

DOMINION EXECUTIVE COUNCIL MINUTES
26 NOVEMBER 2022

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ATTENDEES:

Bruce Julian	-	Dominion President
Owen Parkhouse	-	Dominion First Vice President
Tom Irvine	-	Immediate Past Dominion President
Berkley Lawrence	-	Dominion Vice President
Sharon McKeown	-	Dominion Vice President
Brian Weaver	-	Dominion Vice President
Bill Chafe	-	Dominion Chair
Rick Bennett	-	Dominion Treasurer
Larry Murray	-	Dominion Grand President
Craig Thomson	-	BC/YT Command President
Rosalind LaRose	-	AB-NT Command President
Ernie Tester	-	MB & NWO Command President
Derek Moore	-	ON Command President
Bill Howe	-	QC Command First Vice President
Daryl Alward	-	NB Command President
Donna McRury	-	NS/NU Command President
Jack MacIsaac	-	PE Command President
Gerald Budden	-	NL Command President
Peter Merola	-	TVS Special Section President
Trevor Jenvenne	-	OSI Special Section President
Blaine Kiley	-	Chair R & A Committee
Dave Gordon	-	Chair C & L Committee

ABSENT

Carol Pedersen	-	SK Command President
Andrea Siew	-	Chair D & S Committee

STAFF IN ATTENDANCE:

Steven Clark	-	National Executive Director
Danny Martin	-	Director Corporate Service
Freeman Chute	-	Director Poppy & Remembrance Division
Carolyn Gasser	-	A/Director Veterans Services
Joan Elliott	-	Director Supply
Randy Hayley	-	Director Member Services
Dion Edmonds	-	Director Marketing & Communications
Oksana Gorelova	-	Director Financial Services
Jennifer Morse	-	General Manager Canvet
Jason Duprau	-	General Manager Designate Canvet
Kelly Therien	-	Executive Assistant

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ANNEXES:

Annex A	-	Grand President's Remarks
Annex B	-	Dominion President's Remarks
Annex C	-	Administrative Arrangements
Annex D	-	Approval of Minutes/Electronic Decisions
Annex E	-	CFMWS Presentation
Annex F	-	2022 Budget/Dominion Treasurer's Report
Annex G	-	Senior Officer's Reports
Annex H	-	National Executive Director's Report
Annex I	-	RCEL Presentation
Annex J	-	Veterans, Service & Seniors Committee Report
Annex K	-	Poppy & Remembrance Committee Report
Annex L	-	Membership Committee Report
Annex M	-	Sports Committee Report
Annex N	-	Ritual & Awards Committee Report
Annex O	-	Constitution & Laws Committee Report
Annex P	-	RCEL Committee Report
Annex Q	-	Dominion Convention Committee Report
Annex R	-	Defence & Security Committee Report
Annex S	-	Veterans Consultation Assembly Report
Annex T	-	Public Relations Committee Report
Annex U	-	Going Forward Committee Report
Annex V	-	OP Harmony Committee Report
Annex W	-	Centenary Committee Report
Annex X	-	Canvet Publications Ltd.
Annex Y	-	Legion National Foundation
Annex Z	-	Correspondence
Annex AA	-	Requests for Support
Annex BB	-	Meetings and Invitations

DOMINION EXECUTIVE COUNCIL MINUTES

26 NOVEMBER 2022

ITEM 1: OPENING

The meeting of the Dominion Executive Council opened at 0830 hours on Saturday, 26 November 2022.

ITEM 2: GRAND PRESIDENT'S REMARKS

The Grand President's remarks are at Annex A.

ITEM 3: DOMINION PRESIDENT'S REMARKS

The Dominion President's remarks are at Annex B.

ITEM 4: INSTALLATION OF NEW OFFICERS

The Dominion Grand President and the Dominion President installed the incoming members of DEC.

ITEM 5: ADMINISTRATIVE ARRANGEMENTS

The National Executive Director reviewed the administrative arrangements for the meeting. Presented as an information item only, at Annex C.

ITEM 6: APPROVAL OF MINUTES/ELECTRONIC DECISIONS

The DEC last met on 30 April – 1 May 2022. The minutes were distributed electronically.

MOTION: That the DEC minutes of 30 April – 1 May 2022 be approved.

CARRIED

The results of the electronic decisions taken place since the last DEC meeting are at Annex D.

ITEM 7: CFMWS: RCAF 100 PRESENTATION

The CFMWS RCAF 100 Presentation is at Annex E.

MOTION: That the Legion support the RCAF 100th anniversary with a donation of \$50,000 plus taxes contributed over two years through CFMWS.

CARRIED

ITEM 8: 2023 BUDGET

The Dominion Treasurer presented the 2023 Budget, at Annex F.

MOTION: That the chargeback to the Dominion Command Poppy Trust Fund for the Marketing and Communications Department budget be set at 12%.

CARRIED

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MOTION: That the chargeback to the Dominion Command Poppy Trust Fund for the Marketing, Advertising and Promotion budget be set at 12%.

CARRIED

MOTION: That a drawdown of \$100,000 from the Centennial Fund, with allocation to the Track and Field Program for 2023, be approved.

CARRIED

MOTION: That the draft 2023 budget be approved.

CARRIED

ITEM 9: SENIOR OFFICER'S REPORTS
Information Item only at Annex G.

ITEM 10: NATIONAL EXECUTIVE DIRECTOR'S REPORT
The National Executive Director presented his report, at Annex H.

ITEM 11: ROYAL COMMONWEALTH EX-SERVICES LEAGUE
The Royal Commonwealth Ex-Services League presentation is at Annex I.

ITEM 12: COMMITTEE REPORTS

- a. Veterans, Service and Seniors
The Veterans, Service and Seniors Committee report was presented, attached at Annex J.

MOTION: That DEC approve the RCL Masters Scholarship for the following three-year cycle, starting in 2023-2024 ending in 2025-2026, for a total of \$90,000.00 from the Dominion Command Poppy Trust Fund. The scholarship will be ratified annually by DEC.

CARRIED

- b. Poppy and Remembrance
The Poppy & Remembrance Committee report was presented, attached at Annex K.

MOTION: That DEC approve the amount of \$50,000 for the development of Poppy Stories.

CARRIED

MOTION: That, as per article 403.i.a. "Approved Use of Poppy Funds", DEC approve the funding request of \$175,000 for the 2023 marketing campaign

CARRIED

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c. MEMBERSHIP

The Membership Committee report was presented, attached at Annex L.

MOTION: That a Friends of the Legion Program be implemented to create a more formal association between non-member supporters and the Royal Canadian Legion. Implementation to require upwards of \$50k for a one-time online development cost with an anticipated return on investment of slightly less than one year.

WITHDRAWN

MOTION: That, commencing in 2023, the 3rd week of September be pronounced as National Legion Week across Canada allowing all commands and branches to consistently participate to attract and welcome Canadians to the Royal Canadian Legion.

It is also recommended that Legion National Headquarters establish marketing tools to assist commands and branches in promoting Legion Week.

CARRIED

d. SPORTS

The Sports Committee report was presented, attached at Annex M.

MOTION: That the Dominion Sports Manual, Section 709, be amended to read “...*will be liable for all transport, room and board, and registration costs incurred for the athlete to attend the Championships from the first day of the event to the last day of the event.*”

CARRIED

e. RITUAL, AWARDS AND PROTOCOL

The Ritual, Awards and Protocol report was presented, attached at Annex N.

f. CONSTITUTIONAL AND LAWS

The Constitutional and Laws report was presented, attached at Annex O.

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MOTION: That Article 129 be modified as follows and be reinstated:

129. a. No Provincial Command or branch shall, at any time or in any manner, physically appeal directly for financial contributions or payments of money from the public or from the membership of the Legion, beyond the area in which such command or branch normally operates and exercises jurisdiction. However random solicitation for financial contributions or payments of money from the public or from the membership of the Legion using internet platforms such as “Go Fund Me” may be authorized with consent from the higher authority.

b. For the purposes of this section, where there are two or more branches in any urban area, such area shall be such portion of the urban area and area adjacent thereto as the Provincial Command having jurisdiction may allot to such branch.

CARRIED

MOTION: That the first sentence in Article 401.a. be modified to read: “Seven elected officers consisting of a Dominion President, a Dominion First Vice-President, three Dominion Vice-Presidents, a Dominion Treasurer, a Dominion Chair and the Dominion Immediate Past President....”

CARRIED

MOTION: That Article 311.a.be modified to read:
iii. removal from any office or position held and prohibition from running for and holding any office or position, for a period of up to 24 months;

CARRIED

g. RCEL

The RCEL report was presented, attached at Annex P.

MOTION: That the budget of \$231,500 to support Caribbean Commonwealth Veterans, widows and to provide Poppy supplies for 2023 be approved.

CARRIED

- h. DOMINION CONVENTION
The Dominion Convention report was presented, attached at Annex Q.
- i. DEFENCE AND SECURITY
The Defence and Security report was presented, attached at Annex R.
- j. VETERANS CONSULTATION
The Veterans Consultation report was presented, attached at Annex S.
- k. PUBLIC RELATIONS
The Public Relations report was presented, attached at Annex T.
- l. GOING FORWARD
The Going Forward report was presented, attached at Annex U.
- m. OP HARMONY
The Op Harmony report was presented and attached at Annex V.
- n. CENTENARY
The Centenary report was presented, attached at Annex W.
- o. PAY
In camera.

ITEM 13: TORONTO POLICE
The Toronto Police Service made a presentation on the Military Veterans Wellness Program.

ITEM 14: CANVET PUBLICATIONS LTD.
Canvet Publications Ltd. report was presented as information only, attached at Annex X.

ITEM 15: LEGION NATIONAL FOUNDATION
The Legion National Foundation report was presented as information only, attached at Annex Y.

ITEM 16: STRATEGYCORP: OP HARMONY REPORT AND DISCUSSION
StrategyCorp report is attached at Annex Z.

ITEM 17: CORRESPONDENCE
Correspondence is attached at Annex AA

ITEM 18: REQUESTS FOR SUPPORT
There are no Requests for Support.

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ITEM 19: MEETINGS AND INVITATIONS

The Meetings and Invitations list is attached at Annex BB.

ITEM 20: OTHER/NEW BUSINESS

- a. NL Command suggested that the Royal Newfoundland Constabulary should not need to prove service in a Special Duty Operation or Special Duty Area to be considered a Veterans and an Ordinary Member. This was referred to the Membership Committee and the Defence and Security Committee.

- b. Undress ribbons

MOTION: That undress ribbons be authorized for wear as an optional item on the Legion informal dress blue shirt.

CARRIED

- c. The spring DEC meeting will be held 29-30 April 2023.

MOTION: That \$30,000 be protected from the surplus from the 2022 budget to fund the participation of the Provincial Executive Directors in the April 2023 DEC meetings.

CARRIED

- d. It was clarified that anyone may apply to participate in the LNF Pilgrimage of Remembrance, space permitting.

- e. Concern was expressed regarding the increase in Branch insurance rates. It was suggested that a national insurance program may result in savings; PIB Insurance currently offers a Branch Insurance program.

- f. Friends of the Legion.

MOTION: That the process to implement a Friends of the Legion Program be undertaken to create a more formal association between non-member supporters and The Royal Canadian Legion.

CARRIED

ITEM 21: ADJOURNMENT

The meeting of the Dominion Executive Council was adjourned at 1630 hours.

Dominion Chair


National Executive Director

GRAND PRESIDENT'S OPENING REMARKS TO DEC 26 NOVEMBER, 2022

THANK YOU COMRADE CHAIR.

I WOULD LIKE TO BEGIN BY EXPRESSING MY PERSONAL CONGRATULATIONS TO ALL THE NEWLY INSTALLED MEMBERS OF THE DOMINION EXECUTIVE COUNCIL.

I KNOW THAT YOU HAVE MANY YEARS OF DEDICATED SERVICE TO THE LEGION AND THAT YOU EACH BRING A GREAT DEAL OF EXPERIENCE, WISDOM AND VALUABLE INSIGHT TO THE SENIOR LEADERSHIP COUNCIL OF THIS GREAT NATIONAL INSTITUTION.

I LOOK FORWARD TO WORKING WITH YOU AND GETTING TO KNOW YOU BETTER.

I WOULD LIKE TO EXPRESS MY PERSONAL APPRECIATION AND A BIG BRAVO ZULU TO YOUR PREDECESSORS TOO. IT WAS A PRIVILEGE TO WORK WITH THEM THROUGH THE CHALLENGES OF THE PANDEMIC.

I WOULD BE REMISS IF I DID NOT ALSO EXPRESS MY PERSONAL CONGRATULATIONS, A HUGE BRAVO ZULU AND HEARTFELT THANKS TO TWO INCREDIBLE LEADERS IN THE LEGION FAMILY WHO ARE RETIRING AFTER MANY YEARS OF OUTSTANDING SERVICE IN CHALLENGING AND EXTREMELY IMPORTANT POSITIONS.

JENNIFER MORSE, THE GENERAL MANAGER OF CANVET PUBLICATIONS HAS BEEN A TOWER OF STRENGTH "AT THE HELM" OF LEGION MAGAZINE AND HAS MADE A HUGE DIFFERENCE FOR THE ROYAL CANADIAN LEGION, FOR VETERANS OF ALL AGES AND THEIR FAMILIES, FOR SERVING MEMBERS OF THE CAF AND FOR CANADA AND CANADIANS IN GENERAL FOR MANY YEARS.

RAY MACINNIS, THE DIRECTOR OF VETERANS SERVICES, IS SOMEONE ELSE WHO HAS ALSO BEEN A TOWER OF STRENGTH FOR MANY YEARS AND HE HAS ALSO MADE A HUGE DIFFERENCE FOR COUNTLESS VETERANS OF ALL AGES, FOR SERVING MEMBERS OF THE CAF AND FOR THEIR FAMILIES.

BOTH OF THESE EXCEPTIONAL LEADERS ARE LIVING EXAMPLES OF "SERVICE BEFORE SELF" AND WILL BE SADLY MISSED. HOWEVER THEIR LEGACY OF STRONG, CARING LEADERSHIP, SELFLESS DEDICATION AND SUBERB PROFESSIONALISM WILL ENDURE IN THE STELLAR EXAMPLE THEY SET FOR THE REST OF US AND THE LESSONS WE LEARNED FROM THEM.

BEST WISHES TO JENNIFER AND RAY FOR A FUTURE BLESSED "WITH FAIR WINDS AND FOLLOWING SEAS WHEREVER LIFE MAY LEAD"!

RETURNING TO THE NEWLY INSTALLED MEMBERS OF DEC, YOU ARRIVE AT A TIME OF CHALLENGE AS WELL AS OF SIGNIFICANT OPPORTUNITY FOR THE LEGION.

DESPITE THE PANDEMIC AND THANKS TO A GREAT DEAL OF EFFORT BY MANY AT ALL LEVELS IN THE LEGION, INCLUDING ALL OF YOU, IMPRESSIVE PROGRESS HAS BEEN MADE IN MANY AREAS IN THE PAST FEW YEARS, INCLUDING MEMBERSHIP.

RECENT PROGRESS IN THIS VITAL AREA IS NOTEWORTHY AND COMMENDABLE BUT CONTINUED SENIOR LEADERSHIP ATTENTION ACROSS THE COUNTRY IS ESSENTIAL TO MAINTAIN THE MOMENTUM AND GROWTH PATH THAT THE LEGION IS CURRENTLY ON .

IN MY VIEW, THAT CAN CERTAINLY BE DONE IF THIS DEC WORKS, AS A UNITED LEADERSHIP TEAM, IN A FORTHRIGHT AND TRANSPARENT MANNER, FOCUSSED YOUR TIME AND ENERGY ON TACKLING THE PRIORITY ISSUES, INCLUDING MEMBERSHIP, TOGETHER, IN A POSITIVE AND COORDINATED MANNER.

YOUR WORK IN THE NEXT FEW YEARS WILL BE EXTREMELY IMPORTANT TO DETERMINING THE FUTURE OF THE LEGION.

SINCE DEC LAST MET IN APRIL I HAVE HAD THE PRIVILEGE OF PARTICIPATING IN A NUMBER OF MEMORABLE EVENTS INCLUDING THE COMMEMORATION OF THE 80TH ANNIVERSARY OF THE DIEPPE RAID AT THE NATIONAL WAR MEMORIAL ON 19 AUGUST.

ONE OF THE HIGHLIGHTS WAS PARTICIPATING IN THE CANADIAN INSTITUTE OF MILITARY AND VETERANS HEALTH RESEARCH OR CIMVHR, FORUM, HELD IN PERSON FOR THE FIRST TIME IN THREE YEARS IN HALIFAX FROM 16 TO 19 OCTOBER, WITH COMRADES BRUCE, OWEN, STEVEN AND CHARLS.

THIS MAJOR EVENT, WITH OVER 500 RESEARCHERS CONTRIBUTING, UNDERLINED THE DIVERSITY AND CONTINUING CRITICAL IMPORTANCE OF THE REMARKABLE RESEARCH BEING CONDUCTED IN 44 CIMVHR MEMBER UNIVERSITIES TODAY AND HOW IMPORTANT THE RESULTS CAN BE TO THE CARE AND WELL BEING OF MEMBERS OF THE CANADIAN ARMED FORCES, VETERANS AND THEIR FAMILIES.

THIS IMPORTANT INITIATIVE HAS COME A VERY LONG WAY SINCE I ATTENDED THE FIRST CIMVHR FORUM IN KINGSTON , ONTARIO IN 2010, A FEW MONTHS AFTER BEING INSTALLED AS GRAND PRESIDENT.

AT THAT TIME ONLY QUEENS UNIVERSITY AND RMC WERE MEMBERS. I FOUND THE REMARKABLE PROGRESS AND LEVEL OF ENGAGEMENT TWELVE YEAR

LATER PARTICULARLY IMPRESSIVE. IT IS ALSO CLEAR THAT THE VISIBLE SUPPORT OF THE LEGION THROUGHOUT HAS BEEN CRITICAL TO CIMVHR SUCCESS AND REMAINS SO TODAY.

IN THAT REGARD, COMRADE BRUCE'S PRESENTATION OF THE LATEST LEGION SCHOLARSHIP FOR A POSTGRADUATE MASTER'S STUDENT SPECIALIZING IN VETERANS' CARE WAS VERY WELL RECEIVED AND THERE WAS LOTS OF INTEREST AS WELL IN THE LEGION BOOTH.

ANOTHER MEMORABLE EVENT WAS THE DOMINION PRESIDENT'S PRESENTATION OF THE FIRST POPPY TO THE GOVERNOR GENERAL ON 25TH OCTOBER. THE GOVERNOR GENERAL ONCE AGAIN DID A GREAT JOB OF MAKING THIS CEREMONY AND THE RECEPTION WHICH FOLLOWED VERY SPECIAL AND VERY ENJOYABLE FOR ALL THE VETERANS AND OTHER GUESTS THAT WERE IN ATTENDANCE.

THE PERSONAL DEDICATION OF THE GOVERNOR GENERAL AND HER HUSBAND TO SERVING MEMBERS OF THE CANADIAN ARMED FORCES, TO VETERANS AND TO THEIR FAMILIES WAS AGAIN EVIDENT DURING THE ANNUAL NATIONAL REMEMBRANCE CEREMONY AND DURING THE LUNCHEON THAT THE GOVERNOR GENERAL AND HIS EXCELLENCY AND THE CHIEF OF DEFENCE STAFF AND HIS WIFE HOSTED IN HONOUR OF THE SILVER CROSS MOTHER AND HER HUSBAND FOLLOWING THE CEREMONY.

BLESSED WITH INCREDIBLY WARM AND SUNNY WEATHER THIS YEAR, THE CEREMONY ITSELF WAS AN OUTSTANDING TEAM EFFORT, IMPRESSIVELY ORGANIZED AND LED BY DOMINION COMMAND, WITH SUPERB SUPPORT FROM THE CANADIAN ARMED FORCES, LOCAL LEGION VOLUNTEERS AND VARIOUS POLICE AND OTHER KEY PARTNERS.

I WOULD LIKE TO PASS ON A BIG BRAVO ZULU AND MY PERSONAL CONGRATULATIONS AND THANKS TO EVERYONE IN THE LEGION INVOLVED IN PLANNING AND EXECUTING THE 2022 NATIONAL REMEMBRANCE CEREMONY AND ALL THE RELATED ACTIVITIES LEADING UP TO IT.

LIKE MANY OTHER LEGIONNAIRES WHO ORGANIZED COUNTLESS OTHER MOVING REMEMBRANCE CEREMONIES ACROSS THE COUNTRY, YOU REALLY DID VISIBLY DEMONSTRATE THE PRIDE AND COMMITMENT OF THE ROYAL CANADIAN LEGION IN FULFILLING OUR ESSENTIAL ROLE AS THE GUARDIAN OF REMEMBRANCE IN CANADA.

THANKS TO AN INSPIRED CHOICE BY THE LEGION, CANADA WAS ALSO BLESSED TO HAVE A WONDERFUL WOMAN, CANDY GREFF, AS SILVER CROSS MOTHER, ABLY SUPPORTED BY HER HUSBAND, GREG. A HIGHLY DEDICATED, WARM AND TALENTED PERSON, I BELIEVE THAT CANDY LEFT A LASTING

IMPRESSION WITH ALL WHO MET HER OR WHO EXPERIENCED HER COMMENTARY IN THE MEDIA. THAT WAS CERTAINLY TRUE IN MY CASE.

BECAUSE OF THE TIMING, IT WAS ALSO POSSIBLE FOR THE DOMINION PRESIDENT AND THE LEGION TO HOST HER AT THE VIMY DINNER ON WEDNESDAY, 9 NOVEMBER. DURING THE DINNER, THE PRESIDENT OF THE CDA, LIEUTENANT-GENERAL (RETIRED) GUY THIBAUT RECOGNIZED AND HIGHLIGHTED THE PRESENCE OF THE SILVER CROSS MOTHER AND HER HUSBAND AS WELL AS THE LOSS OF THEIR SON, MASTER CORPORAL BYRON GREFF, A PARATROOPER AND MEMBER OF THE 3RD BATTALION , PPCLI, WHO DIED DURING HIS 2ND TOUR IN AFGHANISTAN, ON 29 OCTOBER 2011, AND WAS THE LAST CANADIAN SOLDIER TO BE KILLED IN ACTION IN AFGHANISTAN.

THAT CONCLUDES MY COMMENTS. THANKS VERY MUCH COMRADES.

Comrade Chairman,

Comrade Grand President Larry, special guests Comrades all, as I mentioned yesterday it is great to be back meeting face to face again as we continue emerging yet dealing with the effects the pandemic has brought to our Commands, Branches and Members.

I thank Larry for his words of guidance and wisdom and since we have an extremely full and busy agenda today, I will keep my own remarks to a minimum.

First thank you to all who had the opportunity to attend both the reception yesterday and our staff appreciation luncheon on Thursday. The Royal Canadian Legion and Dominion Command plays a significant role within the Veterans Community, and we are expected to be a facilitator in bringing these various organizations along with our partners within government, industry and support services together. Our leadership and numbers within this room yesterday promote increased dialogue and co-operation. Likewise on Thursday we have a dedicated hard-working staff and your presence at their appreciation luncheon shows them your support

As mentioned, we have a full day, but as many of you are here for the first time, I would encourage your full participation in the discussions and deliberations. Be involved, ask questions, get answers give all here the benefit of your knowledge and experience, be heard but please do it in a constructive collegial and polite way. You come here as Provincial Command Presidents representing the views of your individual commands, but you are also here as members of the Dominion Executive Council wherein lies the responsibility of guiding this organization into the future. And most importantly when we leave this room, late this afternoon we leave as comrades and friends, not adversaries. Whatever decisions have been made we go forward with the support of all those present whatever your personal views might be

Knowing many of you, and your abilities, I have the greatest confidence in that together, along with our Senior Elected Officers and supported by our amazing staff we will continue to grow and improve the Royal Canadian Legion in our mission to support our veterans, serve our communities and country and enhance the cause of remembrance,

Comrade Chairman those are my opening remarks, now, lets get to work.

ITEM 4: ADMINISTRATIVE ARRANGEMENTS

a. Schedule – Saturday 26 November 2022

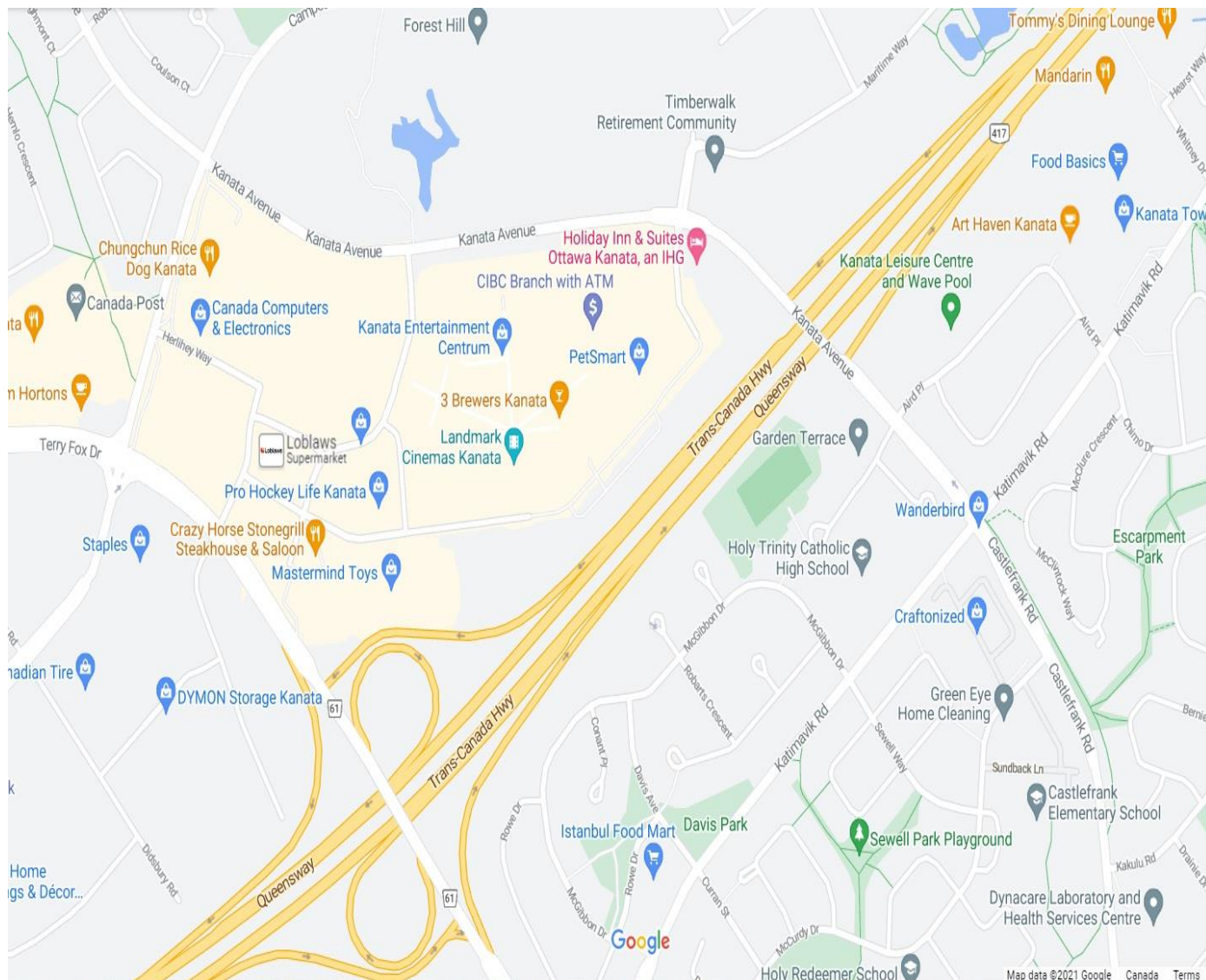
- i. 0830 hours – DEC convenes
- ii. 1200 hours – Lunch at Legion House (Call of the Chair)
- iii. 1300 hours – DEC convenes
- iv. 1700 hours – DEC adjourns (Call of the Chair)

Note: there are four presentations to be given, as detailed in the Agenda

- b. Meals. Lunch will be provided by ByTown Catering. Members' per diem claim will be adjusted by \$20.
- c. Local Map. A map of the local area is attached for your convenience.
- d. Hotel Reservations. Your reservation has been made according to the DEC and Committee meeting schedule. If you intend to check out earlier, please advise the hotel as soon as possible. Please take note that DEC members are responsible to pay their hotel bill at check out and then claim on their expense claim forms.
- e. Reports. **Only committee recommendations for DEC discussion and decision are to be verbally presented.** All other items in committee reports are for information and will not be read out loud during the meeting. All meeting material is provided electronically and will not be reproduced in paper format.
- f. Smoking. Ottawa City By-Laws do not permit smoking in any office building including bars and restaurants. However, the Director Corporate Services will provide one of the smokers with a door pass to enable smokers to use the rear entrance to permit smoking outside during the break periods. Smoking is only permitted at the rear of the building.
- g. Dress. Legion informal dress shirt (exception: those involved in the Installation Ceremony).

DOMINION EXECUTIVE COUNCIL AGENDA

26 NOVEMBER 2022



Centrum Area

- Numerous Restaurants
- Shopping Facilities
- Movie Theatre
- Grocery Store
- LCBO

ITEM 6: APPROVAL OF MINUTES/ELECTRONIC DECISIONS

a. Approval of Minutes

The DEC last met on 30 April – 1 May 2022. The minutes were distributed electronically.

MOTION: THAT the DEC minutes of 30 April – 1 May 2022 be approved.

CARRIED

b. Review of Electronic Decisions/Email Voting

There were 6 Electronic Decisions / Email votes that took place since the last DEC meeting on 30 April – 1 May 2022.

11 August 2022

THAT the Legion support CAVUNP's efforts to bring recognition to 75 years of Peacekeeping in 2023.

CARRIED

11 August 2022

THAT the authority for the wear of the member designation pin on the informal dress blue shirt be withdrawn, with the value of the designation pin inventory held at Legion House Supply to be written off.

CARRIED

11 August 2022

THAT approval be given to fund the repair, restoration and protection of the plaques on Valour Bridge, with up to \$50K to be authorized from the Dominion Command Poppy Trust Fund.

CARRIED

17 August 2022

THAT the Legion support the Witness to History program at the Canadian War Museum with a donation of \$100K from the Dominion Command Poppy Trust Fund, to be disbursed over two years (\$50K each year).

CARRIED

7 October 2022

THAT the Legion support the 2022 Operation Remembrance video project with a donation of \$6500 from the Dominion Command Poppy Trust Fund.

CARRIED

7 October 2022

THAT the Legion support the screening of documentaries on the Persian Gulf and UN Peacekeepers with a donation to the Persian Gulf Veterans of Canada of \$1000 from the Request for Support budget.

CARRIED



**YOUR AIR FORCE
VOTRE FORCE AÉRIENNE**

RCAF Centennial Brief For: Royal Canadian Legion



National
Defence

Défense
nationale

CANADIAN
ARMED FORCES



FORCES ARMÉES
CANADIENNES

Canada

Commander's Intent

The 100th anniversary of the RCAF is an extraordinary opportunity to reflect upon our global contributions to national security, international peace and stability. It is an opportunity to engage the nation and to build critical public support for future sustainment.

Intent: Execute a national campaign that honours and celebrates our history and heritage, while inspiring future generations of Canadians.



RCAF 2024 Overview

STRATEGIC AIM

Enhance the value society places on the RCAF as an agile, flexible, capable, and credible national instrument of power.



Commemorate
History



Foster
Belonging



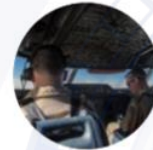
Enhance
Reputation



Recognize
Personnel



Build
Relationships
with Public



Build
Partnerships
with Industry



Inspire Youth

- Battle of Britain



Bomber Play



NCAF 100
LEGENDS
OF THE
SKY
COURAGE • SACRIFICE • HONOR

CANADIAN TULIP FESTIVAL
FESTIVAL CANADIEN DES TULIPES

Tulip Festival



The logo for the RCAF and ARC Ball is located in the bottom right corner. It features the text "RCAF" in blue and "ARC" in blue, with "Ball" in red script below each. A stylized propeller is positioned between the two words.

2024 RCAF Ball



- Remembrance Day
(Will not overshadow)

We Need You!

1. RCL support is critical to accomplishing our strategic aim.
2. RCL is “The Champion” of REMEMBRANCE.
3. RCL creates opportunities for Canadians to REMEMBER.
4. Grow pride and excitement within your membership.
5. Consider RCAF 2024 themed activities within branches.
6. RCAF 2024 branded merchandise
7. Consider lending financial support to our campaign.



RCL Support to RCAF

REQUEST: \$50,000

in exchange for:

1. \$200K in marketing exposure
2. Opportunities to increase membership
3. Deepen relations between CAF & RCL
4. Increase collaboration between branches with Wings
5. Continue to build brand affinity



Date: 18 May to 4 June
Location: Virtually across the globe
Expected participants: 7000+
Event demographics: kids to adults
Theme 2023: RCAF Flyers 75th anniversary

Marketing Benefits:

- Digital marketing channels that reach 1M followers on Facebook and Instagram (ie. @RCAF, @RCAFRun, @CF1, @PSP, @Wings)
- RCL virtual ads and promo through digital media strategy
- Membership promo distribution to all past and current via newsletter
- Onsite activation in 2024
- Linkage between branches and Wings



Followers: Facebook, Instagram, Twitter

RCAF ARC *Ball Bal*

Exclusive RCAF event with senior RCAF staff, CAF personnel, dignitaries, and industry leaders taking place in the nation's capital as a gala celebration to honour the RCAF's birthday.



Date: 3 June 2023 & 1 June 2024

Location: Ottawa Infinity Centre

Expected participants: 500

Event demographics: Executive/C Suite

Marketing value: \$10K

Marketing Benefits:

- Secure table for RCL
- Provide exposure for the Royal Canadian Legion as a key supporter of the RCAF Centennial program with RCAF and Corporate Canada leadership
- Opportunity to interact with key decision makers.
- Digital and physical advertising prior, during and post event



A new initiative for the CAF, this RCAF E-Sports tournament will allow CAF Community, General Public, youth and Celebrity Athletes to compete in 4 months of E-sport tournament play.



Date: Feb to May 2023

Location: Virtually throughout Canada

Expected participants: 3000+

Event demographics: 18 to 55

Experienced Contractor: Battlefy

Marketing Benefits:

- Guaranteed 1,000,000+ impressions
- Digital marketing strategy (contractor)
- Access to new channels ie. Discord to connect with Youth
- Real time direct messaging to new audience group
- Advertising in tournament digital collaterals

BOMBERS

Reaping the Whirlwind

“BOMBERS: Reaping The Whirlwind” is a full length play with music which dramatizes Canada’s contribution to the heavy bomber offensive during the Second World War. Written by award winning, internationally produced playwright David S. Craig after thirty years of research.



Date: 2024

Locations: Hamilton, Calgary, Ottawa

Expected participants: 3000+

Marketing Benefits:

- Advertising in playbill, posters and digital media
- Attendance and pre-event receptions
- Legion seating section
- Access to new audiences

RECAP

Investing in this event and these key programs will give access to a new customer/engagement base



REQUEST FOR SUPPORT

\$50,000 CAD



GOAL FOR LEGION

1. Increase membership
2. Build brand awareness
3. Link branches with RCAF Wings & CAF Communities
4. Celebrate RCAF Centennial through this Partnership



BENEFITS

1. Key sponsor of signature Centennial events; including: RCAF Run, RCAF Ball, Bombers and Esports League
2. Marketing benefits through other RCAF Centennial initiatives (nationwide commemoration with over a year of continuous exposure)
3. Reach of a broader Canadian audience

QUESTIONS ?



**YOUR AIR FORCE
VOTRE FORCE AÉRIENNE**



National
Defence

Défense
nationale

CANADIAN
ARMED FORCES



FORCES ARMÉES
CANADIENNES

Canada

ITEM 5: 2023 BUDGET – DOMINION TREASURER'S REPORT

I. OVERVIEW

The 2023 budget target was set at a break-even point of \$19,529.

The current revenue position (as of 31 October 2022) is positive at \$386K however, due to seasonal revenue and costs fluctuation, approx. 90% of revenue is collected at this time (mid-year) while expenses may not reflect all expenditures recorded that were planned for this year. Projected numbers for 2023 at this point can be distorted.

II. REVENUES

The 2022 membership revenue is up 4.3% or approx. 5000 more compared to the same time last year in pre-pandemic times. With the majority of branches reopened, we project a gain in the number of members; current membership revenue for 2022 is slightly above the projected 234K members. The projection for 2023 is based on 237,771 members, which is 1.5% percent increase from the prior year. The focus continues to be on membership development and the importance of it to all levels of the Royal Canadian Legion.

Actual investment income as of November 21 is \$302K; it is below the budgeted amount by \$208K. In October, the US and Canadian markets responded well to economic news, inflation figures are slowing down and there are signs that the rate increases will have desired effect. Economic data suggests recovery should begin in the end of 2022.

Investment income estimated for 2023 as per our portfolio is approx. \$442K. In past years, \$3M was drawn for emergency distribution to the branches which reduced the level of reserves and impacted revenues for the future years.

Economists with the Royal Bank of Canada are predicting the country will head into a moderate and short-lived recession in 2023 as inflation, historic labour shortages and rising interest rates drag on the economy. While the stock market was down by nearly 35% during February and March, equities and bond portfolios were noticeably less (25%). The composition of the Legion portfolios is low risk, a mix of equity and fixed income, which aims to generate long-term returns. During a recession, dividends are especially important because they give you a cushion even if the stock price falls. Year 2023 will be another challenging year with the moderate impact on our investment portfolio.

For information, the investment revenues earned in the operating budget are retained in the investment fund and not transferred to the General Fund bank account at year end. By doing this, we receive a greater rate of return on the money. When cash is needed for operating expenses or expenses that are charged to Reserves, it is withdrawn at that time. This gives us the highest possible return on investments.

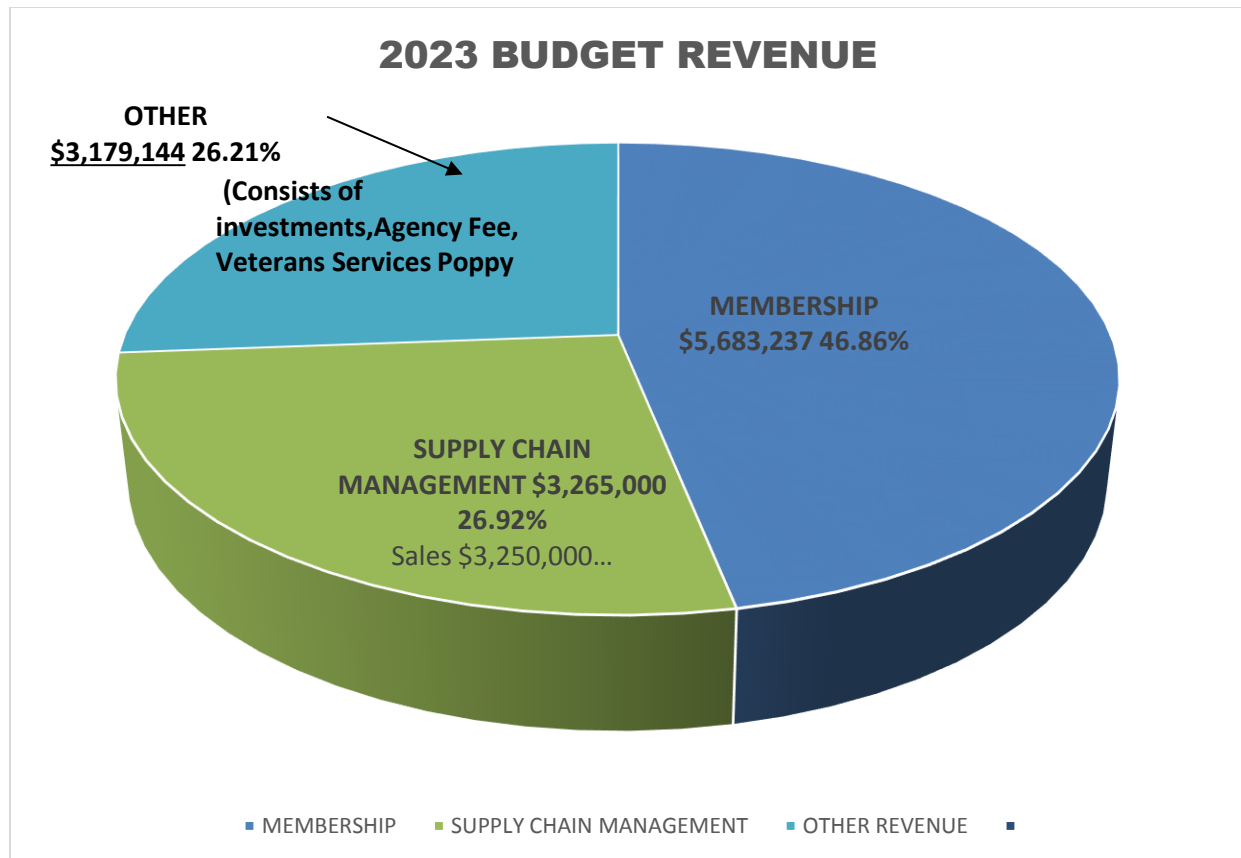
This year (2022) was a hard year on supply revenue as the budget line came in less than anticipated and continue trending below projected numbers. For next year, the Supply Department is forecasting sales of \$3,250,000 (increase of 8.3% from last year) and royalty payments from Legion Lager of \$15,000, for a total of \$3,265,000. Past years revenue was driven by successful sales of new stock items which maintained sales of approx. \$3M. MBP Royalties are up by \$47K over the projected balance of \$250K as of November 21, 2022.

As previously approved, the Poppy Grant to Veterans Services has been set at 95% of personnel budget and 100% of admin expense. The chargeback for Finance (accounting fees) is 20%.

The chargeback for the Marketing and Communications Department, as well as the Marketing, Advertising and Promotion budget, is set at 8%. An internal review revealed that significantly more time and resources (16%) are expended in support of the Poppy Campaign, particularly during the Remembrance period, and that an increase is justified.

RECOMMENDATION: That the chargeback to the Dominion Command Poppy Trust Fund for the Marketing and Communications Department budget be set at 12%.

RECOMMENDATION: That the chargeback to the Dominion Command Poppy Trust Fund for the Marketing, Advertising and Promotion budget be set at 12%.



***Makeup of the Other Revenue:**

- Royalties - Member benefits program
- Administrative fees
- Building rental
- Administrative Fee on distribution of Federal Funds
- Veterans' visitation program
- Mastercard royalties
- Estate bequests
- Royalties – Legion Lager
- Other corporate contributions

III. EXPENSES

Some revenue streams are showing a slight upwards towards the end of this year, however, the outlook is clouded by several uncertainties; there is an assumption that this trend will continue into the 2023. Expenses were analyzed and adjusted according to the projected revenue 2023.

A) Department/Section Budgets:

Labour Across Departments - There is a marginal increase in payroll expenses because of a modernization of pay levels as a result of an independent assessment of pay equity of the Royal Canadian Legion and similar organizations in the country. These are non-avoidable expenses to ensure we attract and retain qualified, excellent people of substance.

Membership Department – There are additional costs to credit card processing fees of \$15,000 due to the increase of online portal activity. Miscellaneous costs are under budget this year, which includes the cost of the free pins for the free memberships given to members through the Veterans Welcome Program.

Marketing Department – There is an increase of \$107,250 to enrich the strategy of membership growth. However, as a result of departmental analysis, there is a charge back of \$118,800 to poppy for the work the department delivers.

Finance – There is an overall increase of \$78,327. Most changes are due to fluctuation in salaries and two maternity leaves. The audit fees increased by \$14K. As approved, there is a poppy charge back of \$143,504.

Supply Department - Overall, there is an increase of \$36,142 compared to last year. Shipping costs and wrapping materials are the major factor for this; telephone costs decreased by \$4,000. As approved, there is a poppy charge back of \$317,939 for services delivered.

Veterans Services Department - this department works exclusively for Veterans. As approved, there is a poppy charge back as shown in the budget.

Corporate Services – There is an overall increase of \$34,170, mostly due to marginal annual payroll COLA indexation. Training costs and Miscellaneous expenses are decreased by \$2,000.

Information Technology Section – There is a projected increase of \$180K. A new hire in 2023 will replace the expiring service contract with Intega next year. Contract and Programming cost are increased by \$102,465, due to CRM and GP upgrades in 2023.

General changes:

a) Larger reductions in expenses are projected for:

Legion House	6.3%
Veteran's Services	2.7%

b) Increases are expected for:

Information Technology	57.0%
Membership	19.0%
Financial Services	39.0%
Pension	24.0%

The majority of all departmental expenses are underbudget, as projected.

B) Committee Budgets

Committee expenses are projected to increase by \$23,749. The major changes are:

- Public Relations reduced by \$17,604, due to the removal of the travel and per diem for in-person committee meetings.
- National T&F is projected to be \$71,950 higher than last year , due to increases in transportation and accommodation. This budget will vary depending on the location.

The grant for the Legion National Youth Track & Field Championships, with necessary approvals, should be renewed for \$100,000 for the 2023 year. Please note, the location of the championships is a significant factor towards increased costs for 2023. It should also be noted that such drawdowns are anticipated into 2024 as well. This is shown in the Recoveries section of the Track & Field budget.

IV. CONCLUSION

The draft budget follows for review and discussion.

RECOMMENDATION: That a drawdown of \$100,000 from the Centennial Fund, with allocation to the Track and Field Program for 2023, be approved.

RECOMMENDATION: That the final draft budget be approved for submission to DEC at their November 2022 meeting for ratification.



**THE ROYAL CANADIAN LEGION-DOMINION
COMMAND
GENERAL FUNDS**

Statement of Revenue and Expense

	2020	2021	Jun 2022	2022	2023	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
REVENUE							
Per Capita Tax	6,007,665	5,339,611	5,279,437	5,272,084	5,683,237	411,153	7.8%
Canvet							
- Agency Fee & Support	400,000	400,000	200,000	400,000	400,000	0	0.0%
Investment Income	403,195	452,625	111,303	510,000	440,000	(70,000)	-13.7%
Veterans Services Poppy Fund Grant	1,143,978	1,143,978	587,495	1,174,990	1,140,224	(34,767)	-3.0%
Veterans Visitation	56,910	0	0	120,000	0	(120,000)	-100.0%
Supply Chain Management	4,007,152	3,015,505	904,633	3,030,000	3,265,000	235,000	7.8%
Legion House							
- Tenants	82,920	82,920	41,460	92,920	92,920	0	0.0%
- Internal	316,000	316,000	165,500	331,000	331,000	0	0.0%
Miscellaneous							
- Master Card	56,641	5,531	48,043	60,000	60,000	0	0.0%
- Other	702,168	381,325	206,846	250,000	315,000	65,000	26.0%
- Other corporate contributions					400,000	400,000	0.0%
Estate Bequest	37,366	0	31,293	0			
TOTAL REVENUE	13,213,995	11,137,495	7,576,010	11,240,994	12,127,381	886,387	7.9%
EXPENSE							
Legion Magazine Subscriptions	2,532,185	2,407,476	2,266,311	2,295,365	2,546,045	250,680	10.9%
Corporate Services	3,324,984	1,039,935	401,508	863,958	898,128	34,170	4.0%
Information Technology	481,550	440,340	197,772	316,751	497,717	180,966	57.1%
Membership	746,683	793,911	391,698	749,801	894,830	145,029	19.3%
Marketing & Communications	398,060	422,845	230,565	442,884	432,910	(9,974)	-2.3%
Marketing, Advertising, Promotion	759,952	791,977	403,735	803,570	871,200	67,630	8.4%
Financial Services	265,426	285,796	107,045	202,185	280,512	78,327	38.7%
Veterans Services	1,037,666	1,074,336	588,469	1,224,164	1,191,372	(32,792)	-2.7%
Veterans Visitation	37,953	0	0	88,000	0	(88,000)	-100.0%
Supply Chain Management	2,599,692	2,169,429	818,915	2,153,935	2,317,373	163,438	7.6%
Committees	127,289	415,202	161,981	708,982	732,631	23,649	3.3%
Other Program Expenses	88,946	98,223	79,932	85,000	93,750	8,750	10.3%
Amortization	103,847	84,599	38,274	112,363	84,500	(27,863)	-24.8%
Employer Pension Contribution	436,444	540,864	282,713	634,419	787,820	153,401	24.2%
Legion House	412,353	337,614	210,539	509,212	479,063	(30,149)	-5.9%
TOTAL EXPENSE	13,353,030	10,902,547	6,179,457	11,190,589	12,107,851	917,262	8.2%
NET INCOME (LOSS) FROM OPERATIONS	(139,035)	234,948	1,396,553	50,405	19,529	(30,876)	-61.3%

**THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS**

Poppy Division

EXPENSE	June					BUDGET VARIANCE	
	2019	2020	2022	2022	2023	\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET		
Salaries				377,339	381,048	3,709	1.0%
Retirement Allowance				7,480	7,118	(362)	-4.8%
Other Benefits				24,050	34,291	10,241	42.6%
TOTAL PERSONNEL				408,869	422,457	13,588	3.3%
Office Supplies				1,000	1,000	0	0.0%
Telephone				2,000	2,000	0	0.0%
Postage,Freight Express				10,500	12,400	1,900	18.1%
Printing, Stationery				1,000	1,000	0	0.0%
Staff Travel				150	2,000	1,850	1233.3%
Rent (CR to Building)				10,000	10,000	0	0.0%
Computer Network Support				2,500	5,000	2,500	100.0%
Admin Support				0	2,500	2,500	100.0%
Miscellaneous				1,000	1,000	0	0.0%
TOTAL EXPENSE				437,019	459,357	22,338	5.1%
Poppy Fund				437,019	459,357	22,338	5.1%
NET EXPENSE				0	0	0	0.0%

**THE ROYAL CANADIAN LEGION - DOMINION COMMAND
GENERAL FUNDS**

Corporate Services

EXPENSE	Jun					BUDGET VARIANCE	
	2020	2021	2022	2022	2023	\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET		
Salaries	699,380	736,946	356,039	772,822	802,503	29,681	3.8%
Retirement Allowance	14,525	14,558	7,121	14,700	15,733	1,033	7.0%
Other Benefits	65,185	62,439	38,714	68,136	71,592	3,456	5.1%
TOTAL PERSONNEL	827,065	814,406	401,874	855,658	889,828	34,170	4.0%
Office Supplies	54,888	42,912	24,964	45,000	45,000	0	0.0%
Telephone	11,519	9,080	4,333	12,000	12,000	0	0.0%
Postage, Express	9,016	9,928	3,951	10,000	10,000	0	0.0%
Printing, Stationery	5,755	3,119	(413)	5,000	5,000	0	0.0%
Staff Travel	392	608	470	800	800	0	0.0%
Insurance	17,214	16,856	9,403	18,000	20,000	2,000	11.1%
Rent (CR to Building)	108,000	108,000	54,000	108,000	108,000	0	0.0%
Staff Recruitment	0	1,379	1,133	2,000	2,000	0	0.0%
Computer Network Support	3,500	3,500	1,750	3,500	3,500	0	0.0%
COVID-19 Relief	2,486,069	231,879	0	0	0	0	0.0%
Miscellaneous	7,909	5,315	964	7,000	6,000	(1,000)	-14.3%
Training	3,656	2,953	4,081	7,000	6,000	(1,000)	-14.3%
TOTAL EXPENSE	3,534,983	1,249,935	506,510	1,073,958	1,108,128	34,170	3.2%
Less: charged to:							
Membership	15,000	15,000	7,500	15,000	15,000	0	0.0%
Marketing and Communications	15,000	15,000	7,500	15,000	15,000	0	0.0%
Service Bureau	30,000	30,000	15,000	30,000	30,000		
Poppy Fund	150,000	150,000	75,000	150,000	150,000	0	0.0%
	210,000	210,000	105,000	210,000	210,000	0	0.0%
NET EXPENSE	3,324,983	1,039,935	401,510	863,958	898,128	34,170	4.0%

**THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS**

INFORMATION TECHNOLOGY SECTION

EXPENSE	Jun					BUDGET	
	2020	2021	2022	2022	2023	VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
Salaries	141,948	75,724	40,036	83,433	164,416	80,983	97.1%
Retirement Allowance	2,899	1,641	801	1,601	3,253	1,652	103.2%
Other Benefits	8,021	9,548	5,557	9,804	17,948	8,144	83.1%
TOTAL PERSONNEL	152,868	86,913	46,394	94,838	185,617	90,779	95.7%
Office Supplies	0	63	0	0	0	0	0.0%
Telephone	4,537	1,834	535	10,404	2,000	(8,404)	-80.8%
Postage, Express	0	15	0	0	0	0	0.0%
Printing, Stationery	0	601	0	0	0	0	0.0%
Rent (CR to Building)	10,000	10,000	5,000	10,000	10,000	0	0.0%
Miscellaneous	1,700	932	29	100	100	0	0.0%
Network & PC							
- Maintenance							
Contracts/Leases	169,339	100,806	82,170	99,878	172,000	72,122	72.2%
- Programming	163,756	255,519	82,035	110,657	140,000	29,343	26.5%
- Support							
- Supplies & Other	3,052	11,627	1,555	10,404	10,000	(404)	-3.9%
- Website & Internet							
connectivity & support	12,337	11,530	2,304	24,970	25,000	30	0.1%
TOTAL EXPENSE	517,589	479,840	220,022	361,251	544,717	183,466	51%
Less: charged to:							
Corporate Services	3,500	3,500	1,750	3,500	3,500	0	0.0%
Finance	4,039	7,500	3,750	7,500	7,500	0	0.0%
Membership	7,500	7,500	3,750	7,500	7,500	0	0.0%
Marketing	2,500	2,500	1,250	2,500	2,500	0	0.0%
Veterans Services	4,500	4,500	2,250	4,500	4,500	0	0.0%
Supply	7,000	7,000	3,500	7,000	7,000	0	0.0%
Canvet	5,000	5,000	2,500	5,000	5,000	0	0.0%
IT	2,000	2,000	1,000	2,000	2,000	0	0.0%
LNF	0	0	1,250	2,500	2,500	0	0.0%
P&R Divisioin	0	0	1,250	2,500	5,000	2,500	100.0%
	36,039	39,500	22,250	44,500	47,000	2,500	5.6%
NET EXPENSE	481,550	440,340	197,772	316,751	497,717	180,966	57.1%

new
hire

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Membership Section

	2020	2021	Jun 2022	2022	2023	BUDGET	VARIANCE	COMMENTS & BUDGET ASSUMPTIONS
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%	
REVENUE								
Agency Fee	400,000	400,000	200,000	400,000	400,000	0	0.0%	assumption is no annual increase
TOTAL REVENUE	400,000	400,000	200,000	400,000	400,000	0	0.0%	
EXPENSE								
Salaries	269,316	286,682	227,159	437,146	546,902	109,756	25.1%	replacement for Belinda Schingh
Retirement Allowance	5,610	6,206	4,543	8,054	10,692	2,638	32.8%	
Other Benefits	46,419	46,978	27,920	47,901	58,136	10,235	21.4%	
Temporary & Contract Staff	135,039	153,179	20,400	0	0	0	0.0%	
TOTAL PERSONNEL	456,384	493,045	280,022	493,101	615,730	122,629	24.9%	
Office Supplies	84	146	9	1,200	600	(600)	-50.0%	
Telephone	13,005	10,530	5,648	10,500	10,500	0	0.0%	record 30,000 plus inbound phone calls \$15k is late summer pack out
Postage, Express	49,056	52,751	21,112	45,000	47,500	2,500	5.6%	
Printing, Stationery	5,740	6,124	2,086	5,500	5,500	0	0.0%	
Rent (CR to Building)	54,000	54,000	27,000	54,000	54,000	0	0.0%	
Miscellaneous	8,436	2,911	1,839	3,000	3,000	0	0.0%	
Computer Network Support	7,500	7,500	3,750	7,500	7,500	0	0.0%	
Administrative Support	15,000	15,000	7,500	15,000	15,000	0	0.0%	
Permanent membership cards	33,127	15,794	8,521	18,000	18,000	0	0.0%	
Membership cards, forms and paper	1,840	3,785	2,793	3,500	5,000	1,500	42.9%	
Membership Pack out	31,931	30,251	0	33,500	37,500	4,000	11.9%	
Credit Card Processing Fees	70,579	102,075	31,419	60,000	75,000	15,000	47.7%	online processing growth - PayPal fees possibly
TOTAL EXPENSE	746,682	793,912	391,699	749,801	894,830	145,029	19.3%	

**THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS**

Marketing Section

			Jun				
	2020	2021	2022	2022	2023	BUDGET	VARIANCE
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
EXPENSE							
Salaries	359,531	381,957	202,636	406,053	413,543	7,490	1.8%
Retirement Allowance	7,490	8,881	4,053	8,054	8,130	76	0.9%
Other Benefits	31,003	31,654	23,170	32,336	36,120	3,784	11.7%
TOTAL PERSONNEL	398,024	422,492	229,859	446,443	457,793	11,350	2.5%
Office Supplies	1,927	976	204	200	200	0	0.0%
Telephone	3,793	4,001	1,803	3,000	3,000	0	0.0%
Postage, Express	16	53	335	250	250	0	0.0%
Printing, Stationery	137	797	22	200	200	0	0.0%
Staff Travel	14	259	333	500	500	0	0.0%
Rent (CR to Building)	10,000	10,000	5,000	10,000	10,000	0	0.0%
Miscellaneous	219	338	3,112	2,500	2,500	0	0.0%
Computer Network Support	2,500	2,500	1,250	2,500	2,500	0	0.0%
Administrative Support	15,000	15,000	7,500	15,000	15,000	0	0.0%
TOTAL EXPENSE	431,630	456,416	249,418	480,593	491,943	11,350	2.4%
Less: Poppy Fund Chargback @ 12%	34,530	36,513	19,953	38,447	59,033	20,586	53.5%
NET EXPENSE	397,100	419,903	229,465	442,146	432,910	(9,236)	-2.1%

change from 8
to 12%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND GENERAL FUNDS							
Marketing							
	2020	2021	Jun 2022	2022	2023	BUDGET	VARIANCE
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
<u>Media - Print</u>							
Canvet Ads	14,948	31,743	9,714	24,000	24,000	0	0.0%
3 full page ads							
<u>Media - Video & Photography</u>							
Photography Services	0	0	0	0	0	0	0.0%
Promotional Videos	70,625	82,603	0	70,000	70,000	0	0.0%
New agency hired to refresh content							
<u>Media - Internet</u>							
Legion.ca website admin	95,448	95,862	33,627	100,000	125,000	25,000	25.0%
<u>Media - Public Relations & Events</u>							
Media Coverage & P.R. (T &F)	12,573	6,932	5,449	12,000	12,000	0	0.0%
CAF Support	70,590	61,900	61,676	100,000	128,250	28,250	28.3%
(56.5K increase for Navy 100 sponsorship + 10K for increased CIMVHR sponsorship)							
<u>Programs and Campaigns</u>							
Free Membership for CF retirees	59,090	40,244	13,520	55,000	55,000	0	0.0%
Non Renewal Mailers	43,281	67,919	71,291	80,000	100,000	20,000	25.0%
MemberPerks	0	8,475	15,538	28,250	28,250	0	0.0%
Telesales	0	0	33,024	15,000	15,000	0	0.0%
Branch Incentive Program	0	0	0	0	0	0	0.0%
Canvet Design Program	2,180	1,721	2,286	3,500	5,000	1,500	42.9%
Promotions and Donations	17,348	47,439	58,963	70,000	70,000	0	0.0%
Social Media Campaign	137,855	49,755	99,678	145,000	175,000	30,000	20.7%
Online Banner Campaign	44,259	85,110	0	55,000	55,000	0	0.0%
Member/Branch Enewsletters	72,659	67,800	32,092	75,000	75,000	0	0.0%
Triggered e-mail campaign	0	0	0	0	0	0	0.0%
Marketing 2020 Grant	140,000	155,844	83	0	0	0	0.0%
Travel	1,028	345	0	0	2,500	2,500	0.0%
<u>Other Printed Material</u>							
Branch Collateral Marketing materials	23,549	35,601	6,385	50,000	50,000	0	0.0%
Other	0	0	0	0	0	0	0.0%
Total Expense	805,433	839,293	443,326	882,750	990,000	107,250	12.1%
Less: Poppy Fund Chargeback	45,480	47,316	39,590	79,180	118,800	39,620	50.0%
Net Expense	759,953	791,977	403,736	803,570	871,200	67,630	8.4%

**THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS**

Financial Services

	2020	2021	Jun	2022	2023	BUDGET VARIANCE	
			2022			\$	%
EXPENSE	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET		
Salaries	331,741	391,868	178,973	348,947	462,693	113,746	32.6%
Retirement Allowance	6,971	8,493	3,579	8,329	9,043	714	8.6%
Other Benefits	34,634	41,340	23,129	39,879	38,930	(949)	-2.4%
Contract	92,959	101,396	57,981	102,830	68,254	(34,576)	-33.6%
TOTAL PERSONNEL	466,305	543,097	263,662	499,985	578,920	78,935	15.8%
Office Supplies	945	(6)	170	1,000	1,000	0	0.0%
Telephone	5,405	3,516	1,607	6,000	4,000	(2,000)	-33.3%
Postage, Express	8,406	3,795	867	10,500	5,000	(5,500)	-52.4%
Printing, Stationery	66	1,064	13	1,500	1,000	(500)	-33.3%
Staff Travel	42	27	0	150	100	(50)	-33.3%
Audit Fees	76,000	80,234	39,500	70,000	84,000	14,000	20.0%
Rent (CR to Building)	29,000	29,000	14,500	29,000	29,000	0	0.0%
Computer Network Support	7,500	7,500	3,750	7,500	7,500	0	0.0%
Miscellaneous	5,723	6,222	6,084	7,000	7,000	0	0.0%
TOTAL EXPENSE	599,392	674,449	330,153	632,635	717,520	84,885	13.4%
Less: charged to:							
Supply -10%	54,225	55,681	42,947	70,125	71,752	1,627	2.3%
Veterans Services - 10%	46,580	60,991	35,038	70,075	71,752	1,677	2.4%
Poppy Services - 20%	93,161	121,981	70,125	140,250	143,504	3,254	2.3%
National Legion Foundation	30,000	40,000	20,000	40,000	40,000	0	0.0%
Canvet	110,000	110,000	55,000	110,000	110,000	0	0.0%
	333,966	388,653	223,110	430,450	437,008	6,558	1.5%
NET EXPENSE	265,426	285,796	107,043	202,185	280,512	78,327	38.7%

**THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS**

Veterans Services

	2020	2021	Jun 2022	2022	2023	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
REVENUE							
Poppy Fund Grant	1,143,978	1,143,978	587,495	1,174,990	1,140,224	(34,767)	-3.0%
						0	
EXPENSE							
Salaries	808,188	833,266	449,253	895,960	926,098	30,138	3.4%
Retirement Allowance	13,041	16,552	7,879	15,750	17,808	2,058	13.1%
Other Benefits	72,736	71,918	48,850	71,763	79,064	7,301	10.2%
TOTAL PERSONNEL	893,965	921,736	505,982	983,473	1,022,970	39,497	4.0%
Office Supplies Expense	5,276	4,214	3,566	5,000	5,000	0	0.0%
Telephone	8,060	5,016	2,559	7,200	6,750	(450)	-6.3%
Postage	2,657	2,122	1,101	5,000	3,400	(1,600)	-32.0%
Staff Travel	717	0	0	4,000	1,000	(3,000)	-75.0%
Rent (Cr to Building)	45,000	45,000	22,500	45,000	45,000	0	0.0%
Service Officers Conference	0	0	0	70,000	0	(70,000)	-100.0%
Advocacy and Representation	90	0	0	7,500	0	(7,500)	-100.0%
Administrative Support	30,000	30,000	15,000	30,000	30,000	0	0.0%
Computer Network Support	4,500	4,500	2,250	4,500	4,500	0	0.0%
Finance Dept Fees/Chargeback	46,580	60,991	35,038	60,991	71,752	10,761	17.6%
Miscellaneous	821	757	473	1,500	1,000	(500)	-33.3%
TOTAL EXPENSE	1,037,666	1,074,336	588,469	1,224,164	1,191,372	(32,792)	-2.7%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Supply Chain Management

	2020	2021	Jun 2022	2022	2023	BUDGET	VARIANCE	COMMENTS & BUDGET ASSUMPTIONS
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%	
REVENUE								
Sales of Supplies	3,996,709	3,001,664	900,358	3,000,000	3,250,000	250,000	8.3%	
Less Cost of Goods	1,883,543	1,338,182	400,920	1,350,000	1,500,000	150,000	11.1%	
GROSS MARGIN	2,113,166	1,663,482	499,438	1,650,000	1,750,000	100,000	6.1%	
Legion Lager Royalty	10,443	13,841	4,276	15,000	15,000	0	0.0%	
Provincial Commands @ 5.0% of Gross Margin	0	106,180	83,866	82,500	87,500	5,000	6.1%	
EXPENSE								
Salaries	410,626	443,681	260,929	577,915	573,222	(4,693)	-0.8%	
Retirement Allowance	8,569	9,604	5,219	10,350	11,183	833	8.0%	
Other Benefits	62,943	59,971	33,202	58,705	57,715	(990)	-1.7%	
Temporary & Contract Staff	91,848	61,046	0	0	5,040	5,040	0.0%	
TOTAL PERSONNEL	573,986	574,302	299,350	646,970	647,160	190	0.0%	
Telephone	7,128	4,377	2,535	10,000	6,000	(4,000)	-40.0%	
Postage, Express	149,533	170,118	62,838	80,000	100,000	20,000	25.0%	
Printing, Stationery	1,057	637	226	1,000	1,000	0	0.0%	
Staff Travel	426	0	0	1,500	1,500	0	0.0%	
Insurance	1,559	1,818	1,046	1,700	1,900	200	11.8%	
Rent (CR to Building)	60,000	60,000	30,000	60,000	60,000	0	0.0%	
Web Store - connectivity	15,045	12,462	8,841	16,000	16,000	0	0.0%	
Advertising/Catalogue Distribution	69,767	66,851	13,227	80,000	70,000	(10,000)	-12.5%	
Wrapping Material	53,500	57,829	16,060	50,000	60,000	10,000	20.0%	
Finance/Administration Support	54,225	55,681	42,947	57,000	71,752	14,752	25.9%	
Office Supplies	5,607	2,004	754	1,500	1,500	0	0.0%	
Computer Network Support	7,000	7,000	3,500	7,500	7,500	0	0.0%	
Miscellaneous	3,160	1,434	423	3,500	3,500	0	0.0%	
EXPENSE TOTAL	1,001,993	1,120,693	565,613	1,099,170	1,135,312	0	0.0%	
Less: Poppy Fund Chargeback	(285,844)	(289,446)	(147,618)	(295,235)	(317,939)	36,142	-12.2%	Inflation rate in Ontario 7.69%
NET EXPENSE	716,149	831,247	417,995	803,935	817,373	13,438	1.7%	

THE ROYAL CANADIAN LEGION-DOMINION COMMAND GENERAL FUNDS							
Other Program Expenses							
	Jun					BUDGET	
	2020	2021	2022	2022	2023	VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
RCEL							
Conference	5,000	5,000	2,500	5,000	0	(5,000)	-100.0%
SCOWP	0	0	0	2,000	1,000	(1,000)	-50.0%
RCEL TOTAL	5,000	5,000	2,500	7,000	1,000	(6,000)	-85.7%
OTHER							
Request for Support	0	0	2,500	15,000	15,000	0	0.0%
Annual General Meeting	0	0	0	2,500	2,500	0	0.0%
Legion Representation on Local Boards	98	0	28	500	250	(250)	-50.0%
Legal & Other	44,677	58,092	62,723	35,000	50,000	15,000	42.9%
Charitable Foundation Start Up	0	0	0	0	0		
MBP Ads	19,611	0	0	0	0		
Translation	19,560	35,131	12,181	25,000	25,000	0	0.0%
TOTAL EXPENSE	88,946	98,223	79,932	85,000	93,750	8,750	10.3%

RCEL Conference reserve is \$46,800. Conference 2025 is anticiapted to be the final one to be held and reserve balance is sufficient to cover expected expenses
Canada's rep on SCOWP (Watkins)

AGM Notice in summer 2023

**THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS**

Legion House

	<u>Jun</u>					BUDGET VARIANCE	
	2020	2021	2022	2022	2023		
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>	<u>\$</u>	<u>%</u>
REVENUE							
Rent - Tenants	82,920	82,920	41,460	92,920	92,920	0	0.0%
Rent - charged to Departments							
- Corporate Servies	108,000	108,000	54,000	108,000	108,000	0	0.0%
- Membership	54,000	54,000	27,000	54,000	54,000	0	0.0%
- Marketing	10,000	10,000	5,000	10,000	10,000	0	0.0%
- Veterans Services	45,000	45,000	22,500	45,000	45,000	0	0.0%
- Supply Dept	60,000	60,000	30,000	60,000	60,000	0	0.0%
- Finance	29,000	29,000	14,500	29,000	29,000	0	0.0%
- IT Section	10,000	10,000	5,000	10,000	10,000	0	0.0%
- P&R Division	0	0	5,000	10,000	10,000	0	0.0%
- LNF	0	0	2,500	5,000	5,000	0	0.0%
TOTAL REVENUE	398,920	398,920	206,960	423,920	423,920	0	0.0%
EXPENSE							
Salaries	29,902	29,701	15,136	30,981	31,778	797	2.6%
Retirement Allowance	621	644	303	605	618	13	2.1%
Other Benefits	5,090	4,915	2,498	4,626	4,667	41	0.9%
TOTAL PERSONNEL	35,613	35,260	17,937	36,212	37,063	851	2.4%
Elevator Maintenance	5,001	4,715	1,807	7,000	7,000	0	0.0%
A/C, Electrical, Plumbing	55,983	23,645	9,076	42,000	42,000	0	0.0%
Interior & Exterior	110,204	96,914	36,794	92,000	92,000	0	0.0%
Cleaning Contract & Supplies	46,458	49,581	25,481	52,000	52,000	0	0.0%
Fuel	10,961	9,555	11,576	17,000	15,000	(2,000)	-11.8%
Light & Power	55,999	44,141	23,806	60,000	62,000	2,000	3.3%
Water and Sewage	6,439	6,989	3,849	6,000	6,000	0	0.0%
Taxes	59,925	61,626	63,191	62,000	60,000	(2,000)	-3.2%
Insurance	4,423	5,160	2,967	5,000	6,000	1,000	20.0%
Reserve Fund	21,321	0	8,438	130,000	100,000	(30,000)	-23.1%
Other	25	29	5,618	0	0	0	0.0%
TOTAL EXPENSES	412,352	337,615	210,540	509,212	479,063	(30,149)	-5.9%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Committees & Elected Officers Expense

	Jun					BUDGET VARIANCE	
	2020	2021	2022	2022	2023	\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET		
COMMITTEES							
Veterans, Service and Seniors	4,255	191	2,527	24,000	24,150	150	0.6%
Poppy & Remembrance	4,191	6,127	674	29,900	0	(29,900)	-100.0%
Membership	1,977	3,747	0	3,400	3,000	(400)	-11.8%
Public Relations	82,904	115,689	31,554	123,380	105,776	(17,604)	-14.3%
RCEL	767	1,249	23	400	400	0	0.0%
Sports	(974)	(6,773)	49,549	327,382	399,905	72,523	22.2%
Ritual & Awards	370	763	548	270	270	0	0.0%
Convention Committee	1,596	5,357	0	300	100	(200)	-66.7%
Constitution & Laws	569	537	717	450	1,200	750	166.7%
Defence & Security	16,955	14,867	484	12,700	13,030	330	2.6%
Veterans Consultation	0	0	1,000	2,000	2,000	0	0.0%
(FOF) Going Forward	0	5,733	0	4,000	6,100	2,100	52.5%
Centenary Committee	0	0	0	0	0	0	0.0%
COMMITTEE TOTAL	112,610	147,487	87,076	528,182	555,931	27,749	5.3%
Elected Officers	13,381	49,140	36,173	113,500	96,500	(17,000)	-15.0%
DEC/Senior Elected Officers	2,948	41,622	36,466	67,200	67,200	0	0.0%
Dominion Convention	(1,648)	176,953	2,267	0	13,000	13,000	100.0%
SUB-TOTAL	14,681	267,715	74,906	180,700	176,700	(4,000)	-2.2%
TOTAL EXPENSE	127,291	415,202	161,982	708,882	732,631	23,749	3.4%

THE ROYAL CANADIAN LEGIOIN-DOMINION COMMAND

Veterans, Service & Seniors

COMMITTEE	2020	2021	Jun	2022	2023	BUDGET VARIANCE	
	ACTUAL	ACTUAL	2022	BUDGET	BUDGET	\$	%
			ACTUAL				
Travel	1,776	0	0	0	0	0	0.0%
Per Diem	0	0	0	0	0	0	0.0%
CIMVHR Forum	0	0	2,243	15,000	15,000	0	0.0%
Printing, Stationery	0	0	0	500	1,500	1,000	200.0%
Telephone & Fax	284	50	0	600	200	(400)	-66.7%
Postage	107	125	155	400	450	50	12.5%
Business Transformation Initiatives	0	0	0	1,500	1,500	0	0.0%
Homeless Veterans Summit	1,460	0	0	5,000	5,000	0	0.0%
Miscellaneous	628	15	129	1,000	500	(500)	-50.0%
TOTAL	4,255	190	2,527	24,000	24,150	150	0.6%

Increase for new SO Handbook development with CANVET - unsure how much it will cost
Mostly Zoom now versus teleconferences
To mail homeless pamphlets

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

Poppy & Remembrance Committee

	2020	2021	Jun 2022	2022	2023	BUDGET	VARIANCE
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
<u>COMMITTEE</u>							
Travel	1,157	0	0	0	0	0	0.0%
Per Diem	104	0	0	0	0	0	0.0%
Postage & Office	3,895	786	115	4,000	4,500	500	12.5%
Telephone and Fax	0	0	0	0	0	0	0.0%
Miscellaneous	0	0	197	500	500	0	0.0%
TOTAL	5,156	786	312	4,500	5,000	0	0.0%
<u>EUROPE ZONE</u>							
Grant							
Europe - Wreaths	0	0	0	(5,000)	(5,000)	0	0.0%
	0	0	0	(5,000)	(5,000)	0	0.0%
<u>NATIONAL CEREMONIES</u>							
Travel	990	2,743	309	9,000	0	(9,000)	-100.0%
Per Diem	(2,141)	1,811	52	17,000	0	(17,000)	-100.0%
Printing, Stationery	0	226	0	500	500	0	0.0%
Telephone, Postage	4	9	1	500	500	0	0.0%
Colour Party Activities							
- Summer & Fall	8	0	0	250	250	0	0.0%
Meeting, Planning	0	9	0	150	200	50	33.3%
St. John's Ambulance	0	0	0	500	500	0	0.0%
Ceremonies Operations	174	500	0	2,500	1,000	(1,500)	-60.0%
TOTAL	(965)	5,298	362	30,400	2,950	(27,450)	-930.5%
Grand TOTAL	4,191	6,084	674	29,900	2,950	(54,400)	-181.9%
<u>OTHER</u>							
Europe - Wreaths	0	0	0	5,500	5,500	0	0.0%
Remembrance Reception	280	10,259	0	12,000	12,000	0	0.0%
Silver Cross Mother	5,692	6,205	0	5,000	5,000	0	0.0%
Cadet of the Year	0	42	3,639	8,000	8,000	0	0.0%
National Literary/Poppy Contest							
Travel	0	0	0	1,500	1,500	0	0.0%
Per Diem	0	0	0	2,500	2,500	0	0.0%
Bursaries/Gifts	352	0	0	13,000	13,000	0	0.0%
Total - Poppy Fund	6,324	16,506	3,639	47,500	50,450	2,950	6.2%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

MEMBERSHIP COMMITTEE

	Jun					BUDGET	
	2020	2021	2022	2022	2023	VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
<u>COMMITTEE</u>							
Travel	0	0	0	0	0	0	0.0%
Per Diem	0	0	0	0	0	0	0.0%
Printing and Office	0	1,528	0	400	400	0	0.0%
Telephone & Fax	316	28	0	0	0	0	0.0%
Miscellaneous	25	0	0	500	100	(400)	-80.0%
	341	1,556	0	900	500	(400)	-44.4%
<u>PRINTING & STATIONERY</u>							
Membership Forms	344	958	0	1,000	1,000	0	0.0%
Early Bird Stickers	1,291	1,233	0	1,500	1,500	0	0.0%
	1,635	2,191	0	2,500	2,500	0	0.0%
TOTAL	1,977	3,747	0	3,400	3,000	(400)	-11.8%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

PUBLIC RELATIONS

	2020	2021	Jun 2022	2022	2023	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
<u>COMMITTEE</u>							
Travel	8	0	0	10,000	0	(10,000)	-100.0%
Per Diem	0	0	0	2,500	0	(2,500)	-100.0%
Printing, Stationery	0	0	0	100	100	0	0.0%
Telephone & Fax	0	0	0	500	500	0	0.0%
Miscellaneous	0	32	0	100	100	0	0.0%
SUB-TOTAL	8	32	0	13,200	700	(12,500)	-94.7%

PR SECTION

External

Media Monitoring	37,030	38,634	19,528	50,000	50,000	0	0.0%
Media Distribution	0	0	0	0		0	0.0%
Specialist Consulting	6,540	5,280	0	7,000	7,000	0	0.0%
Partnership/Event PR Support	44,783	81,742	12,936	50,000	50,000	0	0.0%

Training/Liaison

- Per Diem	3,021	0	0	0	2,500	2,500	0.0%
- Travel	1,522	0	0	0	5,000	5,000	0.0%
- PR Training	0	0	0	5,000	5,000	0	0.0%
SUB-TOTAL	92,896	125,656	32,464	112,000	119,500	7,500	6.7%
TOTAL	92,904	125,689	32,464	125,200	120,200	(5,000)	-4.0%
Less: Poppy Fund Chargeback/Grant	(10,000)	(10,000)	(910)	(10,016)	(14,424)	0	0.0%
GRAND TOTAL	82,904	115,689	31,554	115,184	105,776	(9,408)	-8.2%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

RCEL COMMITTEE

Jun

	2020	2021	2022	2022	2023	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
Meetings:							
<u>Committee</u>							
Postage	767	1,249	23	400	400	0	0%
Total	767	1,249	23	400	400	0	0%

Change to Postage rather than per diem

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

SPORTS COMMITTEE

Jun

	2020	2021	2022	2022	2023	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
<u>COMMITTEE</u>							
Travel	0	0	495	0	1,000	1,000	0.0%
Per Diem	0	0	652	0	1,000	1,000	0.0%
<u>T & F - LAC</u>							
- Spring Site Visit	663	0	7,092	13,467	7,500	(5,967)	-44.3%
- Fall Site Visit	0	3,128	0	3,000	5,000	2,000	66.7%
Printing, Stationery	51	0	67	500	500	0	0.0%
Telephone & Fax	82	0	0	100	100	0	0.0%
Postage	11	132	0	450	450	0	0.0%
Miscellaneous	565	565	1,009	1,565	1,565	0	0.0%
TOTAL COMMITTEE	1,372	3,825	9,315	19,082	17,115	(1,967)	-10.3%

DARTS

Travel							
- Participants	0	0	0	24,600	25,100	500	2.0%
- Committee	0	0	0	2,400	2,640	240	10.0%
Awards & Prizes-participants	909	0	0	1,300	1,430	130	10.0%
Advance to Host Branch	800	0	0	800	800	0	0.0%
Ground Transportation	1,500	0	0	1,500	1,500	0	0.0%
TOTAL DARTS	3,209	0	0	30,600	31,470	870	2.8%

CRIBBAGE

Travel							
- Participants	10,412	(10,174)	0	24,000	24,500	500	2.1%
- Committee	0	0	0	2,000	2,200	200	10.0%
Awards & Prizes	909	0	0	1,300	1,430	130	10.0%
Advance to Host Branch	0	0	0	800	800	0	0.0%
Ground Transportation	0	0	0	1,500	1,500	0	0.0%
TOTAL CRIBBAGE	11,321	(10,174)	0	29,600	30,430	830	2.8%

EIGHT BALL

Travel							
- Participants	1,013	0	0	21,200	21,700	500	2.4%
- Committee	0	0	0	2,100	2,310	210	10.0%
Awards & Prizes	909	0	0	1,300	1,430	130	10.0%
Advance to Host Branch	800	0	0	800	800	0	0.0%
Ground Transportation	1,500	0	0	1,500	1,500	0	0.0%
TOTAL EIGHT BALL	4,222	0	0	26,900	27,740	840	3.1%
TOTAL MEMBERS SPORTS	18,753	(10,174)	0	87,100	89,640	2,540	2.9%
TOTAL T & F	(21,099)	(423)	40,234	221,200	293,150	71,950	32.5%
TOTAL SPORTS & COMMITTEE	(974)	(6,773)	49,549	327,382	399,905	72,523	22.2%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

NATIONAL TRACK & FIELD

	<div>Jun</div>					BUDGET VARIANCE		
	2020	2021	2022	2022	2023			
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%	
Transportation	4,000	0	56,985	190,000	215,000	25,000	0	See Note 1
Accommodations, Meals	0	0	0	214,000	257,450	43,450	20.3%	See Note 2
Committee - Travel	0	0	38	5,200	5,200	0	0.0%	
Committee - Per Diem	0	0	0	23,000	23,000	0	0.0%	
Local Committee	299	0	0	1,000	1,000	0	0.0%	
Kits / Supplies / Medals	6,508	0	6,156	8,000	12,500	4,500	56.3%	Shoe Bags, Hats and Medals exceeded commemorative funds by approximately 4500 in 2022.
Buses	0	0	0	13,500	17,500	4,000	29.6%	Cost in 2022 was \$13,700 without Team NFLD flying into Montreal. 2023 will include extra bus for Team NFLD
Honoraria	500	0	2,000	3,000	3,000	0	0.0%	
Reception	0	0	0	1,500	1,500	0	0.0%	
Athletic Facilities	0	0	0	1,000	1,000	0	0.0%	
Equipment / Mtg Rooms	0	0	0	1,000	1,000	0	0.0%	
Clinicians	0	0	0	1,000	1,000	0	0.0%	
Officials	0	0	0	2,000	2,000	0	0.0%	
Freight & Express	768	77	54	1,000	1,000	0	0.0%	
Miscellaneous	0	0	0	1,000	1,000	0	0.0%	
TOTAL EXPENSE	12,075	77	65,233	466,200	543,150	76,950	16.5%	
Less Prov Cmd Portion	(38,175)	0	0	(100,000)	(100,000)	0	0.0%	
SUB TOTAL	(26,099)	77	65,234	366,200	443,150	76,950	21.0%	
RECOVERIES								
Registration - Non Legion Athletes	0	0	0	(25,000)	(25,000)	0	0.0%	
Sponsorships	5,000	0	(20,000)	(20,000)	(20,000)	0	0.0%	
Grant-VAC	0	0	(5,000)	0	(5,000)	(5,000)	100.0%	
Other	0	(500)	0	(100,000)	(100,000)	0	0.0%	
Total Recoveries	5,000	(500)	(25,000)	(145,000)	(150,000)	(5,000)	3.4%	
NET EXPENSE	(21,099)	(423)	40,234	221,200	293,150	71,950	32.5%	

Note 1: Calculated at cost of 2022 transportation PLUS flights for Team NFLD and bus transport for Team ON - both of who did not participate in 2022. Additionally, an approximate contingency of 2 percent was added to account for rising costs and inflation.

Note 2: Costs for residences and meals have increased. Additionally, 2022 was calculated without taxes - 2023 projected budget is calculated with taxes. 388 team members, Meal Costs per team member \$262.05 (+ 5,000 for extra banquet and chairs dinner). Rooms \$49 per night + tax + linen

THE ROYAL CANADAIN LEGION-DOMINION COMMAND

RITUAL & AWARDS

Jun

	2020	2021	2022	2022	2023	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
Travel	0	0	0	0	0	0	0
Per Diem	0	0	0	0	0	0	0
Printing, Stationery	11	0	0	120	120	0	0
Telephone & Fax	23	0	0	150	150	0	0
Postage	0	0	0	0	0	0	0
<u>Publications</u>						0	0
RAP Manual Amendments & Translation	337	763	548	0	0	0	0
TOTAL	371	763	548	270	270	0	0

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

CONSTITUTIONS & LAWS COMMITTEE

	<u>Jun</u>					BUDGET VARIANCE	
	2020	2021	2022	2022	2023		
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
Travel	33	0	0	0	0	0	0.0%
Per Diem	52	0	0	0	0	0	0.0%
Printing, Stationery	0	0	0	0	0	0	0.0%
Telephone & Fax	35	4	0	250	100	(150)	0.0%
Postage	78	44	1	200	100	(100)	0.0%
<u>Publications</u>							
- Revision to On-Line Manuals	370	489	716	0	1,000	1,000	0.0%
TOTAL	568	537	717	450	1,200	750	166.7%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

DEFENCE & SECURITY COMMITTEE

Jun

	2020	2021	2022	2022	2023	BUDGET VARIANCE		
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%	
Travel	165	0	85	0	200	200	0.0%	For more travel to in-person meetings versus zoom
Per Diem	0	0	0	0	0	0	0.0%	
Printing, Postage,	222	290	136	250	480	230	92.0%	
Telephone & Fax	40	46	0	100	50	(50)	-50.0%	
Miscellaneous	368	0	8	350	300	(50)	-14.3%	
Annual Vimy Award & AGM Conference of Defence	0	5,400	150	7,000	7,000	0	0.0%	
Association Fee& CIC Fee	3,995	0	0	4,000	4,000	0	0.0%	Is due in the later fall.
Comradeship Awards	166	3,481	104	1,000	1,000	0	0.0%	Would like to keep the same as there will be more courses following pandemic.
<u>CF Sponsorships</u>								
- Nijmegen	12,000	5,650	0	0	0	0	0.0%	
TOTAL EXPENSE	16,956	14,867	483	12,700	13,030	330	2.6%	

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

VETERANS CONSULTION

Jun

	2020	2021	2022	2022	2023	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
Travel	0	0	101	1,000	1,000	0	0.0%
Per Diem	0	0	274	1,000	500	(500)	-50.0%
Printing & Office	0	0	0	0	0	0	0.0%
Telephone	0	0	0	0	0	0	0.0%
Miscellaneous	0	0	625	0	500	0	0.0%
TOTAL	0	0	1,000	2,000	2,000	0	0.0%

RCL attendees only - other reps self-fund

RCL attendees only - other reps self-fund

RCL provides lunch at annual meeting: no cost recovery

THE ROYAL CANADIAN LEGION-DOMINION COMMAND								
(FOF) Going Forward Committee								
	<u>Jun</u>					BUDGET VARIANCE		
	2020	2021	2022	2022	2023			
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%	
Travel	0	2,833	0	2,500	4,000	1,500	60.0%	Meetings to be virtual; all members but one are SEOs. If in-person needed, it would coincide with an SEO meeting
Per Diem	0	2,900	0	1,500	2,100	600	40.0%	Meetings to be virtual; all members but one are SEOs. If in-person needed, it would coincide with an SEO meeting
Printing	0	0	0	0	0	0	0.0%	
Postage	0	0	0	0	0	0	0.0%	
Telephone & Fax	0	0	0	0	0	0	0.0%	
TOTAL	0	5,733	0	4,000	6,100	2,100	52.5%	

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

ELECTED OFFICERS & DOMINION PRESIDENT

	2020	2021	Jun 2022	2022	2023	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
ELECTED OFFICERS:							
Travel	0	0	0	8,000	8,000	0	0.0%
Per Diem	0	0	0	3,000	3,000	0	0.0%
Telephone & Fax	0	0	0	0	0	0	0.0%
Miscellaneous	0	2,587	73	500	500	0	0.0%
SUB-TOTAL	0	2,587	73	11,500	11,500	0	0.0%
DOMINION PRESIDENT:							
Travel	5,491	19,807	14,510	45,000	45,000	0	0.0%
Per Diem	4,896	5,765	13,740	24,500	24,500	0	0.0%
Hospitality	388	3,559	380	5,000	5,000	0	0.0%
Telephone & Postage	898	942	899	2,500	2,500	0	0.0%
Miscellaneous	1,708	9,448	53	5,000	5,000	0	0.0%
SUB-TOTAL	13,381	39,521	29,582	82,000	82,000	0	0.0%
PROVINCIAL CONVENTIONS:							
Travel	0	3,466	3,562	10,000	2,000	(8,000)	-80.0%
Per Diem	0	3,565	2,956	10,000	1,000	(9,000)	-90.0%
SUB-TOTAL	0	7,031	6,518	20,000	3,000	(17,000)	-85.0%
TOTAL	13,381	49,139	36,173	113,500	96,500	(17,000)	-15.0%

NB, NS/NU Comamnds only
NB, NS/NU Comamnds only

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

DOMINION EXECUTIVE COUNCIL

	2020	2021	Jun 2022	2022	2023	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
D.E.C. MEETINGS:							
Travel	382	12,928	15,847	35,000	35,000	0	0.0%
Per Diem	326	12,558	17,206	25,000	25,000	0	0.0%
Printing	0	0	0	0	0	0	0.0%
Telephone, Fax & Postage	0	681	0	100	100	0	0.0%
Miscellaneous	1,890	4,142	1,112	3,000	3,000	0	0.0%
SUB-TOTAL D.E.C. MEETINGS	2,598	30,309	34,165	63,100	63,100	0	0.0%
SENIOR ELECTED OFFICERS MEETINGS:							
Travel	0	7,910	821	6,000	6,000	0	0.0%
Per Diem	0	4,904	1,396	4,000	4,000	0	0.0%
Telephone, Fax & Postage	0	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0	0.0%
Miscellaneous	349	0	84	100	100	0	0.0%
	349	12,814	2,301	10,100	10,100	0	0.0%
LESS:							
Canvet Board and Shareholders Meetings	0	(1,500)	0	(6,000)	(6,000)	0	0.0%
TOTAL	2,948	41,622	36,466	67,200	67,200	0	0.0%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

Dominion Convention

	2020	2021	Jun 2022	2022	2023	BUDGET	VARIANCE
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
DEC							
Travel	0	4,235	0	0	0	0	0.0%
Per Diem	0	2,793	0	0	0	0	0.0%
Staff							
Travel	626	1,103	797	0	0	0	0.0%
Per Diem	0	0	1,098	0	0	0	0.0%
Past President							
Travel	0	2,687	0	0	0	0	0.0%
Per Diem	0	455	0	0	0	0	0.0%
DC Zone Commanders							
Travel	0	0	0	0	0	0	0.0%
Per Diem	0	0	0	0	0	0	0.0%
Other							
Travel	1,583	0	0	0	0	0	0.0%
Per Diem	0	0	0	0	0	0	0.0%
Entertainment	0	0	0	0	0	0	0.0%
Credentials	0	0	0	0	0	0	0.0%
Printing & Design							
Convention Reports	3,972	8,059	0	0	0	0	0.0%
Other	0	0	0	0	0	0	0.0%
Translation & Interpretation	0	0	0	0	0		
Postage	3,060	218	0	0	0	0	0.0%
Freight	0	0	0	0	0	0	0.0%
Social Activities							
President Reception	0	186	0	0	0	0	0.0%
Other	0	0	0	0	0		0.0%
Convention Centre	0	32,298	0	0	5,000	5,000	100.0%
Convention Operation	0	50,889	373	0	5,000	5,000	100.0%
Transportation	0	(1,774)	0	0	0		
Ceremonies	0	678	0	0	0	0	0.0%
Local Arrangements Committee	0	0	0	0	3,000	3,000	100.0%
Supply	0	0	0	0	0	0	0.0%
	9,241	101,827	2,268	0	13,000	13,000	100.0%
Revenue	10,888	3,051	0	0	0	0	0.0%
Delegate Fees	0	26,822	0	0	0	0	0.0%
SUB-TOTAL	9,240	75,004	2,267	0	0	0	0.0%
Provision	0	105,000	0	0	0	0	0.0%
SUB TOTAL	9,240	180,004	2,267	0	0	0	0.0%
Recoveries	0	0	0	0	0		
Total	9,240	180,004	2,267	0	0	0	0.0%
COMMITTEE (FROM 15A)	1,596	5,357	0	300	0	(300)	-100.0%
TOTAL CONVENTION AND COMMITTEE	10,836	185,362	2,267	300	13,000	12,700	

THE ROYAL CANADIAN IEGION-DOMINION COMMAND

Convention Committee

	2020	2021	Jun 2022	2022	2023	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	\$	%
Travel	827	0	0	0	0	0	0.0%
Per Diem	416	0	0	0	0	0	0.0%
Printing, Stationery	150	2,659	0	100	0	(100)	-100.0%
Postage	202	2,698	0	100	100	0	0.0%
Miscellaneous	0	0	0	100	0	(100)	-100.0%
TOTAL	1,595	5,357	0	300	100	(200)	-66.7%

ITEM 9: SENIOR OFFICER'S REPORTS

Event Attendance Report Bruce Julian Dominion President

R.C.E.L. Caribbean Evaluation and Monitoring visit

Mar. 31st -April 15th 2022

Background The RCEL or Royal Commonwealth Ex Services League was formed in 1921, originally as the British Empire Services League. Its founding members were the British Legion, British Legion Scotland, The Great War Veterans Association (Canada), South Africa Legion, Australia Returned & Services League and the Royal New Zealand Returned and Services Association. The aim of its founders was to link the various ex-services leagues throughout the British Empire and serve the needs of their ex-services veterans around the world.

Today the RCEL exists primarily to aid and support “pre-independence” veterans and widows living in poverty across the Commonwealth. It is truly a global organization with member organizations in 48 nations. Its scope particularly as a charity greatly increased following the 2nd World War.

The RCEL is an incorporated UK registered charity. Its Member Organizations are independent and have different structures and constitutions, some large and some very small, their common denominator is that they all fought for the “crown” during the great conflicts of the 20th century.

The primary goal of the Royal Canadian Legion's RCEL Committee continues to be the support of veterans and their widows in the Caribbean Countries whose own organizations and governments are unable to provide full care for their needs. Legion programs are focused on providing individual assistance...2 nutritious meals/day per veteran or veterans widow, as they are identified. We also help with housing on a case-by-case basis and provide poppy and remembrance materials throughout the Caribbean.

Our ability to meet the needs of these deserving veterans and their widows of the Caribbean is directly attributable to you, the Branches and Members of the Royal Canadian Legion that continue to donate to the fund on an annual basis...In 2020 we provided \$144,671.22 CAD in direct benevolent assistance to Commonwealth Veterans and widows in the Caribbean. In addition, the Legion provided \$26,000.39 in poppy materials to assist the various Veterans Organizations in conducting their own fund-raising poppy campaigns. **It is you and your generosity that make this level of assistance possible**

2022 Evaluation and monitoring visit In April 2022 a monitoring, evaluation and welfare visit was made to the Veterans and widows of the Caribbean. Visitations and discussions were held with Member Organizations in the Bahamas, Antigua, Barbados,

St. Lucia, Grenada, and St Kitts.

We found that overall, the RCEL programme is well administered in each location with all beneficiaries receiving the funds required. Some Member Organizations are having trouble getting volunteers to help administer the individual disbursements, but the RCEL Caribbean Liaison Officer Major (ret'd) Joanna Lewin is working hard to find additional members on the Islands to assist her and is concentrating her efforts on a younger generation of veterans.

Comrades a typical island visit would begin in the early morning with a ceremonial visit to the residence of that islands Governor General usually accompanied by the local Veterans organization and the British High Commissioner. After that there would be a wreath laying ceremony at their main war memorial or cenotaph. The afternoons would be spent visiting Veterans or widows usually in their homes, but sometimes at their Veterans Organizations Meeting rooms. We were always well and gratefully received. All the remaining Veterans are well into their 90's, two were over 100 years old and delighted in telling stories of their youth and service. Their appreciation of the financial help they receive due to your generosity was almost more than can be explained...it was an extremely emotional experience.

Prior to our visit your committee had found that many of the Caribbean Organizations lacked proper computer equipment. The ability for our Service Bureau to communicate directly with these Member Organizations and receive timely reports is essential to enhancing our work in ensuring the Veterans and widows are properly assisted. As a result, your committee provided \$7500.00 in laptops and printers to assist with their RCEL work.

Comrades that's the "sanitized" version of the "visit", in truth I found it deeply disturbing...we all think of the Caribbean as a tropical paradise and, on the surface it is. But on many of the islands 3 blocks back from the white sandy beaches, the fancy hotels, and restaurants, there is poverty such as I had never experienced before. The living conditions of some, particularly of some of the widows was horrific, they were living in corrugated steel shacks that I, as a farmer would not keep animals in. When at the New Brunswick Provincial Convention I was asked after giving the RCEL report "why are we sending poppy funds to the Caribbean when our Canadian Veterans need help"...it was an honest and valid question but there can be no comparison between the needs of Canadian Veterans who in general, are well taken care of...granted we can and should do better and the Caribbean Veterans who without our help would be facing starvation. It also must be remembered that these comrades from the Caribbean stood beside our fathers and grandfathers in defeating the foe in two world wars and Korea...surely, we can stand by them now in their time of need. **It is our duty and obligation.**

Royal British Legion & Royal British Legion (Scotland) Conventions

May 11th-22nd 2022

I attended both conventions. The RBL was held in London at the Queen Elizabeth II Conference Centre. The RBL (Scotland) was held in Perth Scotland. Many of the issues and problems discussed were similar to what would have been heard at a Royal Canadian Legion Dominion or Provincial Convention i.e. membership, modernization, electronic processes, veterans issues and governance. However, in discussion with our counterparts we found that the RCL was already moving forward on many of these initiatives while they were still at the beginning of these processes. We heard that their dependency on non-electronic means of conducting “processes” had caused great difficulties during the pandemic and lockdown periods and there was great interest in our experiences. There are significant differences between the RBL and RCL particularly in governance and mission. The RBL is foremost a charity and is governed under specific rules for British Charities and their governing body is a Board of Trustees not the membership. Also, the number of “branches” has declined significantly in number and importance. All in all, an excellent informative visit, both Chairpersons indicated their intent to attend or next convention.

Tomb of the Unknown Soldier commemorative wreath laying May 28th, 2022

At the invitation of VAC at the Tomb of the Unknown Soldier

D Day commemorative wreath laying June 6th, 2022

At the invitation of VAC at the National War Memorial

Manitoba Northwestern Ontario Command Convention

The 50th Biennial Convention of the Manitoba Northwestern Ontario Command was held from June 17th-19th 2022 at the historic **Prince Arthur Waterfront Hotel** in Thunder Bay Ontario. The Prince Arthur Waterfront Hotel is where the Great War Veterans Association (the precursor to the Royal Canadian Legion) adopted the poppy as its “symbol of remembrance” at the urging of Mme. Anna Gurien at their convention in 1921.

It was a great convention overflowing with comradeship, friendship, and goodwill. Everyone was extremely thankful for the opportunity to again meet in person...and even though some of their procedures and process were a little bit “rusty”, all procedural, electoral, and ceremonial activities were well conducted and extremely enjoyable. Even when some of Dominion Command’s policies were being “challenged” it was done in a constructive manner.

Port Arthur Br.# 5 was the host branch and was within easy walking distance of the Hotel and provided food, entertainment, and a place to socialize during the convention until a severe thunderstorm on the final day necessitated its closure due to roof damage.

The Command hospitality room was also well attended by convention delegates with extensive sharing of opinions, lively discussions, tall tales, reminiscences and comradeship.

However, extreme care was needed because in the northwest corner of the room was a “cursed chair”...an old green wing backed stuffed comfortable chair...and whoever sat in that chair suffered extreme regret the following day...all need to be aware of this danger!!

The electoral process was highly contested...we even had to use the back cover of the ballot book for the final contested position. Because of the high number of ballots taken we actually ran out of reports and presentations and then new business and questions...about anything and everything and then anybody with a joke or funny story. In future it might be a good idea for Provincial Commands to have a “stick” with various vignettes that Canvet has produced to help take up the extra time needed.

In closing the Members of Man/NWO were excellent hosts who made Darlene and myself feel right at home and held an enjoyable and informative convention.

Results of the election

President	Ernie Tester
Immediate Past President	Jerry Lava
1st Vice President	Robert Cutbush
Vice President	Gail Conrad Davey
Vice President	Wayne Baker
Vice President	Joan Wright
Hon. Treasurer	Roland Fisette
Chairperson	Betty Vance
Sergeant-At-Arms	Jason Lava

Dieppe Commemoration Aug. 19th, 2022

At the invitation of VAC, attended at the Dieppe commemoration at the Red Beach Memorial in Windsor ON.

Warriors Day Parade August 20, 2022

I attended the annual Warriors Day Parade at the CNE in Toronto. This event is attended by many Legionnaires, Branches and Colour Party's from the extended GTA. It is also attended by a number of other veterans' organizations and “marching units” from both Canada and our Allies. The Royal Canadian Legion's Dominion Command representative is given a position of prominence on the “saluting base” and is invited to “bring greetings” at the following festivities and luncheon. I discussed our upcoming centenary with their committee chairperson and was assured that in 2026 the RCL will have a place and position of prominence.

I believe it is important the Dominion Command retain a presence at this event, it keeps us front and centre in the “public” and “military and veterans' community's” eye.

American Legion Convention August 26-Sept.1, 2022

Representing the Royal Canadian Legion, I attended the American Legion Convention

in Milwaukie Wisconsin. I attended several their events, the national band and colour party competition, their Memorial Service as well as the regular sessions of the convention.

There are several procedural differences in the way that they manage their convention business, probably because of size and numbers or maybe tradition. It seemed most business and decisions were handled within their various committee's and the "general floor" simply approved the committee recommendations (no discussion, simply moved, seconded...and approved).

I was approached many times by American Legionnaires and U.S. Military personnel thanking Canada and Canadians for our past and continued contribution to our mutual defense.

Again, I think it important that we continue to attend this event... our non-attendance would be noticed and missed, and our own national standing would be diminished. However, it may be advisable that our attendance could be altered in the future. With our Dominion Convention change to late August of even numbered years this schedule conflicts directly with the

American Legion Convention. I would suggest that in future we only attend in "off" Dominion Convention years.

National Memorial Service Sept. 19th 2022

I along with Comrade Larry had the honour of attending the National Commemorative Ceremony in Honour of Her Majesty Queen Elizabeth II at Christ Church Cathedral in Ottawa.

RCEL Centennial Conference-London Sept. 23rd-29th 2022

It was an honour for me to attend the RCEL centenary conference in London. Business sessions and social occasions were held both at the Army Navy Club and Canada House. Ceremonial Events were held at the Royal Military Chapel (Guards Chapel) and St James Palace where I had the honour of being presented to His Highness Prince Edward.

The business of the convention consisted primarily of the

- election of its Grand President
- the receiving of reports and financial data
- reviewing and acceptance of a revised "Widows Policy"
- reviewing and acceptance of a proposed Gov't fiscal Programme Extension
- reviewing and acceptance of an alternative if the Gov't Programme is not forthcoming
- an open and varied discussion on the potential future of the RCEL

CIMVHR Forum October 15-19, 2022

I attended the CIMVHR forum in Halifax NS. CIMVHR stands for the “**Canadian Institute for Military and Veterans Health Research**” and is supported both financially and conceptually by the Royal Canadian Legion. After being held virtually the last 2 years this “face to face” forum was well attended by Researchers, Clinicians, Physicians, Psychiatrists, Psychologists and Technicians, both military and civilian and those organizations such as the Royal Canadian Legion who support their “evidence based” research.

I had the honour of announcing this year’s Legions \$30,000.00 “Master Scholarship” recipient, Ms. Martine Southall. from the University of Manitoba’s Psychology Department. Her study will involve Veterans diagnosed with PTSD and how the use of cannabis might affect their treatment. This study will look at PTSD and mental health and cannabis use before during and after treatment. I have no doubt of the immense value of this “evidence based” research to our military along with all the other statistical studies and research being done on veteran’s issues.

The Royal Canadian Legion was mentioned and thanked on numerous occasions for its ongoing support of CIMVHR and its financial support of “evidence-based research” through our Master Scholarship Programme.

I believe it is essential to continue our presence at the annual CIMVHR forum “True Patriot Love” is there “Wounded Warriors” is there “Soldier On” is there and the Royal Canadian Legion should be there.

I would even suggest that if the opportunity presented itself an increased financial commitment to CIMVHR and “evidence-based research” is warranted and would be of great value to our still serving CAF and veteran population.

Saskatchewan First Nations Veterans Association/RCL MOU October 21-23, 2022

I along with our NED were invited to attend the FSIN Spirit of the Nation, cultural celebration, and Pow Wow in Saskatoon for the ceremonial signing of an MOU between the Saskatchewan First Nations Veterans Association and Dominion Command of the Royal Canadian Legion to co-develop the “Burns Way” a joint Indigenous and Non-Indigenous approach to improving Veterans mental health.

It was my first time at a Pow Wow, and it was a memorable experience. The FSIN and SFNVA were excellent and gracious hosts.

Presentation of the 1st Poppy October 25th, 2022

I along with Comrades Larry and Steven and other Legion representatives attended Rideau Hall for the presentation of the “First Poppy” to Her Excellency Governor General Mary Simon. Present were a number of Veteran residents from Pearly Rideau Health Centre. It was a wonderful ceremony full of pageantry and commemorative symbolism.

Run up to Remembrance Day Itinerary

23rd Ceremony of Remembrance at the Senate Chambers Nov. 04th, 2022

I along with Steven attended the Remembrance Ceremony in the Senate Chambers

Commissionaires, General Board Meeting Nov. 05th, 2022

The Dominion President is considered to be an Honourary Governor of the Commissionaires and since this meeting was in Ottawa it was convenient to attend.

Remembrance Dinner Br. 192 Carleton Place. Nov. 06th, 2022

The 6th was actually scheduled as a free day, but I attended this event at the invitation of the Branches Remembrance Activities Chairman

Taping of Remembrance Message for Canadian Chamber of Commerce of the Philippines Nov. 07, 2022- 10 AM

City of Ottawa Commemorative Street Naming Nov. 07, 2022-1 PM

VAC Candlelight Tribute Nov. 07, 2022-7 PM

Attended at the National War Museum where I had the privilege of performing the "Act of Remembrance"

VAC-National Indigenous Veterans Day Nov. 08, 2022- 11 AM

Attended at Mary Honeywell Elementary School,

Met National Silver Cross Mother at Chateau Laurier Nov. 08, 2022-6 PM

Vimy Gala Nov. 09, 2022-5 PM

November 10th 2022

Meet SCM, Poster & Literary Contest winners and Cadet Corps Outstanding Cadets

And together we,

Depart for Senate to be met by Greg Peters, Gentleman Usher of the Black Rod	8:30
Tour the House of Commons-The Speakers Office-The Room of Remembrance	9:00
Attend rehearsal at the National War Memorial	10:30
Attend the National Silver Cross Mothers Luncheon at the Chateau Laurier	12:30
hosted by the Dominion President along with the presentation of awards to the Senior Poster and Literary Contest winners, the Outstanding Cadets and the members of the National Sentry Programme.	
Arrive at the National War Museum for presentations/museum tour	3:00
Return to Chateau Laurier (end of the days youth activities)	5:30

<u>Return to Busan</u>	8 PM
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Attended a Remembrance Ceremony along with Larry and Steven at the Ottawa City Hall hosted by the Ottawa Korean War Veterans Association and the South Korea Embassy and laid a wreath on behalf of the Royal Canadian Legion.

Remembrance Day, November 11th, 2022

Spoke at Operation Remembrance along with the Minister of Veterans Affairs 8:30 AM organized by Dr Paul Cavanaugh with approximately 250 students in attendance.

Left for National War Memorial and the day's activities 9:45 AM

Silver Cross Mothers Luncheon at Rideau Hall with Her Excellency Governor 12:30

PM General Mary Simon, CDS General Wayne Eyre, National Silver Cross Mother Candy Greff and her husband Greg, our Poster & Literary Contest winners, the Outstanding Cadets, the Sentry Programme participants and all their families. Along with CAF, Legion members, and other invited guests

RCL Ontario Convention

The 52nd Royal Canadian Legion's biennial provincial convention was held in North Bay, Ont., from May 14 to 17, with 387 accredited delegates, 27 observers and 15 guests in attendance.

A day earlier (May 13), the Royal Canadian Legion flag was raised at North Bay City Hall. Participating in the ceremony, which was conducted by Ontario Provincial Command chair Ron Goebel, were Mayor Al McDonald, Ontario Provincial Command president Garry Pond and Col. Richard Jolette, who is in command of 22 Wing/Canadian Forces Base North Bay. Legion members and individuals from the public were also present.

On May 14, several convention preparatory meetings took place, along with registration, a president's reception, a talent show and a barbecue.

A wreath-laying ceremony was held on May 15 at the Vimy Ridge Memorial in Memorial Park, conducted by local arrangements chair Sherry Culling. The National Memorial (Silver) Cross Mother was Jane Bryer of Espanola, Ont. She lost her son, Pte. David Byers, when he was 22 and serving in Afghanistan with the 2nd Battalion of the Princess Patricia's Canadian Light Infantry. The ceremony was followed by a parade of legionnaires, led by various pipe bands.

The convention was officially opened by the first vice-president of the Royal Canadian Legion, Owen Parkhouse, from Prince Edward Island. An Indigenous smudging ceremony was also held during the opening ceremonies, which were led by Goebel. He also guided the convention's business sessions.

Committee reports in addition to guest presentations were given over the three-day convention. During the convention, legion branches in attendance donated a total of \$594,544.05 to several Ontario Command programs, including Operation Service Dog and Homeless Veterans.

ELECTIONS

Elections for Ontario Provincial Command president and first vice-president took place on May 15, with Derek Moore of Mount Forest, Ont., being chosen president. He will serve a three-year term. Lynn McLellan of Elora, Ont., assumes the position of first vice-president.

Other senior officers were elected on May 16. Eight candidates were nominated for three vice-president positions; however, the chosen ones were Mark Rogers, past District A commander from Windsor, Ont.; Crystal Taylor, past District E commander from Keswick, Ont.; and Diane Condon, past District B commander from Niagara Falls, Ont. Two candidates ran for the position of provincial treasurer with Ed Pigeau from

Thessalon, Ont., getting the nod. Taking on his third term, Goebel was acclaimed as chair. Facing three challengers, incumbent Ron Crown of Grand Bend, Ont., was re-elected as vice-chair.

The convention was considered to be a huge success, according to the organizers, and the policies and procedures discussed during the gathering will now set the tone for Ontario Provincial Command as they move forward over the next three years.

Yours in Comradeship,

Owen J. W. Parkhouse
1st Vice-President
Dominion Command

Quebec Provincial Command Convention

The Quebec Command Convention took place in Saint Eustache, Quebec just outside of Montreal from 23 - 25 September 2022. I had the honour to be the Dominion Command Representative for the Convention and run the election.

The newly elected officers for Quebec Command are as follows:

Thomas Irvine	President
William Howe	1st VP
Mary-Ann Latimer	VP
Luc Fortier	VP
Terrance Delages	VP
Susan Donnelley	Chairman
Norman Shelton	Treasurer
Kenneth Ouellet	IPP

Thank you to everyone involved in the running of this Convention. I wish to congratulate the new slate of officers and thank the outgoing executive for their commitment to the running of our great organization. Lest We Forget.

Owen Parkhouse
1st Vice-President
Dominion Command

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Owen J.W. Parkhouse CD, MA

Dear Marion and Donna,

BRAVO ZULU and congratulations for your stellar performance "at the helm" of Nova Scotia/Nunavut Command as President during a particularly challenging period for the Royal Canadian Legion, for Canada and for Nova Scotia and Nunavut, Marion. The outstanding leadership, selfless dedication and genuine concern for others that you demonstrated throughout your term were also very much in evidence during the 55th Biennial Convention of NS/NU Command as was the very high regard in which you are held by all the Legionnaires present.

Congratulations and well done to you as well on your richly deserved election as Command President, Donna. I know that you will excel in this extremely important and demanding leadership position at a critical time for NS/NU Command and for the Legion as we all work hard to emerge effectively from the pandemic and to move forward....together!

I thought that the Convention was excellent in all respects and again applaud both of you and everyone else involved for planning and executing an impressive and safe 'in person' Convention, which in and of itself sent a powerful message about 'moving forward' to the Command and to the rest of the Royal Canadian Legion.

I was also much impressed by the superb and innovative work that has gone on in your Command throughout the past few years in support of Veterans and their families as well as in communities across NS and NU. I found a variety of your unique initiatives like the Veterans Farm project particularly moving.

I was also extremely impressed by the 'Can Do' and generous spirit, enthusiasm and candour of everyone present. It was also terrific to see some lively and fully engaged debates with respect to some Resolutions and other issues during the Convention, which, among other things, really does demonstrate that Comrades in your Command really do care!

Both Steven and I also greatly appreciated the kindness and warm hospitality extended to us throughout the Convention by everyone we met.

I would be grateful if you would pass on a huge BRAVO ZULU to everyone who contributed to and participated in this outstanding Biennial Convention with special thanks to your Executive Council and Executive Director, Valerie Mitchell Veinotte as well to the LAC Chair, Murray Dawson and the President of Colchester Branch 26, Terry Flewelling and his Members for their superb efforts, warm hospitality and generous, thoughtful gifts.

Again, well done, congrats and many thanks to both of you, Marion and Donna, and to NS/NU Command for everything. It was a real privilege and honour to participate in this wonderful event. It was also fun!

Finally I would like to extend my very best wishes to you and to Nova Scotia/Nunavut Command for every continued success in your important endeavours. I look forward to seeing you again soon and to continuing to work with you. In the meantime, thanks again, all the best and take care of yourselves!

Warmest regards,
Larry

**BC/Yukon Command 2022 Bi-annual Convention
prepared by Vice-President Berkley Lawrence**

The convention was held at the Nanaimo Convention center located in downtown Nanaimo. The convention hotel was co-located and was the Coastal Bastian Hotel.

I arrived at the hotel on Thursday 2nd June as the convention started on Friday 3rd June. I visited the convention center shortly after my arrival and met the Command Executive Director Veronica Browne and the other command staff who were present at that time. I also visited the Command supply store and the local branch tables, taking time to speak to all who were there.

Friday was the first day of the convention I attended one of the Command workshops, which was given by Tien Vu, Director of Finance for the command. Tien was speaking about the Poppy Trust Fund accounts, detailing timelines and forms which had to be provided to command by the Branches. I answered many questions about the Pay Tribute boxes, about the bio-degradable poppy and wreaths and about the copyright of the poppy image. Unfortunately on Friday afternoon the BC liquid sunshine was in full force, which caused the parade and wreath laying ceremony to be moved inside the convention center. This made for a much shorter service and was followed by the opening ceremonies to start the convention. I found the seating plan for the convention interesting, as the delegates were seated at round tables, with each table representing a different Command Zone. Friday evening was the welcome reception hosted at the convention center. I was volunteered (selected/pushed/escorted) to join the evening entertainment and played the role of Sonny to the female impersonator as she dressed and sang like Cher. It was good fun with lots of laughs.

Saturday was the second day of the convention and it contained the usual committee/financial reports. There was a presentation by Capt Trevor Greene, who was injured in Afghanistan 14 years ago. This was a very inspiration presentation and his Doctor (who accompanied him) told us about the progress that Trevor has made and how his research is making waves in the neurosurgery world. I conducted all the elections on Saturday for all executive officer positions. This year BC/Yukon used electronic voting. The election of the President, First Vice, and Chair were by acclamation so there was no voting. The election of the two positions of Vice President saw six candidates and there were five rounds of voting to fill the two positions. The election for Treasurer saw two candidates and there was a vote to fill this position. Each round of voting was given two minutes, but it took only approximately 30 seconds for the 200+ delegates to cast their votes and for the results to be reported to me. It was quite an efficient method.

Sunday was the final day of the convention and I delivered the RCEL presentation and took many question about this, I also performed the installation for the newly elected senior elected officers and also 14 Zone Commanders. The closing ceremonies included the presentation of medals and awards. We attended an evening meal for the

command executive officers, the command staff, and the convention committee and volunteers at Mt Benson Branch 256. The Branch president (Convention LAC Chairman) gave us a personal tour of his legion and I must say I was very impressed with the Branch.

Both my wife, Sarah, and I really enjoyed our time at the convention. The hospitality shown to us by the command staff and also by the delegates made it a very pleasurable experience.

The newly executive for BC/Yukon Command is:

President - Craig Thomson
First Vice - Bob Underhill
Vice Presidents - Karen Kuzek and Dale Johnston
Treasurer - Jim Diack
Chair - Gary Peters
Immediate Past President - Val MacGregor

Berkley Lawrence
Dominion Vice President

Comrades all;

It is a pleasure to give a quick report from the 51st. Provincial Convention of Saskatchewan Command held from October 21 – 24th, 2022 in beautiful Melfort, Sask.

After a 1 ½ hr. drive into the Toronto Airport, a 3 ½ hr. flight into Saskatoon, then a 2 hr. “FLAT” drive, I finally arrived in beautiful Melfort, Saskatchewan. I was greeted by the Executive Director of Sask. Command, Chad Wagner and President Keith Andrews at the Canalta Hotel.

There was a meet & greet on the Friday afternoon at Branch #30 where I met some great Legionnaires and fine Prairie Hospitality! I also was invited to attend their Council meeting later in the afternoon.

On Saturday morning I attended their Membership Seminar held at the Kerry Vickar Centre which was run via Zoom by our Dominion Membership Chair, Randy Hayley. Great job Randy!

Under a warm sun and gentle breeze the parade and Cenotaph Service was well attended and I laid a wreath on behalf of Dominion Command. The opening ceremonies were held at the Kerry Vickar Centre Theatre. Chairman, Comrade Peter Piper made the Call to Order and welcomed all. Words of welcome were received by the Provincial President Keith Andrews. Honoured Guest Speaker was the Honourable Russ Mirasty, the Lieutenant Governor of Saskatchewan. The Grand Chief of the 1st. Nations, Chief David Gamble spoke as well to the delegates. Flowers were presented by young Girl Guides to Mrs. Donna Mirasty, Mrs. Cecil Andrews and 1st. Vice President, Mrs. Carol Pedersen.

Business sessions opened sharply at 8:30 am on the Sunday with the final Credentials Report given as follows; 103 Total Accredited Delegates (voting strength), 36 Non-Accredited Delegates, Guests and Command Staff for a total of 139 Attendees. The youngest member 33yrs. old and the oldest member being 88 yrs. young.

I was proud to give a report of the R.C.E.L. and the report from our Dominion President Bruce Julian. They collected donations of \$3,045.00 from floor and \$8,200.00 Branch donations towards the R.C.E.L.

Many reports were given throughout the day amid the nominations for the new slate of Officers. A report which was warmly received was given by the Veterans Affairs Canada Ombudsman, Colonel (Ret'd) Nishika Jardine.

After lunch, nominations were re-opened and many committee reports followed. We also had greetings from the 1st. Nations Grand Chief, David Gamble and other invited guests; Comrade Lowell Long, President of American Legion, Montana USA. Comrade Derek Moore, Ontario Provincial President and Ernie Tester, President of Manitoba

NWO Command.

Prior to our banquet on the Sunday night a heavy snowfall hit the area and a freak accident knocked out the power to our hotel and the Vickar Center delaying things by almost 2 hours. We did manage to get the banquet underway eventually and a great time was had by all.

Monday morning the Call to Order was given again at 8:30 am. sharp by Chairman Peter Piper. He turned the podium over to the Elections Chairman Comrade John Pott and with Comrade Brent Wignes as the Chief Scrutineer.

Elections were held with the following results;

President – Comrade Carol Pedersen accl.

1st. Vice President – Comrade Roberta Taylor accl.

**2 Vice Presidents – Comrades Patti Paul and Nathan Hofmeister elected
Chairman – Darrell Webster accl.**

Comrade Keith Andrews graciously accepted being Immediate Past Provincial President.

After lunch the remaining reports and District Commanders reports were all given and accepted by the delegates with unfinished and new business following before installations.

I installed all the new Officers of Saskatchewan Command with my best wishes for a successful term in office. I then turned the meeting over to the new Chairman for the closing ritual and the marching off of the colours.

Upon leaving Melfort early Tuesday morning a light snowfall made driving a little scary as I navigated my way to the Saskatoon Airport. It is not nice to see a `BIG` deer in my headlights so early in my drive.

I want to thank Comrades Keith Andrews and his fellow elected Officers for the great hospitality in Melfort. Also Comrades Chad Wagner, Executive Director Sask. Command and his assistant Tara Brown and Desirae Duquette Finance Officer for all of their assistance. I would be remiss if I didn't thank Comrade President Bruce Julian for giving me the opportunity to attend this great convention.

**55th Biennial Dominion Convention
ANAVETS Best Wester Hotel Winnipeg**

The 55th Biennial Dominion Convention was held in Winnipeg at the Best Western Hotel (formerly the Greenwood Hotel) from September 10 – 14, 2022. As the convention was held in Winnipeg I commuted to the convention every morning. Registration took place on Saturday where I was introduced to Dominion President Jerome Burke and National Executive Director Deanna Fimrite. On Sunday I was in attendance for the Parade and Wreath Laying Ceremony. As usual not everything goes according to plans as the power steering pump ruptured and the other bus had an argument with a couple of trees at Brookside Cemetery. Volunteers were recruited and car shuttle started taking executive and guests first as they had to prepare for the opening ceremonies. These ceremonies were delayed for about 45 minutes. Greetings were brought by a VAC representative as Deputy Minister Paul Ledwell had to decline at the last moment, Cmdre Daniel Bouchard Commander of Canadian Armed Forces Transition Group, Len Isleifson MLA Special Envoy for Military Affairs Province of Manitoba and Scott Gillingham Councilor City of Winnipeg (Scott is the newly elected mayor). On Monday and Tuesday I sat with Nishka Jardine Veteran Ombud, Cameron Diggon VP and Director of Fund Development Homes for Heroes Foundation, Cathy Bach National President Army Cadet League, Robert Gill Executive Director Army Cadet League and a few others. On Monday I brought greetings on behalf of the Royal Canadian Legion and President Bruce Julian. Tuesday was a half day of meetings which consisted of the adoption of their resolutions. Unlike our conventions there was very little debate by the 128 delegates present. Everything seems to be done in closed committee meetings behind the scenes. Even their elections seem to be predetermined and no voting takes place that I witnessed. I was called upon a couple of times to answer questions on how the legion looks after certain things. The main question was about the lack of a summer or informal dress as they do not wear blazers or ties to their conventions. As I was not speaking on Tuesday I wore my blue shirt to show them our new informal dress. I was unable to attend the closing on Wednesday as I had to prepare for my trip to Ottawa for the Budget and SEO meeting.

As an aside I had the pleasure of welcoming Cathy Bach, Robert Gill and other army cadet volunteers at Fort Garry Legion on Wednesday night and on Thursday morning my flight was loaded with Anavet delegates going home.

I would like to thank President Bruce for the opportunity to represent the Royal Canadian Legion.

Yours in Comradeship
Rick Bennett
Dominion Treasurer

**66th Provincial Convention
Prince Edward Island Command R.C.L.**

The 66th Provincial Convention was held in the small seaside town of Souris. Souris is a ferry terminal that serves the ferry which runs between PEI and the Madeleine Islands which are in the province of Quebec but more on this topic a little later on. All meetings and events were hosted and took place in Souris Branch #3. Upon my arrival at Charlottetown airport I was greeted by PED Brenda MacMillan and her husband and transported (about a 1 hour Drive) to the Lighthouse and Beach Resort on the outskirts of Souris. Comrade Duane MacEwen hosted a wonderful meet and greet in his suite on the Thursday night. Of course Owen Parkhouse was in attendance along with Daryl Alward and Jack Clayton, New Brunswick President and Provincial Executive Director respectively. Also in attendance were President Donna McRury, Immediate Past President Marion Fryday-Cook and Provincial Executive Director Valerie Mitchell-Veinotte of Nova Scotia Nunavit Command.

Convention started bright and early Friday morning with Opening Ceremonies and greetings brought forward from Souris President Dave Perry. Business went forward smoothly and professionally until there was a motion brought forward to no longer participate in the National Track and Field. It was a very controversial subject and with amendments being made and changed the question just got bogged down. It was decided and agreed upon to table the motion until Saturday morning so the audio tape could be reviewed and they could get back on proper course.

Due to inclement weather the parade was cancelled and a short wreath laying ceremony took place. We all then went to get changed or cleaned up for the banquet which was attended by the Lieutenant Governor Antoinette Perry and Souris Mayor JoAnne Dunphy. It was a wonderful night of conversation and dancing.

Saturday morning came and the debate on Track and Field started. The motion was amended to state that PEI would no longer sponsor a team going to the National Track and Field in 2023 and it passed. There were many reasons given but most seemed to be cost, how the selection was made and no legion affiliation from the families. They felt they could better spend the money in the poster and literary competition. I believe that either Duane MacEwen or Owen Parkhouse would be a better source of information on this situation.

The elections were held and my thanks to the other guests who took part in this important part of the convention. Seven candidates ran for the position of Vice President. Chief Scrutineer Valerie, along with scrutineers Donna and Jack did a great job along with Marion and Daryl aiding the sgt@ arms in looking after the tiling of the doors. All officers were installed according to the bylaws. ,

Results of the election

President	Jack MacIsaac
Immediate Past President	Duane MacEwen
1st Vice President	Dave Blacquier
Vice President	Dave Perry
Vice President	Susan Williams
Vice President	Teresa Gallant
Finance Chairperson	Linda Curtis
Chair	John Yeo
Vice Chair	Dave Ducette
Kings County Zone	Brian Rector
Queens County Zone	Vacant
East Prince Zone	Kathy Henry
West Prince Zone	James Williams

As I mentioned above the Madeleine Islands are in the Province of Quebec but are closer to PEI, Nova Scotia and Newfoundland than the Gaspé Peninsula and are actually part of PEI Command. Central Branch #34 on the Iles de la Madeleine QC has been awarded the next Prince Edward Island Command Provincial Election.

After closing ceremonies I was driven back to Charlottetown where I had dinner With Dwayne, John Yeo and their wives. I want to thank all those involved for the wonderful time and comradeship afforded to me. Your convention was great.

Yours in comradeship
Rick Bennett
Dominion Treasurer

**50th Biennial Provincial Convention
Manitoba Northwestern Ontario Command R.C.L.**

The 50th Biennial Convention of the Manitoba Northwestern Ontario Command was held from June 17th-19th 2022 at the historic **Prince Arthur Waterfront Hotel** in Thunder Bay Ontario. The Prince Arthur Waterfront Hotel is where the Great War Veterans Association (the precursor to the Royal Canadian Legion) adopted the poppy as its “symbol of remembrance” at the urging of Mme. Anna Gurien at their convention in 1921.

It was a great convention overflowing with comradeship, friendship, and goodwill. Everyone was extremely thankful for the opportunity to again meet in person...and even though some of their procedures and process were a little bit “rusty”, all procedural, electoral, and ceremonial activities were well conducted and extremely enjoyable. Even when some of Dominion Command’s policies were being “challenged” it was done in a constructive manner.

Port Arthur Br.# 5 was the host branch and was within easy walking distance of the Hotel and provided food, entertainment, and a place to socialize during the convention until a severe thunderstorm on the final day necessitated its closure due to roof damage.

The Command hospitality room was also well attended by convention delegates with extensive sharing of opinions, lively discussions, tall tales, reminisces and comradeship. However, extreme care was needed because in the northwest corner of the room was a “cursed chair”...an old green wing backed stuffed comfortable chair...and whoever sat in that chair suffered extreme regret the following day...all need to be aware of this danger!!

The electoral process was highly contested...we even had to use the back cover of the ballot book for the final contested position. Because of the high number of ballots taken we actually ran out of reports and presentations and then new business and questions...about anything and everything and then anybody with a joke or funny story. **In** future it might be a good idea for Provincial Commands to have a “stick” with various vignettes that Canvet has produced to help take up the extra time needed. **In** closing the Members of Man/NWO were excellent hosts who made Darlene and myself feel right at home and held an enjoyable and informative convention.

Results of the election

President	Ernie Tester
Immediate Past President	Jerry Lava
1st Vice President	Robert Cutbush
Vice President	Gail Conrad Davey
Vice President	Wayne Baker
Vice President	Joan Wright

Honourary Treasurer
Chairperson
Sergeant-At-Arms

Roland Fisette
Betty Vance
Jason Lava

**NEWFOUNDLAND AND LABRADOR COMMAND
67TH PROVINCIAL CONVENTION
PLEASANTVILLE BR. 56, ST. JOHN'S
AUGUST 20TH – 24TH, 2022**

Comrades, before I begin my update, I wish to thank our Dominion President, Comrade Bruce for the opportunity to represent Dominion Command at the 67th Newfoundland and Labrador Command Provincial Convention. The Comradeship, friendship and hospitality shown to Laurie and I was absolutely incredible, a true Newfoundlander experience. The Saturday began with registration and there as an evening meet and greet at the host Branch.

Sunday was a busy day with the Convention Parade and Wreath Laying Ceremony taking place on the Branch property in the early afternoon under a bright sunny day, for which I took credit for bringing the sun. I was honoured to lay a wreath on behalf of Dominion Command. Soon after the Wreath Laying Ceremony was the Convention Opening Ceremony, held in the upper hall of Br. 56 in St. John's. I brought greetings to the Convention and then later I had the honour and the pleasure of declaring the opening of the "Newfoundland and Labrador Command 67th Provincial Convention". During the afternoon, I had the distinct pleasure of meeting the Lieutenant Governor of Newfoundland and Labrador, Her Honour, Judy Foote. As we talked, I quickly learned of the respect and admiration she has for The Royal Canadian Legion, Newfoundland and Labrador Command, the Command Branches and for Veterans. Newfoundland and Labrador is fortunate to have such a sincere and wonderful Lieutenant Governor. The evening concluded with a Newfoundland cod dinner and a musician playing and singing Newfoundland originals.

Monday and Tuesday were full business sessions and on Monday morning, I presented my address to the Convention delegates and I believe that it was well received. The business sessions were very busy with all reports presented and plenty of discussion and debate took place. On Tuesday I did a presentation on the RCEL which was very well received and I responded to a number of questions regarding the RCEL outside of the Convention agenda. The members of Newfoundland and Labrador Command have a few concerns and a few recommendations that I have listed below:

- The Legion is slow to adapt to today's changing society and changing demographics
- Approach VAC to see if Legion VS info can be included with VAC mailings out to VAC Clients
- Why can't Poppy Funds be used for Decoration Day expenses? Submit a resolution.
- Why are the free one-year memberships not being offered to family members of Associate members as they are to Ordinary members?

- Branch recovery from Pandemic still uncertain. Some Branches still closed and many Branches only operating under limited hours.

The Convention registration showed the following:

Delegates – 61

PEC Members -11

Past Presidents – 2

Observers – 8

Total Attendance – 82 with 28 of 44 Branches represented

Proxies – 16

The Convention also collected the following Branch donations:

RCEL - \$26,300 in Branch donations and \$814 from the floor – total \$27,114 to RCEL

Newfoundland and Labrador Command Sports Program \$8,100

Tuesday afternoon was the final nominations and elections with the results identified below:

President - Gerald Budden – Acclaimed

First Vice President – Philip Wood – Acclaimed

Second Vice President – Janis Boone – Acclaimed

Treasurer – Shirley Hodder – Acclaimed

Chair – Fred MacLean – Acclaimed

Honourary President – Berkley Lawrence - Appointed

As all elected positions were uncontested, with only one nominee for each position, it is believed that this is a first for Newfoundland and Labrador Command.

On Wednesday, the final day of the Convention, new business was presented and then we moved into the installation of the new Command Officers. It was an honour for me to install the Officers of Newfoundland and Labrador Command and five of the six District Commanders were installed with the sixth to be installed at a later date. Also with us for the Convention was the New Brunswick Command President, Comrade Daryl Alward and the Manitoba/ NOW President, Comrade Ernie Tester.

Closing comments were given by the guests and a few Newfoundland and Labrador Command members and the Convention closed as per Legion ritual.

Comrades there are many people who need to be thanked for making this a very successful Convention. Beginning with the LAC Chair and the LAC Committee, we thanked them for a job very well done. To the members of Pleasantville Br. 56 and all of the Comrades and friends that contributed to ensure all delegates enjoyed their Convention, we thanked them. To Comrades Lehr and Budden, we thanked them for their hospitality and Comradeship. To our dear friends, Comrades Dave and Vera Flannigan,

Laurie and I thank you so much for your friendship, Comradeship and hospitality throughout the Convention. You did all you could to make us feel as if we were a part of Newfoundland and Labrador Command and true Newfoundlanders. Again, thank you. Comrades, the Comradeship, friendship and hospitality offered to us in Newfoundland is second to none and we will be forever grateful and thankful for our experiences and memories of Newfoundland and Newfoundland and Labrador Command.

Comrades, this is my report on the proceedings of the 67th Newfoundland and Labrador Command Convention, respectfully submitted.

Bill Chafe
Dominion Chair
The Royal Canadian Legion

**REPORT OF THE NATIONAL EXECUTIVE DIRECTOR
TO THE DOMINION EXECUTIVE COUNCIL
26 NOVEMBER 2022**

NATIONAL EXECUTIVE DIRECTOR'S REPORT

1. National Headquarters

a. COVID-19:

- Mask wearing remains optional in the building, being an individual's choice. Staff and guests are welcome to wear one if they choose
- Hand sanitizer is available at locations throughout the building
- Legion House will remain closed to the public with all exterior doors locked. Installation continues for the intercom system in the front vestibule to contact staff for entry

b. Legion House Maintenance Plan, 2022 – 2024. The Legion House Maintenance Plan, 2022 – 2024 outlines how Legion Headquarters will proactively and cost effectively maintain our infrastructure to ensure that our assets provide an exceptional and sustainable work environment that positively contributes to the goals of the Legion. All maintenance projects at the Legion House are completed and recorded in accordance with the direction outlined in the Maintenance Plan. The Maintenance Plan aims to achieve a preventative to corrective maintenance ratio of 6:1. Since April 2022, Legion House has completed 15 preventative or planned maintenance projects and four corrective maintenance projects. Therefore, we did not achieve the desired ratio for this reporting period. However, three of the corrective maintenance projects were electrical in nature and not accounted for in the Maintenance Plan. Therefore, general electrical maintenance will be added to the Maintenance Plan so that small projects which arise are fiscally planned for in the budget.

c. Partial Roof Replacement. Legion House completed a partial roof replacement during this reporting period as the cost savings were significant verses waiting until a complete roof replacement was necessary. A planned project, it was preventative in nature in that we proactively repaired the roof prior to a full replacement being required. However, although it was preventative, it was an extremely large expense for Legion House.

d. Emergency Lighting. Replacing all the emergency lighting and battery packs in Legion House was also a large expense. The original plan was to spread this expense out over the three years of the Maintenance Plan. However, we were able to acquire the hardware at a reduced cost when purchased all at

once. Therefore, although costs were higher this year, conducting the work now saved the organization significant money in the future.

- e. Legion House Project List. The below list outlines maintenance projects that were completed, or are in progress, since the last DEC meeting.

TITLE	DESCRIPTION	COST / ESTIMATE	STATUS
Stairwell and Bathrooms Lighting Replacement	Preventative / Planned: Replaced all lighting fixtures in the stairwells and bathrooms with LED Surface Strip lights. This work was to avoid any future lighting fires with the original light fixtures.	\$8,437	Completed
Front Entrance Intercom System	Planned : Install intercom system in the front entry way between the first set and second set of entry doors. Includes 1. Front Entrance Intercom 2. Power Supply for System 3. Door Security Upgrade PROJECT IS DELAYED UNTIL JAN 23 DUE TO SUPPLY ISSUES	\$31,257	In progress
Emergency Lighting/Exit Signs	Preventative/Planned: Replaced emergency LED lights for fire alarm safety. Additionally, replaced all exit signs in building. NOTE: Only half the costs captured. Remainder to be invoiced in 2023.	\$18,772	Completed
Partial Roof Replacement	Preventative: See point 2. Life expectancy is 30 – 40 years. Project included: 1. Roof Replacement 2. Electrical Relocation 3. Satellite dish relocation	\$330,304	Completed

Electrical Projects	Corrective: 1. Replaced warehouse lighting and door buzzer. 2. Repaired front entrance automatic push button. 3. Elevator electrical repair (costs not captured as awaiting invoice)	\$5,121.17	Completed
Door Maintenance	1. Planned: Repaired CR door. 2. Planned: Replaced security door contact in warehouse. 3. Corrective: Replaced heavy duty security latch on exterior warehouse door.	\$2,421.17	Completed
Flooring Repair	Planned: Repaired damaged flooring in finance department and first floor exit A.	\$452.00	Completed
Plumbing Repair	Preventative/Planned: 1. Second floor washroom 1 x flush valve replaced, and pipe repaired. 2. Third floor washroom 2 x flush valves replaced.	\$2,092.43	Completed
Catch Basin	Preventative: Annual pump out of all catch basins to prevent flooding.	\$2,712.00	Completed
Boiler System Repair	Planned: Replaced 2 x leaking valves on boiler system.	312.92	Completed

Note: Preventative/Planned projects include those that have been identified in the Legion House Maintenance Plan and have been allocated funds.

- f. Legion House Future Major Projects. The below list outlines major projects that are planned for the year 2023.

TITLE	DESCRIPTION	COST/ESTIMATE	STATUS
A/C Unit Replacement	The government has phased out Freon gas A/C units. Our roof A/C unit must be replaced in the future. This is a large project which must be done if any major problems occur with the system. Therefore, the unit will be replaced proactively.	\$120,000+	Planned for 2023
Backflow Prevention Program	The City of Ottawa is conducting a review of our buildings (and surrounding buildings) backflow prevention systems. A survey has been completed and we are waiting on a report from the city. Likely to be a major project if the report finds that work must be done.	\$10,000 +	Waiting for report from City of Ottawa
Electrical Panels	The electrical panels should be inspected and re-torqued where required. This will be completed at the same time as the A/C replacement to save on costs.	\$6,000	Planned for 2023
Front Landscaping	Replace all dead junipers / dogwoods in the 2 large	\$14,000	Planned for 2023

Project	garden beds at front of building. Re-soil, re-mulch, and re-plant.		
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2. Legal

The legal situation continues regarding an individual who was the supplier of the Poppy Puppy. He has accused the Legion of failing to credit him as the originator of this product, also alleging the Legion purchased additional product from a different source. This challenge is being defended by the Legion's trademark lawyers.

3. Staffing update:

Category	2018	2019	2020	2021	2022
Permanent	36	37	35	42	43
Long-term Contract	12	12	7	4	1
Short-term Contract	0	0	0	3	0
Temp/Casual	1	1	1	0	0
Total	49	50	43	49	44

a. Notes:

- Permanent personnel:
 - One employee on indefinite sick leave and not included in totals
 - One employee on a leave of absence and not included in totals
 - Three employees on maternity leave and not included in totals
- Long-term contract personnel:
 - One in Financial Services (replacing an employee on maternity leave)

b. **Significant Staff Anniversaries in 2022:**

- Joan Elliott, Supply, 35 years
- Angela Keeling Colkitt, 15 years

c. **Cost of Living Adjustment for 2022.** The Pay Committee will bring forward a recommendation for approval.

d. **Annual Performance Recognition.** The Pay Committee will bring forward a recommendation for approval.

e. **Christmas Leave Period.** As detailed in the Employment Regulations and Benefits book, Legion House will close for the Christmas / New Year's period on 23 December 2022 and reopen for business on 3 January 2023.

4. Supply: Sales as of the end of October 2022 are:

	2019	2020	2021	2022
JANUARY	146,471	122,916	91,288	84,406
FEBRUARY	114,287	162,142	84,834	99,299
MARCH	138,717	123,693	114,830	169,073
APRIL	260,724	29,648	140,054	164,223
MAY	253,798	78,473	126,255	194,847
JUNE	169,456	161,327	142,272	193,236
JULY	91,702	191,372	190,924	122,392
AUGUST	165,988	175,208	195,464	152,550
SEPTEMBER	203,343	361,608	375,110	317,162
OCTOBER	437,589	1,077,888	659,387	596,039
YTD			2,120,418	2,093,227 (-1%)
NOVEMBER	429,069	1,301,189	724,252	
DECEMBER	155,716	227,360	172,793	
TOTAL	2,566,860 (+8%)	4,012,824 (+56%)	3,017,463 (-25%)	

2020 includes the sale of the face mask \$1,565,467.

- i. 2022 has seen an increase in Branch orders with the re-opening of Legion branches sales have increased substantially. 10-month period January-October comparison:
 - 2021: 4,771 orders generating \$913,787
 - 2022: 7,029 orders generating \$1,301,069 (+42%)
- ii. The Poppystore has seen a decrease in the volume of orders. Economical times along with the re-opening of Branch may have played a part in the decline. Supply continues to promote the Poppystore through e-flyers, ads in Legion Magazine, along with the assistance of Marketing & Communications to promote the store on Facebook and Twitter. 10-month period January-October comparison:
 - 2021: 16,432 orders generating \$887,948
 - 2022: 9,622 orders generating \$562,238 (-37%)
- iii. 2022 has been challenging in procuring inventory. From the restocking of existing products to new inventory the shortage of raw materials, labourers, rising fuel costs and long delays in shipping. These issues have contributed to the rising costs and delays in receiving inventory.
- iv. Supply continues to support committee activities and initiatives.



Royal Commonwealth Ex-Services League

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Royal Commonwealth Ex-Services League

Briefing to The Royal Canadian Legion

24 – 26 November 2022



Royal Commonwealth Ex-Services League

'helping Commonwealth veterans who fought for our freedom'

Commonwealth Veterans Programme (CVP) – Future Options

Chris Warren

Secretary General



Way Forward - key factors

- Current CVP programme ends in Mar '24
- Support to agency/contemporary veterans alone was not a *raison d'être* for RCEL to continue
- RCEL Conference Sep '22 guidance on COAs and merger
- Updated forecast of all beneficiaries, without India & with RCEL Conference endorsed widows' policy baked in

Today	2024/25	2025/26	2026/27	2027/28	2028/29
4000	2900	2175	1631	1,224	918



CVP Way Forward - Options

COA 1A

- Extension to CVP for 3 years from 2024
- Provision of daily food requirement
- Extension staffed in late '22/early '23

COA 2A

- No CVP extension and a great reliance on TRBL and ABF
- Sub-optimal daily food requirement
- Cut to CVP could happen before Mar '24



COA 1A – delivering a Daily Food Requirement

Years	Beneficiaries forecast	Total Expenditure	FCDO Contribution	RCEL Contribution	CVRC Contribution
Y 1- 2024/25	2900	£2,427,310	£1,820,615	£175,000	£431,695
Y 2 - 2025/26	2175	£1,964,383	£1,456,811	£175,000	£332,571
Y 3 - 2026/27	1631	£1,616,435	£1,183,756	£175,000	£257,678
Totals		£6,008,127	£4,461,183	£525,000	£1,021,944

Assumptions:

1. Provision of Office and IT cost - donation in kind, no change
2. Provision of Agency support continues as is and an additional cost
3. No Op Cost burden on CVRC
4. Beneficiary numbers includes non FCDO countries but excluding Agency



COA 1A

CVRC agrees to support a case to the FCDO for a CVP extension at reducing levels of match funding, from Apr 24- Mar 27



COA 2A – delivering a sub-optimal Daily Food Requirement

Years	Beneficiaries forecast	Total Expenditure	RCEL Contribution	CVRC Contribution	Agency Grants	Op Cost to CVRC	% Op Cost to CVRC
Y 1- 2024/25	2900	£1,468,533	£250,000	£743,533	£475,000	£230,000	15.66%
Y 2 - 2025/26	2175	£1,273,900	£250,000	£619,900	£404,000	£230,000	18.05%
Y 3 - 2026/27	1631	£1,120,315	£250,000	£526,315	£344,000	£230,000	20.53%
Totals		£3,862,748	£750,000	£1,889,748	£1,223,000	£690,000	

Assumptions:

1. Provision of Office and IT cost - donation in kind, no change
2. RCEL contribution to Op Cost maintains CVRC contribution to Op Cost at £230,000 a year
3. RCEL Contribution split between Welfare and Op Cost
4. Beneficiary numbers includes non FCDO countries but excluding Agency
5. Agency grants forecast reflect historical decline of 15% year on year



COA 2A - illustrative CVRC contribution

	2023/24	2024/25	2025/26	2026/27	Total 3 years
Requirement		£743,533	£619,900	£526,315	£1,889,748
TRBL	£240,000	£478,533	£400,900	£356,315	£1,235,748
ABF	£180,000	£243,000	£199,000	£150,000	£592,000
RNRMC	£30,000	£11,000	£10,000	£10,000	£31,000
RAFBF	£20,000	£11,000	£10,000	£10,000	£31,000
Total	£470,000	£743,533	£619,900	£526,315	£1,889,748



Discussion COA 2A

CVRC discussed options, and gave further planning guidance.

Unlikely to support to the levels suggested due to increased demand
and lower forecast income



Lump Sum Payment Option – Pros and Cons

- **Assuming:** option is post 2027 (& either COA 1A or COA 2A): still a need to manage the beneficiaries support:
 - Forecast for the remaining 2 years would be 1,224 beneficiaries in 2027/28 and 918 in 2028/29
 - Total Welfare and Op Cost based on previous assumptions for 2 years is £1,224,920 (34% -66%)

Pros	Financial certainty for CVRC No ongoing commitment
Cons	Increased risk of fraud No possibility of fund recovery if beneficiary dies Reputational risk e.g. hundreds of vulnerable beneficiaries unsupported (media lens) Unable to verify eligibility (e.g. widows of veterans who die) No agency case work and distribution Lump sum size depends upon how long beneficiary lives

- **RCEL Recommendation:** RCEL merger is a better option than one off lump sum.



Think to Finish – indicative options beyond 2027

- Extend FCDO CVP further – is an option for 3 + 1 (+1?)
- Start or continue COA 2A approach
- Conditions based merger with TRBL or ABF
- Planning figures on numbers of beneficiaries are:

Today	2024/25	2025/26	2026/27	2027/28	2028/29
4000	2900	2175	1631	1,224	918



Caribbean Commitment

Country	Current Annual Welfare Grant	Number of Beneficiaries	Current Annual Welfare TOTAL
Antigua	£1,632	11	£17,952
Belize	£918	6	£5,508
Bahamas	£2,088	20	£41,760
Dominica	£1,632	4	£6,528
Grenada	£1,632	5	£8,160
Guyana	£765	29	£22,185
Jamaica (RCL part funds)	£1,122	27	£30,294
St Lucia	£1,530	9	£13,770
St Vincent	£1,530	3	£4,590
Trinidad & Tobago	£1,600	3	£4,800
Tobago	£1,600	3	£4,800
Caribbean TOTAL		120	£160,347

Note: RCEL funded countries in Blue Colour



35th RCEL Conference

Date and Venue

**Canada and South Africa made formal offers in
September 2022**

2025/26?



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Briefing to The Royal Canadian Legion

24 – 26 November 2022

**REPORT OF THE DOMINION COMMAND
VETERANS, SERVICE AND SENIORS COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
26 November 2022**

File: 65-1

B. Julian	- Chair
O. Parkhouse	- Vice-Chair
B. Chafe	- Member
J. Mahon	- Member
D. Gordon	- Homeless Veterans
G. O'Dair	- Seniors Advisor
T. Jenvenne	- BSO Legion OSI Special Section
L. Murray	- Ex-Officio
C. Hughes	- Coordinator
A. Pasha	- Assistant Coordinator

DATE OF LAST MEETING: 6 October 2022
DATE OF NEXT MEETING: TBD

ACTION ITEMS FOR DECISION

1. There are no action items for decision.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

2. LEGION ADVOCACY

We continue to advocate regarding the state of Long-Term Care in Canada, for better quality of health care being delivered to Veterans and seniors in long-term residential care in Canada as well as with the poor conditions that exist in some of the institutions that provide it. This also includes advocating for action to help seniors stay in their homes longer and to implement a Seniors Independence Program, like the Veterans Independence Program that is being delivered under the Veterans Health Care Regulations by Veterans Affairs Canada.

We continue to request updates from the government on important issues affecting our Veterans and their families; specifically, details on the Veterans Survivor Fund, the mandated priority "Elimination of the Marriage Over 60 Clause", the promulgation of the National Homeless Veterans Strategy, the departmental guidelines and policies for psychiatric service dogs, on equine therapy, transition services and adjudication backlogs to name just a few.

INFORMATION ONLY ITEMS

3. VETERANS SERVICES - STATISTICS

Veterans Services statistics for 2022 will be available for next DEC in 2023.

An in-person Command Service Officer course at Legion House was completed from 31 May – 2 June 2022.

Service Officer Professional Development training in Charlottetown was scheduled for September 2022 but cancelled due to Hurricane Fiona. There was significant damage done from downed trees, power lines, flooding etc... Very minimal financial penalties were incurred for postponing the training for a third straight year as one Service was already in Charlottetown early.

4. OUTREACH AND VISITATION INITIATIVE (OVI)

Public Services and Procurement Canada (PSPC) has postponed the contract renewal until March 2023 when the current extended contract expires.

5. VAC - VOCATIONAL REHABILITATION CONTRACT

For Vocational Rehabilitation, Partners in Canadian Veterans Rehabilitation Services, has been awarded the contract. It will be a joint venture between WCG International and Lifemark Health Group, which is expected to provide medical, psycho-social, vocational, and vocational assistance services to Veterans and their families. We will closely monitor the new contract to ensure Veterans and their families continue to receive the programs and benefits they deserve.

5. CIMVHR – MASTER and DOCTORATE SCHOLARSHIPS

The VSS Committee will review the program in 2025 and recommend through Poppy and Remembrance to DEC if it should continue beyond 2026.

RECOMMENDATION – That DEC approve the RCL Masters Scholarship for the following three-year cycle, starting in 2023-2024 ending in 2025-2026, for a total of \$90,000.00 from the Dominion Command Poppy Trust Fund. The scholarship will be ratified annually by DEC.

The recipient for the 2022 RCL Masters Scholarship was Ms. Martine Southall, BA Hons. Her research will focus on “Understanding the Relationship between Cannabis Use and Psychotherapeutic Treatment in Canadian Veterans: A Mixed-Methods Study”.

Comrades Bruce and Steven were approached regarding the granting of a Doctorate Scholarship as the current supporter has withdrawn. Further discussion will occur in the next few weeks and a recommendation will follow.

7. CONCUSSION LEGACY FOUNDATION (CLF)

Last year DEC approved \$75,000 for their project titled Operation Brain Health. The primary aims this project are to increase concussion recognition and improve the daily lives of those within the Veteran community who are navigating the effects of concussion.

The secondary aim is to increase accessibility to research initiatives seeking to address the long-term effects of brain injury in Veterans in order to accelerate the development of diagnosis and treatment methods.

A report is expected outlining where the money donated in December 2021 was expended. It is expected that further support will be requested in the near future.

**REPORT OF THE DOMINION COMMAND
POPPY AND REMEMBRANCE COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
26 NOVEMBER 2022**

File: 35-1

Berkley Lawrence	- Chair
Derek Moore	- Vice-Chair
Peter Merola	- Member
Carol Pedersen	- Member
Daryl Alward	- Member
Ernie Tester	- Member
Freeman Chute	- Coordinator
Nicole Thomas	- Assistant Coordinator

DATE OF LAST MEETING: 21 April 2022

DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

1. POPPY STORIES FUNDING REQUEST

Background

a. Over the past four years we have searched for new creative and state of the art ways to promote the Remembrance period. Remembrance Island, Digital Poppy, Immortal Poppy, and Pay Tribute have been very successful to name just a few. However there has yet to be a new creative way to promote the physical lapel Poppy.

Discussion

b. For the 2022 Remembrance period we introduced "*Poppy Stories*," a website that would allow you to scan your lapel Poppy with your phone and meet a First World War, Second World War, Korean veteran or and Afghan veteran.

c. Using your phone, you can turn every single poppy into a story about a Canadian war hero. All Canadians will have to do is scan the Poppy on their lapel, or someone else's, and they'll be served an image of a fallen Canadian with a story worth remembering.

(1) stories will be "snackable" but meaningful

(2) they'll aim to humanize with details like home city, family connections, age, and even pre-war jobs and interests, if possible, vs. just battle details

d. 50 stories were available on the website, you also had the ability to view additional stories if you so choose and at the end of the stories, you have a "*Donate*" link that would bring you to the Legion donation page.

e. This website creates a fun and engaging way to educate all Canadians, in and out of the classroom, remember/honour the fallen by telling their stories and helps Canadians connect to our donation platform.

RECOMMENDATION: That a voting member of DEC move to approve the amount of \$50,000 be approved for the development of Poppy Stories.

2. POPPY TRADEMARK INFRINGEMENTS - 2022

The number of Trademark Infringements has increase drastically over the past few years to over 1600 reported and four requiring legal intervention during the 2022 Poppy campaign.

These infringements are not isolated and could have easily been controlled through a more proactive approach starting at the Branch level. In fact, the majority of the more serious of the infringements were from our Provincial Commands and Legion Branches. Here are just a few:

Poppies on sidewalks
Poppies on Beer
Poppies on Race cars
Poppy Jewelry

Poppies on Election Signs
Poppy cupcakes
Poppy Donuts
Poppy Flags

This year CBC did a story on the large number of illegal Poppy products throughout the country. They also approached eBay and Amazon who are now willing to form a team to work with the National HQ to eliminate all illegal uses of the Poppy Trademark online. To further decrease and discourage the Poppy Trademark infringements requires a unified effort of policing from the local Legion Branches up.

**ADDENDUM
POPPY AND REMEMBRANCE COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
26 NOVEMBER 2022**

File: 35-1

Berkley Lawrence	- Chair
Derek Moore	- Vice-Chair
Peter Merola	- Member
Carol Pedersen	- Member
Daryl Alward	- Member
Ernie Tester	- Member
Freeman Chute	- Coordinator
Nicole Thomas	- Assistant Coordinator

ACTION ITEM FOR DECISION

MARKETING THE POPPY CAMPAIGN 2023 – REQUEST FOR FUNDS

The marketing department will once again actively promote the Poppy Campaign through a series of social media and on-line initiatives as part of the 2023 Marketing plan.

Below is the detail on the initiatives taking place between October and November 2023.

- Social Media Paid ads (Twitter/Facebook/YouTube/Google) \$100,000
- PSA to encourage moment of silence during remembrance period (TV/Radio) \$75,000

<u>RECOMMENDATION:</u>	As per article 403.i.a. "Approved Use of Poppy Funds" that a voting member of DEC move to approve the funding request of \$175,000 for the 2023 marketing campaign
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**REPORT OF THE DOMINION COMMAND
MEMBERSHIP COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
November 26, 2022**

File 23:1

Owen Parkhouse	Chair
Valerie MacGregor	Vice-Chair
Terry Campbell	Member
Marion Fryday Cook	Member
Rosalind Larose	Member
Duane MacEwen	Member
Garry Pond	Member
Randy Hayley	Coordinator
Amanda Black	Assistant Coordinator

DATE OF LAST MEETING: October 26, 2022

DATE OF NEXT MEETING: TBD

ACTION ITEMS FOR DECISION

1) RECOMMENDATION TO DEC:

A Friends of the Legion Program be implemented to create a more formal association between non-member supporters and the Royal Canadian Legion. Implementation to require upwards of \$50k for a 1-time online development cost with an anticipated return on investment of slightly less than 1 year.

2) RECOMMENDATION TO DEC:

Commencing in 2023, the 3rd week of September be pronounced as National Legion Week across Canada allowing all commands and branches to consistently participate to attract and welcome Canadians to the Royal Canadian Legion.

It is also recommended that Legion National Head Quarters establish marketing tools to assist commands and branches in promoting Legion Week.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. 2022 MEMBERSHIP GROWTH AND NEW DIGITAL CARD

Legion Membership will show year over year growth for the first time in 33 years! The Digital Membership card launched October 14, 2022, continuing the modernization of the Legion membership experience.

2. COMMITTEE TARGET REPORT

The Membership Committee Target Report below is as of October 27,2022.

2022 Membership Committee Targets

Command	Renewals	Branch Rates	Member Emails	Branch Portal Processing	Auto Renewals
01 RCL BC/YUKON COMMAND	83.5%	100.0%	62.7%	84.5%	11.4%
02 RCL ALBERTA/NWT COMMAND	84.6%	96.4%	56.5%	71.7%	11.8%
03 RCL SASKATCHEWAN COMMAND	88.8%	99.4%	49.0%	53.0%	7.8%
04 RCL MANITOBA/NWO COMMAND	86.9%	100.0%	44.9%	62.5%	9.2%
05 RCL ONTARIO COMMAND	88.7%	99.5%	54.1%	78.2%	10.5%
06 RCL QUEBEC COMMAND	86.2%	83.7%	57.8%	64.4%	9.8%
07 RCL NEW BRUNSWICK COMMAND	86.2%	100.0%	44.2%	60.6%	7.1%
08 RCL NOVA SCOTIA/NUNAVUT COMMAND	84.1%	100.0%	45.8%	83.5%	8.4%
09 RCL PEI COMMAND	82.9%	94.7%	42.2%	63.2%	7.5%
10 RCL NFLD/LABRADOR COMMAND	84.2%	87.0%	60.0%	63.0%	11.3%
Total	86.4%	97.5%	54.5%	71.2%	10.4%
2022 Membership Committee Targets	89%	100%	60%	75%	15%

**REPORT OF THE DOMINION COMMAND
SPORTS COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
26 November 2022**

File: 42-2

Brian Weaver	- Chair
Jerry Lava	- Vice-Chair
Nathan Lehr	- Member
Keith Andrews	- Member
Serge Thibaudeau	- Member
Steven Van Muyen	- Coordinator
Angela Colkitt	- Assistant Coordinator

DATE OF LAST MEETING(S): 13 October 2022

DATE OF NEXT MEETING: January 2023

ACTION ITEMS FOR DECISION

1. PROPOSED DOMINION SPORTS GUIDE AMENDMENT – SECTION 709

A required amendment to the Dominion Sports Guide, which was realized during the 2022 Legion Nationals, was approved by the Dominion Sports Committee in October 2022. The amendment is required to ensure that the consequences for departing early (Legion team athletes), without authorization from the Sports Committee Chair, are clear. The proposed amendment is as follows:

SECTION 709 CURRENT: “All athletes must attend the Championships for the duration of the event. Early departure is not permitted. Athletes must adhere to this rule upon signing their registration form or forfeit their position on their Provincial Command team. Parents of athletes who withdraw from the Championships without authorization from the Sports Committee Chair will be liable for the costs incurred for transport, room and board, and registration.”

SECTION 709 PROPOSED AMENDMENT: “All athletes must attend the Championships for the duration of the event. Early departure is not permitted. Athletes must adhere to this rule upon signing their registration form or forfeit their position on their Provincial Command team. *Parents of athletes who withdraw from the Championships without authorization from the Sports Committee Chair will be liable for all transport, room and board, and registration costs incurred for the athlete to attend the Championships from the first day of the event to the last day of the event.*

RECOMMENDATION: It is recommended to amend the Dominion Sports Manual, Section 709, to read “...*will be liable for all transport,*

room and board, and registration costs incurred for the athlete to attend the Championships from the first day of the event to the last day of the event.”

THE WAY AHEAD: COMMITTEE PLANS / GOALS

2. DOMINION MEMBER SPORTS CHAMPIONSHIPS

It is with great excitement that the Dominion Member Sports Championships will be returning in 2023. Gratitude is extended to the Host Branches who have had to postpone multiple Championships and have been extremely flexible. The host instructions for all 2023 Dominion Sports Championships have been sent to the Host Branches and detailed planning has commenced. The details for the 2023 and 2024 Dominion Championships are as follows:

2023 Dominion Member Sports Championships

Cribbage: 21 – 24 April 2023

Host: Branch #02-015 Men of Vision

PO Box 183 Stn Main, Cochrane, AB T4C 1A5

Dominion Sports Representative: Comrade Brian Weaver

Darts: 28 April – 1 May 2023

Host: Branch #01-265, Aldergrove, BC

26607 Fraser Hwy, Aldergrove, BC V4W 3L1

Dominion Sports Representative: Comrade Brian Weaver

Eight ball: 26 – 29 May 2023

Host: Branch #02-104 Innisfail

1-5108 49 Ave, Innisfail, AB T4G 1R1

Dominion Sports Representative: Comrade Keith Andrews

2024 Dominion Member Sports Championships

Eight Ball: 24 – 27 May 2024

Host: Branch #10-051 Happy Valley-Goose Bay

PO Box 335 Stn B, Hpy-Vly-Goose, NL A0P 1E0

Cribbage: 26 – 29 April 2024

Host: Branch #07-033, Shediac, NB

386 Main Street, Shediac, NB, E4P 2G1

Darts: 3 – 6 May 2024

Host: Branch #06-251, Laval, QC

2000 Boul Cure-Labelle, Laval, QC, H7T 1L3

2025 Dominion Member Sports Championships Bid Process

The Host Branch Call for Applications process for the 2025 Dominion Member Sports Championships will begin in February of 2023. In accordance with the Sports Guide, the deadline for submission to their respective Provincial Command will be end July 2023. The deadline for submission to Dominion Command will be end August 2023. Those selected to host the 2025 Dominion Member Sports Championships will be selected in November 2023.

3. LEGION NATIONAL YOUTH TRACK AND FIELD CHAMPIONSHIPS

The 2022 Legion Nationals took place in Sherbrooke, Quebec from 3 – 9 August 2022. A detailed summary of the event can be viewed at the end of this report. In general, post-event surveys and after-action reports indicated that the event was a success. Positive feedback mostly focused on the competition itself while negative feedback focused on the food and accommodations. To address the issues with the cafeteria and residences at the Université de Sherbrooke, the Sports Committee is exploring the possibility of moving the Legion teams to Bishop's University (located approximately 15 minutes from the competition venue).

2023 Legion National Youth Track and Field Championships

The 2023 Legion Nationals will take place in Sherbrooke, Quebec from 9 – 15 August. The competition will occur at the Université de Sherbrooke. As stated above, the Sports Committee is exploring the possibility of housing and feeding the Legion teams at Bishop's University. The Remembrance theme for the 2023 Legion Nationals is under development. Every effort will be made to improve the event from lessons learned in 2022 while maintaining the positive aspects of the meet.

Future Legion Nationals

The dates for all upcoming scheduled Legion Nationals are as follows:

- A. August 9 – 15, 2023. Sherbrooke, QC.
- B. August 7 – 13, 2024. Calgary, AB
- C. August 6 – 12, 2025. Calgary, AB

2026/2027 Legion Nationals Bid Process

Dominion Command will be looking for a host city for the 2026 and 2027 Legion National Youth Track and Field Championships in the new year. The bidding process will begin in February of 2023. The closure of the bidding period will be near the end of July 2023. The host for the 2026 and 2027 Legion Nationals will be selected in the October 2023 timeframe.

The Dominion Sports Committee Coordinator attended the Sport Event Congress 2022, hosted by Sport Tourism Canada, in early November 2022. Multiple (over a dozen) destination marketing organizations (potential host cities) expressed extreme interest in hosting the 2026 and 2027 Legion Nationals. It was encouraging to see the amount of interest in our event and the significant positive reputation it holds within both the Canadian sport community and Canadian tourism industry. With the event having grown in national awareness, coupled with the growth of the Canadian sport industry, the Legion Nationals provides a significant leverage opportunity for the furtherance of the Royal Canadian Legion's strategic objectives. Therefore, the Dominion Sports Committee will put every effort into leveraging the program to further the values and goals of the RCL and showcase our organizations commitment to Canada's youth.

4. **COMMITTEE OF THE WHOLE MEETING**

The Sport Committee continues to maintain close liaison with Provincial Command sports representatives by encouraging a reciprocal flow of information and requesting feedback to enhance the Legion's Sports Program.

2022 LEGION NATIONAL YOUTH TRACK AND FIELD CHAMPIONSHIPS

Post-Championships Report

The 44th Legion National Youth Track and Field Championships took place 3-9 August 2022 in Sherbrooke, Quebec. The total attendance was 690 athletes, including 255 Legion sponsored athletes, representing 8 of 10 Provincial Commands, and 435 open category athletes. The athletes were supported by 29 Legion sponsored chaperones and 25 Legion sponsored coaches, as well as 60 open category coaches. There were approximately 2,000 spectators, officials, and volunteers from all parts of Canada in attendance which included 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 2022, a remembrance theme of the 80th anniversary of the Dieppe Raid was prominent throughout. For Provincial Command athletes, the highlight of the event day (8 August) was visiting the Parc de la Gorge, Foresta Lumina. Legion athletes described the experience as something they will remember forever.

The Lieutenant Governor of Quebec, the Honourable Michel J. Doyon, attended the opening ceremonies and was the official guest of honour. Unfortunately, the Royal Canadian Legion Vice-President and Sports Committee Chair, Comrade Brian Weaver, was unable to attend due to unforeseen circumstances. Therefore, Comrade Norman Shelton, the Quebec Provincial Command Track and Field Chair, represented Dominion Command as the acting Dominion Command Sports Chair. In attendance as well was Comrade Kenneth Ouellet, Royal Canadian Legion QC President; Elisabeth Brière, Member of Parliament; Christine Labrie, National Assembly of Quebec, and Guy Marchesseault, Branch 010 President. The opening ceremony began with a parade led by Sergeant-at-Arms, Michel Rodrique, and his Color Party. The music was provided by piper Sylvain Ross. Legion teams representing the participating Provincial Commands made for a wonderful opening. It should be noted that due to forecasted inclement weather, the opening ceremonies was re-scheduled for noon on 4 August. Additionally, due to airline issues and cancelled flights, Team SK was unable to attend the opening ceremonies. Immediately following the ceremony, Dominion Command hosted a reception on-site at the Université de Sherbrooke. Further receptions were held at Branch #010 Sherbrooke for the coaches and chaperones on Friday and Saturday respectively. The closing banquet was hosted at the Université de Sherbrooke Sports Centre on Sunday evening. During the closing banquet, the President's Award, which recognizes individuals who have demonstrated exceptional dedication, support, and service to the Legion Nationals program, was presented to Mr. Kelly Smith.

From the opening ceremony through to the closing banquet, Canada's contributions to freedom and the sacrifices of our veterans formed the cornerstone of this event. This was projected through the content of speeches, event publications, local and national media outlets and event paraphernalia sporting the 80th anniversary of the Dieppe Raid (i.e. on volunteer t-shirts, event bags, hats, bibs, event booklets, etc.). Other areas of remembrance were the medals presented which featured silhouettes that paid tribute to the Dieppe Raid. Additionally, two minutes of silence, the act of remembrance, and the laying of a wreath by the guest of honour, were all done during the opening ceremonies. The meet was held from 3-9 August under extremely hot weather conditions. The facility at the Université de Sherbrooke was in excellent condition and enhanced the overall competition. The meet itself was carried out over a full three-day period under the excellent organization of the meet director, Daniel Quirion, the official's director, Cecil Lefebvre, and the technical advisor, Serge Thibaudeau. Ten meet records were broken. The top Legion female athlete, receiving the LeRoy Washburn trophy, was Sofia Agudelo from Quebec and the top male athlete, receiving the Jack Stenhouse trophy, was Jake McEachern from Ontario.

Logistically, the cafeteria provided meals on site for the Legion Teams while the stadium canteen provided food at the track. Although the food at the cafeteria was sufficient it was not ideal and failed to meet the needs of all competitors. The quarters used to house the Legion teams were in fair condition at the Université de Sherbrooke. Although they provided adequate housing for the athletes, the lack of air conditioning in the rooms, during a significant heat wave, was difficult to manage for those using the residences. A concentrated effort will be applied to ensuring the rooms and food provided in 2023 are improved. The transportation provided for staff and Legion teams was great.

For 2022, a digital media campaign was conducted which included Facebook, Instagram, Twitter, and Snapchat. The digital media campaign was successful in reaching a large audience and bringing awareness to the Legion National Youth Track and Field Championships. Additional promotion prior to the event was provided through advertisements at high school track and field championships and interviews with local and provincial media outlets. During the championships, the track events were broadcasted via live streaming on AthleticsCanada.TV. The broadcast produced a total of 1183 videos from the live streaming of the event. Total live stream views equaled 3,080 with total minutes viewed of 83,121.

The Sherbrooke community led by the LAC Chair, Judith Lefebvre, worked extremely hard to provide the best possible experience for the athletes, coaches, chaperones, and guests. Additionally, Legion Branch #010, led by President Guy Marchesseault, provided exceptional support throughout all aspects of the event. The entire Sherbrooke community rallied around the program providing a volunteer base of over 200. Additionally, the 197 Frontenac Royal Canadian Sea Cadet Corps was involved in the opening ceremony, the medal presentations, the closing banquet, photography, and recruitment. The Université de Sherbrooke, Athletics Canada, Bitfarm, Athlétisme Sherbrooke, Professional Institute of the Public Service of Canada, and Programmed

Insurance Brokers Inc. were diamond level sponsors, along side many other local sponsors, who made the event possible.

The message of remembrance and the 80th anniversary of the Dieppe Raid was woven throughout all aspects of the event. At the main entrance were large posters which provided a summary of the sacrifices of Canadians during the Dieppe Raid and highlighted the importance of this piece of Canadian History.

**REPORT OF THE DOMINION COMMAND
RITUAL, AWARDS AND PROTOCOL COMMITTEE
TO THE
DOMINION EXECUTIVE COUNCIL
Saturday November 26th, 2022**

Blaine Kiley	-	Chair
Mary-Ann Latimer	-	Vice-Chair
Don McCumber	-	Member
Jack Porter	-	Member
John Cher	-	Member
Antonin Chevalier	-	Member
Charls Gendron	-	Committee Coordinator

DATE OF LAST MEETING: 17th November 2022

DATE OF NEXT MEETING: TBD

ACTION ITEMS

CHAPLAIN MANUAL

The Committee will be reviewing and updating the RCL Chaplain manual over the next calendar year and will work closely with DC Op Harmony and Provincial Command on this task.

Award submissions since June 2022:

COMMAND	MSM	Palm to MSM	MSA	Palm to MSA
Alberta-NWT	2		2	1
BC/Yukon	13		1	
Man & NW Ont	1			
New Brunswick	6			
NL & Labrador				
NS/ Nunavut	2			
Ontario	3	1		
PEI				
Quebec				
Saskatchewan	1			

**REPORT OF THE DOMINION COMMAND
CONSTITUTION AND LAWS COMMITTEE TO
DOMINION EXECUTIVE COUNCIL
26 NOVEMBER 2022**

File: 17-2

Dave Gordon	Chair
David Eaton	Vice Chair
George O'Dair	Member
Bill Chafe	Member
Craig Thomson	Member
Gerald Budden	Member
Danny Martin	Committee Coordinator
Ty Backer	Assistant Committee Coordinator

GENERAL

Members continue to review and respond to Constitution and Laws questions by email and telephone as necessary.

PROVINCIAL COMMAND BY-LAW AMENDMENTS

Since the last meeting, the committee reviewed amendments to the By-Laws for AB-NWT, BC/YK, ON and PEI Commands.

REINSTATE ARTICLE 129 – DEC DIRECTIVE

As a direct result of the pandemic DEC on 20 March 2020 passed the following motion - Section 129 of the GBLs is rescinded in its entirety effective immediately and until further notice. The current version states:

129. a. No Provincial Command or branch shall, at any time or in any manner, appeal for financial contributions or payments of money from the public or from the membership of the Legion, beyond the area in which such command or branch normally operates and exercises jurisdiction. b. For the purposes of this section, where there are two or more branches in any urban area, such area shall be such portion of the urban area and area adjacent thereto as the Provincial Command having jurisdiction may allot to such branch.

b. For the purposes of this section, where there are two or more branches in any urban area, such area shall be such portion of the urban area and area adjacent thereto as the Provincial Command having jurisdiction may allot to such branch

The committee reviewed the need to reinstate article 129 as well as any need to revise based on the current methods available for fundraising enabled by internet platforms. The committee agreed that modifications were required to adapt to the changing platforms and made the following recommendation for DEC consideration:

RECOMMENDATION: That Article 129 be modified as follows and be reinstated:

129. a. No Provincial Command or branch shall, at any time or in any manner, physically appeal directly for financial contributions or payments of money from the public or from

the membership of the Legion, beyond the area in which such command or branch normally operates and exercises jurisdiction. However random solicitation for financial contributions or payments of money from the public or from the membership of the Legion using internet platforms such as “Go Fund Me” may be authorized with consent from the higher authority.

b. For the purposes of this section, where there are two or more branches in any urban area, such area shall be such portion of the urban area and area adjacent thereto as the Provincial Command having jurisdiction may allot to such branch.

MODIFY ARTICLE 401.a

Article 401.a. currently states in the first sentence:

“Eight elected officers consisting of a Dominion President, a Dominion First Vice-President, three Dominion Vice-Presidents, a Dominion Treasurer, a Dominion Chair and the Dominion Immediate Past President....”

Technically this is incorrect as there is only seven elected officers as the Immediate Past President is not elected as there is no voting by the delegates and it is an automatic appointment to this position.

RECOMMENDATION: That the first sentence in Article 401.a. be modified to read:
“Seven elected officers consisting of a Dominion President, a Dominion First Vice-President, three Dominion Vice-Presidents, a Dominion Treasurer, a Dominion Chair and the Dominion Immediate Past President....”

MODIFY ARTICLE 311.a. iii

Article 311.a.iii currently reads:

iii. removal from any office or position held and prohibition from running for and holding any office, for a period of up to 24 months;

It was noted that the above clause seeks to removing a member from any office or position held and prohibits them from running and holding any office but does not mention “position” in the latter part of the clause. After review the following modification is recommended:

RECOMMENDATION: That Article 311.a.be modified to read:
iii. removal from any office or position held and prohibition from running for and holding any office or position, for a period of up to 24 months;

**REPORT OF THE DOMINION COMMAND
RCEL COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
26 NOVEMBER 2022**

File: 26-2-4

B. Julian	- Chair
T. Irvine	- Vice Chair
O. Parkhouse	- Member
S. Clark	- Coordinator
C. Racine	- Assistant Coordinator

DATE OF LAST MEETING: 26 November 2021

DATE OF NEXT MEETING: 24 November 2022

ACTION ITEMS FOR DECISION

The committee will bring forward a funding envelope recommendation for approval for the Individual Assistance Grants and Poppy Material needs for Caribbean countries that receive such support.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. In preparing the distribution of benevolent payments to Veterans and widows in the Caribbean for the second half of 2022, it was discovered that because of the drop in the value of the Canadian dollar, support payments in October would not be a true reflection of the value of the GBP. To offset this reduced funding for each Veteran and widow, the RCEL Committee approved a temporary currency compensation payment, which totalled \$3891.50 and was still within the total funding envelope approved by DEC in November 2021. The committee will be presented with a more permanent solution to offset this support reduction, with a recommendation to be forwarded for DEC approval.
2. The itinerary for the 2023 President's Cruise includes stops on an island where the Legion financially supports Veterans and widows (Antigua) and two other islands where the Legion provides Poppy material annually (Barbados, St. Kitts). While no official monitoring and evaluation visits will be conducted during 2023, there may be an informal opportunity for Legion members on the cruise to connect with the member organizations while on an excursion ashore.
3. The RCEL Annual Report is attached for information.

**REPORT OF THE DOMINION COMMAND
CONVENTION COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
26 NOVEMBER 2022**

File: 19-1

B. Julian	-	Chair
O. Parkhouse	-	Member
B. Chafe	-	Member
D. Martin	-	Coordinator
T. Backer	-	Assistant Coordinator
S. Clark	-	Ex Officio

ACTION ITEMS FOR DECISION

None

2024 DOMINION CONVENTION

The 2024 Convention is scheduled for 24-28 August 2024 in Saint John, NB.
Contractual agreements are in place.

2026 DOMINION CONVENTION

The 2026 Convention is scheduled for 22-26 August 2026 in Winnipeg, MB.
Contractual agreements are being reviewed and will be finalized by end year.

2028 DOMINION CONVENTION

Nothing to report.

2030/32 DOMINION CONVENTION

Nothing to report.

**REPORT OF THE DOMINION COMMAND
DEFENCE AND SECURITY COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
26 November 2022**

File: 82-27

**A. Siew - Chair
B. Heffernan - Vice Chair
M. Pearson - Member
B. Sauvé - Member
D. Young - Coordinator
M. Smith - Assistant Coordinator
C. Hughes - Observer**

**DATE OF LAST MEETING(S): 20 September 2022
DATE OF NEXT MEETING: TBD**

ACTION ITEMS FOR DECISION

1. There are no action items for decision.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

2. Definition of a Veteran

Following DEC in April 2022, The Royal Canadian Legion requested that the Minister of Veterans Affairs in consultation with the Minister of Public Safety, amend the current definition of a Veteran for commemoration purposes to include the RCMP.

A response was received from VAC and is included as an attachment.

Given the RCMP participation at the National Remembrance Day ceremony, as sentry duty, members on parade, position on the cenotaph, and their history that includes battle honours, we are exploring the way forward to further advocate to include the RCMP in the definition of a Veteran for commemorative purposes.

3. Housing Affordability for CAF and RCMP Members

Concerned with the affordability of the high cost of housing across Canada and the financial impact this has on serving CAF and RCMP members. CAF and RCMP members are required to relocate on a frequent basis, often without choice, to meet the needs of their service, letters were sent to the Ministers of National Defence and Public Safety.

The Minister for National Defence acknowledged concerns for the well-being of military personnel and their families and confirmed that the Post-Living Differential (PLD), which reduces the economic impact of high housing costs in some areas, is currently under review both in the design and calculation method by the CAF and the Treasury Board. More details will be available when the benefit has formally been approved.

The Chief Human Resources Officer, Nadine Huggins, responded on behalf of the Commissioner, Brenda Lucki. She acknowledged the challenges the RCMP are experiencing from the high cost of living and rising house price, confirmed the Commissioner continues to seek and support sustainable solutions for members working in high-cost locations, and that most recently, they received wage increases and adjustments to bring them to par with other policing and law enforcement counterparts.

D&S will continue to monitor for the decision from the Treasury Board and for any economic hardship experienced by the RCMP.

ADVOCACY ACTIONS

4. Op Harmony Initiative – CAF Indigenous Youth Programs (5) and Indigenous Pre-Cadet Training Program

The Op Harmony Committee tasked the D&S Committee to investigate outreach opportunities related to the CAF and the RCMP. The Committee's initial findings follow.

The RCMP's Indigenous Pre-Cadet Training Program, which is a three-week training session at the RCMP Training Academy (Depot) In Regina. It is open to Indigenous peoples of Canada (First Nation, Inuit or Métis) who are Canadian citizens, a Secondary School or equivalent graduate, aged 19 to 29 and able to pass the enhanced reliability security check. The top candidate in each serial is now receiving a Comradeship plaque from the local Branch President.

The Committee continues to investigate possible outreach and recognition opportunities for the participants of the CAF programs and will report back to the Op Harmony Committee.

5. Other Advocacy Issues

The D&S Committee continues to monitor the situation regarding, the impact of the invasion of Ukraine by Russia on global security, CAF Military Sexual Trauma and Culture Change, Afghanistan Refugees and other issues as included in Committee meeting minutes.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

Future plans and actions have been reported in recent Committee minutes and the key highlights are summarized below.

6. CAF Personnel Shortages

Personnel and staffing issues, combined with a changing demographic and expectations of the general workforce have challenged the strength and readiness of the CAF. The pandemic and pre-existing shortfalls have also severely impacted the capability to deliver training. These strains are concerning given the force size, experience, and expertise needed for operations.

A recently developed Retention Strategy and CDS Directive for CAF Reconstitution has been developed by the CAF will be closely monitor for the implementation process and results of the efforts.

7. 2021 Mandate Letters

The Committee continues to monitor several relevant items for D&S and the Legion.

8. CDS and RCMP Commissioner Meetings

Meetings have occurred with the Acting Chief of Military Personal and the RCMP Commissioner. Meeting with the CDS is pending.

9. Collaboration

The D&S Committee will collaborate with Dominion Command and other Legion Committees on initiatives to recognize the 150th anniversary of the RCMP in 2023 the 100th anniversary of the Airforce in 2024.

**REPORT OF THE DOMINION COMMAND
VETERANS CONSULTATION ASSEMBLY
TO THE DOMINION EXECUTIVE COUNCIL
26 NOVEMBER 2022**

File: 10-2

L. Murray	- Chair
B. Julian	- Vice Chair
S. Clark	- Coordinator
R. McInnis	- Assistant Coordinator

DATE OF LAST MEETING(S): 23 April 2022

DATE OF NEXT MEETING: Spring 2023 (TBD)

ACTION ITEMS FOR DECISION

The committee has no action items at this time.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

The next meeting of the Veterans Consultation Assembly is tentatively planned for Spring 2023. The format will see presentations delivered in the morning session, with general discussion on areas of interest and common concern to Veterans and organizations completing the afternoon session.

**REPORT OF THE DOMINION COMMAND
PUBLIC RELATIONS COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
26 November 2022**

:

S. McKeown	-	Chair
D. McRury	-	Vice-Chair
P. Cook	-	Member
J. Clayton	-	Member
K. Kuzek	-	Member
J. Lava	-	Member
N. Lehr	-	Member
J. Mahon	-	Member
C. McCaul	-	Member
R. Taylor	-	Member
J. Yeo	-	Member
T. Young	-	Member
N. Bond	-	Coordinator
L. O'Neill	-	Assistant Coordinator
D. Edmonds	-	Assistant Coordinator

DATE OF LAST MEETING(S): June 2, 2022

DATE OF NEXT MEETING: TBD

ACTION ITEMS FOR DISCUSSION & IMPLEMENTATION

- *Planned meeting was postponed due to Queen's passing and timing challenges due to Remembrance Period preparation.*

**REPORT OF THE DOMINION COMMAND
GOING FORWARD COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
26 November 2022**

File: 10-1-1

B. Julian	-	Chair
B. Chafe	-	Member
T. Irvine	-	Member
B. Lawrence	-	Member
S. McKeown	-	Member
L. Murray	-	Member
O. Parkhouse	-	Member
B. Weaver	-	Member
D. Gordon	-	Advisor
S. Clark	-	Coordinator
D. Martin	-	Assistant Coordinator

DATE OF LAST MEETING: 27 July 2022

DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

No action items for decision.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

The Committee will develop a strategy to observe the passing of the last Canadian Second World War Veteran, as was done for the passing of Comrade John Babcock, the last Canadian First World War Veteran.

The Committee will also consider the proposal of branch formation under the GWVA when calculating anniversary milestones.

**REPORT OF THE DOMINION COMMAND
OP HARMONY COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
26 NOVEMBER 2022**

File: 10-1-1

L. Murray	- Chair
M. Emery	- Member
M. Fryday-Cook	- Member
B. Lawrence	- Member
J. Mahon	- Member
V. McGregor	- Member
A. Siew	- Member
T. Ross	- Special Advisor, Rainbow Veterans of Canada
R. Thibeau	- Special Advisor, Aboriginal Veterans Autochtones
Rabbi I. Scher	- Special Advisor, Congregation Machzikei Hadas
S. Clark	- Coordinator

DATE OF LAST MEETING: See Below

DATE OF NEXT MEETING: Spring 2023 (TBC)

ACTION ITEMS FOR DECISION

No action items for decision, although items may arise during the Strategy Corp Inc (SCI) presentation to DEC that will require decision.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

As last reported, the Op Harmony Committee met on 25 April to review the revised submissions from the two bidding consulting firms. The committee members selected Strategy Corp Inc (SCI) to undertake the organizational EDI assessment; notice to both firms was sent 5 May

Regular engagement has continued throughout the past six months to advance this important project, including 18 meetings, three virtual Town Halls, interviews and a member survey:

9 May	Initial meeting with SCI
26 May	Project kick-off meeting with Op Harmony committee and SCI
30 May	SCI meeting with committee Chair and Coordinator

31 May	Meeting of DEC and Op Harmony with SCI. The consultants discussed EDI and gained perspective and insight from the elected leaders of the Legion. Subsequently, select members of DEC and PEDs were interviewed for more in-depth commentary and perspective
29 Jun	Interviews commenced with DEC, International fraternal organizations and Committee Special Advisors
12 Jul	Bi-weekly status update meetings were initiated between SCI and the committee Chair and Coordinator, which identified any concerns, issues, or necessary refocus.
4 Aug	SCI conducted a focus group with the Op Harmony committee
9 Aug	A current state organizational assessment survey was issued to members <ul style="list-style-type: none">• Emails delivered: 99,036• Unique emails opened: 60,069• Unique clicks: 9,758• Open rate: 61%• Clickthrough rate: 16%• Responses registered: 8,881
2 Sep	SCI presented current assessment outline to committee Chair and Coordinator
20 Sep	The first virtual Town Hall was held; this was rescheduled from the prior week due to the passing of Queen Elizabeth II
26 Sep	Two additional virtual Town Halls were conducted
11 Oct	SCI issued the draft report to the committee Chair and Coordinator
31 Oct	The Op Harmony Committee met to discuss the report and present their individual thoughts at a strategic level: <ul style="list-style-type: none">• on the Report• on how we should move forward in the context of the Report• on the committee's position regarding a presentation to DEC at the November meeting and subsequent DEC discussion
2 Nov	Committee meeting to inform SCI of the members' views/discussion from their earlier session.
14 Nov	Final report received

The final report was shared with all members of DEC. Strategy Corp (SCI) will present their report and recommendations to DEC the afternoon of 26 November. The active engagement of all members is important as we consider the recommendations and next steps.

**REPORT OF THE DOMINION COMMAND
CENTENARY COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
26 November 2022**

File: 48-20

O. Parkhouse	-	Chair
V. MacGregor	-	Member
J. Mahon	-	Member
C. Pedersen	-	Member
G. Conrad Davey	-	Member
G. Pond	-	Member
T. McEvoy	-	Member
M. Fryday-Cook	-	Member
D. MacEwen	-	Member
P. Wood	-	Member
K. Merola	-	Member
J. St-Laurent	-	Member
C. Richardson	-	Member
S. Clark	-	Ex officio
L. Murray	-	Ex officio
T. Backer	-	Committee Coordinator
K. Therien	-	Assistant Coordinator

DATE OF LAST MEETING: 9 August 2022

DATE OF NEXT MEETING: TBD 2023

ACTION ITEMS FOR DECISION

There are currently no action items for decision.

COMMITTEE PLANS / GOALS

1. Planning National Strategic Forecast

The committee is planning to meet again to formulate the plan to successfully strategize our Centenary celebration. This strategic forecast will be completed by no later than the 2023 Spring DEC meetings, so that it can be included in our next report. Ultimately, it will outline our national strategic plans, and it will forecast the committee's future objectives and main priorities.

2. **Initial Plans**

Planning is underway and the following has recently been initiated or finalized:

- Centenary logo re-designed and approved
- Branch Logo guide created and finalized
- Applications sent to both advisory committees of Canada Post and Royal Canadian Mint for a RCL 100 anniversary stamp and circulation coin.
- Initial site visit completed for the proposed location of the 2026 Convention and Centenary Gala.

**REPORT OF CANVET PUBLICATIONS LTD. TO
DOMINION EXECUTIVE COUNCIL
26 November 2022**

File:

O. Parkhouse	-	Board Chair
B. Julian	-	Board Vice-Chair
B. Chafe	-	Secretary
T. Bursey	-	Director
S. Clark	-	Director
T. Irvine	-	Director
B. Lawrence	-	Director
S. McKeown	-	Director
L. Tardif	-	Director
B. Weaver	-	Director
I. Weiser	-	Director

DATE OF LAST MEETING(S): April 30, 2022

DATE OF NEXT MEETING: November 26 2022

INTRODUCTION

Canvet will have a better year than forecasted in 2022 and is poised to build on that growth in the years ahead.

SUBSIDY REVENUE

Canvet was the recipient of three subsidies in 2022. The Canada Periodical Fund (CPF) for *Legion Magazine* and *Canada's Ultimate Story (CUS)* as well as Ontario Creates for a direct mail campaign for *Legion Magazine*.

Last year, Canvet received \$950,716. This year, the CPF will be sending a combined cheque for \$1,036,577, nine per cent (\$85,861) more than last year and the largest amount in Canvet's 50-year history. This is an excellent outcome and bodes well for the future of Canvet's subsidy under the new formula.

The subsidy comes with clear rules for inclusion and the Department of Heritage must continue to be confident that *Legion Magazine* and *CUS* are independent publications and that Canvet is an independent publisher. Any periodicals "that primarily reports on the activities or promotes the interests of the organization" will be excluded from receiving funding.

Ontario Creates, an agency of the Ministry of Tourism, Culture and Sport, awarded Canvet \$75,000 for a direct marketing campaign to build subscribers to *Legion Magazine* in 2021 and 2022, \$30,000 of which was realized in 2022.

Canvet's budgets are predicated on the continuing receipt of the government subsidy. As a reminder, the government year is from April 1 to March 31, while Canvet's is the calendar year, so the amounts in the operating budget reflect that variation.

EDITORIAL

In 2022, Canvet published six issues of *Legion Magazine*, four issues of *CUS*, six French inserts and a French and English eBook titled *Veterans Benefits Guide* (56 pages).

Canvet also writes a significant amount of copy for our websites, eBlasts, including a weekly e-newsletter showcasing Front Lines Weekly and Military Milestones, as well as scripts for our Military Moments video series and podcasts.

In 2023, the January/February issue will showcase coverage of Remembrance Day and articles about the Royal Commonwealth Ex-Services League, how armies are fighting climate change, the Permanent Active Militia, night fighter Gordon Learmouth Raphael and more. Subsequent issues will include stories on peacekeeping, the little-known Pig War of 1859, Norad, the 1st Special Service Force, the Italian Campaign and more.

Again, four Special Interest Publications are scheduled: The road to victory in 1943; the Korean War; Operation Husky; and O Canada.

WWW.LEGIONMAGAZINE.COM AND SOCIAL MEDIA

On legionmagazine.com Canvet keeps its digital readership informed on Canada's military history. Viewers can find award-winning interactive websites, blogs, historic photo archives, audios and videos, an online shop and the Last Post database with over 207,000 names. The staff has designed these sites to provide seamless performance across all devices which allows 60 per cent of the viewers to learn about us on their mobiles and tablets.

Canvet also has a YouTube channel for our Historic Moments, tributes and remembrance videos. These short films have generated over 2.4 million views on YouTube. Leonard Cohen reciting *In Flanders Fields* still stands as the most popular video produced by Canvet.

MEMBER BENEFITS PACKAGE

Canvet and its sales team administer The Royal Canadian Legion (RCL) Member Benefits Package (MBP). Members see discounts through Pearl, Blowes and Stewart Travel, Pocketchips, IRIS Eyewear, Medipac Travel Insurance, belairdirect car and home insurance, Rogers, HearingLife, Arbor Memorial, Canadian Safe Step Walk-in Tub Company, CHIP Reverse Mortgage, Revera and MBNA Canada Bank. Not only do the partners offer member discounts but next year, they will contribute \$180,000 in funding to Legion programs, which in turn supports services and initiatives for veterans.

CONCLUSION

This report is for information only.

LEGION NATIONAL FOUNDATION

File: 10-18

BOARD OF DIRECTORS

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GENERAL

The recent focus on the Legion National Foundation's work was the Remembrance period with various fundraising initiatives.

The Board of Directors met in October to review the fundraising plans for the remainder of the year. The Legion Magazine Card along with other fundraising appeals were responded to by generous donors across Canada.

FUND DISBURSTMENTS

In December the LNF board will meet to review the various grant applications we have received. The Board will consider where money shall be distributed and at what level of funding.

The LNF has received reports from past beneficiaries such as Veterans House on the impact of the \$200,000 funding on Veterans Wellness. The recognition of these gifts are being shared in a number of ways including signage as a way to increase our brand with Canadians.

SOCIAL MEDIA

Our social media presence continues to grow, and we are inspired by what we hear from donors and Veterans and Canadians as a whole.

AN EVENING WITH MARGARET MACMILLAN

On September 12, the LNF partnered with the Bill Graham Centre and hosted An Evening with Margaret MacMillan. Margaret, an award-winning author, was incredible. The evening attracted over 1300 virtual registrations and the room was packed for the in-person portion of the evening. By all accounts the evening was a success.



Royal Canadian Legion

Equity, Diversity, and Inclusion Organizational Assessment

Final Report

November 2022

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This final report proceeds in four parts and includes an executive summary, the project's context, assessment results and our recommendations.

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- ✓ *EDI Insight Survey Results, Comparative Analysis Takeaways, Media Scan Takeaways, Town Hall Takeaways*

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Context

In May 2022, StrategyCorp was engaged by the Royal Canadian Legion to conduct an independent assessment of the organization's Equity, Diversity and Inclusion (EDI), its membership, and elected leadership.

The context for the Royal Canadian Legion:

- EDI is **integral** to building trust and accomplishing the mission of the Legion, which is inherently oriented around serving all Veterans, regardless of background.
- However, challenges around the recruitment of diverse membership and historical issues of discrimination have created **difficulties** in both culturally effective service delivery and public perception.

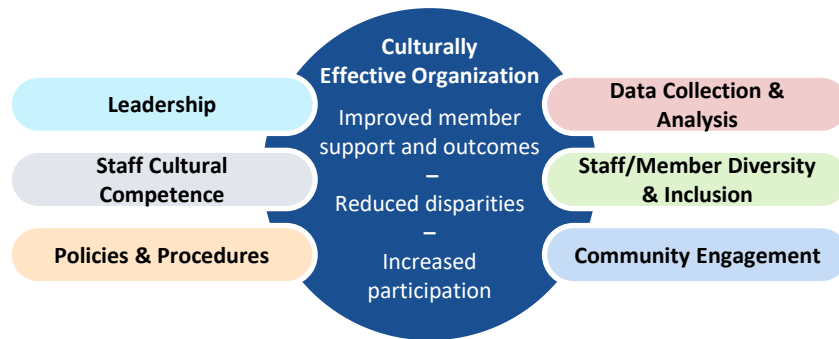
StrategyCorp's assignment was to:

- ✓ **Define the current levels of EDI integration** from a public opinion and membership perspective
- ✓ **Determine gaps and barriers** to reaching diverse members of the broader veteran community
- ✓ **Develop recommendations** on the revision, enhancement and/or development of current and future policies, programs and practices

StrategyCorp Employed a Structured Methodology Informed by a Variety of Data Sources

Data Type	Inputs
Stakeholder Interviews	<ul style="list-style-type: none"> ✓ 16 one-on-one interviews and a focus group ✓ Engagement with National and Provincial leadership ✓ International Legion organizations ✓ Special advisors and relevant organizations
Data and Document Review	<ul style="list-style-type: none"> ✓ Comprehensive review of the Legion's policies, procedures, and programs ✓ Evaluation of organizational structure and composition
Member Survey	<ul style="list-style-type: none"> ✓ Member survey distributed and open to all Legion members ✓ 8,881 responses collected
Town Halls	<ul style="list-style-type: none"> ✓ 3 bilingual town halls ✓ 120 member attendees
Secondary Research	<ul style="list-style-type: none"> ✓ Research into leading EDI practices ✓ Review of comparator approaches

Our EDI Assessment Framework



Our approach was to evaluate the alignment of the Legion's EDI practices and levels of maturity across six dimensions:

- **Leadership** alignment around common objectives
- **Cultural competence** at the staff and member level
- **Policies and procedures** to support EDI
- **Data collection and analysis** to inform decision-making
- **Staff and member diversity** as it relates to the broader Canadian and veteran communities
- **Community engagement** practices to proactively engage diverse groups

Equity, Diversity and Inclusion Are More Than Just Moral Imperatives; They Are Key Drivers of Organizational Effectiveness

Defining EDI

Equity

Ensuring access, resources, and opportunities for all, regardless of their identities, while eliminating barriers to participation.

Diversity

The presence of differences that enrich the organization and reflect the communities it serves, including the veteran community and Canada as a whole.

Inclusion

Welcoming all people, regardless of their background, and integrating their perspectives and contributions into how the organization operates.

Understanding the Benefits

- Embracing and advancing EDI is increasingly considered the norm for organizations of all sizes and purposes, to address systematic barriers and correct for historical injustices
- Research has shown that EDI is also core to improving organizational performance, across public, non-profit and private sector entities
- The case for effective EDI strategies is not only a moral one, but one that includes substantial improvements in organizational outcomes

With an effective EDI strategy, the Legion will:

- ✓ Enhance its recruitment efforts
- ✓ Increase the effectiveness of its services
- ✓ Expand its reach and impact

EDI is Highly Contextual, and the Legion Faces a Complex History and Environment

While substantial progress has been made, the Legion is attempting to embrace EDI while reconciling with significant historical and ongoing issues within veteran communities in Canada.

A complicated history

- While the Legion has a rich history of voluntarism and community support, it must also contend with a history that includes exclusionary practices
- Historical policies against religious dress and Indigenous participation (as mandated by the policies of the Government of Canada at the time) continue to be associated with the Legion
- While exclusionary policies have been rescinded, instances of discrimination continue to be reported by members today.
- Legacy gender-based dress codes and organizational structures persist today

Where we are today

- While historical barriers to EDI in the Legion and Canada's veteran communities have progressively been addressed, instances of discriminatory and exclusionary behavior remain a problem
- While Canada's veteran population has become increasingly diverse, the Legion's membership has failed to keep pace, driven by challenges recruiting younger and more diverse veterans
- **An effective EDI strategy can help address the remaining barriers and increase diversity across the organization**

StrategyCorp Assessed The Legion Across Six Key Dimensions (1/3)

Dimension	Key Findings
Leadership	<ul style="list-style-type: none">National and Provincial leadership is aligned around the importance of EDI, and have begun to put an emphasis on identifying and resolving issuesSignificant resources have been invested in addressing identified gaps, barriers, and cultural requirements – notably well integrated bilingual support, and increasing recognition and integration of Indigenous reconciliationHowever, there is currently no clearly defined strategy to identify, evaluate, and address EDI gaps and barriers on an ongoing basis, and the reported member perspectives on the supportiveness of Branch leadership varies
Cultural Competence	<ul style="list-style-type: none">The Legion has established a Code of Ethics that aims to ensure equal opportunity for Legion members without discrimination on any basisSeveral initiatives focused on improving EDI have been viewed as successful by members, and has a public commitment to promoting a welcoming environmentAn ongoing program to develop and support cultural competence is not in place – voluntary or compulsory training programs are not provided comprehensively, there is no clear communications plan to proactively promote progress on EDIWhile bilingual services and resources are provided, other potential barriers remain under-addressed – such as seen and unseen disabilities challenges

StrategyCorp Assessed The Legion Across Six Key Dimensions (2/3)

Dimension	Key Findings
Policies and Procedures	<ul style="list-style-type: none">• The Legion has a Code of Conduct and a policy for complaints, and members report a high degree of confidence that national and provincial leadership is supportive of members availing themselves of it• Legion leadership actively sanctions identified breaches of the code of conduct• While the Op Harmony Committee exists and is focused on addressing gaps in policies, there are no specific policies or procedures beyond a commitment to anti-discrimination in place today• Policies and procedures, once formulated, will need to be reinforced with training for members at all levels of the organization
Data Collection and Analysis	<ul style="list-style-type: none">• The survey conducted as part of this study began to collect self-identification data on the membership of the organization• The Legion does not currently collect data, or set relevant targets, related to EDI• There is no framework, process, or approach in place to collect the data, while communications and technology challenges may constrain the ability for the Legion to collect accurate data
Staff and Member Diversity	<ul style="list-style-type: none">• The membership of the Legion has grown increasingly diverse over time, but continues to lag the level of diversity among members of Canada's veteran community, and Canada as a whole• There is significant effort to offer tailored programs, but no clear approach to identifying, assessing, and developing programs to address unmet community needs• There is no targeted approach to reach out or recruit from diverse groups that are under-represented

StrategyCorp Assessed The Legion Across Six Key Dimensions (3/3)

Dimension	Key Findings
Community Engagement	<ul style="list-style-type: none">• The Legion's leadership is actively seeking ways to engage with diverse communities and promote participation• The approach is variable and limited at the Branch and local-levels; there is notable interest in organizing events to share and engage with diverse experiences and backgrounds, but the approach is not standard at the Branch and local-level, or supported by a formal strategy, approach, or tools• As part of its intent to better engage with diverse groups, the Legion has started to engage with organizations that specifically serve Equity-deserving groups (e.g. Rainbow Veterans of Canada)• There is no formal process to intake and assess proposed initiatives from equity-deserving groups at the Branch level - Instances of initiatives being suggested by equity-deserving groups at the Branch-level were reported to being ignored or disregarded

The Legion Has Clear Strengths, But Also Unique Challenges

The Legion's leadership, mission, and alignment around that mission, provide a strong foundation for action

- The Legion's mission to support Canada's veterans is universally understood, and the pursuit of that purpose is at the heart of the organization's DNA and member involvement
- Core to that mission is a clear understanding that *"a veteran is a veteran is a veteran"*, and that all veterans should be supported and served by the Legion and its services regardless of their backgrounds
- This provides a strong basis for motivating and aligning members and stakeholders to address EDI gaps: ensuring that the Legion understands, welcomes, and can meet the needs of veterans from all backgrounds and experiences

But the Legion must also contend with a unique set of challenges that will require focus, investment, and time

- A declining and aging membership base indicates that diversity is not widely integrated into the culture and leadership of the organization, which creates challenges in identifying needs and addressing challenges faced by the veteran communities
- Historical discriminatory practices and systemic barriers based on Federal government policy, previous experiences in the Royal Canadian Legion Branches, have contributed to misconceptions and negative perceptions among members and the public concerning the Legion's approach to EDI
- While a minority, a significant number of members report an aversion to focusing on EDI – ranging from viewing it as a non-issue and distraction, to viewing it as politically motivated and ideologically opposed to their point of views
- While formal discriminatory and exclusionary policies have largely been eliminated, members still frequently report instances of discrimination, exclusion, or inaction, that range widely from Branch to Branch
- The lack of a strong, centralized structure will make driving organizational change more difficult and slower to achieve

An Effective EDI Strategy Will Build on the Legion's Strengths While Focusing on Fundamentals

1 Focus on the mission

- Effectively communicating the need to focus on EDI should focus on how it supports the Legion's mission, which is fundamentally inclusive
- "A veteran is a veteran is a veteran" means that no aspect of a veteran's identity should preclude them from becoming involved/benefiting from the Legion's services and programs
- EDI initiatives are core to the Legion's mission, and should be understood in that context

2 Build the capability

- To effectively identify and address issues – now and in the future – the Legion should invest in developing a tailored model to create the required capability
- An effective capability will need to address six key dimensions to articulate the ambition, develop a plan forward, monitor and manage results, and improve over time

3 Focus on execution

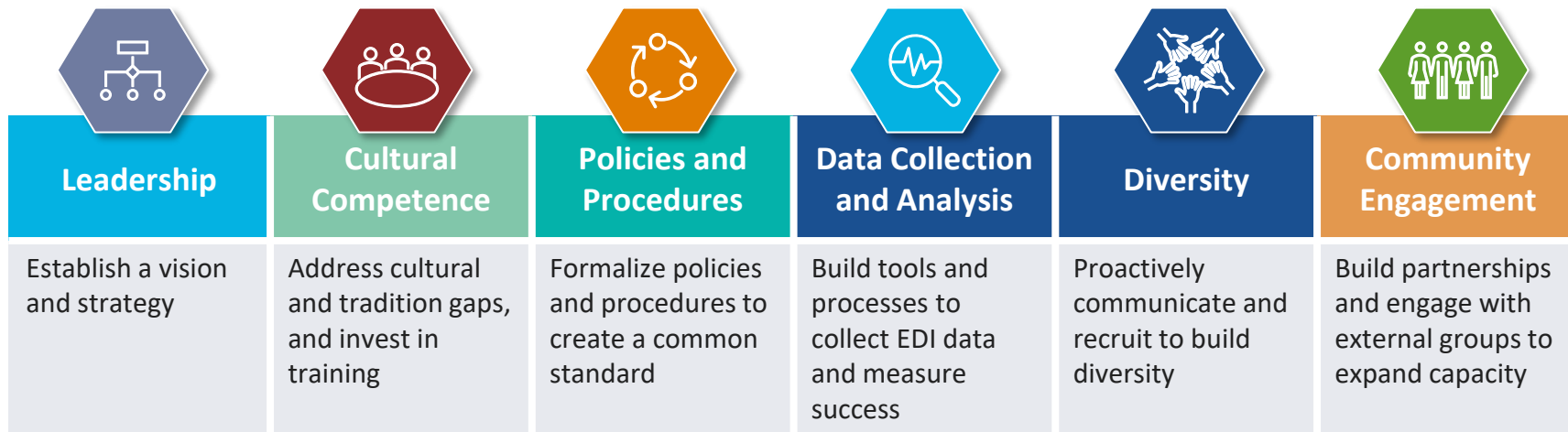
- A clear plan should be put in place to drive tangible action over time, that identifies specific barriers and gaps and generates consistent progress over time
- Clear milestones and metrics should be set, and monitored, and the plan should be adjusted and refreshed based on progress and results, both positive and negative

4 Confront challenges directly

- The unique challenges faced by the Legion will require a willingness by leadership to be clear-eyed as problems arise and have a bias towards action in difficult circumstances
- This will necessitate engaging with the wide-ranging points of view among members in sometimes difficult conversations

Building an EDI Capability Requires a Focus on Six Dimensions, Considering All Three Levels

An effective EDI strategy will require the Legion to address all six dimensions that underpin a culturally effective organizational approach and include all three levels of the Legion's organizational structure.



NATIONAL HEADQUARTERS

National Headquarters is responsible for setting standards, service levels, and expectations related to EDI strategic plan for the organization as a whole

PROVINCIAL COMMANDS

Provincial Commands will lead implementation of EDI strategy and adapting to each Province's programs and services to the communities' needs they serve

BRANCHES

Branches will maintain a central front-line role in engaging with the community and supporting the drive of EDI locally

Next Steps

Assign Accountability

Establish, reinforce, and empower structures to manage EDI efforts:

- Determine the optimal governance model to provide ongoing governance of EDI efforts – considering both DEC and the Op Harmony Committee
- Identify levers, policy and process changes required to drive Provincial and Branch alignment
- Determine and enact changes required to ensure decision-making around EDI remains a key focus

Develop the Plan

Build a plan with a focus on starting small and determining goals:

- Determine the optimal governance model to provide ongoing oversight and leadership for EDI efforts – considering all levels of the organization
- Identify and sequence key initiatives required to address capability-building recommendations and target key gaps
- Identify individuals responsible for initiatives

Start and Measure

Begin to execute with a clear process for measuring and managing progress:

- A clear portfolio management approach, aligned to the governance structure, should be implemented to enable execution of initiatives
- Initiatives should have clear identified outcomes and related metrics to measure progress
- A process to continually evaluate, revise, and initiate new initiatives will sustain progress over time

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Project Context and Objectives

Project Context

- The Royal Canadian Legion (“The Legion”) is Canada’s largest veteran support and community service organization with *1,350 Branches across the country*.
- The Legion adheres to the principle that “**A Veteran is a Veteran is a Veteran,**” indicating that all Veterans should be treated equally in the services, supports, benefits, and remembrance efforts it provides. Thus, EDI has always been integral to building trust and achieving the mission of the Legion.
- In 2021, through our work on the Organizational, Staffing, and Operational Service Delivery Review, we worked with stakeholders to identify critical success factors for strengthening the impact of the Legion’s Poppy Campaign on the broader veteran community – where a key challenge was reaching young, ethno-culturally, and socio-economically diverse veterans and their families.
- Given its mission, the Legion has recognized that an effective EDI strategy will enable organizational **agility** and **adaptability** by leveraging the attributes, experiences, cultures, characteristics, and backgrounds of its members, volunteers, and stakeholders. The Equity, Diversity, and Inclusion (EDI) organizational assessment was conducted to evaluate the Legion’s effectiveness in providing high quality programs and services that are accessible to all its stakeholders in an equitable and inclusive manner.

Project Objectives



To understand the composition of the Legion’s current membership base and *to define the current levels of EDI integration from a public opinion and membership perspective.*



To review the current state of programs, policies, and services in order to understand and determine *gaps and barriers to reaching diverse members of the broader veteran community.*



To inform on the revision, enhancement and/or development of current and future policies, programs and practices that foster a supportive and diverse, Equity-oriented and inclusive membership acquisition and outreach model.

Glossary of Terms

Equity - The fair treatment, access, opportunity, choice, and advancement for all Legion's members, volunteers, and stakeholders. The organization is recognizing and encouraging drivers while identifying and eliminating barriers that have prevented them from full participation to the Legion.

Diversity - All attributes, experiences, cultures, characteristics, and backgrounds of all Legion's members, volunteers, and stakeholders which are reflective of Canada's multicultural population.

Inclusion - The process of valuing and integrating each individual's perspectives, ideas, and contributions into the way the organization functions and makes decisions; enabling Legion's members, volunteers, and stakeholders to contribute to their full potential in pursuit of organizational objectives.

Equity-deserving groups –Equity deserving groups are communities that experience significant collective barriers in participating in society. This could include attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc. Equity-seeking groups are those that identify barriers to equal access, opportunities and resources due to disadvantage and discrimination and actively seek social justice and reparation.

2SLGBTQ+ - An acronym that stands for Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer or Questioning and additional sexual orientations and gender identities.

GBA + - An analytical process that provides a rigorous method for the assessment of systemic inequalities, as well to assess how diverse groups of women, men, and gender diverse people may experience policies, programs and initiatives.

Accessibility - The degree of ease that something (e.g., device, service, physical environment and information) can be accessed, used and enjoyed by people with disabilities. The term implies conscious planning, design and/or effort to make sure something is barrier free to people with disabilities.

Unconscious Biases - biases are mental processes that operate outside of our consciousness, intentional awareness, or control. These can manifest as shortcuts in our brains that can lead us to make decisions based on assumptions.

Intersectionality - Interconnected nature of social categorizations such as race, class, disability, sexual orientation, and gender identity as they apply to a given individual or Group.

Why is Equity, Diversity and Inclusion (EDI) important?

The charity and not-for-profit (CNPO) sectors are changing at an incredible pace, not just in Canada but around the world. Shifts in demographics, technology, socioeconomics, and cultural views are completely redefining how people view charities and NPOs—leaving these organizations with one choice: Change with the times or get left behind.

During the last two years, and in response to the inequalities highlighted by the COVID-19 pandemic, a movement for social justice gained momentum and created a national conversation about Equity, Diversity and Inclusion pushing CNPO organizations to integrate EDI within their strategic plans.

Therefore, CNPO organizations that implement EDI efforts will undoubtedly witness a radical shift in their own work culture—resulting in higher productivity amongst employees, an appreciation for diverse perspectives, and improved cultural unity. Implementing an EDI strategy can help:



Build a Sustainable Organization: Lack of Diversity and Inclusion within an organization and its leadership can cause a potential disconnect between its direction and the communities it serves. Consequently, this can reduce public confidence and ultimately degrade reputation and funding resources.



Battle Organizational Biases: Everyone has biases—therefore leaders who are making strategic decisions, are subconsciously influenced by their own potentially flawed perceptions. Whether they are unknowingly being directed by long-held stereotypes, selective perception, confirmation bias, or first impression bias, it can hinder the organization's progression.



Encourage Creativity and Innovation: With a Diverse and Inclusive team, an organization will be able to explore avenues of creativity and innovation that might not have otherwise been considered. Every individual's lived experience is different and Diverse teams add important perspectives that produce efficient solutions that aren't one-size-fits-all.



Broader Outreach: As a nonprofit with a main goal of reaching as many people as possible, a Diverse team, Equitable practices, and Inclusive messaging, can significantly broaden the reach of these organizations and increase their chances of success.

In order to build Diversity, an organization needs to be Equitable and Inclusive. Inclusion fosters safety and belonging, Equity removes barriers.

The Legion's Current-State Environment

Several current and historic dynamics shape how the topics of equity, diversity, and inclusion have manifested and been pursued within the Legion, forming a unique and complex current-state.

The Legion exists in an environment with a complex history related to EDI issues

- In the past, discriminatory policies – enforced by the Legion, and outside of the Legion – have existed that may have negatively impacted many Legion members.
- In some instances, lingering misconceptions may exist with Legion membership, and reports of discrimination have continued to exist within the legion.
- Furthermore, reports have surfaced of Legion members participating in public acts of discrimination outside of their Legion activities.
- In totality, these dynamics create a negative public perception of the Legion with respect to equity, diversity, and inclusion – both for its members and the public.

Internally, views on EDI issues may be skewed by the demographic makeup of the legion

- Results from a survey of Legion members as part of this engagement identified several key considerations related to internal EDI.
- Overall, a majority of members surveyed indicated that they feel welcome and comfortable participating in Legion events, and that they have not experienced instances of discrimination.
- However, the legion's membership demographics do not align with either the Country's or the Armed Forces'; ~65% of members are male, 90% heterosexual, and 90% Caucasian.
- Looking outside of these groups, instances of discrimination or discomfort are more common; for example, ~62% of queer members and 50% of genderqueer or non-binary members have experienced or witnessed instances of discrimination.

These dynamics highlight the critical role and importance that this review can play in shaping the legions approach to EDI

Note: Survey data can be found in the Appendices of this document.

EDI Practices Within International Veterans Organizations

The Royal British Legion (RBL) has put forward an EDI strategy 2022-2024 as well as has published a public statement demonstrating as **the needs of** the Armed Forces community and society continues to evolve, they need to evolve too.

Their commitments

- ✓ Ensure their leaders play a visible role in fostering a positive and inclusive culture
 - ✓ Provide opportunities for everyone, no matter their role at RBL, their background, or personal characteristics
 - ✓ Support their members in building diverse and inclusive communities
 - ✓ Enable everyone to reach their potential and receive the service or recognition they deserve
 - ✓ Showcase diverse role models and celebrate their differences, working with key stakeholders and partners to share best practice
- Initiatives and actions that were put forward cover variety of challenges and issues such as limitation of D&I data, bias within recruitment and retaining processes, discrimination and harassment within the organization, lack of EDI policies, lack of diversity representation in communication and media outreach and etc.

The Royal New Zealand Returned and Services Association (RSA NZ) is continuously seeking partnerships and collaborations with local veteran's support organizations such as:

- **Vietnam Veterans and their Families Trust:** In recognition of the hardships and successive failures of governments to address the concerns and challenges of Vietnam veterans, an MOU was agreed in 2006 between *the Government, the Ex Vietnam-Services Association (EVSA)* and the RSA NZ. As a result, a Trust was created to provide grants to Vietnam Veterans and their families for relief from hardships.
- **Reconciliation practices** for the Māori people have also been implemented such as the use of the Māori language on the website and building strong relationships and trust with the communities they serve. Provision of services to Māori veterans now exceeds levels provided by the federal government, driven by a focus on working with and including local Māori and the design and delivery of services.
- **Partnerships and organizational innovation:** The RSA's membership composition has grown to over 50% non-veterans, broadening membership but creating challenges for the organization in reflecting veterans' concerns. As a result, they have shifted their strategy to a focus on **connecting** with the veteran community however possible, such as through digital channels, and through building partnerships with organizations representing diverse veteran groups.

Although international veterans organizations have been facing similar EDI challenges as the Royal Canadian Legion (e.g., older and less diverse membership base, historical challenges and cultural barriers), they have put forward a comprehensive EDI strategy that includes various initiatives and action plans to address the current gaps and embed EDI within their core values.

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Our Approach to the Current State Assessment

This study began with a current state assessment, where inputs were gathered from a range of sources and methods to ensure a comprehensive approach. This included consultation with numerous stakeholder groups and a review of internal and external documentation. Specifically, the study included:

Current State Assessment Data Inputs		
Organizational Data, Policies and Programs	EDI Insight Survey	Stakeholder Groups Engagement
<ul style="list-style-type: none">StrategyCorp analyzed organizational documentation, such as policies and procedures, governance materials, website, and the 2018-2026 strategic plan. We also conducted a media scan to understand the public perception of the Legion and researched leading practices within other organizations with similar scope of services.Many organizations at an early stage of their formalized EDI journey have limited information to share, while others have established policies, processes and programs in place. In either case, this provides us with important insight into the current state and path forward. It also helps to inform the focus group discussions and stakeholder interviews.	<ul style="list-style-type: none">StrategyCorp developed and launched an EDI-focused survey that collected demographic information and served as a tool to measure feelings of Inclusion and readiness of members regarding EDI. The questions were tailored to the organizational context at the Legion.The survey was sent by email to 99,036 members per email between August 9th and August 29th, 2022. with 60,069 unique emails openedThere were 8,879 responses collected out of 9,758 unique clicks reported (e.g., 90.1% conversion rate and 16% click-through* rate) with good representation from across regions, as well as a completion rate** of 95%.	<ul style="list-style-type: none">StrategyCorp conducted a series of consultations (e.g., focus groups and interviews) to gather input on the current state of the organization as well on leading practices.Consultations were designed to create <i>safe</i> and <i>confidential</i> environments for participants to share their experiences.Consultations were conducted virtually via Microsoft Teams. Our facilitators asked both structured and unstructured questions.The feedback gathered from the interviews, focus groups and Town Hall sessions was reasonably diverse and we were able to gather important findings to generate key themes.

**The ratio between the participants who have entered the survey and those who have actually completed it

*The ratio of number of people who clicked and the number of people who opened the email

Stakeholders Engaged

Along with extensive research (e.g., organizational data review, leading practices and media scan) stakeholder engagement was a core input to the development of this report and included:

16 One-on-One Interviews



Leadership (e.g., Executive and Provincial)



Leaders from International Legion Organizations



Legion Special Advisors and Relevant Organizations

1 Focus Group

9 Op Harmony Committee

3 Town Halls

120 Legion Members

Survey shared with all Legion Members

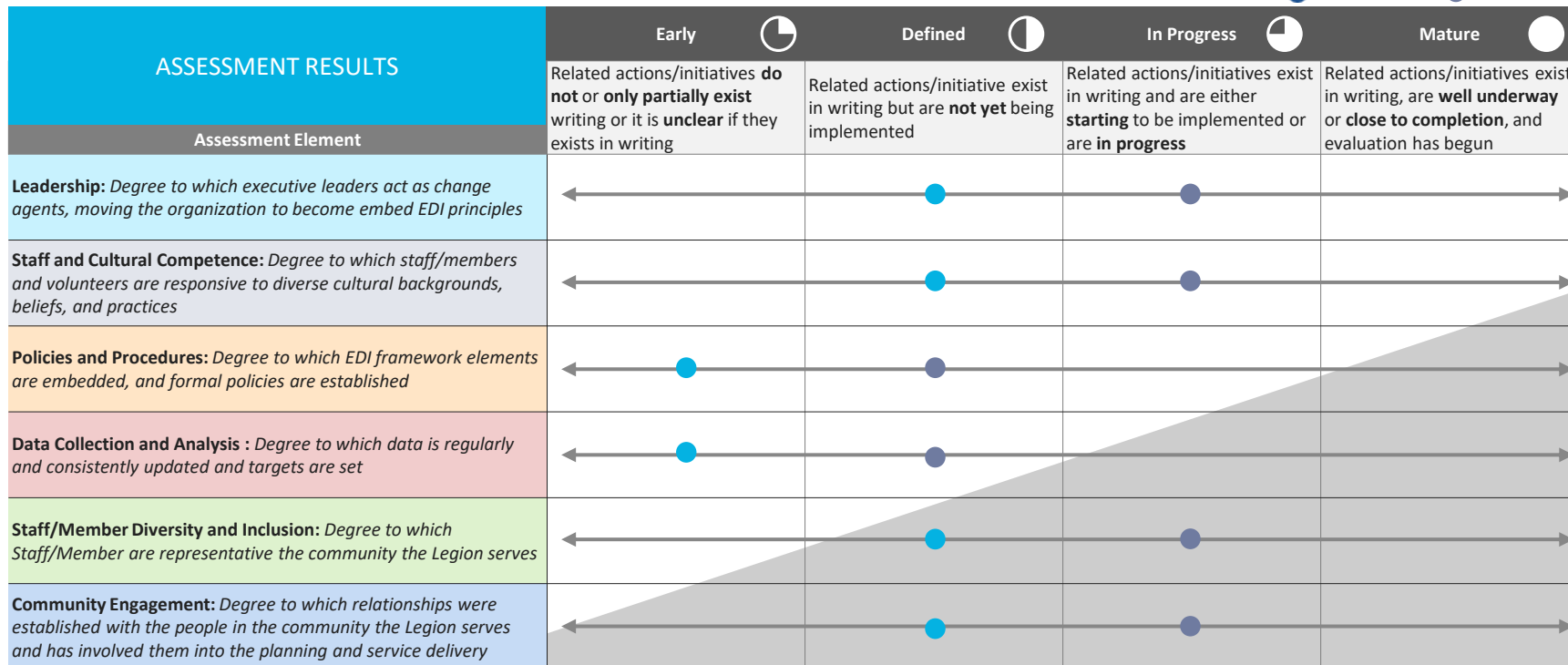
8881 Responses registered

For any members unable to provide input during the Town Hall sessions, a digital form with discussion questions was shared with all registered participants and an opportunity to chat with us was offered.



Culturally Effective Organization – Maturity Model Assessment

● Current state ● Future state



Assessment Result Snapshot: Leadership

Maturity
Rating
Measure



Early



Defined



In progress



Mature

Assessment Points	Maturity Rating	Supporting Data
The organization offers effective programs/services which are responsive to the cultural beliefs and practices of the individuals served.		The Legion has programs and services in place to serve the Veterans and their families such as outreach and visitation programs, advocacy initiatives with the government of Canada, collaborations with the CAF and RCMP and research support. However, EDI and GBA+ lens are not implemented during program design and implementation.
The organization is committed to reduce inequality and promote Diversity and Inclusion via the organization's strategic plan and its implementation.		The Legion has committed to promote a welcoming environment, has implemented a response policy to complaints and has included integrity and respect as its core values. However, it had not defined a clear vision and strategy aligning its stakeholders on the importance of EDI and the areas of focus over time.
Leadership evaluates the culturally effective organization framework elements on an ongoing basis including how the elements are being implemented within the organization.		The Legion's leadership understands the importance of EDI and its relevance to the organization's mandate. The Leadership also acknowledges the social barriers that Equity-deserving groups face in accessing the Legion's services and programs. However, it does not have any monitoring and review processes in place designed to evaluate EDI commitments and goals.
Results of formal organizational performance assessments toward reaching EDI goals are gathered and are reported to the Leadership on an ongoing basis.		The Legion's leadership composition has become more Inclusive and Diverse in the last decade. However, no formal assessments are performed or reported on an ongoing basis to ensure that leaders across all the organization (e.g., Dominion Executive Council, Provincial Commands, Branch Officers) demonstrate strong commitment toward building more Diverse, Equitable and Inclusive environment.
The organization annually allocates resources to meeting the cultural and linguistic needs of its members, and to improving its cultural effectiveness.		The Legion has put in place significant resources into addressing specific cultural and linguistic needs, related to bilingualism and Indigenous recognition and remembrance. However, there is limited formal emphasis or resource allocation towards comprehensively identifying and addressing needs of other cultural and linguistic groups.
The leadership acknowledges and understands the importance to guide the Legion to embrace EDI principals and has taken the necessary first steps. However, there is no defined roadmap for leaders across all levels of the organization to use as a guidance when making strategic decisions.		

Assessment Result Snapshot: Staff and Cultural Competence

Maturity
Rating
Measure



Early



Defined



In progress



Mature

Assessment Points	Maturity Rating	Supporting Data
The staff/volunteers are trained and evaluated on competencies. Discriminating and non-acceptable behaviors are reprimanded.		The Legion has a Code of Ethics for good governance and accountability committing to equal opportunities to all Legion's members without discrimination based on gender, sexual orientation, national origin, race, religion, age, political affiliation or disability. However, over the years, incidents of discrimination occurred in certain branches creating systemic barriers for Equity-deserving groups to join and actively participate.
EDI is embedded into the organization's core values and culture as well as a safe environment to welcome all individuals is established.		The Legion has committed to promote a welcoming environment and has included integrity and respect in its core values. However, an EDI statement that outlines an organization's commitment and the action steps being taken to create a more equitable, diverse, and inclusive culture is not in place nor published.
The organization is continuously communicating on how it is delivering on its EDI vision and strategy as well as highlighting Diverse Veterans stories and the systematic barriers they face.		Branches within the Legion have introduced several EDI focused initiatives which were viewed as "successful" by the community. The Op Harmony Committee is also encouraging Indigenous land acknowledgements and the use of pronouns in emails. However, the Legion does not share these success stories or highlight diverse Veterans stories within its newsletters, social media, or website.
The organization educates its staff/volunteers on regular basis about EDI and has established a shared common language and defined key terminology.		The Legion has not put in place a glossary of terms and does not offer compulsory trainings regarding Indigenous cultural sensitivity, unconscious bias, cultural competency, or other relevant trainings to its leadership/staff/volunteers.
The organization's resources (e.g., events, buildings, marketing materials, trainings, workshops) are accessible and inclusive to all individuals.		The Legion's resources are in both English and French. However, programs and services are not always accessible and inclusive to all members of the community it serves (e.g., seen and unseen disability challenges).
The Legion has a strong history at servicing the veteran community and their families and is guided through its mission to welcome all veterans. However, it has many embedded traditions and ideologies that creates systemic barriers and challenges for Equity-deserving groups to participate and feel welcomed.		

Assessment Result Snapshot: Policies and Procedures

Maturity
Rating
Measure



Early



Defined



In progress



Mature

Assessment Points	Maturity Rating	Supporting Data
The organization has a coherent set of policies and practices to enhance EDI.		The Legion has a Code of Conduct and a policy for complaints against in place. However, EDI language (gender inclusive, cultural humility) is not inputted in any of the current policies and no specific EDI policies and written guidelines are in place such as Ethnic Diversity Policy, Harassment and Misconduct Policy, Language Use Policy, Accessibility Policy and Employment Equity Policy.
Staff/volunteers are widely familiar with such polices and practices and feel supported to avail of same.		While staff and members view the Legion's national leadership as supporting of EDI issues, members report variable comfort sharing any concerns regarding acts of harassment with Branch leadership. There are not, aware of any EDI policies and practices that the Legion has in place.
The organization has clear guidelines for non-discriminatory hiring/election processes and regular training is offered for staff and volunteers.		The Legion has no clear guidelines for non-discriminatory hiring/election processes and no regular training in awareness raising of unconscious bias, cultural competency and GBA+ is offered for staff and volunteers.
The organization has a EDI committee to oversee EDI strategy and put in place procedures and practices.		"Op Harmony" is a Dominion Command committee focused on the overall Equity, Diversity, and Inclusion within the Legion. They are researching new policies and programs to establish and grow Legion relations with a range of traditionally marginalized groups, including Indigenous peoples. The committee has not developed any practices and procedures yet and is planning to do so.
Strict Disciplinary Procedures are established when policies are breached and a uniformed process is in place.		The Legion has a process in place to sanction discriminatory behavior; However, because of long waiting times and bureaucracy, it is hardly being used. Thus, disciplinary procedures can be improved.
There is strong support for EDI among members of the Legion. However, there is also acknowledgment that additional policies/procedures need to be established to ensure compliance, accountability and uniformity across branches (e.g., Social Media, Language Use and Respect, Discrimination, Accessibility).		

Assessment Result Snapshot: Data Collection and Analysis

Maturity
Rating
Measure



Early



Defined



In progress



Mature

Assessment Points	Maturity Rating	Supporting Data
The organization has a sophisticated understanding of its Diversity profile and data is regularly and consistently updated, with insights into the full range of protected characteristics or groups at risk of discrimination.		The survey conducted as part of this project collected self-identification data on a voluntary basis in order to be able to understand the demographics of the membership base. However, self-identification is yet to be encouraged every year reminding all members that they can self-identify at any time through an accessible form.
The organization has set EDI targets which are clearly defined and measurable.		The Legion acknowledges as part of its strategic plan that the current demographic profiles an older membership base and doesn't reflect the demographic of the Canadian Veteran community. However, there are no set Diversity targets in place to ensure alignment.
The organization tracks progress over time to ensure attaining EDI targets which are published in an accessible manner for the public.		The Legion has no formal process to track progress over time to ensure attaining EDI targets and no reports are produced nor shared with the leadership.
The organization uses the data collected for informed decision making and the design of the programs and services tailored to specific needs of the community its serves.		There is currently limited data tracked to support EDI decision-making and that contributes to the design of the programs and services that are tailored to specific needs of the community it serves across Canada.
The organization is performing ongoing monitoring and evaluation to ensure sustainability of the EDI framework.		There is currently no EDI framework implemented and consequently, the Legion cannot monitor nor evaluate the progress made toward a sustainable inclusive, diverse and equitable organization.

There is limited data currently tracked to support EDI decision-making or understand the Diversity of membership, staff and leadership.

Assessment Result Snapshot: Staff/Member Diversity and Inclusion

Maturity
Rating
Measure



Early



Defined



In progress



Mature

Assessment Points	Maturity Rating	Supporting Data
The organization assess gaps in the leadership/staff/members representation on a periodic basis.		The Legion has seen an increase in representation of women, Indigenous Peoples and members of 2SLGBTQ+ community over the years. However, additional efforts are highly encouraged while identifying the gaps in its leadership, staff and membership composition on yearly basis.
The organization has historically employed a diverse staff/volunteers/leadership to respond to the needs of the community.		The Legion is committed to develop a recruitment and retention plan. However, the organization's demographic data is not available and there is a lack of targeted recruitment strategies for better representation of Equity-deserving groups within the Veteran community and their families (e.g., women, young veterans, Indigenous Peoples, etc..).
The organization offers services and programs that are tailored to the needs of the community it serves.		The services and programs (ex: Operational Stress Injury (OSI) Special Section) offered mostly serve the needs of the community it serves. However, the Veterans and their families' needs (e.g., substance abuse, unemployment, poverty, etc..) in Canada are ever changing and as more data is becoming available, the Legion needs to adapt and create programs and services that are tailored to include Equity-deserving groups.
The organization established communication and recruitment strategy to reach Equity-deserving groups in the community it serves.		The Legion does not continually use all platforms of communication for broader outreach and has not established a formal communication and recruitment strategy to increase Diversity representation within the organization.
The organization offers equal opportunities of employment and accommodation initiatives to Equity-deserving groups.		The Legion has not put in place structured programs to support the ongoing recruitment of Equity-deserving groups and ensure accessibility when designing all aspects of the recruitment/outreach process.

While the Legion has seen an increase in representation of women, Indigenous Peoples and members of 2SLGBTQ+ community over the years, It does not currently reflect the Diversity of the Canadian's Veteran community.

Assessment Result Snapshot: Community Engagement

Maturity
Rating
Measure



Early



Defined



In progress



Mature

Assessment Points	Maturity Rating	Supporting Data
The organization engages with stakeholders in the community to learn about the specific needs of diverse populations and responds, when possible, by partnering on initiatives to identify and improve their social and economic conditions.		There are instances where members of the Legion who also part of other organizations have shared their experiences with others for educational purposes. However, further engagement with various stakeholders across all branches is highly encouraged to build strong relationships and understand their needs and ways of communication.
The organization engages with community members to participate in the strategic planning and providing feedback.		Members of the Legion that are part of Equity-deserving groups have expressed new ideas and initiatives to implement within their branches. However, in some cases, they are dismissed and not heard by branch leaders.
The organization has established strong partnerships and collaborations with other organizations that serve Equity-deserving groups.		While the Legion has started engaging and collaborating with other organizations (e.g., Rainbow Veterans of Canada), additional efforts to engage with other organizations that serve Equity-deserving groups are highly encouraged to increase awareness and education.
The organization achieves in-reach by inviting leaders of color and people who represent Equity-deserving populations to take positions of leadership where they can engage in decision making and guide the strategic direction of the organization.		Some branches have expressed organizing events to share with their members and broader public about Equity-deserving populations' experiences, culture, history and ways of communication. However, the Legion does not actively advertise or engage across branches with leaders from Equity-deserving groups to take positions of leadership where they can engage in decision making.

Efforts to engage the communities the Legion serves are an important part of the organization's service model but are not uniform across all branches and communities.

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Summary of Recommendations



Leadership

Develop a clear vision and strategy to align the Legion's stakeholders about the importance of EDI and the areas of focus over time



Staff and Cultural Competence

Change the current traditions and ideologies and driving an organizational cultural change that embeds EDI within the Legion's core values



Policies and Procedures

Formalize policies and procedures around EDI, supported by training and education, which can help create a standard of inclusiveness



Data Collection and Analysis

Enabling data collection and analysis is instrumental to understand the current demographics and will be a critical tool to monitor and evaluate progress over time



Diversity and Inclusion

Develop a communication and recruitment strategy tailored to include Equity-deserving groups can help the Legion better reflect those it serves



Community Engagement

Establishing a clear engagement strategy and partnerships can help address gaps and barriers facing to participation and services across Canada

On the following pages, each recommendation is explained in more detail, including steps that could be taken by leadership, at the provincial commands, and branches.



Recommendations - Leadership

NATIONAL HEADQUARTERS

National Headquarters is responsible for setting standards, service levels, and expectations related to EDI strategic plan for the organization as a whole

- ✓ Finalize an organization wide vision, strategy and plan for EDI.
- ✓ Establish an EDI evaluation framework that includes key performance indicators (KPIs) and accountability measures to ensure progress over time.
- ✓ Gather EDI performance assessments reports on an ongoing basis.
- ✓ Allocate an annual budget for EDI initiatives and programs.
- ✓ Implement land acknowledgements as a general practice and encourage it across all branches.

PROVINCIAL COMMANDS

Provincial Commands will lead implementation of EDI strategy and adapting to each Province's programs and services to the communities' needs they serve

- ✓ Implement EDI principals and ensure that branches are receiving the necessary support and resources to implement the EDI strategy.
- ✓ Adapt the EDI strategic Plan to meet the province's needs and design programs and services accordingly.
- ✓ Establish continuous communication with National Headquarters and branches on EDI progress over time and any challenges encountered.

BRANCHES

Branches will maintain a central front-line role in engaging with the community and supporting the drive of EDI locally

- ✓ Ensure that members, staff, and volunteers are aware and comply with EDI principles.
- ✓ Demonstrate EDI core values and ensure accountability for members, staff, and volunteers.
- ✓ Report on EDI goals and targets and ensure data collection.
- ✓ Organize Inclusive events for all members of the community while ensuring a welcoming environment.

Recommendations - Staff and Cultural Competence

NATIONAL HEADQUARTERS

National Headquarters is responsible for setting standards, service levels, and expectations related to EDI strategic plan for the organization as a whole

- ✓ Develop and communicate an EDI statement to demonstrate commitment to reduce inequality and promoting Diversity and Inclusion.
- ✓ Provide training to all executive leadership (E.g., accommodation, Indigenous cultural sensitivity, unconscious bias, cultural awareness and belonging, etc.).
- ✓ Take immediate action when members of the leadership demonstrate non-acceptable behaviors.
- ✓ Re-evaluate traditions, ideologies, and language to be more Inclusive to Equity-deserving groups.
- ✓ Establish regular posts in the magazine, social media platforms, and on the website to highlight diverse Veterans stories and experiences.

PROVINCIAL COMMANDS

Provincial Commands will lead implementation of EDI strategy and adapting to each Province's programs and services to the communities' needs they serve

- ✓ Ensure appropriate training for Provincial leadership is made available
- ✓ Assess employment policies and procedures to ensure compliance with EDI's principals.
- ✓ Develop Indigenous Reconciliation initiatives according to the province's needs.
- ✓ Start sharing "success stories" across branches to shed light on certain initiatives for further collaboration across branches.

BRANCHES

Branches will maintain a central front-line role in engaging with the community and supporting the drive of EDI locally

- ✓ Develop educational events to spotlight various veterans' stories, to connect with the community, and to foster a sense of belonging.
- ✓ Invite members from Equity-deserving groups to share their experiences and educate other members and staff.
- ✓ Establish ground rules around the use of appropriate language for members and staff.

Recommendations - Policies and Procedures

NATIONAL HEADQUARTERS

National Headquarters is responsible for setting standards, service levels, and expectations related to EDI strategic plan for the organization as a whole

- ✓ Review existing by-laws and policies to ensure that EDI language is implemented
- ✓ Develop specific EDI policies and written guidelines such as Ethnic Diversity Policy, Harassment and Misconduct Policy, Language Use Policy, Accessibility Policy, and Employment Equity Policy.
- ✓ Develop rigorous procedures to ensure that non-acceptable behaviors (e.g., racism, harassment, assault, etc.) from the leadership are condemned.
- ✓ Offer GBA+ and unconscious bias training to the executive leadership and provincial commands.

PROVINCIAL COMMANDS

Provincial Commands will lead implementation of EDI strategy and adapting to each Province's programs and services to the communities' needs they serve

- ✓ Develop a communication plan to share EDI policies and written guidelines to all branches.
- ✓ Develop a list of educational resources for branches (i.e., where to get professional development/competency training for different topics).
- ✓ Review hiring/election guidelines to ensure Inclusive and Equity.

BRANCHES

Branches will maintain a central front-line role in engaging with the community and supporting the drive of EDI locally

- ✓ Ensure that EDI policies and guidelines are followed by the members and staff.
- ✓ Establish strict disciplinary procedures among members and staff when policies are breached and take the necessary steps if needed to be escalated.
- ✓ Develop a hiring policy that is skilled-based and Inclusive to find adequate volunteers and staff and provide the necessary EDI training on periodic basis.

Recommendations - Data Collection and Analysis

NATIONAL HEADQUARTERS

National Headquarters is responsible for setting standards, service levels, and expectations related to EDI strategic plan for the organization as a whole

- ✓ Develop a self-identification form that is accessible and remind all members that they can self-identify at any time.
- ✓ Establish and implement clear guidelines for the collection of data and dedicate organizational resources (staff expertise and time) to regularly analyze and share data.
- ✓ Report data in a meaningful way and against established Diversity targets to support EDI focused decision making.

PROVINCIAL COMMANDS

Provincial Commands will lead implementation of EDI strategy and adapting to each Province's programs and services to the communities' needs they serve

- ✓ Develop a plan for technology adoption and identify training needs accordingly (e.g., google forms, emails, surveys, etc.).
- ✓ Define Diversity targets for the provincial leadership.
- ✓ Report data collected to the executive leadership yearly.

BRANCHES

Branches will maintain a central front-line role in engaging with the community and supporting the drive of EDI locally

- ✓ Share the self-identification form with everyone (Staff, volunteers, members) and report to provincial commands on yearly basis.
- ✓ Define Diversity targets for local leadership and members.
- ✓ Develop data collection tools (e.g., surveys, live feedback) after events to report on members' satisfaction.
- ✓ Analyze data collected for future events and programs to improve Inclusivity and Diversity.

Recommendations - Staff/Member Diversity and Inclusion

NATIONAL HEADQUARTERS

National Headquarters is responsible for setting standards, service levels, and expectations related to EDI strategic plan for the organization as a whole

- ✓ Identify Diversity gaps in the executive leadership and define Diversity targets for the future.
- ✓ Develop a recruitment and retention plan that represents better Equity-deserving groups within the Veteran community and their families (e.g., women, young veterans, Indigenous Peoples, etc.).
- ✓ Establish a formal communication and outreach strategy to increase awareness around the Legion and Diversity representation.
- ✓ Develop accessibility plan to ensure all services and programs are accessible.

PROVINCIAL COMMANDS

Provincial Commands will lead implementation of EDI strategy and adapting to each Province's programs and services to the communities' needs they serve

- ✓ Identify Diversity gaps within provincial commands and define Diversity targets for the future.
- ✓ Review current programs and services to ensure they are meeting the needs of all veterans and their families including Equity-deserving groups.
- ✓ Develop marketing materials that demonstrates the Diversity of the Legion and its mission and improve the public perception.

BRANCHES

Branches will maintain a central front-line role in engaging with the community and supporting the drive of EDI locally

- ✓ Use efficiently all platforms of communication for broader recruitment.
- ✓ Develop outreach campaigns for remote veterans and their families.

Recommendations - Community Engagement

NATIONAL HEADQUARTERS

National Headquarters is responsible for setting standards, service levels, and expectations related to EDI strategic plan for the organization as a whole

- ✓ Collaborate with other organizations to serve Equity-deserving groups and offer them services and programs that meet their needs.
- ✓ Develop communication campaigns to celebrate members of Equity-deserving groups' accomplishments (e.g., Black History Month, Women's History Month, Indigenous History Month, LGBTQ+ History Month, etc.).
- ✓ Review the name, function, and policies associated with gender-based organizational structures and policies for inclusiveness (e.g. Ladies' Auxiliary, Silver Cross Mothers)

PROVINCIAL COMMANDS

Provincial Commands will lead implementation of EDI strategy and adapting to each Province's programs and services to the communities' needs they serve

- ✓ Engage across branches with leaders from Equity-deserving groups to take positions of leadership where they can engage in decision making.
- ✓ Develop educational workshops held by members of Equity-deserving groups to raise awareness.
- ✓ Appoint community ambassadors to represent various groups for broader outreach.

BRANCHES

Branches will maintain a central front-line role in engaging with the community and supporting the drive of EDI locally

- ✓ Engage and ally with local organizations and associations to understand needs of members of Equity-deserving groups and ways of communication (e.g., Indigenous Peoples, 2SLGBTQ+ , Women of Color, etc.).
- ✓ Establish clear lines of communication for members of the communities to share their ideas and initiatives.

The Legion's EDI Current and Future State

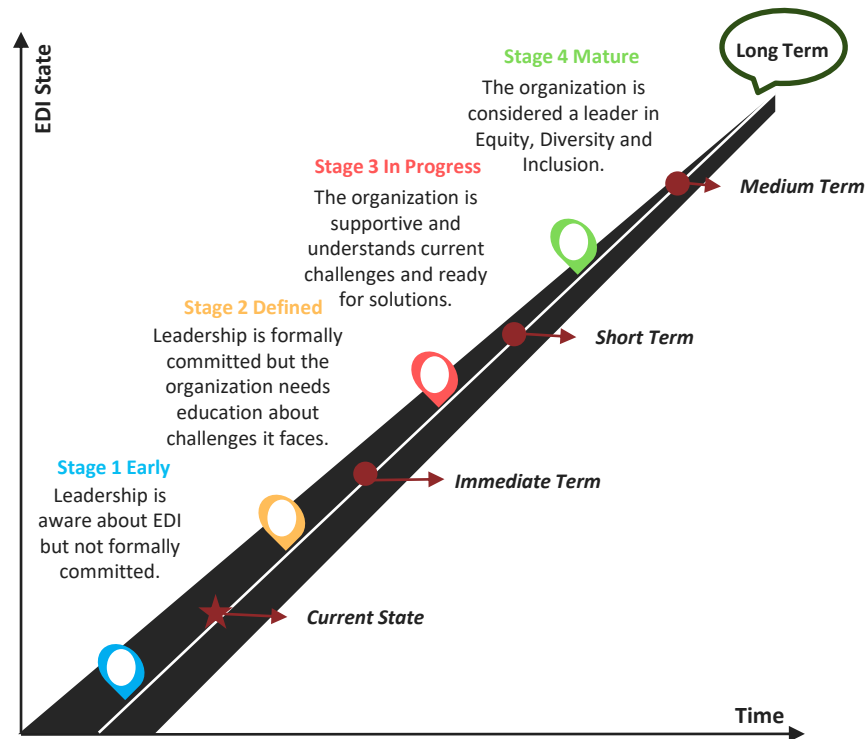
Current State: Based on the comprehensive study, Legion's current state for EDI is identified as late 'Stage 1: Early' and early 'Stage 2: Defined'. The Legion's leadership is aware, committed, and has a sound understanding of the strategic link to the organization's mandate but has done little to formalize or action that commitment.

Immediate Term: The short-term, 6-month goal for the Legion is to **move between Stage 2 and 3**. This would require formalizing commitment with an EDI strategy. The focus will be communicating and educating stakeholders, which is often marked with some resistance as people lack understanding of EDI.

Short Term: 12 months after implementing the strategy, the Legion is targeting 'Stage 3: In Progress'. At this point the organization understands issues and barriers, are supportive of change, and will then be well positioned to implement and influence systemic changes to advance EDI.

Medium Term: 2 years after implementing the EDI Strategy, the Legion is targeting 'Stage 4: Mature' and will have successfully moved into this stage when members from Equity-deserving groups report feelings of Inclusion based on the changes implemented prior to this stage.

Long Term: The focus in Stage 4 shifts to **sustaining, measuring and influencing**. As a future leading in EDI, the Legion should be well positioned to influence other allied organizations in advance of the amalgamation.



Early Implementation Plan and Next Steps

In order to effectively implement the recommendations articulated in this study, the Legion should consider development of a robust EDI strategy, a communications plan, and an implementation plan.



Develop a Comprehensive EDI Strategy to Guide the Organization

- *Develop an EDI strategy for the Legion that include the vision, principals, objectives, action items and key performance indicators (KPIs).*
- *Public consultations and engagement with leadership is recommended through the process.*



Develop and Execute an Implementation Plan around Key Initiatives

- *Build a detailed implementation plan to begin addressing the identified gaps, recommendations, and other aims of the overall strategy.*
- *This may include trainings and workshops sessions, review of current policies and procedures, outreach initiatives and data collection tools.*



Establish and Execute a Clear Communications Plan to Build Stakeholder Buy-In

- *Build a communication plan for different stakeholders within the Legion (e.g., Dominion Executive Council, Provincial Commands, Branch Officers) to emphasize the need of EDI and bring awareness around the challenges the organization faces.*



Iterate and Review the Strategy and Outcomes Over Time

- *Assess and measure the progress made over set periods of time and plan to drive sustainability in adoption, and continued behavior changes.*



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EDI Insight Survey Summary

Demographic Profile

- 41,21% identify as Caucasian Heterosexual Men (total of 3,649).
- 92,60% of Heterosexual Women identify as Caucasian.
- 93,25% of Heterosexual Men identify as Caucasian.
- 9.47% of respondents identify as Indigenous, Black, East or Southeast Asian, Hispanic, Middle Eastern and South Asian.

Instances of Discrimination

- Only 9.23% of men have experienced of witnessed instances of discrimination compared to 13.02% of women and 50% of genderqueer/non-binary individuals.
- 77.71% of individuals identified as “Non-Caucasian” have experienced of witnessed instances of discrimination.
- 19.30% of individuals identified as gay, lesbian, bisexual, pansexual, asexual, queer and two-spirit have experienced of witnessed instances of discrimination.

Importance of EDI

- 39.09% of respondents consider EDI and fair representation important to them compared to 12.47% of those who consider it not very important and not at all.
- 21.51% individuals identified as gay, lesbian, bisexual, pansexual, asexual, queer and two-spirit do strongly agree or agree with the statement: “*Do Not Feel Welcomed or Comfortable Participating in Events Organized By The Legion Because of My Gender, Sexual, or Racial Identity*”.
- 37.83% of individuals identified as two-spirit, non-binary, genderqueer and genderfluid strongly agree or agree with the above-mentioned statement.

Reactions to the Survey

- 21 Email responses collected as a result of the survey were negative toward EDI and its purpose.
- There were **62.39 % of positive comments** regarding the Legion and/or EDI and **37.61% of negative comments** regarding the survey and/or EDI.

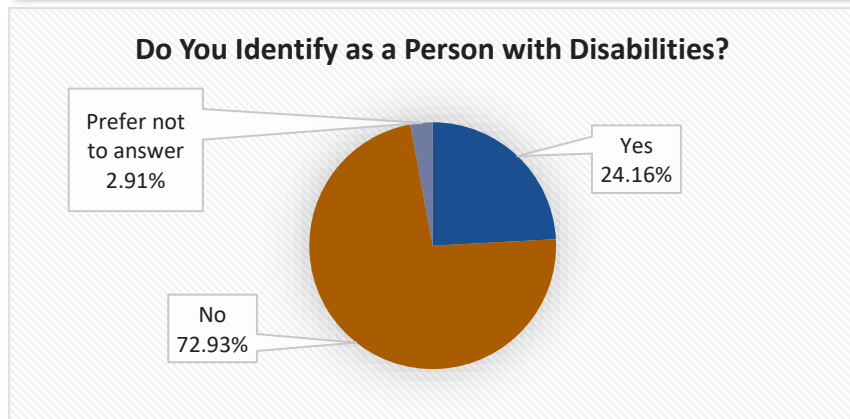
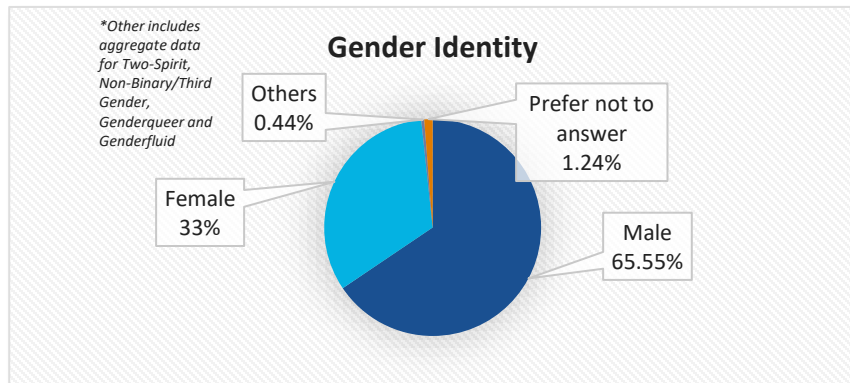
Main themes

- There were many instances where respondents misunderstood **Equity vs. Equality**, thinking that EDI is dividing people based on their differences.
- There is an important disconnect between branches regarding their EDI journeys – some are still following older traditions and ideologies while others are embracing EDI.

Recommendations

- **30.80%** and **26.50%** of recommendations mentioned **Staff/Member Diversity & Inclusion** and **Staff Cultural Competence** as the main key areas to make the Legion a more inclusive or welcoming organization.

Demographics (1/2)



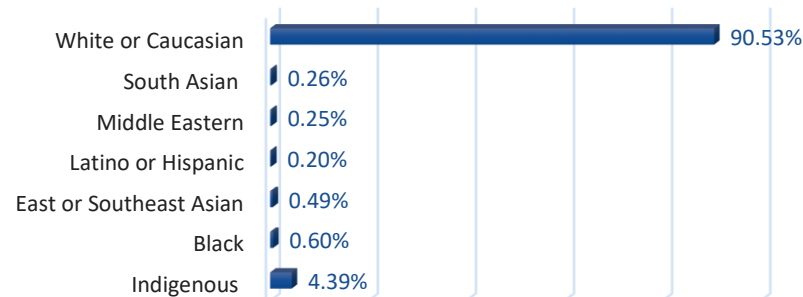
Sexual Orientation

**4.54% have answered prefer not to answer and 1.66% have answered others*



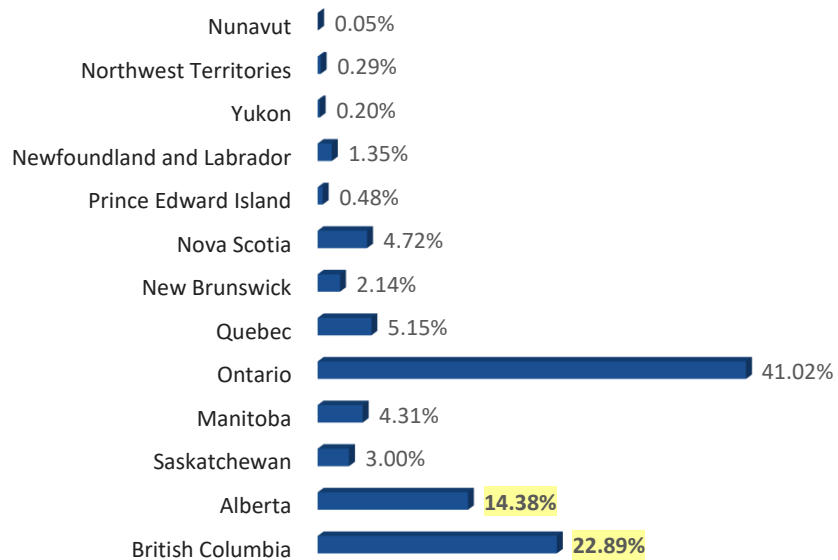
Racial/Ethnic Identify

**2.51% answered prefer not to answer and 3.45% have answered others*

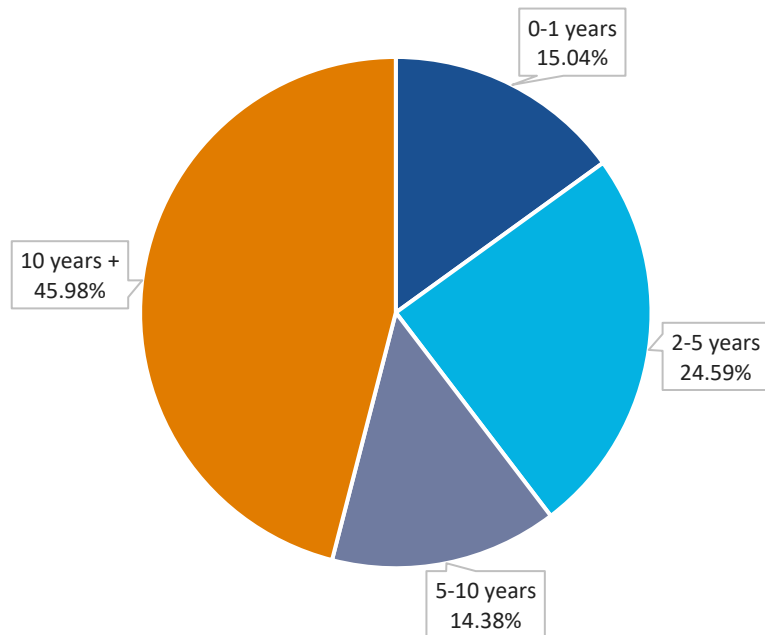


Demographics (2/2)

Province and Territory

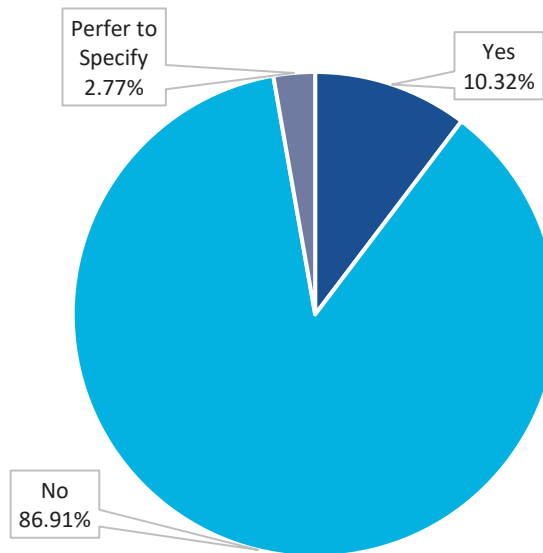


Duration of Membership

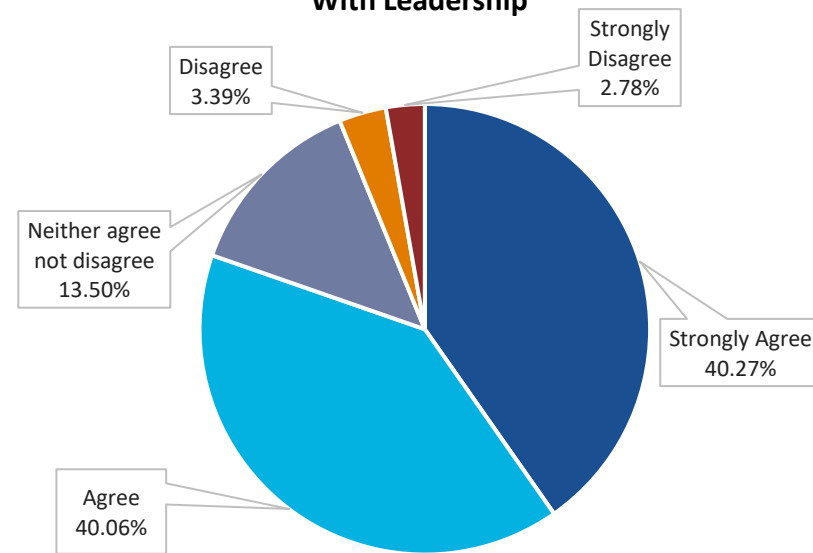


EDI-Related Questions (1/2)

I Have Experienced or Witnessed Instances of Discrimination at a Legion location or Event

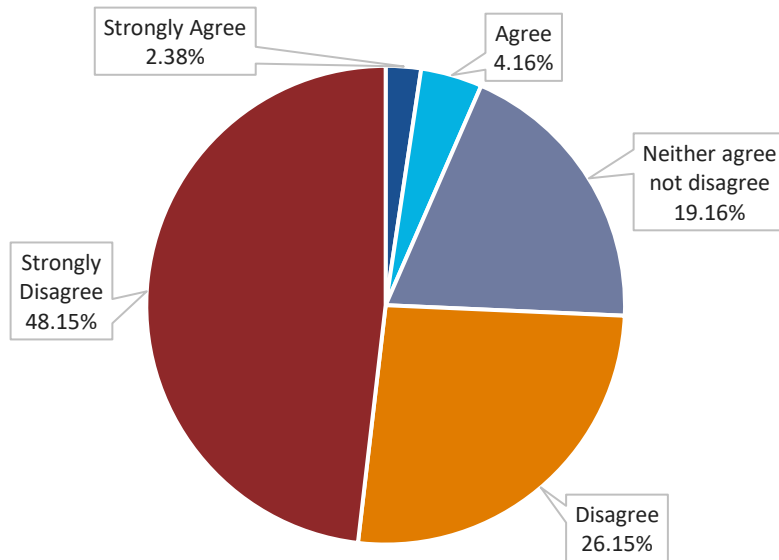


If I Had a Concern About Harassment or Racism, I Would Feel Comfortable Sharing My Complaints With Leadership

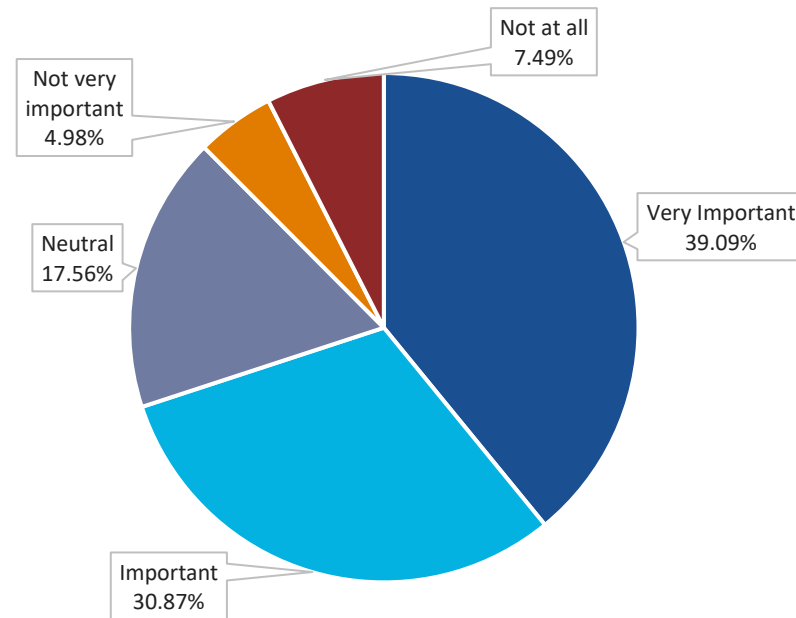


EDI-Related Questions (2/2)

**I Do Not Feel Welcomed or Comfortable
Participating in Events Organized By The Legion
Because of My Gender, Sexual, or Racial Identity**

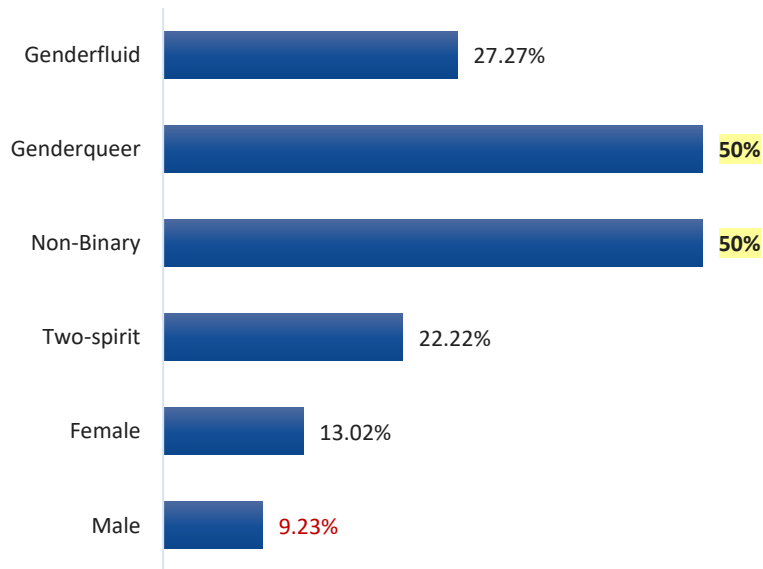


**How Important is Equity, Diversity, and Inclusion
(EDI) and Fair Representation to You?**

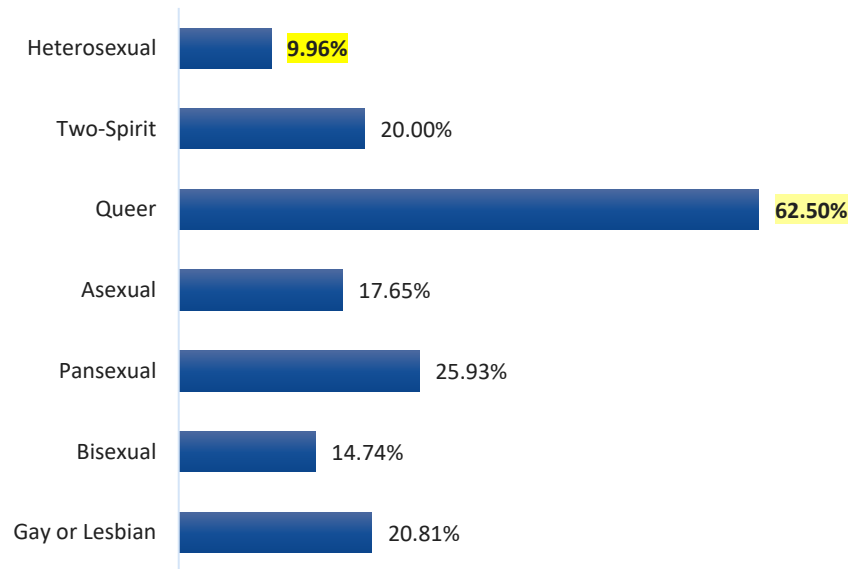


Cross-Tabulation Analysis (1/2)

Experiences or Witnesses of Instances of Discrimination Per Gender Identity

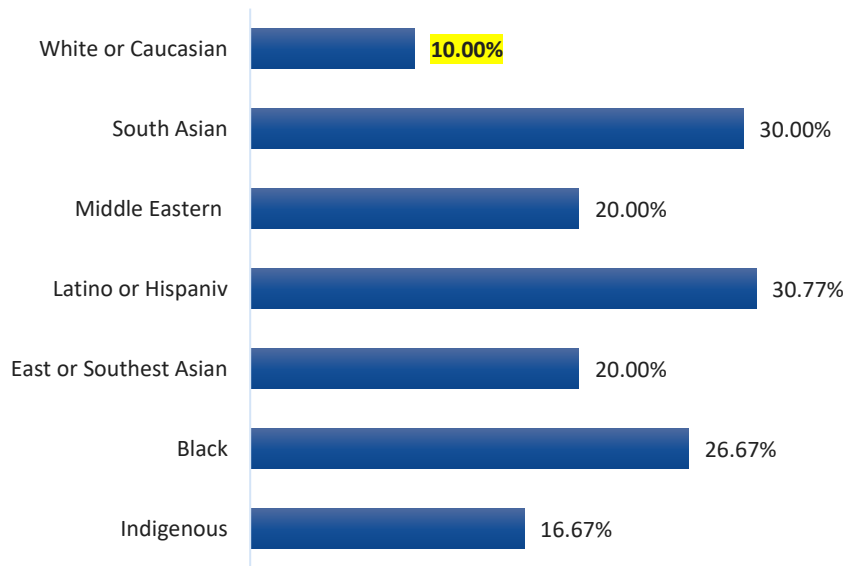


Experiences or Witnesses of Instances of Discrimination Per Sexual Orientation

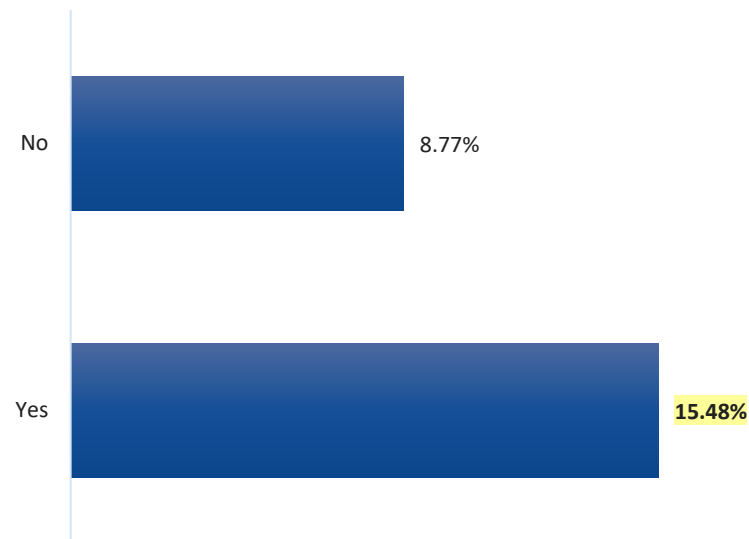


Cross-Tabulation Analysis (2/2)

Experiences or Witnesses of Instances of Discrimination Per Racial/Ethnic Identity



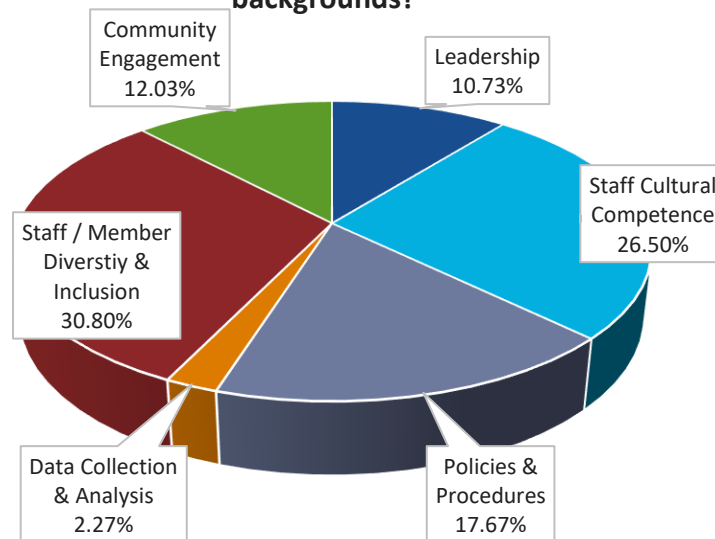
Experiences or Witnesses of Instances of Discrimination If Identified as a Person with Disabilities



Analysis of Open-Ended Question

- “Develop policies and make them widely known across all branches. Ensure members, veterans or otherwise that display unacceptable behavior based on defined policies are first counselled then disciplined including loss of membership if behavior continues.”
- “Posters showing all generations and abilities and ethnicities interacting together. Only post rainbows if you are sure, it is a safe space. Make certain of universal accessibility design through accessibility audits and generate work orders to improve areas in need of meeting standards. Encourage staff and volunteers to be aware of sensory deficits seen and unseen (e.g., has everyone had the opportunity to take the Ontario Accessibility Act training AODA. Have some sports especially for disabled or physically challenged people like wheelchair basketball and bocce ball etc.(partner with colleges and universities for students to volunteer especially those in kinesiology and wellness/health studies; create a role for a liaison person to communicate with teachers and professors or student bodies for recruitment. “
- “more education about the legacy of Colonization and treatment of Indigenous People historically and appropriate engagement and Inclusion in ceremonies. The history of Indigenous People within the army forces The history of partnerships of with other countries in combat and peacekeeping.”
- “Encourage Diversity in membership and in elected positions. Seek out capable representatives of minorities for Inclusion in the Legion and its leadership structures. Speak out on matters of inclusiveness. Take a positive visible stand in favor of inclusivity. Have Legion participation, presence, in multicultural and Diversity celebrations and activities within the community.”
- “Acknowledgement of the contributions of BIPOC veterans and active service personnel in the form of posters or other visuals. - Review of policies regarding racist and discriminatory language regarding BIPOC, women, and LGBTQ+ members and guests.”

What would make the Legion a more inclusive or welcoming organization (at the Branch, Provincial Command, or Dominion Command level) for Veterans and members from diverse backgrounds?*



EDI policies and procedures

- Establishing EDI policies, procedures and trainings are considered best practices and are included in organizations' core values
- Demographics of veterans are ever-changing which are usually reflected in the organizations' strategic plans

Inclusive Programs and Initiatives

- Various programs and initiatives targeting women, persons with disabilities, Indigenous peoples and members of visible minorities are offered
- Stories and articles are published to raise awareness and visibility for Equity-deserving groups while acknowledging their specific needs
- Digitalization to reach younger communities is encouraged

Collaborations and Partnerships

- Partnerships and collaborations with other organizations that serve Equity-deserving groups are considered best practices
- Advocacy and support for diverse and inclusive federal/government policies are demonstrated
- Digital marketing strategies are implemented to demonstrate Diversity among the organizations

Comparative Analysis Takeaways

The organizations included are Royal British Legion, American Legion, Royal Air Forces Association (UK), Australian Legion of Ex-Servicemen and Women, Returned & Services League of Australia, Royal New Zealand RSA and the Legion Scotland



Acts of Discrimination, Racism and Harassment

Media reports on the Legion are – in recent times – skewed towards instances of discrimination and exclusionary practices that are serious enough to cause public concern. Recent incidents include association with hate groups as well as instances of overt discrimination at the branch level.



Reactive Instead of Proactive

Public incidents clearly show the Legion's leadership's commitment to EDI. However, incidents at the Branch level that require a national response contribute to a perception that the Legion is reactive to concerns and discriminatory behavior, rather than proactively supporting required changes.



Historical Perception

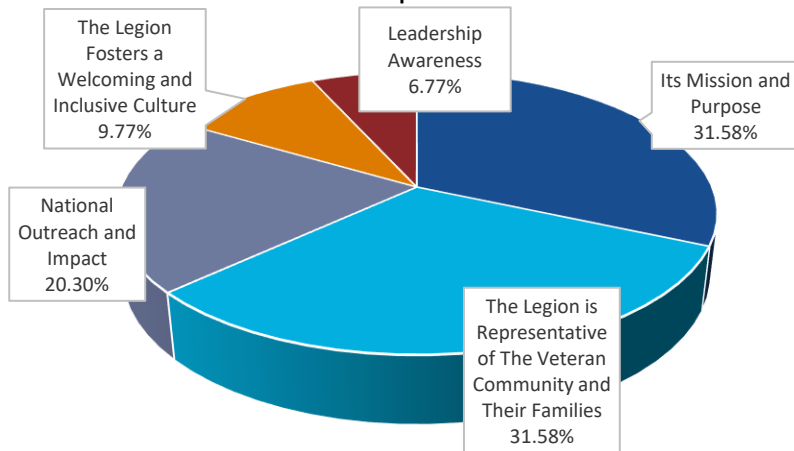
There is a broad perception of the Legion as an organization for "old white men". As such, some Veterans expressed that the Legion no longer represents them. Public perception of the Legion has yet change and is hampered by recurring public incidents of discrimination..

Media Scan Takeaways

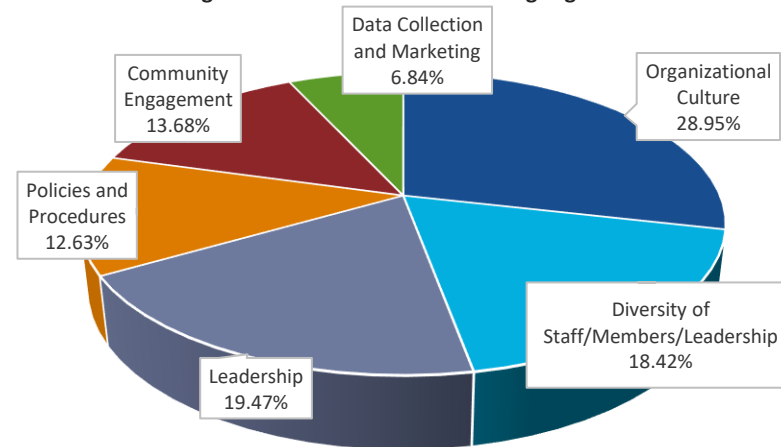
The research included a scan of over 40 social media (e.g., Twitter, Reddit) and online news sources over the last decade.

Town Hall Takeaways

What are the most prominent Legion's strengths as it relates to its effectiveness at providing high quality programs and services that are accessible to ALL in an equitable and Inclusive Manner?*



What are the key issue areas that prevents the Legion from becoming a more inclusive and welcoming organization?*



The Town Hall sessions confirmed the findings and observations identified throughout the process demonstrating leadership and organizational culture are two main areas that prevents the Legion from becoming a more inclusive and welcoming organization as well as serving its mission. The sessions were also well-received and encouraged by the stakeholders who then felt comfortable sharing their experiences.

Culturally Effective Organization – Maturity Model

	Undefined	Defined	In Progress	Mature
Assessment Element and Definition at 'Mature'	Related actions/initiatives do not or only partially exist in writing or it is unclear if they exist in writing	Related actions/initiative exist in writing but are not yet being implemented.	Related actions/initiatives exist in writing and are either starting to be implemented or are in progress .	Related actions/initiatives exist in writing, are well underway or close to completion , and evaluation has begun.
Leadership: Executive leaders act as change agents, moving the organization to embed EDI principles (e.g., including in the Strategic Plan/Org Values, regularly evaluating performance).	←			→
Staff and Cultural Competence: The Legion and its personnel offer services that are responsive to diverse cultural backgrounds, beliefs, and practices (e.g., staff are trained and evaluated on competencies).	←			→
Policies and Procedures: EDI framework elements are embedded, and formal policies are established (e.g., there is a specified frequency of regular Diversity training for staff and leaders).	←			→
Data Collection and Analysis : The Legion has a sophisticated understanding of its Diversity profile and data is regularly and consistently updated , with insights into the full range of protected characteristics or groups at risk of discrimination.	←			→
Member Diversity and Inclusion: The Legion has put forward a communication and social media plan to reach defined targets and brings together the community its serves.	←			→
Community Engagement : The Legion has successfully build a strong relationship with the people in the community they serve and has involved them into the planning and service delivery.	←			→

Culturally Effective Organization – Definitions

Leadership

Executive leadership (at the Dominion and Regional levels) is key in promoting changes within the system that will embed cultural effectiveness as an organizational value. Leadership at other levels of the organization is also important so that positive messages are reinforced.

Staff Cultural Competence

Culture includes elements that we can see, such as age, gender, race, religious traditions, and style of dress. It also includes the influences that are unseen, such as education, socioeconomic status, beliefs about personal space, thoughts about time, and many others. Cultural competence is about building skills that promote the understanding and value of different cultures.

Policies & Procedures

Organizational policies and procedures are the backbone of how business is conducted. Staff use policies and procedures to guide their work. Leadership can demonstrate a commitment to cultural effectiveness by promoting inclusive policies and including language that supports Equity in the organization's mission statement

Culturally Effective Organization

Improved member support and outcomes

–

Reduced disparities

–

Increased participation

Data Collection & Analysis

Collecting accurate data on the populations we serve can provide valuable information that can be used in strategic planning as well as managing operations. Data can provide information that fosters innovation in service delivery for all members but is especially helpful in serving traditionally vulnerable or underserved groups.

Staff/Member Diversity & Inclusion

To be culturally effective, organizations must pay attention to the Diversity of their staff and members. Aspects of Diversity include race and ethnicity, gender and sexuality, age, education, religion, and physical and mental ability. The benefits of Diversity include improved productivity, increased creativity and the ability to listen to broader perspectives.

Community Engagement

Listening is a key element of community engagement. Community engagement is the act of building a relationship with people in the community you serve. Research shows that organizations that involve members of the community in their planning and service delivery have improved quality, safety and customer satisfaction



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Minister
of Veterans Affairs



Ministre
des Anciens Combattants

Ottawa, Canada K1A 0P4

RECEIVED
DOMINION COMMAND

JUN 17 2022

JUN 14 2022

Mr. Bruce Julian
Dominion President
The Royal Canadian Legion
86 Aird Place
Ottawa ON K2L 0A1

Dear Mr. Julian:

Thank you for your letter, which was forwarded to me by the Prime Minister, regarding departmental planning with respect to reducing the time taken to process Veterans' applications for benefits.

I read your correspondence with care, and I appreciate the longstanding commitment of the Royal Canadian Legion to advocate for those who have worn the uniform of this country.

In recent years, Veterans Affairs Canada has faced a steadily growing demand for its programs. Between 2015 and 2020, the Department received 40 percent more disability benefit applications, including an increase of more than 75 percent in first applications. While applications decreased in the first year of the pandemic, they increased again in the next. Throughout, we have been working hard to meet the changing needs of our diverse Veteran community.

In June 2020, the Department released a renewed strategic direction, "Timely Disability Benefit Decisions: Strategic Direction for Improving Wait Times" (www.veterans.gc.ca/eng/about-vac/addressing-wait-times/wait-time-strategic-direction). We hired more staff, integrated our decision-making teams, simplified our processes for certain medical conditions, and began developing digital solutions.

As well, in July 2020, our Government committed to more than \$192 million over two years in additional funding dedicated to putting our strategic direction into action. This funding was used to retain 160 previously hired temporary staff and to hire 300 more temporary staff to process applications, with another 50 staff to provide support. These new employees have been making disability benefit decisions since January 2021.

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Canada

On February 23, 2022, I was pleased to announce that our Government approved funding of \$139.6 million over two years to extend these temporary resources as part of our ongoing action to reduce processing times. Our trained staff will continue to help Veterans Affairs Canada make faster decisions for more Veterans. I hope this announcement has allayed your concerns.

Though the job is not done, we are making measurable progress. Over the last year, we reduced the number of applications beyond the service standard, which is 16 weeks for first applications and reassessments and 12 weeks for departmental reviews. In September 2019, the total number of applications beyond the service standard was 23,260. By May 2022, 10,660 were beyond the standard. We expect to bring that last number down to about 5,000 by spring 2023. You can keep track of our quarterly progress by viewing our Disability Benefits Processing Summary Report (www.veterans.gc.ca/eng/about-vac/news-media/media-kits/dis-ben-process-summary-report#overview).

Finally, as you know, as of April 1, 2022, Veterans who apply for a disability benefit for certain mental health conditions—as well as those who have already applied and are awaiting a decision—will qualify for early access to mental health coverage. Through our new Mental Health Benefits, Veterans will have up to two years of treatment coverage for service-related conditions such as anxiety, depressive, and trauma-and-stressor-related disorders. Budget 2021 provided \$140 million for this initiative to support the mental health of Veterans while their disability benefits applications are being processed.

Again, thank you for writing and for the Legion's ongoing interest in the health and well-being of Veterans.

Sincerely,

A handwritten signature in cursive script that reads "Lawrence MacAulay". The signature is written in dark ink and is positioned below the word "Sincerely,".

Lawrence MacAulay, PC, MP

Royal Canadian Mounted Police



Gendarmerie royal du Canada

Chief Human Resources Officer

Dirigeante principale des Ressources humaines

RECEIVED
DOMINION COMMAND

JUN 27 2022

Bruce Julian
Dominion President
Royal Canadian Legion
86 Aird Place
Ottawa, Ontario K2L 0A1

Dear Mr. Julian,

Thank you for your correspondence of May 17, 2022, sent to Minister Mendicino regarding the housing challenges facing RCMP members across the country. Commissioner Lucki has requested that I respond to you directly.

The Commissioner understands the challenges RCMP members are facing from inflation, the high cost of living, and rising house prices. Under the *RCMP Act* and the *Financial Administration Act*, the Treasury Board of Canada Secretariat is responsible for pay and allowances for RCMP members. Commissioner Lucki continues to seek out and support sustainable solutions to assist members living and working in high cost areas of the country. Most recently, RCMP members, both at the Non-Commissioned and Commissioned Officer ranks, received economic wage increases and adjustments that brought them on par with their policing and law enforcement counterparts.

Thank you again for taking the time to write and share the concerns of the Royal Canadian Legion.

Yours sincerely,

A handwritten signature in purple ink that reads "Nadine Huggins".

Nadine Huggins
Chief Human Resources Officer

From: fsullivan@legionnl.ca fsullivan@legionnl.ca <fsullivan@legionnl.ca>

Sent: Tuesday, July 26, 2022 1:50 PM

To: Steven Clark <sclark@legion.ca>

Subject: Un Known Warrior

Good Afternoon Steve;

I hope all is good with You and Yours.

The Government of Newfoundland and Labrador along with the Minister of Veteran's Affairs, Mr. Lawrence MacAulay, and the Royal Canadian Legion Provincial Command held a joint New Conference today at the Newfoundland and Labrador Confederation Building to Announce that we have been given Approval to Repatrate an Unknown Newfoundland Soldier/Warrior from the Battlefields of Europe to be placed in a "Tomb of the Unknown Soldier/Warrior" at our National War Memorial in St. John's on 1 July 2024 as part of the Rededication Ceremony for the 100 Anniversary of it unveiling in 1924.

On Behalf of Newfoundland and Labrador Command and Myself I wish to "THANK" the Member of the Dominion Executive Council for their "Unanimous" Support for our "Unknown Soldier/Warrior" Project. Words cannot Describe my Gratitude to each and everyone on the DEC for this Support as it was an "Intregal" part of our Success on the Project.

Once Again "Thank You"

Lest We Forget

HAGO(have a good One)

Frank



National Defence

Défense nationale

National Defence Headquarters
Ottawa, Ontario
K1A 0K2

Quartier général de la Défense nationale
Ottawa (Ontario)
K1A 0K2

29-1

AUG 21 2022

Brian Julian
Dominion President
Dominion Command
The Royal Canadian Legion
86 Aird Place
Ottawa ON K2L 0A1

Dear Brian Julian:

I am writing in response to your letter of May 17, 2022, addressed to the Honourable Anita Anand, Minister of National Defence, about housing for members of the Canadian Armed Forces (CAF). The Minister has asked the Department of National Defence (DND) to carefully review your correspondence and reply on her behalf.

I appreciate your comments and the issues raised. Please be assured that the well-being of military personnel and their families is a top priority for the CAF. With regard to your specific concerns about affordable housing and suitable living accommodation, the Canadian Forces Housing Agency (CFHA) actively monitors market conditions to advise the Defence Team with respect to rental housing requirements in support of operations.

The Defence Team recognizes the unique circumstances and pressures of military life. We also recognize that CAF members may be experiencing financial impacts by changing market conditions, whether they choose to live in the private sector or on a base or wing. In keeping with Defence Administrative Order and Directive 5024-0—DND Living Accommodation, CAF members' monthly shelter charges should not exceed 25 percent of gross household income. The Defence Team strongly encourages eligible members to apply for this limitation by filling out the CFHA form and submitting it to their local Housing Service Centre.

In your correspondence, you also mentioned the review of the Post-Living Differential. As you are aware, this CAF allowance is designed to reduce the economic impact of a military posting to a high-cost area for a CAF member or household. Please note that both the design and calculation method are currently under review by the CAF and Treasury Board Secretariat. At this time, I am unable to provide details until the benefit is formally approved by the Secretariat.

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Thank you for writing. I would also like to take this opportunity to recognize the ongoing and dedicated work of the Royal Canadian Legion in support of our Canadian Armed Forces personnel and their families.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'J. Lostracco', with a long horizontal stroke extending to the right.

Joanne Lostracco
National Defence Corporate Secretary

c.c. Office of the Honourable Marco E. L. Mendicino, PC, MP
Minister of Public Safety



National Defence

Défense nationale

National Defence Headquarters
Ottawa, Ontario
K1A 0K2

Quartier général de la Défense nationale
Ottawa (Ontario)
K1A 0K2

RECEIVED
DOMINION COMMAND
AUG 26 2022

21 AOÛT 2022

Brian Julian
Président national
Direction nationale
Légion royale canadienne
86, place Aird
Ottawa (Ontario) K2L 0A1

Brian Julian,

Je vous écris en réponse à votre lettre du 17 mai 2022, adressée à l'honorable Anita Anand, ministre de la Défense nationale (MDN), au sujet du logement des membres des Forces armées canadiennes (FAC). La ministre a demandé aux représentés et représentants du MDN d'examiner soigneusement votre lettre et d'y répondre en son nom.

Je vous remercie de m'avoir fait part de vos commentaires et des enjeux que vous avez soulevés. Soyez assuré que le bien-être des militaires et de leurs familles est une grande priorité des FAC. En ce qui concerne vos préoccupations particulières au sujet des logements abordables, adéquats et convenables, l'Agence de logement des Forces canadiennes (ALFC) surveille activement les conditions du marché afin de conseiller l'Équipe de la Défense quant aux besoins en matière de logements locatifs à l'appui des opérations.

L'Équipe de la Défense est consciente des particularités de la vie militaire et des pressions qu'elles exercent sur les militaires et leurs familles, notamment des répercussions financières que peuvent avoir les conditions changeantes du marché, que les militaires choisissent de vivre dans le secteur privé, sur une base ou à l'escadre. Conformément à la Directive et ordonnance administrative de la Défense 5024-0 - Logement du MDN, les frais de logement mensuels des membres des FAC ne devraient pas dépasser 25 pour cent du revenu brut du ménage. L'Équipe de la Défense encourage fortement les militaires admissibles à demander cette limitation en remplissant le formulaire de l'Agence de logement des Forces canadiennes (ALFC) et en le soumettant à leur centre de services de logement local.

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Dans votre lettre, vous mentionnez également la révision de l'indemnité différentielle de vie chère. Comme vous le savez, cette indemnité a pour but de réduire l'incidence économique d'une affectation militaire dans une zone à coût élevé pour un membre ou une famille des FAC. Sachez que les FAC et le Secrétariat du Conseil du Trésor examinent actuellement la méthode de conception et de calcul de cette indemnité. Je ne suis, pour l'instant, pas en mesure de donner des détails; il faudra attendre que l'allocation soit officiellement approuvée par le Secrétariat.

Je vous remercie d'avoir pris le temps de nous écrire. J'aimerais également profiter de cette occasion pour souligner le travail continu et dévoué de la Légion royale canadienne en faveur du personnel des Forces armées canadiennes et de leurs familles.

Je vous prie d'agréer l'expression de mes sentiments les meilleurs.

La secrétaire générale de la Défense nationale,

A handwritten signature in black ink, appearing to read 'J. Lostracco', with a long horizontal stroke extending to the right.

Joanne Lostracco

c.c. Cabinet de l'honorable Marco E. L. Mendicino, c.p., député
Ministre de la Sécurité publique

October 7, 2022

Attn: Dominion Executive Council
The Royal Canadian Legion
National Headquarters
86 Aird Place, Ottawa, ON K2L 0A1

JUNO
BEACH
CENTRE®



Dear Bruce Julian, Larry Murray, Steven Clarke & Freeman Chute,

On behalf of the Juno Beach Centre, thank you for your support of the Save Juno Beach citizens' campaign. Your consideration, advocacy and assistance helped ensure the legacy of the Juno Beach Centre will continue for generations to come.

On October 7, Minister of Veterans Affairs Lawrence MacAulay announced that the Government of Canada will support the purchase of the land adjacent to the Juno Beach Centre. The French government and region of Normandy will also contribute financially. **As a result, the planned condominium development for this area on Juno Beach will not go ahead.**

This would not have been possible without the support you – and thousands of other Canadians – showed for the Juno Beach Centre. We have been deeply humbled by the dedication the public showed to our cause. In total, some 90,000 call-to-action letters were sent to government representatives by everyday Canadians.

In particular, thank you for taking the time to meet with me and our Executive Director in March, shortly after the JBCA publicly announced the threat to the Juno Beach Centre. We appreciated your efforts to understand the problem and support the museum publicly through your statement published on March 28, 2022. We were invigorated by Dominion President Bruce Julian's strong statement opposing the condo development on the hallowed ground outside the Juno Beach Centre. In addition, please share our thanks with Nujma Bond who liaised both with our staff and the Save Juno Beach organizers to support the citizens' campaign.

Your support is invaluable and has made possible the Juno Beach Centre's long-term efforts to preserve and honour Canada's military legacy.

On behalf of all the Directors at the Juno Beach Centre Association and staff at the Juno Beach Centre, thank you for helping us continue the mission first envisioned by our founding Veterans.

With gratitude,

Don Cooper, President, Juno Beach Centre Association

Minister
of Veterans Affairs

Ministre
des Anciens Combattants

Ottawa, Canada K1A 0P4

29-1

Mr. Bruce Julian
Dominion President
The Royal Canadian Legion
National Headquarters
86 Aird Place
Ottawa ON K2L 0A1

RECEIVED
DOMINION COMMAND
OCT 28 2022

OCT 25 2022

Dear Mr. Julian:

Thank you for your letter requesting that former members of the RCMP be added to the definition of Veteran for commemoration purposes. I have taken the liberty of copying the Honourable Marco Mendicino, Minister of Public Safety and Minister responsible for the RCMP, on this response for his awareness.

As you know, the men and women of Canada's national police force play a vital role in keeping our communities safe and peaceful. Rest assured that our Government appreciates and recognizes the contributions of all those who have served our country, regardless of time, place or circumstance. Veterans Affairs Canada has been proud to partner with the RCMP for more than 60 years to provide support to current and former members.

My department's mandate is to support the well-being of Veterans and their families and to promote recognition and remembrance of the achievements and sacrifices of those who served Canada in times of war, military conflict and peace. While there is no one definition of "Veteran" in Veterans Affairs Canada's legislation, the Government of Canada recognizes as Veterans all former Canadian Armed Forces personnel who completed basic military training and received an honourable discharge. Veteran status is for the sole purpose of commemorating an individual's military service, and the Department's legislative mandate does not extend to RCMP members.

With respect to your request, I appreciate the Royal Canadian Legion's advocacy. Veterans Affairs Canada already includes the RCMP in many of its commemorative events and operations. Notably, it has been a long-standing tradition to have RCMP representation at international ceremonies

.../2

Canada

commemorating Canada's Veterans, including for both the 75th anniversary of D-Day and the Battle of Normandy and the 75th anniversary of the Italian Campaign.

In addition, the Department frequently collaborates closely with the RCMP for commemorative activities and is supporting them with plans related to their 150th anniversary in 2023.

Again, thank you for writing and, as always, for your support for all current and former members of the Canadian Armed Forces and RCMP alike. Please accept my best wishes.

Sincerely,

A handwritten signature in blue ink that reads "Lawrence MacAulay". The signature is written in a cursive style with a large, stylized "L" and "M".

Lawrence MacAulay, PC, MP

c.c.: The Honourable Marco Mendicino, PC, MP, Minister of Public Safety and
Minister responsible for the RCMP

DOMINION COMMAND MEETINGS AND INVITATION LIST

ANNEX BB TO
DEC MINUTES
26 NOVEMBER 2022

2022

24-29 September	RCEL Centenary Conference, London, UK (Julian)
27-29 September	Service Officer Professional Development (SOPD), Charlottetown, PE
6 October	Legion National Foundation, Legion House via Zoom
21-24 October	FSIN Spirit of our Nation, Saskatoon (Julian)
25 October	First Poppy Presentation to Governor General (Julian, Murray)
17-19 October	CIMVHR Forum 2022, Halifax, NS
20 October	RCL-VAC Bilateral Meeting, Charlottetown, PE
21-23 October	SK Command Convention, Melfort, SK (Weaver)
7-11 November	Remembrance Day Activities
24 November	RCEL Committee Meeting, Legion House
24 November	Investment Meeting with BMO (Julian, Parkhouse, Irvine, Bennett)
25 November	Canvet AGM
25 November	Dominion President's Christmas Reception
26 November	DEC Meeting, Legion House

2023

2-13 February	President's Cruise (Julian)
19-22 May	NS/NU Command Convention, Whitney Pier, Cape Breton (McKeown)
16-17 September	NB Command Convention, Oromocto, NB