

DOMINION EXECUTIVE COUNCIL MINUTES

6 -7 June 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.



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6-7 JUNE 2020

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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

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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
Freeman Chute	- Senior Program Officer
Oksana Gorelova	- Comptroller
Jennifer Morse	- General Manager CANVET
Eric Harris	- Editor 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	- Bridgeclimb Montreal Proposal
Annex G	- VSS Committee Report
Annex H	- P & R Committee Report
Annex I	- Membership Committee Report
Annex J	- Sports Committee Report
Annex K	- PR Committee Report
Annex L	- R & A Committee Report
Annex M	- C & L Committee Report
Annex N	- RCEL Committee Report
Annex O	- Dominion Convention Committee Report
Annex P	- Defence & Security Committee Report
Annex Q	- Veterans Consultation Assembly
Annex R	- Going Forward Committee Report
Annex S	- Canvet Publications
Annex T	- Legion National Foundation
Annex U	- National Executive Directors Report
Annex V	- Covid-19 and The Impact on The Legion
Annex W	- BC/YT Command Report

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Annex Y	-	SK Command Report
Annex Z	-	MB & NWO Command Report
Annex AA	-	ON Command Report
Annex BB	-	QC Command Report
Annex CC	-	NB Command Report
Annex DD	-	NS/NU Command Report
Annex EE	-	PE Command Report
Annex FF	-	NL Command Report
Annex GG	-	TVS Section Report
Annex HH	-	OSI Special Section Report
Annex II	-	Senior Officer Reports
Annex JJ	-	Charters Issued and Cancelled
Annex KK	-	Dominion Command Branches
Annex LL	-	Meetings & Invitations
Annex MM	-	Other / New Business
Annex NN	-	Correspondence

ITEM 1: OPENING

The meeting of the Dominion Executive Council opened at 1200 hrs on Saturday 6 June 2020 by Zoom Video Teleconference.

MOTION: To authorize the use of Video Conferencing technology to conduct Dominion Executive Council meetings using the same procedures as an in-person DEC meeting.

This motion is not meant or intended to use this technology to replace any in-person DEC meeting but it is to allow for the continued and effective operation of Dominion Command during times of emergency or crisis that prevents in-person meetings.

CARRIED

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.

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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 since the last DEC meeting are at Annex D.

MOTION: That the DEC minutes of 24 November 2019 be approved.

CARRIED

ITEM 6: DOMINION TREASURER'S REPORT

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

ITEM 7: PROPOSAL – BRIDGECLIMB MONTREAL

Bridgeclimb Montreal proposal was discussed and is at Annex F.

MOTION: That Dominion Command not enter into an agreement with Bridgeclimb Montreal.

CARRIED

ITEM 8: COMMITTEE REPORT RECOMMENDATIONS

a. Veterans, Service and Seniors Committee

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

MOTION: That DEC approve The Royal Canadian Legion's Action Plan to Prevent and Eradicate Veterans' Homelessness.

CARRIED

MOTION: That DEC ratify the second year of the three-year funding support to PTS in the amount of 100K for the year 2020.

CARRIED

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ACTION ALL ITEMS: Coordinator, VSS Committee
The report CARRIED

b. Poppy & Remembrance Committee

The Poppy & Remembrance Committee report was presented and is attached at Annex H.

MOTION: That an allocation of \$100,000, \$50,000 each for The Specials Needs program and The Youth Camp Program, be approved.

MOTION AS AMENDED: That \$50K for the Support Our Troops Special Needs Program be approved.

CARRIED

MOTION AS AMENDED: That \$50K for the Support Our Troops Youth Camp Program, be approved.

CARRIED

MOTION: That the Poppy manual section 403.ii.e. be amended to read:

- A “National Disaster “declared
- A one time expenditure
- Public safety items necessary for the protection of our veterans, members, and guests such as touchless hand sanitizing stations
- Maximum \$500 from branch PTF

MOTION AS AMENDED: To remove the first bullet point which states a “National Disaster” declared.

CARRIED

MOTION AS AMENDED: To remove the wording ‘members, and guests”

CARRIED

MOTION: That funding for Operation Veteran in the amount of \$4,000 from Dominion Command Poppy Trust Funds be approved

CARRIED

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MOTION: That an allocation of \$20,000 from Dominion Command Poppy Trust Funds to enhance the Virtual Wall of Honour be approved.

CARRIED

MOTION: That funding for Heroes Mending on the Fly in the amount of \$25,000 from Dominion Command Poppy Trust Funds be approved.

CARRIED

MOTION: That donations received from the Digital Poppy go under the Legion National Foundation be approved

DEFEATED

NOTE: This Motion was brought back for re-consideration under Item 10.

ACTION ALL ITEMS: Coordinator, P & R Committee

The report CARRIED

c. Membership Committee

The Membership Committee report was presented and is attached at Annex I.

MOTION: That the Legion create a new discounted Legion Partnership Membership Rate to be offered exclusively to new Legion members who are part of a pre-defined Legion Partner organization.

CARRIED

MOTION: That new members wishing to join The Royal Canadian Legion be offered the opportunity to join a local Branch directly online. An opt-out feature would exist for Branches not willing to participate.

MOTION AS AMENDED: Eliminate the last sentence "An opt-out feature would exist for Branches not willing to participate"

CARRIED

ACTION ALL ITEMS: Coordinator, Membership Committee

The report CARRIED

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d. Sports Committee

The Sports Committee report was presented and is attached at Annex J.

The report CARRIED

e. PR Committee

The PR Committee report was presented and is attached at Annex K.

MOTION: Create an understanding with new and existing employees and PR representatives: they must read and remain current on the Legion's current PR issues and activities by staying up to date locally and by reading National Headquarters publications (PRO report, All-Branch, Legion Debrief).

CARRIED

MOTION: That the provincial/territorial Public Relations Officers who currently attend bi-monthly meetings nationally, also bring with them key stories of interest in their communities that could have national appeal.

CARRIED

ACTION ALL ITEMS: Coordinator, PR Committee

The report CARRIED

f. Ritual & Awards Committee

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

MOTION: That a TVS Past Officer medal be created using existing Provincial medals and bars, including the "TVS" bar, and the cost for the associated ribbon be borne by the TVS Special Section.

CARRIED

MOTION: That OSI Special Section Past President and Past Officer medals be created using existing Provincial medals, and that two bars, to read BSO OSI and Special Projects, be created with the cost for the bars and associated medal ribbon to be borne by the OSI Special Section.

CARRIED

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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

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MOTION AS AMENDED: To change “Legion Service Dress” to say “Legion Informal Dress”.

CARRIED

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

g. Constitution & Laws Committee

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

MOTION: That DEC set a national date/time for the reimplementation of the Article 3 complaint process guidelines on advice of the C&L Committee effective as of a future date yet to be determined.

CARRIED

MOTION: That GBL 1001 be amended to: “A provincial convention for each Provincial Command shall be held annually or biennially as determined by the Provincial Command, at such time and place as the Provincial Command may decide. However, in exceptional circumstances with the consent of Dominion Command, the interval between provincial conventions may be extended as appropriate.”

CARRIED

ACTION ALL ITEMS: Coordinator, C & L Committee
The report CARRIED

h. RCEL Committee

The RCEL Committee report was presented and is attached at Annex N.

The report CARRIED

i. Dominion Convention Committee

The Dominion Convention Committee report was presented and is attached at Annex O.

The report CARRIED

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j. Defence & Security Committee

The Defence & Security Committee report was presented and is attached at Annex P.

The report **CARRIED**

k. Veterans Consultation Assembly

The Veterans Consultation Assembly report was presented and is attached at Annex Q.

The report **CARRIED**

l. Going Forward Committee

The Going Forward Committee report was presented and is attached at Annex R.

The report **CARRIED**

ITEM 9: CANVET PUBLICATIONS LTD.

The Chair of Canvet presented the report and is at Annex S.

ITEM 10: LEGION NATIONAL FOUNDATION

The Legion National Foundation report was presented and is at Annex T.

MOTION: That donations received from the digital Poppy go under the Legion National Foundation

CARRIED

ITEM 11: NATIONAL EXECUTIVE DIRECTOR'S REPORT

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

ITEM 12: COVID-19 AND IMPACT ON THE LEGION

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

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MOTION: That an additional \$140K be approved to fund Marketing initiatives to counter the membership decline resulting from the impact of COVID-19.

CARRIED

MOTION: That prominent Canadians be approached to serve as champions for the Royal Canadian Legion.

DEFEATED

ITEM 13: COMMAND / SECTION REPORTS

a. BC/YT Command Report

The President of BC/YT Command presented the report as an information item only and is at Annex W.

The report CARRIED

b. AB-NT Command Report

The President of AB-NT Command presented the report as an information item only and is at Annex X.

The report CARRIED

c. SK Provincial Command Report

The President of SK Command presented the report as an information item only and is at Annex Y.

The report CARRIED

d. MB & NWO Command Report

The President of MB & NWO Command presented the report as an information item only and is at Annex Z.

The report CARRIED

e. ON Provincial Command Report

The President of ON Command presented the report as an information item only and is at Annex AA.

The report CARRIED

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f. QC Provincial Command Report

The President of QC Command presented the report as an information item only and is at Annex BB. **The report CARRIED**

g. NB Provincial Command Report

The President of NB Command presented the report as an information item only and is at Annex CC. **The report CARRIED**

h. NS/NU Command Report

The President of NS/NU Command presented the report as an information item only and is at Annex DD. **The report CARRIED**

i. PE Provincial Command Report

The President of PE Command presented the report as an information item only and is at Annex EE. **The report CARRIED**

j. NL Provincial Command Report

The President of NL Command presented the report as an information item only and is at Annex FF. **The report CARRIED**

k. Tuberculous Veterans Section

The President of the TVS Section presented the report as an information item only and is at Annex GG. **The report CARRIED**

l. OSI Special Section

The President of the OSI Special Section presented the report as an information item only and is at Annex HH. **The report CARRIED**

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ITEM 14: SENIOR OFFICER REPORTS

There is one Senior Officer Report from the Dominion President, for information only, and is attached at Annex II.

ITEM 15: CHARTERS ISSUED AND CANCELLED

Report was presented for information item only and is attached at Annex JJ.

As per comment from Kenneth Ouellet, Provincial President QC Command, in regards to Branch 229-Frontenac missing from the chart. Although Dominion Command has acknowledged the surrender of the charter (received Feb 2020) and has taken the appropriate steps to cancel, the report that was in the agenda at Annex JJ, is for 2019 charters. Once the 2020 year closes, a report for cancelled charters for 2020 will be available in the April 2021 DEC meeting.

ITEM 16: DOMINION COMMAND BRANCHES

Report was presented for information item only and is attached at Annex KK.

ITEM 17: REQUEST FOR SUPPORT

No requests for support were received.

ITEM 18: MEETINGS AND INVITATIONS

This item was presented as an information item only and is attached at Annex LL.

ITEM 19: OTHER/NEW BUSINESS

Attached at Annex MM.

1. The Chairman of Constitution and Laws Committee will go back to his committee to discuss Legion members holding concurrent positions.

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2. RNZRSA

MOTION: That 250K be taken from the Dominion Command Poppy Trust Funds and donated to the RNZRSA to support Veterans in New Zealand in light of their cancelled Poppy Day appeal.

CARRIED

3. Many Quebec branches don't want to use PIB Insurance due to increasing fees and unsatisfactory service and assistance. Dominion Command will follow up with PIB Insurance and get back to QC Command Provincial President.
4. The insurance policy of branches insured by AVIVA Canada, through PIB Insurance, includes coverage for business interruption caused by an outbreak of a contagious or infectious disease. Because of branch closures due to the pandemic, many branches initiated a claim but were denied by AVIVA Canada. A class action lawsuit is being contemplated, to be launched in Ontario on behalf of all PIB-insured branches nationwide (no BC-YT branches are PIB clients). All branches would automatically be part of the lawsuit and no action will be required on their part. The National Executive Director will keep the Command Presidents apprised of the ongoing situation.

ITEM 20: CORRESPONDENCE

The following correspondence has been received and is an information item only and is attached at Annex NN.

ITEM 21: ADJOURNMENT

The meeting of the Dominion Executive Council adjourned at 4:45 pm on Sunday 7 June 2020.



National Executive Director

Dominion Chairman

ITEM 2: GRAND PRESIDENT'S REMARKS

Comrades,

During our last DEC in November, 2019, I mentioned to the Provincial Command Presidents in my opening remarks, immediately following their installation as Members of DEC, that: "You arrive at a time of considerable challenge as well as significant opportunity for the Legion". In comments directed to DEC as a whole I went on to say: "Your work in the next few years will be extremely important to determining the future of the Legion"

When I said those words I was primarily thinking about the priority issues then confronting the Legion, especially membership, and of the critical need for DEC to work together, as a united leadership team, to deal with them effectively.

I had no idea at that time that within a few months the world including Canada and all Canadians would be battling a deadly pandemic.

I was impressed by the way the 'new' DEC did come together during the November DEC seven months ago, particularly around the imperative of making real progress with respect to membership. I have continued to be impressed by the manner that you have continued to do so in recent months when confronting the very serious COVID-19 crisis and the threat that it poses.

A few examples include your timely, historic and unanimous decisions on Branch Emergency Funding and on delaying the Dominion Convention as well as all sports competitions for a year to ensure the safety of Legionnaires and their families as well as young athletes.

These decisions have been right for all the right reasons and you have stood together as one throughout. That visible solidarity of the senior leadership really does matter during difficult times like these. BRAVO ZULU to all of you for your collective wisdom and teamwork!

Similar decisive leadership, forthright discussion and continued strong teamwork will be required during this DEC and in the coming months to ensure that the Royal Canadian Legion emerges from this crisis well positioned to continue to do its essential work in support of Veterans and their families as well as communities across the country.

In fact, the remarkable work of the Legion has been very evident in countless communities across Canada throughout the past few months and is making a huge difference for Veterans and their families and countless other folks, young and old, across Canada. It has been very moving to read the stories of the generosity and selfless dedication of many Legion Branches during these difficult times and, for me, that simply reinforces the need for us to work together to do everything possible to ensure that this great national

institution continues to thrive and to grow as we emerge from this crisis.

This year is a time of significant historical milestones, including the 75th Anniversary of the liberation of the Netherlands by Canadian troops and the Allied Victories in Europe and the Pacific in 1945.

Although the commemoration of these significant events has had to become more virtual than live, it has been good to see the Legion's continuing highly dedicated commitment to Remembrance notwithstanding the challenges. I know that will continue through this special year, including for Annual Remembrance Ceremonies in Ottawa and across the country this coming November.

In that regard, I must say that the efforts of Ontario Command and Branch 110 in Trenton, Ontario in support of the ramp ceremony to honour the six members of the Canadian Armed Forces, who died in the tragic crash of the Cyclone helicopter from HMCS FREDERICTON a few weeks ago, were simply outstanding and very much in keeping with the finest traditions of the Royal Canadian Legion.

Speaking of the finest traditions of the Legion, before I conclude I would like to highly commend and to personally thank the National Executive Director and his excellent Staff at Legion House for their selfless dedication and stellar performance throughout this unique and extremely challenging period. BRAVO ZULU and many thanks to you and your fine team, Steven!

Finally, Comrades, I cannot overstate the importance of your deliberations over the next few days and during the coming months. Your leadership and the decisions that you take together will be critical to ensuring that the Legion is able to successfully move forward and to carry on its essential work as Canada slowly emerges from the COVID-19 pandemic. I wish you well in that regard and very much look forward to continuing to work with you.

Have a great DEC!

ITEM 3: **DOMINION PRESIDENT'S REMARKS**

Good morning Comrades...

Welcome to our unique DEC meeting! Glad you've all made it. This is a sign of the times, and we're currently looking into the best system for ongoing virtual meetings because we foresee many of them ahead.

I'm really proud of the excellent teamwork by our Dominion Executive Council to date, and how all of you have come together to work as one, to make unprecedented decisions. This is truly a pivotal time in our existence and I think we're doing a great job of tackling these new challenges – especially in addition to those we're already facing! **Thank you.**

When it comes to collectively discussing COVID-19 and how it is affecting our organization, all of our Senior Elected Officers are now part of the new **COVID-19 Committee**. I will Chair this committee.

The role of those involved will be to keep everyone informed as far as what's going on with the pandemic, and what our game plan needs to be.

We can all be proud of our decision to release **3 million dollars** from our national reserves to help support the backbone of our organization during this pandemic – our Branches.

That said, we need to assess where that money has gone to date and help plan for what's to come. As we continue our discussions with government and look at what other help might be available, it's important to know what our own program has achieved to date.

To that end, I am asking each of you to please provide me with your reports showing how funding has been dispersed in your regions so far. Thank you to those who have already done so.

Turning to another item, as you know, I remain focused on combating **Stolen Valour**. I'm pleased to see how things are going on that front. It appears that our collective vigilance is working.

For example, recently a Command dealt with a case of Stolen Valour, it went through the chain of command as it should have – and I was able to deal with it swiftly and efficiently once it reached my desk.

Thank you for paying special attention to Stolen Valour, and please continue to do so.

I've shared my thanks on several occasions and I want to do so again today.

We have **incredible members and volunteers**. I'm well aware of the dedicated work going on across the country. Special projects.... like local drive-throughs that offer food and support a Branch. Making masks to help both Veterans and health care workers stay safe.

This is crucial and commendable work and I thank you and your Branches for making it happen.

I also want to sincerely thank our staff at National Headquarters and all of your provincial Command colleagues for the work they are doing behind the scenes to keep us running and organized.

Without all of you - we'd be at a standstill.

What's next. I, and other elected and appointed members of DEC will stay on for another year and that simply means we will continue to focus on the things we've already begun. Together, we'll take on whatever else comes our way. We're all part of this and we'll make decisions together.

I've said it before and I'll say it again - I'm open to hearing your views on any matters that affect this organization.

As we get into today's discussion, I ask all of you to debate and discuss the issues at hand, as if they were your own. We need to think nationally and collectively, not just about what's best for our own regions. As the leaders of this organization, it's vital, and it's our responsibility.

We've got a full agenda today, let's get to it...

ITEM 4: ADMINISTRATIVE ARRANGEMENTS

a. Schedule – Saturday 6 June 2020

- i. 1200 hours – DEC convenes via Zoom Teleconference
- ii. 1600 hours – DEC adjourns for the day (Call of the Chairman)

<https://zoom.us/j/98031253297?pwd=UHBVQ2F3RlItUEUwekNyb2JrSkhwUT09>

Meeting ID: 980 3125 3297

Password: 580544

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Find your local number: <https://zoom.us/u/adQR7DB4UM>

b. Schedule – Sunday 7 June 2020

- i. 1200 hours – DEC convenes via Zoom Teleconference
- ii. 1600 hours – DEC adjourns for the day (Call of the Chairman)

<https://zoom.us/j/98031253297?pwd=UHBVQ2F3RlItUEUwekNyb2JrSkhwUT09>

Meeting ID: 966 1655 0992

Password: 384829

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Dial by your location

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+1 438 809 7799 Canada

+1 587 328 1099 Canada

+1 647 374 4685 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.

ITEM 5: APPROVAL OF MINUTES/ELECTRONIC DECISIONS

a. Approval of Minutes

The DEC last met on 24 November 2019. The minutes were distributed electronically.

RECOMMENDED: That the DEC minutes of 24 November 2019 be approved.

b. Review of Electronic Decisions/Email Voting

There were 9 (nine) Electronic Decisions / Email voting that took place since the last DEC meeting on 24 November 2019.

12 Dec 19

Moved that DEC authorize AB-NT Command and Dominion Command Poppy & Remembrance Committee to trial their proposed Poppy fund collection systems (QR Code and Tap & Pay respectively) in each region for 2020 and conduct a comparable analysis upon the trials completion to determine the way ahead.

CARRIED

10 Jan 20

Moved that GBL 203 be amended to read “*Any member convicted in Canada of an offence under section 419 of the Criminal Code of Canada (Stolen Valour), or theft, fraud or misappropriation of Poppy funds, Legion funds or Legion property, shall be summarily expelled from the Legion.*”

CARRIED

29 Jan 20

Moved that the pin commemorating the 75th anniversary of the end of the Second World War produced by Legion Supply be authorized as an optional item for wear on Legion dress until 31 December 2020.

CARRIED

13 Mar 20

Moved that all non-essential business travel by DEC members be cancelled.

CARRIED

Being mindful of the importance of taking mitigating measures against the spread of the virus, it was moved that April DEC

meeting and related activities be postponed until 6-7 June with a re-assessment to be undertaken in May to determine if further postponement is warranted. **CARRIED**

As Dominion Command cannot dictate branch operations, Branches should rely on guidance or notices from their local health authorities and provincial commands in determining whether to re-schedule their meeting **CARRIED**

Moved that all national Legion Member Sports events (darts, crib, 8-ball) be cancelled for 2020. **CARRIED**

As the Legion National Youth Track & Field Championships is scheduled to occur in August, plans to hold the competition will continue, with a re-assessment end-April and final decision by DEC in June whether to proceed or cancel (not possible to re-schedule). **CARRIED**

As the 2020 Dominion Convention is scheduled to occur in August, plans to hold the convention will continue, with a re-assessment end-April and final decision by DEC in June whether to proceed or re-schedule (cost implications will be provided for such a decision). As a precaution, delegates and observers could make hotel reservations now (fully refundable) but will be advised by a special all-branch mailing not to confirm their travel arrangements at this time. **CARRIED**

20 Mar 20

Moved that all current and new complaints be held in abeyance and GBL 308.d will be amended to remove the 45 day requirement. **CARRIED**

Moved that the deadline date for submission of dominion convention resolutions remains unchanged, with all resolutions received after that date be considered as late resolutions. Further, all late resolutions will receive consideration at the pre-convention DEC meeting. **CARRIED**

Moved that Branch elections and transitions to a new executive, and branch by-laws / regulations pertaining to branch elections, are suspended pending a return to normal branch operations. **CARRIED**

Moved that section 129 of the GBLs be rescinded in its entirety effective immediately and until further notice. **CARRIED**

2 Apr 20

Moved that DEC release \$3 million from reserves to provide branch emergency funds to struggling branches as non-repayable grants. These grants to each Provincial Command and International Zone are based on \$1000 times the number of branches in their jurisdiction. Branches would self-identify their financial need to each Provincial Command and International Zone who would be responsible for dispersing a grant to those branches in an amount based on their expressed need. Accountability of how the grant money was dispersed would be reported back to DEC by the respective Provincial Command and International Zone. **CARRIED**

Moved that the original motion of 27 November 2016 stating the minimum amount of \$18M to be retained in reserves will be held in abeyance until the COVID-19 pandemic is over as declared by the Public Health Agency of Canada. **CARRIED**

4 Apr 20

Moved that all timelines in Article III provisions governing the complaint and appeal processes are suspended effective immediately (5 April 2020) and will be reinstated on a date to be determined by the Dominion President when, in his sole discretion, it is determined that the COVID-19 crisis is sufficiently diminished to warrant reinstatement. Further, newly lodged complaints will be deemed to be within the reinstated timelines, provided they are lodged within 15 days, 90 days or one year as outlined in Article 3, commencing on the date of reinstatement of timelines as if that date was the date the offence was alleged to have occurred. **CARRIED**

16 Apr 20

Moved that the Legion's 2020 Dominion Convention be rescheduled from August 2020 to a date approximately one year later in a location suitable for holding the convention in 2021 as may be justified when the COVID-19 pandemic and potential successive waves are sufficiently abated to justify holding the convention. Further, to return future convention schedules to a two-year cycle, the 2022 Dominion Convention is to be rescheduled to occur in 2024. **CARRIED**

Moved that the rescheduled 2020 Dominion Convention be held 12-19 August 2021 in Saskatoon, SK. **CARRIED**

Moved that the 2022 Dominion Convention planned for 20-25 August 2022 in Saint John, NB be rescheduled to take place in August 2024 in Saint John, NB. Further, should Saint John convention facilities and hotels not be available in August 2024, an alternate location suitable for holding the convention in August 2024 will be pursued. **CARRIED**

26 May 20

Moved that the Legion authorize and initiate a voluntary program to have members nationwide make non-medical grade masks, which will be donated where need exists in their local community. Members of the LA will also be welcome to participate in this program. **DEFEATED**

ITEM 6: DOMINION TREASURER'S REPORT

I. OVERVIEW OF 2019 YEAR

The 2019 year ended with a modest surplus of \$135,077. However, it is \$83,821 over budget amount of \$51,256. Let's be open-minded this a slight decrease of \$277,165 from the last year. Actual revenues increased by 6% compare to the last year budget (2019). Expenses exceeded budget by 3.7%.

Membership revenue has been declining for years now, as a result of continuing decline, we can see this year membership revenue resulted below budgeted by \$317,020. Overall a total of \$5,448,980 was collected. Interest and dividends earned on investments finished strongly reaching \$546,728, which is about 7 % higher than it was budgeted. The Supply Department had a solid year and finished the year with \$2,564,693 surpassing the budget expectation by \$314,693. Miscellaneous revenue provided an additional boost of \$52,929.

Total expenses came 3.7% over budget. Membership exceeded budget by 27% (Pack out and permanent membership cards, credit cards processing fees, temporarily salaries). Committees finished 6.5% below budget, a reduction of \$65,733. All other Departments/Sections finished close to the budget amounts. Other program expenses were up totaling \$63,853 (Legal), and the expenses for Legion House, down by 1.79%. Supply Chain Management expenses were over budget by 15.7% (cost of goods sold and postage cost).

II. ANALYSIS

As mentioned, we have had a good year generating revenue. Supply Chain Management sales revenue have exceeded expectations. Investments had a good fourth quarter and surpassed the budget by \$36,728. Supply Chain Management finished the year strongly with sales increasing by \$185,981.

On the expense side:

Departments/Sections

- Membership Section – increase of \$75,939: Postage of \$22,826, credit card processing fees of \$15,454 and permanent membership cards of \$4,534, telephone \$3,859 with Memberships forms, paper \$10,229 and temporally staff cost were over budget.

- Supply Chain Management – decrease of \$149,210: With the total sales exceeding budget, the cost of goods sold increased correspondingly by \$165,059 for product. Personnel cost decreased by \$66,754. Catalog and advertising under budget by \$27,724. The supply department deserves a recognition for great work.
- Other Program expenses - \$152,508: Legal expenses were \$68,363 over budget. Translation expenses increased by \$8,899. This was offset by reductions in Requests for Support \$5,000. Outside of the usual legal costs, legal expenses were high due to staffing and company law and governance issues.
- Marketing & communication – increased by \$63,631: Salaries increase due to addition of a new staff \$56,543. Postage and telephone usage increased by \$5,920

III. Committees

Committees have come under budget by \$65,733. The significant items are:

- VSS – decrease of \$13,191: savings on travel \$9.2K as meetings held by teleconference.
- Public Relations – decrease of \$44,006: reduction in PR training \$16,649K and travel and per diem were under budget by \$17,894K. offset was increase in Partnership events by 11,128
- Sports – over budget by \$33,616, commemorative expenses increased by \$12,920, Track & Field recoveries increased by \$16K less supply & kits over budget by \$6,326.
- Elected Officers - \$52,497: President's budget was underspent by \$40K, Elected Officers travel was under budget by \$23K.

Finally, as a look forward into 2020, in these trying times, with the cancellation of the National Track and Field Program, and the cancellation of Dominion Convention, there will be significant savings over the course of this year.

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.

PricewaterhouseCoopers LLP
99 Bank Street, Suite 710, Ottawa, Ontario, Canada K1P 1E4
T: +1 613 237 3702, F: +1 613 237 3963

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



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


The Royal Canadian Legion - Dominion Command

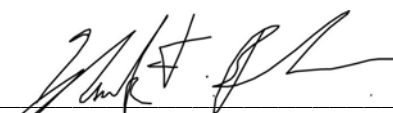
Statement of Financial Position

As at December 31, 2019

	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
	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
	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
	5,960,354	7,080,600
Retirement obligation (note 6)	475,600	517,800
	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
	24,155,211	21,094,564
Externally Restricted Funds	13,311,544	12,586,840
	37,466,755	33,681,404
	43,902,709	41,279,804
Commitments and contingencies (note 10)		

Signed on behalf of the Dominion Executive Council

 President

 Treasurer

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

The Royal Canadian Legion - Dominion Command

Statement of Changes in Fund Balances

For the year ended December 31, 2019

	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

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

The Royal Canadian Legion - Dominion Command

Statement of Operations – General Fund

For the year ended December 31, 2019

	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
	<u>9,486,077</u>	<u>9,881,771</u>
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
	<u>10,081,399</u>	<u>11,422,509</u>
Net expense for the year	<u>(595,322)</u>	<u>(1,540,738)</u>

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

The Royal Canadian Legion - Dominion Command

Statement of Operations – Externally Restricted Funds

For the year ended December 31, 2019

	2019			2018
	Poppy Trust Fund \$	Centennial Fund \$	RCEL Fund \$	Total \$
Revenue				
Donations	304,919	-	188,276	493,195
Interest	225,703	62,300	25,947	313,950
Dividends	40,963	14,051	4,417	59,431
Poppies and wreaths	3,088,323	-	-	3,088,323
Promotional aids	561,942	-	-	561,942
Grants – Other (internal)	5,000	-	-	5,000
Bells of Peace – VAC Grant	-	-	-	-
Sales	12,153	-	-	12,153
Bells of Peace – Sales	-	-	-	-
Other	15,925	-	-	15,925
	4,254,928	76,351	218,640	4,549,919
Expense				
Advertising and promotional materials	44,866	-	-	44,866
Poppy contests	19,261	-	-	19,261
Poppies and wreaths	1,272,770	-	-	1,272,770
Promotional aids	465,488	-	-	465,488
Trademark defence	67,526	-	-	67,526
Freight	326,931	-	-	326,931
General	86,183	12,558	4,753	103,494
Support – Supply department	279,376	-	-	279,376
Support – Administration department	154,143	-	-	154,143
Operation Santa Claus and Canada Day	87,468	-	-	87,468
Caribbean liaison	14,595	-	-	14,595
Remembrance ceremony and videos	17,264	-	-	17,264
National Remembrance Ceremony	19,789	-	-	19,789
Marketing and promotion	68,444	-	-	68,444
Bursaries	-	-	-	-
Bells of Peace	39,099	-	-	39,099
Grants – Queen's Scholarships	20,000	-	-	20,000
Grants – Other	10,000	-	-	10,000
Benevolent support and assistance	262,813	-	257,862	520,675
Total expense	3,256,016	12,558	262,615	3,531,189

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

The Royal Canadian Legion - Dominion Command
Statement of Operations – Externally Restricted Funds ...*continued*
For the year ended December 31, 2019

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

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

The Royal Canadian Legion - Dominion Command

Statement of Cash Flows

For the year ended December 31, 2019

	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>

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

The Royal Canadian Legion - Dominion Command

Notes to Financial Statements

December 31, 2019

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.

The Royal Canadian Legion - Dominion Command

Notes to Financial Statements

December 31, 2019

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.

The Royal Canadian Legion - Dominion Command

Notes to Financial Statements

December 31, 2019

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.

The Royal Canadian Legion - Dominion Command

Notes to Financial Statements

December 31, 2019

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.

The Royal Canadian Legion - Dominion Command

Notes to Financial Statements

December 31, 2019

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:

The Royal Canadian Legion - Dominion Command

Notes to Financial Statements

December 31, 2019

	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 Royal Canadian Legion - Dominion Command

Notes to Financial Statements

December 31, 2019

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
	3,448,712	3,270,691

The Royal Canadian Legion - Dominion Command

Notes to Financial Statements

December 31, 2019

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.

The Royal Canadian Legion - Dominion Command

Notes to Financial Statements

December 31, 2019

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.

The Royal Canadian Legion - Dominion Command

Notes to Financial Statements

December 31, 2019

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.

ITEM 7: PROPOSAL – BRIDGECLIMB MONTREAL

Memorandum of Understanding (MOU) between Bridgeclimb Montreal (BCM) and The Royal Canadian Legion, as well as a presentation, follows.

The Australian High Commission in Ottawa suggested that BCM make contact with The Royal Canadian Legion as a potential strategic partner in their Montreal initiative.

BCM is working with Montreal Tourism to develop a tourist climbing attraction at Jacques Cartier Bridge and wish to partner with the national level of the Legion, rather than local or provincial, on this initiative. They are strong supporters of Veteran's mental health programs and intend to hire Veterans to staff the attraction. BCM plans to donate 5% of sales (not profit) to Veterans organizations; their modelling projects a committed benevolence royalty over a five-year period to be between \$300 - \$600K. BCM has also been in discussions with Ste. Anne's Hospital in Montreal.

FOR DISCUSSION: Should the Legion enter into a partnership with BCM?

Memorandum of Understanding

between
Bridgeclimb USA LLC acting as "Bridgeclimb Montreal" or "BCM"
and
The Royal Canadian Legion or "Legion"

Objective

This Memorandum of Understanding (MOU) sets terms and expectations between BCM and Legion in partnership for the Bridgeclimb Montreal tourist attraction. This MOU will be replaced with a contractual agreement in the medium term once the terms of this MOUA have been satisfied.

Background

- BCM is establishing a tourism attraction in Montreal using the Jacques Cartier Bridge.
- BCM's business model commits five percent (5%) of ticket sales to Veterans' programs.
- BCM recognizes the important work Legion undertakes in advocating and serving the needs of the Canadian Veteran community.
- Legion recognises the value of BCM's project and partnering to improve the lives of Veterans across Canada.
- BCM wishes to work with Legion as a partner to its business, who can advise, enable and activate certain critical aspects of its work.

Purpose

- This MOU is a preliminary framework for future co-operation that will be revised upon contractual agreement and establishment
- Both parties intend to establish and maintain a long-term, mutually beneficial partnership that supports Veterans.
- BCM intends to donate a percentage of the committed (5%) royalty to Legion
- Legion will assist wherever possible, as part of their normal operations, BCM in establishing the project through facilitation of introductions to personnel within Department of National Defence (Canada)
- Legion will provide a preferred logo, bound buy guidelines of use, for BCM to use as part of presentations and promotion of the project. BCM will seek approval before publishing or using Legion's nominated logo.

- Legion will work constructively towards BCM's objectives of establishing bridge climb activities in Montreal which may require public comment, use of logo's, introductions, and interaction with politicians and key policy makers relating to the tourism and infrastructure.

Reporting

This MOU will be reviewed to evaluate the effectiveness and adherence of the agreement either by consent of both parties prior to or no later than three prescribed dates:

- 30 June 2020
- 31 December 2020
- 30 June 2021

Funding

- The proposed donations are contingent on a continuing agreement between BCM and Legion.
- BCM and Legion will meet on a to-be-determined schedule to discuss the proportion of the committed royalty that will be provided to Legion.
- While the proportion of funding BCM will provide to Legion will not be qualified by the detail of the programs that Legion is undertaking, Legion will in good faith provide BCM details of the various programs that BCM is or will be contributing to.

Duration

This MOU is at-will and may be modified by mutual consent of authorised officials from either party. This MOU shall become effective upon signature by the authorized officials from the BCM and Legion and will remain in effect until modified or terminated by any one of the partners by mutual consent. In the absence of mutual agreement by the authorized officials from BCM and Legion this MOU shall end on 31 December 2021.

Signatories

I, James Byrne, President of Bridgeclimb USA LLC, as the authorised representative of Bridgeclimb USA LLC, agree to the above MOU conditions and partnership with The RoyAl Canadian Legion.

Signed:

Date:

I, Steven Clark, National Executive Director of The Royal Canadian Legion, as the authorised representative of The Royal Canadian Legion, agree to the above MOU conditions and partnership with Bridgeclimb USA LLC.

Signed:

Date:



BRIDGECLIMB MONTREAL



ESCALADE DU PONT MONTREAL

The opportunity

- Establish a world-class tourist attraction that boosts tourism while utilizing a Montreal infrastructure icon
- Provide a fixed revenue stream to assist in the maintenance of the proposed bridge (10% of each ticket sale)
- Offer a unique employment opportunity for Defense Force Veterans to re-enter the workforce that recognizes their diverse skill set and contribution to society
- Fixed charitable donation (5% of each ticket sale) for local Veterans programs (tentatively Legion Canada and the Saint Anne Hospital Foundation)

Proven business model

Three bridge climbs are operating globally, and all have exceeded expectations in driving tourism and becoming iconic attractions for each city.

Why do the attractions work?

- Unique aspect for views
- Sense of adventure/exhilaration
- Outdoor viewing platform with a perception of risk

Current bridgeclimb™

Bridgeclimb™ Sydney Sydney, Australia

- Climb height: 146m (440ft)
- Established in 1998, the original bridgeclimb™ has been operating for over 21 years and is the most successful climb welcoming over 4 million climbers during that period (approximately 200,000 per year).



Current bridgeclimb™

Story Bridge Adventure Climb Brisbane, Australia

- Climb height: 87m (262ft)
- Established in 2005, it welcomes approximately 20,000 climbers per year.



Current bridgeclimb™

Auckland Bridge Climb

Auckland, New Zealand

- Climb height: 61m (200ft)
- Established in 2011, it welcomes over 10,000 climbers per year.

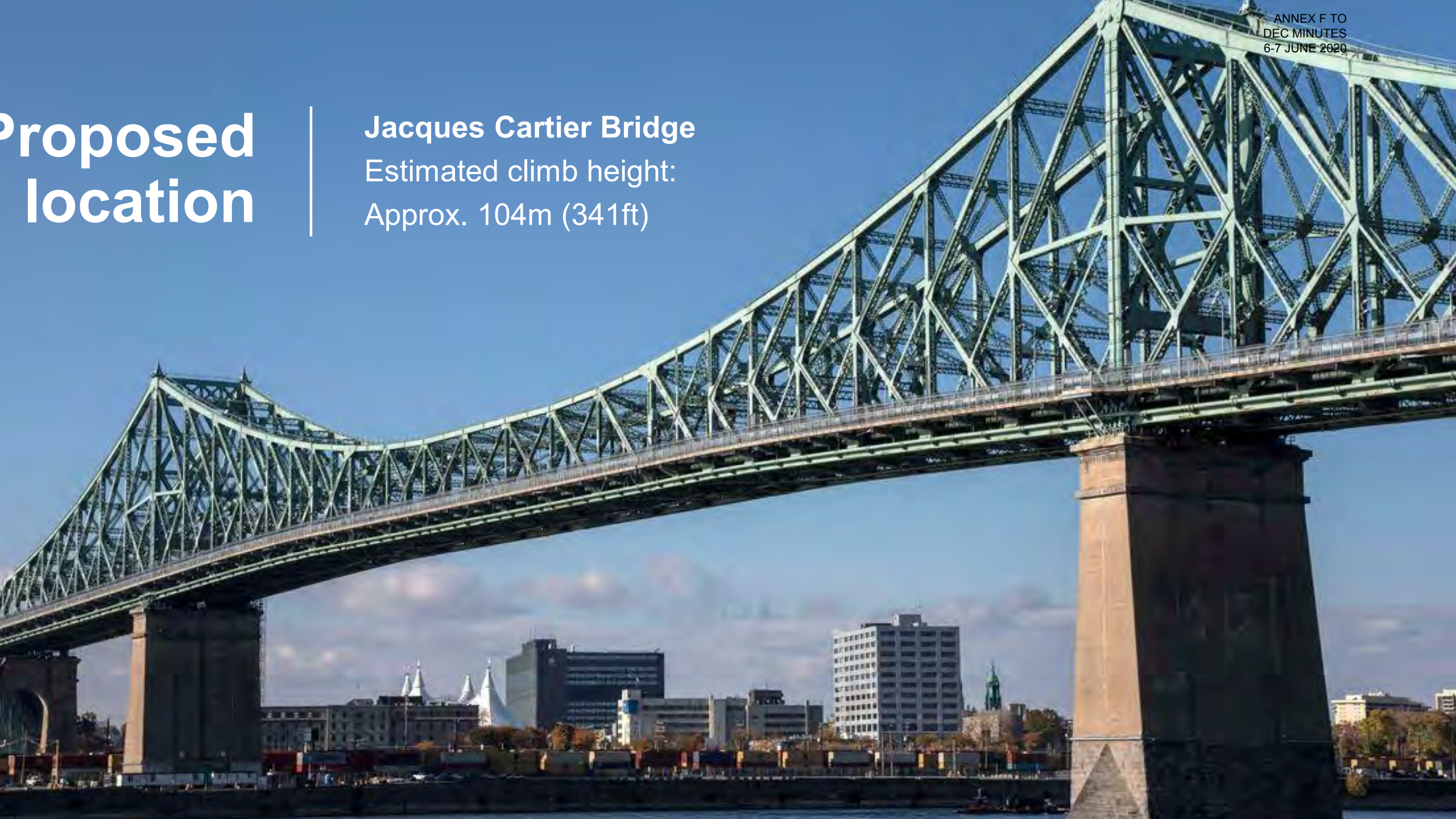


Proposed location

Jacques Cartier Bridge

Estimated climb height:
Approx. 104m (341ft)

ANNEX F TO
DEC MINUTES
6-7 JUNE 2020



Security

All western metropolises are susceptible to terrorist attack and so the physical security measures that will be employed are equal to airport security:

- Every climber will be subjected to scanning by a L3 Provision 2 Body Scanner – the standard used by airline security
- Veterans provide a perception of additional security and are trained, disciplined and understand the importance of procedures and policies which is the backbone of the climb operations. They have an acute understanding of the importance of following procedures in order to save lives.



Safety

Walking path

- Engineered design consisting of stairs and tag lines for attaching full body harnesses
- Locally sourced and certified climbing path fabricated/manufactured to CSA Welding Standards
- Partnerships with local rope access rescue teams in addition to an in-house team



What does the climb involve?

Pre-climb

- Safety induction, suit and radio fitting

During the climb

- Historical monologue identifying landmarks, history of the bridge construction and the general history of the city
- Photos taken during 3 stages of the climbing including each peak

Post-climb

- Photo and memorabilia purchases

Types of climbs

Standard (Estimate: 2.5 hours including induction)

Express (Estimate: 1.5 hours including induction)

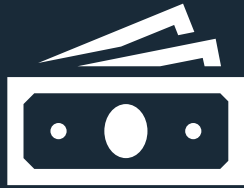
Sunrise, day and sunset

Languages: English, French and Mandarin

Special bookings

- Night climbs
- Marriage proposal
(2 people, using a foam ring, includes free photography, subject to booking availability)
- Special events (up to 14 climbers)

Social impact



TEN

10% royalty to the
bridge operator



FIVE

5% royalty for veterans
programs



TWO

2% environmental
levy

Social impact



The New Business Model

A new era/renaissance of business structure is emerging globally which focuses not just on profitability but positive social impact; businesses that recognize the inherent value of their employees and are invested in their community.

This is not a short-term investment; we are committed to investing in Montreal for the next 20+ years. We see an opportunity to operate a world-class tourist attraction while contributing to the broader community.

Social impact



Employees

- Above average wages
- Health insurance
- Superior Pension contributions
- Minimum 4 weeks holiday pay
- Miscellaneous employee benefits



Social impact



Community

- Royalty contribution tied to each ticket sale that contributes to infrastructure maintenance
- Royalty contribution tied to each ticket sales that contributes to Veterans' Programs
- Boost in tourism within the city – The climb will be a destination-driven “must do”
- Climb incorporates the rich history of Montreal as part of the tour which creates a greater awareness of Montreal that will encourage tourism more generally
- Weekly climb dedicated to benevolence; e.g. charity group or other non-for-profit

Social impact



Government

- 20-year contractual commitment with passive revenue contribution based on percentage of each ticket sale
- Improved maintenance access
- Boost for tourism
- Job creation for veterans with superior employment benefits
- Local suppliers and professional services utilized

Summary

A world-class tourist attraction providing local jobs for veterans, engaging local suppliers, industry and know-how, secured by a minimum 20+ year investment in the community.

**REPORT OF THE DOMINION COMMAND
VETERANS, SERVICES AND SENIORS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
6-7 JUNE 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): 23 March 2020, 20 May 2020

COMMITTEE REPORT RECOMMENDATIONS

1. LEGION'S ACTION PLAN TO PREVENT AND ERADICATE VETERANS' HOMELESSNESS

In 2019, the Committee released the Homeless Veterans Program Guidelines to the Commands. The Guidelines are not mandatory; they were developed as a guide either to adopt or to complement already existing "Leave the Streets Behind Programs" within Commands.

VAC have a draft national veterans homeless strategy developed entitled "Coming Home – A Strategy to Prevent and End Veteran Homeless in Canada"; however this strategy has not been approved by the Minister to date.

In addition, the Government passed a motion back in June 2019 calling for a plan to end Veteran homelessness by 2025. The Legion itself has been pushing for a strategy to end Veteran homelessness for years. We support the motion and the development of any comprehensive national Veterans' homelessness strategy or plan would need to be coordinated with all levels of government and service providers and would need to outline immediate concrete actions.

Notwithstanding the above, the Committee drafted the Royal Canadian Legion's Action Plan to Prevent & Eradicate Veterans' Homelessness "Leave the Streets Behind" 2020-2025 and is recommending DEC approve the Plan for distribution.

RECOMMENDATION: That DEC approve the Royal Canadian Legion's Action Plan to Prevent and Eradicate Veterans' Homelessness.

2. **PROJECT TRAUMA SUPPORT (PTS)**

DEC approved 300K over three years to PTS, this is the second year and IAW the PTF regulations, VSS is recommending to DEC to ratify the second year. Funds will be released post COVID-19 when PTS resumes co-horts. 100K in 2019 permitted 20 serving members/veterans to attend a co-hort in 2019. Testimonials were provided from the attendees or their families and they all could not thank the Legion enough for our funding support.

RECOMMENDATION: That DEC ratify the second year of the three year funding support to PTS in the amount of 100K for the year 2020.



**THE ROYAL CANADIAN LEGION'S
ACTION PLAN TO PREVENT AND
ERADICATE VETERANS'
HOMELESSNESS**

"LEAVE THE STREETS BEHIND"

Draft 3.3

2020-2025

ROYAL CANADIAN LEGION'S ACTION PLAN TO PREVENT & ERADICATE VETERANS' HOMELESSNESS
"LEAVE THE STREETS BEHIND" 2020 - 2025

SECTION 1 - INTRODUCTION

1.1 FOREWORD

The Royal Canadian Legion Operation: Leave the Streets Behind began in Ontario Command as a result of being approached by a Veteran of the Korean War to assist in conducting the first ever Homeless Veterans' Remembrance Service in November, 2009. The success of this Service brought forward the necessity to review the need for a national Homeless Veterans Program. At the Dominion Command Convention in 2012, held in Halifax, Nova Scotia, a motion was made to extend this Homeless Veterans program at the National level as "*Leave the Streets Behind*".

The Royal Canadian Legion's Action Plan to Prevent & Eradicate Veterans' Homelessness "Leave the Streets Behind" is a joint partnership with Dominion Command, Provincial Commands, the OSI Special Section, Branches, Ladies Auxiliaries and external partners. It aligns with the federal government commitment to increase support to Veterans, to increase social infrastructure support, and to ensure that all Canadians have access to affordable housing. This Action Plan builds on past initiatives undertaken by Veterans Affairs Canada (VAC), the VAC-Employment and Social Development Canada (ESDC) 2013 Partnership Strategy to Address Veteran Homelessness, and the 2012-2014 VAC-ESDC Pilot Project on Veteran Homelessness. It is informed by research and evidence-based best practices that have been proven to address homelessness among Veterans.

The Action Plan will rely upon consultation with federal, provincial and municipal partners, both government and non-government, as well as national and local Veterans/Homelessness advocates. It relies on collaboration and strong partnership among all stakeholders and with experts in the field. It also recognizes the importance of expanding the existing body of knowledge on Veterans' Homelessness in order to refine outreach strategies, target prevention activities, and develop Veteran-centric interventions against the backdrop of a strong evidence base.

1.2 THE NEXT FIVE YEARS

To "prevent and eradicate Veterans' Homelessness" does not suggest that the Royal Canadian Legion will never again witness Homeless Veterans. Some Veterans may choose to remain homeless despite repeated offers of assistance and housing. The goal of "preventing and eradicating Veterans' Homelessness" does mean that a well-coordinated and efficient system must be in place to ensure that every Veteran has access to the necessary support to avoid living on the street and the ability to make timely movement to permanent housing. The Action Plan, therefore, must be a revolving cycle that will require periodic updating.

Successful implementation will mean that the Royal Canadian Legion, in consultation with our partners, will have the capacity to:

**ROYAL CANADIAN LEGION'S ACTION PLAN TO PREVENT & ERADICATE VETERANS' HOMELESSNESS
"LEAVE THE STREETS BEHIND" 2020 - 2025**

- Quickly identify and engage Veterans at risk of or experiencing homelessness and after verification of Service, take the necessary steps to coordinate assistance for the Veteran and his/her family;
- Intervene to prevent the loss of housing and divert Veterans from entering homelessness;
- Work with shelter and crisis services, to provide immediate needs for the Veteran and;
- Quickly connect Veterans to housing assistance and services – tailored to their unique needs and strengths – to help them achieve and maintain stable housing.

1.3 THE CAUSES OF VETERANS' HOMELESSNESS

Veterans become homeless as the result of complex and interrelated issues such as health status (physical and mental), personal problems, employment instability, poverty, lack of affordable housing, and an inability to access services, support and social assistance. In addition, many Veterans have been exposed to traumatic and dangerous situations as a result of their military service and often struggle with the after-effects. More so, some Veterans find the transition from military to civilian life difficult, and struggle to find ways to adjust to the civilian world. Lack of planning when making the transition from military to civilian life is a major factor.

1.4 MEASURING THE PROBLEM

Accurately measuring the number of homeless Veterans is very challenging. Many times the question is being asked "How many Homeless Veterans are there in Canada?" Simply put the answer is unknown. They must self-identify and their service verified before they become a part of the program. Many times Homeless people are in transit moving from place to place and are therefore difficult to count. There are also the so-called "hidden homeless" (i.e. those who are "couch surfing" and those at risk of becoming homeless) who are often not captured in these formalized counts. Finally, there are those homeless individuals who identify as Veterans in an illegal attempt to garner financial assistance from the Royal Canadian Legion. Care must be applied to ensure these individuals do not obtain assistance and reduce our limited financial resources.

1.5 DEFINITIONS

Absolute Homelessness

Absolute Homelessness is defined where an individual or family has no permanent housing and is staying at a temporary shelter. The temporary shelter could be doorways, empty buildings, abandoned vehicles, parks or beach common areas.

ROYAL CANADIAN LEGION'S ACTION PLAN TO PREVENT & ERADICATE VETERANS' HOMELESSNESS
"LEAVE THE STREETS BEHIND" 2020 - 2025

Near Homelessness

An individual or family are on the brink of losing their present living quarters, due to lack of payment of rent, heat and hydro, etc.

At Risk Homelessness

An individual who is dependent on others for housing, who is couch surfing, and whose personal or economic situation has changed.

Transitional Housing

Many programs with Transitional Housing are two years in length and the client is obligated to maintain consistency in attending and being involved in the various rehabilitation programs. Transitional Housing eventually leads to permanent and one must complete programs that lead to being permanently housed.

Permanent Housing

Permanent Housing is the first and most important part of our needs for the Homeless Veterans program. We continue to seek partners to establish Permanent Housing. Developers in Ontario have come forward to provide apartments. Outside organizations such as Mainstay Housing (Toronto) and Multifaith Housing (Ottawa) have stepped to the plate to fulfill the need for permanent housing.

It has been noted that incentives are being offered to developers by municipalities and the Legion needs to seek out these developers to ensure affordable housing for Veterans is included in their new builds.

NOTE: It must also be kept in mind that families of Homeless Veterans can also be affected as they often endure the most of emotional, physical and financial abuse because of a Veteran's addictions and often leads to the family leaving the Veteran.

SECTION 2 – THE APPROACH

2.1 OUR MISSION

"To serve Veterans, which includes Serving Military and RCMP members and their families, to promote remembrance and to serve our communities and our country."

2.2 OUR VISION

"Our vision is to be the most highly respected Veteran and Community Service organization."

ROYAL CANADIAN LEGION'S ACTION PLAN TO PREVENT & ERADICATE VETERANS' HOMELESSNESS
"LEAVE THE STREETS BEHIND" 2020 - 2025

2.3 **OUR AIM**

"To prevent and eradicate Veterans' Homelessness."

2.4 **THE GUIDING PRINCIPLES**

The Guiding Principles for this Action Plan are provided to us in the Veterans Affairs Canada strategy and culture of Care, Compassion and Respect. Thus, to ensure success, the Action Plan must:

- be Veteran-centric,
- be collaboration led,
- be evidence-informed,
- be outcome-based; and
- support the Legion's overall Mission, Vision and Strategic Plan.

2.5 **THE THEMES OF APPROACH**

The Themes of Approach, in turn, are driven by the Guiding Principles and identify the Action Plan's seven Strategic Objectives:

THEMES OF APPROACH		STRATEGIC OBJECTIVE
LEAD and ENGAGE	Improve Collaboration and Leadership	1. Through strong and visible leadership, strengthen existing relationships and develop and leverage new partnerships across all like-agencies to prevent and eradicate Veteran homelessness.
		2. Increase knowledge about homeless Veterans, the factors that lead to homelessness among Veterans, and successful initiatives that prevent and eradicate homelessness and support Veterans in Crisis.
FIND	Improve Outreach and Identification	3. Strengthen the capacity the Royal Canadian Legion and work with its partners to identify and connect with homeless Veterans.
ASSIST	Improve Mechanism to Assist homeless Veterans	4. Strengthen the capacity of the Royal Canadian Legion and work with its partners to provide effective crisis response to homeless Veterans.
		5. Increase access to stable and affordable housing for Veterans.
PREVENT	Prevent Veterans' Homelessness	6. Facilitate the successful military to civilian transition and inspire Veterans to achieve their optimal well-being.
		7. Expand and enhance initiatives to rapidly identify and better support Veterans who come into contact with the criminal justice system.

2.6 **STRATEGIC OBJECTIVES AND KEY RESULT AREAS**

- **Strategic Objective #1: Strong and visible leadership.**

- Strong leadership is required at all levels of the Royal Canadian Legion Commands and Branches in order to ensure the passion, talent, energy and resources brought by all stakeholders are efficiently and effectively resourced and brought to bear on the problem of Veteran homelessness. While there are excellent relations that already exist between our government and non-governmental partners, much more can be done to enhance coordination and ensure information and ideas are rapidly shared to leverage available resources and address identified gaps in services. This will facilitate faster implementation, so that results can be achieved without unnecessary delay.

- **Key Result Areas:**

- Educate the public and our service delivery partners on the scope, causes and costs of Veteran homelessness, and ensure that Veterans issues are understood as part of the wider response to homelessness;
- Increase collaboration at the National, Provincial and Branch levels with established partners and stakeholders as well as other homeless organizations, to better define roles, share information and knowledge, and develop strong and enduring processes to assist homeless Veterans;
- Re-establish the Royal Canadian Legion Veterans' Homelessness Advisory Committee with the previously established stakeholders; and
- Engage with Veteran stakeholders on local initiatives.
- Guidelines for establishing a Homeless Veterans program in each Command (province) have been developed and distributed to Commands

- **Strategic Objective #2: Increase knowledge about Veterans' Homelessness.**

- Over the past few years, information has emerged about the Homeless Veteran population. However, to more effectively combat this issue, a more accurate portrait of this population is needed. The availability of data on the situation of Homeless Veterans, evidence on the effectiveness of initiatives undertaken, and knowledge of the factors that lead to homelessness among Veterans are key to addressing this issue. Knowing or being able to predict the causes of Veteran homelessness improves the odds of being able to design effective interventions. The most effective initiatives for ending homelessness have been proven to be evidence-based. These rely on timely and accurate data in order to measure their effectiveness and success, and to enable the ability required to rapidly adapt these initiatives if required.

ROYAL CANADIAN LEGION'S ACTION PLAN TO PREVENT & ERADICATE VETERANS' HOMELESSNESS
"LEAVE THE STREETS BEHIND" 2020 - 2025

✚ **Key Result Areas:**

- Increase education and collaboration with partners at the Branch, Provincial Command, OSI Special Section and Dominion Command to identify and share best practices to address the issue;
- Establish metrics to ensure effective services and supports are provided;
- Work with CIMVHR research academics and others to identify gaps in research and help determine the factors that lead to Veteran homelessness; and
- Increase our activities to ensure that the Royal Canadian Legion is the recognized advocate for Homeless Veterans at the National, Provincial and Branch levels.

Note: Statistics must be collected, shared and distributed on a regular and timely manner.

- **Strategic Objective #3: Strengthen our capacity to identify and connect with Homeless Veterans.**

- It is critical that the Royal Canadian Legion effectively reaches out and identifies Veterans who are homeless so that support and services can be provided. However, identification can be challenging, given the very nature of what it means to live on the streets and many Homeless Veterans are very likely to be disengaged, isolated and mistrustful. Conventional means of connecting such by phone or email are many times non-effective as many have no fixed address and lack access to the required technology. Even verification of military service can sometimes be a long process, as many Veterans may be missing identification documentation or forgotten details such as their military service number. Accordingly, many do not self-identify to the Service Bureaus and, for those that do, establishing and maintaining contact is difficult. Therefore, a more proactive approach at the Provincial and Branch levels is required whereby Service Officers and local community partner organizations work collaboratively to better find, identify, track and engage Homeless Veterans.

✚ **Key Result Areas:**

- Increase collaboration, communication and efficiency of outreach initiatives by all stakeholders at the Provincial and Branch levels;
- Improve efficiency and timeliness of process of verification of military service; and
- Study other processes to more effectively identify and assist Homeless Veterans.
- Share findings and stats with all organizations involved

**ROYAL CANADIAN LEGION'S ACTION PLAN TO PREVENT & ERADICATE VETERANS' HOMELESSNESS
"LEAVE THE STREETS BEHIND" 2020 - 2025**

- **Strategic Objective #4: Strengthen our capacity to provide effective crisis response.**
 - The Royal Canadian Legion will assist Veterans who are homeless by providing access to the services and support that address their needs. This will help to either prevent them from becoming homeless, or if they are, give them the necessary support to facilitate their entry into longer-term programs that ultimately lead to a more stable and secure lifestyle.
- **Key Result Areas:**
 - Advocate ways to expand the current eligibility criteria for VAC's programs and services to help enable homeless Veterans to get the help they need; and
 - Collaborate with other government departments and stakeholder organizations on initiatives that will provide evidence and best practices to expand services and programs that help Veterans who are homeless or in crisis.
 - Liaison with Transition Groups.
- **Strategic Objective #5: Increase access to stable and affordable housing for Veterans.**
 - In addition to needing clinical supports to deal with their addictions and physical/mental health problems, most Homeless Veterans and those in crisis need access to a stable and affordable housing. Even with social and financial assistance provided from other sources, such as provincial or municipal programs and services, the amount of funding provided is often insufficient to maintain a very basic lifestyle, as a large percentage of income is dedicated to housing with little remaining for other necessities such as food, clothing or transportation.
- **Key Result Areas:**
 - Provide financial assistance and support to Veterans who are homeless; and
 - Provide financial assistance to organizations that expand the supply of affordable, permanent housing for Veterans.
 - Seek funding support from the National Legion Foundation.
- **Strategic Objective #6: Facilitate the successful military to civilian transition and inspire Veterans to achieve their optimal well-being.**
 - Research has shown that Homeless Veterans often report poor transition and this was a major factor in the path that led them to homelessness. Hence, it is logical that enhancing the transition experience will reduce the factors and circumstances that lead to homelessness in the first instance. A positive

ROYAL CANADIAN LEGION'S ACTION PLAN TO PREVENT & ERADICATE VETERANS' HOMELESSNESS
"LEAVE THE STREETS BEHIND" 2020 - 2025

transition experience helps ensure stable employment/sufficient income that provides the necessities of life for Veterans and their families. An improved military to civilian transition would include an efficient and seamless transition of medical treatment information and supports from the military medical system to the provincial system, and linkages to community support systems for the Veteran and family, including mental health and/or additional supports. Ultimately, a successful transition maintains or enhances the well-being of Veterans and families, reducing or eliminating risk factors for homelessness and poor quality of life and helps inspire Veterans to affect positive changes in their own lives.

✚ **Key Result Areas:**

- Optimize support to Veterans' families through Poppy Funds and local, Legion and non-Legion, financial resources; and
- Re-establish the Royal Canadian Legion Veterans' Homelessness Advisory Committee with the previously established stakeholders.

• **Strategic Objective #7: Expand and enhance initiatives to rapidly identify and better support Veterans who come into contact with the criminal justice system.**

- Ensure assistance is available to all Veterans who come into contact with the criminal justice system; and
- Ensure all incarcerated Veterans are afforded necessary treatment programs while in custody, and that suitable housing is available for them upon release.

✚ **Key Result Areas:**

- Develop and implement a model, at the Branch level, for collaboration with local police services and other first responders to coordinate outreach and identification efforts and to facilitate Homeless Veterans' use of the Legion's services; and
- Enhance pre-release transition services for incarcerated Veterans to include access to safe and affordable housing.

Note: VAC has initiated pilot Criminal Justice programs in Nova Scotia and Alberta. Ontario Command is also working on development of a similar program. It must also be noted that the responsibility for internal treatment programs while incarcerated has yet to be determined.

ROYAL CANADIAN LEGION'S ACTION PLAN TO PREVENT & ERADICATE VETERANS' HOMELESSNESS
"LEAVE THE STREETS BEHIND" 2020 - 2025

SECTION 3 - CONCLUSION

Canada and the Royal Canadian Legion owe a tremendous debt of gratitude to those who willingly put their lives on the line to defend our freedom and values, and to help make our country what it is today. It is disheartening that in a nation as rich as Canada, men and women who have served their country now find themselves struggling to attain the very basic necessities of life – including a place they can call home. While progress has been made, more work needs to be done to reach out and support Homeless Veterans and those in at risk of homeless.^[RM1] One thing is certain: ***it is unacceptable for any Veteran to face Homelessness in Canada.***

The ultimate goal of “*Leave the Streets Behind*” is to prevent and eradicate Veteran homelessness in Canada. While it may be naïve to think that there will never again be Canadian Veterans without a place to call home, the objectives outlined in this Action Plan will ensure that these situations are atypical. Should any Veteran find him or herself homeless, the Royal Canadian Legion must ensure that the necessary support is in place to make the experience short-lived and non-recurring. To do less will mean we are failing to meet our organization’s Mission and Vision Statement.

**REPORT OF THE DOMINION COMMAND
POPPY AND REMEMBRANCE COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
6-7 JUNE 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): 12 March 2020

DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

1. **Support Our Troops (SoT) – Request for Funding**

The Special Needs Program - provides grants for assessments, assistive-devices, respite care, therapy, medical travel, and prescriptions. Families who relocate are often the most in need for funding, but any member is eligible to receive funds. Many of the requests we receive are from those who have exhausted their savings and their public healthcare plans. Support Our Troops provides grants of between \$500 and \$2,000 per family, based on the healthcare needs.

The Youth Camp program - provides funding for military children to attend a weeklong, accredited camp of their choice. Any serving member is eligible to apply for a grant to offset the cost of sending their child to camp. Grants range from \$400 to \$1,100 depending on the need of the child and family.

RECOMMENDATION: That an allocation of \$100,000, \$50,000 each for The Specials Needs program and The Youth Camp Program, be approved.

2. **AMENDMENT TO POPPY MANUAL SECTION 403.ii.e**

The P & R Committee is recommending that the following amendment to the poppy manual section 403.ii. e:

- A “ National Disaster “ declared
- A one time expenditure
- Public safety items necessary for the protection of our veterans, members and guests such as touchless hand sanitizing stations
- Maximum \$ 500 from branch PTF

RECOMMENDATION: That the Poppy manual section 403.ii.e. be amended as stated.

3. **Request for funding – Operation Veteran**

On the 11 November at the Chateau Laurier Hotel, specially chosen speakers present key topics to an audience of VIP's and students from 0800 – 100 hrs. The students represent the next generation of youth who help to honour our veterans and to commemorate Remembrance. There are 300 – 375 participants at the event and the Royal Canadian Legion has a key speaking part. The students then cross the street to attend the National Remembrance Day ceremony. Then walk to the War museum to interact with veterans.

The war museum has sponsored the event in the past and can no longer do so. Operation Veteran is looking for financial assistance in the amount of \$4,000.

RECOMMENDATION: That funding for Operation Veteran in the amount of \$4,000 be approved. **Letter attached.**

4. **Heroes Mending on the Fly – Request for Funding**

Heroes Mending on the Fly support disabled veterans of the military, RCMP, and first responder through fly fishing, fly tying, and associated activities. Activities for 2020 will occur in NS, NL, ON AB & BC. Participants are strongly encouraged to write testimonials that become the basis for the annual report to the VSS. Heroes mending on the Fly are requesting \$25,000.

RECOMMENDATION: That funding for Heroes Mending on the Fly in the amount of \$25,000 be approved.

5. **Virtual Wall of Honour and Remembrance - Update**

DEC meeting 24 November 2019, para 10 b. – “The P & R Committee is to do a further review on the value added in regards to the cost involved (\$20,000) to enhance the Virtual Wall of Honour and Remembrance so it allows individuals to search for their loved one but also to update it on Legion.ca with new information such as where they served and when.” **Report attached.**

RECOMMENDATION: That an allocation of \$20,000 to enhance the Virtual Wall of Honour be approved.

6. **Digital Poppy**

For 2020 we are going to expand the corporate partner challenge so the corporate HQ can challenge staff to purchase the Digital poppy in memory of a veteran and provide more education and awareness during the Remembrance period. In addition, to be able to permit CAF and DND members the opportunity to participate expanding the outreach that was not achieved in previous years.

Ideally we would like to be able to offer a tax receipt in order to attract more people to donate. This could be accomplished if the Digital poppy donations could move under the Legion Foundation that would also enhance the program significantly.

As the Foundation supports similar objectives as the Poppy Fund or has assumed responsibility for previous programs (i.e. Pilgrimages of Remembrance, Remembrance Contests for Children and Youth, Scholarships and Bursaries, Remembrance Teaching Guide, Helping the Veteran Community) the funds raised through the Digital Poppy will continue to support the objectives of the Legion as well.

RECOMMENDATION: That donations received from the Digital Poppy go under the Legion National Foundation be approved..

Dr. Paul Kavanagh

Parodontiste

B.Sc., D.D.S., Dip. Periodont.

Mr. Stephen Clark, National Executive Director
The Royal Canadian Legion, Dominion Command
86, Aird Place
Ottawa, Ontario
K2L 0A1

16 April 2020

Dear Mr. Clark,

RE: Operation Veteran - 11 November

It was a real pleasure speaking with you yesterday. I wish to ask for financial assistance from The Royal Canadian Legion. The Canadian War Museum is no longer able to support Operation Veteran's educational program on 11 November - personnel are simply overloaded with the Museum's Remembrance Day programs. I am extremely grateful for all the guidance and support that I have received since 2009 from the CWM. Operation Veteran has now served over 18,000 complimentary meals to Veterans at the CWM.

The morning begins at the Chateau Laurier hotel, Canada ballroom, where specially chosen speakers present key topics to an audience of VIP's and students (08:00H - 10:00H). These students represent the next generation of Youth who will help to honour our Veterans and to commemorate Remembrance Day. Please understand that these students represent schools from coast to coast. There are an estimated 300 to 375 participants at this morning program. The Royal Canadian Legion has always held a key speaking role at this event. The students then cross the street to attend the national Remembrance Day ceremony (11:00H - 12:00H). Following the ceremony the participants walk to the Canadian War Museum where they interact with Veterans.

Operation Veteran helps to ensure the promotion of Youth and Remembrance.

Yours truly,



Paul Kavanagh
Operation Veteran, Founder

Freeman D. Chute, MMM, CD
Senior Program Officer
The Royal Canadian Legion – National Headquarters
86 Aird Place
Ottawa, ON
K2L 0A1

Tuesday, February 25, 2020

Draft Proposal: Virtual Wall of Honour Web Tool

Overview

The Virtual Wall of Honour, first offered in 2013, has a strong place among the Legion's public communications assets. While it does a good job of respecting our veterans, when laid against contemporary tools of this kind, it is relatively static, and not family/social friendly. Currently, the video is 90+ minutes long, and the 2000 deceased are in a random order as you will see below:

<https://legion.ca/remembrance/promoting-remembrance/virtual-wall-of-honour>

Should someone want to see or share a loved one's image and information, it requires watching the full video, which is very lengthy.

Presently, any work performed to update the Virtual Wall of Honour is also very labour intensive and slow. Photos are currently submitted by email and adding new faces to the Wall requires extensive video editing and exporting time.

Presently it is hard to find and edit an individual face in the 2000 randomly assembled video. It is, of course, even more difficult for families to see and approve additions and changes once completed.

Once each photo is received it must be edited (cleaned up, cropped and given a new file name). Now file names are based on the following details:

{rank}{firstname}{middlename}{lastname}{{unit}{regiment}{element or force}}

Video editing takes days in order for us to compile an updated Virtual Wall of Honour each year, as we do the important job of adding new records and updating existing ones.



Creating a New Tool

Proposed Solution

We've seen first-hand how important the Wall of Honour is – we've experienced how much meaning it has to Canadians, from reading the stories people have told about their ancestors when they submit their loved ones' photos, and having watched as people view it on the giant screens as part of the Poppy Drop celebration on Parliament Hill, and of course, on the screens during the Remembrance Day ceremony at the National Cenotaph.

HyperActive is proposing an online, database-driven solution that would be flexible and reliable, and work in the following manner to respond to the different stages of record production, editing, publishing, etc.

Primary Goals of a competent web based tool

- Make it easier for families to submit photos and profiles
- Create greater social media opportunities for families
- Increase Royal Canadian Legion branding/recognition
- Increase the amount of details/profile for each record
- Allow faster/easier corrections by Royal Canadian Legion administration
- Create inherent flexibility in how the database can be manipulated

Record Creation

- An online Virtual Wall of Honour web page where families would submit their loved ones for inclusion in it. This new online form could collect:
 - **Public details:** such as Name, Home City, Rank, DoB, DoD, branch of service, regiment, unit, time of service, campaign or countries fought in (these all could be optional as well)
 - **Submitter details:** Contact information, Details/Notes, Library and Archives Canada link (these details would not be published)
 - **Photo submission:** space for uploading image
 - **Server submitted information:** Date of submission, IP address

Please note these suggested fields/info are only preliminary ideas and would need to be worked out in detail with your team and aligned with requirements relating to privacy of information legislation (PIPEDA).

Record approval/editing (Legion Administration back end):

- Automatic notifications to admin of new records submitted
- Online approval
- Record editing new and old records, approvals
- Photo updating to ensure photos are within a set standard for the online tool

Record Publishing:

- Once approved a card with public details and photo is exported by the public database with Royal Canadian Legion branding
- Update sent to family with a link or image of deceased card branded with Royal Canadian Legion
- Include a link to submitter to update info if required
- Link to share on social media functions
- Image or link that the public can post to Facebook, Flickr, Instagram, Etc.

Virtual Wall of Honour Site

- On the Legion site, the public can search records from public details found in the database: Name, Home City, Rank, DoB, DoD, Group, branch of service, regiment, unit, time of service, campaign or countries fought
- Random photo card display on this or any other web page
- Click on photo for more details

Migrating old Photo/Details to Virtual Wall of Honour tool

- HyperActive would migrate existing photos and available details to the new web tool
- Once completed we could consider sending out a general email to everyone who has sent content (those for whom we have an email address) and ask them to come search, update and share the new cards

Video Wall of Honour Export

- From the database photo cards could be exported as images which would be imported into the edit suite to make updated versions of the MP4 videos to play at “live” events

Please note these details/functions are preliminary we would need to sit down with your team and determine exact needs/functionality; detail bilingual, PIPEDA and accessibility requirements and programming infrastructure/language of the Virtual Wall of Honour web tool.

Development Principles and Overall Orientation

This new Virtual Wall of Honour web tool will be developed with these key principles:

- **Robust and reliable architecture:** We pride ourselves on building web tools that load quickly, run without hitches, and are built to last, but at the same time are dynamic and set up to incorporate the latest technology being used today and best practices
- **Responsive, competent, personalized service** We deliver polite, quick response, and patient service. As you will recall, changes we have done in the past have all been reliable, simple, and low-cost. We guarantee that this level of service will continue, and that we will offer a team that already

knows the site.

- **Graphic design refresh:** Drawing from the existing look and feel, our design team will bring the site's design forward with new art, photography from the newer elements of your collection, and other elements
- **Effective search tools** – We will update your databases, file systems and common repositories and set up self-updating for ongoing content changes
- **Scalable architecture:** as we have from the birth of the tool, we will ensure that the database stays scalable, highly secure, and easy to expand/export to newer platforms if needed in the future
- **Ongoing metrics driven by reliable, regular statistics:** The ability to analyze traffic is essential for the Virtual Wall of Honour tool. We will ensure that you are able to employ best tools like Google Analytics

Estimate

I. Discovery – Tool Architecture, Tools and Graphic Design

Tool functionality architecture design	2	day @	\$500.00	\$1,000.00
Internet Creative Director	4	days @	\$600.00	\$2,400.00
Art/Layout Design	2	days @	\$580.00	\$1,160.00
Multimedia Producer	3	days @	\$600.00	\$1,800.00
				\$6,360.00

II. Tool Design & Development

Building tool pages/content - Eng/Frn page programming	5	days @	\$500.00	\$2,500.00
Image management programming	5	days @	\$500.00	\$2,500.00
WordPress, database and tool Programming/HTML flattening	7	days @	\$580.00	\$4,060.00
				\$9,060.00

III. Implementation

Populating Site Content - Eng/Frn page programming	2	days @	\$500.00	\$1,000.00
Migrating existing images to new tool	4	days @	\$350.00	\$1,400.00
CMS, Database and Tools Programming/HTML Flattening	1	days @	\$580.00	\$580.00
				\$2,980.00

IV. Testing, Revisions and Final Updates

Page Testing E&F	2	days @	\$500.00	\$1,000.00
				\$1,000.00

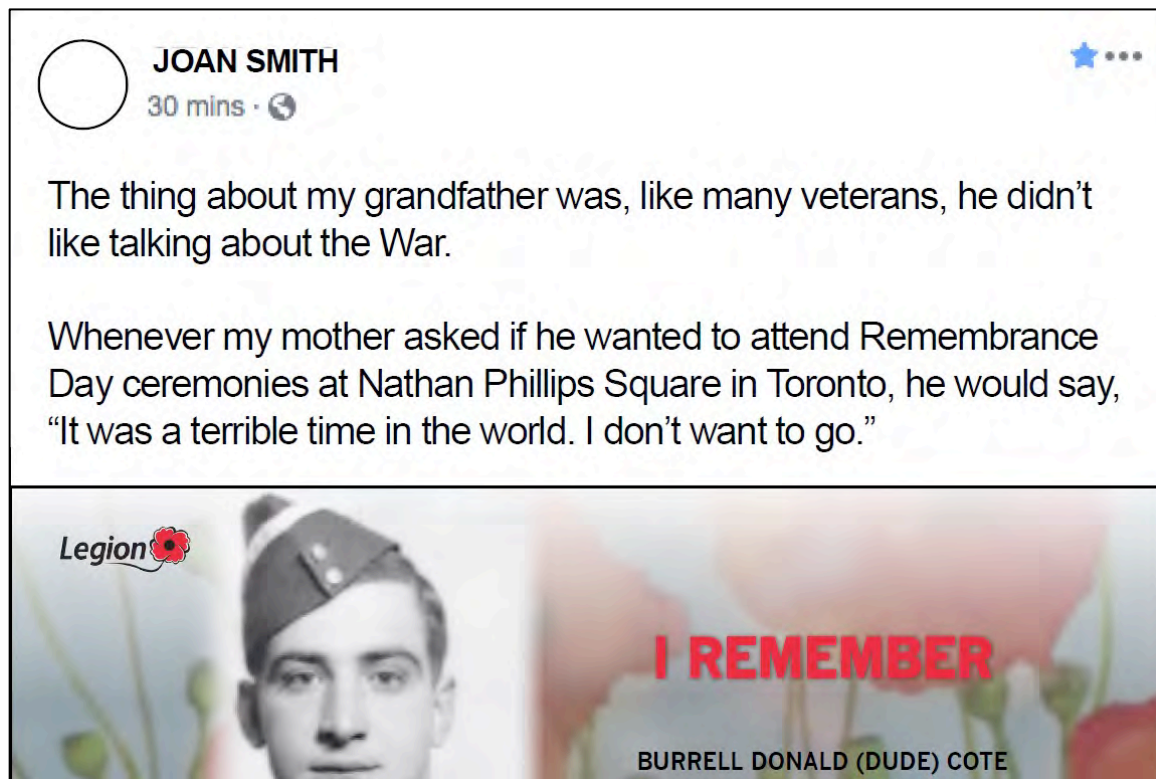
Total	\$19,400.00
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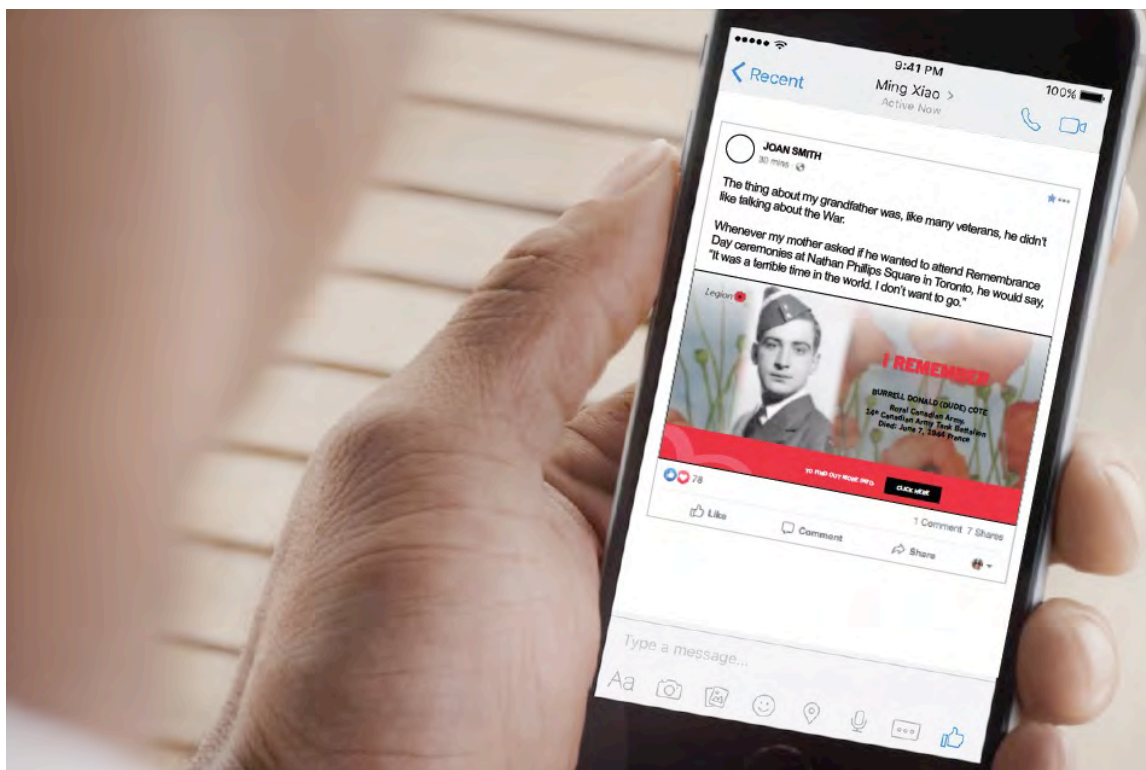
Taxes not included

Possible delivery images

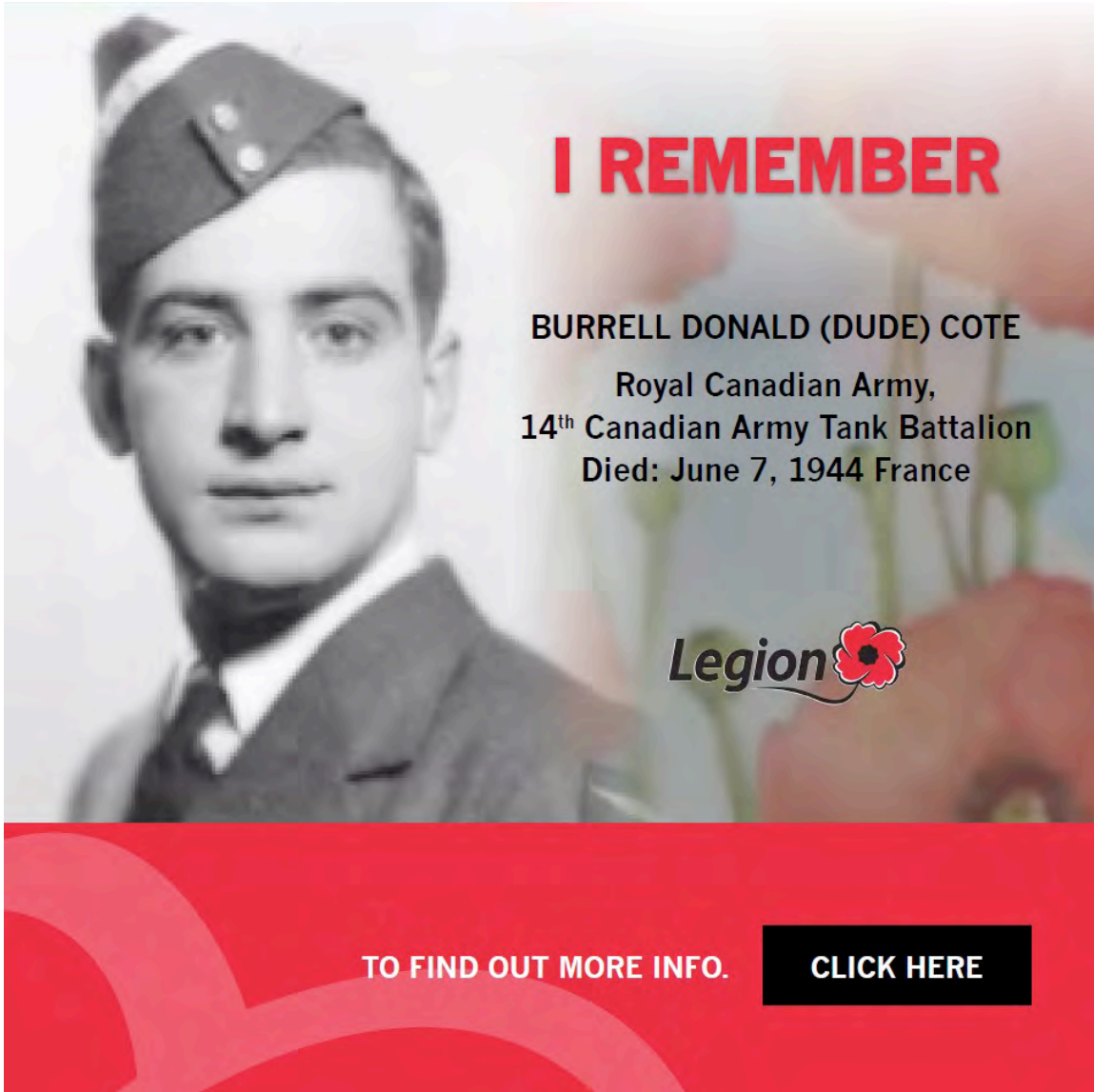
Here a few composited images that show how we may apply this design idiom to several social media channels, including Facebook and Instagram.

Facebook






Instagram

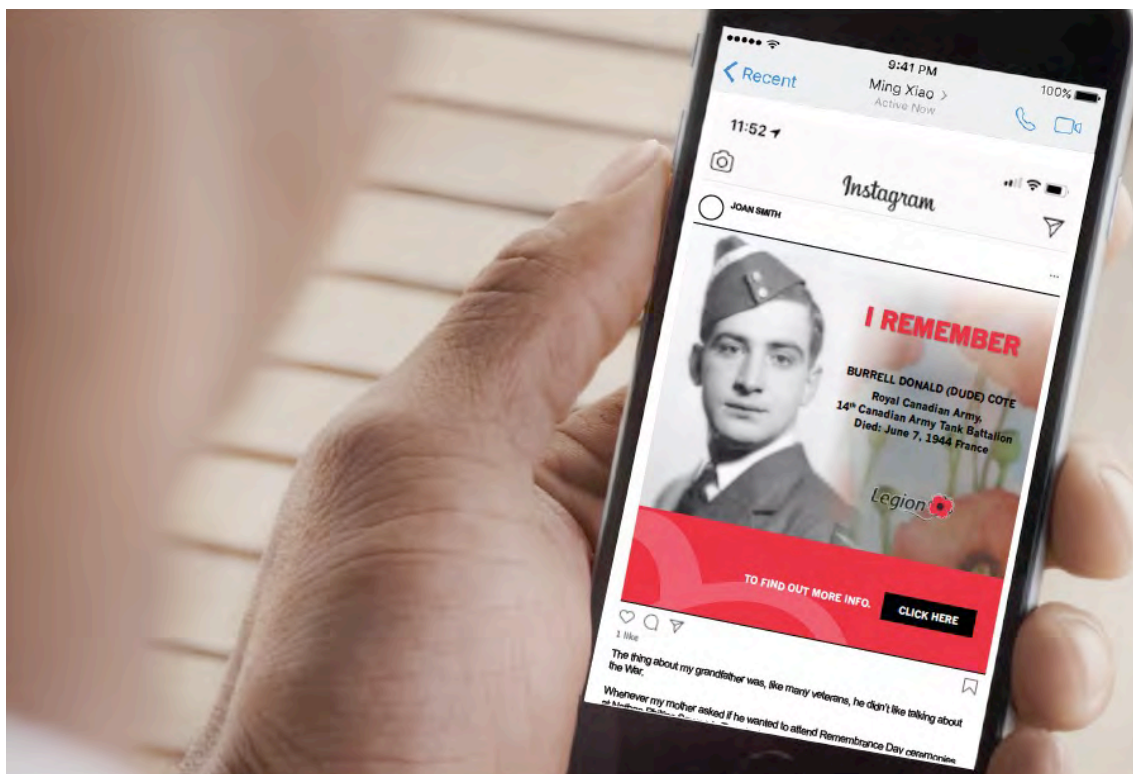


I REMEMBER

BURRELL DONALD (DUDE) COTE
Royal Canadian Army,
14th Canadian Army Tank Battalion
Died: June 7, 1944 France

Legion 

TO FIND OUT MORE INFO. [CLICK HERE](#)



**REPORT OF THE DOMINION COMMAND
MEMBERSHIP COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
6-7 JUNE 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: April 14, 2020

DATE OF NEXT MEETING: TBD

ACTION ITEMS FOR DECISION

1. LEGION PARTNERSHIP MEMBERSHIP RATE

RECOMMENDATION: That the Legion create a new discounted Legion Partnership Membership Rate to be offered exclusively to new Legion members who are part of a pre-defined Legion Partner organization.

The offer of a 30% savings (\$34.99) for an online only membership rate would be limited to select Legion Partner organizations. This discounted rate would be applicable for the first membership year.

2. JOIN LOCAL BRANCHES ONLINE

RECOMMENDATION: That new members wishing to join The Royal Canadian Legion be offered the opportunity to join a local Branch directly online. An opt-out feature would exist for Branches not willing to participate.

(The remainder of this report is provided for information only and will not be read during the meeting)

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. New 2020 Goals for KPI Target Report

The Committee has established new targets for 2020. The targets are aggressive but reflect the Committee's ongoing commitment to improving our KPI

performance, as they are the key to improving Legion membership results. We encourage DEC members to review their Commands year-to-date performance and compare them to our new 2020 targets on the report below.

2020 Membership Committee Targets					
Command	Renewals	Branch Rates	Member Emails	Branch Portal Processing	Auto Renewals
01 RCL BC/YUKON COMMAND	73.2%	100.0%	42.6%	80.4%	3.8%
02 RCL ALBERTA/NWT COMMAND	74.8%	78.4%	37.1%	62.3%	3.9%
03 RCL SASKATCHEWAN COMMAND	82.7%	95.2%	33.1%	46.4%	3.3%
04 RCL MANITOBA/NWO COMMAND	78.0%	100.0%	27.3%	55.0%	3.6%
05 RCL ONTARIO COMMAND	81.6%	97.5%	33.9%	69.3%	3.1%
06 RCL QUEBEC COMMAND	77.2%	70.8%	38.4%	52.8%	2.5%
07 RCL NEW BRUNSWICK COMMAND	78.4%	100.0%	29.4%	49.3%	2.7%
08 RCL NOVA SCOTIA/NUNAVUT COMMAND	75.4%	100.0%	29.2%	75.7%	3.0%
09 RCL PEI COMMAND	80.0%	94.7%	24.9%	52.6%	1.5%
10 RCL NFLD/LABRADOR COMMAND	75.8%	87.0%	40.9%	56.5%	4.1%
Total	78.0%	93.2%	35.1%	62.9%	3.3%
2020 Membership Committee Targets	89%	100%	50%	75%	7%

2. Veterans Welcome Program

Since the programs inception in late 2018 we have had 1,740 free memberships due for renewal and have had 682 members renew (a 39% conversion rate to date).

This has been achieved by offering a limited time 30% discount renewal offer supported by an ongoing Marketing email campaign targeting local Branch engagement and encouraging these Veterans to transfer and renew as a paid member of a local Branch.

Early 2020 results remain strong as this program continues to grow with almost 2,000 new members already signed up within the first 3 months of the year.

**REPORT OF THE DOMINION COMMAND
SPORTS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
6-7 JUNE 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): 9 April 2020, 12 March 2020, 23 November 2019

DATE OF NEXT MEETING: 2 October 2020

ACTION ITEMS FOR DECISION

The Sports Committee currently has no action items for DEC decision.

(The remainder of this report is provided for information only and will not be read during the meeting)

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. DOMINION MEMBER SPORTS CHAMPIONSHIPS

Due to the COVID-19 pandemic and consequent event cancellations, the upcoming Dominion Member Sports Championships are scheduled to be held as follows:

2021 Dominion Member Sports Championships:

Cribbage: 23 to 26 April 2021

Host: Branch #02-015 Men of Vision

Darts: 30 April to 3 May 2021

Host: Branch #01-004 Chilliwack

Eight ball: 28 to 31 May 2021

Host: Branch #02-104 Innisfail

2022 Dominion Member Sports Championships:

Eight Ball: 27 to 30 May 2022

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

The Dominion Command Sports Committee is still seeking Branch applications to host the 2022 Dominion Cribbage and Darts Championships:

Cribbage: Friday 22 April – Monday 25 April 2022

Darts: Friday 29 April – Monday 2 May 2022

The application deadline for individual Branches to Provincial Commands is 31 July 2020. Provincial Commands are asked to prioritize the applications they receive before submitting them to the Dominion Command Sports Committee by 31 August 2020 for consideration.

2. **LEGION NATIONALS**

Due to the COVID-19 pandemic and consequent cancellation of the 2020 Legion Nationals, discussions with all Legion Provincial Commands, Athletics Provincial Sport Organizations and Athletics Canada are required to determine the impact of the cancellation on athletes born in 2003 who will no longer be eligible to compete at Legion Nationals.

In addition, it is unprecedented that the next Local Organizing Committee (LOC) will not be able to attend the previous event for observations and a transfer of knowledge. Therefore, the Sports Committee must enhance the current LOC Planning Aide Memoire and Requirements Guide in order to ensure that the Sherbrooke LOC has the required knowledge to host the upcoming Legion Nationals as follows:

- 2021: 4-10 August 2021 (competition dates: 6-8 August)
- 2022: 3-9 August 2022 (competition dates: 5-7 August)

The Sports Committee would like to welcome Frank A. Cholette and Caroline Mayo as the new head chaperones who will begin their appointment at the 2021 Legion Nationals. Helen and John Ladouceur will also be attending the 2021 Legion Nationals in order to provide training, support and a thorough transfer of knowledge to the successors.

The Sports Committee will continue to focus on strengthening the Legion Nationals brand and evolving its marketing strategy. The objectives are to improve member awareness of Legion Nationals, invest in brand consistency and recognition, enhance the athlete experience and expand the visibility of The Royal Canadian Legion.

3. **PROVINCIAL COMMAND COMMUNICATIONS AND COLLECTION OF BEST PRACTICES**

The Sports Committee continues to maintain close liaison with Provincial

Command sports representatives by encouraging a two way flow of information. The National Sports teleconferences have been very well received as they provide the opportunity for Provincial Commands to share best practices, discuss issues, questions and concerns, and collaborate in order to enhance the Legion's Member Sports and Track and Field programs. As a complement to this, the Sports Committee is in the process of collecting Provincial Command Sports Manuals, as well as examples of best practices. This collection will be examined in order to assist with the Sports Guide review, and findings will be shared and discussed with the Provincial Command sports representatives.

**REPORT OF THE DOMINION COMMAND
PUBLIC RELATIONS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
6-7 JUNE 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): November 23, 2019

DATE OF NEXT MEETING: May TBD, 2020

ACTION ITEMS FOR DECISION

1. PR & FRONT LINE STAFF

During our last meeting, we discussed the fact that sometimes kitchen staff are the first faces of contact that people have within the Legion. Ideally, they would be up to speed on Legion activities locally and nationally to a degree. We know that the consistent and regular training of our frontline spokespeople across the country will result in better communication of our common messages.

RECOMMENDATION: Create an understanding with new and existing employees and PR representatives: they must read and remain current on the Legion's current PR issues and activities by staying up to date locally and by reading National Headquarters publications (PRO report, All-Branch, Legion Debrief).

2. SHARING STORIES

The COVID-19 pandemic has brought forward many excellent stories of help within Legion Branches. This help is not a surprise, it is reflective of the regular good work that goes on regularly across the country. In an effort to help share such stories more widely, PRO representatives could canvass their regions for stories of particular interest nationally, so that we can help share them with a wider audience when possible.

RECOMMENDATION: That the provincial/territorial Public Relations Officers who currently attend bi-monthly meetings nationally, also bring with them key stories of interest in their communities that could have national appeal.

(The remainder of this report is provided for information only and will not be read during the meeting)

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. CONSISTENT TRAINING FOR NEW COLLEAGUES

While this idea has not been fully discussed as of this report, we envision creating a standardized short onboarding document to introduce new staff and volunteers to the Legion, and to let them know how and where they can access resources. This would be separate from any employment policies etc. that new staff would receive.

- Aligns with our further focus of ensuring that key information is effectively communicated and pushed down to the Branch level. We all need to make an ongoing commitment to share material where useful, and it is our individual responsibility to read and incorporate this information as best possible

2. WEBSITE REFRESH

The Marketing team will play a key role in helping to update the Legion.ca website, to make it both easier to navigate and more responsive to the various audiences it serves.

- Including new Q and A section on our National site to help answer repeated and new questions from members and the public.
- An updated “Join” page
- Ability to donate to the Poppy Fund
- Inclusion of Member Perks program to offer discounts to members
- Making the member/branch portal more visible

3. SHOWCASING PROGRAMS

Over the past months, our PR team has used various channels to share a multitude of stories about the Legion’s programs, programs it supports, and its people and processes (e.g. *Stolen Valour*, *How poppies are made*, *Buddy Check Coffee*, *Heroes Mending on the Fly*). We anticipate adding to these stories over the coming months, notwithstanding the challenges of working around pandemic restrictions.

- Includes the production of additional visual stories that tell the story of the Legion. The visual/audio representation of our work is a powerful tool that can be used in all regions to share the importance of what we do.

**REPORT OF THE DOMINION COMMAND
RITUAL AND AWARDS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

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

DATE OF LAST MEETING: 24 April 2020

DATE OF NEXT MEETING: June 2020

ACTION ITEMS FOR DECISION

1. TVS MEDALS

The Committee received a resolution/proposal from the TVS Special Section that a past officer medal be created using the same colour ribbon as the TVS Past President medal (Robin Egg Blue) as the primary colour with gold stripes similar to the Provincial Command medals.

That a TVS Special Section Past Officer medal be created or use the existing Past Provincial Command officer medal in silver with blue enamel background.

The existing Provincial Bars for 1st Vice President etc. be used. A Bar be created "TVS Representative".

TVS Special Section resolves that the responsibility for paying for creation of the ribbons and TVS Representative Bar shall be borne by the TVS Special Section. The costs for ribbon is a minimum order of 1500 yards at a cost of \$40.25 per 100 yards.

The Bar comes with a minimum order of 100 at a price of \$2.50 per bar with an approximate set up fee of \$100.

As of February 2020, there are approximately 16 Provincial "TVS" bars in stock with the Supply Department.

RECOMMENDATION: The Dominion Command Ritual and Award Committee recommends that the existing Provincial medals and bars, including the "TVS" bar be used and the cost of the associated ribbon purchase be borne by the TVS Special Section.

2. OSI LEGION MEDAL

A request was received from the OSI Special Section that an OSI Special Section Past President Medal be created in line with the TVS Special Section Past President medal using Green for the primary ribbon colour.

A Bar for the Past President be created that reads "BSO OSI". Also, a Past Officer medal be created using Green as the primary colour and gold and the following bar "Special Projects" be created. Existing Bars for Vice-President, Treasurer, Chair and Committee be used with the BSO OSI Past Officer.

The cost to create and stock these items will be borne by the OSI Special Section.

RECOMMENDATION: That the existing Provincial medals and bars be used, the ribbon, as described, and the two bars "BSO OSI" and "Special Projects" be created and the costs to be borne by the OSI Special Section

3. LEGION SERVICE DRESS

The Going Forward Committee presented a proposal for Legion Service Dress at the November 2019 DEC meeting.

RECOMMENDATION: 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 slacks for females.

Following are renditions of possible polo shirts to be worn or other renditions as decided by DEC. The quality, supplier and retail price to be determined by the Supply Department.

(The remainder of this report is provided for information only and will not be read during the meeting)

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. **MANUAL UPDATES**

With the 2020 Dominion Convention being postponed until 2021, R.A.P. manual updates will be made on line September 30, 2020.

Proposed Uniform Shirt - Option 1
Navy with White Accents, Poppy Pattern



Option 1 with
Embroidered Categories



Proposed Uniform Shirt - Option 2
Navy with White Accents



Option 2 with
Embroidered Categories



**REPORT OF THE DOMINION COMMAND
CONSTITUTION AND LAWS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

File: 17-2

J. Rycroft	- Chair
D. Eaton	- Vice-Chair
B. Chafe	- Member
G. O'Dair	- Member
D. Martin	- Coordinator
F. Chute	- Assistant Coordinator

DATE OF LAST MEETING: 21 May 2020 (Joint Teleconference)
DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

1. SUSPENSION OF GBL ARTICLE 3

Due to the COVID-19 Pandemic and the resulting closures of branches and the need to self-isolate the following temporary change to the GBLs was approved by DEC on 20 Mar 20: "Complaint Hearing Timelines: Effective immediately, all current and new complaints will be held in abeyance and GBL 308.d is amended to remove the 45 day requirement."

RECOMMENDATION: DEC to set a national date/time for the reimplementing of the Article 3 complaint process guidelines on advice of the C&L Committee effective as of a future date yet to be determined.

2. ARTICLE 1001 OF THE GBLs

Provincial Command Presidents have been asked by the Dominion President to indicate what they are proposing as dates for their upcoming conventions. To ensure the proposals are not in contravention of GBL 1001, a voting member of the DEC is asked to make the following motion which gives Dominion Command (which is DEC between Dominion Conventions) the authority to determine what constitutes exceptional circumstances and to approve requests for a variation from the usual time interval between Provincial Conventions :

RECOMMENDATION: GBL 1001 be amended to: "A provincial convention for each Provincial Command shall be held annually or biennially as determined by the Provincial Command, at such time and place as the Provincial Command may decide. However, in exceptional circumstances with the consent of Dominion Command, the interval between provincial conventions may be extended as appropriate."

(The remainder of this report is provided for information only and will not be read during the meeting)

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. GENERAL

The committee conducted a joint teleconference with Provincial Command C&L Chairs on 9 Dec 19. Members continue to review and respond to Constitution and Laws questions by email and telephone as necessary.

2. PROVINCIAL COMMAND BY-LAW AMENDMENTS

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

3. THE GENERAL BY-LAWS MANUAL

The amended By-Law manual was updated online on January 2020.

4. COVID-19 TEMPORARY GENERAL BY-LAW AMENDMENTS

Due to the COVID-19 Pandemic and the resulting closures of branches and the need to self-isolate the following temporary changes to the General By-Laws (GBLs) were approved by DEC on 20 Mar 20:

- Article 129 – Fund Raising: Is rescinded in its entirety effective immediately and until further notice.
- Article 308.d. - Complaint Hearing Timelines: Effective immediately, all current and new complaints will be held in abeyance and GBL 308.d is amended to remove the 45 day requirement.
- Article 6 - Branch Elections: Branch closures have impacted the branch election process. As a result Branch elections and transitions to a new executive, and branch by-laws / regulations pertaining to branch elections, are suspended pending a return to normal branch operations.

**REPORT OF THE DOMINION COMMAND
RCEL COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

File: 26-1

T. Irvine	- Chair
D. Flannigan	- Vice Chair
B. Julian	- Member
S. Clark	- Coordinator
R. McInnis	- Assistant Coordinator
C. Racine	- Assistant Coordinator

DATE OF LAST MEETING: 22 November 2019

DATE OF NEXT MEETING: TBC (Fall 2020)

ACTION ITEMS FOR DECISION

None

(The remainder of this report is provided for information only and will not be read during the meeting)

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. As supported by the Legion last fall, the Duke of York was replaced as the Grand President of the RCEL, succeeded by General David The Lord Richards of Herstmonceux (former Deputy Grand President).
2. A total of \$262,615.35 was expended on various support activities in the Caribbean in 2019: individual assistance grants to Veterans and widows (\$227,905), which includes the grant to Curphy House (\$5500) and provision of Poppy material with shipping (\$29,957.06). The status of the fund for ongoing commitment is positive, with \$188,275.94 collected in 2019. As reference, the total cost of welfare support to all Veterans and widows in both DFID and non-DFID countries for 2020 is projected to be £4.2M.
3. The RCEL will fund the following countries under the DFID program: Antigua, Belize, Dominica, Grenada, Guyana, Jamaica, St. Lucia and St. Vincent. The Legion will assist the RCEL and co-pay on a 50/50 basis from April 2020 until the end of the current DFID welfare program funding in March 2024 for seven beneficiaries in Antigua and up to 9.5 beneficiaries in Jamaica. The Legion will continue to fund directly to the **non-DFID countries**: Bahamas, Tobago, and Trinidad & Tobago.

4. The number of beneficiaries worldwide (7293) increased by 254 for 2020 and now stands at 3081 Veterans and 4212 widows. There are 69 Veterans and 76 widows in the Caribbean:

DFID Countries (formerly funded by RCL):

Country	Veterans	Widows
Antigua *	9	5
Belize	4	4
Dominica	0	4
Grenada	3	4
Guyana	19	13
Jamaica **	17	2
St. Lucia	4	9
St. Vincent	0	3
Total	56	44

* RCL to fund 50% (7)

** RCL to fund 50% (9.5)

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

Country	Veterans	Widows
Bahamas	10	24
Tobago	1	4
Trinidad & Tobago	2	4
Total	13	32

5. A welfare visit to Caribbean Veterans and widows is planned in 2021 but dates are dependant on any continuing travel restrictions.
6. The 2021 RCEL centenary conference, planned for February-March 2021 in Cape Town, South Africa, is rescheduled for September 2021 because of potential travel restrictions resulting from the pandemic.

**REPORT OF THE DOMINION COMMAND
DOMINION CONVENTION COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

File: 19-1

T. Irvine	- Chair
B. Julian	- Member
B. Chafe	- Member
D. Martin	- Coordinator
S. Clark	- Coordinator
F. Chute	- Assistant Coordinator

ACTION ITEMS FOR DECISION

None

(The remainder of this report is provided for information only and will not be read during the meeting)

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. The committee conducted a teleconference on 25 March. Additionally the Convention Committee put forward motions to DEC to reschedule both the 2020 and 2022 Dominion Conventions. DEC met on 16 Apr 20 to review the motions.
2. 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.
3. 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. Currently all previous contracts are being reviewed and renegotiated with apparent limited change. 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 will be applied to the 2021 event.

Due to the restructure of dates a limited site visit will be set for Sep 2020 which is designed to confirm all arrangements in person. A full committee site visit will take place in May 2021.

4. 2024 Dominion Convention: As previously stated the 2022 Convention will be rescheduled to 23-29 August 2024. Both the convention centre and command hotel in Saint John has confirmed availability for those dates and the remaining 2022 contracts are being reviewed. Due to the change in both dates and command staff a site visit will be scheduled for the fall of 2020.
5. Future Dominion Conventions: The disruption in scheduling of the 2020 and 2022 Conventions has also disrupted the long term planning requiring a revisit to find suitable host locations. Currently the Dominion Convention calendar is 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

**REPORT OF THE DOMINION COMMAND
DEFENCE AND SECURITY COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

File: 82-27

Vacant	-	Chair
Brendan Heffernan	-	Member
Vacant	-	Member
Carolyn Gasser	-	Coordinator
Michael Smith	-	Assistant Coordinator

DATE OF LAST MEETING(S): 16 January 2020

DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

The D&S Committee has no action items.

(The remainder of this report is provided for information only and will not be read during the meeting)

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. MINORITY GOVERNMENT

The D&S Committee will continue to monitor the Government and their priorities. Specific interest will continue to focus in the areas of senior appointments and changes in the key policies of CAF and RCMP in personnel, structure, priorities, and procurement. The intention is to enable constructive dialogue on key issues and update senior RCL officials as required.

2. COMMITTEE MEMBERSHIP

The Committee will look to strengthen its membership.

3. COLLABORATION WITH OTHER COMMITTEES

The D&S Committee will continue to engage other RCL committees on matters of mutual interest. The Committee must maintain awareness and be involved with the strategies that involve, or are directed at, the CAF, the RCMP, and their serving personnel and be involved with formulation of The Legion's position on national security, defence policy and other such topics.

4. CDA/CDAI

The D&S Committee Coordinator will work with the Executive Director to ensure the RCL's positions made known and will collaborate on an as needed basis.

**REPORT OF THE DOMINION COMMAND
VETERANS CONSULTATION ASSEMBLY
TO THE DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

File: 10-2

L. Murray	- Chair
T. Irvine	- Member
B. Julian	- Member
S. Clark	- Coordinator
R. McInnis	- Assistant Coordinator

DATE OF LAST MEETING(S): 16 November 2019

DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

The committee has no action items.

**REPORT OF THE DOMINION COMMAND
GOING FORWARD COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
6-7 JUNE 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 remainder of this report is provided for information only and will not be read during the meeting)

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. The new, bilingual MemberPerks rewards program will be launched in June, post-DEC. It offers thousands of national and local discounts (print coupons and online promo codes) to members through a members-only log-in webpage. These geo-targeted discounts will be an important initiative to promote the value of a Legion membership. The \$90K cost for the five-year agreement, negotiated down from \$750K, will be funded by Marketing. The launch was postponed to June due to the pandemic.
2. The challenges facing the Legion will be significant as the organization, and society in general, emerges from the COVID-19 crisis. It is essential that the organization be positioned to proactively provide information and guidance to Provincial Commands and branches, thus enabling the leadership to effectively position the organization for success once we return to a semblance of normal operations. To achieve this, it is necessary to have an appreciation of individual branch viability and the financial, operational and human problems they will face once they re-open. As a first step, discussion with the Provincial Presidents will be arranged.

ITEM 9: CANVET PUBLICATIONS LTD.

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

INTRODUCTION

At the time this is being written, the exponential spread of the corona virus has affected every part of society—including Canada’s military and veterans’ community.

Canvet was on track for a good year, but it is difficult to predict the financial impact of these times. The staff continues to work remotely, with no interruption in the production schedule and delivery of *Legion Magazine* and *Canada’s Ultimate Story*.

SUBSIDY REVENUE

There is good news on the subsidy front. Last year Canvet not only received a subsidy for *Legion Magazine*, but also for the *Canada’s Ultimate Story* quarterly. Both applications were approved under the Aid to Publishers component of the Canada Periodical Fund (CPF) last June. Combined, this was the highest amount of subsidy in the history of Canvet and a welcome influx of capital. These two CPF grants represent \$940,437.

The Department of Canadian Heritage has informed us that they will be sending Canvet a cheque before the end of May for the same amount we received last year. This is much needed revenue. Over the last three decades, federal subsidies have saved Canvet almost 14 million dollars. All of Canvet’s budgets are predicated on their continuing receipt.

We are careful to abide by their rules. Canvet must be an independent publisher. They have listed as ineligible any periodicals “that primarily report on the activities or promotes the interests of the organization.”

EDITORIAL

This year, Canvet will publish six issues of *Legion Magazine* (600 pages), four issues of *Canada's Ultimate Story* (SIPs) (400 pages), six French inserts (160 pages) and five ebooks (199 pages).

Coming up in *Legion Magazine* magazine are features on: the second Halifax explosion (in July 1945); the first time Canadians faced mustard gas on the battlefield, efforts within the military and in communities across Canada to reduce veterans suicide; a memoir of "Fighting Frank" Worthington, father of the Canadian Armoured Corps; an aircraft carrier made of ice; the military's role in the October Crisis 50 years ago; and how Canada entered the Korean War 70 years ago.

Upcoming issues of *Canada's Ultimate Story* include Canada And The Battle Of Britain, Canada And The Victoria Cross, and Canada's Great Navy Battles.

The five ebooks will include a revised Veterans Benefits Guide (English and French), and Paratroopers.

The French section of *Legion Magazine* includes translations of those stories of most interest to our French readers along with original history articles.

MEMBER BENEFITS PACKAGE

The Royal Canadian Legion (RCL) Member Benefits Package (MBP) offers discounts for members through 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. In 2019, the partners (with the exception of MBNA) contributed over \$140,000 to the National Headquarters and have remained committed to the Legion throughout this pandemic, not including MBNA. In 2020, the funding will continue.

In this difficult time they remain a welcome ongoing annual source of revenue. Not only do the partners contribute significant funding to Legion programs, they offer member discounts. In return, Canvet offers the partners exclusive advertising rates.

CONCLUSION

Canvet's most important job is to support and protect our employees and subscribers. The Canvet offices are closed and the entire staff is working remotely until June 1, 2020.

If Canvet has learned one thing during the COVID-19 pandemic, it's just how resourceful the staff can be. Most of us could not have imagined a fully-remote workforce yet we have been able to flip the switch without a break in productivity.

Canvet will come out of this whole and stand ready to serve.

ITEM 10: LEGION NATIONAL FOUNDATION

File: 10-18

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 18 January 2020.

FOUNDATION CHAIRMAN SUCCESSION PLANNING

The Board discussed the need to retain the base knowledge and experience gained of those assigned to the position of Board Chairman. Also discussed was the need to provide a time period, as a board member, to gain the required Foundation background knowledge before transitioning to the Chairman's role. As a result it was approved that the Immediate Past President of the Legion be offered the position of the Board Vice-Chairman with a view of that person assuming the Chairmanship after the next Dominion Convention.

FUNDRAISING – REMEMBRANCE ISLAND

Several initiatives were developed/researched in regard to raising funds for the Foundation. The Board reviewed these and approved that the fundraising possibilities in regard to the gaming educational platform "Remembrance Island" should be pursued.

FUNDRAISING – DIGITAL POPPY

The Legion's Digital Poppy program has shown success in fundraising over the past two years. As per the feedback given by multiple sources it was felt that the ability to issue a tax receipt (which the Foundation can provide) under this program would elevate the donations and provide increased funding. As the purpose of the Foundation resembles that of the Poppy Fund, any increased funding for Veterans is seen as a positive.

Therefore it was decided to approach the Dominion Poppy & Remembrance Committee with a recommendation to turn the Digital Poppy Program over to the Foundation.

FUNDRAISING THEME

The Board agreed that successful fundraising includes a theme that can both draw attention to the selected cause as well as garner interest by those that are in support of such themes. It was suggested that one such theme would be "Women in Conflict". Therefore it was decided that a sub-committee headed by Paul Kavanagh be established to look into the feasibility of using the subject "Women in Conflict" as a theme for future Foundation fundraising activities.

LEGION FOUNDATION PILGRIMAGE OF REMEMBRANCE

The Board reviewed the past practices of selecting Legion provincial reps to attend the Pilgrimage of Remembrance as well as the follow-up that was performed by those selected. The findings were that not all of those selected were ideally suited to follow through on their commitments post Pilgrimage. Therefore it was that the Board review and refine the criteria for selecting provincial reps to attend the Pilgrimage and place the final selection of nominees with the Board.

POTENTIAL DISBURSEMENTS

The Board felt it was time to proceed with disbursements with the purpose of both focussing where funding should go as well as to establish a focal point(s) for the public as a way of both introducing and promoting the Foundation. As such it was decided that the Foundation will offer to the three cadet leagues, under their respective bursary programs a bursary of \$2500 each for the 2020 calendar year. This offer was subsequently accepted by the leagues.

It was also decided in regard to disbursements that the Foundation will focus on Veterans Homelessness, Service Dogs and Veterans Mental Health.

The Legion National Foundation is scheduled to meet on 8 June 2020.

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

ITEM 11: NATIONAL EXECUTIVE DIRECTOR'S REPORT

1. National Headquarters

- a. COVID-19: Legion House closed on 17 March, following the guidance of health authorities and government direction. Arrangements were made for all staff to work remotely, including telephone and VPN access to all electronic files.
- Because of the essential service they provide, one Service Officer per day was authorized to work from Legion House for benefits and claims processing as remote CSDN access was not possible due to security and privacy requirements of VAC
 - Financial Services completed cheque runs for benevolent payments as required
 - Supply staff were authorized to commence order fulfillment and shipping in late-April
 - Canada Post mail delivery and pick-up resumed twice weekly in late-April

- b. Return to Work Plan:
In preparation for the re-opening of Legion House on 6 July, a Return to Work Plan was developed. As permitted by regulatory agencies, our return to business operations reflects the current realities of the lingering effects of the pandemic and adheres to all guidelines and direction; it mitigates a re-occurrence and protects the health and safety of all staff.

Legion HQ will:

- Comply with provincial emergency orders as applicable to Legion business
- Ensure a safe work environment
- Prevent the spread among staff
- Protect those individuals in a vulnerable sector
- Maintain business operations

The phases of re-opening:

- Phase 1: Building Preparation, Maintenance and Occupants
- Phase 2: Establishing a Routine
- Phase 3: Return to Work – Graduation Process & Administration

- c. Staff Training:

- i. Three mandatory training courses were presented to all staff:

Think YES! Providing Exceptional Customer Service (January)

Think YES! is about connecting with branches, members and customers

and finding options to satisfy their needs even when you can't give them exactly what they are seeking. It focused on various techniques and strategies to help produce a positive customer experience and provided understanding on how working as a team is essential for providing good customer service to external and internal individuals.

Respectful Workplace (February)

The focus was on raising awareness of roles and responsibilities with respect to discrimination, harassment and violence in the workplace. It provided an opportunity to reflect on personal beliefs, values, and attitudes to determine how one can best respond to workplace harassment either as an individual involved in a harassment situation or as an employee witnessing harassing behaviour.

Stopping Harassment and Bullying in the Workplace (March – to be rescheduled due to office closure)

All employees have a role to play in eliminating harassment and bullying in the workplace. Staff will be provided with a number of ways to respond when they witness or experience harassment or bullying based on their comfort level and the situation. They will learn how to take action in order to create and support a respectful workplace free from harassing or bullying behaviours.

- ii. **Legion House Information Sessions:** These bi-weekly sessions brought all staff together to further understand the work and responsibilities of each Legion House department and section.

d. **Building Updates:**

- Repair to damaged drywall on the first floor, caused by flooding in September 2019, was completed in May (covered by insurance).
- Mould was discovered behind the first floor drywall and janitorial room tiles but deemed by our insurance company to be pre-existing. The mould removal and air quality testing was completed in May.
- Almost all of the exterior lighting bulbs and ballasts have burnt out; new fixtures and energy-saving LED bulbs will be installed.
- Parking lot repairs and line painting to be scheduled.
- Two cracked conduits to the electrical room from the building rear were repaired previously; four conduits under the front stairs remain to be repaired; awaiting estimate.

2. Staffing update:

Category	2016	2017	2018	2019	2020
Permanent	40	40	36	37	34
Long Term Contract	5	10	12	12	10
Short Term Contract	0	0	0	0	0
Temp/Casual	5	2	1	1	1
Total Legion House	50	52	49	50	45

Reductions in permanent staff:

- Two IT positions were eliminated in favour of outsourced IT support. One in-house IT staff member remains.
- One position in the Supply department remains vacant due to a retirement

3. Supply Sales: Sales as of the end of April 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
YTD			660,199	438,399 (-34%)
MAY	264,469	200,697	253,798	
JUNE	212,030	148,375	169,456	
JULY	112,671	86,316	91,702	
AUGUST	166,165	199,301	165,988	
SEPTEMBER	177,688	*218,934	203,343	
OCTOBER	399,511	479,512	437,589	
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 first few months of 2020 produced some strong results. Sales were also strong in the last quarter of 2019. Sales from our online www.poppystore.ca and wholesales have increase in volume. In 2019, the online store handled 10,808 online orders generating \$604,079, an increase of **(+17%)** in sales from 2018. Wholesale orders in 2019 generated \$228,346 in sales, an increase of **(+22%)** in sales from 2018. Sales from these channels continue to grow our revenue.

Due to the Covid 19-pandemic and the closure of Legion Headquarters, Commands and Branches, there has been a significant decline in sales. As the future is still uncertain, it is hard to predict when the economy will start to recover or when everything will have some form of normality again.

A number of new products are in development for release in the summer-fall of 2020, including a new Poppy watch, clothing, mug and ornaments.

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, 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. Highlights include:

- National TV and Radio spots: multiple national broadcasters are airing the Legion's TV and radio public service announcements. Many stations have aired the PSAs 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 are in development, to be deployed in fall 2020 and to run through spring 2021.
- Content on Legion.ca in the first quarter (January 1 – May 3, 2020) saw a decrease in traffic over the same period last year, which appears to be directly related to the COVID-19 pandemic. Q1 2020 saw 414K page views (down 13% over Q1 2019); and over 171K new visitors in Q1 2020 (down 8% over 2019). The downward plunge occurred on March 18 and continues to today.

Before this date, content on Legion.ca from January 1 – March 17, 2020 indicated a very strong increase in traffic to targeted pages, with 326K page views (up 17% over the same period in 2019); and over 135K new visitors to the site (up 29% over 2019), achieved through organic search, direct search and social media.

- 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.

- 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 (with a Join the Legion message), and placed a renewal ad in Legion magazine in January. We forwarded our annual renewal mailer to 60,000 lapsed members in February. Email was sent in January to 145K Veterans on CFMWS email list encouraging Veterans to apply for the Veteran Welcome Program (free one-year membership).
- Communication to our members has increased with our monthly member newsletters, and our monthly all-branch newsletters, keeping members up to date and apprised of Legion activities, initiatives, and advocacy efforts. Several email reminders were sent in Q1 and Q2 to remind members to renew. In addition, several branch and member communications were sent by email to members and branches on the various COVID-19 updates and support initiatives.
- The team negotiated a five-year agreement with Venngo on a MemberPerks program which will offer Legion members in good standing thousands of discount offers across multiple categories. Savings from these offers will more than cover the cost of membership. The program is ready to launch the moment the provinces reopen the economies. Launch emails to both branches and members are ready, welcome letters/emails have been updated to reflect the program and a new section of Legion.ca is ready to help promote the program. This should be a significant member acquisition and retention tool and we are excited for it to launch.

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:

- 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. This was a strong theme at provincial conventions in the SEO addresses.
- 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. Launched in July of 2017, there are currently over 46K members registered, and 93.4% of branches have entered their membership rates into the system. It is vital for branches to come on board, allowing us to simplify the process of

renewals for our members. We have sent multiple reminders in 2020 including providing incentives to branches to enter the rate.

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 out on valuable information which can be used to help their branch succeed.

- 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.
- 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 SEOs 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:

- Upgrading Great Plains: this major requirement (our previous version is now unsupported) is underway with testing and potential upgrading of all integrations (CRM/Supply/webstore).
- Physical Infrastructure cleanup: Undertaken in conjunction with our IT support company, Intega; reorganizing the server room, decommissioning old servers/equipment, recabling the server room.
- Re-evaluating service and support contracts: cancelling support where no longer needed and adding support where lacking; seeking more competitive pricing and better quality of service in some areas.
- Revising the Disaster Recovery and Business Continuity Plans: greatly improving what and how quickly data recovery can be done, as well as improving backup redundancy.

ITEM 13: COVID-19 AND IMPACT ON THE LEGION

a. Second Tranche of Financial Assistance to Branches

The viability of Legion branches post-pandemic was raised during the Zoom video conference on 12 May 20. The second tranche of Dominion funding will follow post-DEC and a strategic discussion is essential in terms of dispersal of that relief funding.

Command Presidents were asked to triage their branches to best focus that financial support by identifying:

- Number of branches closed permanently since the pandemic response commenced
- Number of branches that will be unable to re-open for financial reasons or may open but fail within three months
- Number of branches that will re-open but will struggle financially
- Number of branches financially capable of re-opening with minimal negative impact on operations

Government funding opportunities were announced (CEWS, 10% temporary wage subsidy, CEBA) and DEC needs an understanding if branches are applying for them. Necessary information is:

- Number of branches that received government support
- Number of branches yet to apply
- Number of branches with status unknown
- Number of branches declined for CEBA and reason(s) given

b. Government Financial Support to Branches

In spite of the various financial aid programs announced by the federal government to assist not-for-profit organizations and charities during the pandemic (CEWS, CEBA, Emergency Community Support Fund, 10% temporary wage subsidy), most branches are ineligible as the application criteria requires a minimum payroll threshold; these programs exclude all branches that operate with volunteers only as well as those with a payroll lower than the minimums required.

The Dominion President wrote to the Prime Minister on 28 April 2020; no response was received from his office. A second letter was issued on 3 June 2020 (letters attached). VAC Deputy Minister Gen (ret.) Walt Natynczyk and his team were very supportive in helping to identify funding avenues and will continue to pursue with the Legion following branch viability updates post-DEC.

A high-level communications strategy identifies next steps in approaches to government

Communications Strategy: COVID funding June 2020

DATE	ACTION	PEOPLE	STATUS
Week of June 1	Draft & send follow-up letter to Prime Minister	Nujma & reviewers Tom signatory Angela to send	In progress
	Set up phone meeting with Minister of VAC	Angela to contact for Tom	TBD
	Start reaching out to national reporters who might take an interest	Nujma	In progress
Week of June 8	Finalize and release op-ed about needed funding, related social media, possible special edition of dispatch	Nujma & reviewers Marketing	TBD
	Determine facts about how much funding is needed and what's left in reserves	DEC	TBD
	Determine list of third party supporters who could be approached to write or take other action on behalf of Legion	DEC, all	TBD
	Approach new national/key regional reporters as needed	Nujma	TBD
	Local Branches start to approach reporters locally	All Branch PROs	TBD
Week of June 15	Follow up with PM's office, VAC on status of letter	Steven (Angela)	TBD
	Create and distribute template letter for Branches to use to approach local gov't leaders	Nujma, Ray & reviewers	TBD
Week of June 22	Roll out identified third party supporter letters, rants, etc.	All	TBD
Week of June 29	Evaluate next phase of outreach if no changes are imminent	All	

c. **Non-Medical Masks**

Legion-branded non-medical masks, size large and small, are in production. A sample will be shown during the meeting. Branches can submit pre-orders; cost to branches is a low \$6.50 with a very favourable selling price of \$10. Initial stock is due in by 12 June. These masks will also be placed for sale on the Legion's public webstore.

d. **Non-Medical Masks for Veterans and Widows/Widowers in LTC Facilities**

As another way to further care for Veterans and their widows/widowers residing in long-term care facilities in Canada, the Legion is arranging to send Legion-branded non-medical masks to each facility compliments of the Legion. Legion House is working with VAC to obtain the listing of LTC facilities and number of

Veterans residing at each location. For some of the larger facilities, arrangements will be made through Provincial Commands for an in-person delivery; this will provide a great PR opportunity for this Legion initiative. Funding for these masks is provided by the Dominion Command Poppy Trust Fund.

e. **Marketing Funding**

Pre-pandemic, 2020 membership statistics showed an upward trend and the Legion was on track to turn the decline around for the first time in decades. Since the pandemic, however, as of 1 June 2020, membership is currently down 5.3%, new member acquisition is down 8.4% and renewals are down 2.3% year over year.

It is essential to strengthen marketing efforts, post-pandemic, to reverse this downward spiral in the immediate term and put the Legion back on a strong path towards 300K members. Efforts will highlight to the public all the great community and Veteran support the Legion provided during the pandemic with a call to join or renew membership. A request for an additional \$140K is requested to fund:

- Extra renewal mailer (\$44K)
- Increase online media buys to promote joining (\$40K)
- Increase social media promotion of Legion store and joining the Legion (\$40K)
- Legion magazine advertising to promote renewals and MemberPerks (\$16K)

RECOMMENDATION: That an additional \$140K be approved to fund Marketing initiatives to counter the membership decline resulting from the impact of COVID-19.

f. **Organizational Infrastructure Development**

The preparedness and responsiveness of Dominion Command and Legion House for an interruption in usual business operations was tested by the pandemic. The use of video conferencing was a new way to do business, enabling swift and necessary decisions and strengthening communications.

For Legion House, our VOIP telephone system and VPN connectivity resulted in a near seamless transition to working remotely. A significant advantage to operations is the online membership portal and although our numbers have declined, the results would have been far worse without this online functionality. Further development of our organizational infrastructure will position the Legion to better serve our members and enhance preparedness should we experience future operational challenges. This development involves an improved inter-departmental computer platform to drive growth, enhance the members' online experience, expand operational efficiencies such as EFTs and eliminate cumbersome processes hampered by a prior lack of understanding of departmental requirements.

A proposal will be presented at a future DEC meeting.

g. **Poppy Campaign**

The pandemic will undoubtedly necessitate changes to how the annual Poppy Campaign is undertaken. The P&R Committee has been developing plans with details to be shared during the committee report.

h. **Remembrance Day Ceremonies**

Similarly, physical distancing and other limitations may change the way we gather to commemorate, especially in the near future. A team at Legion House has been investigating alternative measures and information will be shared once options are developed.



**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

28 April 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:

I hope this letter finds you and your family well. Thank you for all that our government is doing to help Canadians get through this difficult time. It is an enormous task and the collective response we have witnessed from Canadians to date, has been tremendous.

On behalf of The Royal Canadian Legion, I was pleased to hear of the new Emergency Community Support Fund (ECSF) announced on April 21. However, we are becoming increasingly concerned about the lack of detail on how this fund will be managed. We ask that the process and eligibility criteria be forthcoming without further delay, in order to transfer additional help to our Branches as quickly as we can.

Many of our Branches require funds to operate their facilities and kitchens in order to make and provide food to help those in need in their communities. We expect the ECSF will help them in this regard, but we have not seen any details to confirm it. As a not-for-profit organization with primarily volunteer staff, it appears many Branches are not eligible for the previously announced CEBA, CEWS or the 10% temporary wage subsidy.

We do support the process whereby the ECSF will be distributed to national organizations for local use. As time is of the essence, we agree this is the most efficient method and we stand ready to take on an intermediary role.

Within the Legion, I have witnessed and learned of countless heartfelt initiatives to help our Veterans and Communities weather this storm. They have come up with creative ways to make and deliver food and medical supplies, they are calling senior citizens to check on their well-being, making lunches for students, and helping people donate blood, among other actions.

As you may know, close to 1,400 Branches operate with revenue generated from events and building rentals – all of which have been cancelled indefinitely. The emergency fund you have announced will hopefully provide additional needed support to help them stay alive and provide the vital services our Veterans and communities will continue to require both now and in the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tom Irvine', with a large, stylized initial 'T'.

Thomas D. Irvine, CD
Dominion President



**Dominion Command
Direction Nationale**

86 place Aird Place, Ottawa, ON
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legion.ca

3 June 2020

File: 29-1

justin.trudeau@parl.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:

May you remain well during this difficult time.

I am reaching out again to express the critical need for federal government financial support to help Royal Canadian Legion Branches across our country due to the pandemic. We estimate that without such funding, some will face closure within several months.

Much to our surprise and alarm, the new *Emergency Community Support Fund* announced by your government cannot help our Branches with the operational costs they continue to incur; this was confirmed by direct communication with ESDC. The program's parameters need to be expanded in order to help the Legion and other not-for-profit entities. Recently, our national headquarters released funds from its own emergency reserves to help Branches stay afloat – but this help is temporary and running out. In desperation, some Branches have started *GoFundMe* requests, normally not allowed under our By-Laws, and to the tune of \$25,000. We simply cannot meet this level of need.

Businesses that cater to the public currently have access to a number of relief programs but our Branches operate primarily through volunteer work and do not qualify for the sort of help being provided to restaurants, retail outlets, and even sporting clubs.

If this nation's hundreds of Legion Branches are forgotten some of them will close permanently resulting in a huge ripple effect across the country. Branches are often the hubs of communities, and will be unable to support Veterans, Seniors and all citizens in the countless ways they do. Some of the most important work includes what they do to help *Veterans Affairs Canada* with benefit applications. This VAC service is already in turmoil due to the ongoing backlog. There are many other examples of what would be lost:

- 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

Our country's leaders may not realize the unique role the Legion plays in Canada, and that its structure is unlike that of any other non-profit organization. While our Branches distribute close to 20 million dollars each year to help Veterans and communities, the funds are donated by Canadians through the National Poppy Campaign and cannot be used for operational needs.

This means our 1380 Branches must regularly raise funds to keep operations going through restaurants and lounges, events, dinners, venue rentals, and more. That ability has been thwarted.

This pandemic has brought much of the country to a standstill, yet many of our Branches have found ways to support our communities through sheer goodwill and the hard work of volunteers. They have made countless meals, visited with Veterans and Seniors, made masks, and offered their venues for blood donation. They have continued to provide direct help to Veterans through the work of our Service Officers. This work cannot continue indefinitely without further support.

While I appreciate their value, I am angered to see that businesses whose sole purpose is to provide entertainment are getting relief, while our Legion Branches - which are literally helping to save lives and improve communities - are struggling with the fear of closure, with no government help in sight.

I was equally disappointed that my April 28 letter to you was met with silence from your office. Not even an acknowledgement. Why?

On behalf of The Royal Canadian Legion and its 260,000 members, it is imperative that you share swift news of relief programs that our Branches can actually access.

Our Veterans and communities are counting on it.

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, PC, MP
Minister of Veterans Affairs
vac.minister-ministre.acc@canada.ca

Mr. Andrew Scheer
Leader, Conservative Party of Canada
andrew.scheer@parl.gc.ca

Mr. Phil McColeman
Shadow Cabinet, Veterans Affairs, Conservative Party of Canada
phil.mccoleman@parl.gc.ca

Ms. Cheryl Gallant
Shadow Cabinet, Veterans Affairs, Conservative Party of Canada
cheryl.gallant@parl.gc.ca

Mr. Jagmeet Singh Jagmeet.Singh@parl.gc.ca
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Mr. Scott Duvall
Critic for Veterans, New Democratic Party of Canada
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Ms. Jo-Ann Roberts
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Mr. Daniel Green
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Mr. Timothy Thompson
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M. Yves-François Blanchet
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M. Luc Desilets
Dossier Anciens Combattants, le Bloc Québécois
Luc.Desilets@parl.gc.ca



**PRE-ORDER
TODAY!**
Stock will be arriving
in mid-June

Branch Price
\$6.50

MSRP
\$10.00

(While supplies last)



Wearing a NON-MEDICAL MASK may be helpful in protecting others around you.

The times right now may be difficult, but the Royal Canadian Legion is dedicated to providing as much support as we can to help those who need it most. Wearing a non-medical mask has not been proven to protect the person wearing it. However, it may be helpful in protecting others around you by providing another way to prevent respiratory droplets from contaminating other people or surfaces.

The facemask should only be used in addition to other preventative measures, and while following these guidelines:

- Wash your hands immediately before putting it on and immediately after taking it off
- Avoid touching your face while using it
- Change it as soon as it gets damp or soiled
- Make sure it fits your face well (no gaps)
- Never share it with others
- Put it directly in the washing machine after use (cloth masks can be laundered with other items using a hot cycle, and then dried thoroughly)
- Continue practicing good hand hygiene

300754 Small (7" x 5")

300755 Large (7.5" x 5.5")

Branch Price: \$6.50 MSRP: \$10.00 (While supplies last)

SMALL MASK: 7" x 5"

LARGE MASK: 7.5" x 5.5"

MASK MATERIAL:

Outside - 100% poly twill 220 gm

Inside - 100% polyester mesh

Toll Free: 1-888-301-2257

Fax: 1-613-591-8462

E-mail: supply@legion.ca

PLEASE NOTE: While we intend on holding prices shown in this flyer until September 1, 2020, we reserve the right to change prices without notice. Copyright June 2020, Dominion Command, The Royal Canadian Legion.



**PLACER VOTRE
PRÉ-COMMANDE
AUJOURD'HUI!**

Nous recevrons
la marchandise
à la mi-juin

Coût-Filiale

6,50 \$

PDSF

10 \$



(Jusqu'à épuisement des stocks)

Le port d'un MASQUE OU CACHE-VISAGE NON MÉDICAL peut s'avérer utile pour protéger les personnes autour de vous.

La période que nous traversons en ce moment est peut-être difficile, mais La Légion royale canadienne s'engage à fournir tout le soutien possible pour venir en aide à tous ceux et celles qui en ont le plus besoin. Comme le rapporte les autorités sanitaires, il n'a pas été prouvé que le port d'un masque ou couvre-visage non médical protège la personne qui le porte. Il peut cependant être utile pour protéger ceux et celles qui vous entourent en offrant un autre moyen d'empêcher les gouttelettes de salive de contaminer d'autres personnes ou des surfaces.

Le couvre-visage ne doit donc être utilisé que comme complément à d'autres mesures préventives, tout en respectant les lignes directrices suivantes :

- Lavez-vous les mains immédiatement avant de le mettre ET après l'avoir enlevé.
- Évitez de vous toucher le visage lorsque vous le portez.
- Changez-le dès qu'il devient humide ou souillé.
- Veillez à ce qu'il recouvre bien votre visage (aucun espace entre le visage et le masque).
- Ne le partagez jamais avec quelqu'un d'autre.
- Après usage, mettez dans la machine à laver (un couvre-visage en tissu peut être lavé avec d'autres articles en utilisant un cycle à l'eau chaude, puis séché complètement).
- N'arrêtez pas de pratiquer une bonne hygiène des mains.

300754 Petit (7" x 5")

300755 Grand (7.5" x 5.5")

Coût-Filiale : 6,50 \$ PDSF : 10 \$ (jusqu'à épuisement des stocks)

MASQUE (PETIT) : 7" x 5"

MASQUE (GRAND) : 7.5" x 5.5"

TISSU DE FABRICATION DU MASQUE :
Extérieur – 100 % polyester sergé 220 gm
Intérieur – En maille 100 % polyester

Sans frais : 1-888-301-2257

Télec : 1-613-591-8462

Courriel : supply@legion.ca

À NOTER: Bien que nous ayons l'intention de garder les mêmes prix jusqu'au 1^{er} septembre 2020, nous nous réservons le droit de changer les prix sans préavis. Droits d'auteur juin 2020, Direction nationale, la Légion royale canadienne.

**REPORT OF BC/YT PROVINCIAL COMMAND
TO DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

Comrades,

The following is my report on behalf of BC/Yukon Command.

The BC/Yukon Command Trusteeship was lifted after our Convention last year. I am happy to report that our elected board are working together and with Dominion Command to move our Command forward ensure a sustainable future.

Branch Advisory

We continue to support and advise branches who request assistance or that are going through difficult times. We have revamped our Branch Operations Advisory department, going from four Provincial advisors down to two. These two advisors are highly experienced in the lounge operations and business planning and will be even more focused on aiding branches who request help in running the business portion of their Legion.

As we are all aware many of our branches are land rich and cash poor. Branch Advisory is assisting branches as they investigate redevelopment options to ensure unscrupulous developers do not take advantage of them.

We currently have 15 branches in, or seriously considering redevelopment. Our Branch Advisory Development Committee is working with each of these branches to ensure that they are getting into solid deals where their interests are being looked after. The committee is also developing a solid framework for branches to follow when considering redevelopment.

Legion Veteran's Village

We broke ground for Legion Veteran's Village last May and the project is moving along with excavation for the parking scheduled to be completed by the fall. This project is the first of its kind in Canada and we are excited about the services and supports we will be able to bring to our Veteran's in BC. We are happy to report that the project currently has 91 units of affordable housing with preference given to Veterans. Our partners in the Centre of Excellence are moving along with their mandate and have secured temporary space nearby so they can begin their work before the building is operational. Whalley Branch #229 are also exploring different business models to maximize revenues for their longevity. We are still working to secure more support from all levels and Government for the project.

Government Relations

We are still working to obtain a Property Tax Exemption for all our Branches. Along with the Executive Director and Past President Dave Sinclair I have met with the Minister of Finance, Minister of Housing, Housing Critic and Speaker of the House to bring more understanding of our Legion and our challenges to our elected Provincial Government.

We are meeting with, and strengthening our relationships with the Provincial Lottery, Gaming and Liquor branches. BC Lottery representatives and our Branch Operations Advisors are working together to help branches be even more successful in their lottery operations. BC Lottery has committed to two Legion specific sales incentive programs this year designed to encourage branches to participate to better their sales and to win prizes. Our Provincial Liquor branch has tightened up controls and hired many more inspectors with the introduction of Cannabis into the market place. Our Command office is working with their counterparts at Liquor to develop Legion specific guidelines and training for branches and inspectors.

Marketing and Communications

Our PR and Marketing Committee, along with their staff support have developed an annual calendar of campaigns for our Command. This calendar complements and expands on the Dominion Command PR event calendar.

Legion Lager was recently relaunched in BC. Our team worked with the brewery and Dominion Command PR to put together a launch incentive for our branches. This program prompted 15 branches to sign up and buy the lager in the first 2 weeks!

Our PR committee is working with the Membership committee to come up with member retention programs and training for branches on the web portal.

Veterans & Senior Services

We have recently formed a new Homeless Veteran's Subcommittee who are working to put together a Command wide program to identify and support our homeless Veterans to get housed and/or the supports they need to become housed in the near future.

Thank you to Ray McInnis and Dave Gordon for providing us some guidance and ideas to get us started.

Training

Training and support are a big focus in our Command in the next two years. We feel that our branches will have more success if our Executive Council have the

training and knowledge to give them the best support they can. We have implemented a one-day training program at the beginning of a Zone Commander's new term. We have also put together a binder for each ZC and Deputy ZC with all information they will need to support their branches.

We recently started a Mentorship program in our Command. Each Admin/Finance Officer has taken on 3 Zone Commanders. This is designed to give the Zone Commanders another resource if they are working on issues in their Zones. The mentor checks in with their Zone Commanders at least once a quarter and provides advice when asked.

COVID-19 Crisis

As with every Command all normal business operations have ceased due to COVID-19. All of our branches are closed and our Zone Commanders, Executive, and staff have been keeping in close contact with our branches to work with them to try to ensure their survival through the closure. I am very pleased with the ingenuity and perseverance of our branches as they find innovative ways to support their members and communities.

As we look at re-opening our branches in the near future we are focusing on how operations will need to change to successfully survive the new regulations and new way of doing business. We are encouraging our branch executives to meet now to plan what their operations and meetings could look like with social distancing.

Conclusion

The last couple of years have been eventful at BC/Yukon Command. With our new elected executive things settled down and we were getting back to business and working together for the betterment of our command and our branches. The COVID- 19 crisis has given us a whole new set of challenges. I am proud of how our Admin/Finance and PEC have come together to face these challenges collaboratively. We are reviewing and updating our policies, Command by-laws and Branch Pro-forma by-laws. Our executive and our staff are available to our branches for support and we are looking forward to a successful future.

Respectfully submitted,

Val MacGregor, BC Yukon Command

**REPORT OF AB-NT PROVINCIAL COMMAND
TO DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

Comrades

Since my elevation to President of Alberta-NWT Command in May 2019, it certainly has been a tumultuous time culminating in the recent restrictions on mass gatherings and the overall effects of the COVID-19 pandemic.

Our Command continues to experience extreme challenges identifying candidates to fill our District Commander positions. When we finally do, the mix is often just not right or the individual is unable and/or unwilling to carry out the daily tasks required of this, the most important, PEC position. I've already had to remove one District Commander after only six months in office due to her ineffectiveness. Branches are also experiencing comparable difficulties with filling all of their Officer positions. In a few instances, Branches were able to fill all but the President's position and the BGLs don't always have the guidance for handling these situations. It's easy to say that they can always have the option of having the 1st VP move up to the position, but what if the individual is not interested? One has to assume the individual would have run for the position if they were interest. The C&L Committee may wish to consider developing guidance on how the Branches should be handling these situations. The bottom line is, with a President, a Branch cannot legally operate.

Last summer I issued the first AB-NWT Command President's two-year Guidance and Planning Directive. It supports the Dominion Command Strategic Plan and sets the outline for AB-NWT's five-year Strategic Plan. It was well received throughout the Command and should be refreshed by future Provincial Councils.

I am pleased to inform you that all necessary corrections have taken place within the Calgary Branches and the Greater Edmonton Poppy Funds. The building has been sold in Edmonton and both amalgamated funds are now compliant with the Poppy Manual.

The situation with members of the Soldiers of Odin utilizing the facilities at Grande Prairie Branch was unfortunate but seems to have been rectified. If nothing else, it identified the necessity for the RCL to have a firm policy on hate groups and their non-admission into our membership and premises.

AB-NWT Command appears to be lacking with providing our membership base rates for the national system. This, in turn, is affecting our percentages in regard to on-line membership renewals. The issue rests with those AB-NWT Branches that utilize their Casino funds to remit the per capita portion of the annual renewal. The funds cannot be used if the member renews online. Thus, a solution must be found with the national system to allow for this anomaly; lest, our percentages will not improve. I ask that Dominion staff continue to work on a solution.

Unfortunately, just before Christmas, Bawlf Branch surrendered its charter. It was a small Branch with no property, 13 members and very little activity. On the plus side, all but one of its members transferred to nearby Branches.

On the advice of the Alberta Government's Occupational Health & Safety Staff, AB-NWT Command is currently producing a Health & Safety Policy (Occupational Health, Prevention of Workplace Violence and Harassment & Resolution Policy). It is intended to be applicable to all levels within the Command.

At the time of writing, the Alberta Government's restrictions resulting from the COVID-19 pandemic have resulted in the closure of all Branches. Our Branches are very appreciative of DEC's decision to make funds available under the Emergency Fund program. AB-NWT Command has chosen to keep the funds centrally and our Fin & Ops Committee are disbursing them under a needs based system.

Respectfully submitted
John Mahon
President AB-NWT Command

**REPORT OF SK PROVINCIAL COMMAND
TO DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

Comrades,

I bring you greetings from the Comrades at Saskatchewan Command of the Royal Canadian Legion.

Last year when Comrade Lorne made his report he brought forward that Saskatchewan Command was moving our Office. This is true but we ran into a snag that tended to hold us back. However since October we have been moving full speed ahead and I am told that we will likely be in our new building by early April. It is in a better part of Regina and we have had it gutted and redesigned to better serve our Veterans and staff. Our 2 Service Officers have a larger brighter office to work in and talk to their clients. We also have a Quiet Room where a Veteran that needs a cheerful quiet space to sit and relax for a bit can do just that without a lot of distractions around him or her.

Our designer has been a real blessing as he knew where we could get all the paint donated. Comrade Chad has found 3 desks that are a year old from a financial institution that wanted \$500.00 each but when he told them it was for the Legion they were donated at no cost. There was a company going out of business that donated the floor tiles to us. When I spoke to the Comrades at Convention I told them that by spring we would have a Leadership Program in place. I contacted 3 of our past presidents and asked them if they would like to join this Committee. Each said " Yes and it's about time we got this done". We held a meeting in mid December and laid out the format and information we wanted in the program.

Comrade Chad our Ed. told us he could have it finished by mid January to which we only laughed a little bit, but Comrades he had it done and we held our Trial Run in Regina January 31. We have held 4 more around the Province 1 in each District. There were approximately 160 Comrades attended and we received wonderful feedback. It is our intention to hold 1 in each Regina and Saskatoon later this spring. We are knee deep in sports right now with Zone Rallies following shortly.

Our Service Officers are really busy right now Comrade Paul is doing many Mental Health First Aid for Veterans courses pretty much around Saskatchewan and most of Canada. Comrade Rossel is doing Service Officer training around the Province at many branches. All this and still serving the large client load of Veterans that keep coming to them for help.

Our Track and Field Committee has changed with the election of Comrade Carol as 1 st Vice President. The Committee is pretty much new. However the Chair has worked with Comrade Carol for a couple years. Comrade Karen has been a part of it and last year was the Deputy Camp Director and Comrade Barry was a member of a Track and Field Club in Ontario and knows how things need to be done. So I feel good about our Saskatchewan Camp.

**REPORT OF MB & NWO PROVINCIAL COMMAND
TO DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

Comrade Chair, Comrades;

I bring you greetings from Manitoba and Northwestern Ontario Command and its Executive Council members.

Membership/Branches: The Command total for the 2019 yearend membership has 130 branches reporting a membership of 21,070. As of yearend, of our 130 branches 27 of them achieved 100% or better for paid membership.

Poppy Campaign: We had 122 branches involved, with 122 reporting, in our recent campaign. Income was up slightly over last year. The statistics from the Poster & Literary Contest are down over the previous year with 61 branches reported having a total of 4,719 entries which is an 7% decrease from last year!

CCL Committee has finalized a sample package to be sent to the Branches to assist them to follow proper procedure and provide documents so the Command can approve the By-Laws amendments quickly.

7 Branches have been approved.

Sports: The chart below details the branch participation in Cribbage and Darts. Had only two branches register in 2020 for 8 ball.

Event	Year	# of Br	# of Team	Doubles	Singles
Darts	2019	22	23	45	68
Darts	2020	23	8	50	76
Crib	2019	37	41	87	135
Crib	2020	37	43	91	140

The Legion Athletic Camp at the International Peace gardens is no longer a cost-effective program. The Sports Foundation has severed ties with the Peace Garden. The Sports Foundation still have a role to play with the Track and Field. The Foundation in conjunction with the Athletic Union (Head Coach Matt) and their Group in NWO will select the MB/NWO teams to compete at the Dominion National Track & Field Event.

Leading up to and during Remembrance Week local nostalgia radio station CJNU played many Legion and Remembrance Day PSA's. CMD Ronn Anderson, had the opportunity to participate as a guest DJ and discuss the Royal Canadian Legion and Remembrance. They also broadcasted live from the Victoria Hospital for their Remembrance Service.

Youth: We awarded 38 Cadet Medal of Excellence Awards in 2019.

Military Service Recognition Book: Our friends at Fenety Marketing are currently working on the 12th Volume. This book continues to be an incredibly good source of income for our Command.

Veterans Services & Legion Seniors: Canadian Legion Memorial Housing Foundation continues to provide affordable housing to our veterans and/or their spouses or widows/widowers. The housing also provides accommodation to homeless veterans while they search for long term solutions.

That brings us to March and Covid-19. All Branches are closed. Command is reviewing requests for Financial Assistance from the funds received from Dominion. We must note that even with Branches closed they are volunteering or providing meals for our Veterans and Seniors in their Communities.

In Comradeship,

Jerry Lava
President

**REPORT OF ON PROVINCIAL COMMAND
TO DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

Comrade Chairman Bill, Comrade Grand President Larry, Comrade Dominion President Tom, Comrades All. It is my pleasure to provide a brief summary of happenings in Ontario Command, since our Convention held this past spring in Niagara Falls.

CONVENTION

At our 52nd Biennial Convention, in Niagara Falls, we received 3 bids to host our 2021 and/or 2023 Convention. We are happy to announce that North Bay will be the host of 2021 and London will be the host of 2023 Conventions. (Conventions have now been moved to 2022 and 2025. See COVID-19 Update below). These will both be hosted by multiple Branches and in the case of North Bay will be hosted by District H & District K which are our northern most Districts. It is early in the planning stages, (and now a lot earlier than when I started this report), however we are encouraged and very happy with the plans for both of these Conventions

VETERANS SERVICES/OPERATION LEAVE THE STREETS BEHIND

The Ontario Command Homeless Veterans Program as of end March 2020 has assisted 872 clients, including 90 females, in 170 different communities, expending over 2.4 million dollars. We recently assisted our first veteran who has identified as being indigenous. Our VSS/Homeless Chairman has met with the Ontario Provincial Police, the RCMP, the Ontario Chiefs of Police Association and the Toronto City Police, to help us identify Homeless Veterans sooner, to potentially get them to 'Leave the Streets Behind'. As well, our Chairman has initiated contact with the VSS Chairman of Manitoba/Northwest Ontario Command to support the Leave the Streets Behind Program for all Ontario Veterans. Dental Program for Homeless Veterans partnering with George Brown Dental College in Toronto, Algonquin College in Ottawa and also at St Joseph's Healthcare Facility in London. Our Provincial Service Officers each conduct a Workshop/Seminar each year for Branch, Zone and District Service Officers. This past year we held additional sessions in June to train new BSOs on proper form completion. Multi-faith Housing "Veterans House" has broken ground and construction is well underway for the Andy Carswell Centre. This will provide housing for 40 Veterans in the city of Ottawa at the site of the former RCAF Station Rockcliff and is expected to be opened in November this year.

MSRB

The success of our Military Service Recognition Book has provided the opportunity to support additional programs for Veterans, to those currently supported thru Poppy Trust Funds. We have just reached the milestone of one million dollars which proceeds will be used to benefit Veteran's Transition programs such as Operation Vet-build, Hero's Mending on the Fly, Warriors Adventure Canada, Veterans Transition Network, Project Trauma Support, OSIS Family Retreat, and Operational Stress Injury Spouses Retreat.

OPERATION SERVICE DOG

We have signed an MOU for year two of partnering with Wounded Warriors Canada to help provide Service Dogs to Veterans in Ontario. Branches in Ontario Command have donated \$300,000 to this very worthwhile program for year two, making a total of \$525,000 donated.

ONTARIO COMMAND STATUS OF BRANCHES

The Ontario Command membership is still in decline despite all our efforts to turn this tide. We have set Provincial goals to try and return to 100,000 members before year end however this may be a difficult target to attain. We are now below 400 Legion Branches. One of our commitments made to the membership from the last term of office was an updated Officer's Manual and although we have not yet come to fruition with this commitment, we are hoping it will be published this spring and it will be available soon! Currently there are 7 Branches with Boards of Trustees in place in Ontario, at the time of this report. We thank all involved with helping get our Branches healthy and back on track. There has been a number of instances of Stolen Valour reported in Ontario Command and we have been in close discussion with Branches and Legion members when these have been brought forward! We encourage all to follow our policy to the letter of the law. Recently, we were also advised of instances where some of our members, including those in leadership roles, are wearing non-approved items of Legion Dress. We are working on this situation. I must comment that this situation is evident across all our Commands and we in Ontario are making every effort to comply with the Ritual and Protocol Manual and educating our membership.

ARTICLE III

Unfortunately we are still faced with more and more situations of personality conflicts between members of Branches, and often these members are members of the same Executive committees. These situations are creating havoc in some Branches to the point of members leaving the Legion and abandoning their membership in our great organization. The Article III process can be a valuable tool, when used as intended however we have recently seen the process used as a weapon, rather than a tool and Comrades this needs to stop!

SPORTS

Our Provincial Sports program has seen some changes in how we facilitate and finance our events. We have made some small changes that has our Program back on track and doing very well! Sports is a very big reason new members come into our Branches and an incentive that keeps them here! Unfortunately due to COVID-19 most Provincial events were cancelled this year.

TRACK & FIELD

I would like to congratulate the LAC, The City of Sydney and Cape Breton University for hosting a fantastic 2019 Dominion Championships for the Midget and Youth athletes of team Ontario and indeed the athletes of all our Provinces. Unfortunately due to COVID-19 our Provincial meet was cancelled this year.

PROPERTY

There are many Legion Branch buildings in Ontario that have, or are becoming very close to the end of their lives. Modernization and renewal of these buildings is becoming very difficult and with financials as they are, many are faced with difficult decisions. Developers have been in contact with many of our Branches and some are going forward with the concept of Legion clubhouses combined with housing developments.

COVID-19 UPDATE

Just an update to let you know what we have done in Ontario Command to deal with Legion business during the crisis period that we have all been thrown into by the COVID-19 pandemic. The financial assistance graciously given from Dominion Command resources has been distributed accordingly by need to Branches throughout our Command. We also decided and passed that Ontario Command would return the 2019 Ontario Command portion of per capita tax to ALL Branches in Ontario Command and this has also been distributed. This per capita portion translated to a little over a million dollars.

Our Provincial HQ staff are doing a fantastic job of keeping the members of Ontario Command updated on the COVID-19 situation and how it is effecting our Branches. Also included on the site is information on what is available in assistance. Great information! Link <https://www.on.legion.ca/>

There were a few other items we dealt with early in the crisis to help Branches, Zones and Districts to deal with so that they would be able to operate including Executive meetings held by electronic means and the ability to make decisions on behalf of the general membership so that financial matters and the business of the Branch could be dealt with.

Lastly PEC in Ontario Command passed three similar motions to those of DEC to postpone our next two Provincial Conventions. As such we will be holding our Conventions in May of 2022 and then May of 2025 in order to return to the odd year rotation for our Provincial Convention.

In closing, Comrades, Ontario Command is still alive and well during this pandemic and we are striving to meet the goals of the Royal Canadian Legion. Our Veterans are being assisted!

I would like to point out that we have incredible volunteers and our staff is second to none!

In Comradeship,

Garry Pond, CD
President
Ontario Provincial Command

**REPORT OF QC PROVINCIAL COMMAND
TO DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

Foreword: We continue to operate. Districts and branches are closed but that does not mean they do not respond to emails and mail. They must stay in touch to keep their members informed of the latest developments and act accordingly.

I am going to update you on what has happened since our last meeting without going too far into the coronavirus crisis. The **CHSLD Paul Triquet** for veterans in Québec City is on watch list. **Several veterans have died and about 10 are infected:**

1. Had several meetings with the sub-executive council and the full council including emergency meetings on the coronavirus. **Will have a full council telephone conference in September 2020.**

2. **Media:** Keep a watch on the media. I will be interviewed on local radio station as to the crisis.

3. **Veteran plate** - End of December - 17,775 veteran license plates are listed, including:

- o 15,669 automobiles
- o 2,106 motorcycles, but no electric

- 348 more plaques than the last time the SAAQ had transmitted the figures.

- Significant effort by the Veterans Licence Plate Committee with military units and other bodies such as the police to have their members apply for a plaque. This is seen in the apps. Thank you to the committee.

- 90% of the plates are held by men and 10% by women.

- 3,084 plates with poppy remain.

4. **Branches** - Branch 229 - Frontenac – Closed and charter returned. Another will close after the crisis, Branch 35 Arras (Chambly).

5. **Membership** – As per national average but are recruiting more UN/NATO members.

Actions Taken and Hanging

1. **With the passing of Vice-President Léonard Pelletier** several changes made:

- a. Provincial Poppy Chairman - Norm Shelton;

- b. Medias – Ken Ouellet – Liaison Officer Medias
- c. Legion Magasine – Pierre Garneau Webmaster

2. **Death of members** - Death of Comrade Maxine Bredt (101 years old) from the Hudson branch. She is a veteran who was selected to represent the Legion in Holland.
3. Have cleared the financial mess I inherited with lots of work from our Treasurer's Shelton, the Executive Director Paulette Cook and the finance clerk and an outside accountant. All outstanding debts will be paid. We finally made a surplus in 2019.
4. Provincial Service Bureau: Remains open for the time being.
5. Legal advisor to the Québec Command: Me Pierre Saint-Louis. Helped resolve complaints before going further.
6. Webmaster - Must have someone to help him. Must maintain the NEWSLETTER. Last email on which service retains.

7. **COVID-19** -

- a. **Closure of branches** – March 12, 2019 - How long. Once the curve is flattened, the measures to control the virus in various degrees. Montréal, Laval and Montérégie are the areas most affected;
- b. **Provincial office** – Open, Executive Director operate from home;
- c. **Service Officer** – Montréal office opened. Québec closed;
- d. **Emergency Fund** - Received \$ 105 k;
 - a) **Received more than 30 demands**, more to come:
 - b) Still processing, accepted 24 by May 4, more in July;
 - c) Where it hurts mostly? Big branches with bars who have large monthly bills and little cash flow. Giving some money to them but will quickly go through all the funds if we try to finance their bills. They must adapt and apply for the different programs and other mitigating measures. They lack the willpower to help themselves, expect hand-out.
- e. Will stick to \$ 1000 à month per demand;
- f. **Risk management** - Response from branches –**28 sent their** report by April 30th
 - i. Immediate danger of closing – **one/four months – 19;**

- ii. **5/6 months – 2;**
- iii. **1 year – 3;**
- iv. **Very healthy – 4.**

8. **Summary:** Keeping the world informed. "Buddy Check" system. Helping our members in need.

I so move my report.

Kenneth R. Ouellet, CD
Provincial President
Direction of Quebec
Royal Canadian Legion

**REPORT OF NB PROVINCIAL COMMAND
TO DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

Veterans, Comrades all,

I wish to start this report off by commenting on the Leadership and positive influence that this Dominion Executive Committee (DEC) has had on the direction that NB Command chose to deal with this Pandemic.

NB Command strongly advised all Branches to close, even before it was mandated by the Provincial Government.

An Ad Hoc Covid-19 Committee was struck to deal with the Financial Assistance offered by Dominion Command to ensure we do not lose Branches due to operating expenses. It is set up on a monthly bases on an as required bases and we are working on a three month look ahead to predict if there are sufficient monies to help all needy Branches.

A motion ***Because of the COVID-19 pandemic, New Brunswick Provincial Executive Council recommends that the 2020 Dominion Convention be postponed until August 12-19, 2021.*** This motion was carried.

The Provincial Executive Council (PEC) was given the opportunity to discuss changing our 2021 Provincial Convention. It came back overwhelmingly in favor of leaving the Provincial Convention to go ahead as planned in 2021.

This Pandemic is just an example of how fast issues can arise and change all the best of plans and intentions. The new normal may mean meetings conducted via electronic means. NB Command is in the process of updating hardware to meet electronically.

We have held our SEO and PEC meetings as required to date. District Rallies have been postponed until the Fall. Our Youth Leadership has been cancelled due to school closure and venue availability.

Kudos to Provincial Executive Director (PED) Clayton and NB Command Staff, he and his staff have worked tirelessly, long hours, and put themselves in the front lines to ensure our commitments were met.

Change is a must not an option.

In Comradeship

Terry Campbell
President NB Command

**REPORT OF NS/NU PROVINCIAL COMMAND
TO DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

Delegates representing Branches of The Royal Canadian Legion in Nova Scotia and Nunavut convened for the 54th biennial Command convention in Windsor May 18-20, 2019. We would like to thank Vice-President Brian Weaver for joining us. He had a busy weekend , dropping the puck at the Memorial Cup, attending our Convention and singing along with the miners song. Thank you for all your assistance during the convention Brian. NS/NU Command was extremely proud of the effort put forth by the National Track and Field committee for the 2019 Sydney , Cape Breton games. Tom Young and his hard working team certainly put on a show. We have had such positive feedback from all who attended. Great Job to all who helped out.

Covid 19 has impacted all of our branches. All branches are closed, but continue to look after their veterans and members. Many branches are taking the time to do odd jobs around their buildings, apply for government grants and assistance offered. AMBOs have been sent out to inform branches where to go to apply online and they have contacted the staff for other assistance.

During this pandemic, our Command Headquarters is still operating with a full staff. Minimal manning at the office has been in place since mid-March with a rotational shifting at the office. All others are working from home and there has been no disruption of services to our veterans and branches.

Sub Executive meet weekly by teleconference and we have purchased the Zoom app to move forward with our PEC in May and our AGM in June. The decision was made to send \$1,000 to each branch from the Dominion Command grant. Cheques were sent out to branches in late April. 8 branches responded that they did not require the money and asked that it be given to other branches in need.

NS/NU Command has spent more than three years formulating Standardized By-Laws . This has been a lot of hard work by the committee members over a number of years and I thank them all. This has been sent to branches for review, revisions etc. and this will be addressed at the Convention 2021.

NS/NU Command continues, at every opportunity to advocate for eligibility criteria for contract beds to be expanded to include all Veterans and calls on National Command to press this issue with the government of Canada more stringently, Branches and Zones continue to arrange and provide for on and off site recreation and entertainment, provide for individual comforts and supports especially for items not covered by VAC, and to raise funds for and operate transportation for outings in all Veterans units/wings and long term care facilities within the whole of the Command. In facilities that have a Veterans Council, Branch designates attend those meetings so that the Veteran residents and family's concerns are known to RCL. As of this date NS/NU Command has covered the responsibility of OVI for the province of NS.

NS/NU Command continues to press the government of Nova Scotia to bring to an end the practice of including Veterans disability pensions as part of a Veterans income when disabled Veterans apply for financially assisted housing programs within the province.

In 2019, NS/NU Command Service Officers attended 2 Transition Group stakeholders' meetings, 2 SCANS in Halifax Region, 2 MFRC presentations and 1 OSISS Peer Group coffee meeting. None were scheduled for 2020 due to ever increasing workload. Printed material is made available for distribution at venues NSNU Command are unable to attend.

2 meetings with the Veterans Ombudsman were held at Command office, meeting with VAC DO Directors, ongoing meetings with OSISS on peer and family side, work continues with the Veteran Farm project, NS Heroes Mending on the Fly, Op Vet Build, the establishment of the Veterans Memorial Medical Centre. Presentation to some 25 new CSA's and CM's at the VAC DO took place with another scheduled for Spring 2020. Also scheduled for Spring 2020 is a presentation on the use of poppy trust funds to NS Standing Committee on Veteran Affairs, on Veteran Outreach Programs to Veterans Committee Commissionaires of NS and on Veterans Outreach Programs to RUSI NS.

2 Branch Service Officer training seminars were carried out in 2019 as well as an information session on the use of poppy trust funds and NS/NU Command Benevolent funds and applications for same. Two Branch SO training sessions are scheduled for late Spring and early summer 2020 and will be held when branches reopen.

The lack of general practitioners continues to present serious barriers to Veteran health in NS as well as an unwillingness of GP's to accept Veteran patients due to the volume of work required in preparation and submissions of reports in support of disability claims/benefits. NS/NU Command continues support and advocacy to establish a Veteran centric medical clinic in NS.

NS/NU Command calls upon National Command to urgently and in the strongest possible terms to press for re-establishment of benefit, in full, for psychological services to family members with identified mental health issues related to, in broadest possible interpretation, the Veterans disability. NS/NU Command considers this issue as absolute priority.

NS/NU Command continues its' successful partnership with Paws Fur Thought with some 120 service dogs paired with qualifying Veterans. At the May 2019 Convention, delegates voted to access \$250,000 to secure 16 service dogs for our veterans. Many branches within our Command support this initiative and make generous donations yearly. NS/NU Command supports continued strong advocacy to have VAC establish national standards and to follow, VAC financial support of this assistance to Veterans.

NS/NU Command continues to investigate the lack of continuity of mainstream institutions to consider Veterans on disability for qualification in prime financial lending markets.

Lack of affordable housing, subsidized housing, reasonable emergency transitional accommodation and supportive housing solutions continue to drain already limited Branch and Command financial resources that must be utilized to support those at risk of homelessness or are homeless. In 2019 and first quarter of 2020 NSNU Command directly provided support to 11 Veterans at risk of homelessness or were homeless. This number does not include those at risk that were assisted solely by Branches.

NS/NU Command encourages the development, in consultation with Commands, of an MOU with RCNBF.

NS/NU Command continues to receive tremendous support from National Command Service Bureau.

Respectfully Submitted
Marion Fryday-Cook

**REPORT OF PE PROVINCIAL COMMAND
TO DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

Comrades,

Immediately after my election as President on May 25th of 2019 we moved our Command office to larger and more comfortable quarters which now provides room for our Command meetings. We can now present workshops and training courses where previously we had to rent space or travel to one of our Island Branches.

Thanks to **VAC** for providing repurposed office furniture, board room chairs and **Honeywell** for providing a board room table. Thanks to **Computers for Schools** for providing 3 laptops and a 3M projector for our workshop presentations. The move itself did not cost our Command a cent, other than an increase in rent due to the increased square footage of the office. Thanks to all our Executive for pitching in to help with this move.

In early 2019, we hired an Executive Director and Service Officer, both retired Veterans Affairs staff members. I am happy to report both are learning quickly and already are a benefit to our Command.

PEI Command has also arranged to coordinate a monthly 'one stop shopping' session with our new Service officer, a VAC – Client Service Agent, and a member of MFRC who meet with Veterans once a month in Summerside. This is going very well and will be extended to other PEI locales.

In July I participated in the 2019 Pilgrimage of Remembrance. This was a fantastic learning experience in retracing our soldier's footsteps across Europe with the help of John Goheen and Command staff. One special moment stood out for me was when John took me to the exact area where my cousin was killed on July 8th, 1944 and explained in detail the battle in which he died.

On behalf of our Command I attended many celebrations and events during this last year, some of which were:

- the 75th anniversary of D-Day celebrations at Branch 8 Montague and Branch 1 in Charlottetown.
- Attended the Speakers Reception for the opening of the PEI Legislature.
- Took part in our regular Dominion Membership Committee teleconferences.
- I spoke with the Minister of Health to see if the PEI medical society could use retired P.A.'s for retired military cases who don't have a family doctor.
- Reviewed a NS Command complaint appeal.
- Attended N.B. convention in Shediac.
- Attended the new VAC- OSI PEI office announcement by MP Lawrence MacAulay.

- On Sept 16 Command was invited to meet the Dutch Ambassador on his first stop in Canada to deliver tulips to the Lt. Governor of PEI.
- I attended our Island wide Command Poppy seminar in September.
- I pinned the first poppy on the Lt. Governor of PEI, her Honour Antoinette Perry.
- For the rest of the Remembrance period I attended many Nursing Home Remembrance ceremonies, and was invited to Rotary, MRFC and True Love Remembrance events as well as Branch Veterans dinners.
- I sold wreaths and set up poppy displays at a local business for my own branch.
- Nov. 11th, I attended the Summerside Remembrance ceremony where the public numbered well above 3,500 people in attendance. Later, I visited Miscouche Branch #18 and Wellington Branch # 17 where I was treated to fresh tasty oysters. I rounded out the day at Ellerslie Branch #22 where my wife and I took in their Remembrance banquet. Afterwards I fulfilled my Pilgrimage obligation when I showed my first Pilgrimage presentation. 3 hours later I attended a banquet at St. Anthony Branch #27 where again I showed my presentation for the second time. It was a very full day. The pilgrimage presentation was well received in both branches.
- I attended DEC meetings in November 2019.
- On behalf of our Command I presented cheques from our Command Memorial fund to two Island Hospitals for \$4,000.00 each.
- I ran branch Elections and Installed officers at several Branch annual meetings.
- Attended a signing of an MOU between Lawrence MacAulay, VAC and UPEI to explore ways in which the two organizations can collaborate in clinical services, recruitment, training and educational services.
- My Poppy Chair and I met with several branches to deal with inaccurate Poppy financial reporting.
- Asked our Command team to assist in creating fund raising ideas.
- Presented a Zone Membership Portal training session to new users while Comrade Owen presented a talk on membership.
- Sadly, over the last year, I attended several funerals for some of our last WWII Veterans.

One event that I am rather pleased with is that I set up a meeting with the president and coaches of Athletics PEI to discuss our Track and Field obligations. To our collective knowledge, this was possibly the first meeting ever held between our two organizations. There was a definite need to clarify our requirements, and to establish how we can work closer together and to eliminate some Track and Field falsehoods that exist within the Branches regarding the athlete selection process.

My aim is to enhance and broaden the Legion's profile with the athletes across our PEI schools and athletic programs. Hopefully, this will create future new members for us and encourage parents of athletes to join the Legion! As we all know COVID-19 has postponed all these events.

I borrowed parts of Comrade John McMahon's planning directive, with his permission, and set up a PEI Command planning directive. The plan lays out our strategic and operational priorities for 2020-2023. Our biggest challenge over this past 18 months has been the loss of Command knowledge along with the recruiting and training new staff. This will be revised adding a response to the COVID-19 pandemic and its effect on our branches and their future.

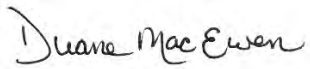
The plan will attempt to control this through proper training and development programs as well as providing detailed job descriptions for each position. My priority was to assist our Leadership and Development chairman to establish a Leadership course and PowerPoint presentation as this was long past due and has not been completed for many years in our Command. This will be forth coming in the near future.

COVID-19 pandemic:

- March 16th, I requested that all Legion Branches and Command office close their doors until further notice.
- I attended the Command office once a week with our Executive Director to pay bills and manage ongoing business.
- Set up and enabled our Service Officer and Executive Director to work from home. Our Service Officer had a stroke in January and am happy to say that she is recovering very well. She was so eager to get back to work. Just recently she was astounded when she had several positive cases that came back from VAC where the claims were submitted and returned in less than one month! Let us hope that continues.
- I personally spoke with all Branch Presidents every 2 weeks to determine their risk factor for being closed for the duration of the pandemic and offer any assistance our Command office can provide.
- The \$1,000 grant from Dominion Command was assigned to 11 Branches who were most in need. We are holding the remaining funds to assist these same branches, based on their need, during the month of May. This was appreciated greatly by each recipient.
- We purchased Accutel's teleconferencing tools to enable us to hold our regular PEC meetings during the pandemic. This was so beneficial for monthly meetings with our sub-committee. I also created an Electronic voting procedure for our executive which will eliminate travel costs for emergency motions that do not require attendance at a full sub-committee in-house meeting.
- My Finance Officer and I constantly reviewed the ever-evolving government grants to assist our Branches. Also assisting with PIB insurance claims through Aviva.
- I am incredibly pleased that all Branches are researching and applying for the available government grants that may apply to them.
- I spoke with the Premiers office seeking support for our Legions, which they admitted they had totally forgotten in their planning and took some of our suggestions back to the Premier.

- The Rotary club and I came up with a plan to deliver 100 x \$50.00 gift cards to individuals in need. I created a Legion sticker using our Provincial Command logo and Command address to add to each card. Thanks to the Rotary Club for financing this project and many thanks to our Legion Branches for finding appropriate recipients across our Island. We were able to deliver these through our Zone Commanders. A photo-op will be held and publicized in all our newspapers, Facebook and our Command website. A good news story!
- Bursary applications are pouring in!
- Attended all teleconferences/video conferences for DEC and DEC Membership.

We have lots of challenges and work yet to do in our Province.
I move my report,

A handwritten signature in cursive script that reads "Duane MacEwen".

Duane MacEwen

REPORT OF NL PROVINCIAL COMMAND TO DOMINION EXECUTIVE COUNCIL 6-7 JUNE 2020

General

Newfoundland Labrador Command has had a very busy 2019 assisting several Branches with their issues and concerns. At the moment we are on top of all these issues and have a Board of Trustees in place at one Branch. The Command Office staff continuously demonstrate excellent teamwork and have made the operations of the office and our entire Command more efficient.

Branches

We have 45 Branches in our Command and approximately 4,000 members. A few of the Branches run into trouble from time to time and we do the best we can to guide and advise them along the way. We have performed three Complaint Hearings, which we have consulted with Dominion Command regarding each of them. We are confident that the decisions made will correct the problem that originally initiated the hearings.

Provincial Convention

The 2019 Provincial Convention was held in August at Branch 12 in Grand Falls - Windsor, NL. The convention went very well with the Dominion President, Tom Irvine attending as the Dominion Command representative. With the exception of a District 1 Commander, all executive positions were filled and Comrade Tom conducted the installation of officers.

Membership

Like many other Provinces across Canada, NL Command continues to seek ways to improve membership. All Branches within this Command are striving to increase their membership numbers by trying to recruit while strongly encouraging present members to renew. We will continue to move forward and try to find better ways to improve our membership by targeting experienced active and retired military personnel and others regardless of background, age or profession.

VSS (Support to Veterans)

A Legion Action Committee is operating effectively at all three VAC Long Term Care contracted facilities within the province, St John's, Botwood and Corner Brook. The well-being of Veterans is of the utmost importance. A very competent and caring staff ensures all requirements are met for each Veteran.

All Branches continue to support the Pavilion in their area by attending Remembrance ceremonies and visiting the Veterans throughout the year. They also serve on

committees at the respective Pavilions to assist the staff with the planning and coordination of events for the Veterans.

Provincial Command Service Officer

Data for 2019:

1. First Applications completed categorized by:
 - Still serving (0)
 - Retired (34)
 - RCMP (1)
2. Departmental Reviews (1)
3. VRAB Reviews (0)
4. VRAB Appeals and RFRs (Dominion Command) (3)
5. Number of Veterans counselled out/claims withdrawn (2)
6. Information and SCAN Seminars conducted (0)
7. Field visits to Branches (number of branches) (4)
8. VIP Applications submitted or WI for VIP (3)
9. Poppy Trust Fund Assistance provided in 2019 to the sum of \$60,619 from Provincial Command only.

Branch Service Officer training was held at Branch 8 in Gander on 19 October 2019. There were 32 of 45 Branches from across the Province represented at this training.

The Eastern Region Service Officer Professional Development was held in Montreal, QC in September 2019 and both the Provincial Service Officer and the Assistant Provincial Service Officer attended.

2019 Provincial Command Pilgrimage to Europe

The July 2019 Pilgrimage / Tour of the Trail of the Caribou was yet another very successful one. In speaking to the participants of the Pilgrimage many called it “a trip of a lifetime”, “an emotional rollercoaster”, “a great experience”, “a very enjoyable trip” and “an amazing trip to have been on” were but a few of the comments. Each and every person were moved, humbled and extremely honoured to participate.

The Royal Canadian Legion, Newfoundland Labrador Command continues to work with Veterans Affairs Canada to maintain an appropriate format for the ceremony held at Beaumont-Hamel. This was initiated by Newfoundland Labrador Command due to inconsistencies in protocol and previous plans discussed between the two prior to departure. We are pleased that the Parks Canada staff at the Beaumont-Hamel have agreed to the new ceremony and last year's was very successful.

In conclusion, there was a full service at each of the monuments and partial services at most cemeteries that we visited. All Legion members, veterans and students took part by performing a reading, a prayer and singing the Ode to Newfoundland and O Canada. Our bugler played the last post at each venue and is to be commended for doing so. All tour

members had the opportunity to be involved in some way - which made it very special and meaningful to all.

Youth Track & Field

The event began on Friday, 5 July 19 and continued Saturday, 6 July 19 with opening ceremonies. We had the Mayor of the City of Mount Pearl Councillor in attendance to bring greetings. Approximately 30 young people from across the province participated in the Track & Field competition in Mount Pearl on 5/6 July 19. All athletes were extremely competitive and maintained high enthusiasm throughout the Provincial Meet. Medals were presented at the end of the competition by Gerald Budden, District 1 Commander.

In preparations for the National Track and Field competition, the Coaches selected to travel to Cape Breton, NS were Rosemary Ryan and Mark Miller along with Chaperones Mr. and Mrs. Johnson. 17 athletes were selected to represent Newfoundland and Labrador. Over the years, the legion has reached out in many ways to encourage our youth to carry the torch to remember our veterans. This is another avenue that we can avail of to keep our youth interested and educated in the legion, as well, future members of the legion.

The athletes were all extremely proud to represent our Province and our Veterans.

Poppy and Remembrance Committee Report

The Poppy Campaign was started again this year with the presentation of the first poppy to Lieutenant Governor, Judy Foote and His Honour Howard Foote at Government House. We then proceeded to Confederation Building and performed the Fly the Flag of Remembrance ceremony.

Poster and Literary Contest We met in January to screen all the poster and literary contest submissions. All entries were then passed to the applicable judges and once the judging was completed, the first place entries were mailed to Dominion Command for further judging. There were very little problems with the contest this year. The number of rejected entries was very low and this made the members of the committee very pleased.

2020 Beaumont Hamel Pilgrimage The 2020 Pilgrimage has been canceled due to COVID-19. Unfortunately, the majority of the students selected will be aged out of the program next year, therefore it was decided that students will not be carried over to next year's Pilgrimage and the selection will be conducted as normal. Veterans and Chaperones selected this year will remain the same for next year.

Education Committee

This committee consists of Berkley Lawrence and Leslie Forward. The Committee is responsible for reviewing all applications for the Provincial Bursaries (16) and to select the recipients in each category. Newfoundland and Labrador Provincial Command gives

1 bursary of \$1000 to first year students and 1 bursary of \$1000 to second and subsequent year students. The criteria for each bursary is basically the same, the student must be the son/daughter, grandson/granddaughter or great grandson/great granddaughter of a Veteran. They must be enrolled in a university or college program and they must provide their last year's marks, letter of acceptance in a program and financial status.

The Bursary winners for 2019 are:

Provincial Bursary First year student - \$1000.00:

Lacey Harvey, Branch 50, Granddaughter of a Royal Navy Veteran

Provincial Bursary Second year student - \$1000.00:

Nathan Ryan, Branch 34, Great Grandson of a Royal Navy Veteran

Remembrance Day

We had thousands out across the province to honour our fallen. Every branch we have spoken to reports continued strong numbers attending memorials and cenotaphs all across Newfoundland and Labrador. As always, Provincial Command attended events in St John's at the Sergeants' Memorial, the Peacekeepers Memorial and coordinated the events at the Newfoundland and Labrador National War Memorial.

Remembrance Activities Master Schedule

There were a wide variety of Remembrance events around the province during the Remembrance period leading up to November 11th. They included but were not limited to, Fly the Flag of Remembrance Ceremony at Confederation Building in the Province's Capital, school visitations and Remembrance Day services all over the province.

Lest We Forget - Military Service Recognition Book

We have published Volume 19 in our series of Military Service Recognition books. This project was once again successful from both a financial and community perspective. We continue to get support from Veterans and their families regarding the submissions of photos and information to go with them. We are currently seeking photos to be published in the next edition.

Social Media / Email Management

With a new web site manager, we are currently working on updating and managing our Command web site. Facebook is up and operating for NL Command and we are accepting stories from our Branches to be published from time to time.

Conclusion – President NL Command

I feel good about The Royal Canadian Legion NL Command, which is a professional team made up of our PEC, Provincial Chairs, Command Staff, and the 45 Branches throughout Newfoundland and Labrador. These are changing times and I feel confident with the people and support around me in Newfoundland and Labrador Command.

Nathan Lehr
President
The Royal Canadian Legion
Newfoundland Labrador Command

REPORT OF TVS SPECIAL SECTION TO DOMINION EXECUTIVE COUNCIL 6-7 JUNE 2020

TVS National Accomplishments

This will be my last report to DEC and it has been an honour serving with this dedicated group of Comrades.

TVS Executive Officer Medal

The past officer medals are a way of saying thank you and recognizing the members who have served the National Tuberculous Veterans Section.

TVS has requested Past Officer medals be approved by the Ritual and Awards committee. The medals will be aligned with the Provincial Past Officers medals and TVS will assume the financial responsibility for the creation and purchase of the medals.

Special Sections / General By-laws update

Thank you to the Constitutions and Law's committee for updating the General by-laws to include the Special Sections, (TVS and OSI) so that our organizations are in-line with Provincial Commands.

It has taken us a long time to understand that as a Special Section we have the same powers and authority as the Provincial Commands. Empowering us to act like the independent organizations that we are.

Membership

As with all areas of the legion, membership remains our primary focus. We have initiated the following activities to help grow our membership.

- **National Registry of Members:**

TVS has formed a National registry of members. The nation registry will enable us to directly contact those members who wish to be contacted and updated them on all of our initiatives and activities. As with any organization it is important to know who your members are. Thank you to President Tom Irvine, Executive Director Steven Clark and Alberta President John Mahon for helping to make this a reality.

- You may contact the national Secretary for information on the TVS Section by e-mail - tvstvanational@gmail.com

- **National Virtual TVS Branch:**

TVS has a virtual National Branch for those members who wish to join TVS and

don't live near one of the three TVS Branch's, this is similar to the virtual Dominion Command Branch.

- **Facebook:** @TBVSection
TVS has a Facebook page; *Tuberculosis Veterans Section*. We ask that you like us or comment on the page to help us grow our awareness and membership.

Community Involvement

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

- Supporting Veterans and seniors in the community, especially those needing assistance with respiratory issues.
- World renowned Tuberculous and Respiratory researchers
- Fund Respiratory equipment for Hospital and First Responders
- Provide Education Awards for students studying Respiratory Therapy
- Supporting Cadets, seniors and youth in the community

Thank you to President. Tom Irvine for supporting our efforts to collect hotel toiletries from his many travels. The toiletries were given to grateful Veterans homes and TB patients in long term care.

World TB Day is March 24th

"Yes, TB is still a thing!" states, Courtney Knight, Recreation Therapist on the TB unit at Vancouver General Hospital.

- In 2019 worldwide 10 million people fell ill with TB and 1.5 million died from the disease.
- 1.1 million Children (age 0 – 14) contracted TB and 230,000 children died from the disease.
- Globally, TB incidence is falling at about 2% /year.
- An estimated 61 million lives were saved through TB diagnosis and treatment between 2000 and 2019.
- Ending the TB epidemic by 2030 is among the WHO's health targets.
- TB is a treatable and curable disease. TB disease is treated with a standard 6 month course of 4 antimicrobial drugs.

"In the fight to cure TB, you have to be humble in what we're doing but you have to be bold. We will get out there and try something else, and we will keep trying until we find something that works".

Quote by Malinda Gates of the Bill and Melinda Gates Foundation.

Conventions

TVS had a display booth at the British Columbia convention in Penticton, where we promoted our organization to gain new members and offer a greater understanding of Special Sections.

We also plan to have a booth at the Dominion convention and promote TVS with a membership form for every attendee.

**REPORT OF OSI SPECIAL SECTION
TO DOMINION EXECUTIVE COUNCIL
6-7 JUNE 2020**

OSI Special Section Update

Mental Health First Aid Training

- In person training was suspended this past winter due to the COVID-19 crisis. As this report is prepared, MHCC is preparing a shorter virtual course that will be funded from the VAC baseline funding. Once physical distancing measures are lifted, MHFA for Veterans training will resume.

Operation Vet Build

- In person meetings are temporarily suspended for all OP VetBuild locations. Once physical distancing measures are lifted, Op VetBuild will restart. The intention is to make future meetings a combined Vet Build and Buddy Coffee Check Session. The Section received two branch donations and one command donation in support of VetBuild.

Buddy Check Coffee

- Also temporarily suspended. Replaced by virtual meetings every day at PM ET. Currently reviewing multiple timings on alternate days and more hosts as the length of the COVID-19 crisis continues.

COVID-19 Impact on Vets

- Past President Comrade Glynne Hines is on VAC Committee related to responding to COVID 19 to provide information and virtual tools to Veterans.

Election Results

- Elections were held for all Executive positions in Feb and Mar using a virtual process. Based on the results, there are no changes to the Executive with the exception of two VP positions being left open due to lack of nominations. The OSI Special Section bylaws are currently being reviewed as part of our regular governance cycle and once an updated version is approved, a discussion will occur on whether any vacancies should be filled on an interim basis to finish out the current terms.

OSI Special Section Executive:

Role	Name	Email Address
President	Jill Carleton	Jill.carleton@bsovetssosi.com
Immediate Past President	Chris Richardson	Chris.richardson@bsovetssosi.com
Chair	Crystal Cook	Crystal.cook@bsovetssosi.com
Vice President	Trevor Jenvenne	Trevor.jenvenne@bsovetssosi.com
Vice President	Darren Reid	Darren.reid@bsovetssosi.com
Treasurer	Maggie Vantassell	Maggie.vantassell@bsovetssosi.com

Board Advisors/ Support

Role	Name	Email Address
Past President/MHFA Coord	Glynne Hines	Glynne.hines@bsovetssosi.com
Projects Advisor/ VetBuild	Craig Hood	Craig.hood@bsovetssosi.com
Buddy Check Coffee	Chris Richardson	Chris.richardson@bsovetssosi.com
Membership	James Leroy	membership@bsovetssosi.com
Admin	Vacant	

Executive Council – Exec plus Provincial Command Representatives

Role	Name	Email address
BC Rep	Kent Gulliford	Kent.gulliford@bsovetssosi.com
AB Rep	VACANT	
SK Rep	VACANT	
MB Rep	Trevor Jenvenne	Trevor.jenvenne@bsovetssosi.com
ON Rep	Darren Reid	Darren.reid@bsovetssosi.com
QC Rep	VACANT	
NB Rep	Duane Johnson	Duane.johnson@bsovetssosi.com
NS Rep	George DellaValle	George.dellavalle@bsovetssosi.com
PEI Rep	Owen Parkhouse	Owen.parkhouse@bsovetssosi.com
NL Rep	Jeff Hiscock	Jeff.hiscock@bsovetssosi.com

ITEM 14: SENIOR OFFICER REPORTS

There is one Senior Officer Report from the Dominion President and is for information item only.

RCEL Site Visit
Capetown, South Africa
24 February - 3 March 2020

The site visit to Capetown, South Africa with the five founding nations and the officers of the RCEL in my view was a success. Before, I begin I would like to give some background on this RCEL Conference coming next year in Capetown.

2021 will be the 100th anniversary of the RCEL and it all started in Capetown South Africa, hence the reason the conference is returning there... a true milestone for any organization.

We arrived in Capetown just before lunch after taking 2 days to get there and spent the rest of the day getting the lay of the area and where the meetings will be held at the hotel. During the course of the day we met up with most if not everyone attending the meetings. In attendance were...

Lord Richards	-	Grand President, RCEL
Chris Warren	-	Secretary General, RCEL
Nigel Dransfield	-	Controler, RCEL
Michael Winarick	-	Hon. Recorder

I believe the legal council for the RCEL was present but his name escapes me.

Chairman, Royal British Legion	-	Una Cleminson
Chairman, Legion Scotland	-	Martyn Hawthorn
President, Royal New Zealand Returned & Services Ass.,	-	Brian Clark
President, Returned & Services League of Australia	-	Greg Melick
President, South African Legion	-	Brian Kloppe
President, Royal Canadian Legion	-	Tom Irvine
National Executive Director RCL	-	Steven Clark
Capetown Branch Chairman, South African Legion	-	Ray Neset

There were two days of meetings, the mornings were spent giving reports and discussing several subjects such as the future of the organization, Widows and Resolutions to be brought to the conference next year. I can state that the RCL report was well received by all in attendance and I personally received a few compliments on behalf of our organization.

The afternoons were spent visiting site locations for the conference around the city to finalize where everything will be located. The five founders, UK, NZ, Aus, SA, Can., as well as Lord Richards and The Scottish Legion President even had the opportunity to have a picture taken in the same spot from 100 years ago at the first RCEL Conference.

Steven and I were well received and very well taken care of at this meeting. I am assured that next years conference is well planned and will go off with little or no problems depending of course of the current situation in the world with Covid 19.

I move my report

Tom Irvine
Chairman RCEL



ITEM 15: CHARTERS ISSUED AND CANCELLED

The tables below represent the number of branches and Ladies' Auxiliaries which

The Royal Canadian Legion Cancelled Charters 2019				
Command	Closed Branch #	Destination Branch	Date of Cancellation	Surrendered or Revoked
BC/Yukon	021		14 Feb. 2019	S
	268		19 Dec. 2019	S
ALTA-NWT	232		18 Dec. 2019	S
Saskatchewan				
Manitoba & NWO				
Ontario	065		31 Oct. 2017	S
	256		Jul. 2018	S
	489		Oct. 2016	S
Quebec				
Nova Scotia/Nunavut				
Eastern Zone				

The Royal Canadian Legion New Charters 2019		
Command	Branch Number	DATE
Saskatchewan	173	2 October 2019 (reinstated)

For comparison to 2018:

Year	Surrendered	Revoked	New	Reinstated
2018	12	0	0	0
2019	6 (5)	0	0	1

Ladies' Auxiliary Cancelled Charters 2019				
Command	Closed Branch #	Destination Branch #	Date of Cancellation	Surrendered or Revoked
BC/Yukon	27		6 Jun. 2019	S
	57		6 Jun. 2019	S
	191		6 Jun. 2019	S
	228		6 Jun. 2019	S
	2		11 Oct. 2019	S
ALTA-NWT	288		3 Jan. 2019	S
	176		21 Jun. 2019	S
	36		4 Nov. 2019	S
	79		25 Nov. 2019	S
	103		25 Nov. 2019	S
Manitoba & NWO	24		28 Mar. 2019	S
	77		29 Oct. 2019	S
Ontario	256		Oct. 2018	S
	489		Jul. 2016	S
PEI	18		26 Apr. 2019	S

For comparison to 2018:

Year	Surrendered	Revoked	New	Reinstated
2018	6	0	0	0
2019	15 (14)	0	0	0

ITEM 16: DOMINION COMMAND BRANCHES

The following is the membership status of the Dominion Command Branches as of 31, January 2020. The year 2019 witnessed tremendous growth in these online Branches that now account for over 5,700 Legion members.

a. Dominion Ottawa Branch 13-013

Category	2018	2019
Life	9	9
Ordinary	1099	1048
Associate	1089	1505
Affiliate Voting	294	387
Affiliate Non-Voting	57	73
Total	2548	3022

Branch 13-013 is now the largest Legion Branch in terms of membership as online membership grew 19% year over year and continues to expand thanks to the added awareness of the Legion, increased retention efforts and the growth of our auto renewal program.

b. Veterans Welcome Program – One-year Free Membership Branch 16-015

	2018	2019
Total Members	215	1,232
New Members	211	1,974

Our new Veterans Welcome Program grew exponentially during 2019 as the 2018 Dominion Convention delegates approved a free 1-year membership to all serving or retired CF members who are new to the Legion. We have implemented a 3- step direct email campaign to encourage these new members to transfer and participate at a local Branch and to renew their free membership as a paying member.

c. Veterans Welcome Program – Online Paying Membership – 15-015

	2018	2019
Total Members	0	1,459

This new online Dominion Branch was created in 2019 to allow any member who had joined as part of the Veterans Welcome Program and received a one-year free membership (Branch 16-015) and who had not transferred to a local Branch the opportunity to convert to a paying member and remain a Dominion Branch member. These members were offered a limited one-time discounted rate of \$34.99 for the 2020 membership year. At the end of 2019, these 1,459 members had not yet paid for a membership but were positioned to renew online for 2020. To date, over 40% of these members have renewed for 2020.

All Dominion Command Branch members receive a minimum 3 renewal email reminders and one direct mail piece between November and April to encourage the continuance of their membership. All members are encouraged to transfer their memberships to a traditional branch in order to improve member organizational interaction and retention rates.

ITEM 18: MEETINGS AND INVITATIONS

2020

5 June	CANVET Board Meeting (0900 hrs – Zoom Teleconference)
6 June	DEC Meeting (1200 – 1600 hrs ET – Zoom Teleconference)
7 June	DEC Meeting (1200 – 1600 hrs ET – Zoom Teleconference)
8 June	Legion National Foundation Meeting (1500-1630 ET – Zoom Teleconference)
22-24 Sept	VRAB Entitlement Appeal Hearings (Victory Boardroom)
2 October	Pay/Investment Committee Meeting (Memorial Boardroom)
3 October	SEO Meeting (Victory Boardroom)
25-30 October	SOPD – Charlottetown, PE
26 October	RCL-VAC Bilateral, Charlottetown, PE

2021

27-3 Mar	RCEL 34 th Conference (Centenary) Cape Town South Africa
23-26 April	Dominion Cribbage – Branch 15 Cochrane, AB
30-3 May	Dominion Darts – Branch 4 Chilliwack, BC
28-31 May	Dominion Eight Ball – Branch 51 Happy Valley-Goose Bay
6-8 August	2021 Legion National Youth Track & Field Championships, Sherbrooke, QC
12-19 August	48 th Dominion Convention Saskatoon, SK

ITEM 19: OTHER/NEW BUSINESS

1. Discussion re: That a member could not hold two concurrent positions at the same level of the organization
2. **Donation to RNZRSA from Poppy Trust Funds**

The Royal New Zealand Returned and Services Association (RNZRSA)

- 182 RSAs (branches)
- 102,000 members

Because of the pandemic, the RNZRSA cancelled their ANZAC Day commemoration on 25 April as well as their 2020 Poppy Day appeal. Speaking with Comrade BJ Clark, their National President, at the RCEL Planning Conference in February, this was the first time in their history that such cancellations were required and he expressed deep concern for their organization's ability to fund the essential benevolent care for their Veterans.

The current New Zealand government has allocated \$250K for four years to assist with their national support programmes. They still need more to help their Veterans; with no Poppy campaign, their RSA's will be under great stress with the loss of the Poppy income. They have put forward a case to the New Zealand government for additional support but fear that even if it is approved, it will not be enough to provide sufficient financial help to their Veterans.

For reference, the 2018 New Zealand Poppy Day appeal raised \$1.7M; all money collected in a given year is to be fully distributed although some RSAs (branches) hold some back for a rainy day. This year, all RSAs are encouraged to share any reserve they have with others that are struggling for Welfare Support funds. In 2017-2018, the RNZRSA funded over 21,000 welfare interactions.

RECOMMENDATION: That an amount to be determined from Poppy Trust Funds be donated to the RNZRSA to support Veterans in New Zealand in light of their cancelled Poppy Day appeal.

ITEM 20: CORRESPONDENCE

The following correspondence has been received and is an information item only.

- a. Thank You from Queen's University for \$30,000 donation

RECEIVED
DOMINION COMMAND
JAN 06 2020

Thank You!

December 09, 2019

Royal Canadian Legion
Attn: Mr Bradley White
86 Aird Pl
Kanata, ON K2L 0A1

Thank you for your support



Dear Mr White,

There is incredible power in the collective generosity of donors who are committed to improving the world. With your donation, you are empowering Queen's students and researchers to do just that. Thank you for your recent gift of \$30,000.00 to Royal Canadian Legion Masters Scholarship in Veteran Health Research.

Donors play a vital role in the Queen's community. You are the driving force behind student success, ground-breaking research, state-of-the-art facilities, and cutting-edge programs. I appreciate your partnership.

Your generosity allows us to prepare the leaders of tomorrow to create a better world. There are many worthy causes to support, and you chose Queen's. I want to thank you for that powerful decision.

Sincerely,


Karen Bertrand, Artsci'94

Vice-Principal (Advancement)

“ I can recall dreaming of university as a child. I wanted a world full of possibilities where everyone around me could teach me something new. It was a difficult journey getting to Queen's, but now that I'm here, it is a world filled to the brim with possibilities. Thank you for your support! ”

Anisa Moisson
Class of 2022
Hometown: Etobicoke, Ont.

