

# Minutes of the Dominion Executive Council

**Victory Boardroom  
Legion House - Ottawa, ON**

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.

**27 November 2016**



**DOMINION EXECUTIVE COUNCIL  
MINUTES OF THE MEETING  
27 NOVEMBER 2016**

**TABLE OF CONTENTS**

1.	OPENING.....	3
2.	GRAND PRESIDENT’S REMARKS .....	3
3:	DOMINION PRESIDENT’S REMARKS .....	3
4:	SENIOR OFFICER’S REPORTS .....	3
5:	ADMINISTRATIVE ARRANGEMENTS.....	3
6:	APPROVAL OF MINUTES/ELECTRONIC DECISIONS .....	3
7:	DOMINION TREASURER’S REPORT .....	4
8:	DOMINION SECRETARY’S REPORT .....	4
9:	COMMITTEE REPORTS .....	4
10:	CANVET PUBLICATIONS LTD. ....	11
11:	CURRENT DOMINION COMMAND TRAVEL POLICY / UPDATE.....	11
12:	CENTENNIAL FUND .....	12
13:	MARKETING PLAN 2016 - 2021 .....	12
14:	CORRESPONDENCE .....	12
15:	MEETINGS AND INVITATIONS .....	12
16:	OTHER BUSINESS .....	13
17:	ADJOURNMENT .....	13

**ATTENDEES:**

Dave Flannigan	-	Dominion President
Tom Irvine	-	Dominion First Vice President
Tom Eagles	-	Immediate Past Dominion President
Larry Murray	-	Grand President
André Paquette	-	Dominion Vice President
Bruce Julian	-	Dominion Vice President
Angus Stanfield	-	Dominion Vice President
Mark Barham	-	Dominion Treasurer
Bill Chafe	-	Dominion Chairman
Glenn Hodge	-	Representative for BC/YT Command Pres.

Chris Strong  
Ken Box  
Ronn Anderson  
Brian Weaver  
Norman Shelton  
Harold Harper  
Steve Wessel  
John Yeo  
Frank Sullivan  
Kandys Merola  
Glynne Hines  
Jim Rycroft  
Ron Goebel  
Richard Blanchette

- AB-NT Command President
- SK Command President
- MB & NWO Acting Command President
- ON Command President
- QC Command President
- NB Command President
- NS/NU Command President
- PE Command President
- NL Command President
- TVS President
- Legion OSI Special Section President
- Chairman C & L Committee
- Chairman R & A Committee
- Chairman D & S Committee

### **STAFF IN ATTENDANCE:**

Brad White  
Steven Clark  
Tim Murphy  
Ray McInnis  
Peter Underhill  
Jennifer Morse  
Angela Keeling Colkitt  
Kelly Therien

- Dominion Secretary
- Director Administration
- Director Finance
- Director Service Bureau
- Director Supply
- Canvet General Manager
- Executive Assistant
- Executive Assistant

### **ANNEXES:**

Annex "A"  
Annex "B"  
Annex "C"  
Annex "D"  
Annex "E"  
Annex "F"  
Annex "G"  
Annex "H"  
Annex "I"  
Annex "J"  
Annex "K"  
Annex "L"  
Annex "M"  
Annex "N"  
Annex "O"  
Annex "P"  
Annex "Q"  
Annex "R"  
Annex "S"  
Annex "T"

- Grand President's Remarks
- Dominion President's Remarks
- Senior Officers' Reports
- Administrative Arrangements
- Approval of Minutes/Electronic Decisions
- Dominion Treasurer's Report
- Dominion Secretary's Report
- VSS Committee Report
- Poppy & Remembrance Committee Report
- Membership Committee Report
- Sports Committee Report
- Ritual & Awards Committee Report
- Constitution & Laws Committee Report
- RCEL Committee Report
- Dominion Convention Committee Report
- Defence & Security Committee Report
- Leadership Development Committee
- Public Relations Committee
- CANVET Publications Ltd.
- Dominion Command Travel Policy/Update

Annex "U"	-	Centennial Fund
Annex "V"	-	Marketing Plan 2016-2021
Annex "W"	-	Correspondence
Annex "X"	-	Meetings and Invitations
Annex "Y"	-	Fort McMurray Wildfire Relief Report
Annex "Z"	-	Status of IT at Legion House
Annex "AA"	-	Request for Support – Canadian War Museum

**DOMINION EXECUTIVE COUNCIL  
MINUTES OF THE MEETING  
27 NOVEMBER 2016**

**1. OPENING**

The meeting of the Dominion Executive Council opened at 09:00 hours in the Victory Boardroom at Dominion Command on Sunday, 27 November 2016.

**2. GRAND PRESIDENT'S REMARKS**

The remarks from the Grand President are at Annex "A".

**3. DOMINION PRESIDENT'S REMARKS**

The remarks from the Dominion President are at Annex "B".

**4. SENIOR OFFICERS' REPORTS**

The Senior Officers' reports were presented as an information item only and are at Annex "C".

**5. ADMINISTRATIVE ARRANGEMENTS**

The administrative arrangements are an information item only and are at Annex "D". At 1130 hours, Mme Helene Robichaud, the Acting Director General Commemorations at VAC provided DEC with a briefing on the internal and external to Canada commemorations planned for 2017. The focus of those commemorations will be Vimy as well as the 150<sup>th</sup> Anniversary of Canada.

**6. APPROVAL OF MINUTES/ELECTRONIC DECISIONS**

The DEC last met on 15 June 2016. The minutes were distributed electronically and there were no electronic decisions. Report is at Annex "E".

**MOTION:** It was moved that the DEC minutes of 11 June 2016 be carried.

**CARRIED**

**MOTION:** It was moved that the DEC minutes of 15 June 2016.

**CARRIED**

## **7. DOMINION TREASURER'S REPORT**

The Dominion Treasurer's report was presented and is attached at Annex "F" along with the financial statements. During the Treasurer's report, the Dominion Treasurer as the Chairman of the Pay Committee presented the Pay Committee's In Camera report which was carried by DEC.

**MOTION AS AMENDED:** It was moved that DEC approve an additional \$28,000 for IT infrastructure for 2016.

**CARRIED**

**MOTION:** It was moved that the 2017 Operating Budget be approved with all changes as discussed.

**CARRIED**

## **8. DOMINION SECRETARY'S REPORT**

The Dominion Secretary's report was presented and is attached at Annex "G".

## **9. COMMITTEE REPORTS**

- a. The VSS Committee Report, corresponding addendum and OSI Special Section speaking notes with attachments by Comrade Glynne Hines were presented and are attached at Annex "H".

**MOTION:** It was moved that DEC ratify the fourth CIMVHR Masters scholarship for 2017-18.

**CARRIED**

**MOTION:** It was moved that DEC support the request for a transformational gift to the Royal Ottawa Hospital for a research proposal on optimizing cannabinoid-based therapy for arousal and sleep disturbances in Veterans with PTSD.

**DEFEATED**

**ACTION ALL: Director Service Bureau**

**MOTION:** It was moved that DEC approve the conduct of the Veterans Outreach Patrol Program as briefed by the OSI Special Section President and that the Section work in conjunction with the Provincial Secretaries through the Service Bureau Network.

**CARRIED**

**ACTION: President OSI Special Section**

**MOTION:** It was moved that the OSI Special Section coordinate the delivery of the Basic Mental Health First Aid program across the country on behalf of the Royal Canadian Legion. This program is to be coordinated through provincial commands and the Service Bureau Network.

**CARRIED**

**ACTION: President OSI Special Section**

**The Report CARRIED**

- b. The Poppy & Remembrance Committee Report and corresponding addendum were presented and it is attached at Annex "I". In addition to the motions that follow, DEC discussed the poppy centre product being produced in Alberta and now being sold nationally to keep the poppy in place. While Dominion Command is pursuing this nationally, it is also the responsibility of AB-NT Command to take action locally. The following amendments to the Poppy Manual were proposed by the Poppy & Remembrance Committee to DEC.

**MOTION:** It was moved that Section 208.j be changed to reflect that Branches can provide Poppy Trust Funds to District and Zones for prizes under the Poster and Literary Contests within the District and Zones.

**CARRIED**

**MOTION:** It was moved that Section 317.e. be changed to reflect that Poppy Trust Funds obtained during the Campaign must remain under the control of the Legion. Other Veterans groups or organizations may be permitted to take part in the Poppy

Campaign but not in the distribution of Poppy Trust Funds.

**CARRIED**

**MOTION AS AMENDED:** It was moved that Section 321 be changed to reflect that it is not mandatory that wreaths and crosses collected from the Cenotaph be destroyed. They may be used in another manner to promote Remembrance, such as for displays at community cemeteries or placement at Veterans' gravesites. The resale of used wreaths and crosses shall not be permitted.

**DEFEATED**

**MOTION:** It was moved that Section 321 be changed to "It is not mandatory that wreaths and crosses collected from the Cenotaph be destroyed. They may be used in another manner to promote Remembrance, such as for displays at community cemeteries or placement at Veterans' gravesites. The resale of used wreaths and crosses should be **strongly** discouraged."

**CARRIED**

**MOTION:** It was moved that Section 401 be changed to reflect Poppy Trust Funds may also be donated to a centralized Command Poppy Trust Fund.

**CARRIED**

**MOTION:** It was moved that Section 402.iii.b. add in: "including seminars" as a reasonable expense of the Branch Service Officer.

**CARRIED**

**MOTION:** It was moved that Section 402.iii.c. add in: this also includes those currently serving members deployed outside Canada.

**CARRIED**

**MOTION:** It was moved in Section 402.vii to add in:  
Provincial Command Charitable Foundation.

**CARRIED**

**MOTION:** It was moved that Section 402.viii add in:  
Homeless Veterans Provincial Programs.

**CARRIED**

**MOTION:** It was moved to amend Section 403.g to read  
Annual Veterans Visit: Add: "Details of the event  
and receipts must be submitted after the event."

**CARRIED**

**MOTION:** It was moved that Section 403.i. Accessibility  
Modifications: Add "only one entrance per branch  
premise".

**CARRIED**

**MOTION:** It was moved that the revised Poppy Manual be  
approved in conjunction with the acceptance of the  
other amendments above.

**CARRIED**

**MOTION:** It was moved that the costs associated with The  
Legion and Operation Santa gift packages be  
charged against Poppy Funds, contingent on the  
recommendation to change Section 402.iii.c of the  
Poppy Manual being approved.

**CARRIED**

**MOTION:** It was moved that the Junior Canadian Ranger  
nominated each year on the national level be  
recognized by The Royal Canadian Legion with a  
plaque to be presented during the Remembrance  
period. The Junior Canadian Ranger nominated  
at the local level can be recognized with an  
appropriate certificate.

**CARRIED**

**ACTION ALL: Chairman P & R Committee**

A further discussion took place concerning the issuing of the Veterans' license plates across the country. A survey of regulations by province indicate that only one province to date is using the updated Legion definition



of a veteran as qualifying criteria for the plates. This creates various issues as veterans and serving personnel move across the country, as well as recognizing RCMP members. Two other commands are currently working with their provincial governments to adjust the criteria to the new Legion definition. Standardization is needed so that all veterans are recognized.

**MOTION:** It was moved that Dominion Command provide each Provincial Command with a document that defines the Definition of a Veteran for uniformity across the country.

**CARRIED**

**ACTION: Dominion Secretary & Provincial Presidents**

**The Report CARRIED**

- c. The Membership Committee Report was presented and it is attached at Annex "J".

**MOTION:** It was moved to recognize the Ladies Auxiliary years of service for any existing or previous Ladies Auxiliary member who becomes a Legion member. The member would be eligible for Legion service awards to recognize their total years of service. Simultaneous/overlapping service would not be recognized. A signed attestation by both the LA branch president (where applicable) and branch president would be required by Dominion Command.

**CARRIED**

**MOTION:** It was moved that a new plasticized membership card be implemented for the 2018 membership year

**CARRIED**

**ACTION ALL: Chairman Membership Committee**

**The Report CARRIED**

- d. The Sports Committee Report and corresponding addendum were presented and it is attached at Annex "K".

**MOTION:** It was moved that the Sports Guide be modified to both outline appropriate behaviour at Dominion tournaments as well as state the applicable disciplinary actions as required.

**CARRIED**

**MOTION:** It was moved that the Legion actively target locations in Central Canada to host the Legion Nationals but not restrict applications to host from other potential areas. Based on the hosting applications received a priority for selection should be weighted heavily in favour of those that are geographically centralized and which reflect a substantial cost savings in travel.

**CARRIED**

**MOTION:** It was moved that the current selected hosts including Brandon, MB (2017/18) and Sydney, NS (2019/2020) remain as hosts through to 2020 as previously planned

**CARRIED**

**ACTION ALL: Chairman Sports Committee**

**The Report CARRIED**

- e. The Ritual & Award Committee Report was presented and it is attached at Annex "L".

**MOTION:** It was moved that a sew-on scroll be produced and made available through our Supply Department for wear on Legion Dress that would simply state "Veteran". This scroll would be similar to the "Life Member" scroll that is currently a part of the Legion Blazer Badge that identifies a Life Member. This scroll would then be made available to all Veterans through Legion Branches and our Supply Department for wear on Legion Dress on the left breast pocket immediately below the Legion Crest or Life Member scroll.

**CARRIED**

**ACTION: Chairman R & A Committee / Director Supply**

**MOTION:** It was moved that a resolution concerning the wearing of Canadian Armed Forces embroidered or metal, Flying and Specialist Skill Badges be prepared and presented at the 2018 Convention in Winnipeg. The Dominion President asked for the support of the DEC members.

**CARRIED**

**ACTION: Chairman R & A Committee**

**The Report CARRIED**

- f. The Constitution and Laws Committee Report and corresponding addendum were presented and are attached at Annex “M”.

**MOTION:** It was moved that subsection 105.b be amended to read “*The command in the Province of British Columbia includes branches organized in the Yukon Territory. It shall be designated the British Columbia/Yukon Command.*”

**CARRIED**

**MOTION:** It was moved that reference to “Life” in subsection 201.b be removed.

**CARRIED**

**MOTION:** It was moved that GBL 206 (Life Members) be removed in its entirety.

**CARRIED**

**MOTION:** It was moved to insert a basic statement in the By-Laws, to state:

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

**CARRIED**

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

**CARRIED**

**MOTION:** It was moved to delete section 203.

**CARRIED**

**MOTION:** It was moved that Constitution and Laws Committee review Appendix A (Guide to Eligibility

to Membership) with regards to either updating or striking it from the General By-laws.

**CARRIED**

**ACTION ALL: Chairman C & L Committee**

**The Report CARRIED**

- g. The RCEL Committee Report was presented and it is attached at Annex "N".

The Report **CARRIED**

- h. The Dominion Convention Committee Report was presented and it is attached at Annex "O".

The Report **CARRIED**

- i. The Defence & Security Committee Report was presented and it is attached at Annex "P".

The Report **CARRIED**

- j. The Leadership Development Committee Report was presented and it is attached at Annex "Q".

The Report **CARRIED**

- k. The Public Relations Committee Report was presented and it is attached at Annex "R".

The Report **CARRIED**

**ITEM 10: CANVET PUBLICATIONS LTD.**

The CANVET Publications Report was presented and is at Annex "S".

**ITEM 11: CURRENT DOMINION COMMAND TRAVEL POLICY / UPDATE**

The Dominion Command Travel Policy was updated and is at Annex "T".

**MOTION:**

It was moved that DEC approve that the current mileage rate of 55.5 Cents/km be lowered and reflect the current rate established for averages of all provinces compared against the Ontario rate under the Treasury Board regulations. The new proposed rate would be 51.6 Cents/km, effective 1 January 2017.

**CARRIED**

**MOTION:** It was moved that DEC approve the daily per diem rates to be set as follows, effective 1 January 2017.

- Internal to Canada - \$96.00
- External to Canada - \$210.00

**CARRIED**

**MOTION:** It was moved that DEC approve an increase to the rental car allowance to \$150.00. That fee includes \$140.00 for car rental and \$10.00 to cover gas from the airport to Legion House and return. All other expenses will be the responsibility of the individual, effective 1 January 2017.

**CARRIED**

## **ITEM 12: CENTENNIAL FUND**

A summary of the Centennial Fund was presented and is attached at Annex “U”.

**MOTION:** It was moved that the Centennial Fund be discontinued and be moved into the reserve fund and that fund be kept at a minimum of \$18M. This is to be reviewed on an annual basis.

**CARRIED**

## **ITEM 13: MARKETING PLAN 2016 - 2021**

Comrades Dion Edmond and Leah O'Neill provided a briefing on a proposed Hearts and Minds Campaign and is attached at Annex “V”.

**MOTION:** It was moved that DEC approve the 5 (five) year Hearts and Minds Campaign for a total commitment of \$1,250,000 over the 5 year plan. These funds allocated will be withdrawn from the existing reserve fund as a special new project.

**CARRIED**

## **ITEM 14: CORRESPONDENCE**

Presented as an Information Item Only and are attached at Annex “W”.

## **ITEM 15: MEETINGS AND INVITATIONS**

Presented as an Information Item Only and is attached at Annex "X". The spring Dominion Executive Council meeting(s) has been moved and is now scheduled for Friday April 28<sup>th</sup>, Saturday April 29<sup>th</sup> and Sunday April 30, 2017.

## **ITEM 16: OTHER BUSINESS**

- a. Fort McMurray Wildfire Relief Fund. The follow up report in regards to the Fort McMurray Wildfire Relief Fund was made by Chris Strong, Provincial President from AB-NT. The complete report and figures table is provided at Annex "Y".
- b. Status of IT at Legion House. Steven Clark the Director of Administration presented a report on the Status of IT at Legion House. The report is attached at Annex "Z".
- c. Request for Support – Canadian War Museum will hold a commemorative concert to be held 9 April 2017 in recognition of Vimy Ridge. Letter is attached at Annex "AA".

**MOTION:** It was moved that DEC approve \$2,000.00 to support the Canadian War Museums' Commemorative Concert from the 2016 Requests for Support budget and an additional \$3,000.00 in 2017 from the same budget

**CARRIED**

- d. Recognizing Veterans at Provincial and Dominion Conventions

**MOTION:** It was moved that at conventions, either Provincial or Dominion, when the Chairman makes mention to Veterans that the chair states that "all those who meet the Royal Canadian Legions definition of a Veteran please stand and be recognized".

**CARRIED**

- e. Saluting at a memorial on National Remembrance Day.

**MOTION:** It was moved that the Ritual and Awards Committee follow up and review protocol and bring back to DEC at the next meeting in April the appropriate procedure for saluting memorials and when placing wreaths.

**CARRIED**

**ITEM 17: ADJOURNMENT**

The Dominion Executive Meeting was adjourned on 27 November 2016 at 5:45 pm.

A handwritten signature in black ink, appearing to read "B. H. White", with a long horizontal flourish extending to the right.

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Dominion Treasurer

Dominion Secretary

GRAND PRESIDENT'S REMARKS TO DEC, 27 NOVEMBER, 2016

THANK YOU COMRADE CHAIR.

GOOD MORNING, COMRADES. I KNOW THAT WE HAVE A FULL AGENDA SO I WILL KEEP MY REMARKS BRIEF.

SINCE DEC LAST MET IN JUNE IN ST JOHN'S, I HAVE HAD THE HONOUR OF PARTICIPATING WITH COMRADE DAVE AND OTHERS IN A NUMBER OF MEMORABLE EVENTS, INCLUDING THE PRESENTATION OF THE FIRST POPPY ON 19 OCTOBER TO THE GOVERNOR GENERAL AND HER EXCELLENCY.

THE GOVERNOR GENERAL AND HIS WIFE ONCE AGAIN DID A GREAT JOB OF MAKING THIS CEREMONY AND THE RECEPTION WHICH FOLLOWED VERY SPECIAL AND VERY ENJOYABLE FOR ALL THE VETERANS AND THEIR FAMILIES WHO WERE IN ATTENDANCE.

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

AS IN THE PAST, THE SELFLESS DEDICATION OF OUR REMARKABLE SILVER CROSS MOTHER WAS AN INSPIRATION TO ALL INVOLVED, INDEED TO COUNTLESS CANADIANS ACROSS THE COUNTRY, WHO SAW OR HEARD ONE OF HER MANY INTERVIEWS.

THE CEREMONY ITSELF WAS OUTSTANDING AND I WOULD LIKE TO PASS ON A BIG BRAVO ZULU AND MY PERSONAL CONGRATULATIONS TO EVERYONE IN THE LEGION INVOLVED IN PLANNING AND EXECUTING THE 2016 NATIONAL REMEMBRANCE CEREMONY.

LIKE MANY, MANY OTHER LEGIONNAIRES WHO ORGANIZED COUNTLESS OTHER MOVING REMEMBRANCE CEREMONIES ON 11 NOVEMBER ACROSS THE COUNTRY, YOU REALLY DID VISIBLY DEMONSTRATE THE PRIDE AND COMMITMENT OF THE ROYAL CANADIAN LEGION IN EXECUTING ITS ESSENTIAL ROLE AS THE GUARDIAN OF REMEMBRANCE IN CANADA.

I ALSO HAD THE PRIVILEGE OF ATTENDING THE SEVENTH ANNUAL CANADIAN MILITARY AND VETERAN HEALTH RESEARCH FORUM EARLIER THIS WEEK IN VANCOUVER WITH COMRADE DAVE AND COMRADE RAY. THIS IMPRESSIVE AND INFORMATIVE GATHERING OF 600 HUNDRED



CIVILIAN AND MILITARY HEALTH RESEARCHERS, HEALTH INDUSTRY STAKEHOLDERS, AND OTHER INTERESTED SENIOR MILITARY AND GOVERNMENT OFFICIALS FROM CANADA, THE UNITED STATES, THE UNITED KINGDOM, AUSTRALIA AND THE NETHERLANDS FEATURED MORE THAN A HUNDRED RESEARCH PRESENTATIONS IN PRIORITY AREAS OF INTEREST AND CONCERN TO THE CAF AND VETERANS COMMUNITY.

THE CONFERENCE ALSO ATTRACTED MANY PROMINENT POLITICIANS AND MILITARY LEADERS INCLUDING THE MINISTER OF VETERANS AFFAIRS AND THE CHIEF OF MILITARY PERSONNEL.

THE LEGION WAS A HIGHLY VISIBLE SPONSOR AND COMRADE DAVE GAVE AN EXCELLENT UPDATE ON THE SUPPORT AND PROGRAMS THAT THE LEGION PROVIDES TO VETERANS AND THEIR FAMILIES AS WELL AS A GOOD RECRUITING PITCH TO ALL CIMVHR FORUM PARTICIPANTS, PRIOR TO PRESENTING THE THIRD LEGION MASTERS SCHOLARSHIP TO MR JEREMIAH BUHLER OF THE UNIVERSITY OF MANITOBA.

THE LEGION WAS COMMENDED ON A NUMBER OF OCCASIONS THROUGHOUT THE FORUM INCLUDING DURING THE GALA EVENT KEYNOTE ADDRESS BY DR. RYAN D'ARCY FOR SUPERB SUPPORT OF SEVERELY INJURED VETERAN, CAPTAIN (RETIRED) TREVOR GREEN AND HIS FAMILY AND FOR LAUNCHING THE INNOVATIVE AND OUTSTANDING VETERAN'S VILLAGE HOUSING COMPLEX IN SURREY. "BRAVO ZULU BC/YUKON COMMAND FOR ALL THEIR GREAT WORK ON THIS ONE INCLUDING FOR PROVIDING TREVOR WITH THE FUNDING REQUIRED TO ACQUIRE SOME VERY ADVANCED EXO-SKELETON WALKING EQUIPMENT TO ENABLE HIS CONTINUED PROGRESS AND AS SIGNIFICANT 'GROUND BREAKING' ADVANCES IN BRAIN INJURY RESEARCH.

THANKS TO COMRADE RAY THE LEGION HAD AN INFORMATIVE KIOSK AT THE FORUM WHICH WAS WELL RECEIVED BY THE PARTICIPANTS.

LED BY QUEENS UNIVERSITY AND RMC, CIMVHR NOW HAS 42 UNIVERSITIES AS MEMBERS AND ENJOYS STRONG SUPPORT FROM THE CANADIAN FORCES SURGEON GENERAL WHO HAD 200 STAFF FROM ACROSS CANADA PARTICIPATING AS WELL AS FROM VETERANS AFFAIRS CANADA, WHOSE MINISTER AS WELL AS A NUMBER OF SENIOR OFFICIALS WERE PRESENT.

CANADA HAS LONG NEEDED A CREDIBLE, 'ARMS LENGTH FROM GOVERNMENT' INSTITUTION TO CONDUCT PEER REVIEWED SCIENTIFIC RESEARCH TO ENSURE OBJECTIVE AND TIMELY DECISIONS TO BETTER MEET VETERANS AND CANADIAN FORCES HEALTH CARE AND DISABILITY SUPPORT NEEDS. AS EVIDENCED BY THE HIGH NATIONAL MEDIA INTEREST THROUGHOUT THIS YEAR'S FORUM IN VANCOUVER, I BELIEVE

THAT CIMVHR HAS NOT GONE SOME CONSIDERABLE DISTANCE TOWARD FULFILLING THAT ESSENTIAL ROLE IN A RELATIVELY SHORT PERIOD OF TIME AND DEFINITELY WARRANTS CONTINUED VISIBLE AND SUBSTANTIVE SUPPORT FROM THE ROYAL CANADIAN LEGION.

THAT CONCLUDES MY COMMENTS. THANKS VERY MUCH COMRADES.

Good morning Comrades and welcome back to Legion House. We have a great agenda a big agenda today so I will keep it as brief as possible.

Since we last met in St. John's Newfoundland things have been extremely busy here at Dominion Command. But there are a couple of things I would be remiss if I didn't bring forward to your attention to set pace.

First and foremost as all you know we have had a very volatile situation that happened in Hampton New Brunswick that rocked our Legion world for a few weeks and because of the action of Comrade Harold Harper immediately getting this situation under control in getting this very early we were able to come out of this with relatively few scars. As Dominion President I would like to thank Comrade Harold for his strong compassion and leadership and also Comrade Tom Eagles and Cindy Saunders for their assistance to Comrade Harold. Thank you Harold.

Another situation that happened on November 11<sup>th</sup> in Saskatchewan. But the quick action of Comrade Ken Box and their new Provincial Secretary Chad Wagner of this potentially explosive situation was contained and handled immediately. On behalf of all the DEC members thank you Comrade Ken for your strong show of leadership.

At our national Track and Field in Ste. Therese Quebec. There was a very negative and disruptive gentlemen representing the NL and Labrador Command and it became a situation where something had to be done. Comrade Angus and I sent a report to Comrade Frank Sullivan. Comrade Frank's leadership took the gentlemen to task and is no longer part of the track and field and in fact, he is no longer a District Commander anymore. Thank you very much Frank for your strong show of leadership.

In Nova Scotia/Nunavut, Provincial President Steve he was put in a situation where a branch was refusing to abide by the rules and resolutions that were past at their provincial convention. So Comrade Wessel did everything possible, exhausted all avenues of forcing this branch to comply with the wishes of command and convention to no avail. And that situation, there was absolutely no choice, I had to grant Comrade Steve permission to revoke the charter and I will read it as I have to document it. On November 2016 after the inquiry and for cause clearly stated and under the authority granted to me by subsection 418(a) of the general by laws I had to revoke the charter of Clare Branch 52 Nova Scotia Command. The branch executive committee and members of that branch voted to contravene Nova Scotia command by law requirements to submit monthly branch finance statements to command. Even more concerning was the branch's unwillingness to comply with the duly approved command resolution at the 2015 provincial convention that require all the branches within the command submit a 10% assessment on the balance of poppy trust fund accounts to Nova Scotia Nunavut command poppy trust fund. By refusing to provide this required financial support the branch reengaged on their commitment to assist veterans and their families in need even after repeated attempts by Nova Scotia command to clarify this requirement the branch steadfastly refused to abide by the by-laws. This action was truly unfortunate but it was warranted in this case. This

action is being reported to DEC as required by by-law subsection 418(a) of the General By Laws. Very unfortunate but sometimes we have no choice.

Comrades there are similar stories all over our branches and right through this country and dominion command. Provincial Presidents, you all have had to act, in similar situations I just wanted to give you some examples of what is going on right now.

We at Dominion Command cannot look after all this ourselves. We can support commands but we need you guys to police this if we are able to drive the grump out of the Legion. Please have this topic front and centre for your PEC's agenda and task your district commanders to ask the branches to report back to your office. We need to find members that are presently holding this great organization back, remove them from their respective offices and replace them with members that will bring The Royal Canadian Legion forward into the future.

As a good leader one should take the time and read and understand our by-laws. Never think that any question is too minor to ask, admit to your mistakes, take corrective action immediately and last but not least keep strong in your mind the aims and objects of The Royal Canadian Legion.

Comrades, we have to welcome all Canadians into our folds whether they are ex-service or regular Canadian Citizens, let's not drive that wedge between the different membership categories. Work together to solve problems. Our new motto going forward I would like to see is you either lead, follow or get the Hell out of the way.

Comrades, we are meeting here today to approve our committee budgets for 2017. There has been a lot of work done on this process by committee chairs and our finance department to ensure that we can provide all services and still come out with a balanced budget. Today is the time for you to ask questions. Not back at the hotel, after we are finished, but now – today.

In closing I would like to ask all present to respect the comments and questions of all your fellow comrades and to finish up today with a strong feeling of pride and accomplishment.

Thank you.

**DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**ITEM 4: SENIOR OFFICER'S REPORTS**

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The following Senior Officers' reports are attached and are an information item only.

- a. RCEL Conference Report – June 24-29, 2016
- b. 100<sup>th</sup> Anniversary Battle of Somme/Beaumont Hamel – June 29- July 5, 2016
- c. American Legion Convention – August 26-Sept 1, 2016
- c. TVS Branch #44 Gala Anniversary – October 13, 2016

**RCEL CONFERENCE REPORT, 2016  
KUALA LUMPUR, MALAYSIA  
JUNE 24<sup>TH</sup> TO JUNE 29<sup>TH</sup>, 2016**

Comrades, I had absolutely no idea as to what jet lag was until I took this trip. On the 23<sup>th</sup> of June I flew to Toronto and met up with Gary Foster, RCEL Secretary and Comrade Tom Eagles. Gary briefed me as to how our week would proceed.

We boarded the plane for Hong Kong at 10 am on June 24<sup>th</sup>. After 16 hrs in the air, we finally landed in Hong Kong. We only had 2 hrs to change airlines and was very thankful that Malaysian Airlines had someone there to meet us and show us where to go, or we would not have made it. After another 6 hrs on Malaysian Airlines, we finally landed in Kuala Lumpur. After a 1 hrs drive from the airport to the Hotel, we arrived at the Hotel around 7:30pm on Saturday evening. We registered and received our package and being exhausted, we all retired for the night.

Next morning we were all transported to the War Memorial, located in the center of the city, for a Wreath laying Ceremony. There were representatives there from 43 countries, and a lot of media coverage.

For the next two days, the founding Countries conducted meetings with their respective supporting countries and reported back to the main assembly. All in all, after all was said and done, everyone had the same concerns and one that was very prominent was how to deal with Widows. It was the consensus that each and every country had so many different laws, that the only way to deal with the problem, would be one by one, with different requirements for each country.

It was great to meet all the volunteers that help us in the Caribbean Countries and talk face to face with them and hear their concerns. We had one new country added to our list, Bermuda.

I had to miss the last day, which was a boat tour, because I had to leave for Paris and on the Arras to join VAC for the 100<sup>th</sup> Anniversary of the Battle of the Somme and the Battle of Beaumont Hamel Celebration group.

All in all, it was an eye opening experience, one which I will not easily forget.

In Comradeship

Dave Flannigan  
Dominion President

**100<sup>TH</sup> ANNIVERSARY OF THE BATTLE OF THE SOMME  
AND BEAUMONT HAMEL REPORT  
JUNE 29<sup>TH</sup> TO JULY 5<sup>TH</sup>**

Comrades, this is a trip I will always Remember. Way back when I was Branch President, and attended my very first Dominion Convention in Halifax, NS in 2000, there was reference made to the fact that in 16 short years we would start Celebrating the 100<sup>th</sup> Anniversaries of the First World War Battles and reference was made to the Battle of the Somme and Beaumont Hamel. Well, then and there, I made a commitment that if at all possible, I would endeavor to try my utmost to be at Beaumont Hamel on this very special 100<sup>th</sup> Anniversary of the Battle of Beaumont Hamel. Never in my wildest dreams did I ever think it would be possible to be there, on this very special site, laying the Wreath on behalf of all Canadian Veterans and never in my wildest dreams did I expect to be your Dominion President, while doing so.

**JUNE 29<sup>TH</sup>:**

After a very, very long day of flying from Malaysia to Dubai (9 hrs on the plane) and then on to Paris (6 more hrs on plane), we arrived at 8 pm. I was picked up there by a driver who drove me to Arras, where I was met by Paulette Ryan, Arrangements Manager for the VAC Celebrations Group. I had been very sick for a few days and she made me see their Doctor before going to bed. The Doctor gave me a puffer and some medication and wasn't long before I started feeling better. I was very sorry to have missed the visit to the Commonwealth War Graves Commission, which was completed earlier that day, but that's it.

**JUNE 30<sup>TH</sup>:**

After I was introduced to the delegation in the lobby in the morning, we were on the bus and ready and eager to go. First visit was to Adanac Cemetery, where we completed a full Legion Ceremony and Wreath Laying, with the Piper and Bugler. Then we were off to Ypres, Belgium where we received a guided tour of the Flanders Field Museum. They also supplied us with a group dinner. We were then transported to the Menin Gate, for briefing and Ceremony. This was very special, as I was asked to conduct the Act of Remembrance at the Monument. What a feeling, WOW! Never got back to the hotel until 10 pm. All were tired and went to bed.

**JULY 1<sup>ST</sup>:**

Of course, this is my day. The one I have been waiting for many, many years and it's here. I was shaking when I got out of bed. The anticipation was overwhelming. All I could think about was my Great Uncle Dave Flannigan and the journey I started for him many years ago. Although he is buried in a small graveyard in Tournai, Belgium, I know and feel him at my side.

It was an early start, as we had to clear the French Security in Thiepval, to get to the Memorial Service for 12 noon. It was an astounding Ceremony, with Pipe Bands, Buglers and of course all the different Armed Forces Units. The audio visual effects were overwhelming. Prince Charles and Camilla, Prince Harry and Prince William and Kate were there to lay the Wreaths. They had a fabulous 21 Gun Salute, which ended the celebrations.

Time was of an essence, with the crowds on hand, as we departed for Beaumont Hamel around 2pm. VAC supplied box lunches on the bus ride, which were sufficient. We arrived at Beaumont Hamel Park around 2:30pm and were escorted to the VIP tent where the Minister of Veterans Affairs was hosting a reception.

At 4pm, the time had arrived and we were Marched up to the Monument and escorted to our seating. I was in the second row, right behind Prince Charles and Camilla. The Service was awesome, with all Newfoundlanders participating. Prince Charles laid the Wreath for the Commonwealth and The Minister, Kent Hehr laid the Wreath on behalf of the Government of Canada and then, the big moment for me, I was called to lay the Wreath on behalf of "ALL" Canadian Veterans. What an Honor, being a Newfoundlander, laying the Wreath on behalf of all Canadian Veterans, on the 100<sup>th</sup> Anniversary of the Battle of Beaumont, at the Monument at Beaumont Hamel. It doesn't get any better than that. The extreme highlight and Honor of all my Legion career. I could feel my Great Uncle David Flannigan standing right beside me. I had a job to walk, I was shaking so much.

After the Ceremony was over and Prince Charles had departed, the Minister hosted a group Dinner at the tent. You could feel and hear the excitement in everyone's voices, as they spoke. I wanted to get up and tell everyone how I felt, but I knew I wouldn't have gotten it out.

After Dinner we received a full guided tour of Beaumont Hamel Park, and I will tell you, if you don't feel it there, then you will never feel it. We left for Hotel Mercure at 8pm, arriving at around 8:45. Most of the group sat around the bar and chatted about our special day. Everyone was feeling great about how our trip was progressing.

#### JULY 2<sup>ND</sup>:

After the big day before, we had a morning of relaxation and lunch at the hotel before departing for Courcelette Canadian Memorial at 12:45pm.

A beautiful Ceremony was held for Canadian Veterans at Courcelette Memorial at 2pm and the Minister hosted another tent reception afterwards.

Then off to the Courcelette British Cemetery, where the Youth paid their respects to four soldiers. It was very somber as the Piper Played while the kids told the Soldiers stories.

At 4:30 we headed back to the hotel, where everyone was on their own for Dinner. The Veterans all stayed together and went to the Square for the evening and listened to some music and enjoyed Dinner.



### JULY 3<sup>RD</sup>:

Departed for the Canadian National Vimy Memorial at 9:30am, arriving at 10:15. We received a full guided tour of the Visitors Center and Vimy Memorial, including the tunnels and trenches. We then went to the Givenchy Cemetery, where the kids did a tribute to four more Soldiers. We then had lunch at the Vimy reception center.

After lunch, we conducted a full Memorial Service at the Vimy Monument and I had the distinct Honor of saying the Act of Remembrance for the Ceremony. How can one ask for more than what I've been Honored with, on this trip, reciting the Act of Remembrance at Menin Gate, and Vimy and Laying the Wreath at Beaumont Hamel for all Canadian Veterans. WOW!!!

We arrived back to the hotel at 4pm, and had a few hours before our Farewell Dinner at the hotel at 7pm. This is where your hearts would have melted, each one of the Youth, gave a full presentation as to what they got out of this trip. WOW!!! They were absolutely fantastic. There wasn't a dry eye in the room. They had captured it all, never missed one thing.

### JULY 4<sup>TH</sup>:

Checked out of Hotel at 10am, and headed for Lille-Lesquin Airport. We had box lunches on the bus and arrived at 2pm. Left for Canada at 3pm. Had a stopover in Stephenville NL, as the Minister and his delegation got off and we proceeded on to Ottawa, arriving at 7pm. After check in, we met down stairs in the lobby for our last goodbyes, as we were all leaving at different time. The kids again, went around and spoke to all the Veterans and VAC Staff and gave everybody that final feeling of a successful tour.

Was on the plane next morning and back home. Comrades I apologize for the length of this report, but this all had to be said.

In the absence of questions, I move my report.

Dave Flannigan  
Dominion President

## **American Convention Report August 26<sup>th</sup> to September 1<sup>st</sup>, 2016**

From our arrival in Cincinnati we were treated like gracious Royalty. Comrade Brad had arrived earlier in the day and had ensured that all details of our stay were looked after. The hotel and Convention venue were absolutely superb. I would like to thank Comrade Brad and Therese making our trip so special and for the planning and expertise in making this trip memorable.

The opening ceremonies and presentation by Larry Gatlin was very professional and well done. The Parade was 4 hours long in 90 degree temperatures. We were sitting on the reviewing stand, in shorts, for the full 4 hrs of this beautiful event. All 50 States were well represented, with full colors. The American Legion top Executive hosted us for dinner later that evening. A great time was had by all.

I was very surprised when I arrived at the Convention Center to see that all the delegates were dressed in different uniforms, except for the Wedge Caps. I was extremely proud to address the Convention on our behalf. I must say, we have the same problems as they do. Membership and declining numbers. It is very clear that there are three prominent people that control the whole election process. If they do not condone you to move forward, then you don't move forward.

It was overwhelming to sit at the head table for the National Commanders Banquet. There were two rows of about 20 in each row. After the speeches, Larry Gatlin and the Gatlin Brothers entertained the Convention and they were absolutely fabulous.

Before I close, I have to give my sincere thanks to Dan Ludwig and his wife Mary. They were our hosts and did a perfect job as hosts. I have to apologize to all Canadians, as I lost in playing Crib to our counterpart, Dan, from the US. He was very glad to mention it the next morning when he addressed the Convention.

On behalf of my wife Vera and I, I sincerely thank all the delegates at the American Legion Convention for their hospitality and Comradeship.

In the absence of questions, I move the adoption of my report

Dave Flannigan  
Dominion President

### **TVS Branch #44 Anniversary Gala Evening**

It was a pleasure to attend on your behalf, the Gala Evening in Vancouver on Thursday.

The BC Regiment Armoury Drill Hall was nicely decorated - a great venue for such an event.

I am pleased to report that there were a considerable number of Legionnaires, in uniform, in attendance - we were well represented.

The fancy finger food (I can't spell hors d'oeuvres ?) was served throughout the evening by young Air and Sea Cadets who did a stellar job, while a 5 piece band " Company B " provided the background entertainment - very fitting choice I might add.

The Program began about 8 PM:

March on the Dignitaries - led by Piper and Mainland Colour Party

Invocation - Branch #44 TVS Padre

MC - Dean Hill - a local radio announcer

RCL - Speech by Angus Stanfield, VP Dominion Command

Commemorative Address - Peter Merola - President, Legion TVS Br. # 44

Plaque Dedication & Candlelight Tribute - with a Ceremonial Passing of the Torch to Cadets

2016 Grant Awards - by Kandys Merola - Executive Director, TB Vets Foundation

Throughout the evening I was able to interact with members of other organizations - 2 hospital Foundations and the Exec. Director of Honour House. It was quite an informal evening.

To add to the experience, I fought an extreme wind storm in both getting off the Island on Thursday to getting back on Friday, as a Newfoundlander I am sure you can appreciate that. The return trip took me almost nine hours, it was weather that we only get every few years.

In summation, I think that our speech was well received and I thank you for the opportunity to participate.

Respectfully submitted

Angus Stanfield

**DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

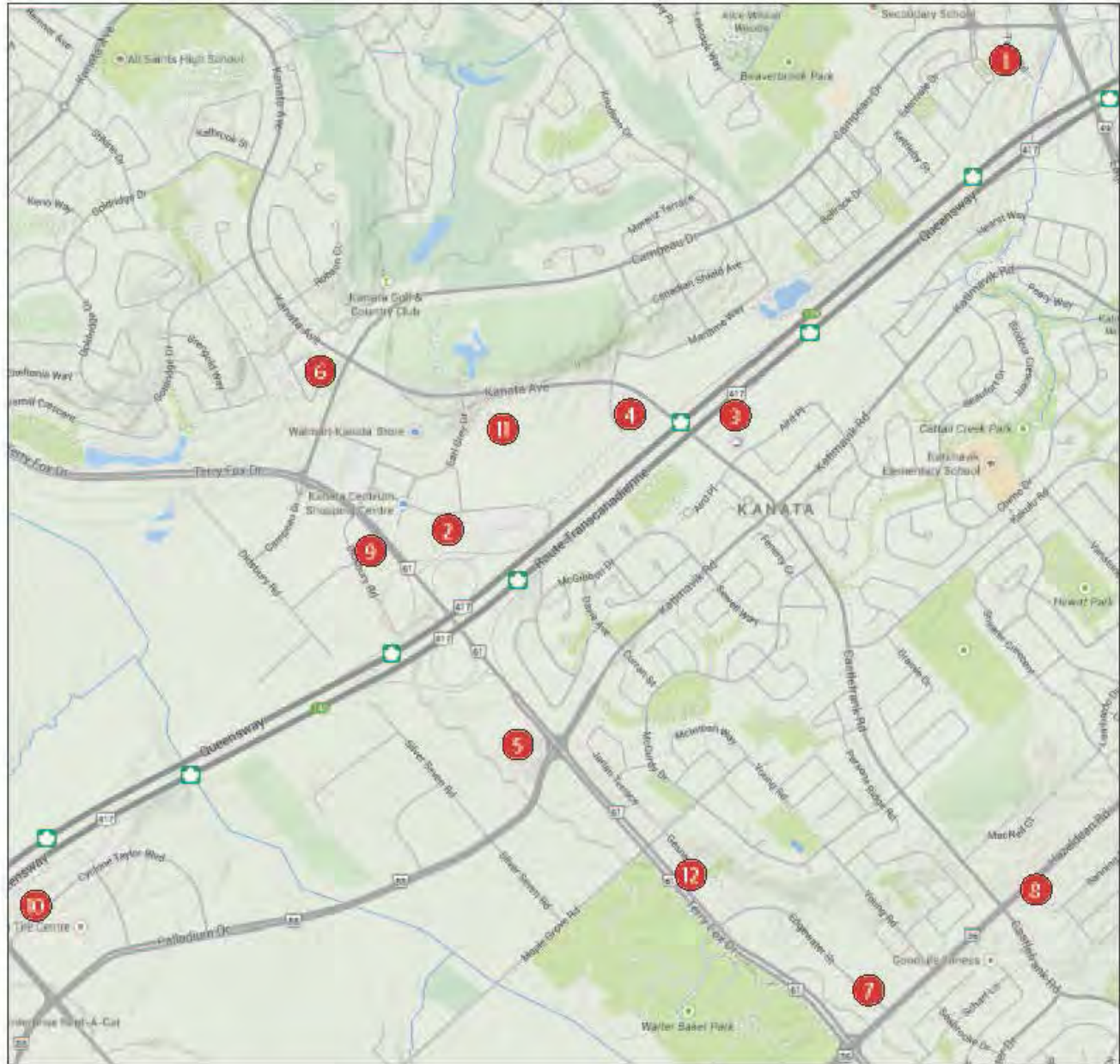
**ITEM 5: ADMINISTRATIVE ARRANGEMENTS**

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- a. Schedule – 27 November
  - i. 0900 hours – DEC convenes
  - ii. TBA – Briefing by VAC DG Commemorations, Helene Robichaud and BGen (Retired) Mike Jorgensen
  - iii. 1200 hours - lunch at Dominion Command (Call of the Chairman)
  - iv. 1315 hours – DEC convenes in main boardroom
  - v. 1600 hours – DEC adjourns for the day (Call of the Chairman)
- b. Local Map. A map of the local area has been produced for your convenience and is attached.
- c. Hotel Reservations. Your reservations have been made according to the DEC and Committee meeting schedule. If you intend to check out earlier, please advise the hotel as soon as possible. Please take note that DEC members are responsible to pay their hotel bill at check out and then reclaim on their expense claim forms.
- d. Reports. As members are aware all meeting material is provided electronically and will not be reproduced in paper format.
- e. Smoking. Members are reminded that Ottawa City By-Laws do not permit smoking in any office building including bars and restaurants. However, the Director of Administration will provide one of the smokers with a door pass to enable smokers to use the rear entrance to permit smoking outside during the break periods. Smoking is only permitted at the rear of the building.

Attachment

The Royal Canadian Legion—Dominion Command (Legion House)  
86 Aird Place, Ottawa, ON K2L 0A1  
613-591-3335



- |                                |   |
|--------------------------------|---|
| 1. LaPointe Seafood Restaurant | 6. Liquor Control Board of Ontario (LCBO) |
| 2. Centrum Area                | 7. Wendy's, Tim Horton's                  |
| • numerous restaurants         | 8. Pizza Hut, Burger King                 |
| • shopping facilities          | 9. Dairy Queen, Italian Restaurant        |
| • movie theatre                | 10. Canadian Tire Place—Hockey arena      |
| 3. Legion House                | 11. Walmart                               |
| 4. Holiday Inn Select Hotel    | 12. Darcy McGee's, East Side Mario's,     |
| 5. Country Inn Suites Hotel    | A & W, Swiss Chalet                       |

**DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**ITEM 6:      APPROVAL OF MINUTES/ELECTRONIC DECISIONS**

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a.      Approval of Minutes

The DEC last met on 15 June 2016. The minutes were distributed electronically.

**RECOMMENDATION:**    That the DEC minutes of 15 June 2016  
approved.

b.      Review of DEC Decisions – Email Voting

There were no DEC Decisions/Email voting since the last DEC meeting of 15 June 2016.

**DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**ITEM 7:      DOMINION TREASURER'S REPORT**

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**A.      2016 FINANCIAL FORECAST**

**I.   OVERVIEW**

At this point in time we are projecting a surplus of \$161,975 for the 2016 year. This is an increase of \$144,330 over the original budget of \$17,645. Depending on further outcomes, the projected 2016 surplus will be firmed as the year plays out. However, the principle reasons for revenue results so far year to date are as follows.

Supply Sales continue to exceed expectation as the supply department makes further penetrations into the consumer market. At the same time, the 150th Anniversary Medal of Canada has contributed to the great numbers for the department. It is expected that the department will exceed budgeted sales by \$200,000.00 for the 2016 year with total sales reaching \$2.2 Million.

An Estate Bequest for \$74,000 was received.

As a result of the continued focus on expenditures, the committee chairman have succeeded in delivering budgetary savings projected to be \$200,000.00. It should be noted, however, that the accuracy of budgeting for an entire year's worth of expenditures to support the various programs remains a challenge and will continue to require further focus and consideration.

Results so far year to date on the expense side of the equation are as follows.

The membership department continues to have its challenges. The processing of memberships has resulted in an increase in the temporary staff budget of \$42,000 in the Membership and Marketing budget.

The finance department is now processing all membership payments, which were processed in the membership department before. This has resulted in an increase in labor costs of approximately \$20,000.

Although the markets have been strengthening, weakness we saw some weakness in results for our investments for the first six months of the year. On a conservative basis, we have reduced revenue expectations by \$20,000 to \$470,000. At the time of writing this report, we may see a possible Santa Claus

run in the markets as a result of the firming of market expectations given some rebound in markets subsequent to the U.S. Election.

A provision has been made in the forecast for year-end performance bonuses at the 2015 level pending full DEC approval.

## II. ANALYSIS

### a) Revenues

As we are aware there are challenges on the revenue side of the operations. Through to the end of August, membership Per Capita Tax revenue showed a decline of 6,800 members from the same period in 2015. Projecting this figure to the end of the year indicates a loss of about 10,000 members which is the estimate that was used in the budget.

Despite the challenges of the postal disruption, Supply is having another big year with sales commemorative pins and medals providing the biggest gains. Sales are forecasted to hit \$2.2 million, an increase of \$200,000 over the original budget.

What follows are more detailed commentaries by department. However, the overriding considerations as to revenues continues to be related to Membership. As of the end of August 2016, the membership losses were 6,800, year over year. We have budgeted for a 2016 total loss of 10,000 members. Any loss less than that number will certainly enhance our finances. It is of considerable importance that subsequent to convention in St. John's, the alarming nature of continued membership losses required significant focus on the problem with sound, concrete initiatives. We look forward to a reporting of the initiatives.

### b) Expenses

Expense projections indicate a net increase of \$90,700.

### Departments

The Administration Department had to bring in a temporary staff to cover for a staff illness. This is projected to cost an additional \$8,000. Office and telephone are projected come in a combined \$4,000 over the original budget projection.

The IT Section has been very busy. The financial software used was upgraded from the 2010 version to the 2015 version. The network servers and operating systems have been upgraded and strengthened. There has been specialized programming support work required to complete this. As well, the network operating software is the newest version available. The old network software was so out of date that it was no longer supported by the manufacturer. This has



resulted if an increased cost projection for the year of \$40,000 in support and licensing fees.

As mentioned, in the Membership and Marketing Department an additional \$42,000 has been set aside for temporary staff. Postage and printing expense are project to be \$8,000 more.

The Finance Department will carry additional responsibilities under the new membership processing set up. All cheques received will be entered, processed and deposited by the Finance Department. To cover this a contract staff was brought on in mid-September. Personnel costs will surpass the original budget set last summer as staff replacements were needed. It has not been possible to find suitable candidates at the lower end of the Wage Grid where the budget was set. The projected total increase in personnel cost is \$20,000.

When Supply sales increase, the cost of sales also increases. The cost of sales is the purchase price of the products sold. The more products sold the higher the cost of sales. The projected sales increase of \$200,000 has a product cost of about \$90,000.

To clean up the issue with obsolete Committee manuals from the financial records, a special write off of \$16,700 will be put through in Other Program expenses. This will clear these from the books permanently.

### Committees

The total of the budgets for Committees is projected to come in \$201,500 less than the original budget of \$912,925.

The Committees returning more than \$10,000 of their budgets are:

- Veterans, Service and Seniors (VSS) - \$10,500
- Sports - \$103,700
- Defense and Security - \$16,900
- Dominion Convention - \$58,500

The VSS budget has conducted most of its business through conference calls. Travel and Per Diem are projected to be \$10,500 less with this initiative.

Within the Sports budgets the projected reductions are as noted below:

- Committee - \$2,200 for travel.
- Darts - \$9,900 for travel.
- Cribbage - \$9,200 for travel.

- Track & Field - \$82,400

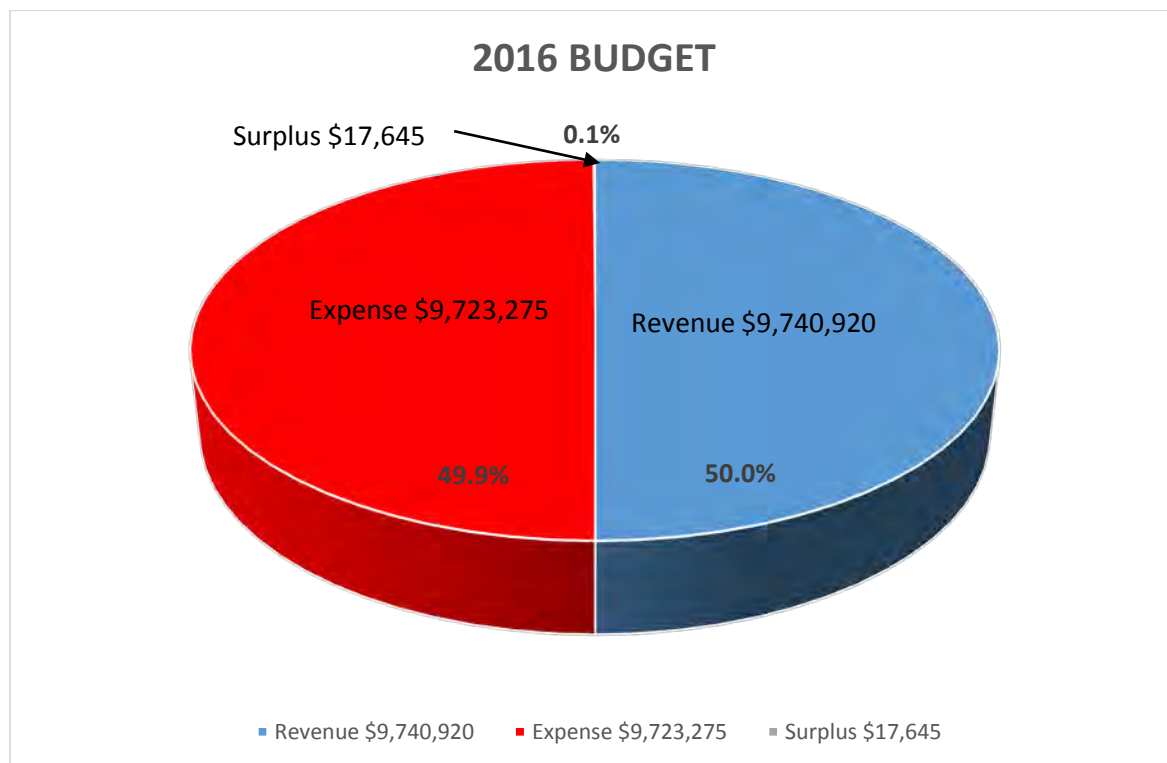
This projection was based on the 2015 costs for the meet which is being held in the same location in 2016.

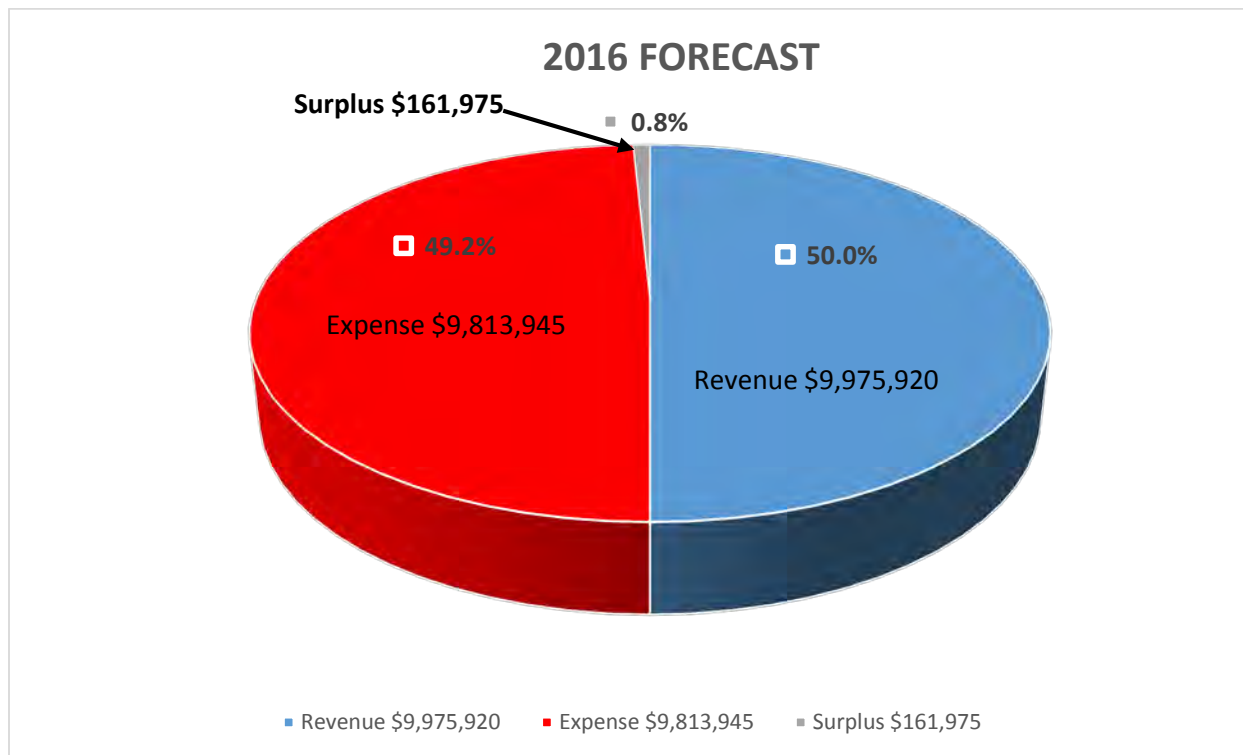
In the Defense and Security Committee the continued development of Legion Connect has been suspended reducing the budget by \$15,000. The cost of Operation Canada Day came in \$2,000 less than expected.

The Convention was planned as a “no frills” cost effective event. As well, sponsorships were sought and received to subsidize the Convention. Current projections have the Convention coming in \$58,000 under budget. The Convention was planned to have one less day as a cost saving measure. One additional day was saved when the Convention Centre, due to a scheduling conflict, requested that we clear our one day earlier than contracted for. Staff worked well into the evening to clear all material out of the Convention Centre.

#### c) Conclusion

The forecast projection is for a surplus of approximately \$162,000. With continued strong performance from Supply sales and diligent cost control the year end figure may be higher. The 2016 budget and forecast are illustrated below:





## **B. 2017 OPERATING BUDGET**

### **I. OVERVIEW**

As you know, a Per Capita Tax increase of \$1.25 for both 2017 and 2018 was secured at the Dominion Convention. This provides us with the funding needed to continue the operations. More to the point it provides additional time to stabilize and then grow our membership numbers. The 2017 budget assumption for membership revenue has been calculated with a drop of 10,000 members. The rate increase for 2017 has been calculated at 90% of the \$1.25, which is \$1.12. It was done this way because a portion of the memberships purchased for 2017 were obtained at the old rate. So the full benefit of the \$1.25 for 2017 will not be felt until 2018. This still results in an increase in Per Capita Tax revenue of \$265,000 over the 2016 budget.

Supply sales are budgeted to increase from \$2,000,000 in 2016 to \$2,200,000 in 2017. Total revenues are expected to increase by 4.70% over 2016. On the cost side, expenses are budgeted to increase by 4.66%.

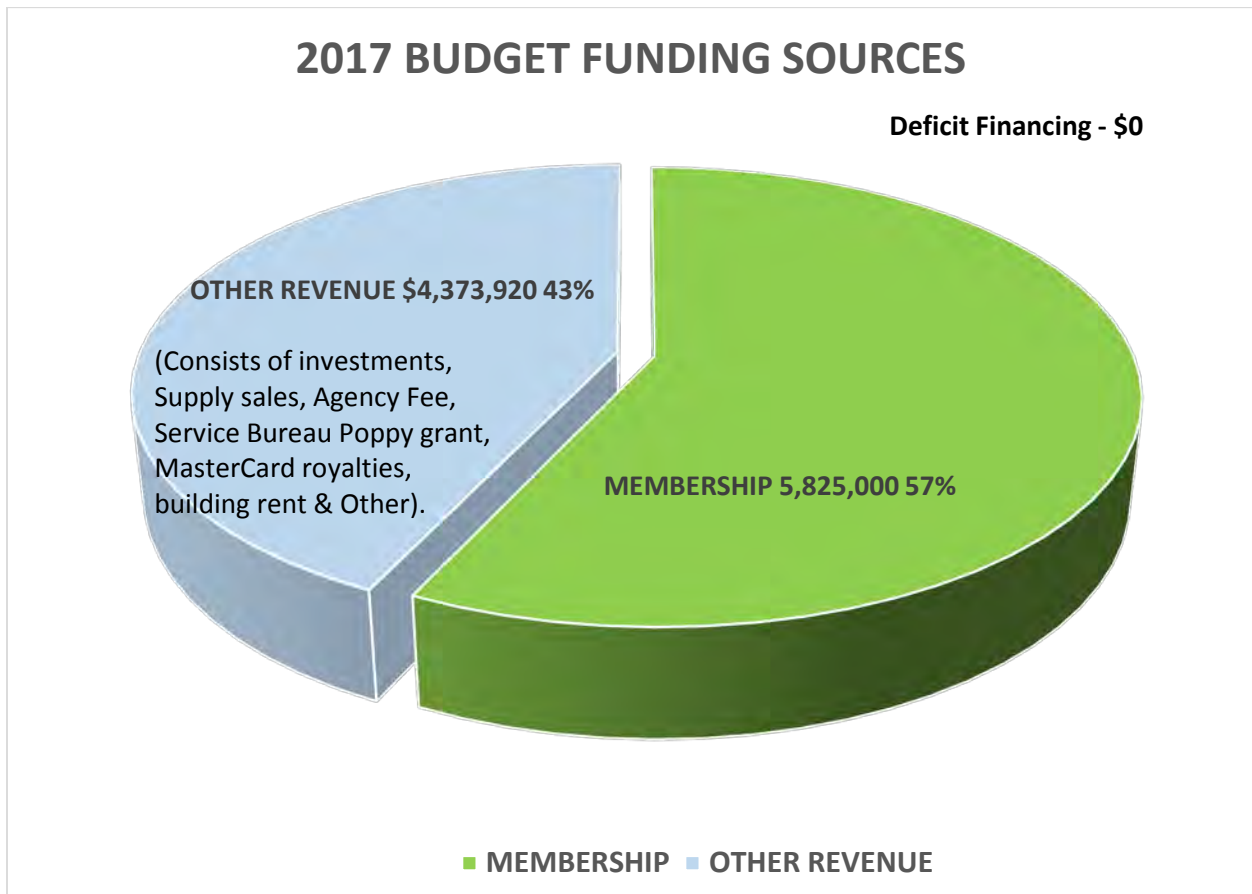
The IT Section has addition costs for software maintenance contracts and staff support on the up to date software programs that were obtained in 2016. The complexities of the IT operating and application systems and the business

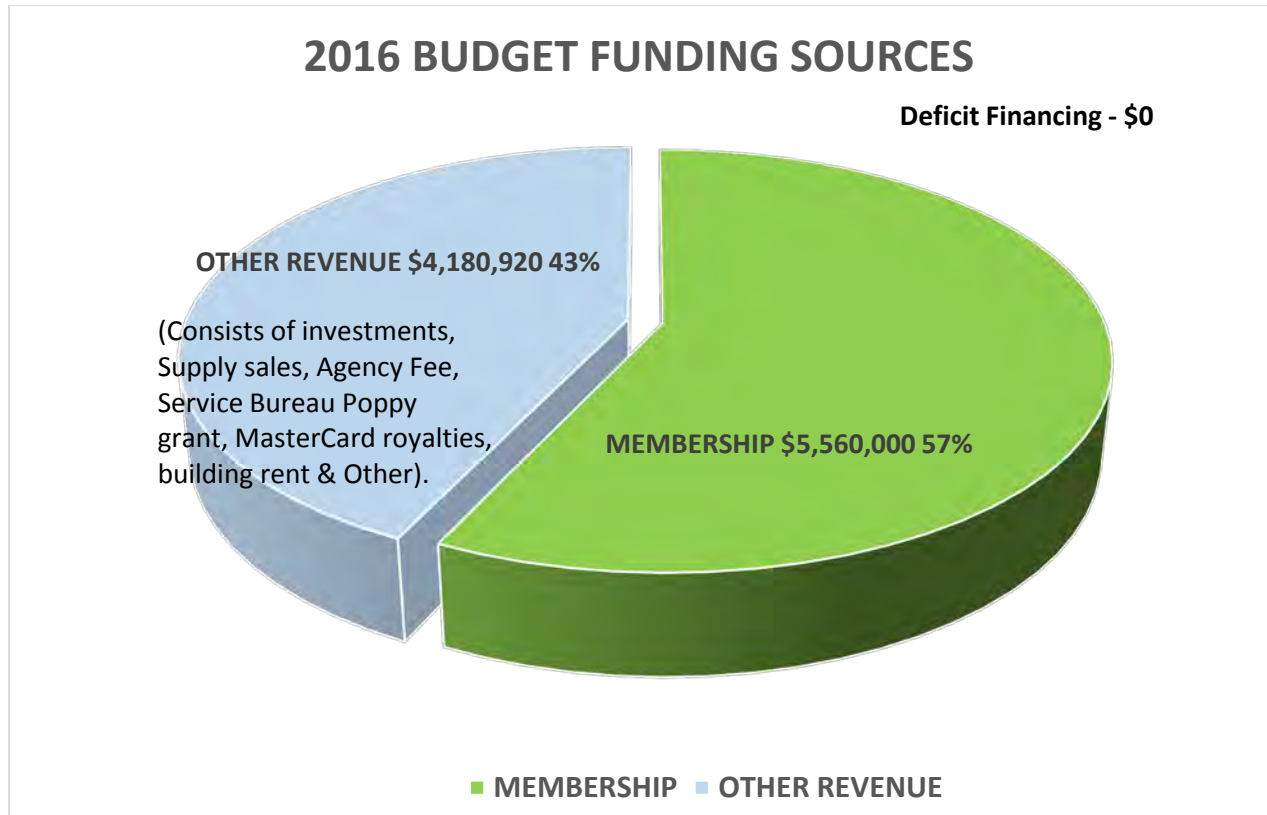
operations reliance on technology has resulted in this allocation of additional resources.

The Membership Section will produce permanent plastic membership cards at a cost of \$73,000 to replace the current paper card. Once successfully implemented, it will save \$18,000 to \$20,000 annually.

Committee budgets have grown by 11% (\$99,700).

The 2017 budget is projecting a surplus of \$23,095. The graphs below illustrate 2017 funding sources for the budget as contrasted with the 2016 budget figures.





## II. REVENUES

After taking into account the membership decline and offsetting for the Per Capital increase, the budget projection for Per Capita Tax revenue has been budgeted at \$5,825,000.

The Poppy Grant to Service Bureau has been set at 90% of the department budget and stands at \$735,000. As mentioned the Supply Department is expecting an increase of \$200,000 in sales for a projected total of \$2,200,000 million for the year.

## III. EXPENSES

### a) Department/Section Budgets

The Membership and Marketing Departments have now been separated into their own departments and have separate budgets. The staff member that handles Public Relations has been placed in the Administrative Department budget.

A cost of living increase has been built into the salary budgets and performance incentives have been set at the 2015 rate. As noted in the review of 2016

forecast, to attract staff (particularly in technical areas), staff changes have had to be brought at rates above the bottom of the Wage Grid. The 2017 budget covers this where the 2016 budget did not.

Non-personnel costs in the:

- Administration Department; are budgeted to increase 2.5% or \$5,500.
- IT Section; will increase by \$18,500 for the cost of system maintenance support contracts. The contract position from 2016 has been carried to 2017 because of the increased reliance on IT and related support that this requires.
- The Marketing and Membership expenses are now split.
- The Marketing Section expense and have been set at the 2016 levels.
- The Membership Section has been set at the 2016 levels as well with the exception of a one-time expense for permanent plastic cards for members at a cost of \$73,000 as part of the Membership project.
- Finance Department costs are expected to increase by \$4,300 for professional services for bank transfer fees and audit.
- Service Bureau will decrease by \$52,200. Travel expenses have been reduced and the Service Officers Conference, which is held every two years, will not occur in 2017 for a savings of \$48,000.
- Legion House (Building) expenses are expected to increase by 3% or \$9,700. This is due to increases in utility and property taxes.
- Supply Department is expected to have an increase of \$82,800 of which \$90,000 is the cost of sales component related to the increase in the sales. General operational support costs will actually decline by \$8,200.

#### b) Committee Budgets

The Committee budgets have increased by \$99,700 or 11%. The Committee budgets will be reviewed by the Committee Chairs in detail later in this meeting.

The major changes are in the following Committees:

- Outreach– This Committee and its budget of \$24,000 is eliminated for 2017.

- Public Relations – This Committee is new for 2017 and has a budget of \$102,900. The major items are: a provision for one meeting, a specialist public relations consulting firm, a National Memorial Ride and a travel budget for the staff public relations specialist.
- Elected Officers – This budget is up \$30,000 for Elected Officers travel to Provincial Conventions. This occurs in the odd numbered years.
- Sports – this budget has increased by \$37,500. Eight Ball has been resurrected at a cost of \$28,100. The budgets for the Committee, Darts and Cribbage has declined by \$5,000 each. The Track and Field budget has been increased by \$24,400.
- Defense and Security – This budget had been reduced by \$28,000. The Operation Santa Claus and Operation Canada Day budgets have been reduced by \$7,000 each and there is no provision for continued development of Legion Connect for a savings of \$15,000 over the prior year's budget.
- Focus on the Future – This Committee has been eliminated. It had a budget of \$7,100 in 2016.

## C. FINANCIAL STATEMENTS

See attached.

**RECOMMENDATION:** It is recommended that the 2017 Operating Budget be approved, after adjusting for approved changes (if any).

THE ROYAL CANADIAN LEGION - DOMINION COMMAND  
GENERAL FUNDS

STATEMENT OF REVENUE AND EXPENSE

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
<b>REVENUE</b>						
Per Capita Tax	5,804,176	5,944,705	5,363,432	5,560,000	5,560,000	5,825,000
Canvet						
- Agency Fee & Support	311,187	377,854	333,333	400,000	400,000	400,000
Investment Income	260,551	438,031	302,144	470,000	490,000	490,000
Service Bureau Revenue	509,250	679,000	556,500	742,000	742,000	735,000
Supply Department	1,660,780	2,475,575	1,381,496	2,200,000	2,000,000	2,200,000
Legion House						
- Tenants	62,190	82,920	62,190	82,920	82,920	82,920
- Internal	237,000	316,000	237,000	316,000	316,000	316,000
Miscellaneous						
- Master Card	44,966	61,713	47,944	60,000	60,000	60,000
- Other	63,462	68,838	44,826	90,000	90,000	90,000
Estate Bequest	-	-	74,603	55,000	-	-
<b>TOTAL REVENUE</b>	<u>8,953,563</u>	<u>10,444,636</u>	<u>8,403,468</u>	<u>9,975,920</u>	<u>9,740,920</u>	<u>10,198,920</u>
<b>EXPENSE</b>						
Legion Magazine Subscriptions	2,762,421	2,925,054	2,715,720	2,740,000	2,740,000	2,710,000
<u>Administration</u>	575,510	815,045	631,526	845,470	802,500	945,200
- IT Section	196,754	270,414	262,969	337,150	294,750	351,950
Membership	-	-	-	-	-	589,900
Marketing	-	-	-	-	-	193,100
Marketing & Membership	643,138	856,459	622,166	827,100	770,900	-
Marketing, Advertising, Promotion	196,494	379,460	270,804	455,500	455,500	455,500
Finance	255,213	365,364	291,708	400,400	378,800	447,000
Service Bureau	541,151	749,116	589,526	833,100	825,300	808,300
Supply	1,089,317	1,632,539	1,067,850	1,710,200	1,600,700	1,698,200
Committees	658,021	719,470	652,861	711,425	912,925	1,012,625
Other Program expenses	111,267	174,135	121,211	156,500	144,800	139,800
Depreciation	80,078	108,018	75,353	115,000	115,000	115,000
Employer Pension Contribution	241,873	333,127	220,214	323,000	323,000	340,000
Legion House	255,028	333,643	266,622	359,100	359,100	369,250
<b>TOTAL EXPENSE</b>	<u>7,606,265</u>	<u>9,661,844</u>	<u>7,788,530</u>	<u>9,813,945</u>	<u>9,723,275</u>	<u>10,175,825</u>
<b>NET INCOME (LOSS) FROM OPERATIONS</b>	<u>1,347,298</u>	<u>782,792</u>	<u>614,938</u>	<u>161,975</u>	<u>17,645</u>	<u>23,095</u>



**STATEMENT A**

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

**ADMINISTRATION**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
<b>EXPENSE</b>						
Salaries	499,039	712,919	544,764	740,000	711,000	841,500
Retirement Allowance	9,672	15,133	10,512	12,900	12,900	15,000
Other Benefits	48,990	60,890	51,325	67,000	65,000	72,500
Temporary & Contract Staff	-	-	8,194	7,970	-	-
<b>TOTAL PERSONNEL</b>	<u>557,702</u>	<u>788,942</u>	<u>614,795</u>	<u>827,870</u>	<u>788,900</u>	<u>929,000</u>
Office Supplies	34,768	48,221	40,110	44,000	42,000	44,200
Telephone	12,088	15,885	11,670	15,000	13,000	16,000
Postage, Express	8,052	10,562	8,102	10,000	10,000	10,100
Printing, Stationery	1,668	8,155	3,929	8,000	8,000	8,200
Staff Travel	714	766	458	1,000	1,000	1,000
Insurance	14,155	18,877	14,092	20,400	20,400	20,400
Rent (CR to Building)	81,000	108,000	81,000	108,000	108,000	108,000
Staff Recruitment	3,497	3,780	-	2,000	2,000	2,000
Computer Network Support	2,250	3,000	2,250	3,000	3,000	3,000
Miscellaneous	3,937	4,513	2,315	5,000	5,000	5,000
Training	<u>5,677</u>	<u>7,293</u>	<u>7,155</u>	<u>7,000</u>	<u>7,000</u>	<u>7,000</u>
<b>TOTAL EXPENSE</b>	<u>725,510</u>	<u>1,017,994</u>	<u>785,876</u>	<u>1,051,270</u>	<u>1,008,300</u>	<u>1,153,900</u>
Less: charged to:						
Membership & Marketing	22,500	30,000	22,500	30,000	30,000	-
Membership	-	-	-	-	-	15,000
Marketing	-	-	-	-	-	15,000
Service Bureau	22,500	30,000	22,500	30,000	30,000	30,000
Poppy Fund	<u>105,000</u>	<u>142,949</u>	<u>109,350</u>	<u>145,800</u>	<u>145,800</u>	<u>148,700</u>
	<u>150,000</u>	<u>202,949</u>	<u>154,350</u>	<u>205,800</u>	<u>205,800</u>	<u>208,700</u>
<b>NET EXPENSE</b>	<u>575,510</u>	<u>815,045</u>	<u>631,526</u>	<u>845,470</u>	<u>802,500</u>	<u>945,200</u>

**STATEMENT B**

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

**INFORMATION TECHNOLOGY SECTION (Administration Department)**

	<b>Sep-30 2015 ACTUAL</b>	<b>2015 ACTUAL</b>	<b>Sep-30 2016 ACTUAL</b>	<b>2016 FORECAST</b>	<b>2016 BUDGET</b>	<b>2017 BUDGET</b>
<b>EXPENSE</b>						
Salaries	115,835	162,849	125,186	167,300	165,000	173,000
Retirement Allowance	2,244	3,435	2,416	3,100	3,000	3,200
Other Benefits	12,519	16,265	14,428	20,500	18,000	21,200
Contract	-	-	17,416	25,000	-	27,300
<b>TOTAL PERSONNEL</b>	<b>130,598</b>	<b>182,549</b>	<b>159,446</b>	<b>215,900</b>	<b>186,000</b>	<b>224,700</b>
Office Supplies	-	-	4	50	50	50
Telephone	3,676	5,291	4,280	5,000	4,500	5,000
Postage, Express	31	31	2	50	50	50
Printing, Stationery	13	38	26	50	50	50
Staff Travel	-	-	-	-	-	-
Rent (CR to Building)	7,500	10,000	7,500	10,000	10,000	10,000
Miscellaneous	180	180	41	100	100	100
<u>Network &amp; PC</u>						
- Maintenance Contracts/Leases	60,920	67,299	80,454	87,000	73,000	93,000
- Programming & Support	1,639	16,253	15,817	25,000	25,000	25,000
- Supplies & Other	7,397	8,833	10,032	12,000	12,000	12,000
- Website & Internet connectivity & support	2,801	3,940	3,366	6,000	8,000	6,000
<b>TOTAL EXPENSE</b>	<b>214,754</b>	<b>294,414</b>	<b>280,969</b>	<b>361,150</b>	<b>318,750</b>	<b>375,950</b>
Less: charged to:						
Administration	2,250	3,000	2,250	3,000	3,000	3,000
Finance	2,250	3,000	2,250	3,000	3,000	3,000
Membership & Marketing	4,500	6,000	4,500	6,000	6,000	-
Membership	-	-	-	-	-	5,000
Marketing	-	-	-	-	-	1,000
Service Bureau	2,250	3,000	2,250	3,000	3,000	3,000
Supply	4,500	6,000	4,500	6,000	6,000	6,000
Canvet	2,250	3,000	2,250	3,000	3,000	3,000
	<b>18,000</b>	<b>24,000</b>	<b>18,000</b>	<b>24,000</b>	<b>24,000</b>	<b>24,000</b>
<b>NET EXPENSE</b>	<b>196,754</b>	<b>270,414</b>	<b>262,969</b>	<b>337,150</b>	<b>294,750</b>	<b>351,950</b>

STATEMENT C

THE ROYAL CANADIAN LEGION - DOMINION COMMAND  
GENERAL FUNDS

MARKETING AND MEMBERSHIP

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>Update 2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
<b>REVENUE</b>						
Agency Fee	<u>311,187</u>	<u>377,854</u>	<u>333,333</u>	<u>400,000</u>	<u>400,000</u>	<u>-</u>
<b>TOTAL REVENUE</b>	<u>311,187</u>	<u>377,854</u>	<u>333,333</u>	<u>400,000</u>	<u>400,000</u>	<u>-</u>
<b>EXPENSE</b>						
Salaries	320,041	423,200	345,808	457,400	454,000	-
Retirement Allowance	6,140	9,410	6,673	8,200	7,900	-
Other Benefits	42,326	56,366	46,727	60,000	56,000	-
Temporary & Contract Staff	<u>111,246</u>	<u>147,021</u>	<u>68,093</u>	<u>96,500</u>	<u>55,000</u>	<u>-</u>
<b>TOTAL PERSONNEL</b>	<u>479,753</u>	<u>635,997</u>	<u>467,301</u>	<u>622,100</u>	<u>572,900</u>	<u>-</u>
Office Supplies	1,181	1,519	627	2,000	2,000	-
Telephone	7,127	8,882	6,019	9,000	9,000	-
Postage, Express	29,717	47,900	28,805	40,000	34,000	-
Printing, Stationery	5,278	6,261	6,134	6,000	4,000	-
Staff Travel	485	485	-	500	500	-
Rent (CR to Building)	48,000	64,000	48,000	64,000	64,000	-
Miscellaneous	3,146	4,210	680	3,500	3,500	-
Computer Network Support	4,500	6,000	4,500	6,000	6,000	-
Administrative Support	22,500	30,000	22,500	30,000	30,000	-
Membership cards, forms and paper	24,876	30,248	18,834	20,000	20,000	-
Membership Pack out	15,191	18,922	16,036	20,000	20,000	-
Legion Website & Internet	<u>1,384</u>	<u>2,035</u>	<u>2,729</u>	<u>4,000</u>	<u>5,000</u>	<u>-</u>
<b>TOTAL EXPENSE</b>	<u>643,138</u>	<u>856,459</u>	<u>622,166</u>	<u>827,100</u>	<u>770,900</u>	<u>-</u>
<b>NET EXPENSE</b>	<u>331,951</u>	<u>478,605</u>	<u>288,833</u>	<u>427,100</u>	<u>370,900</u>	<u>-</u>

STATEMENT C - 1

THE ROYAL CANADIAN LEGION - DOMINION COMMAND  
GENERAL FUNDS

MEMBERSHIP SECTION

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
<b>REVENUE</b>						
Agency Fee	-	-	-	-	-	400,000
<b>TOTAL REVENUE</b>	-	-	-	-	-	400,000
<b>EXPENSE</b>						
Salaries	-	-	-	-	-	233,000
Retirement Allowance	-	-	-	-	-	4,300
Other Benefits	-	-	-	-	-	38,800
Temporary & Contract Staff	-	-	-	-	-	80,000
<b>TOTAL PERSONNEL</b>	-	-	-	-	-	356,100
Office Supplies	-	-	-	-	-	1,400
Telephone	-	-	-	-	-	5,400
Postage, Express	-	-	-	-	-	34,000
Printing, Stationery	-	-	-	-	-	3,500
Rent (CR to Building)	-	-	-	-	-	54,000
Miscellaneous	-	-	-	-	-	2,500
Computer Network Support	-	-	-	-	-	5,000
Administrative Support	-	-	-	-	-	15,000
Permanent membership cards	-	-	-	-	-	73,000
Membership cards, forms and paper	-	-	-	-	-	20,000
Membership Pack out	-	-	-	-	-	20,000
<b>TOTAL EXPENSE</b>	-	-	-	-	-	589,900
<b>NET EXPENSE</b>	-	-	-	-	-	189,900

**STATEMENT C - 2**

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

**MARKETING SECTION**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
<b>EXPENSE</b>						
Salaries	-	-	-	-	-	149,500
Retirement Allowance	-	-	-	-	-	2,800
Other Benefits	-	-	-	-	-	11,800
<b>TOTAL PERSONNEL</b>	-	-	-	-	-	164,100
Office Supplies	-	-	-	-	-	400
Telephone	-	-	-	-	-	1,800
Postage, Express	-	-	-	-	-	100
Printing, Stationery	-	-	-	-	-	200
Rent (CR to Building)	-	-	-	-	-	10,000
Travel-Transportation	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	500
Computer Network Support	-	-	-	-	-	1,000
Administrative Support	-	-	-	-	-	15,000
Legion Website & Internet	-	-	-	-	-	-
<b>TOTAL EXPENSE</b>	-	-	-	-	-	193,100

**STATEMENT D**

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

**MARKETING, ADVERTISING AND PROMOTION**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
<u>Media - Print</u>						
Canvet Ads	10,198	15,322	15,760	15,000	15,000	30,000
Esprit de Corps	565	565	-	-	-	-
RCMP Quarterly	4,746	7,289	2,543	3,500	3,500	-
Canadian Military Family	-	-	565	-	-	-
Ubiquitous	2,700	3,265	-	5,000	5,000	-
Advertising Other	8,469	67,510	6,724	55,000	55,000	-
<u>Media - Audio</u>						
Memorial Cup	6,780	6,780	-	7,000	7,000	-
PSA's	5,650	7,565	-	5,000	5,000	-
<u>Media - Video &amp; Photography</u>						
PSA's	19,012	23,594	2,825	10,000	10,000	-
Photography Services	-	-	-	5,000	5,000	5,000
Promotionals Videos	-	-	-	-	-	75,000
Video - Other	-	3,497	8,813	-	-	-
<u>Media - Internet</u>						
Legion.ca Website Admin	-	-	-	-	-	35,000
Media Internet - Other	-	90,088	65,688	60,000	60,000	-
<u>Media - Public Relations &amp; Events</u>						
Media Coverage & P.R. (T &F)	4,533	4,582	9,199	10,000	10,000	10,000
Media Coverage & P.R. - Other	16,497	18,906	21,069	20,000	20,000	-
Events/Tradeshows/Sponsorships	-	-	-	-	-	20,000

**STATEMENT D**

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

**MARKETING, ADVERTISING AND PROMOTION**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
<u>Programs and Campaigns</u>						
Free Membership for CF retirees	2,403	3,185	5,825	5,000	5,000	5,000
Non Renewal Mailers	53,033	54,318	55,501	60,000	60,000	60,000
Incentive Program for Renewals / Recruitments (1 X 1)	-	-	2,825	20,000	20,000	-
Early Bird Campaign	-	-	-	5,000	5,000	-
Branch Incentive Program	24,912	24,912	13,591	10,000	10,000	-
Public Direct Mail Campaign	-	-	-	45,000	45,000	-
Legion Riders Support	-	-	-	2,500	2,500	-
Marketing - Program	10,975	12,257	24,013	50,000	50,000	-
Design Program	6,877	10,777	2,545	20,000	20,000	7,500
Promotions and Donations	8,505	12,016	7,302	10,000	10,000	10,000
Social Media Campaign	-	-	-	-	-	50,000
Online Banner Campaign	-	-	-	-	-	63,000
Member/Branch Enewsletters	-	-	-	-	-	20,000
Triggered E-Mail Campaign	-	-	-	-	-	10,000
Invictus Games	-	-	-	-	-	15,000
<u>Other Printed Material</u>						
Flyers and Postcards	-	1,540	-	-	-	-
Bookmarks	-	-	1,975	-	-	-
We Care Poster	-	-	1,102	5,000	5,000	-
Renewal Poster	-	-	431	-	-	-
Early Bird Poster	-	-	1,193	2,500	2,500	-
The RCL & C.F. Brochure	-	-	7,588	5,000	5,000	-
RCL Needs You Brochure	-	-	733	5,000	5,000	-
Posters/Brochures	1,011	1,011	12,995	10,000	10,000	-
RCL Welcomes You Brochure	7,711	8,563	-	5,000	5,000	-
Branch Collateral Marketing Materials	-	-	-	-	-	40,000
Other	1,918	1,918	-	-	-	-
	<u>196,494</u>	<u>379,460</u>	<u>270,804</u>	<u>455,500</u>	<u>455,500</u>	<u>455,500</u>

**SUMMARY - BY BUDGET LINE ITEM**

Media - Print	26,678	93,951	25,592	78,500	78,500	30,000
Media - Audio	12,430	14,345	-	12,000	12,000	-
Media - Video	19,012	27,091	11,638	15,000	15,000	80,000
Media - Internet	-	90,088	65,688	60,000	60,000	35,000
Media - Public Relations & Events	21,030	23,488	30,268	30,000	30,000	30,000
Programs and Campaigns	106,705	117,465	111,602	227,500	227,500	240,500
Other Printed Material	<u>10,639</u>	<u>13,032</u>	<u>26,016</u>	<u>32,500</u>	<u>32,500</u>	<u>40,000</u>
Total	<u>196,494</u>	<u>379,460</u>	<u>270,804</u>	<u>455,500</u>	<u>455,500</u>	<u>455,500</u>

**STATEMENT E**

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

**FINANCE DEPARTMENT**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
<b>EXPENSE</b>						
Salaries	267,010	376,634	294,645	394,300	384,000	405,600
Retirement Allowance	5,186	8,031	5,685	7,000	7,000	7,400
Other Benefits	32,090	42,947	35,240	45,000	44,000	48,000
Contract	-	-	1,278	8,000	-	38,900
<b>TOTAL PERSONNEL</b>	<u>304,285</u>	<u>427,612</u>	<u>336,849</u>	<u>454,300</u>	<u>435,000</u>	<u>499,900</u>
Office Supplies	264	810	1,310	2,000	2,000	2,000
Telephone	2,621	3,384	2,388	3,300	3,300	3,300
Postage, Express	2,292	2,602	2,479	5,000	5,000	5,000
Printing, Stationery	332	460	196	1,500	2,200	1,500
Staff Travel	113	169	37	300	300	300
Audit Fees	43,500	60,769	45,000	61,000	60,000	62,000
Rent (CR to Building)	21,750	29,000	21,750	29,000	29,000	29,000
Computer Network Support	2,250	3,000	2,250	3,000	3,000	3,000
Miscellaneous	1,414	1,433	3,882	7,000	5,000	8,000
<b>TOTAL EXPENSE</b>	<u>378,821</u>	<u>529,239</u>	<u>416,140</u>	<u>566,400</u>	<u>544,800</u>	<u>614,000</u>
Less: charged to:						
Supply	41,107	53,875	41,932	56,000	56,000	57,000
Canvet	<u>82,500</u>	<u>110,000</u>	<u>82,500</u>	<u>110,000</u>	<u>110,000</u>	<u>110,000</u>
	<u>123,607</u>	<u>163,875</u>	<u>124,432</u>	<u>166,000</u>	<u>166,000</u>	<u>167,000</u>
<b>NET EXPENSE</b>	<u>255,213</u>	<u>365,364</u>	<u>291,708</u>	<u>400,400</u>	<u>378,800</u>	<u>447,000</u>



**STATEMENT F**

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

**SERVICE BUREAU**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
<b>REVENUE</b>						
Poppy Fund Grant	<u>509,250</u>	<u>679,000</u>	<u>556,500</u>	<u>742,000</u>	<u>742,000</u>	<u>735,000</u>
<b>EXPENSE</b>						
Salaries	411,807	581,958	452,956	612,000	599,000	633,500
Retirement Allowance	8,032	12,441	8,743	10,900	10,900	11,400
Other Benefits	<u>48,297</u>	<u>58,525</u>	<u>49,866</u>	<u>61,000</u>	<u>61,000</u>	<u>61,200</u>
<b>TOTAL PERSONNEL</b>	468,136	652,924	511,564	683,900	670,900	706,100
Office Supplies Expense	2,469	3,778	394	4,000	4,000	4,000
Telephone	6,036	7,372	5,065	7,400	7,400	7,400
Postage	3,333	4,107	3,381	4,300	5,000	4,300
Staff Travel	2,340	2,515	1,008	3,000	4,500	4,000
VAC - Liaison	-	-	-	-	3,000	-
Rent ( Cr to Building)	33,750	45,000	33,750	45,000	45,000	45,000
Service Officers Conference	-	-	8,892	48,000	48,000	-
Advocacy and Representation	-	-	136	3,000	3,000	3,000
Administrative Support	22,500	30,000	22,500	30,000	30,000	30,000
Computer Network Support	2,250	3,000	2,250	3,000	3,000	3,000
Miscellaneous	<u>336</u>	<u>420</u>	<u>585</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
<b>TOTAL EXPENSE</b>	<u>541,150</u>	<u>749,116</u>	<u>589,526</u>	<u>833,100</u>	<u>825,300</u>	<u>808,300</u>

**STATEMENT G**

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

**SUPPLY DEPARTMENT**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
<b>REVENUE</b>						
Sales of Supplies	1,660,780	2,475,575	1,381,496	2,200,000	2,000,000	2,200,000
Less Cost of Goods	<u>640,341</u>	<u>985,328</u>	<u>589,423</u>	<u>990,000</u>	<u>900,000</u>	<u>990,000</u>
<b>GROSS MARGIN</b>	1,020,439	1,490,247	792,073	1,210,000	1,100,000	1,210,000
<b>Provincial Commands @ 5.0% of Gross Margin</b>	51,022	74,605	39,604	60,500	55,000	60,500
<b>EXPENSE</b>						
Salaries	326,987	460,469	353,799	474,500	462,000	485,000
Retirement Allowance	6,364	9,810	6,838	8,500	8,400	9,000
Other Benefits	45,527	59,468	47,845	62,700	62,000	63,900
Temporary & Contract Staff	<u>22,142</u>	<u>33,570</u>	<u>33,666</u>	<u>50,000</u>	<u>40,000</u>	<u>50,000</u>
<b>TOTAL PERSONNEL</b>	401,021	563,317	442,147	595,700	572,400	607,900
Telephone	6,926	8,765	5,593	9,000	10,000	10,000
Postage, Express	22,142	40,599	22,223	65,000	65,000	65,000
Printing, Stationery	2,771	4,137	3,396	6,000	6,000	6,000
Staff Travel	3,127	3,607	3,499	5,000	5,000	5,000
Insurance	1,106	1,475	1,089	1,500	1,500	1,500
Rent (CR to Building)	45,000	60,000	45,000	60,000	60,000	60,000
Web Store - connectivity	3,616	4,427	2,441	4,800	12,600	4,800
Poppy Store	-	-	861	900	-	-
Advertising/Catalogue Distribution	41,163	55,678	35,354	80,000	80,000	60,000
Wrapping Material	16,974	26,034	25,702	30,000	30,000	30,000
Finance/Administration Support	41,107	53,875	41,932	56,000	56,000	57,000
Office Supplies	409	622	1,623	2,000	2,000	2,000
Bad Debts	1,200	1,200	400	400	2,000	400
Computer Network Support	4,500	6,000	4,500	6,000	6,000	6,000
Miscellaneous	<u>922</u>	<u>1,576</u>	<u>913</u>	<u>1,200</u>	<u>1,000</u>	<u>1,200</u>
<b>EXPENSE TOTAL</b>	643,005	905,917	676,278	984,000	964,500	977,300
Less: Poppy Fund Chargeback	<u>(194,030)</u>	<u>(258,706)</u>	<u>(197,850)</u>	<u>(263,800)</u>	<u>(263,800)</u>	<u>(269,100)</u>
<b>NET EXPENSE</b>	<u>448,976</u>	<u>647,211</u>	<u>478,428</u>	<u>720,200</u>	<u>700,700</u>	<u>708,200</u>
<b>GAIN OR (LOSS)</b>	<u>571,463</u>	<u>843,036</u>	<u>313,646</u>	<u>489,800</u>	<u>399,300</u>	<u>501,800</u>

**STATEMENT H**

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

**OTHER PROGRAM EXPENSES**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b><i>Update</i> 2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
<b><u>RCEL</u></b>						
Conference	11,250	15,000	-	-	5,000	5,000
SCOWP	<u>866</u>	<u>1,466</u>	<u>286</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
<b>RCEL TOTAL</b>	12,116	16,466	286	2,000	7,000	7,000
Request for Support	5,000	20,000	13,000	15,000	15,000	15,000
Annual General Meeting	-	4,010	-	-	-	5,000
Historica (EWC)	-	-	-	200	200	200
Write Off of Old Manuals	-	-	-	16,700	-	-
Legal & Other	45,440	70,663	60,256	55,000	45,000	50,000
Charitable Foundation Start Up	9,340	13,088	4,780	15,000	25,000	10,000
MBP Ads	26,900	32,330	16,606	20,000	20,000	20,000
Translation	<u>12,471</u>	<u>17,578</u>	<u>26,283</u>	<u>32,600</u>	<u>32,600</u>	<u>32,600</u>
<b>TOTAL EXPENSE</b>	<u>111,267</u>	<u>174,135</u>	<u>121,211</u>	<u>156,500</u>	<u>144,800</u>	<u>139,800</u>

STATEMENT I

THE ROYAL CANADIAN LEGION - DOMINION COMMAND  
GENERAL FUNDS

LEGION HOUSE

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
<b>REVENUE</b>						
Rent - Tenants	62,190	82,920	62,190	82,920	82,920	82,920
<u>Rent - charged to Departments</u>						
- Administration	81,000	108,000	81,000	108,000	108,000	108,000
- Marketing & Membership	48,000	64,000	48,000	64,000	64,000	-
- Membership	-	-	-	-	-	54,000
- Marketing	-	-	-	-	-	10,000
- Service Bureau	33,750	45,000	33,750	45,000	45,000	45,000
- Supply Dept	45,000	60,000	45,000	60,000	60,000	60,000
- Finance	21,750	29,000	21,750	29,000	29,000	29,000
- IT Section	7,500	10,000	7,500	10,000	10,000	10,000
<b>TOTAL REVENUE</b>	<u>299,190</u>	<u>398,920</u>	<u>299,190</u>	<u>398,920</u>	<u>398,920</u>	<u>398,920</u>
<b>EXPENSE</b>						
Salaries	18,605	26,023	20,475	26,800	26,800	27,100
Retirement Allowance	360	553	396	500	500	550
Other Benefits	3,373	4,556	3,555	4,100	4,100	4,200
<b>TOTAL PERSONNEL</b>	22,338	31,132	24,426	31,400	31,400	31,850
Elevator Maintenance	4,962	6,542	5,286	7,000	7,000	7,000
A/C, Electrical, Plumbing	10,179	12,628	12,142	32,000	32,000	32,000
Interior & Exterior	52,360	76,877	60,370	80,000	80,000	80,000
Cleaning Contract & Supplies	36,658	48,670	32,717	52,000	52,000	52,000
Fuel	8,296	10,881	6,331	12,400	12,400	12,400
Light & Power	41,789	59,418	45,483	54,000	54,000	62,000
Water and Sewage	1,072	1,575	1,137	2,000	2,000	2,000
Taxes	51,735	51,735	53,138	53,200	53,200	55,000
Insurance	3,139	4,185	3,091	5,100	5,100	5,000
Reserve Fund	22,500	30,000	22,500	30,000	30,000	30,000
<b>TOTAL EXPENSES</b>	<u>255,028</u>	<u>333,643</u>	<u>266,622</u>	<u>359,100</u>	<u>359,100</u>	<u>369,250</u>
<b>GAIN OR LOSS</b>	<u>44,162</u>	<u>65,277</u>	<u>32,568</u>	<u>39,820</u>	<u>39,820</u>	<u>29,670</u>

THE ROYAL CANADIAN LEGION - DOMINION COMMAND  
GENERAL FUNDS

COMMITTEES & ELECTED OFFICERS EXPENSE

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
<b>COMMITTEES</b>						
1 Veterans, Service and Seniors	10,129	18,472	4,483	22,000	32,500	32,500
2 Poppy & Remembrance	(7,902)	21,999	11,038	22,050	25,250	26,950
3 Membership	10,885	12,642	5,175	12,450	12,750	16,250
4 Outreach	23,063	27,585	21,751	27,200	24,000	-
5 Public Relations	-	-	-	-	-	102,900
6 RCEL	18,118	18,793	-	675	675	675
7 Sports	264,569	187,913	308,375	208,500	312,200	349,700
8 Ritual & Awards	2,544	3,378	1,180	1,500	2,000	2,000
9 Constitution & Laws	626	1,046	2,005	2,150	800	800
10 Defence & Security	77,856	82,760	60,914	76,300	93,200	65,050
11 Veterans Consultation	3,944	3,944	3,563	3,600	5,350	4,000
12 Focus on the Future	7,051	7,051	-	-	7,150	-
13 Leadership Development	84	102	104	200	200	200
<b>COMMITTEE TOTAL</b>	410,967	385,685	418,589	376,625	516,075	601,025
14 Elected Officers	52,640	60,746	78,227	96,500	100,050	130,500
15 DEC/Senior Elected Officers	38,309	58,346	44,282	75,600	75,600	70,900
16 Dominion Convention	156,106	214,693	111,762	162,700	221,200	210,200
<b>SUB-TOTAL</b>	247,055	333,785	234,272	334,800	396,850	411,600
<b>TOTAL EXPENSE</b>	658,022	719,470	652,861	711,425	912,925	1,012,625

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

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
<b><u>COMMITTEE</u></b>						
Travel	2,559	2,712	1,273	2,000	7,500	7,500
Per Diem	2,319	2,319	367	1,000	6,000	6,000
CIMVHR Forum	1,882	7,186	1,158	10,000	10,000	10,000
Printing, Stationery	442	547	552	500	500	500
Telephone & Fax	170	215	121	600	600	600
Postage	-	59	35	400	400	400
Business Transformation Initiatives	-	-	538	1,500	1,500	1,500
Homeless Veterans Summit	2,626	3,811	136	5,000	5,000	5,000
Miscellaneous	132	1,623	302	1,000	1,000	1,000
<b>TOTAL</b>	<b>10,129</b>	<b>18,472</b>	<b>4,483</b>	<b>22,000</b>	<b>32,500</b>	<b>32,500</b>

THE ROYAL CANADIAN LEGION, DOMINION COMMAND  
POPPY & REMEMBRANCE COMMITTEE

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
<b><u>COMMITTEE</u></b>						
Travel	1,921	1,921	2,547	2,600	7,000	7,000
Per Diem	1,982	1,982	3,143	3,200	2,000	2,000
Postage & Office	1,598	2,098	1,043	1,000	1,000	1,000
Telephone and Fax	204	328	159	1,000	1,000	1,000
Teachers Guide Update	-	-	-	-	-	-
Miscellaneous	123	123	544	500	500	500
<b>TOTAL</b>	<u>5,827</u>	<u>6,452</u>	<u>7,436</u>	<u>8,300</u>	<u>11,500</u>	<u>11,500</u>
<b><u>EUROPE ZONE</u></b>						
Grant	-	-	-	1,500	1,500	1,500
Europe - Wreaths	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
<b><u>NATIONAL CEREMONIES</u></b>						
Travel	762	5,835	-	4,500	4,500	4,500
Per Diem	333	3,280	-	4,500	4,500	4,500
Printing, Stationery	1,054	677	735	500	500	500
Telephone, Postage	361	637	779	500	500	500
Colour Party Activities						
- Summer & Fall	22	38	124	250	250	250
Meeting, Planning	74	74	95	200	200	200
Remembrance Reception	69	-	-	-	-	-
St. John's Ambulance	-	300	-	300	300	500
Silver Cross Mother	82	-	-	-	-	-
Ceremonies Operations	-	4,707	-	1,500	1,500	3,000
Miscellaneous	<u>1,804</u>	<u>-</u>	<u>1,279</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<u>4,561</u>	<u>15,548</u>	<u>3,011</u>	<u>12,250</u>	<u>12,250</u>	<u>13,950</u>
<b><u>PILGRIMAGE</u></b>						
Poppy Grant	(33,500)	(17,023)	(25,313)	(33,750)	(33,750)	(33,750)
Expenses	<u>15,209</u>	<u>17,023</u>	<u>25,904</u>	<u>33,750</u>	<u>33,750</u>	<u>33,750</u>
<b>TOTAL</b>	<u>(18,291)</u>	<u>0</u>	<u>591</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<u>(7,902)</u>	<u>22,000</u>	<u>11,038</u>	<u>22,050</u>	<u>25,250</u>	<u>26,950</u>

THE ROYAL CANADIAN LEGION, DOMINION COMMAND  
POPPY & REMEMBRANCE COMMITTEE

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
<b><u>NATIONAL REMEMBRANCE CEREMONY ASSOCIATED EXPENSES (Poppy Fund)</u></b>						
Europe - Wreaths	-	642	3,339	1,000	1,000	1,000
Remembrance Reception	-	5,586	-	4,500	4,500	5,000
Silver Cross Mother	-	7,599	2,258	5,000	5,000	5,000
Cadet of the Year	-	5,721	(130)	10,000	10,000	9,000
National Literary/Poppy Contest						
Travel	-	6,125	-	5,000	5,000	5,000
Per Diem	-	4,939	-	5,000	5,000	5,000
Bursaries/Gifts	-	12,527	8,669	10,875	10,875	10,875
<b>Total - Poppy Fund</b>	-	43,139	14,137	41,375	41,375	40,875
<b>Total - General Fund</b>	4,561	15,548	3,011	12,250	12,250	13,950
<b>Total - National Remembrance Ceremony</b>	4,561	58,687	17,148	53,625	53,625	54,825



**THE ROYAL CANADIAN LEGION  
DOMINION COMMAND**

**MEMBERSHIP COMMITTEE**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
<b><u>COMMITTEE</u></b>						
Travel	917	917	-	2,500	2,500	2,500
Per Diem	1,360	1,360	-	3,500	3,500	3,500
Printing and Office	1,615	1,857	24	750	750	750
Postage	254	254	-	-	-	-
Focus Group Study	-	-	-	-	-	2,500
Telephone & Fax	-	-	-	500	500	-
Miscellaneous	-	138	-	200	500	-
	<u>4,146</u>	<u>4,526</u>	<u>24</u>	<u>7,450</u>	<u>7,750</u>	<u>9,250</u>
<b><u>PRINTING &amp; STATIONERY</u></b>						
Membership Forms	6,739	8,116	2,540	5,000	5,000	5,000
Early Bird Stickers	-	-	2,610	-	-	2,000
	<u>6,739</u>	<u>8,116</u>	<u>5,151</u>	<u>5,000</u>	<u>5,000</u>	<u>7,000</u>
<b>TOTAL</b>	<u>10,885</u>	<u>12,642</u>	<u>5,175</u>	<u>12,450</u>	<u>12,750</u>	<u>16,250</u>

THE ROYAL CANADIAN LEGION  
DOMINION COMMAND

OUTREACH

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
<b><u>COMMITTEE</u></b>						
Travel	999	999	-	-	-	-
Per Diem	1,360	1,360	-	-	-	-
Printing, Stationery	475	475	-	-	-	-
Telephone & Fax	970	1,247	1,130	1,000	500	-
Postage	39	39	9	-	-	-
Miscellaneous	-	112	-	100	-	-
<b>SUB-TOTAL</b>	<u>3,843</u>	<u>4,232</u>	<u>1,139</u>	<u>1,100</u>	<u>500</u>	<u>-</u>
<b><u>PR SECTION</u></b>						
<b><u>External</u></b>						
Media Monitoring	-	-	1,735	2,000	-	-
Media Distribution	15,948	19,711	18,062	23,000	23,000	-
<b><u>Training/Liaison</u></b>						
- Per Diem	1,843	1,843	31	100	-	-
- Travel	<u>1,429</u>	<u>1,799</u>	<u>784</u>	<u>1,000</u>	<u>500</u>	<u>-</u>
<b>SUB-TOTAL</b>	<u>19,220</u>	<u>23,353</u>	<u>20,613</u>	<u>26,100</u>	<u>23,500</u>	<u>-</u>
<b>GRAND TOTAL</b>	<u>23,063</u>	<u>27,585</u>	<u>21,751</u>	<u>27,200</u>	<u>24,000</u>	<u>-</u>

## PUBLIC RELATIONS

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
<b><u>COMMITTEE</u></b>						
Travel	-	-	-	-	-	4,500
Per Diem		-	-	-	-	4,000
Printing, Stationery	-	-	-	-	-	100
Telephone & Fax	-	-	-	-	-	200
Postage	-	-	-	-	-	-
<u>Publications</u>						
- Write off old stock	-	-	-	-	-	-
- Distribution of new stock	-	-	-	-	-	500
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>100</u>
<b>SUB-TOTAL</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>9,400</u>
<b><u>PR SECTION</u></b>						
<b><u>External</u></b>						
Media Monitoring	-	-	-	-	-	8,000
Media Distribution	-	-	-	-	-	23,000
Specialist Consulting	-	-	-	-	-	40,000
National Memorial Ride	-	-	-	-	-	15,000
<u>Training/Liaison</u>						
- Per Diem	-	-	-	-	-	4,000
- Travel	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,500</u>
<b>SUB-TOTAL</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>93,500</u>
<b>GRAND TOTAL</b>	-	-	-	-	-	102,900

THE ROYAL CANADIAN LEGION  
DOMINION COMMAND

RCEL COMMITTEE

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
<b><u>Meetings:</u></b>						
<u>Committee</u>						
-Per Diem	-	675	-	675	675	675
<u>RCEL - Hong Kong</u>						
Travel	12,534	12,534	-	-	-	-
Per Diem	<u>5,583</u>	<u>5,583</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>18,118</u>	<u>18,792</u>	<u>-</u>	<u>675</u>	<u>675</u>	<u>675</u>

6 A

THE ROYAL CANADIAN LEGION  
DOMINION COMMAND  
SPORTS COMMITTEE

	<u>Sep-30 2015 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>Sep-30 2016 ACTUAL</u>	<u>2016 FORECAST</u>	<u>2016 BUDGET</u>	<u>2017 BUDGET</u>
<b><u>COMMITTEE</u></b>						
Travel	1,062	4,325	1,798	3,750	3,750	3,750
Per Diem	360	3,464	1,291	3,750	3,750	3,750
<u>T &amp; F - LAC</u>						
Ste. Therese - 2015	4,025	4,025	-	-	-	-
Ste. Therese - 2016	-	-	3,738	3,800	6,000	-
Brandon 2017/18	-	-	-	5,000	5,000	6,000
Printing, Stationery	630	630	-	1,000	1,000	1,000
Telephone & Fax	53	53	29	200	200	200
Postage	121	137	258	300	300	300
Miscellaneous	<u>271</u>	<u>271</u>	<u>137</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
<b>TOTAL COMMITTEE</b>	<u>6,523</u>	<u>12,905</u>	<u>7,251</u>	<u>18,800</u>	<u>21,000</u>	<u>16,000</u>
<b><u>CURLING</u></b>						
	<i>Birch Hills SK</i>	<i>Birch Hills SK</i>				
Travel	10,269	10,269	-	-	-	-
- Participants	2,309	2,309	-	-	-	-
- Committee						
Awards & Prizes	952	961	-	-	-	-
Entertainment	-	-	-	-	-	-
Ground Transportation	1,500	1,500	-	-	-	-
Advance to Host Branch	<u>2,000</u>	<u>2,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL REGULAR CURLING</b>	<u>17,030</u>	<u>17,039</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>DARTS</u></b>						
	<i>Surrey BC</i>	<i>Surrey BC</i>	<i>Orleans ON</i>	<i>St John NB</i>	<i>St John NB</i>	<i>Brookes AB</i>
Sponsorship (recovery)	(25,000)	-	-	-	-	-
Travel	16,915	16,915	19,049	19,100	28,000	23,000
- Participants	1,361	1,361	853	900	1,500	1,500
- Committee						
Awards & Prizes	1,940	1,950	1,006	900	1,300	1,300
Entertainment	-	-	5	-	-	-
Advance to Host Branch	800	800	800	800	800	800
Ground Transportation	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
<b>TOTAL DARTS</b>	<u>(2,484)</u>	<u>22,526</u>	<u>23,213</u>	<u>23,200</u>	<u>33,100</u>	<u>28,100</u>

6 B

SPORTS COMMITTEE - PAGE 2

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
<b><u>CRIBBAGE</u></b>	Spruce Grove AB	Spruce Grove AB	Charlottetown PE	Charlottetown PE	Charlottetown PE	St Boniface MB
Travel	28,178	28,178	19,887	19,900	28,000	23,000
- Participants	969	969	852	900	1,500	1,500
- Committee						
Awards & Prizes	1,395	1,404	838	800	1,300	1,300
Advance to Host Branch	800	800	800	800	800	800
Entertainment	-	-	-	-	-	-
Ground Transportation	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
<b>TOTAL CRIBBAGE</b>	<u>32,842</u>	<u>32,851</u>	<u>23,877</u>	<u>23,900</u>	<u>33,100</u>	<u>28,100</u>
<b><u>EIGHT BALL</u></b>	Calgary AB	Calgary AB				
Travel	18,393	18,393	-	-	-	23,000
- Participants	1,362	1,362	-	-	-	1,500
- Committee						
Awards & Prizes	1,231	1,240	-	-	-	1,300
Advance to Host Branch	800	800	-	-	-	800
Entertainment	-	-	-	-	-	-
Ground Transportation	<u>1,500</u>	<u>1,500</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,500</u>
<b>TOTAL EIGHT BALL</b>	<u>23,285</u>	<u>23,295</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>28,100</u>
<b>TOTAL MEMBERS SPORTS</b>	<u>70,674</u>	<u>95,711</u>	<u>47,090</u>	<u>47,100</u>	<u>66,200</u>	<u>84,300</u>
<b>TOTAL T &amp; F</b>	<u>187,373</u>	<u>104,294</u>	<u>254,034</u>	<u>142,600</u>	<u>225,000</u>	<u>249,400</u>
<b>TOTAL SPORTS &amp; COMMITTEE</b>	<u>264,569</u>	<u>212,910</u>	<u>308,375</u>	<u>208,500</u>	<u>312,200</u>	<u>349,700</u>

6 C

THE ROYAL CANADIAN LEGION  
DOMINION COMMAND

NATIONAL TRACK AND FIELD CHAMPIONSHIP

	Sep-30 2015 <u>ACTUAL</u> Ste. Therese QC	2015 <u>ACTUAL</u> Ste. Therese QC	Sep-30 2016 <u>ACTUAL</u> Ste. Therese QC	2016 <u>FORECAST</u> Ste. Therese QC	2016 <u>BUDGET</u> Ste. Therese QC	2017 <u>BUDGET</u> Brandon MB
Transportation	131,273	158,897	108,055	163,000	180,000	205,000
Accommodations, Meals	131,048	133,307	152,610	136,000	153,600	172,000
Committee - Travel	4,827	4,905	9,109	5,000	7,650	9,700
Committee - Per Diem	6,345	6,345	23,550	6,500	13,350	7,000
Local Committee	-	-	900	-	1,000	1,000
Kits / Supplies / Medals	20,869	22,584	22,869	23,100	5,000	5,000
Buses	4,185	4,185	11,649	4,300	10,200	12,000
Honoraria	2,500	2,950	3,200	3,000	3,000	3,000
Reception	-	122	-	200	1,500	1,500
Medical	-	-	-	-	200	200
Athletic Facilities	-	-	-	-	500	1,500
Equipment / Mtg Rooms	4,343	4,343	86	4,500	500	1,500
Clinicians	-	-	1,011	500	500	1,000
Officials	-	490	80	500	2,000	2,000
Freight & Express	-	-	622	-	2,000	2,000
Miscellaneous	1,523	1,523	623	1,000	1,000	1,000
<b>TOTAL EXPENSE</b>	306,913	339,651	334,364	347,600	382,000	425,400
Less Prov Cmd Portion	(34,925)	(125,742)	-	(100,000)	(100,000)	(100,000)
<b>SUB TOTAL</b>	271,988	213,909	334,364	247,600	282,000	325,400
<b>RECOVERIES</b>						
Registration - Non Legion Athletes	(46,615)	(46,615)	(49,330)	(49,000)	(12,000)	(20,000)
Sponsorships	(26,000)	(26,000)	(31,000)	(31,000)	(45,000)	(31,000)
Grant-VAC	0	(25,000)	(0)	(25,000)	0	(25,000)
Other	(12,000)	(12,000)	-	-	-	-
<b>Total Recoveries</b>	(84,615)	(109,615)	(80,330)	(105,000)	(57,000)	(76,000)
<b>NET EXPENSE</b>	187,373	104,294	254,034	142,600	225,000	249,400

**THE ROYAL CANADIAN LEGION  
DOMINION COMMAND**

**RITUAL & AWARDS COMMITTEE**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
Travel	1,283	1,700	626	600	700	700
Per Diem	1,080	1,440	540	700	1,000	1,000
Printing, Stationery	-	57	7	100	100	100
Telephone & Fax	152	152	-	50	100	100
Postage	29	29	1	50	100	100
<u>Publications</u>						
- Write off old stock	-	-		-	-	-
- Distribution of new stock	-	-	6	-	-	-
<b>TOTAL</b>	<u>2,544</u>	<u>3,378</u>	<u>1,180</u>	<u>1,500</u>	<u>2,000</u>	<u>2,000</u>



THE ROYAL CANADIAN LEGION  
DOMINION COMMAND

CONSTITUTION & LAWS COMMITTEE

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
Travel	-	-	610	650	150	150
Per Diem	-	-	1,013	1,050	350	350
Printing, Stationery	-	343	234	250	100	100
Telephone & Fax	49	77	78	100	100	100
Postage	154	202	71	100	100	100
Miscellaneous	-	-	-	-	-	-
<u>Publications</u>						
- Write off old stock	423	423	-	-	-	-
- Distribution of new stock	-	-	-	-	-	-
<b>TOTAL</b>	<u>626</u>	<u>1,045</u>	<u>2,005</u>	<u>2,150</u>	<u>800</u>	<u>800</u>

**THE ROYAL CANADIAN LEGION  
DOMINION COMMAND**

**DEFENCE & SECURITY COMMITTEE**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
Travel	124	829	1,815	4,600	4,600	4,500
Per Diem	495	1,046	720	4,600	4,600	4,500
Printing, Postage,	172	497	184	-	-	100
Telephone & Fax	-	-	28	-	-	250
Miscellaneous	67	67	1	200	200	250
Annual Vimy Award & AGM	800	4,100	2,700	5,650	5,650	6,000
Conference of Defence						
Association Fee& CIC Fee	2,113	2,113	2,000	2,150	2,150	2,200
Legion Connect	31,584	31,584	-	-	15,000	-
Comradeship Awards	3,571	3,590	187	3,000	3,000	3,000
<u>CF Sponsorships</u>						
- Operation Santa Claus	15,746	15,746	22,836	25,000	25,000	18,000
- Operation Canada Day	15,187	15,189	22,374	23,000	25,000	18,000
- Nijmegen	<u>8,000</u>	<u>8,000</u>	<u>8,069</u>	<u>8,100</u>	<u>8,000</u>	<u>8,250</u>
<b>TOTAL EXPENSE</b>	<u>77,856</u>	<u>82,761</u>	<u>60,914</u>	<u>76,300</u>	<u>93,200</u>	<u>65,050</u>

**THE ROYAL CANADIAN LEGION  
DOMINION COMMAND**

**VETERANS CONSULTATION**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
Travel	2,205	2,205	2,280	2,300	2,600	2,600
Per Diem	1,693	1,693	1,284	1,300	2,600	1,300
Printing & Office	-	-	-	-	50	50
Telephone	-	-	-	-	50	-
Postage	-	-	-	-	-	-
Miscellaneous	<u>46</u>	<u>46</u>	<u>-</u>	<u>-</u>	<u>50</u>	<u>50</u>
<b>TOTAL</b>	<u>3,944</u>	<u>3,944</u>	<u>3,563</u>	<u>3,600</u>	<u>5,350</u>	<u>4,000</u>

**THE ROYAL CANADIAN LEGION  
DOMINION COMMAND**

**FOCUS ON FUTURE COMMITTEE**

	<b>Sep-30 2015 <u>ACTUAL</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>Sep-30 2016 <u>ACTUAL</u></b>	<b>2016 <u>FORECAST</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
Travel	2,983	2,983	-	-	3,500	-
Per Diem	4,068	4,068	-	-	3,500	-
Printing	-	-	-	-	50	-
Postage	-	-	-	-	50	-
Telephone & Fax	-	-	-	-	50	-
Miscellaneous	-	-	-	-	-	-
<b>TOTAL</b>	<u>7,051</u>	<u>7,051</u>	<u>-</u>	<u>-</u>	<u>7,150</u>	<u>-</u>

12

THE ROYAL CANADIAN LEGION  
DOMINION COMMAND

LEADERSHIP DEVELOPMENT COMMITTEE

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
Travel	-	-	-	-	-	-
Per Diem	-	-	-	-	-	-
Printing & Office	-	-	-	-	-	-
Postage	-	-	-	-	-	-
Telephone & Fax	84	102	104	200	200	200
Miscellaneous	-	-	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<u>84</u>	<u>102</u>	<u>104</u>	<u>200</u>	<u>200</u>	<u>200</u>

THE ROYAL CANADIAN LEGION  
DOMINION COMMAND

ELECTED OFFICERS & DOMINION PRESIDENT

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
<b>ELECTED OFFICERS:</b>						
Travel	3,710	3,710	5,461	7,000	10,000	10,000
Per Diem	2,985	2,985	3,579	4,000	4,000	4,000
Telephone & Fax	-	-	-	-	50	-
Miscellaneous	145	350	3,172	500	1,000	-
<b>SUB-TOTAL</b>	<u>6,840</u>	<u>7,045</u>	<u>12,212</u>	<u>11,500</u>	<u>15,050</u>	<u>14,000</u>
<b>DOMINION PRESIDENT:</b>						
Travel	7,709	9,671	28,343	48,500	48,500	48,500
Per Diem	11,098	11,553	21,396	24,500	24,500	24,500
Hospitality	995	4,006	673	5,000	5,000	5,000
Telephone & Fax	2,640	2,977	2,430	2,500	2,500	2,500
Miscellaneous	784	1,554	13,171	4,500	4,500	3,500
<b>SUB-TOTAL</b>	<u>23,226</u>	<u>29,761</u>	<u>66,015</u>	<u>85,000</u>	<u>85,000</u>	<u>84,000</u>
<b>PROVINCIAL CONVENTIONS:</b>						
Video from the President	3,648	3,648	-	-	-	5,000
Travel	9,399	9,811	-	-	-	15,000
Per Diem	9,527	10,482	-	-	-	12,500
Hospitality	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<u>22,574</u>	<u>23,941</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>32,500</u>
<b>TOTAL</b>	<u>52,640</u>	<u>60,747</u>	<u>78,227</u>	<u>96,500</u>	<u>100,050</u>	<u>130,500</u>

THE ROYAL CANADIAN LEGION  
DOMINION COMMAND

DOMINION EXECUTIVE COUNCIL

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
<b>D.E.C. MEETINGS:</b>						
Travel	11,275	24,205	18,264	32,000	32,000	32,000
Per Diem	15,191	27,151	16,805	35,000	35,000	32,000
Printing	3	3	-	200	200	100
Telephone, Fax & Postage	10	10	68	100	100	100
Miscellaneous	<u>1,715</u>	<u>2,862</u>	<u>2,586</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
<b>SUB-TOTAL D.E.C. MEETINGS</b>	28,194	54,231	37,723	68,800	68,800	65,700
<b>SENIOR ELECTED OFFICERS MEETINGS:</b>						
Travel	5,997	5,997	2,840	5,400	5,400	5,500
Per Diem	4,093	4,093	3,688	7,100	7,100	5,500
Telephone, Fax & Postage	25	25	30	100	100	100
Printing	-	-	-	100	100	-
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>100</u>	<u>100</u>	<u>100</u>
	10,115	10,115	6,559	12,800	12,800	11,200
LESS:						
Canvet Board and Shareholders Meetings	<u>-</u>	<u>(6,000)</u>	<u>-</u>	<u>(6,000)</u>	<u>(6,000)</u>	<u>(6,000)</u>
<b>TOTAL</b>	<u>38,309</u>	<u>58,346</u>	<u>44,282</u>	<u>75,600</u>	<u>75,600</u>	<u>70,900</u>

THE ROYAL CANADIAN LEGION  
DOMINION COMMAND

DOMINION CONVENTION

		Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
DEC	Travel	-	-	19,232	25,000	25,000	-
	Per Diem	-	-	50,827	53,000	52,000	-
Staff	Travel	-	-	16,616	18,000	20,000	-
	Per Diem	-	-	56,506	56,000	52,000	-
Past President							
	Travel	-	-	3,920	5,000	5,000	-
	Per Diem	-	-	11,975	12,000	9,500	-
DC Zone Commanders							
	Travel	-	-	4,146	6,000	6,000	-
	Per Diem	-	-	6,060	6,000	6,000	-
Other		-	-	-	-	-	-
	Travel	-	-	5,628	6,000	3,000	-
	Per Diem	-	-	16,557	17,000	5,000	-
	Entertainment	-	-	-	-	-	-
Credentials		-	-	1,800	1,800	6,000	-
Printing & Design							
	Convention Reports	-	-	16,733	20,000	16,000	-
	Other	-	-	3,451	6,000	9,000	-
Translation & Interpretation		-	-	-	6,000	6,000	-
Postage		-	-	16,106	15,000	15,000	-
Freight		-	-	3,634	15,000	15,000	-
Social Activities							
	President Reception	-	-	4,924	1,500	10,000	-
	Other	-	-	-	-	-	-
Convention Centre		-	-	46,952	55,000	80,000	-
Convention Operation		-	-	86,619	92,000	150,000	-
Transportation		-	-	8,334	8,500	1,000	-
Ceremonies		-	-	318	500	3,000	-
Local Arrangements Committee		-	-	1,072	1,200	500	-
Supply		-	-	-	-	-	-
		-	-	381,409	426,500	495,000	-
Revenue		-	-	78,861	80,000	90,000	-
<b>SUB-TOTAL</b>		-	-	302,547	346,500	405,000	-
Provision		<u>150,000</u>	<u>200,000</u>	<u>(200,000)</u>	<u>(200,000)</u>	<u>(200,000)</u>	<u>200,000</u>
<b>TOTAL</b>		150,000	200,000	102,547	146,500	205,000	200,000
<b><u>COMMITTEE (FROM 16A)</u></b>		<u>6,106</u>	<u>14,693</u>	<u>9,215</u>	<u>16,200</u>	<u>16,200</u>	<u>10,200</u>
<b>TOTAL CONVENTION AND COMMITTEE</b>		<u>156,106</u>	<u>214,693</u>	<u>111,762</u>	<u>162,700</u>	<u>221,200</u>	<u>210,200</u>



16A

THE ROYAL CANADIAN LEGION  
DOMINION COMMAND

CONVENTION COMMITTEE

	Sep-30 2015 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	Sep-30 2016 <u>ACTUAL</u>	2016 <u>FORECAST</u>	2016 <u>BUDGET</u>	2017 <u>BUDGET</u>
Travel	2,168	4,440	5,249	7,500	7,500	5,000
Per Diem	2,271	3,859	2,268	8,000	8,000	4,500
Printing, Stationery	437	4,605	1,415	100	100	100
Telephone & Fax	-	-	-	-	-	-
Postage	2	8	1	100	100	100
Miscellaneous	<u>1,229</u>	<u>1,782</u>	<u>283</u>	<u>500</u>	<u>500</u>	<u>500</u>
<b>TOTAL</b>	<u>6,106</u>	<u>14,694</u>	<u>9,215</u>	<u>16,200</u>	<u>16,200</u>	<u>10,200</u>

**DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**ITEM 8: DOMINION SECRETARY'S REPORT**

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Comrades, it has been busy and interesting times at Legion House preparing for the Remembrance season and sorting through the myriad of issues which always seem to spring up, both the good and the bad.

**Supply Items**

i. Sales as of November 1, 2016 are as follows:

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
JANUARY	117,834	106,184	132,512	120,582
FEBRUARY	106,099	91,638	246,485	96,950
MARCH	121,181	114,337	222,730	172,388
APRIL	163,070	138,102	247,395	159,673
MAY	164,987	149,107	224,401	146,955
JUNE	118,446	*159,048	173,915	**201,036
JULY	91,977	96,852	104,345	103,017
AUGUST	92,902	90,974	93,071	158,243
SEPTEMBER	124,820	184,143	218,478	244,238
OCTOBER	223,136	295,317	270,501	361,941
<b>YTD</b>	<b>1,324,452</b>	<b>1,425,702</b>	<b>1,933,833</b>	<b>1,765,023</b> <b>(-9%)</b>
NOVEMBER	267,707	287,264	351,834	
DECEMBER	135,860	128,847	189,908	
<b>TOTAL</b>	<b>1,728,019</b> <b>(-7%)</b>	<b>1,841,813</b> <b>(+7%)</b>	<b>2,475,575</b> <b>(+34%)</b>	

\* Includes June 2014 Convention Sales of \$44,351

\*\* Includes June 2016 Convention Sales of \$59,993

The second half of 2016 continues to produce excellent results with the last three consecutive months providing record sales for that month. October ended exceedingly well with October 31<sup>st</sup> having our best ever daily sales total concluding the month where we achieved our highest ever monthly total.

ii. New products continue to be well received by our branches, members and the public. Over 6000 of the Canada 150 medals have already been distributed.

iii. To coincide with the 100<sup>th</sup> Anniversary of The Battle of Vimy Ridge supply is redesigning the line of Vimy commemorative products. These will be introduced early next spring.

### **Staffing**

The current staffing levels at Dominion Command are:

	2014	Nov- 15	Feb- 16	Sep- 16	Notes
Permanent (DC)	41	40	40	40	a.
Long Term Contract (DC)	1	2	3	5	b.
Short Term Contract (DC)	0	0	0	0	
Casual/Temporary (DC)	1	3	4	5	c.
<b>TOTALS (Dominion Command)</b>	<b>43</b>	<b>45</b>	<b>47</b>	<b>50</b>	
Permanent (Canvet)	11	12	12	12	d.
Long Term Contract (Canvet)	0	0	0		
Short Term Contract (Canvet)	0	0	2	1	
Casual/Temporary (Canvet)	0	0	0		
<b>TOTALS (Canvet)</b>	<b>11</b>	<b>12</b>	<b>14</b>	<b>13</b>	
<b>TOTALS DC AND CANVET</b>	<b>54</b>	<b>57</b>	<b>61</b>	<b>63</b>	

Notes:

- a. One staff member on LTD, one on extended sick leave and one returning from a major heart operation.
- b. One service officer now on permanent full time contract, 2 member services on long term contract (position to support CANVET ops, replacement for LTD staff member), one person in Finance to support new membership processes and one person in Supply taking orders over the phone.
- c. 3 persons in Member Services to assist in fall membership period, one person in Supply and one in IT.
- d. Senior Editor is on extended sick leave.

I would like to thank the staff publicly in this forum for all the additional work that they do over and above their daily routines. Staff regularly represent the Legion at various events here in the National Capital Region. One such event was the recent Army Run held in September where staff manned a booth over the three-day event. Over 25,000 run participants and thousands of spectators attended this event. 10 staff from Legion House

manned the booth and distributed over 3000 information kits and brochures highlighting Legion activity and membership as well as answering all the questions. Legion House also had 12 staff entered into the race.

The Army Run is but one example where staff are regularly representing and promoting the Legion. We have done the same for the Armed Forces Days and various Canadian Forces Morale and Welfare events. As we continue to reach out to the military and the public at large, I am very proud and appreciative of the staffs' willingness to participate and promote the Legion. Our National Remembrance Day ceremony fully occupies all staff at this time of the year. I would also like to acknowledge the support of local Legionnaires who assist us annually.

### **Membership**

Comrades, the new membership system implementation of Phase One is now completed and we have faced a number of challenges with systems integrity and reliability over the fall period. Those issues are now resolved and we are moving into the implementation of Phase Two which is the new web site and member portal. Admittedly, progress has been slower than anticipated but we need to get this right from the beginning. Testing with branches will be absolutely necessary to ensure that any developmental bugs are sorted out prior to going live.

Membership has kept apace in the processing area and overall we now have reliable data on which to base performance criteria and overall membership numbers. Early indication of numbers would suggest that we may have cut the number of losses by 50% but there is still plenty of time to confirm.

### **Marketing**

I will note here that later on in the agenda, Comrades Dion Edmond and Leah O'Neill will be providing you with a 5-year marketing plan proposal for your review and approval.

Comrades, that concludes my report and I am prepared to answer any questions that you may have.

**REPORT OF THE DOMINION COMMAND  
VETERANS, SERVICES AND SENIORS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**65-1**

<b>D. Flannigan</b>	<b>-</b>	<b>Chair</b>
<b>T. Irvine</b>	<b>-</b>	<b>Vice- Chair</b>
<b>G. Hines</b>	<b>-</b>	<b>Member</b>
<b>M. Tremblay</b>	<b>-</b>	<b>Member</b>
<b>B. Weaver</b>	<b>-</b>	<b>Member</b>
<b>J. Yeo</b>	<b>-</b>	<b>Member</b>
<b>G. O'Dair</b>	<b>-</b>	<b>Ex-Officio Seniors</b>
<b>L. Murray</b>	<b>-</b>	<b>Ex-Officio Member</b>
<b>R. McInnis</b>	<b>-</b>	<b>Secretary</b>
<b>C. Gasser</b>	<b>-</b>	<b>A/Secretary</b>

**GENERAL**

The VSS Committee last met on 22 September 2016 via teleconference.

**LEGION ADVOCACY**

Advocacy efforts have focused on ensuring that all Veterans and their families are treated with fairness, dignity and respect such that they are afforded the same benefits and services irrespective of when and where they served. It is important that all Legion Branches continue to welcome all Veterans, that Branch Service Officers receive their annual training such that they are knowledgeable on programs and services available for our Veterans and that we continue to support programs.

The Dominion President / VSS Chair and Committee continued to address key issues affecting Veterans and their families:

- a. On 5-6 October 2016, the President and RCL members of the VAC Ministerial Advisory Groups attended the 2016 Veterans Stakeholder's Summit held in Gatineau, PQ. On 18 October 2016, we provided a blog titled "The Legions Perspective", a copy forwarded to all DEC Members and can be found on the following link:  
<http://www.legion.ca/article/2016-veterans-affairs-canada-stakeholder-summit-the-legions-perspective/>

We have received very positive feedback on our blog.

## **RCL VETERANS HOMELESSNESS ADVISORY COMMITTEE**

Since the initial meeting on 21 September 2015, the Committee has not called another meeting. In March 2016, VAC-ESDC hosted a workshop to provide participants an opportunity to gather information regarding effective approaches for addressing Veteran homelessness. In June 2016, VAC hosted a series of round tables on Veterans in Crisis, the purpose of the discussion was to draw from organizational expertise and experience in supporting Veterans in crisis. The scope of discussion evolved around how can VAC work better with stakeholders to find and assist Veterans in crisis and work collaboratively to prevent and end Veteran homelessness. On 8 November 2016, Mr. Tim Kerr, Director, Veterans Priority Programs Secretariat provided an update on the Homeless Veterans program in VAC at the RCL-VAC Bilateral meeting. Details from his presentation and the bilateral meeting will be included in the Chair's opening remarks.

## **CIMVHR**

DEC approved to fund the cost of a Master's Degree Scholarship specializing in Military and Veteran Health Research for the years 2017-18 2018-19 and 2019-20. Support of this initiative demonstrates the Legion's history of supporting Veterans research while also building interest and momentum for the next generation of researchers.

Comrades Larry, Dave and Ray attended the CIMVHR Forum in Vancouver, BC from 21-23 November. Comrade Dave presented the third Legion Masters Scholarship to Mr. Jeremiah Buhler, University of Manitoba who will be researching the Efficacy of Online Chronic Pain for Military, RCMP and Veterans: A Randomized Control Trial. In his brief presentation he highlighted the support and programs that the Legion provides to Veterans and their families and advised the attendees that all would be welcome as new members in The Royal Canadian Legion. The forum is also a great opportunity to network with the academic, CAF and Veterans Affairs Canada senior folks engaged in health research.

Although DEC approved the scholarship for 2016/17, in accordance with Poppy Fund regulations, the approval must be ratified for each year.

**RECOMMENDED:** It is recommended that DEC ratify the fourth scholarship for 2017-18.

## **BSO LEGION OSI SPECIAL SECTION**

Comrade Glynne presented two proposals from the BSO Legion OSI Special Section at the last VSS meeting, to coordinate the delivery of Basic Mental Health First Aid (MHFA) to Veterans and their families as well as their proposal to establish a Veterans Outreach Patrol Program. The Committee approved the BSO Legion OSI Special Section to move forward with the proposals and Comrade Glynne will brief DEC in his report.

## **OUTREACH AND VISITATION INITIATIVE PROGRAM**

The contract was renewed on 1 May 2016 for two years; since that date, there have been 119 taskings to visit 2,831 Veterans in Long Term Care (LTC) and 1,570 visits have been completed by our volunteers to date. This is great work by our volunteers and bodes well for its continued success. The delta between the number of taskings and the number of completed visits is due to Veterans moving or passing away.

## **SERVICE DOG STANDARDS**

The development of a National Standard of Canada for Service Dogs by the Canadian General Standards Committee and the service dog pilot project with Universite de Laval is on schedule, results to be promulgated by December 2017.

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

Command Service Officers attended the Service Officer Professional Development training in Charlottetown from 25-27 October 2016. The training was well received and the service officers look forward to the Western Region Command Service Officer Training in Winnipeg in 2017 and to the Eastern Region Command Service Officer Training in Saint John, NB in 2017, dates to be confirmed.

## **DOMINION COMMAND SERVICE BUREAU ACTIVITIES**

Dominion Command Service Officers continues to experience a significant increase in the overall number of applications received and Entitlement Appeals. Statistics for 2016 will be reported at the next DEC in April 2017.

Although short staffed for the past five months, Dominion Command Service Bureau has provided substantial assistance to Saskatchewan Command and NS/Nunavut Command during the changeover of Command Service Officers. In addition to their already large Appeal schedule and Committee work, they also continue to provide mentorship and guidance to all Command Service Officers.

## **PROVINCIAL VSS REPORTS – RESPONSE AND HIGHLIGHTS**

All Commands provided their provincial VSS reports, overall the reports from all Commands were very informative, and all Commands are using the new template. The consolidated Provincial VSS Committee Report was reviewed by the VSS Committee on 22 September 2016 and there were no items to be brought forward to DEC.

## **CONCLUSION**

This is my report and I move its adoption.

**ADDENDUM TO THE  
REPORT OF THE DOMINION COMMAND  
VETERANS, SERVICE AND SENIORS COMMITTEE TO  
THE DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

File 65-1

<b>D. Flannigan</b>	<b>-</b>	<b>Chair</b>
<b>T. Irvine</b>	<b>-</b>	<b>Vice- Chair (Absent)</b>
<b>G. Hines</b>	<b>-</b>	<b>Member</b>
<b>M. Tremblay</b>	<b>-</b>	<b>Member (Absent)</b>
<b>B. Weaver</b>	<b>-</b>	<b>Member</b>
<b>J. Yeo</b>	<b>-</b>	<b>Member</b>
<b>G. O'Dair</b>	<b>-</b>	<b>Ex-Officio Seniors</b>
<b>L. Murray</b>	<b>-</b>	<b>Ex-Officio Member</b>
<b>B. Chafe</b>	<b>-</b>	<b>Observer</b>
<b>R. McInnis</b>	<b>-</b>	<b>Secretary</b>
<b>C. Gasser</b>	<b>-</b>	<b>A/Secretary</b>

**GENERAL**

The Veterans, Service and Seniors Committee last met on 26 November 2016.

**RCL-VAC BILATERAL MEETING**

We met with the VAC Executive team on 8 November 2016 at Legion House, this is an annual meeting. This partnership we have with VAC is based on many years of advocacy and trust. We value the opportunity to have a regular line of communication with VAC. The DM provided updates on the Minister's Mandate letter commitments, the Summit and the Service Delivery Review.

A key presentation was delivered on the Veterans Homelessness file. VAC is leading the development of a Veteran Homelessness Strategy and Action Plan using whole-of-government approach to address current gaps and improve support to homeless Veterans and Veterans in crisis. The strategy and plan are being developed in collaboration/consultation with Employment and Social Development Canada (ESDC) and other partners. It will be Veteran-centric, evidence-informed and outcome-based, and will enable VAC and partners to better Find and Assist Homeless Veterans and Veterans in Crisis, and Prevent Veteran Homelessness.



## **THE ROYAL OTTAWA HOSPITAL – TRANSFORMATIONAL GIFT REQUEST**

We received a research proposal from the ROH requesting a transformational gift to conduct a program that would focus on developing a new line of optimized cannabis-based treatments for sleep disruptions associated with PTSD.

We sent a letter dated 4 November 2016 to the Minister of National Defence and the Minister of Veterans Affairs voicing our concern with the lack of medical research on marijuana for medical purposes and for the government to conduct immediate research into the use of cannabinoid-based therapy and to include in this research, the request from the ROH on optimizing cannabinoid-based therapy for arousal and sleep disturbances in Veterans with Post-Traumatic Stress Disorder.

The Minister of Veterans Affairs announced on 22 November that VAC plans to revisit medical marijuana to ensure the policy reflects latest research and best practices, with this latest announcement it is clear that research must become a priority, both to ensure cannabinoid-based therapy is a safe method of treatment, and to ensure it is prescribed correctly and duly reimbursed.

### **Recommendation:**

In light of the recent announcement by VAC to conduct research into cannabinoid-based therapy, the VSS Committee did not support the request for a transformational gift to the Royal Ottawa Hospital for a research proposal on optimizing cannabinoid-based therapy for arousal and sleep disturbances in Veterans with PTSD.

## **BSO Legion OSI - DEC verbal report**

Good morning Comrades.

I believe that you have all received my quarterly report at the end of September. What follows therefore is merely an update from that report and a request for approval of two Legion OSI initiatives for the next six months.

Section membership remains steady at around 150. We are not having too much success in growing beyond that but we aren't making a lot of effort to do so at this time. I'll explain that in a moment.

In my September report, I indicated that we have appointed some representatives to lead our activities within the provinces. We are still trying to get a commitment from members in Saskatchewan, Manitoba, and Nova Scotia to lead activities in those provinces. Our Manitoba representative recently stepped down due to a conflict with another member in the area. Both Veterans suffer from PTSD and could not resolve their personal issues resulting in one stepping aside. He is still a member of the Section – just not the representative in the province.

As I indicated, we are not growing at a pace that I would have hoped however, we do have a reasonably solid base and I expect an increase in membership once we get out and actually start delivering on the visible initiatives. When members of our Executive talk to members and

potential members about barriers to membership, we are regaled with stories about “younger” Veterans not feeling welcome, Veterans not trusting the Legion, the old pay transparency issue, and the old Legion supporting the NVC issue. We can’t fix these things and incidents like the Hampton NB one play into the hands of those who don’t want to accept the Legion. That said, the Legion’s encouragement of medicinal marijuana research and mefloquine research were seen in a very positive light in our circle and I applaud those efforts. I believe that we are in a “hearts and minds” campaign that can only be won through effective communications (i.e. getting good news out and nipping bad news and misinformation in the bud) and demonstrated success in delivering support to Veterans at both a national and local level.

Subject to your concurrence, we will be launching two initiatives in the new year. The VSS has been briefed on both of these initiatives and I look forward to your support of them.

We are planning on a program called Veteran Outreach Patrols or VOP which will run in concert with Leave the Streets Behind. Our intention is to complement what is being done by Vets Canada in locations where they don’t operate or lack capacity to sweep through urban areas looking for homeless Veterans and put them in touch with services that they need to “leave the streets behind.” Members will be clearly identifiable as Legion members and will have all of the necessary contact details to assist Veterans. They will be supported by local Branches and will also attempt to get Veterans to “self-identify” so that

if they decide not to take us up on offers of assistance, we can follow up with them at a future date, subject to their agreement. We will conduct pilot patrols in Toronto, Winnipeg, and Prince George during the first quarter of next year. A full report will be provided, including an assessment of viability for continued patrols and lessons learned. The provincial representatives will work with Provincial Executives to ensure that Branches are comfortable supporting the patrols and that Branches have the maximum possibility to participate and to gain from the positive image of Veterans helping homeless Veterans.

Legion OSI intends to work with the respective Provincial Commands to operate a Veteran Outreach Patrol program. These VOPs will be visible within the communities to not only seek out homeless veterans and offer assistance, but to bring awareness to OLTSB and ultimately the work that the Legion as a whole does for veterans. At this time, we have identified 3 locations which could benefit from such patrols; Prince George, BC, Winnipeg, MB and Toronto On. These 3 locations will host the "Pilot" patrols from which we will fine tune and adapt SOP and best practices to launch additional patrols across the country as required. It will be expected that the patrol is conducted 4 times a year as a minimum requirement to collecting data.

These patrols will be led by a patrol commander, who in turn will answer to the BSO Legion OSI Provincial Rep. The Provincial Rep will work alongside the Provincial Executive of which OLTSB is hosted by. Reports and returns will be submitted to the Provincial Rep and

consolidated into a report which will be shared with the Provincial Executive. All Provincial reps will send their consolidated reports to the BSO Legion OSI 1<sup>st</sup> VP who will send an annual report to Dominion Command for advocacy purposes.

The conduct and operation of these patrols falls well within the spirit of The Legion mandate and that of the Poppy Fund. Therefore it will be requested that Poppy Funds be allocated for the equipment and resources required to operate the Patrols. As insurance already exists for volunteer work within the RCL through the provincial commands, we will request that we fall under those existing plans while patrolling.

Standard equipment will include:

- Traffic Vest with Legion patches (Legion Crest on front and "Veteran Outreach Patrol on back) x 6 per patrol.
- Flashlight x 6 per patrol
- First Aid kit x 1 per patrol
- Estimated start up cost per patrol is \$3500.00
- Environmental clothing to be provided by the patrol member at their own expense.
- Consumable items such as water, notebooks, pens/pencils, Tim Horton's gift cards, business cards, posters, etc will be required for each patrol event at an estimated cost of \$100-\$200.

The VOP will be a low cost, high visibility patrol that will enhance our abilities to assist those veterans in need while maintaining a footprint in our communities that will bring greater awareness to our work. These patrols will also provide for us a better situational awareness that will provide hard data in which we can more effectively advocate from. It is our intent, once approved that these patrols launch in January-

February, 2017 timeframe. Subsequent patrols to the pilot program would be identified in the summer of 2017 with potential launch timeframes of November, 2017 onward.

The second initiative is Mental Health First Aid or MHFA. The Mental Health Commission of Canada or MHCC is a leader in Mental Health training and education. They have been contracted by Veterans Affairs to develop and deliver a mental health first aid program for up to 3,000 veterans, family members and those directly supporting veterans over the next four years. They have offered up to 1,500 of these training spaces to be coordinated by the Legion OSI Special Section.

- Delivery of Veteran MHFA will be coordinated at the Provincial level.
- The target audience for the Veteran MHFA will be Veterans and their families and personnel directly involved in supporting Veterans.
- Priority for selection of locales will be those that have not had MHFA courses during the past 12 months and are not scheduled to have courses provided through MFRCs during the next six months.
- No central funding will be provided to publicize or support this training. MHCC will dispatch instructors and cover travel and per diem costs.
- To the maximum degree possible, training will be conducted in Branch facilities.

- Course serials should be loaded with 20 participants. As few as 15 participants will be considered in smaller communities where the target is impractical.
- Branches hosting serials are to provide facilities as detailed in the attached guideline.
- Once a potential location/venue has been selected, publicity and sign-up will be conducted using the attached pro forma.
- OSI Special Section Provincial Representatives are to work closely with Provincial Service Officers to identify potential timeframes and locations for the MHFA serials.
- Once Provincial locations are identified, Provincial Representatives are to propose locations, dates (weekends) and potential uptake to the OSI Special Section coordinator (Christopher Richardson) and info to Nathalie Vanasse. [Target date for initial proposal 16 Jan 2017].
- Christopher will coordinate dates and locations with MHCC and will advise Provincial Representatives as soon as possible.
- OSI Special Section Provincial Representatives and Provincial Service Officers will coordinate scheduling and delivery dates with specific Branches and publicize accordingly.
- OSI Special Section Provincial Representatives will provide follow-up/feedback to Christopher within seven days of completion of a serial.

Mental Health First Aid (MHFA) is the help provided to a person developing a mental health problem or experiencing a mental health

crisis. Just as physical first aid is administered to an injured person before medical treatment can be obtained, MHFA is given until appropriate treatment is found or until the crisis is resolved.

The MHFA Canada program aims to improve mental health literacy, and provide the skills and knowledge to help people better manage potential or developing mental health problems in themselves, a family member, a friend or a colleague. The two-day program covers:

- Health and Mental Health
- Substance Related Disorders
- Trauma Related Disorders
- Psychotic Disorders
- Anxiety Related Disorders
- Mood Related Disorders
- Crisis first aid skills for the following situations are learned:
  - Substance overdose
  - Suicidal behaviour
  - Panic attack
  - Acute stress reaction
  - Psychotic episode

Anyone can benefit from MHFA, and more than 100,000 Canadians have been trained already. From psychological health and safety in the workplace to schools and community groups to people in Northern Canada, MHFA has had a positive and long lasting impact on Canadians from coast to coast.



Comrades, this is my update report – things are going reasonably well and we continue to do our part to support Veterans and to destigmatize mental health issues.

I am happy to take any questions.



Mental Health  
Commission  
of Canada

Commission de  
la santé mentale  
du Canada



Veterans Affairs  
Canada

Anciens Combattants  
Canada

## Guide to Hosting a Mental Health First Aid Canada Veterans Community Course

MHFA Canada would like to thank you for hosting a MHFA Canada course within your organization. In this handout you will find everything you need to know when booking and hosting a MHFA Canada course.

If at any time you have questions regarding the process or hosting a course please do not hesitate to contact Katie Mullen, National Program Coordinator at 1-866-989-3985 option 2 or directly at 1-613-683-3957 or [kmullen@mentalhealthcommission.ca](mailto:kmullen@mentalhealthcommission.ca). We look forward to working with you to make your course a success.

### Who is this course intended for

The Department of Veterans Affairs has generously sponsored this course to be delivered at no cost to up to 3000 members of the Veterans community. This Mental Health First Aid Veteran Community is tailored to address the needs of Canadian Armed Forces Veterans and the people who care for and about them. Participants in this course could vary immensely, but all will have some connection to the Veteran Community. They could be Veterans themselves, former members of the RCMP, family members, friends, relatives, health professionals, providers of Veteran services, volunteers, and other caring community members.

### Host Organizations Responsibilities

As the hosting organization you will be responsible for the following:

- Finding and booking a venue
- Ensuring room setup according to MHFA Canada guidelines
- Marketing and promoting the course – a poster will be provided for your use; you can modify the contact name, phone number, e-mail, date, time, and location only.
- Managing course registrations
- Final confirmation

You will find additional information on each of these responsibilities listed in the corresponding sections below.

## **Finding and Booking a Venue**

As the host agency, you will be responsible for securing a location for the course that is appropriate and easy to find. Ideally, it has been suggested that the MHFA course be held off the base. However, there is recognition that the location is often determined by cost and availability. The course may be scheduled at your organisation if you have appropriate space, at a local community center or at other community agencies.

Venue locations must seat at least 20 participants comfortably. Participants must have enough room to sit 4 to a table (round or rectangular) ensuring no one has their back to the front. The venue must also be large enough so that participants have enough space to move around and do various activities. If possible please make sure that there are no obstructions in the room e.g. pillar obstructing the view of the participants from seeing the instructor or each other.

It is important to ensure that any potential location being considered has a private room for the course; that there is no visible alcohol or bar; and that a second private space is available for participants to go if they are triggered.

The room will need to be booked all day for each day of the training session. The instructor will need to be able to access the room at 7:30 am each day. The room should be able to be locked so materials can stay in the room overnight.

Once the venue is booked, send the venue information to Katie Mullen at [kmullen@mentalhealthcommission.ca](mailto:kmullen@mentalhealthcommission.ca)

A contact person, address, email, and phone number is required. If course materials need to be shipped elsewhere, also provide an address and contact person to ship course materials to the course location a week prior to the course.

## **Room Set Up**

For both days of the course please ensure the venue is set up as follows:

- Screen at the front of room (projector screen)
- Large table at the front to put laptop, LCD, speakers and handouts on
- Flipchart stand and two flipchart pads
- Wall space: Space on the walls to display flipcharts - please confirm that we can use masking tape on the walls to hang flip chart paper.
- Seating arrangement and tables – round tables or rectangular tables with 4 seated at each table. Please ensure no one has their back to the front or an obstructed view.
- Internet connection (if possible)
- Please confirm that the room will be open by 7:30 am in the morning, as our Instructor requires access.

The instructor will bring with them:

- Laptop
- LCD projector
- Speakers
- Extension cords

Approximately one week prior to the course, MHFA will ship the following to the address and contact person you provide:

- MHFA Participant manuals
- ALGEE wallet cards
- Participant List
- Handouts for course participants
- Name tags
- Markers

### **Promoting the course**

As the host organization you will be responsible for communicating to participants about the upcoming MHFA Canada course and ensuring that the course attendance is as near full as possible (20). The minimum number of participants is 8. You are encouraged to promote the course using your usual channels, including notifying VAC Field Operations so that they may promote the course in the field as well (send poster with your course information to Ghada Makhoulf, National Mental Health Consultant, Mental Health Services Unit, VAC, [ghada.makhoulf@vac-acc.gc.ca](mailto:ghada.makhoulf@vac-acc.gc.ca) and to [kmullen@mentalhealthcommission.ca](mailto:kmullen@mentalhealthcommission.ca)

You are also encouraged to promote the courses to the following partners:

- MFRC: Military Family Resource Center
- JPSU: Joint Personnel Support Unit
- IPSC: Integrated Personnel Support Centers
- OSISS: Operational Stress Injury Social Support
- OSIC: Operational Stress Injury Clinics
- OTSSC: Operational and Trauma Stress Support Centers
- The Royal Canadian Legion
- Caregivers Brigade [caregiversbrigade@outlook.com](mailto:caregiversbrigade@outlook.com)
- Soldier On
- Hope Program: Helping Our Peers by Providing Empathy
- Commissionaires

### **Course Registrations**

As the hosting organization you will be responsible for registering participants. You may utilize the system that works best for you (paper, online, other). Please ensure that you obtain at minimum participant name and e-mail address (personal e-mail address is preferred over work e-mail given firewalls).

Registration should be prioritized for Veterans and their family members ( $\frac{1}{3}$  to  $\frac{1}{2}$  of the seats) but is open to any member of the Veteran community. It is recommended that course participants be 18 years of age and over. We suggest that you keep a waitlist in case there are cancellations prior to the start of the course. It is important to maximize class attendance, reaching as close to 20 participants as possible.

Please ask registrants if they need to cancel, to please let you know so that you can offer their spot to the first person on the waitlist.

Please inform participants that military attire is not required and that meals, transport, and lodging are not included. Participants are encouraged to pack a lunch and refreshments.

- Note: Exceptionally, some clients may be eligible for reimbursement for meals, transport, and lodging. For such inquiries they should communicate with their local Veterans Affairs Canada area office.

Inform potential participants that there is an evaluation component to the program, which helps measure the effectiveness of the course. Participants are encouraged to participate, however, their participation in the evaluation is strictly optional and can be revoked at any time.

MHFA Canada courses run on the following schedule, but may vary slightly throughout the day:

08:30-09:25 - Session  
09:25-09:30 - Break  
09:30-10:25 - Session  
10:25-10:30 - Break  
10:30-11:25 - Session  
11:25-11:30 - Break  
11:30-12:00 - Session  
12:00-13:00 - Lunch  
13:00-13:55 - Session  
13:55-14:00 - Break  
14:00-14:55 - Session  
14:55-15:00 - Break  
15:00-15:55 - Session  
15:55-16:00 - Break  
16:00-16:30 - Session

Alternate start times can be arranged by request.

### **Final confirmation**

Two weeks prior to the MHFA Canada course date, Katie Mullen will contact you to obtain the participant list, the name of the onsite person, the location where the course will be held and the location where materials should be shipped if different from the course location. MHFA Canada will arrange to have course materials sent to the venue or another location (as specified above).



# Mental Health First Aid CANADA

**Current Location:** [Mental Health First Aid Canada](#) » [EN](#) » [Course Info](#) » [Course Descriptions](#) » [Mental Health First Aid Veteran Community](#)

## Mental Health First Aid Veteran Community

Studies of the mental health of Canadian Veterans show that, although the majority were doing well, a number suffer from mental health problems that affect their functioning, wellbeing, and utilization of health and rehabilitation services.

The MHFA Veteran Community course was developed through: funding from the Department of Veterans Affairs; input from a number of stakeholders including veterans, veterans organizations and Veterans Affairs Canada; and, pilot testing. Its goal is to improve our collective capacity to recognize and assist with addictions, as well as mental health problems and illnesses, by supporting Veterans in the application of evidence-based practices in service delivery, the workplace and personal interactions.

The two day (13 hour) MHFA Veteran Community course aims to:

- Increase the skills and confidence to engage in effective conversations about mental health in the Veteran community
- Promote greater recognition of the most common mental health problems and illnesses
- Decrease stigma and discrimination around mental health problems and illnesses
- Increase confidence, and willingness, to provide help to others
- Improve mental health of the MHFA participant her/himself

Who should take it?

MHFA for the Veteran Community is tailored to address the needs of Veterans and the people who care for, and about, them. Participants will vary, but all will have some connection to the Veteran community, such as: Veterans themselves, former RCMP members, family members, friends, relatives, health professionals, providers of Veteran services, volunteers and other caring community members.

The course is being funded by Veterans Affairs Canada and is offered at no cost to members of the Veteran community.

Topics covered:

- Health and Mental Health
- Substance Related Disorders
- Trauma Related Disorders
- Psychotic Disorders
- Anxiety Related Disorders
- Mood Related Disorders

Crisis first aid skills for the following situations are learned:

- Substance overdose
- Suicidal behaviour
- Panic attack
- Acute stress reaction
- Psychotic episode

**Course outline**

- What is Mental Health First Aid?
- Common mental health problems
- Five basic actions of mental health first aid
- Stigma and discrimination?
- What is a **substance-related disorder**?
- Signs and symptoms
- Risk factors
- MHFA for substance-related problems
- Crisis first aid for overdose
- Treatment and resources

***Session Two: Mood Disorders***

- What is a **mood disorder**?
- Types of mood disorders
- Signs and symptoms
- Risk factors
- Substance use and mood disorders
- Suicide in Canada
- MHFA for mood problems
- Crisis first aid for suicidal behaviour
- Treatment and resources

***Session Three: Anxiety and Trauma Related Disorders***

- What are **anxiety and trauma related disorders**?
- Types of anxiety and trauma related disorders
- Signs and symptoms
- Risk factors
- Substance use and anxiety disorders
- MHFA for anxiety and trauma related problems
- Crisis first aid for panic attacks
- Crisis first aid for acute stress reactions
- Treatment and resources

***Session Four: Psychotic Disorders***

- What is a **psychotic disorder**?
- Types of psychotic disorders
- Signs and symptoms
- Risk factors
- Substance use and psychotic disorders
- MHFA for anxiety problems
- Crisis first aid for psychotic episodes

**REPORT OF THE DOMINION COMMAND  
POPPY & REMEMBRANCE COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**File: 35-1**

<b>A. Paquette</b>	-	<b>Chairman</b>
<b>G..Hodge</b>	-	<b>Vice-Chairman</b>
<b>L. Varga</b>	-	<b>Member</b>
<b>J. Riddell</b>	-	<b>Member</b>
<b>H. Harper</b>	-	<b>Member</b>
<b>B. McCoy</b>	-	<b>Member</b>
<b>B. Lawrence</b>	-	<b>Member</b>
<b>W. Maxwell</b>	-	<b>Secretary</b>
<b>K. Therien</b>	-	<b>A/Secretary</b>

**GENERAL**

Since the Poppy and Remembrance Committee last met on 15 April 2016 and after the Dominion Convention, new members of the Committee were appointed. An initial introductory teleconference was held on September 15<sup>th</sup> and the next scheduled face to face meeting of the Committee will be on 26 November 2016.

**SALES REPORT**

**POPPY AND REMEMBRANCE MATERIAL**

**DOMINION COMMAND**

i. Dominion Command sales of Poppy and Remembrance material from 2013 through 2016 were:

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
JANUARY	25,739.00	126.10	13,348.52	-2,070.55
FEBRUARY	47.90	447.90	2,224.16	9,205.66
MARCH	6,656.07	6,572.90	7,092.25	1,831.50
APRIL	23,358.05	5,037.77	38,830.28	45,889.53
MAY	30,107.08	36,464.94	22,512.45	46,922.57
JUNE	141,680.90	203,904.72	215,880.95	211,432.49
JULY	194,131.36	55,623.55	89,198.64	56,684.50
AUGUST	42,435.49	208,307.94	433,853.39	165,971.06
SEPTEMBER	1,008,620.45	1,145,684.84	1,002,860.19	1,124,055.33
OCTOBER	909,189.42	1,045,977.48	1,088,627.37	1,346,509.10
NOVEMBER	717,655.10	460,591.04	474,809.32	0
DECEMBER	172,250.90	193,519.43	229,707.59	0
<b>TOTAL</b>	<b>3,271,871.72</b>	<b>3,362,258.61</b>	<b>3,618,945.11</b>	<b>3,006,431.19</b>
	<b>(-2%)</b>	<b>(+3%)</b>	<b>(+8%)</b>	<b>(YTD)</b>



- ii. Knock on wood.....2016 is poised to be the smoothest running Poppy Campaign in terms of distribution. Trico Evolution has manufactured good quality Poppies and Wreaths in the forecasted quantities. Fulfillment continues within excellent customer service standards.
- iii. Distribution of Wreaths for parliamentarians, Poppy components to RCEL supported Nations, Poppy trays to DFAIT supported foreign trade and embassy locations are all proceeding well.
- iv. Promotional material were all updated to reflect required changes of the Dominion Poppy & Remembrance Committee.
- v. Late orders for Poppies, Wreaths, and promotional materials continue to arrive despite all branch email requests to have order in many weeks ago.

### **THE POPPY CAMPAIGN**

The annual Poppy Campaign continues to be the most important project of the Legion each year. Dominion Command is honoured to assist with the arrangements for the First Poppy Presentation to the Governor General which is the ceremonial launch of the campaign. The First Poppy Presentation for 2016 was held on October 19th to Governor General David Johnson. This presentation is followed by ceremonial launches in each of the Provincial Commands prior to the official start of the campaign on the last Friday in October which in 2016 was the 28<sup>th</sup> of October. National corporations pledged or renewed their support for the annual Poppy Campaign.

### **NATIONAL REMEMBRANCE DAY CEREMONY**

The Legion is honoured to organize and direct this national ceremony on behalf of the People of Canada. In both 2014 and 2015, an estimated 40,000 spectators attended the Ceremony. The Silver Cross Mother for 2016/2017 is Mrs. Colleen Fitzpatrick of Prince George BC.

The period of service for all National Silver Cross Mothers will extend from 1 November to 31 October of the following year.

### **POSTER AND LITERARY CONTESTS**

The Poster and Literary Contests are well supported by branches and Commands with over 100,000 students submitting entries from across Canada. The deadline for each Provincial Command to submit their winning entries to Dominion Command has been 15 February for the past four years and this has enabled the national results to be released before the end of March in these years. The Poster and Literary Contests Entry Forms

have been revised to provide clearer direction in completing these forms, which are also available on line on our website.

### **2017 PILGRIMAGE OF REMEMBRANCE**

Planning for the 2017 Pilgrimage of Remembrance is continuing and will take our Pilgrims through France and Belgium and into the Netherlands, touring battlefields, paying their respects in cemeteries, and reflecting at memorials.

Paris will be used as the arrival and departure point for the Pilgrimage. The dates for the 2017 Pilgrimage are from 8 to 22 July 2017. A request for nomination of Command Pilgrims have been requested for 15 December and advertising for other paying Pilgrims has been placed on our website.

### **THE POPPY MANUAL**

The Poppy Manual is now only available by electronic means on our website at [www.legion.ca](http://www.legion.ca). Further revisions to the Poppy Manual will be considered at our Committee meeting on 26 November.

### **POPPY TRADEMARK**

Since the last meeting in April 2016, 25 requests for the use of the trademarked image of the Poppy have been considered by the Committee. 19 were approved and 6 declined.

### **POPPY COMMUNICATION NETWORK**

There have been no meetings of the Poppy Communication Network (PCN) since Convention but it is anticipated that our teleconferences with members of the Poppy and Remembrance Committee and the Poppy Chairs from each Command will be initiated early in 2017.

### **CONCLUSION**

In the absence of questions or discussion, I move acceptance of this report.

André Paquette  
Chairman, Poppy & Remembrance Committee

**ADDENDUM TO THE  
REPORT OF THE DOMINION COMMAND  
POPPY & REMEMBRANCE COMMITTEE TO  
DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2016**

<b>A. Paquette</b>	<b>-</b>	<b>Chairman</b>
<b>G. Hodge</b>	<b>-</b>	<b>Vice Chairman</b>
<b>L. Varga</b>	<b>-</b>	<b>Member</b>
<b>J. Riddell</b>	<b>-</b>	<b>Member</b>
<b>H. Harper</b>	<b>-</b>	<b>Member</b>
<b>B. McCoy</b>	<b>-</b>	<b>Member</b>
<b>B. Lawrence</b>	<b>-</b>	<b>Member</b>
<b>W. Maxwell</b>	<b>-</b>	<b>Secretary</b>
<b>K. Therien</b>	<b>-</b>	<b>A/Secretary</b>

**POPPY AND REMEMBRANCE COMMITTEE**

The Poppy and Remembrance Committee met on 26 November 2016.

**POPPY MANUAL**

The Poppy and Remembrance Committee reviewed the current Poppy Manual to assist our branches and members to better serve our Veterans.

The following amendments to the Poppy Manual are proposed by the Poppy & Remembrance Committee:

Section 208.j. Branches can provide Poppy Trust Funds to District and Zones for prizes under the Poster and Literary Contests within the District and Zones. **NEW**

Section 317.e. Poppy Trust Funds obtained during the Campaign must remain under the control of the Legion. Other Veterans groups or organizations may be permitted to take part in the Poppy Campaign but not in the distributing of Poppy Trust Funds. **AMENDED**

Section 321. It is not mandatory that wreaths and crosses collected from the Cenotaph be destroyed. They may be used in another manner to promote

Remembrance, such as for displays at community cemeteries or placement at Veterans' gravesites. The resale of used wreaths and crosses should be **strongly** discouraged. **AMENDED**

Section 401. Poppy Trust Funds may also be donated to a centralized Command Poppy Trust Fund. **ADDITION**

Section 402.iii.b. Add "including seminars" as reasonable expenses of the Branch Service Officer. **AMENDED**

Section 402.iii.c. Add "This also includes those currently serving members deployed outside Canada". **NEW**

Section 401.vii. Provincial Command Charitable Foundation **NEW**  
Section 401.viii. Homeless Veterans Provincial Programs **NEW**

Section 403.g. Annual Veterans Visit: Add: "Details of the event and receipts must be submitted after the event." **AMENDED**

Section 403.i. Accessibility Modifications: Add "only one entrance per branch premise". **AMENDED**

**RECOMMENDATION #1:** It is recommended that the revised Poppy Manual be approved in conjunction with the acceptance of the other amendments above.

**RECOMMENDATION #2:** It is recommended that the costs associated with The Legion and Operation Santa gift packages be charged against Poppy Funds, contingent on the recommendation to change Section 402.iii.c of the Poppy Manual being approved.

A presentation was made by John Desrosiers, Director of Commemoration, Veterans Affairs Canada on the various programs and initiatives planned for that department. Mr. Desrosiers commented on the various activities being planned both in Canada and outside of Canada with the emphasis being on Vimy, Passenchedele, and Dieppe.

After the presentation, there was a general discussion by the Committee on possible initiatives for the Legion to recognize these major events. Community involvement and the staging of various commemorative events, presentations to various groups by power point or other means, cooperation with Veterans Affairs Canada at all levels of the organization, expanded Youth and Higher education tools such as a "trivial pursuit"

game, and a communication initiative similar to “Welcome back the troops” which was so successful in communicating an action plan at all levels of the Legion.

The Royal Canadian Legion will be partnering with Never Such Innocence (NSI) to provide the entries for our Poster and Literary Contests in 2017 at the Senior, Intermediate and Junior levels to NSI for judging in that contest. Procedures will be developed for any Canadian winners identified by NSI. Based in London, England, Never Such Innocence is dedicated to educating young people about the First World War, its impact and legacy, through poetry, art and music, throughout the Centenary period. Any costs for this initiative will be at the expense of NSI. Communication of this cooperative venture will be through an all-branch mailing, on the Legion’s website and/or through other social media.

Junior Canadian Rangers (JCR’s) provide young people in remote and isolated communities across Canada a unique opportunity to participate in a variety of fun and rewarding activities including those that focus on ranger skills, traditional skills and life skills. At this time, the Legion does not provide any recognition for the JCR program and it is our position that because the JCR’s does not have established military-based criteria for performance, it is not possible to establish a Medal of Excellence similar to that awarded to our three outstanding Cadets on an annual basis.

**RECOMMENDATION #3:** It is recommended that the Junior Canadian Ranger nominated each year on the national level be recognized by The Royal Canadian Legion with a plaque to be presented during the Remembrance period. The Junior Canadian Ranger nominated at the local level can be recognized with an appropriate certificate.

André Paquette, Chairman  
Poppy & Remembrance Committee  
26 November 2016

**REPORT OF THE DOMINION COMMAND  
MEMBERSHIP COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

File: 23-1

Tom Irvine	-	Chairman
Frank Sullivan	-	Vice-Chairman
John Ladouceur	-	Member
Sharon McKeown	-	Member
Chris Strong	-	Member
Steve Wessel	-	Member
Randy Hayley	-	Secretary
Danny Martin	-	Assistant Secretary

**GENERAL**

This report covers the period from September 20 to October 25, 2016. During this period the Membership Committee convened formally via teleconference on two occasions (September and October).

**MEMBERSHIP TOTALS**

As of October 25, 2016:

- 270,672 memberships processed to date for 2016
- 2016 membership is currently down 7,402 members or 2.7% to the same time last year
- 21,483 new/reinstated members year to date, down 1.3% to the same time last year
- 33,159 memberships processed year to date for 2017 which is relatively even to 2016 memberships processed at the same time last year

The focus for the 2017 Membership drive remains to stay current with membership processing to ensure the branches are receiving their membership cards in a timely manner. As of October 25<sup>th</sup> we are caught up in membership processing and are receiving approximate 9,000 member registration forms on a weekly basis.

**UPDATE ON THE NEW MEMBERSHIP PROCESSING SYSTEM**

- Dominion Command has launched the new CRM for the Member Services team.
- Work is about to begin with test branches on the web portal
- Training materials including on-line training videos still need to be finalized

- Once branch testing and training materials have been concluded we will launch to all branches and members
- Telephone and on-line support will be available to help branches transition to the new web portal
- Our mandate remains to launch a system which has been fully tested and supported while ensuring it meets the requirements of our branches and members

### **LADIES AUXILIARY**

The Committee discussed the suggestion from the Dominion President of grandfathering the years of service for any Ladies Auxiliary member who joins the Legion. The purpose of the recommendation is to help increase Legion Membership with members who are already actively involved in Legion work.

**RECOMMENDATION:** To recognize the Ladies Auxiliary years of service for any existing or previous Ladies Auxiliary member who becomes a Legion member. The member would be eligible for Legion service awards to recognize their total years of service. Simultaneous/overlapping service would not be recognized.

A signed attestation by both the LA branch president (where applicable) and branch president would be required by Dominion Command.

### **NEW MEMBERSHIP CARDS**

The Committee is recommending a move to a new plasticized membership card for the 2018 membership year.

The new card provides an opportunity to improve processing efficiencies and save money all while providing a more aesthetically pleasing membership card to members. A 5-year cost analysis indicates a savings of approximately \$50,000 over our current membership cards.

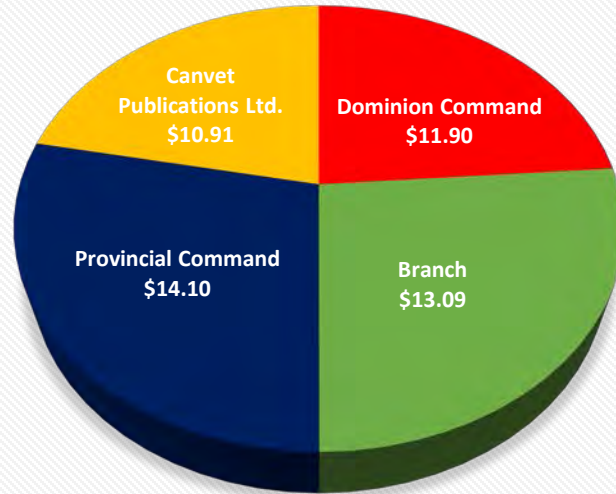
**RECOMMENDATION:** To implement the new plasticized membership card for the 2018 membership year.

### **PER CAPITA TAX BREAKDOWN**

A question was brought before the Committee regarding the distribution of per capita taxes and to consider allocating more of the current per capita tax to branches as an incentive to recruit new members. The suggestion was to charge branches only \$15.00 of the Dominion per capita tax for only the first year for any new members recruited. The logic was this amount could cover the cost of Legion Magazine plus some administrative costs.

The chart below illustrates the current breakdown of membership fees:

## 2017 Distribution of Legion Per Capita Tax (Based on \$50 Membership Fee)



■ Dominion Command ■ Branch ■ Provincial Command ■ Canvet Publications Ltd.

- 1) Chart is based on an average membership fee of \$50 and per capita tax of \$36.91
- 2) Per Capita Fees vary by Province based on two factors: a) Provincial Command per capita tax b) Legion Magazine taxation
- 3) Provincial dues may include zone and district charges
- 4) Canvet Publications Ltd. publishes Legion Magazine

The committee discussed 3 key points with this initiative:

- 1) As illustrated, Dominion Command receives \$11.90 of the per capita tax so in an effort to provide the suggested discount to branches provincial command per capita would also be impacted. As provincial command's per capita range from \$8.00 to \$17.00 discussions would need to be held with each command on relinquishing their per capita tax for new members.
- 2) As the Legion receives approximately 25,000 new/reinstated members each year the total financial impact would be approximately \$500,000 annually. This impact would be shared by Dominion Command and provincial commands. If as a result of this adjustment the provincial commands relinquished all of their per capita then for 2015 this change would have resulted in a \$98,000 revenue reduction for BC and approximately \$80,000 for Ontario.
- 3) Administratively this would create another level of complexity to our new Member Services CRM which would require some programming changes to both membership and Finance. As a result, we would require a cost estimate on the changes before proceeding.



Based on the above considerations the committee agreed not pursue this idea.

The committee discussed and agreed to share this chart with branches and members to help educate all on the distribution of the per capita tax rate.

I move the acceptance of this report.

Tom Irvine  
Chairman Membership Committee

**REPORT OF THE DOMINION COMMAND  
SPORTS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**42-2**

<b>A. Stanfield</b>	-	<b>Chairman</b>
<b>T. Eagles</b>	-	<b>Vice-Chairman</b>
<b>S. Gallant</b>	-	<b>Member</b>
<b>L. Washburn</b>	-	<b>Member</b>
<b>M. Crowe</b>	-	<b>Member</b>
<b>N. Shelton</b>	-	<b>Member</b>
<b>K. Merola</b>	-	<b>Member</b>
<b>M. Willis</b>	-	<b>Member</b>
<b>D. Martin</b>	-	<b>Secretary</b>
<b>A. Keeling Colkitt</b>	-	<b>Asst Secretary</b>

**GENERAL**

This report covers the period from 11 June to 26 November 2016. The Committee last met for an information session on 15 September 2016 via teleconference.

**2016 NATIONAL TRACK AND FIELD CHAMPIONSHIPS**

The 2016 Legion National Youth Track and Field Championships took place 3 - 9 August at the Stade d'athlétisme Richard-Garneau located in Sainte-Thérèse, QC. The total attendance was 326 Legion sponsored athletes, 35 chaperones and 25 coaches representing all 10 provincial commands. In addition, there were 619 open category athletes and 135 open coaches. There was approximately 5000-6000 spectators/officials/volunteers from all parts of Canada in attendance over the three days of competition which included veteran's both retired and serving covering all branches of service and all conflict areas from Korea to Afghanistan.

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

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

The 2016 version of the Royal Canadian Legion National Youth Track and Field Championship was a qualified success. From the opening ceremonies through to the closing ceremonies Canada's contributions to freedom and our present way of life as well as the sacrifices of its veterans, formed the cornerstone of this event. This was projected through the content of speeches, presented at all ceremonies, by our distinguished guests and attending veterans and at every medal presentation where veterans, retired and currently serving, presented over 340 medals. The focus was on the 100<sup>th</sup> anniversary of the battle of Beaumont Hamel as well as the acknowledgement of Peacekeepers Day on 9 Aug. All this was accomplished through a myriad of activities, our designed 100<sup>th</sup> anniversary logo, event publications, and "The Battle of Beaumont Hamel" handouts to all participants (supplied by Veterans Affairs). Those in attendance had a clearer understanding of both the Canadian/Newfoundland sacrifices and their effect on the country and province.

As is the custom within this event the message of recognition and remembrance, which is the perpetual message of the Royal Canadian Legion, was reinforced through event publications, local and national media outlets, event paraphernalia sporting the 100<sup>th</sup> anniversary logo (i.e. volunteer t-shirts, event ball caps, bibs, event booklet, etc) and formal recognition of veterans who were invited guests to the games, acted as chaperones, volunteered their services and formed part of the games medal presenters. Other areas of remembrance were the medals presented which used the Beaumont Hamel memorial located in France as the basis for the design, the laying of a wreath by the Dominion President and the two minutes of silence. During the final banquet the playing of "Amazing Grace" by Pipe Major, The Black Watch (RHR) of Canada reminded all of the peacekeeping sacrifices commemorated on 9 Aug.

The meet was held on 5 - 7 August under perfect weather conditions. The facility at Stade d'athlétisme Richard-Garneau was in excellent condition and enhanced the overall competition. The meet itself was carried out over a full three-day period under the excellent organization of the meet director Carole Crevier and Serge Thibadeau of Athletics Quebec. The top Legion female athlete receiving the LeRoy Washburn trophy was Jasneet Nijjar from BC and the top male athlete receiving the Jack Stenhouse trophy was Jarret Chang from BC as well.

Logistically the caterer provided excellent meals on site with a nutritionally designed menu developed in concert with a nutritional sport expert. The quarters used to house the Legion teams were for the most part acceptable with some cleanliness problems. Transportation for staff and Legion teams was excellent.

New for 2016 was the Live Streaming of the event by Sports Canada TV using three cameras with each focussing on separate field and track events. The first day posed some technical problems however by the second day these problems had been rectified. The value of Live Streaming is currently being evaluated. As well the on-site Legion team exerted direct control over the T&F portion of the web site which allowed instant updates

in areas such as scheduling. Social media promotion and activity were greatly increased for 2016 resulting a greater range of on line followers and in turn a greater awareness of the program and the Legion as a whole.

### **Funds Raised in 2016**

The Legion National program raised \$106,000 in 2016 through sponsorships, a grant and entry fees.

### **2017 NATIONAL YOUTH TRACK AND FIELD CHAMPIONSHIPS**

Brandon, MB will host the 2017 Legion Nationals on 9 – 15 August 2017. A preliminary site visit was conducted in Sep 16 and all indications are that the 2016 LAC and the required facilities will be ready to go. There were no concerns raised at the time.

### **2018-20 - NATIONAL YOUTH TRACK AND FIELD CHAMPIONSHIPS**

The confirmed dates and locations for the 2018 to 2020 Legion National Youth Track & Field Championships are:

- 2018: 8 – 14 August Brandon. MB
- 2019: 7 – 13 August Sydney, NS
- 2020: 5 – 11 August Sydney, NS

### **TRACK & FIELD – CENTRALIZATION STUDY**

As per the DEC direction of 16-17 Apr 16:

**MOTION:** It was moved that the Sports Committee check into the feasibility on having the National Track and Field competition held in a central location in order to reduce costs. The Sports Committee is to report its findings at the November DEC meeting. **CARRIED**

As per the preceding DEC motion attached is a paper for consideration.

### **2017 MEMBER SPORT CHAMPIONSHIPS**

The 2017 championships are scheduled to be held as follows:

**Cribbage:** 28 April – 1 May 2017  
Hosted by Branch #43 Winnipeg, MB

**Darts:** 5 - 8 May 2017  
Hosted by: Branch # 63 Brooks, AB

**Eight Ball:** 26-29 May 2017

Hosted by: Due to the suspension of 8 Ball in 2015 and pending the outcome of the 2016 National Convention on whether to continue with 8 Ball as a national sport (which was approved to continue) the host site will not be confirmed until the Sports Committee sitting on 27 Nov 16.

Instruction packages were dispatched to the applicable host branches Sep 2016 – excluding 8 Ball.

### **2018 MEMBER SPORT CHAMPIONSHIPS**

The call for applications to host the 2018 Dominion Member Sport Championships were sent out in 15 January 2016 as an e-mail and e-mail all branch to applicable provincial branches and commands with a deadline for returns of 30 September 2017. Due to the delay in approving 8 Ball the call for applications to host the 2018 8 Ball Championships was sent out on 22 Jun 16 as an e-mail and e-mail all branch to applicable provincial branches and commands with a deadline for returns of 15 November 2016. Submissions will be reviewed and considered by the Dominion Command Sports Committee at its Nov 2016 meeting.

### **CONCLUSION**

The Sports Committee's next meeting will be scheduled as a teleconference in the new year – the exact date has yet to be determined.

I move acceptance of this report as presented.

Attachment: 1



# **The Royal Canadian Legion**

## **Legion National Youth Track & Field Championships**



**GEOGRAPHICALLY CENTRALIZING THE HOST LOCATION OF THE LEGION  
NATIONALS – A FEASIBILITY STUDY**

# Table of Contents

<b>INTRODUCTION.....</b>	<b>3</b>
<b>AIM.....</b>	<b>3</b>
<b>DISCUSSION – HOSTING CRITERIA.....</b>	<b>3</b>
<b>DISCUSSION – CENTRALIZATION VS DECENTRALIZATION.....</b>	<b>9</b>
<b>SUMMARY.....</b>	<b>12</b>
<b>CONCLUSION.....</b>	<b>12</b>
<b>RECOMMENDATION.....</b>	<b>12</b>

## **ANNEXES:**

**ANNEX A - ANNUAL T&F BUDGET HISTORICAL**  
**ANNEX B - AIRFARE PRICES 2017**

## **INTRODUCTION**

At the April 2016 DEC meeting it was moved that the Sports Committee check into the feasibility of having the National Track and Field competition held in a central location in order to reduce costs. The Sports Committee is to report its findings at the November DEC meeting. In order to consider all factors this paper is broken down into sections that explain the host site and Legion requirements as well as cost, revenue generation and the intangibles.

## **AIM**

The aim of this paper is to consider all the factors and the associated expenses as it relates to the geographical host location of the Legion Nationals.

## **DISCUSSION - HOSTING CRITERIA**

- a. **General.** The Legion National Youth Track and Field Championships also known as the Legion Nationals is an annual event, normally held at the beginning of August and staged at a selected track and field complex within Canada. Hosting the Legion Nationals involves joining the efforts of the host community and the Royal Canadian Legion (i.e. local – Legion branch and national – Dominion Command (DC)) in areas such as event administration, corporate support, marketing, promotion, local government agency support, and the selection and management of volunteers and officials. The Royal Canadian Legion expects the selected host to provide the highest quality of products and support services available to athletes, coaches, officials, administrators, and spectators. Selection of a site is made by the National Sports Committee and the appropriate technical advisors.
- b. **Organization.** The Legion Nationals is organized and conducted under the direction of DC which is assisted in its efforts by several organizations such as Athletics Canada (AC), the applicable provincial athletic organization and Trackie as well as on-site by a Local Arrangements Committee (LAC).
- c. **Activities.** The Legion Nationals include practice sessions, selected training activities, a three-day track and field meet and various social or local cultural activities. The Legion athletes arrive on a Wednesday and depart the following Tuesday.
- d. **Minimum Requirements.** In order to host the Legion Nationals, the following minimum requirements are necessary:
  - Participation and partnership with the Legion Branch at the local level.



- 8 lane track that includes all necessary field event facilities (preferably on the infield), as well as a secondary track or large field for warm-up.
- Seating for up to 2000 spectators.
- Letter of endorsement from the host city/facility.
- Letter of endorsement from the provincial athletics branch.
- Letter of endorsement from your Legion provincial branch.
- Ability to host the Championships in August (usually the second full weekend)
- Facilities for Medical staff.
- Facilities for Technical Meeting & other meetings as necessary.
- The availability of internet resources to facilitate the broadcast of Live streaming (minimum 5 Mbps upload) and necessary connections including WiFi.
- Auditorium or similar venue to brief 430 personnel.
- Hotel beds for approximately 800+ people.
- Necessary transportation from the host hotel(s) to the track.
- School or dormitory facility to house and feed 400.
- Hall to host a 430-person banquet.
- The required number of volunteers to conduct the event (approx. 150-200)
- The required number of technical personnel available to conduct the meet (approx. 65-80 officials).
- The organization is in place to raise the required funding to host the championships (approx. 80K).

e. **Estimated Participation.**

- 700 - 1000 Athletes (dependant on location)
- 150-250 Athlete representatives – coaches, agents, trainers, etc.
- 80-100 Competition Officials/Assistants
- 30-40 Legion Personnel
- 5-10 Members of the media (national, international, photographers)
- 150-200 Volunteers
- 1500-2000 Daily attendance (depending upon stadium capacity)

f. **Financial Factors.** The cost to host the Legion Nationals falls into two categories one being the expenses to sponsor Legion selected teams and the other is to cover off expenses to stage the event – the former is shared with the provincial commands and the latter expense is shared with the Local Arrangements Committee. As per article 902 of the Sports Guide expenditure guidelines are as follows:

- Providing an accountable and repayable advance to the LAC, upon request, to assist in offsetting initial costs to stage the event.
- Providing the necessary funding to offset 70% of the cost of transportation, accommodation and meals for a maximum team of 44.

- Absorbing all other necessary and pre-approved costs incurred to organize and stage the championships.

**g. Legion Team Financial Responsibilities.**

DC will cover 70% of the costs for Provincial Teams as follows:

- When traveling by air transportation from the designated departure airport (as authorized by DC) to the event location and return. Includes luggage fees.
- When traveling by ground transport from the designated departure point(s) to the event location and return.
- Rations and accommodations, as arranged by DC at the event location.
- Provincial team cost coverage will extend to a maximum team of 44 personnel.

The remaining 30% of this expense is covered off by the provincial commands.

**Note:** These expenditures comprise the majority of costs for the Legion. For a budget of approx. 450,000 45% goes to transport, 42% goes to rations and quarters and the remainder for other expenses.

**h. DC/LAC Proposed Cost Sharing.**

The responsibilities outlined below are representative of the standard cost sharing between the LAC and DC. Trade-offs are possible should such opportunities present themselves and are at the discretion of DC. The following outlines the various requirements, expectations and areas of responsibility in concern of cost coverage between the LAC and DC. Although actual costs vary from one part of the country to the other a fund raising effort in the minimum amount of \$80,000 is expected:

- **Transportation:** DC covers airfare and bussing costs to/from the airport for all Legion teams. Remainder of airport pickup for DC personnel and Legion VIPs are the responsibility of the LAC. LAC covers all other transportation costs in regard to the event to include individual and group transport. LAC covers off the rotational transport between the host hotels and competition facility. Officials transport is the responsibility of the LAC.
- **Accommodation:** DC will cover all Legion athletes, coaches and chaperones. Officials requiring accommodation for the competition are the responsibility of the LAC. Open athlete accommodation availability to be coordinated by LAC.
- **Meals:** DC will cover all Legion athletes, coaches and chaperones. Official's and volunteer meals and snacks are the responsibility of the LAC. Closing Banquet - DC is responsible for athletes, coaches, chaperones and VIPs.

- **Souvenir Booklet:** LAC covers cost of developing and producing.
- **Volunteers:** Much is dependent on the availability of volunteers as upwards of 200 are required to host the competition. These volunteers are recruited from the local area and thus their acquisition is dependent on their willingness to commit their time to the event. LAC to cover cost.
- **Officials:** There is a need for upwards of 80 officials required to conduct the games. These positions require basic qualifications and specialty skills devoted to certain events – all are volunteers. Most host communities do not have the required amount and thus many have to be brought in from across the province and sometimes from outside the province. Their availability is subject to their willingness to participate as well as other commitments to events running concurrently (i.e. Canada Games). LAC to cover cost.
- **Venue Tents for Legion Athletes:** DC covers cost.
- **Clinic Rooms, Meeting Rooms, Event Tents:** LAC covers cost.
- **Meet & Clinic Equipment:** LAC covers cost.
- **Competition Venue:** LAC covers cost.
- **Communications:** Includes announcer, speaker system, timing team, internet connections, walkie-talkies, cell phones (x4), etc. LAC covers cost.
- **Photocopier, Computers & Misc Office Requirements.** LAC covers cost.
- **Medical:** LAC recruits medical personnel and covers their costs. Includes first aid personnel and physio therapists, massage therapists, etc.
- **Athlete Entertainment.** Includes dance and BBQ for Legion athletes. LAC covers cost except for meal.
- **Receptions:** LAC organizes and DC covers cost of opening ceremony reception. Receptions for chaperones, coaches and officials are covered by LAC and subsidized by DC.
- **Local Event Day:** All expenses, except lunch, associated with the Local Event Day are covered by the LAC.
- **Souvenir Items:** LAC covers cost and arranges for items to be included in the souvenir bag. Some items may be provided by DC based on availability of sponsors.

- **Water:** Bottled or bulk water will be provided during practice and competition days for Legion athletes, officials and volunteers. If bulk LAC will provide the container. Arranged for and paid by the LAC.
- **Shirts:** Dominion Command provides the following:
  - Officials' shirts.
  - Volunteer T-shirts.
  - Security Shirts.
- **Security:** Should be associated with the cost of volunteers and the responsibility of the LAC.
- **Liability Insurance:** DC covers cost.
- **Translation:** DC covers cost.
- **Misc:**
  - DC provides athletic medals.
  - DC provides flags and flag holders.
  - DC covers/arranges gift for the top female and male athlete.
  - DC covers cost for participation certificates.
  - DC covers cost for athlete bibs.
  - DC covers cost of Live Streaming.

i. **LAC Event Revenue Generation**

The Legion National Youth T&F Championship is a national competition drawing competitors, volunteers, families and officials from all across the country. The revenue generated is substantial for the host community and as such this fact needs to be leveraged to help offset the cost of this non-profit event. Much of this funding comes in the form of provincial or municipal grants which are subject to the priorities of those organizations. Other funding comes from the generosity of the local community and from revenues garnered from the actual hosting of the games. The following is a sample of revenue generation available to the LAC:

- **Provincial and Municipal Grants/Subsidies:** All provinces and host city municipalities have tourism and/or assistance grants to help offset the costs of hosting events such as national championships. The LAC must explore all these options early in the process as budgets are set usually a year in advance;
- **Sponsorship:** The LAC has full authority to generate funds through sponsorship at the local level. Provincial or corporate sponsorship is also open to the LAC with consultation with DC. All sponsorship needs to be carefully monitored to ensure the appropriateness for an event that focuses on such a

young age group. All sponsorship terms and logo use must be preapproved by DC;

- **Advertising:** Advertising revenue can be generated both in the event program, on the official web site, live streaming and at the competition venue. Any advertisement needs to be preapproved by DC;
- **Event Program:** The event program is produced by the LAC and contains competition specific information such as records, the competition timetable, remembrance articles, etc. This can be sold at the event or accompany entrance fees. An event program is to be distributed to the Legion teams at no cost. A competent team is needed to produce the booklet;
- **Competition Admission:** An admission fee to the event either per day or for the duration has been authorized by DC. LAC's must first get the approval of DC. Veterans and Legion members are not charged admission.
- **Parking:** Available parking areas should be secured and a daily parking fee charged;
- **Concessions:** Food or retail concessions should be secured with a percentage return to the LAC. Unless a concession has a varied menu and the ability to handle a large amount of customers there should be consideration to contracting several food vendors;
- **Event Photographer:** An event photographer should be secured to take pictures of the medal presentations and action footage and offer the product for sale to the participants. All pictures will be turned over to DC at the end of the event for DC use. These pictures will also be displayed on the Legion website after the event and can be offered for sale by the original photographer;
- **Souvenir Sales:** The LAC is authorized to administer the sale of souvenir apparel and items prior to and at the competition site. All souvenir items must contain the authorized logo and be preapproved by DC;
- **Raffles:** Based on local rules and regulations. 50/50 draws are popular; and
- **Rebates:** Achieved through the use of commercial facilities, products or transport by event participants where a portion of the proceeds are returned to the LAC.

Fund generation is important however alternatives such as getting donations or product also help reduce costs. The aim of fund raising is to both reduce costs and hopefully if successful leave a legacy fund behind for athletic development. All monies raised up and above the stated costs go back to the host community.

## **DISCUSSION - CENTRALIZATION VERSUS DECENTRALIZATION**

- a. **General:** The current process to attract communities to bid on hosting the Legion Nationals has evolved over the past decade from solely a Legion effort to an increased contribution from the host community. This has been born out of necessity as costs have escalated while revenue has stagnated. The old model of a closed Legion meet would be no longer sustainable as the financial returns for hosting a closed meet are negligible and much less attractive for a host community. The current open model allows for a greater attraction of revenue for both the Legion and the host community. As a result, the Legion costs are offset by several factors including enhanced sponsorship revenue, registration revenue and a community's willingness to offer services, discounts or products to attract the games. For the community they achieve the benefit of increased tourism which has the potential to inject hundreds of thousands dollars into the local economy as well as provide positive exposure to many new individuals – people who might never have otherwise been afforded the opportunity to visit.
- b. **Host Bids:** Bids submitted to host the Legion Nationals are expected to cover two consecutive years however a single year application to host would be accepted and reviewed. As well applications to host are to be submitted a minimum of three years in advance of the desired dates. However the sooner a submission is made the better the opportunity to promote, plan and prepare for both DC and the associated LAC.  
Of course there is a fairly substantial commitment for a community to proceed with a bid to host the Legion Nationals. Thus the Legion can solicit bids to host but there has to be some community that wants to host – this has not always been the case and thus is, and will continue to be, a determining factor in the current climate. As a note the communities that were selected to host from 2007 to 2016 were the only communities, at that time, which had submitted hosting bids. The current designated host sites (2017-18 Brandon, MB and 2019-20 Sydney, NS) were competing against each other with no other bids to review. There have been plenty of hosting enquiries but no other actual submissions have been made.
- c. **Host Site – Legion Team Transport:** As mentioned previously Legion team transport and in particular air transport consumes a large portion of the budget (upwards of 45% depending of location). Teams not using air transport use bus transportation. Based on previous years' expenditures and the travel prices for 2017 (see air travel pricing – attached) the following statements apply:
- To travel to a host site in BC all teams except BC/YK would have to fly.
  - To travel to a host site east of BC and west of ON all teams but three would have to fly,
  - To travel to a host site east of ON and west of NL at least five teams would have to fly, and

- To travel to a site in the Maritimes, depending on location (using a 12 hr bus ride as the maximum) at least five teams would have to fly and possibly six.

The conclusion is that sites in eastern ON and western QC would be the most economical in regard to the cost of transport at the DC level.

- d. **Host Site Locations - Availability:** In order to restrict the site selection process to central Canada or even the Maritimes there has to be a committee willing to take on the task and a location that has all the required facilities that include, as a minimum, both the competition venue and dormitory style accommodation for up to 400. This approach would restrict the host site selection to a handful of locations located in Central and Eastern Ontario as well as Montreal, Sherbrooke, Quebec City, Moncton and Halifax. As a result hosting solicitation would have to target these specific areas and hope for submissions. As well once you are in the recruitment business vice accepting willing bids some flexibility will be lost in the negotiating process and could result in higher site costs and other concessions.
- e. **Provincial Costs:** The 30% share of the overall costs borne by the provinces is affected by the location of the host site. A province that hosts the games has substantially reduced transport costs and could even lead to no transport costs at all as was the case for PE, BC/YK and QC. Those provinces in close proximity to the host site can utilize bus transport which can reduce transport costs by 65% or more.
- f. **Open Athlete Registration:** Open athlete registration has become a strong financial generator in helping reduce the overall costs, associated with Legion expenses, of the games. As a result, attendance of open athletes is dependent on the host location based on the following factors:
- A high percentage of competitive open athletes come from southern ON and QC.
  - Open athletes pay their own expenses so therefore cost is a consideration.
  - Based on previous years' statistics the following numbers apply:
    - 2011 Ottawa, ON – 904 total competitors,
    - 2012 Charlottetown, PE – 817 total competitors,
    - 2013 Langley, BC – 737 total competitors, and
    - 2015 Ste Therese, QC - 930 total competitors.

The conclusion is that sites in eastern ON and western QC generate the most competitors as these locations are closest to the bulk of the competition pool. It also means that athletes from other parts of the country are restricted from competing due to travel costs.

- g. **Hosting Fatigue:** Hosting fatigue usually comes into play in the second year of a two-year commitment. The two main factors to consider are financial and sustaining the volunteer base.

- **Financial** – Raising approximately 80K to host the Legion Nationals is an effort as anyone involved in fund raising can attest to. For those host sites located in provinces that have government grants available the task is somewhat lessened. As well for those LAC's that have raised funds through the revenue generation stream (as previously indicated) in the first hosting year the requirement for additional funds is also reduced. However, there is no doubt that the task to fund raise becomes more difficult in the second year.
  - **Volunteers** - Hosting the Legion Nationals is a large undertaking for the host community the main effort of which is placed on the shoulders of volunteers. It has been found that recruiting and maintaining the volunteer base generally works well during the first hosting year and seems to become a more difficult in the second year as the "novelty" of the effort wears off.
- h. **Reduced Exposure**: By centralizing the games there will be an effect on both the Legion and the participants.
- **Legion Visibility** - By centralizing the games to a specific geographic area the Legion will experience an increased visibility in these areas and a reduced presence in others. The effects of this initiative are intangible.
  - **Canadian Culture** – Part of the aim of the Legion Nationals is the "...experiencing of different Canadian cultures." For Legion selected athletes and to some extent the open athletes, centralization will result in a reduced exposure to different parts of Canada. Again the effects of this initiative are intangible.



## **SUMMARY**

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

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

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

## **CONCLUSION**

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

### **Pros:**

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

### **Cons:**

- The higher cost of air travel would always be allocated to those provincial commands that would be required to fly.
- Loss of a national identity.
- Participation by non-Legion athletes from Western Canada would be limited.
- Increased difficulty in acquiring host locations.

## **RECOMMENDATION**

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

### Annual T&F Budget - Historical

YEAR/LOCATION	Total Budget	Provincial Portion	DC PORTION	Recoverable	Final Amount	Notes
2006 BURNABY, BC	463,595	134,937	328,658		328,658	
2007 OROMOCTO, NB	281,463	82,410	199,053	20,000	179,053	1st year for VAC grant
2008 SHERBROOKE, QC	318,833	87,247	231,586	20,000	211,586	
2009 SHERBROOKE, QC	335,628	86,274	249,354	35,505	213,849	1st year as an open championship in the Youth category
2010 OTTAWA, ON	351,394	82,706	268,688	61,703	206,985	
2011 OTTAWA, ON	371,825	83,691	288,134	83,011	205,123	Midget category available to open athletes
2012 CHARLOT, PE	397,478	93,515	303,963	81,655	222,308	
2013 LANGLEY, BC	430,195	127,564	302,631	46,103	256,528	Entry fees reduced in half by AC – as per agreement
2014 LANGLEY, BC	438,593	96,223	342,370	64,432	277,938	
2015 STE THERESE, QC	306,913	90,810	216,103	84,615	131,488	Entry fees are 100%. AC no longer a partner
2016 STE THERESE, QC	Final figures na	94,579		90,000		

## 2017 AIRFARE PRICES:

WestJet – Avg cost – 2017 prices – taken on 3 Oct 16 from WJ web site

Factors considered: bus travel vs airtravel.

CITY OF ORIGIN	To Vancouver	To Edmonton	To Winnipeg	To Ottawa	To Toronto	To Montreal	To Halifax
Vancouver	NA	\$420.26	\$583.01	\$937.71	\$786.61	\$896.30	\$1003.41
Edmonton	\$420.26	NA	\$480.11	\$769.67	\$694.21	\$738.80	\$906.81
Calgary	\$397.16	NA	\$482.21	\$721.35	\$694.21	\$743.00	\$917.31
Saskatoon	\$466.46	\$388.66	\$406.61	\$633.15	\$620.71	\$652.70	\$768.21
Winnipeg	\$583.01	\$480.11	NA	\$603.96	\$539.86	\$586.55	\$677.18
Thunder Bay	\$669.90	\$610.34	\$399.43	\$466.97	\$435.33	\$503.62	\$632.45
Ottawa	\$937.71	\$769.67	\$603.96	NA	\$379.96	NA	\$484.42
Toronto	\$786.61	\$694.21	\$539.86	\$379.96	NA	\$409.83	\$538.66
Montreal	\$896.30	\$738.80	\$586.55	NA	\$409.83	NA	\$533.61
Moncton	\$1074.53	\$967.73	\$707.18	\$504.52	\$509.24	\$507.27	NA
Charlottetown	\$1086.03	\$976.93	\$730.18	\$529.82	\$564.04	\$532.57	NA
Halifax	\$1003.41	\$906.81	\$677.18	\$484.42	\$538.66	\$533.61	NA
St John's	\$1180.33	\$1080.51	\$849.86	\$635.78	\$684.04	\$693.57	\$489.04

### To Host in Vancouver:

Vancouver: (by bus)	3000
Edmonton: 22 x 420.26	9,245.72
Calgary: 22 x 397.16	8,737.52
Saskatoon: 30 x 466.46	13,993.80
Winnipeg: 35 x 538.01	18,830.35
Thunder Bay: 7 x 669.90	4,689.30
St. John's: 21 x 1180.33	24,786.93
Charlottetown 19 x 1086.03	20,634.57
Moncton 44 x 1074.53	47,279.32
Halifax 44 x 1003.43	44,150.92
Montreal 44 x 896.30	39,437.20
Toronto 44 x 786.61	34,610.84
<b>TOTAL</b>	<b>269,396.47</b>

### To Host in Edmonton:

Vancouver: 44x 420.26	18,495.84
Edmonton:	NA
Calgary: (300 kms 3 hrs by bus)	4,000.00
Saskatoon: (780 kms 8 hrs by bus) 30 x 388.66	11,659.80
Winnipeg: (1350 kms 13 hrs by bus)	9,000
Thunder Bay: 7 x 610.34	4,272.38

St. John's: 21 x 1,080.51	22,690.71
Charlottetown 19 x 976.93	18,561.67
Moncton 44 x 967.73	42,580.12
Halifax 44 x 906.81	39,899.64
Montreal 44 x 738.80	32,507.20
Toronto 44 x 694.21	30,545.24
<b>TOTAL</b>	<b>234,212.60</b>

**To Host in Winnipeg:**

Vancouver: 44x 583.01	25,652.44
Edmonton: (1300 kms 13 hrs by bus) 22 x 480.11	10,562.42
Calgary: (1320 kms 13 hrs by bus) 22 x 482.21	10,608.62
Saskatoon: (780 kms 8 hrs by bus) 30 x 406.61	12,198.30
Winnipeg: (by bus)	3,000
Thunder Bay: (700 kms 7.5 hrs by bus) 7 x 399.43	2,796.01
St. John's: 21 x 849.86	17,847.06
Charlottetown 19 x 730.18	13,873.42
Moncton 44 x 707.18	31,115.92
Halifax 44 x 677.18	29,795.92
Montreal 44 x 586.55	25,808.20
Toronto 44 x 539.86	23,753.84
<b>TOTAL</b>	<b>207,012.15</b>

**To Host in Ottawa:**

Vancouver: 44 x 937.71	41,259.24
Edmonton: 22 x 769.67	16,932.74
Calgary: 22 x 721.35	15,869.70
Saskatoon: 30 x 633.15	18,994.50
Winnipeg: 35 x 603.96	19,930.68
Thunder Bay: 7 x 466.97	3,268.79
St. John's: 21 x 635.78	13,351.38
Charlottetown (1340 kms 13 hrs by bus)	9,000
Moncton (1175 kms 11 hrs by bus)	8,000
Halifax (1430 kms 13.5 hrs by bus) – 44 x 538.66	11,000
Montreal (by bus)	3,000
Toronto (450 kms 4.5 hrs by bus)	5,500
<b>TOTAL</b>	<b>166,107.03</b>

**To Host in Toronto:**

Vancouver: 44x 786.61	34,610.84
Edmonton: 22 x 694.21	15,272.62
Calgary: 22 x 694.21	15,272.62

Saskatoon: 30 x 620.71	18,621.30
Winnipeg: 35 x 589.36	20,627.60
Thunder Bay: 7 x 435.33	3,047.31
St. John's: 21 x 684.04	14,364.84
Charlottetown (1700 kms 17 hrs by bus) – 19 x 564.04	10,716.76
Moncton (1530 kms 14.5 hrs by bus) – 44 x 509.24	22,406.56
Halifax (1800 kms 17 hrs by bus) – 44 x 538.66	23,701.04
Montreal (by bus)	8,000
Toronto (by bus)	3,000
<b>TOTAL</b>	<b>189,641.49</b>

**To Host in Montreal:**

Vancouver: 44 x 896.30	39,437.20
Edmonton: 22 x 738.80	16,253.60
Calgary: 22 x 743.00	16,346.00
Saskatoon: 30 x 652.70	19,581.00
Winnipeg: 35 x 586.55	20,529.25
Thunder Bay: 7 x 503.62	3,525.34
St. John's: 21 x 693.57	14,564.97
Charlottetown (1160 kms 11 hrs by bus)	9,000
Moncton (990 kms 9 hrs by bus)	7,000
Halifax (1250 kms 11.5 hrs by bus) – 44 x 538.66	11,000
Montreal (by bus)	3,000
Toronto (542 kms 5 hrs by bus)	5,500
<b>TOTAL</b>	<b>165,737.36</b>

**To Host in Halifax:**

Vancouver: 44x 1003.41	44,150.04
Edmonton: 22 x 906.81	19,949.82
Calgary: 22 x 917.31	20,180.82
Saskatoon: 30 x 768.21	23,046.30
Winnipeg: 35 x 677.18	23,701.30
Thunder Bay: 7 x 632.45	4,427.15
St. John's: 21 x 489.04	10,269.84
Charlottetown (326 kms 3.5 hrs by bus) –	3,000
Moncton (260 kms 2.5 hrs by bus) –	3,000
Halifax	NA
Montreal (1249 kms 12 hrs by bus)	8,000
Toronto (1800 kms 17 hrs by bus) – 44 x 538.66	23,701.04
<b>TOTAL</b>	<b>183,426.31</b>

**To Host in Moncton:**

Vancouver: 44x 1074.53	47,279.32
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Edmonton: 22 x 889.10	19,560.20
Calgary: 22 x 895.40	19,698.80
Saskatoon: 30 x 750.50	22,515.00
Winnipeg: 35 x 650.75	22,776.25
Thunder Bay: 7 x 608.62	4,260.34
St. John's: 21 x 600.00	12,600.00
Charlottetown (164 kms 2 hrs by bus) –	3,000
Halifax (260 kms 2.5 hrs by bus) -	4,000
Montreal (990 kms 9.5 hrs by bus)	8,000
Toronto (1525 kms 14 hrs by bus) – 44 x 501.27	22,055.88
<b>TOTAL</b>	<b>185,745.79</b>

TRAVEL SYNOPSIS FOR HOSTING SITES: Total		DC Cost	Prov Cost
To Host in Vancouver: <b>TOTAL</b>	<b>269,396.47</b>	<b>188,577.52</b>	<b>80,818.94</b>
To Host in Edmonton: <b>Total</b>	<b>234,212.60</b>	<b>163,948.82</b>	<b>70,263.78</b>
To Host in Winnipeg: <b>TOTAL</b>	<b>207,012.15</b>	<b>144,908.50</b>	<b>62,103.65</b>
To Host in Toronto: <b>TOTAL</b>	<b>189,641.49</b>	<b>132,749.04</b>	<b>56,892.45</b>
To Host in Moncton: <b>TOTAL</b>	<b>185,745.79</b>	<b>130,022.05</b>	<b>55,723.74</b>
To Host in Halifax: <b>TOTAL</b>	<b>183,426.31</b>	<b>128,398.41</b>	<b>55,027.89</b>
To Host in Ottawa: <b>TOTAL</b>	<b>166,107.03</b>	<b>116,274.92</b>	<b>49,832.11</b>
To Host in Montreal: <b>TOTAL</b>	<b>165,737.36</b>	<b>116,016.15</b>	<b>49,721.21</b>

#### Travel Costs - Historic:

2005 (Edmonton) –	\$211,637	2011 (Ottawa) -	\$147,233
2006 (Burnaby) –	\$268,924	2012 (Charlottetown) -	\$171,517
2007 (Oromocto) –	\$156,945	2013 (Langley) -	\$213,072
2008 (Sherbrooke) –	\$166,632	2014 (Langley) -	\$238,246
2009 (Sherbrooke) –	\$159,602	2015 (Ste Therese) -	\$131,273
2010 (Ottawa) –	\$131,573	2016 (Ste Therese) –	\$144,080

## **ADDENDUM TO THE 26 NOV 16 DEC SPORTS REPORT**

### **SUBJECT: 2016 DOMINION MEMBER SPORT CHAMPIONSHIPS - INCIDENTS**

#### **a. Update - Item for Information**

As outlined in the DEC Sports Report dated 11 June 2016 there was an incident at the Dominion Darts Tournament which involved an off-site altercation between two members of different teams resulting in one being jailed for the night and the other person requiring stitches to his head. The altercation not only presented a negative image of the Legion but also affected play.

There was also a second incident involving both the PE and AB-NWT Teams who both did not attend the final banquet as mandated in article 109 of the Sports Guide.

#### **b. Disciplinary – Item for Action**

Based on the two incidents noted above it was recommended by the outgoing Sports Committee Chairman that the new Sports Committee review the infractions/incidents and recommend any repercussions as deemed necessary. In order to correctly deal with these infractions several source documents were used as well as direct consultation with the Dominion C&L Chairman. These references are:

**Sports Guide:** Articles 109, 201 and 201 as follows:

**109.** It is mandatory that all Legion sponsored competitors attend the awards banquet held at the completion of every Legion Members Sport competition

**201.** Dominion Member Sports Championships are open to members as defined in the General By-Laws of The Royal Canadian Legion. Ladies Auxiliary members may participate in all Legion Sports at all levels, with permission of the applicable Legion Provincial Command. Eligibility requirements for Ladies Auxiliary members to participate in member sports are the same as for members of The Royal Canadian Legion.

**202.** To be eligible, members must be in good standing and must have their membership card for the year in which the championship is being held in their possession at the site of the championship.

**General By-Laws:** Article 3 – [http://www.legion.ca/wp-content/uploads/2016/07/Bylaws\\_Amended\\_July\\_2016\\_e.pdf](http://www.legion.ca/wp-content/uploads/2016/07/Bylaws_Amended_July_2016_e.pdf)

In regard to the discussion with the C&L Chairman two specific points were made reference initiating disciplinary action against a member in good standing. The first point is that the General By-Laws, specifically article 3, is the source document for disciplinary procedures within the Legion and should not be bypassed. The second point is that although the Sports Guide directs all members must attend the final banquet it does not specify the repercussions should someone decide to disregard this directive. If a repercussion was outlined, then this action would legitimize the process if applied.

The utilization of Article 3 of the General By-Laws to deal with behavioural problems at national tournaments or to enforce dictums outlined in the Sports Guide is an expensive and complicated process. Therefore, this avenue of approach should not be used unless the severity of the

incident as well as the higher forms of disposition available (i.e. suspension, expulsion, etc) are deemed necessary. Therefore as per the above information the Sports Guide requires a modification to deal with both undesirable behaviour and a failure to abide by stated event requirements.

**RECOMMENDATION:** Based on the above information it is recommended that the Sports Guide be modified to both outline appropriate behaviour at Dominion tournaments as well as state the applicable disciplinary actions as follows:

## **EVENT PROTOCOL**

- 101. Legion dress, with medals, is required of all Provincial and Dominion representatives and the Local Arrangement Committee (LAC) in attendance at the official opening and closing ceremonies of each of the Dominion Member Sport Championships and the Legion National Youth Track and Field Championships.*
- 102. It is mandatory that the ritual for the Act of Remembrance be conducted during the official opening and closing ceremonies of each of the Dominion Member Sport Championships and the Legion National Youth Track and Field Championships.*

## **DRESS & DEPORTMENT**

- 103. Sports has always been an important aspect of life within The Royal Canadian Legion as it promotes unity, comradeship, fitness and reinforces the value of being a Legion member. The contribution of the host branch is paramount as the organizers, fund raisers and countless others ensure the success of the program. The role of the competitors is to represent their provincial command and the Legion as a whole and compete in the spirit of comradeship for the joy of sport and the spirit of healthy competition that results.*
- 104. For any event advertised as being run in accordance with this Sports Guide, completion of the entry form shall be deemed as acceptance of these rules, by the player or team named on the entry form, including any and all supplementary rules that may have been announced or published for that event.*
- 105. All players or teams shall play under the supervision and direction of the on-site Dominion Command representative or his designated replacement.*
- 106. No player shall act in a manner which may reasonably be considered to discredit the Legion or the event including the use of offensive language or gestures.*
- 107. All competitors attending a national tournament must adhere to a mandatory dress code to include as a minimum collared shirts, slacks and closed shoes*
- 108. It is mandatory that all Legion sponsored competitors attend the awards banquet held at the completion of every Legion Members Sport competition.*
- 109. Any player or team failing to comply with any of these rules or any supplemental rules may be disqualified by the Dominion Command tournament representative from an event or the entire tournament and subject to suspension from future competitions at the national level.*



- no. Any player or team involved in or causes any action considered to have brought the Legion into disrepute or which tarnishes the image of the Legion in the opinion of the Dominion Command tournament representative may be disqualified from the entire tournament and subject to suspension from future competitions at the national level.*

**SUBJECT: TRACK & FIELD – THE WAY AHEAD**

**Update - Item for Discussion/Recommendation**

As per the DEC direction of 16-17 Apr 16:

**MOTION:** It was moved that the Sports Committee check into the feasibility on having the National Track and Field competition held in a central location in order to reduce costs. The Sports Committee is to report its findings at the November DEC meeting.

**CARRIED**

Based on the Study conducted to determine the feasibility of centralizing host locations the following recommendations are made:

**RECOMMENDATION:** That the Legion actively target locations in Central Canada to host the Legion Nationals but not restrict applications to host from other potential areas. Based on the hosting applications received a priority for selection should be weighted heavily in favour of those that are geographically centralized and which reflect a substantial cost savings in travel.

**RECOMMENDATION:** That the current selected hosts including Brandon, MB (2017/18) and Sydney, NS (2019/2020) remain as hosts through to 2020 as previously planned.

**REPORT OF THE DOMINION COMMAND  
RITUAL AND AWARDS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

<b>R Goebel</b>	-	<b>Chairman</b>
<b>K. Sorrenti</b>	-	<b>Vice-Chairman</b>
<b>B. Kiley</b>	-	<b>Member</b>
<b>M. Latimer</b>	-	<b>Member</b>
<b>B. Poulin</b>	-	<b>Secretary</b>

**COMMITTEE ACTIVITY**

The Ritual and Awards Committee last reported to DEC at the Pre-Convention meeting held in St. John's, Newfoundland on June 11, 2016. The last full report however was given at the DEC meeting held at Legion House April 16 – 17, 2016. The Committee has met six times since then. Two of those meetings were at Legion House, three were by teleconference and one was conducted electronically. Applications for major awards are reviewed in a timely manner and all matters pertaining to Ritual, Awards, Insignia and Protocol are attended to. There is no backlog of applications. The Committee has noted an increase in the number of enquiries being received concerning Ritual, Awards and Protocol, but all are addressed in a timely manner.

**COMMEMORATIVE LAPEL PIN**

Through the approval of D.E.C., authorization for the wearing of the Tomb of the Unknown Soldier lapel pin on Legion Dress began on November 1, 2015 and will end on November 30<sup>th</sup> of this year. As of this date, the only lapel pin to be worn on the right lapel of Legion Dress will be that of the We Support Our Troops lapel pin.

**FORGET-ME-NOT**

At our Dominion Convention held in Newfoundland in June of this year, approval was given for the wearing of the Forget-Me-Not commemorative flower on the left lapel of Legion Dress by all Legion members through to and including, December 31, 2016.

**150<sup>th</sup> ANNIVERSARY**

At our November 2015 D.E.C. meeting, approval was given to introduce a Legion 150<sup>th</sup> Anniversary Commemorative medal for wear on Legion Dress and the uniforms of members of our Ladies Auxiliary. Although this new medal was introduced through our Supply Department at our Convention in Newfoundland this year, the approval given by D.E.C. was that the medal is for wear on Legion dress commencing January 1, 2017.

## **SOVEREIGN'S MEDAL FOR VOLUNTEERS**

As an official honour created by the Crown, the Sovereign's Medal for Volunteers was introduced in the spring of 2016 and is now a part of the Canadian Honours System.

The program replaces the Governor General's Caring Canadian Award that had been created in 1995. Existing Caring Canadian Award recipients have subsequently received this new medal to complement their CCA. The inaugural presentation of this new medal took place at Rideau Hall on September 7<sup>th</sup> of this year to 46 recipients. Included in this number of recipients, were 5 Legion members. However, there were many other recipients who are Legion members but received the medal through other organizations or their community. We ask that Provincial Commands promote this new award amongst your membership through your Districts, Zones and Branches within your Provincial Command. The application process may be found at [www.gg.ca/nominate](http://www.gg.ca/nominate) Our R.A.P manual has been updated to reflect the change from the Governor General's Caring Canadian Award to the Sovereign's Medal for Volunteers.

## **HONOUR ROLL**

At our April 2016 DEC meeting, a recommendation was made and approval given, that the Honour Roll initiative established by the Dominion Command Ritual and Awards Committee, unveiled as a pilot project in the Town of Carleton Place, be rolled out in an electronic format for the use by Branches across our Command. The approved recommendation included that it be handled through the Poppy and Remembrance Committee, in consultation with the Ritual and Awards Committee. Since that time, members of our Committee have met with the P & R Committee Secretary and Chairman to give them details of the program. In addition, the Chairman took part in a P & R Teleconference Meeting on September 15<sup>th</sup> to assist with the introduction of the roll out of this program to the members of the P & R Committee. The P & R Committee will now promote and introduce the program to Branches across Canada by the end of this year.

## **VETERANS SCROLL**

At the 46<sup>th</sup> Dominion Convention held in St. John's, Newfoundland and Labrador, a resolution was proposed by the Membership Committee to have the four categories of membership reduced to three categories. As we know, this resolution was defeated. However, during discussion and debate regarding the resolution, a suggestion was brought forward to introduce a scroll for wear on Legion Dress below the Legion Crest that would simply state "Veteran".

Following the Convention, the Ritual and Awards Committee reviewed this suggestion and felt that through the discussion that took place regarding this matter at our Convention, it warranted further review.

In the one Whereas of the Membership Committee's resolution, it stated that the Legion needs to continue to recognize those that serve and have served and those who have a rich history of dedicated service to Veterans.

The Ritual and Awards Committee therefore would like to make the following recommendation.

**RECOMMENDATION:** That a sew on scroll be produced and made available through our Supply Department for wear on Legion Dress that would simply state "Veteran". This scroll would be similar to the "Life Member" scroll that is currently a part of the Legion Blazer Badge that identifies a Life Member. This scroll would then be made available to all Veterans through Legion Branches and our Supply Department for wear on Legion Dress on the left breast pocket immediately below the Legion Crest or Life Member scroll.

I would ask that a voting member of D.E.C. move this recommendation.

### **CONVENTION RESOLUTION**

Since our 46<sup>th</sup> Dominion Convention held in St. John's, Newfoundland in June, there have been some concerns raised in regards to the non-concurred resolution that addressed the wearing of Canadian Armed Forces embroidered or metal, Flying and Specialist Skill Badges. Although these concerns are well noted, the Committee feels that due diligence prevailed regarding the resolution process, and that this resolution was brought back to the floor to have the Convention delegates decide its outcome. There was a lot of discussion that took place both pro and con regarding the resolution at the Convention, but in the end, it was the delegates that voted to turn this resolution down through a standing vote. The members of our Committee therefore feel that we must respect the wishes of our membership, as well as the process that is required with resolutions.

### **HONOURS & AWARDS APPLICATIONS – FEBRUARY 2016 – OCTOBER 2016**

<b>AWARD</b>	<b>APPROVED</b>	<b>RETURNED</b>	<b>TOTAL</b>
Palm Leaf - MSM	16	3	19
Palm Leaf - MSA	1	0	1
MSM	26	23	49
MSA	1	1	2
Media Award	0	0	0
Friendship Award	0	0	0
<b>Total Reviewed</b>	<b>44</b>	<b>27</b>	<b>71</b>

This is my report and I would ask that a voting member of D.E.C. move this report.

**REPORT OF THE DOMINION COMMAND  
CONSTITUTION AND LAWS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**File: 17-2**

<b>J. Rycroft</b>	<b>- Chairman</b>
<b>D. Eaton</b>	<b>- Vice-Chairman</b>
<b>B. Chafe</b>	<b>- Member</b>
<b>G. O'Dair</b>	<b>- Member</b>
<b>S. Clark</b>	<b>- Secretary</b>
<b>D. Martin</b>	<b>- Assistant Secretary</b>

**GENERAL**

The committee met by teleconference on 5 August and 24 October 2016. Members continue to review and respond to Constitution and Laws questions by email and telephone as necessary.

**THE GENERAL BY-LAWS MANUAL**

The General By-Laws manual was updated and placed on-line in July 2016.

**PROVINCIAL COMMAND / SPECIAL SECTION BY-LAW AMENDMENTS**

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

**BUSINESS PLAN**

The committee's business plan has been submitted.

**PROPOSED BY-LAW AMENDMENT – GBL 105.B**

This subsection makes reference to jurisdictions outside of Canada that would fall under BC/YT Command, however, it would be more appropriate to have any posts in Washington state and Oregon fall under the Western Zone USA. The President BC/YT Command concurs. The following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that subsection 105.b be amended to read "*The command in the Province of British Columbia includes branches organized in the Yukon Territory. It shall be designated the British Columbia/Yukon Command.*"

## **PROPOSED BY-LAW AMENDMENT – ARTICLE II**

Subsection 201.b includes “Life” as a category of membership; Life Member detail in section 206 is listed under the Categories of Membership heading. This is erroneous as life membership is an award rather than a category, resulting in considerable confusion. The following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that reference to “Life” in subsection 201.b be removed.

Being an award and not a membership category, any description of Life Membership should be removed from The General By-Laws. Life Membership currently appears in two other manuals: Ritual, Awards and Protocol manual where all other awards are detailed and the Membership manual to outline processing procedures. The following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that GBL 206 (Life Members) be removed in its entirety

The remaining sections will be re-numbered accordingly.

## **PROPOSED BY-LAW AMENDMENT – CONVENTION RESOLUTION 308**

This resolution called for the mandatory expulsion of a member convicted under the Criminal Code of Canada for theft or misappropriation of Poppy funds, Legion funds or property. Absent from the resolution was any appeal option and on what grounds, as well as how to address any anomalies a summary expulsion would create. Simply adding an appeal option for such situations without direction is beyond the scope of the committee, but enacting this resolution would create two types of expulsion from the Legion – one that could be appealed and one that could not. Further, the resolution does not address the situation where a person convicted in Court of theft or misappropriation has their conviction overturned; they would have already been expelled from the Legion based on the original conviction but, now proven not guilty of the charge, would be ineligible to re-join the organization as per GBL 223.

As a result, the Dominion President invoked his authority under GBL 418.a. to postpone the 1 October implementation of any By-Law amendment to address this issue pending DEC discussion. With expulsion from the Legion being the most serious disposition that can be imposed, it is essential that this resolution be thoroughly considered and discussed before enacting By-Laws to administer the process. The Committee Chairman will summarize the gap issues and present options for DEC consideration and direction.

## **PROCESS TO DISSOLVE A BRANCH**

The committee considered the viability of including in the By-Laws the process to dissolve a branch, including dissolution definition differences between the Act and Industry Canada, situational variances in surrendering a Charter and revocation, as well as branch assets and liability issues. No proposed by-law amendment will be forthcoming, rather assistance will be provided when guidance or interpretation is sought.

## **MEMBER SUSPENSION – GBL 205**

Currently GBL 205 provides the administrative tools to prevent an expelled member from being signed in at a branch. The committee debated the scenario where a member committed an infraction in a Legion Branch and was subsequently suspended – which includes being prohibited from entering any branch premises of the Legion – questioning if the suspension would stay in effect if the member then quits and should limits be placed on the number of times non-members can be signed in before membership is required. It was determined that because a branch is in reality a private club, and as such they are responsible for their own entrance policies, the branch is the proper level of authority to deal with unwanted visitors or those trying to circumvent the by-laws.

## **ACQUISITION OF REAL PROPERTY – PROVINCIAL APPROVAL**

Neither The Act to Incorporate nor The General By-Laws include any restriction on or condition to branch acquisition of real property. GBL subsection 120.e is about alienating property, not acquiring it. There is a concern that if criteria for consent to acquire real property is specified at the national level then it may connect Dominion Command from a liability point of view. Similarly, Provincial Commands submitting by-law requests which contain criteria for oversight/approval by them of branch property acquisitions are cautioned that doing so may diminish their protection from liability that is otherwise provided in the Act to Incorporate by article 9(3). Consequently, no amendment to The General By-Laws on this issue will be forthcoming.

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

**ADDENDUM TO THE  
REPORT OF THE DOMINION COMMAND  
CONSTITUTION AND LAWS COMMITTEE TO  
DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**File: 17-2**

<b>J. Rycroft</b>	<b>- Chairman</b>
<b>D. Eaton</b>	<b>- Vice-Chairman</b>
<b>B. Chafe</b>	<b>- Member</b>
<b>G. O'Dair</b>	<b>- Member</b>
<b>S. Clark</b>	<b>- Secretary</b>
<b>D. Martin</b>	<b>- Assistant Secretary</b>

**PROPOSED BY-LAW AMENDMENT – CONVENTION RESOLUTION 308**  
**Mandatory Expulsion Upon Conviction For Theft Or Misappropriation**

The resolution and original committee response is provided as reference.

The following options are presented for DEC consideration and direction on how to proceed with implementing this resolution:

**Option 1**

The Dominion President invokes the special power afforded him under section 417 and does not implement the resolution due to the unworkability of the intent of the resolution.

**Option 2**

Amend the By-Laws as specified in the resolution as closely as possible while ensuring the rights of the member are the same whether expulsion is a disposition after an Article III hearing or summary expulsion; this avoids having two kinds of expulsion – one with due process and one without. Two committee members supported this option – it is complicated but workable. The following GBL amendments will be required:

<b>Action</b>	<b>Rationale / Comment</b>
<u>Add new subsection 418.b.</u> 418.b.: The Dominion President shall impose a penalty of expulsion (within the meaning of sub-subsection 311.c.iii.) on any member convicted by a criminal court in Canada of theft, fraud or misappropriation involving Poppy funds, Legion funds or property upon receipt of satisfactory proof of conviction and particulars thereof.	<i>Note the provisions in context with subsection 418.a after the new subsection 418 b is added.</i>



Action	Rationale / Comment
<p>The current subsection 418.b would be re-numbered.</p>	
<p><u>Amend sub-subsection 304 a.vi.</u> 304.a.vi.: theft or misappropriation of Poppy funds, Legion funds or property. <b>See subsection 418 b.</b></p>	<p><i>There is no obligation in Article III to further pursue a determination of guilt or disciplinary action in the current provisions. Therefore, “<b>See subsection 418.b</b>” is added to reference the requirement stated in the first "BE IT FURTHER RESOLVED" and the power to summarily expel since the premise is not correct.</i></p> <p><i>This will make summary expulsion the same as an Article III expulsion but without the need of a hearing. That is, there would be a right of appeal. See sub-subsection 311.c.iii</i></p>
<p><u>Amend section 202</u> 202: No person who advocates the destruction by force of the duly constituted government of the country where the branch may be, or any person proven to advocate, encourage or participate in subversive action or subversive propaganda <b>or who has previously been expelled from the Legion</b> shall be permitted to become a member.</p>	
<p><u>Delete section 203</u> Any person prohibited by the preceding section from being a member of the Legion, and who is a member of the Legion, shall upon this fact being proved by trial, or admitted by him, forthwith and without further process, cease to be a member.</p>	<p><i>The provision in section 203 is not necessary since anyone violating section 202 would be breaching their obligation to the Legion and their membership could be revoked by the Dominion President per subsection 418.a. and the new subsection 418.b. covers summary expulsion as directed by resolution 308.</i></p>

### **Option 3**

Insert a basic statement in the By-Laws, to state:

<b>Action</b>	<b>Rationale / Comment</b>
<p>Any member convicted in Canada of theft, fraud or misappropriation of Poppy funds, Legion funds or property, shall be summarily expelled from the Legion.</p>	<p><i>The details of who has to submit what proof and who directs the summary expulsion, etc. would be specified in the Legion OP&amp;P Manual. This option might work since the Dominion President could correct things that weren't right using subsection 418 a.- any other action for the good of the Legion.</i></p> <p><i>It remains to be determined where in the By-laws this provision would best fit.</i></p>

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## RESOLUTION FOR SUBMISSION TO DOMINION CONVENTION

2016

COMMAND	BRANCH
NOVA SCOTIA/NUNAVUT	Branch #161

**SUBJECT: Mandatory Expulsion Upon Conviction for Theft or Misappropriation**  
**DOMINION COMMAND NO: NS/NU 7**

**WHEREAS** theft or misappropriation of Poppy funds, Legion funds or property is a deliberate and heinous crime against The Royal Canadian Legion, Veterans and the communities served by the Legion;

**WHEREAS** any member who steals from The Royal Canadian Legion is in serious breach of the purposes and objects of the Legion;

**WHEREAS** theft or misappropriation of Poppy funds, Legion funds or property is a criminal offence that should be dealt with by the criminal justice system;

**WHEREAS** when such offence is dealt with by the criminal justice system and the offence is proven and results in a conviction, the offender is deemed to have had the benefit of due process;

**WHEREAS** when guilt is proven in a court of law there should be no need to further establish guilt nor penalty under Article III of The Royal Canadian Legion ; and

**WHEREAS** there is precedence in Article 203 of The General By-Laws to cease the membership of anyone who is proven by trial or admission that he or she has contravened the objects of the Legion:

**THEREFORE BE IT RESOLVED** that any person convicted under the Criminal Code of Canada of theft or misappropriation of Poppy funds, Legion funds or property shall be automatically expelled from The Royal Canadian Legion upon the superior command having received notification and documentation of such conviction from the respective branch or Command;

**BE IT FURTHER RESOLVED** that Article III be amended to remove the obligation to further pursue a determination of guilt or disciplinary action when a conviction for theft or misappropriation of Poppy funds, Legion funds or property has been determined by the criminal justice system; and

**BIT IT FURTHER RESOLVED** that Article II – Membership General, be amended to include expulsion when a conviction for theft or misappropriation of Poppy funds, Legion funds or property has been determined by the criminal justice system.

## **COMMENTS:**

The Legion has successfully obtained autonomy over its own affairs by convincing the Federal Government to pass the Act to Incorporate The Royal Canadian Legion, a Special Act of Parliament. Blindly being compelled to follow the result of a criminal court severely erodes that autonomy we have been given. There may be circumstances where there is a criminal conviction and expulsion is not appropriate or there may have been an acquittal, perhaps on a technicality, where expulsion is the right result. There could be a finding of guilt and a discharge rather than a conviction in which case the individual has no record of conviction but we think expulsion is warranted. In all cases, criminal charges or not it is for the Legion members to decide how it react in each particular case. The way they decide is through a complaint hearing under Article III of the General Bylaws.

The General By-Laws provide standards and procedures for the fair treatment of Legion members. This resolution by-passes the complaint process as expulsion without due process is inconsistent with this fundamental fairness and generally with the due process principle of the Canadian justice system that ensures that all aspects of a complaint or appeal are carried out in accordance with the Legion's established rules and principles. The impact of civil or criminal proceedings on hearing procedures is addressed in Article 307 of the General By-Laws, which serves to prevent any arbitrary actions from being taken and ensures that fair and approved procedures are followed.

In addition, even if the complaint process fails to achieve a just result there is power vested in the Dominion President to revoke membership. The Legion must continue to govern its own affairs with minimum outside interference.

Therefore, this Resolution is non-concurred by the Committee.

**REPORT OF THE DOMINION COMMAND  
RCEL COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**RCL: 26-2-4  
26-2-5**

<b>D. Flannigan</b>	- <b>Chairman</b>
<b>T. Eagles</b>	- <b>Vice Chairman</b>
<b>T. Irvine</b>	- <b>Member</b>
<b>B. White</b>	- <b>Secretary</b>
<b>G. Foster</b>	- <b>Assistant Secretary</b>

**COMMITTEE MEETINGS**

The RCL RCEL Committee met on 25 November 2016 to discuss the needs of the Commonwealth veterans and widows in the Caribbean as part of our accepted mandate. In all, 16 countries are supported with a total of 78 veterans and 102 widows scheduled for support in 2017. Donations from branches and individuals continue to be received on a daily/weekly basis at Dominion Command to meet the needs of those in need.

**PROBLEM AREAS**

Belize

Governance issues continue to plague the Belize Legion with a legal challenge before the courts. At this point the current executive and secretary have been relieved of duties although the secretary continues to act as an administrator. The RCEL from London provided Belize in 2015 with an interim amount of money to ensure that the veterans and widows receive support. This money was reimbursed to the RCEL by us. Ongoing banking issues persist and to date the 2016 individual grant funds have yet to be sent. Our latest attempt will be in the form of a U.S. money order to the "Royal British Legion Belize".

Trinidad and Tobago

The transition to better governance continues with the assistance of the RCEL representative. The numbers of veterans and widows in Trinidad is now accurate (5 veterans and 9 widows scheduled for assistance in 2017). Grant monies have been restored to the area and will again be provided in 2017.

Bahamas

They continue with restorations and repairs after once again being severely impacted by a recent hurricane. Hurricane Matthew damaged large areas of the region and recovery will be ongoing for quite some time.

## **EVENTS**

The 32<sup>nd</sup> RCEL Conference was held in Kuala Lumpur Malaysia from 25-29 June 2016. The President, Dave Flannigan and the immediate past President, Tom Eagles attended the conference at which the key topics of discussion were: 1) the evolution of the league. Several options were presented, given timelines and discussed with option one TRBL option being a consensus selection moving forward. The League will remain in Haig House and is placed on a formal footing with TRBL who will have financial liability for all costs and there will be a shift from core business to agency work; 2) the new RCEL constitution. Several fundamental amendments were proposed by the steering committee, voted on and changed. No major objections were brought forward regarding these constitutional changes. All reports indicate a very successful conference, with the next conference planned for Cape Town, South Africa in 2021.

Site visits for January 2017 by the President and Dominion Secretary are slated for both Guyana and Trinidad & Tobago. These visits, which are conducted every two years provide an opportunity to account for the grant monies and to visit with the local authorities and of course our Commonwealth veterans and their widows.

## **FINANCIAL NEWS**

We continue to use Libor Grant Funds that were distributed to multiple organizations underneath the RCEL umbrella in 2015 and 2016. The committee approved using \$79,040.00 of these funds in May of 2016 in the form of a Victoria Day grant to provide some added relief to the veterans and widows receiving support in 2016. A similar Christmas grant is planned for December 2016. The remaining funds must be used prior to 2018. This will provide our fund with a buffer should donations from the branches drop off and ensures our fund will be in good standing in for the foreseeable future.

Comrades, I move acceptance of my report.

**REPORT OF THE DOMINION COMMAND  
DOMINION CONVENTION COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**File: 19-1**

<b>D. Flannigan</b>	-	<b>Chairman</b>
<b>T. Irvine</b>	-	<b>Member</b>
<b>B. Chafe</b>	-	<b>Member</b>
<b>B. White</b>	-	<b>Secretary</b>
<b>S. Clark</b>	-	<b>Assistant Secretary</b>
<b>B. Maxwell</b>	-	<b>Assistant Secretary</b>

**GENERAL**

The 46<sup>th</sup> Dominion Convention held at the St. John's Convention Centre was a successful event. Administrative follow-up is being finalized.

**47<sup>th</sup> DOMINION CONVENTION, WINNIPEG, MB 25-29 AUGUST 2018**

Planning is well underway for this convention, the first to be held in the August timeframe. The first meeting with the Winnipeg Local Arrangements Committee and its Chairman, Comrade Rick Bennett, and co-Chairs Roland Fisette and Lorne Tyson, was held on 1 October 2016.

**CONVENTION FACILITIES**

Two facilities will be used: the RBC Convention Centre will host the Registration and Exhibit Area, Opening and Closing Ceremonies, Business Sessions and all caucus meetings; the Welcome Reception and the pre- and post- DEC and SEO meetings will be held at the Delta Winnipeg.

**ACCOMMODATIONS**

The Command Hotel is the Delta Winnipeg, directly across the street from the convention centre and connected by overhead pedway. Other hotels contracted include the Radisson, Best Western Plus Charterhouse, Fairmont, Fort Garry, Holiday Inn & Suites Downtown, Inn at the Forks, Alt Hotel, Humphrey Inn & Suites and the Marlborough Hotel. Nightly room rates vary from \$140-249.

**GUESTS**

Both the Governor General and Prime Minister will receive invitations. Prominent individuals will be invited to deliver the keynote address each day.

## **FUTURE CONVENTION ACTIVITIES**

The following is a list of activities regarding future conventions:

- a. 2020 Convention, Saskatoon, SK, 22-26 August 2020: The Command hotel will be the Delta Bessborough. Other hotel contracts have been finalized.
- b. 2022 Convention, Saint John, NB, 20-24 August 2022: No new developments
- c. Administrative work for the site selection of the 2024 Convention to be held 24-28 August 2024 is underway to identify a central Canadian location.

I move the acceptance of my report.



**REPORT OF THE DOMINION COMMAND  
DEFENCE AND SECURITY COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**File: 82-27**

**Richard Blanchette– Chairman  
D.H. Brown – Member  
R. Price – Member  
W. Martin - Member  
C. Gendron - Secretary**

**GENERAL**

This report covers the period from 12 May 2016 to 31 October 2016. The Committee last met on 7 November 2015 with minutes distributed to DEC (reference committee minutes dated 7 November 2015). A Committee Report to DEC dated 11 May 2016 was submitted with nothing to report for the period up to this date.

**COMMITTEE BUSINESS**

The committee continues to monitor defence and security issues as they arise. The following are updates to issues being addressed by the committee:

**CF L1 Visits:** The Chairman concluded his visits with all the Canadian Forces Level 1 Commanders and CDS in order to discuss and reinforce the various advocacy subjects pursued by the Royal Canadian Legion on behalf of Veterans. The discussion has a special focus on future Veterans and how the RCL is relevant to them for advocating on their behalf. Another main topic of discussion was the CF transition plan and how it could be improved.

The Chairman last consultation visit left is with the RCMP Commissioner to extend the same overtures to our RCMP Veterans and is looking at a late fall, early winter date.

**2016 National Convention:** The Chairman delivered the Committee report along with the BC Command Resolution brought forward on promoting the development of a New Volunteer Medal by the CAF. IAW the RCL GBL, a letter signed by the Dominion President will be sent to the Minister responsible for the resolution content.

**2016 NIJMEGEN MARCH**

Comrade Sheridan Ellington from RCL Branch #50 in Tisdale, Saskatchewan represented the RCL at the 2016 Nijmegen March. His report post-march is attached. Comrade Blanchette represented the RCL national president at the marchers' departure parade on 12 July 2016. A letter requesting nominations for the 2017 event will be sent out once the CAF guidelines are received.

## **OPERATION SANTA CLAUS**

This year, the RCL sent out a total of 2055 units to CAF and RCMP members deployed around the world. This year package included healthy snack items like energy bars and drinking powder along the customary Legion Mug and playing card deck. In late October, the CF informed us that an increase level of troops, 225 to be exact, were to be deployed by year's end, above the planned number (1830) given in the summer.

## **SENATE HEARING**

The Chairman made a presentation on behalf of the RCL National President to the Standing Senate Committee on National Security and Defence on Canada's Defence Policy Review now being undertaken by the Government of Canada. The presentation took place on 20 September 2016 and can be read in English at the following web-link:

<http://www.legion.ca/article/presentation-to-the-standing-senate-committee-on-national-security-and-defence-on-canadas-defence-policy-review/>

and in French at:

<http://www.legion.ca/article/presentation-to-the-standing-senate-committee-on-national-security-and-defence-on-canadas-defence-policy-review/>

## **DEFENCE POLICY REVIEW – CDA**

The D&S Committee Chairman made a similar presentation to the Defence Policy Review Panel hosted by the CDA on 11 May 2016. A copy can be requested by email to Comrade Charls Gendron, Secretary Defence and Security Committee.

## **COMMITTEE COORDINATION**

The committee continues to maintain a presence at the Veteran's Consultation and VSS meetings to ensure coordinated understanding and efforts.

## **UPCOMING MEETINGS**

Meeting for the Committee are scheduled as follows:

- a. CDA Vimy Award Ceremony - 4 November 2016
- b. Committee meeting – 4 November 2016
- c. CDA Conference on Security and Defence - February 16–17, 2017

In the absence of questions or discussions, I would ask a member of DEC to move acceptance of this report.

Attachment

## **Nijmegen 2016 Post March report**

My first encounter hearing there was a position happened during our branch monthly meeting. In Jan 2014 the correspondence was being read out and a mention of the Nijmegen march was heard. As the group in the room had no idea what it was about, and I did know about it for many years dating back to early 1992 when I had some friends in my unit complete it. I spoke up and asked to see the mail. To my surprise I was reading about a position for a legion member to attend. So I applied in February 2014, and heard nothing back. I waited till 2015 and applied again. This time I heard back from Sask Comd. Informing me that Dominion liked my application but was not selected and to try again next year. In 2016 I once again applied. I was contacted by Sask Comd informing me I was the one selected. I was very happy. I had also been training for it since Jan just in case I was selected. I actually trained starting every Jan since 2014 when I first applied just in case I was selected. So I was real happy to get the selected. Soon after I heard about being selected my team leader contacted me and started to send me the info regarding the task and the challenges. He did a good job at keeping myself and the other team members from across the country informed. I was to send him my training plan for him to evaluate and help me make it as effective as possible. I knew he was not going to like how the month of May was planned. I work in agriculture and late April through mid-june, is a time when seeding happens and I would be working approx. 15 hours a day almost every day so my training would be hindered. But I planned and did push myself to have as many kilometers as I could before I got busy then just try and maintain the stamina each day by marching to work in May. He wanted me to attend the two day 40km training in Ottawa with the other VIP members but I explained it would be much more feasible for me to do them in Edmonton due to my location. He arranged it and near end of May I did the two 40km days with the Edmonton team. As I explained to the Edmonton team I was very excited to be marching and training with other people. Up till then I have been on my own on very long prairie HI ways and grid roads. I was fortunate the owners of the company I work for were understanding and allowed me to take the time off for the training in Edmonton. Once back I continued to march train right up till the final week of departure. By time I was ready to go to the Netherlands I had over 850km, but still in my mind wondered if I was going to have struggles during the 4 days marches. There are a lot of variables and anything could happen. I know from my experience as a retired infantry soldier that a small injury can lead to lots of agony over time. My departure was from Edmonton with the team there. As we flew across the country we picked up all the other Canadian team members. It was nice to meet the VIP team which we had the opportunity to read each other biographies and communicate a bit by email. A part of my duties on the trip was to represent the Royal Canadian Legion at ceremonies. I was able to and honored to lay wreaths at Vimy, Beaumont hamel and Groesbeek. As well as speak the act of remembrance at each of them also. I have been a part of honour guards at Vimy and Beaumont hamel in the past but to be the one to lay the wreath in knew was going to feel honored. During the ceremonies and any of the functions I attended the VIP team was made to feel special. We were treated great and had some privileges the other teams did not. But all that aside there was no way being treated and different when it came time to start the 4 days march from Nijmegen. All participants had to complete the event with their team in the allotted time. Although we were registered as individuals

we marched as a team under the control of our team leaders. With the exception of the two members of team Canada who were allowed to participate in the lap of honour. They had a bit different schedule than us for the first two days. We stepped off from camp Humansword each day between 4:00 and 5:00 am depending on our given start times each day. The first day set the tone and soon into the march team spirit was soaring as we really had time to talk to each other and get to know lots about our team mates. As we marched through the city of Nijmegen and the surrounding country side tens of thousands lined most of the routs. From children to seniors. Many of them had placed furniture out on the side of the road to get a good view of the marchers. We encountered cheering, clapping, signs of support and occasionally girls with signs declaring free hugs. I don't remember if our team passed up on any of those gestures. We also were warned by the marching vets from previous years that there would be many people handing out food and candy, to watch our intake and keep it balanced. My favorite was the pretzels, and on the last day of the march we did get a few beer handed to us and passed it around in celebration. During the 4 days marching our biggest challenge was the heat. Each day had temperatures over 30 deg Celsius with high humidity. We all knew it was a good possibility of this as that weather is frequent in that area. But it still played in as a factor for all the teams. On day one near the last 5 km we came across a Canadian team pulled over as one of their members had two intervenes in him trying to get him hydrated again. After a while we kept on going wondering how he would make out. By this time of the day around 1600 the heat was extreme and you could hear ambulance sirens moving through the city consistently. After we made it back to the finish line and were soaking our feet we seen the Canadian team arrive with their casualty. They made it on time. Some of the Nijmegen vets talked about how there was a possibility that the Nijmegen march command team might order us to not carry our ballast of 10+ kg due to the heat and the risk. However on forming up the next morning and no such order was given off we went again on day two. Each day was a different rout starting and finishing at the camp. After a long day of marching in the heat we all once again finished. In camp that night we heard that out of all the other militaries participating this year Canada was the only contingent that still had 100% completion at the end of day two. We were very happy to hear that now the goal was to have 100% by the end of day 4. Entering day three my feeling was if our team can finish together today we we could finish day four on the thought that one more day we will leave it all out there at all cost no one would not finish day four. We were once again all successful. All 15 teams from Canada were 100% complete by the end of day four. For some the 4 days was very difficult as they were sucking up pain from blisters and other injuries. For some others it was a not as difficult. But all buy the end were very happy and very proud to have been a part of the entire experience. It was the third time in history that Canada had a 100% completion rate. This year was also the 100th anniversary of the 4 days march. It was originally started over 100 years ago but there were some years it did not take place due to the wars in Europe. It was an experience of a life time for me and the others on our team. Many members of the CAF have participated in the march more than once, then even after retirement have gone back as a civilian. I really enjoyed being back in uniform and working as a team member and although it was challenging it is very rewarding. In the area I live in NE Saskatchewan a part of my journey has been educating people in the area on how our military and country have been participating. I found it sets a good example on how the people from

the Netherlands have not forgotten what the allied countries sacrificed to help them. I want to thank the Royal Canadian Legion for the opportunity I had and hope they keep the position available for other members in the future.

Sheridan Ellingson  
Tisdale branch #50

**REPORT OF THE DOMINION COMMAND  
LEADERSHIP DEVELOPMENT COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**File: 40-2**

<b>W. Edmond</b>	<b>-</b>	<b>Chairman</b>
<b>T, Eagles</b>	<b>-</b>	<b>Vice Chairman</b>
<b>J. Frost</b>	<b>-</b>	<b>Member</b>
<b>M.A. Misfeldt</b>	<b>-</b>	<b>Member</b>
<b>G. Moore</b>	<b>-</b>	<b>Member</b>
<b>A. Parks</b>	<b>-</b>	<b>Member</b>
<b>E. Pigeau</b>	<b>-</b>	<b>Member</b>
<b>P. Varga</b>	<b>-</b>	<b>Member</b>
<b>S. Clark</b>	<b>-</b>	<b>Secretary</b>

**GENERAL**

The committee last met by teleconference on 26 September 2016. The Terms of Reference were updated.

**PHASE 1 UPDATE – MODULES ON LEGION WEBSITE**

Three modules remain to be finalized with a deadline of 31 December 2016 set for completion.

**BRANCH IMPLEMENTATION AND MODULE MATERIAL TESTING**

Volunteer branches from each Command (except BC/YT Command) have been identified to implement and test the program. Commands will be advised in advance of this testing. It was noted that this program will complement but not replace any current provincial program.

**PHASE 2 – SEMINARS**

A library of existing seminars will be established on the Dominion Command website, serving as a central resource location for those members looking for presentations.

I ask a member of DEC to move the acceptance of my report.

**REPORT OF THE DOMINION COMMAND  
PUBLIC RELATIONS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**File: 44-1**

<b>Bruce Julian</b>	<b>-</b>	<b>Chairman</b>
<b>Tom Eagles</b>	<b>-</b>	<b>Vice Chairman</b>
<b>Marc Tremblay</b>	<b>-</b>	<b>Member</b>
<b>Ronn Anderson</b>	<b>-</b>	<b>Member</b>
<b>Ken Box</b>	<b>-</b>	<b>Member</b>

## **Dominion Public Relation Committee Report to DEC**

**Nov. 27 2016**

**The newly reconstituted Dominion Public Relations committee met on Nov. 26 2016 in the Valour Board Room at Legion House.**

**When Dominion President Dave named me as the Public Relations Chairman I have to admit I was more than a little apprehensive. In my many years as a legion member, PR was not something I was familiar with or something I might call a personal strength.**

**But now after becoming acutely aware of past deficiencies or our inability to promote our organization, or competently “answer” or deal with our detractors, I am convinced that without an effective Public Relation strategy It will be almost impossible to win the “hearts and minds” of our target groups-- and I now thank comrade Dave for this appointment. Proper PR will touch all of our endeavours moving forward and will be a component of all initiatives.**

**In my research of Public Relations in preparation to chair this committee, I found a website with 31 different definitions of PR. My favorite and the one I believe most captures the challenges we face reads;**

**Public Relations is communicating your organizations messages, at the right time, in the right place, to the right audience using multiple tools and technologies.**

**We have numerous issues moving forward and the committee and staff were quite cognizant of the requirement for some professional assistance, guidance and input. To that end Strategy Corp who are public relations specialists and who had advised command on some delicate Public Relations issues at the end of the last term had been tasked with the responsibility of developing a range of public relations strategies for the Royal Canadian Legion moving forward.**

**Following their presentation and the ensuing round table discussion there was unanimous agreement on numerous points.**

- **We have numerous audiences that we need to specifically tailor our messages to - i.e. members, veterans, currently serving forces, the general public.**



- Our challenge is to position the Royal Canadian Legion to Canadians as a modern, effective not for profit organization that is the leader in supporting the “wellness” of Canadian Forces and RCMP veterans
- To build positive story lines that enhance our organization and manage or diffuse negative situations, marginalizing our detractors using various mediums and the appropriate strategy.
- Our greatest strength continues to be our “brand” and our legacy of service to all Canadians and more particularly our veterans.

The committee agreed that the basis or foundation of any renewed PR operations must be the “mission statement”, “vision statement” and “core values of the legion” which were developed by the “Focus on the Future” committee and adopted by DEC.

We are still refining on our “Terms of Reference” particularly the preamble, which in general outline the committee’s duties. We will finalize this process electronically.

The committee was unanimous in their agreement that the spokesman for any command must be that commands President. They are the official “voice” of the Royal Canadian Legion within their jurisdiction, assistance can be sought and given but the “buck” stops with you gentlemen and that responsibility cannot be “shirked”.

To that end and to assist everyone with that responsibility, the PR committee proposes to develop a “Training Module” on public relations strategies, tools, techniques and tricks for use when addressing the media emphasizing the positive and managing negative “press”. It is our intent to have this training presented at our April 2017 DEC and contingencies are being made to facilitate this process. With your feedback and constructive criticism which will be used to “fine tune” the presentation, we hope this training will continue as an order of “business” at the first DEC meeting of every term.

Also the committee feels strongly that proper “media monitoring” is essential for a successful public relations program. We need to know that our message is getting out and if it is successful in achieving its goals. Also, the need to conduct survey’s in each of our target audience’s has become apparent. Our detractors are continually claiming that we do represent their needs, as an organization.

**We cannot effectively counter those claims without proper scientific surveys to determine the direction we need to be headed in or where our focus needs to be.**

**Again we need to target these surveys to the intended audience. The committee felt that when surveying our members, this could be done at minimal cost by our branches electronically, facilitated through our Provincial Commands. We feel that without provincial commands involvement and encouragement using their zone and/or district officers the exercise would be bound to fail. We all know how much branches detest paperwork, so any survey would need to be crafted to be as short and simple as possible while still collecting the necessary information.**

**We absolutely need better more current information on the opinions and requirements our current serving armed forces members expect of the Royal Canadian Legion. We cannot counter some of the outlandish claims being made without this information.**

**And finally the committee feels that we need to be doing a major national survey using a qualified professional service approximately every 5 years if we have any hope at all of staying ahead of national trends.**

**In closing I would like to thank John Perenak of Strategy Corp for his public relations presentation and expertise on public relations issues. The participation of Leah O'Neill, Dominion Commands social media specialist was invaluable and I believe her continued participation is critical to the success of the committee moving forward. I would also thank our committee's secretary Bruce Poulin and the assistant secretary Brad White for their extensive experience and knowledge, their input was invaluable.**

**Comrades this is my report of the first meeting of the Public Relations Committee. I believe we have made a good start and with your support, advice and encouragement, who knows where the "end of the rainbow" might be.**

**Comrade Chairman this is my report and I so move.**

**DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**ITEM 10: CANVET PUBLICATIONS LTD.**

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**INTRODUCTION**

Canvet Publications continues to thrive. The corporation has posted its highest subsidy in over four decades, its highest advertising sales in over two decades and for the first time in three decades *Legion Magazine* improved on the previous year's circulation for its first four issues.

**SUBSIDY REVENUE**

The Department of Canadian Heritage (DCH) awarded the magazine \$783,194, an impressive \$53,587 or 7.35 per cent more than 2015. This is another new record and the highest amount of subsidy in the history of Canvet. Last year's grant was \$729,607.

Since 2000, this funding has saved *Legion Magazine* over nine million dollars. It is vital to Canvet's survival and in order to qualify the magazine must be seen as independent and unbiased. It cannot primarily promote the interests of any organization. Eligibility is decided annually and the next application is due in November.

All of Canvet's operating budgets are based on the receipt of the subsidy. If the magazine remains eligible, it will meet its commitment to continue operations under the existing subscription fee until at least 2020.

**ADVERTISING**

There are many challenges facing the periodical and publishing industry. More and more print magazines are shutting down or reducing their publishing schedules. Some move to digital editions and invariably close their doors a few years later. Just this September, Flare, Sportsnet, Money Sense and Canadian Business were eliminated, while Maclean's, Chatelaine and Today's Parent are reducing their frequency by at least half. Advertising revenue in consumer magazines has plummeted. Canvet has a different story to tell. This is our best year in over two decades.

**CIRCULATION**

For the first time since 1984 the magazine began to surpass its previous year's subscriptions. The first four issues in 2016 were up by an average of 1,600 subscribers per issue.

## **AWARDS**

This year, *Legion Magazine* was nominated for three National Magazine Awards. It was recognized for two features (*The Veteran's Benefit Guide*, *Cracks in The System*) and the Special Interest Publication *The Fight For Italy*. The magazine was also nominated for a national Canadian Online Publishing Award for our interactive website titled *Blood in the Mud*. Over the last six years the magazine has won or placed in twenty awards.

## **MEMBER BENEFITS PACKAGE**

The Royal Canadian Legion's (RCL) Member Benefits Package (MBP) is currently at 12 partners. The most recent include Simply Connect a mobile wireless service supplied by Rogers and Revera Inc. offering retirement living. Every partner contributes to the Legion and its members in a different way. Some provide funding to Dominion Command programs while others continue to offer their discounts to both the member and their immediate family.

## **CONCLUSION**

I move the adoption of my report.

**DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**ITEM 11: CURRENT DOMINION COMMAND TRAVEL POLICY / UPDATE**

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Comrades, included for your information is the current Dominion Command Travel Policy that is contained in the Organization, Policy and Procedures (OP&P) Manual at Dominion Command. In your letters of congratulations and welcome, you also received a copy of this policy.

Annually the travel policy is reviewed to ensure that rates are accurate and in line with other guidelines. To that end, three recommendations are presented for your consideration:

Mileage Rates

A review of mileage rates has been conducted using the Treasury Board figures for 2016. A comparison of provincial rates indicates that the average is now below our current rate and this is a result of fluctuations in the gas industry.

**RECOMMENDATION:** It is recommended that DEC approve that the current mileage rate of 55.5 Cents/km be lowered and reflect the current rate established for averages of all provinces compared against the Ontario rate under the Treasury Board regulations. The new proposed rate would be 51.6 Cents/km.

Per Diem Rates

Per Diem rates are also set and reviewed according to current Treasury Board standards. The current Legion rate for Canada is \$90.00/day while outside of Canada is \$200.00/day. As of 1 April 2016, Treasury Board's rate for internal to Canada travel is \$96.10/day. For external to Canada travel, Treasury Board has various rates depending on the country visited. A survey of various countries that the Legion visits was conducted and the average was approximately \$210.03.

**RECOMMENDATION:** It is recommended that DEC approve the daily per diem rates to be set at:

- Internal to Canada - \$96.00
- External to Canada - \$210.00

### Rental Car Allowance in lieu of Taxi Fare – Ottawa

DEC members are permitted to a rental car in lieu of taxi fare when coming to Ottawa for meetings. The maximum allowance is set at \$130.00. Taxi fares to the airport from Legion House are now approximately \$70.00 one way.

**RECOMMENDATION:** It is recommended that DEC approve an increase to the rental car allowance to \$150.00. That fee includes \$140.00 for car rental and \$10.00 to cover gas from the airport to Legion House and return. All other expenses will be the responsibility of the individual.

Recommendations as passed will become effective on 1 January 2017.

## CHAPTER 8

### INFORMATION FOR DOMINION EXECUTIVE COUNCIL MEMBERS

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#### 8.1 GENERAL

Dominion Command welcomes you as a new member on Dominion Executive Council (DEC). The following material is provided for your information. Please feel free to contact the Dominion President or Dominion Secretary should you wish to review any of the content of this memorandum or any other Legion matter that you may wish to discuss.

#### 8.2 PURPOSE OF DEC

Generally speaking, DEC acts on behalf of Dominion Convention in the period between Conventions. Please refer to Articles IV and IX of The General By-Laws which define the composition and duties of DEC and associated Convention information.

#### 8.3 DEC MEETINGS

There are two DEC meetings each year: in April and November. These meetings are held in the Victory Boardroom, 3<sup>rd</sup> floor, Dominion Command.

The April meeting is the primary meeting at which **annual Provincial Command reports are presented**. The meeting is scheduled for two full days over a weekend period. There are no social functions scheduled in conjunction with this meeting; no spousal travel subsidy is authorized.

The November meeting will focus on reviewing and approving the budget for the following year as prepared by the Finance/Budget Committee in September. This one-day meeting scheduled on a weekend provides an opportunity to follow up on issues raised in April or to bring new items to the table. **Provincial Command reports are not presented during this meeting.** There are no social functions scheduled in conjunction with this meeting; no spousal travel subsidy is authorized.

In off-convention years, to comply with the Canada Not-For-Profit Corporations Act, a brief annual meeting will be held in advance of DEC proceedings getting underway at the November meeting.

In the Convention year, pre- and post-Convention DEC meetings are scheduled. Spousal accompaniment to Convention is certainly permitted but at individual expense as no spousal subsidization is authorized.

A meeting agenda and advance copies of significant DEC agenda items will be forwarded by e-mail to members for review prior to each meeting.

Legion Dress is required for all DEC and Committee meetings at LEGION HOUSE.

Members may be contacted at LEGION HOUSE during the DEC meeting at 613-591-3335 ext: 284.

#### **8.4 REPORTS TO DEC**

The Provincial Command and TVS Section representatives are required to submit reports to Dominion Command for inclusion in the DEC meeting agenda book **no later than one month in advance of the April meeting date**. The Dominion Secretary will issue a call for submissions with the specific deadline noted.

The agenda and significant supporting material is forwarded in electronic format only to members at least one week before the meeting so that critical issues can be reviewed in advance.

Any late reports will be distributed with any updates to the final version of the DEC agenda.

The Agenda book will be available in the English language only.

#### **8.5 DISTRIBUTION OF MINUTES OF DEC MEETINGS**

Minutes are distributed to Council Members, Provincial Secretaries, Grand President, Past Dominion Presidents, Dominion Command Directors and Committee Secretaries. Distribution outside of the Legion is not authorized.

French translation of the minutes will be provided to Quebec and New Brunswick Commands.

#### **8.6 RESPONSIBILITIES OF DEC MEMBERS**

DEC members' responsibilities are:

- a. to know the views of their Command and to bring them forward to Council;
- b. to judge issues on their merit, putting national Legion interests above regional interests;
- c. to inform Provincial Command elected officers of the decisions of Council, and the reasons for these decisions;



- d. to verify that DEC decisions are relayed to branches and members as appropriate; and
- e. to inform DEC of the activities, successes and issues in their Commands.

## **8.7 SALARIES AND EXPENSES FOR DEC MEMBERS**

No salary shall be paid to any member of DEC.

Council members shall not receive any money for their services other than such compensation and per diem expense allowances as may be authorized by DEC.

## **8.8 ACCOMMODATION**

Reservations are made for DEC members by Dominion Command at the Holiday Inn & Suites Kanata, 101 Kanata Avenue, Kanata, Ontario K2T1E6, for the evening prior to the meeting and for the evenings of the meeting. Depending on the meeting agenda, attendees may be able to depart the last day of the meeting. In that case, they should cancel the final night of the hotel upon arrival or as soon as their return travel arrangements have been made.

Hotel reservations are guaranteed late arrival which ensures accommodation if arrival is after 1800 hrs. If you are unable to attend the meeting, please advise the Executive Assistant to the Dominion Secretary during working hours by e-mail ([akeeling@legion.ca](mailto:akeeling@legion.ca)) or telephone 1-613- 591-3335 ext 244 or contact the hotel (1-800-465-4329) to cancel the reservation before 1800 hrs of the arrival date. Failure to do so will result in a charge for the hotel room. Should any member require different accommodation than the above, the Executive Assistant to the Dominion Secretary should be contacted.

## **8.9 KANATA CENTRUM**

The Holiday Inn & Suites Kanata is located in the "KANATA CENTRUM" shopping area directly across the highway from LEGION HOUSE. This shopping area includes facilities such as Wal-Mart and Golf Town, a number of restaurants, pubs, and a large 24-Theatre facility all within easy walking distance of the hotel.

## **8.10 AIR TRAVEL**

The Air Travel industry has undergone significant changes in the past several years. In addition to base fare charges, fees such as Carrier Surcharges, Air Travellers Security Charge and Airport Improvement Fees are now the norm. As well, the use of electronic tickets is standard for all travel.

Use of a travel agent with associated fees increases the cost of travelling. Therefore, when arranging flights for a DEC or Committee meeting, members are to make their

own reservations directly on-line (Air Canada also offers no-cost, call centre reservations). The fare-saver rate is to be used.

Members are free to use whatever airline provides the best rate for meetings at Dominion Command. For information, the Air Canada TANGO fare-saver still remains the most attractive rate and will continue to be used as our fare-saver benchmark for planning purposes. Other airline's comparable fare-saver rates are WestJet ECONO rate and Porter FIRM rate.

The Air Canada, WestJet and Porter FLEX rates are not fare-saver rates and are only to be used in the rare circumstance when no other options exists or as a last recourse due to unforeseen circumstances.

Travel arrangements are the responsibility of the member and flight reservations must be paid by the member. Bills forwarded to Dominion Command by a travel agency on behalf of a member will not be accepted. If the member requires an advance of funds to pay for the flight reservations, this can be arranged by calling the Director of Finance at (613) 591-3335 or by e-mail to [tmurphy@legion.ca](mailto:tmurphy@legion.ca).

As directed at the 2014 Dominion Convention, no travel subsidy is authorized for any spouse or family member who may accompany a DEC member to meetings.

#### **8.11 USE OF PRIVATE MOTOR VEHICLE**

In certain circumstances it may be more practical to use a Private Motor Vehicle (PMV) if air travel is not readily available or practical. In such a case, full mileage rate and per diem is authorized. All those requesting travel via PMV are to direct their requests for approval through the Dominion Secretary.

The Dominion Secretary will calculate and advise the maximum amount to be claimed, which may not exceed that which would have been paid for fare-saver air travel and related per diem computed on the date of the meeting notifications.

#### **8.12 SMOKING POLICY**

Effective 1 August 2001, a City of Ottawa By-Law restricting the use of tobacco products came into effect. The By-Law is very restrictive and bans the use of flammable tobacco products in any office building, restaurant or indoor facility within the City of Ottawa. Therefore, the use of tobacco products within LEGION HOUSE is prohibited.

The legal status of electronic cigarettes or personal vaporizers, based upon the health risks and the subsequent regulations governing their usage, is pending in most provinces and municipalities. Where legislation is in effect Legion branches are required to implement and enforce the stated regulations. Where no such provincial legislation or municipal by-law currently exists, branches are authorized to develop their own interim policy for e-cigarette usage on their premises or for their activities.

### **8.13 APPOINTMENT TO COMMITTEES**

There are a number of Committees of DEC to which members can be expected to be appointed by the Dominion President. These appointments are normally made immediately after Dominion Convention and last for a two-year period until the next Convention. All Committees meet at LEGION HOUSE.

### **ATTACHMENTS**

Annex A: DEC Maintenance Form

Reviewed: May 2015

## DOMINION EXECUTIVE COUNCIL



(Please print)

To facilitate the maintenance of accurate records at Dominion Command, it would be appreciated if members of Dominion Executive Council would complete this form and submit it to Angela Keeling Colkitt at [akeeling@legion.ca](mailto:akeeling@legion.ca)

**NAME:**

Surname

Given Names

**ADDRESS:**

Street

City/Town

Province

Postal Code

**TELEPHONE:**

( )

( )

Residence

Office

**FAX:**

( )

**E-MAIL:**

**BIRTHDATE:**

**PASSPORT #:**

**BRANCH #:**

**DEPART. AIRPORT:**

**FLIGHT PREFERENCES**

☐ AISLE

☐ WINDOW

☐ MIDDLE SEAT

**HOTEL ACCOMODATION PREFERENCES:**

(queen/king bed, fridge in room etc....)

**NAME OF SPOUSE:**

Surname

Given Names

**BIRTHDATE:**

**PASSPORT #:**

**FLIGHT PREFERENCES**

☐ AISLE

☐ WINDOW

☐ MIDDLE SEAT

**DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**ITEM 12: CENTENNIAL FUND**

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As requested by the Senior Elected Officers at the Budget meeting, I have prepared a summary on the Centennial Fund. Attached you will find a document, while dated, that provides a very good overview of the fund.

I would now like to summarize a few key points about the Centennial Fund:

- The fund was established at the Dominion Convention in May 1964 as a Centennial project to raise \$1 million.
- The aim of the fund is:
  - “To provide a perpetual memorial to those who have fallen in the service of Canada by continuing the activities of the Royal Canadian Legion – including the promotion of education, sports, commonwealth unity, and all other forms of national and community service which, in the light of changing conditions may be deemed to be consistent with the aims and object of the Royal Canadian Legion.”
- Projects that were specifically referred to are:
  - Sports training program
  - Exchange of students
  - Promotion of Commonwealth unity
  - Development of memorial projects
  - All other activities consistent with the aims and objects
  - A continuation of the good work of the Legion

The leaders of the time recognized the diminishing potential for membership and saw this as a way to continue the legacy of the Legion with predominately non-veteran members and the possibility of priorities shifting to other programs. A variety of potential donors were identified and it was first thought that donations to the fund could be tax deductible. After investigation and given the complexities of charitable entities, the Legion did not seek charitable status for the fund as it would limit how the funds could be used. Therefore, emphasis shifted to raising the funds through the generosity of the membership. It was also thought that if the wind down of the Legion became a necessity, the assets of the Legion could be channeled into the Centennial Fund to continue to fund Legion aims and objects, primarily looking after veterans. It was further determined that the fund would not be used to offset general operating expenses of Dominion Command expect for veterans’ services.

In the years between 1964 and today, there have been various decisions made on how the fund would be managed and used:

- In 1980 funds were allocated to the establishment of geriatric training bursaries.
- In 1991, funds were to held at a minimum of \$1M plus one year's operating expense until 2017 and then rolled into the general reserves.
- Additionally, in 1991, reserves were to be maintained at one year's operating expense for General, Poppy, Centennial, Benevolent and RCEL.
- In 1992, the Centennial Fund minimum was set at \$1.5M.
- In 2009, the Centennial Fund grants to the track and field program were to be reduced to \$0 until such time where the fund had achieved sufficient balance to support further grants. This was to be reviewed annually to determine the amount of such grants.

Comrades, the current balance of the Centennial Fund sits at just over \$2M and no allocations have been made to the track and field program since 2009.

Attachment

## USE OF CENTENNIAL FUND

### Aim

1. The aim of this paper is to review the factors which could influence the choice of projects or programs on which Centennial Fund monies will be expended.
2. The elected officers have a more global view of the Legion than the membership at large. They are keenly aware of its problems, actual and potential, and are busy planning its future. It would be reasonable to expect them to make recommendations concerning the use of the Centennial Fund so that any new programs or projects will contribute to the strengthening of the Legion in the future.

### Background

3. The 1964 Convention adopted as the Legion's Centennial project the raising of one million dollars. The purpose of the fund was..."to provide a perpetual memorial to those who have fallen in the service of Canada by continuing the activities of the Royal Canadian Legion - including the promotion of education, sports, Commonwealth unity, and all other forms of national and community service which, in the light of changing conditions may be deemed to be consistent with the aims and objects of the Royal Canadian Legion".
4. A trust deed setting up the Royal Canadian Legion Centennial Foundation was approved by the Dominion Executive Council in November 1965. The purpose of the Foundation (as set out in the trust deed)... "shall be to perpetuate the aims and objects of the Royal Canadian Legion as a memorial to those who have fallen in Canada's service in such a manner as the trustees may from time to time, in the light of changing conditions, determine". The trust deed goes on to say: "The income and capital of the Foundation shall be disbursed in such manner consistent with the purpose of the Foundation (as stated above) as the Trustees may, in their sole discretion and subject always to the direction of the Dominion Executive Council, determine."
5. The 1970 Dominion Convention directed that the principal should not be touched until at least 1973. It also approved a resolution calling for the fund to be incorporated as soon as the convention had determined the uses to which the fund was to be put. The convention never did get around to decide on the type of project or program on which the monies were to be spent.

### Criteria to be Applied in Choice of Project

6. Any project that is selected should fulfill the following conditions:
  - a. it must further the aims and objects of the Legion;
  - b. it should fill a real need;
  - c. it should improve the image of the Legion;
  - d. it should generate the maximum amount of favourable publicity;
  - e. it should be of a lasting nature;
  - f. its benefits should be available to all provincial commands;
  - g. it should be administratively sound.

### Analysis of Suggested Projects

7. A questionnaire was sent to all Branch Presidents in July 1968 asking for their suggestions for the use of the Centennial Fund. Unfortunately, the results were far from conclusive. Only 358 replies were received and in many cases it appeared as if little thought had been given to the problem. This was partly due to the manner in which the questionnaire was prepared. To make things easier for the Branch Presidents, seven suggested projects were listed and Branch Presidents were asked to indicate by placing a check mark (✓) in either the YES or the NO column, whether or not they wished centennial funds to be used to finance these projects. Many put a mark in the YES column against all listed projects. This might be interpreted as lack of interest and concern. Branch Presidents were also asked to name any project (other than the seven listed) which they would favour. Less than 25% availed themselves of the opportunity of naming a favourite project not already listed. Of these, more than half favoured spending funds on low-rental housing and slightly less than half favoured loans to branches.
8. The projects listed in the questionnaire and other suggested projects are reviewed below.

### Educational Scholarships and Bursaries

9. This was favoured by 233 of the branches answering the questionnaire. This project as it is now operated by Dominion Command does not fulfill all the conditions laid down in paragraph 6 above. Students can now obtain student loans from the governments so that the need for bursaries is not as great as it once was. Furthermore, if the bursary is over \$150, the student loan is reduced by the amount of the bursary so that the Legion ends up by subsidizing the governments. While it is difficult



10. For many years promoting the education of the young has been one of our objects. Should it be deemed that bursaries are no longer fulfilling the function for which they were originally instituted, some other ways will have to be found to perpetuate this valuable aim.

Perhaps making an endowment to an institution of learning might be one way of furthering this aim of ours, while at the same time securing long lasting credit for the Legion. To ensure that the Legion does reap lasting credit, the donation should be made to a new and struggling institution - where it will make an impact - rather than to an already well established one. One such institution which hopes to open its doors very soon is the Pacific College, one of the United World Colleges (see Appendix A).

R.C.L.S.T.P.

11. 208 of the 358 branches answering the questionnaire favoured this project. However, we have had to drop this project because the Government of Canada felt that the Canadian Track and Field Association should handle this program at the national level.

Exchange of Students with Commonwealth Countries

12. The branches answering our questionnaire rejected this proposal by more than two to one. Furthermore, this program, which would be difficult to administer, does not fulfill most of the conditions laid down in paragraph 6 above.

The Promotion of Commonwealth Unity through the B.C.E.L. Welfare Fund

13. This project is now well in hand and funds for it are being collected. The branches answering our questionnaire rejected by two to one the proposal to use Centennial Fund monies for B.C.E.L.

Development and Promotion of Memorial Projects

14. Sixty percent of those who gave an opinion on this proposal were against. On the whole it is not thought that such a project would fulfill the conditions laid down in paragraph 6 above.

Continuing Welfare Services to Veterans and their Dependents

15. Branches were overwhelmingly favourable to this project. At the moment, Centennial Funds are not needed for this purpose. At Dominion Command, the operation is financed from the profits on the sale of poppy supplies and by general funds on a 60%-40% basis. At the branch level, it is financed by the sale of poppy supplies. As long as we can conduct a successful annual poppy campaign, we will not need to use Centennial Fund monies for this project - at least for the next several

years. Part of the capital of the Centennial Fund, however, should be set aside as a contingency fund for continuing welfare services to veterans and their dependents in case our other sources of revenue decline in the future.

#### Promotion and Fostering of Veterans Welfare Legislation

16. Again, the answers were overwhelmingly in favour of this proposal. However, in the light of what we now know, it does not seem necessary to earmark Centennial Fund monies to this project. Veterans Pension legislation has just been completely overhauled and it is unlikely that such a task will ever be undertaken again. Further, there is no indication that other Veterans Legislation will be reviewed in a similar manner. Besides, the amount of money spent by Dominion Command, over and above our normal administrative expenses, to promote and foster this legislation was minimal.

#### Low-Rental Housing - Senior Citizens' Homes

17. Of those Branch Presidents answering the questionnaire and who were concerned enough to take the trouble to write in their suggestions, well over half favoured a project such as this. The response is considered significant.
18. This is obviously an area where there is a great need to fill. Many of our branches have put up domiciliary complexes for the aged and many more would be interested if they could afford it. The Canadian Government, through C.M.H.C. will advance on mortgage up to 95% of the cost of building for this type of accommodation. In many cases, however, the down payment is in excess of what the branch can put down.
19. Consideration might be given to using part of the Centennial Fund to help branches or commands finance the down-payment. The assistance to branches could be in the form of a grant, or of a low-interest loan. If in the form of a grant, this could be on a 50-50 basis and in such a case, a \$2500 grant from the Centennial Fund, if it were matched by a branch or command, could serve as down-payment on a \$100,000 building. This could be an excellent project for the Legion's 50th Anniversary. With a sum of \$500,000 from the Centennial Fund and an equal amount from branches or commands, we could erect 20 million dollars worth of housing for aged citizens from one end of Canada to the other. If it is decided to give assistance in the form of a loan, we can lend up to 80% of the down-payment at low interest rates, provided that the interest on the loan would be repaid from income other than rent from the senior citizens homes. Apart from fulfilling a great need of the aged veterans and other old citizens this could give a tremendous amount of favourable publicity to the Legion.

### Poppy

20. For several years now, senior DVA officials have hinted at the desire of the government to get out of the operations of Vetcraft. Up to now we have successfully resisted all attempts to hand these operations over to us. It is conceivable, however, that in the future the government might pull out altogether, forcing the Legion to take over the manufacture and distribution of poppies and wreaths.
21. As it is now being conducted, this is a fairly large operation requiring a revolving fund of about \$500,000. The money is spent gradually over the year in manufacturing poppies and wreaths and comes back into the fund in December, January, February and March as the commands pay their bills.
22. To ensure that the Poppy Campaign is not curtailed in the event that the government gets out of the Vetcraft operation, two alternatives are open to the Legion:
  - a. take over the operation, giving some employment to disabled veterans and dependents. This would require us to put aside a sum of \$500,000 - presumably from the Centennial Fund.
  - b. give the contract for poppies and wreaths to a commercial firm. Such a firm would almost certainly not, as a matter of course, employ disabled veterans and their dependents.

### Youth and Community Programs

23. If we want to avoid being cut off from the great mass of the Canadian population, we will soon have to develop new youth and community programs. These may cost more money to operate than can be had from the general funds. Since without such programs we may find ourselves irrelevant in the eyes of the public at large, it is obvious that they serve the purpose of furthering the aims and objects of the Legion and should be supported by the Centennial Fund.

### Size of the Centennial Fund

24. Slightly over one million dollars was collected for the Centennial Fund. This sum has been invested and as of the 31st of July 1971 the estimated value of the Fund was about \$1,300,000. This sum would increase by about \$100,000 annually if no monies were spent. On the 31st July 1973 the Fund will be worth about \$1,500,000.

### Conclusions

25. The fund was set up to continue the aims and objects of the Legion by continuing its operations when its day-to-day revenues decline. There is no sign yet that the Legion is declining and with a vigorous and imaginative leadership, willing to take bold action, the Legion could go on prospering and growing. Until we see clearly in what

There seems to be no reason why the fund should be allowed to grow beyond this level, if monies are required for needed Legion programs. By the summer of 1973 we should be ready to spend \$500,000 of the accumulated capital and the interest on the remainder of the fund.

Proposed Recommendations to the 1972 Convention

26. a. That we spend \$400,000 on housing for senior citizens starting in 1973 so that we can inaugurate homes across the country during our 50th Anniversary.

The expenditure could be in the form of a grant or of a loan. In the first case, it should be matched on a 50-50 basis by branches or commands. In the second case, the loan could be up to 80% of the down-payment provided that it would be repaid by income other than rent from the senior citizens home. While the contribution to the fund of any particular command should be taken into account, the need for housing in a particular area should be an important consideration.

- b. That we make a gift of \$100,000 to the United World College of the Pacific towards the cost of erecting a building or providing some other facility to be known as "The Royal Canadian Legion...".
- c. Use the interest on the remainder of the fund for youth and community programs.
- d. Earmark \$500,000 of the fund as a reserve for poppy operations in case it is needed at some time in the future. The interest to be used in the meantime for a & c above.
- e. Earmark the remainder of the capital for Service Bureau work in case our general funds cannot cope at some time in the future. The interest to be used in the meantime for b & c above.

R.G. Smellie  
DOMINION VICE-PRESIDENT

**DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**ITEM 13:     MARKETING PLAN 2016 - 2021**

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Comrades, the centralization of our marketing efforts have demonstrated results even though we are less than a year into full dedicated implementation. Our expected losses of members are less to date than in previous years but please remain cautious as the year's processing continues and we will not have the overall tally until the end of January 2017 when the processing year ends. These same marketing efforts have also resulted in increased awareness of the Legion through social media as well as increased exposure of our items in supply.

As mentioned in the Treasurer's report, the main marketing budget will remain the same for the next year. But an opportunity to build a "Hearts and Minds" Campaign to further increase Legion exposure to the general public now exists.

I would like to ask our Marketers, Comrades Dion Edmonds and Leah O'Neill, to provide you with a briefing on a proposed Hearts and Minds Campaign.

Dion and Leah

# ***The Royal Canadian Legion 2017-2021 Marketing Strategy***

# Table of Contents

- Context and Objectives
- Target Audience and Strategies
- Assumptions
- Strategy
  - Search Engine Marketing
  - Social Media
  - Online Media and electronic Direct Mail (eDM)
  - Creative
- Additional Tactics

# Membership Context

- Membership as of the end of 2015: **285,321**
- Projected Membership for end of 2016: **279,000**
  - Projecting decrease of 6,000 members. An improvement from past years when the decrease was usually in the range of 12,000-15,000



# Membership Objectives and Budgets

Year	Membership Objective	Members - plus/minus	% change from previous year	Budget
2017	279,000	0	0	\$455.5K + \$400K
2018	287,370	8,370	+3%	\$455.5K + \$300K
2019	293,117	5,747	+2%	\$455.5K + \$250K
2020	296,049	2,931	+1%	\$455.5K + \$200K
2021	297,529	2,960	+0.5%	\$455.5K + \$100K

- Budget is made up of \$455,500 core marketing each year for 5 years (same budget allocated in 2016).
- Additional \$1,250,000 over 5 years is being requested to top up core budget. Increase advertising spend across all media tactics focused on winning the “**Hearts and Minds**” of Canadians. Specifically focus on key segments of public identified as having interest in becoming a member of the Legion.

# “Hearts and Minds” Campaign Budget

- The Hearts and Minds budget to top up the core marketing budget can potentially be allocated per below over the 5 year plan to raise awareness amongst Canadians.
- Research will ultimately decide the final allocations as it will guide us not only in identifying the target audience but also the best channels in which to reach that audience. As such, what is outlined below is just a skeleton at this stage until we get more solid research data in March 2017.

## Total allocation over the 5 years.

- Video Development/TV	500K
- Online/Print Advertising	300K
- Paid Social Media	250K
- Direct Mail	50K
- Target Audience/Channel research	50K

# Marketing Objectives

- Grow year over year membership
- Increasing number of net new members as well as lapsed members
- Increasing the overall retention rate of members
- Increasing awareness of the Legion, what it does, why being a Legion member is so important and what it is to be a Legion member ("what's in it for me")
- Increasing revenue (Poppy Store sales – increase by 10% year over year)

# Target Audience

In January 2017, we will conduct research to identify our best prospects for new member acquisition. The objective of the research is to determine geography, demographics, lifestyle, interests and media habits of those most likely to become a member of The Royal Canadian Legion. Research partners under consideration are:

- Environics - <http://environicsresearch.com/>
- Kantar TNS - <http://www.tnsglobal.com/>
- EKOS - [www.ekos.com/](http://www.ekos.com/)
- Maru VCR&C - <https://maruvcrc.com/>

Findings will be available by March 31, 2017 so that they can be applied in the refinement of plans for April-December 2017, and plans for 2018-2021.

# 2017 Strategies

- Leverage learning from 2016 in the refinement of tactics and messaging
- Increase media budget on broader awareness-building initiatives around the Legion's role in the Poppy Campaign, and of the full range of programs and services it offers in support of Veterans
- Based on research findings delivered in March 2017, test new channels during Remembrance time period – e.g. additional third-party email lists and online advertising – that target demographics among the general public (non-military) identified as top prospects

continued...

## 2017 Strategies

- Increased advertising support during key time periods:
  - Mental health - Bell Let's Talk in January and National Mental Health Awareness Week in May
  - Web launch – end of January (TBC)
  - Poppy Store - occasions/holidays through year, e.g. Mother's Day, Canada Day
  - Invictus Games – September
  - Poppy Campaign – October-November
  - Poppy Store - gift giving - December

# 2018-2021 Overarching Approach and Strategy

- Leverage research results from 2017 in the development of messaging, strategies and tactics
- Leverage campaign results and lessons learned from 2017 to further refine how much budget is allocated to a specific marketing tactic
- In 2018, increase emphasis on strategies to reach non-military, general public demographics identified as prospects in the research conducted in 2017
- Re-consider print and public acquisition direct mail piece based on research results, and results from 2017 activities

# Assumptions

In establishing the goals and objectives in this plan, the following assumptions have been made. These assumptions reduce barriers to membership acquisition and renewal – both in terms of registration process and marketing efficiency – to make possible achievement of the objectives:

- **Website, Poppy Store and Portal**
  - The new website and member portal is launched and fully functional by end of January 2017
  - At least 50% of branches are connected to the online registration system/member portal by end of 2017, and 75% are connected by end of 2018
  - No technical issues causing online membership and Poppy Store interruptions (e.g. sites aren't down for several days or more)
  - User friendly webstore platform (Poppy and Member store)
- **Email access to members**
  - For branches connected to online system, have email addresses for at least 50% of their members by the end of 2017, 75% of members by 2018
  - For branches not connected to online system, have email addresses for at least 20% of their members by the end of 2017, 40% of members by 2018



# Assumptions

- **Organizational culture improvements** – Senior Legion representatives championing organizational change to a more welcoming environment and communications approach that positively reflects the Legion brand.
- **PR Support** – increased public relations support for initiatives aimed at reducing negative perceptions and increasing awareness of Legion programs and activities.
- **Membership fee structure change** - barriers to membership acquisition during the Remembrance period (late October, early November) are reduced/removed. Remembrance is our best opportunity to gain new members because awareness, interest and engagement are at their peak. However, current fee structure discourages new registrations at this time. Option:
  - Adopt a new rolling (anniversary-based) 12-month membership by 2018

# Search Engine Marketing – 2017 recommendations

- Include a Google grant account for awareness messaging
- Create more mini-campaigns throughout the year
  - Poppy Campaign, Invictus
- Increase diversity of membership messaging
  - Create more urgency in call-to-actions
- Promote key sales time for online purchases

## SEM – 2018 -2021 recommendations

- Develop more mini-campaigns throughout the year capitalizing on key times
  - E.g. Poppy Campaign, Mental Health Week
- Build out audience targeting by creating different campaigns for each demographic, including location based targeting
  - Younger demographic messaging vs senior demographic messaging
- Create specific item campaigns for the Poppy Store, ideally for each item available online

# Social Media – 2017 recommendations

## **Budget:**

- Budget will be prioritized to Facebook with a recommendation to include Facebook ads for membership acquisition, and paid social media campaigns.
- Facebook ads will be running year-long with an increase in frequency and budget throughout important campaign dates i.e. Poppy Campaign, dates of Remembrance etc.
- Increase the monthly budget allocated to paid social media campaigns to boost reach.

## **Audience targeting:**

- Depending on messaging, social posts will target:
  - Non-military men and women in Canada, 18+
  - Currently serving in the military/RCMP
  - Retired Veterans and their families
- Audience may be further segmented by age demographics to ensure a younger audience is reached

# Social Media – 2017 recommendations

## Social posts goals and types of messaging:

- Increase reach to share messaging with a wider audience
  - Promote a Poppy Store contest at least once a quarter to drive awareness and increase growth on social channels
  - Provide and promote live feeds of Legion initiatives (i.e. Facebook Live for Remembrance Day) to increase reach and followers
- Increase awareness of the Legion and support positive brand building
  - Maximize awareness of the Legion's good work for Veterans and the community (advocacy, Poppy Campaign, Remembrance Day, Legion programs etc.)
  - Promote Legion involvement in sponsorships/events (i.e. Invictus Games, Army Run, etc.)
  - Continue to promote personal stories of Veterans (i.e. Legion videos/articles etc.) getting help from the Legion
  - Promote facts and stories of how the Poppy Fund has helped Veterans/Legion programs
  - Share stories of branches doing good work for Veterans and communities
  - Continue to promote dates of Remembrance to support our mandate

continued.....

# Social Media – 2017 recommendations

## **Social posts goals and types of messaging:**

- Calls to action for Veterans and families to get support
  - Continue promoting Legion programs with facts and stories of how Legion programs are helping Veterans
  - Share stories that highlight the Legion is an organization that cares for and supports younger Veterans
  - Continue joining broader conversations that impact Veterans (i.e. mental health awareness)
- Calls to action to join
  - Promote membership by linking to why it is important to become a member with facts & stories on what membership can do for Veterans
  - When available, promote online branch membership as a convenient way to join
- Calls to action to purchase from the Poppy Store
  - Continue promoting the Poppy Store and items as a key priority to generate revenue

# Social Media – 2018 - 2021 recommendations

**While it's particularly difficult to predict the evolution of social media and introduction of new platforms, our general recommendations are:**

- Keep up with the current social media trends (currently Facebook and Twitter) and advertise/post on the top performing platforms that would reach our target audience
  - Include more Facebook ads re: membership
- Adjust audience targeting as more sophisticated methods develop
- Membership: Focus on membership and how membership is crucial to Veteran support
- Legion awareness: keep pushing out messages of Legion programs and what the Legion does to support Veterans and communities
- Increase messages relating strictly to younger Veterans (facts and stories on how the Legion has helped/helps)
- Use Live Videos on social media for events

## Online Media – 2017 recommendations

- Testing email campaigns - recruiting a younger audience is a priority so in 2017 we want to test some different and younger segments and evaluate the effectiveness
- Continue to evaluate different media vendors and targeting tactics
- Mobile-only campaign designed to reach younger audiences
- Include content (story based) advertising to aid in communicating the value in membership
- Have a more sustained presence in market as affordable



# Online Media – 2018 - 2021 recommendations

- Continue to evaluate emerging tactics and media partners/partnerships
- Leverage enhanced online targeting tools
- Introduce targeted TV advertising (specific channels e.g. history channel, News World) into the media mix – in TV in 2018:
  - Will allow for more efficient targeting thanks to results from audience research conducted in 2017
  - Will allow time for PR initiatives in 2017 to reduce negative coverage and misconceptions among the general public

## Strategy for 2017 and Beyond – Creative

The Our Duty concept was created to present the work of the Legion in more emotional terms and reach a broader audience by appealing to the national pride of audiences across the country. Brought to life with photos of Veterans and other Canadians of different ages and backgrounds, the platform aimed to remind everyone of the courage and sacrifices made by those who serve.

We think this is still the right approach for 2017, as consistency is required to build our brand equity. Therefore, only a slight changes will be made in the Our Duty creative platform, e.g. refreshed imagery. An emphasis on more original photography, in particular, will help both refresh and strengthen the creative platform.

In 2018, we will want to again explore creative testing, based on any new insights from the research, and based on 2017 results. This would be the right time to explore a shift in messaging, as we introduce more general public-targeted tactics, such as direct mail and TV.

# Core and Pre-Planned Tactics

Core and pre-planned tactics in the 2017 plan are:

- Renewal Direct Mail and email to unrenewed members
  - 2 emails – Spring and Fall
- Renewal Direct Mail printing
- Branch collateral - updates or newly created branch materials
- Quarterly “Debrief” member eNewsletters - 4
- Branch update emails - 2
- Membership print advertising - 3 ads in Legion Magazine

# Photography

As part of the creative strategy to maintain consistency, and to introduce new elements to keep the look and feel of marketing materials fresh, we recommend shooting original photography. For example:

- Attractive/aspirational, younger Veterans with family members
- Less staged, more evocative on-site photos of services being provided at a Legion branch
  - Of mental health services in particular, given the heightened awareness of PTSD
- Younger, more modern individuals wearing poppies

# Video

Video is an integral marketing asset as it can be used as a PSA and on the website, and it can be repurposed in many ways and leveraged in social media, in online ads, at events, etc.. Therefore, we recommend producing 2 new videos in 2017.

## Approach:

In 2016, the stories of Jag and Denis were very effective in emotionally conveying the valuable services the Legion facilitates. However, it was challenging to find articulate and willing individuals with compelling and relevant stories. Therefore, for 2017, we are considering some new approaches (i.e. Legion brand) that have the same emotional effect but may be easier to execute, for example...

## Examples:

- Live-action, series of shots showing a mix of people – all types of Canadians – talking about Veterans contributions and about what the Poppy means to them
- A more animated style video beginning with a perspective-shot of a Poppy, then sliding through the petals of the Poppy and revealing different stories through images and text on-screen
- A more informational and service-oriented video about all of the things the Legion does (would be use as a compliment to a more emotional video)

# Final Thoughts

Through our national marketing efforts we will:

- Raise awareness of Legion and services we provide to Veterans and our communities.
- Increase our message reach to support the Legion mandate
- Drive calls to action to join Legion
- Increase web store revenue



ANNEX "V"  
TO DEC MINUTES  
27 NOVEMBER 2016



**DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**ITEM 14: CORRESPONDENCE**

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We received three letters of correspondence since the last DEC meeting of 15 June 2016. Presented as an Information Item Only.

- a. CFMWS Letter of Appreciation for Operation Santa Claus gifts.
- b. Letter of Thanks from CBF Tour 2016 Participant Lilia Lockwood
- c. Letter of thanks from the Perley and Rideau Veterans' Health Centre Foundation for gifts





ANNEX "W"  
TO DEC MINUTES  
27 NOVEMBER 2016  
87-14-1

**RECEIVED**  
**DOMINION COMMAND**  
**AUG 18 2016**

10 August 2016

Mr Brad White  
Dominion Secretary  
Dominion Command  
86 Aird Place  
Kanata ON K2L 0A1

Dear Mr White: *Brad.*

As I prepare to depart my post as Director General of Morale and Welfare Services, I wanted to take this opportunity to recognize those who have made contributions to Support Our Troops. In this case, I offer my most sincere appreciation for the Product In-Kind donation of 3000 boxes of maple cream cookies and candies valued at \$32,850 to Operation Santa Claus. I know that Dominion Command has been a regular contributor to Operation Santa Claus and for this I am extremely grateful.

Every year over the Christmas holiday season, thousands of Canadian Armed Forces members are required to serve Canada's national interests in locales across the globe. Since 1991, Operation Santa Claus has ensured that our deployed members receive a traditional gift package no matter where they are serving. Operation Santa Claus is an important element of the Support Our Troops program, funded completely through donations from Canadians and corporate Canada. Each package typically contains a "taste of Canada", snack products, clothing items, small Christmas decorations, entertainment items, and personal care products.

On behalf of the staff at the Canadian Forces Morale and Welfare Services and the Canadian Forces Community that we serve, please accept my heartfelt thanks for the generous gift.

Yours Aye,

Mark B. Watson  
Commodore, RCN  
Director General Morale and Welfare Services

Dear Mr. White,

As one of the lucky students who was selected for this year's Canadian Battlefields Foundation study tour, I would like to convey my sincere thanks for your support of the program. Your generosity allowed myself and the other participants to engage with the history of the First and Second World Wars in a much more personal and profound way. No amount of reading could give us the understanding we have gained by walking the battlefields and visiting the cemeteries.

The tour truly was incredible. From Ypres and Vimy to Dieppe and Caen, seeing the terrain and cities first hand gave me new insight into how the battles unfolded. The events of 75 and 100 years ago seemed so immediate when finding shrapnel in farm fields and picking up stones off the landing beaches. It was also very moving to visit the CWGC cemeteries and remember those who lost their lives at war. I presented the biography of a soldier whose family is still part of the community in Ottawa but had never been able to visit his grave overseas. It meant a lot that I could do so on their behalf, and when I came back I gave them photos and a poppy from his final resting place.

The impact of the study tour extends far beyond the two weeks I spent travelling. It was a unique opportunity for me to meet students from across the country, and in getting to know them I also learned more about Canada. These participants have become a network with whom I will always be connected through this shared experience. I value the great friendships I've made on this program just as much as the knowledge I gained.

The tour also allowed me to meet professionals in the field of military history, including those working at the Juno Beach Centre. After my return to Canada, these new connections led me to work for the centre transcribing the wartime letters of a soldier, which was valuable for an aspiring historian such as myself.

The CBF tour was such a meaningful experience for me, in more ways than one. It was made possible through your support of the foundation, and I am very grateful.

Thank you.

A handwritten signature in black ink, appearing to read 'Lilia Lockwood', with a stylized, flowing script.

Lilia Lockwood

CBF Tour '16 participant

23-9

P. Underhill



## Perley Rideau

The Perley and Rideau Veterans'  
Health Centre Foundation

La Fondation du Centre de santé  
Perley et Rideau pour anciens combattants

**RECEIVED**  
**DOMINION COMMAND**

[www.perleyrideau.ca](http://www.perleyrideau.ca)

1750 chemin Russell Road, Ottawa, Ontario K1G 5Z6  
Tel/Tél: (613) 526-7173 Fax/Téléc: (613) 526-7202

SEP 22 2016

September 14, 2016

Mr. Peter Underhill  
Director of Supply  
Royal Canadian Legion Dominion Command  
86 Aird Place  
Ottawa, ON K2L 0A1

Dear Mr. Underhill,

We pride ourselves at the Perley Rideau with taking care of our veterans and residents in very special ways. Their care, environment and quality of life are important to all the dedicated and compassionate staff who work here.

Please accept our heartfelt thanks for the Royal Canadian Legion's gift-in-kind of:

- Thirteen copies of "Professor Noggin's Geography"
- Thirteen copies of "Professor Noggin's History"
- Thirteen copies of "Professor Noggin's Hocley"
- Four copies of puzzle "To Prince Edward Island" by Alex Colville
- Four copies of puzzle "Awash" by David Ward,
- Four copies of puzzle "Shore Lunch on the Line" by Richard De Wolfe,
- Four copies of puzzle "Heina" by Emily Carr,
- Four copies of puzzle "Lake and Mountains" by Lawren Harris,
- Four copies of puzzle "The Pool" by Tom Thomson,
- Four copies of Can Geo Map of Canada Kids,
- Four copies of Can Geo Map of Canada,

These games and puzzles will add an immeasurable amount of joy and happiness to the Perley Rideau residents' lives. They will inject new life into the games room, and ensure that veterans' and residents' minds continue to be active.

Please note that our Charitable Registration Number is 12194 8038 RR 0001. We are truly grateful to the Royal Canadian Legion for making the Perley Rideau really feel like "home."

Sincerely,

*Delpho TASE*

*for* Daniel G. Clapin, ACFRE  
Executive Director

*Peter  
Thanks for your  
ongoing support of our  
veterans.*

*All the best,*

*Delpho -*

**DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**ITEM 15: MEETINGS AND INVITATIONS**

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**2017**

21-23 February	VRAB Hearings, Ottawa, ON (Victory Brdm)
28-30 April	DEC Meeting, Ottawa, ON (Victory Brdm)
13 May	Gala Ceremony Valour Canada, Calgary, AB
13-17 May	ON Command Provincial Convention, London, ON
19-21 May	QC Command Provincial Convention, Victoriaville, QC
21-22 May	NS/NU Command Provincial Convention, Bridgewater, NS
26-27 May	PE Command Provincial Convention, location TBD
1-4 June	BC/YT Command Provincial Convention, location TBD
10-12 June	MB&NWO Command Provincial Convention, Winnipeg, MB
20-22 June	VRAB Hearings, Ottawa, ON (Victory Brdm)
8-22 July	Legion Pilgrimage
9-15 August	National Youth Track & Field Championships, Brandon, MB
24-30 August	NL Command Provincial Convention, Stephenville, NL
15 September	Pay Committee Meeting (0900 hrs – Memorial Brdm)
15 September	Investment Committee Meeting (1030 hrs – Memorial Brdm)
16 September	SEO Budget Meeting
22-24 September	AB-NT Command Provincial Convention, Edmonton, AB
23-24 September	NB Command Provincial Convention, Saint John, NB
14-16 October	SK Command Provincial Convention, Estevan, SK
24-26 October	VRAB Hearings, Ottawa, ON (Victory Brdm)
25 November	DEC Meeting

## **Fort McMurray Wildfire Relief Fund**

Legions across Canada have donated **\$1,243,062.98**. To date **\$1,122,733.81** has been disbursed. Every individual that received money from the Fund had to go through the following three (3) step process:

1. Fill out a needs application form and provide proof of residency;
2. Meet and/or speak to the McMurray Branch No. 165 representative and
3. Speak to the Provincial Command Representative.

Once the paperwork was received, the process to receive funds took a minimal amount of time, usually less than a week.

The 98 people we directly assisted had received limited or no assistance from Red Cross. Once individuals were allowed back into Fort McMurray, they could call the Red Cross or go to the local office to book an appointment. The appointment was to determine if they qualified for funds and the wait time to make an appointment was and still is over 45 days.

After waiting the 45-day period, a family of four (4) was told they could not receive any funds from Red Cross because they received \$3,000 in insurance money and that precluded them from any assistance. They lost the house they rented and they were under insured. They needed money for winter clothes.

A single mom was insured; however, she was not eligible for assistance from Red Cross because her insurance had not completed their investigation! This lady has two (2) school aged children, one with disabilities. She was caught in the fire with her son and daughter in their truck. The heat was so intense that it melted the seals around the windows and all four (4) tires. She drove as far as possible on just the rims and was picked up by a good Samaritan as the fire engulfed her vehicle. She was also laid off because of the fire. Her son suffers from mental health issues and now has severe problems sleeping and eating. She could not get any assistance with mental health because of the waiting list. We provided her support so they could receive interim counselling in Edmonton. They too, had no winter clothes. Mom was able to borrow a jacket from a friend for her son but she and her daughter went without.

We have assisted 21 Veterans in Fort McMurray alone, which included financial assistance, accommodations and applying for benefits through VAC. Our plan is to send a Command Service Officer to the area, in the new year, to continue with the application process.

An elderly Veteran lost everything. He had no money and lost all his identification. His main concern was that he needed a stove. After several conversations, we discovered



that his disabled daughter also lived with him and he was living in a camper. We were able to get him better accommodations with a stove!

The stories are endless and we are still receiving requests from desperate people. Unfortunately, I have heard nothing positive about the Red Cross process.

We also helped several agencies, which included three (3) Senior Care facilities in Fort McMurray; they are the Legion House, Rotary House and Arabasca House. These facilities all had insurance, but each one had critical items that were not covered like an HVAC unit in one, a security system in another and some electrical work in another. Thankfully we could assist.

The school boards advised they had to throw out all their books and supplies due to smoke damage. The schools had been cleaned and repaired but they could not open until they could provide lessons and books. We donated \$40,000 to each the Catholic and Public School Board to purchase tablets so all the information could be downloaded on them and the schools could reopen.

We also provided funds to a Crisis Prevention Centre called Some Other Solutions (SOS), a school counselling program. Prior to the fire, they had a wait list of 12 children and after the fire the list was up to over 50 and the school year had just begun. The funds were used to hire additional counsellors. The RCMP detachment in Fort McMurray had several young members that lost their homes. The RCMP Veterans Association set up a fund to help with rebuilding their homes, which we donated to. The Firefighter's Association also set up a funds to assist with the rebuilding of homes for fire fighters from the area. We donated \$25,000 to them as well.

The Northern Lights Health Foundation contacted us because there was some key equipment that needed fixing and replacing. We donated \$25,000 to the foundation.

The Boys and Girls Club lost all their toys and equipment because of the smoke damage. We donated \$25,000 to assist with replacing items not covered by insurance. The Stepping Stones Youth Home was given \$40,000 for replacing needed items as well as support/counselling services.

We had \$194.64 in expenses for rush printing of cheques and charges for stop payments. Canada Post is still having issues organizing the mail. We have a few cheques go missing. To ensure that individuals received the funds we put stop payment on the cheques and reissued them replacements which they picked up at the Branch. As of November 23, 2016, there is \$120,339.17 remaining in the fund. There are several groups and individuals still looking for assistance and we will continue the process of vetting these requests until all the funds have been used.

I would also very proud of all the staff of AB/NWT Command who worked relentlessly and put in additional hours at no cost to the command to ensure timely handling of all enquiries.

## Fort McMurray Wildfire Relief Fund as at November 23rd, 2016

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### Fort McMurray Relief Fund Donations Received

Ontario (Includes Dominion \$100K)	578,628.35	
Alberta	290,647.00	
BC	129,339.13	
Manitoba	47,758.00	
Nova Scotia	44,604.50	
New Brunswick	44,000.00	
Newfoundland	38,900.00	
NWT	28,350.00	
Quebec	25,713.00	
American Legion Charities	12,723.00	
PEI	2,200.00	
Saskatchewan	200.00	
		1,243,062.98

### Fort McMurray Relief Fund Disbursements

Assistance to Individuals and Families	420,581.50	
Assistance to Fort McMurray Legion	225,899.34	
Donation - Ft McMurray Fire Fighters Relief Fund	25,000.00	
Donation - Northern Lights Health Foundation	25,000.00	
Donation - Wood Buffalo Food Bank	25,000.00	
Donation - Salvation Army, Fort McMurray	25,000.00	
Donation - Centre of Hope Fort McMurray	15,000.00	
Donation - Fort McMurray Catholic School Board	40,000.00	
Donation - Fort McMurray Public School Board	40,000.00	
Donation - Some Other Solutions	62,000.00	
Donation - Wood Buffalo Housing - Rotary House	25,000.00	
Donation - Wood Buffalo Housing - Legion Manor	25,000.00	
Donation - Wood Buffalo Housing - Arabasca House	30,000.00	
Donation - Stepping Stones Youth Home	40,000.00	
Donation - RCMP Veterans Association	25,000.00	
Donation - Boys and Girls Club of Fort McMurray	25,000.00	
Donation - RCCAC 2803 Army Cadets Office	3,484.00	
Cleaning Supplies, Bottled Water, Flag, Shipping	45,768.97	
<b>Total Disbursed to Date</b>		<b>1,122,733.81</b>

**Fund Balance**

**120,329.17**

**Dominion Command  
The Royal Canadian Legion**



**La Direction nationale  
La Légion royale canadienne**

**MEMORANDUM**

**TO:** Dominion Secretary

**FILE:** 14-2-2

**FROM:** Director Administration

**DATE:** 24 Nov 16

**SUBJECT:** STATUS OF IT AT LEGION HOUSE

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In early 2012, Legion House IT initiated the installation of the Citrix XenApp application software on our server. It was expected that once fully implemented, this product would generate cost savings and productivity improvement in IT.

Citrix terminal rollout followed, with greatly improved external desktop access implemented in early summer, enabling access from anywhere worldwide.

By the end of 2012, the server configuration and licence installation was complete and the Citrix client was installed on users' PCs. As a cost-saving measure, each users' PC was eventually replaced with a thin client or zero client device (basically a dumb terminal with no internal storage).

As we progressed with upgrading Dynamics GP and implementing CRM, and based on an analysis of industry standards, the decision was made to move to a Virtual Network. Virtual Networks, such as VM (virtual machine) and ZenServer, have been available for a number of years and offer flexibility in hardware and software utilization. They allow IT departments to create and resize virtual machines, which is more cost-effective than replacing old servers when they reach their capacity. A further deciding factor in making this transition was the reduced IT effort and cost associated with virtual networks.

Once this transition had been implemented, it was clear that the expected efficiencies were not fully realized and issues with connectivity, log-on and slow processing were commonplace. The reason for this unanticipated lack of productivity was due to **network latency**. Using a real world example, this latency or lapse in activity is similar to when you push a turbocharged engine.

We were too aggressive when configuring our Virtual Network. The goal was to maximize the savings by replacing five physical servers, including Dynamics GP. Once fully operational, however, system performance was deemed unacceptable as the new Dynamics GP and CRM are taking more resources than the system can deliver.



IT issues were further compounded in August 2016 when Legion House was attacked by a ransomware virus, the second such attack in recent years, and in October 2016 when our network went down due a storage array problem on the virtual server. This latter problem was rectified thanks to our Citrix technical support and in-house IT staff. It did identify the concern that Legion House is more reliant on external expertise, and subject to their availability, than we operationally should be.

While Legion House IT systems are currently stable, it is imperative that we take steps to prevent any future lapse in productivity as every staff member at Legion House relies on IT and having a sound, robust system is imperative.

After analysis, it has been determined that in order to deliver acceptable user performance, Dynamics GP and CRM must be removed from the Virtual Network and installed on a stand-alone server. All other applications will remain on the VM system and the new server will be fully integrated.

In time, when better virtual tools come available, we may reintegrate Dynamics GP and CRM.

#### **Cost Estimates**

- New Citrix Dynamics GP and CRM server: \$15,000
  - 24/7 hardware support: \$2,000 for 24 months
  - Citrix 24/7 support: \$2,000/year
- New Exchange Server \$5,000
- Increase Internet bandwidth from 60 MB to 100MB - \$200/month - \$2,400/year

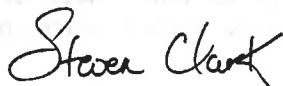
**Capital cost expenditure: \$20,000**

**Annual cost increase: \$5,400**

**Total projected additional budget required for 2017: \$25,400 (plus tax)**

**Recommendation:** It is recommended that DEC approve an additional \$28,000 for IT infrastructure for 2017.

For consideration.

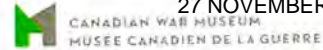


Steven Clark  
Director Administration

# Friends of The Canadian War Museum



Les amis du Musée canadien de la guerre



24 November 2016

Mr. David Flannigan  
President  
Royal Canadian Legion  
86 Aird Place  
Kanata, ON K2L 0A1

Dear Mr. Flannigan

The Friends of the Canadian War Museum is planning a commemorative concert to mark the centenary of the victory of Canadian arms at Vimy Ridge. We are inviting the Royal Canadian Legion to assist in the realization of this landmark cultural event by becoming a financial sponsor.

The concert will be presented the evening of April 9, 2017 in the LeBreton Gallery of the Canadian War Museum. There will be seating for 500.

The oratorio, an original work written by Canadian composer, Andrew Ager, includes the reading of passages from letters written by French and English speaking Canadian soldiers of the period. The composition has been performed only once before-- successfully in Toronto in 2014.

A noted Canadian historian will introduce the oratorio with a synopsis of the Vimy Battle and its context. Audio-visual material will supplement and enhance the work.

For the 2017 edition, the choirs of Ottawa's Christ Church Cathedral along with a small chamber orchestra will perform the one hour and ten-minute work. Matthew Larkin, the Cathedral's internationally known music director, organist and choirmaster, will direct.

Following the concert and light refreshments, guests will be invited to tour the special exhibit on Vimy and possibly have access to the standing exhibits.

The event is being designed and realized by the composer and the conductor, and managed by the Friends of the Canadian War Museum with support from the Canadian War Museum. Any profits from the evening will be used by the Friends to support and enhance the Canadian War Museum in the discharge of its mandate to educate present and future generations on Canada's military history.

Legion sponsorship would receive prominent acknowledgement before, during and after the event. Thank you for your consideration.

Yours sincerely

Brig-Gen (Ret'd) Linda J. Colwell  
President



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