

DOMINION EXECUTIVE COUNCIL MINUTES

28-29 November 2020

Our Mission is to serve
Veterans, which includes
serving military and
RCMP members and
their families, to promote
remembrance and to
serve our communities
and our country.



DOMINION EXECUTIVE COUNCIL MINUTES
28-29 NOVEMBER 2020

ITEM 1: OPENING	3
ITEM 2: GRAND PRESIDENT’S REMARKS.....	3
ITEM 3: DOMINION PRESIDENT’S REMARKS	3
ITEM 4: ADMINISTRATIVE ARRANGEMENTS.....	3
ITEM 5: APPROVAL OF MINUTES / ELECTRONIC DECISIONS.....	3
ITEM 6: 2021 FINANCIAL FORECAST – DOMINION TREASURER	4
ITEM 7: SENIOR OFFICER’S REPORTS	4
ITEM 8: NATIONAL EXECUTIVE DIRECTOR’S REPORT	4
ITEM 9: COVID-19 AND IMPACT ON THE LEGION	4
ITEM 10: COMMITTEE REPORTS	4
a. Veterans, Service and Seniors Committee	5
b. Poppy & Remembrance Committee	5
c. Membership Committee.....	6
d. Sports Committee	6
e. Ritual and Awards Committee	6
f. Constitution and Laws Committee	6
g. RCEL Committee.....	7
h. Dominion Convention Committee	7
i. Defence and Security Committee	7
j. Veterans Consulation Committee	7
k. Public Relations Committee.....	7
l. Pay Committee	8
m. Going Forward Committee.....	8
n. Governance Committee	8
o. Centenary Committee.....	8
ITEM 11: CANVET PUBLICATIONS LTD.	9
ITEM 12: LEGION NATIONAL FOUNDATION.....	9
ITEM 13: CORRESPONDENCE	9
ITEM 14: REQUESTS FOR SUPPORT	9
ITEM 15: MEETINGS AND INVITATIONS	9
ITEM 16: OTHER/NEW BUSINESS.....	9
ITEM 17: ADJOURNMENT	10

ATTENDEES:

Tom Irvine	-	Dominion President
Bruce Julian	-	Dominion First Vice President
Dave Flannigan	-	Immediate Past Dominion President
Angus Stanfield	-	Dominion Vice President
Brian Weaver	-	Dominion Vice President
Owen Parkhouse	-	Dominion Vice President
Bill Chafe	-	Dominion Chairman
Mark Barham	-	Dominion Treasurer
Larry Murray	-	Dominion Grand President
Valerie MacGregor	-	BC/YT Command President
John Mahon	-	AB-NT Command President
Keith Andrews	-	SK Command President
Jerry Lava	-	MB & NWO Command President
Garry Pond	-	ON Command President
Kenneth Ouellet	-	QC Command President
Terry Campbell	-	NB Command President
Marion Fryday-Cook	-	NS/NU Command President
Duane MacEwen	-	PE Command President
Nathan Lehr	-	NL Command President
Kandys Merola	-	TVS Command President
Jill Carleton	-	OSI Special Section President
Ken Sorrenti	-	Chairman R & A Committee
Jim Rycroft	-	Chairman C & L Committee

STAFF IN ATTENDANCE:

Steven Clark	-	National Executive Director
Danny Martin	-	Director Corporate Service
Raymond McInnis	-	Director Veterans Services
Carolyn Gasser	-	Deputy Director, Veterans Services
Randy Hayley	-	Deputy Director, Member Services
Joan Elliott	-	Deputy Director Supply
Dion Edmonds	-	Deputy Director Marketing & Communications
Oksana Gorelova	-	Comptroller
Jennifer Morse	-	General Manager CANVET
Angela Keeling Colkitt	-	Executive Assistant

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	-	Dominion Treasurer's Report
Annex F	-	National Executive Director's Report
Annex G	-	COVID-19 and the Impact on the Legion Report
Annex H	-	Veterans, Service and Seniors Committee Report

- Annex I - Poppy and Remembrance Committee Report
- Annex J - Membership Committee Report
- Annex K - Sports Committee Report
- Annex L - Ritual and Awards Committee Report
- Annex M - Constitution and Laws Committee Report
- Annex N - RCEL Committee Report
- Annex O - Dominion Convention Committee Report
- Annex P - Defence and Security Committee Report
- Annex Q - Veterans Consultation Committee Report
- Annex R - Public Relations Committee Report
- Annex S - Going Forward Committee Report
- Annex T - Governance Committee Report
- Annex U - Centenary Committee Report
- Annex V - CANVET Publications Report
- Annex W - Legion National Foundation Report
- Annex X - Correspondence
- Annex Y - Meetings and Invitations
- Annex Z - Other/New Business

ITEM 1: OPENING

The meeting of the Dominion Executive Council opened at 1200 hours on Saturday 28 November 2020 by Zoom Video Conference.

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: ADMINISTRATIVE ARRANGEMENTS

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

ITEM 5: APPROVAL OF MINUTES / ELECTRONIC DECISIONS

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

MOTION: That the DEC minutes of 6-7 June be approved.
CARRIED

ITEM 6: 2021 FINANCIAL FORECAST – DOMINION TREASURER

The Dominion Treasurer presented his report and is at Annex E.

MOTION: That a drawdown of \$100,000 from the Centennial Fund, with allocation to the Track and Field Program for 2021, be approved.

CARRIED

MOTION: That the final draft budget be approved.

CARRIED

The report CARRIED

ITEM 7: SENIOR OFFICER’S REPORTS

No Senior Officer reports were presented.

ITEM 8: NATIONAL EXECUTIVE DIRECTOR’S REPORT

The National Executive Director presented his report and is at Annex F.

ITEM 9: COVID-19 AND IMPACT ON THE LEGION

The National Executive Director presented the report and is at Annex G.

MOTION: That a thank you letter signed by the Dominion President be sent to the Prime Minister and the Minister of Veterans Affairs in appreciation for the \$14 million in Veterans Organization Emergency Support Fund (VOESF) financial aid allocated to Legion branches struggling with operational costs as a direct result of COVID-19.

CARRIED

MOTION: That a letter of offer be sent to the Federal Government offering Legion branches as possible locations for community clinics to deliver the COVID-19 vaccine. Further, a template letter will be provided to Provincial Presidents for their direct liaison of this offer with their provincial government and health authorities.

CARRIED

MOTION: That any funds Provincial Commands are holding and have not used from the first and/or second tranche of the initial \$3 million in funding from Dominion Command reserves be returned to Dominion Command. Returned funds will be earmarked for the respective Command's future use, as needed by their branches.

CARRIED

**ACTION ITEMS: National Executive Director
The report CARRIED**

ITEM 10: COMMITTEE REPORTS

a. Veterans, Service and Seniors Committee

The Veterans, Service and Seniors Committee report was presented, attached at Annex H.

MOTION: That DEC ratify the third instalment of the three year funding support to Project Trauma Support in the amount of \$100,000 for the year 2021.

CARRIED

MOTION: That DEC ratify the eighth CIMVHR scholarship in the amount of \$30,000 for 2021/2022.

CARRIED

**ACTION ALL ITEMS: Coordinator, VSS Committee
The report CARRIED**

b. Poppy & Remembrance Committee

The Poppy and Remembrance Committee report was presented, attached at Annex I.

MOTION: That \$20,000 be approved as a donation to Quilts of Valour for their work in support of our Veterans

CARRIED

MOTION: That, as per article 403.i.a. of the Poppy Manual, the DC Marketing Department's funding request of \$100,000 to promote the 2021 Poppy Campaign be approved.

CARRIED

**ACTION ALL ITEMS: Coordinator, P & R Committee
The report CARRIED**

c. Membership Committee

The Membership Committee report was presented, attached at Annex J.
The report CARRIED

d. Sports Committee

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

MOTION: That the 2021 Dominion Member Sports Championships be cancelled due to the COVID-19 pandemic, subsequent restrictions and associated risks.

CARRIED

ACTION ITEMS: Coordinator, Sports Committee
The report CARRIED

e. Ritual and Awards Committee

The Ritual and Awards Committee report was presented, attached at Annex L.

MOTION: That a 100th anniversary of the adoption of the Poppy as the symbol of Remembrance in Canada lapel pin be produced for wear on RCL formal dress from 1 January to 31 December 2021.

CARRIED

MOTION: That the short-sleeved shirt in French Blue as presented be approved for wear as part of Legion Informal Dress. This shirt is in lieu of a short-sleeved polo shirt previously approved due to embroidery challenges with the polo shirt material.

CARRIED

ACTION ALL ITEMS: Coordinator, R & A Committee
The report CARRIED

f. Constitution and Laws Committee

The Constitution and Laws Committee report was presented, attached at Annex M.

The report CARRIED

g. RCEL Committee

The RCEL Committee report was presented, attached at Annex N.

MOTION: That a budget of \$205,000 to support Caribbean Commonwealth Veterans, widows and to provide Poppy supplies for 2021 be approved.

CARRIED

**ACTION ALL ITEMS: Coordinator, R & A Committee
The report CARRIED**

h. Dominion Convention Committee

The Dominion Convention Committee report was presented, attached at Annex O. **The report CARRIED**

i. Defence and Security Committee

The Defence and Security Committee report was presented, attached at Annex P. **The report CARRIED**

j. Veterans Consultation Committee

The Veterans Consultation Committee report was presented, attached at Annex Q. **The report CARRIED**

k. Public Relations Committee

The Public Relations Committee report was presented, attached at Annex R.

MOTION: That the PR Committee help develop a template to report back on where the VOESF federal funding goes and help develop a joint communication strategy so that local government officials can share in the announcements.

CARRIED

MOTION: That the provincial/territorial Public Relations Officers or their designates gather Remembrance Period ideas from their region and send them to the PR committee for compilation and sharing.

CARRIED

**ACTION ALL ITEMS: Coordinator PR Committee
The report CARRIED**

I. Pay Committee

The Pay Committee report was presented as an In Camera item.

m. Going Forward Committee

The Going Forward Committee report was presented, attached at Annex S.
The report CARRIED

n. Governance Committee

The Governance Committee report was presented, attached at Annex T.

MOTION: That GBL s.415 be amended to read as follows:

- a. The Senior Elected Officers shall be authorized to meet at the call of the Dominion President, the Dominion Executive Council or the majority of the Senior Elected Officers.
- b. The Senior Elected Officers:
 - i. are granted delegated authority to establish the budget and to deal with matters of Dominion Command staffing, and
 - ii. may meet when authorized, to discuss any issues that are of interest to The Royal Canadian Legion and make recommendations to the Dominion Executive Council for implementation
- c. A majority of members of the Senior Elected Officers shall form a quorum.

CARRIED

MOTION AS AMENDED: b. The Senior Elected Officers:

- i. are granted delegated authority to establish the DRAFT budget and to deal with matters of Dominion Command staffing, and

DEFEATED

The report CARRIED

o. Centenary Committee

The Veterans Consultation Committee report was presented, attached at Annex U.
The report CARRIED

ITEM 11: CANVET PUBLICATIONS LTD.

The CANVET publications report was presented as an information item only, attached at Annex V.

ITEM 12: LEGION NATIONAL FOUNDATION

The Legion National Foundation report was presented as an information item only, attached at Annex W.

ITEM 13: CORRESPONDENCE

Presented as an information item only, attached at Annex X.

ITEM 14: REQUESTS FOR SUPPORT

No requests for support were received.

ITEM 15: MEETINGS AND INVITATIONS

Presented as an information item only, attached at Annex Y.

- a. The Provincial Convention for NS/NU Command will be held 9-11 October 2021.

ITEM 16: OTHER/NEW BUSINESS

- a. TVS President Comrade Kandys Merola offered all DEC members a free TVS membership.
- b. COVID-19 Temporary GBL Amendments – Article III Reinstatement.

MOTION: That DEC recommend to the Dominion President that the action to place Article III proceedings and timelines in abeyance be lifted.

DEFEATED

- c. Comrade Keith Andrews referenced Poppies drawn on various crosswalks in Swift Current in the past few years. A letter was forwarded to the Mayor regarding trademark infringement but no action resulted. Comrade Andrews will send correspondence to the Swift Current Mayor once again reiterating this infringement.

- d. Comrade Val MacGregor advised that BC/YT Command offices are closed due to provincial COVID-19 restrictions. All staff are working remotely until at least the end of the year and travel restrictions are in place.
- e. The National Executive Director wanted to personally give a shout out and thank you to the Service Bureau Network across the country for their tireless support to Veterans during the pandemic.
- f. Comrade Pond will be sending a presentation to the National Executive Director to forward to DEC for future consideration and support in regards to The Rucksack March for Remembrance. This was established to bring people from the community together with one mission in mind: to raise awareness and funding for the many Canadian military and first responder families who are in the midst of their own service-related battles.

In the past 5 years, \$220,000 was raised for Leave The Streets Behind. In 2023 they plan on doing a Ruck March across Canada (takes approximately 8 months to complete).

- g. Legion Informal Dress Shirt

MOTION: Motion to reconsider the decision for the proposal for a dress shirt: to select a polo shirt with the Legion Logo, vice an embroidered crest.

DEFEATED

ITEM 17: ADJOURNMENT

The meeting of the Dominion Executive Council was adjourned at 2:00 pm on Sunday, 29 November 2020.



National Executive Director

Dominion Chairman

GRAND PRESIDENT OPENING REMARKS FOR DEC 28/29 NOVEMBER, 2020

THANK YOU COMRADE CHAIR.

GOOD AFTERNOON COMRADES, I KNOW THAT WE HAVE A FULL AGENDA FOR THE NEXT FEW DAYS SO I WILL KEEP MY REMARKS BRIEF.

AS A RESULT OF THE ONGOING GLOBAL COVID-19 PANDEMIC AND OTHER RELATED ISSUES, THE PAST SEVERAL MONTHS HAVE BEEN VERY CHALLENGING FOR THE WORLD, FOR CANADA AND FOR CANADIAN COMMUNITIES AND VETERANS AND THEIR FAMILIES ACROSS THE COUNTRY.

IN RESPONSE, LEGION COMMANDS AND BRANCHES AS WELL AS MANY INDIVIDUAL LEGIONNAIRES HAVE STEPPED UP TO PLATE TO SUPPORT AND TO HELP OTHERS IN NEED IN AN IMPRESSIVE AND INSPIRING MANNER AND HAVE WRITTEN A PROUD CHAPTER IN THE HISTORY OF THE ROYAL CANADIAN LEGION DURING THESE TRYING TIMES.

FURTHER, LED BY COMRADE TOM, AND WORKING TOGETHER AS ONE UNITED SENIOR LEADERSHIP TEAM, THIS DOMINION EXECUTIVE COUNCIL, SUPERBLY SUPPORTED BY COMRADE STEVEN AND ALL INVOLVED LEGION HOUSE STAFF, SUCCEEDED IN PROVIDING GOVERNMENT WITH A CLEAR, FACTUAL AND COMPELLING CASE ON THE URGENT NEED TO PROVIDE ESSENTIAL FINANCIAL SUPPORT TO MANY LEGION BRANCHES TO ENABLE THEM TO CONTINUE THEIR INCREDIBLY IMPORTANT EFFORTS, SUPPORTING VETERANS AND THEIR FAMILIES AND COMMUNITIES ACROSS CANADA.

BRAVO ZULU, CONGRATULATIONS AND MANY THANKS TO ALL OF YOU FOR THIS STELLAR ACHIEVEMENT. YOU HAVE MADE A HUGE CONTRIBUTION TO ENSURING THE FUTURE OF THE ROYAL CANADIAN LEGION AND THE SUSTAINMENT OF ITS TREMENDOUSLY IMPORTANT WORK.

FINE EFFORTS IN SUPPORT OF CANADIAN ARMED FORCES PERSONNEL AND COMMEMORATIVE ACTIVITIES HAVE ALSO CONTINUED IN SOMETIMES UNIQUE WAYS DURING THIS PERIOD.

FOR EXAMPLE, THE LEGION CONTINUED TO BE AN IMPORTANT SPONSOR AND TO PROVIDE PARTICIPANTS IN THE ANNUAL NAVY BIKE RIDE AS WELL AS THE 2020 ARMY RUN. BECAUSE OF THE PANDEMIC BOTH ACTUALLY BECAME LIVE VIRTUAL EVENTS, WITH PARTICIPANTS RIDING OR RUNNING INDIVIDUALLY.

THE NAVY RUN WAS EXTENDED FROM 13 JUNE UNTIL 30 AUGUST AND BECAME AN INTERESTING COMMEMORATIVE EVENT TO MARK THE 75TH ANNIVERSARY OF THE END OF WORLD WAR 2 AND THE BATTLE OF THE ATLANTIC. RIDERS REGISTERED 'ON LINE' AND ENTERED EACH OF THEIR RIDES. THEY MANAGED TO SURPASS THE GOAL OF REACHING 25,000 RIDES BY THE END. EACH RIDE COMMEMORATED ONE OF THE 25,000 CROSSINGS OF THE ATLANTIC BY CANADIAN WARSHIPS AND MERCHANT SHIPS DURING THE BATTLE OF THE ATLANTIC.

SIMILARLY THE ARMY RUN WAS EXTENDED FOR TWO WEEKS TO ALLOW PARTICIPANTS EXPERIENCING LOCK DOWN IN SOME COMMUNITIES OR PROVINCES TO PARTICIPATE. BOTH EVENTS WERE EXCELLENT FUNDRAISERS FOR WORTHY CAUSES SUPPORTING VETERANS AND THEIR FAMILIES.

AT A PERSONAL LEVEL, I ATTENDED ONE OF THE BUDDY CHECK COFFEE EVENTS THAT THE OSI SECTION HAS BEEN ORGANIZING ACROSS THE COUNTRY. THIS ONE WAS HELD IN PERTH, ONTARIO AT THE END OF AUGUST AT THE TAY RIVER HOME OF PROJECT TRAUMA SUPPORT AND WAS BOTH A LOT OF FUN AND VERY INFORMATIVE. WELL DONE AND MANY THANKS TO YOU AND YOUR FOLKS FOR A REALLY FIRST CLASS INITIATIVE, JILL.

THE NATIONAL REMEMBRANCE CEREMONY AT THE WAR MEMORIAL IS EXTREMELY IMPORTANT EVERY YEAR. HOWEVER THE COVID-19 PANDEMIC BOTH GREATLY COMPLICATED THE SITUATION AND ALSO MADE IT EVEN MORE IMPORTANT TO HAVE A 'REAL' AND NOT A 'VIRTUAL' EVENT, THAT WAS APPROPRIATE TO HONOURING THE SERVICE AND SACRIFICE OF THE FALLEN AND OTHER VETERANS AND THEIR FAMILIES.

THAT SIMPLY WOULD NOT HAVE HAPPENED IN 2020 WITHOUT FIRM ADVOCACY, STRONG LEADERSHIP, AND EXCELLENT PLANNING AND EXECUTION BY THE ROYAL CANADIAN LEGION. SPECIAL THANKS TO COMRADES STEVEN, DANNY, NUJMA, CHARLS AND OTHERS FROM OUR FINE LEGION HOUSE TEAM FOR THEIR ESSENTIAL ROLES IN THAT REGARD.

CANADA AND THE LEGION WERE ALSO BLESSED TO HAVE A WONDERFUL SILVER CROSS MOTHER IN DEBBIE SULLIVAN WHO BROUGHT REMEMBRANCE TO LIFE FOR MANY CANADIANS IN HER ALWAYS MOVING AND THOUGHTFUL MEDIA INTERVIEWS. THANKFULLY SHE AND HER HUSBAND WILL BE JOINING US AT THE DOMINION CONVENTION NEXT SUMMER AND MOST OF YOU WILL HAVE A CHANCE TO MEET THIS VERY SPECIAL WOMAN IN PERSON.

FINALLY WELL DONE, CONGRATULATIONS AND MANY THANKS TO EACH OF YOU FOR YOUR VARIOUS IMPORTANT PERSONAL ROLES IN HELPING CANADA AND CANADIANS ACROSS THE COUNTRY "TO REMEMBER" IN A FITTING MANNER DURING VETERANS WEEK 2020, NOTWITHSTANDING THE UNIQUE PANDEMIC CHALLENGES CONFRONTING US THIS YEAR.

THAT CONCLUDES MY OPENING COMMENTS, COMRADES.

THANK YOU.

Bonjour, Good morning Comrades...

Welcome to this virtual DEC meeting, something we're all getting used to now. Glad to see your faces even if we can't meet in person. Next meeting, maybe I'll see you in new blue Legion shirts!

I'm looking forward to talking about the new Legion dress alternative, and all the other items on our agenda.

Before we get to the business of the day, I want to share how proud I am – of our leadership, our members and volunteers, and our staff.

Let's start with our National Headquarters staff. Their work behind the scenes is an integral part of the reason why we find ourselves in this exciting position...one of great relief. We now have the funds to help Branches survive this pandemic.

I'm so thankful that we've received 14 million dollars from our federal government. That money is going to help save many of our – your - Branches so they don't have to close permanently. It will help others continue to weather this raging storm long term, because it's not over yet.

Some Branches have started applying for the funding and I'm looking forward to seeing results – and to seeing our Branches succeed.

I would like to express my gratitude to our many volunteers and staff who have continued to work hard during this pandemic and during the shutdowns we've all experienced. They've continued to support our Veterans remotely or in person, and Branches have reopened where possible. I'm really proud to see how they've continued to serve their communities.

I'd like to thank our Supply and Marketing departments for their hard work over the past few weeks to help support a challenging Poppy Campaign. From handling thousands of wreath and mask orders to handling countless media calls, they delivered for us.

In addition, their collective work resulted in an increase in poppy store sales of over 200% as compared to last year. That's despite all the challenges the pandemic brought.

Thank you – all members of DEC – who have shown great teamwork and who have really been the glue holding a lot of this together. It hasn't been easy.

But you've made important decisions and shown the leadership needed to move things forward. I really appreciate it.

During our meeting today, Bruce Julian will be sharing some additional news on the membership front so I will not introduce it here. But I will thank our Membership

department for their great work in fielding the large number of requests that came in once again from across the country during the Remembrance Period.

We all know that COVID-19 isn't done with any of us. We can be sure there will be more trials and tribulations to come.

Our COVID-19 Committee – and all of us here - will consider what we might face next and how we should respond. That includes what 2021 will look like.

For example, will we be able to hold our Youth Track and Field event?

Will we be able to hold an in-person Dominion Convention? I can tell you that as far as our convention, we will have a plan B. Whether it becomes virtual or we hold it with fewer delegates – several alternatives will be on the table for discussion.

We haven't cancelled anything yet, but we are looking at our options - since we are living with so much uncertainty.

Turning back briefly to the issue of funding, you will recall our National Headquarters released an unprecedented 3 million dollars from its reserves to help struggling Branches at the beginning of this crisis.

We will be asking Provincial Presidents to send back any unused funds to help replenish that reserve fund. We'll talk more about it under the COVID section.

Just before we begin our discussions.

Under section 418-A of our General By-Laws, I am required to report to DEC, all members of the Legion that I've had to remove this year. I have revoked the memberships of four people, using the authority granted to me through my position as Dominion President, and for good cause.

The former members include:

- From Ontario: Gerald Conway, for *Stolen Valour* and, Terrence Birch also for *Stolen Valour*;
- From Manitoba/Northwestern Ontario: Evelyn Dixon Parks for *action inconsistent with a member's obligation to the Legion*;
- And from British Columbia/Yukon: Peter Pafanen for *Stolen Valour*.

As we move into our discussions, I once again ask all of you to debate the issues we face as a team. We've seen how much strength there is when we think collectively – in addition to what's best for our individual regions. They go hand in hand.

Thanks for your attention, merci. We have a robust agenda in front of us, and I'd like to get started.

ITEM 4: ADMINISTRATIVE ARRANGEMENTS / ZOOM INFORMATION

a. Schedule – Saturday 28 November 2020

- i. 1200 hours – DEC convenes
- ii. 1600 hours – DEC adjourns (Call of the Chair)

<https://us02web.zoom.us/j/87816271732?pwd=WmEzZEo4OE9xUldnMETib3JZdzdNdz09>

Meeting ID: 878 1627 1732

Passcode: 002752

One tap mobile

+15873281099,,87816271732#,,,,,0#,,002752# Canada

+16473744685,,87816271732#,,,,,0#,,002752# Canada

Dial by your location

+1 587 328 1099 Canada

+1 647 374 4685 Canada

+1 647 558 0588 Canada

+1 778 907 2071 Canada

+1 204 272 7920 Canada

+1 438 809 7799 Canada

b. Schedule – Sunday 29 November 2020

- i. 1200 hours – DEC convenes
- ii. 1600 hours – DEC adjourns (Call of the Chair)

<https://us02web.zoom.us/j/87816271732?pwd=WmEzZEo4OE9xUldnMETib3JZdzdNdz09>

Meeting ID: 878 1627 1732

Passcode: 002752

One tap mobile

+15873281099,,87816271732#,,,,,0#,,002752# Canada

+16473744685,,87816271732#,,,,,0#,,002752# Canada

Dial by your location

+1 587 328 1099 Canada

+1 647 374 4685 Canada

+1 647 558 0588 Canada

+1 778 907 2071 Canada

+1 204 272 7920 Canada

+1 438 809 7799 Canada

- c. **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.
- d. Dress. Relaxed dress may be worn.
- e. Zoom Etiquette.
- Once the Dominion Chairman calls the meeting to order, all meeting attendees are to mute their audio until they are called upon by the Dominion Chairman to participate in the discussion. This will eliminate ambient feedback and noise.
 - Avoid backlight from bright windows; if possible, please do not sit with a window in your background.
 - To raise your hand during the meeting
 - If on a PC or Mac, click the icon labeled PARTICIPANTS at the bottom of your screen, then click the button labeled RAISE HAND. Your digital hand is now raised. You can lower it by clicking the same button, now labelled LOWER HAND.
 - If on a tablet, click the MORE icon and then click RAISE HAND. You can lower it by clicking LOWER HAND.
- f. In-Camera Discussion: If the Chairman calls for in-camera discussion, DEC members only will be moved to a “breakout” room by the host; discussion is not recorded in the breakout room. You may be prompted to ACCEPT the move and please do so. When the in-camera discussion has concluded, the host will close the breakout room and you will be automatically returned to the main session. This return may take up to 30 seconds to complete so do not be alarmed if your screen goes temporarily blank.

ITEM 5: APPROVAL OF MINUTES / ELECTRONIC DECISIONS

a. Approval of Minutes

The DEC last met on 6-7 June 2020. The minutes were distributed electronically.

RECOMMENDATION: That the DEC minutes of 6-7 June be approved.

b. Review of Electronic Decisions/Email Voting

There were four (4) Electronic Decisions / Email votes that took place since the last DEC meeting on 6-7 June 2020.

12 Aug 20

Moved that DEC delegate the authority for holding Branch elections to Provincial Commands / International Zones effective immediately.

CARRIED

12 Aug 20

Moved that DEC hold off for the time being on re-instituting Article III proceedings and timelines; all current and new complaints and appeals will continue to be held in abeyance. Reinstatement will be reviewed again prior to the November 2020 DEC meeting.

CARRIED

12 Aug 20

Moved that DEC approve a one-time exemption for Western USA Zone to conduct two complaint hearings involving members of Mexico Branch #182

CARRIED

23 Sep 20

Moved that DEC approve the allocation of \$50K from the Dominion Command Poppy Trust Fund to sponsor the online Remembrance module being developed by the Canadian War Museum.

CARRIED

ITEM 6: 2021 FINANCIAL FORECAST – DOMINION TREASURER

I. OVERVIEW

The 2021 budget target was set at a modest profit point of \$45,504.

Current position (November 2020) of profit is positive at \$1.6M, however, due to seasonal revenue and costs fluctuation, we can note that typically around 94% percent of revenue is collected at this time (mid-year), where expenses may not be reflecting all expenditures recorded that were planned for this year. Projected numbers for 2020 at this point can be distorted.

II. REVENUES

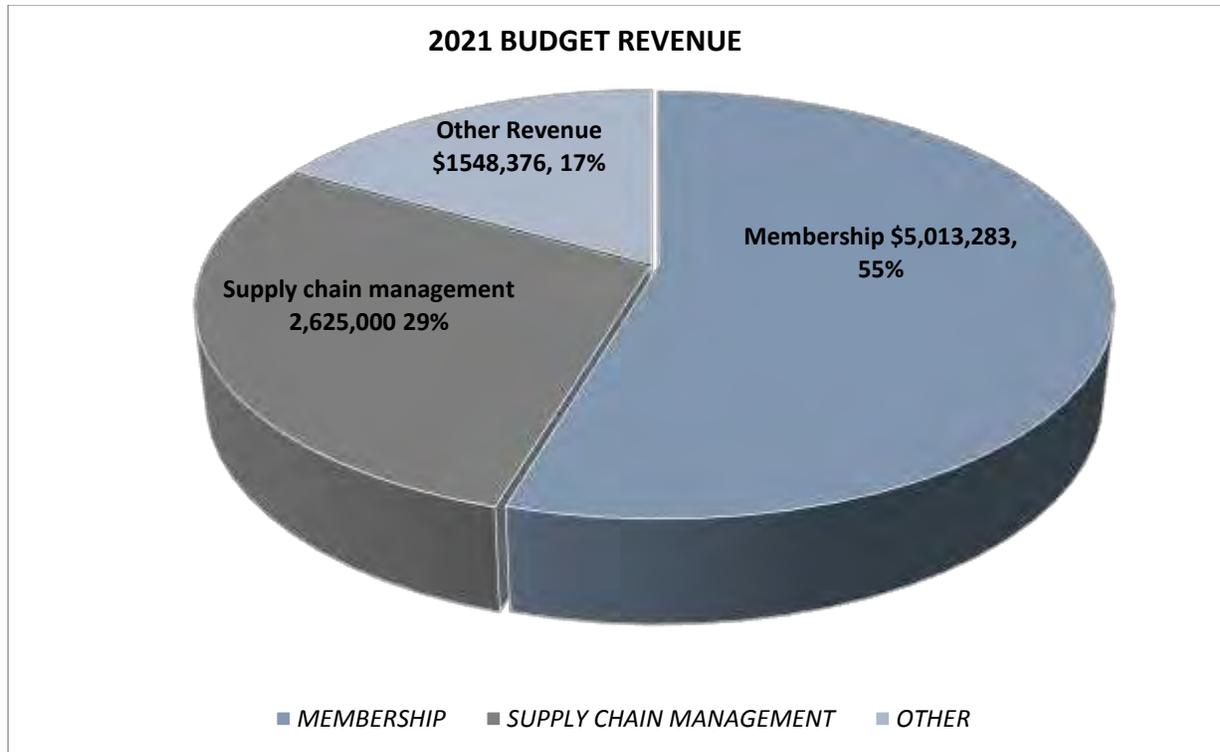
Due to the COVID-19 outbreak, membership revenue is down by 3.9% compared to 4% from previous years. With some branches still closed, the Legion gained 242K members so far, however, current membership revenue for 2020 is slightly below the projected 244K members. Projections for 2021 are based on 236,135 members for 2020 and 224,378 members for the year 2021. (This projection is based on COVID-19 development during September 2020). As of November 18, 2020 the membership numbers are down about 11,000.

Investment income estimated for 2021 as per our portfolio is around \$429,456. This year, \$3M was withdrawn from reserves for emergency distribution to the branches; this will decrease the level of reserves and impact revenues for the next year. 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. Please see attached schedule 1, review of investment accounts for years 2017-2021.

The Supply Department is forecasting sales of \$2,600,000 (growth of 4% from last year) and royalty payments from Legion Lager of \$25,000, for a total of \$2,625,000. Supply sales as of November 18, 2020 are \$3.1M; the increase in sales is due to high Legion mask demand. Please note, this will not have a significant impact on net profit this year, due to low margin on masks and high processing cost per item.

With your approval, the Poppy Grant to Veterans Services has been set at 95% of budget and Service admin @ 100%

Marketing and Communications Section @ 8%
Marketing, Advertising, Promotion @ 8%
Finance – Accounting fees @ 20%



III. EXPENSES

Considering that all revenue streams were declining towards the end of this year, there it is an assumption that this trend will continue into the 2021. Expenses were analyzed and adjusted according to the weakened revenue projections.

a) Larger reductions in expenses are projected for:

Information Technology	23.5%
Other Program Expenses	17.4%
Financial Services	14.4%

b) Increases are expected for:

Pension	30.6%
Member Services	7.3%
Corporate Services	6.2%
Legion House	2.2%

Schedule 1

SUMMARY

**REVIEW OF INVESTMENT ACCOUNTS 2017 TO 2021
REVENUE EARNED, AMOUNTS CONTRIBUTED AND AMOUNTS WITHDRAWN**

TOTAL INVESTMENT REVENUE (Interest, dividends)	1,185,057
ADDITIONAL AMOUNTS CONTRIBUTED	<u>0</u>
TOTAL REVENUE PLUS CONTRIBUTIONS	1,185,057
AMOUNTS WITHDRAWN	<u>(8,750,000)</u>
EXCESS OF REVENUE & CONTRIBUTIONS OVER WITHDRAWALS	<u><u>(7,564,943)</u></u>

The investment revenue earned and recognized as income on the Statement of Revenues and Expenses is not transferred to the General Fund cash account at year end. These amounts are reinvested as part of the investment portfolio. Excess cash is transferred into the portfolio to invest. When cash is needed for the General Fund Operations, some of the earnings and previous amounts contributed are withdrawn. The amounts withdrawn have been greater than the amounts contributed over the last few years to fund operations and amounts not included in the operation budget and are drawn from Reserves (such as the Hearts & Mind program, Strategic Review, Membership survey and the new Membership system).

The Royal Canadian Legion - Dominion Command

Financial Statements
December 31, 2019

Independent auditor's report

To the Members of The Royal Canadian Legion - Dominion Command

Our opinion

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of The Royal Canadian Legion - Dominion Command (the Dominion Command) as at December 31, 2019 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

What we have audited

The Dominion Command's financial statements comprise:

- the statement of financial position as at December 31, 2019;
 - the statement of changes in fund balances for the year then ended;
 - the statement of operations – general fund for the year then ended;
 - the statement of operations – externally restricted funds for the year then ended;
 - the statement of cash flows for the year then ended; and
 - the notes to the financial statements, which include a summary of significant accounting policies.
-

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the ***Auditor's responsibilities for the audit of the financial statements*** section of our report.

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

Independence

We are independent of the Dominion Command in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada. We have fulfilled our other ethical responsibilities in accordance with these requirements.

Responsibilities of management and those charged with governance for the financial statements

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

In preparing the financial statements, management is responsible for assessing the Dominion Command's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Dominion Command or to cease operations, or has no realistic alternative but to do so.

Those charged **with governance are responsible for overseeing the Dominion Command's financial reporting process.**

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are **free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.** Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the **Dominion Command's internal control.**
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- **Conclude on the appropriateness of management’s use of the going concern** basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events **or conditions that may cast significant doubt on the Dominion Command’s ability to continue as a** going concern. If we conclude that a material uncertainty exists, we are required to draw attention **in our auditor’s report to the related disclosures in the financial statements or, if such disclosures** are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained **up to the date of our auditor’s report. However, future events or conditions may cause the** Dominion Command to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

(signed) “PricewaterhouseCoopers LLP”

Chartered Professional Accountants, Licensed Public Accountants

Ottawa, Ontario
May 25, 2020

	2019 \$	2018 \$
Assets		
Current assets		
Cash and cash equivalents	2,739,831	1,923,007
Accounts receivable (note 3)	1,996,129	2,432,695
Due from The Legion National Foundation (note 8)	203,995	32,625
Inventory		
General	1,362,511	1,289,266
Poppy promotional material	169,208	197,703
Prepaid expense	241,430	153,862
Prepaid subscriptions	1,353,469	1,305,195
	<hr/>	<hr/>
	8,066,573	7,334,353
Marketable investments (note 4)	28,990,789	28,635,638
Capital assets (note 5)	4,955,447	5,126,213
Pension plan – accrued benefit asset (note 6)	1,889,900	183,600
	<hr/>	<hr/>
	43,902,709	41,279,804
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities (note 7)	2,090,640	2,296,544
Per capita tax received in advance	3,237,282	3,140,673
Due to Canvet Publications Ltd. (note 8)	632,432	1,643,383
	<hr/>	<hr/>
	5,960,354	7,080,600
Retirement obligation (note 6)	475,600	517,800
	<hr/>	<hr/>
	6,435,954	7,598,400
Fund Balances		
General Fund		
Unrestricted	3,375,110	3,226,628
Invested in capital assets (note 5)	4,955,447	5,126,213
Other internally restricted (note 9)	3,448,712	3,270,691
Pension Plan Fund (note 6)	1,889,900	183,600
Investment Fund (note 4)	10,486,042	9,287,432
	<hr/>	<hr/>
	24,155,211	21,094,564
Externally Restricted Funds	13,311,544	12,586,840
	<hr/>	<hr/>
	37,466,755	33,681,404
	<hr/>	<hr/>
	43,902,709	41,279,804
Commitments and contingencies (note 10)		

	Balance – Beginning of year \$	Net revenue (expense) for the year \$	Remeasurements and other items \$	Transfers from (to) \$	Balance – End of year \$
General Fund					
Unrestricted	3,226,628	(392,036)	(14,900)	555,418	3,375,110
Invested in capital assets (note 5)	5,126,213	(203,286)	-	32,520	4,955,447
	8,352,841	(595,322)	(14,900)	587,938	8,330,557
Internally Restricted Funds					
Other internally restricted (note 9)	3,270,691	-	-	178,021	3,448,712
Pension Plan Fund (note 6)	183,600	(316,170)	1,703,100	319,370	1,889,900
Investment Fund (note 4)	9,287,432	1,294,894	-	(96,284)	10,486,042
	21,094,564	383,402	1,688,200	989,045	24,155,211
Externally Restricted Funds					
Poppy Trust Fund	9,373,607	1,497,392	-	(989,045)	9,881,954
Centennial Fund	2,103,440	206,665	-	-	2,310,105
RCEL Fund	1,019,136	9,692	-	-	1,028,828
Benevolent Fund	90,657	-	-	-	90,657
Total Externally Restricted Funds	12,586,840	1,713,749	-	(989,045)	13,311,544
	33,681,404	2,097,151	1,688,200	-	37,466,755

	2019	2018
	\$	\$
Revenue		
Administrative fees (note 8)	110,000	110,000
Building rental (note 8)	82,920	82,920
Dividends	122,557	117,606
Interest	424,172	477,340
MasterCard royalties	88,772	70,385
Miscellaneous (note 8)	140,156	129,967
Per capita tax (note 10)	5,415,647	5,966,520
Royalties – Legion Lager	16,529	22,890
Subscription agency fee (note 8)	400,000	400,000
Supply sales	2,548,164	2,362,183
Veterans Visitation Program	137,160	141,960
	<hr/>	<hr/>
	9,486,077	9,881,771
Expense		
Corporate services	697,028	713,388
Building	338,246	463,122
Committees	742,142	973,376
Marketing – Hearts and Minds	136,108	412,326
Marketing, advertising and promotion	553,611	528,122
Financial services	516,360	585,012
Information technology	375,736	355,264
Legion Magazine – Subscriptions (note 8)	2,648,217	3,158,230
Marketing and communications	379,731	306,888
Member services	623,570	555,691
Other program expenses	187,853	310,008
Veterans services	900,811	941,824
Veterans Visitation Program	93,451	103,633
Supply chain management		
Operation	576,190	760,593
Cost of sales	1,109,059	1,046,605
Amortization		
Furniture and equipment and computers	57,250	62,391
Building	146,036	146,036
	<hr/>	<hr/>
	10,081,399	11,422,509
Net expense for the year	<hr/>	<hr/>
	(595,322)	(1,540,738)

	2019			2018	
	Poppy Trust Fund \$	Centennial Fund \$	RCEL Fund \$	Total \$	Total \$
Revenue					
Donations	304,919	-	188,276	493,195	587,086
Interest	225,703	62,300	25,947	313,950	313,460
Dividends	40,963	14,051	4,417	59,431	54,476
Poppies and wreaths	3,088,323	-	-	3,088,323	2,786,053
Promotional aids	561,942	-	-	561,942	536,515
Grants – Other (internal)	5,000	-	-	5,000	-
Bells of Peace – VAC Grant	-	-	-	-	30,000
Sales	12,153	-	-	12,153	-
Bells of Peace – Sales	-	-	-	-	45,505
Other	15,925	-	-	15,925	23,056
	4,254,928	76,351	218,640	4,549,919	4,376,151
Expense					
Advertising and promotional materials	44,866	-	-	44,866	40,864
Poppy contests	19,261	-	-	19,261	18,688
Poppies and wreaths	1,272,770	-	-	1,272,770	1,315,020
Promotional aids	465,488	-	-	465,488	259,763
Trademark defence	67,526	-	-	67,526	57,609
Freight	326,931	-	-	326,931	282,074
General	86,183	12,558	4,753	103,494	83,402
Support – Supply department	279,376	-	-	279,376	274,482
Support – Administration department	154,143	-	-	154,143	148,700
Operation Santa Claus and Canada Day	87,468	-	-	87,468	80,589
Caribbean liaison	14,595	-	-	14,595	561
Remembrance ceremony and videos	17,264	-	-	17,264	44,580
National Remembrance Ceremony	19,789	-	-	19,789	23,368
Marketing and promotion	68,444	-	-	68,444	79,918
Bursaries	-	-	-	-	2,000
Bells of Peace	39,099	-	-	39,099	46,403
Grants – Queen's Scholarships	20,000	-	-	20,000	20,000
Grants – Other	10,000	-	-	10,000	5,000
Benevolent support and assistance	262,813	-	257,862	520,675	384,006
Total expense	3,256,016	12,558	262,615	3,531,189	3,167,027

	2019			2018	
	Poppy Trust Fund \$	Centennial Fund \$	RCEL Fund \$	Total \$	Total \$
Revenue before the undernoted	998,912	63,793	(43,975)	1,018,730	1,209,124
Net changes in fair value of marketable investments					
Realized	(13,731)	(983)	(3,784)	(18,498)	(38,105)
Unrealized	512,211	143,855	57,451	713,517	(555,486)
	498,480	142,872	53,667	695,019	(593,591)
Net revenue for the year	1,497,392	206,665	9,692	1,713,749	615,533

	2019	2018
	\$	\$
Cash provided by (used in)		
Operating activities		
Net (expense) revenue for the year		
General Fund	(595,322)	(1,540,738)
Pension Plan Fund	(316,170)	(238,224)
Investment Fund	1,294,894	(1,186,348)
Externally Restricted Funds	1,713,749	615,533
Items not affecting cash		
Provision for pension plan	316,170	238,224
Provision for retirement obligation	61,000	60,520
Amortization	203,286	208,427
Realized losses on sales of marketable investments	11,415	85,823
Unrealized losses (gains) on marketable investments	(2,001,328)	1,695,960
Contributions to pension plan	(319,370)	(322,524)
Cash paid for retirement obligation	(118,100)	(25,220)
Net change in non-cash working capital items ¹	(1,035,642)	(1,243,798)
	<u>(785,418)</u>	<u>(1,652,365)</u>
Investing activities		
Proceeds on sales of marketable investments	6,060,465	5,682,416
Purchase of marketable investments	(4,425,703)	(6,535,843)
Purchase of capital assets	(32,520)	(55,531)
	<u>1,602,242</u>	<u>(908,958)</u>
Net change in cash and cash equivalents for the year	<u>816,824</u>	<u>(2,561,323)</u>
Cash and cash equivalents – Beginning of year	<u>1,923,007</u>	<u>4,484,330</u>
Cash and cash equivalents – End of year	<u>2,739,831</u>	<u>1,923,007</u>
¹ Net change in non-cash working capital items		
Accounts receivable	436,566	(488,845)
Due from The Legion National Foundation	(171,370)	(30,987)
Inventory		
General	(73,245)	(5,498)
Poppy promotional material	28,495	(66,252)
Prepaid expense	(87,568)	27,320
Prepaid subscriptions	(48,274)	108,927
Accounts payable and accrued liabilities	(205,904)	550,764
Per capita tax received in advance	96,609	(238,764)
Due to Canvet Publications Ltd.	(1,010,951)	(1,100,463)
	<u>(1,035,642)</u>	<u>(1,243,798)</u>

1 Purpose of the organization

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

2 Summary of significant accounting policies

These financial statements have been prepared by management in accordance with Canadian Accounting Standards for not-for-profit organizations (“ASNPO”). **The significant accounting policies are as follows:**

Use of estimates

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

Fund accounting

General Funds are accounted for as follows:

Unrestricted

All transactions other than externally restricted or designation by management in an other general funds are recorded in the unrestricted fund. The management makes discretionary transfers between different general funds.

Invested in capital assets

The invested in capital assets is comprised of capital assets less accumulated depreciation and outstanding balances of mortgages or other borrowings attributable to the acquisition, construction, or improvement of those assets.

Other internally restricted

The Fund has been created to set aside reserves utilisation as and when needed. The Dominion Council makes discretionary transfers to and from the internally restricted Fund as and when needed.

Pension Fund

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

Investment Fund

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

Externally Restricted Funds are accounted for as follows:

Poppy Trust Fund

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

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

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

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held with banks and other short-term highly liquid investments with original maturities of three months or less.

Inventories

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

Marketable investments

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

Capital assets and amortization

Capital assets are carried at cost less accumulated amortization.

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

Building	2.5%
Furniture and equipment	10.0%
Computers	10.0%

Employee future benefits

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

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

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

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

Revenue recognition

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

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

Allocated expenses

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

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

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

3 Accounts receivable

	2019	2018
	\$	\$
Commands, branches and members		
General	548,618	916,488
Poppy Trust Fund	1,017,753	1,025,615
Other		
General	68,333	101,006
Poppy Trust Fund	332,163	357,871
Accrued interest	29,262	31,715
	<u>1,996,129</u>	<u>2,432,695</u>

4 Marketable investments

	2019		2018	
	Fair value	Cost	Fair value	Cost
	\$	\$	\$	\$
General Fund	18,231,328	17,136,823	18,717,614	18,910,919
Poppy Trust Fund	7,749,591	7,426,563	7,120,052	7,309,235
Centennial Fund	2,179,935	2,092,953	2,030,406	2,087,279
RCEL Fund	829,935	800,050	767,566	795,132
	<u>28,990,789</u>	<u>27,456,389</u>	<u>28,635,638</u>	<u>29,102,565</u>

Net gains on sales of marketable investments of \$7,083, (2018 – net loss of \$45,874) and net increases in unrealized gains and losses of \$1,287,811, (2018 – net decreases of \$1,140,474) relate to the general investment portfolio and are accounted for in the Investment Fund.

Net gains on sales of marketable investments of \$18,498, (2018 – net loss of \$38,105) and net increases in unrealized gains and losses of \$713,517, (2018 – net decreases of \$555,486) relate to the externally restricted fund investment portfolio and are accounted for in the externally restricted Fund.

Marketable investments are comprised of:

	2019		2018	
	Fair value \$	Cost \$	Fair value \$	Cost \$
Government and government guaranteed bonds	3,251,753	3,283,240	3,040,635	3,092,984
Corporate bonds and pooled bond funds	14,150,073	14,284,571	14,766,710	15,378,231
Corporate stocks and pooled equity funds	11,588,963	9,888,578	10,828,293	10,631,350
	28,990,789	27,456,389	28,635,638	29,102,565

Government and government guaranteed bonds bear interest at fixed rates ranging from 1.5% to 3.75% and mature between 2020 and 2026 (2018 – 1.75% to 3.75% and mature between 2018 and 2025).

Corporate bonds bear interest at fixed rates ranging from 1.7% to 3.5% and mature between 2020 and 2026 (2018 – 1.9% to 3.5% and mature between 2019 and 2025). The pooled bond funds invest in high quality, short and long-term government securities and corporate bonds, bearing interest at fixed rates.

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

5 Capital assets

	2019		2018	
	Cost \$	Accumulated amortization \$	Net \$	Net \$
Land	950,220	-	950,220	950,220
Building	5,841,416	1,934,977	3,906,439	4,052,475
Furniture and equipment	151,244	133,289	17,955	18,840
Computers	254,644	173,811	80,833	104,678
	7,197,524	2,242,077	4,955,447	5,126,213

Cost and accumulated amortization amounted to \$7,212,567 and \$2,086,354, respectively, at December 31, 2018.

6 Employee future benefits

Extrapolations of actuarial valuation reports prepared as at December 31, 2019 and January 1, 2017 (2018 – December 31, 2018 and January 1, 2017), for the retirement obligations and the overall defined benefit plan, respectively, indicated the following:

	2019		2018	
	Retirement obligation \$	Pension plan \$	Retirement obligation \$	Pension plan \$
Fair value of plan assets	-	20,677,300	-	17,565,500
Defined benefit obligation	(475,600)	(18,787,400)	(517,800)	(17,381,900)
Pension asset (retirement obligation)	(475,600)	1,889,900	(517,800)	183,600

7 Government remittances

Government remittances (GST/HST payable) of \$59,205 (2018 – \$61,136) are included in accounts payable and accrued liabilities.

During 2017, the Dominion Command filed a submission under the Voluntary Disclosures Program with the Canada Revenue Agency (note 10).

8 Related party transaction and balances

Canvet Publications Ltd. (“Canvet”)

Canvet is an entity incorporated under the *Canada Business Corporations Act*. Canvet publishes and distributes “Legion Magazine”, which is sold to the membership of the Royal Canadian Legion, non-member subscribers and the general public. The Dominion Command and Canvet are entities under common control based on the majority of the Board of Directors and shareholders of Canvet being in common with the members of the Dominion Command’s Council.

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

	2019 \$	2018 \$
Legion Magazine – Subscriptions current year	2,534,507	2,498,360
Advertising	67,720	56,286
Design services	14,014	15,554
Subscription buyback - prior years		379,837
Special issue publications	1,055	1,054

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

	2019	2018
	\$	\$
Administrative fees	110,000	110,000
Building rental	68,640	68,640
Miscellaneous – Network support charge (included in miscellaneous revenue)	5,000	5,000
Subscription agency fee	400,000	400,000

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

The Legion National Foundation

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

A member of Dominion Command serves as a director on the **Foundation’s Board of Director resulting in Dominion Command’s participation in devising strategic** policies of the Foundation.

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

9 Internally restricted fund balance

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

	2019	2018
	\$	\$
Building	300,053	300,053
RCEL conference	34,300	29,300
Convention	200,000	-
Special purpose	-	26,979
Per capita tax	2,914,359	2,914,359
	<hr/>	<hr/>
	3,448,712	3,270,691
	<hr/>	<hr/>

10 Commitments and contingencies

The Dominion Command is committed to the following payments for equipment, poppies and related remembrance materials under various agreements as follows:

	\$
Year ending December 31, 2020	949,683
2021	939,896
2022	940,791
2023	940,791
2024	32,010
thereafter	32,010

In 2017, the Dominion Command filed a submission under the Voluntary Disclosures Program with the Canada Revenue Agency. Further, discussions with the Canada Revenue Agency regarding HST on per capita tax revenue, whether it applied, and to which prior years, if any, are not expected to occur until later in 2020. An exposure exists in excess of estimates accrued to date. It is possible that these estimates could change by a material amount and any such changes will be reflected in the periods in which they become known.

11 Allocation of expenses

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

	2019 \$	2018 \$
Corporate services	3,500	3,500
Financial services	7,500	7,500
Marketing and communications	2,500	2,500
Member services	7,500	7,500
Veteran services	4,500	4,500
Supply chain management – Operation	7,000	7,000

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

	2019 \$	2018 \$
General Fund – Marketing and communications	15,000	15,000
General Fund – Member services	15,000	15,000
General Fund – Veterans services	30,000	30,000
Poppy Trust Fund – Support Administration department	150,000	148,700

A portion of Supply chain management – Operation expenses (salaries and general warehouse) of \$278,600 (2018 – \$274,482) has been allocated to Support – Administration department expense of the Poppy Trust Fund.

12 Financial instruments

Dominion Command is exposed to various risks through its financial instruments. The following analysis **provides a measure of Dominion Command's risk exposure and concentrations. Dominion Command does not** use derivative financial instruments to manage its risks

Investment risk

Investment in financial instruments renders Dominion Command subject to investment risks. Interest risk is the risk arising from fluctuations in interest rates and their degree of volatility. Dominion Command's **exposure** to interest rate risk arises from its investments in bonds (note 4).

There is also the risk arising from the failure of a party to a financial instrument to discharge an obligation when it is due. Market risk is the risk to the value of a financial instrument due to fluctuations in market prices, whether these fluctuations are caused by factors specific to the investment itself or to its issuer, or by factors pertinent to all investments on the market. **Dominion Command's is exposed to market risk through their** corporate stocks and pooled equity and bond fund investments (note 4).

Concentration of risk

Concentration of risk exists when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political and other conditions. **Dominion Command's** investments are described in note 4.

Credit risk

Dominion Command's **credit risk arises on cash and cash equivalents, accounts receivable**, due from the **Foundation, and marketable investments. Dominion Command's** cash and cash equivalents and investments are maintained at major financial institutions; therefore, the Company considers the risk of non-performance of these instruments to be remote.

To manage the credit risk on accounts receivables, Dominion Command assesses the credit risk of new customers before extending credit and ongoing customers periodically. The allowance for doubtful accounts recognized by Dominion Command on trade receivable is insignificant. Accounts receivables are generally due within 30 to 90 days. No accounts receivables mature beyond one year.

Currency risk

Currency risk is the risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Currency risk arises when financial assets or financial liabilities are denominated in a currency other than Canadian dollars. Dominion Command is exposed to currency risk on marketable investments.

At December 31, 2019, 22% (2018 – 23%) of marketable investments are denominated in U.S. dollars.

13 Subsequent event

Subsequent to year-end, the Dominion Command is assessing the impact of the COVID-19 pandemic on its operations. Given the unprecedented nature of this event, it is difficult to predict the length or breadth of any earnings disruption on operations.



THE ROYAL CANADIAN LEGION-
GENERAL FUNDS

Statement of Revenue and Expense

	Jun		Jun				BUDGET VARIANCE	
	2019	2019	2020	2020	2021	2021	\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	Forecast	BUDGET		
REVENUE								
Per Capita Tax	5,515,683	5,448,980	5,161,559	5,514,037	5,224,055	5,224,055	(289,982)	-5.3%
Canvet								
- Agency Fee & Support	200,000	400,000	200,000	400,000	400,000	400,000	0	0.0%
Investment Income	223,703	546,728	210,956	541,702	429,456	429,456	(112,246)	-20.7%
Veterans Visitation	77,430	137,160	56,760	142,500	120,000	120,000	(22,500)	-15.8%
Supply Chain Management	1,087,647	2,564,693	672,643	2,525,000	2,625,000	2,625,000	100,000	4.0%
Legion House								
- Tenants	41,460	82,920	41,460	82,920	82,920	82,920	0	0.0%
- Internal	158,000	316,000	158,000	316,000	316,000	316,000	0	0.0%
Miscellaneous								
- Master Card	33,594	88,772	16,818	60,000	60,000	60,000	0	0.0%
- Other	123,904	140,157	104,091	140,000	150,000	150,000	10,000	7.1%
TOTAL REVENUE	7,461,421	9,725,410	6,622,287	9,722,159	9,407,431	9,407,431	(314,728)	-3.2%
EXPENSE								
Legion Magazine Subscriptions	2,406,322	2,648,217	2,238,222	2,546,723	2,251,977	2,251,977	(294,746)	-11.6%
Corporate Services	416,320	805,028	397,663	837,846	889,821	889,821	51,975	6.2%
Information Technology	249,225	385,736	293,287	398,408	304,844	304,844	(93,564)	-23.5%
Membership	304,466	677,570	311,944	686,442	737,748	737,748	51,306	7.5%
Marketing & Communications	190,524	389,731	195,951	386,067	410,786	410,786	24,719	6.4%

	Jun 2019 ACTUAL	2019 ACTUAL	Jun 2020 ACTUAL	2020 BUDGET	2021 Forecast	2021 BUDGET	BUDGET VARIANCE	
							\$	%
Marketing, Advertising, Promotion	390,752	553,611	320,178	663,020	632,454	544,134	(118,886)	-17.9%
Financial Services	229,953	435,360	124,211	252,213	215,943	215,943	(36,270)	-14.4%
Veterans Services	21,233	48,537	21,725	51,263	51,263	51,263	0	0.0%
Veterans Visitation	51,620	93,451	37,853	103,000	88,000	88,000	(15,000)	-14.6%
Supply Chain Management	779,386	1,745,250	568,451	1,850,350	1,920,830	1,920,830	70,480	3.8%
Committees	367,578	942,142	56,379	978,117	834,701	944,551	(33,566)	-3.4%
Other Program Expenses	93,426	192,853	60,819	172,500	122,500	142,500	(30,000)	-17.4%
Amortization	51,668	107,002	51,495	106,000	108,000	108,000	2,000	1.9%
Employer Pension Contribution	160,506	319,370	168,742	334,255	436,427	436,427	102,172	30.6%
Legion House	199,900	338,246	213,701	348,967	356,633	356,633	7,666	2.2%
TOTAL EXPENSE	5,912,879	9,682,104	5,060,621	9,715,171	9,361,928	9,403,458	(311,713)	-3.2%
NET INCOME (LOSS) FROM OPERATIONS	1,548,542	43,306	1,561,666	6,988	45,504	3,974	(3,014)	-43.1%

**A detailed examination of departmental budgets was conducted in 2019
ensuring proper allocations and charges backs to various departments and funds, numbers are as follows :**

Administration	150,000
Marketing & Communications - Section -@ 8%	35,721
Marketing, Advertising, Promotion - @ 8%	47,316
Finance - Accounting fees @ 20%	121,981
Service Bureau - Salaries @ 95%	974,001
Service Bureau - Admin @100%	238,191
Supply	289,446
Total charges to Poppy from departments	1,856,654

THE ROYAL CANADIAN LEGION - DOMINION COMMAND
GENERAL FUNDS

Corporate Services

EXPENSE	Jun	2019	Jun	2020	2021	2021	BUDGET VARIANCE	
	2019	ACTUAL	2020	BUDGET	FORECAST	BUDGET	\$	%
Salaries	337,790	666,814	330,697	739,773	790,088	790,088	50,315	6.8%
Retirement Allowance	6,756	12,642	6,614	13,243	14,024	14,093	850	6.4%
Other Benefits	36,796	64,801	38,201	67,530	69,221	69,340	1,810	2.7%
Temporary & Contract Staf	20,396	43,489	22,722	0			0	
TOTAL PERSONNEL	401,738	787,746	398,234	820,546	873,333	873,521	52,975	6.5%
Office Supplies	23,774	46,587	24,362	45,000	45,000	45,000		0.0%
Telephone	7,144	14,657	5,391	15,000	15,000	15,000		0.0%
Postage, Express	5,190	10,802	5,439	10,000	10,000	10,000		0.0%
Printing, Stationery	1,745	2,880	3,037	6,000	6,000	6,000		0.0%
Staff Travel	601	1,059	114	800	800	800		0.0%
Insurance	8,606	17,281	8,923	21,000	20,000	20,000	(1,000)	-4.8%
Rent (CR to Building)	54,000	108,000	54,000	108,000	108,000	108,000		0.0%
Staff Recruitment	8,679	8,960	0	2,000	2,000	2,000		0.0%
Computer Network Suppor	1,750	3,500	1,750	3,500	3,500	3,500		0.0%
Miscellaneous	1,058	6,521	1,187	2,500	2,500	2,500		0.0%
Training	7,036	7,036	226	13,500	13,500	13,500		0.0%
TOTAL EXPENSE	521,321	1,015,029	502,663	1,047,846	1,099,633	1,099,821	51,975	5.0%
Less: charged to:								
Membership	7,500	15,000	7,500	15,000	15,000	15,000	0	0.0%
Marketing and Communica	7,500	15,000	7,500	15,000	15,000	15,000	0	0.0%
Service Bureau	15,000	30,000	15,000	30,000	30,000	30,000	0	0.0%
Poppy Fund	75,000	150,000	75,000	150,000	150,000	150,000	0	0.0%
	105,000	210,000	105,000	210,000	210,000	210,000	0	0.0%
NET EXPENSE	416,321	805,029	397,663	837,846	889,633	889,821	51,975	6.2%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

INFORMATION TECHNOLOGY SECTION

EXPENSE	Jun		Jun				BUDGET VARIANCE	
	2019	2019	2020	2020	2021	2021	\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
Salaries	110,084	150,730	105,400	259,056	77,099	77,099	(181,957)	-70.2%
Retirement Allowance	2,202	4,265	2,108	5,124	1,476	1,476	(3,648)	-71.2%
Other Benefits	6,555	11,434	3,996	19,628	9,309	9,309	(10,319)	-52.6%
Contract	11,000	6,012	0	0	0	0	0	0.0%
TOTAL PERSONNEL	129,841	172,441	111,504	283,808	87,884	87,884	(195,924)	-69.0%
Telephone	3,481	10,099	1,145	6,000	10,000	10,000	4,000	66.7%
Rent (CR to Building)	5,000	10,000	5,000	10,000	10,000	10,000	0	0.0%
Miscellaneous	44	160	0	100	100	100	0	0.0%
<u>Network & PC</u>								
- Maintenance Contracts/	44,837	95,428	95,481	95,000	96,000	96,000	1,000	1.1%
- Programming & Support	78,455	104,102	87,226	25,000	106,360	106,360	81,360	325.4%
- Supplies & Other	3,268	13,042	1,497	10,000	10,000	10,000	0	0.0%
- Website & Internet connectivity & suppor	4,042	19,949	7,722	8,000	24,000	24,000	16,000	200.0%
TOTAL EXPENSE	268,976	425,238	309,575	437,908	344,344	344,344	(93,564)	-21.4%
Less: charged to:								
Corporate Services	1,750	3,500	1,750	3,500	3,500	3,500	0	0.0%
Finance	3,750	7,500	289	7,500	7,500	7,500	0	0.0%
Membership	3,750	7,500	3,750	7,500	7,500	7,500	0	0.0%
Marketing	1,250	2,500	1,250	2,500	2,500	2,500	0	0.0%
Veterans Services	2,250	4,500	2,250	4,500	4,500	4,500	0	0.0%
Supply	3,500	7,000	3,500	7,000	7,000	7,000	0	0.0%
Canvet	2,500	5,000	2,500	5,000	5,000	5,000	0	0.0%
IT	1,000	2,000	1,000	2,000	2,000	2,000	0	0.0%
	19,750	39,500	16,289	39,500	39,500	39,500	0	0.0%
NET EXPENSE	249,226	385,738	293,286	398,408	304,844	304,844	(93,564)	-23.5%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Membership Section

	Jun 2019		Jun 2020		2021		BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET	\$	%
REVENUE								
Agency Fee	200,000	400,000	200,000	400,000	400,000	400,000	0	0.0%
TOTAL REVENUE	200,000	400,000	200,000	400,000	400,000	400,000	0	0.0%
EXPENSE								
Salaries	120,812	245,289	130,225	401,869	422,426	422,426	20,557	5.1%
Retirement Allowance	2,416	4,642	2,605	5,200	5,554	5,554	354	6.8%
Other Benefits	20,825	41,679	24,313	44,173	46,668	46,668	2,495	5.6%
TOTAL PERSONNEL	200,938	411,716	224,597	451,242	474,648	474,648	23,406	5.2%
Office Supplies	16	31	52	1,200	600	1,200	0	0.0%
Telephone	6,234	11,859	3,276	10,000	8,900	11,400	1,400	14.0%
Postage, Express	19,951	58,826	15,564	55,000	45,000	55,000	0	0.0%
Printing, Stationery	2,150	5,858	1,897	7,000	5,500	7,000	0	0.0%
Rent (CR to Building)	27,000	54,000	27,000	54,000	54,000	54,000	0	0.0%
Miscellaneous	4,831	9,669	2,965	7,500	6,000	10,000	2,500	33.3%
Computer Network Support	3,750	7,500	3,750	7,500	7,500	7,500	0	0.0%
Administrative Support	7,500	15,000	7,500	15,000	15,000	15,000	0	0.0%
Permanent membership cards	7,320	19,534	6,420	15,000	15,000	20,000	5,000	33.3%
Membership cards, forms and paper	9,333	11,229	1,840	1,000	3,500	3,500	2,500	250.0%
Membership Pack out	0	31,894	0	32,000	33,500	33,500	1,500	4.7%
Credit Card Processing Fees	15,442	40,454	17,083	30,000	38,000	45,000	15,000	50.0%
TOTAL EXPENSE	304,465	677,570	311,944	686,442	707,148	737,748	51,306	7.5%
NET EXPENSE	104,465	277,570	111,944	286,442	307,148	337,748	51,306	17.9%

GENERAL FUNDS

Marketing Section

	Jun 2019		Jun 2020		2021		BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET	\$	%
EXPENSE								
Salaries	149,919	315,490	174,091	348,839	374,522	374,522	25,683	7.4%
Retirement Allowance	2,998	5,959	3,482	6,920	7,425	7,425	505	7.3%
Other Benefits	16,612	29,053	19,304	30,179	30,910	30,910	731	2.4%
TOTAL PERSONNEL	169,529	350,502	196,877	385,938	412,857	412,857	26,919	7.0%
Office Supplies	124	1,090	0	200	200	200	0	0.0%
Telephone	1,090	2,990	1,944	1,800	2,500	2,500	700	38.9%
Postage, Express	3,232	4,830	0	1,000	250	250	(750)	-75.0%
Printing, Stationery	39	324	137	200	200	200	0	0.0%
Staff Travel	0	0	0	500	500	500	0	0.0%
Rent (CR to Building)	5,000	10,000	5,000	10,000	10,000	10,000	0	0.0%
Miscellaneous	2,759	2,494	29	2,500	2,500	2,500	0	0.0%
Computer Network Supp	1,250	2,500	1,250	2,500	2,500	2,500	0	0.0%
Administrative Support	7,500	15,000	7,500	15,000	15,000	15,000	0	0.0%
TOTAL EXPENSE	190,523	389,730	212,737	419,638	446,507	446,507	26,869	6.4%
Less: Poppy Fund Charge	0	0	16,786	33,571	35,721	35,721	2,150	6.4%
NET EXPENSE	190,523	389,730	195,951	386,067	410,786	410,786	24,719	6.4%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Marketing

	Jun		Jun				BUDGET VARIANCE	
	2019	2019	2020	2020	2021	2021	\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
<u>Media - Print</u>								
Canvet Ads	16,201	24,422	7,474	16,000	32,000	16,000	0	0.0%
<u>Media - Video & Photography</u>								
PSA's	0	0	0	0				
Photography Services	2,096	2,096	0	10,000	0	0	(10,000)	-100.0%
Promotional Videos	33,900	53,901	0	40,000	80,000	80,000	40,000	100.0%
Legion .ca Website Administration								
<u>Media - Internet</u>								
Legion.ca website admin	37,462	74,711	69,338	89,000	80,000	80,000	(9,000)	-10.1%
Media Internet - Other	0	0	0	0	0	0		
<u>Media - Public Relations & Events</u>								
Media Coverage & P.R. (T &F)	4,995	11,500	0	15,000	12,000	12,000	(3,000)	-20.0%
Media Coverage & P.R. - Other	0	0	0	0			0	0.0%
Events/Tradeshows/Sponsorships	40,000	40,000	55,201	85,000	100,000	60,000	(25,000)	-29.4%
<u>Programs and Campaigns</u>								
Free Membership for CF retirees	18,768	42,426	26,660	35,000	35,000	35,000	0	0.0%
Non Renewal Mailers	38,454	38,454	43,281	40,000	80,000	40,000	0	0.0%
Design Program	253	4,151	547	3,500	3,500	3,500	0	0.0%
Promotions and Donations	15,423	17,660	7,915	20,000	20,000	20,000	0	0.0%
Social Media Campaign	61,168	76,518	34,973	50,000	60,000	60,000	10,000	20.0%
Online Banner Campaign	78,212	82,958	42,818	50,000	50,000	50,000	0	0.0%
Member/Branch Enewsletters	25,425	49,381	36,725	80,000	80,000	80,000	0	0.0%
Marketing 2020 Grant (Covid)	0	23	0	140,000	0	0	(140,000)	-100.0%
Travel	1,781	2,704	844	10,000	3,000	3,000	(7,000)	-70.0%
NEW - MEMBERPERKS				0	16,950	16,950	16,950	100.0%
<u>Other Printed Material</u>								
Branch Collateral Marketing materials	16,615	32,707	17,142	25,000	35,000	35,000	10,000	40.0%
Total Expense	390,753	553,612	342,918	708,500	687,450	591,450	(117,050)	-16.5%
Less: Poppy Fund Chargeback	0	0	22,740	45,480	54,996	47,316	1,836	4.0%
Net Expense	390,753	553,612	320,178	663,020	632,454	544,134	(118,886)	-17.9%

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

Financial Services

EXPENSE	Jun	2019	Jun	2020	2021	2021	BUDGET VARIANCE	
	2019	ACTUAL	2020	BUDGET	FORECAST	BUDGET	\$	%
Salaries	115,258	253,444	155,602	421,312	437,889	437,889	16,577	3.9%
Retirement Allowance	2,305	4,775	3,112	6,320	7,557	7,557	1,237	19.6%
Other Benefits	20,827	38,679	19,535	38,172	30,309	30,309	(7,863)	-20.6%
TOTAL PERSONNEL	241,936	461,107	226,240	465,804	475,755	475,755	9,951	2.1%
Office Supplies	1,296	1,793	706	2,000	1,000	1,000	(1,000)	-50.0%
Telephone	2,943	6,411	2,285	4,000	6,500	6,500	2,500	62.5%
Postage, Express	5,051	10,427	3,476	5,000	10,500	10,500	5,500	110.0%
Printing, Stationery	430	2,347	43	1,500	1,500	1,500	0	0.0%
Staff Travel	54	216	0	150	150	150	0	0.0%
Audit Fees	36,500	67,704	38,000	67,000	70,000	70,000	3,000	4.5%
Rent (CR to Building)	14,500	29,000	14,500	29,000	29,000	29,000	0	0.0%
Computer Network Supp	3,750	7,500	3,750	7,500	7,500	7,500	0	0.0%
Miscellaneous/Foundatio	2,758	7,743	3,107	7,000	8,000	8,000	1,000	14.3%
TOTAL EXPENSE	309,218	594,248	292,107	588,954	609,905	609,905	20,951	3.6%
Less: charged to:								
Supply - 10%	24,266	48,888	28,026	57,000	60,991	60,991	3,991	7.0%
Veterans Services - 10%	0	0	23,290	46,580	60,991	60,991	14,411	30.9%
Poppy Services - 20%	0	0	46,581	93,161	121,981	121,981	28,820	30.9%
National Legion Foundati	0	0	15,000	30,000	40,000	40,000	10,000	33.3%
Canvet	55,000	110,000	55,000	110,000	110,000	110,000	0	0.0%
	79,266	158,888	167,897	336,741	393,962	393,962	57,221	17.0%
NET EXPENSE	229,952	435,360	124,210	252,213	215,943	215,943	(36,270)	-14.4%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Veterans Services

	Jun	2019	Jun	2020	2021	2021	BUDGET VARIANCE	
	2019		2020				2021	BUDGET
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET	\$	%
EXPENSE								
Salaries	377,509	762,533	385,118	883,505	932,343	932,343	48,838	6%
Retirement Allowance	5,944	11,232	6,033	13,906	14,629	14,629	723	5%
Other Benefits	41,212	66,729	43,352	73,324	78,292	78,292	4,968	7%
TOTAL PERSONNEL	424,665	840,494	434,503	970,735	1,025,264	1,025,264	54,529	6%
Office Supplies Expense	3,878	6,596	2,762	4,000	5,000	5,000	1,000	25%
Telephone	4,270	8,857	3,373	7,200	7,200	7,200	0	0%
Postage	2,079	3,707	1,194	5,000	5,000	5,000	0	0%
Staff Travel	845	3,252	577	3,000	4,000	4,000	1,000	33%
Rent (Cr to Building)	22,500	45,000	22,500	45,000	45,000	45,000	0	0%
Service Officers Conference	0	0	0	70,000	70,000	70,000	0	0%
Advocacy and Representation	764	2,432	90	5,000	5,000	5,000	0	0%
Administrative Support	15,000	30,000	15,000	30,000	30,000	30,000	0	0%
Computer Network Support	2,250	4,500	2,250	4,500	4,500	4,500	0	0%
Finance Dept Fees/Chargeback	0	0	23,290	46,580	60,991	60,991	14,411	31%
Miscellaneous	443	972	74	1,500	1,500	1,500	0	0%
TOTAL EXPENSE	476,694	945,810	505,613	1,192,515	1,263,455	1,263,455	70,940	6%
EXPENSE TOTAL	476,694	945,810	505,613	1,192,515	1,263,455	1,263,455	70,940	5.6%
Less: Poppy Fund Chargeback Admin	52,029	105,316	71,110	221,780	238,191	238,191		
Poppy Fund Grant Salaries 95%	403,432	798,469	412,778	922,198	974,001	974,001	51,803	5.3%
NET EXPENSE	21,233	42,025	21,725	48,537	51,263	51,263	0	

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Supply Chain Management

	Jun	2019	Jun	2020	2021	2021	BUDGET VARIANCE	
	2019	2019	2020	2020	2021	2021	\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
REVENUE								
Sales of Supplies	1,084,807	2,548,164	669,403	2,500,000	2,600,000	2,600,000	100,000	4.0%
Less Cost of Goods	473,080	1,109,059	286,498	1,125,000	1,175,000	1,175,000	50,000	4.4%
GROSS MARGIN	611,727	1,439,105	382,905	1,375,000	1,425,000	1,425,000	50,000	3.6%
Legion Lager Royalty	2,840	16,529	3,240	25,000	25,000	25,000	0	0.0%
Provincial Commands @ 5.0% of Gross Margin	0	72,782	0	70,000	72,000	72,000	2,000	2.9%
EXPENSE								
Salaries	248,691	389,246	200,093	501,570	534,656	534,656	33,086	6.6%
Retirement Allowance	4,974	8,606	4,002	8,004	8,523	8,523	519	6.5%
Other Benefits	33,044	55,310	32,739	63,520	58,997	58,997	(4,523)	-7.1%
TOTAL PERSONNEL	286,709	453,162	236,834	573,094	602,176	602,176	29,082	5.1%
Telephone	4,072	8,665	2,273	10,000	10,000	10,000	0	0.0%
Postage, Express	38,611	87,634	31,065	90,000	90,000	90,000	0	0.0%
Printing, Stationery	299	808	321	4,000	1,000	1,000	(3,000)	-75.0%
Staff Travel	30	695	426	2,500	1,500	1,500	(1,000)	-40.0%
Insurance	733	1,465	779	1,500	1,600	1,600	100	6.7%
Rent (CR to Building)	30,000	60,000	30,000	60,000	60,000	60,000	0	0.0%
Web Store - connectivity	3,624	15,343	7,288	12,000	18,000	18,000	6,000	50.0%
Advertising/Catalogue Distri	12,307	52,276	27,669	80,000	60,000	80,000	0	0.0%
Wrapping Material	19,118	37,473	9,263	40,000	40,000	40,000	0	0.0%
Finance/Administration Supp	24,266	48,888	28,026	57,000	50,000	57,000	0	0.0%
Office Supplies	473	1,160	59	2,000	1,500	1,500	(500)	-25.0%
Computer Network Support	3,500	7,000	3,500	7,500	7,500	7,500	0	0.0%
Miscellaneous	2,016	5,559	2,141	1,600	2,500	2,500	900	56.3%
EXPENSE TOTAL	425,758	852,910	379,644	1,011,194	1,017,776	1,044,776	33,582	3.3%
Less: Poppy Fund Chargebac	(139,300)	(278,600)	(142,922)	(285,844)	(289,446)	(289,446)	(3,602)	1.3%
NET EXPENSE	286,458	574,310	236,722	725,350	728,330	755,330	29,980	4.1%
GAIN OR (LOSS)	328,109	881,324	149,423	674,650	721,670	694,670	20,020	3.0%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Other Program Expenses

	Jun	2019	Jun	2020	2021	2021	BUDGET VARIANCE	
	2019		2020				BUDGET	BUDGET
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
RCEL								
Conference	2,500	5,000	2,500	5,000	5,000	5,000	0	0.0%
SCOWP	572	572	0	2,000	2,000	2,000	0	0.0%
RCEL TOTAL	3,072	5,572	2,500	7,000	7,000	7,000	0	0.0%
OTHER								
Request for Support	0	10,000	0	15,000	15,000	15,000	0	0.0%
Annual General Meeting	0	3,595	0	0				
Legion Representation on Local Boards	0	128	71	500	500	500	0	0.0%
Historica (EWC)	0	0	0	0				
Legal & Other	69,621	123,363	28,782	70,000	70,000	70,000	0	0.0%
Charitable Foundation Start Up	0	0	0	30,000			(30,000)	-100.0%
MBP Ads	9,988	31,594	19,611	20,000		20,000	0	0.0%
Translation	10,745	18,601	9,855	30,000	30,000	30,000	0	0.0%
TOTAL EXPENSE	93,426	192,853	60,819	172,500	122,500	142,500	(30,000)	-17.4%

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

Legion House

	Jun	2019	Jun	2020	2021	2021	BUDGET VARIANCE	
	2019		2020				BUDGET	FORECAST
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
REVENUE								
Rent - Tenants	41,460	82,920	41,460	82,920	82,920	82,920	0.0	0.0%
Rent - charged to Departments								
- Corporate Servies	54,000	108,000	54,000	108,000	108,000	108,000	0.0	0.0%
- Marketing & Members	27,000	54,000	27,000	54,000	54,000	54,000	0.0	0.0%
- Membership								
- Marketing	5,000	10,000	5,000	10,000	10,000	10,000	0.0	0.0%
- Veterans Services	22,500	45,000	22,500	45,000	45,000	45,000	0.0	0.0%
- Supply Dept	30,000	60,000	30,000	60,000	60,000	60,000	0.0	0.0%
- Finance	14,500	29,000	14,500	29,000	29,000	29,000	0.0	0.0%
- IT Section	5,000	10,000	5,000	10,000	10,000	10,000	0.0	0.0%
TOTAL REVENUE	199,460	398,920	199,460	398,920	398,920	398,920	0.0	0.0%
EXPENSE								
Salaries	14,352	29,033	14,183	28,069	29,591	29,733	1,664.0	5.9%
Retirement Allowance	287	550	284	547	578	580	33.0	6.0%
Other Benefits	2,393	4,934	2,432	4,321	4,310	4,320	(1.0)	0.0%
TOTAL PERSONNEL	17,032	34,517	16,899	32,937	34,479	34,633	1,696.0	5.1%
Elevator Maintenance	2,006	5,017	2,076	7,000	7,000	7,000	0.0	0.0%
A/C, Electrical, Plumbing	9,821	34,547	12,905	32,000	32,000	32,000	0.0	0.0%
Interior & Exterior	52,004	85,704	39,182	82,000	82,000	82,000	0.0	0.0%
Cleaning Contract & Suppl	23,372	46,463	23,535	52,000	52,000	52,000	0.0	0.0%
Fuel	7,490	11,291	6,493	15,000	15,000	15,000	0.0	0.0%
Light & Power	25,856	52,653	25,983	62,000	62,000	62,000	0.0	0.0%
Water and Sewage	1,962	5,584	3,171	2,400	6,000	6,000	3,600.0	150.0%
Taxes	58,175	58,175	59,925	57,630	60,000	60,000	2,370.0	4.1%
Insurance	2,079	4,158	2,212	6,000	6,000	6,000	0.0	0.0%
Reserve Fund	0	0	21,321	0				
TOTAL EXPENSES	199,797	338,109	213,702	348,967	356,479	356,633	7,666.0	2.2%
GAIN OR LOSS	(337)	60,811	(14,242)	49,953	42,441	42,287	(7,666.0)	-15.3%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Committees & Elected Officers Expense

	Jun		Jun				BUDGET VARIANCE	
	2019	2019	2020	2020	2021	2021	\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
COMMITTEES								
Veterans, Service and Sen	5,451	19,308	334	30,000	30,000	30,000	0	0.0%
Poppy & Remembrance	8,234	44,415	(2,581)	18,000	18,000	18,000	0	0.0%
Membership	751	4,782	1,621	14,000	10,600	10,600	(3,400)	-24.3%
Public Relations	34,921	100,444	43,357	135,700	125,700	125,700	(10,000)	-7.4%
RCEL	1,736	1,804	657	600	950	950	350	58.3%
Sports	119,637	370,016	(10,708)	347,017	220,576	330,426	(16,591)	-4.8%
Ritual & Awards	334	396	33	2,350	1,250	1,250	(1,100)	-46.8%
Constitution & Laws	322	3,035	363	3,600	3,600	3,600	0	0.0%
Defence & Security	21,465	21,819	14,576	31,775	26,700	26,700	(5,075)	-16.0%
Veterans Consultation	43	1,716	0	2,900	2,900	2,900	0	0.0%
(FOF) Going Forward	0	5,836	0	5,200	5,200	5,200	0	0.0%
Leadership Development	0	0	0	100	100	100	0	0.0%
COMMITTEE TOTAL	192,894	573,571	47,652	591,242	445,576	555,426	(35,816)	-6.1%
Elected Officers	45,258	90,832	9,344	100,775	105,025	105,025	4,250	4.2%
DEC/Senior Elected Office	32,671	71,266	1,276	68,200	66,200	66,200	(2,000)	-2.9%
Dominion Convention	96,755	206,474	(1,892)	217,900	217,900	217,900	0	0.0%
SUB-TOTAL	174,684	368,572	8,728	386,875	389,125	389,125	2,250	0.6%
TOTAL EXPENSE	367,578	942,143	56,380	978,117	834,701	944,551	(33,566)	-3.4%

THE ROYAL CANADIAN LEGIOIN-DOMINION COMMAND

Veterans, Service & Seniors

	Jun		Jun				BUDGET VARIANCE	
	2019	2019	2020	2020	2021	2021	\$	%
COMMITTEE	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
Travel	948	3,105	4	6,000	6,000	6,000	0	0
Per Diem	641	1,393	0	5,000	5,000	5,000	0	0
CIMVHR Forum	2,646	8,923	0	10,000	10,000	10,000	0	0
Printing, Stationery	0	0	0	500	500	500	0	0
Telephone & Fax	238	287	80	600	600	600	0	0
Postage	101	355	72	400	400	400	0	0
Business Transformation	758	758	0	1,500	1,500	1,500	0	0
Homeless Veterans Sumr	0	4,344	0	5,000	5,000	5,000	0	0
Miscellaneous	120	144	178	1,000	1,000	1,000	0	0
TOTAL	5,452	19,309	334	30,000	30,000	30,000	0	0

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

Poppy & Remembrance Committee

COMMITTEE	Jun	Jun	Jun	2021	2021	BUDGET VARIANCE		
	2019	2019	2020	2020	2021			
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET	\$	%
Travel	28	3,220	0	5,000	5,000	5,000	0	0.0%
Per Diem	0	1,229	0	2,500	2,500	2,500	0	0.0%
Postage & Office	1,108	1,534	36	1,000	1,000	1,000	0	0.0%
Telephone and Fax	0	0	0	100	100	100	0	0.0%
Teachers Guide	0	0	0	0	0	0	0	0.0%
Miscellaneous	344	361	0	1,000	1,000	1,000	0	0.0%
TOTAL	1,480	6,344	36	9,600	9,600	9,600	0	0.0%
EUROPE ZONE								
NATIONAL CEREMONIES								
Travel	79	8,359	20	2,000	2,000	2,000	0	0.0%
Per Diem	0	16,536	(2,728)	1,500	1,500	1,500	0	0.0%
Printing, Stationery	638	3,878	0	500	500	500	0	0.0%
Telephone, Postage	4	534	0	500	500	500	0	0.0%
Colour Party Activities							0	0.0%
- Summer & Fall	0	0	0	250	250	250	0	0.0%
Meeting, Planning	119	119	0	150	150	150	0	0.0%
St. John's Ambulance	0	0	0	500	500	500	0	0.0%
Ceremonies Operations	50	2,783	0	8,000	8,000	8,000	0	0.0%
Grant MBNA				(5,000)	(5,000)	(5,000)	0	0.0%
TOTAL	890	32,209	(2,708)	8,400	8,400	8,400	0	0.0%
PILGRIMAGE								
Poppy Grant	0	0	0	(33,750)	(33,750)	(33,750)	0	0.0%
Expenses	5,864	5,864	90	33,750	33,750	33,750	0	0.0%
TOTAL	5,864	5,864	90	0	0	0	0	0.0%
TOTAL	8,234	44,417	(2,582)	18,000	18,000	18,000	0	0.0%
Europe - Wreaths	0	459	0	5,500	5,500	5,500	0	0.0%
Remembrance Reception	0	11,106	0	6,000	6,000	6,000	0	0.0%
Silver Cross Mother	2,174	3,614	0	5,000	5,000	5,000	0	0.0%
Cadet of the Year	0	4,505	0	10,000	10,000	10,000	0	0.0%
National Literary/Poppy Contest								
Travel	0	1,005	0	5,500	5,000	5,000	(500)	-9.1%
Per Diem	0	2,776	0	5,000	5,000	5,000	0	0.0%
Bursaries/Gifts	10,935	15,480	0	12,000	12,000	12,000	0	0.0%
Total - Poppy Fund	13,109	38,945	0	49,000	48,500	48,500	(500)	-1.0%
Poppy Grant				(49,000)	(48,500)	(48,500)		
Total - General Fund	8,234	44,417	(2,582)	18,000	18,000	18,000	0	0.0%

	Jun 2019	2019	Jun 2020	2020	2021	2021	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET	\$	%
Total - National								
Remembrance Ceremony	21,342	83,360	(2,581)	18,000	18,000	18,000	0	0.0%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

MEMBERSHIP COMMITTEE

	Jun 2019		Jun 2020		2021		BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET	\$	%
COMMITTEE								
Travel	0	197	0	2,500	2,500	2,500	0	0.0%
Per Diem	0	320	0	2,500	2,500	2,500	0	0.0%
Printing and Office	0	0	0	250	250	250	0	0.0%
Postage	0	0	0	0	0	0	0	0.0%
Focus Group Study	0	0	0	0	0	0	0	0.0%
Telephone & Fax	239	342	304	250	250	350	100	40.0%
Miscellaneous	0	580	25	1,000	700	1,000	0	0.0%
	239	1,439	329	6,500	6,200	6,600	100	1.5%
PRINTING & STATIONERY								
Membership Forms	512	1,940	0	5,000	2,500	2,500	(2,500)	-50.0%
Early Bird Stickers	0	1,403	1,291	2,500	1,500	1,500	(1,000)	-40.0%
	512	3,343	1,291	7,500	4,000	4,000	(3,500)	-46.7%
TOTAL	751	4,782	1,621	14,000	10,200	10,600	(3,400)	-24.3%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

PUBLIC RELATIONS

	Jun		Jun		2021	2021	BUDGET VARIANCE	
	2019	2019	2020	2020			\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET				
COMMITTEE								
Travel	0	2,425	0	2,000	2,000	2,000	0	0.0%
Per Diem	141	1,578	0	1,000	1,000	1,000	0	0.0%
Printing, Stationery	0	0	0	100	100	100	0	0.0%
Telephone & Fax	259	281	0	500	500	500	0	0.0%
Postage	0	0	0	0	0	0		
Publications								
Miscellaneous	0	19	0	100	100	100	0	0.0%
SUB-TOTAL	400	4,303	0	3,700	3,700	3,700	0	0.0%
PR SECTION								
External								
Media Monitoring	10,674	34,178	36,969	42,000	42,000	42,000	0	0.0%
Media Distribution	4,520	0	0	5,000	8,000	8,000	3,000	60.0%
Specialist Consulting	2,460	6,600	0	10,000	7,000	7,000	(3,000)	-30.0%
National Memorial Ride	4,356	14,378	0	10,000	0	0	(10,000)	-100.0%
National Memorial Ride Donations	0	0	0	0	0	0		
Partnership/Event PR Support	7,615	31,128	6,897	50,000	50,000	50,000	0	0.0%
Training/Liaison								
- Per Diem	279	4,106	3,021	10,000	10,000	10,000	0	0.0%
- Travel	4,307	5,441	1,470	10,000	10,000	10,000	0	0.0%
- PR Training	311	311	0	5,000	5,000	5,000	0	0.0%
SUB-TOTAL	34,522	96,142	48,357	142,000	132,000	132,000	(10,000)	-7.0%
TOTAL	34,921	100,444	48,357	145,700	135,700	135,700	(10,000)	-6.9%
Less: Poppy Fund Chargeback/Grant	0	0	(5,000)	(10,000)	(10,000)	(10,000)	0	0.0%
GRAND TOTAL	34,921	100,444	43,357	135,700	125,700	125,700	(10,000)	-7.4%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

RCEL COMMITTEE

	Jun 2019	2019	Jun 2020	2020	2021	2021
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET

Meetings:

Committee

-Per Diem	1,736	1,804	657	600	600	600
Total	1,736	1,804	657	600	600	600

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

SPORTS COMMITTEE

	Jun		Jun		2021	2021	BUDGET VARIANCE	
	2019	2019	2020	2020			\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
COMMITTEE								
Travel	91	736	0	4,500	4,500	4,500	0	0.0%
Per Diem	0	788	0	5,000	3,500	3,500	(1,500)	-30.0%
T & F - LAC								
- Spring Site Visit	6,428	6,428	663	5,667	10,000	10,000	4,333	76.5%
- Fall Site Visit	0	0	0	8,500	3,000	3,000	(5,500)	-64.7%
Printing, Stationery	142	184	51	500	500	500	0	0.0%
Telephone & Fax	94	171	82	100	100	100	0	0.0%
Postage	350	398	0	450	450	450	0	0.0%
Miscellaneous	418	3,096	565	1,000	1,000	1,000	0	0.0%
TOTAL COMMITTEE	7,523	11,801	1,361	25,717	23,050	23,050	(2,667)	-10.4%
DARTS								
Travel								
- Participants	26,932	21,485	0	20,000	24,600	24,600	4,600	23.0%
- Committee	0	352	0	2,200	2,200	2,200	0	0.0%
Awards & Prizes-participa	889	910	884	1,400	1,300	1,300	(100)	-7.1%
Advance to Host Branch	800	800	800	800	800	800	0	0.0%
Ground Transportation	1,500	1,500	1,500	1,500	1,500	1,500	0	0.0%
TOTAL DARTS	30,121	25,047	3,184	25,900	30,400	30,400	4,500	17.4%
CRIBBAGE								
Travel								
- Participants	17,892	15,836	10,412	26,000	24,000	24,000	(2,000)	-7.7%
- Committee	110	110	0	1,900	1,900	1,900	0	0.0%
Awards & Prizes	889	910	884	1,400	1,300	1,300	(100)	-7.1%
Advance to Host Branch	800	800	800	800	800	800	0	0.0%
Ground Transportation	1,500	1,500	1,500	1,500	1,500	1,500	0	0.0%
TOTAL CRIBBAGE	21,191	19,156	13,596	31,600	29,500	29,500	(2,100)	-6.6%
EIGHT BALL								
Travel								
- Participants	17,286	17,286	1,013	20,000	21,200	21,200	1,200	6.0%
- Committee	3,224	2,356	0	2,100	2,100	2,100	0	0.0%
Awards & Prizes	889	910	884	1,400	1,300	1,300	(100)	-7.1%
Advance to Host Branch	800	800	800	800	800	800	0	0.0%
Ground Transportation	1,500	1,500	1,500	1,500	1,500	1,500	0	0.0%
TOTAL EIGHT BALL	23,699	22,852	4,197	25,800	26,900	26,900	1,100	4.3%
TOTAL MEMBERS SPORT:	75,011	67,054	20,978	83,300	0	86,800	3,500	4.2%
TOTAL T & F	37,102	291,160	(33,048)	238,000	220,576	220,576	(17,424)	-7.3%
TOTAL SPORTS & COMM	119,637	370,016	(10,708)	347,017	243,626	330,426	(16,591)	-4.8%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

NATIONAL TRACK & FIELD

	Jun		Jun		2021	2021	BUDGET VARIANCE	
	2019	2019	2020	2020			\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
Transportation	11,750	205,936	4,000	210,000	190,000	190,000	(20,000)	-9.5%
Accommodations, Meals	0	161,736	0	180,000	213,588	213,588	33,588	18.7%
Committee - Travel	2,426	4,843	0	10,000	5,200	5,200	(4,800)	-48.0%
Committee - Per Diem	0	16,943	0	18,000	22,788	22,788	4,788	26.6%
Local Committee	0	1,000	299	1,000	1,000	1,000	0	0.0%
Kits / Supplies / Medals	13,445	14,326	278	8,000	8,000	8,000	0	0.0%
Buses	0	15,932	0	18,000	13,500	13,500	(4,500)	-25.0%
Honoraria	1,500	4,500	500	3,000	3,000	3,000	0	0.0%
Reception	0	1,830	0	1,500	1,500	1,500	0	0.0%
Athletic Facilities	0	1,500	0	1,000	1,000	1,000	0	0.0%
Equipment / Mtg Rooms	0	1,759	0	1,000	1,000	1,000	0	0.0%
Clinicians	0	1,691	0	1,000	1,000	1,000	0	0.0%
Officials	7,981	1,640	0	2,000	2,000	2,000	0	0.0%
Commemorative Expense	0	12,920	0	0	0	0	0	0.0%
Freight & Express	0	1,458	50	2,500	1,000	1,000	(1,500)	-60.0%
Miscellaneous	0	863	0	1,000	1,000	1,000	0	0.0%
TOTAL EXPENSE	37,102	448,877	5,127	458,000	465,576	465,576	7,576	1.7%
Less Prov Cmd Portion	0	(83,628)	(38,175)	(100,000)	(100,000)	(100,000)	0	0.0%
SUB TOTAL	37,102	365,250	(33,048)	358,000	365,576	365,576	7,576	2.1%
RECOVERIES								
Registration - Non Legion	0	(41,415)	0	(25,000)	(25,000)	(25,000)	0	0.0%
Sponsorships	0	(25,000)	0	(20,000)	(20,000)	(20,000)	0	0.0%
Other (Centennial Fund)	0	0	0	(75,000)	(100,000)	(100,000)	(25,000)	33.3%
Total Recoveries	0	(74,090)	0	(120,000)	(145,000)	(145,000)	(25,000)	20.8%
NET EXPENSE	37,102	291,160	(33,048)	238,000	220,576	220,576	(17,424)	-7.3%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

RITUAL & AWARDS

	Jun		Jun		2021 FORECAST	2021 BUDGET	BUDGET VARIANCE	
	2019	2019	2020	2020			\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET				
Travel	69	69	0	700	100	100	(600)	-85.7%
Per Diem	52	52	0	1,000	500	500	(500)	-50.0%
Printing, Stationery	94	113	11	500	500	500	0	0.0%
Telephone & Fax	116	158	23	150	150	150	0	0.0%
Postage	4	4	0	0	0	0		
<u>Publications</u>								
- Distribution of new stoc	0	0	0	0	0	0		
TOTAL	335	396	34	2,350	1,250	1,250	(1,100)	-46.8%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

CONSTITUTIONS & LAWS COMMITTEE

	Jun		Jun				BUDGET VARIANCE	
	2019	2019	2020	2020	2021	2021	\$	%
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>FORECAST</u>	<u>BUDGET</u>		
Travel	5	1,320	33	1,500	1,500	1,500	0	0.0%
Per Diem	104	843	52	1,000	1,000	1,000	0	0.0%
Printing, Stationery	0	0	0	250	250	250	0	0.0%
Telephone & Fax	140	280	6	250	250	250	0	0.0%
Postage	72	209	35	300	300	300	0	0.0%
Miscellaneous	0	0	0	0	0	0		
<u>Publications</u>								
- Revision to On-Line Man	0	383	236	300	300	300	0	0.0%
TOTAL	321	3,035	362	3,600	3,600	3,600	0	0.0%

DEFENCE & SECURITY COMMITTEE

	Jun		Jun				BUDGET VARIANCE	
	2019	2019	2020	2020	2021	2021	\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
Travel	145	199	0	2,000	2,000	2,000	0	0.0%
Per Diem	0	0	0	2,000	2,000	2,000	0	0.0%
Printing, Postage,	201	281	69	250	100	100	(150)	-60.0%
Telephone & Fax	0	13	40	250	250	250	0	0.0%
Miscellaneous	0	0	368	100	350	350	250	250.0%
Annual Vimy Award & AG	6,975	6,975	0	7,000	7,000	7,000	0	0.0%
Conference of Defence								
Association Fee& CIC Fe	2,000	2,098	1,995	3,000	2,000	2,000	(1,000)	-33.3%
Comradeship Awards	144	252	105	5,175	1,000	1,000	(4,175)	-80.7%
CF Sponsorships								
- Operation Canada Day	0	0	0	0	0	0		
- Nijmegen	12,000	12,000	12,000	12,000	12,000	12,000	0	0.0%
TOTAL EXPENSE	21,465	21,818	14,577	31,775	26,700	26,700	(5,075)	-16.0%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

VETERANS CONSULTION

	Jun		Jun		2021	2021	BUDGET VARIANCE	
	2019	2019	2020	2020			\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
Travel	0	505	0	1,500	1,500	1,500	0	0.0%
Per Diem	0	1,084	0	1,300	1,300	1,300	0	0.0%
Printing & Office	0	0	0	50	50	50	0	0.0%
Telephone	0	0	0	50	50	50	0	0.0%
Miscellaneous	43	127	0	0	0	0	0	0.0%
TOTAL	43	1,716	0	2,900	2,900	2,900	0	0.0%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

(FOF) Going Forward Committee

	Jun	2019	Jun	2020	2021	2021	BUDGET VARIANCE	
	2019	2019	2020	2020	2021	2021	\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
Travel	0	3,021	0	2,500	2,500	2,500	0	0.0%
Per Diem	0	2,815	0	2,500	2,500	2,500	0	0.0%
Printing	0	0	0	100	100	100	0	0.0%
Postage	0	0	0	0	0	0	0	0.0%
Telephone & Fax	0	0	0	100	100	100	0	0.0%
Consultant/Strategic Proj	0	0	0	0	0	0	0	0.0%
							0	0.0%
TOTAL	0	5,836	0	5,200	5,200	5,200	0	0.0%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

ELECTED OFFICERS & DOMINION PRESIDENT

	Jun		Jun		2021	2021	BUDGET VARIANCE	
	2019	2019	2020	2020			\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
ELECTED OFFICERS:								
Travel	1,057	4,091	0	7,500	7,500	7,500	0	0.0%
Per Diem	325	2,075	0	4,000	4,000	4,000	0	0.0%
Telephone & Fax	0	0	0	25	25	25	0	0.0%
Miscellaneous	104	2,517	0	500	500	500	0	0.0%
SUB-TOTAL	1,486	8,683	0	12,025	12,025	12,025	0	0.0%
DOMINION PRESIDENT:								
Travel	13,077	20,962	4,431	48,500	45,000	45,000	(3,500)	-7.2%
Per Diem	11,952	28,630	4,310	24,500	24,500	24,500	0	0.0%
Hospitality	4,803	9,352	241	5,000	5,000	5,000	0	0.0%
Telephone & Postage	1,373	1,906	441	3,250	3,000	3,000	(250)	-7.7%
Miscellaneous	659	3,945	(79)	7,500	5,000	5,000	(2,500)	-33.3%
SUB-TOTAL	31,864	64,795	9,344	88,750	82,500	82,500	(6,250)	-7.0%
PROVINCIAL CONVENTIONS:								
Travel	5,396	8,400	0	0	5,000	5,000	5,000	0.0%
Per Diem	6,511	8,955	0	0	5,500	5,500	5,500	0.0%
SUB-TOTAL	11,907	17,355	0	0	10,500	10,500	10,500	0.0%
TOTAL	45,257	90,833	9,344	100,775	105,025	105,025	4,250	4.2%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

DOMINION EXECUTIVE COUNCIL

	Jun		Jun				BUDGET VARIANCE	
	2019	2019	2020	2020	2021	2021	\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
D.E.C. MEETINGS:								
Travel	13,949	28,732	382	32,000	32,000	32,000	0	0.0%
Per Diem	16,877	34,406	326	25,000	25,000	25,000	0	0.0%
Printing	17	31	0	100	100	100	0	0.0%
Telephone, Fax & Postage	95	95	0	100	100	100	0	0.0%
Miscellaneous	1,733	2,932	401	3,000	3,000	3,000	0	0.0%
SUB-TOTAL D.E.C. MEETINGS	32,671	66,196	1,109	60,200	60,200	60,200	0	0.0%
SENIOR ELECTED OFFICERS MEETINGS:								
Travel	0	5,699	0	7,500	6,000	6,000	(1,500)	-20.0%
Per Diem	0	5,285	0	6,500	6,000	6,000	(500)	-7.7%
Telephone, Fax & Postage	0	36	0	0	0	0	0	0.0%
Printing	0	0	0	0	0	0	0	0.0%
Miscellaneous	0	50	167	0	0	0	0	0.0%
	0	11,070	167	14,000	12,000	12,000	(2,000)	-14.3%
LESS:								
Canvet Board and Shareholders	0	(6,000)	0	(6,000)	(6,000)	(6,000)	0	0.0%
TOTAL	32,671	71,266	1,276	68,200	66,200	66,200	(2,000)	-2.9%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

Dominion Convention

	Jun	2019	Jun	2020	2021	2021	BUDGET VARIANCE	
	2019	2019	2020	2020	2021	2021	\$	%
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET		
DEC								
Travel	0	0	0	20,000	20,000	20,000	0	0.0%
Per Diem	(212)	(212)	0	60,000	60,000	60,000	0	0.0%
Staff								
Travel	(342)	1,524	0	20,000	20,000	20,000	0	0.0%
Per Diem	0	2,748	0	60,000	60,000	60,000	0	0.0%
Past President								
Travel	0	0	0	4,000	4,000	4,000	0	0.0%
Per Diem	0	0	0	15,000	15,000	15,000	0	0.0%
DC Zone Commanders								
Travel	0	0	0	5,000	5,000	5,000	0	0.0%
Per Diem	0	0	0	6,000	6,000	6,000	0	0.0%
Other								
Travel	0	0	1,583	30,000	30,000	30,000	0	0.0%
Per Diem	0	0	0	5,000	5,000	5,000	0	0.0%
Entertainment	0	165	0	2,000	2,000	2,000	0	0.0%
Credentials	0	0	0	2,000	2,000	2,000	0	0.0%
Printing & Design								
Convention Reports	1,041	(959)	3,972	25,000	25,000	25,000	0	0.0%
Other	0	0	0	4,000	4,000	4,000	0	0.0%
Translation & Interpretati	0	0	0	0	0	0		
Postage	10	24	3,060	20,000	20,000	20,000	0	0.0%
Freight	0	0	0	15,000	15,000	15,000	0	0.0%
Social Activities								
President Reception	(4,000)	(4,000)	0	5,000	5,000	5,000	0	0.0%
Other	0	0	0	0	0	0		
Convention Centre	0	0	0	60,000	60,000	60,000	0	0.0%
Convention Operation	0	4,284	0	120,000	120,000	120,000	0	0.0%
Transportation	0	0	0	0	0	0		
Ceremonies	0	0	0	500	500	500		
Local Arrangements Comi	0	0	0	3,000	3,000	3,000	0	0.0%
Supply	0	0	0	100	100	100	0	0.0%
	(3,503)	3,574	8,615	481,600	481,600	481,600	0	0.0%
Revenue	0	0	10,888	70,000	70,000	70,000	0	0.0%
SUB-TOTAL	(3,503)	3,575	(2,273)	411,600	411,600	411,600	0	0.0%
Provision	100,000	200,000	0	(200,000)	(200,000)	(200,000)	0	0.0%
SUB TOTAL	96,497	203,575	(2,273)	211,600	211,600	211,600	0	0.0%
Recoveries	0	0	0	0	0	0	0	0.0%
Total	96,497	203,575	(2,273)	211,600	211,600	211,600	0	0.0%

	Jun		Jun				BUDGET VARIANCE	
	2019	2019	2020	2020	2021	2021	\$	%
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>FORECAST</u>	<u>BUDGET</u>		
<u>COMMITTEE (FROM 15A)</u>	<u>258</u>	<u>2,898</u>	<u>381</u>	<u>6,300</u>	<u>6,300</u>	<u>6,300</u>	<u>0</u>	0.0%
<u>TOTAL CONVENTION ANI</u>	<u>96,755</u>	<u>206,474</u>	<u>(1,892)</u>	<u>217,900</u>	<u>217,900</u>	<u>217,900</u>	<u>0</u>	0.0%

THE ROYAL CANADIAN REGIMENT-DOMINION COMMAND

Convention Committee

	Jun 2019		Jun 2020		2021	2021	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET	\$	%
Travel	32	1,401	29	4,000	4,000	4,000	0	0.0%
Per Diem	212	1,341	0	2,000	2,000	2,000	0	0.0%
Printing, Stationery	14	42	150	100	100	100	0	0.0%
Telephone & Fax	0	0	0	0	0	0	0	0.0%
Postage	1	5	202	100	100	100	0	0.0%
Miscellaneous	0	110	0	100	100	100	0	0.0%
TOTAL	259	2,899	381	6,300	6,300	6,300	0	0.0%

ITEM 8: NATIONAL EXECUTIVE DIRECTOR'S REPORT

1. National Headquarters

a. COVID-19 and Return to Work Plan:

- Because the ON government extended their emergency orders to 15 July, the Legion House return to work plan was rescheduled from 1 June to 4 August when a graduated return of staff commenced; all staff were back in Legion House by 28 August.
- Adherence to health directives remains in effect to ensure we take every precaution to mitigate the spread of COVID-19, such as proper hand hygiene, no outside visitors or guests permitted and the mandatory wearing of masks in all common areas or when business requires entering another staff member's office.

b. Building Updates:

- Two cracked conduits to the electrical room from the building rear were repaired in May; four conduits under the front stairs remain to be repaired, awaiting contractor availability.
- Parking lot repairs and line painting were completed in July.
- Exterior lights were replaced with new fixtures and energy-saving LED bulbs in August.
- New Valiant boardroom on the first floor was completed in August with meeting space for eight.
- Replacement of the intake air screen to be scheduled.
- Installation of water contacts and waterproofing to prevent water damage in the penthouse to be scheduled (approx. \$5K).
- As per the City of Ottawa's backflow prevention program, a survey of all water entry services is required; awaiting estimate. Pressure reducing valve estimate to be requested simultaneously.
- Additional motion and glass break detectors are required for the warehouse; awaiting estimate.
- Three additional plug-in electrical stations are required in the warehouse to separate overload which keeps tripping breakers.
- Three dead trees to be removed and replaced.
- Following the foundation repair in 2018, the landscaping was never replaced; awaiting revised estimate for summer 2021.
- **The government has fazed out Freon gas air conditioning units. Therefore, the 40-60 ton capacity AC unit on the roof must be replaced in the next year or two (estimate \$120K-\$135K).**

2. Staffing update:

Category	2016	2017	2018	2019	2020
Permanent	40	40	36	37	35
Long Term Contract	5	10	12	12	7
Short Term Contract	0	0	0	0	0
Temp/Casual	5	2	1	1	1
Total Legion House	50	52	49	50	43

a. Notes:

- Permanent personnel:
 - One permanent staff on LTD and replaced by long-term contract
 - One permanent staff on indefinite sick leave
- Long-term contract personnel:
 - Two in Veterans Services
 - Two in Member Services
 - One in Supply; one other position remains vacant
 - One in Financial Services
 - One in Corporate Services
- Short-term contract personnel:
 - One in Member Services

b. Significant Staff Anniversaries in 2020:

- 1 Oct, Mike Walji, 35 years
- 1 Aug, Danny Martin, 15 years

c. 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 2020 and reopen for business on 4 January 2021.

3. Provincial Executive Director Coffee Chats: Videoconferences with the PEDs and NED took place in June and October; in October, all Directors and Committee Coordinators also participated. The intent of these quarterly sessions is information sharing and an opportunity to discuss any items of concern both provincially or organizationally.

4. Supply Sales: Sales as of the end of October 2020 are as follows:

	2017	2018	2019	2020
JANUARY	184,616	120,235	146,471	122,916
FEBRUARY	151,078	98,575	114,287	162,142
MARCH	266,990	137,210	138,717	123,693
APRIL	256,830	195,655	260,724	29,648
MAY	264,469	200,697	253,798	78,473
JUNE	212,030	148,375	169,456	161,327
JULY	112,671	86,316	91,702	191,372
AUGUST	166,165	199,301	165,988	175,208
SEPTEMBER	177,688	*218,934	203,343	361,608
OCTOBER	399,511	479,512	437,589	1,077,888
YTD			1,982,075	2,484,275 (+25%)
NOVEMBER	362,495	366,381	429,069	
DECEMBER	138,736	110,992	155,716	
TOTAL	2,693,279 (+17%)	2,362,183 (-12%)	2,566,860 (+8%)	

* Includes August 2018 Convention Sales of \$40,011

The last quarter of 2020 has produced strong results. Sales from our online www.poppystore.ca has increase in volume. From 1 January until 31 October, our online store handled 27,087 orders generating \$1,220,566, an increase of **229%** in sales from 2019. Wholesale orders in 2020 have declined due to closures caused by COVID-19: \$76,020 in sales, a decrease of **62%** from 2019. Sales from these channels continue to be a major contributor to our overall revenue.

Overview of order volume from 1 January to 31 October: In 2019, we shipped 15,052 orders; in 2020 we have shipped 34,265 orders, an increase of **128%**. In October alone we shipped 17,167 orders, up from 3575 and an increase of **380%**. The design of the Legion non-medical mask has helped significantly in generating revenue. Total invoiced as of the end of October is 116,967 masks with a value of \$632,658.

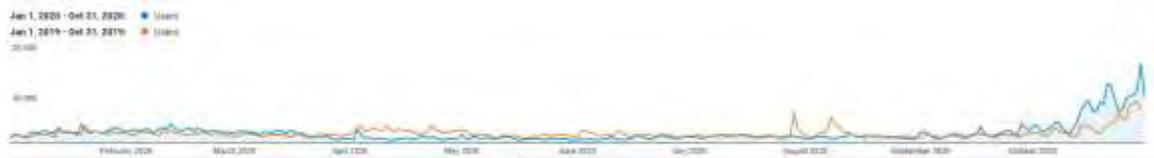
A number of new products were developed in 2020 and are doing well, such as the masks, water bottle, mittens, watches, solar lights and wall vines. We continue to create and develop new products.

Supported committee activities continue to be a major focus for supply: promotional materials for the Poppy Campaign, the production of Poppies and wreaths, Track and Field and Legion Sport materials, and gifts for the Defence & Security Committee's support to Operation Santa Claus and Canada Day.

4. Marketing: 2020 marks the fourth year of the five-year marketing plan, presented to and approved by DEC in November 2016.

Marketing and Communications continue to work diligently to ensure The Royal Canadian Legion is in the hearts and minds of millions of Canadians across this country. To date, the full budget allocation for 2017-20 has been leveraged, and each of the marketing strategies outlined in the plan have been executed. Here are just a few highlights:

- a. National TV and Radio spots – multiple National broadcasters are airing the Legion’s TV and radio public service announcements. Many stations have aired the PSA’s throughout the year nationally. **This equated to \$7.2M in free advertising** for the Legion over the course of the **2019/20** year. Updated versions of both radio and TV spots developed in 2020 are in market and run through spring 2021.
- b. Content on Legion.ca from January 1, 2020 through October 31, 2020 saw both periods of decreased traffic, and periods of exponential growth.
 - While the year started with visit counts above 2019’s numbers, stats took a downward plunge on March 18 (the week Canada went into a COVID-19 lockdown) and averaged a 33% decrease in visits to the website until September.
 - In step with COVID-19 restrictions easing, October saw the beginning of a massive increase in traffic, with an 89% increase in visits over the same period last year. October saw a 91% increase in new visitors, and a 70% increase in page views over 2019 stats, achieved through organic search, direct search and social media.



- c. Social media posts promoting all aspects of Legion activity and programs are seen by hundreds of thousands monthly, and we have seen significant growth in positive, supportive commentary from those who engage on our social media platforms.

High level results (January-Nov 2020):

Twitter:

- Impressions: 13,369,000
- Engagements: average 2.5K retweets & 7K post likes per month
- Followers: 29.9K (up 5K followers)

Facebook:

- Impressions: 14,585,670
- Engagements: 1,369,454 engaged users (average 4,446.27 engaged per day)
- Followers: 61,401 (up from 5,351)

Poppy Store Web Traffic:

- Social media and google ads bring in the most traffic to the Poppy Store with 57.68% (Social media brings in the most at 42.08%)

Legion.ca Web Traffic:

- Social media and google ads bring in 32.69% of all website traffic

Google ads:

- Membership campaign: 1.85M impressions, 30K clicks
- Poppy Store campaign: **\$57K in Poppy ad spend resulting \$369K in store revenue for a Marketing ROI 54%; for every 1\$ in ad spend \$5.40 is generated in store revenue.**

- d. Other marketing elements such as email, direct mail, online banners, and print ads are increasing the exposure of the Legion and seen by hundreds of thousands of Canadians. We launched multiple online campaigns in January and with increased marketing funding, again in October (with a join the Legion message), and placed four ads in Legion magazine throughout the year. **We dropped our annual Renewal mailer to 60,000 lapsed members in February resulting in 11K members renewing generating 140K in per-capita revenue and a Return on Marketing Investment of 230%.**
- e. Email was sent in January to 145K Veterans and in November to 165K Veterans on CFMWS email list encouraging Veterans to apply for the Veteran Welcome Program (free 1 year membership).
- f. Regular communications to our members and branches continues through our monthly member newsletters, and monthly all-branch newsletters, keeping members up to date and apprised of Legion activities, initiatives, and advocacy efforts.
- Over the period of January 1 through October 31, 1.25 million member emails were sent. Of those, 53% of emails were opened. Emails included the monthly Legion Debrief member newsletter, renewal reminders, Poppy Store and Member Benefit Partner emails, and COVID-19 updates.
 - Branches receive the Legion Dispatch update emails each month, however only 65% of Branches are opening these important emails. One third of the organization is not receiving information crucial to the success of the Legion.

- g. Negotiated a five-year agreement with Venngo on a MemberPerks program that will offer Legion members in good standing thousands of discount offers across multiple categories. Savings from these offers will more than cover cost of membership. The program launched in July as branches started to reopen. Emails to both branches and members were sent announcing the program and each newsletter since launch references the program. Welcome letters/emails have been updated to reflect the program and a new section of Legion.ca was established to help promote the program. A branch Poster was also developed and sent along with all the free marketing materials to branches in a physical mailing in September. The program should be a significant member acquisition and retention tool and to date we have over 7K members registered with the program.

The plan to date has met our expectations to reduce decline and see growth in new acquisitions. It was understood from the start that when the plan was developed, it came with caveats that other improvements would be required in order for us to be successful. These included:

- h. Adopting a more inclusive organization culture
- From a marketing perspective, work on improving organizational culture continues with the establishment of the Legion's Strategic Plan and implementation of the hospitality plan. Changing culture will be a process, no doubt, and our message of change needs repeating at every opportunity we present to Branches and Commands.
- i. Implementation of the Member Services Website
- A long awaited and very important member acquisition and renewal system was implemented – a step necessary to make joining and renewing easy and convenient for our members..
 - **IMPORTANT NOTE:** We currently have less than 1/3 of member emails. That means 180,000 members are not receiving important communications – communications designed to keep members informed, and to support member engagement and retention. It is crucial for Branches to collect and verify member emails every time they register or renew a member – and upload those emails to the Member Services Website, or provide to National Headquarters to upload on their behalf. Additionally, only 55% of Branches are opening all branch emails meaning 45% are missing valuable information which can be used to help their branch succeed.
- j. Adopting a rolling anniversary based membership model vs calendar year model
- Moving to a rolling anniversary membership model where the month you join is the month you renew each year will significantly improve our ability to sign up new members later in the year as well as ease the burden on membership processing, allowing for a smoother and timelier

renewal process. To date, this **has not been implemented**, but it is something that should be reviewed and discussed as it will only further our ability to generate membership growth.

- k. Strong communication strategy
- A five-year communications strategy has been developed and approved and our Communications Manager works daily to execute the strategy and generate positive earned media to compliment the marketing efforts. We still require the support of the SEO's and Provincial Commands to ensure the message remains positive. The annual Public Relations workshop at DEC supports this aim. Provincial Executive Directors received training in November 2018 as well to further its impact. It is vital that we are all on the same page with both our external and internal communications; otherwise, we are divided, not focused on our mission.

As you can see, we are at various stages with the improvements that are needed in order to be truly successful in achieving membership growth. While the five-year marketing plan positions the organization to promote the great work we do and the benefits of membership, these overlying concerns impact marketing and communication's ability to fully achieve objectives for membership growth. It is crucial these are addressed.

As we continue with a solid plan, a committed team, and evidence of success thus far, we are confident in building on our accomplishments and seeing us achieve membership growth in the near term, something not done in over 30 years.

5. IT: Current projects include:

- Great Plains: Upgrade of Great Plains completed, resulting in improved integrations between Dynamics CRM and Great Plains
- Revising the Disaster Recovery and Business Continuity Plans: In conjunction with Intega, a new Disaster Recovery and Business Continuity plan was implemented this year, improving recovery times and providing an additional layer of offsite backups.
- Improving Wi-Fi: the study to improve Wi-Fi throughout Legion House is complete, with the plan to be implemented by year's end.
- Office 365: Legion House will be transitioning to Office 365, which will greatly lower the technical overhead for e-mail and provide access to Microsoft Teams as a collaboration tool.

ITEM 9: COVID-19 AND IMPACT ON THE LEGION

a. Second Tranche of Financial Assistance to Branches

The second tranche of Dominion funding to branches through Provincial Commands was released beginning in early June. Funding was approved for BC/YT, SK, MB & NW ON, ON, QC, NB, and NS/NU. Of the initial \$3M approved, there remains \$518,931.06 for further distribution based on triaged need.

b. Branch Triage

Twenty-one branches have now closed as a direct result of COVID-19; many others have yet to re-open. It is known that 254 branches applied for government support, with 186 receiving federal assistance and 30 denied; others remain pending.

c. Veterans Organization Emergency Support Fund (VOESF)

A new \$20 million VOESF financial aid package was announced by Veterans Affairs Canada on 10 November. Of that funding, \$14 million was allocated to Legion branches struggling with operational costs as a direct result of COVID-19. Detail and instruction sent to all branches on 17 November outlined the eligible expenses and application form. Legion branches are to submit their funding application through their Provincial Command by 7 December with disbursement to follow by 21 December. For those branches unable to meet the December deadline, a second opportunity for submissions will be open in January.

Branches will be required to connect with their local MP to coordinate an announcement of the funding, once received.

d. Poppy Campaign and Remembrance Day Ceremonies

Both the campaign and commemorations were severely impacted by COVID-19, with restrictions varying by province. Commands are invited to provide input on observations and experiences within their Command.



**Dominion Command
Direction Nationale**

86 place Aird Place, Ottawa, ON
Canada K2L 0A1

1-888-556-6222

Tel.: (613) 591-3335

Fax: (613) 591-9335

legion.ca

30 November 2020

File: 29-1

pm@pm.gc.ca

The Right Honourable Justin Trudeau, PC, MP
Prime Minister of Canada
Office of the Prime Minister
80 Wellington Street
Ottawa, ON K1A 0A2

Dear Prime Minister:

On behalf of The Royal Canadian Legion, I would like to express our gratitude for your ultimate response to our outreach for financial help in the midst of the COVID-19 pandemic. We would also like to extend our thanks to the Honourable Lawrence MacAulay, for his understanding of the Legion's plight and in the creation of this aid package that is also available to other Veteran support organizations.

The recently released 14 million dollars provided to the Legion for distribution to Legion Branches in need, will go a long way towards helping many remain viable during this difficult period and prevent others from closing their doors permanently. This is a huge relief for us and for the thousands of volunteers who work tirelessly to support our Veterans.

Please know that these funds are in the process of being delivered to our Branches and will help many continue to provide critical support to our Veterans, their families and communities, such as:

- Helping *Veterans Affairs Canada* with benefit applications
- Providing a safe place for Veterans and Seniors to gather
- Preparing and delivering meals
- Supporting youth through scholarships and community programs such as the Canadian Cadet Organization, Scouts Canada and the Girl Guides of Canada
- Organizing and conducting Remembrance activities and services
- Providing communities with affordable rental space
- Providing a place of social gathering and a community hub – often the only one in town

I would also like to share that we are reaching out to Canada's Minister of Health, with an offer of help from our Provincial Commands across the country. As an organization with facilities nationwide we are proposing that many Branch locations could be used as venues for the upcoming mass COVID-19 vaccination effort. This would be arranged by working directly with our Provincial Command offices.

Once again, we thank you.

Sincerely,

A handwritten signature in black ink, appearing to read 'Thomas D. Irvine', with a large, stylized flourish at the end.

Thomas D. Irvine, CD
Dominion President

cc:	Honourable Lawrence MacAulay	lawrence.macaulay@parl.gc.ca
	Mr. Erin O'Toole	erin.otoole@parl.gc.ca
	Mr. Jagmeet Singh	Jagmeet.Singh@parl.gc.ca
	Ms. Annamie Paul	info@annamiepaul.ca
	M. Yves-François Blanchet	Yves-Francois.Blanchet@parl.gc.ca
	Premier Andrew Furey	premier@gov.nl.ca
	Premier Dennis King	premier@gov.pe.ca
	Premier Stephen McNeil	premier@novascotia.ca
	Premier Blaine Higgs	premier@gnb.ca
	Premier Francois Legault	premierministre@quebec.ca
	Premier Doug Ford	premier@ontario.ca
	Premier Brian Pallister	info@brianpallister.com
	Premier Scott Moe	premier@gov.sk.ca
	Premier Jason Kenney	premier@gov.ab.ca
	Premier John Horgan	premier@gov.bc.ca
	Premier Joe Savikataaq	cmacleod@gov.nu.ca
	Premier Caroline Cochrane	premier@gov.nt.ca
	Premier Sandy Silver	premier@gov.yk.ca



**Dominion Command
Direction Nationale**

86 place Aird Place, Ottawa, ON
Canada K2L 0A1

1-888-556-6222
Tel.: (613) 591-3335
Fax: (613) 591-9335

legion.ca

1 December 2020

File: 29-1

patty.hajdu@parl.gc.ca

The Honourable Patty Hajdu
Minister of Health
Government of Canada
House of Commons
Ottawa, ON K1A 0A6

Dear Minister Hajdu:

I hope you remain well during this challenging time.

As the government prepares for mass COVID-19 vaccinations, I am writing to indicate our offer of assistance on behalf of our Provincial Commands across the country.

We are proposing the idea of using many of our Branches as locations for community clinics to deliver the vaccine.

The Royal Canadian Legion has 1,380 Branches across the country, many having reopened to varying degrees in the midst of this pandemic. Our Branches are located in larger centres and in smaller more remote communities. Most have halls or conference rooms that could potentially be used as vaccination clinics for residents. Our Provincial Commands will begin reaching out to individual provinces to propose the idea, and will work directly with them as applicable.

I welcome further discussion, as needed.

Sincerely,

Thomas D. Irvine, CD
Dominion President

cc: Honourable Lawrence MacAulay, PC, MP
lawrence.macaulay@parl.gc.ca

**REPORT OF THE DOMINION COMMAND
VETERANS, SERVICES AND SENIORS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

File: 65-1

Tom Irvine	- Chair
Bruce Julian	- Vice-Chair
Ronn Anderson	- Member
John Mahon	- Member
Dave Gordon	- Homeless Veterans
George O'Dair	- Seniors Advisor
Jill Carleton	- BSO Legion OSI Special Section
Larry Murray	- Ex-Officio
Ray McInnis	- Coordinator
Dwayne McCarthy	- Assistant Coordinator

DATE OF LAST MEETING(S): 30 September 2020, 25 November 2020
DATE OF NEXT MEETING: 24 March 2021

ACTION ITEMS FOR DECISION

1. PROJECT TRAUMA SUPPORT (PTS)

DEC approved 300K over three years to PTS, this is the third instalment and IAW the PTF regulations, VSS is recommending to DEC to ratify the third year. Funds will be released in January 2021. 100K in 2020 permitted 20 serving military and RCMP members to attend a co-hort in 2020. Testimonials were received from the attendees and they could not thank the Legion enough for our funding support.

Good progress continues to be made with surveying and data analysis. It is most probable that the data collection and initial analysis will be completed by the end of the calendar year; however, complete analysis, peer review and the final report will not be available until later in 2021. If they do not get all of the remaining PTS participants to participate in the survey research, it could be further delayed. In addition, if COVID-19 restrictions are further tightened, additional delays will be incurred and the final report will be extended. They will still need funds to cover the costs of the remaining test subjects.

RECOMMENDATION: That DEC ratify the third instalment of the three year funding support to PTS in the amount of 100K for the year 2021.

2. **RCL MASTERS SCHOLARSHIP**

CIMVHR Forum Halifax was postponed until 2021; however CIMVHR will manage the RCL Masters Scholarship online. Due to COVID-19, we agreed to extend the deadline for applications to end August 2020 and a lot of interest was generated in the scholarship, fourteen quality applications were received and currently being peer reviewed. The scholarship will be presented virtually in a date to be determined.

RECOMMENDATION: That DEC ratify the eighth scholarship for 2021/2022.

**REPORT OF THE DOMINION COMMAND
POPPY & REMEMBRANCE COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

File: 35-1

Angus Stanfield - Chair
Berkley Lawrence - Vice-Chair
Glen Hodge - Member
John Ladoucer - Member
Kandys Merola - Member
Lorne Varga - Member
Freeman Chute - Coordinator
Kelly Therien - Assistant Coordinator

DATE OF LAST MEETING(S): 27 October 2020

DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

1. REQUEST FOR FUNDING – QUILTS OF VALOUR (QoV)

Quilts of Valour (QoV) is asking for 20k. Ill and injured CAF personnel received a QoV on release. In addition, veterans aid in making QoV. It gives them a sense of purpose and helps them comfort other veterans.

There are funds collected for the quilts and they are constructed with the aid of volunteers. All quilts are given to CAF personnel releasing on a 3B and veterans hosted by local Legion Branches.

RECOMMENDATION: That an amount of \$20,000 be approved for QoV in support of our veterans.

2. MARKETING THE POPPY CAMPAIGN 2021 – 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 2021 Marketing plan.

Below is the detail on the two initiatives taking place between October and November 2021.

- Social Media Paid ads (Twitter/Facebook/YouTube) \$50,000
- Online banner advertising (October – Nov) - Learn about the Poppy/Get your poppy - \$50,000.00

Total: \$100,000.00

RECOMMENDATION: That, as per article 403.i.a. "Approved Use of Poppy Funds", the funding request for the 2021 marketing campaign be approved

Examples below for illustration

Social Media Posts

Twitter



Facebook



Online advertising ads/Newspaper ads

THURSDAY, NOVEMBER 2, 2017 ■ PEMBROKE NEWS

■ 13

Girls learn about jobs in trades

STEPHEN UHLER
Daily Observer

A summer camp program has again proven there's a place for women in the skilled trades.

During September's board meeting, the Renfrew County District School Board heard about the 2017 edition of Building Strong Girls, a two-week summer camp designed to give Grade 7 and 8 girls a taste for hands-on and technical jobs such as welding, auto mechanics, carpentry, electrician skills, plumbing and other such trades.

Participants also had the chance to meet and learn from women who work in the trades, all of whom took the time to interact with what is hoped is the next generation of tradeswomen.

This is the fourth year for the program, which alternates between Pembroke's Fellowes High School and Renfrew Collegiate Institute to ensure as many students as possible in the county can access the program. This year, RCI hosted the camp.

Mauri Gonzalez, Amprior District High School technology teacher and the lead teacher in the summer program, along with three of the participants - Rajyeshwa Bhattacharya, Rajyeshwa Bhattacharya, Fiona Fournier and Peta Doyle, all from Renfrew and just entering Grade 9 - spoke to the board about their experiences.

Gonzalez said 23 students were signed up for the program, a number of them coming from Cobden and Eganville who were unable



STEPHEN UHLER/DAILY OBSERVER

The Renfrew County District School Board recently welcomed representatives of the Building Strong Girls summer camp program, which introduced Grade 7 and 8 female students to the skilled trades. Here, Susan Humphries, left, the board's vice-chairwoman and Wendy Hewitt, right, board chairwoman, students join Fiona Fournier, Rajyeshwa Bhattacharya, Peta Doyle - all of Renfrew - and Mauri Gonzalez, a tech teacher from Amprior and lead teacher of the camp.

to attend last year's camp at Fellowes because it was filled up. He said he had to thank not only the tradespeople who took time off from work to meet with the girls, but Algonquin College,

which supplied free transportation to its Woodroffe campus, lent equipment and fed everyone each day of the camp.

"This really opens up this whole world to young

women who would otherwise not know of it," he said, adding in past years he sees a large percentage of those who attend the camp end up taking his tech courses in high school.

"They are confident, they've taken the safety class in the shop and are ahead of the boys in class," Gonzalez said. "Many of them are seeking those careers in the technical fields."

Bhattacharya said she enjoyed the camp, despite it taking place during the first two weeks of summer vacation.

"It was kind of a big surprise but it was so much fun," she said as she proudly displayed a wooden frame with a light bulb and wired switch. "Dad was over the moon and excited that I could do work like this."

Bhattacharya said she learned from the tradespeople it takes a lot of hard work to get into the trades. She said she will be studying to become either a doctor or engineer, but feels what she learned at camp will help with the practical side.

Fournier said she was really nervous at first as she wasn't certain she would be able to do it, but quickly started doing things she never thought she could.

"I liked working with wood," she said, explaining she had built a birdhouse. The camp was a really good experience for her, and it was something she is glad to have had an opportunity to take part.

Doyle said she enjoyed the hair design portion of the camp, but also had a chance to try things out like welding. She admitted she wasn't certain what to expect from the summer camp, but she is glad she participated.

Started in 2014, the Building Strong Girls program was offered for free by the school board, along with the support of the Ontario Youth Apprenticeship Program.

SUhlen@postmedia.com



**This November,
wear your Poppy
with pride.**

Learn the history of the poppy
legion.ca/poppy



f t y i

MY LOCAL

Toronto > Change



Toronto tow truck rules could change, with fixed rate to protect shaken motorists

1 dead in multi-vehicle collision at Highway 27 and Steeles

Female pedestrian dead after being hit by a car in Mississauga

Golden weekend weather coming to Toronto

This Toronto businessman is already raising his minimum wage to \$14

CBC NEWS
North Korea fires another missile, South Korea says
News

HEALTH CARE
Canada is a 'target' in U.S. debate, warns doctor backing Bernie Sanders' bill
Radio - As it happens

ALEX OVECHKIN
'It sucks': NHL star expresses disappointment on missing Olympics
Sports

POV
'What if we just kept renting?' How I sold myself on a new Canadian dream
Canada 2017

SPONSORED CONTENT
Why do Canadians wear a poppy? Learn more about an unforgettable tradition
Legion

CBC NEWS VIDEO
Tattoo particles can migrate to lymph nodes, researchers say
The National

Toronto > Change



Toronto tow truck rules could change, with fixed rate to protect shaken motorists

1 dead in multi-vehicle collision at Highway 27 and Steeles

Female pedestrian dead after being hit by a car in Mississauga

Golden weekend weather coming to Toronto

This Toronto businessman is already raising his minimum wage to \$14

CBC NEWS
North Korea fires another missile, South Korea says
News

HEALTH CARE
Canada is a 'target' in U.S. debate, warns doctor backing Bernie Sanders' bill
Radio - As it happens

ALEX OVECHKIN
'It sucks': NHL star expresses disappointment on missing Olympics
Sports

POV
'What if we just kept renting?' How I sold myself on a new Canadian dream
Canada 2017

SPONSORED CONTENT
It's poppy season — wear a poppy to show your support for Canada's Veterans
Legion

CBC NEWS VIDEO
Tattoo particles can migrate to lymph nodes, researchers say
The National

	BC/YUKON	ALTA-NWT	SASK	MAN/NWO	ONT	QUE	NB	NS/NU	PEI	NFLD/LAB	TOTAL	
	COMMAND	COMMAND	COMMAND	COMMAND	COMMAND	COMMAND	COMMAND	COMMAND	COMMAND	COMMAND	COMMAND	TOTAL
2014 Poppy Campaign	\$ 3,039,518.11	\$ 6,202,009.00	\$ 828,375.11	\$844,201.00	\$ 9,736,628.16	\$ 1,060,890.22	\$ 752,955.43	\$ 1,347,616.25	\$ 189,970.46	\$ 346,291.35	\$ 24,348,455.09	
2015 Poppy Campaign	\$ 3,655,934.77	\$ 6,139,605.44	\$ 1,047,052.50	\$819,768.00	\$ 9,138,614.31	\$ 819,805.12	\$ 919,831.00	\$ 1,373,573.79	\$ 190,813.54	\$ 405,839.18	\$ 24,510,837.65	
2016 Poppy Campaign	\$ 3,202,551.30	\$ 5,354,934.79	\$ 910,186.26	\$897,980.00	\$ 9,406,654.77	\$ 964,786.62	\$ 999,177.17	\$ 1,403,082.00	\$ 191,431.63	\$ 397,059.41	\$ 23,727,843.95	
2017 Poppy Campaign	\$ 3,075,331.30	\$ 4,709,977.06	\$ 631,742.13	\$835,985.00	\$ 9,309,437.98	\$811,663.41	\$ 1,055,529.37	\$ 1,459,848.84	\$211,811.77	\$ 354,793.99	\$ 22,456,120.85	
2018 Poppy Campaign	\$ 3,597,409.13	\$ 3,058,838.93	\$ 585,361.82	\$863,941.00	\$ 9,259,761.00	\$1,222,310.16	\$ 1,004,335.06	\$ 1,507,248.39	\$182,767.45	\$ 478,565.68	\$ 21,760,538.62	
		dropping each year -							increased yearly -	dropped in 17 -		
	flat yoy - spike in 15 & 18	major drop in 18	large drop in 17	flat yoy	slight decline	big jump in 18	increased yearly	increased yearly	drop in 18	spike in 18		

The Royal Canadian Legion

Veteran Support Partnership Program Application Form



Application Checklist

Please put a check mark beside each document you enclose and include this sheet with your application. Your application must include:

- A signed original of your application
- Details of project budget, quotes, current and future funding as specified in Part D
- Outline, excerpt, or example of previous work
- Letters of support (if applicable)
- Copy of registered charitable organization status (if applicable)
- Other – please specify: cost of making a quilt, list of RCL branch donations

RECEIVED
DOMINION COMMAND
OCT 02 2020

Instructions:

- If you need assistance with your application, please contact The Royal Canadian Legion – Poppy and Remembrance Committee.
- Fill out all sections of the application form, sign and date it.
- Ensure budget information is complete and calculated correctly.
- **Applications must be received and deemed complete by The Royal Canadian Legion at least three (3) months before the date of the proposed project/event to allow for processing and notification of funding.**
- If you do not have enough space to answer a question, please attach a separate sheet.
- Initial all corrections you make.
- Keep a copy of your application for your records.

PART A: Applicant Organization – Contact Information

Name of Organization: Quilts of Valour - Canada Society

Organizations Status: Profit Non Profit | Registered Charitable Number: 802946699 ^{RT0001} GST number: same as registered

Name of Contact Person: Mary Ewing

Name of the person(s) authorized by bylaw or constitution of the organization to sign financial agreements:
Mary Ewing / Annie Schwarz (Finance)

Preferred language of communication: English French | Telephone number: 902-825-6119

Mailing address: 11 Hillside Dr. City: New Albany

Province or territory: NS Postal Code: B0S 1P0 Email address: president@quiltsqvalour.ca

Organization Website (if applicable): www.quiltsqvalour.ca nie

PART B: Applicant Organization Previous Funding

Has your organization previously received Poppy Trust Funds from The Royal Canadian Legion? Yes No

If yes, at what level? Branch Provincial Command Dominion Command

Please explain: donations made after quilt presentations

Date of project: various dates Funding amount: total from numerous branches - 12,400.

Provide a brief description of the funded project(s): If you have received previous funding on more than one occasion, attach description (s).
these funds are over a two year period

PART C: Request for Funding - Project Information

Title of project: Quilts for ill or injured military members.
Location of project - address: areas all across Canada.
Requested funding start date: Requested funding completion date:
Date of event (if applicable):
Nature of project: Learning Veteran's Activity Support Function Other (specify): giving comfort to ill or injured

Describe the project. How will this project support Veterans and/or their families? How will it engage Veterans?
(Please attach a separate sheet if necessary).

Veterans are the recipients of the quilts of valour. Some veterans are involved to help construct quilts for other veterans. It gives them a sense of purpose and helps them comfort other veterans.

Number of Veterans (retired) involved: Number of Veterans (serving) involved:

Number of Veteran family members involved: 15,388 veterans have received a quilt.
Other: The numbers vary across Canada. Greenwood NS 8 veterans are involved

How will this project be promoted? (Outline how your organization will ensure that the project is well publicized to the Veteran community)

QOUC website - www.quiltsofvalour.ca, Facebook and Instagram. Pictures and testimonials are posted of the presentations and their Thank You's.

If applicable outline how Veterans or their families are selected to attend this program.

Request a Quilt of Valour form on the website they are contacted when the form is received and a time, place and date are set for the presentation. Families and fellow veterans are invited through the recipient.

How will you determine that you have successfully achieved your planned outcome(s)? NOTE: A final report must be submitted at the conclusion of this project. The report will enable the organization to fulfil its obligation of accountability to The Royal Canadian Legion.

QOUC has set a goal of presenting 20000 quilts by the end of 2020. To date 15,388 have been presented - 4,612 more. when qouc reaches this goal or 18000, the outcome will be successful.

PART D: Project Budget

Planned expenditures: What is the cost of your project?

- Itemize and list all planned expenditures, including in-kind. In-kind must also be reported as revenue.
- Refer to the Veteran Support Partnership Program guidelines.

Planned Expenditures	Cash \$	In-kind \$
estimated cost of making one quilt has been included	355.95	
SUBTOTAL		
Total planned expenditures – (A)		

Anticipated revenue: Indicate in the table below the sources of revenue you have secured/enlisted for this project.

- Financial support from other organizations, the Legion, federal funding, provincial funding and/or municipal funding.
- Donations in-kind (itemize and list).
- Your organization's own funding.

If more space is required submit on a separate document.

Source	Amount \$
Legion Branch support (identify branch)	
Legion Provincial support (identify command)	
Federal support (identify department)	
Provincial/Territorial support (identify department)	
Municipal support (identify municipality)	
Other organizations (identify)	
Private sector support (identify)	
Donations	
Your own funding	
In-kind support (e.g. discounts, products, etc)	
Other (specify)	
Total anticipated revenue (B)	35,760.86 44,207.19 me
Total planned expenditure (A) for backing and batting	\$ 20,000.00
Minus total anticipated revenue (B)	\$ 15,760.86
FUNDING REQUIRED	\$ 20,000.00

Important: Complete the table below, listing items that may be covered by the Veteran Support Partnership Program funding. Refer to the guidelines for eligible and ineligible expenditures.

List specific project costs/items to be paid for with Veteran Support Partnership Program funding	Amount \$
Total	\$
Funding requested from the Veteran Support Partnership Program (if there is a shortfall please explain how the remaining funds will be secured)	\$

Does your organization have Legion members involved in this project? Yes No



Quilts of Valour - Canada Society

*Supporting injured Canadian Armed Forces members,
past and present, with quilts of comfort.*

*Offrant un soutien à nos membres blessés, passés et actuels,
des Forces armées canadiennes, avec des courtepoinces de réconfort.*

Estimated cost of making a Quilt of Valour

Cost for materials for a 55"X75" quilt of valour

Fabric for the quilt

7 metres - top & binding @ \$20.00	\$140.00
5 metres - backing @ \$20.00	\$100.00
2 metres - batting @ \$30.0	\$ 60.00
Thread	\$ 15.00
Total cost of materials	\$315.00
Plus taxes @13%	\$ 40.95
Total cost	\$355.95

Construction:

labour based on \$15.00 per hour - includes preparing the fabric, cutting, sewing the pieces, sewing the blocks, setting into rows, adding borders.

50 hours x \$15.00 = \$750.00

Quilting on domestic machine charged by square inch

26.70 ft x 4 =\$110.00

Quilting thread \$25.00

Total cost of construction = \$885.00

Finishing

Cutting, making the binding and sewing it on to the quilt.

10hrs @ \$15= **\$150.00**

Total cost of making a Quilts of Valour \$1390.95

This is what a QOV would cost if we paid to have one quilt made. However thanks to kind hearted volunteers QOV's costs are greatly reduced. All the labour is donated time that we would never be able to pay for.

Our costs because of the generosity of our volunteers is roughly \$355.95 depending on the price of fabric and batting at the time of purchase.



Certificate of Existence

Canada Not-for-profit Corporations Act s. 290(1)(c)

Certificat d'existence

*Loi canadienne sur les organisations à but non
lucratif art. 290(1)(c)*

Quilts of Valour - Canada Society

Corporate name / Dénomination de l'organisation

451865-9

Corporation number / Numéro de l'organisation

I HEREBY CERTIFY that the above-named
corporation was in existence under the
Canada Not-for-profit Corporations Act on
2020-08-29 (YYYY-MM-DD).

JE CERTIFIE, par la présente, que
l'organisation susmentionnée existait en
vertu de la *Loi canadienne sur les
organisations à but non lucratif* le 2020-08-
29 (AAAA-MM-JJ).

Raymond Edwards

Director / Directeur

2020-08-29

Issuance date (YYYY-MM-DD)
Date d'émission (AAAA-MM-JJ)

**QUILTS OF VALOUR - Canada Society
 Comparative Income Statement**

	Actual	Budget	Difference
REVENUE			
Income			
Sales - Patterns \$	1,342.00	0.00	
Sales - Hug Blocks	3,696.75	0.00	
Donations - Charitable Receipts	20,984.01	\$ 35,000.00	
Donations - No Receipts	7,738.10	0.00	
Donations - Sponsor A Quilt (SaQ)	2,000.00	0.00	
Total Income	35,760.86	35,000.00	-760.86
EXPENSE			
Purchases - Hug Blocks Fabric	1,057.80	2,000.00	942.20
Accounting & Legal	2,319.52	3,000.00	680.48
Insurance	0.00	1,500.00	1,500.00
Business Fees & Licenses	1,275.41	1,400.00	124.59
Quilting Supplies - General	2,431.80	3,000.00	568.20
Quilting Supplies - Sponsor A Quilt	4,081.90	3,000.00	-1,081.90
Quilting Supplies - Backing	16,342.62	10,000.00	-6,342.62
Quilting Supplies - Batting	11,267.14	10,000.00	-1,267.14
Shipping and Delivery	3,312.38	5,000.00	1,687.62
Bank Charges	71.93	100.00	28.07
Office General	811.79	1,500.00	688.21
Quilt, Educational, Trade Show Fees	0.00	5,000.00	5,000.00
Travel Expense	1,234.90	2,500.00	1,265.10
TOTAL EXPENSE	44,207.19	48,000.00	3,792.81
NET INCOME	-\$ 8,446.33	-\$ 13,000.00	-4,553.67

**QUILTS OF VALOUR - Canada Society
Comparative Income Statement**

	Ending July 31 2019	Ending July 31 2020	Difference
REVENUE			
Sales - Patterns	\$ 980.00	\$ 1,342.00	\$ 362.00
Sales - Appliques	1,100.00	0.00	-\$ 1,100.00
Sales - Hug Mugs	220.00	0.00	-\$ 220.00
Sales - Hug Blocks	13,265.70	3,696.75	-\$ 9,568.95
Sales - Eye Glass Cleaners	483.00	0.00	-\$ 483.00
Sales - Lapel Pins	105.00	0.00	-\$ 105.00
Sales - Tote Bags	65.00	0.00	-\$ 65.00
Revenue - Fundraising	514.00	0.00	-\$ 514.00
Donations - Charitable Receipts	35,357.14	20,984.01	-\$ 14,373.13
Donations - No Receipts	7,338.82	7,738.10	\$ 399.28
Donations - Sponsor A Quilt (SaQ)	1,550.00	2,000.00	\$ 450.00
Gifts in Kind	698.43	0.00	-\$ 698.43
TOTAL REVENUE	\$ 61,677.09	\$ 35,760.86	-\$ 25,916.23
EXPENSE			
Purchases - Patterns	2,194.19	0.00	- 2,194.19
Purchases - Lapel Pins	41.23	0.00	- 41.23
Purchases - Hug Blocks Fabric	1,076.73	1,057.80	- 18.93
Purchases - Glasses Cleaner Fabric	993.83	0.00	- 993.83
Accounting & Legal	2,078.80	2,319.52	240.72
Skill Development & Education	275.00	-	275.00
Advertising & Promotion	865.32	0.00	- 865.32
Insurance	525.00	0.00	- 525.00
Business Fees & Licenses	20.00	1,275.41	1,255.41
Quilting Supplies - General	3,179.49	2,431.80	- 747.69
Quilting Supplies In-Kind	698.43	0.00	- 698.43
Quilting Supplies - Sponsor A Quilt	151.61	4,081.90	3,930.29
Quilting Supplies - Backing	14,650.85	16,342.62	1,691.77
Quilting Supplies - Batting	18,347.91	11,267.14	- 7,080.77
Office Operations	489.87	0.00	- 489.87
Shipping and Delivery	0.00	3,312.38	3,312.38
Quilt Del/P.U. - Cour/Post/Freight	164.12	0.00	- 164.12
Quilt Delivery/P.U. - Travel	52.47	0.00	- 52.47
General Courier/Postage/Freight	2,109.76	0.00	- 2,109.76
Shipping - Advertising/Branding	2,264.97	0.00	- 2,264.97
Shipping - Marketing/Promotional	144.17	0.00	- 144.17
Shipping - Fundraising/Sales Items	782.32	0.00	- 782.32
Quilt Presentation	356.83	0.00	- 356.83
Presentation - Courier/Post/Freight	524.28	0.00	- 524.28
Presentation - Travel	1,175.49	0.00	- 1,175.49
Bank Charges	102.48	71.93	- 30.55

Office General	1,959.16	811.79 -	1,147.37
Quilt, Educational, Trade Show Fees	118.69	0.00 -	118.69
Show Supplies	140.46	0.00 -	140.46
Miscellaneous	68.17	0.00 -	68.17
Travel Expense	1,968.53	1,234.90 -	733.63
Society Meetings - Comms & Admin	413.22	0.00 -	413.22
TOTAL EXPENSE	\$ 57,933.38	\$ 44,207.19	-\$ 13,726.19
NET INCOME	\$ 3,743.71	-\$ 8,446.33	-\$ 12,190.04

Donations received from Legions for Quilts of Valour 2018-2019

Branch 542 Westport	\$1550
Branch 499	\$500
Branch 509	\$450
Branch 255	\$500
Branch 12	\$350
Branch 201	\$1000
Branch 342	\$200
Branch 173	\$500
Branch 228	\$300
Branch 12	\$350
Branch 598	\$350
Branch 110	\$200
Foundation Quebecoise des Veterans	\$1000
Other legions no branch number	\$300
	\$5000
Total legion donations	12,400

PART E: Attestation

To be considered for funding, all boxes must be checked.

I hereby attest that:

- The information contained in this application is accurate and complete. If there is a change in authorized signatory(ies) and/or their contact information, the organization will notify the appropriate level of the Royal Canadian Legion.
- Legion funding may be used only for the purposes specified in this application. Once the Legion has agreed to provide financial assistance, no change can be made to the project without Legion approval (the Legion shall determine what constitutes a change).
- Funds not used for the specified purposes must be returned to the Legion.
- The Organization, by its authorized agents, consents and authorizes the Legion to disclose any information received in the application within the Legion or to outside entities for the following purposes: to reach a decision on this application, and to administer, monitor, and evaluate the project after completion. The disclosure of any information received in this application may also be used to reach a decision on any other application of the applicant for funding under any other program of the Legion.
- The Organization will take all necessary actions to maintain itself in good standing, to preserve its legal capacity and to inform the Legion without delay of any failure to do so.
- The Organization will comply with all applicable provincial/territorial and federal legislation.
- The Organization will provide the required amount of liability insurance in regard to the proposed project.
- The Organization will obtain all the necessary authorities, permits, licences and consents to undertake the proposed project and, if required, will provide them to the Legion.
- The Legion retains the right to establish the communications roles and responsibilities of the parties involved, with respect to official languages, corporate identity, visibility, publishing, marketing and promotional activities.
- The Legion and its employees and agents shall not be held liable for any injury, including death to any person, or for any loss or damages to property incurred or suffered by the Organization or its employees, agents or voluntary workers in carrying out the Project.
- The Organization shall indemnify and save harmless the Legion and its employees from and against all claims, losses, damages and costs attributable to any injury or to death or a person or damage to or loss of property arising on the part of the Organization or its employees, agents or voluntary workers in carrying out the Project.
- The Organization agrees that no agency relationship will result from the Legion contributing toward the activities funded.
- The Organization agrees to submit a final report, and where required, financial accounting, to allow the Legion to evaluate the activities funded.
- This application constitutes a legally binding agreement between the Organization and The Royal Canadian Legion and is effective the date the funding is approved by the Legion.

Mary Ewing

Name of the person authorized to sign for the organization (print)

President

Title

Mary Ewing
Signature

September 23-2020
Date

PART F: Document Checklist

Please put a check beside each document you enclose and include these with your application. Your application must include:

- Completed and signed application and attestation.
- Completed project budget expenses and revenues.
- Other (as applicable)

Mail to:

Poppy and Remembrance Committee
The Royal Canadian Legion Dominion Command
86 Aird Place
Ottawa, ON
K2L 0A1



Corporate Services

Freeman Chute
National Program Officer

Legion.ca

Poppy Campaign

- Lapel Poppy
 - 45 Corporate Partners = 25,000 locations
 - Point of Sale (PoS) or poppy box drop-off, all PoS will go back to Legion Branches that participated
 - Some Branches did not participate
 - Only 55% of the locations received poppy's
 - Locations that did not receive poppy's donated online and National HQ shipped poppy's
 - **online** – 45 Corporate Partners pushed the **Legion.ca/donations** to all employees and clients
 - Email push = 300,000 + first day
 - **Corporate donations = \$500,000 Online = \$1.1 million (to date)**
- Pay to Tribute poppy boxes
 - 250 poppy boxes at HSBC Bank Canada, Legion Branches in Ontario and select Costco, LCBO, Shoppers and restaurants.
 - Minor issues to be corrected – location of power button, auto cell reception and option of amount to donate.
 - High demand even during the trial period.
 - Requested for next year - CAF bases across Canada, Canex locations and retail outlets.
 - Not all Branches placed their Pay to Tribute poppy boxes
 - **Comments:** the best option that the Legion has ever put forward. Should have a higher set donation amount or give the \$2, \$5, \$10 or \$20 options. Should also be available with cash option poppy box to augment donations.

LNF

- **Digital poppy**
 - 20 Corporate Partners, does not include CAF, DND, CFMWS, all advertised on webpage.
 - **Online - Mypoppy.ca** pushed from Corporate HQ to all employee's and clients
 - Corporate HQ posted donation link on webpage
 - Starbucks and Princess Auto used app to promote
 - Email push to CAF, DND, CFMWS (Sat & Sun after push = 150K+ a day in donations)
 - Need to sort out minor technical issues for 2021 and perhaps hire one more staff for support.
 - **Online donations \$846,000, Corporate Donations = \$220,000 (to date)**
- **Remembrance Island II**
 - Corporate sponsor -Forest Products Association of Canada (FPAC)
 - History during WWI and WWII with the Forestry Corps
 - FPAC advertised through international network and internal news letters, very well accepted and exceptional coverage for the LNF.
 - Expanded Island for 2020 with a portal to RI I
 - 12 – 14 million views
 - No donation capability. Will be a standalone for 2021 with 2m investment
 - Will be able to incorporate more options: x2 donation option, sound and donation options for poppy.

**REPORT OF THE DOMINION COMMAND
MEMBERSHIP COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

File: 23-1

Bruce Julian	Chair
Valerie MacGregor	Vice-Chair
Terry Campbell	Member
David Flannigan	Member
Marion Fryday Cook	Member
Duane MacEwen	Member
Garry Pond	Member
Randy Hayley	Coordinator
Amanda Black	Assistant Coordinator

DATE OF LAST MEETING: September 15, 2020

DATE OF NEXT MEETING: TBD

ACTION ITEMS FOR DECISION

There are no actions for decision at this time.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. **Committee KPI Target Report**

The KPI Target Report indicates a shortfall on all 2020 goals due to the COVID-19 pandemic and the operation limitations it has created for Branches.

Recent online upgrades have provided reason for some optimism for the remainder of 2020 and into 2021.

2020 Membership Committee Targets

Command	Renewals	Branch Rates	Member Emails	Branch Portal Processing	Auto Renewals
01 RCL BC/YUKON COMMAND	78.7%	99.3%	46.5%	80.4%	3.7%
02 RCL ALBERTA/NWT COMMAND	79.9%	96.4%	40.6%	62.9%	4.0%
03 RCL SASKATCHEWAN COMMAND	87.0%	95.8%	35.5%	47.3%	3.5%
04 RCL MANITOBA/NWO COMMAND	83.6%	100.0%	28.7%	55.0%	3.6%
05 RCL ONTARIO COMMAND	85.4%	99.2%	36.3%	70.9%	3.4%
06 RCL QUEBEC COMMAND	81.9%	77.1%	40.8%	57.1%	3.1%
07 RCL NEW BRUNSWICK COMMAND	84.1%	100.0%	31.3%	50.7%	2.7%
08 RCL NOVA SCOTIA/NUNAVUT COMMAND	81.3%	100.0%	33.1%	75.7%	3.0%
09 RCL PEI COMMAND	84.8%	94.7%	27.2%	57.9%	2.3%
10 RCL NFLD/LABRADOR COMMAND	83.1%	87.0%	45.8%	58.7%	4.1%
Total	82.8%	96.5%	38.1%	64.1%	3.5%
2020 Membership Committee Targets	89%	100%	50%	75%	7%

2. New Join and Renew Processes

The new member Join and Renew processes were implemented in early October allowing members to join local Branches directly online and offering existing members a more streamlined and user -friendly renewal experience.

Within the first 4 weeks of implementation we had over 4,000 member transactions (+300% yr/yr) including 876 members joining online (+500% yr/yr) with 78% signing up to a local Branch.

These 2 new processes are anticipated to grow:

- New online members and subsequently total new members
- Online member renewals
- Member email addresses
- Auto-renew memberships.

**REPORT OF THE DOMINION COMMAND
SPORTS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

File: 42-2

Brian Weaver	-	Chair
Dave Flannigan	-	Vice-Chair
Jerry Lava	-	Member
Keith Andrews	-	Member
Melvin Crowe	-	Member
Serge Thibaudeau	-	Member
Lia Taha Cheng	-	Coordinator
Angela Keeling Colkitt	-	Assistant Coordinator

DATE OF LAST MEETING(S): 29 September 2020

DATE OF NEXT MEETING: early 2021

ACTION ITEMS FOR DECISION

1. 2021 DOMINION MEMBER SPORTS CHAMPIONSHIPS

In light of the ongoing COVID-19 pandemic, the Dominion Command Sports Committee sought input from all Provincial Command Sports Representatives in regards to the 2021 Dominion Member Sports Championships. Due to the pandemic restrictions, many Provincial Commands have been forced to suspend their provincial sports. Even if restrictions were lifted in the next few months, there would not be sufficient time to hold regional and provincial qualifiers. In addition, large gatherings with individuals in close proximity and travelling between provinces would put members at an increased risk of contracting the virus. Therefore, in order to protect the health and safety of the members and everyone involved in the Championships and to act responsibly in support of minimizing the spread of COVID-19 within our communities and our country, the Sports Committee is recommending that the 2021 Dominion Member Sports Championships be cancelled.

RECOMMENDATION: That the 2021 Dominion Member Sports Championships be cancelled due to the COVID-19 pandemic, subsequent restrictions and associated risks.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. DOMINION MEMBER SPORTS CHAMPIONSHIPS

Since selections have not been completed yet to host the 2022 Dominion Member Sport Championships and only three applications were received, the Sports Committee is recommending that the 2021 hosts, as listed below, be contacted to determine if they would be willing to host in 2022 instead.

Cribbage: 22 to 25 April 2022

Host to contact: Branch #02-015 Men of Vision

Darts: 29 April to 2 May 2022

Host to contact: Branch #01-004 Chilliwack

Eight ball: 27 to 30 May 2022

Host to contact: Branch #02-104 Innisfail

In addition, the Sports Committee is also recommending that the 2022 Dominion Eight Ball Championships host be contacted to determine if they would be willing to host in 2023 instead.

Eight Ball: 2023 date to be determined

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

2. 2021 LEGION NATIONAL YOUTH TRACK & FIELD CHAMPIONSHIPS

As the event is scheduled to occur 4 to 10 August 2021, plans to hold the competition will continue, with a reassessment in the New Year whether to proceed or cancel (not possible to reschedule).

**REPORT OF THE DOMINION COMMAND
RITUAL & AWARDS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

File: 56-1

Ken Sorretti	-	Chair
Blaine Kiley	-	Vice-Chair
John Cher	-	Member
Joel Van Snick	-	Member
Mary-Ann Latimer	-	Member
Charls Gendron	-	Coordinator
Rich Jones	-	Assistant Coordinator

DATE OF LAST MEETING(S): May 28th 2020 (Zoom)

DATE OF NEXT MEETING: None planned

ACTION ITEMS FOR DECISION

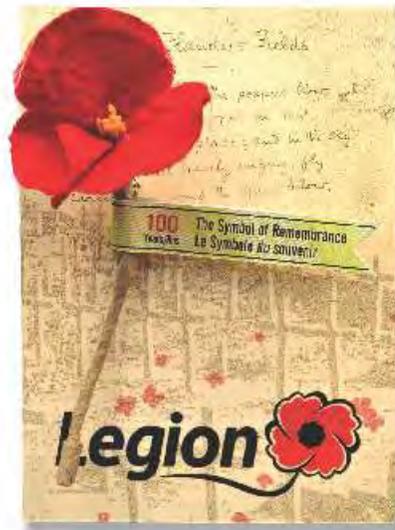
1. 100th Anniversary of the Poppy

Next year marks the 100th anniversary of the adoption of the Poppy as the symbol of Remembrance in Canada. In that year, 1921, the first Poppy Campaign was conducted with handmade Poppies imported from France. A sample of one of those original Poppies is below.



To commemorate this milestone, it is intended that the Legion produce a replica Poppy pin to honour a century of the Poppy as the symbol of Remembrance and that all Legion members be authorized to wear this pin on Legion dress for the entire year, 1 January – 31 December 2021. In keeping with the tradition of wearing the Poppy on the left side near one's heart, it will be worn below the Legion lapel pin and CAF service pin . The replica pin is attached.

Poppy Mounted on Card
(Reminiscent of 1921 Poppies)



RECOMMENDED: That a 100th anniversary of the adoption of the Poppy as the symbol of Remembrance in Canada lapel pin be produced for wear on RCL formal dress from 1 January to 31 December 2021.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. New Summer/Casual Dress

The initial discussion focused on a polo style shirt, however, the amount of embroidery required for the crest, and the bunching of material that would result

around the crest, would not be a good look. In addition, a short-sleeved shirt is much more functional as it is more business-casual in appearance, making it a better choice.

Every shirt will be embroidered with the Legion crest; pinned below the crest will be the member designator: Veteran, Associate, Affiliate, Life Member. The pin will be included with every shirt. Shirts will be sized from Small to 4XL.

2. Awards applications recap (1 Oct 2019- 30 Sept 2020)

Ritual and Award Submissions - 1 Oct 2019 to 1 Oct 2020												
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
MSM	6	3	0	3	8	9	3	1	4	1	3	1
MSA	0	1	0	2	2	0	0	3	1	0	0	0
Palm to MSM	1	0	0	1	5	2	1	0	0	0	1	0

3. Ritual and Award Manual

The Manual has been fully updated as of September 2020 and is viewable on RCL website under Command Resources tab.

Proposed Uniform Shirt
French Blue with Legion Badge
Poppy Pattern on Inside Collar

Front



Proposed Uniform Shirt

Back



Category Brooches for Uniform Shirt
2.5" wide x 0.4" high

~~ASSOCIATE~~

~~AFFILIATE~~

~~VETERAN~~

~~LIFE MEMBER~~

**REPORT OF THE DOMINION COMMAND
CONSTITUTION & LAWS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

File: 17-2

Jim Rycroft	-	Chair
David Eaton	-	Vice-Chair
Bill Chafe	-	Member
George O'Dair	-	Member
Danny Martin	-	Coordinator
Freeman Chute	-	Assistant Coordinator

ACTION ITEMS FOR DECISION

None.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. PROVINCIAL COMMAND BY-LAW AMENDMENTS

Since the last meeting, the committee reviewed amendments to the By-Laws for, NS/NU and QC Commands.

2. COVID-19 TEMPORARY GENERAL BY-LAW AMENDMENTS

DEC conducted an electronic vote on motions related to Branch elections and Article III proceedings AS OF 13 Aug 20. For consideration was ending the temporary measures adopted earlier this year because of branch closures due to the COVID-19 outbreak.

• **MOTION 1: Branch Elections**

Background: At the teleconference on 20 Mar 20, DEC directed that Branch elections and transitions to a new executive, and branch by-laws / regulations pertaining to branch elections, be suspended pending a return to normal branch operations.

DEC Decision, 12 Aug 20: The authority for holding Branch elections is now delegated to Provincial Commands / International Zones **effective immediately**.

• **MOTION 2: Article III Proceedings**

Background: At the teleconference on 20 Mar 20, DEC directed that all current and new complaints be held in abeyance and suspended the 45-day requirement under sub-section 308.d of the GBLs. Further, at the teleconference on 4 Apr 20, DEC directed that all timelines in Article III provisions governing the complaint

and appeal processes be suspended effective immediately (5 April 2020). Pending the re-opening of branches and command offices, the date for reinstatement was to be determined by the Dominion President when, in his sole discretion, it was felt to be warranted.

DEC Decision, 12 Aug 20: The temporary measures will remain in place as DEC decided not to reinstate Article III proceedings and timelines. All current and new complaints and appeals will continue to be held in abeyance. Reinstatement of Article III proceedings will be reviewed again prior to the November 2020 DEC meeting.

3. COVID-19 TEMPORARY GBL AMENDMENTS – ARTICLE III REINSTATEMENT

In Sep/Oct 2020 all Provincial Commands and Zones were asked if they supported the reinstatement of the Article III process through a recommendation to DEC. The vote was a 50/50 split by Command/Zone.

In the absence of an Article III complaint process and until it is reinstated, Command and Special Section Presidents, and International Zone Commanders may chose to fill the vacuum in urgent cases by using their authority under GBL 418, 505, 137 g. or 708 b. as applicable to take action after enquiry and for cause. Given that there is a process to deal with situations that cannot be left unresolved, DEC may wish to maintain the status quo and keep Article III suspended.

I would ask a voting member of DEC to move approval of this report.

**REPORT OF THE DOMINION COMMAND
RCEL COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

File: 26-2-4

Tom Irvine	-	Chair
David Flannigan	-	Vice Chair
Bruce Julian	-	Member
Steven Clark	-	Coordinator
Ray McInnis	-	Assistant Coordinator

DATE OF LAST MEETING: 26 November 2020

DATE OF NEXT MEETING: TBC (Fall 2021)

ACTION ITEMS FOR DECISION

An Addendum will follow with the proposed 2021 budget.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. As reported in June, General David The Lord Richards of Herstmonceux was appointed to succeed the Duke of York as the Grand President. Major General Mitch Mitchell has been named as the new Deputy Grand President.
2. The Legion was saddened to learn of the passing on 23 August 2020 of Brian Watkins, Canada's Council Member on the RCEL Executive Committee. His widow, Libby Watkins, will continue as our representative and efforts will get underway soon with the RCEL to recommend a second, supporting member.
3. Through the work of the Caribbean Project Officer, Joanna Lewin, additional beneficiaries were identified in Jamaica – 10 Veterans and 4 widows. At the request of RCEL HQ, Canada agreed to make a 50% grant contribution (approx. \$1500) to offset the shortfall provided through the DFID funding.
4. The 2021 RCEL centenary conference, planned for February-March 2021 in Cape Town, South Africa, is rescheduled for September 2021 in London, UK because of potential travel restrictions resulting from the pandemic.
5. A welfare visit to Caribbean Veterans and widows is planned in 2021 but dates are dependant on any continuing travel restrictions.
6. The RCEL will continue to fund the following countries under the DFID program: Antigua, Belize, Dominica, Grenada, Guyana, Jamaica, St. Lucia and St. Vincent. The Legion will continue to fund directly to the **non-DIFD countries**: Bahamas,

Tobago, and Trinidad & Tobago.

Note: For Antigua and Jamaica, the DFID program covers 78% of the welfare grant with the remaining 22% falling to the RCEL. As noted, the Legion approved to assist the RCEL and co-pay the remaining 22% on a 50/50 basis from April 2020 until the end of the current DFID welfare program funding in March 2024.

7. The number of beneficiaries worldwide (7307) remains relatively unchanged from the last report due to data collection and verification difficulties resulting from COVID-19: 3091 Veterans and 4216 widows. There are 79 Veterans and 80 widows in the Caribbean:

DFID Countries (formerly funded by RCL):

Country	Veterans	Widows
Antigua *	10	5
Belize	4	4
Dominica	0	4
Grenada	3	4
Guyana	19	13
Jamaica *	26	6
St. Lucia	4	9
St. Vincent	0	3
Total	66	48

* RCL to fund 50% of the welfare grant portion not covered by DFID

NON-DFID Countries (still fully funded by RCL):

Country	Veterans	Widows
Bahamas	7	20
Tobago	1	4
Trinidad & Tobago	2	4
Total	13	32

**REPORT OF THE DOMINION COMMAND
DOMINION CONVENTION COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

File: 19-1

Tom Irvine	-	Chair
Bruce Julian	-	Member
Bill Chafe	-	Member
Steven Clark	-	Coordinator
Danny Martin	-	Assistant Coordinator
Freeman Chute	-	Assistant Coordinator

ACTION ITEMS FOR DECISION

None

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. 2020/2022 Conventions – Rescheduling: Due to the effects of the COVID-19 Pandemic DEC voted unanimously to reschedule the 2020 Dominion Convention from August 2020 to 12-19 August 2021. In addition to the rescheduling of the 2020 Dominion Convention DEC also approved unanimously to reschedule the 2022 Dominion Convention to 23-29 August 2024.
2. 2021 Dominion Convention: Planning for the 2021 Dominion Convention is well advanced as the current arrangements for the 2020 Dominion Convention remains viable for 2021. All previous contracts have been reviewed and renegotiated with no financial penalties or increased costs incurred. All facilities are available for the new dates of 12-19 August 2021 and the in-place LAC will continue in their role. All deposits and committed funds were applied to the 2021 event.
3. Due to the restructure of dates a limited site visit was conducted in Sep 2020 to confirm all arrangements in person. A full committee site visit will take place in May/June 2021.

Although all arrangements remain in place the concern still lies with the lingering effects of COVID-19. Currently gathering restrictions remain in place in Saskatoon and if still in effect in August 2021 will severely restrict attendance and the standard operation of the convention itself. There will also be lingering effects felt by both convention delegates in concern of health and branches in regard to their financial state – both will have an influence on their ability to field delegates. It is hoped that a clearer picture will evolve by March 2021 (the next planned DEC). In the meantime planning for 2021 will continue as normal with a view to providing options should the need arise.

4. Future Dominion Conventions: The disruption in scheduling of the 2020 and 2022 Conventions had also disrupted the long term planning. Currently the Dominion Convention calendar is confirmed as follows:

- 2021 – Saskatoon, SK
- 2024 – St. John, NB
- 2026 – Winnipeg, MB
- 2028 – ?
- 2030 – ?

Based on previous discussions with Provincial Commands the focus will be on securing sites in both BC and ON for 2028 and 2030.

**REPORT OF THE DOMINION COMMAND
DEFENCE & SECURITY COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

File: 82-27

Vacant	-	Chair
Vacant	-	Vice-Chair
Brendan Heffernan	-	Member
Vacant	-	Member
Carolyn Gasser	-	Coordinator
Mike Smith	-	Assistant Coordinator

DATE OF LAST MEETING(S): The Committee has not met since last DEC.
DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

There are no action items for decision.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

The Committee's future is unknown at this time.

**REPORT OF THE DOMINION COMMAND
VETERANS CONSULTATION ASSEMBLY
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

File: 10-2

Larry Murray	-	Chair
Tom Irvine	-	Member
Bruce Julian	-	Member
Steven Clark	-	Coordinator
Ray McInnis	-	Assistant Coordinator

DATE OF LAST MEETING(S): 16 November 2019

DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

None.

**REPORT OF THE DOMINION COMMAND
PUBLIC RELATIONS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

Owen Parkhouse	-	Chair
Sharon McKeown	-	Vice-Chair
Stephen Gallant	-	Member
Nathan Lehr	-	Member
Kenneth Ouellet	-	Member
Chris Strong	-	Member
Nujma Bond	-	Coordinator
Leah O'Neill	-	Assistant Coordinator
Dion Edmonds	-	Assistant Coordinator

DATE OF LAST MEETING(S): May 26, 2020

DATE OF NEXT MEETING: November 26, 2020

ACTION ITEMS FOR DECISION

1. **VAC FINANCIAL HELP RESULTS**

With the injection of 14 million into the Legion to help struggling Branches due to the pandemic, there is a responsibility to report back not only to Government but to the public as to how this money helped and where it went. Our PR Committee can help get this information out, but Branches will need to immediately start tracking what they do with the funds.

RECOMMENDATION: That the PR Committee help develop a template to report back on where the federal funding goes; and help develop a joint communication strategy so that local government officials can share in the announcements.

2. **REMEMBRANCE PERIOD BEST PRACTICES**

The 2020 Remembrance Period required innovative thinking from raising poppy funds, to holding Remembrance Day events. We suggest these be compiled and shared nationally.

RECOMMENDATION: That the provincial/territorial Public Relations Officers or their designates gather Remembrance Period ideas from their region and send them to the PR committee for compilation and sharing.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. MORE SHOWCASING OF BRANCH WORK

The pandemic and the 2020 National Poppy Campaign have resulted in increased opportunities to share what Branches actually do to help Veterans, their families and communities – and to promote Remembrance. There is an appetite for this information and we need more of these stories to be shared to effectively reflect the work of the Legion.

- We suggest requesting an ongoing commitment to share details of work and programs at a local level that have directly benefitted Veterans. The PR Committee can produce a sort of template to help regions collect the basics about these initiatives.

2. YOUNG VETERANS

Over the past months, we have received more requests/interest in speaking with young Veterans. Which brings up the topic of how to appeal to/invite more young Veterans to become members.

- We suggest the creation of a specific strategic plan to bring more young veterans – and more fresh ideas – to Legion Branches. Not only will this help us promote the Legion as a place for young people too, it may help expedite needed modernization of thought and programs to appeal to a wider Veteran audience.

3. CENTENARY

The Legion's 100-year anniversary in 2026 is several years away, but approaching. It is time to start thinking more about what that year will look like around the country.

- We suggest all Commands start to think about what centennial events they might want to plan. It is also the time to start dusting off old books and papers and begin a sort of cataloguing process of historic collections that we know exist across the country – these artifacts will provide valuable background.

4. COVID-19 VACCINATIONS

When coronavirus vaccinations are approved and available in Canada, the Legion would like to step forward and help ensure Canadians can quickly and efficiently be vaccinated with the help of Legion Branches. This is also something we can share with the public when the time comes.

- We suggest all regions reach out to their local government representatives to offer up the possibility of using local Legion Halls for vaccination clinics down the line.

**REPORT OF THE DOMINION COMMAND
GOING FORWARD COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

File: 10-1-1

B. Julian	-	Chair
T. Irvine	-	Vice Chair
J. Carleton	-	Member
L. Murray	-	Member
K. Scott	-	Member
R. Zettler	-	Member
M. Barham	-	Advisor
J. Rycroft	-	Advisor
S. Clark	-	Coordinator
D. Martin	-	Assistant Coordinator

DATE OF LAST MEETING: 6 May 2020

DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

None

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. The COVID-19 outbreak and resulting restrictions and limitations have profoundly affected the organization and our operations. These challenges will be factored into the committee's future discussion on advancing the Legion's strategic plan.
2. The Governance sub-committee, as recommended by the Going Forward committee, will present a separate report on potential changes to the governance role of the SEOs.
3. As proposed by this committee, a potential new casual dress will be introduced by the Ritual and Awards Committee.

**REPORT OF THE DOMINION COMMAND
GOVERNANCE COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

File 23:1

Brad White	Chair
Mary Ann Misfeldt	Member
Bill Chafe	Member
Marion Fryday-Cook	Member
Dave Gordon	Member
Bruce Julian	Member
Mark Barham	Advisor
Jim Rycroft	Advisor
Randy Hayley	Coordinator

DATE OF LAST MEETING: October 05, 2020

DATE OF NEXT MEETING: TBD

ACTION ITEMS FOR DECISION

RECOMMENDATION: That GBL s.415, which currently reads:

The Senior Elected Officers shall meet at the call of the Dominion President for specific purposes only to include the budget and matters of Dominion Command staffing. A majority of members of the Senior Elected Officers shall form a quorum.

Be amended to read as follows:

415.

- a. *The Senior Elected Officers shall be authorized to meet at the call of the Dominion President, the Dominion Executive Council or the majority of the Senior Elected Officers.*
- b. *The Senior Elected Officers:*
 - i. *are granted delegated authority to establish the budget and to deal with matters of Dominion Command staffing, and*
 - ii. *may meet when authorized, to discuss any issues that are of interest to The Royal Canadian Legion and make recommendations to the Dominion Executive Council for implementation.*
- c. *A majority of members of the Senior Elected Officers shall form a quorum.*

THE WAY AHEAD: COMMITTEE PLANS / GOALS

The Committee awaits the direction of the Dominion President to determine if the Committee concludes or expands its scope with Legion Governance.

**REPORT OF THE DOMINION COMMAND
CENTENARY COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
28-29 NOVEMBER 2020**

Owen Parkhouse - Chair
Brad White - Vice-Chair

ITEM 11: CANVET PUBLICATIONS LTD.

B. Julian	-	Board Chairman
T. Irvine	-	Board Vice-Chairman
D. Flannigan	-	Secretary
T. Bursey	-	Director
B. Chafe	-	Director
O. Parkhouse	-	Director
A. Stanfield	-	Director
L. Tardif	-	Director
B. Weaver	-	Director
I. Weiser	-	Director

DATE OF LAST MEETING(S): 5 June 2020

DATE OF NEXT MEETING: 27 November 2020

INTRODUCTION

The health and safety of Canvet's staff, their families and our subscribers remains our first priority. The staff worked remotely for almost five months, with the majority now back at the office. The business of publishing has continued uninterrupted. In spite of a tumultuous year, Canvet will come out of 2020 with positive results.

SUBSIDY AND COVID-19 EMERGENCY FUNDING

Once again, Canvet not only received a subsidy for *Legion Magazine*, but also for the *Canada's Ultimate Story (CUS)* quarterly. Both applications were approved under the Canada Periodical Fund (CPF) Aid to Publishers. Combined, this was the highest amount of subsidy in the history of Canvet, totaling \$940,500.

Last spring, the Department of Canadian Heritage also announced temporary relief measures to support the culture, heritage and sport sectors as they manage the challenges and impacts of the COVID-19 pandemic. Canvet received an additional and unexpected \$235,000 in funding in early July.

And finally, Canvet applied for funding from Ontario Creates, a program at the provincial level. Canvet received \$45,000 in 2020.

These three funds have kept Canvet viable and healthy through a difficult year. Together they represent \$1,220,500. The rules to receive the CPF subsidy are clear and Canvet must sign accordingly. Any periodicals "that primarily report on the activities or promotes the interests of the organization." are ineligible. All of Canvet's budgets are predicated on their continuing receipt.

Canvet made a commitment to Dominion Convention to hold its subscription price at \$9.49 for eight years. In 2020, that promise is fulfilled.

EDITORIAL

In 2020, *Legion Magazine* covered a wide range of military history topics, including articles on Indigenous veterans of the Second World War; British Guest Children; Cyclists in WW I; the October Crisis of 1970 (accompanied by an expanded web feature); Ending the Hunger Winter; 2nd Halifax Explosion; and Victory in the Pacific.

In 2020, the four *CUS* topics were: 1945: Canada and the end of the Second World War; Canada and the Liberation of the Netherlands; Canadians in the Battle of Britain; and Canada and the Victoria Cross. All four are proving popular on newsstand.

The January/February 2021 issue includes coverage of Remembrance Day; a report on the new Chronic Pain Centre of Excellence for Canadian Veterans and a retrospective on the 30th anniversary of the First Gulf War and Operation Desert Storm.

Subsequent issues will include stories on the Battle of Kapyong; Medical Innovations that Reduced Battlefield Deaths; the Battle of the Somme and Beaumont-Hamel; Tunnels of War; and the Battle of Hong Kong. Again, four SIPs are scheduled: Canada's Great Naval Battles; Battle of the Somme, Liberation 1918; and O Canada Volume 4.

MEMBER BENEFITS PACKAGE

The partners in The Royal Canadian Legion (RCL) Member Benefits Package (MBP) offer member discounts and contribute significant funding to Legion programs. They include Belair Insurance Company, Carlson Wagonlit Travel, IRIS Eyewear, Rogers SimplyConnect, Medipac Travel Insurance, Revera Inc., Arbor Memorial Services Inc., Canadian Safe Step Walk-in Tub Co., HomeEquity Bank, HearingLife Canada and MBNA Canada Inc.

AWARDS

Last February, Canvet won silver for a Canadian Online Publishing Award in the category of Consumer, Best Video Content for the Battle of the Atlantic video narrated by Alan Doyle. The team continues to produce outstanding work, with 28 national and international awards.

CONCLUSION

This report is for information only.

ITEM 12: LEGION NATIONAL FOUNDATION

BOARD OF DIRECTORS

D. Flannigan	-	Chair
G. O'Dair	-	Vice-Chair
B. Burnham	-	Director
L. Murray	-	Director
P. Kavanagh	-	Director
S. Clark	-	Executive Director
S. Laprade	-	Director of Development
D. Martin	-	Secretary

GENERAL

This report is provided for the information of the Dominion Executive Council. The Foundation's Board of Directors last met on 26 August 2020.

WEBSITE AND SOCIAL MEDIA

The Legion National Foundation launched a new website on October 9. The website is user friendly providing information on how visitors can help Veterans and their families. In addition, the four pillars the Foundation supports are clearly identified for donors. The Board of Directors and key staff are also listed along with a FAQ section.

In conjunction with the website, a social media presence was created for the Foundation. By using Facebook, Twitter and Instagram, the Foundation is creating deeper brand awareness, inspiring donors and sharing the stories of the people who had their lives impacted by the generosity of Canadians.

FUNDRAISING – DIGITAL POPPY

The Legion National Foundation included the Digital Poppy as a program for Remembrance 2020. The last two years this program was within the Legion's initiatives.

In 2019, the Digital Poppy raised \$196,797 and the average gift was \$17.44.

In 2020, the Digital Poppy has raised \$830,351 (as of November 12). The average gift in 2020 is \$27.17.

A number of factors have gone into this increased success including corporate partnerships, a charitable tax receipt for donors and a strong social media strategy.

One of the underlining themes of the campaign was the desire of Canadians to find innovative ways to recognize Veterans due to the restrictions of COVID-19.

The corporate partnerships, led by Freeman Chute, has resulted in an additional \$220,000 with the potential for more gifts to be realized.

Monthly giving was an additional option provided to donors. As of November 12, 126 monthly donors have committed to give throughout the year. The average gift is \$15.47. This sustainable method of fundraising will result in \$1949.22 every month.

REMEMBRANCE ISLAND

Remembrance Island in collaboration with Fortnite is for gamers to “take a moment away” to honour and salute Canada’s fallen soldiers. In 2020, Remembrance Island reached millions again internationally. In addition, a corporate partner, Forest Products Association of Canada (FPAC), sponsored the completion of the Island and marketing efforts. FPAC shared the platform with their channels internationally. This initiative is led by Freeman Chute. He is thrilled to report he has a commitment of a \$2M investment for 2021 to make Remembrance Island a stand-alone entity with its own donation platform.

POTENTIAL DISBURSEMENTS

The Board will review the monies raised and use an application process to disburse the funds within the mandate of the Foundation.

The Legion National Foundation Board of Directors is scheduled to meet in January 2021.

This report is provided for the information of the Dominion Executive Council.



**Dominion Command
Direction nationale**

86 place Aird Place, Ottawa, ON
Canada K2L 0A1

1-888-556-6222
Tel.: (613) 591-3335
Fax: (613) 591-9335

legion.ca

9 October 2020

File: 28-1

Ms. Linda Kincaid
Director, Major Gifts and Campaigns
Canadian Museum of History and Canadian War Museum
Canadian Museum of History
100 rue Laurier Street
Gatineau, QC K1A 0M8

Dear Ms. Kincaid;

Linda,

Thank you for sharing with The Royal Canadian Legion Dominion Command the Canadian War Museum's initiative to develop a new online Remembrance Module.

This project is a perfect initiative to address the burgeoning requirement for virtual learning and the need for ready access to historical material to support both the physical and virtual classroom in any community across the country. It aligns with the Legion's own mandate of promoting, honouring and remembering service and sacrifice.

We are very proud to offer our financial support for this important undertaking. Our donation cheque for \$50,000 is enclosed.

Sincerely,

Steven Clark
National Executive Director

Encl: 1



Health
Canada

Strategic Policy Branch

Ottawa ON K1A 0K9

Santé
Canada

Direction générale de la politique stratégique

Ottawa ON K1A 0K9

ANNEX X TO
DEC MINUTES
28-29 NOVEMBER 2020

297
RECEIVED
DOMINION COMMAND
OCT 21 2020

Your file Votre référence

Our file Notre référence

Thomas D. Irvine
The Royal Canadian Legion-National Headquarters
86 Aird Place
Ottawa, ON K2L 0A1

Dear Mr. Irvine,

Thank you for your letter of May 27, 2020, addressed to the Right Honourable Justin Trudeau, Prime Minister of Canada, in which you shared your concerns and recommendations with respect to the effects of the COVID-19 pandemic on our health care system, particularly on long-term care homes, as well as weblinks to relevant research and reports. Your letter was referred to the Honourable Patty Hajdu, Minister of Health, on whose behalf we are responding.

As we have seen throughout this pandemic, seniors have been greatly affected by the consequences of COVID-19, including our Canadian Veterans residing in long-term care facilities. The knowledge, experience, and commitment of Canadian health care providers and their representatives is critical to our country meeting the challenges of this public health crisis.

While long-term care is primarily a provincial and territorial responsibility, the federal government is taking a number of steps to help jurisdictions respond to the significant challenges faced by long-term care facilities across the country in the context of the pandemic.

To help manage the spread of the virus and its impacts, the Public Health Agency of Canada has provided infection prevention and control guidance to help prevent COVID-19 infections among residents and workers in long-term care and assisted-living facilities, as well as in home care, including the appropriate use of personal protective equipment. These documents are available on the Government of Canada's website at: www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/prevent-control-covid-19-long-term-care-homes.html and www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/health-professionals/infection-prevention-control-covid-19-interim-guidance-home-care-settings.html.

The Government recognizes the important work done by health care workers in long-term care facilities and has taken steps to make sure that its response to the COVID-19 crisis addresses their needs. Up to \$3 billion in federal funding will be provided in support to provinces and territories to increase the wages of low-income essential workers, which can include front line workers in hospitals and long-term care facilities.

Long-term care workers are providing Canadians with essential services, so we can continue to keep our families safe and healthy. We are relying on them now more than ever, and ensuring that they can access the equipment they need to work safely is a priority. As part of its response, the federal government has adopted measures to facilitate the procurement of personal protective equipment to be used across the health care system, including in long-term care facilities.

With the Canadian Armed Forces transitioning out of the provinces of Québec and Ontario, the Government of Canada is focused on helping provinces and territories find sustainable solutions to staffing shortages in long-term care.

Canada

In April 2020, the Government of Canada coordinated a national recruitment campaign to seek volunteers to assist with case tracking and contact tracing; case data collection and reporting; and health system surge capacity. An inventory of over 53,000 volunteers was created. With the support of the Public Service Commission of Canada, Health Canada has worked closely with the Canadian Red Cross to recruit and train up to 1,000 paid volunteers, who will work in long-term care facilities. They will support epidemic prevention and control, basic care for long-term care residents and long-term care site administration.

The Government is ready to work with provinces and territories on a safe restart agreement to help support Canadians, including seniors and other vulnerable populations, during the upcoming months.

Developments in Canada's whole-of-government response to the COVID-19 pandemic are being detailed on the following website: www.canada.ca/en/public-health/services/diseases/2019-novel-coronavirus-infection/canadas-reponse/government-canada-takes-action-covid-19.html.

You may also be interested to know that Budget 2017 confirmed \$6 billion over ten years for provinces and territories to improve access home and community care services. Although funding is not specifically targeted to facility-based long-term care, this investment is expected to help more Canadians receive the care and services they need so that they may remain at home longer, thus allowing the provinces and territories to optimize the long-term care resources at their disposal.

The federal government has now concluded bilateral agreements with all provinces and territories, which provide details on how the federal funding will be spent. These bilateral agreements are available on Health Canada's website at: <https://www.canada.ca/en/health-canada/corporate/transparency/health-agreements/shared-health-priorities.html>.

The federal government will continue to work in collaboration with provinces and territories to address pressing needs in long-term care facilities and to explore measures that could increase the resilience of long-term care facilities and prevent such significant challenges from reoccurring.

We hope that this information is helpful. Thank you for writing.

Yours sincerely,

Strategic Policy Branch

Health Canada

Office of the
Prime Minister



Cabinet du
Premier ministre

Ottawa, Canada K1A 0A2

November 4, 2020

Mr. Thomas D. Irvine
President
Legion
Dominion Command Direction National
86 Aird Place
Ottawa, Ontario
K2L 0A1

Dear Mr. Irvine:

On behalf of Prime Minister Justin Trudeau, I would like to acknowledge receipt of your correspondence of May 27, 2020.

For reasons related to the COVID-19 outbreak, our office was not able to provide you with a more timely response. I sincerely regret the delay in processing your letter.

Thank you for writing to the Prime Minister. You may be assured that your comments have been carefully reviewed.

As you may know, matters related to long-term and residential care fall within the responsibilities of the provincial and territorial governments. Therefore, if you have not already done so, you may wish to share your concerns with the appropriate authorities in your province or territory.

That being said, I have taken the liberty of forwarding a copy of your letter to the Honourable Patricia A. Hajdu, Minister of Health, so that she may be made aware of your correspondence.

Once again, thank you for taking the time to write.

Yours sincerely,

A handwritten signature in blue ink that reads "A. Oldford".

A. Oldford
Executive Correspondence Officer



Gift Agreement

Between

THE CANADIAN WAR MUSEUM

and

THE ROYAL CANADIAN LEGION DOMINION COMMAND

Dated: October 2020

1. THE PROJECT

The Canadian War Museum (the Museum) is developing a dynamic online educational module on Remembrance. The objective of this multi-year project is to offer an easy-to-use, cohesive destination for Canadians — especially educators — looking for Remembrance Day resources with a focus on military history.

The Royal Canadian Legion Dominion Command (Dominion Command) have agreed to make a gift of \$50,000 to support the development and production of the online educational module on Remembrance.

3. RESPONSIBILITIES OF THE MUSEUM

- (i) The Museum will retain exclusive rights to the determination and interpretation of all content and themes for the online module on Remembrance.
- (ii) All costs associated with the development, production, and implementation of the online module on Remembrance will remain the sole responsibility of the Museum.

4. ACKNOWLEDGEMENT OF GIFT

The Museum acknowledges receipt of the gift of \$50,000 from Dominion Command, received on or about October 13, 2020.

5. RECOGNITION TERM

The Museum has agreed to recognize Dominion Command's gift for a term of no less than two years, commencing at the signing of this agreement, concluding two years later.

6. RECOGNITION

The Museum agrees to recognize Dominion Command's gift for the full recognition term in the following manner:

- (i) On the Remembrance Module on the Museum's website, with the following recognition statement:
"Generously supported by the Royal Canadian Legion Dominion Command"
- (ii) In the Museum's Annual Report, fiscal year – 2020-2021.

7. ANNOUNCEMENT OF GIFT

The Museum agrees to issue a media announcement regarding the launch of the online Remembrance Module, and to include the supporters thereof. Dominion Command is entitled to include a quote in the media announcement.

8. REPORTING AND ACCOUNTABILITY

The Museum agrees to provide an annual fulfillment report to the Dominion Command, in March 2021 and March 2022. This report will provide details about the program's development, implementation, and usage by stakeholders.

9. CONFIDENTIALITY

Both parties agree that all confidential information communicated by one party to the other party for the purpose of this Agreement, including but not limited to the terms of this Agreement, will be held in strict confidence and will be used only for the purposes of this Agreement, and that no such confidential information will be disclosed by the receiving party, agents or employees without the prior written consent of the disclosing party or unless disclosure of such confidential information is compelled by judicial process or otherwise by law, or if the information has been made public without any action by the receiving party. Both parties will exercise due diligence not to use or commercialize, or to disclose the other party's Confidential Information to any person or entity, except to its own employees having a "need to know" and other recipients approved by owner in writing. Recipient will not alter or remove from such Confidential Information any confidential or proprietary rights legend. Confidentiality will be maintained unless in accordance with the *Access to Information Act*.

Both parties agree that any information encountered by either party to this agreement where such information is the property of the other party shall be treated as being confidential and shall be safeguarded in the same manner as each party to this agreement safeguards information regarding its own business.

10. LIMITATION OF LIABILITY

Each party shall indemnify, defend and hold harmless the other and each of their respective servants, employees and agents from and against, and shall be responsible for, all actions, suits,

claims, demands, losses, costs, charges, damages and expenses, including reasonable legal fees incurred, suffered, sustained by or claimed against the other party, arising out of or resulting from any negligent acts or omissions of such indemnifying party or its servants, employees or agents or such other persons for whom it is in law responsible in connection with the subject matter of this Agreement and from breaches of the covenants and obligations of such party under this Agreement, except to the extent caused by the negligence or wilful act of the other party or persons for whom such other party is in law responsible.

11. TERMINATION

If either party commits a material breach of a term of this Agreement, the other party may serve a notice in writing requiring the material breach to be remedied within 15 days of the date of receipt of such notice.

If the party in breach fails to remedy the material breach within the time so specified, or if the material breach is incapable of being remedied, the notified party may, by serving a further notice in writing, terminate this Agreement without prejudice to any rights which may have accrued up to the date of such termination.

12. NOTICES

Any notices or other communication required or permitted to be provided hereunder shall be in writing and shall be deemed to have been received five business days after the post-marked date thereof if sent by first class mail, the next business day following transmission if sent by fax or by electronic mail, or at the time of delivery if hand-delivered, and shall be addressed to the addresses for Dominion Command and the Museum as set out below:

Steven Clark
National Executive Director
Royal Canadian Legion Dominion
Command
National Headquarters
86 Aird Place, Ottawa, K2L 0A1

Linda Kincaid
Director, Major Gifts and Campaigns
Canadian War Museum
1 Vimy Place
Ottawa ON K1A 0M8

13. GOVERNING LAWS

Unless otherwise specified, this Agreement shall be governed by and construed in accordance with the laws of the province of Ontario.

14. ACCESS TO INFORMATION

Dominion Command acknowledges that any information provided to the Museum in connection with this Agreement may be subject to the *Access to Information Act*.

15. OTHER

The relationship of the parties is that of independent contractors. Nothing herein contained shall be deemed to constitute a joint venture relationship or partnership among the parties. Neither party shall have any authority to assume or create any obligation whatsoever, expressed or

implied, in the name of the other party nor to bind the other party in any manner whatsoever, except as herein specifically provided.

This Agreement contains the entire understanding of the parties relating to the subject matter herein contained. Any amendment to this Agreement must be in writing and executed by the proper officers of the parties.

Each provision of this Agreement is intended to be severable. If a court determines that any provision is unenforceable for any reason, that provision will be severed from this Agreement and will not affect the enforceability of the remainder or any other provision of this Agreement.

Waiver by any party of any provision of this Agreement in one instance shall not constitute a waiver as to any other instance and any waiver must be in writing to be effective.

If the performance of this Agreement is interfered with, in whole or in part, by circumstances beyond the reasonable control of any party such as fires, labour unrest such as strikes and picketing, floods, acts of God or war the party affected shall be excused from performance of its obligations on a day-by-day basis provided that the party so affected shall use reasonable efforts to remove the cause of non-performance.

Both parties agree not to assign or otherwise dispose of any of their rights, obligations or interests in this Agreement, without the prior written consent of the other party, which consent may not unreasonably or arbitrarily be withheld. This Agreement shall be binding upon and enure to the benefit of the parties hereto and their successors and permitted assigns.

Agreed to and accepted by the parties:



Steven Clark
National Executive Director
Royal Canadian Legion
Dominion Command

26 Oct 20
Date



Caroline Dromaguet
Acting Director General
Canadian War Museum

26 OCT 2020
Date

Royal Canadian Legion Grant

New Zealand is a founder member of the Royal Commonwealth Ex Services League (RCEL) which was formed to provide welfare support to those service personnel from Commonwealth countries who have served the Commonwealth and are unable to provide that support from their own resources. This support may take the form of a pensions, food, widows' pensions, medical support or maybe meals. The Founder Member Nations are Great Britain, South Africa, Australia, New Zealand and Canada with Scotland becoming a member recently. The RCEL Founder Members meet every four years to discuss policy etc. then the other member nations, some 40 plus, join to meet the following year to discuss issues they are facing providing support to their Veterans.

Through these meetings I have formed a close relationship with the Royal Canadian Legion, their Dominion President Tom Irvine and National Executive Director, Steven Clark.



Thomas D Irvine CD
Dominion President
Royal Canadian Legion



Steven Clark
National Executive Director
Royal Canadian Legion

Recently I received a phone call from President Tom to inform me that the Royal Canadian Legion had resolved to make a grant to RNZRSA of C\$250,000 from their own funds as a token of our close friendship and to assist us when we were going through some financial struggles due to the inability to collect on Poppy Day. This was prior to it being confirmed that we were to receive the Government funding and I have since advised the Canadian Legion of that funding and asked if they wished to reconsider the grant. Their immediate response was that the grant decision was confirmed, and they wished us well. In the words of Steven " We are absolutely heartened knowing that the grant will assist with your enduring goal of helping Veterans. As we all know through the great work of the RCEL, borders are no barrier to honouring, thanking and remembering Commonwealth Veterans." I find his comment regarding "borders being no barrier" very interesting given that we too are promoting "RSA's without borders" here in New Zealand

I also discussed how the Grant was to be used and they agreed that 1/3 will be used to provide IT support for our District Support Manager's and the proposed IT upgrade and 2/3 will go into the National Poppy Trust.

New Zealand and Canada have fought together in the Second Boer War, World War I, World War II, the Korean War, the Malayan Emergency, the Gulf War and the Afghanistan War.

Historically our two-armed forces have worked alongside each other in a number of international security operations. Recent defence operations include strategic actions in Timor Leste, Bosnia and Afghanistan, training exercises and staff exchanges.

This Grant is an amazing example of brotherhood between our two Nations and we will be sending an appropriate gift to acknowledge that friendship.

BJ Clark
National President



November 23, 2020

Steven Clark
National Executive Director
Royal Canadian Legion Dominion Command
National Headquarters
86 Aird Place, Ottawa, K2L 0A1

Dear Steven,

I would like to extend my thanks and appreciation to the Royal Canadian Legion Dominion Command for submitting their gift of \$50,000 to the Canadian War Museum – in support of the new Remembrance Day online module. Your tax receipt is attached.

Your generous gift will enable the Museum to create an easy-to-use, cohesive destination for Canadians — especially educators — looking for Remembrance Day resources with a focus on military history.

Thank you for your confidence in our mandate and your generous support of this important multi-year project.

Sincerely,

A handwritten signature in black ink, appearing to read "L. Kincaid".

Linda Kincaid
Director Major Gifts
Canadian War Museum and Canadian Museum of History



EXPENDABLE FUND REPORT

Royal Canadian Legion Masters Scholarship in Veteran Health Research

Fund #: 50977

Fiscal Period: May 1, 2019 - April 30, 2020

Established in March 2014 by the Canadian Institute for Military and Veteran Health Research (CIMVHR) and the Royal Canadian Legion to create a Canadian scholarship that will ensure a lasting legacy for Veteran research in Canada by training a future generation of researchers. The Dominion Command of the Royal Canadian Legion will contribute \$30,000 over 2 years to fund the scholarship. One scholarship will be awarded to a Masters student who demonstrates excellence in their proposed research and exhibits significant potential for a high impact research career in a relevant area. The student will receive \$15,000 per year for two years to fund their Masters degree and research related to Veterans and their families. Applications will be evaluated by members of CIMVHR's College of Peer Reviewers according to predetermined evaluation criteria and ranked so the top candidate can be selected.

Expendable Account

Opening Balance - May 1, 2019	\$15,000.00
Contributions	30,000.00
Other	0.00
Disbursements	(45,000.00)
Closing Balance - April 30, 2020	<u>\$0.00</u>

Fund Beneficiaries

Massimo Cau - 2nd year scholarship (\$15,000)
Kaitlin Sullivan - 1st and 2nd year scholarship (\$30,000)

Note: disbursement amounts may vary due to timing requirements with other institutions.



Royal Canadian Navy



Marine royale canadienne

National Defence
Headquarters
Ottawa, Ontario
K1A 0K2

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

30 September 2020

Dear Dion,

On behalf of the Royal Canadian Navy (RCN), please accept my personal and sincere thanks for your support of the fourth annual Navy Bike Ride, enabling the success of the event despite the unprecedented challenges presented by COVID-19. As you may already know, we attracted over 2700 participants from across the country for the virtual Battle of the Atlantic Challenge, and subsequently raised over \$59,000 for our two charities: Support Our Troops and the Royal Canadian Naval Benevolent Fund. This, by far, was the most successful event yet, due in large part to your support.

As a token of our appreciation for the Royal Canadian Legion's support of the 2020 Navy Bike Ride we have sent you a framed memento, highlighting the "dazzle" paint scheme applied to our warships in commemoration of the 75th anniversary of the Battle of the Atlantic.

The Navy Bike Ride is continuing to grow and expand, having attracted a larger national audience to discover their Navy and help give back to the military community. Your support in this effort is sincerely appreciated and we hope to have you onboard next year.

Thank you again for your tremendous support! For more details on how to continue your support of the Navy Bike Ride, please contact Jennifer Mawhinney at Mawhinney.Jennifer@cfmws.com.

Yours Aye,

Art McDonald
Vice-Admiral
Commander Royal Canadian Navy

Dion Edmonds
Deputy Director, Marketing and Communications
Royal Canadian Legion
86 Aird Place
Ottawa, ON K2L 0A1



MUSÉE
CANADIEN
DE L'HISTOIRE
-
CANADIAN
MUSEUM
OF HISTORY



CANADIAN
WAR
MUSEUM
-
MUSÉE
CANADIEN
DE LA GUERRE

November 26, 2020

Larry Murray
Chairman
Royal Canadian Legion Dominion Command
National Headquarters
86 Aird Place, Ottawa, K2L 0A1

Dear Mr. Murray,

On behalf of the Canadian War Museum I would like to extend our deep appreciation for the Royal Canadian Legion Dominion Command's generous gift in support of the new Remembrance Day Module. The Museum is steadfast in our commitment to engage educators and provide students with relevant content to enhance their knowledge, understanding and appreciation of how Canada's history and identity have been shaped by conflict and war.

The Royal Canadian Legion has a proud history of promoting Remembrance through programs, services, resources, and commemorative ceremonies. We hope that our new online module will enhance your teaching guide and inspire students to learn more about Canada's military history, and to remember Canadians' service, sacrifice, and loss.

The Museum values our long-standing friendship with the Royal Canadian Legion and admires the excellent work you do. Thank you for your confidence in our mandate and thank you for your support of the Remembrance Day Module.

Sincerely,

Caroline Dromaguet
Acting President and CEO
Canadian Museum of History

100, rue Laurier Street
Gatineau QC K1A 0M8
Canada
museedelhistoire.ca
historymuseum.ca

1, place Vimy Place
Ottawa ON K1A 0M8
Canada
museedelaguerre.ca
warmuseum.ca

ITEM 15: MEETINGS AND INVITATIONS

2021

24-25 Apr	DEC Meeting
15-16 May	RBL Annual Conference, London, UK
21-22 May	Legion Scotland Annual Conference (TBC), Perth, Scotland
4-6 July	MB & NWO Command Convention, Thunder Bay, ON
6-8 August	2021 Legion National Youth Track & Field Championships, Sherbrooke, QC
12-19 August	48 th Dominion Convention Saskatoon, SK
14 August	TVS Command Convention, Saskatoon, SK
27 Aug – 2 Sep	American Legion Convention, Phoenix, AZ
17-20 Sept	NL Command Convention
17-19 Sept	NB Command Convention, Miramichi, NB
25-30 Sept	2021 RCEL Centenary Conference, London, UK
15 Oct (TBD)	Pay Committee Meeting
16 Oct (TBD)	SEO/Budget Committee Meeting
15-18 October	SK Command Convention, Melfort, SK
18-22 October	SOPD – Charlottetown, PE

2022

June TBD	BC-YT Command Convention, TBD
May TBD	AB-NT Command Convention, Stoney, Plain, AB
May TBD	ON Command Convention, North Bay, ON
21-22 May	QC Command Convention, Quebec City, QC
TBD	PE Command Convention, TBD

MOTION: That Section 101 of the RAP Manual, Legion Dress, be changed as follows:

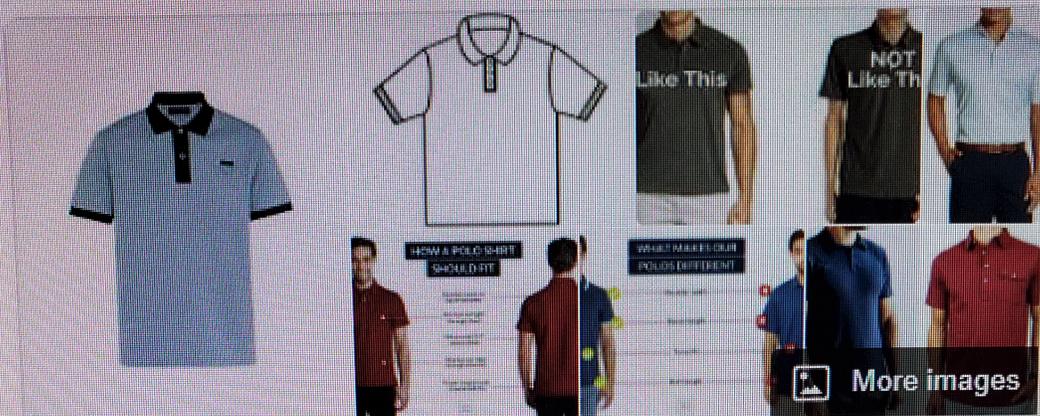
Legion Dress will be worn while attending any formal Legion function that would include:

- a. Commemorative ceremonies such as Remembrance Day parades, all ceremonies held at a Cenotaphs, Decoration Day and Memorial Day, Church Parades.
- b. At Tributes and/or funerals of Legion members.
- c. At an installation ceremony by those comrades participating in the installation. (i.e. The installing officer, the comrade(s) being installed, the Sergeant-at-arms and members of the Colour Party
- d. Visits by Command Officers to Branches.
- e. Legion banquets, especially Remembrance banquets.
- f. When representing the Legion at meetings or events other than those of the Legion.
- g. Other occasions where, in the opinion of the body issuing the invitation or instruction.
- h. All Officers or Executive members occupying a position at the Head Table of any Legion function.
- i. Members of the Colour Party, including the Party Commander and Parade Commander.

Legion Service Dress will consist of a short sleeve Legion Polo Shirt. This type of Drees will/can be worn at the following:

- a. Convention business sessions, excluding the opening ceremonies.
- b. Various Legion meetings, i.e. Executive. General and Special.
- c. Informal Branch events.
- d. Hospital visitations to Veterans.
- e. Legion Service Dress also includes, black shoes, black socks, grey trousers for males and black shoes, dark grey hose, grey knee length skirts or knee length slacks for females.

CARRIED



Polo shirt



Dress

A polo shirt is a form of shirt with a collar, a placket neckline with three buttons, and an optional pocket. Polo shirts should be buttoned to the top and are usually short sleeved; they were used by polo players originally in India in 1859 and in Great Britain during the 1920s. Wikipedia

Brand



Size



People also search for

View 15+ more



T-shirt



Shirt



Dress shirt



Hoodie



Uniform

Feedback

back

How a polo shirt should fit



[Share](#)

[Tweet](#)

Though the polo's exact origins are debated, what does seem apparent is that it was tennis great René Lacoste who created the version we know today. His refinements included short sleeves, for ease of movement, an unrestrictive collar and a split hem, so it would stay tucked in as he ran about the court. All crafted, of course, from breathable piqué cotton. The polo was ideal for battling it out on the tennis courts.

Of course, it's now a staple off it too. Its versatility means you can wear it smart and casual, especially since polos range from retro knit styles, made to be worn with suits, to the sporty breeds that Roger Federer and friends still wear at Wimbledon.

Whether you're wearing it to play tennis, or just to watch it, getting the fit right is vital. "Piqué is a very unforgiving fabric," says Thread stylist Luke McDonald. "It sits quite close to the body, so if your polo doesn't fit it's going to look bulky. It's not like an Oxford which is easy to wear."

Shoulders

Just like with a dress shirt, the shoulder seam should sit *on* your shoulders – not further down the arms. Anything too baggy will look sloppy and lose any semblance of formality. “You also don’t want it pulling up under the arm, or sticking into your armpits,” says Luke.

Sleeves

Ideally, they should come down about halfway down your biceps. “Anything shorter looks too vintage, shrunken and not that flattering,” says Luke. “Aim for a slim fit around the arms too. You want to be able to move in a polo, you don’t want it to be ultra-tight.” If you can slide one finger between sleeve and your skin you’re on the right track.

Hem

Traditional polo shirts are about an inch longer at the back, which is to help it stay snug when tucked in. When untucked, the polo shirt should sit just fall below your belt, but not past the bottom of your pockets.



Photographed: [Polo Ralph Lauren Slim Fit Polo Shirt \(\\$48\)](#), [A Days March Slim Fit Twill Chinos \(\\$61\)](#)

Chest

Your motto should be: slim, but not tight. Excess fabric hang off you like a tent, but it shouldn’t be so snug that every lump and bump beneath is visible. If you can pinch an inch or two of fabric, that’s ideal.

Collar

“Even when the collar is buttoned up to the top, you want it to sit flat,” says Luke. “It shouldn’t be pulling too tight. If it does, the shirt’s too small and you should go up a size. You don’t want what I call the ‘bacon effect’, where you get the rippling along the placket.”

