

# Convention Report *from the* Proceedings

47th Dominion Convention  
The Royal Canadian Legion  
Winnipeg, Manitoba  
25 - 29 August 2018

OUR MISSION IS TO SERVE  
VETERANS, WHICH INCLUDES  
SERVING MILITARY AND  
RCMP MEMBERS AND THEIR  
FAMILIES, TO PROMOTE  
REMEMBRANCE AND TO  
SERVE OUR COMMUNITIES  
AND OUR COUNTRY.





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IN THE FOLLOWING PAGES ARE RECORDED  
THE PROCEEDINGS OF THE 47TH DOMINION  
CONVENTION OF THE ROYAL CANADIAN LEGION  
ASSEMBLED AT WINNIPEG, MANITOBA. CONTAINING  
THE CONVENTION REPORTS AND RESOLUTIONS  
APPROVED BY THE DELEGATES, IT IS OF  
CONSIDERABLE PRACTICAL AS WELL AS HISTORICAL  
VALUE AND SHOULD BE PRESERVED FOR FUTURE  
READY REFERENCE.

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# DOMINION COMMAND OFFICERS

## HONORARY OFFICERS

### **Patron**

Her Excellency the Right Honourable  
Julie Payette, C.C., C.M.M., C.O.M., C.Q., C.D.  
Governor General and Commander-in-Chief  
of Canada

### **Grand President**

L. Murray, C.M.M., C.D.

### **Dominion Honorary Vice-Presidents**

General J.H. Vance, C.M.M., M.S.C., C.D.

### **Dominion Honorary Chaplains**

Rabbi R. Bulka  
Major-General G. Chapdelaine, C.D., Q.H.C.

## DOMINION EXECUTIVE COUNCIL

### **Dominion President**

D. Flannigan

### **Dominion First Vice-President**

T. Irvine

### **Dominion Vice-Presidents**

A. Paquette  
B. Julian  
A. Stanfield

### **Dominion Treasurer**

M. Barham

### **Dominion Chairman**

B. Chafe

### **Immediate Past Dominion President**

T. Eagles

## PROVINCIAL COMMAND/SPECIAL SECTION PRESIDENTS

### **British Columbia/Yukon**

V. MacGregor

### **Alberta-NWT**

C. Strong

### **Saskatchewan**

L. Varga

### **Manitoba & NWO**

R. Anderson

### **Ontario**

S. McKeown

### **Quebec**

K. Ouellet

### **New Brunswick**

J. Ladouceur

### **Nova Scotia/Nunavut**

M. Crowe

### **Prince Edward Island**

S. Gallant

### **Newfoundland and Labrador**

B. Lawrence

### **Tuberculous Veterans' Section**

K. Merola

### **OSI Special Section**

C. Richardson

## NATIONAL EXECUTIVE DIRECTOR

B. K. White

## DOMINION COMMAND PAST PRESIDENTS

✿ Lieutenant—General  
Sir Percy Lake  
British Columbia, 1925—1928

✿ Lieutenant—General  
Sir Arthur Currie  
Quebec, 1928—1929

✿ Lieutenant—Colonel  
Leo R. LaFleche  
Ontario, 1929—1931

✿ Major John S. Roper  
Nova Scotia, 1931—1934

✿ Brigadier—General Alex Ross  
Saskatchewan, 1934—1938

✿ Lieutenant—Colonel  
W.W. Foster  
British Columbia, 1938—1940

✿ Alex Walker  
Alberta, 1940—1946

✿ Major—General C.B. Price  
Quebec, 1946—1948

✿ Lieutenant—Colonel  
L.D.M. Baxter  
Manitoba, 1948—1950

✿ Group Captain Alfred Watts  
British Columbia, 1950—1952

✿ Dr. C.B. Lumsden  
Nova Scotia, 1952—1954

✿ Very Reverend  
John O. Anderson  
Manitoba, 1954—1956

✿ David L. Burgess  
Ontario, 1956—1960

✿ The Honourable  
Justice Mervyn Woods  
Saskatchewan, 1960—1962

✿ His Honour Judge  
C. C. Sparling  
Manitoba, 1962—1964

✿ Fred T. O'Brecht  
Ontario, 1964—1966

✿ Ronald E. MacBeath  
New Brunswick, 1966—1968

✿ Robert Kohaly  
Saskatchewan, 1968—1970

✿ The Honourable  
Justice Redmond Roche  
Quebec, 1970—1972

✿ Robert G. Smellie  
Manitoba, 1972—1974

✿ Robert D. McChesney  
Ontario, 1974—1976

✿ Douglas McDonald  
Ontario, 1976—1978

✿ Edward C. Coley  
Alberta, 1978—1980

✿ Al Harvey  
Newfoundland, 1980—1982

✿ Dave Capperault  
Ontario, 1982—1984

✿ Steve Dunsdon  
British Columbia, 1984—1986

✿ Anthony Stacey  
Ontario, 1986—1988

✿ Gaston Garceau  
Quebec, 1988—1990

✿ Fred Williams  
Newfoundland, 1990—1991

✿ Jack Jolleys  
British Columbia, 1991—1994

Hugh M. Greene  
Alberta, 1994—1996

✿ Joseph Kobolak  
Ontario, 1996—1998

✿ Chuck Murphy  
British Columbia, 1998—2000

✿ William (Bill) Barclay  
Saskatchewan, 2000—2002

Allan Parks  
Prince Edward Island,  
2002—2004

Mary Ann Misfeldt  
British Columbia, 2004—2006

Jack Frost  
Ontario, 2006—2008

Wilfred Edmond  
Nova Scotia, 2008—2010

Patricia (Pat) Varga  
Saskatchewan, 2010—2012

Gordon Moore  
Ontario, 2012—2014

Tom Eagles  
New Brunswick, 2014—2016

Dave Flannigan  
Newfoundland, 2016—present

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✿ *Designates deceased*



## TESTAMENT—ARTICLES *of* FAITH

### • The First Part •

**W**HEREAS THE ROYAL CANADIAN LEGION was founded upon principles, which endure today, and will serve well all who belong or may belong in the future including, among others:

- 🍁 A solemn remembrance of Canadians who gave their lives so that our nation might be free.
- 🍁 Loyalty to the sovereign and to Canada.
- 🍁 Safeguarding the rights and interests of the disabled, the widows or widowers and dependants and all who served.
- 🍁 Maintaining our right to encourage our people and nation to every reasonable support to peace at home and throughout the world.
- 🍁 Maintaining in and for Canada the rule of law, encouraging the national and united spirit, ordered government, and striving for peace, goodwill and friendship between Canadians and among all nations.
- 🍁 Advocating the maintenance in and by Canada of adequate defences.
- 🍁 Retaining the spirit of comradeship forged in wartime and nurtured in peacetime to the benefit of the history and unity of the nation.

**AND WHEREAS** throughout the history of the Legion certain values have endured to the benefit of the veteran segment, the Ladies Auxiliary and their chosen successors, all to the credit and benefit of the Canadian community.

**AND WHEREAS** it is the recognized duty of each segment, the one to the other, to perpetuate The Royal Canadian Legion and its principles, facilities and programs for the general welfare of our nation now and in the future.

**WE, THE UNDERSIGNED** for ourselves and representative of our segment of The Royal Canadian Legion, covenant and renew our obligations to each other and to the nation and do solemnly declare:

## REMEMBRANCE

**THAT THOSE WHO DIED** in the service of the nation will always be remembered together with their widows and widowers. We will remember them.

**THAT REMEMBRANCE DAY** shall remain and be reverently observed on the 11th hour of the 11th day of the 11th month of each year by us and our successors. Lest We Forget.

**THAT THE SACRIFICE** made by so many shall not be in vain and we shall strive to maintain unity in our nation, together with our constant endeavour to promote and maintain peace, goodwill, and friendship within our country and throughout the world, so that all citizens may be worthy of the sacrifice they made.

## JUST RIGHTS

**THAT THOSE WHO SURVIVE** and need our aid may be assured of reasonable and adequate assistance.

## LOYALTY

**THAT WE MAINTAIN OUR LOYALTY** to the reigning sovereign and to Canada and its people to stand for ordered government in Canada and decline membership or to discontinue any membership to anyone who is a member of or affiliated with any group, party or sect whose interests conflict with the avowed purposes of The Royal Canadian Legion or support any organization advocating the overthrow by force of organized government in Canada or which encourages or participates in subversive activity or propaganda.

# COMRADESHIP— SERVICE

**THAT OUR ORIGINAL BASIS** of common service and sacrifice expressed in comradeship shall survive among us and our community so that the ideals for which so many laid down their lives will be fulfilled.

## MEMBERSHIP

**THAT THE ROYAL CANADIAN LEGION** remain strong and united. That those who served or are serving or have served in the armed forces of our country together with their widows or widowers and dependants and such others as from time to time are admitted and subscribe and continue to subscribe to our purposes and objects, shall be encouraged to belong provided always that we shall remain democratic and non sectarian and not affiliated to or connected directly or indirectly with any political party or organization.

**THAT SO LONG AS** veterans remain, or their widows or widowers, that they shall be fully and adequately represented in all the councils of The Royal Canadian Legion. Future ex-service persons shall enjoy the same privileges in perpetuity.

## SYMBOLS

**THE POPPY** is our emblem of supreme sacrifice and must forever hold an honoured place in our hearts and image immortalizing as it does our remembrance and honouring of those who laid down their lives for ideals which they, we and all Canadians rightfully cherish. It shall challenge us to serve in peace, as in war, to help those who need our help, and to protect those who need and deserve our protection. The cross of sacrifice, on appropriate occasions, is symbolic of the same worthy principles of remembrance.

**THE TORCH** shall remain symbolic of justice, honour and freedom throughout our land. These were the principles for which our comrades fought and died. We of today and tomorrow covenant to hold it high lest we break faith with those who died. Justice, honour and freedom are our charge for now and forever. We serve best by fostering these principles in ourselves, our children and their children so long as The Royal Canadian Legion shall survive.

**OUR BADGE** is symbolic of our loyalty to our sovereign, our support to our nation in our worthy citizenship and our remembrance for our fallen comrades and fellow Canadians of like principles.

**OUR FLAG** being the Canadian Flag, is representative of our nation both at home and abroad. We will uphold it ourselves and forever teach respect for it by our successors, within and without the Legion. At the same time, we will remember our historical association with the union flag and the red ensign.

### • The Second Part •

**OUR SUCCESSORS** shall themselves learn and pass to their successors these principles including, when necessary, our best services in times of great need, our unique strengths to our family and community, and the worthiness of remembering their contributions in their continuing time.

### • The Third Part •

**WE, INDIVIDUALLY AND COLLECTIVELY**, guarantee we will be true to these principles and, subject only to the limits prescribed by democratic law, teach and hand down them to our continuous successors without reduction but with enhanced values.

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# REPORT OF THE 47TH DOMINION CONVENTION

Winnipeg,  
Manitoba  
25 - 29 August 2018

The 47th Dominion Convention of The Royal Canadian Legion took place at the RBC Convention Centre in Winnipeg, Manitoba. The theme of this year's Convention was Embracing a modern-day Legion...In the spirit of our Veterans, underpinned by Service before Self.

The Convention also coincided with Armistice 100 this year – 100 years since the signing of the treaty to end the First World War. Its memory was brought to light at various points during the gathering.

During the Convention, Local Arrangements Committee Chairman Rick Bennett shared regular daily announcements as appropriate.

## HIGHLIGHTS

Discussion about resolutions, guest presentations, committee reports and the installation of the new Senior Elected Officials filled the days. Several discussions and events stood out, as follows:

- The themes of the Legion's current demographics, changing needs, and importance of modernization and alignment of thought across the country came up frequently during the days of discussion.
- Delegates spoke with increasing passion about the importance of how and what the organization reflects publicly in media, advertising and conversation.
- At total of \$112,475.25 was raised to support Veterans in the Caribbean through the Royal Commonwealth Ex-Services League
- Educational workshops attracted large numbers of delegates.
- Delegates voted to increase the number of days for the Convention from four to five.

## BY THE NUMBERS

- 928 registered delegates
- 4 days
- 2077 proxy votes
- 40 observers
- 42 guests
- 25 resolutions passed
- 4 workshops

## WORKSHOPS

Well-attended informative workshops led by National Headquarters staff took place on the Saturday afternoon at the Convention Centre venue. A question and answer period followed each workshop. Convention attendees who had been pre-alerted to the topics, attended sessions of interest to them personally. Sessions were presented by National Headquarters staff members.

- Poppy Funds & Poppy Trademark: Use and Misuse (Danny Martin)
- Outreach: What does it mean? Getting to Veterans, Families and Communities (Ray McInnis and Nujma Bond)
- Membership: What's new! (Randy Hayley)
- The Member Exit Survey and Introducing the Branch Hospitality Program (Randy Hayley)

All sessions were recorded and can be found on the Legion.ca website.

## PARADE AND WREATH LAYING CEREMONY

Opening day activities began on a bright sunny Sunday morning in the downtown region, starting with a parade of Legion, military and dignitary participants who left from the Manitoba Legislature and made their way to the city's Cenotaph.

Once there, invited guests joined in special readings and wreath laying. Among attendees were the Legion's Grand President, Dominion President, the 2017 National Silver Cross Mother, and the Minister and Deputy Minister of Veterans Affairs, along with provincial and city representatives.

Several dozens of people lined the path leading up to the cenotaph, with interested members of the public joining in to listen.

Following this, opening remarks made inside the conference convention centre officially marked the beginning of the Convention.

#### **GUEST SPEAKERS**

A wide range of excellent keynote speakers shared their expertise on a number of topics. They included:

**The Honourable Seamus O'Regan**, Minister of Veterans Affairs Canada.

**A/Commissioner Scott Kolody**, The Royal Canadian Mounted Police.

**Mr. Byron Callies**, National Vice Commander, The American Legion.

**Commodore Mark Watson**, The Canadian Armed Forces.

**Mr. Guy Parent**, Veterans' Ombudsman.

**Mrs. Diana Abel**, National Silver Cross Mother.

**Colonel Geoffrey Abthorpe**, Nijmegen March.

**Mr. Terry Whittles**, National Chairman, The Royal British Legion.

**Inspector Kevin Lamontagne and Staff Sergeant Bob Ring**, The Royal Canadian Mounted Police.

**Brian Watkins**, Royal Commonwealth Ex-Services League.

**Mr. Jim Hunter**, Air Cadet League of Canada.

**Ms. Linda Wall**, Army Cadet League of Canada.

**Ms. Lynn Hawkeye**, Navy League of Canada.

**Lieutenant-Colonel Denis Letellier**, Regional Cadet Support Unit (Northwest) Canadian Armed Forces.

**Ms. Roberta (Bobbi) Foulds**, Pilgrimage of Remembrance.

All of the keynote speaker presentations can be found on the Legion.ca website.

#### **CONVENTION BUSINESS SUNDAY**

The opening ceremony took place after the wreath laying on Sunday morning, and included remarks from the Province of Manitoba, the City of Winnipeg and Manitoba and Northwestern Ontario Command. The Loyalty Resolution to the Queen in English and French followed, and was delivered by Dominion President Dave Flannigan and Grand President Larry Murray.

The Minister of Veterans Affairs Canada, the Honourable Seamus O'Regan, delivered the Convention's opening keynote address which was well received with a standing ovation. He spoke about his government's programs and plans as they relate to Veterans. He also emphasized his interest in The Royal Canadian Legion's work, and its advice. The remarks were followed by a lively question and answer period with Minister O'Regan and the Deputy Minister of Veterans Affairs Canada, General (retired) Walter Natynczyk.

Dominion Chairman Bill Chafe delivered the Procedures Report and Chairman's remarks, followed by remarks from the Grand President, President, and Dominion Treasurer.

Later that afternoon, provincial/territorial Commands and International Zones held individual caucuses.

#### **CONVENTION BUSINESS MONDAY**

The morning opened with an Invocation by Reverend Ted Nimik, the Honorary Chaplain of Manitoba and Northwestern Ontario Command.

After various business such as the Queen's Response to the Loyalty Resolution and the Procedures Report by Bill Chafe, MB/NWO Command Executive Director Dawn Golding presented the Credentials Report.

After the final vote on Monday, the new Senior Elected Officers elected for a two-year term include:

**President** – Tom Irvine

**First Vice President** – Bruce Julian

**Vice Presidents** – Owen Parkhouse, Angus Stanfield, Brian Weaver

**Treasurer** – Mark Barham  
(elected the following day)

**Chairman** – Bill Chafe  
(elected the following day)

Other business throughout the day included significant, informative and at times very touching keynote presentations.

Also on this day were reports by National Executive Director Brad White, and reports and resolutions from the following Committee Chairs:

- Resolutions Committee Report (David Flannigan)
- Dominion Executive Council (David Flannigan)
- Veterans, Service and Seniors (David Flannigan)
- Poppy and Remembrance (André Paquette)
- Membership (Thomas D. Irvine)
- Public Relations (Bruce Julian)
- Sports (Angus Stanfield)
- Defence and Security (Richard Blanchette)
- Ritual and Awards (Ron Goebel)
- Constitution and Laws (Jim Rycroft)
- Veterans Consultation Group (Larry Murray)
- Leadership Development (Jack Frost)
- Centennial (Mark Barham)

### CONVENTION BUSINESS TUESDAY

The day began with an Invocation by Rabbi Reuven Bulka, Dominion Honourary Chaplain and Reverend Cathy Giroux, MB/NWO Command Honourary Chaplain.

Once again, significant keynote presentations peppered the day, along with reports and resolutions from the following:

- Dominion Treasurer (Mark Barham)
- Going Forward (David Flannigan)
- Convention (David Flannigan)
- Tuberculosis Veterans Section (Kandys Merola)
- Royal Commonwealth Ex-Services League (David Flannigan)
- Donations to Homeless Veterans Program (David Flannigan)
- Report of the Canvet Board (Thomas D. Irvine)
- Legion National Foundation (George O'Dair)
- Operational Stress Injury Special Section (Chris Richardson)

Also on this day, it was announced that the Legion's selection for the 2018 Founder's Award was His Royal Highness Prince Harry in recognition of his work to help ill and injured Veterans through his establishment of the Invictus Games.

Fifteen brought back resolutions were discussed and voted upon.

### RESOLUTIONS

After much discussion, a total of 25 resolutions were carried and they are listed in their entirety elsewhere in this book. Those of particular note, which were also highlighted in a media release during the Convention, are summarized below:

- Recommendation that Veterans Affairs Canada (VAC) enact legislation to open Military Family Resource Centres to all veterans and their families, not just medically released veterans; and that the Centres be renamed to the Military Family and Veteran Family Resource Centres.
- Directive for the President of The Royal Canadian Legion to call upon the Government to make the position of the VAC Ombudsman a permanent and independent position, enshrined in law and reporting directly to Parliament.
- Recommendation that VAC enact legislation that would result in VIP benefits being offered to the survivor after a veteran's death; and that these benefits could be held in suspension until the survivor requires them.

- The Junior Canadian Ranger program will be recognized as being eligible for financial support from the Poppy Funds of The Royal Canadian Legion.
- Recommendation that the Legion strongly urge the federal government to legally recognize Ocean War Graves that would put the loss of a sailor on the same standing as the loss of soldiers and airmen and women.

Also of note is a new resolution allowing any person who has met the criteria of a Veteran and has never been a member, to be given a one-year complimentary membership with The Royal Canadian Legion, along with the e-version of Legion Magazine.

### INSTALLATION OF OFFICERS AND CLOSING CEREMONIES

Grand President Larry Murray presided over the installation of the newly-elected Dominion officers. It began with the ceremonial march into place of the executive members at the front of the room, with bagpipes played by National Headquarters staff member Peter Cook.

Addresses were made by outgoing Dominion President David Flannigan who spoke of the achievements and challenges over the past two years; and 2018-2020 Dominion President Tom Irvine spoke of his goals over his tenure. Rabbi Reuven Bulka made the closing benediction and the Convention was officially closed by Chairman Bill Chafe.

Final remarks by the next Local Arrangements Committee co-Chair Pat Varga included information about plans in the works for the 2020 Dominion Convention in Saskatoon, Saskatchewan.

### PRE AND POST-CONVENTION MEETINGS

Please note The Dominion Executive Council met before and after convention. Notes from these meetings can be found on the member portal at [Legion.ca](http://Legion.ca).

Comrades,

Comrades, I feel privileged to have served as your Dominion President for the past two years. When I embarked upon this journey, I had no idea exactly what I would find along the way. Two years later, I can tell you – my life has been greatly enriched and changed by the experiences I have had. I will share a couple of my personal memories and the milestones I am most proud of, later in my report.

I would like to begin by reflecting upon our long history, which as you know began in Winnipeg. I ask you to think of all that has been accomplished over the many decades of our existence. Think about the lives we have helped change. Think about what our communities would be like without our 1,400 Branches across this great country. I always tell people, “imagine your town without the Legion. In my report I will refer to our membership challenge, and that it must be tackled. The great work we do for Veterans and our communities must continue long into the future.

Comrades, looking back at the past two years, I am extremely proud of the honour you bestowed upon me, when you elected me as your Dominion President in 2016. It has been fulfilling to serve you. In my report I will share some of the things I discovered in greater depth over my tenure. The things the Legion does that I think truly make a lasting and life-changing difference to our Veterans and to our communities.

On a personal level, I also will also share a few experiences that taught me so much more than I expected, and made me even more proud of the Legion.

#### **I HAVE LEARNED MUCH**

I wonder how many Legionnaires really understand what it means to help support our Commonwealth Veterans. I was not fully aware until after being elected.

During my term, I had the opportunity to visit with comrades in Kuala Lumpur, Malaysia where I made a presentation to the Royal Commonwealth Ex Services League as the Canadian representative. As you know, we have taken on the responsibility of overseeing Veterans’ well-being in sixteen Caribbean countries. We see it as our duty as one of the founding members of the League.

As part of that responsibility, every two years we spend time with some of these Caribbean Veterans to see how they are being treated. We also make sure that our dollars are being spent in the right manner. Last year, alongside our National Executive Director Brad White, I had the opportunity to meet with Veterans in Trinidad & Tobago, Guyana and Barbados. When we visited these locations, we witnessed some of the most challenging living conditions you can imagine – but not only were many of these Veterans happy they were extremely thankful for the support we give them: shelter and a daily meal.

There was nothing like looking into their eyes and reading the appreciation for the support we provide. The Legion donations at our Conventions also provide these Veterans and their widows with a monthly pension – something without which many would not be able to make ends meet. I could tell you many stories that left a lasting impression on me when I was in that part of the world. Like the fact that our presence was a milestone event for a senior Veteran in one community who dressed in his uniform especially to have me inspect him.

We have close allies when it comes to international Legions such as the Royal British Legion and the American Legion. In 2016, I was in Ohio for the American Legion’s National Convention. While they operate differently, I learned they are dealing with similar issues. Increasing and retaining membership is also a key



part of their agenda. At their Reno Convention last year, we focused on how best to work together to help our North American Veterans.

An example of the sort of thing I mean is our Canadian Legion's participation in the 2017 Invictus Games for ill and injured Veterans last September. As you know, those Games were highly rewarding for our athletes. We were also able to showcase our Legion resources there, and our financial support was key to helping make those Games a success.

We believe in strong relations with the American Legion and I hope to see our good relationship with our American neighbours continue.

### **I HAVE EXPERIENCED MUCH**

The past two years have literally flown by for me. I have made some incredible memories and I am proud of all that we have accomplished together. But there are a few things that really stand out for me personally.

Remembrance is something I take seriously, and I want to share some thoughts about the services that I have had the privilege of attending. Each one was meaningful to me - but a few had a particularly strong impact.

In November of 2016, I experienced an incredible moment when I was in Ottawa for the National Remembrance Day Ceremony on Parliament Hill. Looking out over the crowd of thousands and standing alongside our special dignitaries, I was filled with emotion. That whole week was eye opening, as it was again last year. I spent time with our Silver Cross Mother, our Governor-General, and our youth. I cannot tell you how much I learned when speaking with them and hearing their thoughts about Remembrance. I will always thank you for giving me those special experiences.

Then there was the 100th Anniversary of the Battle of Beaumont-Hamel. As a proud Newfoundlander and Labradorian, I had the honour of laying the wreath at this ceremony overseas, on behalf of all Canadian Veterans, and alongside Prince Charles. We toured battlegrounds and gravesites in Europe.

I also had the opportunity to share in special Remembrance ceremonies in the Caribbean, as part of the annual Legion Cruise, for two years

in a row. It has shown me just how much these neighbours really honour Canadians. I can tell you they appreciate our presence. If you ever have a chance to participate in our Legion Cruise, I can tell you it is a rewarding experience. Following this cruise, our travel partners at Carslon-Wagonlit make a substantial donation to the Royal Commonwealth Ex-Services League to help us with the important work we do with Veterans, and we thank them for that.

The last service I want to highlight is the one I was invited to by my own Command in Newfoundland and Labrador. I attended two Newfoundland Memorial Day celebrations on the first of July this year. The main ceremony was held at Canada's other National War Memorial, in St. John's. A second was held at the Sergeant's Memorial.

That day I witnessed the Royal Newfoundland Regiment Band put on an exceptional display along with the RCMP. I heard a performance by the Singing Legionnaires and had many memorable conversations. The whole thing touched me deeply and it was an honour to perform one of my last official Ceremonial activities in my home province of Newfoundland and Labrador. I must say thank you to Comrade Berkley and his crew.

I recently returned from the 2018 Legion National Youth Track and Field Championships in Brandon, Manitoba where I was humbled to be the Guest of Honour. Two years ago, I also attended our national event in St. Thérèse, Quebec. I would like to thank Comrade Angus Stanfield and his Sports Committee for these very special invitations.

You should know that the youth of our country who participate in this incredible event, are very grateful for the opportunity you give them – and you should be proud of all the work you do at the provincial and branch levels to make sure these athletes get this incredible chance to compete. For many it is their first real taste of national and professional competition. We all need to do more to promote, embrace and grow this healthy competition.

It is always so powerful when you watch these events and realize that some of the young athletes will go on to the Olympics, Commonwealth Games, or other such competitions. Our Veterans started this event many years ago to show our

support for our youth, and these Games must continue to succeed in building healthy futures.

One of the proudest moments for me, and for all DEC during my term, was our announcement late last November that the federal government had approved the development of the Legion National Foundation. This not-for-profit charitable organization is able to accept donations from any corporation that would like to donate and it also has the ability to issue tax receipts. This opens a whole new world in terms of organizations that may not have previously thought of donating to the Legion.

This Foundation, operating with an independent Board but with some administrative support from Dominion Command, will be extremely helpful with the funding of some of our Youth Programs. Yes Comrades, the Legion is doing excellent work.

### I HAVE SEEN CHALLENGES

Comrades, my overview of my term as your Dominion President also includes a look at some of the challenges I faced. I will touch upon the main ones, and how they were resolved.

Last year, I was forced to make the difficult decision remove a Provincial President from office because of this member's refusal to enforce our General By-Laws. The Command was placed under a Board of Trustees. Since then, many decisions have been made to ensure the Command is ultimately able to resolve this situation. I am optimistic that this Command will bounce back as one of the Legion's powerhouses.

From the moment I was elected and up until the April 2017 DEC meetings, I was regularly questioned by some Elected Officers about the operation of Legion House and Legion programs, as a whole. That 2017 meeting was actually turning point.

I was asked to form a special committee, in order to develop a five-year Strategic Plan and investigate the operations of Legion House and its programs. I chaired that committee, and our first order of business was to hire an outside independent firm to dig into all aspects of the operation. It took months of interviews and our operations were compared with those of similar organizations.

Let me tell you what they found. They found we were not doing anything wrong operationally, but we were somewhat focused on the wrong target strategically. I touched upon this at the beginning of my remarks. We were told clearly that we need to focus on membership and we need to do it strategically.

In case you are wondering, the salaries and number of employees were found to be in line with similar organizations that are also our size. In fact, the salaries are actually somewhat lower than for people doing the same work elsewhere.

Back to membership. It is our new and looming target. If we do not face it now, it will take us down. Our committee has been renamed the "Going Forward Committee" and its major initial outcome is the Strategic Plan which you will learn more about during our 2018 Convention. It is critical that all of us give it our full support, as it is our roadmap to the future. I will share more during our committee report at Convention.

For now, I can tell you our first order of business within this plan is to increase membership to 300,000 before our 100th Anniversary in 2026. We will do it if we work together at all levels. It means aligning all of the work we do to the new Strategic Plan. It is up to each and every one of us to make this happen. Make no mistake Comrades, we are at a crossroads, and sorry to use a cliché, but it is literally sink or swim time.

Our Public Relations and Marketing team has done tremendous work in helping us reach out to more people. They have helped open the door for us, and now it is our turn to make Canadians want to step over that branch threshold. Yes, I said Canadians. We want to see more Veterans join, but we also need to have everyday Canadians join. Those who take our mandate seriously and believe in what we do. All potential members must be welcomed with open arms.

If we sit back and ignore this looming crisis, then we know where that path leads. What would the Veterans who were our founding members think? When they were successful on the battlefield it was because they organized and re-organized, they strategized and re-strategized when things were not going their way. And they worked as a team. We must do the same. We cannot afford infighting between branches and any of our commands,

including Dominion Command. That is a recipe for failure.

I want to acknowledge and thank you all for the extreme effort you have already put into this membership problem and ask for your commitment to hang in there until we all get the job done. We can do this!

### THE IMPORTANCE OF OUR CONVENTIONS

During our 2018 Convention, ask that you listen intently to each Chairperson as they present their respective reports, and think about what ideas that you, as a delegate and member, can take back as a personal action plan.

I know that our First Vice-President Comrade Tom Irvine has a personal action plan of his own and that he will throw everything he has into it. I ask you to show him your support during the 2018 Convention.

Always remember that our Veterans formed this great organization 94 years ago, to ensure their sacrifices would not be forgotten. It is our responsibility to live up to those expectations.

### MY APPRECIATION

I would like to sincerely thank all of our superb staff members at Legion House for their dedication, particularly Comrade Brad White. I thank my Elected Officers for their selfless dedication to me and to the Legion, over the past twenty-six months.

A personal thank you goes out to our Grand President and Comrade Larry Murray for his respect and guidance during my term. I thank Comrade Larry, sincerely.

Comrades you are all potential great leaders and I wish all of you who are elected during our 2018 Convention, the best of luck in your future roles. I also want to thank every delegate at our 2018 Convention for the incredible work you do throughout the year to help our Veterans and our communities. The fact you are representing your Branch or Command, shows you are already recognized as a leader.

I thank my wife, Vera who has endured so many sacrifices, to ensure that I was there to perform my duties as Dominion President. She has been by my side from the beginning, and I want to say a very special thank you to her for always being

there for me, even when I was away over many nights. I love her and appreciate what she does for me and for the Legion.

Comrades, I thank you all for giving me this unforgettable, life-changing journey! I look forward to continuing my support for the Legion in other ways, for years to come. I wish you a great 2018 Convention.



## REPORT OF THE DOMINION COMMAND **VETERANS, SERVICE *and* SENIORS COMMITTEE**

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D. Flannigan, *Chair*  
T. Irvine, *Vice-Chair*  
G. Hines, *Member*  
J. Yeo, *Member*  
M. Tremblay, *Member*  
B. Weaver, *Member*  
B. Chafe, *Member*  
G. O'Dair, *Ex-Officio Seniors*  
L. Murray, *Ex-Officio Member*  
R. McInnis, *Secretary*  
C. Gasser, *Assistant Secretary*

### INTRODUCTION

Since Dominion Convention in St. John's, NL in 2016, advocacy efforts have focussed on ensuring that all Veterans including members of the Canadian Armed Forces (CAF), RCMP, and their families are treated with fairness, dignity and respect such that they are afforded the same benefits and services irrespective of when and where they served.

### RESOLUTIONS

Due to ministerial changes in Veterans Affairs Canada and the federal election in 2015, the response to the resolutions from the 45th Dominion Convention 2014 will be incorporated with the "Comments on Resolutions 46th Dominion Convention 2016" and will be published in May 2018 and distributed to Legion Branches for the guidance of all Legion members.

### MANDATE OF VSS COMMITTEE

The Veterans, Service and Seniors Committee continues to maintain a more active advocacy stance while maintaining its focus on proving, day in and day out, to all Canada's Veterans, including serving CAF and RCMP members and their families that The Legion cares.

### ADVOCACY

The Dominion President stressed the importance of continuing our advocacy efforts regarding the availability of mental health services to all Veterans and their families. We will continue to monitor this issue with the Canadian Armed Forces. It is also important that Legion Branches continue to welcome all Veterans that Branch Service Officers receive their annual training such that they are knowledgeable on programs and services available for our Veterans. In addition, outreach to Reservists must continue to be a priority and ensuring that all Veterans who require assistance with their disability

applications to VAC be informed and encouraged to contact a Legion Command Service Officer to assist them with their application. It is equally important that we continue to outreach to all Veterans who may have received unfavorable decisions in the past as policies change, Veterans should contact a Command Service Officer to review previous decisions. A reminder that Command Service Officers provide free representation.

The following is a snapshot of the details of Legion advocacy efforts on behalf of all Veterans, their families and seniors since 2016:

- a. **22 March 2016** – Budget 2016 released and the federal government addressed five of the 15 priorities mandated by the PM to the Minister of Veterans Affairs. They addressed the increase in the Disability Award which will be indexed and retroactive to 2006, increasing access to the Permanent Impairment Allowance – now called the Career Impact Allowance, improving the ratio of case managers to clients, greater access to the Last Post Fund, and re-opening all of the VAC offices that were closed plus a new one in Surrey, BC;
- b. **15 April 2016** – the Minister of Veterans Affairs announced a new initiative to broaden engagement with stakeholders. Six ministerial advisory groups were created as part of his commitment to improve transparency and seek consultation on issues of importance to Veterans and their families;
- c. **15 June 2016** – RCL members selected for each advisory group; Policy Advisory Group – Comrade Brad White; Service Excellence – Comrade Charls Gendron, Mental Health – Comrade Glynne Hines; Families – Comrade Ray McInnis, Care and Support – Comrade

Carolyn Gasser; Commemoration – Comrade Steven Clark;

- d. 5-6 October 2016** – The 3rd Veterans Affairs Canada Stakeholder Summit was held in Gatineau, PQ. Through the Summits, VAC engages with stakeholder organizations to discuss issues facing Canada’s Veterans and their families. The primary focus of this Stakeholder Summit was to hear the recommendations brought forward from six ministerial advisory groups;
- e. 8 November 2016 and 7 November 2017** – The President attended the annual bilateral discussion/meeting with the VAC executive;
- f. 8 December 2016** – Dominion President sent a letter to the Minister of Finance requesting a change within the CRA regulations to allow a tax exemption to Veterans to be able to claim for the Care and Maintenance of their service dog. On 27 February 2018, the government implemented a tax credit for service dogs in Budget 2018;
- g. 22 March 2017** – Budget 2017 announced by the federal government, checking off a couple more priorities from the mandate letter, but it missed the opportunity to deliver on lifelong financial security for ill and injured Veterans. They announced the Caregiver Recognition Benefit, Education and Training Benefit, Veterans Emergency Fund, Centre of Excellence on PTSD and related Mental Health conditions, Career Transition Services, Expansion of the Veteran Family Program across all Military Family Resource Centres in Canada and Removal of Time Limits on Rehabilitation Services and Vocational Assistance Program for Survivors; Veteran and Family Wellbeing Fund;
- h. 3 May 2017** – Comrade Ray McInnis appeared before the Senate Sub-Committee on Veterans Affairs to speak on the transition to life after release from the Canadian Armed Forces;
- i. 24 July 2017** – Dominion President sent a letter to the Minister of Veterans Affairs requesting that the government create a greater and more stable long-term financial commitment to maintain Veterans’ gravesites. On 27 February 2018, in Budget 2018, the government announced funding

over five years for the cleaning, restoring or replacing of headstones and fixing foundation issues. It is the kind of investment we have been advocating for;

- j. 4 November 2017** – the Legion hosted 14 other Veterans’ organizations in our annual Veterans’ Consultation Assembly. The group received briefings on the anti-malarial drug Mefloquine, the outreach being conducted by the National Association of Federal Retirees and an update by the Ombudsman on his recent study “The Continuum of Care”. The consultation group agreed that much more is required to improve the New Veterans Charter with particular emphasis on resolving the significant disparity between the financial compensation available under the Pension Act and the New Veterans Charter, in accordance with the “one veteran – one standard” principle. It was felt that, through the utilization of the best parts of the Pension Act and the best parts of the New Veterans Charter, a pension benefit model can be created which removes the inequality which currently exists. Roundtable discussion focussed on the definition of frailty, the Veterans Identification Card and more coordinated research; a letter was forwarded to the Minister of Veterans Affairs post-meeting;
- k. 21 December 2017** – The Minister of Veterans Affairs introduced the Pension for Life (PFL) that contains adjustments to the benefits available to members and Veterans. PFL includes three new benefits that will recognize and compensate Veterans for disability resulting from service-related injury and/or illness, expected as of 1 April 2019. No details on the Pain and Suffering Compensation, the Additional Pain and Suffering Compensation and the Income Replacement Benefits were released;
- l. 2 February 2018** – Comrades Brad White and Ray McInnis appeared before the Standing Committee on Veterans Affairs to speak on the study of the barriers to transition and the measureable outcomes of successful transition;
- m. 21 February 2018** – we renewed our letter of understanding with Wounded Warriors Canada. Collaboration and sharing should be

pursued when possible including highlighting activities and links on websites;

- n. 27 February 2018** – we renewed our letter of understanding with VETS Canada and the parties agree that on a national level they should collaborate on identifying, reviewing and responding to programs, services and opportunities aimed at reducing the Homeless Veteran population. Support may come in the form of shared communications and outreach, shared testimonials, best practices or other forms as agreed by the parties;
- o. 27 February 2018** – we were encouraged by the commitments in the 2018 Federal budget in areas of importance to Veterans and their families. Tax Credit for Service Dogs, Healthy Seniors Pilot Project in New Brunswick, Investment in cannabis research in Canada, increased research dollars in Science and Technology, Funding for family crisis teams in the CAF, honouring our Veterans by maintaining graves and grave markers and the commitment to help with the mental health of RCMP are investments moving in the right direction;
- p. 9 April 2018** – The National Association of Federal Retirees hosted a Veterans Summit to present their Outreach Report. They developed a veteran's outreach initiative in 2017 to listen to veterans and better understand what is and isn't working for them as they transition out of service and beyond.

### SENIORS INITIATIVE

The Legion continues to advocate to the federal Government that senior's home care should be part of a national strategy to include standardization, consistent service delivery and certification. We commend the government's investment in the Healthy Seniors Pilot Project in New Brunswick; the pilot will look at how governments can better support seniors in their own home, communities and care facilities. We are hopeful that over time, aging Veterans will receive the support they need to remain at home.

### HOMELESS VETERANS NATIONAL PROGRAM

The RCL Veterans Homelessness Advisory Committee, chaired by the Dominion President, is made up of a group of individuals who are stakeholders in the policy, programs and/or services in place for Veterans homelessness. Members

understand the impact of Veterans homelessness on the community. The committee provides guidance and strategic recommendations to VAC and other government stakeholders for conducting purposeful policy and program development for homeless Veterans. This is accomplished through committee members sharing their expertise, knowledge and experience.

The Committee is established to determine appropriate policy and program development in the area of Veterans homelessness. To coordinate and align efforts of the various organizations who are working towards addressing homelessness among Veterans.

The last meeting of the RCL Homelessness Veterans Advisory Committee was held at Legion House on 13 March 2017. It was a full day of great discussion and the end result being that it will be necessary to develop a coordinated advocacy approach to the government to combat the Veterans homelessness issue.

In the summer of 2017, the government advised that they planned to release in the fall a long-awaited strategy to tackle veterans' homelessness. In one of its most recent versions, has placed a heavy focus on providing veterans in crisis with help in paying the rent or mortgage, including the idea of a housing fund that could provide rent vouchers for veterans to stop them from becoming homeless. As of 4 May 2018, the strategy has not been promulgated. We will continue to develop a coordinated advocacy approach to combat Veterans homelessness.

One homeless veteran in this country is one too many.

### LEGION SCHOLARSHIP

The Dominion President presented the 2016 RCL Masters Scholarship in Military and Veteran Health Research to Jeremiah Buhler from the University of Manitoba. His proposed Masters work is on the Efficacy of Online Chronic Pain for Military, RCMP and Veterans: A Randomized Control Trial.

The Dominion President presented the 2017 RCL Legion Masters Scholarship in Military and Veteran Health Research to Kelly Chen-McDonagh. Unfortunately, she had to withdraw from her program. A portion of the funding will be used to employ a student researcher to assist in Veteran's research this summer.

The 2018 RCL Legion Masters Scholarship will be presented at the CIMVHR Forum in Regina, SK 15-17 October 2018.

### **SERVICE DOGS**

The Canadian General Standards Board (CGSB) released an Interim Report on 6 February 2018. It has been a difficult task developing the national standard, as there are many divergent opinions that exist surrounding Service and Guide Dogs from a variety of different groups. On 17 April 2018, we were informed that the CGSB withdrew its intent to produce a National Standard of Canada for Service Dogs; this was extremely disappointing and frustrating news at this time. It is anticipated that the information collected during the past two plus years will be used to develop a Government of Canada standard for service dogs.

### **OUTREACH AND VISITATION INITIATIVE**

The Outreach and Visitation Initiative (OVI) contract from Veterans Affairs Canada (VAC) is extended to 30 September 2018. VAC currently supports more than 5,300 Veterans in approximately 1,400 facilities. They do not have the available resources to conduct visits with a large number of Veterans in long-term care. This contract allows the Government to use the RCL volunteer network to make 7,000 visits on an annual basis the Veterans who are receiving financial assistance from VAC for long-term care.

This initiative facilitates face-to-face visits with Veterans, providing them with an opportunity to have a conversation and social visit with a volunteer and to raise concerns or identify needs that might be addressed by VAC or the Legion. To date, the OVI volunteers have made 11,143 visits. Presently, we have 131-trained Outreach and Visitation Initiative volunteers who have provided outstanding service to this initiative.

### **SERVICE BUREAU PROFESSIONAL DEVELOPMENT / REGIONAL COMMAND SERVICE OFFICER TRAINING**

The Dominion Command Veterans Services sponsored by the respective Provincial Commands (Manitoba/NWO Command and NB Command), participated in the Western Region Professional Development session in Winnipeg from

7-8 September 2017 and the Eastern Region Professional Development session in Saint John, NB from 13-16 June 2017.

Command Service Officers will be attending a training / professional development session in Charlottetown from 23-25 October 2018. They will benefit from consultation with VAC officials responsible for service delivery with whom they deal on a regular basis while receiving updates on latest policies and business processes.

### **BUDGET REPORT**

For your information, a copy of the VSS Committee budget for the period 2018-2020 is attached to this report. Delegates may raise any questions that they have concerning Committee expenses at this time, but any motion for changes to the budget document as it relates to this Committee will have to be delayed until the budget is formally brought forward by the Dominion Treasurer later in the Convention proceedings.

### **RESOLUTIONS**

The VSS Committee has reviewed four Resolutions; three have been concurred, while one has been non-concurred.

### **CONCLUSION**

During 2018-2020 the VSS Committee will continue their advocacy efforts focused on ensuring that all Veterans and their families are afforded the same benefits and services irrespective of when and where they served; paying particular focus on the new Pension for Life and all mandated priorities that have not come to fruition as of the date of this report.

In conclusion, I would like to thank the members of the Committee and the secretariat support for their dedication throughout the past two years.

This report was moved, seconded and approved by the delegates.

**THE ROYAL CANADIAN LEGION – DOMINION COMMAND**  
**VETERANS, SERVICE AND SENIORS COMMITTEE**

	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 BUDGET</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>
TRAVEL	3,624	681	7,500	7,650	7,803
PER DIEM	2,726	-	6,000	6,120	6,242
CIMVHR FORUM	8,164	12,357	10,000	10,200	10,404
PRINTING, STATIONERY	609	401	500	510	520
TELEPHONE & FAX	150	294	600	612	624
POSTAGE	99	2	400	408	416
BUSINESS TRANSFORMATION INITIATIVES	538	1,163	1,500	1,530	1,561
HOMELESS VETERANS SUMMIT	136	2,159	5,000	5,100	5,202
MISCELLANEOUS	301	26	1,000	1,020	1,040
<b>TOTAL</b>	<b>16,347</b>	<b>17,083</b>	<b>32,500</b>	<b>33,150</b>	<b>33,813</b>



## REPORT OF THE DOMINION COMMAND

# POPPY *and* REMEMBRANCE COMMITTEE

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A. Paquette, *Chair*  
J. Riddell, *Member*  
H. Harper, *Member*  
L. Varga, *Member*  
B. Lawrence, *Member*  
B. McCoy, *Member*  
D. Martin, *Secretary*  
K. Therien, *Assistant Secretary*

### INTRODUCTION

The Committee has the responsibility for the policy and procedures of the Poppy & Remembrance program of the Legion. As such, it has significant impact on the commemorative culture of the Legion in such areas as the National Remembrance Ceremonies, the Legion Pilgrimage of Remembrance and Youth Education programs. As well, the Committee has the responsibility to consider applications for unusual expenditures of Poppy Trust Funds to ensure adherence to policy and also has the responsibility to review applications for the use of the Poppy trademark to ensure compliance with our trademark protection and if not, to consider the appropriate legal action.

### COMMITTEE

During this period (2016/2018), the Poppy and Remembrance Committee met face to face on two occasions, in November 2016 and November 2017 and via teleconference in March and September 2017 and April 2018.

### POPPY CAMPAIGN

The annual Poppy Campaign continues to be the most important project of the Legion each year. The committee reviewed Poppy promotional items on a regular basis to ensure their appropriateness for the Poppy campaign.

The Corporate Partnerships for the Poppy campaign continues to expand with corporations pledged or renewed their support, including Tim Hortons, Bulk Barn, Carlson Wagonlit Travel, Shoppers Drug Mart, Walmart and Costco.

For both 2016 and 2017, Dominion Command was instrumental with the arrangements for the First Poppy Presentation to the Governor General which symbolizes the ceremonial launch of the campaign. Similar launches with the respective Lieutenant Governors in each of the Provincial Commands also took place

### NATIONAL REMEMBRANCE CEREMONY

Dominion Command was instrumental in the organization and conduct of the national ceremony on behalf of the People of Canada. In both 2016 and 2017, an estimated 35,000 to 40,000 spectators attended the Ceremony.

### THE NATIONAL SILVER CROSS MOTHER

The Silver Cross Mother for 2015/2016 was Mrs. Colleen Fitzpatrick of Prince George, BC. Mrs. Fitzpatrick lost her middle son, Corporal Darren Fitzpatrick, when he stepped on an improvised explosive device while on patrol in the Zahari district, near Kandahar City on March 6th, 2010.

The Silver Cross Mother for 2016/2017 is Mrs. Diana Abel of Brampton, ON. Mrs. Abel is the mother of Corporal Michael David Abel. Corporal Abel died in theatre on May 3, 1993 during Operation Deliverance in Belet Huen, Somalia.

## SALES REPORT- POPPY AND REMEMBRANCE MATERIAL DOMINION COMMAND

DOMINION COMMAND SALES OF POPPY AND REMEMBRANCE MATERIAL FROM 2014 THROUGH 2017 WERE:

	2014	2015	2016	2017
JANUARY	126.10	13,348.52	-2,070.55	187.63
FEBRUARY	447.90	2,224.16	9,205.66	18,873.57
MARCH	6,572.90	7,092.25	1,831.50	13,370.80
APRIL	5,037.77	38,830.28	45,889.53	35,623.61
MAY	36,464.94	22,512.45	46,922.57	69,340.29
JUNE	203,904.72	215,880.95	211,432.49	231,586.62
JULY	55,623.55	89,198.64	56,684.50	182,990.51
AUGUST	208,307.94	433,853.39	165,971.06	652,200.69
SEPTEMBER	1,145,684.84	1,002,860.19	1,124,055.33	743,218.88
OCTOBER	1,045,977.48	1,088,627.37	1,346,509.10	615,169.56
NOVEMBER	460,591.04	474,809.32	320,026.41	624,360.98
DECEMBER	193,519.43	229,707.59	306,489.29	249,712.19
<b>TOTAL</b>	<b>3,362,258.61</b>	<b>3,618,945.11</b>	<b>3,632,946.89</b>	<b>\$3,436,635.33</b>
	<b>(+3%)</b>	<b>(+8%)</b>	<b>(0%)</b>	<b>(-5%)</b>

## INDIVIDUAL POPPY AND WREATH DISTRIBUTION QUANTITIES FOR 2014 THROUGH 2017 WERE

ITEM	2014	2015	2016	2017
LAPEL POPPY, BOX OF 1000	16,846	18,961	18,077	15,887
CAR / WINDOW POPPY	20,940	22,155	20,891	19,724
TABLE POPPY	3,216	3,832	3,607	4,964
#8 WREATH	3,009	3,285	3,342	3,098
#14 WREATH	18,480	19,656	18,580	17,462
#20 WREATH	8,635	8,363	8,516	8,872
#24 WREATH	800	800	785	1,036
POPPY SPRAY	219	225	164	215
GRASS CROSS	7,713	8,356	7,666	7,410
WHITE CROSS	2,057	2,174	1,894	1,730

Work is well underway for the 2018 Poppy Campaign. Production requirements for Poppies and Wreaths were set in December 2017. Their supporting production schedule is being adhered to and validated with monthly physical counts.

Promotional materials to support the Poppy Campaign were reviewed immediately following the 2016 and 2017 Campaign. The 2018 Promotional Materials Catalogue, Poster and Literacy Contest Winners Booklet, and supporting order forms have been updated. Provincial Commands have been solicited for their 2018 material forecasts.

Procurement for materials to support the 2018 Campaign are well underway with the goal of having all materials in stock by June 1st.

New for 2018 are permanent black Poppy centres. These have been ordered and will be in stock by mid-May 2018. Several all branch emails to make branches aware of their availability are planned.

Fourteen of seventy three promotional materials products had price increases this year. The prices on lapel Poppies and wreaths remain unchanged for 2018 with no increase.

## POPPY TRADEMARKS

The Poppy Trademark remains an active enforcement issue. As such Dominion Command is constantly monitoring the use and misuse of the image aided by many Legion branches or individual members who report infractions. Those that are

violating the Poppy trademark are notified of the trademark requirements and are requested to cease. Those that fail to abide by this notification are turned over to the Legion's Trademark lawyer for follow up action. There are currently two cases before the Legion's lawyer.

## POPPY TRUST FUNDS

A COMBINED SUMMARY OF THE REVENUE, EXPENSES AND DISBURSEMENTS OF THE POPPY TRUST FUNDS, PROVIDED BY PROVINCIAL COMMANDS IS AS FOLLOWS

REPORTING PERIOD	2015	2016
REVENUE (1)	24,510,837.66	23,727,834.95
EXPENSES/POPPY MATERIAL PURCHASED FROM PROVINCIAL COMMANDS (2)	6,699,580.73	6,297,914.50
DISBURSEMENTS (3)	19,104,100.64	16,762,267.31

**Note:** The reporting period is 1 October of the noted year to 30 September of the following year:

1. Includes revenue from stated year's Poppy Campaign
2. Includes expenses for stated year's Poppy Campaign
3. From 1 October of the stated year to 30 September of the following year.

## CADET LEAGUES AND OUTSTANDING CADETS

We continue to maintain good relationship with the Cadet Leagues. Every year, Dominion Command has a meeting with the Executive Directors of the Leagues and the Commander of the National Cadet and Junior Canadian Rangers Support Group. Items of mutual interest are discussed and a good working relationship is maintained. The Committee is very positive about the Cadet program and the Legion support for it, from the Marksmanship program, to the Cadet Medal of Excellence, the Outstanding Cadets of the Year to Ottawa for Remembrance and of course at the local branch level for cadet units.

## YOUTH EDUCATION-POSTER AND LITERARY CONTESTS

In 2017 and 2018, the Poster and Literary Contests were well supported by branches and Commands with over 100,000 students submitting entries from across Canada. The deadline for each Provincial Command to submit their winning entries to Dominion Command has been 15 February for the past several years and this has enabled the national results to be released by early April annually.

We continue to work closely with the Canadian War Museum and an exhibit of the senior winners is on display every year. As well, the second place and

honourable mention winners are placed on display at the Parliamentary Precinct every Remembrance period.

## NEVER SUCH INNOCENCE

Based in London, England, Never Such Innocence is dedicated to educating young people about the First World War, its impact and legacy, through poetry, art and music, throughout the Centenary period.

The Royal Canadian Legion agreed to collaborate with Never Such Innocence (NSI) to provide the entries from our Poster and Literary Contests in 2017/18 at the Senior, Intermediate and Junior levels to NSI for judging in that contest.

For 2017/18 all poster entries from the Junior, Intermediate and Senior levels as well as all poems submitted to Dominion Command from those levels were sent to NSI for judging under their process. In 2017 these entries provided six winners for the NSI contest. The successful winners were: Jude Brian Derla, St. Brieux, SK., Grace Gao, Ottawa, ON, Yiwei (Susan) Ni, Vancouver BC, Ivy Shi, Calgary AB, Jiade Guo, Scarborough, ON and Jennifer Boadway, Viking, AB.

The results for 2018 were not available at the time of printing.



### LEGION PILGRIMAGE OF REMEMBRANCE

From 8-22 July, 2017, Comrade Angus Stanfield led the 41 Pilgrims participating in the 2017 Pilgrim of Remembrance through France and Belgium where they toured battlefields, paid their respects in cemeteries, reflected at memorials and explored museums. Comrade John Goheen was again selected as the tour facilitator and provided the direction and historical perspective that makes this event so successful and poignant.

Paris was used as the arrival and departure point for the Pilgrimage once again. The delegation included representatives from all Provincial Commands along with paying pilgrims. The group participated in the Menin Gate Ceremony and other Legion ceremonies at various sites such as Beaumont Hamel and Vimy Ridge. Through the visits and experiences while at these significant WWI and WWII sites, the Pilgrims gained a unique perspective and an unprecedented level of understanding of Remembrance.

Comrades Bobbi Foulds from AB and Dwane Burke from SK both dynamic young people really committed to the cause and fully engaged in the pilgrimage have been selected to present their experiences to this convention.

The next Pilgrimage will be held from 6 to 20 July 2019.

### NATIONAL COLOUR PARTY

The Committee once again extends its appreciation and thanks to the Dominion Command Colour Party, which continues to represent the Legion at numerous local, national and high profile events throughout the year. The commitment and dedication of each member is outstanding.

### REMEMBRANCE EDUCATION MATERIAL

The Committee continues to work closely with Veterans Affairs Canada (VAC). One such partnership is the VAC package of Remembrance educational material, which includes our Youth Education Programs pamphlet on the Poster & Literary Contests and the Legion's Teaching Guide. One package is mailed to each Legion branch and school across Canada in August/September each year and the Legion greatly appreciates the cooperation of VAC in this matter.

The Committee continues to work closely with the Commemoration Division of Veterans Affairs Canada in support of various initiatives and receive

regular updates on items of mutual interest such as commemorative events.

### VETERANS AFFAIRS CANADA MONUMENT RESTORATION WORKING GROUP

The Legion continues to be involved with and support Veterans Affairs Canada's Cenotaph/Monument Restoration and Construction Programs. These programs enable communities and organizations to apply for funding to conserve and restore existing cenotaphs and monuments and to construct new ones. Comrade Jack Frost continues to serve as The Royal Canadian Legion's representative on the Assessment Review Committee. The Government's program for construction of new cenotaphs and monuments expired at the end of March 2016 and we are awaiting any indication of a program or direction from the Government for new construction.

### THE POPPY MANUAL

A current version of the Poppy Manual is available on-line. Since Legion Manuals are no longer available in a hard copy format, the Committee continues to review and update on a regular basis

### 2018 CONVENTION RESOLUTIONS

The Committee reviewed 16 resolutions submitted for consideration at this Convention. These Resolutions will be dealt with immediately after this report.

### BUDGET

A copy of the Committee budget for the period 2018-2020 is attached to this report. Delegates may raise any questions they may have at this time concerning Committee expenses, however, any motion for changes to the budget document as it relates to this Committee will be delayed until the budget is formally brought forward by the Dominion Treasurer later in the Convention business program.

### WITH APPRECIATION

I would like to acknowledge the time and effort put forward by the members of this committee over the past two plus years. The contributions of this collection of dedicated and knowledgeable individuals was invaluable. I would personally like to thank all of the members which included Glenn Hodge, Lorne Varga, James Riddell, Harold Harper, Bobbi McCoy and Berkley Lawrence as well as the administrative support provided by Bill Maxwell, Kelly Therien and Danny Martin

## CONCLUSION

The Legion Poppy and Remembrance Committee continues to focus on ensuring that the Remembrance initiatives and programs of the Legion achieve the objective of perpetuating the memory and deeds of the Fallen.

This report was moved, seconded and approved by the delegates.

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**THE ROYAL CANADIAN LEGION – DOMINION COMMAND**  
**POPPY AND REMEMBRANCE COMMITTEE**

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
<b>COMMITTEE</b>					
TRAVEL	9,032	1,373	7,000	7,140	7,283
PER DIEM	8,204	1,371	2,000	2,040	2,081
POSTAGE & OFFICE	1,351	1,163	1,000	1,020	1,040
TELEPHONE AND FAX	184	52	1,000	1,020	1,040
MISCELLANEOUS	818	459	500	510	520
<b>TOTAL</b>	<b>19,589</b>	<b>4,418</b>	<b>11,500</b>	<b>11,730</b>	<b>11,965</b>
<b>EUROPE ZONE</b>					
GRANT					
EUROPE - WREATHS	0	123	1,500	-	-
	0	123	1,500	1,530	1,561
<b>NATIONAL CEREMONIES</b>					
TRAVEL	4,474	1,739	4,500	4,590	4,682
PER DIEM	5,770	1,340	4,500	4,590	4,682
PRINTING, STATIONERY	-	3,534	500	510	520
TELEPHONE, POSTAGE	1,041	549	500	510	520
COLOUR PARTY ACTIVITIES SUMMER & FALL	199	1,727	250	255	260
MEETING, PLANNING	95	129	200	204	208
ST. JOHN AMBULANCE	300	500	500	510	520
CEREMONIES OPERATIONS	5,156	10,976	5,000	5,100	5,202
<b>TOTAL</b>	<b>17,035</b>	<b>20,494</b>	<b>15,950</b>	<b>16,269</b>	<b>16,594</b>
<b>PILGRIMAGE</b>					
POPPY GRANT	(33,750)	(36,627)	(33,750)	-	-
EXPENSES	34,738	35,600	33,750	-	-
<b>TOTAL</b>	<b>988</b>	<b>(1,027)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>37,612</b>	<b>24,008</b>	<b>28,950</b>	<b>29,529</b>	<b>30,120</b>
<b>NATIONAL REMEMBRANCE CEREMONY ASSOCIATED EXPENCES (POPPY FUND)</b>					
EUROPE - WREATHS	3,339	-	1,000	1,020	1,040
REMEMBRANCE RECEPTION	6,263	6,284	6,000	6,120	6,242
SILVER CROSS MOTHER	7,114	3,777	5,000	5,100	5,202
CADET OF THE YEAR	12,052	8,021	10,000	10,200	10,404
<b>NATIONAL LITERARY/POPPY CONTEST</b>					
TRAVEL	4,949	5,380	7,000	7,140	7,283
PER DIEM	6,378	4,868	5,000	5,100	5,202
BURSARIES/GIFTS	12,785	11,971	12,000	12,240	12,485
<b>TOTAL - POPPY FUND</b>	<b>52,880</b>	<b>40,301</b>	<b>46,000</b>	<b>46,920</b>	<b>47,858</b>
<b>TOTAL - GENERAL FUND</b>	<b>17,035</b>	<b>20,494</b>	<b>15,950</b>	<b>16,269</b>	<b>16,594</b>
<b>TOTAL - NATIONAL</b>					
<b>REMEMBRANCE CEREMONY</b>	<b>69,915</b>	<b>54,460</b>	<b>61,950</b>	<b>63,189</b>	<b>64,453</b>

## REPORT OF THE DOMINION COMMAND MEMBERSHIP COMMITTEE

T. Irvine, *Chair*  
F. Sullivan, *Vice-Chair*  
M. Barham, *Member*  
J. Ladouceur, *Member*  
S. McKeown, *Member*  
C. Strong, *Member*  
S. Wessel, *Member*  
R. Hayley, *Secretary*  
D. Martin, *Assistant Secretary*

### MEMBERSHIP OVERVIEW

In keeping with the 2018 Dominion Convention theme ‘**Embracing a Modern Day Legion**’, the Membership Committee has worked diligently over the past two years at ushering in a new era of legion membership. This was accomplished by introducing many new membership elements including new membership cards and launching a membership website for commands and branches which includes providing members the opportunity to update their personal profiles and choose new online member renewal payment options.

In addition, in 2017 the Committee commissioned a third party to conduct a non-renewing member survey and the results, which are shared within this report, helped create and shape the membership 5-year business strategy.

Branch and member communication continues to be a challenge for the Member Services team as only 1,100 of the 1,400 branches have a valid email address on their profile. Unfortunately, we have made no progress on additional branch emails since the last convention. This has created many challenges when attempting to communicate membership updates to branches and ultimately to members. We continue to rely primarily on email to communicate all news and updates so it is imperative for branches to share and update their email addresses.

During the 2018 Convention Member Services is presenting two informative membership workshop for all attendees. One workshop will focus on recent changes surrounding Legion membership and the second workshop will discuss the non-renewing member survey and the branch hospitality program. Member Services will also be represented on-site to display the new membership website and answer any questions.

### MEMBERSHIP BY THE NUMBERS

After implementing numerous changes in the previous 12-18 months and working closely with the Provincial Membership Chairs the Committee was disappointed with final 2017 membership numbers as membership declines continued.

#### Final 2017 Numbers:

- 268,517 Total Paid Membership - down 10,089 members or 3.6% year over year
- 24,998 New Members were enrolled/reinstated during 2017 – up 1,638 members or 7.0% year over year

As the 2017 numbers demonstrate, generating new Legion members is not the biggest challenge to maintaining overall membership levels. A greater organizational effort is required on member retention and renewal if we are to turn membership around.

#### Inside the Numbers:

- As of February 01, 2018 35,174 members who had paid for 2016 did not renew for 2017.
- Of these 35,174 members, 4,904 deceased during the year leaving a remaining 30,270 members for potential renewal.
- Of these members, 7,282 (24%) were new members (1 year of service)
- An additional 3,706 (12%) had 2 years of service

Direct contact with non-renewing members yields the best results so a direct mail piece soliciting the renewal of members is mailed out every March to those who have not yet renewed for the current year.

The Committee encourages local branches to directly contact their non-renewing members annually.

### UPDATE ON THE MEMBERSHIP PROCESSING WEBSITE

The membership-processing website for branches and members launched in the summer of 2017. The Membership Committee has been extremely encouraged by the early results. As of March 2018, 110,000 memberships had been processed online. In addition:

- 1,120 Branches (80%) had logged on to the website.
- 600 Branches (43%) had processed members on the website.
- 700 Branches (50%) had provided their branch rate allowing their members to renew online.

These are strong early results greatly exceeding initial projections. The Committee thanks all branches who are actively participating in this new technology.

### NON-RENEWING MEMBER SURVEY

The Membership Committee commissioned Environics, a third party survey company, to conduct a non-renewing member survey during May 2017. The survey received 479 total responses from non-renewing members (323 men vs 156 women including 224 Ordinary members).

The key findings were:

- 1) 40% of non-renewing members did not receive a renewal reminder call/notice from their local branch
- 2) 41% would renew today if they could do so online
- 3) Although most found the branch experience to be welcoming there were 25% who found the branch experience unhospitable and 37% stated it was only somewhat hospitable.

The full survey results were shared with the Provincial Commands and the Provincial Membership Chairs.

The Membership Committee remains optimistic that the administrative tools are now in place to assist in addressing these three major findings, which will assist member retention rates in future years.

### MEMBER CONTACT INFORMATION AND BRANCH MEMBERSHIP FEES

With the launch of the membership website, the tools now exist to fully address the first two key

findings of the member non-renewal survey. We encourage branches to:

- 1) Collect and enter member contact information within the membership website. With this information, Dominion Command can cost effectively email renewal reminders on behalf of the branches encouraging members to renew their local memberships. To date we only have 15% of member emails within our system.
- 2) Please ensure your branch rate (membership fee) is entered in the membership website allowing your members the convenience of renewing their memberships online. This is one more additional renewal tool you can add to your existing efforts and it can assist branches in maintaining membership levels as members move away, become less mobile or have family members renew on their behalf.

We require strong branch and member support if we are to maximize member renewal and retention efforts.

Providing these new membership tools does not guarantee success if our organization does not seize the new opportunities now available. Please consider collecting and sharing the information above. Member Services is always available to assist local branches.

### ALL BRANCH COMMUNICATIONS – THE LEGION DISPATCH

Once a month Dominion Command emails the All Branch Communication Newsletter (now called the Legion Dispatch) to the email address appearing on your branch profile page within the membership website. This information piece contains important news, updates and changes for all aspects of our Legion organization.

Please review your email address on your branch profile page within the membership website to ensure the correct email address is listed. This will ensure you are receiving these updates on a regular monthly basis.

### BUDGET

Please find enclosed with this report a copy of the 2018-2020 budgets for the Membership Committee. Any motion for changes to the budgets as relates to the Membership Committee will have to be delayed

until the budget is formally brought forward by the Dominion Treasurer later in the Convention proceedings.

### CONCLUSION

Many new changes have been implemented over the past couple of years all with a focus on stabilizing Legion membership. These changes have been made to recognize and embrace a modern day Legion especially when it comes to membership processing and member renewal.

Organizationally we collectively need to use the tools now available to maximize our member renewal and retention efforts.

Every branch can make a difference:

1. Continue to welcome all newcomers, veterans and civilians who wish to support veterans, promote remembrance and want to help grow our communities. Review the Branch Hospitality program for some helpful tips on creating a more welcoming environment.
2. Please ensure your correct branch email address is entered in the membership website. This will ensure you receive regular updates on all aspects of Legion business.

3. Continue to obtain member phone numbers and email addresses and ensure they are updated in the membership system or please forward directly to Dominion Command. This will ensure your members receive email renewal reminders sent by Dominion Command on behalf of your local branch.
4. Please ensure your branch rates (membership fees) are entered in the membership website allowing your members the convenience of renewing their local memberships online.

Together we can make a positive difference to Legion membership!

The Membership Committee thanks all branches and commands for their commitment and strong efforts over the past 2 years.

This report was moved, seconded and approved by the delegates.

**THE ROYAL CANADIAN LEGION – DOMINION COMMAND**  
**MEMBERSHIP COMMITTEE**

	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 BUDGET</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>
<b>COMMITTEE</b>					
TRAVEL	2,700	-	2,500	2,550	2,601
PER DIEM	2,505	-	3,500	3,570	3,641
PRINTING AND OFFICE	24	725	750	765	780
POSTAGE	-	-	-	-	-
FOCUS GROUP STUDY	-	-	2,500	2,550	2,601
TELEPHONE & FAX	-	-	-	-	-
MISCELLANEOUS	-	784	-	-	-
	<b>5,229</b>	<b>1,509</b>	<b>9,250</b>	<b>9,435</b>	<b>9,624</b>
<b>PRINTING &amp; STATIONERY</b>					
MEMBERSHIP FORMS	3,566	902	5,000	5,100	5,202
EARLY BIRD STICKERS	2,610	2,404	2,000	2,040	2,081
	<b>6,176</b>	<b>3,306</b>	<b>7,000</b>	<b>7,140</b>	<b>7,283</b>
<b>TOTAL</b>	<b>11,405</b>	<b>4,815</b>	<b>16,250</b>	<b>16,575</b>	<b>16,907</b>



## REPORT OF THE DOMINION COMMAND PUBLIC RELATIONS COMMITTEE

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B. Julian, *Chair*  
T. Eagles, *Vice-Chair*  
R. Anderson, *Member*  
K. Box, *Member*  
M. Tremblay, *Member*  
N. Bond, *Secretary*  
B. White, *Assistant Secretary*

### OVERVIEW:

At our last Convention, our President announced the formation of a Public Relations Committee. In the months afterward, we created and approved the committee's official Terms of Reference. Additionally we built and approved a five-year strategic marketing and communications plan.

We then officially activated our PR committee after the hiring of a new Communications Manager at Dominion Command, and we held our first meeting last December. Under our current structure, we will hold meetings four times a year, with at least one gathering in person.

I will present highlights of projects completed since our inception, and will then offer a general overview about what we have planned going forward.

### HIGHLIGHTS:

- As part of our PR Committee activity, we have come up with a process whereby members of the Committee can be consulted quickly about wording and content, when matters that need a national response arise.
- We have reactivated regular bi-monthly meetings for our Public Relations Officers in order to share information and update our colleagues across the country with useful and timely information and tools.
  - One such tool that has proven useful not only to our Officers, but to members of our Executive Team, is the monthly PRO update that highlights Legion-related media reports, Dominion Command updates, feedback from members and the public, and upcoming events or activities – in each instance, we include items of national relevance.
- We created a series of tools to help us effectively complete our public relations activities, including:
  - A public relations-communications plan that outlines the year's major programs and events to help with proactive planning.
  - An updated Legion PowerPoint overview in French and English for use in general presentations our members may make.
  - Fact sheets on areas of significance to the public such as Remembrance, and Membership.
  - Updated PR Manuals in English and French, they are a guideline for staff and volunteers who handle public relations activities.
  - Speaking notes for Commands and Branches to use during the Remembrance Period.
- We held a significant PR training event for Executive members and leaders from across the country.
- Our team crafted several important communiqués over the months on advocacy topics of importance to the Legion such as:
  - A letter to the Prime Minister and the Ministers of Veterans Affairs and Defence. It was in response to the Prime Minister's assertion at a meeting in Edmonton, that some Veterans are asking for more than the government can give right now. Dave Flannigan was the signatory.
  - An article on the Pension for Life plan and the lack of detail and timely communication with Veterans.
- We shared details about the Legion's work through our website and in media, including overviews of Dominion Command's activities in Legion magazine, and an article on the need for more research into the use of the



- anti-malarial drug mefloquine. As part of our outreach activity, we proactively gave media ideas and information leading to significant published stories about our work – once such piece was a full article about our Pilgrimage of Remembrance in Vanguard magazine.
- Many media relations topics surfaced, many over the past year. Dominion Command assisted regions with communications support where needed. Timely and proactive handling of these issues helped share the Legion's point of view with accuracy and curb additional negative attention. Here are some examples:
    - the decision of the federal government to compensate Omar Khadr
    - the future of the Legion
    - poppy trademark violations
    - our membership composition and membership issues
    - the internal situation involving BC/Y Command leadership
    - the release of the federal government's Pension for Life plan
    - the case of a Sikh man being asked to leave a Branch in PEI
    - questions about the use of the Calgary Poppy fund
  - We continued proactively handling complaints via our social media channels; and have noted a significant decrease in the number of complaints. We're finding that as people have become more educated about our work, they are becoming less negative, and other citizens continue to correct misinformation on our behalf. We are also seeing additional growth in our social media audiences.
  - On the membership front, our team handled the production of the monthly and newly designed All Branch update with increasingly robust content including marketing and public relations information. We also oversaw several marketing campaigns and contests aimed at attracting new membership.
    - One such contest brought in close to four thousand registrants with their email addresses, a key tool in communicating with membership.
  - We worked with colleagues and partners to help plan for annual key events and some new ones, examples include:
    - The Legion's significant and successful investment in the Invictus Games in Toronto – we helped tell and share good stories and built new relationships.
    - The National Youth Track and Field competition – advertising, pitching stories, and fielding inquiries.
    - VIA Rail Canada's distribution of at least 30,000 poppies on their trains during the Remembrance period.
    - The Legion's Virtual Poppy Drop on Parliament Hill – each year we've reached hundreds of thousands of viewers with Facebook Live alone.
    - The Canada Army Run and the launch of Remembrance Row – the roadside photos of Veterans were a much-appreciated feature
    - The Legion's inaugural participation in this year's Navy Bike Ride
    - The launch of The Legion National Foundation and its new website

#### MOVING FORWARD:

Beyond the items we complete yearly, we plan to further engage our committee members in the handling of several public relations matters. These include, but are not limited to:

- Ongoing PR training for those who interact regularly with the media or public
  - We know that the consistent and regular training of our spokespeople across the country will result in better communication of our common messages.
- Ongoing creation of new and relevant Facts & Stats sheets
  - Providing regular and updated facts and stats will help us all speak consistently about our organization and its programs.

- The production of a new booklet to outline what we do, and our areas of expertise, targeted at media.
  - Making it clear to media what we do and how we can help them tell stories is an important part of sharing our work, and helping people better understand the issues of importance to Veterans.
- The production of a video story that tells the story of how poppies are made, right through to how the funds are used.
  - The visual representation of our work will be a powerful tool that can be used in all regions to share the importance of what we do. We will also create a complementary written article.
- Work on public relations activities related to the 100th commemoration of the First World War.
  - We want all regions to have access to ideas that are easily implemented, to mark this significant commemoration.
- Further detailed discussion about how to ensure that key information is effectively communicated and shared at the Branch level – this will require a collective effort.
  - We have been hearing consistently that important communications either don't make it to the branch level, or are not read by those who should be reading them. We need to all make a commitment to share material where useful, and it is our individual duty to read and incorporate this information as best possible.

## RESOLUTIONS

The committee reviewed one resolution which was non-concurred.

## BUDGET

The Committee spending to date has been minimal, falling well within the allocated budget.

Spending on Public Relations activities also remains well within the allocated budget.

Enclosed with this report is a copy of the 2018-2020 budget for the Public Relations Committee. Delegates may raise any questions they may have at this time concerning Committee expenses, however, any motion for changes to the budget document as it relates to this Committee will be delayed until the budget is formally brought forward by the Dominion Treasurer later in the convention business program.

## CONCLUSION

Through our Public Relations (Marketing and Communications) efforts, we have contributed to educating both our membership and the public, and have taken significant steps to protect the Legion's reputation.

Through our growing marketing campaigns, rigorous handling of complaints through various channels, increasing proactive outreach with media, and follow-up with outlets when reputational risk is identified, we continue to protect the organization and improve the understanding of our key audiences about our mission and values.

In addition, new public relations tools being shared with Branches via our Public Relations Officers and through other means, are helping strengthen our internal communications efforts. This is helping foster a more supportive environment in which our own staff and volunteers at the Command and Branch levels can better understand the work we do and have more tools at their disposal to help with their roles.

Our efforts have also helped stem the downturn in membership levels, resulting in a noticeable increase in the number of new members. Sustained efforts over time will help ensure this trend continues.

This report was moved, seconded and approved by the delegates.

**THE ROYAL CANADIAN LEGION—DOMINION COMMAND**  
**PUBLIC RELATIONS**

	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 BUDGET</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>
<b>COMMITTEE</b>					
TRAVEL	197	-	4,500	4,590	4,682
PER DIEM	232	90	4,000	4,080	4,162
PRINTING, STATIONERY	-	33	100	102	104
TELEPHONE & FAX	1,384	201	750	765	780
POSTAGE	9	-	-	-	-
PUBLICATIONS					
- WRITE OFF OLD STOCK	-	-	-	-	-
- DISTRIBUTION OF NEW STOCK	-	-	500	510	520
MISCELLANEOUS	-	138	100	102	104
<b>SUB-TOTAL</b>	<b>1,822</b>	<b>462</b>	<b>9,950</b>	<b>10,149</b>	<b>10,352</b>
<b>PR SECTION</b>					
<b>EXTERNAL</b>					
MEDIA MONITORING	1,735	7,458	25,000	25,500	26,010
MEDIA DISTRIBUTION	23,706	22,107	5,645	5,758	5,873
SPECIALIST CONSULTING	-	41,213	20,000	20,400	20,808
NATIONAL MEMORIAL RIDE	-	15,004	15,000	15,300	15,606
PARTNERSHIP/EVENT PR SUPPORT	-	-	20,000	20,400	20,808
TRAINING/LIAISON					
- PER DIEM	31	3,685	15,000	15,300	15,606
- TRAVEL	1,044	305	12,500	12,750	13,005
- PR TRAINING	-	-	20,000	20,400	20,808
<b>SUB-TOTAL</b>	<b>26,516</b>	<b>89,772</b>	<b>133,145</b>	<b>135,808</b>	<b>138,524</b>
<b>GRAND TOTAL</b>	<b>28,339</b>	<b>90,233</b>	<b>143,095</b>	<b>145,957</b>	<b>148,876</b>

## REPORT OF THE DOMINION COMMAND SPORTS COMMITTEE

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A. Stanfield, *Chair*  
T. Eagles, *Vice-Chair*  
M. Crowe, *Member*  
N. Shelton, *Member*  
K. Merola, *Member*  
S. Gallant, *Member*  
L. Washburn, *Member*  
M. Willis, *Member*  
L. Taha Cheng, *Secretary*  
A. Keeling Colkitt, *Assistant Secretary*

### INTRODUCTION

The Dominion Command Sports Committee has met four times since the 2016 Dominion Convention – twice in Ottawa and twice by teleconference. The Committee's focus continues to be one of containing costs and improving both the member sports program and the National Youth Track and Field Championships.

### MEMBER SPORTS GENERAL

Member Sports continue to promote Legion comradeship and sportsmanship by bringing together members from every branch of the Legion. The sporting events help keep members physically active and add to the social aspect of the branch. This brings in new members, which in turn brings in needed revenue. Sport, being a competitive pastime by nature, thrives on activities that lend themselves to competition and the staged competition from branch to province to national level is unique in an organization such as the Legion. This is an incentive for membership for those that participate.

### 2016 DOMINION MEMBER SPORT CHAMPIONSHIPS

An update is provided on the outcome of member sports events for 2016:

#### a. Dominion Cribbage

**Hosted by:** Branch #09-001 Charlottetown, PE, 22-25 April 2016

**Single:** Bob Brenton, Branch #08-026 Truro, NS

**Doubles:** Richard Falle, Barry Dillon, Branch #01-091 Victoria, BC

**Team:** Roger LeBlanc, Dean McLaughlin, Sandra Leblanc, Paul Calhoun, Branch #07-015 Marysville, NB

#### b. Dominion Darts

**Hosted by:** Branch #07-069 Saint John, NB, 6-9 May 2016

**Single:** Shawn Brennehan, Branch #05-495 Beachville, ON

**Doubles:** Garry Robinson, Andy Rust, Branch 05-266/46 Toronto, ON

**Team:** Paul LaQuant, Chris Steiger, Jerry Myles, Rod Snow, Branch #08-160 Dartmouth, NS

#### c. Dominion 8-Ball

Suspended for 2016

### 2017 DOMINION MEMBER SPORT CHAMPIONSHIPS:

An update is provided on the outcome of member sports events for 2017:

#### a. Dominion Cribbage

**Hosted by:** Branch #04-043 Winnipeg, MB, 28 April-1 May 2017

**Single:** Ron Moore, Branch #01-109 Gibsons, BC

**Doubles:** Richard Falle, Barry Dillon, Branch #01-091 Victoria, BC

**Team:** Roger LeBlanc, Dean McLaughlin, Sandra Leblanc, Paul Calhoun, Branch #07-015 Marysville, NB

**b. Dominion Darts**

**Hosted by:** Branch #02-063 Brooks, AB,  
5-8 May 2017

**Single:** Jim Long, Branch #05-583  
Newbury, ON

**Doubles:** Scott Sansom, Dean Corlett,  
Branch #04-009 Winnipeg, MB

**Team:** Mark Hebert, Isaac Mullin,  
Derek Hanley, Scott Tracy,  
Branch #07-039 Blacks  
Harbour, NB

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**c. Dominion 8-Ball**

**Hosted by:** Branch #05-225 Sturgeon Falls,  
ON, 26-29 May 2017

**Single:** Greg Gauthier, Branch #07-010  
Miramichi, NB

**Doubles:** Kim Bohnet, Richard  
Stekelennurg, Branch #02-017  
Medicine Hat, AB & Branch  
#02-269 Drayton Valley, AB

**Team:** Gerry Carroll, Daniel Carroll,  
Greg Gauthier, Shawn Stewart,  
Branch #07-010 Miramichi, NB

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**MEMBER SPORTS – POINTS OF INTEREST**

The Sports Committee has continued to work toward improving the Member Sports program. The following points outline this effort:

- a.** Sports Guide Modifications: The Sports Guide was modified to outline appropriate behaviour at Dominion tournaments, state applicable disciplinary actions, and include a mandatory dress code. These dress and deportment modifications were implemented in order to provide accountability to the participants, enhance professional standards, and ensure that enforceable rules and regulations are in place. The role of the competitors is to represent their Provincial Command, and the Legion as a whole, and compete in the spirit of comradeship for the joy of sport and the spirit of healthy competition that result.
- b.** National Governing Body Affiliation: The Sports Committee is continuing to explore

affiliating Dominion Sports with a governing body (i.e. Canadian Billiards & Snooker Association, American Cribbage Congress, and National Darts Federation of Canada). This is perceived to be of value in that the exposure of the Legion would be broadened by introducing Legion programs to those who know little about the Legion. In addition, the affiliation could allow Legion teams to be qualified to compete at the highest level. Finally, the governing body would be available as a resource and expert in the sport should guidance, feedback, or input be sought by the Sports Committee.

- c.** Eight Ball Sports Guide Amendments: The Sports Committee has reviewed the structure of the Dominion Eight Ball Championships and the following items have been approved by DEC:

- 1.** Automatic berth for host branch: Should not all Provincial Commands send a team to the Dominion Championships, the host branch will receive an automatic berth where provincial qualifications are not required. This will have multiple benefits:
  - i.** Will add one team which would make for more play.
  - ii.** Will encourage branches to host.
  - iii.** Will help garner community support knowing a local team was playing in the National Championship.
  - iv.** Will bring local spectators into the branch to watch the matches.
- 2.** Select players for divisions by random draw to prevent teams from trying to manipulate the roster.
- 3.** The number of games for teams in attendance decreases should the team quota of 10 Provincial Commands not be filled for the Dominion Eight Ball Championships. Therefore, the number of games per match will be determined by Dominion Command prior to the Eight Ball Championships based on the availability of tables, as well as, the number of provincial teams registered.
- d.** Information Technology: As a new initiative for 2018, Dominion Member Sports Championships registration forms, as well

as hosting application forms, can now be submitted online. This is intended to streamline the registration and application processes, increase efficiency, and improve accuracy.

### **LEGION NATIONAL YOUTH TRACK & FIELD CHAMPIONSHIPS GENERAL**

The Legion National Youth Track & Field Championships remain the premiere Legion program for Canadian youth under the age of 18 years. Supported by several agencies such as Athletics Canada, Provincial Sport Organizations, and Trackie, this event is the de facto national championships for both the youth and midget age groups.

The Committee continues to pursue avenues of savings through independent travel bookings with airlines, providing revenue sharing activities with host committees, and proactively seeking sponsorship partners. National sponsorship partners over the past two years included Home Hardware, MBNA, PIB, and BMO. In addition to the sponsorship initiatives, revenue is also generated by the collection of registration fees which, when combined with sponsorship funds, exceeded \$81,000 in 2017.

### **2016 LEGION NATIONAL YOUTH TRACK & FIELD CHAMPIONSHIPS**

The 2016 Legion National Youth Track and Field Championships took place 3-9 August at the Stade d'athlétisme Richard-Garneau located in Sainte-Thérèse, Quebec. The total attendance was 326 Legion sponsored athletes, 35 chaperones, and 25 coaches, representing all 10 Provincial Commands. In addition, there were 619 open category athletes and 135 open coaches. There were approximately 5,000 to 6,000 spectators/officials/volunteers from all parts of Canada in attendance over the three days of competition including veterans, both retired and serving, covering all branches of service and all conflict areas from Korea to Afghanistan.

The program continued to consist of, for Legion athletes, instructional clinics, practice sessions, social activities, and the actual meet. For 2016, a remembrance theme of the 100th anniversary of the battle of Beaumont Hamel was prominent throughout. In addition, the 40th anniversary of these games was acknowledged.

The President of the Legion, Comrade Dave Flannigan, attended the opening ceremonies and was the official guest speaker. In attendance as well were the mayors of Sainte-Thérèse and Blainville, their Worshipships Surprenant and Cantin respectively. Immediately following the ceremony, Dominion Command hosted a reception on-site at the Stade d'athlétisme Richard-Garneau. Further receptions were held at Branch #06-208 Sainte-Thérèse/Blainville for the chaperones and coaches on Saturday and Sunday respectively. The closing banquet was hosted at Sainte-Thérèse/Blainville Community Centre in the main hall.

The meet itself was carried out over a full three-day period from 5-7 August under the excellent organization of the meet director, Carole Crevier, and Serge Thibaudeau of Athletics Quebec. The top Legion female athlete receiving the LeRoy Washburn trophy was Jasneet Nijjar from British Columbia and the top male athlete receiving the Jack Stenhouse trophy was Jarret Chang from British Columbia as well.

### **2017 LEGION NATIONAL YOUTH TRACK & FIELD CHAMPIONSHIPS**

The 2017 Legion National Youth Track and Field Championships took place 9-15 August in Brandon, Manitoba. The total attendance was 326 Legion sponsored athletes, 35 chaperones, and 25 coaches, representing all 10 Provincial Commands. In addition, there were 330 open category athletes and 98 open coaches. There were approximately 5,000-6,000 spectators/officials/volunteers from all parts of Canada in attendance over the three days of competition including veterans, both retired and serving, covering all branches of service.

The program continued to consist of, for Legion athletes, instructional clinics, practice sessions, social activities and the actual meet. For 2017, a remembrance theme of the 100th anniversary of the battle of Vimy Ridge was prominent throughout. In addition, the 41st anniversary of these games was acknowledged.

The Dominion Sports Chairman of the Legion, Comrade Angus Stanfield attended the opening ceremonies and was the official guest of honour. In attendance as well was the MP for Brandon-Souris Larry Maguire, MLA Reg Helwer, the mayor of Brandon, his Worship Rick Charest, Base Commander for CFB Shilo, LCol Dave MacIntyre



and Base CWO, D.E. Askeland. Immediately following the ceremony, Dominion Command hosted a reception on-site at the Brandon Sportsplex. Further receptions were held at Branch #04-003 Brandon for the chaperones and coaches on Saturday and Sunday respectively. The closing banquet was hosted at Brandon University in the main dining hall on Sunday evening.

The meet was held from 11-13 August under perfect weather conditions. The facility at the Brandon Sportsplex was in excellent condition and enhanced the overall competition. In fact, the community of Brandon had just invested over a million dollars to upgrade the facility and the Legion Nationals were the first to compete on its surface. The meet itself was carried out over a full three-day period under the excellent organization of the meet director, Jim Murray. Nine meet records and four national records were broken. The top Legion female athlete receiving the LeRoy Washburn trophy (for the second time) was Trinity Tutti from Ontario and the top male athlete receiving the Jack Stenhouse trophy was Jamal Miller from Ontario as well.

For 2017 an extensive social media campaign was conducted which included Facebook, Instagram, and Facebook Live – the latter to broadcast the event to outside audiences. Overall, the live feeds were very well received by the audience with a total of 50,686 views over the three days, 2,497 comments, 3,623 reactions (i.e. likes), and 278 video shares. 176,456 Facebook users also saw the video posts. On average, there were 72 viewers at a time, with the highest number of live views at 139. Once the audience understood what Facebook live was all about, they were extremely receptive and grateful for the opportunity to feel as though they were at the Legion Nationals themselves, cheering on the athletes. Instagram Live does not measure the stats in the same way as Facebook, but after the competition, it was calculated roughly 1,000 total live views over the three days with an average 300 comments per day.

### **TRACK & FIELD – POINTS OF INTEREST**

The Sports Committee has continued to work toward improving the Track and Field program and reducing costs. The following points outline this effort:

- a. Centralization vs. Decentralization:**  
The Committee reviewed the feasibility of

centralizing the Track & Field program in order to reduce costs. The highlights of the findings were as follows:

### **Summary**

The hosting of the Legion Nationals is a large undertaking for any potential host committee. Funding, volunteers and officials' availability, a sanctioned competition venue, a sustainable effort over a two-year period, and dormitory style housing for up to 400, are the main Legion requirements needed to be considered for staging the competition. As a result, host location sites are limited in number across Canada. By further restricting the host sites to a specific geographic area, the onus would be on the Legion to actively target these areas and essentially recruit willing parties.

The reality of the situation for receiving host bids from a nationwide pool is that historically these have been limited. An additional restriction based on geographic parameters means a further reduction in potential sites which will affect the Committee's ability to meet its mandate.

However, in terms of pure economics, hosting of the Legion Nationals in a geographically centralized location in Canada is the most cost efficient model. The travel costs would be reduced and the open entry athletes' participation would be increased as would the accompanying revenue. The challenge would be to entice these eligible communities to submit bids to host.

### **Conclusion**

The following outlines the pros and cons of centralizing the Legion Nationals:

#### **Pros:**

- Reduced transportation costs.
- Revenues would be higher as more open athletes would register for the competition.

#### **Cons:**

- The higher cost of air travel would always be allocated to those Provincial Commands that would be required to fly.
- Loss of a national identity.
- Participation by non-Legion athletes from Western Canada would be limited.

- Increased difficulty in acquiring host locations.

Therefore, as recommended by the Sports Committee and approved by DEC, the Legion will actively target locations in Central Canada to host the Legion Nationals but not restrict applications to host from other potential areas. Based on the hosting applications received, a priority for selection should be weighted heavily in favour of those that are geographically centralized and which reflect a substantial cost savings in travel.

- b. **Airport Baggage Fees:** In 2015, the major airlines introduced baggage fees for all passengers booking flights at the economy rate. The basic charge for one checked bag per way is \$30 (in most cases), totalling \$60 for a round trip. As baggage fees formed part of the flight costs for air travel, it was agreed that teams would be reimbursed to a maximum of one bag per person per round trip. For 2018, Legion Nationals airline partner, WestJet, has graciously included one free checked bag for all Legion sponsored athletes, chaperones, and coaches, resulting in a significant cost savings for Dominion Command.
- c. **Upcoming Hosts:** The 2018 Legion Nationals will be held in Brandon, Manitoba from 8-14 August 2018. Cape Breton, Nova Scotia will host the 2019 and 2020 Legion Nationals from 7-13 August and 5-11 August respectively.

#### DOMINION COMMAND NATIONAL SPORTS TELECONFERENCES

As a new initiative in 2017, the Sports Committee scheduled a National Sports teleconference to provide Provincial Sports Representatives with the opportunity to collaborate on improving Dominion Member Sports. The 15 February 2017 teleconference was well received and a positive experience in many ways. First and foremost was the communication established between all Provincial Commands. The sharing of information into what the positives and negatives are within their own programs has provided a base of realistic expectations on a national scale. It has also served to gain consensus in many areas

which will help the Sports Committee to focus its efforts.

A second joint teleconference was held on 6 March 2018 to provide the opportunity for Provincial Commands to share best practices, discuss issues, questions and concerns, and collaborate in order to enhance the Legion's Member Sports and Track and Field programs. It was determined that a Track and Field Championship Provincial Chairs' meeting will take place during the 2018 Legion Nationals in order to create an open forum for discussion, exchange best practices, and share knowledge and ideas.

It was unanimously agreed upon to continue this consultation between the Dominion Sports Committee and the Provincial Sports Representatives in the future.

#### 2018 CONVENTION RESOLUTIONS

The Committee has not received any resolutions for the 2018 Convention.

#### BUDGET

Enclosed with this report is a copy of the 2018-2020 budgets for Member Sports, the Legion National Youth Track and Field Championships, and the Sports Committee. Delegates may raise any questions they may have concerning the budgets at this time. However, any motion for changes to the budgets as related to the Sports Committee will be deferred until the budget is formally brought forward by the Dominion Treasurer in the Convention proceedings.

#### CONCLUSION

The Legion Sports Committee continues to focus on the development and advancement of the Legion Sports programs with a view to improve programs while reducing costs, promote the Legion and enhance membership.

In conclusion, I would like to thank the members of the Committee for their support and dedication throughout the past two years.

This report was moved, seconded and approved by the delegates.



**THE ROYAL CANADIAN LEGION – DOMINION COMMAND**  
**SPORTS COMMITTEE**

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
<b>COMMITTEE</b>					
TRAVEL	5,117	4,488	3,750	3,825	3,902
PER DIEM	3,587	5,701	3,750	3,825	3,902
T & F LAC					
STE. THERESE - 2016	3,738	-	-	-	-
BRANDON 2017/18/19	-	-	6,000	6,120	6,242
PRINTING, STATIONERY	-	3,215	1,000	1,020	1,040
TELEPHONE & FAX	81	102	200	204	208
POSTAGE	312	688	300	306	312
MISCELLANEOUS	142	-	1,000	1,020	1,040
<b>TOTAL COMMITTEE</b>	<b>12,977</b>	<b>14,194</b>	<b>16,000</b>	<b>16,320</b>	<b>16,646</b>
<b>DARTS</b>					
TRAVEL					
PARTICIPANTS	19,049	19,288	22,000	22,440	22,889
COMMITTEE	853	1,341	1,500	1,530	1,561
AWARDS & PRIZES-PARTICIPANTS	1,006	1,694	1,300	1,326	1,353
ENTERTAINMENT	-	-	-	-	-
ADVANCE TO HOST BRANCH	800	800	800	816	832
GROUND TRANSPORTATION	1,500	1,500	1,500	1,530	1,561
<b>TOTAL DARTS</b>	<b>23,208</b>	<b>24,623</b>	<b>27,100</b>	<b>27,642</b>	<b>28,195</b>
<b>CRIBBAGE</b>					
TRAVEL					
PARTICIPANTS	19,887	16,916	26,000	26,520	27,050
COMMITTEE	852	1,635	1,500	1,530	1,561
AWARDS & PRIZES	838	1,074	1,300	1,326	1,353
ADVANCE TO HOST BRANCH	800	800	800	816	832
ENTERTAINMENT	-	-	-	-	-
GROUND TRANSPORTATION	1,500	1,500	1,500	1,530	1,561
<b>TOTAL CRIBBAGE</b>	<b>23,877</b>	<b>21,925</b>	<b>31,100</b>	<b>31,722</b>	<b>32,356</b>

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
<b>EIGHT BALL</b>					
TRAVEL					
PARTICIPANTS	-	16,401	22,000	22,440	22,889
COMMITTEE	-	2,006	1,500	1,530	1,561
AWARDS & PRIZES	-	1,065	1,300	1,326	1,353
ADVANCE TO HOST BRANCH	-	800	800	816	832
ENTERTAINMENT	-	-	-	-	-
GROUND TRANSPORTATION	-	1,614	1,500	1,530	1,561
<b>TOTAL EIGHT BALL</b>	<b>-</b>	<b>21,886</b>	<b>27,100</b>	<b>27,642</b>	<b>28,195</b>
<b>TOTAL MEMBERS SPORTS</b>	<b>47,085</b>	<b>68,434</b>	<b>85,300</b>	<b>87,006</b>	<b>88,746</b>
<b>TOTAL T &amp; F</b>	<b>159,225</b>	<b>245,854</b>	<b>256,400</b>	<b>270,748</b>	<b>279,263</b>
<b>TOTAL SPORTS &amp; COMMITTEE</b>	<b>219,287</b>	<b>328,482</b>	<b>357,700</b>	<b>374,074</b>	<b>384,656</b>

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
<b>NATIONAL TRACK &amp; FIELD CHAMPIONSHIPS</b>					
TRANSPORTATION	151,013	180,440	186,000	188,000	191,000
ACCOMMODATIONS, MEALS	152,610	169,433	175,000	178,000	181,000
COMMITTEE - TRAVEL	9,908	13,545	9,700	10,000	11,000
COMMITTEE - PER DIEM	9,884	17,440	7,000	10,000	11,000
LOCAL COMMITTEE	900	-	1,000	1,000	1,000
KITS / SUPPLIES / MEDALS	23,549	14,094	5,000	5,000	5,000
BUSES	11,649	11,112	12,000	12,000	12,500
HONORARIA	3,200	3,000	3,000	3,000	3,000
RECEPTION	-	1,500	1,500	1,500	1,500
MEDICAL	-	-	200	200	200
ATHLETIC FACILITIES	-	-	1,500	1,500	1,500
EQUIPMENT / MTG ROOMS	86	374	1,500	1,500	1,500
CLINICIANS	1,011	595	1,000	1,000	1,000
OFFICIALS	80	869	2,000	2,000	2,000
COMMEMORATIVE EXPENSES	-	2,829	8,000	8,000	8,000
FREIGHT & EXPRESS	622	1,467	2,000	2,000	2,000
MISCELLANEOUS	623	847	1,000	1,000	1,000
<b>TOTAL EXPENSE</b>	<b>365,135</b>	<b>417,545</b>	<b>417,400</b>	<b>425,700</b>	<b>434,200</b>
LESS PROV CMD PORTION	(94,581)	(110,384)	(100,000)	(110,000)	(110,000)
<b>SUB TOTAL</b>	<b>270,555</b>	<b>307,162</b>	<b>317,400</b>	<b>315,700</b>	<b>324,200</b>
<b>RECOVERIES</b>					
REGISTRATION - NON LEGION ATHLETES	(49,330)	(25,308)	(25,000)	(13,000)	(13,000)
SPONSORSHIPS	(37,000)	(16,000)	(36,000)	(32,000)	(32,000)
GRANT-VAC	(25,000)	(20,000)	-	-	-
OTHER	-	-	-	-	-
<b>TOTAL RECOVERIES</b>	<b>(111,330)</b>	<b>(61,308)</b>	<b>(61,000)</b>	<b>(45,000)</b>	<b>(45,000)</b>
<b>NET EXPENSE TRACK &amp; FIELD</b>	<b>159,225</b>	<b>245,854</b>	<b>256,400</b>	<b>270,700</b>	<b>279,200</b>

## REPORT OF THE DOMINION COMMAND DEFENCE *and* SECURITY COMMITTEE

R. Blanchette, *Chair*  
R. Price, *Vice-Chair*  
W. Martin, *Member*  
B. Cl  roux, *Member*  
C. Gasser, *Secretary*  
R. McInnis, *Assistant Secretary*

### INTRODUCTION

The Dominion Command Defence & Security (D&S) Committee has met in person and by teleconference seven times since the last convention. This report summarizes the Committee's activities over that period.

### GENERAL

The Committee continues to monitor defence and security issues as they arise.

Revised Terms of Reference (TOR) for the Committee have been approved in April 2017 to reflect the new D&S Command Representative (D&S CR) network. As explained in the last report to the DEC, each member has been requested to pay a particular attention to a given element (RCN, CA, RCAF and RCMP).

The Committee continues to maintain a presence (through the Chair) at the Veterans Consultation Assembly and VSS meetings (through Secretary and Assistant Secretary) to ensure coordinated understanding and efforts.

Each member of the Committee is now responsible to follow the activities of a group of RCL committees to improve global awareness and potential coordination.

### NEW TERMS OF REFERENCE

At the April 2017 DEC the following TOR were approved:

- With input from Command Representatives (CR), foster and support the care, welfare and morale of the Canadian Armed Forces, the RCMP and their respective families by:
  - encouraging the Government of Canada and the respective leadership to ensure that these organizations' men and women are properly trained, equipped and compensated;
  - encouraging the Government of Canada and the respective leadership to ensure

that these organizations are properly structured, equipped and staffed to carry out their roles and tasks and to fulfill Canada's obligation to international alliances; and

- monitoring and contributing to the positive morale of the Canadian Armed Forces and the RCMP.
- Through feedback from CR or other sources, monitor the development and implementation of Canadian defence and security policy.
- Foster interest in defence and security matters among Legion members and the public at large.
- Provide participation as the Legion's representative to the Conference of Defence Associations.

### CAF AND RCMP LIAISON

Through a conscientious effort, the Committee has established and fostered direct links with both organizations. These lines of communication have, and will continue, to serve the Legion as a conduit to express pressing concerns and to coordinate advocacy efforts in the areas that affect the morale and efficiency of the CAF and RCMP. Some leadership positions have changed:

**RCMP.** Brenda Lucki, a 31-year veteran RCMP officer, was named the new Commissioner on 8 March 2018. She arrives at a time when the organization has been plagued by complaints of sexual discrimination and workplace bullying. PM Trudeau has been quoted as saying: "She is an exceptional leader who is known for being a hard worker, a dedicated officer and someone who is constantly looking for ways to improve the status quo." The Committee will arrange to meet with Commissioner Lucki and will continue to liaise with the RCMP association to monitor and encourage the envisaged culture change.

**CAF.** In early March 2018, these new command appointments were announced for the upcoming posting season:

- VCDS: LGen Wynnyk (current Army Commander)
- Army: LGen (to be) Lanthier
- RCAF: LGen (to be) Meinzinger
- Canadian Joint Operational Command (CJOC): LGen (to be) Rouleau

### NEW DEFENCE POLICY

Canada's new defence policy "Strong, Secure, Engaged" (SSE) was announced last year and it must be realized that any monitoring will take a long term approach, given the 20-year time span that the policy is based on. This policy was the object of the first round of comments to be obtained from D&S Provincial Representatives. The questions that were sent were:

- **Navy**
  - The Navy is in the process of modernizing ships and Naval trades. The amalgamation of the Weapons trade has already occurred, and the Marine Engineer Electricians and Hull Technicians are being amalgamated into one occupation. Combat trades are being reviewed and will be next for amalgamation. How is this being received by current personnel? How is it affecting training, excellence at sea, and morale, including retention?
  - To what extent do Sailors feel adequately supported by Morale and Welfare services, including SISIP (Service Income Security Insurance Plan) and SOT (Support our Troops)?
- **Army**
  - Our government has announced "The Elsie Initiative" or Women in Peace Operations pilot and other innovative training activities that will meet systemic UN needs. An Advisory Team is also offered with a contribution of police and up to 600 military personnel. While tactical Airlift Support and an Aviation Task Force have been identified, it is not clear what the Quick Reaction Force will look like. How is the Army rank and file reacting to this situation? What are their

recommendations on aspects related to training, equipment, compensation and morale?

- A major Canadian newspaper has reported that more than 70 Canadian military members and Veterans who were deployed on the Afghanistan operation have committed suicide after returning home. Another six ended their lives while on tour and are counted among the 158 mission deaths. How is the new Joint Suicide Prevention Strategy received in the rank and file of the Canadian Army which appears to have been particularly affected by this terrible situation following the Afghanistan campaign?

### Air Force

- The RCAF is in the midst of replacing a number of fleets and introducing new fleets to service. At the same time, it is trying to maintain operational capability in the missions concerned without an increase in personnel. What factors should be considered when trying to maintain the current capability while preparing for the future, without burning out our current personnel?
- To what extent is the current Op Tempo sustainable, or not sustainable?

### RCMP

- To what extent will the implementation of a Civilian Oversight Board, recommended on the Brown Report of 2007 and still awaiting federal government action, assist the RCMP in its efforts to reduce harassment, increase diversity, and equality of representation?
- What is your assessment of the implementation of a new system of labour relations (possibly unionization), awaiting action by the federal government, that could help/hinder its membership in negotiations regarding compensation, benefits, mental health programs, and staffing levels?

### General Feedback

- What are the other issues that affect the care, welfare and morale of the CAF and RCMP and their respective families in the geographical area of your Command?

### CONFERENCE OF DEFENCE ASSOCIATIONS (CDA)

In October 2017, the CDA and the CDA Institute have selected BGen (ret) Matthew Overton as the new Executive Director.

The Ottawa Security Conference, the main annual event organized by the CDA and the CDA Institute, took place in February 2017 and 2018. Both were resounding successes and the D&S Committee members greatly appreciated attending these events which constitute a great opportunity to stay abreast of prevalent D&S issues.

At the last CDA AGM, on 21 February 2018, the Chairman of the D&S Committee supported, on behalf of the RCL, a motion to initiate a process to renew relationships and responsibilities for the CDA. A functional and organizational review of the CDA will be conducted by the National Office on behalf of, and with the support of their members. This review is to be complete no later than 30 November 2018 and a mature proposal provided at that time to their members for review and approval at the 2019 AGM.

### CF SPONSORSHIP PROGRAM

The Committee continues to support the CAF on behalf of the RCL. Specific responsibilities are:

- Operation Santa Claus (distribution of a Christmas package gift to deployed CAF and RCMP personnel);
- Operation Canada Day (distribution of a Canada Day package gift to deployed CAF and RCMP personnel);
- Selection of an RCL representative to join the CAF Nijmegen Joint Task Force and financial support for remembrance activities; and
- Comradeship Awards to military graduating classes.

Since the assumption of the above listed activities, the Committee has worked in conjunction with the Dominion Supply Department to deliver what has turned out to be well appreciated gifts for both Christmas and Canada Day. The Dominion Supply Department is to be congratulated for the effort put forward to make these programs a success. A decision in 2017 to agree to an adjustable budget (because of the fluctuating number of deployed personnel) of \$15 per package has simplified the administration of this program.

Comrade Kim Peters, Branch #530 Waterloo, Ontario Command, represented the RCL extremely well at the 2017 Nijmegen March, and well-documented her experience through social media. The 2018 Nijmegen selection process led to seven Commands submitting a total of twelve candidates, up significantly from last year. The Committee selected Comrade Ryan Ference, Branch #39 Lloydminster, Saskatchewan Command as the RCL 2018 Nijmegen representative. This year's alternate is Comrade David Anderson, Branch #176 Forest, Ontario Command. If the latter is willing and fit to join the 2019 Nijmegen March, he should submit in due time his candidacy, as the alternate of a given year will be given an advantage over candidates of the following year.

### D&S COMMAND REPRESENTATIVES (CR)

As described above, the Committee has forwarded questions or points to Commands to obtain their feedback in advance of the DEC meetings in April 2018 as a pilot attempt to evaluate the process. Commands who wanted to use D&S CR were certainly welcome to do so but communications were sent through Provincial Command Executive Secretaries.

The deadline was 1 February 2018 and the Committee received written responses from three Commands; SK, NS/NU and AB/NT. Saskatchewan noted issues of military release without proper support in place, outreach to reserve units, Military Families Resource Centers (MFRC), the family deployment and training separation pressure, spousal employment, provincial recertification and retraining, and licensed day care. These fall under the mandate of the VSS Committee. One response spoke of the difficulty in reaching personnel to ask the questions to serving members and NL Command and MB/NW ON Command verbally reported a NIL return.

It was realized that such feedback is not sufficient to develop a significant advocacy platform for the RCL. The situation was discussed at our 27 March 2018 meeting where we had invited Mr. Sean McGrath, CDA Outreach person, to discuss possible areas of cooperation. As a result, the Committee agreed that DEC's approval should be obtained to support a six-point CDA assisted pilot run to develop a better advocacy platform to tackle issues affecting serving members of the CAF and the RCMP:



- CDA National Office would be consulted to establish the questions and/or comments that will be sent out for feedback to the D&S CR network;
- CDA, assisted by its Institute, would help the D&S Committee review the feedback received from the D&S CR network and prepare its own response to the questions and/or comments;
- An advocacy document or statement would be developed and sent to the D&S CR network under “silence procedures” [NATO procedure whereby a draft version of the text is circulated among participants who have a last opportunity to propose changes or amendments to the text. If no amendments are proposed (if no one ‘breaks the silence’) before the deadline of the procedure, the text is considered adopted by all participants];
- DEC would approve the advocacy document or statement twice a year at its April and November meetings;
- A pilot run would take place once both governing bodies have agreed to a common way forward, with the objective of completing the trial run for April 2019; and
- A draft Memorandum of Understanding will be developed by the D&S Committee in coordination with CDA.

At DEC on 28-29 April 2018, it was recommended that the D&S Committee, **remind** DEC that it established a D&S CR network in April 2017 to help the Committee assume its revised mandate. It was **reported** that D&S CR have been nominated in only four Commands and that the resulting network is not providing the required level of feedback to develop an advocacy platform to address issues affecting serving members of the CAF and the RCMP. The Committee notes that the CDA has expressed its willingness to improve its relations with its association-members as exemplified by the objectives of OP RENEW and **requests** that the six-point approach to improve the D&S CR network through cooperation with CDA be approved.

DEC was also informed that there was a discussion with CDA concerning the need to limit the number of questions or to find a more common theme for the trial run. It was agreed that “retention”, as it applies to both the CAF and to the RCMP, could be used as a general theme. Recognizing that retention has

many ramifications, it would be further discussed with CDA if the above approach is approved by both governing bodies.

## 2018 CONVENTION RESOLUTIONS

The Committee received two resolutions, one about a “Defence of Canada Medal” (from MB/NW ON) and one about a “Medal for the Cold War” (NS/NU).

The Committee voted unanimously to non-concur with the first resolution. A “Defence of Canada Medal” resolution was not concurred on the basis of its substance, let alone the five-year retroactivity limitation. Time after time, similar proposals have been rejected by government authorities because taking part in domestic operations or operations for the defence of our country itself is an integral part of military duties. Peacetime service by CAF members is already recognized by the award of the Canadian Forces Decoration (CD). The CD is a national honour created in 1949 and is awarded for 12 years of qualifying service and a record of good conduct in the Regular Force and/or Primary Reserve components of the CAF. Canadian Honours policy prohibits duplicate recognition.

With regards to the second resolution on a “Medal for the Cold War”, the Committee considered that the five-year retroactivity limitation (generally followed by Commonwealth countries in the last 50 years) would be sufficient to non-concur but there was a discussion on the specific aspects of military duties performed in “NORAD units”, “SOSUS units” and “in signals intelligence intercept facilities conducting Communications Research”. Having requested more substantiation from NS/NU Command and having received none, the Committee voted unanimously to non-concur with the resolution. The Committee did agree that future correspondence with the Chancellery could emphasize the need to evaluate the military duties performed in the framework of these activities with a view to assess their merit in terms of honours and awards.

It was also noted that neither VAC nor DND have responded to the resolutions from Convention 2014 and Convention 2016. Further staff checks have indicated that the government responses have been completed and the letter is with each respective Minister awaiting signature.



## BUDGET

Enclosed with this report is a copy of the 2018-2020 budget for D&S Committee. Delegates may raise any questions on it at this time. However, any motion for changes will have to be delayed until the budget is formally brought forward by the Dominion Treasurer later in the Convention proceedings.

## CONCLUSION

This report was moved, seconded and approved by the delegates.

## THE ROYAL CANADIAN LEGION – DOMINION COMMAND DEFENCE & SECURITY COMMITTEE

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
TRAVEL	2,665	693	4,500	4,590	4,682
PER DIEM	1,338	873	4,500	4,590	4,682
PRINTING, POSTAGE,	215	241	100	102	104
TELEPHONE & FAX	28	35	250	255	260
MISCELLANEOUS	1	-	250	255	260
ANNUAL VIMY AWARD & AGM	5,781	5,122	6,000	6,120	6,242
CONFERENCE OF DEFENCE ASSOCIATION FEE & CIC FEE	4,250	2,693	2,200	2,244	2,289
LEGION CONNECT	746	-	-	-	-
COMRADESHIP AWARDS	207	3,220	3,000	3,060	3,121
CF SPONSORSHIPS					
OPERATION SANTA CLAUS	25,688	-	-	-	-
OPERATION CANADA DAY	22,422	-	-	-	-
NIJMEGEN	8,069	10,000	12,000	12,240	12,485
<b>TOTAL EXPENSE</b>	<b>71,410</b>	<b>22,877</b>	<b>32,800</b>	<b>33,456</b>	<b>34,125</b>

## REPORT OF THE DOMINION COMMAND RCEL COMMITTEE

D. Flannigan, *Chair*  
T. Eagles, *Vice-Chair*  
T. Irvine, *Member*  
B. White, *Secretary*  
G. Foster, *Assistant Secretary*

### INTRODUCTION

The primary goal of The Royal Canadian Legion's RCEL Committee continues to be the support of Commonwealth Veterans and widows in the Caribbean countries whose organizations and governments are unable to provide full care for their needs. The Legion is responsible for 16 countries in the Caribbean region. Our assistance focuses providing individual assistance to those Veterans and widows in need. Although the numbers can fluctuate given personal circumstances, in 2018 we are caring for 57 Veterans and 99 widows while in 2017 we cared for 77 Veterans and 110 widows. Time is taking its toll on these proud peoples.

Our ability to meet the needs of the Veterans and widows in the Caribbean region is directly attributable to the branches of the Legion that continue to donate to the fund on an annual basis. In 2016 you donated \$269,758.50 to this fund and in 2017 you donated \$179,036.40. These donations have enabled the Committee to meet the needs of the destitute, but we continue to need funds to continue our work even though there are a declining number of those who need assistance. Inflation, shipping costs and our further commitment to help the member organizations in the Caribbean with their medical and administrative grants is a major concern.

### COMMITTEE ACTIVITY

A total of \$568,958.03 has been committed or spent on support activities in the Caribbean since this Committee reported to you in 2016. This number includes the funds expended in 2016 and 2017. A further \$285,000 has been committed for 2018 out of a total budget of \$960,055.03 which leaves a significant reserve again this year due in large part to the Libor fund grants totaling \$606,495.00 that have been distributed by the RCEL since 2015. We are continuing to hold our grant meetings in the year preceding the allocation for ease of handling, accounting and reporting.

- a. **Individual and Administrative Assistance** – In 2016 we were able to help 91 Veterans and 107 widows with the standard rates of assistance set for them. In 2017 we helped 77 Veterans and 110 widows and in 2018 we are scheduled to help 57 Veterans and 99 widows. New rates of assistance were established in 2017, where Veterans would now receive a grant of \$1,200 in lieu of \$1,080 and widows received a grant of \$600 in lieu of \$540.
- b. **Poppy Material** - Poppy material is provided free of charge on request to assist the local organizations to raise funds for themselves. Material valued at \$23,595.22, plus \$18,309.00 S & H was donated in 2016 and \$18,363.86 worth of material was provided in 2017, with an S & H cost of \$16,507.00. Requests for 2018 are approximately \$45,000.00 including shipping costs. This amount will be finalized when we receive all the requests and the shipping bills.
- c. **Emergency Assistance** – Even though there have been some major weather storms in the region, to date we have not had to deal with any emergencies but we do keep the surplus for unforeseen circumstances that may occur.
- d. **SCOWP and Projects** - Our contribution to the RCEL Standing Committee on Welfare Projects funding for 2016 through 2018 remained constant at \$5,500 per year to assist with the maintenance of the Curphey Veterans Home in Jamaica.
- e. **Other Assistance and Projects** - Eyeglass collection and distribution is no longer needed. The provision of regalia items such as crests, badges, banners, ties, berets and clothing was maintained and the costs charged to the ordering organization.

### LIAISON VISITS

In 2016, the Dominion President, the immediate past president and the assistant secretary attended the 32nd RCEL Conference held in Kuala Lumpur, Malaysia. Representatives from all 16 countries were in attendance and active in the regional discussions. Multiple resolutions and discussion topics were addressed to include continued assistance towards widows.

2017 scheduled visits were made to Trinidad & Tobago, Barbados and Guyana by the Dominion President and the National Executive Director. These visits allow for an audit of procedures to be conducted to ensure that the monies donated are reaching those intended to receive it. All three of these countries are well organized, have a solid structure in place and are doing an excellent job in ensuring the funds are reaching the Veterans and widows. An additional visit was conducted in 2017 to Bermuda by the assistant secretary to help get our newest country established and on track.

### THE LEGION AND THE RCEL

The RCEL is conscious that its primary role or core business of providing assistance is decreasing. As our Veteran population declines, the RCEL believes it is well suited to assist other benevolent service organizations in reaching those Caribbean nationals who served in the British Forces. This is called agency work. This is particularly true for the Caribbean region as many nationals currently serve with the British.

The RCEL has commenced planning for its 100th anniversary which will occur in Cape Town, South Africa in 2021. Cape Town was the place where the RCEL was formed.

### BUDGET

For your information, a copy of the RCEL Committee Budget and our RCEL Fund is attached to this report. Delegates may raise any questions that they have concerning Committee expenses at this time, but any motion for changes to the budget document as it relates to this Committee will have to be delayed until the budget is formally brought forward by the Dominion Treasurer later in the Convention proceedings.

### CONCLUSION

The Royal Canadian Legion continues to do its part for the Caribbean region and the Commonwealth Veterans and widows. This is largely due to your generosity in graciously donating the funds necessary to carry out this work. Without your assistance this would not be possible and that is why we are demanding ever-increasing accountability from the nations to ensure your donations are reaching the Veterans in need. At times, this is challenging but I can personally attest that our monies are reaching the Veterans and widows in need. While the work continues, the grim reality is that this work will not be required as we lose more of these Veterans and widows to age demographics.

This report was moved, seconded and approved by the delegates.

### THE ROYAL CANADIAN LEGION – DOMINION COMMAND RCEL COMMITTEE

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
MEETINGS					
COMMITTEE					
PER DIEM	675	355	675	689	702
TOTAL	675	355	675	689	702

**RITUAL *and* AWARDS COMMITTEE**

R. Goebel, *Chair*  
 K. Sorrenti, *Vice-Chair*  
 B. Kiley, *Member*  
 M. Latimer, *Member*  
 D. Hotte, *Secretary*  
 C. Gendron, *Assistant Secretary*

**STATISTICS**

Your Committee continues to report activity by calendar year to provide information that is meaningful. Statistics shown below represent figures for the two-year period ending 31 December 2017.

AWARD	2016 APPROVED	2016 RETURNED	2016 TOTAL	2017 APPROVED	2017 RETURNED	2017 TOTAL
PALM LEAF MSM	11	5	16	14	3	17
PALM LEAF MSA	0	0	0	4	0	4
MSM	29	27	56	39	11	50
MSA	4	2	6	6	5	11
MEDIA AWARD	0	0	0	0	0	0
FRIENDSHIP AWARD	0	0	0	0	0	0
<b>TOTAL REVIEWED</b>	<b>44</b>	<b>34</b>	<b>78</b>	<b>63</b>	<b>19</b>	<b>82</b>

**COMMEMORATIVE LAPEL PIN**

Through the approval of D.E.C., authorization for the wearing of the Vimy 1917 Commemorative lapel pin was given to be worn on Legion Dress along with the We Support Our Troops lapel pin for the

**NEW COMMITTEE MEMBERS**

Changes to the membership of the committee took place during the past two years. Denis Hotte took over as the committee secretary and Charls Gendron as the assistant secretary.

**HONOURS AND AWARDS**

The Committee continues to meet monthly either in person, electronically or by teleconference and processes applications for the MSM, MSA and the Palm Leaf in a timely manner. There is no backlog of applications.

**COMMITTEE MANUALS**

Since Legion manuals are no longer available in a hard copy format, the Committee continues to review our manual on a regular basis and makes any grammar or cosmetic changes to it as deemed necessary. Any changes that may affect the intent of a section or subsection within the manual are made through approved D.E.C. recommendations.

Similarly, the Chaplain's manual is also reviewed on a regular basis by the Committee. Both manuals are available on our Legion's website at [www.legion.ca](http://www.legion.ca)

period of April 1, 2017 to December 30, 2017. As of December 30th of this past year, the Vimy pin was no longer authorized for wear on Legion Dress. At the April 2018 D.E.C. meeting, approval was given for the wearing of a 1918-2018 commemorative Armistice Centenary lapel pin on Legion Dress. This commemorative lapel pin designed by our Supply Department, is authorized for wear on Legion Dress and L.A. Dress for the period of May 1, 2018 through to December 31, 2018. It is permitted to be worn on the right lapel of the Legion blazer or L.A. blazer directly below the current "We Support Our Troops" lapel pin for the period up to and including December 31, 2018.

**VETERANS SCROLL**

At the November 2016 D.E.C. meeting a motion was approved for a sew on scroll to be produced and made available through our Supply Department for wear on Legion Dress that would simply state "Veteran". A change to our Ritual, Awards and Protocol manual was made to allow this new Veteran scroll to be worn on Legion Dress on the left breast pocket immediately below the Legion Crest or Life Member scroll. The new Veteran Scroll is available

through our Supply Department and an all-branch mailing was sent in June of last year introducing this new Veteran sew on scroll.

### SOVEREIGN'S MEDAL FOR VOLUNTEERS

The Sovereign's Medal for Volunteers was introduced in the spring of 2016 and is now a part of the Canadian Honours System. This program replaces the Governor General's Caring Canadian Award that had been created in 1995. It is a Canadian decoration that recognizes the exceptional dedication and commitment of volunteer achievements of Canadians from across the country in a wide range of fields. The Committee continues to promote this new National Award available to all Legion members. The application and process for this award may be found at <https://caring.gg.ca/en/>

### LIFE MEMBER AWARD PER CAPITA

At the regular meeting of Dominion Executive Council held at Legion House on November 23, 2016, approval was given that the reference to "Life" in subsection 201. b., be removed from the General By-Laws and at this same meeting, approval was given to have Section 206 (Life Members) removed in its entirety from the Membership Categories in the General By-Laws. This change therefore made a Life Membership redundant as a Membership category, and the Ritual, Awards and Protocol Manual has since reflected this change in the Honours and Awards Section of the manual by referencing it as a Life Member Award.

There had been a noticeable decline in Life Membership applications in the past few years due to the required amount of Dominion and Provincial Command per capita tax requirement when making application for a Life Membership. With Branches struggling financially, it was felt that this had become a deterrent for Branches to recognize their members with such an award. As a result, at the regular meeting of Dominion Executive Council in November of 2017, approval was given to change the Dominion and Provincial per capita tax payable by a Branch for all new Life Member Awards to annually, rather than in a lump sum payment. All existing Life Members were to be grandfathered regarding the per capita tax already paid with no further per capita tax required. An all branch mailing was distributed in March explaining this process.

However, due to the administrative challenges of successfully executing a new administrative

process concerning the per capita tax payment for Life Member Awards, Dominion Executive Council at their meeting held in April of 2018, approved a recommendation that the lump sum payment per capita tax remain in place for all Life Member Awards until any further recommendation is approved concerning the Life Member Award.

### FLYING AND SPECIALIST SKILLED BADGES

At our November 2016 D.E.C. meeting, a draft was presented and agreed upon in principle for allowing the wearing of a Canadian Armed Forces embroidered or metal Flying and Specialist Skill Badge on Legion Dress. Minor suggested changes to the draft were addressed at this meeting. The Committee continued to work on the draft which was finalized and presented to the members of the Dominion Executive Council in November of this past year. This motion was approved unanimously that now allows for the wearing of one embroidered or metal Canadian Specialist Skill badge of choice that has been earned by the individual while serving in the CAF, RCMP or as a First Responder, on the left side of Legion Dress centered immediately above Service Medals/Undress Ribbons. Further authorization was given for the wearing of one embroidered or metal Specialist Skill badge of choice that has been earned by an individual who has honourably served in the Commonwealth or Allied Forces, on the left side of Legion Dress centered immediately above Service Medals/Undress Ribbons. Section 105 of the Ritual, Awards and Protocol Manual has been revised accordingly.

### INITIATION CEREMONY

With the changes that took place to the Membership application form and the Initiation process, discussions took place to changing the wording of "Initiation of Members" to something that is not so intimidating to new members. And since this ceremony was changed to an optional process to membership, the members of Dominion Executive Council at its regular meeting this past November, unanimously approved changing the heading of "Initiation of Members" in Chapter 4 of the Ritual, Awards and Protocol Manual to "Welcoming Ceremony". It was further approved that wherever the word "initiation" appears in Chapter 4 of the manual, that it be changed to welcome or welcome ceremony. Similarly, it was moved that all reference to "Initiation" in the manuals Table of Contents be changed to reflect the wording of welcome. The

Ritual, Awards and Protocol Manual has since been revised accordingly.

## BUDGET

For your information, a copy of the Ritual and Awards Committee budget for the period 2018-2020 is attached to this report. This report was included in the budget that was previously formally brought forward by the Dominion Treasurer in his report.

## RESOLUTIONS

The Committee has reviewed four resolutions submitted for consideration at this Convention. Three were concurred by the Committee while one was non-concurred. These resolutions will be dealt with at the end of this report.

## CONCLUSION

The Ritual and Awards Committee is committed to maintain the highest standards for Legion awards, and for the protocol, ritual and ceremonies practiced by members, Branches and Commands of the Legion. The Committee is an active partner in the process of change and renewal currently taking place throughout the Legion. This committee remains fully committed to these goals.

This report was moved, seconded and approved by the delegates.

## THE ROYAL CANADIAN LEGION – DOMINION COMMAND RITUAL & AWARDS COMMITTEE

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
TRAVEL	840	670	700	714	728
PER DIEM	720	624	1,000	1,020	1,040
PRINTING, STATIONERY	7	2,281	100	102	104
TELEPHONE & FAX	-	174	100	102	104
POSTAGE	2	640	100	102	104
PUBLICATIONS					
WRITE OFF OLD STOCK	-	-	-	-	-
DISTRIBUTION OF NEW STOCK	6	-	-	-	-
<b>TOTAL</b>	<b>1,575</b>	<b>4,389</b>	<b>2,000</b>	<b>2,040</b>	<b>2,081</b>



## REPORT OF THE DOMINION COMMAND

# CONSTITUTION *and* LAWS COMMITTEE

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J. Rycroft, *Chair*  
D. Eaton, *Vice-Chair*  
B. Chafe, *Member*  
G. O'Dair, *Member*  
S. Clark, *Secretary*  
D. Martin, *Assistant Secretary*  
L. Taha Cheng, *Assistant Secretary*

### GENERAL

The purpose of this Committee is to advise the Legion on constitutional matters arising from interpretation of the Act of Incorporation and The General By-Laws which occurred between Conventions. All requests for rulings are to be directed to the Secretary of the Committee at Dominion Command; committee consideration is then coordinated via electronic means only – email or teleconference.

### THE GENERAL BY-LAWS MANUAL

Following the 2016 Dominion Convention, The General By-Laws manual was revised and made available online in July 2016. Subsequent amendments have been circulated (July 2017, January 2018, June 2018) and the on-line manual kept current.

### AMENDMENTS TO PROVINCIAL COMMAND BY-LAWS

In 2016-2018, the Committee reviewed proposed amendments to the Provincial Command By-Laws for five commands, TVS and OSI Special Sections.

### LADIES AUXILIARY – MEMBERSHIP BY MALES

Clarification was sought on the eligibility of males for membership in the LA. With reference to subsection 803.a. of The General By-Laws, “A female member of the Legion or an ex-servicewoman who is eligible to be a member may also be a member of a ladies auxiliary.” Based on this subsection, it was concluded that males were not eligible for membership in the LA.

### SUMMARY EXPULSION FROM THE LEGION – SECTION 203

The procedure for summary expulsion from the Legion on the authority of Legion General By-Law section 203 is as follows:

- The applicant shall submit a certified copy of certificate of criminal conviction from a court of competent criminal jurisdiction,

to his branch with particulars of the crime. Either the certificate or other reliable proof accompanying the application must indicate that theft, fraud or misappropriation of Legion property, Legion funds or Poppy funds has occurred and led to the conviction.

- The application is to include supporting documents showing the full name, Legion membership number and address of member who has been convicted. The branch will forward the application to the appropriate Provincial Command which will send the application to Dominion Command for processing.
- Dominion Command (Director, Corporate Services) will vet the information received and advise the member in question by registered mail (letter of intent) that a request to have him summarily expelled from the Legion for theft, fraud or misappropriation of Legion property, Legion funds or Poppy funds (as applicable) pursuant to General By-Law 203 has been received. The letter will indicate the date of conviction and the particulars.
- The member will be advised in a letter of intent addressed to him, that if no proof to the contrary is received in writing, addressed to the Director, Corporate Services, Dominion Command, and signed by him on or before a date 30 days from the date of the above letter, he will be expelled from the Legion upon the direction of the Dominion President effective the 30th day following the date of the letter of intent.
- The Director, Corporate Services will review all the documentation relevant to the request in consultation with the Chairman of Constitution and Laws Committee and will recommend to the Dominion President to accept or reject the request. The Dominion President shall then direct that the member

be expelled effective immediately after the appeal period has expired, unless he is satisfied that there are compelling and extraordinary reasons not to do so.

- If the decision is to expel the member, a registered letter, copied to the Command and branch, will be sent to the person expelled advising of the decision and include the fact that the expulsion has the same effect and meaning as the penalty specified in General By-Law 311.b.iii.

**Notes:**

- There is no time limit from the date of conviction to the date of application to have the member summarily expelled.
- If the submitted material does not meet the burden of proof, the applicant will be advised of that fact with reasons for the rejection.
- The person expelled may, within 30 days of the date of the letter advising him of his directed expulsion, appeal the expulsion to the Dominion Command Appeal Committee by registered letter sent to Dominion Command to the attention of the Director Corporate Services. The Appeal Committee members will uphold or overturn the expulsion based on all the circumstances of the case.
- The member will be advised of the decision of the Appeal Committee by registered mail. There is no further appeal.

**AMENDMENTS TO THE GENERAL BY-LAWS**

Since the last Convention held in St. John's, NL in June 2016, the Dominion Executive Council approved five By-Laws amending The General By-Laws of the Legion. By-Laws Nos. 95, 96, 97, 98 and 99 are presented with this report and are submitted to this convention for ratification under Section 6(2) of the Legion's Act to Incorporate. If not ratified, they will cease to have effect at the end of this convention.

**BY-LAW NO. 95**

*A By-Law to Amend The General By-Laws of The Royal Canadian Legion, as amended prior to this date*

It is hereby enacted as and for a by-law of The Royal Canadian Legion by the Dominion Executive Council in session this 30th day of April 2017 that The General By-Laws of

The Royal Canadian Legion as amended be, and they are hereby amended by:

**SUBSECTION 137.E.**

Insert as Subsection 137.e.:

**137.e.** The Operational Stress Injuries (OSI) section for the purpose of supporting the needs of Veterans and their families who are affected by OSI is a recognized Special Section of The Royal Canadian Legion with authorized representation on the Dominion Executive Council.

Re-number the existing subsection 137. e. to 137. f.

**SUBSECTION 418.A.**

Amend subsection 418.a. to read:

**418.a.** The Dominion President may, after enquiry and for cause clearly stated, revoke or suspend the charter or powers of any command, branch or auxiliary, or suspend any officer thereof, or revoke the membership of any member, or take any other action not inconsistent with these By-Laws that is necessary or advisable for the good of the Legion, and shall report to the Dominion Executive Council upon the action taken.

**BY-LAW NO. 96**

*A By-Law to Amend The General By-Laws of The Royal Canadian Legion, as amended prior to this date*

It is hereby enacted as and for a by-law of The Royal Canadian Legion by the Dominion Executive Council in session this 27th day of November 2016 that The General By-Laws of The Royal Canadian Legion as amended be, and they are hereby amended by:

**SUBSECTION 105.B.**

Amend subsection 105.b. to read:

**105.b.** The command in the Province of British Columbia includes branches organized in the Yukon Territory. It shall be designated the British Columbia/Yukon Command.

#### **SUBSECTION 201.B.**

Amend subsection 201.b. to read:

- 201.b.** The approved categories of membership are: Ordinary, Associate, Affiliate Voting and Affiliate Non-Voting.

**NOTE:** This amendment was defeated by the delegates.

#### **SECTION 202.**

Amend section 202 to read:

- 202.** No person who advocates the destruction by force of the duly constituted government of the country where the branch may be, or any person proven to advocate, encourage or participate in subversive action or subversive propaganda or who has previously been expelled from the Legion shall be permitted to become a member.

#### **SECTION 203.**

Delete the current section 203 in its entirety and replace with the following:

- 203.** Any member convicted in Canada of theft, fraud or misappropriation of Poppy funds, Legion funds or Legion property, shall be summarily expelled from the Legion.

#### **SECTION 206.**

Delete section 206 in its entirety.

Re-number Sections 207-227 to read 206-226

#### **SUBSECTION 207.B.**

Amend new subsection 207.b. to read:

- 207.b.** is the spouse, parent or sibling of an associate who qualified under Subsection 207.a. or Subsection 207.c. to h. In the case of divorce or legal (documented) separation, a spouse who is an associate member through marriage to an associate member, retains the right to membership unless such membership lapses; or

#### **SUBSECTION 210.**

Amend new section 210 to read:

- 210.** Membership in USA Branches/Posts is only open to Canadian citizens and Commonwealth subjects who meet the eligibility criteria stated in Sections 206-208, as well as United States citizens who meet the criteria stated in Sections 211-213.

#### **SUBSECTION 211.B.**

Amend new subsection 211.b. to read:

- 211.b.** A member admitted under Subsection 211.a. is permitted to transfer membership to a branch of the Legion in Canada. However, a mandatory change of membership category, to Affiliate non-voting, would be required.

#### **SUB-SUBSECTION 212.A.I.**

Amend new sub-subsection 212.a.i. to read:

- 212.a.i.** is the child, adopted child, stepchild, grandchild, niece, nephew, spouse, widow/er, sibling or parent of a person who is or was eligible to be an ordinary member in a United States branch/post, pursuant to Section 211; or

#### **SUB-SUBSECTION 212.A.II.**

Amend new sub-subsection 212.a.ii. to read:

- 212.a.ii.** is the spouse, parent or sibling of an associate member who qualified under Subsection 212.a.i or Subsection 212.a.iii. In the case of divorce or legal (documented) separation, a spouse who is an associate member through marriage to an associate member, retains the right to membership unless such membership lapses; or

#### **SUBSECTION 212.B.**

Amend new subsection 212.b. to read:

- 212.b.** A member admitted under Subsection 212.a. is permitted to transfer membership to a branch of the Legion in Canada. However, a mandatory change of membership category, to Affiliate non-voting, would be required.

**SUBSECTION 213.B.**

Amend new subsection 213.b. to read:

- 213.b.** A member admitted under Subsection 213.a. is permitted to transfer membership to a branch of the Legion in Canada. However, a mandatory change of membership category, to Affiliate non-voting, would be required.

**SECTION 214.**

Amend new section 214 to read:

- 214.** Notwithstanding the provisions of Sections 206 to 213, any person who was qualified and became an ordinary, associate or affiliate member of a branch in Canada shall retain such qualification notwithstanding that the member has become a citizen of the United States of America.

**SECTION 215.**

Amend new section 215 to read:

- 215.** Membership in Europe Branches is open to Canadian citizens and Commonwealth subjects who meet the eligibility criteria stated in Sections 206 to 208, as well as any NATO country citizen who meets the criteria stated in Sections 216 to 218.

**SUBSECTION 216.B.**

Amend new subsection 216.b. to read:

- 216.b.** A member admitted under Subsection 216.a. is permitted to transfer membership to a branch of the Legion in Canada. However, a mandatory change of membership category to Affiliate Non-Voting would be required.

**SUB-SUBSECTION 217.A.I.**

Amend new sub-subsection 217.a.i. to read:

- 217.a.i.** is the child, adopted child, stepchild, grandchild, niece, nephew, spouse, widow/er, sibling or parent of a person who is or was eligible to be an ordinary member in a branch in Europe, pursuant to Section 216; or

**SUB-SUBSECTION 217.A.II.**

Amend new sub-subsection 217.a.ii. to read:

- 217.a.ii.** is the spouse, parent or sibling of an associate member who qualified under Subsection 217.a.i. or Subsection 217.a.iii. In the case of divorce or legal (documented) separation, a spouse who is an associate member through marriage to an associate member, retains the right to membership unless such membership lapses; or

**SUBSECTION 217.B.**

Amend new subsection 217.b. to read:

- 217.b.** A member admitted under Subsection 217.a. is permitted to transfer membership to a branch of the Legion in Canada. However, a mandatory change of membership category to Affiliate Non-Voting would be required.

**SUBSECTION 218.B.**

Amend new subsection 218.b. to read:

- 218.b.** A member admitted under Subsection 218.a. is permitted to transfer membership to a branch of the Legion in Canada. However, a mandatory change of membership category to Affiliate Non-Voting would be required.

**SECTION 219.**

Amend new section 219 to read:

- 219.** Notwithstanding the provisions of Sections 206 to 208 and 215 to 218 any person who was qualified and became an ordinary, associate or affiliate member of a branch in Canada shall retain such qualification notwithstanding that the member has become a citizen of another NATO country.

#### SECTION 223.

Amend new section 223 to read:

- 223.** Applicants for Legion membership who also meet the more restrictive criteria at Section 224 may choose to be assigned to the Tuberculous Veterans Section. Subject to the consent of such applicants individually, their membership shall be included in the nearest Tuberculous Veterans Section branch. Application forms of such applicants shall be clearly endorsed “Tuberculous Veterans Section”.

#### SUB-SUBSECTION 224.A.III.

Amend new sub-subsection 224.a.iii. to read:

- 224.a.iii.** the spouse of an associate member who qualified under Sub-subsection 224.a.ii.

#### SUBSECTION 226.D.

Amend new subsection 226.d. to read:

- 226.d.** Notwithstanding Subsection 226.a., a branch has the right to refuse permission for a member to transfer to that branch.

#### BY-LAW NO. 97

*A By-Law to Amend The General By-Laws of The Royal Canadian Legion, as amended prior to this date*

It is hereby enacted as and for a by-law of The Royal Canadian Legion by the Dominion Executive Council in session this 30th day of April 2017 that The General By-Laws of The Royal Canadian Legion as amended be, and they are hereby amended by:

#### TABLE OF CONTENTS.

Delete “Appendix A” and the three section headings thereunder:

#### SUBSECTION 101.B.

Amend subsection 101.b. to read:

- 101.b.** MEMBER: except as otherwise provided in these By-Laws, member means a person who has been duly admitted to any of the categories of membership provided for herein, all of which confer equal privilege and standing at all levels without preference.

#### SUBSECTION 111.A.

Delete reference to “life”, to read:

- 111.a.** Except as otherwise provided in these By-Laws, only ordinary, associate and affiliate-voting members in good standing (see 101.c) shall have the right to vote or hold office at any level of the Legion.

**NOTE:** This amendment was defeated by the delegates.

#### SUBSECTION 206.C.

Delete reference to “Appendix A”, to read:

- 206.c.** an actual theatre of war in any of the non-military services, during any war in which Canada was involved (i.e. Merchant Navy); or

#### SECTION 220.

Delete reference to “life”, to read:

- 220.** No branch shall permit any type of membership other than ordinary, associate and affiliate.

**NOTE:** This amendment was defeated by the delegates.

#### SECTION 224.A.

Delete reference to “Life”, to read:

- 224.a.** Ordinary and associate membership in the Tuberculous Veterans Section is open only to a person who is:

**NOTE:** This amendment was defeated by the delegates.



#### SUB-SUBSECTION 224.A.II.

Delete reference to “life”, to read:

- 224.a.ii.** the child, adopted child, stepchild, grandchild, sibling, niece, nephew, widow/er, parent or spouse of a tuberculous or respiratory disabled ordinary member; or

**NOTE:** This amendment was defeated by the delegates.

#### SUBSECTION 225.A.

Delete reference to “life”, to read:

- 225.a.** Any ordinary, associate or affiliate member of a Tuberculous Veterans Section branch may become an ordinary, associate or affiliate member of any branch of the Legion upon presentation of his membership card and payment of branch dues less per capita tax.

**NOTE:** This amendment was defeated by the delegates.

#### SUBSECTION 225.B.

Delete reference to “life”, to read:

- 225.b.** Any ordinary, associate or affiliate member of any branch of the Legion may become an ordinary, associate or affiliate member of any branch of the Tuberculous Veterans Section if he meets the membership criteria, upon the presentation of his membership card and the payment of branch dues less per capita tax.

**NOTE:** This amendment was defeated by the delegates.

#### SUBSECTION 304.H.

Amend subsection 304.h. to read:

- 304.h.** Where a complaint has been properly lodged in accordance with Subsection 304.b. and pending the final disposition of such complaint, the President of the command or branch may deprive the member against whom the complaint is lodged, of clubhouse privileges and remove him from office or position held but removal only from those positions held over which he has authority.

#### SECTION 402.

Amend section 402 to read:

- 402.** In the event of a command or special section representative being unable to attend a meeting of the Executive Council, the respective Provincial Command or Special Section shall, upon notification to the Dominion Secretary, name a substitute for that particular meeting.

#### APPENDIX A.

Delete Appendix A in its entirety.

#### BY-LAW NO. 98

*A By-Law to Amend The General By-Laws of The Royal Canadian Legion, as amended prior to this date*

It is hereby enacted as and for a by-law of The Royal Canadian Legion by the Dominion Executive Council in session this 26th day of November 2017 that The General By-Laws of The Royal Canadian Legion as amended be, and they are hereby amended by:

#### SUBSECTION 401.C.

Amend subsection 401.c. to read:

- 401.c.** One representative from each Special Section, the Tuberculous Veterans' Section and the Operational Stress Injuries Section, for a total of two representatives.

#### BY-LAW NO. 99

*A By-Law to Amend The General By-Laws of The Royal Canadian Legion, as amended prior to this date*

It is hereby enacted as and for a by-law of The Royal Canadian Legion by the Dominion Executive Council in session this 29th day of April 2018 that The General By-Laws of The Royal Canadian Legion as amended be, and they are hereby amended by:

#### SUB-SUBSECTION 418.A.I.

Amend reference to “Senior Executive Officers” to read “Senior Elected Officers”.



## SECTION 1205.

Amend section 1205 to read:

- 1205.** Each branch shall:
- remit at least monthly to Dominion Command a per capita tax payment of all tax collected during the preceding month; and,
  - supply forthwith such information relating to the affairs of the branch as may from time to time be required by its Provincial Command, Special Section, or by Dominion Command.

In the case of a Special Section, their respective President has authority to demand and receive such information from their individual members or any branch of which their Special Section member is also a member, as it relates to the affairs of the Special Section.

## BUDGET

For your information, a copy of the Constitution and Laws Committee budget for the period 2018-2020 is attached to this report. Delegates may raise any questions that they have concerning Committee expenses at this time, but any motion for changes to the budget document as it relates to this Committee will be deferred until the budget is formally brought forward by the Dominion Treasurer later in the Convention proceedings.

This report as amended was moved, seconded and approved by the delegates.

## THE ROYAL CANADIAN LEGION – DOMINION COMMAND CONSTITUTION & LAWS COMMITTEE

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
TRAVEL	624	5,146	1,300	1,326	1,353
PER DIEM	1,013	3,182	500	510	520
PRINTING, STATIONERY	563	1,111	250	255	260
TELEPHONE & FAX	78	165	100	102	104
POSTAGE	105	1,084	100	102	104
MISCELLANEOUS	-	170	-	-	-
PUBLICATIONS					
REVISION TO ON-LINE MANUALS	-	-	300	306	312
<b>TOTAL</b>	<b>2,383</b>	<b>10,858</b>	<b>2,550</b>	<b>2,601</b>	<b>2,653</b>

# REPORT OF THE DOMINION COMMAND VETERANS CONSULTATION COMMITTEE

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L. Murray, *Chair*  
T. Eagles, *Member*  
D. Flannigan, *Member*  
R. Blanchette, *Member*  
B. White, *Secretary*  
R. McInnis, *Assistant Secretary*

## GENERAL

The objective of the Veterans Consultation Committee and the Forum of organizations is to bring together the various Veterans' groups to discuss issues and to find common ground on which to advocate to the government for the betterment of all Veterans and serving members of the Canadian Armed Forces and the Royal Canadian Mounted Police and their families. Meetings have proven useful in identifying urgent issues and for finding common themes upon which to advocate to the Government and Veterans Affairs Canada. The Government is very conscious of the Forum and takes seriously the recommendations provided from the Forum.

Meeting frequency is normally one meeting per year. The Assembly did meet in November 2017 and is planning on meeting again during Remembrance Week 2018.

## ISSUES

In addition to receiving a briefing from the Veterans Ombudsman, a presentation on the anti-malarial drug Mefloquine and a presentation by the National Association of Federal Retirees, the focus of the Forum's last letter to the Minister of VAC was:

- **Frailty.** An accepted definition of frailty does not exist that would assist Veterans in obtaining benefits. This warrants serious consideration as access to VIP would allow Veterans to remain in their own homes longer.
- **Veterans' ID Card.** Collectively, the group supports the introduction of a Veterans' ID card. The CAF One card issued by Canadian Forces Morale and Welfare is not an ID card but rather an access card into the CANEX system.
- **Research.** More directed and meaningful research is required into the use of anti-malarial drugs and cannabis based therapies

for Veterans. Research continually needs updating to take into account the evolving Veteran community.

- **VAC Advisory Groups.** The advisory groups are useful to continue the broad range of consultation with the Veterans' community. In general, all acknowledged that positive steps are occurring but it is the big, costly issues of Veterans' support that now need to be addressed.

## RESOLUTIONS

There were no resolutions submitted to this Committee for consideration, as all resolutions concerning Veterans are considered by the VSS and Defence and Security Committees.

## BUDGET

Attached to this report is the Committee's budget. Delegates may raise any questions concerning the budget at this time, but motions for change will have to wait until the full budget is brought forward for approval by the Dominion Treasurer.

## CONCLUSION

Participation by the Consultation Committee in the Forum strengthens the Legion position as well as builds a strong relationship with the various Veterans' organizations. It is an important outreach and consensus tool.

In order to foster open and unfettered discussion among the representatives of the various Veterans' organizations in attendance, government representatives, including VAC staff, are invited to the meetings only to provide information updates in areas of their expertise. As a follow on to the meetings and with consensus of the Forum, a letter is sent to the Minister of Veterans Affairs to advise him of the deliberations and concerns of the Forum.

At this time, I would like to express my personal thanks to the elected officers of DEC who participate in this Committee as well as to the National Executive Director and his staff and the Director Veterans Services and his staff for their excellent support to and of the Committee.

This report was moved, seconded and approved by the delegates.

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#### THE ROYAL CANADIAN LEGION – DOMINION COMMAND VETERANS CONSULTATION COMMITTEE

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
TRAVEL	2,280	505	2,600	2,652	2,705
PER DIEM	1,283	565	1,300	1,326	1,353
PRINTING & OFFICE	-	-	50	51	52
MISCELLANEOUS	-	32	50	51	52
<b>TOTAL</b>	<b>3,563</b>	<b>1,102</b>	<b>4,000</b>	<b>4,080</b>	<b>4,162</b>

## REPORT OF THE DOMINION COMMAND GOING FORWARD COMMITTEE

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D. Flannigan, *Chair*  
T. Irvine, *Member*  
B. Julian, *Member*  
L. Murray, *Member*  
K. Merola, *Member*  
M. Barham, *Member*  
J. Rycroft, *Advisor*  
B. White, *Secretary*

### INTRODUCTION

Comrades, the Legion is Canada's Veteran and community support organization and since 1926, we have been valuable contributors to our country. In the past, we have considered options on how the Legion can evolve to continue fulfilling this role. However, first, we must look at the facts. The Legion is the only organization that has a membership and national footprint that is truly representative of the entire country. Our communities and our Veterans rely on our support. Our branches are the cornerstone of many small communities spread throughout the country. Can you imagine the day when your community does not have a Legion branch? I cannot.

### BACKGROUND

So where are we headed and what are the roadblocks? First, as an organization, we have an aging demographic and that does not bode well for the future. 58% of our members are over 60 years of age, 21% between the ages of 40 and 60. Our aging demographic is an issue.

You will ask: Why are members important? We cannot look at members as just numbers. Members are volunteers who assist in the work of the branch and represent our great organization. Without members and volunteers, we could not accomplish as much as we do. A healthy membership also allows us to speak with a loud voice when we advocate for better Veterans' care and benefits. So we need to address the membership issue.

Second is that we also have an aging infrastructure that is becoming onerous to maintain and sometimes not well located to serve its members and the community. It is time to modernize our facilities and provide better services targeted to

our members wants. Taking advantage of one's geographic location in relation to people around you, only strengthens our connections to the community. An attractive branch that provides modern services will attract people.

The last issue is one of cohesiveness as an organization and image projected to the community and public. In any organization, either civilian or military, cohesiveness is important. Yes, differences do appear but once decisions are made, all parts of the organization and leaders need to respect those decisions. As well, cooperation among the levels of authority of the Legion is important to ensure that leadership decisions are enacted. Simply, while the We/They attitude may exist, it needs to be kept in check. Finally, our image and attitudes project exactly who we are. We need to be firm in our resolve, but welcoming in our approach to non-Legion people. They are our potential members and volunteers and we need to bring them on board.

### THE PLAN

To address these challenges, the Committee has developed a Strategic Plan. This plan covers all areas of operations but focuses primarily on membership. Other areas of consideration are: governance, infrastructure, communications/marketing, culture and recognition/value proposition.

You have been provided with an outline fact sheet/primer. I am more than happy to provide further details, but these are early stages. The Dominion Executive Council was briefed on and approved the Strategic Plan this past April. It is now time for that plan to roll out and for the work to start. This will not only involve action at the national level, but will include participation and engagement at all levels of the Legion.

Work on some aspects of the plan is already ongoing. In the areas of membership and communications/marketing, work is progressing but by no means is the work complete. It is time to develop sound recruitment, retention and renewal plans and continue the modernization of the membership processing. Our members are demanding it and by using technology when and where possible, it will actually reduce the workload at the branch level.

## CONCLUSION

Comrades, the time for action is now. Ongoing efforts in membership and marketing are proving

to bear fruit; but, the time for a dedicated and concerted effort is now. The future of the Legion as Canada's largest Veteran and community support organization can only be guaranteed through our members and our national footprint. In the past we have looked at the organization from a local perspective but now we all need to bring all of the Legion parts together to ensure a strong and vibrant national organization that can fulfill its mission and mandate.

This report was moved, seconded and approved by the delegates.

## THE ROYAL CANADIAN LEGION – DOMINION COMMAND (FOF) GOING FORWARD COMMITTEE

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
TRAVEL	-	788	2,600	-	-
PER DIEM	-	590	1,300	-	-
PRINTING	-	-	100	-	-
POSTAGE	-	-	-	-	-
TELEPHONE & FAX	-	-	-	-	-
CONSULTANT/STRATEGIC PROJECT	-	-	50,000	-	-
<b>TOTAL</b>	<b>-</b>	<b>1,378</b>	<b>54,000</b>	<b>-</b>	<b>-</b>

## REPORT OF THE DOMINION COMMAND LEADERSHIP DEVELOPMENT COMMITTEE

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W. Edmond, *Chair*  
T. Eagles, *Vice-Chair*  
J. Frost, *Member*  
M.A. Misfeldt, *Member*  
G. Moore, *Member*  
A. Parks, *Member*  
E. Pigeau, *Member*  
P. Varga, *Member*  
S. Clark, *Secretary*

### GENERAL

The purpose of this committee is to establish and maintain programs designed to educate, promote and help develop potential leaders at all levels of the Legion. This was achieved through the creation of 10 modules, which identified important areas of Legion operations and provided information essential to those seeking leadership positions; a series of reference material was developed.

Since the 2016 Dominion Convention, the members have met twice by teleconference.

### MODULES

The 10 modules are Legion Orientation; Branch Management; Job Descriptions and Responsibilities; Elections; Honours, Awards and Protocol; Commemorations and Ceremonial; Public Relations and Community Outreach; Conducting Meetings and the Democratic Process; Listening and Interpersonal Skills; Mediation and Conflict Resolution.

These modules are “living documents” with updates to be undertaken on an on-going basis.

The modules are on the Dominion Command website, under the *For Members and Branches* link in the member’s only section of the website. Each module can be downloaded and saved locally or printed directly from the website.

### SEMINAR LIBRARY

The next phase of the program is the development of a library of existing seminars, which will serve as a central resource location for those members looking for presentations.

### CONCLUSION

Website statistics show that the LD program modules continue to be accessed by members each month. This speaks to the importance of having this central repository of reference material available to all members. All members are encouraged to review the modules and provide feedback to the LD Committee on both the content of existing modules and suggestions for other subjects as we strive to improve the information available for our members.

### BUDGET

For your information, a copy of the Leadership Development Committee budget for the period 2018-2020 is attached to this report. Delegates may raise any questions that they have concerning committee expenses at this time, but any motion for changes to the budget document as it relates to this committee will be deferred until the budget is formally brought forward by the Dominion Treasurer.

This report was moved, seconded and approved by the delegates.



**THE ROYAL CANADIAN LEGION – DOMINION COMMAND**  
**LEADERSHIP DEVELOPMENT COMMITTEE**

	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 BUDGET</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>
TRAVEL	-	-	-	-	-
PER DIEM	-	-	-	-	-
PRINTING & OFFICE	-	-	-	-	-
POSTAGE	-	-	-	-	-
TELEPHONE & FAX	147	19	200	204	208
MISCELLANEOUS	-	-	-	-	-
<b>TOTAL</b>	<b>147</b>	<b>19</b>	<b>200</b>	<b>204</b>	<b>208</b>

## REPORT OF THE TUBERCULOUS VETERANS SECTION

K. Merola, *President*  
P. Varga, *First Vice-President*  
B. Underhill, *Second Vice-President*  
G. Coburn, *Secretary Treasurer*  
C. Paul, *Past President*

### TVS / GENERAL BY-LAW UPDATE:

The TVS By-law amendments have been approved by the Constitution and Laws Committee, and TVS has provided Steven Clark with an electronic copy and the Full TVS By-laws.

### AMENDMENT

*GBL s. 512. A: a Royal Canadian Legion member who supports the aims, purposes and By-laws of the National Tuberculous Veterans Section.*

### TVS BY-LAWS

#### SECTION 1

#### PURPOSES AND OBJECTS

The purposes and objects of the Tuberculous Veterans' Section (TVS) of The Royal Canadian Legion shall be:

- a. As laid down in the Act to Incorporate - The Royal Canadian Legion (1981) and as quoted in the introduction of the General By-Laws of The Royal Canadian Legion.
- b. As set forth in the Article of Faith between the Tuberculous Veterans' Section and The Royal Canadian Legion.
- c. To ensure that the proper provision is made for those suffering from tuberculosis or any allied pulmonary disease or injury contracted or aggravated during service in the forces of Canada or her Allies.
- d. To ensure reasonable pensions, employment for such that are capable, medical care and equitable provision for dependant families or tuberculous and respiratory disabled ex – service personnel.
- e. To assist by education, an example is the lessening of the prevalence of TB, and to cooperate with pulmonary associations wherever and whenever possible.

A new member application reflecting the amendment has been produced and will be provided to members at the DEC meeting.

### MEMBERSHIP

Membership remains stable with the following numbers.

TVS Branch #44, Vancouver (289 Members)

TVS Branch #52 Hugh Farthing Memorial Branch, Calgary (88 Members)

TVS Branch #78 Dr. Harold Anderson Memorial Branch, Saskatoon (130 Members)

### NATIONAL REGISTRY OF MEMBERS

TVS is in the process of forming a National registry of members

- The National registry would allow the national secretary to reach all of its members at one time.
- TVS would at a national level be able to confirm our own membership numbers.
- RCL Nationally does not keep track of TVS members or Dual members.
- The national list would be solely for the use of TVS

Members were concerned about *privacy*, however Members have already agreed to share their information with the TVS Branch and the Legion by paying dues and agreeing to be a member.

- Member's privacy is protected under the By-laws of the Legion and the laws of Canada
- We would not illegally share, trade or sell the membership information with any other organization.

### FORMATION OF A VIRTUAL NATIONAL TVS BRANCH

It has been suggested that TVS form a virtual National Branch for those members who wish to join TVS and don't live near one of the three TVS Branch's. Similar to the virtual Dominion Command Branch. This initiative is in the works.

### TVS WEBSITE

National TVS is working on a website so that members and the public may easily acquire information about our Special section. We hope to have a link from the Dominion website and also from each Provincial Command.

### COMMUNITY PHILANTHROPY

TVS Branches continue to volunteer in the community and sponsor the following:

- TB and Respiratory research;
- Respiratory equipment for Hospital and First Responders;
- Education Awards;
- Cadets;
- Veteran and Senior community programs.

### PROVINCIAL CONVENTIONS

TVS had a display booth at the BC and Alberta conventions where we promoted our organization and gained new Associate and Dual members.

### NATIONAL TVS CONVENTION

The TVS Convention will be held alongside the Dominion convention in Winnipeg on Saturday, August 25th at 1:30 pm.

This is the first year TVS has set a fee for attendees of the convention and the fees are \$20.00/delegate. The fees will be used to cover the cost of the convention.

TVS will have a Booth at the Dominion convention to promote our section and provide information to attendees.

This report was moved, seconded and approved by the delegates.

## REPORT OF THE

# OPERATIONAL STRESS INJURY SPECIAL SECTION “BSO Legion OSI”

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### GENERAL

Since its early conception and approval at the 2016 Dominion Convention, the focus of the Operational Stress Injury Special Section of the Royal Canadian Legion (BSO Legion OSI) has been to create a volunteer and membership base to put into place the policies, procedures and structure necessary to ensure the viability of the Section in order to deliver on its three mandates:

- Supporting Veterans and families affected by Operational Stress Injuries;
- Education and training; and
- Awareness and destigmatization of Veteran mental health issues.

BSO Legion OSI accomplishes its mission in four ways:

- Coordinating and conducting outreach activities in the community;
- Helping to identify and refer any Veteran or their family member who needs help with an OSI issue to the Legions Service Bureau for support;
- Promoting mental health information and helping dispel the stigma of mental illness; and
- Supporting advocacy efforts and information sharing at the Branch, Provincial Command and National Levels.

### EXECUTIVE AND EXECUTIVE COUNCIL

#### Executive

- Glynne Hines – President (St Catharines, ON)
- Roger Smith – Vice President-Membership (Moncton, NB)
- Ghislain Lapierre – Vice President-RCMP (Moncton, NB)
- Alannah Gilmore – Vice President-Families (Ottawa, ON)

- VACANT – Vice President-Projects and Programs
- Christopher Richardson – Chairman (Georgia, USA)
- Jill Carleton – Treasurer (Osgoode, ON)

#### Provincial Representatives

- Joe Elliott – BC/YT (Prince George) – bc@osispecialsection.ca
- Darren Longstaff – AB/NWT (Edmonton) - alberta@osispecialsection.ca
- VACANT - SK
- VACANT – MB/NWO
- Mark Bossi – ON (Toronto) - ontario@osispecialsection.ca
- VACANT – QC
- Duane Johnson – NB (Gagetown) - dewnjay8@hotmail.com
- Rollie Lawless – NS/NU (Halifax) - nsnuv@osispecialsection.ca
- Owen Parkhouse – PEI (Charlottetown) - pei@osispecialsection.ca
- VACANT – NL

### ELECTIONS

The present members of the Executive are volunteers who were put in office through consensus in order to establish the Section. Once again, there has been slight turnover of Executive members in the second year. As previously indicated, elections are being held this year for approximately one-half of the Executive positions. Nominations are underway and elections will be held in May to ensure that the new Executive is in place in advance of the Dominion Convention.

Elections will be conducted using a secure online election platform allowing all members to vote for posted candidates in a secure access platform.

Access will be low cost as an incorporated not for profit.

One-half of the Provincial Representative positions are vacant. Efforts are underway to recruit volunteers for these positions. Suggestions by Provincial Presidents, while helpful, did not generate any volunteers. Provincial Representatives will be (re)elected in 2019.

#### MEMBERSHIP

Membership in the Section remains in the order of 192 validated members. Following implementation of the new Dominion Command membership system, the BSO Legion OSI membership section has been busily updating membership information and re-validating manually with Legion House. This is quite labour-intensive and reliant on Membership Committee members volunteering their time. To the degree that members provide information, we will have a complete database of membership contact details to improve our outreach and governance. It is anticipated that this manual revalidation process will be an annual activity and take approximately 200-person hours per year. This will obviously increase as membership grows.

#### BYLAWS

BSO Legion OSI By-laws have been developed and agreed by the Executive. The Constitution and Laws Committee saw no material conflict with these By-laws and The General By-Laws and they have been implemented within the Section.

#### INCORPORATION

With the approval of By-laws and the impending election, there came a realization that in order to move ahead as a national virtual section with no financial or IT infrastructure support from outside sources, federal incorporation should be pursued. This had been discussed in early days from a “good governance” perspective but had now become a financial imperative due to the many financial advantages available to not for profit organizations. The Section has therefore been incorporated in accordance with the Canada Not for Profit Corporations Act as the “*Veterans Operational Stress Injury Section / Section des blessure de stress operationnel des anciens combattants*” with a domain of *bsovetsoi*. It should be noted that the word “Legion” appears nowhere in our incorporation.

On incorporation as a NFP, we became eligible for Google “G Suite” at no cost and a Google domain (*bsovetsoi.com*) enabling reliable email and a web presence for a minimal annual fee. We also became eligible for commercial software through TechSoup Canada which will provide us, as a not for profit, access to donated and discounted technologies through their technology donations program. It will also provide valuable learning resources to equip us with technology tips and best practices so that we can better serve Veterans and their families in a very cost-effective manner. This frees the Section from a more costly approach as well as depending on existing social media platforms which limit our reach to veterans using social media such as Facebook. At this point, we have saved hundreds of dollars in software licencing costs alone.

#### FINANCIAL

BSO Legion OSI has kept operating expenses to a minimum, counting on members of the Executive and Provincial Representatives to self-fund Section activities (travel, printing, promotional items, etc). With incorporation as a not for profit, we now have access to other support resources at low or no cost.

#### FINANCIAL STATUS

Until January 2018, expenditures were limited to monthly banking fees. Between January and mid-March, the Executive approved the one-time expenditure of \$226 for incorporation as explained above. The Executive also approved \$13 for domain registration and \$50 for QuickBooks licencing fees through TechSoup Canada.

These expenditures may seem small however, for an organization establishing itself with a national footprint they are significant victories and set the tone for our fiscal prudence going forward.

#### PROGRAM ACTIVITIES

Program activities have been focused on coordinating Mental Health First Aid and developing better outreach to Veterans and Families.

#### MENTAL HEALTH FIRST AID

We continue to coordinate delivery of Veteran Mental Health First Aid courses on behalf of VAC. Courses are delivered by Mental Health Commission of Canada (MHCC) and funded by VAC. The initial agreement is 3,000 participants over 150 serials. Since Jan 2016, slightly more than 2,000 individuals have been trained in just over 100 serials – on track

and accelerating towards the mid-2019 expiry date. The program will end unless additional funding is provided. It has been confirmed that VAC will consider extending funding through the new Veterans and Family Well-Being Fund subject to other demands against this budget. MHCC supports this but VAC probably needs to be encouraged by Dominion Command to continue this highly successful program.

#### IMPROVING OUTREACH

The Treasurer and President attended 2 1/2 day MHCC “SPARK” workshop on innovation and knowledge transfer in community mental health projects across the country. This workshop offered an excellent networking opportunity to engage with other not-for-profit organizations and get ideas for projects and outreach. Through the proven MHCC SPARK methodology, we are developing our plan (for sharing with MHCC colleagues in May) to be implemented over the next 12 months. If successful, this effort will yield better outreach to Veterans and family members in need of mental health support.

Through the workshop, we were introduced to other like-minded people, organizations, and projects with similar objectives. We are now working with an Ottawa software developer and the Centre for Addictions and Mental Health (CAMH) to explore an application that will help us to reach Veterans and family members and steer them towards mental health help.

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#### PUBLIC RELATIONS

Since the November 2017 DEC meeting, we have received excellent public affairs support from Leah O’Neill in the form of brochure updates, presence on the Legion.ca domain and social media, and the all-Branch emailings. This support is very much appreciated and has been of great assistance in reaching Branches that have not thus far been engaged. Continued support in this area would be greatly appreciated

#### SUMMARY

BSO Legion OSI continues to mature and to find its place within the Legion. We will continue to have the challenges of a volunteer organization within a volunteer organization in which our volunteers are drawn from a much smaller pool and many, are struggling with their own health challenges. That said, most of the foundation pieces are in place to ensure progress and success under the leadership of the new Executive. Keys to our further growth and development are: capitalizing on our status as a not-for-profit, leveraging our relationship with the MHCC (and other mental health organizations), and implementing the SPARK knowledge transfer plan as developed.

This report was moved, seconded and approved by the delegates.



## REPORT OF THE NATIONAL EXECUTIVE DIRECTOR

B. White, *National Executive Director*  
S. Clark, *Director Corporate Services*  
R. McInnis, *Director Veterans Services*  
T. Murphy, *Director Financial Services*  
P. Underhill, *Director Supply Chain Management*

### INTRODUCTION

Comrades, I would like to provide you with a report on the activities at the Legion's National Headquarters. For you, the term Legion National Headquarters will be new but I do this on purpose. The term Dominion Command designates the governing body of the Legion as defined in the Act of Incorporation and the General By-Laws. The National Headquarters is the support organization to that governing body and the entire Legion. Therefore, I am making this distinction on purpose in order to dispel once and for all the confusion between the two entities. I also want to bring to your attention changes made to some positions' title changes so they better reflect our focus at the National Headquarters on the provision of service: service to members, service to senior elected officers, and most importantly service to our veterans.

I can attest that there have been many activities going on in the National Headquarters in the past; many of which are unknown to you, our members. In April 2017, the efficiency of the headquarters was questioned. An independent outside organization, Strategy Corps, conducted an organizational and operational services review of Dominion Command and the National Headquarters.

The independent review made many recommendations and in my report, I will focus on those that relate to the operations at the National Headquarters. Other reports to convention will address the issues of governance and organizational issues as they relate to the review of Dominion Command.

### THE REVIEW

The review, conducted from April 2017 to November 2017, reported its findings to the Dominion Executive Council in November 2017. These findings are based on:

- input from focus groups;
- interviews conducted with Legion members and employees at all levels of the organization as well as with members of the Canadian public;
- a comparison between similar national not for profit organizations; and,
- a thorough review of Legion documents and policies.

In general, the report indicated that changes to the existing structure are not required. The span of control and organizational levels are reasonable and do not need to be changed at this time. One thing that became obvious is the need to focus on membership as well as improving our marketing and communications outputs.

Some specific observations related to the National Headquarters are:

- **Staffing.** Since 2013, permanent staff have decreased, with a slight increase in the use of contractual staff. Overall, payroll costs have decreased. The staff are all gainfully employed and working beyond expectations.
- **Financial Management.** Revenues have decreased because of the membership loss and alternate sources of revenue are required. In addition, continual review of resources and programs is required.
- **Operations.** Departments are operating efficiently. In fact, Legion Supply has been a major revenue generator. Again, all programs and operations need continuous review in light of the strategic plan.
- **Staff Compensation.** A staff compensation review was conducted which found that compared against similar not for profit national organizations, Legion staff were paid anywhere from 12 to 20% less than their counterparts.

Overall, the review demonstrated that the National Headquarters and its staff provide “value for money” and that their performance is above expectations. Again, pending the outcome of the Strategic Plan implementation, a continued review of all programs and activities will be necessary to ensure optimum efficiency and operational effectiveness at all times.

Comrades, I am proud of our staff at the National Headquarters. Their support of Legion members, programs and activities is forefront in all they do. When engaged with the Canadian public, they are great ambassadors for the Legion. In that regard, I would like to highlight a few of the accomplishments that we have made over the course of the past two years.

The **Corporate Services** group has arranged for the Virtual Poppy Drop on Parliament Hill for the past two years, which appears live on Facebook. This event has grown in popularity and complements the Virtual Wall of Remembrance. Committee program support continues. I would also like to highlight the excellent marketing and communications support that produced a marked increase in our social media reach as well as our public relations reach. Their combined efforts are sending out a very positive and supportive message to our members, our veterans and the Canadian public.

**Membership Services** has been a leader of change with the implementation of the membership Web portal that provide services more directly to our members and allows for online membership renewal. I urge you to provide branch rates as many members want to renew online. Our Membership Services team is waiting to serve you!

**Financial Services** continues to integrate and refine our financial management services. Modernization and the use of technology are key factors here as well. Again, the concept of client service is at the forefront of everything they do.

I cannot say enough about how effective our supply chain is and how important the **Supply Department** is to the overall financial health of the Legion. Service here is “second to none” and they continue to lead the way in customer service.

Finally, our **Veterans’ Services** is where “the rubber hits the road”. Our service officers provide direct assistance to our Veterans and their families. Nationally, the increased level of need appears daily. This essential service also arms us with the information to advocate to the government for changes because we see what is required and where it is required. A huge thank-you to not only the national bureau but to all service officers across the Legion for developing that trust with our Veterans and their families.

## CONCLUSION

Comrades, thank you for the opportunity to provide my report to you. I am proud of our achievements and I am especially proud of the employees at National Headquarters who work on behalf of our members, of our Legion and of our Veterans and their families. Service excellence is our way of life and will remain so in the future. As the operational service review proved, the National Headquarters is meeting and exceeding its mandate and is great value for your money.

This report was moved, seconded and approved by the delegates.

## REPORT OF THE CENTENNIAL COMMITTEE

M. Barham, *Chair*  
D. Flannigan, *Vice-Chair*  
B. White, *Member*  
T. Murphy, *Secretary*

This fund was established at the 1964 Convention to serve as:

- A perpetual memorial to those who have fallen in the service of Canada by continuing the activities of The Royal Canadian Legion, including the promotion of education, sports, commonwealth unity and all other forms of national and community service, which in the light of which of changing conditions may be deemed to be consistent with the aims and objects of The Royal Canadian Legion.

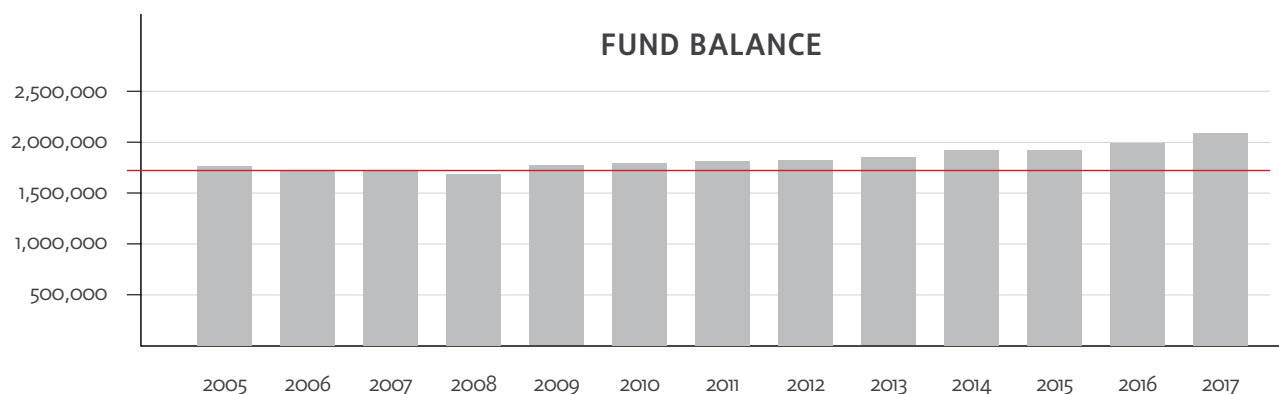
By the mandate of Convention, the Fund can only be used to supplement Track and Field when required and other special projects as agreed by Convention. In 1992 Convention set the minimum base amount to be kept in the Fund at \$1,500,000.

The Fund dipped to just over \$1.5 million at the end of 2008. In 2009 withdrawals from the fund were suspended to give the Fund a chance to get built up again. The target amount to achieve was set at \$2.0 million.

The total balance in the Fund as at December 31, 2017 was \$2,168,682. The fund investments can be broken down as; 10.5% invested in Government bonds, 49.2% invested corporate bonds and bond funds, 32.8% in corporate stocks, 7.5% in short term deposits and cash.

The balance in the investment funds as at March 31, 2018 was \$2,134,315.

A graphical representation of the Fund history is presented below.



A summary of the Operations of the Fund from its inception in 1966 to 2017 can be found in schedule A (attached).

This report was moved, seconded and approved by the delegates.

## SCHEDULE A—CENTENNIAL FUND

### STATEMENT OF REVENUE, EXPENSE AND FUND BALANCE FROM JANUARY 1, 1966 TO DECEMBER 31, 2017

<b>REVENUE</b>			6,766,692
<b>EXPENSE</b>			
ACTION PROGRAM			133,817
DOMINION COMMAND			
TRACK AND FIELD	1974 - 1992	2,174,724	
TRACK AND FIELD	1996 - 2009	1,725,000	3,899,724
GERIATRIC FELLOWSHIP	1981 - 1992		1,152,015
FUND MANAGEMENT FEES	1996 - 2017		441,510
			5,627,066
<b>NET REVENUE</b>			1,139,626
<b>CAPITAL CONTRIBUTIONS</b>			
AMOUNTS DONATED TO START FUND 1964-66			1,029,056
FUND BALANCE AT BALANCE DECEMBER 31, 2017			2,168,682

**Action Program**—Promotion, publicity, travel and administration.

**Dominion Command Track and Field**—39 meets involving approximately 14,600 participants in total.

**Geriatric Fellowship**—Training for 91 doctors, 50 nurses, 11 physiotherapists and 9 occupational therapists.

**Fund Management Fees**—Administration fees for investment fund management.

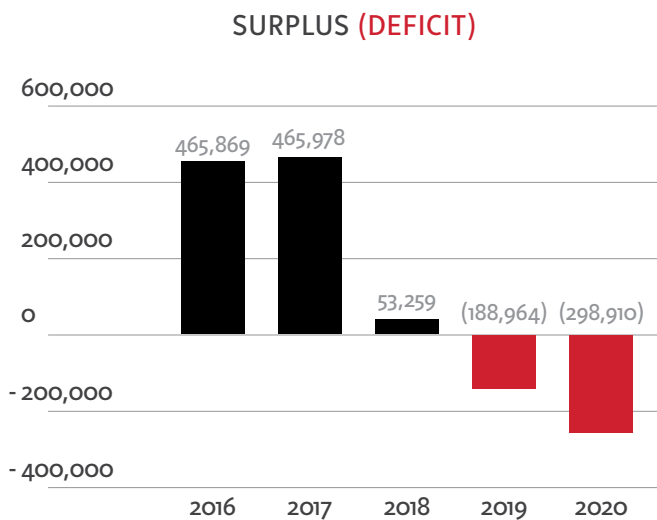
## REPORT OF THE DOMINION TREASURER

M. Barham, *Dominion Treasurer*

As you can see, the 2016 and 2017 years ended successfully, with net operating surpluses of \$465,869 and \$465,978 respectively. As well, the 2018 budget forecasts a modest surplus of \$53,259.

Projections for 2019 and 2020 are not as favorable with projected operating deficits of \$188,964 and \$298,410. As you know, we have a revenue problem. Our membership totals continue to decline while costs slowly increase with inflation. There is some positive news on this issue. By the end of April this year, membership totals remained at the same level as in same period in 2017. But, with an aging membership this will continue to decline without an influx of new and younger members.

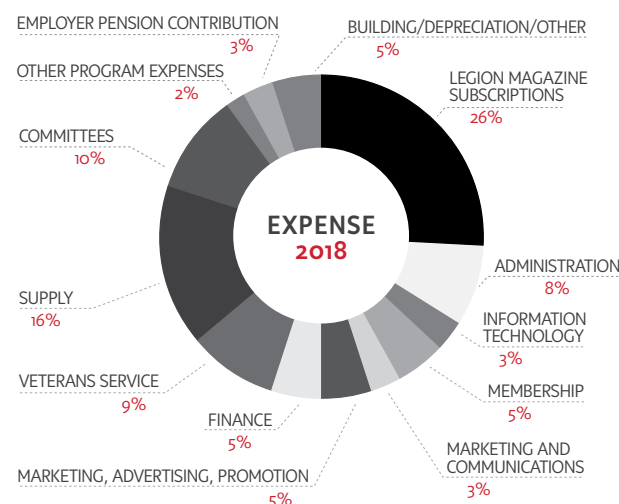
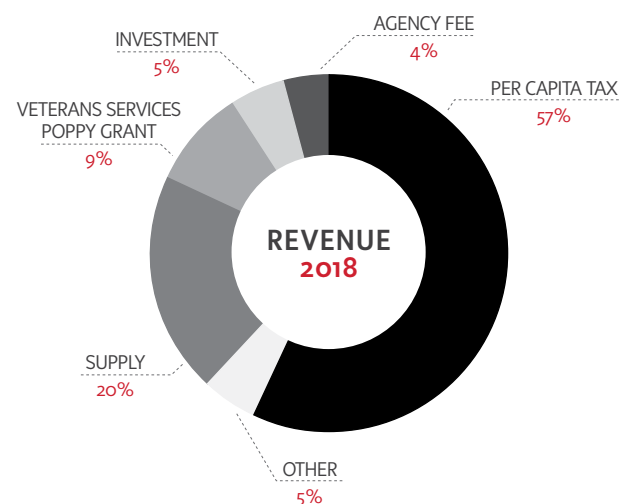
Below is a graphical representation of the Surplus (Deficit) for 2016 to 2020.

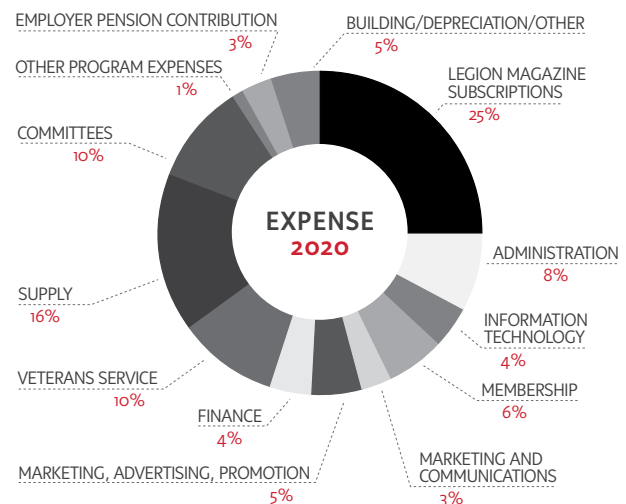
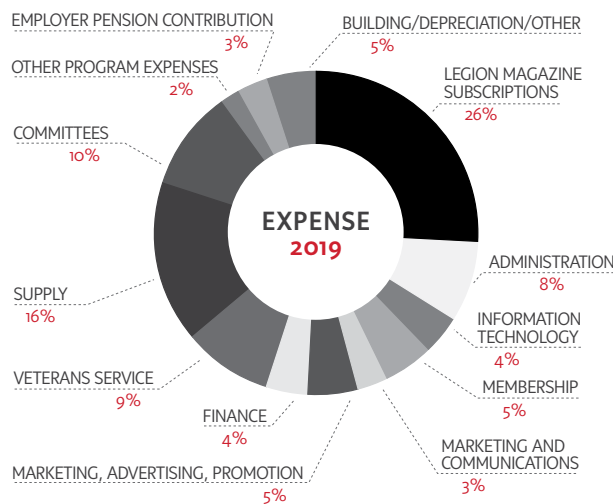
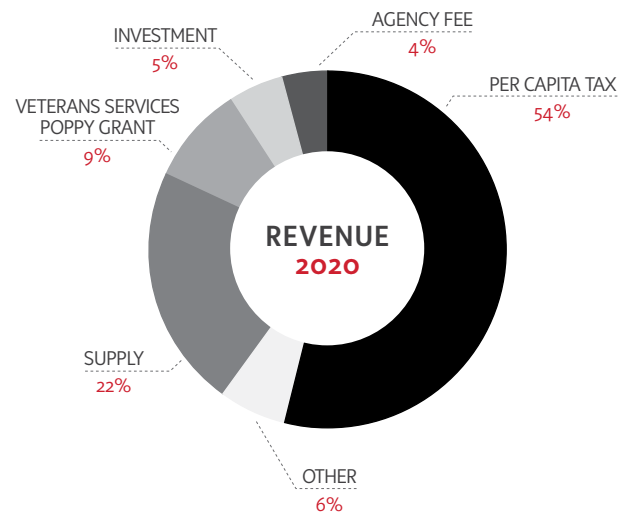
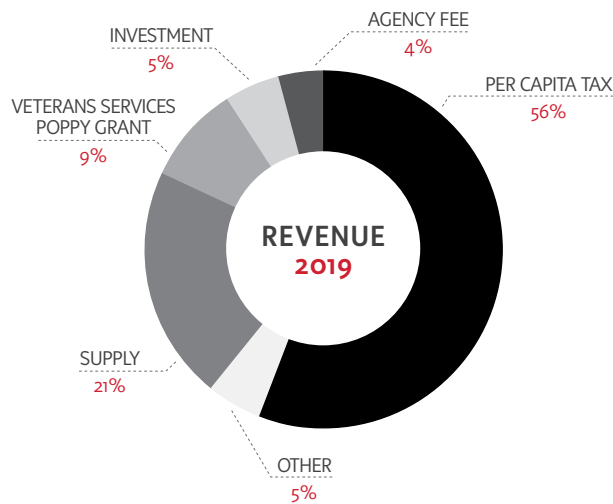


Membership revenue will increase in 2018 as the final \$1.25 increase is implemented. But, declining membership numbers are expected to reduce this amount in 2019 and 2020. Investment revenue is expected to decline as we drawdown on our investments to fund the operating expenses, special projects like the Hearts and Minds Program and other commitments.

Major efforts are being undertaken to attract new members through enhanced marketing efforts. The marketing and communications group was removed from the Membership Section and have their own section. The marketing, advertising and promotions budget continues its efforts to raise the Legions public profile. This effort is being supplemented with the Hearts and Mind marketing program that is directed at attracting new members.

Below you will find charts breaking down revenues and expenses for 2018, 2019, 2020.





Attached are the financial statements with the actual results for 2016 and 2017 and the forecasts for 2018 through 2020.

Comrades, we have provided you with a full accounting of the actual expenses for the years 2016 and 2017 and estimates for the next three years. I am now prepared to answer any questions you may have concerning these.

### HEARTS AND MINDS

To enhance the promotional efforts in attracting new members, a special marketing budget was created. \$1.25 million will be spent over five years to promote membership and attract potential new members.

### THE BUDGET IS COMMITTED AS FOLLOWS:

2017	\$400,000
2018	\$413,000
2019	\$137,000
2020	\$200,000
2021	\$100,000



IN 2017, THE EXPENSES ARE BROKEN DOWN AS:

ONLINE/PRINT ADVERTISING	142,695
VIDEO/PSA DEVELOPMENT	42,487
PAID SOCIAL MEDIA	62,973
SOCIAL ENGINE MARKETING	21,475
DIRECT MAIL MARKETING	\$ 75,000
MARKETING RESEARCH	55,370
<b>TOTAL</b>	<b>400,000</b>

**HST/GST**

The Goods and Services Tax (GST) was implemented by the Federal Government in 1991. A fierce lobbying effort by Dominion Command won an exemption from this tax. Letters from the ministry of Finance, dated 1993 and 1996 acknowledged the exemption. The Legion has relied on these representations ever since.

The Canada Revenue Agency (CRA) is now reexamining this position. Dominion Command, through our auditors' Price Waterhouse Coopers, has filed a Voluntary Disclosure document with the CRA, as a proactive response to this. Negotiations are expected to begin in early 2019. The decision by CRA on this will set the benchmark going forward. The auditors have put a provision of \$560,000 in the audited Financial Statements as an estimate on a possible outcome.

Finally, I propose that our auditors, for these many years, Price Waterhouse Coopers be retained.

**RECOMMENDATION:** It is recommended that Price Waterhouse Coopers be re-appointed as our auditors for the ensuring years 2018 and 2019.

This report was moved, seconded and approved by the delegates.

**DOMINION COMMAND / GENERAL FUNDS**  
**STATEMENT OF REVENUE AND EXPENSE**

	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 BUDGET</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>
<b>REVENUE</b>					
PER CAPITA TAX	5,710,008	5,883,846	5,929,170	5,740,770	5,552,370
CANVET					
- AGENCY FEE & SUPPORT	400,000	400,000	400,000	400,000	400,000
INVESTMENT INCOME	491,771	590,112	548,500	480,000	480,000
SB REVENUE/DIRECT COST REALLOCATION TO POPPY FUND	742,000	735,000	934,600	904,842	965,688
VETERANS VISITATION	-	193,080	-	-	-
SUPPLY DEPARTMENT	2,293,129	2,693,279	2,100,000	2,150,000	2,200,000
LEGION HOUSE					
- TENANTS	82,920	82,920	82,920	84,578	86,270
- INTERNAL	316,000	316,000	316,000	322,320	328,766
MISCELLANEOUS					
- MASTER CARD	65,188	85,112	60,000	61,200	62,424
- OTHER	82,481	197,864	90,000	91,800	93,636
ESTATE BEQUEST	87,099	4,443	-	-	-
<b>TOTAL REVENUE</b>	<b>10,270,596</b>	<b>11,181,656</b>	<b>10,461,190</b>	<b>10,235,510</b>	<b>10,169,155</b>
<b>EXPENSE</b>					
LEGION MAGAZINE SUBSCRIPTIONS	2,831,045	2,756,273	2,700,000	2,700,000	2,616,720
CORPORATE SERVICES	842,965	833,600	865,042	882,343	899,990
INFORMATION TECHNOLOGY	330,937	350,915	366,121	373,443	380,912
MEMBER SERVICES	829,977	689,655	549,384	569,872	595,569
MARKETING & COMMUNICATIONS	-	337,656	313,313	319,579	325,971
MARKETING, ADVERTISING, PROMOTION	457,705	425,547	538,500	549,270	560,255
FINANCIAL SERVICES	401,901	493,654	485,690	425,237	433,812
VETERANS SERVICES	798,929	874,678	983,789	952,465	1,016,514
VETERANS VISITATION	-	137,472	-	-	-
SUPPLY	1,709,138	1,935,659	1,627,997	1,643,857	1,659,984
COMMITTEES	657,735	873,683	998,635	1,056,279	1,006,666
OTHER PROGRAM EXPENSES	195,576	216,874	162,500	155,550	158,661
DEPRECIATION	109,797	108,990	123,000	125,460	127,969
EMPLOYER PENSION CONTRIBUTION	303,235	337,759	316,000	322,320	328,766
LEGION HOUSE	335,787	343,263	341,960	348,799	355,775
CANVET INTEREST EXPENSE	-	-	36,000	-	-
<b>TOTAL EXPENSE</b>	<b>9,804,727</b>	<b>10,715,678</b>	<b>10,407,931</b>	<b>10,424,474</b>	<b>10,467,565</b>
<b>NET INCOME (LOSS) FROM OPERATIONS</b>	<b>465,869</b>	<b>465,978</b>	<b>53,259</b>	<b>(188,964)</b>	<b>(298,410)</b>

**DOMINION COMMAND / GENERAL FUNDS**  
**CORPORATE SERVICES**

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
<b>EXPENSE</b>					
SALARIES	735,116	737,167	766,416	781,744	797,379
RETIREMENT ALLOWANCE	16,687	16,977	15,021	15,321	15,628
OTHER BENEFITS	62,731	67,298	65,905	67,223	68,568
TEMPORARY & CONTRACT STAFF	8,194	-	-	-	-
<b>TOTAL PERSONNEL</b>	<b>822,728</b>	<b>821,442</b>	<b>847,342</b>	<b>864,289</b>	<b>881,575</b>
OFFICE SUPPLIES	53,683	52,273	45,000	45,900	46,818
TELEPHONE	15,179	15,377	16,000	16,320	16,646
POSTAGE, EXPRESS	9,299	10,346	10,000	10,200	10,404
PRINTING, STATIONERY	6,039	4,089	8,000	8,160	8,323
STAFF TRAVEL	695	883	1,000	1,020	1,040
INSURANCE	18,787	18,220	20,400	20,808	21,224
RENT (CR TO BUILDING)	108,000	108,000	108,000	110,160	112,363
STAFF RECRUITMENT	-	878	2,000	2,040	2,081
COMPUTER NETWORK SUPPORT	3,000	3,000	3,500	3,570	3,641
MISCELLANEOUS	2,657	1,704	2,500	2,550	2,601
TRAINING	8,700	6,089	10,000	10,200	10,404
<b>TOTAL EXPENSE</b>	<b>1,048,767</b>	<b>1,042,301</b>	<b>1,073,742</b>	<b>1,095,217</b>	<b>1,117,121</b>
<b>LESS: CHARGED TO:</b>					
MEMBER SERVICES	30,000	15,000	15,000	15,300	15,606
MARKETING AND COMMUNICATIONS	-	15,000	15,000	15,300	15,606
VETERANS SERVICES	30,000	30,000	30,000	30,600	31,212
POPPY FUND	145,800	148,700	148,700	151,674	154,707
	<b>205,800</b>	<b>208,700</b>	<b>208,700</b>	<b>212,874</b>	<b>217,131</b>
<b>NET EXPENSE</b>	<b>842,967</b>	<b>833,601</b>	<b>865,042</b>	<b>882,343</b>	<b>899,990</b>

**DOMINION COMMAND / GENERAL FUNDS**  
**INFORMATION TECHNOLOGY SECTION (CORPORATE SERVICES)**

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
<b>EXPENSE</b>					
SALARIES	165,923	169,994	177,257	180,802	184,418
RETIREMENT ALLOWANCE	3,786	3,510	3,665	3,738	3,813
OTHER BENEFITS	17,468	19,009	21,949	22,388	22,836
CONTRACT	21,428	39,497	49,000	49,980	50,980
<b>TOTAL PERSONNEL</b>	<b>208,605</b>	<b>232,010</b>	<b>251,871</b>	<b>256,908</b>	<b>262,047</b>
OFFICE SUPPLIES	29	-	50	51	52
TELEPHONE	5,721	5,473	6,000	6,120	6,242
POSTAGE, EXPRESS	4	190	50	51	52
PRINTING, STATIONERY	26	1	50	51	52
RENT (CR TO BUILDING)	10,000	10,000	10,000	10,200	10,404
MISCELLANEOUS	41	60	100	102	104
NETWORK & PC					
MAINT. CONTRACTS/LEASES	91,256	83,353	95,000	96,900	98,838
PROGRAMMING & SUPPORT	22,961	24,667	25,000	25,500	26,010
SUPPLIES & OTHER	11,948	12,867	12,000	12,240	12,485
WEBSITE & INTERNET CONNECTIVITY & SUPPORT	4,346	6,294	6,000	6,120	6,242
<b>TOTAL EXPENSE</b>	<b>354,937</b>	<b>374,915</b>	<b>406,121</b>	<b>414,243</b>	<b>422,528</b>
<b>LESS: CHARGED TO:</b>					
CORPORATE SERVICES	3,000	3,000	3,500	3,570	3,641
FINANCIAL SERVICES	3,000	3,000	7,500	7,650	7,803
MEMBER SERVICES	6,000	5,000	7,500	7,650	7,803
MARKETING	-	1,000	2,500	2,550	2,601
VETERANS SERVICES	3,000	3,000	4,500	4,590	4,682
SUPPLY	6,000	6,000	7,500	7,650	7,803
CANVET	3,000	3,000	5,000	5,100	5,202
IT	-	-	2,000	2,040	2,081
	24,000	24,000	40,000	40,800	41,616
<b>NET EXPENSE</b>	<b>330,937</b>	<b>350,915</b>	<b>366,121</b>	<b>373,443</b>	<b>380,912</b>

**DOMINION COMMAND / GENERAL FUNDS**  
**MEMBER SERVICES**

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
<b>REVENUE</b>					
AGENCY FEE	400,000	400,000	400,000	400,000	400,000
<b>TOTAL REVENUE</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>
<b>EXPENSE</b>					
SALARIES	460,302	239,980	239,934	244,733	249,627
RETIREMENT ALLOWANCE	10,508	4,950	4,858	4,955	5,054
OTHER BENEFITS	59,161	38,112	37,923	38,681	39,455
TEMPORARY & CONTRACT STAFF	101,060	106,634	103,769	105,844	107,961
<b>TOTAL PERSONNEL</b>	<b>631,031</b>	<b>389,676</b>	<b>386,484</b>	<b>394,214</b>	<b>402,098</b>
OFFICE SUPPLIES	1,481	674	1,400	1,428	1,457
TELEPHONE	8,221	8,659	8,000	8,160	8,323
POSTAGE, EXPRESS	38,658	46,445	36,000	36,720	37,454
PRINTING, STATIONERY	7,081	9,889	3,500	3,570	3,641
RENT (CR TO BUILDING)	64,000	54,000	54,000	55,080	56,182
MISCELLANEOUS	861	3,418	2,500	2,550	2,601
LEGION WEBSITE & INTERNET	3,571	-	-	-	-
COMPUTER NETWORK SUPPORT	6,000	5,000	7,500	7,650	7,803
ADMINISTRATIVE SUPPORT	30,000	15,000	15,000	15,300	15,606
PERMANENT MEMBERSHIP CARDS	-	100,784	-	-	-
MEMBERSHIP CARDS, FORMS AND PAPER	23,037	18,515	10,000	10,200	10,404
MEMBERSHIP PACK OUT	16,036	31,270	-	-	-
CREDIT CARD PROCESSING FEES	-	6,324	25,000	35,000	50,000
<b>TOTAL EXPENSE</b>	<b>829,977</b>	<b>689,654</b>	<b>549,384</b>	<b>569,872</b>	<b>595,569</b>
<b>NET EXPENSE</b>	<b>429,977</b>	<b>289,654</b>	<b>149,384</b>	<b>169,872</b>	<b>195,569</b>

**DOMINION COMMAND / GENERAL FUNDS**  
**MARKETING**

	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 BUDGET</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>
<b>EXPENSE</b>					
SALARIES	-	284,392	253,053	258,114	263,276
RETIREMENT ALLOWANCE	-	4,104	5,115	5,217	5,322
OTHER BENEFITS	-	18,405	22,145	22,588	23,040
<b>TOTAL PERSONNEL</b>	<b>-</b>	<b>306,901</b>	<b>280,313</b>	<b>285,919</b>	<b>291,638</b>
OFFICE SUPPLIES	-	-	400	408	416
TELEPHONE	-	2,376	1,800	1,836	1,873
POSTAGE, EXPRESS	-	1	100	102	104
PRINTING, STATIONERY	-	62	200	204	208
STAFF TRAVEL	-	33	500	510	520
RENT (CR TO BUILDING)	-	10,000	10,000	10,200	10,404
MISCELLANEOUS	-	2,282	2,500	2,550	2,601
COMPUTER NETWORK SUPPORT	-	1,000	2,500	2,550	2,601
ADMINISTRATIVE SUPPORT	-	15,000	15,000	15,300	15,606
<b>TOTAL EXPENSE</b>	<b>-</b>	<b>337,655</b>	<b>313,313</b>	<b>319,579</b>	<b>325,971</b>



**DOMINION COMMAND / GENERAL FUNDS**  
**MARKETING, ADVERTISING AND PROMOTION**

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
<b>MEDIA - PRINT</b>					
CANVET ADS	15,760	20,245	20,000	20,400	20,808
ESPRIT DE CORPS	-	-	-	-	-
RCMP QUARTERLY	2,543	-	-	-	-
UBIQUITOUS	-	-	-	-	-
CANADIAN MILITARY FAMILY	565	-	-	-	-
ADVERTISING OTHER	6,724	-	-	-	-
<b>MEDIA - VIDEO &amp; PHOTOGRAPHY</b>					
PSA'S	40,059	-	-	-	-
PHOTOGRAPHY SERVICES	-	15,236	15,000	15,300	15,606
PROMOTIONAL VIDEOS	-	50,818	75,000	76,500	78,030
LEGION .CA WEBSITE ADMINISTRATION					
VIDEO - OTHER 2018 CONVENTION	9,308	-	6,000	6,120	6,242
<b>MEDIA - INTERNET</b>					
LEGION.CA WEBSITE ADMIN	-	47,216	45,000	45,900	46,818
MEDIA INTERNET - OTHER	169,335	-	-	-	-
<b>MEDIA - PUBLIC RELATIONS &amp; EVENTS</b>					
MEDIA COVERAGE & P.R. (T &F)	9,213	11,120	10,000	10,200	10,404
MEDIA COVERAGE & P.R. - OTHER	31,925	-	-	-	-
EVENTS/TRADESHOWS/SPONSORSHIPS	-	19,687	35,000	35,700	36,414

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
<b>PROGRAMS AND CAMPAIGNS</b>					
FREE MEMBERSHIP FOR CF RETIREES	6,049	4,056	5,000	5,100	5,202
NON RENEWAL MAILERS	55,501	55,822	60,000	61,200	62,424
INCENTIVE PROGRAM FOR RENEWALS /					
RECRUITMENTS	9,605	-	-	-	-
EARLY BIRD CAMPAIGN	-	-	-	-	-
BRANCH INCENTIVE PROGRAM	13,591	-	-	-	-
PUBLIC DIRECT MAIL CAMPAIGN	-	-	-	-	-
LEGION RIDERS SUPPORT	-	-	-	-	-
MARKETING - PROGRAM	52,291	-	-	-	-
DESIGN PROGRAM	2,943	1,585	7,500	7,650	7,803
PROMOTIONS AND DONATIONS	6,277	16,776	10,000	10,200	10,404
SOCIAL MEDIA CAMPAIGN	-	50,000	70,000	71,400	72,828
ONLINE BANNER CAMPAIGN	-	64,073	75,000	76,500	78,030
MEMBER/BRANCH ENEWSLETTERS	-	22,698	50,000	51,000	52,020
TRIGGERED E-MAIL CAMPAIGN	-	-	10,000	10,200	10,404
INVICTUS GAMES	-	14,658	-	-	-
MARKETING ADMIN	-	-	-	-	-
TRAVEL	-	-	5,000	5,100	5,202
<b>OTHER PRINTED MATERIAL</b>					
FLYERS AND POSTCARDS	-	-	-	-	-
BOOKMARKS	1,975	-	-	-	-
WE CARE POSTER	1,102	-	-	-	-
RENEWAL POSTER	431	-	-	-	-
EARLY BIRD POSTER	1,193	-	-	-	-
THE RCL & C.F. BROCHURE	7,588	-	-	-	-
RCL NEEDS YOU BROCHURE	733	-	-	-	-
POSTERS/BROCHURES	12,995	-	-	-	-
RCL WELCOMES YOU BROCHURE	-	-	-	-	-
BRANCH COLLATERAL MARKETING MATERIALS	-	31,558	40,000	40,800	41,616
OTHER	-	-	-	-	-
<b>NET EXPENSE</b>	<b>457,706</b>	<b>425,548</b>	<b>538,500</b>	<b>549,270</b>	<b>560,255</b>

**DOMINION COMMAND / GENERAL FUNDS**  
**FINANCIAL SERVICES**

	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 BUDGET</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>
<b>EXPENSE</b>					
SALARIES	393,366	380,163	438,208	384,800	392,500
RETIREMENT ALLOWANCE	8,974	7,883	8,810	8,900	9,050
OTHER BENEFITS	45,435	46,459	43,760	44,700	45,550
CONTRACT	13,988	140,664	38,311	39,100	39,900
<b>TOTAL PERSONNEL</b>	<b>461,763</b>	<b>575,169</b>	<b>529,089</b>	<b>477,500</b>	<b>487,000</b>
OFFICE SUPPLIES	1,569	1,347	2,000	2,040	2,081
TELEPHONE	3,288	3,607	3,300	3,366	3,433
POSTAGE, EXPRESS	3,469	4,586	5,000	5,100	5,202
PRINTING, STATIONERY	271	1,232	1,500	1,530	1,561
STAFF TRAVEL	37	118	300	306	312
AUDIT FEES	60,500	58,846	63,240	64,505	65,795
RENT (CR TO BUILDING)	29,000	29,000	29,000	29,580	30,172
COMPUTER NETWORK SUPPORT	3,000	3,000	7,500	7,650	7,803
MISCELLANEOUS/ FOUNDATION STARTUP	3,920	5,799	11,761	4,000	4,200
<b>TOTAL EXPENSE</b>	<b>566,817</b>	<b>682,704</b>	<b>652,690</b>	<b>595,577</b>	<b>607,558</b>
<b>LESS: CHARGED TO:</b>					
SUPPLY	54,914	79,049	57,000	58,140	59,303
CANVET	110,000	110,000	110,000	112,200	114,444
	164,914	189,049	167,000	170,340	173,747
<b>NET EXPENSE</b>	<b>401,901</b>	<b>493,655</b>	<b>485,690</b>	<b>425,237</b>	<b>433,812</b>

**DOMINION COMMAND / GENERAL FUNDS**  
**VETERANS SERVICES**

	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 BUDGET</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>
<b>REVENUE</b>					
POPPY FUND GRANT	742,000	735,000	934,600	904,842	965,688
<b>EXPENSE</b>					
SALARIES	598,308	701,476	749,130	764,113	779,395
RETIREMENT ALLOWANCE	13,458	14,325	14,843	15,140	15,443
OTHER BENEFITS	59,371	64,025	65,416	66,724	68,059
<b>TOTAL PERSONNEL</b>	<b>671,137</b>	<b>779,826</b>	<b>829,389</b>	<b>845,977</b>	<b>862,896</b>
OFFICE SUPPLIES EXPENSE	1,199	1,198	4,000	4,080	4,162
TELEPHONE	6,905	6,366	7,400	7,548	7,699
POSTAGE	4,823	4,315	5,000	5,100	5,202
STAFF TRAVEL	1,321	2,759	4,000	4,080	4,162
VAC - LIAISON					
RENT ( CR TO BUILDING)	45,000	45,000	45,000	45,900	46,818
SERVICE OFFICERS CONFERENCE	34,740	-	50,000	-	45,000
ADVOCACY AND REPRESENTATION	136	1,507	3,000	3,060	3,121
ADMINISTRATIVE SUPPORT	30,000	30,000	30,000	30,600	31,212
COMPUTER NETWORK SUPPORT	3,000	3,000	4,500	4,590	4,682
MISCELLANEOUS	668	707	1,500	1,530	1,561
<b>TOTAL EXPENSE</b>	<b>798,929</b>	<b>874,678</b>	<b>983,789</b>	<b>952,465</b>	<b>1,016,514</b>

**DOMINION COMMAND / GENERAL FUNDS**  
**SUPPLY DEPARTMENT**

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
<b>REVENUE</b>					
SALES OF SUPPLIES	2,293,129	2,693,279	2,000,000	2,000,000	2,000,000
LESS COST OF GOODS	1,003,655	1,115,474	900,000	900,000	900,000
<b>GROSS MARGIN</b>	<b>1,289,474</b>	<b>1,577,805</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>
LEGION LAGER ROYALTY	-	-	100,000	150,000	200,000
PROVINCIAL COMMANDS @ 5.0% OF GROSS MARGIN	64,474	78,637	60,000	62,500	65,000
<b>EXPENSE</b>					
SALARIES	472,290	482,485	495,668	505,581	515,693
RETIREMENT ALLOWANCE	10,773	9,939	10,202	10,406	10,614
OTHER BENEFITS	61,420	62,978	65,206	66,510	67,840
TEMPORARY & CONTRACT STAFF	48,601	56,753	57,603	58,755	59,930
<b>TOTAL PERSONNEL</b>	<b>593,084</b>	<b>612,155</b>	<b>628,679</b>	<b>641,253</b>	<b>654,078</b>
TELEPHONE	7,816	8,390	10,000	10,200	10,404
POSTAGE, EXPRESS	40,148	69,314	67,000	68,340	69,707
PRINTING, STATIONERY	5,059	3,429	6,000	6,120	6,242
STAFF TRAVEL	4,022	4,384	5,000	5,100	5,202
INSURANCE	1,453	1,453	1,500	1,530	1,561
RENT (CR TO BUILDING)	60,000	60,000	60,000	61,200	62,424
WEB STORE - CONNECTIVITY	3,397	32,021	4,800	4,896	4,994
POPPY STORE	861	-	-	-	-
ADVERTISING/CATALOGUE DISTRIBUTION	91,671	106,900	60,000	61,200	62,424
WRAPPING MATERIAL	31,157	35,037	31,000	31,620	32,252
FINANCE/ADMINISTRATION SUPPORT	54,915	68,033	57,000	58,140	59,303
OFFICE SUPPLIES	1,858	1,611	2,000	2,040	2,081
BAD DEBTS	2,000	-	400	408	416
COMPUTER NETWORK SUPPORT	6,000	6,000	7,500	7,650	7,803
MISCELLANEOUS	1,368	1,921	1,600	1,632	1,665
<b>EXPENSE TOTAL</b>	<b>969,283</b>	<b>1,089,285</b>	<b>1,002,479</b>	<b>1,023,829</b>	<b>1,045,555</b>
LESS: POPPY FUND CHARGEBACK	(263,800)	(269,100)	(274,482)	(279,972)	(285,571)
<b>NET EXPENSE</b>	<b>705,483</b>	<b>820,185</b>	<b>727,997</b>	<b>743,857</b>	<b>759,984</b>
<b>GAIN OR (LOSS)</b>	<b>583,991</b>	<b>757,620</b>	<b>472,003</b>	<b>506,143</b>	<b>540,016</b>

**DOMINION COMMAND / GENERAL FUNDS**  
**OTHER PROGRAM EXPENSES**

	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 BUDGET</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>
RCEL					
CONFERENCE	-	5,000	5,000	5,100	5,202
SCOWP	552	1,116	2,000	2,040	2,081
<b>RCEL TOTAL</b>	<b>552</b>	<b>6,116</b>	<b>7,000</b>	<b>7,140</b>	<b>7,283</b>
REQUEST FOR SUPPORT	15,000	8,000	15,000	15,300	15,606
ANNUAL GENERAL MEETING	-	3,468	-		
LEGION REPRESENTATION ON LOCAL BOARDS	-	-	500	510	520
HISTORICA (EWC)	-	23	-	-	-
WRITE OFF OF OLD MANUALS	12,799	-	-	-	-
LEGAL & OTHER	111,045	133,581	70,000	71,400	72,828
CHARITABLE FOUNDATION START UP	4,780	21,587	10,000	-	-
MBP ADS	19,970	22,203	20,000	20,400	20,808
TRANSLATION	31,430	21,896	40,000	40,800	41,616
<b>TOTAL EXPENSE</b>	<b>195,576</b>	<b>216,874</b>	<b>162,500</b>	<b>155,550</b>	<b>158,661</b>



**DOMINION COMMAND / GENERAL FUNDS**  
**LEGION HOUSE**

	<b>2014 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>	<b>2018 BUDGET</b>
<b>REVENUE</b>					
RENT TENANTS	82,920	82,920	82,920	84,578	86,270
RENT - CHARGED TO DEPARTMENTS					
- CORPORATE SERVICES	108,000	108,000	108,000	110,160	112,363
- MARKETING & MEMBERSHIP	64,000	54,000	54,000	55,080	56,182
- MARKETING	-	10,000	10,000	10,200	10,404
- VETERANS SERVICES	45,000	45,000	45,000	45,900	46,818
- SUPPLY DEPT	60,000	60,000	60,000	61,200	62,424
- FINANCIAL SERVICES	29,000	29,000	29,000	29,580	30,172
- IT SECTION	10,000	10,000	10,000	10,200	10,404
<b>TOTAL REVENUE</b>	<b>398,920</b>	<b>398,920</b>	<b>398,920</b>	<b>406,898</b>	<b>415,036</b>
<b>EXPENSE</b>					
SALARIES	27,010	27,001	27,766	28,321	28,888
RETIREMENT ALLOWANCE	614	557	609	621	634
OTHER BENEFITS	4,681	4,589	4,085	4,167	4,250
<b>TOTAL PERSONNEL</b>	<b>32,305</b>	<b>32,147</b>	<b>32,460</b>	<b>33,109</b>	<b>33,771</b>
ELEVATOR MAINTENANCE	6,289	4,116	7,000	7,140	7,283
A/C, ELECTRICAL, PLUMBING	14,666	18,560	32,000	32,640	33,293
INTERIOR & EXTERIOR	80,089	80,920	80,000	81,600	83,232
CLEANING CONTRACT & SUPPLIES	44,116	45,885	52,000	53,040	54,101
FUEL	9,078	10,436	13,000	13,260	13,525
LIGHT & POWER	60,221	59,956	62,000	63,240	64,505
WATER AND SEWAGE	1,763	1,937	2,000	2,040	2,081
TAXES	53,138	55,184	56,500	57,630	58,783
INSURANCE	4,122	4,122	5,000	5,100	5,202
RESERVE FUND	30,000	30,000	-	-	-
<b>TOTAL EXPENSES</b>	<b>335,787</b>	<b>343,263</b>	<b>341,960</b>	<b>348,799</b>	<b>355,775</b>
<b>GAIN OR LOSS</b>	<b>63,133</b>	<b>55,657</b>	<b>56,960</b>	<b>58,099</b>	<b>59,261</b>

**DOMINION COMMAND / GENERAL FUNDS**  
**COMMITTEES & ELECTED OFFICERS EXPENSE**

	<b>2016 ACTUAL</b>	<b>2017 ACTUAL</b>	<b>2018 BUDGET</b>	<b>2019 BUDGET</b>	<b>2020 BUDGET</b>
<b>COMMITTEES</b>					
VETERANS, SERVICE AND SENIORS	16,347	17,083	32,500	33,150	33,813
POPPY & REMEMBRANCE	37,612	24,008	28,950	29,529	30,120
MEMBERSHIP	11,405	4,815	16,250	16,575	16,907
PUBLIC RELATIONS	28,339	90,233	143,095	145,957	148,876
RCEL	675	355	675	689	702
SPORTS	219,287	328,482	357,700	374,074	384,656
RITUAL & AWARDS	1,575	4,388	2,000	2,040	2,081
CONSTITUTION & LAWS	2,383	10,858	2,550	2,601	2,653
DEFENCE & SECURITY	71,410	22,877	32,800	33,456	34,125
VETERANS CONSULTATION	3,563	1,102	4,000	4,080	4,162
(FOF) GOING FORWARD	-	1,378	54,000	-	-
LEADERSHIP DEVELOPMENT	147	19	200	204	208
<b>COMMITTEE TOTAL</b>	<b>392,743</b>	<b>505,598</b>	<b>674,720</b>	<b>642,355</b>	<b>658,303</b>
ELECTED OFFICERS	85,237	72,550	104,500	130,572	108,673
DEC/SENIOR ELECTED OFFICERS	62,072	88,707	71,400	72,948	74,527
DOMINION CONVENTION	117,682	206,826	148,016	210,404	165,163
<b>SUB-TOTAL</b>	<b>264,991</b>	<b>368,083</b>	<b>323,916</b>	<b>413,924</b>	<b>348,363</b>
<b>TOTAL EXPENSE</b>	<b>657,734</b>	<b>873,681</b>	<b>998,636</b>	<b>1,056,279</b>	<b>1,006,666</b>

**DOMINION COMMAND / GENERAL FUNDS**  
**DOMINION CONVENTION**

	2016 ACTUAL	2017 ACTUAL	2018 BUDGET	2019 BUDGET	2020 BUDGET
DEC					
TRAVEL	18,451	-	20,000	-	20,800
PER DIEM	50,827	-	54,538	-	56,720
STAFF					
TRAVEL	17,827	-	20,000	-	20,800
PER DIEM	57,451	1,928	57,451	-	59,749
PAST PRESIDENT					
TRAVEL	3,920	-	4,000	-	4,160
PER DIEM	11,975	-	11,975	-	12,454
DC ZONE COMMANDERS					
TRAVEL	4,146	-	5,000	-	5,200
PER DIEM	6,060	-	6,060	-	6,302
OTHER					
TRAVEL	5,628	-	6,000	-	6,240
PER DIEM	16,557	-	12,848	-	13,362
ENTERTAINMENT	-	-	2,000	-	2,080
CREDENTIALS	1,800	-	-		
PRINTING & DESIGN					
CONVENTION REPORTS	19,301	(1,300)	22,000	-	22,880
OTHER	3,451	-	4,000	-	4,160
TRANSLATION & INTERPRETATION	-	-	-		
POSTAGE	16,106	1	18,000	-	18,720
FREIGHT	3,634	-	4,000	-	4,160
SOCIAL ACTIVITIES					
PRESIDENT RECEPTION	4,924	-	5,000	-	5,200
OTHER	-	-	-	-	
CONVENTION CENTRE	46,952	-	60,000	-	62,400
CONVENTION OPERATION	86,619	-	90,000	-	93,600
TRANSPORTATION	8,334	-	10,000	-	10,400
CEREMONIES	318	-	500	-	520
LOCAL ARRANGEMENTS COMMITTEE	4,259	-	5,000	-	5,200
SUPPLY	-	223	-	-	
	388,540	852	418,372	-	435,107
REVENUE	80,556	-	80,556		80,556
<b>SUB-TOTAL</b>	<b>307,981</b>	<b>852</b>	<b>337,816</b>		<b>354,551</b>
PROVISION	(200,000)	200,000	(200,000)	200,000	(200,000)
<b>TOTAL</b>	<b>107,981</b>	<b>200,852</b>	<b>137,816</b>	<b>200,000</b>	<b>154,551</b>
<b>COMMITTEE (FROM 15A)</b>	<b>9,700</b>	<b>5,974</b>	<b>10,200</b>	<b>10,404</b>	<b>10,612</b>
<b>TOTAL CONVENTION AND COMMITTEE</b>	<b>117,682</b>	<b>206,826</b>	<b>148,016</b>	<b>210,404</b>	<b>165,163</b>

**THE ROYAL CANADIAN LEGION - DOMINION COMMAND**  
**NET REVENUE RECONCILIATION**  
**DECEMBER 31**

**2016**

<b>NET REVENUE (EXPENSE) PER AUDITED STATEMENT</b>			<b>(656,767)</b>
<b>ADD:</b>	<b>(FROM ACCUMULATED RESERVES)</b>		
	NEW MEMBERSHIP SYSTEM	356,905	
	PUBLIC RELATIONS SPECIALIST	34,984	391,889
<b>ADD (LESS): RESERVES REALIZED (TAKEN)</b>	DOMINION CONVENTION	200,000	
	BUILDING	(30,000)	
	RCEL CONFERENCE	25,700	195,700
<b>ADD (LESS): FUND TRANSFERS FROM (TO)</b>	POPPY FUND	742,000	
	PENSION TRANSFERS	(303,235)	
	INVESTMENT FUND - BUILDING AMORTIZATION	96,284	535,049
<b>NET REVENUE (EXPENSE) PER DEPARTMENTAL STATEMENTS</b>			<b>465,871</b>

**2017**

<b>NET REVENUE (EXPENSE) PER AUDITED STATEMENT</b>			<b>(1,045,464)</b>
<b>ADD:</b>	<b>YEAR END AUDIT ADJUSTMENTS</b>	<b>(ESTIMATE OF HST/GST SETTLEMENT)</b>	<b>560,000</b>
<b>ADD:</b>	<b>(FROM ACCUMULATED RESERVES)</b>		
	NEW MEMBERSHIP SYSTEM	149,321	
	MARKETING HEARTS AND MINDS	400,000	
	STRATEGIC REVIEW	106,969	656,290
<b>ADD (LESS): RESERVES REALIZED (TAKEN)</b>	DOMINION CONVENTION	(200,000)	
	BUILDING	(30,000)	
	RCEL CONFERENCE	(5,000)	(235,000)
<b>ADD (LESS): FUND TRANSFERS FROM (TO)</b>	POPPY FUND	771,627	
	PENSION TRANSFERS	(337,759)	
	INVESTMENT FUND- BUILDING AMORTIZATION	96,284	530,152
<b>NET REVENUE (EXPENSE) PER DEPARTMENTAL STATEMENTS</b>			<b>465,978</b>

# **The Royal Canadian Legion - Dominion Command**

Financial Statements  
**December 31, 2017**



May 29, 2018

## **Independent Auditor's Report**

### **To the Members of The Royal Canadian Legion - Dominion Command**

We have audited the accompanying financial statements of The Royal Canadian Legion - Dominion Command, which comprise the statement of financial position as at December 31, 2017 and the statements of changes in fund balances, operations - general fund, operations - externally restricted funds and cash flows for the year then ended, and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

#### **Management's responsibility for the financial statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### **Auditor's responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*PricewaterhouseCoopers LLP  
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"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Royal Canadian Legion - Dominion Command as at December 31, 2017 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

**(Signed) “PricewaterhouseCoopers LLP”**

**Chartered Professional Accountants, Licensed Public Accountants**



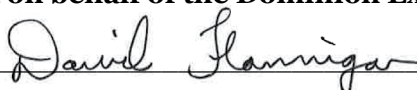
# The Royal Canadian Legion - Dominion Command

## Statement of Financial Position

As at December 31, 2017

	2017 \$	2016 \$
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	4,484,330	4,125,802
Accounts receivable (note 3)	1,943,850	1,602,711
Due from The Legion National Foundation (note 8)	1,638	-
Inventories		
General	1,283,768	1,312,447
Poppy promotional material	131,451	146,103
Prepaid expense	181,182	161,471
Prepaid subscriptions	1,414,122	1,127,051
	<u>9,440,341</u>	<u>8,475,585</u>
<b>Marketable investments</b> (note 4)	29,563,994	28,812,554
<b>Capital assets</b> (note 5)	5,279,109	5,440,790
<b>Pension asset</b> (note 6)	<u>1,728,300</u>	<u>1,940,500</u>
	<u>46,011,744</u>	<u>44,669,429</u>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities (note 7)	1,745,780	1,287,644
Per capita tax received in advance	3,379,437	2,439,943
Due to Canvet Publications Ltd. (note 8)	<u>2,743,846</u>	<u>103,562</u>
	<u>7,869,063</u>	<u>3,831,149</u>
<b>Retirement obligation</b> (note 6)	<u>535,400</u>	<u>515,400</u>
	<u>8,404,463</u>	<u>4,346,549</u>
<b>Fund Balances</b>		
<b>General Fund</b>		
Unrestricted	3,658,210	5,521,470
Invested in capital assets (note 5)	5,279,109	5,440,790
Other internally restricted (note 9)	3,465,691	3,230,691
<b>Legion Magazine Fund</b>	-	1,445,000
<b>Pension Plan Fund</b>	1,728,300	1,940,500
<b>Investment Fund</b>	10,570,064	10,156,929
<b>Externally Restricted Funds</b>	<u>12,905,907</u>	<u>12,587,500</u>
	<u>37,607,281</u>	<u>40,322,880</u>
	<u>46,011,744</u>	<u>44,669,429</u>
<b>Commitments and contingencies</b> (note 10)		

Signed on behalf of the Dominion Executive Council

 President

 Treasurer

The accompanying notes are an integral part of these financial statements.

# The Royal Canadian Legion - Dominion Command

## Statement of Changes in Fund Balances

For the year ended December 31, 2017

	Balance - Beginning of year \$	Net revenue (expense) for the year \$	Remeasurements and other items \$	Transfers from (to) \$	Balance - End of year \$
<b>General Fund</b>					
Unrestricted	5,521,470	(840,190)	14,700	(1,037,770)	3,658,210
Invested in capital assets (note 5)	5,440,790	(205,274)	-	43,593	5,279,109
Other internally restricted (note 9)	3,230,691	-	-	235,000	3,465,691
	14,192,951	(1,045,464)	14,700	(759,177)	12,403,010
<b>Legion Magazine Fund</b> (note 8)	1,445,000	(2,734,330)	-	1,289,330	-
<b>Pension Plan Fund</b> (note 6)	1,940,500	(266,059)	(283,900)	337,759	1,728,300
<b>Investment Fund</b> (note 4)	10,156,929	509,419	-	(96,284)	10,570,064
	27,735,380	(3,536,434)	(269,200)	771,628	24,701,374
<b>Externally Restricted Funds</b>					
Poppy Trust Fund	9,537,166	920,973	-	(771,628)	9,686,511
Centennial Fund	2,052,964	115,718	-	-	2,168,682
RCEL Fund	906,814	53,243	-	-	960,057
Benevolent Fund	90,556	101	-	-	90,657
<b>Total Externally Restricted Funds</b>	12,587,500	1,090,035	-	(771,628)	12,905,907
	40,322,880	(2,446,399)	(269,200)	-	37,607,281

The accompanying notes are an integral part of these financial statements.

# The Royal Canadian Legion - Dominion Command

## Statement of Operations - General Fund

For the year ended December 31, 2017

	2017 \$	2016 \$
<b>Revenue</b>		
Administrative fees (note 8)	110,000	110,000
Building rental (note 8)	82,920	82,920
Dividends	142,035	144,244
Estate bequests	4,443	87,099
Interest	448,077	347,527
MasterCard royalties	85,112	65,188
Miscellaneous	197,864	82,481
Per capita tax (note 10)	5,323,846	5,710,008
Subscription agency fee (note 8)	400,000	400,000
Supply sales	2,693,279	2,293,129
Veterans Visitation Program	193,080	-
	<u>9,680,656</u>	<u>9,322,596</u>
<b>Expense</b>		
Corporate services	725,600	639,307
Building	313,263	305,787
Committees	710,310	857,735
Marketing - Hearts and Minds	400,000	-
Marketing, advertising and promotion	425,547	457,705
Financial services	574,654	482,901
Information technology	340,915	320,937
Legion Magazine - Subscriptions (note 8)	2,756,273	2,831,045
Marketing and communications	434,625	311,824
Member services	784,976	941,699
Other program expenses	211,874	221,276
Veterans services	829,678	753,928
Veterans Visitation Program	137,472	-
Supply chain management		
Operation	543,573	645,484
Cost of sales	1,332,086	1,003,654
Amortization		
Furniture and equipment and computers	59,238	60,045
Building	146,036	146,036
	<u>10,726,120</u>	<u>9,979,363</u>
<b>Net expense for the year</b>	<u>(1,045,464)</u>	<u>(656,767)</u>

The accompanying notes are an integral part of these financial statements.

## The Royal Canadian Legion - Dominion Command

Statement of Operations - Externally Restricted Funds

For the year ended December 31, 2017

	2017			2016	
	Poppy Trust Fund \$	Centennial Fund \$	RCEL Fund \$	Benevolent Fund \$	Total \$
<b>Revenue</b>					
Donations	189,673	-	334,764	-	524,437
Interest	192,555	54,163	3,211	101	250,030
Dividends	37,707	14,670	-	-	52,377
Poppies and wreaths	3,028,277	-	-	-	3,028,277
Promotional aids	467,550	-	-	-	467,550
Other	35,838	-	-	-	35,838
	3,951,600	68,833	337,975	101	4,358,509
					4,428,696
<b>Expense</b>					
Advertising and promotional materials					
Poppy contests	40,712	-	-	-	40,712
	22,220	-	-	-	22,220
Poppies and wreaths	1,405,782	-	-	-	1,405,782
Promotional aids	239,559	-	-	-	239,559
Trademark defence	50,773	-	-	-	50,773
Freight	234,944	-	-	-	234,944
General	57,368	18,760	-	-	76,128
Support - Supply department	269,100	-	-	-	269,100
Support - Administration department	148,700	-	-	-	148,700
Operation Santa Clause and Canada Day	56,012	-	-	-	56,012
Caribbean liaison	18,747	-	-	-	18,747
Remembrance ceremony and videos	18,921	-	-	-	18,921
National Remembrance Ceremony	12,896	-	-	-	12,896
Bursaries	2,000	-	-	-	2,000
Grant - Fort McMurray fire	-	-	-	-	-
Grant - Invictus Games	500,000	-	-	-	500,000
Grants - Queen's Scholarships	30,000	-	-	-	30,000
Benevolent support and assistance	80,728	-	284,732	-	365,460
	3,188,462	18,760	284,732	-	3,491,954
					3,138,087

The accompanying notes are an integral part of these financial statements.

# The Royal Canadian Legion - Dominion Command

Statement of Operations - Externally Restricted Funds ...continued

For the year ended December 31, 2017

	2017			2016	
	Poppy Trust Fund \$	Centennial Fund \$	RCEL Fund \$	Benevolent Fund \$	Total \$
<b>Revenue before the undernoted</b>	763,138	50,073	53,243	101	1,290,609
Net changes in fair value of marketable investments					
Realized	28,348	29,862	-	-	58,210
Unrealized	129,487	35,783	-	-	165,270
	157,835	65,645	-	-	223,480
<b>Net revenue for the year</b>	920,973	115,718	53,243	101	1,090,035
					1,659,600

The accompanying notes are an integral part of these financial statements.

# The Royal Canadian Legion - Dominion Command

## Statement of Cash Flows

For the year ended December 31, 2017

	2017 \$	2016 \$
<b>Cash provided by (used in)</b>		
<b>Operating activities</b>		
Net revenue (expense) for the year		
General Fund	(1,045,464)	(656,767)
Legion Magazine Fund	(2,734,330)	-
Pension Plan Fund	(266,059)	(184,435)
Investment Fund	509,419	958,044
Externally Restricted Funds	1,090,035	1,659,600
Items not affecting cash		
Provision for pension plan	266,059	184,435
Provision for retirement obligation	62,244	64,800
Amortization	205,274	206,081
Realized gains on sales of marketable investments	(255,920)	(222,736)
Unrealized gains on marketable investments	(476,969)	(1,104,795)
Contributions to pension plan	(337,759)	(303,235)
Cash paid for retirement obligation	(27,544)	-
Net change in non-cash working capital items	3,431,686	850,233
	<u>420,672</u>	<u>1,451,225</u>
<b>Investing activities</b>		
Proceeds on sale of marketable investments	6,018,630	8,162,692
Purchase of marketable investments	(6,037,171)	(10,460,529)
Purchase of capital assets	(43,593)	(111,545)
	<u>(62,134)</u>	<u>(2,409,382)</u>
<b>Net change in cash and cash equivalents for the year</b>	358,528	(958,157)
<b>Cash and cash equivalents - Beginning of year</b>	4,125,802	5,083,959
<b>Cash and cash equivalents - End of year</b>	<u>4,484,330</u>	<u>4,125,802</u>
<b>Net change in non-cash working capital items</b>		
Accounts receivable	(341,139)	685,178
Inventory		
General	28,679	120,906
Poppy promotional material	14,652	(976)
Prepaid expense	(19,711)	25,008
Prepaid subscriptions	(287,071)	207,586
Due from The Legion National Foundation	(1,638)	-
Accounts payable and accrued liabilities	458,136	17,297
Per capita tax received in advance	939,494	(293,230)
Due to Canvet Publications Ltd.	2,640,284	88,464
	<u>3,421,686</u>	<u>850,233</u>

The accompanying notes are an integral part of these financial statements.

# The Royal Canadian Legion - Dominion Command

## Notes to Financial Statements

December 31, 2017

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### 1 Purpose of the organization

The Canadian Legion was incorporated in 1926 under the *Companies Act*, and its name was amended to The Royal Canadian Legion in 1961 by an Act of Parliament. The Royal Canadian Legion - Dominion Command ("the Dominion Command") is a not-for-profit organization under subsection 149(1)(l) of the *Income Tax Act* and as such is exempt from income taxes.

### 2 Summary of significant accounting policies

#### Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenue and expense during the reporting periods. Actual results could differ from these estimates.

#### Fund accounting

Pension contributions and the actuarially determined pension expense are accounted for in the Pension Plan Fund.

Interest and dividends earned on marketable investments are accounted for in the General Fund or in the Externally Restricted Fund to which they relate. Realized and unrealized gains and losses on marketable investments held in the General Fund are accounted for in the Investment Fund. The Investment Fund was established January 1, 1998 by transferring all investments held at that time.

Externally Restricted Funds are accounted for as follows.

#### *Poppy Trust Fund*

The Royal Canadian Legion - Dominion Command Poppy Trust Fund ("Poppy Trust Fund") accounts for the sales of poppies and wreaths and poppy promotional material to the Provincial Commands and local branches. The funds raised are used to assist Canadian ex-service personnel and their dependants and ex-service personnel of Commonwealth and allied countries living in Canada in necessitous circumstances; to pay operating expenses of Dominion Command Veteran Services where required; and to provide a grant to the RCEL Fund to support veterans in the Caribbean.

#### *Centennial, RCEL and Benevolent Funds ("Special Funds")*

Special Funds are accumulated to finance special activities, including a youth track and field camp and grants to Commonwealth veterans in the Caribbean.



# The Royal Canadian Legion - Dominion Command

## Notes to Financial Statements

December 31, 2017

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### Cash equivalents

Investments with maturities at the date of acquisition of three months or less are considered cash equivalents as they are short-term, highly liquid investments that are not subject to significant changes in value.

### Inventories

Inventories are carried at the lower of cost, determined on a first-in, first-out basis, and net realizable value.

### Marketable investments

Marketable investments are recorded at fair value in the statement of financial position and changes in fair value are included in net revenue for the year of the Investment Fund or appropriate Externally Restricted Fund.

### Capital assets and amortization

Capital assets are carried at cost less accumulated amortization.

Capital assets are amortized on a straight-line basis, over their estimated useful service lives, at the following annual rates:

Building	2.5%
Furniture and equipment	10.0%
Computers	10.0%

### Employee future benefits

The Royal Canadian Legion - Dominion Command Pension Plan is a multiemployer, contributory, defined benefit pension plan that covers all employees of the Dominion Command, The Royal Canadian Legion - New Brunswick Command and Canvet Publications Ltd. The annual pension payable is based on final average earnings and years of credited service.

In addition to the pension plan, the Dominion Command provides a defined benefit retirement allowance for its employees who have a minimum number of years of service and have attained a minimum age.

Under the immediate recognition approach, the total cost, excluding remeasurements and other items, is included in net revenue or expense of the appropriate fund. Actuarial gains and losses, past service costs and other remeasurements and other items are recognized directly in fund balances.

The defined benefit obligation related to the pension plan is measured based on the most recent actuarial valuation report prepared for funding purposes. The retirement obligation is measured based on an actuarial valuation report prepared specifically for accounting purposes.

# The Royal Canadian Legion - Dominion Command

## Notes to Financial Statements

December 31, 2017

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### Revenue recognition

Externally restricted contributions are recognized as revenue of the appropriate Externally Restricted Fund. Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Per capita tax is recorded as revenue in the year it is received unless it relates to a future year, in which case it is deferred and recorded as revenue in the year to which it relates.

### Allocated expenses

A portion of Information Technology expenses (system maintenance, programming, computer parts and internet connectivity) is allocated to Corporate services, Financial services, Marketing and communications, Member services, Veteran services and Supply Chain Management - Operation expenses in the General Fund in order to reflect support and management oversight provided to those areas. These expenses are allocated based on estimates of time spent by the relevant information technology personnel on those areas during the year.

A portion of Corporate services expenses (salaries and general office) is allocated to Marketing and communications, Member services and Veteran services expenses in the General Fund, and to General expense in the Poppy Trust Fund, in order to reflect support and management oversight provided to those areas. These expenses are allocated based on estimates of time spent by the relevant administrative personnel on those areas during the year.

A portion of Supply Chain Management - Operation expenses (salaries and general warehouse) is allocated to General expense of the Poppy Trust Fund in order to reflect warehouse storage costs, shipping and handling for the Poppy Trust Fund inventory, and processing of sales. General warehouse costs are allocated based on \$7 per square foot of the total warehouse space dedicated to Poppy Trust Fund inventory. The remaining expenses are allocated based on estimates of time spent by the relevant personnel during the year.

### 3 Accounts receivable

	2017 \$	2016 \$
Commands, branches and members		
General	695,695	377,730
Poppy Trust Fund	760,406	808,958
Other		
General	118,952	92,383
Poppy Trust Fund	334,430	292,711
Accrued interest	34,367	30,929
	<hr/>	<hr/>
	1,943,850	1,602,711

# The Royal Canadian Legion - Dominion Command

## Notes to Financial Statements

December 31, 2017

### 4 Marketable investments

	2017		2016	
	Fair value \$	Cost \$	Fair value \$	Cost \$
General Fund	20,809,516	19,862,347	20,425,230	19,789,761
Poppy Trust Fund	6,742,061	6,529,872	6,430,495	6,347,793
Centennial Fund	2,012,417	1,942,743	1,956,829	1,922,938
	<u>29,563,994</u>	<u>28,334,962</u>	<u>28,812,554</u>	<u>28,060,492</u>

Net gains on sales of marketable investments of \$197,720 (2016 - \$186,304) and net increases in unrealized gains and losses of \$311,699 (2016 - net decreases in unrealized gains and losses of \$771,736) relate to the general investment portfolio and are accounted for in the Investment Fund.

	2017		2016	
	Fair value \$	Cost \$	Fair value \$	Cost \$
Government and government guaranteed bonds	2,976,190	3,027,520	2,960,780	2,970,136
Corporate bonds and pooled bond funds	14,605,692	14,957,659	13,156,274	13,385,675
Corporate stocks and pooled equity funds	11,982,112	10,349,783	12,695,500	11,704,681
	<u>29,563,994</u>	<u>28,334,962</u>	<u>28,812,554</u>	<u>28,060,492</u>

Government and government guaranteed bonds bear interest at fixed rates ranging from 1.25% to 3.75% and mature between 2018 and 2025 (2016 - 1.25% to 2.10% and mature between 2017 and 2022).

Corporate bonds bear interest at fixed rates ranging from 1.9% to 3.5% and mature between 2019 and 2025 (2016 - 2.0% to 3.5% and mature between 2017 and 2022). The pooled bond funds invest in high quality, short and long-term government securities and corporate bonds, bearing interest at fixed rates.

The Dominion Command invests, directly and through pooled equity funds, in companies in various industries, including energy, materials, industrials, consumer discretionary, consumer staples, financial institutions, telecommunication services and utilities.

22% (2016 - 17%) of marketable investments are denominated in US dollars.

# The Royal Canadian Legion - Dominion Command

## Notes to Financial Statements

December 31, 2017

### 5 Capital assets

	2017		2016	
	Cost \$	Accumulated amortization \$	Net \$	Net \$
Land	950,220	-	950,220	950,220
Building	5,841,416	1,642,905	4,198,511	4,344,547
Furniture and equipment	165,393	145,579	19,814	26,985
Computers	253,597	143,033	110,564	119,038
	7,210,626	1,931,517	5,279,109	5,440,790

### 6 Employee future benefits

Extrapolations of actuarial valuation reports prepared as at December 31, 2017 and January 1, 2017 (2016 - December 31, 2016 and January 1, 2014), for the retirement allowance and the overall defined benefit plan, respectively, indicated the following:

	2017		2016	
	Retirement obligation \$	Pension plan \$	Retirement obligation \$	Pension plan \$
Fair value of plan assets	-	19,203,800	-	17,701,800
Defined benefit obligation	(535,400)	(17,475,500)	(515,400)	(15,761,300)
Pension asset (retirement obligation)	(535,400)	1,728,300	(515,400)	1,940,500

### 7 Government remittances

Government remittances (GST/HST payable) of \$34,728 (2016 - \$27,795) are included within accounts payable and accrued liabilities.

In addition, subsequent to year end, the Dominion Command filed a submission under the Voluntary Disclosures Program with the Canada Revenue Agency (note 10).

### 8 Controlled entities

#### Canvet Publications Ltd.

The Dominion Command controls Canvet Publications Ltd. ("Canvet"), a federally incorporated entity, as the shareholders of Canvet are officers of the Dominion Command. Canvet publishes and distributes "Legion Magazine", which is sold to the membership of the Royal Canadian Legion, non-member subscribers and the general public.

# The Royal Canadian Legion - Dominion Command

## Notes to Financial Statements

December 31, 2017

Canvet has not been consolidated in the Dominion Command's financial statements. A summary of the financial position, results of operations and cash flows of Canvet as at December 31, 2017 and 2016 is as follows:

	2017 \$	2016 \$
<b>Financial position</b>		
Total assets	8,013,964	4,189,594
Total liabilities	3,102,838	1,833,787
Shareholders' equity	4,911,125	2,355,807
	8,013,964	4,189,594
	2017 \$	2016 \$
<b>Results of operations</b>		
Total revenue	7,339,245	4,381,906
Total expense	4,044,396	4,031,706
Net earnings for the year	3,294,849	350,200
<b>Cash provided by (used in)</b>		
Operating activities	962,752	10,631
Investing activities	(842,183)	(287,692)
	120,569	(277,061)

The accounting policies followed by Canvet are similar to those followed by the Dominion Command except that Canvet's contributions to the pension plan are included in total expense when determining net earnings for the year.

The following transactions with Canvet are included in expenses of the General Fund:

	2017 \$	2016 \$
Legion Magazine - Subscriptions	3,852,849	2,581,410
Advertising	80,482	68,041
Design services	15,993	14,210
Special issue publications	1,851	3,510
Other	-	150

# The Royal Canadian Legion - Dominion Command

## Notes to Financial Statements

December 31, 2017

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The following transactions with Canvet are included in expenses of the Legion Magazine Fund:

	2017 \$	2016 \$
Legion Magazine - subscriptions - prior years	1,445,000	-
Interest on prior years' subscriptions	1,289,330	-
	<u>2,734,330</u>	<u>-</u>

The following transactions with Canvet are included in revenues of the General Fund:

	2017 \$	2016 \$
Administrative fees	110,000	110,000
Building rental	68,640	68,640
Miscellaneous - Network support charge (included in miscellaneous revenue)	3,000	3,000
Subscription agency fee	400,000	400,000

These transactions are considered to be in the normal course of operations and are measured at the exchange amount, which is the amount established and agreed to by the related parties.

Balances with Canvet are non-interest bearing with no specified terms of repayment. Included in accounts receivable is \$52 (2016 - \$48,636) owing from Canvet.

### The Legion National Foundation

The Dominion Command controls The Legion National Foundation (the Foundation). The Foundation is a registered charity, federally incorporated on April 8, 2016. The Foundation received charitable status on September 11, 2017. The Foundation's purpose is to raise funds for programs of remembrance, and to provide scholarships, bursaries, and assistance for the veterans' community.

The Foundation has not been consolidated in the Dominion Command's financial statements. A summary of the financial position, results of operations and cash flows of the Foundation as at December 31, 2017 and 2016 is as follows:

# The Royal Canadian Legion - Dominion Command

## Notes to Financial Statements

December 31, 2017

	2017 \$	2016 \$
<b>Financial position</b>		
Total liabilities/net liabilities	(1,638)	-
	<b>2017 \$</b>	<b>2016 \$</b>
<b>Results of operations</b>		
Total expense/net expense for the period	(1,638)	-
<b>Cash provided by (used in)</b>		
Operating activities	-	-

Balances with the Foundation are non-interest bearing and have no specified terms of repayment.

## 9 Internally restricted fund balance

The Dominion Command internally restricts a portion of its General Fund balance for other expenses that will be incurred in the future.

	2017 \$	2016 \$
Building	300,053	270,053
RCEL conference	24,300	19,300
Convention	200,000	-
Special purpose	26,979	26,979
Per capita tax	2,914,359	2,914,359
	<b>3,465,691</b>	<b>3,230,691</b>

## 10 Commitments and contingencies

The Trico Group Inc. supplies the Poppy Trust Fund with poppies and related remembrance materials under an agreement which is in effect until December 31, 2018.

The Dominion Command is also committed to the following payments for equipment under various leases:

	\$
2018	80,392
2019	59,231
2020	52,054
2021	36,817
2022	26,278



# The Royal Canadian Legion - Dominion Command

## Notes to Financial Statements

December 31, 2017

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The Dominion Command is currently in a dispute with a supplier who is requesting a payment of \$59,000 for services rendered at the 2016 Dominion Convention. Dominion Command does not dispute that services were rendered but disagrees with the amount charged. This is currently under negotiation with the supplier and an estimate of a final amount to be recognized cannot be determined.

Subsequent to year-end, the Dominion Command filed a submission under the Voluntary Disclosures Program with the Canada Revenue Agency. Further, discussions with the Canada Revenue Agency regarding HST on per capita tax revenue, whether it applied, and to which prior years, if any, are not expected to occur until 2019. An exposure exists in excess of estimates accrued to date. It is possible that these estimates could change by a material amount and any such changes will be reflected in the periods in which they become known.

	2017 \$	2016 \$
Per capita tax revenue	5,883,846	5,710,008
Adjustment to estimated HST on per capita tax revenue	(560,000)	-
	<u>5,323,846</u>	<u>5,710,008</u>

### 11 Allocation of expenses

A portion of Information Technology expenses (system maintenance, programming, computer parts and Internet connectivity) has been allocated within the General Fund as follows:

	2017 \$	2016 \$
Corporate services	3,000	3,000
Financial services	3,000	3,000
Marketing and communications	1,000	1,000
Member services	5,000	5,000
Veteran services	3,000	3,000
Supply Chain Management - Operation	6,000	6,000

A portion of Corporate services (salaries and general office) has been allocated as follows:

	2017 \$	2016 \$
General Fund - Marketing and communications	15,000	15,000
General Fund - Member services	15,000	15,000
General Fund - Veteran services	30,000	30,000
Poppy Fund - General	148,700	145,800

A portion of Supply Chain Management - Operation expenses (salaries and general warehouse) of \$269,100 (2016 - \$263,800) has been allocated to General expense of the Poppy Fund.

## REPORT OF CANVET PUBLICATIONS LTD.

T. Irvine, *Board Chair*  
D. Flannigan, *Board Vice-Chair*  
B. White, *Secretary*  
B. Chafe, *Director*  
T. Eagles, *Director*  
B. Julian, *Director*  
A. Paquette, *Director*  
A. Stanfield, *Director*  
J. Morse, *General Manager*

### INTRODUCTION

*Legion Magazine* continues to tell the stories of our veterans and Canada's military history. It has a print and online reach of almost 650,000 Canadians and remains one of this country's largest and most respected publications.

### ECONOMIC PERFORMANCE

Canvet is a lean and busy shop. New products and marketing efforts have resulted in consistent revenue growth for the sixth consecutive year, in spite of declining subscriptions and perhaps the most difficult market conditions in the history of publishing. In 2016 and 2017, revenue increased in four areas: subsidy, advertising, design/production services and online sales. To put this in context, the second best showing in advertising was in 1993, when Canvet published 10 issues annually and had 530,000 subscribers. Design and production and the online store are new revenue streams created in the last five years.

Every dollar is directed to the production of the magazine and maintaining a low subscription price.

At the 2012 Convention, Canvet committed to continue publishing without an increase in the cost of an annual subscription before 2020. The additional revenue streams developed by the magazine have resulted in good news. If the magazine remains eligible for the Department of Canadian Heritage Canada Periodical Fund (CPF), then Canvet should be able to extend its commitment to continue operations under the existing subscription fee of \$9.49 by two years. This may be the lowest subscription price for a magazine of this size in Canada. Canvet should not need a subscription increase before 2022.

### CANADA PERIODICAL FUND

Canvet has been a recipient of one form of subsidy or another for over fifty years and this revenue

stream is vital to our operations. Over the last fifteen years this funding has saved *Legion Magazine* millions of dollars. It is essential for the magazine's survival.

In 2017, Canvet was awarded two subsidies. The first and largest was the CPF. The corporation received \$861,600. This is the highest amount of subsidy in the history of Canvet. The rules and regulations governing the receipt of funds are clear and must be followed. *Legion Magazine* must be a separate and independent publication. Any periodical "that primarily report on the activities or promotes the interests of the organization" will be declared ineligible.

All of Canvet's operating budgets are based on receipt of this subsidy.

The second subsidy was from the government of Ontario and was awarded last August. The Ontario Media Development Corporation presented Canvet with \$74,950 to increase the number of publications available on newsstand. The maximum grant offered is \$75,000.

### ENGLISH CONTENTS AND FRENCH INSERT

Canvet has covered a wide range of military history and current affairs since last convention, including articles on veterans and suicide, the Battle of Vimy Ridge, Canadian spies in both world wars, the anti-malaria drug Mefloquine and the Halifax Explosion. The final two issues of 2018 will include stories on the Battle of Cambrai, the Medak Pocket and the 100th anniversary of the Armistice.

The Special Interest Publications (SIP) topics since the last convention included Vimy Ridge, Canada's 150th, Battle of Passchendaele, Crimea, and Battles of the Second World War. The next four SIPs will be: Canada's Hundred Days in the

First World War, O Canada Volume Two, D-Day and Normandy, and Explorers of Canada.

We will continue to publish 144 pages annually in a full-colour French section which is available to any member at no extra charge. Please contact Legion Magazine if you wish a French section and are not currently receiving one.

#### OPERATION SANTA CLAUS

Three thousand magazines were distributed to Canadian Armed Forces (CAF) personnel on peacekeeping assignments and in isolated posts around the world. Based on our single copy sale price this represents a donation of \$17,850. The magazine has been donating copies annually to the CF for twenty years.

#### MEMBER BENEFITS PACKAGE

HearingLife Canada is the newest partner in The Royal Canadian Legion (RCL) Member Benefits Package (MBP). The MBP offers discounts on specialty designed travel insurance packages, retirement living, cell phones, eyewear, funerals and much more. The other MBP partners are Arbor Memorial Services Inc., Canadian Safe Step Walk-in Tub Co., Carlson Wagonlit Travel, IRIS Eyewear, Medipac Travel Insurance, Revera Inc., SimplyConnect and MBNA Canada Inc.

Each of the nine partners contributes to the Legion and its members in a different way. Some provide funding to Dominion Command programs while others continue to offer their discounts to both the member and their immediate family. It is one more reason to join the Legion.

We invite delegates and all legionnaires to visit your MBP booths in the exhibition area.

#### AWARDS

*Legion Magazine* and its related products have received 24 national and international awards. These awards bring credibility and prestige to veterans' issues and Canada's military history, boost staff morale, attract new talent and offer networking opportunities that have resulted in ad sales – not to mention free promotion. Morale is high and the staff is motivated.

#### FINANCIAL STATEMENTS

The full audited Canvet financial statements are provided separately.

#### CONCLUSION

Thank you to all the Directors of Canvet for their support during my term and I especially want to thank our magazine staff for their professionalism and dedication.

This report was moved, seconded and approved by the delegates.

# **Canvet Publications Ltd.**

Financial Statements  
**December 31, 2017**



May 29, 2018

## **Independent Auditor's Report**

### **To the Shareholders of Canvet Publications Ltd.**

We have audited the accompanying financial statements of Canvet Publications Ltd., which comprise the balance sheet as at December 31, 2017 and the statements of earnings and retained earnings and cash flows for the year then ended, and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

#### **Management's responsibility for the financial statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### **Auditor's responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

---

*PricewaterhouseCoopers LLP  
99 Bank Street, Suite 710, Ottawa, Ontario, Canada K1P 1E4  
T: +1 613 237 3702, F: +1 613 237 3963*

"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of Canvet Publications Ltd. as at December 31, 2017 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

**(Signed) “PricewaterhouseCoopers LLP”**

**Chartered Professional Accountants, Licensed Public Accountants**

# Canvet Publications Ltd.

## Balance Sheet

As at December 31, 2017

	2017 \$	2016 \$
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	2,656,326	2,535,757
Accounts receivable	140,850	51,426
Income taxes recoverable	-	45,739
Due from The Royal Canadian Legion - Dominion Command (note 5)	2,743,846	103,562
Prepaid expense	315,333	148,066
	5,856,355	2,884,550
<b>Marketable investments</b> (note 3)	2,105,971	1,249,121
<b>Capital assets</b> (note 4)	51,638	55,923
	8,013,964	4,189,594
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities (notes 5 and 6)	433,500	263,487
GST/HST payable	177,083	57,621
Income taxes payable	647,486	-
Deferred revenue	343,090	291,454
Subscriptions received in advance	1,301,187	1,031,825
	2,902,346	1,644,387
<b>Retirement obligation</b> (note 7)	200,492	189,400
	3,102,838	1,833,787
<b>Shareholders' Equity</b>		
<b>Capital stock</b>		
Authorized		
50,000 common shares		
Issued		
9 common shares	9	9
<b>Retained earnings</b>	4,911,117	2,355,798
	4,911,126	2,355,807
	8,013,964	4,189,594

### Commitments (note 8)

### Approved by the Board of Directors

 Director  Director

The accompanying notes are an integral part of these financial statements.



## Canvet Publications Ltd.

### Statement of Earnings and Retained Earnings

For the year ended December 31, 2017

	2017 \$	2016 \$
<b>Revenue</b>		
Subscriptions (note 5)	2,623,996	2,686,395
Newsstand sales	9,656	7,720
Advertising (note 5)	737,611	618,041
World War I Commemoration	12,492	3,222
Special editions	219,760	174,510
	<u>3,603,515</u>	<u>3,489,888</u>
<b>Expense</b> (schedule)		
Magazine	1,758,203	1,799,260
Employees	1,211,713	1,167,799
Administrative (note 5)	674,480	584,883
Subscription agency fee (note 5)	400,000	400,000
	<u>4,044,396</u>	<u>3,951,942</u>
<b>Income before the undernoted</b>	<u>(440,881)</u>	<u>(462,054)</u>
<b>Other income</b>		
Canadian Periodical Fund	832,406	761,818
Interest	47,375	29,502
Dividends	31,162	11,002
Realized gains on sale of marketable investments	2,242	4,343
Unrealized gains on marketable investments	24,025	23,382
Other (note 5)	167,272	61,971
Subscriptions - prior years (note 5)	1,341,918	-
Interest on prior years' subscriptions (note 5)	1,289,330	-
	<u>3,735,730</u>	<u>892,018</u>
<b>Earnings before income taxes</b>	3,294,849	429,964
<b>Provision for income taxes</b>	<u>(745,530)</u>	<u>(79,764)</u>
<b>Net earnings for the year</b>	2,549,319	350,200
<b>Retained earnings - Beginning of year</b>	2,355,798	2,007,598
<b>Remeasurements and other items</b>	<u>6,000</u>	<u>(2,000)</u>
<b>Retained earnings - End of year</b>	<u>4,911,117</u>	<u>2,355,798</u>

The accompanying notes are an integral part of these financial statements.

# Canvet Publications Ltd.

## Statement of Cash Flows

For the year ended December 31, 2017

	2017 \$	2016 \$
<b>Cash provided by (used in)</b>		
<b>Operating activities</b>		
Net earnings for the year	2,549,319	350,200
Items not affecting cash		
Amortization	15,885	15,953
Provision for retirement obligation	17,092	18,100
Realized gains on sale of marketable investments	(2,242)	(4,343)
Unrealized gains on marketable investments	(24,025)	(23,382)
Cash paid for retirement obligation	-	-
Net change in non-cash working capital items	(1,593,277)	(345,897)
	<u>962,752</u>	<u>10,631</u>
<b>Investing activities</b>		
Proceeds on sale of marketable investments	90,511	178,111
Purchase of marketable investments	(921,094)	(449,392)
Purchase of capital assets	(11,600)	(16,411)
	<u>(842,183)</u>	<u>(287,692)</u>
<b>Net change in cash for the year</b>	120,569	(277,061)
<b>Cash and cash equivalents - Beginning of year</b>	<u>2,535,757</u>	<u>2,812,818</u>
<b>Cash and cash equivalents - End of year</b>	<u>2,656,326</u>	<u>2,535,757</u>
<b>Net change in non-cash working capital items</b>		
Accounts receivable	(89,424)	12,527
Income taxes recoverable	45,739	(45,739)
Due from The Royal Canadian Legion - Dominion Command	(2,640,284)	(88,464)
Prepaid expense	(167,267)	(11,571)
Accounts payable and accrued liabilities	170,013	(17,913)
GST/HST payable	119,462	(32,416)
Income taxes payable	647,486	(26,700)
Deferred revenue	51,636	55,489
Subscriptions received in advance	269,362	(191,110)
	<u>(1,593,277)</u>	<u>(345,897)</u>

The accompanying notes are an integral part of these financial statements.

# Canvet Publications Ltd.

## Notes to Financial Statements

December 31, 2017

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### 1 Nature of operations

Canvet Publications Ltd. (“the Company”) is incorporated under the *Canada Business Corporations Act*. The Company publishes and distributes “Legion Magazine”, which is sold to the membership of The Royal Canadian Legion, non-member subscribers and the general public.

The Company’s objectives are to publish informative articles and information on Canadian military history and current events with an emphasis on military and veterans’ issues.

### 2 Significant accounting policies

#### Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenue and expense during the reporting periods. Actual results could differ from these estimates.

#### Cash equivalents

Investments in money market mutual funds are considered cash equivalents as they are short-term, highly liquid investments that are not subject to significant changes in value.

#### Marketable investments

Marketable investments are recorded at fair value in the balance sheet and changes in fair value are included in net earnings for the year.

#### Capital assets and amortization

Capital assets are carried at cost less accumulated amortization.

Office equipment and computer equipment are amortized over their estimated useful service lives using the declining-balance method at annual rates of 20% and 30%, respectively.

#### Income taxes

The Company uses the taxes payable method to account for income taxes, whereas the Company reports only the cost or benefit of current income taxes for the period, determined in accordance with the rules established by taxation authorities.

# Canvet Publications Ltd.

## Notes to Financial Statements

December 31, 2017

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### Employee future benefits

The Company provides a defined benefit retirement allowance for its employees who have a minimum number of years of service and have attained a minimum age.

The retirement obligation is measured based on an actuarial valuation prepared specifically for accounting purposes. Under the immediate recognition approach, the total cost, excluding remeasurements and other items, is included in employees' expense for the year. Actuarial gains and losses, past service costs and other remeasurements and other items are recognized directly in retained earnings.

In addition to the retirement allowance, the Company participates in The Royal Canadian Legion - Dominion Command Pension Plan, which is a multiemployer, contributory, defined benefit pension plan that covers all employees of the Dominion Command, The Royal Canadian Legion - New Brunswick Command and the Company. The annual pension payable is based on final average earnings and years of credited service.

The Company's portion of the pension plan is accounted for as a defined contribution plan such that the Company's contributions to the pension plan are included in employees' expense in the statement of earnings and retained earnings. A pension asset has not been recorded in the balance sheet.

### Revenue recognition

Revenue is recognized in the year received unless the amount relates to future issues, in which case the amount is deferred and recorded as revenue in the year to which it relates.

## 3 Marketable investments

	2017		2016	
	Fair value \$	Cost \$	Fair value \$	Cost \$
Corporate bonds and pooled bond funds	1,244,027	1,288,344	810,233	827,437
Government and government guaranteed bonds	82,252	83,108	36,869	36,829
Corporate equities and pooled equity funds	779,692	727,672	402,019	402,032
	2,105,971	2,099,124	1,249,121	1,266,298

Government and government guaranteed bonds bear interest at fixed rates ranging from 1.25% to 3.75% and mature between 2018 and 2025 (2016 - 1.25% to 2.10% and mature between 2017 and 2022).

Corporate bonds bear interest at fixed rates ranging from 1.9% to 3.6% (2016 - 2.0% to 3.5%) and mature between 2019 and 2025 (2016 - between 2017 and 2022). The pooled bond funds invest in high quality, short and long-term corporate bonds, bearing interest at fixed rates.

# Canvet Publications Ltd.

## Notes to Financial Statements

December 31, 2017

The Company invests, directly and through pooled equity funds, in companies in various industries, including energy, materials, industrials, consumer discretionary, consumer staples, financial institutions, telecommunication services, utilities and health care.

16% (2016 - 18%) of marketable investments are denominated in US dollars.

### 4 Capital assets

	2017		2016	
	Cost \$	Accumulated amortization \$	Net \$	Net \$
Office equipment	155,057	133,857	21,200	26,179
Computer equipment	312,784	282,346	30,438	29,744
	467,841	416,203	51,638	55,923

Cost and accumulated amortization amounted to \$456,241 and \$400,318 respectively at December 31, 2016.

### 5 Related party transactions

The Royal Canadian Legion - Dominion Command ("the Dominion Command") controls the Company as the shareholders of the Company are officers of the Dominion Command.

The following transactions with the Dominion Command are included in revenue or other income.

	2017 \$	2016 \$
Subscriptions	2,623,996	2,581,410
Advertising	80,482	68,041
Design services (included in other income)	15,993	14,210
Special issue publications (included in other income)	1,851	3,510
Other (included in other income)	-	150
Subscriptions - prior years	1,341,918	-
Interest on prior year's subscriptions	1,289,330	-

# Canvet Publications Ltd.

## Notes to Financial Statements

December 31, 2017

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The following transactions with the Dominion Command are included in expense.

	2017 \$	2016 \$
Administrative - accounting and computer services	110,000	110,000
Administrative - building rental	68,640	68,640
Administrative - network support charge	3,000	3,000
Subscription agency fee	400,000	400,000

These transactions are considered to be in the normal course of operations and are measured at the exchange amount, which is the amount established and agreed to by the related parties.

Balances with the Dominion Command are non-interest bearing with no specified terms of repayment. Included in accounts payable and accrued liabilities, and accounts receivable is a net payable of \$345 (2016 - \$47,002) owing to the Dominion Command.

### 6 Government remittances

Payroll withholding taxes of \$26,779 (2016 - \$22,549) are included within accounts payable and accrued liabilities.

### 7 Employee future benefits

Extrapolations of actuarial valuation reports prepared as at December 31, 2017 and January 1, 2017, for the retirement allowance and the overall defined benefit pension plan, respectively (2016 - December 31, 2016 and January 1, 2014), indicated the following.

	2017		2016	
	Retirement obligation \$	Pension plan \$	Retirement obligation \$	Pension plan \$
Fair value of plan assets	-	19,203,800	-	17,701,800
Defined benefit obligation	(200,492)	(17,475,500)	(189,400)	(15,761,300)
Plan surplus (deficit)	(200,492)	1,728,300	(189,400)	1,940,500

The Company's contributions to the overall defined benefit pension plan of \$113,482 (2016 - \$102,388) are included in employees' expense in the statement of earnings and retained earnings. A pension asset has not been recorded in the balance sheet.

# **Canvet Publications Ltd.**

Notes to Financial Statements

**December 31, 2017**

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## **8 Commitments**

The Company is committed under a rental agreement with the Dominion Command to make annual payments of \$68,640 for office space.

# Canvet Publications Ltd.

## Schedule of Expense

(Unaudited)

For the year ended December 31, 2017

	2017 \$	2016 \$
<b>Magazine</b>		
Desktop publishing	15,534	12,884
Editorial contributions	102,897	92,046
Freight and express	2,278	2,858
Illustrations	46,063	44,942
Postage	824,746	848,272
Printing	766,685	798,258
	<u>1,758,203</u>	<u>1,799,260</u>
<b>Employees</b>		
Salaries	984,298	952,442
Other benefits	227,415	215,357
	<u>1,211,713</u>	<u>1,167,799</u>
<b>Administrative</b>		
Accounting and computer services (note 5)	110,000	110,000
Advertising commission - CCM	142,233	114,883
Building rental (note 5)	68,640	68,640
Correspondents' meeting	-	9,149
Design and production expenses	62,624	2,599
Directors' meetings	6,000	6,000
Editorial travel	42,498	29,602
Insurance	13,099	13,619
Miscellaneous	13,459	13,724
Network support charge (note 5)	3,000	3,000
Newsstand expense	45,100	44,555
Office supplies	17,674	17,890
Postage	17,664	17,469
Printing and stationery	6,912	6,962
Professional fees	23,035	19,322
Sales promotion	70,920	72,817
Staff recruitment and training	5,996	5,745
Subscriptions	1,660	4,326
Telephone and fax	8,081	8,628
Amortization	15,885	15,953
	<u>674,480</u>	<u>584,883</u>
<b>Subscription agency fee (note 5)</b>	<u>400,000</u>	<u>400,000</u>
<b>Total expense</b>	<u>4,044,396</u>	<u>3,951,942</u>



## REPORT OF THE LEGION NATIONAL FOUNDATION

T. Eagles, *Chair*  
G. O'Dair, *Vice-Chair*  
B. Burnham, *Director*  
L. Murray, *Director*  
P. Kavanagh, *Director*  
B. White, *Executive Director*  
S. Clark, *Secretary*

### WHY A LEGION NATIONAL FOUNDATION IS NEEDED

In 2014, a major Canadian corporation approached Dominion Command wanting to make a \$40,000 donation in support of the Legion's work with Veterans nationally. A requirement of making the donation was to obtain a receipt for income tax purposes. While the Legion is a Not-For-Profit organization, it is not a charitable one for income tax purposes. Regrettably, as the Legion was unable to meet the terms of the donation, Dominion Command referred the corporation to the Military Families Fund (now the Support Our Troops Fund) as that foundation works to support Veterans nationally and can issue the required tax receipt.

Because of that and similar situations, as well as the times that Dominion Command has been approached by individuals wishing to make bequests (but also needing a tax-deductible receipt), it was recommended by the Dominion President in 2014 that the Legion look into establishing its own foundation. It was felt that a national foundation would encourage greater contributions from corporate Canada, as well as individual Canadians, who want to support the work of the Legion nationally but who also require a tax-deductible receipt.

Dominion Command immediately began working through the Charities Directorate of the Canada Revenue Agency (CRA) to get a foundation established. On 8 April 2016, the Legion National Foundation received its Certificate of Incorporation as a not-for-profit organization and in September 2017, formal notice was received from CRA that the Foundation was granted charitable status.

### CHARITABLE PURPOSE OF THE LEGION NATIONAL FOUNDATION

The overarching purpose of The Legion National Foundation is to remember, honour and assist

those who have served and those who continue to serve in the Canadian Armed Forces (CAF) and the Royal Canadian Mounted Police (RCMP) and their families, thereby promoting their effectiveness, efficiency and morale for the benefit of the public. This is achieved by educating the public about Canada's military history; awarding scholarships or bursaries to families of active and retired members of the CAF and RCMP for post-secondary education and professional and vocational training; and providing gifts to qualified donees as defined in the Income Tax Act.

### CHARITABLE ACTIVITIES OF THE FOUNDATION

The main programs of the Foundation, to achieve its charitable purpose, will be organizing and conducting the Poster and Literary Contests for Youth, developing the Remembrance Teaching Guide, conducting Pilgrimages of Remembrance, awarding bursaries and scholarships, and supporting community organizations that help Veterans.

### FUNDRAISING AND GIVING

It is important to stress that any fundraising activity by the Foundation will not impact any efforts by branches or commands to collect or receive funds for their Poppy Trust account. The Foundation will pursue fundraising avenues that are currently unexplored and receive donations that currently cannot be accepted.

Because of its charitable purpose and activities, the Foundation will compliment the support that branches and commands currently offer to their communities, allowing for additional opportunities beyond the provisions in the Poppy Manual. For example, the Foundation could provide financial assistance for the construction of long-term care facilities designed to house Veterans or for the establishment of a new enterprise intended to employ Veterans.

Financial assistance can be provided to a project or qualified need anywhere in Canada.

#### **FOUNDATION BOARD OF DIRECTORS**

The Foundation By-Laws provide for up to 12 Board members; there are currently five. The Foundation's Articles of Incorporation clearly specify that Directors will serve without remuneration and no Director shall directly or indirectly receive any profit or financial gain from their position. All Board members are volunteers and give freely of their time.

#### **INDEPENDENCE FROM THE LEGION**

One thing that CRA was insistent on was that the Legion National Foundation and The Royal Canadian Legion had to be two separate organizations, meaning the Foundation would have to operate independently from the Legion. It is also imperative that separate books and records be maintained by the Foundation and the Legion.

#### **AGREEMENT WITH THE LEGION**

In order to get the Foundation fully operational, it was necessary for the Legion and the Foundation to approve and sign two agreements: Transfer Agreement and Master Contract for Services. These agreements were signed by the Foundation Board and DEC in April 2018.

The statement of activities filed in support of the Foundation's application for charitable registration stated that the Foundation would be assuming some of the charitable programs and activities that had been conducted by the Legion for years. It also acknowledged that the Foundation would be retaining the Legion to deliver the programs and activities, given that the Foundation presently has no staff or volunteers.

Even though Dominion Command staff will be providing the programs and activities described in the Transfer Agreement, as in the past, and

there will be no physical transfer of the programs and activities to another office, it was important to formally document the fact that the programs and activities are being transferred to the Foundation, they are no longer the programs and activities of the Legion and that Legion staff are delivering the programs and activities on behalf of the Foundation not on behalf of the Legion. The Transfer Agreement and Master Contract for Services document the relationship between the two organizations and their respective obligations.

This transition of the programs to the Foundation will be seamless to current activity at the branch and Provincial Command level – there will be no changes. The only change is who now directs the programs at the national level.

#### **RESOLUTIONS**

From time to time, delegates to convention brought forth resolutions on the Poster and Literary Contests and the Pilgrimage of Remembrance. As these are now programs of the Foundation, and as the Foundation is managed independently from the Legion, any convention decisions on resolutions dealing with these activities will be directed to the Foundation Board for consideration.

The Foundation is grateful for the recommendations it has received and welcomes all ideas to further enhance its programs.

The information presented in this report is for information only.

# CREDENTIALS REPORT

D. Golding, *Chair*  
D. Whittier, *Member*  
T. Wheeler, *Member*  
C. Wagner, *Member*  
P. Sweeny, *Member*  
P. Cook, *Member*  
J. Clayton, *Member*  
V. Mitchell-Veinotte, *Member*  
L. Callbeck, *Member*  
P. Hillier, *Member*

COMMAND		27 AUGUST		28 AUGUST		OBSERVERS
		ACCREDITED	PROXY	ACCREDITED	PROXY	
BC/YUKON	541	116	399	116	399	8
ALBERTA-NWT	479	124	270	124	270	5
SASKATCHEWAN	208	76	59	76	59	1
MANITOBA & NWO	293	139	140	139	140	7
ONTARIO	1207	299	903	299	903	8
QUEBEC	171	28	60	28	60	1
NEW BRUNSWICK	116	15	56	15	56	1
NOVA SCOTIA/NUNAVUT	249	77	167	77	167	5
PRINCE EDWARD ISLAND	30	15	14	15	14	0
NEWFOUNDLAND AND LABRADOR	64	22	6	22	6	3
DEC/PDP	27	13	0	13	0	0
US ZONES	15	4	3	4	3	1
EUROPE ZONE	6	0	0	0	0	0
<b>TOTALS</b>	<b>3406</b>	928	2077	928	2077	40

The figures denote the Command entitlement to delegates and proxies based upon the final 2017 figures for Ordinary, Associate and Affiliate Voting members (General By-Laws Section 903).

# REPORT ON THE COMMITTEE ON DOMINION CONVENTION RESOLUTIONS

D. Flannigan, *Chair*  
T. Eagles, *Vice-Chair*  
S. Clark, *Secretary*

## STATISTICS

The following table provides statistics on the number of resolutions submitted by Provincial Commands and by Dominion Command Committees for consideration by the delegates at Convention.

COMMANDS	CONCURRED AT PROVINCIAL CONVENTIONS	FROM BRANCHES THROUGH PROVINCIAL COMMANDS	DOMINION COMMAND COMMITTEES	TOTAL NUMBER OF RESOLUTIONS
BRITISH COLUMBIA/YUKON	1	10	-	11
ALBERTA-NWT	4	4	-	8
SASKATCHEWAN	3	1	-	3
MANITOBA & NWO	4	0	-	4
ONTARIO	1	11	-	12
QUEBEC	0	0	-	0
NEW BRUNSWICK	2	0	-	2
NOVA SCOTIA/NUNAVUT	2	8	-	10
PRINCE EDWARD ISLAND	1	0	-	1
NEWFOUNDLAND AND LABRADOR	0	0	-	0
<b>TOTALS</b>	<b>18</b>	<b>34</b>	<b>3</b>	<b>55</b>

The total number of resolutions to be considered is 55. For comparison purposes, in 2016 a total of 37 resolutions were presented to the delegates at Convention.

# INDEX TO RESOLUTIONS

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<b>POPPY AND REMEMBRANCE</b>	132
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## ABBREVIATIONS

In dealing with the resolutions it should be noted that each has an assigned code and number.

Those abbreviations for Commands such as ONT., NS/NU, etc. are well known. The number following the Command is simply a control number.

The /C following a resolution indicates that it was approved by a Provincial Convention. The procedure for bringing to the convention floor any non-concurred resolution is that a provincial caucus will decide which of their Command resolutions to bring to the floor and designate who will present the explanation.

Various standing or national committees have generated resolutions and the following is a list of the abbreviations used:

<b>DEC</b>	Dominion Executive Council
<b>SEO</b>	Senior Elected Officer
<b>VSS</b>	Veterans, Service and Seniors
<b>P&amp;R</b>	Poppy and Remembrance
<b>MBR</b>	Membership
<b>D&amp;S</b>	Defence and Security
<b>R&amp;A</b>	Ritual and Awards
<b>C&amp;L</b>	Constitution and Laws

## RESOLUTIONS

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THE FOLLOWING RESOLUTIONS WERE PASSED  
BY THIS 47TH DOMINION CONVENTION

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### LOYALTY RESOLUTION

4 JULY 2018

*The members of The Royal Canadian Legion send greetings to Her Majesty Queen Elizabeth II and humbly desire to convey to her majesty this expression of loyalty and allegiance.*

*Members will meet in celebration of our 47th Dominion Convention at Winnipeg, Manitoba during the period 25-29 August 2018.*

*We remain profoundly indebted to your gracious majesty's service and leadership in guiding the commonwealth of nations and pray that your majesty may long be spared to continue to guide the destinies of these great nations.*

*I remain your majesty's humble and obedient servant*

### BUCKINGHAM PALACE

*The Queen has asked me to thank you for your kind letter of loyalty sent on behalf of the Members of The Royal Canadian Legion on the occasion of your Forty-Seventh Dominion Convention which is being held from 25th to 29th August.*

*Your thoughtfulness in writing as you did and the assurance of your prayers are much appreciated. In return, Her Majesty sends her best wishes to all those who will be assembled in Winnipeg, Manitoba, for a most successful and enjoyable programme.*

*Director, Private Secretary's Office*

# VETERANS, SERVICE *and* SENIORS

## GENERAL

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### 1. OPEN MFRCs TO ALL VETERANS AND THEIR FAMILIES

#### VSS 1

**WHEREAS** serving military members and their families have access to the Military Family Services Program. Military Family Resource Centres (MFRCs) deliver the Program locally in 32 Canadian Armed Forces communities in Canada, along with service points in the United States and Europe. Everywhere military families are posted, MFRCs deliver unique local services, as well as a range of core programs; and

**WHEREAS** medically released Veterans and their families have access to the 32 Military Family Resource Centres in Canada:

**THEREFORE BE IT RESOLVED** that The Royal Canadian Legion recommend to Veterans Affairs Canada to enact legislation to open Military Family Resource Centres to all Veterans and their families, not just medically released Veterans;

**BE IT FURTHER RESOLVED** that most Bases/Wings are at full infrastructure capacity, it is recommended that the government fund new infrastructure to accommodate the increase in access to the Military Family Resource Centres; and

**BE IT FURTHER RESOLVED** that the new Military Family Resource Centres be renamed Military and Veteran Family Resource Centres.

### 2. BUREAU OF PENSIONS ADVOCATES (BPA) – FREE LEGAL SERVICES

#### VSS 3

**WHEREAS** BPA is a nation-wide organization of advocates within Veterans Affairs Canada (VAC). The Bureau's main

function is to provide free advice, assistance and representation for individuals dissatisfied with decisions rendered by VAC. This may be with respect to their claims for entitlement to disability benefits, or any assessment awarded for their entitled conditions;

**WHEREAS** the Bureau's mandate is to assist clients in the preparation of applications for review or for appeals and to arrange for them to be represented by an advocate at hearings before the Veterans Review and Appeal Board;

**WHEREAS** all BPA advocates are lawyers and members of their respective law societies. Given their experience in pension matters, they are considered specialists in the area of claims for disability benefits. If you seek assistance from BPA, you will be treated in the same manner as if you were hiring a private lawyer to represent you. The solicitor-client privilege relationship between you and your advocate ensures that your confidentiality will be fully respected;

**WHEREAS** if you are dissatisfied with the decision of VAC, you may be represented by a BPA advocate at no charge for a Departmental Review or an Entitlement Review;

**WHEREAS** if you are dissatisfied with the decision of the Veterans Review and Appeal Board (VRAB) Review Panel, you have the right to appeal that decision to the Appeal level of the VRAB. You may also be represented by a BPA advocate at this stage, at no charge; and

**WHEREAS** if after having exhausted their appeal options a client is still dissatisfied, they may (at their own expense) appeal to the Federal Court of Canada. The Bureau of Pensions Advocates does not currently have the authority to represent individual clients at the Federal Court;

**THEREFORE BE IT RESOLVED** that it is recommended that Veterans Affairs Canada enact legislation that will provide the authority to the Bureau of Pensions Advocates to represent Veterans at the Federal Court free of charge.



### 3. BRANCH SERVICE OFFICER

#### ALTA-NWT 6

**WHEREAS** The Service Officer Handbook provided by Dominion Command states the importance of Command Service Officer protecting client information;

**WHEREAS** Branch Service Officers are the first point of contact for many Veterans and their families; and

**WHEREAS** Often time, the Branch Service Officer assists the Command Service Officer with collecting information from the Veteran and therefore has access to some protected and private information:

**THEREFORE BE IT RESOLVED** That the Ritual, Awards and Protocol Manual, Initiation of a Branch Service Officer be amended to include:

*It will be your duty to entrust, secure and to handle all personal information in accordance with the requirements applicable to privacy legislation;*

### 4. VAC OMBUDSMAN

#### ONT 6

**WHEREAS** the Royal Canadian Legion is a Veterans organization and comprised of Veterans, their families and those who support the cause;

**WHEREAS** Veterans in Canada are in dire need of increased support from Veterans Affairs;

**WHEREAS** the Veterans Affairs Ombudsman has not done enough to advocate with the Government on behalf of Veterans;

**WHEREAS** the Veterans Affairs Ombudsman reports to the same Minister for which the Ombudsman is required to report on;

**WHEREAS** previous reports filed by the Veterans Ombudsman have been met with hostility from staff in the Veterans Affairs Office; and

**WHEREAS** the National Defence Ombudsman has called for his position to be permanent and independent from the

Department of National Defence and for the Ombudsman to become an officer of Parliament reporting to Parliament and not those he is charged with reporting on:

#### **THEREFORE BE IT RESOLVED**

that the President of the Royal Canadian Legion Dominion Command call on the Government, by means of an open letter to the Prime Minister, for the position of the VAC Ombudsman to become a permanent and independent position enshrined in law reporting directly to Parliament.

## VETERANS INDEPENDENCE PROGRAM (VIP) AND HEALTH BENEFITS

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### 5. SUBJECT: VIP – SURVIVORS

#### VSS 2

**WHEREAS** eligible Survivors of Veterans who were in receipt of the Veterans Independence Program (VIP) at the time of the Veteran's death or placement in long-term care are eligible for VIP;

**WHEREAS** eligible Survivors may receive housekeeping and/or grounds maintenance benefits;

**WHEREAS** upon the death of a Veteran, the VIP housekeeping and grounds maintenance benefits are offered to the Survivor upon application to address health-related needs and to assist to remain independent in their residence; and

**WHEREAS** if the Survivor at the time of the Veteran's death, declines the offer of the VIP benefit or does not apply within one year of the Veteran's death, there is no VAC health regulation to reinstate the offer in the future:

**THEREFORE BE IT RESOLVED** that it is recommended that Veterans Affairs Canada enact legislation that at the time of a Veteran's death, the VIP benefits are offered to the Survivor and if the Survivor declines the offer, that the VIP offer be held in suspension until a time that the Survivor requires the VIP benefits based on a health-related need.



## 203. VIP BENEFITS FOR ALL VETERANS

MAN&NWO 4/C

**WHEREAS** those Members who choose to forego a more lucrative civilian career and pursue a long term military career and receive a modest wage when compared to the civilian sector;

**WHEREAS** those who serve receive a very modest retirement package based on number of years' service;

**WHEREAS** the family members follow the serving member and endure many years of multiple moves and separation as a single parent;

**WHEREAS** the retired military family for economic and health reasons may have to abandon their home and grounds earlier because they are no longer physically capable of maintain their residence and grounds adequately; and

**WHEREAS** the current Veterans Independence Program (VIP) is in place to assist those veterans (regardless of years of service) who have suffered an injury attributable to their service and is attributable to an injury while in service:

**THEREFORE BE IT RESOLVED** that The Royal Canadian Legion, Manitoba & Northwestern Ontario Command make representation to Dominion Command to have them recommend to Veterans Affairs Canada to enact legislation that all veterans who have served twenty plus (20+) years and have been honourably discharged be granted the VIP at age sixty five based on need.

# POPPY *and* REMEMBRANCE

## 6. JUNIOR CANADIAN RANGER PROGRAM

BC/Yukon 6

**WHEREAS** The Royal Canadian Legion recognizes Air cadets, Army cadets and Navy cadets as members of the Canadian Cadet Organizations;

**WHEREAS** The Royal Canadian Legion allows for financial support of the Air cadets, Army cadets and Navy cadet programs from Poppy funds; and

**WHEREAS** the Junior Canadian Rangers are recognized by attached National Defense document 1901-260/5 (D Res 2-3) dated 23 June 1998 as cadet organization pursuant to section 46(l) of the National Defense Act:

**THEREFORE BE IT RESOLVED** that the Junior Canadian Rangers be recognized by The Royal Canadian Legion as a member of the Canadian Cadet Organization; and

**BE IT FURTHER RESOLVED** that the Junior Canadian Ranger program be recognized as being eligible for financial support from the Poppy funds of The Royal Canadian Legion

## 8. POPPY MANUAL - SECTION 402 V. - SEMINARS

ALTA-NWT 3/C

**WHEREAS** We are an organization, in place, to take care of our Veterans, RCMP and their families in time of need;

**WHEREAS** Mental Health Issues arising from traumatic events has become a real and relevant issue in our society and group gatherings for discussion & peer support, training or courses for mental health, its first aid and suicide prevention are all important aspects to the health and well being for those members and their families; and

**WHEREAS** Our Branches and locations were established to be a comfortable environment for those affected by Mental Health issues and should be a venue for supporting and de-stigmatizing those said issues of our Veterans and their families and that proper training courses are required to adequately assist those affected:

**THEREFORE BE IT RESOLVED** That the Poppy Manual, Section 402 (v) Seminars include the following provision:

(b) reimbursement of reasonable expenses incurred by Branches in hosting any type of Mental Health seminar, education program, OSI/PTSD program or any type of Mental Health First Aid training to acquire the skills

necessary to assist any Veteran and their families who may be in need of this assistance within their communities.

#### 9. **POPPY MANUAL – ADD MEMORIAL WALLS AS ACCEPTED MONUMENTS**

ALTA-NWT 8

**WHEREAS** The Poppy Manual (Page 53 Glossary; Cenotaphs) currently excludes Memorial Walls as accepted “Monuments” if they have a secondary wall function;

**WHEREAS** Memorial Walls are generally accepted as monuments “which honour persons or groups whose remains are elsewhere” (Page 53 Glossary; Cenotaphs), as in the recognition afforded the Peacekeepers Wall in Peacekeepers Park in Calgary, the Canadian Vietnam Veterans Memorial Wall and the Canadian Afghanistan Memorial Wall;

**WHEREAS** A Monument in the form of a Memorial Wall “Salute to our Veterans” has been constructed by the Town of Okotoks, located on Veterans Way, with the advice and assistance of the Okotoks Legion Branch; the Wall including laser etched granite images (names and faces) of 165 Okotoks WWII soldiers, sailors and airmen, as well as historical text in English and French; and cast, powder coated poppies having been approved by the Dominion Command Poppy and Remembrance Committee;

**WHEREAS** Despite funding having been provided by Veterans Affairs, the Okotoks and District Historical Society and the Town of Okotoks, the Branch was prevented from contributing from its Poppy Trust Funds under the definition of a Cenotaph; and

**WHEREAS** A Monument is different in its very purpose from a Cenotaph (Chaplain presiding over the dedication of the Wall):

**THEREFORE BE IT RESOLVED** that the Poppy Manual be amended to allow the interpretation of “Monuments” to include Memorial Walls, that may or may not have a secondary wall function.

#### 10. **POSTER & LITERARY CONTEST VIDEO ENTRY** SASK 3/C

**WHEREAS** fostering Remembrance is one of the primary goals of The Royal Canadian Legion and has been since the Legion’s inception; and

**WHEREAS** the remembrance contests focus on creative ways to cultivate participation by youth in many parts of Canada:

**THEREFORE BE IT RESOLVED** that The Royal Canadian Legion expand the remembrance contest to include video contest in which students may participate. The video contest would encourage students to use modern technology to creatively honour the memories of those who have sacrificed greatly for our nation and more student participation in remembrance contests would result. In this way the Royal Canadian Legion would be including modern means to promote the message of remembrance throughout Canada as well as providing a wider platform for student participation.

#### 11. **POSTER & LITERARY CONTEST – HONOURABLE MENTION** ONT 1/C

**WHEREAS** at Branch, Zone, District and Provincial Levels, a monetary prize and certificate are always provided to the first, second and third place winners of the Poster, Poem and Essay competitions; and

**WHEREAS** at Dominion Command, a monetary prize and certificate are provided to the first and second place and only a certificate is provided to the honourable mention of the Poster, Poem and Essay competitions;

**THEREFORE BE IT RESOLVED** that Dominion Command provides not only certificate but also monetary prize to the honourable mention of the Poster, Poem and Essay competitions;

**BE IT FURTHER RESOLVED** that Dominion Command change the honourable mention category to read third place to align with the other levels of the Poster and Literary competitions.

## 12. OCEAN WAR GRAVES

ONT 9

**WHEREAS** Canada does not have any designated laws to protect sunken Naval Vessels (ocean war graves);

**WHEREAS** scuba diving and pillaging of these sunken vessels is becoming a popular sport;

**WHEREAS** these graves are increasingly vulnerable to grave robbers, with rumours of someone displaying a human skull on their mantelpiece; and

**WHEREAS** there is no headstone amongst the flowers for those who perish at sea:

**THEREFORE BE IT RESOLVED** that The Royal Canadian Legion, recommend and most strongly urge Canada's Government to legally recognize Ocean War Graves that would put the loss of a Sailor on the same standing as the loss of Soldiers and Airmen/Women.

## 13. POSTER AND LITERARY CONTEST PERMISSION

ONT 10

**WHEREAS** Item D of the current Entry Form for Poster and Literary Contests under the heading Student Consent states "I give The Royal Canadian Legion permission to reproduce my entry for the sole purpose of promoting this program and the Legion for the current contest year. The Royal Canadian Legion does not rent or sell the names of applicants to any organization or advertiser";

**WHEREAS** Item E of the current Entry Form for Poster and Literary Contest under the heading Parent or Guardian's Permission states "I hereby give my child permission to complete the entry form in full for the Poster or Literary Contest sponsored by The Royal Canadian Legion";

**WHEREAS** there is no rule acknowledging the entry has been completed solely by the student himself; and

**WHEREAS** there is no rule acknowledging the permission was authorized by a Legal Guardian:

**THEREFORE BE IT RESOLVED** that beginning with the 2019 contests, Item D of the Entry Form for Poster and Literary Contests under the heading Student Consent be amended to include the following wording "I am the sole creator of the entry";

**BE IT FURTHER RESOLVED** that item E of the Entry Form for Poster and Literacy Contests be amended to read the heading "Parent or Legal Guardian's Permission"; and

**BE IT FURTHER RESOLVED** that Item E of the Entry Form for Poster and Literacy Contests be amended to include the following wording "I acknowledge that my child was the sole creator of the entry."

## 14. POSTER & LITERARY CONTEST – POSTER MATERIALS

ONT 11

**WHEREAS** Item #3 of the current nation Youth Education Programs Booklet for the Poster and Literary Contest states "Please use only the following for the contest entered:

Colour Poster: Full Colour

Black and White: Pencil, charcoal and/or India Ink. and

**WHEREAS** Item #3 does not state what poster materials can be used and is acceptable:

**THEREFORE BE IT RESOLVED** that Item #3 of the Youth Education Programs Booklet for the Poster and Literary Contests also include "We will only accept entries done on PAPER or BRISTOL BOARD. Entries done on other materials such as canvas, or photographs and three dimensional entries made of tinsel, cotton or wooden sticks for example, will not be accepted. Computer Generated posters for both colour and black and white posters contests are not accepted".

## 15. POSTER & LITERARY CONTEST RULES AND REGULATIONS

ONT 12

**WHEREAS** the current Rules and Regulations for the Literary Contest state that, "Entries will be marked on the basis of originality of thought,

expression, presentation, grammar, spelling and Canadian content”; and

**WHEREAS** there is no rule addressing the copying and reproducing of previously published works;

**THEREFORE BE IT RESOLVED** that the Rules and Regulations for the Literary Contest be amended to include the rule: “The copying or reproducing of previously published works in whole or in part, without either the written permission from the author/source or, without identifying the author/source in the work will result in the work being automatically disqualified.”

## **21. CADET MEDAL OF EXCELLENCE FOR JUNIOR CANADIAN RANGERS**

**ONT 13/C**

**WHEREAS** section 129 of the Ritual, Awards and Protocol Manual refers only to each Cadet Corps/Squadron;

**WHEREAS** both the Cadet Corps/Squadron and Junior Canadian Rangers are both Government of Canada youth programs (12 to 18 years of age) funded by the Department of National Defence, the Canadian Armed Forces and community organizations; and

**WHEREAS** members of the Junior Canadian Rangers and Cadet Corps/Squadron are under the leadership of members of the Canadian Armed Forces and the Junior Canadian Rangers receive no recognition for their individual endeavours:

**THEREFORE BE IT RESOLVED** that the awarding of The Royal Canadian Legion Cadet Medal of Excellence be amended to include the awarding of the medal to our Junior Canadian Rangers based on the same criteria as the Cadet Corps/Squadron.

## **308. LAV III MONUMENT**

**ONT 2**

**WHEREAS** the Dominion Executive Council of The Royal Canadian Legion has determined that Poppy Trust Funds cannot be used for the LAV III Monument to Afghanistan Veterans initiated by various Branches of The Royal

Canadian Legion because by their definition the LAV III project does not constitute a monument;

**WHEREAS** Webster’s dictionary defines monument “as something erected in memory of a person or event i.e. any structure which acquires a memorial value with the passing of time”;

**WHEREAS** the Poppy Trust Fund can be used for memorial projects to honour Veterans as per Article 403 section II para e of the Poppy Manual; and

**WHEREAS** Veterans Affairs Canada recognizes the LAV III monument project by providing fifty (50%) percent of the funding for any Branch undertaking this memorial to Afghanistan Veterans:

**THEREFORE BE IT RESOLVED** that the Dominion Executive council rescind their objection and fully support the use of Poppy Trust Funds for the LAV III monument project to honour Afghanistan Veterans as allowed in article 403-11-e of the Poppy Manual.

## **310. VISITING HOSPICE PROGRAM**

**ONT 5**

**WHEREAS** donations to hospitals are made through the Poppy Trust Fund and hospital services support Veterans and all community members; and

**WHEREAS** Veterans, and the community benefit from the Visiting Hospice Program which is provided to these individuals where ever they live:

**THEREFORE BE IT RESOLVED** that The Royal Canadian Legion include the Visiting Hospice Program as an authorized Special Use expenditure supported by the Poppy Trust Fund.

# MEMBERSHIP

## 312. ONE YEAR FREE MEMBERSHIP FOR ALL QUALIFYING VETERANS

ONT 3

**WHEREAS** free membership for a Veteran will receive an electronic edition of Legion magazine instead of a printed version is offered to those retiring from the military, The Royal Canadian Legion offers a 1 year free membership to thank members for their service;

**WHEREAS** free membership is offered to graduating Cadets in recognition of their service a 1 year free membership in the Legion;

**WHEREAS** a graduating cadet is only 18 years of age and comes from an organization of about 60,000 cadets. Members of the Canadian Armed Forces do not receive this invitation until they are at least 37 years of age;

**WHEREAS** the Legion specifically defines a veteran as “any person who is serving or who has honourably served in the Canadian Armed Forces, the Commonwealth or its wartime allies or as equal Member of the Royal Canadian Mounted Police, or as a Peace Officer in a Special Duty Area, or on a Special Duty Operation, or has served in the Merchant Navy or Ferry Command during wartime”;

**WHEREAS** less than 13 percent of veterans that join the Canadian Forces stay until retirement age (only 7 percent of females say beyond 25 years). The average career in the Reserve Force is 4 to 5 years, and for the Regular Force it is 11.5 years;

**WHEREAS** The Royal Canadian Legion continues to decline in membership numbers and is unable to recruit most of the 603,000 living veterans in Canada.

**WHEREAS** based on the number of living veterans vs the number that reach retirement age The Royal Canadian Legion is filing to reach out and offer a membership to more than 525,000 living veterans in this country when it come an invite by free membership.

**THEREFORE BE IT RESOLVED** that any person who has met the criteria of Veteran and has never been a member be given a 1 year free membership with The Royal Canadian Legion.

# DEFENCE *and* SECURITY

## 314. RE-INSTATE CANADIAN VOLUNTEER SERVICE MEDAL

ONT 7

**WHEREAS** The Royal Canadian Legion is a Veterans organization and comprised of Veterans, their families and those who support the cause;

**WHEREAS** the current state of the Canadian Honours and Awards leaves many deeds of the Canadian Armed Forces members unrecognized;

**WHEREAS** at one time the Government of Canada issued “The Canadian Volunteer Service Medal’ (CVSM), a Volunteer Service Medal to recognize Canadian s who served voluntarily in the Canadian Forces;

**WHEREAS** this honourable and noteworthy acknowledgment of volunteerism by our Veterans and our Troops abruptly stopped on March 1, 1947;

**WHEREAS** Veterans Affairs Canada considers any former member of the Canadian Armed Forces who releases with an honourable discharge and who successfully underwent basic training to be a Veteran; Whereas in the current Honours and Awards System some of the established awards include: Peacekeeping Service Medal, United Nations Headquarters Medal, Queens Medal for Champion Shot, and commemorative medals;

**WHEREAS** Veterans and Legion Members expect the Legion to advocate on behalf of Veterans and the Military; and

**WHEREAS** over 2000 Canadians have signed Parliament of Canada E-Petition 1418 in support of the reinstatement of the Canadian Volunteer Service Medal;



**THEREFORE BE IT RESOLVED** that The Royal Canadian Legion's Defence and Security Committee, as a government stakeholder, immediately advocate through the Chancellery of Honours their support of the Canadian Volunteer Service Medal's reinstatement and issue.

**316. ELIGIBILITY AND CRITERIA FOR THE MEMORIAL CROSS**

NS/NU 7

**WHEREAS** Eligibility and criteria for the Memorial Cross: VAC and DND have created three different timelines for the eligibility and criteria for when, who, and how many family members may be granted The Memorial Crosses;

**WHEREAS** Case 1: For members who retired or transferred to the Supplementary Reserve before 7 October 2001 and died before 12 December 2008 the Memorial Cross is granted to the mother (if living) and/or the widow (if legally married or common law) of a CAF member that either: dies in a Special Duty Area (SDA); dies while proceeding to or returning from a SDA; or dies from causes directly attributable to service in a SDA;

**WHEREAS** Case 2: For members who retired or transferred to the Supplementary Reserve before 7 October 2001 and died on or after 12 December 2008, the Memorial Cross is granted to up to two recipients previously identified by the former member whose death is directly attributable to service in a SDA;

**WHEREAS** Case 3: For members who served in the Canadian Armed Forces (other than the Supplementary Reserve) on or after 7 October 2001, the Memorial Cross is granted to up to three recipients previously identified by the member whose death is the result of an injury or disease related to military service, regardless of location; and

**WHEREAS** The three different sets of eligibility and criteria have created three different levels of recognition of sacrifice for our fallen CAF members:

**THEREFORE BE IT RESOLVED** That The Royal Canadian Legion petition the Federal Government to remove the date of 7 October

2001 therefore having the same level of recognition and grant three Memorial Crosses to each and every family who has lost a loved one while serving Canada.

## RITUAL *and* AWARDS

**19. INITIATION/WELCOMING CEREMONY**

NS/NU 10

**WHEREAS** The Ritual, Awards and Protocol Manual, Chapter, Article 404 has been amended to include an abbreviated Initiation/ Welcoming Ceremony as approved by DEC;

**WHEREAS** Any reference to loyalty to the reigning Sovereign or to Canada has been removed from the ceremony;

**WHEREAS** It is considered to be a general principle of membership in The Royal Canadian Legion to pledge allegiance to the reigning Sovereign and to Canada; and

**WHEREAS** The Legion badge symbolizes loyalty to our Sovereign and our remembrance of our fallen comrades and fellow Canadians:

**THEREFORE BE IT RESOLVED** The Article 404 (second paragraph of the Presiding Officer's remarks) be amended as follows:

"The Legion shall stand for loyalty to the reigning Sovereign and to Canada, for strong and united Comradeship...."

**319. WAYS AND MEANS BAR**

BC/Yukon 3

**WHEREAS** Ways and Means committees at Branch levels are vital for fund raising and make it possible for Branches to make donations; and

**WHEREAS** Ways and Means Chairmen are still not recognized by a Committee Bar:

**THEREFORE BE IT RESOLVED** that Dominion Command strikes a Ways and Means Bar

# CONSTITUTION *and* LAWS

## 20. GENERAL BY-LAW 122. B.

BC/Yukon 8

**WHEREAS**, General By-law 122. b. currently provides the criteria under which Provincial Commands may use Incorporation as a means to undertake a housing and/or domiciliary care program in its own right or to approve a branch of the command so doing;

**WHEREAS**, it is stated that if a Branch or a Provincial Command wishes to build a new building and/or one that contains a housing component, and that project cost exceeds \$500,000, Dominion Command approval must be sought;

**WHEREAS**, present construction costs range between \$250 to \$350 per square foot;

**WHEREAS** the financial limitation of \$500,000 for the value of the project above which approval of Dominion Command must be sought is unrealistically restrictive; and

**WHEREAS**, Provincial Commands are fully capable of assessing the viability for such projects and assuming responsibility for them:

**THEREFORE BE IT RESOLVED** that the \$500,000 limitation in the above cited General By-Law be removed and that it be necessary to require only Provincial Command approval for all such projects;

**BE IT FURTHER RESOLVED** that if a Branch or Provincial Command wishes to enter into a building and/or housing development project, where incorporation may or may not be required, approval must still be obtained from Provincial Command; and

**BE IT FURTHER RESOLVED**, that Provincial Command understand that where any use of the word LEGION is to be used in the name of the facility authorized and approved as specified above, permission must be requested and approval obtained from Dominion Command before the word LEGION may be used.

## 321. HARASSMENT ARTICLE 3

BC/Yukon 7

**WHEREAS** Harassment and Sexual Harassment belittles, demeans and is very harmful psychologically to those subjected to it;

**WHEREAS** Harassment and Sexual Harassment erodes public and member confidence in The Royal Canadian Legion to promote a Harassment and Sexual Harassment free environment;

**WHEREAS** the current General By-Laws Article 3 in their current form do not adequately or clearly cover the process to properly lodge a complaint of Harassment or Sexual Harassment;

**WHEREAS** the current General By-Laws Article 3 in their current form require those subjected to Harassment and Sexual Harassment to guess under which sub-paragraph to lodge a complaint;

**WHEREAS** Harassment and Sexual Harassment by their nature are very traumatic events for the complainant including those involved that the 15-day limit in the General By-Laws Article 304. c. i. is insufficient; and

**WHEREAS** because it may take longer than 15-days for the complainant to be able to come forth with their complaint due to the trauma are victimized again by the Legion due to a technicality in the existing General By-Laws:

**THEREFORE BE IT RESOLVED** that the General By-Laws Article 304. a. be amended to include Harassment and Sexual Harassment as a separate complaint subject as Article 304. a. vii. and

**BE IT FURTHER RESOLVED** that General By-Laws Article 304. c. be amended with the addition of a separate sub-paragraph to state: “Where a complaint alleges Harassment or Sexual Harassment it must be lodged within 90 days from the time the alleged incident occurred to constitute a valid complaint.”



## GRAND PRESIDENT'S OPENING REMARKS

L. Murray,  
*Grand President*

Thank you comrade chair.

Good afternoon, comrades. It is great to be back in Winnipeg for the 47th Dominion Convention of the Legion.

I believe that the results of your deliberations during this important gathering and the decisions that you take collectively are likely to determine the future of The Royal Canadian Legion.

During the next few minutes, I will explain why I feel that way and what I think needs to be done to ensure that this historic national veterans support organization continues to flourish and grow..... and yes, I did say grow.

I will begin by focusing my comments on why the Legion matters to me.

I will then answer the “so what” question and finally, conclude with a few personal thoughts about “moving forward”.

As a young navy league and sea cadet growing up in Stratford, Ontario, I gained an early appreciation of the generous and essential support that the Legion provided to cadets and other youth organizations in the city.

The Legion was also the focal point of all remembrance activities and was always helping veterans, seniors and other worthy causes in the community.

When I was a young naval officer serving in a ship based in British Columbia, my dad died suddenly.

At the time he was the President of Branch #8 in Stratford and by the time I got home late the following day, the Legion had “stepped up to the plate” to support my mom and our family in an incredible manner.

None of us has ever forgotten the very kind and immediate help that we received in those trying circumstances.

It was evident then as it is now that The Royal Canadian Legion is a very special organization that really does care.

And throughout my time in the navy I frequently witnessed just how essential the Legion is to countless communities on the coasts as well as right across the country.

One classic example occurred in Nova Scotia following the Swissair crash in 1998 when the Legion played a central role in supporting those involved in the recovery effort and in caring for the grieving relatives and friends of passengers lost in that tragic accident.

More recently the Legion responded magnificently during and following the wild fires in Fort McMurray.

When I became Deputy Minister of Veterans Affairs in 1999, my first important challenge was trying to help change a government “no” into a “yes” with respect to gaining approval for a special benefits package for merchant navy veterans.

Simply stated, that would not have happened without the strong support of The Royal Canadian Legion, which played the key leadership role in achieving a consensus position among the five main Veterans organizations which were involved.

That was all the then Minister of Veterans Affairs, now Senator George Baker, needed to get government approval for what became known as the merchant navy veterans’ special benefit package.

During that same period, the Legion also led the historic tomb of the unknown soldier project, which brought the National War Memorial ‘to life’ and helped to rekindle, broad based public engagement in remembrance.

At that same time at Veterans Affairs we were also ‘in a deep ditch’ because we did not have enough personnel and other resources to ensure adequate

standards for Veterans in smaller long term care facilities across the country.

Thankfully, at our request, the Legion stepped in to help at a critical juncture and together, the Legion and VAC launched the long-term care surveyor project which in recent years has evolved into the outreach and visitation initiative,

Through this project, Legion volunteers continue to play an essential role in ensuring the well being of many of our most fragile veterans in long term care facilities across the country.

The Legion has also played a critical role in helping VAC and the Canadian armed forces provide better support and more appropriate programs for modern veterans and their families.

In fact and although still very much 'a work in progress', the Legion has played a key leadership and advocacy role in most of the recent improvements in this critical area.

The establishment of the OSI special section at the last dominion convention in St. John's should help ensure continued progress in that regard.

Life is sometimes strange and occasionally seems to go 'full circle'.

When i left my last full time position as deputy minister of fisheries and oceans and moved back to nova scotia, i got involved as a volunteer with the Navy League of Canada to support the cadet program, which had done so much for me as a young boy and teenager.

In that capacity, I rapidly re-learned what I had first learned as a very young Navy League Cadet.

That is, without the generous support of The royal Canadian Legion, the cadet movement and many other programs for youth in Nova Scotia would be in dire straits and I believe that is also true in many other parts of the country.

In fact, it was at least partially due to my deep appreciation for the superb support of the cadet program by branches of Nova Scotia/Nunavut command that I replied "yes" when asked to take on the honourary role of Grand President of the Legion in 2010.

As Grand President for the past eight years, I have been blessed to witness the amazing and largely

unsung work of the Legion, across the country, including providing a great deal of practical support to veterans with PTSD or suffering from homelessness or serious physical injuries, whose self-confidence and very lives have been re-started by visionary programs initiated or funded by the Legion.

I have also seen the tremendous impact of highly dedicated and effective advocacy work by the Legion at all levels to try and ensure that veterans and their families are always treated with dignity, respect and fairness.

I could go on for some considerable time but my point is that the royal Canadian Legion has been and remains a highly admired and very effective organization thanks to the selfless service of its dedicated members for the past 94 years.

This national treasure enjoys a reputation for service second to none and a living tradition of excellence in supporting veterans and their families, in promoting remembrance and in serving Canadians of all ages in communities across the country.

As serving members and leaders of the Legion, you are all part of that remarkable history and you should all be very proud of yourselves and of The Royal Canadian Legion.

Now, at this juncture, I imagine that you may be saying to yourselves: "thanks Larry, but so what?"

I believe that there are at least two answers to the "so what" question.

The first is that the exceptional work of the Legion matters as much now as at any time in the organization's history and I expect that everyone in this room could confirm that by recounting your own version of the "why the Legion matters to me" story.

The second answer in my view at least, is that this incredibly important organization is heading towards a cliff, which is not far off, largely because of our demographics, and that reality needs to be acknowledged and appropriately addressed during this convention.

I am an optimist by nature but my personal assessment is that the Legion as I know it and as you know it cannot survive without a dramatic turnaround in membership numbers and this will

be no mean feat, given the average age of our membership.

During our “focus on the future” deliberations under then dominion president Pat Varga in 2010 to 2012, it was determined that we needed about 300,000 members to sustain then existing Legion programs.

We passed through 300,000 some time ago but an excellent effort to stem the membership bleeding and serious belt tightening have enabled continued program delivery at a credible level.

Nevertheless, doing more with less will run out of steam sometime in the not too distant future.

Although recent membership retention and recruiting efforts and results are encouraging and to be highly commended, a much more dramatic improvement is essential before we hit the demographic wall in the next few years simply because of the age of much of our membership.

Membership matters because it provides funding critical to branches and provincial command commands and dominion command largely rely on it for survival.

As an aside, I should note that dominion executive council has recently established the Legion national foundation to enable charitable donations to be made in support of existing Legion programs in the areas of remembrance and youth education as well as for bursaries and scholarships and other worthy causes to help veterans and their families.

As the foundation matures and grows, this will relieve at least some portion of current national programming expenses, and also facilitate a potentially much larger Legion financial contribution in areas of great need for veterans.

While the funding aspect of membership is clearly very important, some significant membership level is also essential to maintain the critical mass necessary for a minimum national footprint of branches across the country.

We are currently around 1400 branches and I don't know what a minimum acceptable number would be but I suspect that probably in the range of a thousand or 1200 fully functioning and engaged branches are necessary to be a credible and truly influential national veterans support and

community service organization from coast to coast.

I don't know the number of branches in difficulty but I do know that many branches across the country are struggling for survival at the present time.

To be clear, I am not saying this to spread ‘doom and gloom’ at the front end of this convention.

However, I know... and you know the situation is urgent and this convention needs to lay the groundwork to ensure that it is dealt with soon, in a comprehensive and effective manner.

I will now conclude with a few personal thoughts on some things that I think would help the Legion in ‘moving forward’ successfully.....hopefully for another 94 years!

First, we need to have a full and frank discussion about the current situation and the Legion's new strategic plan for dealing with it.

You have all received a copy of the strategic plan and it captures, on one page, six essential objectives including a defined membership target of 300,000 to ensure the continued viability of this great national institution.

I think that we must have a solid consensus on the strategic plan because successfully achieving it will only be possible with a sustained and fully engaged team effort by branches, Provincial Commands and Dominion Command working together in concert and speaking with one voice following the convention on the need to fully execute this ‘game plan’.

Second, you should consider recruiting a number of your more successful branches in each command to get involved and proactively share best practices about how to create a welcoming branch that attracts and retains members from the broader veterans community, from the regular and Reserve Armed Forces and from across Canadian society in general.....and there are many successful branches across the country that would be willing to help if asked.

Third, we need to encourage the cultural change that is essential to ensure that all members truly celebrate the Legion as the best veteran support and community service organization in Canada and warmly welcome all Canadians, who share the

aims and objectives of the Legion, whatever their background.....and I am not suggesting another membership category debate at this juncture.

I am simply recommending that we visibly defend and honour what our membership rules already state. That is that all Canadian citizens are welcome to join the Legion in the appropriate membership category with full voting rights.....we honour veterans but there are no second class members, everyone is equal.

Finally and on a related matter, i would personally recommend putting a much more significant emphasis on the Legion's essential role and incredible work in communities across the country supporting youth, seniors and many other worthy activities, some of which I highlighted earlier.

I am not suggesting diminishing the focus or importance of supporting veterans and their families or remembrance, I am suggesting giving greater visibility and prominence to the outstanding community service work that the Legion already does, largely invisibly.

I believe that might help convince Canadians with no military background or family connection to the armed forces, but who do wish to get involved and support their communities in practical, meaningful ways, that there is a place for them in The Royal Canadian Legion to do just that.

I am sorry for going on a bit and also sorry if I have upset anyone by straying beyond the boundaries of where an honorary appointee, including this one, should normally go.

However, I do care deeply about the Legion and its future and I do believe that, as an organization, we are standing into danger and we need to have a real conversation about it and to adopt a credible plan to deal with the challenging situation we face before we actually hit the rocks that are rapidly approaching.

With the talent and dedication in this room and across the country, I am very confident that the future success of The Royal Canadian Legion is assured, if we can agree on a strategic plan and then work together as one team to achieve it.

That concludes my remarks. Thanks very much Comrades and have a great convention.

ADDRESS TO THE 47TH BIENNIAL DOMINION  
CONVENTION OF THE ROYAL CANADIAN LEGION  
**MINISTER OF VETERANS AFFAIRS  
AND ASSOCIATE MINISTER OF  
NATIONAL DEFENCE**

*The Honourable*  
Seamus O'Regan

Thank you.

This is my second time at a Royal Canadian Legion Dominion Convention. The first time I was in the audience in St. John's but this will be my first time addressing you here at this convention. And, as many of you know, this is not my first time speaking to the Legion... or speaking with many of you.

Over the last year I've had the opportunity to go across the country hearing from Veterans and Veterans organizations, and there has not been one event – and I've done almost 40 of these since January – where I haven't seen someone proudly wearing their Legion uniform.

As I've said to you then and I'll say again now: Veterans Affairs values our relationship with the Royal Canadian Legion. For decades, you have been our strong ally.

You have been there to support Veterans and members of the Canadian Armed Forces and Royal Canadian Mounted Police as they make that transition to life after service.

We share similar missions: to honour the service of CAF members and Veterans; to ensure Canadians remember their accomplishments and sacrifices; and to make sure that Veterans have the care, the support and the benefits they need and are entitled to.

Those shared missions have made us partners for decades.

And together, we have commemorated many important events.

Just over the past two years we have marked the hundredth anniversaries of major milestones of the First World War, including Vimy Ridge, Passchendaele, and Amiens.

And Royal Canadian Legion members and dignitaries have been members of our Canadian delegations at these remembrance events all across Canada and around the world.

In addition to our joint efforts in the care and maintenance of war graves, monuments, cenotaphs and other memorials, the Legion's annual Poppy Campaign is another example where our efforts unite. Because remembrance is an important part of ensuring Canadians never forget the courage and sacrifice of our brave men and women in uniform.

Your work in local communities... fundraising for charities and community projects, counselling and coaching youth, and giving out scholarships and bursaries. By doing all of this, you're ensuring that the spirit of remembrance and respect for our military members is passed on.

But our shared mission doesn't end there.

Take Veteran homelessness for example—by being engaged in your communities, Legion members can identify homeless Veterans, and act quickly to find appropriate shelter and supports. Because we know that community engagement is key to tackling this issue.

Community engagement also plays a big role in helping our men and women in uniform successfully transition to life after service – and that's also where the Legion comes in. Just by knowing there's a place to go to find people who have lived the military life... who they can talk to... who are available to help them understand the benefits and services they're entitled to... and who they can see have made a successful transition... this all makes a huge difference in the lives of our Veterans.

Since coming on board as Minister of Veterans Affairs, I've valued your input, your thoughtfulness, and your dedication to our Veterans. And I know that extends to everyone at Veterans Affairs, and all across the Government of Canada.



Working with the Legion has allowed us to draw on your knowledge and experience.

The formal resolutions you submit after each Dominion Command Convention show how well you understand the issues we're all trying to tackle.

As you know, over the past three years our Government has been doing a lot of consultation with the public. Not just meeting with people, but listening... hearing what stakeholders and citizens have to say.

I know that whenever there's a meeting, a roundtable, or any public event, anywhere there's a chance to engage with Veterans and Veterans Affairs, the Royal Canadian Legion will be there. We count on it.

This input has helped lead to a number of major changes to improve benefits and services for Veterans and their families over the past three years — such as fundamentally restructuring our benefits... and our focus on families.

Since 2016, we've invested over \$10 billion dollars in enhanced benefits and services for Veterans. This is the largest increase to Veteran's benefits and services that we have seen in decades. Just this past April, new and enhanced benefits started to roll out: ones that recognize the role of families and caregivers; that support mental health services; and that help all Veterans make the transition from military to post-service life.

One of these new benefits, the Career Transition Services program, already has more than 800 Veterans registered. And our Education and Training Benefit has been approved for over 1000 Veterans in the last five months alone. The Education and Training Benefit provides up to \$40,000 for Veterans with six or more years of service, and \$80,000 for those with over 12 years of service.

\$80,000 dollars to study whatever you want at whatever university or college you want. It's an incredible opportunity. I'm excited about it. And I think this will be key for our common mission to ensure a smooth transition from the military to life after service. And, this is rolling out now... and it's going smoothly, without backlog.

We've also expanded access to the Veteran Family Program. Now all medically releasing

CAF members and medically released Veterans and their families can use the Transition Programs available at all 32 Military Family Resource Centres across Canada. Yesterday I visited the local MFRC here and the staff are excited that they can continue to serve the same people before, during and after transition.

Then there's mental health. This year we announced the Centre of Excellence on Post-Traumatic Stress Disorder and related mental health conditions. Partnering with the Royal Hospital of Ottawa, this Centre will provide information and best practices to mental health providers across Canada who work with Veterans. And this is beyond the 4,000 registered mental health providers we work with — it's directly to the mental health professionals who are working with Veterans and their families every day.

And then there's Pension for Life. In the federal election in 2015 we said we would reinstate a monthly pension for life and we are doing that.

Pension for Life comes into effect on April 1, 2019. There are three pillars: pain and suffering compensation, income support and well-being benefits.

Pension for Life addresses many of the concerns with the Pension Act that the Legion, and many other Veteran organizations, brought to government in 2005. You'll recall that this was a time when every single Member of Parliament agreed that changes had to be made. The logic behind the New Veterans Charter was sound. It's focus on well-being and vocational rehabilitation makes sense. It was meant to be what we call in government an evergreen document — it was meant to grow and change and adapt to the needs of the Veteran population... but it didn't.

A monthly, tax-free Pension for Life addresses the concerns that the Legion, Veteran organizations and many Canadians had with a lump-sum payment while maintaining the focus on getting people well.

Importantly, Pension for Life encourages Veterans to find and keep purposeful work. For many there is nothing better than a job. And when they can't work... because of physical or mental injury, we're there for them. We will look after them and their families. We will help them and their families get well... whether it's now or 10 or 15 years down the

road. And if they can no longer work at all... we will be there for them.

And no one will be left behind. We're going back to make sure that all Veterans who've received a lump sum are included. Many will get more.

All these improvements were made possible by the ongoing input from Veterans – and in no small part, from the Legion. I think that's pretty strong evidence of how much we – how much I – value the Legion and its members.

The Deputy and I have been holding a series of roundtables and town halls across the country – around 40 now, I believe – in addition to a series of regional summits. In fact, I came here today on my way back from a town hall in Kelowna and a summit in Calgary. And these will all culminate in a big national summit in the fall.

Because there's a lot going on. \$10 billion is a lot of money. There's a lot of change, and a lot of new programmes. Sometimes it can all be a little overwhelming. And complicated. But that's our challenge. Transition is complicated. Mental health is complicated. Simple responses don't work. We all learned that with the Pension Act. It's why we all decided to change it.

We listened to you then, and we are listening now. The new benefits and services I spoke about today came from rooms like this one. They may not be as simple, but they will be more effective. More effective in helping veterans transition to civilian life with dignity. More effective in supporting families. More effective in getting injured Veterans well again.

So I'm asking for your help, once again. Some of these programs are rolling out now. Pension for Life begins in eight months. We all need to make sure that the men and women who serve – and their families – know about them. Understand them. And know that we're there for them. And know that we got their back.

You're the ones with us on the ground. You're the ones who can help us explain what's going on. Explain these changes. Make things less complicated. Make people better. We will equip you with the information you need. Help us get the word out.

Looking out at this impressive crowd today, I see Legion members representing every corner of this country. And I know that together we can get this done.

Thank you.

ADDRESS TO THE 47TH BIENNIAL DOMINION  
CONVENTION OF THE ROYAL CANADIAN LEGION  
**ROYAL CANADIAN MOUNTED POLICE**

*A/Comm* Scott Kolody

Good morning,

- Dominion President David Flannigan
- Dominion Grand President Larry Murray
- Mrs. Diana Abel, National Silver Cross Mother
- National Vice Commander of The American Legion, Mr. Byron Callies
- Director General The Royal British Legion, Mr. Terry Whittles

Firstly, I want to acknowledge and recognize that we are on Treaty 1 Territory and on the Homeland of the Metis Nation.

I am so very pleased to be here on behalf of the Commissioner of the RCMP, Brenda Lucki, who unfortunately could not be in attendance today.

To all those who have travelled here for the Dominion Convention, with the great responsibility of deciding the course of the Legion for the next two years, welcome to the City of Winnipeg and the great province of Manitoba.

This is an incredible city and an amazingly beautiful province.

We are a province that boasts:

- polar bears and beluga whales to the north,
  - two of the largest freshwater lakes in the world,
  - rich and fertile agriculture land to the south
- and importantly, we are province that has incredibly vibrant Indigenous and Métis culture and communities.

After travelling across this great country for the past 33 years as an RCMP officer, I have made this province my home and I truly hope that everyone who is visiting has a chance to go out and explore this outstanding part of Canada.

Interestingly, the province of Manitoba is also very much the birthplace of the RCMP.

In the 1870s, the great plains of Canada were some of the most lawless and dangerous places in North America.

Murderous whiskey smugglers, fur traders, outlaws, and gold seekers all competed against each other, all desperately trying to make a stand against law and order.

Sir John A. MacDonald, the Prime Minister of the time, created the North West Mounted Police to bring justice to the west as well as money and power to the east.

In the fall of 1873, more than three hundred untrained men marched from Upper Canada to Fort Dufferin and Lower Fort Garry, both of which are not far from where we are today, to get trained and to get ready for the great March West.

These men, captivated by the spirit of adventure, began the march to the notorious Fort Whoop Up in Alberta - headquarters of the whiskey trade, where every sin known to man, and some invented on the spot, were practiced on a daily basis.

The Mounties' mission..... work with the Indigenous, drive out the whiskey traders, secure the border and bring law and order to the frontier.

Their nine-hundred-mile trek turned into a grueling and devastating four-month epic journey, as they faced starvation, thirst, disease, stampedes, prairie storms, ambushes, horse thievery, loneliness, smallpox, mosquitos and even a plague of grasshoppers.

Through it all however, they remained focused and committed to completing their mission. They were willing to sacrifice everything for peace and went through hell and back so that we can have the country we have today.



Their story most likely resonates with many in the room today.

Our military and police veterans have served in conflicts around the world and have always put their mission, the safety of others, and their country first.

This is where your organization is so vital, we can never forget the sacrifice, the bravery, the critical work that our veterans, whether it be police or military, have done to protect our country and bring peace to our world.

You fight for those that have served and you ensure that we all remember all those that could not be with us today.

I want to thank each and every one of you here today for your commitment and dedication to such an important cause. The decisions you will make over the coming days will set the stage for the years to come. I know you take this to heart, and I wish you the best success with all that you are undertaking at this convention.

Today, I've been asked to speak about **today's RCMP and some of the issues we are seeing across the country.**

Believe it or not, things have radically changed since those first 300 men went on horseback to bring law and order to the frontier.

Firstly, the Force has grown to almost 30,000 diverse employees, stationed in detachments from coast-to-coast-to-coast, all committed to the safety and security of communities.

As an organization, we are facing new challenges that we couldn't even imagine 33 years ago when I first started policing....let alone 145 years ago.

**Technology**, of course, has radically changed how we police.

Cars: This is what I drove - speaks volumes about how we used to work. Now officers can work from their vehicles, it has become a mobile office. Creating efficiencies and faster response times.

Computers were just starting to emerge in 1985 and the internet, as we know it today, was still at least 10 years away.

Today, there are new cyber-security threats and a range of unique cyber-crimes that occur on a daily basis.

Businesses are being blackmailed online and targeted with cyber-attacks to gain insider knowledge on intellectual property or trade secrets.

People are emptying their bank accounts, losing their homes and their retirement savings to criminals who have become experts in online fraud.

The internet and the dark web is being used to traffic young girls and to share horrific images of our youth.

As an organization, the RCMP has had to quickly respond and has developed a cyber-crime strategy so that it can meet this new and ever present online threat.

Something as simple as a phone has also changed policing. Not too many people had cell phones in 1985, today they are everywhere and everything is recorded. Including interactions with police.

Imagine being consistently filmed while trying to do your job to protect public safety. The scrutiny is welcomed but it can be, at times, challenging for our officers who are simply trying to do their work to the best of their abilities.

It is also important to note that many phone messaging services like WhatsApp have strong encryption services and house information on servers outside of Canada – which makes our job to track down criminals more difficult and complex.

We cannot speak about new technologies without talking about social media: an amazing tool for police, it helps find missing people, capture criminals & connect with the public.

Unfortunately, we have also seen some very troubling harassment, bullying as well as more and more disturbing videos and pictures posted online through various sites.

Policing is still about walking the beat and patrolling neighbourhoods, but increasingly, it is also about being online and being adept at using new and emerging technologies.

**Drugs, gangs and organized crime** remains an ongoing priority for the RCMP. I've been at this a long time and I can tell you that this was an issue 33 years ago and continues to be one today.

There is a difference however, we are seeing gangs traffic new, powerful, and deadly synthetic opioids, such as Fentanyl.

These gangs, as well as independent operators, are spreading these drugs into our communities and killing Canadians.

These drugs also present a real danger to innocent community members, our officers and first responders who can be exposed to these drugs by touching a powder or simply by breathing it in, resulting in serious injury or even death.

Methamphetamine is spreading on a level not previously seen and is causing some crime spikes in certain areas – such as property and violent crime.

The solution to these new and emerging issues is multi-faceted and involves a high-level of engagement from our officers on the front-lines.

In Manitoba, our officers have been at forums with key partners throughout the province warning and educating the public on the incredible dangers of these new synthetic drugs.

The RCMP is also tasked with ensuring that the country is safe from terrorism. No community is immune from the threat of terrorism and the RCMP must be prepared and ready to stop any attack.

Here in Winnipeg, we worked with community partners to identify a young man by the name of Aaron Driver who was becoming radicalized.

Our officers and community leaders spoke with Aaron multiple times in attempt to change his path. Unfortunately, in November 2016, Aaron created a martyrdom video that included a threat of violence.

With intelligence from our officers here in Winnipeg, RCMP colleagues in Ontario quickly located Aaron.

As he left his residence in a taxi, Emergency Response Team members attempted to arrest him.

It was at that time that Aaron detonated a bomb within the taxi and officers were left with no choice but to shoot him – which resulted in his death.

This is just one example of how the RCMP is continually assessing risk, working with partners to identify radicalized youth and working to ensure the safety of every Canadian.

**The security of our border** has also been an important issue for the RCMP.

Here in Manitoba and especially in Quebec, there has been a substantial increase of asylum seekers crossing illegally into Canada at the border.

On our Canadian prairies, this is a very dangerous undertaking.

Near Emerson, Manitoba, about 100 km south from here, we have seen families with young infants cross in the middle of winter, poorly dressed and lost in a frozen and deadly landscape.

We have seen people suffer serious injuries due to frostbite – with some even losing fingers in their trek to get to Canada.

Through it all however, our officers have done what they do best – help those in need.

I am proud of how our officers have met the asylum seekers at the border – they have engaged them and assisted them all while treating them with dignity and respect.

They have responded quickly to border incursions, to not only ensure the border remains secure but also to ensure that no lives are lost.

This influx has meant an added presence of our officers and an increase in technology at our border.

**The health and well-being of our Indigenous communities** in Manitoba and throughout Canada is always a priority.

Throughout my years of service, and even more so in my role as Commanding Officer, like our Commissioner, I have worked with Indigenous communities and know first-hand the value and importance of reconciliation with our First Nations, Métis, and Inuit peoples.

The RCMP has worked with and among Indigenous people for its entire history. We have been partners and helpers. However, we must acknowledge the role we played in some of the darker periods.

We will continue to work to understand and appreciate the complex and important relationship between Indigenous communities and Canadians, and use that understanding to increase the trust in order to serve the needs of all with fairness and respect.

As a Force, our commitment to reconciliation will be critical as we continue to work together with our Indigenous communities.

There is also the legalization of marijuana coming to Canada on October 17.

The RCMP has been working diligently to increase its capacity in a variety of areas.

- prevention and engagement,
- intelligence, and
- training.

As a police force, we must be ready to educate the public and to enforce the legislation.

Of primary importance for the RCMP is to ensure that there will be a sufficient number of Drug Recognition Experts on our roads to remove drivers impaired by drugs.

To address this issue, we have organized additional Drug Recognition Expert training courses across the country.

**Reducing youth involvement in crime**, both as victims and/or offenders, is a national priority for the RCMP.

We tackle this by increasing youth awareness and influencing youth behaviour through behaviour modelling, mentoring, active learning, and engaging youth to positively influence their peers, schools, and communities.

The RCMP has school-based prevention initiatives, such as School Resource Officers who act as a key contact for youth; youth consultation through advisory committees; youth-police partnerships; online resources; and because we all know how youth spend the majority of their time – technology-abled engagement.

When the prevention hasn't worked, and a youth has become involved in crime, our goal is to make sure that it ends there. We do this by addressing the underlying causes of crime and victimization through such avenues as extra-judicial measures,

restorative justice approaches, and multi-agency partnerships.

We partner with local agencies to ensure nobody falls through the cracks, that their progress is monitored and they have all the supports they need to get back on the right path.

**The concerns of rural Canadians** have also been prominent in recent years.

Technology and accessibility bring more issues that were once considered big city problems to our rural areas.

Communities that were once insulated from some of these threats are now struggling to cope with the impacts of rising crime rates.

We have and will continue to respond with stronger community partnerships, education and innovation to better protect our citizens and our employees.

Part of our day-to-day is working with the most vulnerable people in our communities. First responders are called upon to deal with complex situations where mental health, poverty, addiction, and domestic violence call for extraordinary judgment and restraint.

This is where stronger community partnerships as well as innovation and modernization of training are so important. We need to help our officers to deal with many aspects of these difficult situations, and we look to our partners in the health sector and other areas to build a stronger network to respond to these critical needs.

Opioids, meth, terrorism, cyber-crime, new marijuana legislation, rural crime are certainly all critical issues for our country, but when we talk about the state of the RCMP – we must focus on what matters most – **our people**.

Without a doubt, we must always make sure our own people—RCMP employees—are well taken care of.

That means, above all, creating a healthy work environment for everyone that is based on respect.

Respect is one of the RCMP's fundamental core values. We must respect each other and we must stand up and stop any bullying, intimidation and harassment within our ranks. And there is still work to do to change our culture.

Our new Commissioner has been clear: an organization focused on respect leaves no room for harassment.

Our organization is doing everything it can to get at the root causes of bullying, discrimination, and harassment, wherever it exists, and to build programs to identify, eliminate, and prevent this corrosive behaviour from undermining the important that work that we do.

Over the past several years, the RCMP has launched many new programs and services aimed at creating a more supportive and inclusive workplace that is focused on the health and well-being of our employees.

As part of our mental health strategy, we will continue to roll out mental readiness training, peer support networks, and employee assistance services that will grow and evolve.

**Diversity and inclusion** is paramount and vital in our quest to become a more diverse, modern police service. As Commissioner Lucki has said, “Canada is a diverse and evolving society made up of people from many different backgrounds with the same aspiration for peace and prosperity. I want all Canadians to see themselves in the RCMP, a modern RCMP. We are most effective when we are reflective of our community.

Diversity in our workforce not only keeps us relevant and in tune with Canadians, it gives us a diversity of skills and experiences that help us advance and innovate.

As inclusion leads us to broader perspectives, respect must also be front and centre – both respect for each other, and respect for each and every group and individual we interact with. And by acting honourably, professionally, and compassionately, without letting biases or assumptions cloud our judgment, we will in return earn the respect of our colleagues and those we serve.”

Finally, we need more Mounties across the country...some of you here today may be just a little too...weathered to sign-up..but, I encourage you to reach out to your nieces, nephews, sons and daughters, grand-children etc. and get them to consider a career as a police officer.

The RCMP is hiring and it is a career that can truly make a difference in the lives of so many. We are focused on making our communities safer and to help those who are vulnerable. There is truly no greater reward.

As you have heard, there are certainly challenges across the country but I am here to tell you that we are a Force that is up to the task.

We are modernizing our police force, we are focusing on innovation and we are working with our community partners to get at the root cause of crime.

Without a doubt, we also have some the finest and most dedicated police officers in the world.

Led by our employees, we will tackle all challenges head-on and we will continue to do everything we can to ensure that every Canadian is safe from harm and can live and raise their families in safe communities.

To conclude, I just want to say thank you to all the veterans in this room. I have so much respect and admiration for those who have served and it is a true honour to be with you here today.

I wish everyone here a very successful Dominion Convention.

ADDRESS TO THE 47TH BIENNIAL DOMINION  
CONVENTION OF THE ROYAL CANADIAN LEGION  
**THE CANADIAN ARMED FORCES**

*Commodore* Mark Watson

Mesdames et messieurs,

C'est une grande pleasure que je suis ici, avec vous, pour que je puisse discuter les operations et la situation avec vos Forces.

Avant que je continue, I realize that photographs can describe better than words what we are doing. So, let's see your Armed Forces in action with a short video.

**YOUR CANADIAN ARMED FORCES**

What a great video. Doesn't it make you want to join up. In fact, for those who wish to sign up or re-enroll, my Flag Officer, Lt (N) Leitch will gladly take your name that is because

**OUR PEOPLE – CANADIAN ARMED FORCES**

We are growing. We will be, over the course of the next several years, growing our Regular Force and Reserve Force by 3500 and 1500 persons respectively. This will not be done overnight especially given the fact that each year roughly 6,000 personnel retire. But we have put measures in place to ensure a steady growth of our military especially in the realms of Cyber, Space and medical support.

**SSE**

These and other initiatives are outlined in our new Defence Policy – Strong Secure Engaged.

This policy will enable the continuance of an agile, multi-purpose combat-ready military, operated by highly trained, well equipped, and well supported CAF members.

This policy commits to a range of new investments for the Canadian Armed Forces, its members, and their families. It will deliver the resources and capabilities needed for a strong and agile military to meet today's complex and modern challenges.

Investment across Defence includes new equipment and technologies for the Royal

Canadian Navy, the Canadian Army, and the Royal Canadian Air Force and includes 52 critical new projects. For example, the Royal Canadian Navy will have its major fleet replaced with 15 Canadian Surface Combatants as well as and additional 5-6 Arctic and Offshore Patrol Ships. The Army will upgrade its Light Armoured Vehicle Fleet amongst other and the RCAF will acquire 88 new advanced fighters, which will allow us to deliver on NORAD and NATO commitments without compromise.

**CANADIAN APPROACH TO DEFENCE**

Protection, Securite et Engagement repose sur une vision qui englobe trois éléments de la défense canadienne.

Le Canada sera fort chez lui, prêt à agir au service des Canadiens,

En Amérique du Nord grâce à la capacité accrue de respecter les engagements du NORAD;

Engagé dans le monde capable d'apporter des contributions concrètes et positives sur la scène internationale.

Protection, Securite et Engagement façonnera le rôle du Canada dans le monde. Il veillera à ce que les FAC soient appuyées, équipées et préparées pour protéger la souveraineté canadienne, défendre l'Amérique du Nord et contribuer à la sécurité des alliés et des partenaires aujourd'hui et à l'avenir.

Regardons certains de ces rôles.

**DEFENDING CANADA**

Defending Canada, is of course, our number one priority. Whether that be against foreign aggression or natural threats. For example, there are almost 600 fires burning across the Province of British Columbia. These fires reach from Vancouver Island in the south up to Telegraph Creek, near the top of the province.



On August 12, 2018, the Province of British Columbia asked the Government of Canada for assistance and the next day the Canadian Government accepted the request. As of August 23, approximately 400 CAF members are deployed on Operation LENTUS in British Columbia. This includes members of the ground and air task forces, as well as members of the headquarters and support staff as well as 1 CH-a Sea King helicopter, a CC-130J Hercules aircraft and a Griffon helicopter.

### DEFENDING NORTH AMERICA

Our second biggest role is defending our continent. For example, Canada supports the efforts of the United States against illegal drug-trafficking, terrorism, migrant-smuggling and piracy in the Gulf of Mexico, Caribbean, eastern Pacific and western Atlantic. In Op Caribbe, we work with our American colleagues to fight drug smugglers. Canada continue to provide Frigates, Submarines and Aurora (P3 type aircraft) to once again assist Law Enforcement Agencies to counter this threat.

### CONTRIBUTING TO INTERNATIONAL PEACE AND SECURITY

As identified in Strong, Secure, Engaged, we will contribute to international peace and stability through having a variety of capabilities ready to deploy. This includes having two sustained deployments of ~500-1500 personnel, including one as a lead nation; one time-limited deployment of ~500-1500 personnel (6-9 months duration); two sustained deployments of ~100-500 personnel; two time-limited deployments (6-9 months) of ~100-500 personnel; one Disaster Assistance Response Team (DART) deployment, with scalable additional support; and one Non-Combatant Evacuation Operation, with scalable additional support.

### THE THREE ENVIRONMENTS.

Of course you all know that we have three separate environments. Due to time restraints, I thought I would show what one Service has been up to. And, being a naval officer, I think it appropriate to show you what the RCN was doing last year....

### YOUR RCN

What a great RCN video. I met some veteran sailors here earlier so I know they will want to re-enlist after seeing that video. Also, for your information, our newest ship, HMCS HARRY DEWOLF, an

Arctic Patrol Ship, is currently under construction in Halifax. The construction of Harry Dewolf is approximately 75% complete and the ship is expected to be floated/launched next month. Inaugural crew training will begin this January in preparation for the delivery of Harry Dewolf to the Royal Canadian Navy in late June 2019 and her first deployment to the Canadian Arctic region will occur in the late spring

### COMMAND STRUCTURE

In addition to our Environment Commands, we have other commands. They are Military Personnel Command, Canadian Joint Operations Command, Canadian Special Operations Forces Command and Canadian Forces Intelligence Command

### CAF OPERATIONS

Now let us look at our deployed operations which are overseen by Canadian Joint Operations Command and presently we have nearly 3,000 members on active deployment – this does not take into account those training to be deployed or who have just returned from a mission.

The Canadian Armed Forces are participating in a number of other missions worldwide:

**Operation UNIFIER:** contribution to the international effort to assist Ukraine in the face of Russian aggression.

**Operation REASSURANCE:** In response to Russian unlawful annexation of Crimea and unrest in eastern Ukraine, NATO has been implementing Assurance Measures designed to reinforce the defence of NATO Allies in Central and Eastern Europe, reassure those Allies' populations of NATO support and deter further potential Russian aggression.

**Operation IMPACT:** Canada's contribution to international Coalition efforts to degrade Da'esh and assist Iraqi Security Forces.

**Operation SOPRANO:** Contribution to United Nations Mission in the Republic of South Sudan (UNMISS)

**Operation CROCODILE:** Contribution to United Nations Mission in the Democratic Republic of Congo (MONUSCO)

**Operation PROTEUS:** Contribution to United States Security Coordinator in Jerusalem in support of the Middle East Peace Process

**Operation KOBOLD:** Contribution to NATO Kosovo Force (KFOR)

**Operation JADE:** Contribution to United Nations Truce Supervision Organization (UNTSO)

**Operation ARTEMIS:** Contribution to international maritime security and counter-terrorism operations in the Gulf of Oman / Arabian Sea region

Now, let's look at what your military is doing in Mali.

#### **MALI VIDEO**

The Canadian Armed Forces (CAF) is supporting the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). This is part of the Government of Canada's overall efforts to help set conditions for durable peace, development, and prosperity in Mali.

Operation PRESENCE in Mali will be twelve months long. The core mission is to provide MINUSMA with the 24/7 capability to medically evacuate UN forces by air. CAF members are also supporting MINUSMA headquarters. When possible, the CAF provides other services: transport troops, equipment and supplies, and logistics support. Canada has joined 56 MINUSMA partner countries in their efforts to bring sustainable peace and stability to Mali. Your Air Task Force is located in Gao, in northern Mali and includes 250 (approximately) personnel, 3 CH-147F Chinook helicopters, and 5 CH-146 Griffon helicopters.

The CH-147F Chinook helicopters are available to conduct medical evacuations and can conduct other missions to support MINUSMA, such as transporting troops, equipment, supplies, and food, and help with the rapid deployment of UN forces in Mali. The CH-146 Griffon helicopters fly as armed escorts for the Chinooks and can also carry out other critical missions for MINUSMA as required. One of each type of helicopter is a spare. The mission will be complete in the end of July, 2019.

#### **PEOPLE FIRST MISSION ALWAYS**

One of the main aspect of Strong Secure and Engaged, was the emphasis on people. To that end, here are some the recent accomplishments we have achieved. (6.34% pay increase (2017), Pension benchmark (received in 30 days most cases), 5.1% increase in allowances (CBI 205), Income tax exemption all deployed operations, Additional MFRC Funding.) All these are aimed at bettering the challenging conditions of being a military person ready to deploy when called upon by Canada.

#### **SSE (CHAPTER ONE)**

Furthermore, the entire first chapter of SSE deals with improving the way we treat our sailors, soldiers and aviators. Here are some of the major themes we will be addressing in the coming years to ensure we keep our personnel safe and healthy. In doing so, we hope to ensure that our military personnel transition to civilian lifestyle in a healthy productive manner when it comes time to retire.

Now, ladies and gentlemen, over the past numerous years I have had the pleasure of working with the leadership of Royal Canadian Legion's Dominion Headquarters, especially with Brad White and Ray McInnis, as you advance the needs of the veteran community. I have seen the fantastic work you have done and are doing to support the military community, our families and our veterans. To that end, and on behalf of the Chief of Defence Staff, General Vance, I would like to say thank-you for your support.

ADDRESS TO THE 47TH BIENNIAL DOMINION  
CONVENTION OF THE ROYAL CANADIAN LEGION  
**NATIONAL SILVER CROSS MOTHER**

Mrs. Diana Abel

Good afternoon. My name is Diana Abel and I am your National Silver Cross Mother for 2017/18. It has been an honor to serve in this position for the last 10 months. The first National Silver Cross Mother was named in 1919. I am proud to have been one of them. Thank you to The Royal Canadian Legion for allowing me to represent the 117,000 mothers that have sacrificed so much for Canada.

On May 3, 1993 my world came to a crashing halt when a phone call came into our home stating that our son, Michael, had been killed while serving with Operation Deliverance in Somalia. 117,000 mothers have received this same phone call over the years. My son was 27 years old.

Michael joined the Army in 1985 as infantry and served with the Royal Canadian Regiment in Gagetown, New Brunswick, until August, 1987 when he joined the Canadian Airborne Regiment and was based at Pettawa, Ontario. Michael loved the military. He was top candidate in his Basic Training Class and went on to get his Pathfinder Torch.

Somalia was his first and last deployment. This deployment meant a great deal to him. He was finally going to get to do all the things he had been training for. He loved the idea of doing some good in the world and in the name of Canada. He wrote letters telling of his exploits there and particularly about the children and how he was unable to fathom the treatment of the women and the poverty being inflicted on all of them. His job with 3 Commando was to support the convoys taking food to the starving and making sure the planes could land to bring this food in from around the world. He spoke of the farmers working around their dugouts during the day and waving to them, but when night fell that same farmer was shooting bullets at them. Very disconcerting to a young soldier who thought he was helping. He had applied to remuster to Medic and apparently, it had been approved. He felt with his Airborne experience he could be an asset to

soldiers and civilians needing medical help. This would have come to fruition upon his return from a deployment to Bosnia. He was not married, but I certainly heard from a number of young ladies after his death. His love was his Harley. It was a fat boy with no bitchen seat, so no ladies allowed. He had a number of good friends, some of whom I have met in the last year. He was well liked and deemed to be a good soldier.

I am a military brat, so I know a lot of the pitfalls of military life. My father served in the RCAF for 25 years and retired as a WO2 in Comox, B.C. He served in WW2. My husband was in the RCAF when we met and married in 1961. He spent 12 years in the military before taking his release in 1967 to return to university to become a teacher and then working with the Ministry of Education for the Province of British Columbia. I, myself, worked for almost 10 years as Secretary to the C Tech O in Headquarters at Base Comox. Both my sisters married Air Force pilots. My grandsons have carried on the tradition. David is a former Air Cadet while John, who accompanied me to Ottawa in November, just mugged out of the 557 Lorne Scots Army Cadet Corp. after 6 years. He is headed to the University of Windsor in the fall. He is contemplating a career in the military, having just completed his second year as platoon staff at Connaught Cadet Camp. The military has been a big part of my life

There are many pitfalls to the job as a military member. How many jobs do you know of where you have your official portrait taken for release upon your death, check your will and annotate who will receive the Memorial Medal (Silver Cross) upon your death. Not a job taken lightly. The soldiers of today face a different kind of enemy. They are sent into areas where they are not really wanted, where warlords rule and want to keep their standing in their country. Our soldiers face untold horrors being inflicted on people they are trying to help and often are prevented from doing their job through bureaucracy and misunderstanding of



the situation. The troops then come home to the everyday life they left and made to feel they are really not needed and what they tried to accomplish has no meaning. Many come home suffering from PTSD. The lives they left before deployment are hard to get back into with all the memories stored in their heads and cannot speak about. Families are torn apart and many members fall so low without the help they need that they take their own lives to get away from the shame, memories and feeling of emptiness.

They build bridges, schools and medical facilities in the countries they have been deployed to and the medical staff provide surgeries, first aid and medical supplies to the locals to help build a friendship between the locals and the military. A number of these facilities are destroyed by the bandits of the area and sold for scrap to buy arms so they can continue their tyranny. This is another kick in the gut to those members who have tried so hard during their deployment to improve the lives of those people they were sent to help.

Since taking on the position of National Silver Cross Mother, I have met many soldiers, mothers, and members of the general public. They have met me with respect, but I also found a large number of people who do not even know what I, as Silver Cross Mother, represent. This is very troubling. The most troubling is my meeting with former members who served with my son. They have been my biggest supporters during the past year. They have honored me and my son in so many ways. I also have met with a number of them and heard their stories. They are heart wrenching. Because of the Somalia mission they have felt abandoned and many are suffering from PTSD and other social and physical problems. After Somalia many of them went on to Bosnia, Rwanda and Afghanistan. We cannot treat our soldiers like outdated military equipment that is not longer needed. I would love to be able to help each and every one of these people as well as others I have heard from during the past year. My goal after October 31 is to start looking into some of these stories. I hope I can help in some way.

Presently, I am involved with a non-profit group called the Perpetual Bazaar. It is a consignment craft store for seniors and has a storefront in downtown Brampton, a suburb of Toronto. I have a seat on the Board where I act as Community Liaison. I volunteer in the store, teach a knitting

class at the local library as well as make items for sale in the store. We are trying desperately to keep our heads above water at the moment due to a rejuvenation project for the downtown core of Brampton. This will mean limited access to our store and therefore less sales. We survive strictly on donations and sales, so this is going to hit us hard. We are now in the midst of a fund-raising campaign, so this keeps us very busy. My term on the board is over in February, but I am sure I will continue to keep busy helping where I can. I am also a member of The Royal Canadian Legion Branch 609 in Brampton. I am hoping to get more involved there as well.

I spend a lot of time with my family. Since my husband's death in 2005 I made the move from the west coast to Brampton to be closer to my daughter Laura and husband Mike as well as my three grandchildren; John, David and Laurel. Laurel is with me here today. I have traveled extensively with my grand-children. We also spend time doing crafts, family outings as well as just chatting one on one. Laurel and I love concerts and attend any Tenors concerts that hit town. We already have tickets for their upcoming concert in Toronto in December. Both John and David are off to university this fall; John to Windsor and David is going to Carlton in Ottawa. Laurel has one more year at high school and then hopes to seek a career in nursing.

I don't know what my future holds after October 31, but I will certainly look back on my life with great joy and comfort with the love and support I have received over the past year. I want to thank the Royal Canadian Legion for honoring me and particularly, Denis Hotte who has been my mentor and kept me on a straight path. He has become a good friend.

Thank you.

First of all may I begin by bringing you the warm greetings of HRH the grand president of the RCEL and of my fellow trustees and their grateful thanks for all that you do, not only for veterans here in Canada, but more especially for those of our comrades in the Caribbean. Without your aid for them, the league would have so much less even than the one meal a day we give our comrades in Africa, Asia and the Pacific.

May I also be permitted to congratulate you on your deliberations aiming to embrace a modern day legion in the spirit of our veterans. That theme captures the challenges facing many of the member legions of the RCEL. It seeks a harmonious marriage of the great traditions which we all share with a need to meet the inevitable changes brought by the 21st century.

100 years ago saw the end of the First World War. Two weeks ago, I had the great privilege of representing you and the more than 250,000 members of the legion at the Menin Gate in Ypres Belgium at a ceremony organised by our sister legion in the United Kingdom, and to lay a wreath on behalf of the Dominion president.

For it was in August 1918 that there began the series of great battles in that area which saw the beginning of the end of the great war. A war which so many sons of this land gave their lives. It was wholly fitting that we so marked that centenary. It was a most moving and humbling experience, for on that Menin Gate are inscribed the names of tens of thousands of men from the then empire who have no known graves. At the nearby Tyne Cot War Cemetery where I also laid a wreath are graves of so many young Canadians who in the words inscribed on their headstones are "known only to God". That Great War in which over 20 million died and which those involved called "the war to end all wars" was the most terrible mankind had ever known. When last we met two years ago in Newfoundland, I reminded you of the words written in the midst of those terrible battles by a Canadian army doctor, Major John Mcrae. I make no apology for reminding you of them again. They are as apposite now as when they were written over a century ago:

"In Flanders fields  
the poppies blow between the crosses row on row  
that mark our place, and in the sky the larks, still  
bravely singing fly, scarce heard amid the guns  
below. We are the dead. Short days ago we lived,  
felt dawn, saw sunset glow, loved and were loved,  
and now we lie in Flanders fields. Take up our  
quarrel with the foe. To you from failing hands we  
throw the torch, be yours to hold it high, if ye break  
faith with us who die we shall not sleep, though  
poppies grow in Flanders fields".

Those of whom John Mcrae wrote and those who survived that terrible war have all now passed from our midst. But, that Great War alas was not to be the war to end all wars. Scarce two decades on came the war of which many of us have more personal memories. In their turn, those who fought that war echoed the exhortation of John Mcrae in words inscribed in stone at Kohima in Burma "when you go home tell them of us and say for your tomorrow we gave our today". That Second World War itself has been followed by others from Korea to Afghanistan but that inscription and the words of John Mcrae remind us of a debt we can never fully comprehend still less fully repay.

John Mcrae's moving poetry and the words inscribed at Kohima urge us not simply to remember the sacrifices of the past, but to defend in our own time the beliefs which bind their generations to ours. They did their duty we must do ours.

For although those of whom John Mcrae wrote are gone, there still remain some of those more recent wars. To them we must offer not just our gratitude but the help they often so sorely need. On the roof of the national war museum in Ottawa picked out in the symbols of the Morse code are the words, "lest we forget". All that we have today, all that we hope for our children and grandchildren, we owe to the sacrifices of all those unknown millions who went before us. Truly, we must not forget.

So long as one veteran survives, we must ensure that he or she is not in want – for still the poppies blow amid the crosses row on row.





25 - 29 AUGUST 2018

NAME \_\_\_\_\_

BRANCH \_\_\_\_\_

COMMAND \_\_\_\_\_

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