costs.</p>	<p><b>President</b></p> <p><b>Mr T. Skelding</b></p>

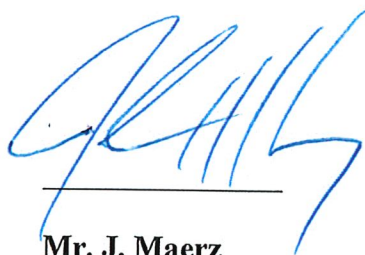
	<p>Mr. J. Leaman. Provided an update on the creation of a Ceremonial Troop. The project has been added to the Business Plan based on discussions with Mr D. Levesque. The proposed plan will be ready for review by the Board at the next meeting in June. It will be a tiered system allowing flexibility to how much support is provided. Costs will be clarified under one budget line and included in the business plan.</p> <p>Secretary Treasurer. Provided an update on existing Regimental Standing Orders (RSO) to support affiliated cadet units and noted that there was not a specific existing RSO for this. There is a specific funded line item in the Guild budget for cadet accoutrements, but there is a lack of clarity regarding the scope of Guild support to Cadets. Public funds are available to support cadet events, and the Regiment has been calling for volunteers for these events. A specific RSO needs to be created to clearly delineate how Guild and Public funds can be used to support affiliated Cadet Corps.</p> <p>Secretary Treasurer. Provided an update on the Guild IT Suite and noted that anticipated costs were still around \$3500. Additionally, it was noted that there was some overlap with other projects, which could potentially see cost savings of around \$1500 if combined. It was noted that this project is not a priority at present and could potentially be postponed if required. The President asked the Secretary Treasurer to investigate getting a Guild credit card for such purchases.</p> <p>President. Brought forward a motion to approve the Record of Decision for the 28 February 2020 Board of Directors Meeting. Motion was seconded by Mr T. Skelding, and was carried by the Board.</p>	<p><b>Mr J. Leaman</b></p>  <p><b>Secretary Treasurer</b></p>  <p><b>Secretary Treasurer</b></p>  <p><b>Nil</b></p>
<p><b>3</b></p>	<p><b>Financial Statement Update.</b></p> <p>Secretary Treasurer. Provided an update on the Balance Sheet and Income Statement. Noted that the figures are accurate up to April. Mr. Burnie inquired regarding why accounts were tracked on a cash vs accrual basis. The Secretary Treasurer will investigate and report back to the Board.</p> <p>Mr T. Burnie. Suggested that the Budget Lines should be further divided for clarity. In particular History &amp; Heritage</p>	<p><b>Secretary Treasurer</b></p>  <p><b>Secretary Treasurer</b></p>

	<p>should be subdivided as well as the incomes from Canada Helps and United Way. The President then asked that the Budget be broken down by committee for clarity ahead of the next Business Plan.</p> <p>Mr B. Forsyth. Noted that the current approved Leliefontein Bursary was \$8k vs the requested \$10k. This was discussed by the Board, and the Leliefontein Bursary will be allocated \$8k as per the existing Business Plan.</p>	<p><b>Secretary Treasurer</b></p>
4	<p><b>Investment Update.</b></p> <p>President. Provided an update on the Guild's Investment Portfolio. It was noted that there could potentially be a substantial reduction to fundraising because of COVID-19 restrictions. This would place a greater emphasis on a Friends of the Regiment event in September. These effects could reduce fundraising by as much as \$40-50K for the year. The recommendation of holding sales from the Regimental History in cash accounts as a reserve as opposed to returning to the investment account were discussed further.</p> <p>Mr R. Marois. Expressed concerns with the Regiment's ability to support a Friends of the Regiment with a similar scope to previous years, potentially limiting it as a fundraising opportunity.</p> <p>President. Brought forward a motion to place no restrictions on revenues generated from the sale of the Regimental History Book. The motion was seconded by Mr B. Bennett and carried by the Board.</p>	<p><b>Nil</b></p> <p><b>Nil</b></p> <p><b>Secretary Treasurer</b></p>
5	<p><b>Business Plan Update and Review</b></p> <p>Mr B. Forsyth. Conducted a review of the Guild Business Plan and Annexes. A proposal was presented to add an additional activity - Support to Cadets. This activity would fall under Communications and Outreach and would be in support of Object 3B3. It would be proposed to CRA at the next review of the Strategic Plan. The President asked for a letter to be drafted to the Guild Lawyer to review the matter.</p> <p>Mr. B Forsyth. Led a line by line review of the Guild Task List. Each item was discussed by the Board. The majority of the items were found to be satisfactory as they are.</p>	<p><b>Mr B. Forsyth Mr T. Burnie</b></p> <p><b>Mr B. Forsyth</b></p>


<p>President. Noted that the acquisition of the Dingo, Fox and Humber armoured cars would likely occur in one of three mechanisms. Ideally, they would be donated by their current owners. Following that the next option would be to gather a group of donors to purchase the vehicles and donate them to the Guild. Finally, the Guild could purchase the vehicles at auction. It was noted that this final option would require planning and considerable fundraising.</p>	<p><b>Nil</b></p>
<p>Mr R. Marois. Discussed potentially moving vehicle monuments to the new Regimental building. Noted that there was no plan at this time to move Dragoon Park, but there would likely be a requirement to move vehicles from F-104 and F-16. Cement pads have already been included in the building plans. It was further noted that these costs may be covered by Public Funds. The President noted that this would require further investigation.</p>	<p><b>Mr T. Skelding</b> <b>Mr J. Leaman</b></p>
<p>President. Raised concerns regarding the storage of the paper archives. Noted that artifacts were covered off, but a plan had to be developed for the paper archives to be moved. He asked that the plans for the new building be reviewed and a potential storage location be identified.</p>	<p><b>Secretary</b> <b>Treasurer</b></p>
<p>President. Noted that the Ceremonial Task required funds to be allocated to it, particularly with Change of Command and Guidon ceremonies coming up. The Secretary Treasurer noted that these kinds of events typically cost \$500-\$1000 per event. \$6000 was allocated for the Ceremonial Task.</p>	<p><b>Mr B. Forsyth</b> <b>Secretary</b> <b>Treasurer</b></p>
<p>Mr J. Leaman. Noted that the Padre Fund and Family Assistance Tasks should be merged into one task under Family Assistance. This was amended accordingly.</p>	<p><b>Mr B. Forsyth</b></p>
<p>Mr T. Skelding. Noted that the funds allocated to the Identification and Maintenance of Dragoon Memorials could be reduced from \$1000 to \$500.</p>	<p><b>Mr B. Forsyth</b></p>
<p>Mr T. Burnie. Recommended the establishment of a separate Bursary for persons with disabilities, which should be added to the Business Plan. The President asked this to be developed further and presented at the next Guild meeting.</p>	<p><b>Mr D. Levesque</b></p>
<p>Mr R. Marois. Noted that the Regiment may have difficulty producing the Springbok and Dragoon as the majority of the Regiment prepares to deploy and support other tasks. The</p>	<p><b>Mr D Levesque</b> <b>Mr R Marois</b></p>

	<p>President noted that producing a digital copy may be an option. The President recommended that the issue be discussed with the incoming CO. The Springbok and Dragoon publication would have to be reviewed and a recommendation/decision made by the next Board meeting on how to proceed for next year.</p> <p>President. Thanked the committees for their work in producing the Business Plan. He expressed particular thanks to Mr B. Forsyth for his hard work in supervising and coordinating the updating of the Business Plan. A copy of the updated Task list will be distributed with the ROD.</p>	<p><b>Secretary</b> <b>Treasurer</b></p>
6	<p><b>Regimental History Update.</b></p> <p>Mr B. Bennett. Provided an update on the sale and distribution of the Regimental History book. The sale of the books will be announced in the coming days and will be available for purchase by aittance role for serving and ERE Dragoons. Each major geographic area has an ERE Rep and each Association Chapter has a rep. Reps will make bulk orders by the end of May. Books will be shipped in bulk to local reps and they will be responsible for distribution. Following bulk orders all subsequent orders will be directly through the Kit Shop. Shipping is being investigated and coordinated with the Kit Shop.</p> <p>President. Provided an update regarding the VIP Books. An insert from the President remains to be added and they will be signed by the authors. Noted that 10 copies would be provided to Mr D. Batten for auction at a minimum bid of \$1000 a book. All copies would be hand delivered to their recipients.</p>	<p><b>Mr B. Bennett</b></p> <p><b>President</b></p>
7	<p><b>New Business.</b></p> <p>President. Noted that Mr R. Morin will be stepping down in June and will need to be replaced by another ERE member. The President thanked Mr Morin for his time on the Board. Nominations for this Director level position will be submitted and reviewed at the next Board meeting.</p> <p>President. Provided an update on potential new Board members. Nominations will be provided for the next Board meeting.</p> <p>President. Brought forward a motion to nominate Mr David Burnie as an Officer and Director of the Guild and to assume</p>	<p><b>Mr R. Marois</b></p> <p><b>Secretary</b> <b>Treasurer</b></p> <p><b>President</b></p>

	<p>the responsibilities of CFO on behalf of the Guild. The motion was seconded by Mr T. Skelding. Mr T. Burnie abstained from the vote due to a potential conflict of interest as David Burnie is a family member. The motion was carried by the Board. The President noted that he would coordinate a separate meeting with the new CFO, the Secretary Treasurer and the Chair of the Fundraising Committee.</p> <p>Mr R. Marois. Provided an update on the Change of Command events in June. There will be a small ceremony on 25 June 2020, likely at Dragoon Park. It will likely include the incoming and outgoing COs, the RSM, the Bde Comd, the Colonel of the Regiment and their spouses. The plan is to broadcast the ceremony for the Regiment to watch. Plans for the ground-breaking ceremony on 24 June 2020 for the new Regimental HQ were still being reviewed but would likely be in a similar format.</p> <p>President. Brought forward a motion to nominate Mr Enno Kerckhoff as an Officer and Director of the Guild commencing 25 June 2020. The motion was seconded by Mr R. Marois and carried by the Board.</p>	<p><b>President</b></p> <p><b>Mr R. Marois</b></p> <p><b>Nil</b></p>
<p><b>8</b></p>	<p><b>Adjournment.</b></p> <p>President. Noted that next meeting is tentatively planned for 1400hrs Thursday 25 June 2020.</p> <p>President. Brought forward a motion for adjournment. The motion was seconded by the Secretary Treasurer and carried by the Board. Meeting adjourned at 1540hrs 5 May 2020.</p>	<p><b>All</b></p> <p><b>Nil</b></p>



**Mr. J. Maerz**  
**Secretary-Treasurer**  
**Distributed and Archived**

**Mr. P. Atkinson**  
**President**  
**Approved** — Yes / No



**Record of Decisions from  
 Guild Board of Director's Meeting  
 Held at 1400 hours on 25 June 2020  
 At the Centurion Room, F104, Garrison Petawawa &  
 Video Teleconference hosted via MS Teams**

**Persons In Attendance:**

<b>President</b>	<b>Mr. P. Atkinson</b>
<b>First Vice President</b>	<b>Mr. D Levesque – VTC</b>
<b>Second Vice President</b>	<b>Mr. E. Kerckhoff</b>
<b>Secretary/Treasurer</b>	<b>Mr. J. Maerz</b>
<b>Clerk</b>	<b>Mr. M. Edwards – absent</b>

<b>Directors:</b>	<b>Mr. J. Leamon</b>
	<b>Mr. D. Batten – call in</b>
	<b>Mr. B. Bennett - VTC</b>
	<b>Mr. J. Whitehead - VTC</b>
	<b>Mr. T. Skelding – call in (voting only)</b>
	<b>Mr. T. Burnie – VTC</b>
	<b>Mr. B. Forsyth – VTC</b>
	<b>Mr. T. Legare - VTC</b>
	<b>Mr. M. Frank – call in (voting only)</b>
	<b>Mr. R. Morin – absent</b>
	<b>Mr. D. Burnie - VTC</b>
	<b>Mr. R. Marois</b>

<b>Scribe</b>	<b>Mr. J. Brown</b>
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Ser	Discussion/ Decision	Action by
<b>1</b>	<b>Opening Remarks.</b>	
	President. Called the meeting to order.	Nil
	President. The President officially welcomed the new Second Vice President, Mr Enno Kerckhoff, to the Board and thanked the outgoing Second Vice President, Mr Rob Marois, for his service to the Guild. The President presented Mr Marois with a Staghound replica on behalf of the Board. The Change of Command Ceremony for The Royal Canadian Dragoons was filmed and posted to the Guild Facebook page. The President also thanked outgoing Directors Mr R. Morin, Mr T. Legare and Mr B. Bennett for their hard work and contributions to the Guild.	Nil

	<p>President. Provided several updates related to senior Dragoons. The new Senior Serving Dragoon is BGen Dyrald Cross, recently promoted. Col Andrew Atherton is also being promoted to BGen on 29 June 2020. The Director of Armour remains Col Steve Graham, but the new Regimental Colonel is Col Chris Renahan. He also noted that the new commander of 2 CMBG is a blackhatter, Col Eric Landry, a past CO of the 12 RBC.</p>	<p><b>Nil</b></p>
<p><b>2</b></p>	<p><b>Regimental History Update.</b></p> <p>President. Discussed the potential for the production of an E-Book. He noted that there are two potential options, a text e-book similar to those sold by Amazon, or a colour PDF of the book. He noted that Mr A. Halfper was preparing both options for review, the intent would be to not begin any e-book sales for at least 12-18 months. He also noted that the printing company is holding the master copy and printing of additional copies can be requested at any time, although the price would have to be negotiated at the time based on the number of copies. The book publisher is sending the Guild a copy of the master electronic file archive used to print the book for safekeeping. Mr A. Halfper has a number of archival materials that were used in the production of the book and they will be returned to the archives.</p> <p>Mr B. Bennett. Provided an update on the sales and distribution of the book. The last of the initial bulk orders from both the Association and ERE Dragoons have been shipped. There will likely be enough interest from ERE and Association Dragoons for a second round of bulk orders, understanding orders need to be at least 9 copies, which is one full box. Shipping is currently being subsidized by the Guild at approximately \$30 a box. The President asked that a second bulk order be coordinated with the existing ERE Representatives and that the Association President reach out to the Chapters to see if a second order is required.</p> <p>President. Discussed marketing of the Book for additional sales. He noted that the Guild should consider marketing the book for sales outside of The Regimental family. He recommended getting book reviews published in publications such as Legion magazine and the Military Review. He also asked the Second vice President to canvass an officer to produce a review.</p>	<p><b>Nil</b></p> <p><b>Mr B. Bennett</b></p> <p><b>Mr E. Kerckhoff</b> <b>Secretary</b> <b>Treasurer</b></p>

<p>President. Provided a breakdown of the distribution of the Book:</p> <ul style="list-style-type: none"> <li>Library and Archives Canada – 2 copies</li> <li>Department of History and Heritage (DND) – 1 copy</li> <li>RMC Library Kingston – 1 copy</li> <li>CMR Library St Jean – 1 copy</li> <li>CLFCSC Library Kingston – 1 copy</li> <li>CFC Library Toronto – 1 copy</li> <li>Petawawa Museum (for the RCD Collection) – 1 copy</li> <li>Petawawa Town Library – 1 copy</li> <li>CFB Gagetown Museum – 1 copy</li> <li>RCAC Museum Oshawa – 1 copy</li> <li>RCAC School Gagetown – 1 copy</li> <li>University of Calgary Library – 1 copy</li> <li>RCD Archives (The Heritage Centre) – 1 copy</li> <li>Royal Roads University Library – 1 copy</li> <li>Canadian War Museum – 1 copy</li> <li>Fort Garry Horse – 1 copy</li> <li>Governor General’s Horse Guards – 1 copy</li> <li>3-71 Cavalry Regiment (US) – 1 copy</li> <li>Queens Royal Hussars – 1 copy</li> <li>Household Cavalry – 1 copy</li> <li>Minister of National Defence – 1 copy</li> <li>Governor General – 1 copy</li> </ul> <p>One box of 9 books has been provided to each of the authors. He then provided an update on the presentations of the leather-bound VIP editions:</p> <ul style="list-style-type: none"> <li>#1 – Commanding Officer’s Office - Presented</li> <li>#2 - Prince Charles – sent by Canada Post</li> <li>#3 – Patron - Presented</li> <li>#4 – Rick Hillier - Presented</li> <li>#5 – Gerry Nudds – Presentation Planned</li> <li># 6 - Kevin Langille - Presented</li> <li>#7 - Tom Skelding - Presented</li> <li># 8 - Denis Levesque - Presented</li> <li>#9 - Mike McNorgan – Planned for Leliefontein</li> <li>#10 – Alan Halfper – Planned for Leliefontein</li> <li>#11-25 – Being auctioned by the Patron for \$1K each</li> </ul> <p>The presentation of leather-bound copies to the authors is planned for Leliefontein, but the final decision will be taken in September pending the status of the pandemic. So far 10 copies have been auctioned off to Friends of the Regiment.</p>	<p>Nil</p>
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	<p>President. The Guild will issue tax receipts for the auctioned copies. Those will be cheques payable to the Guild and in effect are donations. Mr D. Batten will forward a list and the cheques payable to the Guild.</p>	<p><b>Mr D. Batten</b> <b>Secretary</b> <b>Treasurer</b></p>
<p><b>3</b></p>	<p><b>Review of Previous Record of Decision.</b></p> <p>Mr T. Skelding. Provided an update on the Staghound project. The Staghound refurbishment is complete at cost of approx. \$1980. It was returned to Regimental lines two weeks ago at an approx. cost of \$2000. The project initially budgeted for \$7500, coming in under budget. The vehicle is in excellent shape and HVT had a chance to take it for an aggressive test drive at speed and it is running very nicely.</p> <p>Mr T. Burnie. Presented a Governance update on integrating the new CFO position into Guild operations and procedures. In particular he reviewed the necessary changes to the operating concept and committee TORs. He also noted that more work would be required to clearly delineate responsibilities between the Secretary Treasurer and the CFO. The scope of the CFO duties will include being a Director and Officer of the Guild, overseeing the strategic financial planning and coordinating the strategic marketing effort while the Secretary Treasurer continues managing the day to day financial management, with the CFO coordinating the strategic marketing efforts.</p> <p>Mr D. Burnie. The incoming CFO introduced himself and noted that he is currently conducting information gathering, He intends to present some aids for future decision making and is considering the way forward to grow the donor base and improve marketing efforts.</p> <p>Mr J. Leamon. Presented an update on the creation of a Ceremonial Troop. He provided the background to the initiative, including noting that support was already being provided, but there is no existing or formalized framework for it. He presented a draft mission statement for the Troop, "The Guild Ceremonial Troop (GCT) will be prepared to provide tailorable support to The Regimental family in support of significant life events and regimental milestones." He then provided a breakdown of 4 support packages ranging from \$920.00 an event to \$80.00 an event. It was clarified that the packages including the presence of a uniformed member or lancers are somewhat geographically restricted to the Petawawa and Gagetown areas. A</p>	<p><b>Nil</b></p> <p><b>Mr T. Burnie</b></p> <p><b>Mr D. Burnie</b></p> <p><b>Mr J. Leamon</b></p>

<p>formalized process for requesting support was then presented. Family and Association members will submit a request to their local Association Representative, which will be sent to the Quality of Life committee for review before being sent to the President and Vice Presidents for deliberation and decision. Friends of the Regiment will follow a similar process, with requests being initially submitted to the Patron before being forwarded to the Quality of Life Committee. Several concerns were then raised, including establishing the criteria for accepting requests and the need for insurance when lancers and uniformed members are involved. Mr Leamon committed to finalizing the proposal and returning to the Board in September for a final decision and way ahead.</p> <p>Mr J. Leamon. Presented the option of potentially using the GCT for fundraising in the future. It was suggested that the focus should remain on support to the fallen for now, with thought being given to opening it up to other kinds of events as a type of fundraising. There is also potential for tying in the HVT to these events. This idea was positively received by the Board, but it was universally agreed that this would be a future initiative with the focus for now remaining narrow and on support to the fallen.</p> <p>Mr T. Burnie. Noted that in addition to the packages the Guild should ensure an official entry is made in the book of condolences, especially when the deceased is clearly identified as a Dragoon. He further noted that the relationship with Reserve units should be solidified and formalized to support these kinds of events when it is not practical to send someone from The Regiment. The President noted that check list would be required for determining what requests to accept. Regional representatives would also be helpful.</p> <p>Secretary Treasurer. Provided an update on the Guild IT package and Credit Card. He has been using his own laptop and Regimental IT equipment. Concept works, but Guild needs to be self-sufficient. The purchase had been delayed in order to keep cash on hand. The requirement remains a powerful laptop and WiFi, but there is also a requirement for a projector and speakers. A member of the RCD Signals Tp has been asked to assist in the purchases to ensure the most compatible equipment is purchased. The President directed these items to be purchased. The Secretary Treasurer then</p>	<p><b>Mr J. Leamon</b></p> <p><b>Mr J. Leamon</b></p> <p><b>Secretary Treasurer</b></p>
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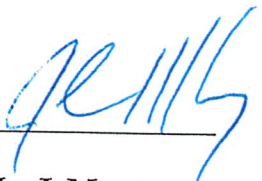
	<p>provided an update on the Guild Credit Card. The Card has been applied for with a trial limit of \$1000, which will allow it to be treated similarly to petty cash. It will be ideal for handling small purchases and supporting day to day expenses.</p> <p>President. Asked for a motion to approve the Record of Decision for the 5 May 2020 Board of Directors Meeting. The motion was raised by Mr E. Kerckhoff, seconded by Mr T. Burnie and carried by the Board.</p>	<p><b>Nil</b></p>
<b>4</b>	<p><b>Investment Update.</b></p> <p>Mr D. Batten. Provided an update of the Guild's Investment Portfolio. The President reiterated that he is happy with the performance of the Guild's investment with Manulife under the management of Mr. J. Hull.</p>	<p><b>Nil</b></p>
<b>5</b>	<p><b>Financial Statement Update.</b></p> <p>Secretary Treasurer. Provided a review of the budget, clarifying several expenses and incomes. He further noted that the Guild remains on budget so far this year.</p>	<p><b>Secretary Treasurer</b></p>
<b>6</b>	<p><b>Business Plan Update and Review</b></p> <p>President. Noted that the reduced ability to conduct fundraising would force the Guild to scale back their activities and expenses for the year. There will be a need to focus on new and unique fundraising opportunities.</p> <p>Mr B. Forsyth. Discussed the injured and special needs fund, a Quality of Life line item. He noted that \$2000 had been allocated for this, but greater definition was required on the structure of the grant, eligibility and selection criteria.</p> <p>Mr B. Forsyth. Provided a summary of the Business Plan and identified the original Plan and the reduced expenditures plan. The Business Plan originally included approximately \$136,000 in expenses. The reduced Plan included \$101,000 in expenditures.</p> <p>President. Brought forward a motion to approve the reduced scope Business plan, including all Annexes, with additional funds being allocated for the full Business Plan if they become available at a later date. The motion was seconded by Mr J. Leamon and carried by the Board.</p>	<p><b>Nil</b></p> <p><b>All</b></p> <p><b>Mr B. Forsyth</b></p> <p><b>Nil</b></p>

<p>7</p>	<p><b>Museum and Archive Update</b></p> <p>President. Provided an update on behalf of Mr D. Muralt. The plan for the next six months is to:</p> <ul style="list-style-type: none"> <li>a. Complete the inventory and proper storage of the Museum holdings and reconcile the database (Complete in next 6 months);</li> <li>b. Complete the transfer of the Usher Library to CMR St. Jean;</li> <li>c. Continue the posting of the Archives on <a href="http://www.dragoonsarchives.ca/">http://www.dragoonsarchives.ca/</a>; and</li> <li>d. Continue acquisition and processing of archival materials.</li> </ul> <p>The President then asked for a link to the archives site to be added to the Guild homepage.</p>	<p><b>Mr D. Muralt</b> <b>Secretary</b> <b>Treasurer</b></p>
<p>8</p>	<p><b>New Business.</b></p> <p>President. Provided an update on recruiting new Board members and the CFO including:</p> <ul style="list-style-type: none"> <li>Mark Aube to replace Tony Legare;</li> <li>Sean Curley to replace Ryan Morin;</li> <li>Kevin Lee to replace Brynn Bennet;</li> <li>Dean Tremblay to sit as a Director;</li> <li>Jim Ferron to replace Bryan Forsyth next summer, commencing job shadowing this fall; and</li> <li>Bill Fulton to replace Tom Burnie next summer, commencing job shadowing this fall.</li> </ul> <p>President. In accordance with the Bylaw Section 11, the President brought forward a motion to accept the application of the following persons to be members of the Guild noting the requirement to replace three Directors who are departing.</p> <p>Mark Aube, Sean Curley, Kevin Lee, and Dean Tremblay.</p> <p>In accordance with bylaw Section 34, the President brought forward a motion to appoint three (3) replacement Directors and add one (1) new Director to the board:</p> <ul style="list-style-type: none"> <li>Mark Aube to replace Tony Legare;</li> <li>Sean Curley to replace Ryan Morin;</li> <li>Kevin Lee to replace Brynn Bennet; and</li> <li>Dean Tremblay to sit as a Director.</li> </ul>	<p><b>Nil</b></p> <p><b>Secretary</b> <b>Treasurer</b></p>


<p>All new Director appointments are valid until the next Annual General Meeting (AGM) in November 2020 where the names will be placed before the Guild members for ratification as directors. Editorial note – Mr E. Kerckhoff and Mr D. Burnie will need to be ratified as well. The motion was seconded by Mr E. Kerckhoff and carried by the Board. The Secretary Treasurer was asked to coordinate MS Teams invites for new board members.</p> <p>President. Emphasized that fundraising and marketing of the Guild have to be the central focus over the next 12 months. The COVID-19 pandemic has forced the cancellation of most of the major annual fundraising events. The Friends of the Regiment events, which usually generate around \$75K, have all been cancelled. The committee is going to need to explore other opportunities and options for fundraising. Hopefully 2021 will allow a return to traditional fund-raising events. One thing that has not been done well is marketing what the Guild does to Canadians outside The Regimental family. The President asked the new CFO Mr D. Burnie, Mr D. Tremblay and Mr K. Lee, all experienced marketers, to get together and explore how to market the Guild better with a view to marketing the Guild to a broader market and ultimately to developing new fundraising initiatives beyond the traditional FotR events. They were asked to consider the matter and present potential options at the September Board Meeting.</p> <p>Mr D. Batten. Suggested a potential event in the fall for fundraising. Suggested sending a delegation to his home in Toronto including the command team and some soldiers and officers to be a part of a dinner that he could host at his residence. Such an event could potentially generate \$10-20K.</p> <p>Mr J. Leamon. Noted that Branding and Outreach needs to be emphasized and conducted more effectively. This could be as simple as greater public engagement by members of the Board.</p> <p>President. Noted he would produce the President’s Annual Report for the September meeting. He also intends to write a solicitation letter to the Dragoon base asking them to continue to support their Guild with donations, particularly given the pandemic impact on fundraising efforts.</p>	<p><b>Mr D. Burnie Mr D. Tremblay Mr D. Batten</b></p> <p><b>Mr D. Batten</b></p> <p><b>All</b></p> <p><b>President</b></p>
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	<p>President. Noted that the plan is for The Regiment to receive the new Guidon in the fall in conjunction with Leliefontein. That will also be the official book launch and signing that same weekend. The Change of Colonel of the Regiment is planned for Leeuwarden 2021, location to be determined.</p> <p>President. The Dutch have invited the Guild to participate in the Leeuwarden events in 2021. If the COVID-19 pandemic has normalized by next spring the President and Mr T. Skelding will work to execute a visit to Leeuwarden following the plan developed for this year. This could potentially be tied into a visit to the deployed Regiment in Latvia.</p> <p>Mr T. Burnie. Suggested establishing a Working Group to review the maturation of Guild corporate structure through an internal program audit. Consideration should be given to a top down review to ensure program cohesion and outcomes. This will help with passing direction and guidance to meet Guild objects. End states should drive projects, not vice versa. President asked for a proposal for the composition of such a working group to be discussed at September meeting.</p>	<p><b>President</b></p> <p><b>President</b></p> <p><b>Mr T. Burnie</b></p>
<p>9</p>	<p><b>Adjournment.</b></p> <p>President. Noted that next meeting is planned for Friday 11 September 2020. The President then asked all members to provide preferences for future meetings to the Secretary Treasurer, particularly whether the Board should have meeting on evening or weekends vice during business hours.</p> <p>All committee chairs will be expected to provide an update at the next meeting. At that time there should be a clearer outlook on the pandemic.</p> <p>President. Brought forward a motion for adjournment. The motion was seconded by the Secretary Treasurer and carried by the Board. Meeting adjourned at 1620hrs 25 June 2020.</p>	<p><b>All</b></p> <p><b>Nil</b></p>

  
**Mr. J. Maerz**  
 Secretary-Treasurer  
 Distributed and Archived



  
**Mr. P. Atkinson**  
 President  
 Approved – Yes / No

**Record of Decisions from  
 Guild Board of Director's Meeting  
 Held at 1300 hours on 9 September 2020  
 At the Turner Room, F104, Garrison Petawawa &  
 Video Teleconference hosted on MS Teams**

**Persons In Attendance:**

<b>President</b>	<b>Mr. P. Atkinson - VTC</b>
<b>First Vice President</b>	<b>Mr. D Levesque – VTC</b>
<b>Second Vice President</b>	<b>Mr. E. Kerckhoff - VTC</b>
<b>Secretary/Treasurer</b>	<b>Mr. J. Maerz</b>
<b>Clerk</b>	<b>Mr. M. Edwards – regrets</b>

<b>Directors:</b>	<b>Mr. S. Larouche</b>
	<b>Mr. D. Batten – regrets</b>
	<b>Mr. J. Whitehead</b>
	<b>Mr. T. Skelding – VTC</b>
	<b>Mr. T. Burnie – VTC</b>
	<b>Mr. B. Forsyth – VTC</b>
	<b>Mr. M. Frank – VTC</b>
	<b>Mr. D. Burnie - VTC</b>
	<b>Mr. M. Aube</b>
	<b>Mr. K. Lee - VTC</b>
	<b>Mr. S. Curley – VTC</b>
	<b>Mr. D. Tremblay – VTC</b>

**Mr. J. Nickerson (observer/committee member)**  
**Mr. C. Leblanc (observer/committee member)**

<b>Scribe</b>	<b>Mr. J. Brown</b>
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<b>Ser</b>	<b>Discussion/ Decision</b>	<b>Action by</b>
<b>1</b>	<p><b>Opening Remarks.</b></p> <p>President. Called the meeting to order.</p> <p>President. Noted that Mr D. Batten could not be present because he was ill, and that Mr M. Edwards could not be present as he was otherwise occupied with work.</p>	<p><b>Nil</b></p> <p><b>Nil</b></p>
<b>2</b>	<p><b>Review of Previous Record of Decision.</b></p> <p>Secretary Treasurer. Provided an update on the sales of the Regimental History Book. 383 copies have been sold or distributed, with 119 copies sold to association members, 184 sold to serving members at the Regiment, and 74 copies</p>	<p><b>Secretary Treasurer</b></p> <p><b>President</b></p>

<p>sold to ERE Dragoons. Shipping costs were discussed, as was the possibility of conducting a second round of mass orders for the association, which would be at a minimum order of one box, or 9 copies. The President noted that the various museums and kit shops should be canvassed to see if they would sell copies (RCAC Museum, War Museum, RMC Museum, Museum of the Regiments and Armoured School Kit Shop). He also asked for a book review to be sent to the various army and CAF publications, and noted that he would write the review.</p>	
<p>Secretary Treasurer. Provided an update on the acquisition of the Guild IT Suite. A business account has been established with Staples and cost remains ~\$3600 up front, with ~\$120 ongoing annual costs. The President directed the package be purchased immediately and asked that positional email addresses and a document store with drop box be established for the Board.</p>	<p><b>Secretary Treasurer</b></p>
<p>Secretary Treasurer. Provided an update of Guild Bursary and Volunteer Award nominations. Noted that he had received 4 nominations for the Bursary and 3 nominations for the Volunteer Award. The President directed the deadline be extended to 8 September 2020 for both applications and that the Secretary Treasurer conduct the established selection process in time for Leleifontein.</p>	<p><b>Secretary Treasurer</b></p>
<p>Secretary Treasurer. Provided an update on the Dragoon / Springbok publication. All articles have been received, and the publication should be printed and paid for before the end of the fiscal year.</p>	<p><b>Secretary Treasurer</b></p>
<p>President. In accordance with bylaw section 11, the President brought forward a motion to accept Mr. Stephane Larouche as a member of the Guild; and that in accordance with By-law 34, he be appointed as a Director on the Board to replace Mr. Jeremy Leamon who has resigned due to work reassignment. The appointment of Mr. Larouche as a Director shall be presented to the Guild membership at the next Annual General Meeting (AGM) in November 2020 for election ratification. The motion was seconded by Mr. K. Lee and carried by the Board</p>	<p><b>President</b></p>
<p>President. Asked for a motion to approve the Record of Decision for the 25 June 2020 Board of Directors Meeting. The motion was raised by Mr T. Skelding, seconded by Mr</p>	<p><b>Nil</b></p>

	E. Kerckhoff and carried by the Board.	
<b>3</b>	<p><b>Financial and Investment Update.</b></p> <p>Mr D. Burnie. Noted that he would provide a full report at the next Board meeting using a streamlined format to better reflect the Guild financials. He provided a brief update on the Guild Income statement, highlighting the impacts of COVID. Also provided an update on the Guild Balance Sheet and noted that the monetary value of all Guild artifacts should be captured there. A copy of the Guild Income statement will be included with the Record of Decision.</p> <p>President. Asked Mr J. Whitehead to assist Mr D. Muralt in conducting a complete inventory of all artifacts this fall.</p> <p>Mr D. Burnie. Provided an update of the Guild's Investment Portfolio. The President asked for the End Year Income Statement to be cleaned up and distributed to the Board prior to the next board meeting. President also directed that E access to our Manulife investment be set up. (this was completed on 11 September 2020)</p>	<p><b>Mr D. Burnie</b></p> <p><b>Mr J. Whitehead</b> <b>Mr D. Muralt</b></p> <p><b>Mr D. Burnie</b></p>
<b>4</b>	<p><b>New Business.</b></p> <p>President. Presented several potential committee structure changes including:</p> <ul style="list-style-type: none"> <li>• Separating President and CEO positions</li> <li>• Amalgamating History and Heritage Committees</li> <li>• Rename Communications and Outreach Committee to Communications and Marketing Committee</li> <li>• Amalgamate Management and Governance Committees into Corporate Services Committee</li> </ul> <p>The changes were discussed by the Board, but it was decided more discussion was required by the impacted committees. Recommendations from the individual committees will be discussed at the next Board meeting.</p> <p>President. The President noted the importance of managing the Guild Donor List. Several options were discussed on how to best accomplish the task, including the integrated software from Canada Helps as well as options available through Office 365. The Secretary Treasurer was asked to investigate the options further.</p> <p>Mr T. Skelding. Provided an update on the Guild Memorial Page for the Guild website. The Honour Roll has been</p>	<p><b>All</b></p> <p><b>Secretary</b> <b>Treasurer</b></p> <p><b>Mr T. Skelding</b></p>

<p>updated including entries in the 7<sup>th</sup> Book of Remembrance. Work is in progress to include links to the Canadian Virtual War Memorial, the Book of remembrance Page, as well as the VAC Photo archives. The eventual goal is to have a live Last Post Page like that of the Legion. There was also discussion regarding overlapping Association initiatives, including memorial coins.</p> <p>Mr T. Burnie. Provided a Governance update. He noted that the update of the Guild Operating Manual reflecting recent and potential changes was still in progress and that the on-boarding package for new directors will be ready before the end of September.</p> <p>Secretary Treasurer. Provided a Management update. Changes to the Board composition have been actioned accordingly with Industry Canada and Manulife. Updates to CRA will be actioned with our Guild Tax return at the end of September. Also noted that the ROS could assist with the verification of Regimental Archives. The Secretary Treasurer confirmed that the independent financial verification process that we conducted last year will be actioned again and that this will occur approximately 30 days after the close of the fiscal year. Concluded with an update on the Guild Credit Card, noting that the bank required individuals be liable for the balance, and that a Debit Card and Petty Cash account would be used instead.</p> <p>Mr J. Whitehead. Provided a History update. Noted that an inventory would be undertaken with Mr D. Muralt and items would be properly catalogued and labelled.</p> <p>Mr T. Skelding. Provided a Heritage update. Noted that some items for the Ceremonial Guard had been backlogged. Also noted that the Memorial Database was not accurate and that he would provide an up to date version. Mr M. Aube also provided an update on Historical Vehicle Troop (HVT), and the status of the Ferret and Staghound. Both vehicles are runners and the HVT continues to conduct vehicle maintenance to ensure the vehicles remain roadworthy.</p> <p>Secretary Treasurer. Noted that there was no update from the Quality of Life Committee given the situation with the sudden departure of Mr Leamon with his appointment as the Brigade Sergeant Major. The Secretary Treasurer noted that both Mr C. Leblanc and Mr J. Nickerson have volunteered to</p>	<p><b>Mr T. Burnie</b></p> <p><b>Secretary Treasurer</b></p> <p><b>Mr J. Whitehead Mr D. Muralt</b></p> <p><b>Mr T. Skelding</b></p> <p><b>Mr J. Larouche</b></p>
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	<p>be on the QOL Committee and will do the necessary coordination and committee work while Mr Larouche is deployed in Latvia. President asked Mr J. Larouche to provide an update on the Guild Ceremonial Troop at the next meeting.</p> <p>President. Provided a Fundraising update on behalf of Mr D. Batten. No fund-raising activities with Friends of the Regiment have been conducted because of the COVID restrictions. Mr Batten is in the process of auctioning off the 15 Leather bound copies of the history and we anticipate 15K in revenue from that activity. Once provincial restrictions on COVID are relaxed then Friends of the Regiment activities will recommence.</p> <p>Mr B. Forsyth. Provided a Business Plan update. Noted that activities for this fiscal year need to be concluded. Also emphasized the importance of all committees engaging with the Regimental Family Advisory Group (RFAG) as they commence work on next year's business plan.</p> <p>Mr D. Burnie. Provided a Marketing presentation outlining some applicable tenets of marketing and some proposed guidelines and strategic direction for developing a Guild Marketing Plan. President directed that a Marketing Committee be established and that they report back to the Board at the next meeting. Committee to be composed as a minimum of David Burnie (lead), Kevin Lee, Dean Tremblay, a representative from the Association and representative from the QOL Committee.</p> <p>President. Noted that the President's Annual Report was drafted and the final report will be presented at the AGM in November.</p> <p>President. Brought forward a motion to present [name redacted] the Guild Distinguished Service Award for his dedication to the Guild over the past 10 years. The motion was seconded by Mr T. Burnie and carried by the Board. President will provide a citation for presentation in November.</p> <p>President. Due to continual delays, the President will personally present the authors their leather-bound copies of the new history within the next week. (complete 11 Sept 20)</p>	<p><b>Mr D. Batten</b></p> <p><b>All</b></p> <p><b>Mr D Burnie</b></p> <p><b>Mr D Levesque</b></p> <p><b>Mr S. Larouche</b></p> <p><b>President</b></p> <p><b>President</b></p> <p><b>President</b></p>
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5	<p><b>Adjournment.</b></p> <p>President. Reminded all members of importance of reviewing the RoD in full and following up on all action items.</p> <p>President. Noted that the Annual General Meeting is planned for 1300hrs Friday 6 November 2020 in conjunction with Leliefontein Activities. The meeting will be in the Centurion Room and on MS Teams. The next Board of Directors Meeting will occur immediately following the AGM.</p> <p>President. Brought forward a motion for adjournment. The motion was seconded by the Secretary Treasurer and carried by the Board. Meeting adjourned at 1615hrs 9 September 2020.</p>	<p><b>All</b></p> <p><b>All</b></p> <p><b>Nil</b></p>
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**Mr. J. Maerz**  
**Secretary-Treasurer**  
**Distributed and Archived**

**Mr. P. Atkinson**  
**President**  
**Approved – Yes / No**