

**Record of Decisions from  
 Guild Board of Directors' Meeting  
 Held at 1400 hours on 18 January 2021  
 Video Teleconference hosted on MS Teams**

**In Attendance:**

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

<b>Directors:</b>	<b>Mr. S. Larouche - regrets</b>
	<b>Mr. D. Batten</b>
	<b>Mr. J. Nickerson</b>
	<b>Mr. T. Skelding</b>
	<b>Mr. T. Burnie</b>
	<b>Mr. B. Forsyth</b>
	<b>Mr. M. Frank</b>
	<b>Mr. M. Aube</b>
	<b>Mr. K. Lee</b>
	<b>Mr. S. Curley</b>
	<b>Mr. D. Tremblay</b>
	<b>Mr. B. Fulton</b>
	<b>Mr. J. Ferron</b>
	<b>Mr. D. Milner</b>

<b>Observers:</b>	<b>Mr. C. Leblanc</b>
-------------------	-----------------------

<b>Ser</b>	<b>Discussion/ Decision</b>	<b>Action by</b>
<b>1</b>	<b>Opening Remarks.</b>  President. Called the meeting to order and welcomed new Board members	<b>Nil</b>
<b>2</b>	<b>Review of Previous Record of Decision.</b>  President. Asked for a motion to approve the Record of Decision for the 18 December 2020 Board of Directors Meeting. The motion was raised by Mr T. Skelding, and seconded by Mr D.Burnie. Motion carried unanimously.	<b>Nil</b>

<p><b>3</b></p>	<p><b>CFO Quarterly Report.</b></p> <p>CFO. Provided a CFO's quarterly update on the Q1 return. There were no specific areas of concern to report, however, it was noted that there may be adjustments made post Q1 resulting from the mid-quarter transition of comptrollership services.</p> <p>CFO. Discussed the concept of "advantage" as it pertains to donations. It was identified as a risk area that requires deliberate oversight by the fundraising committee to ensure that The Guild remains compliant.</p> <p>President. Discussed the budget worksheet to highlight how funds are being spent and tracked. Areas that were off target were highlighted, but no significant issues were identified.</p> <p>CFO. Provided an update on the donor database update project. The President noted the modernization of the donor program and transition to Canada Helps as the only donor management system. Subsequent to the Board meeting the CFO reported that the first stage of the onboarding training had been completed.</p>	<p><b>CFO</b></p> <p><b>Fundraising Committee</b></p> <p><b>Nil</b></p> <p><b>CFO / Clerk</b></p>
<p><b>4</b></p>	<p><b>Guild Property Update</b></p> <p>President. Provided a Guild property update and way ahead. The President discussed the history regarding the Guild's property and historical valuation considerations. Specific discussion centred on management and valuation of the Guild's Victoria Crosses, Scarlet Guard and Historical Vehicle Troop (HVT). It was noted that the monuments around Regimental lines still belong to the Regiment on a public account. The President, Mr Muralt and Mr Nickerson will convene in February in order to verify and conduct a valuation of the Guild's inventory. The President will report back to the Board on the Guild Property verification and valuation in April 2021.</p> <p>President. Discussed ownership and licencing items related to our historical vehicles, which will be managed by the HVT team under guidance of the History and Heritage Committee.</p>	<p><b>President / History and Heritage Committee</b></p> <p><b>History and Heritage Committee</b></p>

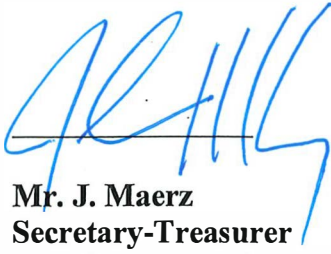
	<p>Mr Lee. Noted that there are various points of contact at the CFB Borden Museum, which may assist in addressing outstanding Guild property issues, and suggested that the Borden Museum may be interested in acquiring some Guild items should the Guild be willing to donate.</p>	<p><b>History and Heritage Committee</b></p>
<p><b>5</b></p>	<p><b>Guild Office Update</b></p> <p>Secretary Treasurer. Provided an update on the Guild Office Update to include E Banking Update. It was noted that the office hardware is purchased and housed in Regimental lines. Positional emails have been successfully trialed, and the intent is to roll out the remainder of the positional emails once the technical specifications of server capacity are confirmed. Only certain Directors will receive positional emails, which will be linked to the dragoons.ca website. The Secretary also noted that the Guild is now e-banking capable. At this time the Secretary-Treasurer has access, and both the CFO and Clerk will be online shortly.</p>	<p><b>Secretary</b></p>
<p><b>6</b></p>	<p><b>RCAC Assn Dues and Armoured Branch Trust Fund</b></p> <p>President. Closed outstanding discussion on the Royal Canadian Armour Corps (RCAC) Association dues question from the last Board meeting. RCAC dues are not Guild business, but The RCAC Branch Trust, as a charitable organization, is within the purview of the Guild to support. The Secretary discussed how RCAC Association dues could be paid via alternative means available to the Regiment, but with risk. The President asked if the Guild should consider donation to the RCAC Branch Trust. Concerns were raised with regards to the transparency of the RCAC Branch Trust and whether the Guild should be donating now. The RCAC Branch Trust's objectives were discussed, as was how it funds the management of the Borden museum and numerous bursaries. The discussion regarding Guild support to the RCAC Branch Trust was left open.</p>	<p><b>Secretary</b></p>
<p><b>7</b></p>	<p><b>Committee Structure and Governance Update</b></p> <p>President. Provided and update on the committee structures and memberships. Mr. T. Burnie motioned that the Board approve the Committee structure as presented by the President. Mr T. Skelding seconded the motion. The motion carried unanimously.</p>	<p><b>All</b></p>

	<p>Mr T. Burnie. Tabled ten (10) governance documents for review and an amended reading guide. He requested that all Directors review these documents and provide comment <b>NLT 1 Feb.</b> Mr T. Burnie will produce adjusted governance documents as required and will distribute for circulation amongst the Directors prior to their final publication on both the Guild's secure site and the publically accessible Guild website.</p> <p>Mr T. Burnie. Noted that there needs to be an amendment to bylaw section 45.4 to reflect the delegation of work between the CFO and Secretary Treasurer. While the Board can immediately implement any changes to this bylaw, changes must be ratified by the membership at a future members' meeting, and any amendments must also be sent to both Corporations Canada and the Canada Revenue Agency. The intent is to formalize the bylaw amendment by the April 2021 meeting. All finalized documents will be made available on the secured site as well as the Guild public website.</p> <p>Mr T. Burnie. Discussed the importance of specific Board training for Directors and is working on a narrated onboarding process.</p> <p>Mr T. Burnie. Noted that he is in the process of implementing a governance committee transition plan, to handover governance responsibilities to Mr W. Fulton.</p>	<p><b>All</b></p> <p><b>Mr T. Burnie</b></p> <p><b>Secretary</b></p> <p><b>Mr T. Burnie</b></p> <p><b>Nil</b></p>
<p><b>8</b></p>	<p><b>Committee Reports</b></p> <p><b>QOL.</b> Mr C. Leblanc provided an update on the Quality-of-Life programming to include updates on budgeted items and ongoing historical programs. Specifically discussed were modifications to the recuperation kits, a special needs assistance fund, and an update on the funeral kits purchase and distribution.</p> <p><b>History and Heritage.</b> Mr T. Skelding noted that the handover of history and heritage responsibilities has been completed from former director Mr J. Whitehead to Mr J. Nickerson. It was noted that the HVT completed a public demonstration of the Staghound in support of a Garrison</p>	<p><b>Nil</b></p> <p><b>Nil</b></p>

<p>9</p>	<p>Petawawa festive celebration. An update to the online RCD Honour Roll was also provided and this will be added to the Guild website.</p> <p>President. Discussed a Dingo armoured fighting vehicle (AFV) that was located for sale. After confirming with a subject matter expert, it was determined that this it was being sold at a good price. The President discussed approaching our FoTR to see if this is something, they would be willing to fundraise, purchase and donate to the Guild, and solicited feedback from the Board. The Patron discussed options and will investigate on behalf of the Guild. The Board members asked numerous questions concerning valuation and movement logistics, which the History and Heritage Committee will investigate.</p> <p>Mr Lee. Noted that we need to ensure testimonials are put onto the Guild’s webpage. Specific to the Bursary, the Secretary Treasurer will approach previous award winners for testimonial comment. Additionally, when the Guild receives large donations it was noted that the Guild needs to be more proactive in providing public recognition for donors.</p> <p><b>Business Planning.</b> Mr B. Forsyth explained the business planning process and expected outcomes from the Directors, specifically the Committee Chairs. Proposals are due by the <b>end of February</b> in order to facilitate the business planning process as well as the planned program review.</p> <p><b>History Book Sales Update.</b> Secretary-Treasurer provided an update to current history book sales. The income statements noted a discrepancy between the expected and actual revenues to date. The Secretary noted that the balance is in accounts receivable from various sales that occurred prior to Christmas where cheques have yet to be received, and in military quittance roles yet to transition to the Guild account.</p> <p>President. Discussed the plan to sell the e-publication and opened discussion on a reprint of the leather bound books. Questions were raised regarding the timelines for reprint, and this will be investigated. The Patron discussed potential reprint to sell prior to Christmas 2021 as a fundraising venture with his contacts but will get back to the President</p>	<p><b>Patron</b></p> <p><b>Fundraising Committee / Secretary Treasurer</b></p> <p><b>All</b></p> <p><b>Nil</b></p> <p><b>Patron</b></p>
----------	---	---

	with a definitive response.	
<b>10</b>	<p><b>New Business.</b></p> <p>President. Provided updates on the following initiatives:</p> <ol style="list-style-type: none"> <li>1. President Outreach Fund. To assist outreach initiatives by using the President in public facing with the Guild’s customers and potential future supporters. This will be included in the Business Plan.</li> <li>2. Program Review. To ensure continued relevance of the Guild’s programming a Program Review will be conducted prior to the April Board Meeting.</li> <li>3. Investment Guidance. To ensure the Guild’s investments are managed with appropriate oversights.</li> <li>4. Manulife Paperwork. To ensure the appropriate members of the Guild maintain access and oversight within the investment program.</li> </ol> <p>President. Directed the following priorities for the Guild over the next quarter.</p> <ol style="list-style-type: none"> <li>1. Guild Property</li> <li>2. Program Review</li> <li>3. Governance Docs Update</li> <li>4. Donor Management</li> <li>5. Office Set-up</li> <li>6. Handover plans</li> </ol>	<p><b>President</b></p> <p><b>All</b></p>
<b>11</b>	<p><b>Adjournment.</b></p> <p>President. Noted that the next board meeting is tentatively scheduled for <b>1300hrs 15 April 2021</b>. The meeting will hosted in the Centurion Room and via MS Teams. President noted that it would be his last meeting as President. Change of Colonel of the Regiment will precede the Board meeting that day.</p>	<p><b>Nil</b></p>

President. Brought forward a motion for adjournment. The motion was seconded by the Secretary Treasurer and carried by the Board. Meeting adjourned at 1600hrs 18 January 2021.	<b>Nil</b>
---	------------



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



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

**Record of Decisions from  
Guild Board of Directors' Meeting  
Held at 1300 hours on 15 April 2021  
Video Teleconference hosted on MS Teams**

**In Attendance:**

<b>President<sup>1</sup></b>	<b>Mr. P. Atkinson</b>
<b>President<sup>1</sup></b>	<b>Mr. D. Milner</b>
<b>First Vice President</b>	<b>Mr. D Levesque</b>
<b>Second Vice President</b>	<b>Mr. E. Kerckhoff - regrets</b>
<b>Chief Financial Officer</b>	<b>Mr. D. Burnie</b>
<b>Secretary/Treasurer</b>	<b>Mr. J. Maerz</b>
<b>Clerk</b>	<b>Mr. M. Edwards</b>

<b>Directors:</b>	<b>Mr. S. Larouche - regrets</b>
	<b>Mr. D. Batten</b>
	<b>Mr. J. Nickerson</b>
	<b>Mr. T. Skelding</b>
	<b>Mr. T. Burnie</b>
	<b>Mr. B. Forsyth</b>
	<b>Mr. M. Frank</b>
	<b>Mr. M. Aube</b>
	<b>Mr. K. Lee</b>
	<b>Mr. S. Curley</b>
	<b>Mr. D. Tremblay</b>
	<b>Mr. B. Fulton</b>
	<b>Mr. J. Ferron</b>
	<b>Mr. P. Atkinson</b>

<b>Observers:</b>	<b>Mr. C. Leblanc</b>
-------------------	-----------------------

<b>Ser</b>	<b>Discussion/ Decision</b>	<b>Action by</b>
<b>1</b>	<b>Opening Remarks.</b>	
	President. Called the meeting to order and reflected on the past three years of his tenure as Guild President. He noted the many accomplishments of the Guild, and noted areas for continued investment and improvement, and expressed contentment as he transitions the Presidency of the Guild to Mr D. Milner.	<b>Nil</b>
	President. Provided an update on the postponed Guild trip to Leeuwarden. He has contacted Dutch authorities, and is	<b>Nil</b>

<sup>1</sup> 1. Mr P. Atkinson called the meeting to order as the President of the Guild, however, as planned he handed responsibility for the Guild's Presidency to Mr D. Milner at the conclusion of the meeting.



	<p>now aiming for a revised trip schedule in 2022.</p> <p>President. Noted that the previous week the Guild supported the funeral of Mrs. Jean Bell with a newly produced funeral kit. While the process needs refinement, it demonstrated proof of concept of an excellent new Guild initiative.</p>	<b>Nil</b>
<b>2</b>	<p><b>Review of Previous Record of Decision.</b></p> <p>President. Identified four outstanding items from the last Board meeting:</p> <ol style="list-style-type: none"> <li>1. <b>Governance Director</b> to ensure by-law updates regarding the Terms of Reference for the CFO and Secretary-Treasurer are actioned;</li> <li>2. <b>Fundraising Committee</b> to investigate potential funding options for a Dingo AFV for the Guild's historical vehicle collection. Mr Batten noted that any proposed vehicle purchases require in person inspection prior to conducting any donor solicitation;</li> <li>3. <b>Secretary</b> to ensure updates to the Guild's CRA and Industry Canada documentation are actioned; and</li> <li>4. <b>Investment Committee</b> to ensure adjustments to the Manulife investment guidance letter are actioned.</li> </ol> <p>President. Asked for a motion to approve the Record of Decision for the 18 January 2021 Board of Directors Meeting. The motion was seconded by the Secretary and was carried unanimously.</p>	<p><b>Various</b></p> <p><b>Nil</b></p>

<p>3</p>	<p><b>Guild Property Updates</b></p> <p>President. The President thanked the following personnel for their assistance in the Guild’s property verification efforts: Mr Dave Muralt, Mr Tom Skelding, Mr. John Nickerson, Mr. Dean Milner, Mr. Roger Munger, Mr Shawn Mercer, Mr Sterling Mercer, Mr Bill Richards, and Mr Marc Tremblay. The Guild’s property has been appropriately accounted for and recorded.</p> <p>President. The Guild’s Archivist, Mr Muralt, produced a Guild Accountable Property (GAP) verification report, outlining recommendations on a way forward to manage accountable Regimental Property (RP). The highlights of the GAP action plan are as follows:</p> <ol style="list-style-type: none"> <li>1. The war diary cabinet needs to be re-located to the Regimental Operations Section. (done) The archives in the steel cabinets need to be relocated into the new headquarters in the room allocated for that purpose. <b>OPI – Guild History Chairman and Secretary/Treasurer.</b></li> <li>2. The Regimental Silver and Flatware need to have a detailed inventory completed and then updated in the RP Book by the Archivist. <b>OPI – Guild History Chairman and Archivist.</b> (done)</li> <li>3. The excess silver services need to be disposed of and profits of the sale returned to the Guild. Ottawa Gold a reputable silversmith can do the appraisal and purchase of Sterling silver and the remainder could be auctioned off at the 2022 RCD Reunion. The RP Book then needs to be updated. Mr K. Lee requested information on whether the silver could be fashioned into new cartouche belts for the scarlet guard. This will also be investigated. <b>OPI – Guild History Chairman and Archivist.</b></li> <li>4. The historical trophies on display in B-102 need to be relocated to the new headquarters. The RP Book will then need to be updated. <b>OPI – Guild History Chairman and Archivist.</b></li> <li>5. The inventory of weapons needs to be updated in the RP Book and a valuation done by the Regimental</li> </ol>	<p>Nil</p> <p>Various</p>
----------	---	---------------------------

Archivist. (done) A location in the Base Museum or new headquarters needs to be confirmed. **OPI – Archivist and Guild History Chairman.**

6. The Regt Adjutant needs to confirm the accountability of the parade swords and then the RP Book needs to be updated. **OPI – Adjt and Archivist.** (done)

7. The library needs to be transported to CMR. **OPI – Secretary/Treasurer and Archivist.** (in process)

8. The scarlet guard uniforms need to be inventoried and the RP Book updated prior to the move to the new headquarters. **OPI – TQ/ROS and Archivist.** (ongoing)

9. The valuation of the funeral kits needs to be confirmed and updated in the RP Book. **OPI – Secretary/Treasurer, TQ/ROS.** (done)

10. The history books, Staghoums, LAVIII, Medallions and Leopard Tank trophies needs to be moved to the Kit Shop for secure storage. **OPI – Guild History Chairman, Secretary/Treasurer and Regt Kit Shop Manager.**

11. The historical uniforms need to be moved to G-106 for temporary storage. Sports jerseys should be re-located for display in the regimental canteen and a permanent storage location for historical uniforms needs to be identified. **OPI – Guild History Chairman and Kit Shop Manager.**

12. The HVT needs to complete the appropriate paperwork for the Staghound and Ferret. **OPI – HVT team leader.** (in process)

13. The Chairman of the History Committee needs to work with the Base Museum to determine what parts of the RCD RP they will take for display. **OPI – Guild History Chairman and Archivist.**

14. The movement of the vehicle monuments located around F-104, C- 39 and the Worthington Square needs to be coordinated with the new building

	<p>contract team. <b>OPI – Guild History Chairman.</b></p> <p>15. The Guild needs to establish an archive and property management plan. This includes the establishment of an onsite property manager for the archives and regimental property. <b>OPI – President.</b></p> <p>16. Guild Accountable Property list needs to be updated and finalized by end June 2021. <b>OPI – President and Archivist.</b> (ongoing)</p> <p>President. Motioned to accept the GAP recommendations. The motion was seconded by Mr. D. Levesque and was carried unanimously.</p>	
4	<p><b>Committee Updates to the Board</b></p>	
	<p><b>Business Planning.</b> Mr B. Forsyth presented the results of a recent Guild Programming Review conducted by members of the Regimental Family Advisory Group (RFAG) on 17 March 2021. All charitable programming was reviewed by a diverse representation of the Guild’s client base. In general terms, the programming was found to be consistent with the expressed demands of the RFAG. Amendments to programming will be made as required to the Guild’s rolling outlook and business plan for FY 21/22, and will be presented in June 2021 for Board approval.</p>	Nil
	<p><b>Governance.</b> Mr. T. Burnie presented the finalized drafts of the Guild governing documents, which were circulated in advance of the Board meeting for review. Adjustments that were made were highlighted. Final drafts will be stored on the Guild’s secure server, with copies made available for public consumption on the Guild’s website. A motion to accept the final drafts of the Guild governing documents was made by Mr. T. Burnie and seconded by Mr. B. Fulton. The motion carried unanimously.</p>	Nil
	<p><b>Quality of Life.</b> Mr. C. Leblanc provided updates on the Quality of Life Committee’s activities. Specifically, the finalization of the funeral kits project; the modernization of the recuperation kits; the execution of the deployment bears project (to include support to 49 families resulting from the</p>	Nil

	<p>recent Regimental deployment to Latvia); the digitization of the QOL trackers; and the usage of the Padre's assistance fund were all discussed.</p> <p><b>History and Heritage.</b> Mr. T Skelding presented the following updates:</p> <ol style="list-style-type: none"> <li>1. Historical Vehicle Troop (HVT). Discussed the inclusion of civilian advisors to assist with the HVT. Specifically, they will help with sourcing parts and tooling, as well as providing technical assistance and continuity with this program. Expansions of the HVT were also discussed in general terms.</li> <li>2. Scarlet Guard. An initial estimate of \$14k is required to refit the Scarlet Guard to 100 persons. This cost will be spread over the next couple FYs by selective recapitalization activities over time.</li> <li>3. Memorials. The memorial database and digital honour roll are active online. It is a work in progress and is being continually updates. A memorial currently located in the Gagetown museum is in process to be repatriated to the regiment in Petawawa.</li> <li>4. Regimental Property. In accordance with the GAP previously discussed, Regimental property is in the process of being moved to the new Regimental HQ building where items of significance will be more prominently displayed. Discussions concerning potential Guild assistance to obtaining a Coyote AFV monument and potential to donate Regimental artifacts to the CFB Borden Armour Museum also occurred.</li> </ol>	<p><b>Nil</b></p>
<p><b>5</b></p>	<p><b>New Business</b></p> <p>Roundtable. Mr. B. Forsyth tabled discussion regarding diversity amongst the Board. The Board agreed, and will make plans to actively recruit underrepresented demographics of the Regimental Family to become members of the Board. The Corporate Services Committee was tasked with championing this initiative, noting that all members of the Board have the responsibility to identify and where</p>	<p><b>Corp Svcs</b></p>

	possible recruit talented individuals.	
6	President. The handovers for the Governance, Business Planning have occurred. Mr. T. Burnie and Mr. B. Forsyth were publically thanked by the Board for their steadfast dedication to the Guild. The Guild would not have the strong governance and business strategy without the efforts of these volunteers. Mr B. Fulton and Mr J. Ferron have assumed the responsibility for the governance and business planning committees respectively, and at the termination of the Board meeting Mr. T. Burnie and Mr B. Forsyth stepped down from their positions within the Guild.	Nil
7	President. The President of the Guild, Mr P. Atkinson tabled a motion to appoint Mr D. Milner as the President of the Guild. The motion was seconded by Mr. D. Levesque and was carried unanimously. Mr. D. Milner publically thanked Mr. P. Atkinson for his tireless work on behalf of the Guild over the past three years of his presidency. At the conclusion of the meeting, Mr. P. Atkinson stepped down from his responsibilities with the Guild's Board of Directors.	Nil
8	<b>Adjournment.</b>  President. Noted that the next board meeting is tentatively scheduled for <b>1300hrs 21 June 2021</b> . The meeting will hosted in the Centurion Room and via MS Teams.  President. Brought forward a motion for adjournment. The motion was seconded by the Secretary Treasurer and carried unanimously. Meeting adjourned at 1500hrs 15 April 2021.	Nil  Nil

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

**Mr. D. Milner**  
**President**  
**Approved – Yes/No**

**Record of Decisions from  
 Guild Board of Director's Meeting  
 Held at 13:00 hours on 21 June 2021  
 At the Centurion Room, F104, Garrison Petawawa &  
 Video Teleconference hosted on MS Teams**

**Persons In Attendance:**

<b>President</b>	<b>Mr. D. Milner</b>
<b>First Vice President</b>	<b>Mr. D Levesque</b>
<b>Second Vice President</b>	<b>Mr. E. Kerckhoff</b>
<b>Chief Financial Officer</b>	<b>Mr D. Burnie</b>
<b>Secretary/Treasurer</b>	<b>Mr. J. Maerz</b>
<b>Clerk</b>	<b>Mr. M. Edwards -Regards</b>

**Directors:**

**Mr. S. Larouche  
 Mr. D. Batten  
 Mr. J. Nickerson  
 Mr. T. Skelding  
 Mr. B. Fulton  
 Mr. J. Ferron  
 Mr. M. Frank  
 Mr. M. Aube -Regards  
 Mr. K. Lee  
 Mr. S. Curley  
 Mr. D. Tremblay  
 Mr. S. Boire**

**Observers**

**Mr. C. LeBlanc**

**Scribes**

**Mr. J. Hudec**

<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 and expresses his excitement for his new position. He noted the past contributions of the Guild and praised the strong governance.</p>	<b>Nil</b>
<b>2</b>	<p><b>Review of Previous Record of Decision.</b></p> <p>President. Previous ROD (15-04-2021) was reviewed. The main area of improvement needed was noted as:</p> <ul style="list-style-type: none"> <li>• <b>Communication:</b> The guild should strive to improve public awareness of the services we provide to</li> </ul>	<b>President</b>

	<p>members (i.e. Improvements to the website)</p> <p>The President asked for a motion to accept the previous Record of Decision for the 15 of April 2021 Board of Directors meeting. The motion was raised by Mr. B. Fulton and seconded by the First Vice President. A vote was held and the motion was carried.</p>	<p><b>Nil</b></p>
<p><b>3</b></p>	<p><b>Committee Updates to the Board.</b></p> <ul style="list-style-type: none"> <li>• <b>Communications Update.</b> The President discussed the changes being made to improve the Guild’s internal and external communications. A Guild narrative is being refined. The Guild website and associated social media ecosystem are being revamped. The President will provide an update on this at the November meeting. Additionally, the President identified the requirement to improve upon the structure and deliverables required of the Regimental Family Group (RFG). The President, 2<sup>nd</sup> Vice President and the QOL Chair will discuss how to better enable the RFG to determine and express the requirements of the Regimental Family and how best to vector Guild support.</li> <li>• <b>Business Plan Update.</b> Mr. J. Ferron provided The Guild an overview of future goals and discussion ensued. Strategies to better communicate The Guilds contributions were discussed.</li> </ul> <p>The President asked for a motion to accept the Business Plan. The motion was raised by Mr. D. Tremblay and seconded by Mr. T. Skelding. A vote was held and the motion was carried.</p> <ul style="list-style-type: none"> <li>• <b>Chief Financial Officer Update.</b> A copy of the CFO’s report was circulated amongst the members of the Board. The CFO presented updates on investments, donations and sales. The CFO reported that the Guild finances remain healthy and that all business activities remain compliant within industry accepted practices.</li> </ul> <p>Mr. J. Ferron proposed synchronizing quarterly Business Plan and CFO Plan to better track The</p>	<p><b>President</b></p> <p><b>President, 2<sup>nd</sup> VP, QOL Chair</b></p> <p><b>Mr. Ferron</b></p> <p><b>Nil</b></p> <p><b>CFO / Business Planning</b></p>



<p>Guilds revenue.</p> <p>The President asked for a motion to accept the CFO update. A motion was raised by the Second Vice President and seconded by Mr. K Lee. A vote was held and the motion was carried.</p>	<p><b>Committee</b></p>
<ul style="list-style-type: none"> <li> <p><b>Gym Project Update.</b> Mr. J. Maerz presented several options to contribute new fitness equipment and weights to The Regiment.</p> </li> </ul>	
<p>The floor was opened to discussion. Members of The Board of Directors expressed interest in supporting this project. Mr. J. Nickerson highlighted this as an opportunity for long-term profitability through Y007 contributions. Options for acquiring equipment were discussed. Updates on leasing and 0% financing options will be needed. Creation of a plaque to publicize The Guilds support was also discussed</p>	<p><b>QOL Committee</b></p>
<p>The President asked for a motion to approve up to \$20,000 to acquire suitable gym equipment for The Regiment. The motion was raised by Mr. B Fulton and seconded by Mr. K. Lee. A vote was held and the motion was carried.</p>	<p><b>QOL Committee</b></p>
<ul style="list-style-type: none"> <li> <p><b>History and Heritage.</b> Mr. T. Skelding discussed The Regiment's Historical Vehicle Troop as well as a potential buyer for old Staghound parts. Mr. T. Skelding discussed an increased estimate to refit the Scarlet Guard.</p> </li> </ul>	<p><b>History &amp; Heritage Committee</b></p>
<p>Mr. J. Nickerson discussed a bid made for two Coyotes. One for The HVT and one for a future monument.</p>	<p><b>HVT</b></p>
<ul style="list-style-type: none"> <li> <p><b>Quality of Life.</b> Mr. C. Leblanc provided an update on Quality of life projects. Funeral kits and memorial kits have been delivered to several families. BBQs donated to Single living in had a massive impact on both physical and mental health. It was agreed that some funding would remain in the Build a Bear fund to ensure continued support.</p> </li> </ul>	<p><b>Nil</b></p>
<ul style="list-style-type: none"> <li> <p><b>Marketing.</b> Mr. D Burnie provided a strategy to pursue organizations that are potential repeat donors.</p> </li> </ul>	<p><b>Marketing Committee</b></p>

	<ul style="list-style-type: none"> <li>• <b>Corporate Services.</b> Mr. J. Maerz provided an update on digital banking protocols.</li> </ul> <p>Mr. J. Maerz tendered his resignation from his position as Secretary/Treasurer effective the 25<sup>th</sup> of June, 2021 and asked for a motion to appoint Mr. S. Boire as his successor. The motion was raised by Mr. D. Levesque and seconded by Mr. K. Lee. The motion was carried.</p>	<p><b>Nil</b></p> <p><b>Secretary-Treasurer (Incoming)</b></p>
<b>4</b>	<p><b>Update on Deployment.</b></p> <p>The Second Vice President provided an update on members of The Regiment deployed to Latvia. The Regiment has seen great improvements throughout the deployment and has ensured strong representation for Canada among multinational forces.</p>	<b>Nil</b>
<b>5</b>	<p><b>Adjournment.</b></p> <p>The President thanked the Acting Regimental Command Team for their leadership on behalf of The Guild. Gifts were presented.</p> <p>The President asked for a motion to adjourn the meeting of the Board of Directors. The motion was raised by Mr. T. Skelding and seconded by Mr. D. Burnie. The motion was carried. The meeting was adjourned at 15:00hrs 21 June 2021.</p>	<p><b>Nil</b></p> <p><b>Nil</b></p>

\_\_\_\_\_  
**Mr. S. Boire**  
**Secretary-Treasurer**  
**Distributed and Archived**

\_\_\_\_\_  
**Mr. D. Milner**  
**President**  
**Approved** –  Yes /  No

**Record of Decisions from  
 Guild Board of Director's Meeting  
 Held at 13:00 hours on 05 November 2021  
 At the Centurion Room, Y137, Garrison Petawawa &  
 Video Teleconference hosted on MS Teams**

**Persons In Attendance:**

<b>President</b>	<b>Mr. D. Milner</b>
<b>First Vice President</b>	<b>Mr. D Levesque</b>
<b>Second Vice President</b>	<b>Mr. E. Kerckhoff</b>
<b>Chief Financial Officer</b>	<b>Mr D. Burnie</b>
<b>Secretary/Treasurer</b>	<b>Mr. S. Boire</b>
<b>Clerk</b>	<b>Mr. M. Edwards - regrets</b>

**Directors:**

**Mr. S. Larouche**  
**Mr. D. Batten**  
**Mr. J. Nickerson**  
**Mr. T. Skelding**  
**Mr. B. Fulton**  
**Mr. J. Ferron**  
**Mr. M. Frank - regrets**  
**Mr. M. Aube**  
**Mr. K. Lee**  
**Mr. S. Curley - regrets**  
**Mr. D. Tremblay**

**Scribes**

**Mr. C. Conant**

<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 and noted the busy tempo of all involved. He noted the past contributions of the Guild and hopes to do even more.</p>	<b>Nil</b>
<b>2</b>	<p><b>Communications Update.</b></p> <p>The President discussed the changes being made to improve the Guild's internal and external communications. A Guild narrative is being refined. The Guild website and associated social media ecosystem are being revamped. The Guild Website is ready for a soft launch in the near future. Additionally, the President identified the requirement to improve upon the structure and deliverables required of the Regimental Family Advisory Committee (RFAC). The</p>	<b>President</b>

	President, 2 <sup>nd</sup> Vice President and the QOL Chair will discuss how to better enable the RFAC to determine and express the requirements of the Regimental Family and how best to vector Guild support.	<b>Nil</b>
<b>3</b>	<p><b>Committee Updates to the Board.</b></p> <ul style="list-style-type: none"> <li>• <b>Leeuwarden 2022.</b> The Regiment has selected 5 pers, representing both different ranks and different squadrons, to attend Leeuwarden Celebrations in 2022. Discussions were had about funding this trip for said pers, and tying it into History and Heritage. It was noted that an increase to the budget would be required in order to facilitate this trip.</li> </ul> <p>Mr. D. Batten asked for a motion to increase the budget by no more than \$14,000 to help fund the flights and accommodations for the 5 pers selected for Leeuwarden 2022. The motion was raised by Mr. J. Nickerson and seconded by Mr. S. Larouche. A vote was held and the motion was carried.</p> <ul style="list-style-type: none"> <li>• <b>Chief Financial Officer Update.</b> A copy of the CFO's report was circulated amongst the members of the Board. The CFO presented updates on investments, donations and sales. The CFO reported that the Guild finances remain healthy and that all business activities remain compliant within industry accepted practices.</li> </ul> <p>The President asked for a motion to accept the CFO's Update. The motion was raised by Mr. S. Larouche and seconded by Mr. J. Ferron. A vote was held and the motion was carried.</p> <ul style="list-style-type: none"> <li>• <b>Business Plan Update.</b> Mr. J. Ferron reminded members to spend their quarterly budgets, and requested plans be presented to the Executive to ensure budgets are being spent.</li> <li>• <b>QOL.</b> Mr S. Larouche gave an update on how well received different events have been so far.</li> <li>• <b>Marketing and Fundraising.</b> Mr D. Batten and Mr. D. Tremblay gave an update on different methods of</li> </ul>	<p><b>President &amp; Mr. E. Kerckhoff</b></p> <p><b>Nil</b></p> <p><b>CFO</b></p> <p><b>Nil</b></p> <p><b>Mr. J. Ferron</b></p> <p><b>Mr. S. Larouche</b></p>

	<p>advertising currently being utilized through the Springbok. Discussion was had about a potential Friends of The Regiment event in the early spring of 2022 and the feasibility.</p> <ul style="list-style-type: none"> <li>• <b>History and Heritage.</b> Mr T. Skelding and Mr J. Nickerson gave an update on the acquisition of accoutrements for additional Scarlet Guards. Discussion was had about moving items between The Regiment and the Borden Museum. A project for an interactive story map centred on the Liberation of Leeuwarden was proposed to help increase communication and also codify Regimental History in an online forum.</li> </ul> <p>Mr T. Skelding asked for a motion for Project44 to be hired to create an illustrative story map focused on Leeuwarden. The motion was raised by Mr D. Batten and seconded by Mr J. Nickerson. A vote was held and the motion was carried.</p> <p>Mr. E. Kerckhoff then asked for a motion to increase the budget to the tune of \$4,000 in order to support the previous motion. The motion was raised by The President and seconded by Mr. D. Batten. A vote was held and the motion carried.</p> <ul style="list-style-type: none"> <li>• <b>Governance – Amendments to By-Law No.1</b> Mr. B. Fulton presented several potential updates to specific definition of “The Regimental Family.” The intent is to make the definition more inclusive while still maintaining the intent of The Guild.</li> </ul> <p>A question was posed as to whether or not this required a motion. Since “Objects” are not being changed, only expanding the definition of “The Regimental Family”, only Executive approval of the change is required before seeking CRA Approval. The Executive is content with the changes and will begin the process of presenting and requesting change through CRA.</p> <ul style="list-style-type: none"> <li>• <b>Corporate Services.</b> Mr. S. Boire provided a copy of the Responsibility Matrix and noted that there will be no Director after APS 2022. Application and Election is required for potential candidates. Potential candidates were discussed.</li> </ul>	<p><b>Mr. D. Batten &amp; Mr. D. Tremblay</b></p> <p><b>Mr. T. Skelding &amp; Mr J. Nickerson</b></p> <p><b>Nil</b></p> <p><b>Nil</b></p> <p><b>Mr. B. Fulton</b></p> <p><b>CFO &amp; Mr B. Fulton</b></p> <p><b>Secretary</b></p>
--	---	--

	<ul style="list-style-type: none"> <li>• <b>Y137 Gym Update.</b> Mr. S. Boire provided an update on current hindrances to gym completion. Until the new building is officially presented to The Regiment by the MND, the space remains a “multifunctional space” and cannot be officially utilized as a gym.</li> <li>• <b>Wolf Retreat Proposal.</b> The President brought up a retreat that is being created by former members of the CAF, with the intent of helping injured soldiers, and looked to seek clarification on if The Guild could assist in its development. Discussion was had, and it would likely fall outside of The Guild Mandate.</li> </ul>	<p><b>Secretary</b></p> <p><b>President</b></p>
4	<p><b>Adjournment.</b></p> <p>The President thanked everyone for joining the meeting from all across the country. A date for the Annual General Meeting was confirmed for 8<sup>th</sup> February, and the next Directors Meeting was tentatively set for early February 2022.</p> <p>The President asked for a motion to adjourn the meeting of the Board of Directors. The motion was raised by Mr. E. Kerckhoff and seconded by Mr. S. Larouche. The motion was carried. The meeting was adjourned at 15:30hrs 05 November 2021.</p>	<p><b>Nil</b></p> <p><b>Nil</b></p>

**Mr. S. Boire**  
**Secretary-Treasurer**  
**Distributed and Archived**

**Mr. D. Milner**  
**President**  
**Approved**  Yes / No