

# Minutes to the Dominion Executive Council

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

**29-30 April 2017**

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



**DOMINION EXECUTIVE COUNCIL  
MINUTES OF THE MEETING  
29-30 APRIL 2017**

**ATTENDEES:**

Dave Flannigan	-	Dominion President
Tom Irvine	-	Dominion First Vice President
Tom Eagles	-	Immediate Past Dominion President
André Paquette	-	Dominion Vice President
Bruce Julian	-	Dominion Vice President
Angus Stanfield	-	Dominion Vice President
Mark Barham	-	Dominion Treasurer
Bill Chafe	-	Dominion Chairman
Larry Murray	-	Grand President
Mark Tremblay	-	BC/YT Command Pres.
Chris Strong	-	AB-NT Command President
Ken Box	-	SK Command President
Ronn Anderson	-	MB & NWO Acting Command President
Brian Weaver	-	ON Command President
Norman Shelton	-	QC Command President
Harold Harper	-	NB Command President
Steve Wessel	-	NS/NU Command President
John Yeo	-	PE Command President
Frank Sullivan	-	NL Command President
Kandys Merola	-	TVS President
Glynne Hines	-	Legion OSI Special Section President
Ron Goebel	-	Chairman R & A Committee
Richard Blanchette	-	Chairman D & S Committee

**ABSENT:**

Jim Rycroft	-	Chairman C&L Committee
-------------	---	------------------------

**STAFF IN ATTENDANCE:**

Brad White	-	Dominion Secretary
Steven Clark	-	Director Administration
Tim Murphy	-	Director Finance
Ray McInnis	-	Director Service Bureau
Peter Underhill	-	Director Supply
Jennifer Morse	-	Canvet General Manager
Dion Edmonds	-	Manager Marketing
Angela Keeling Colkitt	-	Executive Assistant
Kelly Therien	-	Executive Assistant

**ANNEXES:**

Annex "A"	-	Grand President's Remarks
Annex "B"	-	Dominion President's Remarks
Annex "C"	-	Administrative Arrangements
Annex "D"	-	Dominion Treasurer's Report
Annex "E"	-	VSS Committee Report

Annex "F"	-	Poppy & Remembrance Committee Report
Annex "G"	-	Membership Committee Report
Annex "H"	-	Public Relations Committee Report
Annex "I"	-	Sports Committee Report
Annex "J"	-	Ritual & Awards Committee Report
Annex "K"	-	Constitution & Laws Committee Report
Annex "L"	-	RCEL Committee Report
Annex "M"	-	Dominion Convention Committee Report
Annex "N"	-	Defence & Security Committee Report
Annex "O"	-	Veterans Consultation Committee Report
Annex "P"	-	Leadership Development Committee Report
Annex "Q"	-	CANVET Publications Ltd.
Annex "R"	-	Approval of Minutes/Electronic Decisions
Annex "S"	-	Dominion Secretary's Report/Marketing
Annex "T"	-	Provincial Commands Financial Statements
Annex "U"	-	BC/YT Command Report
Annex "V"	-	AB-NT Command Report
Annex "W"	-	SK Command Report
Annex "X"	-	MB & NWO Command Report
Annex "Y"	-	ON Command Report
Annex "Z"	-	QC Command Report
Annex "AA"	-	NB Command Report
Annex "BB"	-	NS/NU Command Report
Annex "CC"	-	PE Command Report
Annex "DD"	-	NL Command Report
Annex "EE"	-	TVS Report
Annex "FF"	-	OSI Special Section Report
Annex "GG"	-	Senior Elected Officers' Reports
Annex "HH"	-	Charters Issued and Cancelled
Annex "II"	-	Dominion Command Branches
Annex "JJ"	-	Meetings and Invitations
Annex "KK"	-	Other Business
Annex "LL"	-	Electronic Decision Voting Procedures
Annex "MM"	-	Correspondence

## **TABLE OF CONTENTS:**

1.	OPENING.....	4
2.	GRAND PRESIDENT'S REMARKS.....	4
3.	DOMINION PRESIDENT'S REMARKS .....	4
4.	ADMINISTRATIVE ARRANGEMENTS.....	4
5.	DOMINION TREASURER'S REPORT.....	4
6.	COMMITTEE REPORTS .....	4
	a. The VSS Committee report.....	4
	b. The Poppy & Remembrance Committee report.....	4

	c. The Membership Committee report.....	6
	d. The Public Relations Committee report.....	7
	e. The Sports Committee report.....	8
	f. The Ritual & Awards Committee report.....	8
	g. The Constitution & Laws Committee report .....	8
	h. The RCEL Committee report .....	9
	i. The Dominion Convention Committee report.....	9
	j. The Defence & Security Committee report.....	9
	k. The Veterans Consultation Committee report .....	10
	l. The Leadership Development Committee report.....	10
7.	CANVET PUBLICATIONS .....	10
8.	APPROVAL OF MINUTES/REVIEW OF DEC ELECTRONIC DECISIONS .....	10
9.	DOMINION SECRETARY'S REPORT .....	10
10.	PROVINCIAL COMMANDS – FINANCIAL STATEMENT REVIEW .....	10
11.	COMMAND/SECTION REPORTS .....	10
	a. BC/YT Command.....	10
	b. AB-NT Command.....	11
	c. SK Command.....	11
	d.. MB & NWO Command.....	11
	e. ON Command.....	11
	f. QC Command.....	12
	g. NB Command.....	12
	h. NS/NU Command .....	12
	i. PE Command.....	12
	j. NL Command.....	12
	k. TVS.....	12
	l. OSI Special Section .....	12
12.	SENIOR OFFICER REPORTS .....	12
13.	CHARTERS ISSUED AND CANCELLED .....	12
14.	DOMINION COMMAND BRANCHES .....	12
15.	REQUESTS FOR SUPPORT.....	12
16.	MEETINGS AND INVITATIONS .....	12
17.	OTHER BUSINESS .....	13
18.	CORRESPONDENCE .....	15
19.	ADJOURNMENT.....	15

**DOMINION EXECUTIVE COUNCIL  
MINUTES OF THE MEETING  
29-30 APRIL 2017**

**1. OPENING**

The meeting of the Dominion Executive Council opened at 09:00 hours in the Victory Boardroom at Dominion Command on Saturday, 29 April 2017.

**2. GRAND PRESIDENT'S REMARKS**

The Grand President's remarks are at Annex "A".

**3. DOMINION PRESIDENT'S REMARKS**

The Dominion President's remarks are at Annex "B".

**4. ADMINISTRATIVE ARRANGEMENTS**

The Dominion Secretary went over the administrative arrangements for the DEC meeting this weekend which was presented as an information item only and are attached at Annex "C".

**5. DOMINION TREASURER'S REPORT**

The Dominion Treasurer presented his report and it is at Annex "D".

**The report CARRIED**

**6. COMMITTEE REPORTS**

- a. The VSS Committee report including its business plan was presented and is attached at Annex "E". An explanation of the "Preferred Access" beds now being negotiated by VAC with provincial providers was given. Commands were encouraged to contact their provincial health providers to determine if any plans were being considered within their areas.

**The report CARRIED**

- b. The Poppy & Remembrance Committee report including its business plan was presented and is attached at Annex "F".

**MOTION:** It was moved that Section 211 be amended with the following addition to retain residual supplies of Poppies and Wreaths:

After the Poppy Campaign, all residual supplies of Poppies and Wreaths in your branch are to be retained for future campaigns.

**CARRIED**

**MOTION:** It was moved that Section 403.ii.a be amended by deleting reference to elderly or disabled persons.

To purchase, construct, repair or furnish housing accommodation and care facilities, including hospital wards/rooms for Veterans, ~~elderly or disabled persons.~~

**CARRIED**

**MOTION:** It was moved that Section 403.ii.c be deleted in its entirety as presently worded and that a revised Section 403.ii.c be approved to provide short term assistance to Veterans as outlined below. It is recommended that the percentage of the current balance be reduced to 25% from 50%.

**DEFEATED**

**MOTION:** It was moved that Section 403.ii.i be amended to include other modifications to branch premises as outlined in the criteria contained in provincial regulations concerning retrofitting of premises for accessibility to read as follows:

To cover the cost of installation of a washroom door, toilet and sink **“or other modifications outlined in the criteria contained in provincial regulations concerning retrofitting of premises for accessibility”** for the purpose of assisting Veterans, their families and other persons with disabilities.

**CARRIED**

**MOTION TO RESCIND:** It was moved that a new Section 403.ii.n be added to provide support to Resource Centres in communities such as the Military Family Resource Centres. 25% of the balance is recommended for this new section which would be the same allocation of funds as included in the revised Section 403.ii.c.

The new section would read as follows:

**Section 403.ii.n. Support to Resource Centres:** 25 percent of the current balance to support community programs and services to resource centres that support Veterans, i.e., Military Family Resource Centres.

**CARRIED**

**MOTION:** It was moved that an expenditure of \$15 **per unit** for the Canada Day and OP Santa Claus gifts be authorized from Poppy Trust Funds with regular monitoring of the total cost of the program

**CARRIED**

**MOTION:** It was moved that the sum of \$10,000 from Poppy Trust Funds be approved for the development of an emergency preparedness plan for the National Remembrance Day Ceremony in Ottawa and for other commemorative events in the City of Ottawa as required.

**CARRIED**

**MOTION:** It was moved that the sum of \$30,000 from Poppy Trust Funds be approved for the 2017 Virtual Poppy Drop on Centre Block (Peace Tower) Parliament Hill, Ottawa.

**CARRIED**

**MOTION:** It was moved that the sum of \$10,000 from Poppy Trust Funds be approved for the 2017 Virtual Poppy Drop on the National Arts Centre Lantern, Ottawa and for other Legion Remembrance messaging as is possible on the NAC Lantern.

**DEFEATED**

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

- c. The Membership Committee report including its business plan, handouts and presentation by Chris Strong are attached at Annex "G". In addition to the motions considered below mention was made that more up to date/modern photos be used to depict the Legion. It was also mentioned that the issue of having life members be considered and this is to be discussed at the next Membership Committee teleconference.

**MOTION:** It was moved that the consent under the Human Tissue Act be removed from the back of the new plasticized Legion Membership card.

**CARRIED**

**MOTION:** It was moved that the Membership Application form be amended as presented to include a streamlined member initiation process complying with GBL 101 (c) but recognizing that further ceremonial initiation processes are at the discretion of the local branch.

**CARRIED**

**MOTION:** It was moved that the Rituals and Awards Committee work with the amended member application declaration/initiation to create a more streamlined branch initiation for branches wishing to continue with the ceremonial initiation. With the intent to be distributed to all members of DEC before the first Provincial Convention is held in 2017.

**CARRIED**

**ACTION: RITUAL AND AWARDS COMMITTEE**

**MOTION:** It was moved and a discussion took place amongst DEC in regards to the current length of service requirements for a veteran to be considered an ordinary member. No changes have been made to the current requirements as per The Royal Canadian Legion's By-Laws.

**CARRIED**

**MOTION:** It was moved that DEC agreed to instruct the PR Committee to immediately address the negative comments being posted on our social media regarding "civilians" (Associate members) monopolizing the administration of The RCL.

**CARRIED**

**MOTION AS AMENDED:** It was moved that the current definition of a Legion member, except as otherwise provided in the General By Laws, member means a person who has been duly admitted to any of the categories of membership provided for herein, all of which confer equal privilege and standing at all levels without preference.

**CARRIED**

**MOTION:** It was moved that RCMP members be provided a one year free membership on retirement.

**CARRIED**

**ACTION ITEMS: Chairman Membership Committee**

**The report CARRIED**

d. The Public Relations Committee report was presented and is attached at Annex "H".

**The report CARRIED**



- e. The Sports Committee report including its business plan was presented and is attached at Annex "I".

**The report CARRIED**

- f. The Ritual & Awards Committee report, business plan, addendum and handouts were presented and are attached at Annex "J".

**MOTION:** It was moved that Chapter 7 of the Membership Manual that addresses How to Process a Life Membership be eliminated in its entirety since this information is included in the Ritual, Awards and Protocol Manual. It is further recommended that all other references made to Life Membership in the Membership Manual also be eliminated from this manual.

**CARRIED**

**MOTION:** It was moved that since Life Membership is no longer considered a Membership category, that all references to Life Membership in the Ritual, Awards and Protocol Manual be changed to read, "Life Member Award".

**CARRIED**

**ACTION ALL ITEMS: Chairman Ritual & Awards Committee**

**The Report CARRIED**

- g. The Constitution & Laws Committee report including its business plan was presented and is attached at Annex "K".

**MOTION:** It was moved that reference to "Life" be removed from the following sections/subsections of The General By-Laws: GBL 111.a, GBL 220, GBL 224.a, GBL 224.a.ii., GBL 225.a and GBL 225.b.

**CARRIED**

**MOTION:** It was moved that subsection 304.h. be amended to read: "Where a complaint has been properly lodged in accordance with Subsection 304.b. and pending the final disposition of such complaint, the President of the command or branch may deprive the member against whom the complaint is lodged, of clubhouse privileges and remove him from office or position held *but removal only from those positions held over which he has authority.*"

**CARRIED**

**MOTION:** It was moved that section 402 be amended to read “In the event of a command or special section representative being unable to attend a meeting of the Executive Council, the respective Provincial Command or Special Section shall, upon notification to the Dominion Secretary, name a substitute for that particular meeting.”

**CARRIED**

**MOTION:** It was moved that reference to Appendix A be deleted from subsection 206.c of The General By- Laws.

**CARRIED**

**MOTION:** It was moved that the procedure for the administrative action required to process a summary expulsion be approved as presented.

**CARRIED**

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

**The report CARRIED**

- h. The RCEL Committee report including its business plan was presented and is attached at Annex “L”.

**The report CARRIED**

- i. The Dominion Convention Committee report including its business plan was presented and is attached at Annex “M”.

**MOTION:** It is recommended that the convention registration fee for delegates and observers remain unchanged for the 2018 Dominion Convention.

**CARRIED**

**MOTION:** It is recommended that the convention exhibitor fees remain unchanged for the 2018 Dominion Convention.

**CARRIED**

**MOTION:** It is recommended that three keynote speakers be invited to address the 2018 Dominion Convention, one on each day of business (Sunday to Tuesday inclusive).

**CARRIED**

**ACTION ALL ITEMS: Chairman Dominion Convention Committee**

**The report CARRIED**

- j. The Defence & Security Committee report, business plan and discussion paper on Defence & Security Command Representatives were presented and are attached at Annex “N”.

**MOTION:** That the RCL funding allocation to the CF Nijmegen Task Force be increased from \$8,250 to \$12,000 for the 2017 event.

**CARRIED**

**ACTION ITEM: Chairman Defence & Security Committee**

**The report CARRIED**

- k. The Veterans Consultation Committee including its business plan was presented and is attached at Annex "O".

**The report CARRIED**

- l. The Leadership Development Committee report including its business plan was presented and is attached at Annex "P".

**The report CARRIED**

**7. CANVET PUBLICATIONS**

The CANVET Publications report was presented and is attached at Annex "Q" and is an information item only.

**8. APPROVAL OF MINUTES/REVIEW OF DEC ELECTRONIC DECISIONS**

Report is attached at Annex "R".

**MOTION:** It was moved that DEC approve the minutes of 27 November 2016.

**CARRIED**

**9. DOMINION SECRETARY'S REPORT**

The Dominion Secretary's report was presented and is attached at Annex "S" and Comrade Dion Edmond updated the members of DEC on the 5 year Royal Canadian Legion Marketing Plan which is also attached at Annex "S".

**10. PROVINCIAL COMMANDS – FINANCIAL STATEMENT REVIEW**

The Dominion Treasurer presented the report and is attached at Annex "T".

**11. COMMAND/SECTION REPORTS**

- a. BC/YT Command. The report was presented and is attached at Annex "U". The Command President indicated that the Command is no longer involved with the administration/approval of the veterans' license plate within the Command. As the Legion Poppy is used on the plate, it was asked what further action the Command will take to protect the Legion trademark of the Poppy as it is part of the

license plate.

**The Report CARRIED**

b. AB-NT Command. The report was presented and is attached at Annex "V". Additional information has been provided by the Command as to the full disbursement of the Fort McMurray Wildfire Relief Fund. That disbursement summary is also attached in Annex V. Approximately 22% of the funds collected were dispersed to assist the branch as well there were media reports that funds were used to sponsor a mixed martial arts (MMA) event. In response to questions, the command responded:

"The branch used their own funds to purchase some MMA tickets and gave them to first responders. They have also gone out and solicited funds for a first responders' monument. No Wildfire Relief funds were used for that."

"One has to keep in mind that we were dealing with a provincial disaster in a remote area. The Poppy Manual states that up to 50% of the current balance can be used for relief of disasters (with provincial approval). At no time was the McMurray Branch in control of the funds, but they played a significant role in helping us make decisions. Having an emergency centre established at the branch was paramount to the relief effort and continues to be so. The option of renting emergency trailers from southern Alberta, which included water, power and bathroom facilities was explored. It was determined that having the branch operational would be less of a cost over the long term and it would have a greater impact. With the assistance of local service providers and contractors we were able to get the building open. The branch provided support to first responders, crews, residents and volunteers working in the area. The branch continues to support those who have come back as a place to meet and find a sense of home in the midst of the rubble. It is going to be years before those communities get cleaned up and we are glad that the branch is able to provide some normalcy in the face of such destruction and chaos."

"We stand by our decision to have the branch open even though it amounted to 22% of the donated funds. All the contractors we used were local. It was another way to support and keep funds in the community. There were many volunteers that helped us get operational including many that lost their homes. The Legion became more than just bricks and mortar and that 22% continues to have a positive impact."

**The Report CARRIED**

c. SK Command. The report was presented and is attached at Annex "W".

**The Report CARRIED**

d. MB & NWO Command. The report was presented and is attached at Annex "X".

**The Report CARRIED**

e. ON Command. The report was presented as well as summary in regards to Ontario Command's feedback about Legion Lager and is attached at Annex "Y".

**The Report CARRIED**

- f. QC Command. The report was presented and is attached at Annex "Z".  
**The Report CARRIED**
- g. NB Command. The report was presented and is attached at Annex "AA". A Certificate of Appreciation was presented by the Dominion President to Comrade Harold Harper for the commitment in dealing with the situation that occurred in Hampton, NB.  
**The Report CARRIED**
- h. NS/NU Command. The report was presented and is attached at Annex BB".  
**The Report CARRIED**
- i. PE Command. The report was presented and is attached at Annex "CC".  
**The Report CARRIED**
- j. NL Command. The report was presented and is attached at Annex "DD".  
**The Report CARRIED**
- k. TVS. The report was presented and is attached at Annex "EE"  
**The Report CARRIED**
- l. OSI Special Section. The report was presented and is attached at Annex "FF".  
**The Report CARRIED**

## **12. SENIOR ELECTED OFFICER REPORTS**

The Senior Elected Officer's reports were presented as an information item only and are at Annex "GG".

## **13. CHARTERS ISSUED AND CANCELLED**

The charters issued and cancelled report was presented as an information item only and is attached at Annex "HH".

## **14. DOMINION COMMAND BRANCHES**

The Dominion Command Branches report was presented as an information item only and are attached at Annex "II".

## **15. REQUESTS FOR SUPPORT**

No requests for support.

## **16. MEETINGS AND INVITATIONS**

This item was presented as an information item only and is at Annex "JJ". Dave Flannigan will replace Mark Barham at the Quebec Provincial Convention in Victoriaville on 19-21 May 2017.

## 17. OTHER BUSINESS

Two items were presented as an information item only and are at Annex "KK".

The following other business/new business items were discussed:

a. Legion National Foundation

**MOTION:** It was moved that DEC continue to push forward and proceed with the process of creating a Legion National Foundation.

**CARRIED**

b. DEC Training Day

**MOTION:** It was moved that another PR training day session be held on 26 November 2017 after the next fall Dominion Executive Council Meeting which will be held on 25 November 2017.

**CARRIED**

c. Ad Hoc Committee to Review Dominion Command Financial Planning

**MOTION:** It was moved that a body made up of five volunteers from DEC review the expense to revenue ratio of Dominion Command and its financial planning and expenditure management with a view to making recommendations to make Dominion Command more cost effective.

**DEFEATED**

d. Membership/GST Tax Opinion from Price Waterhouse Cooper

**MOTION:** It was moved that we approach Price Waterhouse Cooper for their legal tax opinion before approaching CRA for a ruling on whether GST is applicable to membership dues.

**CARRIED**

e. Dominion Command SEO Email Addresses

**MOTION:** It was moved to have Dominion Command SEOs be issued an email address on the Legion house exchange server. Email addresses to be in the following format i.e., president@legion.ca

**CARRIED**

f. Financial Quarterly Statements

**MOTION:** It was moved that DEC receive quarterly financial statements

**CARRIED**

g. Business plans

**MOTION AS AMENDED:** It was moved that DEC accept the business plans as presented in the agenda and renamed as Terms of Reference.

**WITHDRAWN**

**MOTION AS AMENDED:** It was moved that DEC accept the business plans as presented in the agenda and renamed as "Work Plans".

**CARRIED**

h. Strategic Plans

**MOTION:** It was moved that DEC strike a committee for the purpose of developing a strategic plan for the Royal Canadian Legion

**CARRIED**

i. It was requested by BC/YT Command that a copy of the royalty agreement between The Royal Canadian Legion Dominion Command and Whitewater Brewing in regards to Legion Lager be provided. The Dominion Secretary was tasked to contact Whitewater to clarify if the agreement can be forwarded as it may go against confidentiality and the non-disclosure agreement.

j. It was requested by BC/YT Command that a copy of the paragraphs that are specifically relating to the Dominion Command's legal opinion which addresses branch autonomy be provided. The Dominion Secretary has been tasked to contact our legal advisors for clarification and availability for distribution.

k. André Paquette wanted to thank all members of DEC for their past support, guidance and friendship and informed everything that he will be not be seeking re-election at the next Dominion Convention due to health and personal reasons. The Dominion President thanked Comrade Paquette on behalf of the DEC and wished him the best of luck.

l. The Dominion Chairman handed out a document with proposed changes to the electronic voting procedure. It is attached at Annex "LL".

**MOTION:** It was moved that the electronic voting procedure as presented by the Dominion Chairman be adopted for use.

**CARRIED**

- m. It was suggested that the DEC meeting agenda be distributed 4 (four) weeks before the meeting. This will require **all** submissions to be received at Dominion Command 6 (six) weeks before the meeting for agenda preparation.

**18. CORRESPONDENCE**

Items were presented as an information item only and are at Annex "MM".

**19. ADJOURNMENT**

The meeting of the Dominion Executive Council adjourned on Sunday April 30<sup>th</sup> at 1400 hrs.

---

Dominion Chairman

  
Dominion Secretary



GRAND PRESIDENT'S REMARKS TO DEC 28 APRIL 2017

COMRADES, I VERY MUCH REGRET BEING OUT OF THE COUNTRY AND UNABLE TO PARTICIPATE IN THIS IMPORTANT MEETING OF DEC.

I DO APPRECIATE HAVING THE OPPORTUNITY TO PASS ON A FEW REMARKS AND I AM GRATEFUL TO COMRADE TOM FOR READING MY COMMENTS TO YOU.

SINCE WE LAST MET IN NOVEMBER, I HAD THE HONOUR OF PARTICIPATING IN A NUMBER OF THE EVENTS IN OTTAWA COMMEMORATING THE 100<sup>TH</sup> ANNIVERSARY OF VIMY.

I FOUND THE CEREMONY AT THE NATIONAL WAR MEMORIAL PARTICULARLY MOVING AND MEMORABLE. IT INCLUDED POEM READINGS BY TWO RECENT NATIONAL SILVER CROSS MOTHERS, GISELE MICHAUD AND COLLEEN FITZPATRICK.

THE BLESSING READ BY THE PADRE WAS THE SAME PRAYER AS THAT WRITTEN AND GIVEN BY THE CHAPLAIN GENERAL, BRIGADIER-GENERAL GUY CHAPDELAIN, AT THE CEREMONY AT VIMY IN FRANCE.

PADRE GUY HAD SHARED IT WITH ME PRIOR TO LEAVING FOR FRANCE AND I WOULD LIKE TO REPEAT A PORTION OF IT IN THESE REMARKS:

"CANADA MOURNS HER DEAD AT VIMY RIDGE; WE REMEMBER THOSE WHO RETURNED FROM THE GREAT WAR CHANGED FOREVER BY WHAT THEY HAD SEEN AND DONE, THOSE WHO LOST LIMBS, SIGHT, HEARING OR REASON; THOSE WHO FOR YEARS WOULD KEEP SILENT, NEVER SHARING WITH FAMILY OR FRIENDS THE HORRORS THEY FACED, AND THOSE WHO NUMBED THEIR BROKEN SPIRITS WITH ALCOHOL."

"WE REMEMBER WITH THANKS GIVING THOSE ORGANIZATIONS BORN OUT OF THE DESIRE TO OFFER SUPPORT TO THEM AND THEIR FAMILIES: VETERANS AFFAIRS, THE WAR AMPS, THE ROYAL CANADIAN LEGION AND THE COMMONWEALTH WAR GRAVES COMMISSION, TO NAME A FEW."

I WAS DEEPLY MOVED BY THE PRAYER AND THE REALITY THAT VETERANS OF ALL CONFLICTS CONTINUE TO SUFFER THE SAME AFFLICTIONS. I WAS ALSO PROUD TO BE PART OF THE ROYAL CANADIAN LEGION, WHICH CONTINUES THE ESSENTIAL WORK OF "OFFERING SUPPORT" TO VETERANS AND THEIR FAMILIES.

COINCIDENTALLY, ON VIMY WEEKEND, I HAD AN ENCOUNTER WITH A CHAPLAIN WHO I KNEW FROM MY TIME AS COLONEL COMMANDANT OF THE CHAPLAIN BRANCH BUT HAD NOT SEEN FOR YEARS.

HE WAS AT A RECEPTION THAT I ATTENDED, HOSTED BY ONE OF THE ABORIGINAL VETERANS ASSOCIATIONS ON SATURDAY, 8 APRIL.

MY CHAPLAIN FRIEND SUFFERS FROM PTSD AND IS ABOUT TO BE RELEASED AS A RESULT. WE TALKED A FAIR AMOUNT ABOUT HIS EXPERIENCES AND HIS CHALLENGES. AS AN ASIDE HE NOW HAS A SERVICE DOG WHICH IS ALWAYS WITH HIM AND WHICH HAS MADE A HUGE DIFFERENCE IN HIS LIFE.

AS WE WERE PARTING HE TOLD ME THAT HE WAS VERY PLEASED TO SEE THAT I WAS STILL INVOLVED WITH THE LEGION AND ASKED ME TO PASS ON HIS DEEP APPRECIATION.

HE MENTIONED THAT WHEN HE FINALLY REALIZED THAT HE WAS NOT WELL AND NEEDED HELP, HE DID NOT WANT TO GO THROUGH THE CHAIN OF COMMAND.

HE WENT TO THE LEGION IN EDMONTON INSTEAD, AND RECEIVED OUTSTANDING SUPPORT FOR WHICH HE SHALL ALWAYS BE GRATEFUL.

I FOUND THIS CHAPLAIN'S COMMENTS TO BE A PARTICULARLY COMPELLING EXAMPLE OF WHY THE CHAPLAIN GENERAL'S PRAYER REMAINS SO RELEVANT TODAY AND WHY WE ALL NEED TO WORK HARD TO ENSURE THAT THE LEGION DOES CONTINUE "TO OFFER SUPPORT" TO VETERANS AND THEIR FAMILIES .

SINCE THIS IS THE LAST DEC, AT LEAST IN YOUR CURRENT ROLE FOR ALL OF OUR PROVINCIAL COMMAND PRESIDENTS, I DID WANT TO EXPRESS MY PERSONAL THANKS AND A BIG BRAVO ZULU TO ALL OF YOU FOR YOUR SELFLESS DEDICATION AND FINE WORK LEADING YOUR OWN COMMANDS AND "SHARING THE HELM" OF THIS GREAT NATIONAL INSTITUTION FOR THE PAST TWO YEARS.

I HOPE THAT AS YOU CONCLUDE YOUR TERMS AS PROVINCIAL COMMAND PRESIDENTS, YOU DO SO WITH A STRONG SENSE OF PRIDE AND A REAL SENSE OF ACCOMPLISHMENT.

DURING YOUR WATCH, YOU HAVE EACH MADE A BIG DIFFERENCE, BY "OFFERING SUPPORT" FOR VETERANS AND THEIR FAMILIES AND FOR THE MANY COMMUNITIES IN YOUR COMMANDS AS WELL AS FOR THE FUTURE OF THE ROYAL CANADIAN LEGION.

THANKS FOR YOUR LEADERSHIP, YOUR DEDICATION AND YOUR KINDNESS.

IT HAS BEEN A REAL HONOUR AND A GREAT PLEASURE TO WORK WITH YOU.

YOU TAUGHT ME A LOT AND ALWAYS MADE ME FEEL WELCOME AND PART OF THE TEAM.

I LOOK FORWARD TO CONTINUING TO WORK WITH MANY OF YOU, IN OTHER ROLES, IN THE COMING YEARS.

IN THE MEANTIME, ALL THE BEST AND TAKE CARE OF YOURSELVES.

AGAIN, COMRADES, I AM REALLY SORRY THAT I CAN'T BE WITH YOU FOR THE IMPORTANT DISCUSSIONS OF THE NEXT FEW DAYS.

HOWEVER, GIVEN THE TALENT AND DEDICATION IN THAT ROOM, I AM CONFIDENT THAT YOU WILL HAVE A VERY SUCCESSFUL AND PRODUCTIVE DEC.

THAT CONCLUDES MY COMMENTS, HAVE A GREAT MEETING, COMRADES.

THANKS VERY MUCH, COMRADES.

You will have to excuse my remarks were all recorded and done and had them all perfect but me and my fingers and that don't work very well together so I lost them.

I will start by welcoming everybody here and echoing Comrade Larry's remarks in regards to the past presidents of our provincial commands we thank you very much for your service and deliberations over the last few years have been invaluable to our organization and I thank you from the bottom of my heart for your input. I hope your careers go on in the Legion and if you don't proceed at the Dominion level then go back to your commands and do whatever you can to keep them going because we are having a struggle.

Yesterday we had a PR training which I thought and hope everybody else went away feeling that is with a well worth a bang for the buck. The lady that did it was very professional and we got a lot out of it yesterday and even with the president's going out and the new ones coming in we are planning on if at all possible having on another one in November for the new presidents so it will be a great year for the Royal Canadian Legion getting 2 in one year for something that we really really need in here.

During the summer all the provincial conventions will on the go and I have to ask the provincial presidents to ensure that we have discussed our program as to our speech and our presentation to our convention. Dion and Leah have done a phenomenal job on putting our message together but I have to say that there is a video that will be played before the Dominion Rep will be making before his presentation and I think it is extremely important to ensure that you the presidents ensure that the equipment is there for the video to be played. If you miss the video you miss the message. So if at all possible make sure that it happens.

Last but not least our policy is at Dominion Command is care, compassion and respect. Deliberations here this weekend I hope each and every one of you keep care, compassion and especially respect in mind when in deliberations. Everybody has a job to do here at this table and there is no question or statement that is too stupid to ask or mention, that's how we find out and get answers. So I want to express to everybody to keep respect in mind when you are dealing with people. No yelling. Let's get the questions out there, get the best solution, put it forward and at the end of the day tomorrow lets carry on very proudly feeling that we have done something for this organization.

Having that said thank you very much.

**DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**ITEM 4: ADMINISTRATIVE ARRANGEMENTS**

a. Schedule – 29 April 2017

- i. 0900 hours – DEC convenes
- ii. 1200 hours - Lunch at Dominion Command (Call of the Chairman)
- iii. 1315 hours – DEC convenes in main boardroom
- iv. 1600 hours – DEC adjourns for the day (Call of the Chairman)

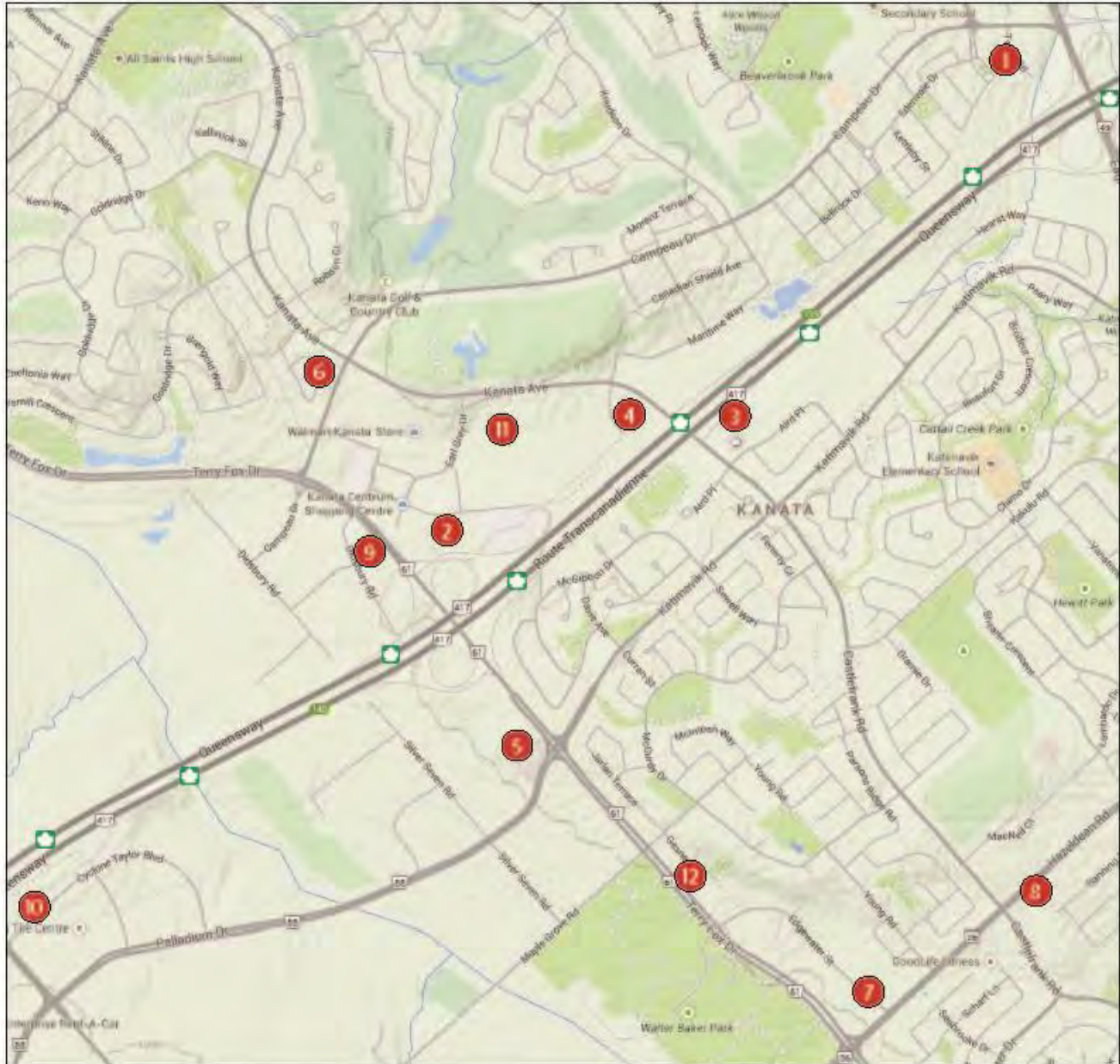
Schedule – 30 April 2017

- i. 0900 hours – DEC convenes
- ii. 1200 hours - Lunch at Dominion Command (Call of the Chairman)
- iii. 1315 hours – DEC convenes in main boardroom
- iv. 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
2. Centrum Area
  - numerous restaurants
  - shopping facilities
  - movie theatre
3. Legion House
4. Holiday Inn Select Hotel
5. Country Inn Suites Hotel

6. Liquor Control Board of Ontario (LCBO)
7. Wendy's, Tim Horton's
8. Pizza Hut, Burger King
9. Dairy Queen, Italian Restaurant
10. Canadian Tire Place—Hockey arena
11. Walmart
12. Darcy McGee's, East Side Mario's,  
A & W, Swiss Chalet

**DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**ITEM 5: DOMINION TREASURER'S REPORT**

**I. OVERVIEW OF 2016 YEAR**

The 2016 year finished well, achieving a surplus of \$465,871. This was an improvement of \$448,226 over the budget surplus of \$17,645.

On the revenue side, the membership decline was less than the budgeted achieving a figure of \$5,710,008. The Supply Department had banner year with sales of just under \$2.3 million, besting the budget by \$293,129. Finally, \$87,099 was received in Estate Bequests in 2016.

Total expenses came in nearly in balance with the budget. They were 0.8% (\$81K) in excess of budget, however \$130K of this was related to the Cost of Goods sold for the additional \$293,129 in sales. Factoring this in, the expenses came in slightly under budget.

**II. ANALYSIS**

As mentioned, we have had a good year generating revenue. Membership and Supply sales revenue have exceeded expectations. Investment returns were stable surpassing the budget by \$2K and bequests of almost \$90K were received.

In the Departments, IT has required additional resources to properly support Dominion Command's information systems. Dynamics GP, the financial information system was upgraded from version 2010 to version 2015. The Citrix network system was also upgraded to the latest version. This required investments in Citrix licenses and a maintenance contract (\$20K) as well as ongoing support for a junior staff on a contract. In the Administration Department, a temporary contract staff was brought in to cover a staff illness. In the Finance Department, a contract position was needed to cover the additional responsibilities for membership deposits and receipts that were formerly handled by Membership. In the Service Bureau the cost of the bi-annual Service Officers Conference came in under budget by \$13K as did travel expenses (\$9K). As mentioned, Supply sold additional product costing \$130K. Even with this additional expense the Supply Department was only 0.7% (\$5K) over budget for expenses.

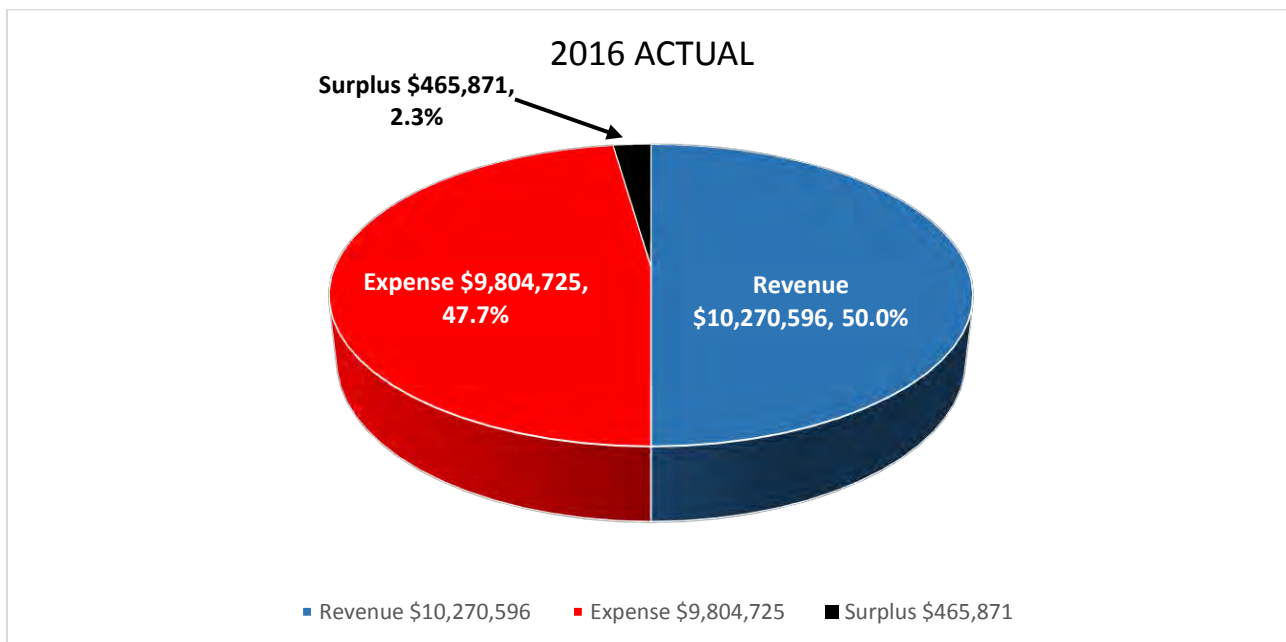
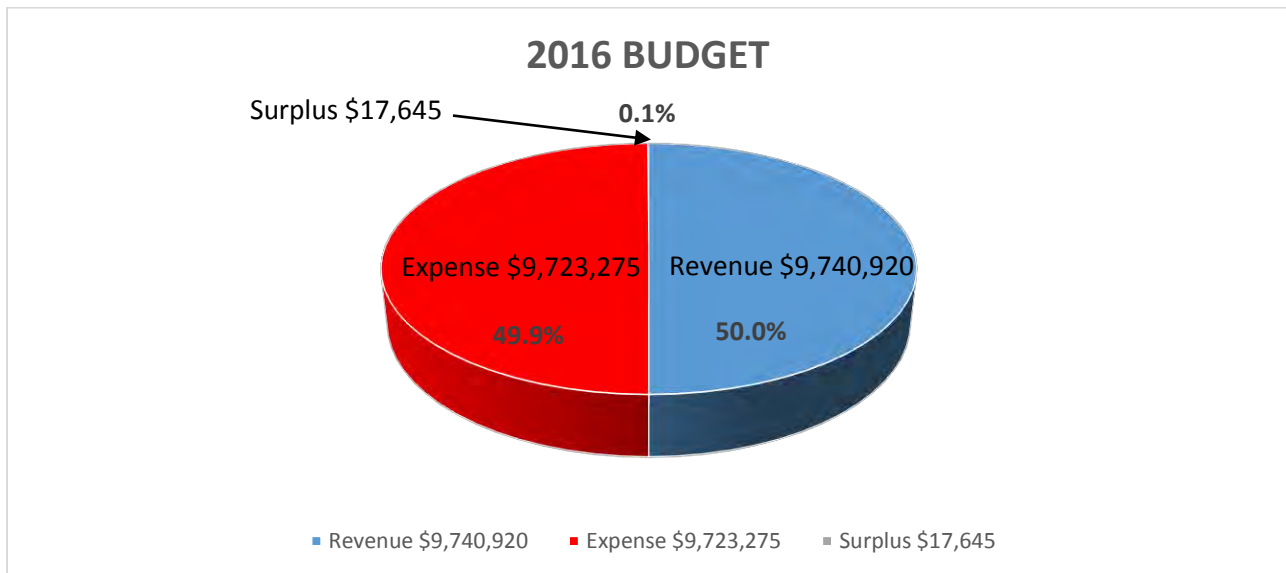
Major highlights in the Committees include:

In the VSS Committee the Homeless Veterans Summit was \$5K under budget and savings on travel of \$9K were achieved. In Poppy and Remembrance, two meetings were required in the year when the budget was set for one. This cost an additional \$8.3K. In the Defence and Security budget expenditures for Legion Connect were \$14.3K under

budget and travel was \$5.2K less than anticipated. The President's also budget came in at \$13 K less.

Dominion Convention was planned as a "no frills" event. Expenses came under budget by \$106K. There is currently a disagreement with one of the Convention suppliers. This is in the hands of our legal counsel. This supplier is seeking a payment of \$59,000 which is felt to be well in excess of what is reasonable. This will not be resolved in the 2016 fiscal year. I propose that any settlement on this issue be taken out of reserves when it is finalized.

Below is a graphical representation of our 2016 year from Budget to Actual.



### **III. FINANCIAL STATEMENTS**

The Financial Statements are attached for information. I am now prepared to answer any questions you may have concerning these.



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

**STATEMENT OF REVENUE AND EXPENSE**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
<b>REVENUE</b>				
Per Capita Tax	5,944,705	5,710,008	5,560,000	5,825,000
Canvet				
- Agency Fee & Support	377,854	400,000	400,000	400,000
Investment Income	438,031	491,771	490,000	490,000
Service Bureau Revenue	679,000	742,000	742,000	735,000
Supply Department	2,475,575	2,293,129	2,000,000	2,200,000
Legion House				
- Tenants	82,920	82,920	82,920	82,920
- Internal	316,000	316,000	316,000	316,000
Miscellaneous				
- Master Card	61,713	65,188	60,000	60,000
- Other	68,838	82,481	90,000	90,000
Estate Bequest	-	87,099	-	-
<b>TOTAL REVENUE</b>	<b><u>10,444,636</u></b>	<b><u>10,270,596</u></b>	<b><u>9,740,920</u></b>	<b><u>10,198,920</u></b>
<b>EXPENSE</b>				
Legion Magazine Subscriptions	2,925,054	2,831,045	2,740,000	2,710,000
<u>Administration</u>	815,045	842,965	802,500	945,200
- IT Section	270,414	330,937	294,750	351,950
Membership	-	-	-	589,900
Marketing	-	-	-	193,100
Marketing & Membership	856,459	829,977	770,900	-
Marketing, Advertising, Promotion	379,460	457,705	455,500	455,500
Finance	365,364	401,901	378,800	447,000
Service Bureau	749,116	798,929	825,300	808,300
Supply	1,632,539	1,709,138	1,600,700	1,698,200
Committees	719,470	657,735	912,925	1,012,625
Miscellaneous	174,135	195,576	144,800	139,800
Depreciation	108,018	109,797	115,000	115,000
Employer Pension Contribution	333,127	303,235	323,000	340,000
Legion House	333,643	335,787	359,100	369,250
<b>TOTAL EXPENSE</b>	<b><u>9,661,844</u></b>	<b><u>9,804,725</u></b>	<b><u>9,723,275</u></b>	<b><u>10,175,825</u></b>
<b>NET INCOME (LOSS)</b>	<b><u>782,792</u></b>	<b><u>465,871</u></b>	<b><u>17,645</u></b>	<b><u>23,095</u></b>

**STATEMENT A**

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

**ADMINISTRATION**

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 BUDGET</u>
<b>EXPENSE</b>				
Salaries	712,919	735,116	711,000	841,500
Retirement Allowance	15,133	16,687	12,900	15,000
Other Benefits	60,890	62,731	65,000	72,500
Temporary & Contract Staff	<u>-</u>	<u>8,194</u>	<u>-</u>	<u>-</u>
<b>TOTAL PERSONNEL</b>	<u>788,942</u>	<u>822,728</u>	<u>788,900</u>	<u>929,000</u>
Office Supplies	48,221	53,683	42,000	44,200
Telephone	15,885	15,179	13,000	16,000
Postage, Express	10,562	9,299	10,000	10,100
Printing, Stationery	8,155	6,039	8,000	8,200
Staff Travel	766	695	1,000	1,000
Insurance	18,877	18,787	20,400	20,400
Rent (CR to Building)	108,000	108,000	108,000	108,000
Staff Recruitment	3,780	-	2,000	2,000
Computer Network Support	3,000	3,000	3,000	3,000
Miscellaneous	4,513	2,657	5,000	5,000
Training	<u>7,293</u>	<u>8,700</u>	<u>7,000</u>	<u>7,000</u>
<b>TOTAL EXPENSE</b>	<u>1,017,994</u>	<u>1,048,765</u>	<u>1,008,300</u>	<u>1,153,900</u>
Less: charged to:				
Membership & Marketing	30,000	30,000	30,000	-
Membership	-	-	-	15,000
Marketing	-	-	-	15,000
Service Bureau	30,000	30,000	30,000	30,000
Poppy Fund	<u>142,949</u>	<u>145,800</u>	<u>145,800</u>	<u>148,700</u>
	<u>202,949</u>	<u>205,800</u>	<u>205,800</u>	<u>208,700</u>
<b>NET EXPENSE</b>	<u>815,045</u>	<u>842,965</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><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
<b>EXPENSE</b>				
Salaries	162,849	165,923	165,000	173,000
Retirement Allowance	3,435	3,786	3,000	3,200
Other Benefits	16,265	17,468	18,000	21,200
Contract	-	21,428	-	27,300
<b>TOTAL PERSONNEL</b>	<b><u>182,549</u></b>	<b><u>208,605</u></b>	<b><u>186,000</u></b>	<b><u>224,700</u></b>
Office Supplies	-	29	50	50
Telephone	5,291	5,721	4,500	5,000
Postage, Express	31	4	50	50
Printing, Stationery	38	26	50	50
Staff Travel	-	-	-	-
Rent (CR to Building)	10,000	10,000	10,000	10,000
Miscellaneous	180	41	100	100
<u>Network &amp; PC</u>				
- Maintenance Contracts/Leases	67,299	91,256	73,000	93,000
- Programming & Support	16,253	22,961	25,000	25,000
- Supplies & Other	8,833	11,948	12,000	12,000
- Website & Internet connectivity & support	<u>3,940</u>	<u>4,346</u>	<u>8,000</u>	<u>6,000</u>
<b>TOTAL EXPENSE</b>	<b><u>294,414</u></b>	<b><u>354,937</u></b>	<b><u>318,750</u></b>	<b><u>375,950</u></b>
Less: charged to:				
Administration	3,000	3,000	3,000	3,000
Finance	3,000	3,000	3,000	3,000
Membership & Marketing	6,000	6,000	6,000	-
Membership	-	-	-	5,000
Marketing	-	-	-	1,000
Service Bureau	3,000	3,000	3,000	3,000
Supply	6,000	6,000	6,000	6,000
Canvet	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>
	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>	<u>24,000</u>
<b>NET EXPENSE</b>	<b><u>270,414</u></b>	<b><u>330,937</u></b>	<b><u>294,750</u></b>	<b><u>351,950</u></b>

**STATEMENT C**

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

**MARKETING AND MEMBERSHIP**

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 BUDGET</u>
<b>REVENUE</b>				
Agency Fee	<u>377,854</u>	<u>400,000</u>	<u>400,000</u>	<u>-</u>
		-		
<b>TOTAL REVENUE</b>	<u>377,854</u>	<u>400,000</u>	<u>400,000</u>	<u>-</u>
<b>EXPENSE</b>				
Salaries	423,200	460,302	454,000	-
Retirement Allowance	9,410	10,508	7,900	-
Other Benefits	56,366	59,161	56,000	-
Temporary & Contract Staff	<u>147,021</u>	<u>101,060</u>	<u>55,000</u>	<u>-</u>
<b>TOTAL PERSONNEL</b>	<u>635,997</u>	<u>631,031</u>	<u>572,900</u>	<u>-</u>
Office Supplies	1,519	1,481	2,000	-
Telephone	8,882	8,221	9,000	-
Postage, Express	47,900	38,658	34,000	-
Printing, Stationery	6,261	7,081	4,000	-
Staff Travel	485	-	500	-
Rent (CR to Building)	64,000	64,000	64,000	-
Miscellaneous	4,210	861	3,500	-
Computer Network Support	6,000	6,000	6,000	-
Administrative Support	30,000	30,000	30,000	-
Membership cards, forms and paper	30,248	23,037	20,000	-
Membership Pack out	18,922	16,036	20,000	-
Legion Website & Internet	<u>2,035</u>	<u>3,571</u>	<u>5,000</u>	<u>-</u>
<b>TOTAL EXPENSE</b>	<u>856,459</u>	<u>829,977</u>	<u>770,900</u>	<u>-</u>
<b>NET EXPENSE</b>	<u>478,605</u>	<u>429,977</u>	<u>370,900</u>	<u>-</u>

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

**MEMBERSHIP SECTION**

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 BUDGET</u>
<b>REVENUE</b>				
Agency Fee	-	-	-	<u>400,000</u>
<b>TOTAL REVENUE</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>400,000</u>
<b>EXPENSE</b>				
Salaries	-	-	-	233,000
Retirement Allowance	-	-	-	4,300
Other Benefits	-	-	-	38,800
Temporary & Contract Staff	-	-	-	<u>80,000</u>
<b>TOTAL PERSONNEL</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>356,100</u>
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	-	-	-	<u>20,000</u>
<b>TOTAL EXPENSE</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>589,900</u>
<b>NET EXPENSE</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>189,900</u>

**STATEMENT C**

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

**MARKETING SECTION**

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 BUDGET</u>
<b>EXPENSE</b>				
Salaries	-	-	-	149,500
Retirement Allowance	-	-	-	2,800
Other Benefits	-	-	-	11,800
	<u>-</u>	<u>-</u>	<u>-</u>	<u>164,100</u>
<b>TOTAL PERSONNEL</b>				
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	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>193,100</u>
<b>TOTAL EXPENSE</b>				

**STATEMENT D**

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

**MARKETING, ADVERTISING AND PROMOTION**

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 BUDGET</u>
<u>Media - Print</u>				
Canvet Ads	15,322	15,760	15,000	30,000
Esprit de Corps	565	-	-	-
RCMP Quarterly	7,289	2,543	3,500	-
Canadian Military Family	-	565	-	-
Ubiquitous	3,265	-	5,000	-
Advertising Other	67,510	6,724	55,000	-
<u>Media - Audio</u>				
Memorial Cup	6,780	-	7,000	-
PSA's	7,565	-	5,000	-
<u>Media - Video</u>				
PSA's	23,594	40,059	10,000	-
Photography Services	-	-	5,000	5,000
Promotionals Videos	-	-	-	75,000
Video - Other	3,497	9,308	-	-
<u>Media - Internet</u>				
Legion.ca Website Admin	0	-	0	35,000
Media Internet - Other	90,088	169,335	60,000	-
<u>Media - Public Relations &amp; Events</u>				
Media Coverage & P.R. (T &F)	4,582	9,213	10,000	10,000
Media Coverage & P.R. - Other	18,906	31,925	20,000	-
Events/Tradeshows/Sponsorships	-	-	-	20,000
<u>Programs and Campaigns</u>				
Free Membership for CF retirees	3,185	6,049	5,000	5,000
Non Renewal Mailers	54,318	55,501	60,000	60,000
Incentive Program for Renewals / Recruitments (1 X 1)	-	9,605	20,000	-
Early Bird Campaign	-	-	5,000	-
Branch Incentive Program	24,912	13,591	10,000	-
Public Direct Mail Campaign	-	-	45,000	-
Legion Rider Support	-	-	2,500	-

**STATEMENT D**

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

**MARKETING, ADVERTISING AND PROMOTION**

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 BUDGET</u>
Marketing - Program	12,257	52,291	50,000	-
Design Program	10,777	2,943	20,000	7,500
Promotions and Donations	12,016	6,277	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	-
Renewal Poster	-	431	-	-
Early Bird Poster	-	1,193	2,500	-
The RCL & C.F. Brochure	-	7,588	5,000	-
RCL Needs You Brochure	-	733	5,000	-
Posters/Brochures	1,011	12,995	10,000	-
RCL Welcomes You Brochure	8,563	-	5,000	-
Branch Collateral Marketing Materials	-	-	-	40,000
Other	1,918	-	-	-
	<u>379,460</u>	<u>457,705</u>	<u>455,500</u>	<u>455,500</u>

**SUMMARY - BY BUDGET LINE ITEM**

Media - Print	93,951	25,592	78,500	30,000
Media - Audio	14,345	-	12,000	-
Media - Video	27,091	49,366	15,000	80,000
Media - Internet	90,088	169,335	60,000	35,000
Media - Public Relations & Events	23,488	41,138	30,000	30,000
Programs and Campaigns	117,465	146,258	227,500	240,500
Other Printed Material	<u>13,032</u>	<u>26,016</u>	<u>32,500</u>	<u>40,000</u>
Total	<u>379,460</u>	<u>457,705</u>	<u>455,500</u>	<u>455,500</u>



**STATEMENT E**

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

**FINANCE DEPARTMENT**

	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>
	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>EXPENSE</b>				
Salaries	376,634	393,366	384,000	405,600
Retirement Allowance	8,031	8,974	7,000	7,400
Other Benefits	42,947	45,435	44,000	48,000
Contract	<u>-</u>	<u>13,988</u>	<u>-</u>	<u>38,900</u>
<b>TOTAL PERSONNEL</b>	<u>427,612</u>	<u>461,762</u>	<u>435,000</u>	<u>499,900</u>
Office Supplies	810	1,569	2,000	2,000
Telephone	3,384	3,288	3,300	3,300
Postage, Express	2,602	3,469	5,000	5,000
Printing, Stationery	460	271	2,200	1,500
Staff Travel	169	37	300	300
Audit Fees	60,769	60,500	60,000	62,000
Rent (CR to Building)	29,000	29,000	29,000	29,000
Computer Network Support	3,000	3,000	3,000	3,000
Miscellaneous	<u>1,433</u>	<u>3,920</u>	<u>5,000</u>	<u>8,000</u>
<b>TOTAL EXPENSE</b>	<u>529,239</u>	<u>566,816</u>	<u>544,800</u>	<u>614,000</u>
Less: charged to:				
Supply	53,875	54,915	56,000	57,000
Canvet	<u>110,000</u>	<u>110,000</u>	<u>110,000</u>	<u>110,000</u>
	<u>163,875</u>	<u>164,915</u>	<u>166,000</u>	<u>167,000</u>
<b>NET EXPENSE</b>	<u>365,364</u>	<u>401,901</u>	<u>378,800</u>	<u>447,000</u>

**STATEMENT F**

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

**SERVICE BUREAU**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
<b>REVENUE</b>				
Poppy Fund Grant	<u>679,000</u>	<u>742,000</u>	<u>742,000</u>	<u>735,000</u>
<b>EXPENSE</b>				
Salaries	581,958	598,308	599,000	633,500
Retirement Allowance	12,441	13,458	10,900	11,400
Other Benefits	<u>58,525</u>	<u>59,371</u>	<u>61,000</u>	<u>61,200</u>
<b>TOTAL PERSONNEL</b>	<b>652,924</b>	<b>671,137</b>	<b>670,900</b>	<b>706,100</b>
Office Supplies Expense	3,778	1,199	4,000	4,000
Telephone	7,372	6,905	7,400	7,400
Postage	4,107	4,823	5,000	4,300
Staff Travel	2,515	1,321	4,500	4,000
VAC - Liaison	-	-	3,000	-
Rent ( Cr to Building)	45,000	45,000	45,000	45,000
Service Officers Conference	-	34,740	48,000	-
Advocacy and Representation	-	136	3,000	3,000
Administrative Support	30,000	30,000	30,000	30,000
Computer Network Support	3,000	3,000	3,000	3,000
Miscellaneous	<u>420</u>	<u>668</u>	<u>1,500</u>	<u>1,500</u>
<b>TOTAL EXPENSE</b>	<b><u>749,116</u></b>	<b><u>798,929</u></b>	<b><u>825,300</u></b>	<b><u>808,300</u></b>

**STATEMENT G**

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

**SUPPLY DEPARTMENT**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
<b>REVENUE</b>				
Sales of Supplies	2,475,575	2,293,129	2,000,000	2,200,000
Less Cost of Goods	<u>985,328</u>	<u>1,003,654</u>	<u>900,000</u>	<u>990,000</u>
<b>GROSS MARGIN</b>	1,490,247	1,289,475	1,100,000	1,210,000
<b>Provincial Commands @ 5.0% of Gross Margin</b>	74,605	64,474	55,000	60,500
<b>EXPENSE</b>				
Salaries	460,469	472,290	462,000	485,000
Retirement Allowance	9,810	10,773	8,400	9,000
Other Benefits	59,468	61,420	62,000	63,900
Temporary & Contract Staff	<u>33,570</u>	<u>48,601</u>	<u>40,000</u>	<u>50,000</u>
<b>TOTAL PERSONNEL</b>	563,317	593,084	572,400	607,900
Telephone	8,765	7,816	10,000	10,000
Postage, Express	40,599	40,148	65,000	65,000
Printing, Stationery	4,137	5,059	6,000	6,000
Staff Travel	3,607	4,022	5,000	5,000
Insurance	1,475	1,453	1,500	1,500
Rent (CR to Building)	60,000	60,000	60,000	60,000
Web Store - T1 connection line	4,427	3,397	12,600	4,800
Poppy Store	-	861	-	-
Advertising/Catalogue Distribution	55,678	91,671	80,000	60,000
Wrapping Material	26,034	31,157	30,000	30,000
Finance/Administration Support	53,875	54,915	56,000	57,000
Office Supplies	622	1,858	2,000	2,000
Bad Debts	1,200	2,000	2,000	400
Computer Network Support	6,000	6,000	6,000	6,000
Miscellaneous	<u>1,576</u>	<u>1,368</u>	<u>1,000</u>	<u>1,200</u>
<b>EXPENSE TOTAL</b>	905,917	969,284	964,500	977,300
Less: Poppy Fund Chargeback	<b>(258,706)</b>	<b>(263,800)</b>	<b>(263,800)</b>	<b>(269,100)</b>
<b>NET EXPENSE</b>	<u>647,211</u>	<u>705,484</u>	<u>700,700</u>	<u>708,200</u>
<b>GAIN OR (LOSS)</b>	<u>843,036</u>	<u>583,991</u>	<u>399,300</u>	<u>501,800</u>

**STATEMENT H**

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

**OTHER PROGRAM EXPENSES**

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 BUDGET</u>
<b>MISCELLANEOUS EXPENSE</b>				
<b><u>RCEL</u></b>				
Conference	15,000	-	5,000	5,000
SCOWP	<u>1,466</u>	<u>552</u>	<u>2,000</u>	<u>2,000</u>
<b>RCEL TOTAL</b>	<b>16,466</b>	<b>552</b>	<b>7,000</b>	<b>7,000</b>
Request for Support	20,000	15,000	15,000	15,000
Annual General Meeting	4,010	-	-	5,000
Historica (EWC)	-	-	200	200
Write off of old manuals - 2016	-	12,799	-	-
Legal & Other	70,663	111,046	45,000	50,000
Charitable Foundation Start Up	13,088	4,780	25,000	10,000
MBP Ads	32,330	19,970	20,000	20,000
Translation (note )	<u>17,578</u>	<u>31,430</u>	<u>32,600</u>	<u>32,600</u>
<b>TOTAL EXPENSE</b>	<b><u>174,135</u></b>	<b><u>195,576</u></b>	<b><u>144,800</u></b>	<b><u>139,800</u></b>

**STATEMENT I**

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

**LEGION HOUSE**

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 BUDGET</u>
<b>REVENUE</b>				
Rent - Tenants	82,920	82,920	82,920	82,920
<u>Rent - Charge to Depts.</u>				
- Administration	108,000	108,000	108,000	108,000
- Marketing & Membership	64,000	64,000	64,000	-
- Membership	-	-	-	54,000
- Marketing	-	-	-	10,000
- Service Bureau	45,000	45,000	45,000	45,000
- Supply Dept	60,000	60,000	60,000	60,000
- Finance	29,000	29,000	29,000	29,000
- IT Section	10,000	10,000	10,000	10,000
<b>TOTAL REVENUE</b>	<u>398,920</u>	<u>398,920</u>	<u>398,920</u>	<u>398,920</u>
<b>EXPENSE</b>				
Salaries	26,023	27,010	26,800	27,100
Retirement Allowance	553	614	500	550
Other Benefits	4,556	4,681	4,100	4,200
<b>TOTAL PERSONNEL</b>	31,132	32,304	31,400	31,850
Elevator Maintenance	6,542	6,289	7,000	7,000
A/C, Electrical, Plumbing	12,628	14,665	32,000	32,000
Interior & Exterior	76,877	80,089	80,000	80,000
Cleaning Contract & Supplies	48,670	44,116	52,000	52,000
Fuel	10,881	9,078	12,400	12,400
Light & Power	59,418	60,221	54,000	62,000
Water and Sewage	1,575	1,763	2,000	2,000
Taxes	51,735	53,138	53,200	55,000
Insurance	4,185	4,122	5,100	5,000
Reserve Fund	30,000	30,000	30,000	30,000
<b>TOTAL EXPENSES</b>	<u>333,643</u>	<u>335,787</u>	<u>359,100</u>	<u>369,250</u>
<b>GAIN OR LOSS</b>	<u>65,277</u>	<u>63,133</u>	<u>39,820</u>	<u>29,670</u>

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

**COMMITTEES & ELECTED OFFICERS EXPENSE**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
<b>COMMITTEES</b>				
1 Veterans, Service and Seniors	18,472	16,347	32,500	32,500
2 Poppy & Remembrance	21,999	37,612	25,250	26,950
3 Membership	12,642	11,405	12,750	16,250
4 Outreach	27,585	28,339	24,000	-
5 Public Relations	-	-	-	102,900
6 RCEL	18,793	675	675	675
7 Sports	187,913	219,287	312,200	349,700
8 Ritual & Awards	3,378	1,575	2,000	2,000
9 Constitution & Laws	1,046	2,383	800	800
10 Defence & Security	82,760	71,410	93,200	65,050
11 Veterans Consultation	3,944	3,563	5,350	4,000
12 Focus on the Future	7,051	-	7,150	-
13 Leadership Development	<u>102</u>	<u>147</u>	<u>200</u>	<u>200</u>
<b>COMMITTEE TOTAL</b>	<b>385,685</b>	<b>392,744</b>	<b>516,075</b>	<b>601,025</b>
14 Elected Officers	60,746	85,237	100,050	130,500
15 DEC/Senior Elected Officers	58,346	62,072	75,600	70,900
16 Dominion Convention	<u>214,693</u>	<u>117,682</u>	<u>221,200</u>	<u>210,200</u>
<b>SUB-TOTAL</b>	<b><u>333,785</u></b>	<b><u>264,991</u></b>	<b><u>396,850</u></b>	<b><u>411,600</u></b>
<b>TOTAL EXPENSE</b>	<b><u>719,470</u></b>	<b><u>657,735</u></b>	<b><u>912,925</u></b>	<b><u>1,012,625</u></b>

**THE ROYAL CANADIAN LEGION  
 DOMINION COMMAND**

**VETERANS, SERVICE AND SENIORS**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
<b><u>COMMITTEE</u></b>				
Travel	2,712	3,624	7,500	7,500
Per Diem	2,319	2,726	6,000	6,000
CIMVHR Forum	7,186	8,164	10,000	10,000
Printing, Stationery	547	609	500	500
Telephone & Fax	215	150	600	600
Postage	59	99	400	400
Business Transformation Initiatives	-	538	1,500	1,500
Homeless Veterans Summit	3,811	136	5,000	5,000
Miscellaneous	1,623	302	1,000	1,000
<b>TOTAL</b>	<b><u>18,472</u></b>	<b><u>16,347</u></b>	<b><u>32,500</u></b>	<b><u>32,500</u></b>

**THE ROYAL CANADIAN LEGION, DOMINION COMMAND  
POPPY & REMEMBRANCE COMMITTEE**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
<b><u>COMMITTEE</u></b>				
Travel	1,921	9,032	7,000	7,000
Per Diem	1,982	8,204	2,000	2,000
Postage & Office	2,098	1,351	1,000	1,000
Telephone and Fax	328	184	1,000	1,000
Miscellaneous	123	818	500	500
<b>TOTAL</b>	<b><u>6,452</u></b>	<b><u>19,589</u></b>	<b><u>11,500</u></b>	<b><u>11,500</u></b>
<b><u>EUROPE ZONE</u></b>				
Grant	<u>-</u>	<u>-</u>	<u>1,500</u>	<u>1,500</u>
<b><u>NATIONAL CEREMONIES</u></b>				
Travel	5,835	4,474	4,500	4,500
Per Diem	3,280	5,770	4,500	4,500
Printing, Stationery	677	-	500	500
Telephone, Postage	637	1,041	500	500
Colour Party Activities				
- Summer & Fall	38	199	250	250
Meeting, Planning	74	95	200	200
St. John's Ambulance	300	300	300	500
Ceremonies Operations	4,707	-	1,500	3,000
Miscellaneous	<u>-</u>	<u>5,156</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b><u>15,548</u></b>	<b><u>17,035</u></b>	<b><u>12,250</u></b>	<b><u>13,950</u></b>
<b><u>PILGRIMAGE</u></b>				
Poppy Grant	(17,023)	(33,750)	(33,750)	(33,750)
Expenses	<u>17,023</u>	<u>34,738</u>	<u>33,750</u>	<u>33,750</u>
<b>TOTAL</b>	<b><u>0</u></b>	<b><u>988</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>TOTAL</b>	<b><u>22,000</u></b>	<b><u>37,612</u></b>	<b><u>25,250</u></b>	<b><u>26,950</u></b>



THE ROYAL CANADIAN LEGION, DOMINION COMMAND  
 POPPY & REMEMBRANCE COMMITTEE

	<u>2015</u> <u>ACTUAL</u>	<u>2016</u> <u>ACTUAL</u>	<u>2016</u> <u>BUDGET</u>	<u>2017</u> <u>BUDGET</u>
<b><u>NATIONAL REMEMBRANCE CEREMONY ASSOCIATED EXPENSES (Poppy Fund)</u></b>				
Europe - Wreaths	642	3,339	1,000	1,000
Remembrance Reception	5,586	6,263	4,500	5,000
Silver Cross Mother	7,599	7,114	5,000	5,000
Cadet of the Year	5,721	12,052	10,000	9,000
National Literary/Poppy Contest				
Travel	6,125	4,949	5,000	5,000
Per Diem	4,939	6,378	5,000	5,000
Bursaries/Gifts	<u>12,527</u>	<u>12,785</u>	<u>10,875</u>	<u>10,875</u>
<b>Total - Poppy Fund</b>	<u>43,139</u>	<u>52,880</u>	<u>41,375</u>	<u>40,875</u>
<b>Total - General Fund</b>	<u>15,548</u>	<u>17,035</u>	<u>12,250</u>	<u>13,950</u>
Total - National Remembrance Ceremony	<u>58,687</u>	<u>69,915</u>	<u>53,625</u>	<u>54,825</u>

**THE ROYAL CANADIAN LEGION  
 DOMINION COMMAND**

**MEMBERSHIP COMMITTEE**

	<b><u>2015</u></b> <b><u>ACTUAL</u></b>	<b><u>2016</u></b> <b><u>ACTUAL</u></b>	<b><u>2016</u></b> <b><u>BUDGET</u></b>	<b><u>2017</u></b> <b><u>BUDGET</u></b>
<b><u>COMMITTEE</u></b>				
Travel	917	2,700	2,500	2,500
Per Diem	1,360	2,505	3,500	3,500
Printing and Office	1,857	24	750	750
Postage	254	-	-	-
Focus Group Study	-	-	-	2,500
Telephone & Fax	-	-	500	-
Miscellaneous	138	-	500	-
	<u>4,526</u>	<u>5,229</u>	<u>7,750</u>	<u>9,250</u>
<b><u>PRINTING &amp; STATIONERY</u></b>				
Membership Forms	8,116	3,566	5,000	5,000
Early Bird Stickers	-	2,610	-	2,000
	<u>8,116</u>	<u>6,176</u>	<u>5,000</u>	<u>7,000</u>
<b>TOTAL</b>	<u>12,642</u>	<u>11,405</u>	<u>12,750</u>	<u>16,250</u>

**THE ROYAL CANADIAN LEGION  
 DOMINION COMMAND**

**OUTREACH**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
<b><u>COMMITTEE</u></b>				
Travel	999	197	-	-
Per Diem	1,360	232	-	-
Printing, Stationery	475	-	-	-
Telephone & Fax	1,247	1,384	500	-
Postage	39	9	-	-
Miscellaneous	112	-	-	-
<b>SUB-TOTAL</b>	<b><u>4,232</u></b>	<b><u>1,822</u></b>	<b><u>500</u></b>	<b><u>-</u></b>
<b><u>PR SECTION</u></b>				
<b><u>External</u></b>				
Media Monitoring	-	1,735	-	-
Media Distribution	19,711	23,706	23,000	-
<b><u>Training/Liaison</u></b>				
- Per Diem	1,843	31	-	-
- Travel	<u>1,799</u>	<u>1,044</u>	<u>500</u>	<u>-</u>
<b>SUB-TOTAL</b>	<b><u>23,353</u></b>	<b><u>26,517</u></b>	<b><u>23,500</u></b>	<b><u>-</u></b>
<b>GRAND TOTAL</b>	<b><u>27,585</u></b>	<b><u>28,339</u></b>	<b><u>24,000</u></b>	<b><u>-</u></b>

THE ROYAL CANADIAN LEGION  
 DOMINION COMMAND

PUBLIC RELATIONS

	<u>2015</u> <u>ACTUAL</u>	<u>2016</u> <u>ACTUAL</u>	<u>2016</u> <u>BUDGET</u>	<u>2017</u> <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	-	-	-	100
	-----	-----	-----	-----
<b>SUB-TOTAL</b>	-	-	-	9,400
<b><u>PR SECTION</u></b>				
<u>External</u>				
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	-	-	-	3,500
	-----	-----	-----	-----
<b>SUB-TOTAL</b>	-	-	-	93,500
<b>GRAND TOTAL</b>	-	-	-	102,900

THE ROYAL CANADIAN LEGION  
 DOMINION COMMAND

RCEL COMMITTEE

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

7 A

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

	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 BUDGET</u>
<b><u>COMMITTEE</u></b>				
Travel	4,325	5,117	3,750	3,750
Per Diem	3,464	3,587	3,750	3,750
T & F LAC				
Ste. Therese - 2015	4,025	-	-	-
Ste. Therese - 2016	-	3,738	6,000	-
Brandon 2017/18	-	-	5,000	6,000
Printing, Stationery	630	-	1,000	1,000
Telephone & Fax	53	81	200	200
Postage	137	312	300	300
Miscellaneous	271	142	1,000	1,000
<b>TOTAL COMMITTEE</b>	<u>12,905</u>	<u>12,977</u>	<u>21,000</u>	<u>16,000</u>
<b><u>CURLING</u></b>				
	<i>Birch Hills SK</i>			
Travel				
- Participants	10,269	-	-	-
- Committee	2,309	-	-	-
Awards & Prizes	961	-	-	-
Entertainment	-	-	-	-
Ground Transportation	1,500	-	-	-
Advance to Host Branch	2,000	-	-	-
<b>TOTAL REGULAR CURLING</b>	<u>17,039</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b><u>DARTS</u></b>				
	<i>Surrey BC</i>	<i>St. John NB</i>	<i>St. John NB</i>	<i>Brookes AB</i>
Travel				
- Participants	16,915	19,049	28,000	23,000
- Committee	1,361	853	1,500	1,500
Awards & Prizes	1,950	1,006	1,300	1,300
Entertainment	-	-	-	-
Advance to Host Branch	800	800	800	800
Ground Transportation	1,500	1,500	1,500	1,500
<b>TOTAL DARTS</b>	<u>22,526</u>	<u>23,208</u>	<u>33,100</u>	<u>28,100</u>

7 B

SPORTS COMMITTEE - PAGE 2

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
<b><u>CRIBBAGE</u></b>				
	Spruce Grove AB	Charlottetown PE	Charlottetown PE	St. Boniface MB
Travel				
- Participants	28,178	19,887	28,000	23,000
- Committee	969	852	1,500	1,500
Awards & Prizes	1,404	838	1,300	1,300
Advance to Host Branch	800	800	800	800
Entertainment	-	-	-	-
Ground Transportation	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>
<b>TOTAL CRIBBAGE</b>	<u>32,851</u>	<u>23,877</u>	<u>33,100</u>	<u>28,100</u>
<b><u>EIGHT BALL</u></b>				
	Calgary AB			
Travel				
- Participants	18,393	-	-	23,000
- Committee	1,362	-	-	1,500
Awards & Prizes	1,240	-	-	1,300
Advance to Host Branch	800	-	-	800
Entertainment	-	-	-	-
Ground Transportation	<u>1,500</u>	<u>-</u>	<u>-</u>	<u>1,500</u>
<b>TOTAL EIGHT BALL</b>	<u>23,295</u>	<u>-</u>	<u>-</u>	<u>28,100</u>
<b>TOTAL MEMBERS SPORTS</b>	<u>95,711</u>	<u>47,085</u>	<u>66,200</u>	<u>84,300</u>
<b>TOTAL T &amp; F</b>	<u>104,294</u>	<u>159,225</u>	<u>225,000</u>	<u>249,400</u>
<b>TOTAL SPORTS &amp; COMMITTEE</b>	<u>212,910</u>	<u>219,287</u>	<u>312,200</u>	<u>349,700</u>

7 C

**THE ROYAL CANADIAN LEGION  
DOMINION COMMAND  
NATIONAL TRACK AND FIELD CHAMPIONSHIP**

	<b>2015 <u>ACTUAL</u></b>	<b>2016 <u>ACTUAL</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>BUDGET</u></b>
	Ste. Therese QC	Ste. Therese QC	Ste. Therese QC	Brandon MB
Transportation	158,897	151,013	180,000	205,000
Accommodations, Meals	133,307	152,610	153,600	172,000
Committee - Travel	4,905	9,908	7,650	9,700
Committee - Per Diem	6,345	9,884	13,350	7,000
Local Committee	-	900	1,000	1,000
Kits / Supplies / Medals	22,584	23,549	5,000	5,000
Buses	4,185	11,649	10,200	12,000
Honoraria	2,950	3,200	3,000	3,000
Reception	122	-	1,500	1,500
Medical	-	-	200	200
Athletic Facilities	-	-	500	1,500
Equipment / Mtg Rooms	4,343	86	500	1,500
Clinicians	-	1,011	500	1,000
Officials	490	80	2,000	2,000
Freight & Express	-	622	2,000	2,000
Miscellaneous	1,523	623	1,000	1,000
<b>TOTAL EXPENSE</b>	339,651	365,135	382,000	425,400
Less Prov Cmd Portion	<u>(125,742)</u>	<u>(94,581)</u>	<u>(100,000)</u>	<u>(100,000)</u>
<b>SUB TOTAL</b>	213,909	270,555	282,000	325,400
<b>RECOVERIES</b>				
Registration - Non Legion Athletes	<u>(46,615)</u>	<u>(49,330)</u>	<u>(12,000)</u>	<u>(20,000)</u>
Sponsorships	<u>(26,000)</u>	<u>(37,000)</u>	<u>(45,000)</u>	<u>(31,000)</u>
Grant - VAC	<u>(25,000)</u>	<u>(25,000)</u>	-	<u>(25,000)</u>
Other	<u>(12,000)</u>	-	-	-
<b>Total Recoveries</b>	<u>(109,615)</u>	<u>(111,330)</u>	<u>(57,000)</u>	<u>(76,000)</u>
<b>NET EXPENSE</b>	<u>104,294</u>	<u>159,225</u>	<u>225,000</u>	<u>249,400</u>



**THE ROYAL CANADIAN LEGION  
 DOMINION COMMAND**

**RITUAL & AWARDS COMMITTEE**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
Travel	1,700	840	700	700
Per Diem	1,440	720	1,000	1,000
Printing, Stationery	57	7	100	100
Telephone & Fax	152	-	100	100
Postage	29	2	100	100
<u>Publications</u>				
- Write off old stock	-	-	-	-
- Distribution of new stock	-	6	-	-
<b>TOTAL</b>	<b><u>3,378</u></b>	<b><u>1,575</u></b>	<b><u>2,000</u></b>	<b><u>2,000</u></b>

**THE ROYAL CANADIAN LEGION  
 DOMINION COMMAND**

**CONSTITUTION & LAWS COMMITTEE**

	<b><u>2015</u></b> <b><u>ACTUAL</u></b>	<b><u>2016</u></b> <b><u>ACTUAL</u></b>	<b><u>2016</u></b> <b><u>BUDGET</u></b>	<b><u>2017</u></b> <b><u>BUDGET</u></b>
Travel	-	624	150	150
Per Diem	-	1,013	350	350
Printing, Stationery	343	563	100	100
Telephone & Fax	77	78	100	100
Postage	202	105	100	100
Miscellaneous	-	-	-	-
<u>Publications</u>				
- Write off old stock	423	-	-	-
- Distribution of new stock	-	-	-	-
<b>TOTAL</b>	<b><u>1,045</u></b>	<b><u>2,383</u></b>	<b><u>800</u></b>	<b><u>800</u></b>

**THE ROYAL CANADIAN LEGION  
DOMINION COMMAND**

**DEFENCE & SECURITY COMMITTEE**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
Travel	829	2,665	4,600	4,500
Per Diem	1,046	1,338	4,600	4,500
Printing, Postage,	497	215	-	100
Telephone & Fax	-	28	-	250
Miscellaneous	67	1	200	250
Annual Vimy Award & AGM	4,100	5,781	5,650	6,000
Conference of Defence				
Association Fee& CIC Fee	2,113	4,250	2,150	2,200
Legion Connect	31,584	746	15,000	-
Comradeship Awards	3,590	207	3,000	3,000
<u>CF Sponsorships</u>				
- Operation Santa Claus	15,746	25,688	25,000	18,000
- Operation Canada Day	15,189	22,422	25,000	18,000
- Nijmegen	<u>8,000</u>	<u>8,069</u>	<u>8,000</u>	<u>8,250</u>
<b>TOTAL EXPENSE</b>	<b><u>82,761</u></b>	<b><u>71,410</u></b>	<b><u>93,200</u></b>	<b><u>65,050</u></b>

**THE ROYAL CANADIAN LEGION  
DOMINION COMMAND**

**VETERANS CONSULTATION**

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

**THE ROYAL CANADIAN LEGION  
DOMINION COMMAND**

**FOCUS ON FUTURE COMMITTEE**

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

**THE ROYAL CANADIAN LEGION  
DOMINION COMMAND**

**LEADERSHIP DEVELOPMENT COMMITTEE**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
Travel	-	-	-	-
Per Diem	-	-	-	-
Printing & Office	-	-	-	-
Postage	-	-	-	-
Telephone & Fax	102	147	200	200
Miscellaneous	-	-	-	-
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL</b>	<b>102</b>	<b>147</b>	<b>200</b>	<b>200</b>

**THE ROYAL CANADIAN LEGION  
 DOMINION COMMAND**

**ELECTED OFFICERS & DOMINION PRESIDENT**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
<b>ELECTED OFFICERS:</b>				
Travel	3,710	5,814	10,000	10,000
Per Diem	2,985	3,748	4,000	4,000
Telephone & Fax	-	11	50	-
Miscellaneous	<u>350</u>	<u>3,360</u>	<u>1,000</u>	<u>-</u>
<b>SUB-TOTAL</b>	<u>7,045</u>	<u>12,933</u>	<u>15,050</u>	<u>14,000</u>
<b>DOMINION PRESIDENT:</b>				
Travel	9,671	28,977	48,500	48,500
Per Diem	11,553	21,793	24,500	24,500
Hospitality	4,006	4,987	5,000	5,000
Telephone & Postage	2,977	2,768	2,500	2,500
Miscellaneous	<u>1,554</u>	<u>13,779</u>	<u>4,500</u>	<u>3,500</u>
<b>SUB-TOTAL</b>	<u>29,761</u>	<u>72,304</u>	<u>85,000</u>	<u>84,000</u>
<b>PROVINCIAL CONVENTIONS:</b>				
Video from the President	3,648	-	-	5,000
Travel	9,811	-	-	15,000
Per Diem	10,482	-	-	12,500
Hospitality	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>SUB-TOTAL</b>	<u>23,941</u>	<u>-</u>	<u>-</u>	<u>32,500</u>
<b>TOTAL</b>	<u>60,747</u>	<u>85,237</u>	<u>100,050</u>	<u>130,500</u>

**THE ROYAL CANADIAN LEGION  
 DOMINION COMMAND**

**DOMINION EXECUTIVE COUNCIL**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
<b>D.E.C. MEETINGS:</b>				
Travel	24,205	29,558	32,000	32,000
Per Diem	27,151	27,724	35,000	32,000
Printing	3	-	200	100
Telephone, Fax & Postage	10	79	100	100
Miscellaneous	<u>2,862</u>	<u>4,188</u>	<u>1,500</u>	<u>1,500</u>
<b>SUB-TOTAL D.E.C. MEETINGS</b>	<b>54,231</b>	<b>61,549</b>	<b>68,800</b>	<b>65,700</b>
 <b>SENIOR ELECTED OFFICERS MEETINGS:</b>				
Travel	5,997	2,840	5,400	5,500
Per Diem	4,093	3,653	7,100	5,500
Telephone, Fax & Postage	25	30	100	100
Printing	-	-	100	-
Miscellaneous	<u>-</u>	<u>-</u>	<u>100</u>	<u>100</u>
	10,115	6,524	12,800	11,200
LESS:				
Canvet Board and Shareholders Meetings	<u>(6,000)</u>	<u>(6,000)</u>	<u>(6,000)</u>	<u>(6,000)</u>
<b>TOTAL</b>	<b><u>58,346</u></b>	<b><u>62,072</u></b>	<b><u>75,600</u></b>	<b><u>70,900</u></b>



THE ROYAL CANADIAN LEGION  
DOMINION COMMAND

DOMINION CONVENTION

	<u>2015</u>	<u>2016</u>	<u>2016</u>	<u>2017</u>
	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>BUDGET</u>
DEC				
Travel	-	18,451	25,000	-
Per Diem	-	50,827	52,000	-
Staff				
Travel	-	17,827	20,000	-
Per Diem	-	57,451	52,000	-
Past President				
Travel	-	3,920	5,000	-
Per Diem	-	11,975	9,500	-
DC Zone Commanders				
Travel	-	4,146	6,000	-
Per Diem	-	6,060	6,000	-
VIP - (Floris)	-	-	-	-
Other	-	-	-	-
Travel	-	5,628	3,000	-
Per Diem	-	16,557	5,000	-
Entertainment	-	-	-	-
Credentials	-	1,800	6,000	-
Printing & Design				
Convention Reports	-	19,301	16,000	-
Other	-	3,451	9,000	-
Translation & Interpretation	-	-	6,000	-
Postage	-	16,106	15,000	-
Freight	-	3,634	15,000	-
Social Activities				
President Reception	-	4,924	10,000	-
Other	-	-	-	-
Convention Centre	-	46,952	80,000	-
Convention Operation	-	86,619	150,000	-
Transportation	-	8,334	1,000	-
Ceremonies	-	318	3,000	-
Local Arrangements Committee	-	4,259	500	-
Supply	-	-	-	-
	-	388,538	495,000	-
Revenue	-	80,556	90,000	-
<b>SUB-TOTAL</b>	-	307,981	405,000	-
Provision	<u>200,000</u>	<u>(200,000)</u>	<u>(200,000)</u>	<u>200,000</u>
<b>TOTAL</b>	200,000	107,981	205,000	200,000
<b><u>COMMITTEE (FROM 15A)</u></b>	<u>14,694</u>	<u>9,700</u>	<u>16,200</u>	<u>10,200</u>
<b>TOTAL CONVENTION AND AND COMMITTEE</b>	<u>214,694</u>	<u>117,682</u>	<u>221,200</u>	<u>210,200</u>

16A

**THE ROYAL CANADIAN LEGION  
 DOMINION COMMAND**

**CONVENTION COMMITTEE**

	<b><u>2015 ACTUAL</u></b>	<b><u>2016 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 BUDGET</u></b>
Travel	4,440	5,414	7,500	5,000
Per Diem	3,859	2,583	8,000	4,500
Printing, Stationery	4,605	1,420	100	100
Telephone & Fax	-	-	-	-
Postage	8	1	100	100
Miscellaneous	<u>1,782</u>	<u>283</u>	<u>500</u>	<u>500</u>
<b>TOTAL</b>	<u>14,694</u>	<u>9,700</u>	<u>16,200</u>	<u>10,200</u>

**REPORT OF THE DOMINION COMMAND  
VETERANS, SERVICES AND SENIORS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**65-1**

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

**GENERAL**

The VSS Committee last met on 23 March 2017 via teleconference, the day after Budget 2017. Budget 2017 did not deliver on many of the Minister's top priorities, it checked off a couple more but did not address the life-time financial security for ill and injured Veterans. We will continue to press the Government to ensure that all of the top priorities come to fruition for our Veterans and their families.

The new Commander Personnel Command will be Lieutenant-General C.A. Lamarre replacing Lieutenant-General Christine Whitecross. Once Lieutenant-General Lamarre is settled in the new position, the Dominion President will continue to request a quarterly meeting to continue our relationship with Military Personnel Command and the Canadian Armed Forces.

**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. 14 December 2016 – letter to the Minister of Finance and article calling on the Government to address deficiencies in standards and supports for service dogs;

- b. 20 January 2017 – article The Legion Advocates for Mental Health and Supports research;
- c. 24 January 2017 – article The Legion supports Veteran Mental Health;
- d. 25 January 2017 – article Bringing Mental Health to the forefront for Canada's Veterans;
- e. 10 February 2017 – article Better support urgently needed for military and RCMP transitioning to civilian life; and
- f. 14 March 2017 – article and the Legion's position: NVC Lifelong Financial Security.
- g. 22 March 2017 – article Federal Budget 2017 – 'Promises, promises'

### **RCL VETERANS HOMELESSNESS ADVISORY COMMITTEE**

On 13 March 2017, Comrade Dave Flannigan hosted the second RCL Veterans Homelessness Advisory Committee meeting at Legion House. Representatives from VAC, ESDC, CFMWS, Good Shepherd Ministries, VETS Canada and Ontario Command Leave the Streets Behind Program were in attendance.

It was a full day of presentations and discussions as representatives provided updates on what their organizations are doing in support of homeless veterans. Presentations on case management for homeless veterans and the Veteran Homelessness Strategy and Action Plan were informative. The key issue was to determine a way forward to address veteran homelessness in Canada, it requires a collaborative effort and good communication with all organizations.

It was noted that of all the Ministerial Advisory Groups appointed by the Minister last year, the only Group that has not held a meeting is the Homelessness Working Group. We have sent numerous e-mails to the Minister's office requesting information but no response, we certainly do not want to be duplicating resources but we feel this is too important and high profile an issue not to have constant involvement so our Committee will develop a five-year action plan to keep the veteran homelessness file in the public eye. We have scheduled our next meeting on 23 September 2017 at Legion House.

### **CIMVHR**

This year the CIMVHR Forum 2017 will be held in Toronto and they have partnered with the Invictus Games 2017. The Forum will be held from 25-27 September while the Invictus Games will be held from 23 – 30 September. The Service Bureau will have a kiosk at the CIMVHR Forum and Membership/Marketing will have a kiosk at Canada House for the Invictus Games. We received approval from DEC last November for the fourth CIMVHR scholarship and it will be presented at the Forum.

## **BSO LEGION OSI SPECIAL SECTION**

Comrade Glynne provided an update on the BSO Legion OSI Special Section at the last VSS meeting, it will be presented in detail in his DEC report.

## **OUTREACH AND VISITATION INITIATIVE PROGRAM**

Since the renewal of the contract on 1 May 2016 for two years, there have been 274 taskings to visit 6,319 Veterans in Long Term Care (LTC), 4,997 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 they died.

We sent an e-mail requesting volunteers and have received a good response however we need volunteers in the following areas:

- Swift Current/Maple Creek/Shanavon Saskatchewan
- Newmarket/Aurora and Sault Ste. Marie, Ontario
- Moncton, NB.

The next OVI training course is tentatively scheduled for 19 May 2017 in collaboration with VAC personnel.

## **SERVICE DOG STANDARDS**

The final review of the draft standards was completed in January 2017, the standards included word smiting, content and layout format to insure its preparedness for the CGSB editor for final review and translation.

A consensus was reached and the CGSB staff along with the co-chairs were confident that the draft standard would be ready for public review at the beginning of March 2017; however, this date was slightly pushed back to ensure production of the best possible draft and to guarantee the best representation of the Committee's work to date. As such they are now predicting a mid-April date to move forward with the Public review.

The standards and the pilot research study are still on track for promulgation by December 2017 which was the original promulgation date.

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

The Western Region Command Service Officer Training will be conducted in Winnipeg, MB from 7-8 September 2017 and the Eastern Region Command Service Officer Training in Saint John, NB from 14-15 June 2017. Thank-you to both Manitoba/NWO Command and NB Command for hosting these events. The Command Service Officer Professional Development training is booked for 21-25 October 2018 in Charlottetown, PE.

## **DOMINION COMMAND SERVICE BUREAU ACTIVITIES**

A Command Service Officer course was conducted from 7-9 March 2017 at Legion House, 14 students in attendance. The Dominion Command Service Bureau continues to provide service officer support to Saskatchewan Command during their search for a new service officer. NS/Nunavut Command and Quebec Command have hired new service officers and the DC Service Bureau provides mentorship and guidance, not only to the new Service Officers but for all Command Service Officers.

Dominion Command Service Officers continue to experience a significant increase in the overall number of applications received and Entitlement Appeals. There is a significant increase in still-serving RCMP and military still-serving applications for DC Service Officers:

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Benevolent	401	375	439	430
<b>First Application/ DR</b>	<b>269</b>	<b>273</b>	<b>310</b>	<b>374</b>
VRAB Appeals	165	207	133	51

The Service Bureau expects the increase in Veteran clients to continue across the country as we expand our outreach including the still-serving RCMP members.

## **FIRST APPLICATIONS AND DEPARTMENTAL REVIEWS**

Due to an unexpected changeover of Command Service Officers in three Commands, adequate statistics were not secured from Saskatchewan Command, Quebec Command (Quebec City) and NS-Nunavut Command, So the overall First Applications and Departmental Reviews prepared and submitted by Legion Command Service Officers have decreased this year although total claims have increased along with the number of counselled out claims. While the claims from the traditional Veteran population are declining, there is an increase of claims by post-Korean Veterans, including still serving CAF and RCMP members. Overall, 27.6% were related to still-serving members, 54.4% retired military, .6 Reservists and 17.4% related to RCMP service.

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Total First Application Claims submitted by RCL	2137	2511	2971	2522
Departmental Reviews submitted by RCL	142	158	155	144
Total/Claims Withdrawn/Counselled Out	435	518	321	644
Total Claims Handled by RCL	2714	3187	3,463	3,524

Comprehensive statistics for all Command Service Officers are attached to this report.

## **VETERANS REVIEW AND APPEAL BOARD**

VRAB Reviews are conducted across the country with Command Service Officers co-representing with the Bureau of Pensions Advocates. Appeals and Reconsiderations continue to be heard at Legion House with representation from Dominion Command Service Officers.

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Total VRAB Reviews	356	375	165	163
Total VRAB/RfR Appeals	127	207	152	51
Total VRAB Cases Handled by RCL	491	582	317	214

**Note:** VRAB Entitlement Appeals are down considerably for 2016 due to the high number of Appeals counselled out at Dominion Command; also the last two VRAB sessions have been cancelled due to the lack of quality Appeals to present.

## **BENEVOLENT REQUESTS**

Requests for benevolent fund assistance decreased slightly to 430 being processed by the Dominion Command Service Bureau in 2016, compared to 439. The following table outlines our benevolent efforts for the various funds and provides a snapshot of Dominion Command's efforts over the past three years.

FUND	2014		2015		2016	
	NO. OF CASES	AMOUNT	NO OF CASES	AMOUNT	NO OF CASES	AMOUNT
POPPY	88	\$70,467.90	105	\$83,603.16	114	\$91,331.41
SCOWP	15	\$7,655.82	34	\$17,197.24	22	\$13,267.18
RAFBF	129	\$140,552.44	111	\$114,938.53	119	\$113,782.43
RNBTF	25	\$26,270.95	28	\$25,507.29	28	\$27,180.32
UK Regimental	118	\$147,816.98	161	\$226,614.63	147	\$180,938.81
<b>TOTAL</b>	<b>375</b>	<b>\$392,764.09</b>	<b>439</b>	<b>\$467,860.85</b>	<b>430</b>	<b>\$426,500.15</b>

POPPY: Poppy Benevolent Fund  
SCOWP: Standing Committee on Welfare Payments (RCEL)  
RAFBF: Royal Air Force Benevolent Fund  
RNBTF: Royal Navy Benevolent Trust Fund

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

Provincial VSS reports will be reported at the November DEC.

## **CONCLUSION**

This is my report and I move its adoption.

**REPORT OF THE DOMINION COMMAND  
POPPY AND REMEMBRANCE COMMITTEE TO  
DOMINION EXECUTIVE COUNCIL  
APRIL 29, 2017**

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 26 November 2016, the Committee has conducted several electronic meetings on trademark issues with a teleconference on 22 March 2017. The next face to face meeting of the Committee will be scheduled for late November 2017.

**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	320,026.41
DECEMBER	172,250.90	193,519.43	229,707.59	306,489.29
<b>TOTAL</b>	<b>3,271,871.72</b>	<b>3,362,258.61</b>	<b>3,618,945.11</b>	<b>3,632,946.89</b>
	<b>(-2%)</b>	<b>(+3%)</b>	<b>(+8%)</b>	<b>(0%)</b>



ii. Individual Poppy and Wreath distribution quantities for 2013 through 2016 were:

<b>ITEM</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Lapel Poppy, Box of 1000	16,439	16,846	18,961	18,077
Car / Window Poppy	20,377	20,940	22,155	20,891
Table Poppy	3,349	3,216	3,832	3,607
#8 Wreath	3,569	3,009	3,285	3,342
#14 Wreath	18,802	18,480	19,656	18,580
#20 Wreath	8,309	8,635	8,363	8,516
#24 Wreath	877	800	800	785
Poppy Spray	268	219	225	164
Grass Cross	8,233	7,713	8,356	7,666
White Cross	2,132	2,057	2,174	1,894

iii. 2016 was the third of a five-year contract with Trico Evolution to manufacture and distribute Poppies and Poppy Wreaths. Few complaints over product quality and delivery were received. Again there were returns where the product was a number of years old and manufactured by the previous vendor. There were also reports of damaged product reported after November 11<sup>th</sup> where the product was used and the origin of the damage could not be identified. For this reason, starting in 2017 labels will be placed on all Poppy & Wreath shipments that read:

**“Inspect all shipments immediately upon receipt. Report and damage or quality issues to Supply at Dominion Command within 10 days of receipt by calling toll free at 888-301-2257.**

**Examinez la marchandise dès réception. Signalez tout dommage ou problème de qualité à la Direction nationale dans les 10 jours suivant la réception en composant sans frais 888-301-2257.”**

iv. During the 2016 Poppy Campaign 2,568,000 individual lapel Poppy stickers, 557,500 Poppy Keepers and 143,313 of the “LEST WE FORGET” bracelets were distributed.

v. Production levels for Poppies and wreaths were set in December and manufacturing is well under way. The schedule has production completing by August 1. The solicitation for Poppy promotional material requests was just sent out to Provincial Commands. Work on 2017 promotional materials commenced the week after Remembrance Day and is well under way. All promotional materials are expected in stock by June 1.

vi. As part of the 2016 Poppy Campaign programs such as the Wreaths for Parliamentarians, support for international embassies and consulates, support for

international ceremonies and missions, National Ceremony wreaths, Poppy & Wreaths components to RCEL supported programs, were managed.

### **CHANGES TO THE POPPY MANUAL**

The Poppy and Remembrance Committee reviewed the current Poppy Manual to ensure it is up to date and better able to assist our branches and members. The following amendments to the Poppy Manual are proposed by the Poppy & Remembrance Committee and are submitted to DEC for approval:

**RECOMMENDATION:** It is recommended that Section 211 be amended with the following addition to retain residual supplies of Poppies and Wreaths:

After the Poppy Campaign, all residual supplies of Poppies and Wreaths in your branch are to be retained for future campaigns

**RECOMMENDATION:** It is recommended that Section 403.ii.a:be amended by deleting reference to elderly or disabled persons.

To purchase, construct, repair or furnish housing accommodation and care facilities, including hospital wards/rooms for Veterans, ~~elderly or disabled persons~~.

**RECOMMENDATION:** It is recommended that Section 403.ii.c: be deleted in its entirety as presently worded:

~~Senior Services: 50 percent of the current balance to support of drop in centres for the elderly for support of meals on wheels services only as long as these provide known support to Veterans in the community.~~

**RECOMMENDATION:** It is recommended that a revised Section 403.ii.c be approved to provide short term assistance to Veterans as outlined below. It is recommended that the percentage of the current balance be reduced to 25% from 50%.

**Veterans Services:** 25 percent of the current balance for support of drop-in-centres or other community facilities that support Veterans, such as short term meals on wheels services only as long as these provide known support to Veterans in the community.

**RECOMMENDATION:** It is recommended that Section 403.ii.i be amended to include other modifications to branch premises as outlined in the criteria contained in provincial regulations concerning retrofitting of premises for accessibility to read as follows:

To cover the cost of installation of a washroom door, toilet and sink “**or other modifications outlined in the criteria contained in provincial regulations concerning retrofitting of premises for accessibility**” for the purpose of assisting Veterans, their families and other persons with disabilities.

**RECOMMENDATION:** It is recommended that a new Section 403.ii.n be added to provide support to Resource Centres in communities such as the Military Family Resource Centres. 25% of the balance is recommend for this new section which would be the same allocation of funds as included in the revised Section 403.ii.c.

The new section would read as follows:

**Section 403.ii.n: Support to Resource Centres:** 25 percent of the current balance to support community programs and services to resource centres that support Veterans, i.e Military Family Resource Centres.

**RECOMMENDATION:** Section 402.iii.c was previously amended to include “those currently serving members deployed outside Canada” to

authorize the expenditure of Poppy funds to prepare gifts to deployed troops and RCMP members for Operation Santa Claus and Canada Day. As a result of this amendment, the following recommendation is brought forward for DEC consideration and approval.

**RECOMMENDATION:** It is recommended that an expenditure of \$15 **per unit** be authorized from Poppy Trust Funds with regular monitoring of the total cost of the program.

### **REQUEST FOR POPPY TRUST FUNDS-EMERGENCY PREPAREDNESS PLAN**

A request was received from the Director, National Remembrance Day Ceremony that the sum of \$10,000 be approved from Poppy Trust Funds as a one-time, special use expenditure for the development of an emergency preparedness plan for the National Remembrance Day Ceremony in Ottawa and for other commemorative events in the City of Ottawa as required. The following recommendation is brought forward for DEC consideration and approval.

**RECOMMENDATION:** It is recommended that the sum of \$10,000 from Poppy trust funds be approved for the development of an emergency preparedness plan for the National Remembrance Day Ceremony in Ottawa and for other commemorative events in the City of Ottawa as required.

### **REQUEST FOR POPPY TRUST FUNDS FOR 2017 VIRTUAL POPPY DROP-CENTRE BLOCK**

A request was received from the Director, National Remembrance Day Ceremony that the sum of \$30,000 be approved from Poppy Trust Funds for the 2017 Virtual Poppy Drop on Centre Block (Peace Tower), Parliament Hill, Ottawa. The following recommendation is brought forward for DEC consideration and approval.

**RECOMMENDATION:** It is recommended that the sum of \$30,000 from Poppy trust funds be approved for the 2017 Virtual Poppy Drop on Centre Block (Peace Tower) Parliament Hill, Ottawa.

### **REQUEST FOR POPPY TRUST FUNDS FOR 2017 VIRTUAL POPPY DROP ON THE NATIONAL ARTS CENTRE LANTERN, OTTAWA**

A request was received from the Director, National Remembrance Day Ceremony that the sum of \$10,000 be approved from Poppy Trust Funds for the 2017 Virtual Poppy Drop on the National Arts Centre Lantern, Ottawa and for other Legion Remembrance messaging as is possible on the NAC Lantern. The following recommendation is brought forward for DEC consideration and approval.

**RECOMMENDATION:** It is recommended that the sum of \$10,000 from Poppy trust funds be approved for the 2017 Virtual Poppy Drop on the National Arts Centre Lantern, Ottawa and for other Legion Remembrance messaging as is possible on the NAC Lantern.

### **NEVER SUCH INNOCENCE (NSI PARTNERSHIP)**

The Royal Canadian Legion is partnering with Never Such Innocence (NSI) and the Legion has provided entries at the Senior, Intermediate and Junior levels to NSI from our Poster and Literary (Poems only) Contests. These entries will be judged separately by NSI and a procedure will be developed for any Canadian winners announced by NSI. The NSI judging should be completed by mid-April.

### **HONOUR ROLL**

The Honour Roll initiative has been approved and Supply Department will be contacted to determine specifics for the provision of these rolls. It is the opinion of the Committee that Poppy trust funds cannot be used by branches for the cost of a printer/calligrapher and frame for these Honour Rolls. An all-branch communication will be developed to inform branches and Commands of this initiative by mid-April.

### **POPPY AND REMEMBRANCE COMMITTEE BUSINESS PLAN 2016-2021**

The Business Plan for the Poppy & Remembrance Committee for the period 2016-2021 is attached.

I move acceptance of this report as presented.

**DOMINION COMMAND  
POPPY AND REMEMBRANCE COMMITTEE  
BUSINESS PLAN FOR THE PERIOD 2016- 2021**

**35-1**

**1. THE COMMITTEE**

1.1 Program Description

1.1.1. Objective

The Poppy & Remembrance Committee is a Committee of the Dominion Executive Council. It is responsible for overseeing the conduct of all Poppy and Remembrance programs and activities of Dominion Command and for initiating and submitting related policy and program recommendations.

1.1.2 Description

The Committee is composed of a Chairman, a Vice-Chairman and five other members appointed by the Dominion President. Unless otherwise approved or directed by the Dominion President, this Committee will meet once a year.

1.1 Relate program to Aims and Objects of the Legion

The Committee provides oversight and direction concerning all Dominion Command Poppy & Remembrance programs including but not limited to the following:

- i. The Poppy Campaign, including the First Poppy Presentation to the Governor General
- ii. The Poster and Literary Contests
- iii. The National Remembrance Ceremony including Outstanding Cadets and the National Silver Cross Mother
- iv. The Legion Pilgrimage of Remembrance
- v. The Poppy Trademark
- vi. Poppy and Remembrance Promotional Material.
- vii. The Poppy Manual

1.2 Relate program to Legion Mission Statement

The program works to establish the guiding principles for the Poppy and Remembrance program for the organization's fulfillment of its Mission Statement.

1.4 Desired outcomes of the Committee

The Committee offers advice, interpretation and guidance for presentation to DEC and Dominion Convention and the Poppy Manual. It is tasked to:

- Providing advise and interpretation of Legion policy in regards to the Poppy Campaign, the use of the Poppy trademark, Poppy trust funds and Youth Education;
- Revising the Poppy Manual (English and French) as required following the conclusion of each Dominion Convention and at other times to reflect change of policy;

## **2. SITUATIONAL (SWOT) ANALYSIS**

### 2.1 Strengths

- Long standing and well-established policies which cover the programs of Poppy and Remembrance
- Members of the organization generally understand the Legion's commemorative culture
- Experienced and knowledgeable committee members with a balance of experience in Poppy related programs at the Provincial and Dominion Command levels
- Ability to respond quickly to queries from all levels of the organization
- Ability to consider and offer timely approvals/comments on Poppy and Remembrance issues such as trademark considerations.
- Good working relationship and communication with Dominion Committees, Dominion and Provincial Command staff.

### 2.2 Weaknesses

- Policies contained in the Poppy Manual often require interpretation, which can vary on a case by case basis
- Communication of Poppy Manual amendments to all branches, specifically on the use of Poppy trust funds.

### 2.3 Opportunities

The program responsibilities of the Poppy and Remembrance Committee has a very high profile for the Legion in regards to the membership of the organization and to the Canadian public. The Poppy Campaign, Poster and Literary Contests and other Youth Education initiatives can have a significant impact on the perpetuation of commemoration and for the positive image of the Legion.

### 2.4 Threats

Misinterpretation of the policies contained in the Poppy Manual, specifically in the use of Poppy trust funds;

Failure to protect the Poppy trademark

## 2.5 Deductions leading from analysis (so what)

- Failure to protect the Poppy trademark of the Legion or to develop and communicate policies in regards to the proper use of Poppy trust funds at all levels of the Legion could result in the loss of our trademark protection and/or the misuse of Poppy trust funds and the loss of the Legion's credibility with the Canadian public.

## 3. PROGRAM SERVICES

### 3.1 Description of Services to be offered through the program

- Responsible for the policies and procedures in the Poppy Manual
- Acts as the authority for interpretation of policies and procedures contained in the Poppy Manual
- Administers all proposed amendments to the Poppy Manual and submits to DEC/Convention for the required approvals

### 3.2 Define the need for and development of the program

- This Committee oversees the proper implementation of Poppy & Remembrance programs and policies including the use of Poppy trust funds and the Poppy trademarks

### 3.3 Describe the program delivery and applicability throughout the Legion

- The Committee is committed to service excellence through the timely consideration and responses to queries. It strives to meet the needs of all in a cost-effective and efficient manner. To this end, the Committee meets only by teleconference at regular intervals or as required by organizational demands and has only one face to face meeting annually. Minutes of meetings are circulated electronically to Dominion and Provincial Command levels.

### 3.4 Describe the resources needed to deliver the program

- The Poppy and Remembrance Program/Committee has seven (7) members including the Chairman. It has a budget of approximately \$82,000 per year including Pilgrimage, National Remembrance Ceremonies and the National Poster and Literary Contests as well as Committee expenses.
- Administrative support services at Dominion Command and outside legal counsel (trademarks) are available. The services of a Committee Secretary and Assistant Secretary are provided to the program/committee.



### 3.5 Measure the effectiveness of the program

- The ability of the organization to effectively deal with internal and external issues concerning the Poppy trademarks, Poppy trust Funds and Commemorative events such as the National Remembrance Ceremonies, the Legion Pilgrimage of Remembrance and the Legion's Youth Education initiatives such as the Poster and Literary Contests and the Teaching Guide Learning Tool.
- The consistent application and adherence of policies and procedures throughout all levels of the organization.

## 4 **MARKETING AND PROMOTION**

### 4.1 Conduct a market analysis N/A

### 4.2. Competitors Nil

### 4.3 Target audiences

- Legion membership
- Legion branches
- Provincial Commands and International Zones
- Dominion Command
- Dominion Convention
- Other Veteran and Government organizations
- Canadian public

### 4.4 Key Messages and Dates

- Production of the updated and on-line Poppy Manual by 1 October in each Dominion Convention year and on a regular basis as required.

### 4.5 Marketing/promotional plan N/A

## 5 **SUMMARY**

### 5.1 Summary and evaluation of the effectiveness of the program, i.e how does it support the Legion and its aims and objects.

The Committee has the responsibility for the policy and procedures of the Poppy & Remembrance program of the Legion. As such, it has significant impact on the commemorative culture of the Legion in such areas as the National Remembrance Ceremonies, the Legion Pilgrimage of Remembrance and Youth Education programs. As

well, the Committee has the responsibility to consider applications for unusual expenditures of Poppy Trust Funds to ensure adherence to policy and also has the responsibility to review applications for the use of the Poppy trademark to ensure compliance with our trademark protection and if not, to consider the appropriate legal action.

**REPORT OF THE DOMINION COMMAND  
MEMBERSHIP COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**File 23:1**

<b>Tom Irvine</b>	-	<b>Chairman</b>
<b>Frank Sullivan</b>	-	<b>Vice-Chairman</b>
<b>Mark Barham</b>	-	<b>Member</b>
<b>Sharon McKeown</b>	-	<b>Member</b>
<b>Chris Strong</b>	-	<b>Member</b>
<b>John Ladouceur</b>	-	<b>Member</b>
<b>Steve Wessel</b>	-	<b>Member</b>
<b>Randy Hayley</b>	-	<b>Committee Secretary</b>
<b>Danny Martin</b>	-	<b>Asst. Committee Secretary</b>

**GENERAL**

This report covers the period from November 28, 2016 to April 11, 2017. During this period the Membership Committee convened three times via teleconference.

**MEMBERSHIP BUSINESS PLAN**

The 5-year membership business plan has been completed and submitted to DEC. The business plan focusses on ushering in a new era for Legion membership where branches and members will have greater access to their information and be exposed to options never before available in simplifying the membership processing/renewal process all while implementing a branch hospitality program.

The business plan objectives will rely heavily on strong communications and the ongoing active participation of all commands, branches and members to maximize the benefits for Legion membership.

**BACK OF NEW PLATICIZED MEMBERSHIP CARD.**

During the 1986 Dominion Convention the universal organ donor consent information was passed to appear on the back of our membership cards.

With the introduction of a new plasticized membership card later this year the time has come to update the information appearing on the back of our cards.

**RECOMMENDATION:** That the consent under the Human Tissue Act be removed from the back of the new plasticized Legion Membership card.

### **BRANCH INITIATION**

The committee, in an attempt to simplify the sign up process for new members and to maximize the results of the Hearts and Minds marketing initiative, reviewed the current sign up process and is recommending a streamlined initiation process to be included on the Application for Membership which would comply with the requirements of GBL 101 (c) to help eliminate any potential barriers to joining the Legion. This revised member application would leave further initiation processes at the discretion of the local branch. In addition, the committee is also requesting to streamline the current branch initiation ceremony.

**RECOMMENDATION (A):** That the Membership Application form be amended as presented to include a streamlined member initiation process complying with GBL 101 (c) but recognizing further ceremonial initiation processes are at the discretion of the local branch.

**RECOMMENDATION (B):** That the Rituals and Awards Committee work with the amended member application declaration/initiation to create a more streamlined branch initiation for branches wishing to continue with the ceremonial initiation.

### **MEMBER RETENTION EXIT SURVEY**

The committee recommended commissioning a third party to conduct an exit survey with members who had not renewed their memberships over the past couple of years. The committee provided a list of sample questions to the 3<sup>rd</sup> party for the survey. Up to 1,000 non-renewing members will be surveyed.

The results will greatly influence the focus of the membership business plan moving forward.

The survey will be conducted late April / early May of 2017.

## **SERVICE REQUIREMENTS FOR VETERAN/ORDINARY STATUS**

The Committee discussed the need to further discuss and clarify the length of service required for a veteran to be considered an ordinary member. In 1972 an Ordinary member was defined as a regular force member of Canada (time eliminated).

Some committee members stated their commands are using different criteria for time served and this issue should be brought up to DEC for further discussion.

**RECOMMENDATION:** That DEC discuss the current length of service requirements for a veteran to be considered an ordinary member.

## **NEGATIVE COMMENTS ON SOCIAL MEDIA**

The committee discussed the content of emails forwarded by the Marketing Dept. regarding negative comments received on our social media.

The committee noted that a large percentage (40%) of these comments intimated that "civilians" (Associate members) have a stranglehold over the administration of the Legion and that this single point was a major contributing factor to Veterans not joining the Legion.

It was noted that a previous attempt to have these negative comments addressed and explained through social media was not considered to be a way forward at this time.

The committee disagrees with this strategy and strongly recommends to DEC that a response, refuting these negative allegations, be disseminated immediately, and, that this response states that the Associate membership of The RCL are mostly the sons and daughters of Veterans who have volunteered to step forward to assist our Veterans and their families in the absence of current Veterans who cannot, or will not, accept these roles at this present time.

**RECOMMENDATION:** That DEC agree to instruct the PR Committee to immediately address the negative comments being posted on our social media regarding "civilians" (Associate members) monopolizing the administration of The RCL.

The committee also wishes to re-inforce that all Royal Canadian Legion Members are equal and are making the following recommendation to update our current definition of a Legion Member within the GBL 101.b

**RECOMMENDATION:**

That the current definition of Legion Member found within GBL 101.b be updated to read: Member means a person who has been duly admitted to any of the types of membership provided for herein, all of which, confer equal privilege and standing at all levels without preference.

**SUMMARY**

The membership committee is about to embark on an extensive change management exercise which will primarily occur over the next two years. These efforts focus on many elements including membership administrative initiatives such as a new processing web portal, new membership cards and the creation of new member renewal payment options combined with simpler member enrollments and a branch hospitality program.

These endeavours will require strong command, branch and member support if we are to maximize our organizational member renewal and retention efforts all with a focus and goal of stabilizing Legion membership for future years.

## BUSINESS PLAN FOR THE PERIOD 2017 – 2021

### OVERVIEW:

The 5-year business plan is built upon the membership committees mandate as directed by the Dominion President. The primary goal is to address declining membership levels with a focus on growing membership moving forward. This will be accomplished by focusing our efforts primarily on renewal and retention programs while assisting in member recruitment initiatives.

The business plan has a focus of developing and implementing proactive membership strategies for a membership organization which has been reactionary by nature.

The direction of the Membership Committee will be largely influenced by a member retention survey to be conducted by an independent 3<sup>rd</sup> party during 2017. **The results of this exit survey of non-renewing members will greatly influence the focus of the committee and potentially add to the initiatives listed below.**

To achieve our goal, it is essential to launch measureable and impactful renewal and retention programs which address the weakness of our SWOT analysis. The objectives are as follows:

#### Key strategic initiatives

- To implement the new web portal membership processing system:
- To conduct a member retention study through an exit interview of non-renewing members. This study to be conducted by a 3<sup>rd</sup> party provider
- To examine options to simplify the member initiation process
- To launch a hospitality program to assist branches in becoming more welcoming to new members
- To dramatically improve Branch and Members communications by acquiring member phone numbers and emails
- To begin transitioning from a B2B (Member Services to Branches) operation to a B2C (Member Services to Members) operation
- To have the Member Services team begin assisting branches in measureable renewal and retention efforts

#### Year One:

- To implement the new membership processing system and launch the web portal for all branches to make processing more efficient and to ensure the portal is

available to members to assist with new sign ups and renewals. The web portal is a game changer and the foundation for improved membership performance.

- To conduct a member retention survey focusing on why members do not renew their memberships
- To develop and launch a branch hospitality program
- To move to a plasticized membership card
- To continue to examine and simplify the sign up process for new members wishing to join our organization including the initiation process
- To have greater communication/involvement with the provincial commands and membership chairs to assist in executing membership goals
- To increase the number of branches using the web portal
- To begin measuring the number of members renewing on line
- Investigate a limited period of complementary memberships including the measured results of conversion rate

#### Year Two:

- To move to anniversary membership renewal dates
- To provide greater, flexible membership payment options for members and branches
- To implement and monitor the mentorship program
- To continue working on implementing the branch hospitality program
- To continue growing the number of branches using the processing web portal
- To grow the number of members renewing on line and grow auto renewal registration

#### Years Three to Five:

- Increase branches and members using the web portal
- Increase member registration for auto renewal program
- Begin proactive member service support program for non-renewing members (once anniversary renewal program is effective)

#### **SUMMARY:**

Through these initiatives we are ushering in a new era for Legion membership where branches and members will have greater access to their information and be exposed to options never before available in simplifying the membership processing/renewal process.

These initiatives are a significant exercise in change management and will rely heavily on strong communications and the ongoing active participation of both branches and members to maximize the benefits for Legion membership.



## **SWOT ANALYSIS:**

### **Strengths**

- Canada's largest veteran support and community services organization
- Highly respected and recognized National Organization
- Administrators of one of the most recognizable symbols in North America (Poppy)
- A proven history of advocating effectively on behalf of veterans
- Loyal and passionate membership base
- High Membership value on continuous years of service.
- 1,400 local administrative branches
- Centralized membership processing

### **Weaknesses**

- Lack of communication –with branches and members
- Difficult/cumbersome sign up process for new members to join at local branches (counter- productive to growing new members). This includes initiation process and categories of membership
- Almost no contact information for members (phone/email) at National Level seriously limiting renewal and retention efforts
- Annual renewal/expiry of membership base at the same time
- Archaic membership process – relying on paper and mail
- 1,400 branches with inconsistent membership policies – not always positive and welcoming
- A perceived lack of relevance with CF personnel
- High turnover in branch membership personnel due to volunteer workforce

### **Opportunities**

- Upcoming launch of new membership processing portal for branches and members
- High membership value on continuous years of service
- Guaranteed 1-week National spotlight on organization each year (November 11)
- Attracting new members at-large
- Greater involvement of provincial membership chairs to assist in driving results for key performance indicators.
- Upcoming RCL Foundation

### **Threats**

- Declining Aging Membership

- Local Branch survival
- Declining number of veterans and perceived lack of trust with younger veterans
- Resistance to change
- Inconsistent branch membership policies – different attitudes and message to attract new members
- An 'us against command' attitude in some cases
- Communication shortcomings within the organization
- Lack of organizational knowledge due to lack of leadership training

### **Deductions**

- If the status quo is maintained the eventual demise of the Royal Canadian Legion is foreseeable
- Significant change is required to better attract and retain members moving forward
- Need to simplify sign up process for new members while creating a strong membership drive concentrated around the national spotlight we receive on an annual basis.
- Need to move model from a B2B (Membership to branches) to a B2C (Membership to Members) business.
- Need to improve communications amongst members
- 3 critical steps required to build effective renewal and retention programs:
  - o We require contact information for members
  - o We require a move to anniversary renewal dates
  - o We require a monthly and annual auto renewal program to improve member renewal and retention rates (greater flexible payment options)

**REPORT OF THE DOMINION COMMAND  
PUBLIC RELATIONS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**File: 45-1**

**Bruce Julian - Chairman**  
**Tom Eagles - Vice Chairman**  
**Marc Tremblay - Member**  
**Ronn Anderson - Member**  
**Ken Box - Member**  
**Leah O'Neill - Interim Secretary**  
**Brad White - Assistant Secretary**

**GENERAL**

With the recent illness of the Committee Secretary, arrangements have been made to obtain assistance in the redevelopment of the Committee activities and materials. This situation will proceed for the foreseeable future.

**PROJECTS/ACTIVITIES**

The Public Relations Committee has been resurrected and the defining Terms of Reference and strategic plans are outdated and in need of a complete overhaul. A local contractor, who is also a Legion member, has been obtained to assist in the development of the necessary materials. While the progress has been slow, headway is being made and materials will soon be distributed to the Committee for review and consideration.

Under a contractual agreement, the following projects/activities are taking place:

<b>Project/Activity</b>	<b>Completion Date/Status</b>
Strategic PR Plan	31 March 2017/Ongoing
Dominion President's Remarks for Provincial Conventions	9 March 2017/Completed
PR Training Day – DEC	28 April 2017/Ongoing
Consulting Services Media Budget	Ongoing
Job Description Development	20 April/Ongoing

Costs for these services is accounted for under the budget for outside of Legion assistance.

## **CONCLUSION**

Comrades, the process has now commenced in earnest and I believe that the Committee will be moving forward quickly. I thank my Committee members for their patience in dealing with the current situation.

I move acceptance of this report as presented.

## Branch Renewal Rates as of April 26, 2017 (National Average is 83%)

Account Name	Active Members	Last Year Members	Percentage Renewed.
01-114 LYNN VALLEY	167	571	29%
01-268 FORT ST JAMES	1	58	2%
02-065 KILLAM	1	33	3%
02-139 MANNING	0	9	0%
02-224 RYCROFT	1	26	4%
02-280 FOX CREEK	1	69	1%
03-044 ROULEAU	3	16	19%
03-069 LEMBERG	0	20	0%
03-091 LOVERNA	0	14	0%
03-138 BIGGAR	19	63	30%
03-151 MANOR	0	24	0%
03-155 ESTON	5	59	8%
03-205 SNOWDEN	2	7	29%
03-258 HANLEY	4	32	13%
03-358 YOUNG-ZELMA	4	27	15%
03-365 COLEVILLE	16	63	25%
03-371 LA RONGE	2	51	4%
04-058 ELKHORN	0	72	0%
04-232 STE ROSE	1	13	8%
04-245 GILLAM	34	156	22%
05-141 BROCK	1	50	2%
05-195 KEILLER MACKAY	1	5	20%
05-210 COLONEL J E L STREIGHT	3	266	1%
05-396 CHIPPAWA	49	167	29%
05-489 PENINSULA	1	11	9%
06-068 ST LAMBERT	2	51	4%
06-097 BRIGADIER FREDERICK KISCH	2	64	3%
06-136 LAKE MEGANTIC	0	74	0%
06-190 LT COL PAUL BROUSSEAU OBE ED	33	120	28%
06-229 FRONTENAC	8	42	19%
06-245 DORVAL AIR SERVICES	6	179	3%
10-017 ST ANTHONY	5	79	6%
10-061 CENTENNIAL-BAY D'ESPOIR	2	31	6%

## RECOMMENDATION

The current Legion Membership cards contain an organ donation consent form as approved by the 1986 Dominion Convention and is listed as consent under “The Human Tissue Gift Act”. The approved resolution is as follows:

**WHEREAS** after accidents, particularly vehicle accidents, the police often seize the motor vehicle operator’s license: and

**WHEREAS** severely injured persons could be unconscious or dead on arrival when admitted to hospital and staff would be unaware that the victim has signed a “universal donor card” that is part of the vehicle operator’s card, and as in organ retrieval, time is of the essence:

**THEREFORE BE IT RESOLVED** that the reverse side of The Royal Canadian Legion membership card be printed in such a manner as to permit it also to be used as a “universal donor card” by those members wishing to make such donations.

There are several problems with this initiative in that there is no mention of any agreement with provincial governments that would legitimize this authorization, that no one would think to look for such a statement on a Legion membership card and that in certain provinces this act has been rescinded and replaced with a similar act under another name (i.e. ON Trillium Gift of Life Network Act). Additionally, technology has now advanced that a proper donation is now registered on-line for faster and easier access by those harvesting the organ or tissue.

With the introduction of the new plastic membership card the current format of the card will change to provide more relevant and updated information. It will also not allow for a signature.

**RECOMMENDATION:** That the Consent under the Human Tissue Gift Act be removed from the Legion membership card.

**Legion** 

**Liam Jackson**

MEMBER SINCE | MEMBRE DEPUIS 1996

Command | Direction

**XX**

Branch | Filiale

**XXX**

Member No. |  
N° de member

**XXXXXXXXX**

Status | Statut

**Associate Member**





**Member Services | Services aux membres**  
**855-330-3344**  
**membership@legion.ca**

Visit [legion.ca](http://legion.ca) to access your personal membership profile and to renew your membership |  
Visitez [legion.ca](http://legion.ca) pour accéder à votre profil de membre personnel et pour renouveler votre adhésion

Membership Valid Through  
L'adhésion est valable jusqu'au

**December 2018**

Are you receiving Legion Magazine regularly? If not please call **1-855-330-3344** or email **membership@legion.ca**  
Recevez-vous régulièrement la Revue LÉGION ? Si non, prière de téléphoner au **1-855-330-3344** ou d'envoyer un courriel à **membership@legion.ca**



# *Simplifying New Memberships in the Royal Canadian Legion*

[legion.ca](http://legion.ca)

**Legion**   
*There Is Strength And Power In Numbers.*

# Background:

DEC recently approved an additional \$1.25 million investment for Marketing to be allocated over the next 5 years in driving RCL memberships through the Hearts and Minds initiative.

To ensure we maximize every new opportunity created by this additional investment the Membership Committee is recommending simplifying the current sign up process and eliminating any potential barriers to new members joining the Royal Canadian Legion.

# Joining the Legion should be easy:

- 1) Sign up (complete member application process)
- 2) Remit payment of membership dues
- 3) Receive membership card

To accomplish the above we need to transition to a more streamlined individual membership process by revising the current initiation requirements.

# Membership Committee Objectives:

- To simplify the current sign up process
- To incorporate our initiation process into the existing Membership Application Form
- To Provide initiation options to ensure elimination of any potential barriers to joining
- To continue respecting the traditions of Legion membership
- To meet the requirements of the General By-Laws

# Current Operational Status:

- Some branches only initiate new members at general meetings (wait times of 1-4 months)
- Some branches remain unclear on requirements for initiating members thus delaying initiation of members
- Some branches do not initiate members

# Proposed Member Application Form

## **Membership Declaration and Initiation**

**The Royal Canadian Legion's 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.**

I support the mission of the Royal Canadian Legion

I have read and agree to support the purposes and objectives of the Royal Canadian Legion (located in the General by-Laws)

I hereby solemnly declare that I am not a member, nor affiliated with, any group, party or sect whose interests conflict with the avowed purposes of the Legion, and I do not, and will not, support any organization advocating the overthrow of our government by force or which advocates, encourages or participates in subversive action or propaganda

I hereby certify that I have never been expelled from any Legion Branch or any other Veterans organization

I hereby certify that I have never been dishonourably discharged from, deserted from nor evaded service in the Forces of any country

I agree to participate in the annual Poppy Campaign

I agree to abide by the constitution, rules and by-laws of the Royal Canadian Legion.

Your signature indicates that you agree with the above listed requirements and attest to the correctness of all the particulars contained herein: x\_\_\_\_\_

**Congratulations you are now an initiated member of the Royal Canadian Legion**

(Further initiation processes are at the discretion of your local Branch)

# By-Law 101C

101c. MEMBER IN GOOD STANDING means a member who has been initiated and who is not under suspension or is not in arrears in payment of dues. However, a member's rights and privileges may be limited or restricted in circumstances described herein.

# Optional Branch Ceremonial Initiation

- For Branches who wish to continue with the ceremonial member initiation the committee is recommending a more streamlined Branch initiation process to remove any further barriers for new members.
- The Membership Committee is submitting the following abbreviated branch initiation to the Ritual and Awards Committee for their consideration.



# Ritual, Awards and Protocol Manual

## Chapter 4

### **Initiation of Members**

#### General

401. The formal initiation ceremony is an optional process to membership in The Royal Canadian Legion. If a branch chooses to retain the initiation ritual for its membership, the ceremony should be conducted as follows.
402. The President or an officer delegated by the President will preside over this ceremony and those taking part in the ceremony are required to be in Legion dress. There is no requirement for the person being initiated to wear Legion dress.

#### Initiation Guidelines

403. Upon review of the membership application and payment of membership dues, the branch should make the new member aware of the time and date of the initiation. This can be done at a general meeting, or an executive meeting, or at any time by the branch President or an officer designated by the President with a witness present.

# Initiation Ceremony

## 404. **Presiding Officer:**

Sergeant-at-Arms, please assemble the member(s) for this ceremony.

(When the member(s) are in position)

Comrade Membership Chairman, please present the member(s)

### **Membership Chairman**

I am pleased to present to you [name(s) of member(s)] as a member(s) for initiation.

### **Presiding Officer:**

Your application(s) for membership in The Royal Canadian Legion has/have been reviewed and approved.

The purposes and objects of the Legion constitute an association of those who have served or are serving in Her Majesty's armed forces or any auxiliary force and others who support the purposes and objects of the Legion.

# Initiation Ceremony cont'd

The Legion shall stand for strong and united comradeship among all members and those that have served or are serving, so that their rights nor their interests are forgotten, and that their welfare and that of their dependants, especially the dependents of the disabled, the sick the aged and the needy may always be safeguarded.

The Legion shall encourage, promote, and engage in or support all forms of national, provincial, municipal or community service, or any charitable purpose.

Having heard the purposes and objectives of this great organization, are you prepared to subscribe to them and labour to advance the Legion's cause, including active participation in Poppy campaigns?

**New Member:**

I am.

# Initiation Ceremony cont'd.

## **Presiding Officer:**

I now declare you duly admitted to membership in The Royal Canadian Legion, subject to all obligations contained within the organization's By-Laws.

Comrades it gives me great pleasure in extending to you the right hand of comradeship and present you with your Legion badge.

Comrade Sergeant-at-Arms, please conduct the member(s) to their seat(s).

**405. Legion Emblems.** The following are the emblems of The Royal Canadian Legion and a copy should be made available to all new members.

(The 12 listed emblems will remain in the Ritual as shown on page 65, but will not be read as part of the ceremony).

# Recommendation (A):

That the Membership Application form be amended as presented to include a streamlined member initiation process complying with GBL 101 (c) but recognizing further ceremonial initiation processes are at the discretion of the local branch.

# Recommendation (B)

That the Rituals and Awards Committee work with the proposed initiation to create a more streamlined process for branches wishing to continue with the ceremonial initiation.



[legion.ca](http://legion.ca)

**Legion** 

*There Is Strength And Power In Numbers.*

**REPORT OF THE DOMINION COMMAND  
PUBLIC RELATIONS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**File: 45-1**

**Bruce Julian - Chairman**  
**Tom Eagles - Vice Chairman**  
**Marc Tremblay - Member**  
**Ronn Anderson - Member**  
**Ken Box - Member**  
**Leah O'Neill - Interim Secretary**  
**Brad White - Assistant Secretary**

**GENERAL**

With the recent illness of the Committee Secretary, arrangements have been made to obtain assistance in the redevelopment of the Committee activities and materials. This situation will proceed for the foreseeable future.

**PROJECTS/ACTIVITIES**

The Public Relations Committee has been resurrected and the defining Terms of Reference and strategic plans are outdated and in need of a complete overhaul. A local contractor, who is also a Legion member, has been obtained to assist in the development of the necessary materials. While the progress has been slow, headway is being made and materials will soon be distributed to the Committee for review and consideration.

Under a contractual agreement, the following projects/activities are taking place:

<b>Project/Activity</b>	<b>Completion Date/Status</b>
Strategic PR Plan	31 March 2017/Ongoing
Dominion President's Remarks for Provincial Conventions	9 March 2017/Completed
PR Training Day – DEC	28 April 2017/Ongoing
Consulting Services Media Budget	Ongoing
Job Description Development	20 April/Ongoing

Costs for these services is accounted for under the budget for outside of Legion assistance.



## **CONCLUSION**

Comrades, the process has now commenced in earnest and I believe that the Committee will be moving forward quickly. I thank my Committee members for their patience in dealing with the current situation.

I move acceptance of this report as presented.

**REPORT OF THE DOMINION COMMAND  
SPORTS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**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 27 November 2016 to 28 April 2017. The Committee last met on 26 November 2016 at Legion House and as part of a country wide member sports teleconference on 15 February 2017.

**2017 NATIONAL YOUTH TRACK AND FIELD CHAMPIONSHIPS**

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

**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: Branch #225 Sturgeon Falls, ON

Participant information packages were dispatched to all provincial secretaries on 2 February 2017. All host branches are in line with the hosting requirements.

### **2018 DOMINION MEMBER SPORTS CHAMPIONSHIPS**

The following branches have been selected to host in 2018:

**Cribbage** - Branch #91 Victoria, BC: Friday 27 April - Monday 30 April

**Darts** - Branch #120 Mascouche, QC: Friday 4 May - Monday 7 May

**Eight Ball** - Branch #60 Estevan, SK: Friday 24 May – Monday 27 May

### **15 FEB 2017 - TELECONFERENCE ON MEMBER SPORTS**

This meeting was arranged to get a more Legion inclusive opinion on the direction that the member's sports program should take. The overall aim was to enhance member sports as a means to both retain and increase the membership base. At least one representative from every provincial command was involved in the discussion.

The input of the Provincial Sports reps into the improvement of Dominion Sports was a positive experience in many ways. First and foremost was the communication established between all provincial commands. The sharing of information into what the positives and negatives are within their own programs provided a base of realistic expectations on a national scale. It also served to gain consensus in many areas which will help the Dominion Sports Committee to focus its efforts. As a result the report generated by this meeting will serve as focal point for the future development of Member Sports.

It was also unanimously agreed upon to continue this consultation between the Dominion Sports Committee and the Provincial Sports reps in the future. More will follow on this report once the points of consensus have been considered at the next Dominion Sports committee meeting.

The minutes of this meeting were distributed to DEC on 24 Feb 2017.

### **FIVE YEAR BUSINESS PLAN**

As per the president's direction attached is the Sports Committee's five year business plan.

## **CONCLUSION**

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

I move acceptance of this report as presented.

Attachment: 1

## **SPORTS COMMITTEE BUSINESS PLAN FOR THE PERIOD 2016 – 2021**

**File: 28-1**

### **1. THE SPORTS COMMITTEE:**

#### **Program Description:**

The two programs, which are the responsibility of the Dominion Command Sports Committee, are Member Sports and Youth Track and Field.

**Member Sports:** The program involves a large segment of the membership through play-offs at the branch, zone, district and provincial command level; the provincial command winners compete at the Dominion Championship. It promotes Legion comradeship and sportsmanship by bringing together members from branches representing all provincial commands. These sporting events help keep members active physically/mentally, and involve many members in organizing and administering the events. The championships generate public relations for the host branch through local media coverage, and in many instances, direct involvement by the community at large.

**National Youth Track & Field Championships:** The program is designed to provide training and competition at the national level for young track and field athletes under the age of 18. It is in support of provincial programs which undertake to select young athletes through a series of competitions to compete at the national competition. It also provides an opportunity for young athletes to visit other parts of Canada, mix with athletes and coaches from across the country and to make them conscious of the sacrifices of the veterans that came before them.

#### **Relate Program to Purposes and Objects of the Legion**

As per the listed Purposes and Objects of the Legion and by the very design of the sports programs which includes Legion organization and ritual, volunteerism, remembrance, association, community support and promotion of the Legion the following apply:

- To bring about the unity of all who have so served;
- To further among them the spirit of comradeship and mutual help and the close and kindly ties of active service;
- To pass on to their families and descendants the traditions for which they stand;
- To perpetuate the memory and deeds of the fallen and of those who die in the future;
- To foster loyalty among the public and education in the principles of patriotism, duty and unstinted public service;
- To encourage, promote, engage in or support all forms of national, provincial, municipal or community service, or any charitable or philanthropic purpose; and

- To engage only in activities which will be to the credit and benefit of the Canadian community and which will encourage and promote the positive reputation of the Legion.

### **Relate Program to Legion Mission Statement**

To serve veterans, which includes serving military and RCMP members and their families, to promote remembrance and to serve our communities and our country.

### **Desired Outcomes of the Committee:**

- Establish a good working rapport with the provincial sports representatives;
- Improved communications;
- Enhancing the programs on a national scale;
- Reducing costs; and
- Enhancing membership through a more complete sports program.

## **2. SITUATIONAL ANALYSIS - MEMBER SPORTS**

### **Strengths:**

- Promotes fitness;
- Promotes comradeship at all levels;
- Enhances membership within the Legion;
- Is a source of positive public relations; and
- Allows local organizers to gain valuable leadership experience.

### **Weaknesses:**

- Increasing costs;
- Branches may be reluctant to host events;
- Limited national promotion of the events;
- No control over or coordination with provincial qualifying events; and
- Communications.

### **Opportunities**

- Increase member participation;
- Open competitions to general public;
- Expand or unify the entire Legion effort to include provincial qualifying events; and
- Partner with national regulating bodies.

### **Threats**

- Not all provincial commands participate;
- “Turf” protection by provincial sports reps (i.e. commands);
- Lack of cooperation within the organization; and
- Lack of adequate communications.

**Consultation:**

Provincial sports reps were consulted as part of the situational analysis. A selection of questions was posed to the gathered in an attempt to gauge support for change. The questions and collective responses are detailed in the minutes to the 15 February 2017 National Sports Tele-conference. The following outlines the general deductions made based on the response provided:

- There is general satisfaction with the organization, conduct and timing of the current schedule at the national level;
- There is no appetite for opening the member sports up to non-Legion members;
- There was no support for introducing a sports levy;
- There was no support for centralizing the Dominion competitions;
- An association with a governing body may be beneficial and should be considered;
- There was a realization that a major sponsorship opportunity was not possible without the collective support of branches; and
- There was a general agreement that the use of the electronic spectrum to enhance the hosting and enjoyment of Dominion Sports was a route that must be explored.

**3. SITUATIONAL ANALYSIS - YOUTH TRACK & FIELD CHAMPIONSHIPS**

**Strengths:**

- Promotes fitness in our youth;
- Positively exposes the Legion to each new generation of Canadian youth;
- Is a source of positive public relations; and
- Allows local organizers to gain valuable leadership experience.

**Weaknesses:**

- Increasing costs as a result of uncontrollable market forces;
- Branches/communities may be reluctant to take on the challenge to host;
- Limited national and provincial promotion of the event;
- Disparity in the organizational structure at the provincial level, in the area of team selection and finance, places certain commands at a disadvantage and may not be sustainable in certain provinces;
- Limited sponsorship opportunities in its current format; and
- Little to no external (i.e. government) support.

**Opportunities:**

- A coordinated effort nationally would enhance all programs, funding and sponsorship;
- Closer cooperation with the provincial athletics organization; and
- Centralized control would help reduce costs.

**Threats:**

- “Turf” protection by provincial sports reps (i.e. commands);
- A lack of a coordinated national vision;

- Lack of cooperation within the organization; and
- Lack of adequate communications.

### **Centralization Study:**

A study was conducted in the fall of 2016 into the feasibility, based on financial considerations, of centralizing the Legion Nationals. The following outlines the pros and cons of centralizing the Legion Nationals:

#### **Pros:**

- Reduced transportation costs; and
- 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 take air transport;
- Loss of a national identity;
- Participation by non-Legion athletes from Western Canada would be limited; and
- Increased difficulty in acquiring host locations.

## **4. DEDUCTIONS LEADING FROM ANALYSIS**

### **GENERAL:**

The deductions from both programs are somewhat similar and thus the solutions are similar as well. There is strength in numbers and currently the provincial programs are somewhat separated from the national program. There is disparity between provinces in regard to the funding provided at the provincial level as well as a variation in how team selection is conducted - especially in track and field.

The Legion being a grass roots organization does not act in a cohesive manner. Branches interests are paramount to branches as are provincial interests to provincial commands. Therefore those with greater numbers and a better organizational base are able to operate with adequate funds and more efficiently.

The main problem areas in order to achieve change for the sake of improvement will be convincing the provincial systems or those in charge of it of the benefits of a more collective effort. As a start point a strong and effective communications strategy which includes use of the tools available through the electronic spectrum (i.e. interactive streaming) is required to connect both provincial organizers and members. The second but equally important initiative would be the creation of a centralized administrative system that comes with a cooperative effort between branches, provincial commands and the national command. The perceived benefits of such action would be:



- Increased sponsorship possibilities;
- Pooling of financial resources;
- Enhanced competition;
- Cost savings through planning and increased numbers; and
- More Legion exposure at every level.

### **MEMBER SPORTS:**

Currently the Member Sports program at the national level is conducted with a very simplistic approach – Dominion Command chooses a branch to host, subsidizes that branch, provincial commands select the participants and Dominion Command subsidizes travel. This current method costs approx. \$35,000 per sport per year or combined 1.6% of the total Legion budget.

There are two distinct routes which can be taken in order to improve the product and reduce costs.

**Option1:** The first involves the use of current technology such as live streaming and internet play. Both technologies would allow the inclusion of more Legion members to both play and witness member sports events. With exposure comes more sponsorship possibilities due to increased numbers of members (and others) who both witness and play the sports in question. For players travel costs would be at a minimum as the need for competitor travel would be reduced or eliminated. As well it would allow the introduction of new events that are adaptable to an electronic format. Current sports such as cribbage and darts are possibilities whereas eight ball is not. The need for branches to adapt to the technology in order to set the groundwork for such an approach would be crucial. Currently there is a general agreement amongst provincial reps that could allow for progression in this area.

**Option 2:** The second option would be to centralize the control for member sports. This would require several modifications to the current format which would be both logistically and attitudinally difficult. However it would help to even the field for all participants as funding would be distributed evenly for all provinces as well as lower or remove funding currently provided.

This model would see a sports levy imposed on all voluntary members which would go into a centralized fund to assist in the conduct of both provincial and national championships. Logistically this would require a new data bank to record participants, an imposed sports levy and centralized control of all provincial and national championships. The electronic approach as mentioned in option one could be applied to this for format as well.

**Conclusion:** Both options would require a significant adjustment in the way member sports is currently organized. As well the infrastructure would have to be put in place to facilitate the change with option one being significantly less than option two. It would also be a leap of faith to plan an electronic playing field when considering the

current branch knowledge and infrastructure as well as provide the necessary communications to ensure success.

## **YOUTH T&F:**

The Legion T&F program has been in redevelopment over the past 8 years. It has grown from a closed Legion meet to a National championship. The increase in participation of non-Legion athletes has increased revenues and enhanced the sponsorship profile leading to a stabilizing effect on the costs to conduct the event at the national level. However this Legion youth activity remains one of the most expensive programs to conduct.

Additionally there is a substantial funding difference between provinces. Larger commands have access to sponsorship funding and a larger base of members whereas smaller commands do not. As well there is a real disparity on how each command selects their athletes or charges athlete fees to attend.

As funding is a key to sustainability the two avenues for success involve reducing costs and raising funds through sponsorship opportunities (both nationally and provincially).

**Reducing Costs:** As mentioned previously in this report a study was conducted to determine the cost effectiveness and feasibility of geographically centralizing the event. The conclusions of this study indicated a cost savings by implementing such a strategy but also outlined the difficulties in soliciting host locations. However based on the findings of the study the committee will have to focus on implementing a centralization plan that would target areas that meet the event's criteria.

**Raising Funds:** The current process for raising funds external to the Legion is through sponsorship dollars and registration fees. In both cases these funds can be increased through a concerted effort to promote the event to a larger audience.

For sponsorship dollars the event can be made more attractive to potential sponsors by increasing the span of awareness. This can be partially accomplished by a more targeted and active approach through social media. Tools such as Facebook, Live Streaming, Twitter, Instagram, etc can be economically leveraged to produce a cost effective method for promotion. This would require additional resources outside of the sports cell in order to be effectively applied. An increased measurable media presence enhances sponsorship.

An increased media span also creates a buzz in regard to the importance and prestige of the event resulting in increased interest and participation rates. Increased participation generates funds and increases the sponsorship potential.

**Provincial Funding:** As previously mentioned provincial commands vary in their methodologies for selecting teams and raising funds to sustain their programs. What

is common is that there is a real lack of disconnect between the national program and the provincial selection process. An increased national presence at all provincial qualifiers and an increased promotion of their specific events within their provincial boundaries would enhance the sponsorship potential and prestige of the event. Additionally by providing provincial commands with common graphics and encouraging their use the footprint for this collective effort would be increased tenfold. The success of the program does not just lie with Dominion Command but should be a collective effort. This would include sharing the ability to solicit sponsors using a common platform that would allow provincial sponsors to have the same reach as national sponsors.

**Conclusion:** There are several routes to take in regard to funding for the Legion National Youth Track & Field Championships. However the road to success passes through the provincial command efforts, the national Sports Committee and assistance from those departments or agencies well equipped to deal with the electronic tools available.

## **5. SUMMARY**

Both the Member Sports and the National Youth Track & Field Championships are relevant to the aims and objectives of the Legion and are unique to this organization. The Sports Committee's task in managing these efforts to this point has been noteworthy but they cannot proceed in isolation. The future success and sustainability of these programs will depend upon a more complete association between Dominion Command and the provincial commands utilizing the resources of both in a reciprocal approach. This can be accomplished through a more constant communication flow achieved through direct contact with the appointed provincial reps and the Sports Committee.

Additionally assistance will be required from the marketing department in regard to planning a more effective communication strategy between Legion members, branches and the general public. Without good communication and cooperation these Legion programs will remain underexposed and will not meet their potential in regard to sustainability and Legion promotion.

**REPORT OF THE DOMINION COMMAND  
RITUAL AND AWARDS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

<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>P. LeBlanc</b>	-	<b>Member</b>
<b>D. Hotte</b>	-	<b>Secretary</b>
<b>C. Gendron</b>	-	<b>Assistant Secretary</b>

**COMMITTEE ACTIVITY**

The Ritual and Awards Committee last reported to DEC November 26, 2016. Since that time the Committee has held two electronic meetings, one teleconference meeting, and one meeting at Legion House. 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. In January of this year, changes to the Committee were necessitated regarding the secretarial duties of the Committee. Through these changes, Denis Hotte is now the new Committee Secretary and Charls Gendron, a former Committee Secretary, is the Assistant Secretary. We want to thank Angela Keeling Kolkitt for her willingness to serve as our Assistant Secretary during the transition period.

**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 through to November 30, 2016. This commemorative lapel pin was authorized for wear on the right lapel of Legion Dress along with that of the We Support Our Troops lapel pin. That period has now expired, and through a D.E.C. electronic vote, approval was given for the Vimy 1917 commemorative lapel pin to be worn along with the We Support Our Troops lapel pin for the one year period of April 1, 2017 to December 30, 2017. This pin is to be worn to commemorate the 100<sup>th</sup> anniversary of the battle of Vimy Ridge.

**FORGET-ME-NOT**

At our Dominion Convention held in Newfoundland in June of last 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. That period has now expired.

## **VETERANS SCROLL**

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

## **FLYING AND SPECIALIST SKILLED BADGES**

At our D.E.C. meeting in November, it was agreed that our Committee would draft a properly written resolution to be presented at our 2018 Dominion Convention to allow the wearing of a Canadian Armed Forces embroidered or metal Flying and Specialist Skill Badge on Legion Dress. The Committee continues to work on the drafting of such a resolution.

## **RITUAL, AWARDS AND PROTOCOL MANUAL**

Due to the elimination of Life Membership from our General By-Laws, the Committee has made some minor housekeeping changes to our RAP manual to further expand upon the application process required.

## **BUSINESS PLAN**

Following a few draft revisions, the Committee has approved a final Business Plan and the foundation of a 5-year Committee Business Plan. This final version is attached to this report.

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

As was mentioned in our last D.E.C. report, 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. The Committee continues to promote this new National Award available to all Legion members. The office of the Chancellery at Government House has in fact received several applications from members of The Legion, but the processing of such applications has been taking longer than normal through this office. They have advised us that members should be made aware that their office is currently dealing with a significant volume of files, and as a result, it should be expected that generally it will take a few months to completely process an application. They have also suggested that it would be most helpful to ensure that our members review the information provided in the FAQ section of their website so that they have a good understanding of the information that should be included in their nominations. The application process may be found at [www.gg.ca/nominate](http://www.gg.ca/nominate) and click onto Sovereign's Medal for Volunteers under the medal section.

**HONOURS & AWARDS APPLICATIONS – NOVEMBER 2016 – FEBRUARY 2017**

<b>AWARD</b>	<b>APPROVED</b>	<b>RETURNED</b>	<b>TOTAL</b>
Palm Leaf - MSM	2	1	3
Palm Leaf - MSA	0	0	0
MSM	5	4	9
MSA	3	1	4
Media Award	0	0	0
Friendship Award	0	0	0
<b>Total Reviewed</b>	10	6	16

I would ask a voting member of D.E.C. move approval of this report.

## **RITUAL AND AWARDS COMMITTEE BUSINESS PLAN FOR THE PERIOD 2016 – 2021**

**File: 51-2**

### 1. The Committee

- Program Description

Ritual and Awards is a Committee of the Dominion Executive Council. It is responsible for serving all Branches and Commands of the Legion in matters of Ritual, Awards and Protocol and to provide dedicated support in the availability, awareness and processes concerning Legion **and Canadian** awards. The Committee will actively promote the importance of recognizing the volunteer work of our members through the various Legion and Canadian awards available to them.

- Relate program to Aims and Objects of the Legion

Our Vision is to be the most highly respected Canadian volunteer service organization, dedicated to serving Veterans, including currently serving Military and RCMP Members, and their families, to providing effective national leadership on Remembrance and to selflessly serve our communities and our country. This will be achieved, at least in part, through a dedicated Ritual and Awards Committee that is transparent and will create an open line of communications with the Dominion Executive Council, Provincial Commands and Branches.

Legion members contribute countless volunteer hours, and fundraise millions of dollars each year for their communities. The aim of the Ritual and Awards Committee is therefore to provide recognition to our many volunteers for their dedicated volunteerism in assisting our Veterans and their communities. This is accomplished through our collective efforts to encourage, advocate, and promote the interest of all past, present and future Veterans bringing credit and benefit to Canada and promoting the positive image of the Legion.

- Relate program to Legion Mission Statement

The R&A Committee will meet at the call of the Chairman to ensure that we serve veterans, which includes currently serving military and RCMP members, and their families, to promote Remembrance and to serve our communities and our country through Legion awards, ritual and protocol.

- Desired outcomes of the Committee (list)

The Committee will review, process and finalize all correspondence received regarding rituals, awards and protocol in a most efficient and timely manner.

## 2. Situational (SWOT) Analysis

- Strengths
- Weaknesses
- Opportunities
- Threats
- Deductions leading from analysis (so what)
  
- Strengths
  - i. The Legion has a strong system in place that provides recognition of service to Veterans and community;
  - ii. This system is entrenched in a Ritual and Awards Manual. This manual provides a common set of guidelines for all Legion members;
  - iii. The R.A.P. Manual is produced by Legion members for Legion members through decisions of Dominion Executive Council and the resolution process at Dominion Command conventions;
  
- Weaknesses
  - i. Legion dress is a costly venture that does not necessarily appeal to the Canadian public or Veterans;
  - ii. Veterans sometimes take issues with the concept of awarding and wearing Legion medals and various accoutrements on Legion dress (right side) for positions held or commemorative medals;
  - iii. Veterans sometimes distinguish between old and new and those that served in peacetime and those in active theatres of conflict;
  - iv. The R&A Committee does not have the mechanism in place to enforce its own guidelines pertaining to ritual, awards and protocol; This is the responsibility of elected Executive members.
  
- Opportunities
  - i. Where issues related to the R&A Committee are no longer being followed, there is an opportunity to adapt unpopular regulations through a responsive committee;
  - ii. The R&A Committee may clarify any confusion surrounding Legion recognition awards with government awards.
  - iii. To research and promote other possible awards that may be beneficial to assisting with Legion membership.
  
- Threats
  - Possible dissatisfaction with the current guidelines pertaining to R.A.P. may:
    - a. Hinder our membership;
    - b. Discourage membership within the Veteran community.
  
- Deductions leading from analysis (so what)



- i. The R&A Committee needs to be responsive to the Canadian public and the Veteran community all the while respecting the guidelines contained in the R.A.P. Manual as a result of the Dominion Convention Process;
- ii. Its Committee members need to be available to hold both regular (e.g. monthly) and irregular meetings to discuss issues that pertain to the R&A Committee; and
- iii. All correspondence should receive a response within 48 hours.

### 3. Program Services

- Description of services to be offered through the program
  - a. The Committee will review, process and finalize all Honours and Awards applications received from Provincial Commands, European Zones and U.S.A. Zones and Dominion Command in a timely, fair and unbiased manner. It will also review, process and finalize all correspondence received in a most efficient and timely manner.
  - b. The Committee will revise as required the guidelines governing all Legion Ritual, Insignia, Awards and Protocol, through the amalgamated R.A.P. manual and Chaplains manual, through recommendations made to Dominion Executive Council and through resolutions approved at Dominion Conventions.
  - c. The Committee will deal with and make recommendations to, Dominion Executive Council on matters relating to Ritual, Awards, and Protocol, and to ensure that all Legion Insignia, including banners, badges and items of official Legion dress, conform to official Legion standards.
  - d. The Committee will support Dominion Command in ceremonial and parade protocol briefings for Dominion Conventions and other such ceremonies conducted at the Dominion level. The Committee Chairman or his designate is to attend such pre-ceremonial meetings and briefings.
  - e. The Committee will review an annual budget for the committee's operation for submission to the Dominion Command Finance Department.
  - f. The Committee will work in continual harmony with other departments within Dominion Command.
- Define the need for and development of the program

The Royal Canadian Legion has established a time-honoured system for showing appreciation to members who dedicate their time in service to the Branch, Zone, District and Command and for outstanding service beyond the call of duty. Similarly, the introduction of Legion dress has also required the establishment of a system that respects Canadian protocol. The creation of the Dominion Command Ritual and Awards Committee allows for the Legion to address these needs in a timely, structured manner.

- Describe the program delivery and applicability throughout the Legion

The Committee is responsible for serving all Branches and Commands of the Legion in matters of Ritual, Awards and Protocol and to provide dedicated support in the availability, awareness and processes concerning Legion **and Canadian** awards.

- Describe the resources needed to deliver the program

The R&A Committee will be composed of members of the Legion in good standing. It will also have a Dominion Command Staff Secretary and Assistant Secretary.

- Measure the effectiveness of the program

When applicable, responses to email queries will be completed within 48 hours. With respect to Legion award applications, this will be addressed on a monthly basis.

#### 4. Marketing and Promotion

- Conduct a market analysis on target audiences
- Competitors
- Key messages and dates
- Marketing/promotional plan

Marketing and Promotion (Pending input and consultation with the Marketing Team)

- Conduct a market analysis on target audiences
  - Legion members: Majority are associate members who take comfort being recognized for their service to Veterans and community;
  - Veteran community: War Veterans see little relevance with the Legion recognition program(s) (e.g. "right side" medals) and costly Legion dress;
  - Canadian public: It makes no distinction between Legion membership categories and does not understand the distinction between federal government medals (left side) and Legion "right side" medals. They appreciate all forms of recognition bestowed upon Legion members by the RCL.
- Competitors
  - Some Veteran organizations in Canada have their own respective "right side" medals;
  - Some Veteran organizations have their own association identifiable dress;
  - Some Veterans organizations have no discernable dress or "right side" medals.
- Key messages and dates
  - To provide recognition of service to Veterans and community;

- ii. The R&A Committee includes Veterans and must be Legion members in good standing;
  - iii. The results of Committee's discussions are distributed in a timely manner (e.g. committee minutes, all-branch, etc.);
  - iv. The results of the Committee's discussions are incorporated into the reports to DEC.
  - v. All government initiatives or announcements surrounding Canadian Awards will be communicated by the R&A Committee in a timely manner;
- Marketing/promotional plan  
The R&A Committee provides regular updates to DEC, provincial presidents and secretaries, Legion members through email and all branch newsletters

## 5. Summary

- Summary and evaluation of the effectiveness of the program i.e., how does it support the Legion and its aims and objects.  
Ritual and Awards is a Committee of the Dominion Executive Council. It supports the Legion and its aims and objects by serving all Branches and Commands of the Legion in matters of Ritual, Awards and Protocol and to provide dedicated support in the availability, awareness and processes concerning Legion **and Canadian** awards. The Committee will actively promote the importance of recognizing the volunteer work of our members through the various Legion and Canadian awards available to them.

**REPORT OF THE DOMINION COMMAND  
RITUAL AND AWARDS COMMITTEE  
TO THE  
DOMINION EXECUTIVE COUNCIL  
28-30- APRIL 2017**

<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>P. LeBlanc</b>	-	<b>Member</b>
<b>D. Hotte</b>	-	<b>Secretary</b>
<b>C. Gendron</b>	-	<b>Assistant Secretary</b>

Thank you Comrade Chairman. My report can be found on pages 82 to 84 in your agenda with our Committee Business Plan following on pages 85 through to 89.

I am not about to read my report but since the writing of our report, there have been a couple of changes that I would like to mention at this time.

### **VETERANS SCROLL**

It states that the new Veteran Scroll is now available through our Supply Department and an all-branch mailing has gone out introducing this new sew on scroll. There were a couple of hic-ups with the supplier, so the Scroll will not be available until early May and the notification will be going out in the May all-branch mailing.

### **FLYING AND SPECIALIST SKILLED BADGES**

- In our minutes from our March Committee meeting we stated that the Committee continues to work on the drafting of such a resolution. The problem we were having was that there are more than just Canadian Forces Specialist Skilled Badges. We learned that they are also awarded to members of the RCMP and First Responders.

As a result of our findings, we discussed this further at our April Committee meeting this past week, and we came up with the wording of a proposed draft resolution that we feel may cover all Specialist Skilled Badges. However, we will not have the resolution completed in its entirety and available until our D.E.C. meeting in November.

Recognizing that the Provincial S.E.O.'s attending Provincial Conventions are to promote this resolution, I am prepared to give you the Therefore Be It Resolved portion of our draft resolution at this time. It is as follows:

**THEREFORE BE IT RESOLVED** that the wearing of one CAF, RCMP and First Responder embroidered or metal Canadian Specialist Skill badge of choice be authorized for wear on the left side of Legion Dress centered immediately above Service Medals/Undress Ribbons.

Comrade Chairman, with your permission, I have an addendum to my report that includes a couple of recommendations that were only finalized at our Committee meeting earlier this week.

## **RITUAL, AWARDS AND PROTOCOL MANUAL**

Due to the elimination of Life Membership from our General By-Laws, the Committee has made some minor housekeeping changes to our RAP manual to further expand upon the application process required. The Committee is also considering possible restructuring of the current Life Membership award, and will possibly bring recommended changes to our D.E.C. meeting in November. In the meantime, we would like to make the following recommendations at this time.

### **Recommendation**

That Chapter 7 of the Membership Manual that addresses How To Process A Life Membership be eliminated in its entirety since this information is included in the Ritual, Awards and Protocol Manual. It is further recommended that all other references made to Life Membership in the Membership Manual also be eliminated from this manual.

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

### **Recommendation**

Since Life Membership is no longer considered a Membership category, that all references to Life Membership in the Ritual, Awards and Protocol Manual be changed to read, "Life Member Award".

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

I would ask a voting member of D.E.C. move approval of this report.

## Legion Dress

### Wearing of Canadian Armed Forces, RCMP and First Responders Specialist Skill Badges

**WHEREAS** the Canadian Armed Forces (CAF), the RCMP and First Responders recognize the exceptionally demanding qualifications in an intrinsically hazardous field of activity through the awarding of Specialist Skill badges; and

**WHEREAS** a CAF, RCMP and First Responder Specialist Skill badge is authorized for wear by personnel trained and qualified for certain fields of hazardous employment and are generally worn on the left breast of CAF, RCMP and First Responder uniforms above their service medals and undress ribbons; and

**WHEREAS** these CAF, RCMP and First Responders are very proud of achieving the level of specialists and are proud to wear these badges on their uniforms; and

**WHEREAS** such badges, are either embroidered in rayon on an appropriately coloured base cloth, or metal, and are authorized for wear on their uniforms; and

**WHEREAS** approvals have previously been given to the wearing of accoutrements on the left side of the Legion Blazer and Legion lapel that do not include Specialist Skill Badges.

**THEREFORE BE IT RESOLVED** that the wearing of one embroidered or metal Canadian Specialist Skill badge of choice that has been earned by the individual while serving in the CAF, RCMP or as a First Responder, be authorized for wear on the left side of Legion Dress centered immediately above Service Medals/Undress Ribbons; and

**BE IT FURTHER RESOLVED** that the wearing of one embroidered or metal Specialist Skill badge of choice by one who has honourably served in the Commonwealth or Allied Forces, be authorized for wear on the left side of Legion Dress centered immediately above Service/Medals/Undress Ribbons; and

**BE IT FURTHER RESOLVED** that Section 105 of the Ritual, Awards and Protocol Manual be revised accordingly.

## **DRAFT OF RESOLUTION**

### **Wearing of Specialist Skill Badges on Legion Dress**

**THEREFORE BE IT RESOLVED** that the wearing of one embroidered or metal Canadian Specialist Skill badge of choice that has been earned by the individual while serving in the CAF, RCMP or as a First Responder, be authorized for wear on the left side of Legion Dress centered immediately above Service Medals/Undress Ribbons; and

**BE IT FURTHER RESOLVED** that the wearing of one embroidered or metal Specialist Skill badge of choice that has been earned by an individual who has honourably served in the Commonwealth or Allied Forces, be authorized for wear on the left side of Legion Dress centered immediately above Service/Medals/Undress Ribbons; and

**BE IT FURTHER RESOLVED** that Section 105 of the Ritual, Awards and Protocol Manual be revised accordingly.

## Legion Dress

### Wearing of Canadian Armed Forces, RCMP and First Responders Specialist Skill Badges

**WHEREAS** the Canadian Armed Forces (CAF), the RCMP and First Responders recognize the exceptionally demanding qualifications in an intrinsically hazardous field of activity through the awarding of Specialist Skill badges; and

**WHEREAS** a CAF, RCMP and First Responder Specialist Skill badge is authorized for wear by personnel trained and qualified for certain fields of hazardous employment and are generally worn on the left breast of CAF, RCMP and First Responder uniforms above their service medals and undress ribbons; and

**WHEREAS** these CAF, RCMP and First Responders are very proud of achieving the level of specialists and are proud to wear these badges on their uniforms; and

**WHEREAS** such badges, are either embroidered in rayon on an appropriately coloured base cloth, or metal, and are authorized for wear on their uniforms; and

**WHEREAS** approvals have previously been given to the wearing of accoutrements on the left side of the Legion Blazer and Legion lapel that do not include Specialist Skill Badges.

**THEREFORE BE IT RESOLVED** that the wearing of one embroidered or metal Canadian Specialist Skill badge of choice that has been earned by the individual while serving in the CAF, RCMP or as a First Responder, be authorized for wear on the left side of Legion Dress centered immediately above Service Medals/Undress Ribbons; and

**BE IT FURTHER RESOLVED** that the wearing of one embroidered or metal Specialist Skill badge of choice by one who has honourably served in the Commonwealth or Allied Forces, be authorized for wear on the left side of Legion Dress centered immediately above Service/Medals/Undress Ribbons; and

**BE IT FURTHER RESOLVED** that Section 105 of the Ritual, Awards and Protocol Manual be revised accordingly.



**REPORT OF THE DOMINION COMMAND  
CONSTITUTION AND LAWS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**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 last met by teleconference on 27 February. Members continue to review and respond to Constitution and Laws questions by email and telephone as necessary.

On 28 March, the committee conducted a joint teleconference with every Provincial Command C&L Chair participating. This meeting, held in response to the Dominion President's suggestion to all committees, was extremely well received by the participants and future joint teleconferences will be scheduled. Discussion focused on global issues rather than individual Command situations, including clarification on GBL 112 and 113 as well as issues concerning complaint hearings.

**PROVINCIAL COMMAND BY-LAW AMENDMENTS**

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

**BUSINESS PLAN**

The Committee's Business Plan is attached.

**PROPOSED BY-LAW AMENDMENTS – LIFE MEMBERSHIP REFERENCES**

DEC previously approved the removal of the section on Life Members from Article II of The General By-Laws; additional administrative updating is required in other sections/subsections to be fully compliant with that direction. The following recommendation is brought forward for DEC consideration and approval:

<b>RECOMMENDATION</b>	It is recommended that reference to "Life" be removed from the following sections/subsections of The General By-Laws: GBL 111.a, GBL 220, GBL 224.a, GBL 224.a.ii., GBL 225.a and GBL 225.b.
-----------------------	--

### **PROPOSED BY-LAW AMENDMENT – GBL 304.h**

The intent of this By-Law is that removal from office or position held pertains only to those over which the President receiving the complaint has jurisdiction and would not include superior offices or positions. To clarify this purpose, the following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that subsection 304.h. be amended to read: “Where a complaint has been properly lodged in accordance with Subsection 304.b. and pending the final disposition of such complaint, the President of the command or branch may deprive the member against whom the complaint is lodged, of clubhouse privileges and remove him from office or position held *but removal only from those positions held over which he has authority.*”

### **PROPOSED BY-LAW AMENDMENT – GBL 402**

As special sections are independent of Provincial Commands, a modification is a required to properly allocate the authority. The following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that section 402 be amended to read “*In the event of a command or special section representative being unable to attend a meeting of the Executive Council, the respective Provincial Command or Special Section shall, upon notification to the Dominion Secretary, name a substitute for that particular meeting.*”

### **PROPOSED BY-LAW AMENDMENTS – APPENDIX A**

The information in Appendix A is currently included in the Membership Manual, as is appropriate, and should be removed from The General By-Laws. The following recommendations are brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that Appendix A be deleted from The General By-Laws.

**RECOMMENDATION:** It is recommended that reference to Appendix A be deleted from subsection 206.c of The General By-Laws.

## **SUMMARY EXPULSION**

DEC previously approved a By-Law amendment concerning the mandatory expulsion of a member upon conviction for theft or misappropriation of Poppy Funds, Legion funds or Legion property (GBL 203). To provide consistency in the process, the attached procedure is proposed for approval and inclusion in the OP&P manual. The following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that the procedure for the administrative action required to process a summary expulsion be approved as presented.

## **MEMBERSHIP IN LADIES AUXILIARY**

Clarification was sought on the eligibility of males for membership in the LA. There are approximately 350 males in the LA although Provincial Commands have enacted no provision for male eligibility; this practice has been permitted by virtue of anti-discrimination legislation.

Notwithstanding that legislation, and based on Section 803 of the By-Laws, and a human rights case from BC that found that precluding a male from joining an all women's gym was not discriminatory in the circumstances at hand, the committee concluded that males were not eligible for membership in the LA.

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

## **SUMMARY EXPULSION FROM THE ROYAL CANADIAN LEGION**

### Procedure:

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

The applicant shall submit a certified copy of certificate of criminal conviction from a court of competent criminal jurisdiction, to his branch with particulars of the crime. Either the certificate or other reliable proof accompanying the application must indicate that theft, fraud or misappropriation of Legion property, Legion funds or Poppy funds has occurred and led to the conviction.

The application is to include supporting documents showing the full name, Legion membership number and address of member who has been convicted. The branch will forward the application to the appropriate Provincial Command which will send the application to Dominion Command for processing.

Dominion Command (Director of Administration) will vet the information received and advise the member in question by registered mail (letter of intent) that a request to have him summarily expelled from the Legion for theft, fraud or misappropriation of Legion funds, Legion property or Poppy funds (as applicable) pursuant to general bylaw 203 has been received. The letter will indicate the date of conviction and the particulars.

The member will be advised in a letter of intent addressed to him, that if no proof to the contrary is received in writing, addressed to the Director of Administration, Dominion Command, and signed by him on or before a date 30 days from the date of the above letter, he will be expelled from the Legion upon the direction of the Dominion President effective the 30th day following the date of the letter of intent.

The Director of Administration will review all the documentation relevant to the request in consultation with the Chairman of Constitution and Laws Committee and will recommend to the Dominion President to accept or reject the request. The Dominion President shall then immediately direct that the member be expelled effective immediately after the appeal period has expired, unless he is satisfied that there are compelling and extraordinary reasons not to do so.

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

### Guidelines:

There is no time limit from the date of conviction to the date of application to have the member summarily expelled.

If the submitted material does not meet the burden of proof, the applicant will be advised of that fact with reasons for the rejection.

The person expelled may, within 30 days of the date of the letter advising him of his directed expulsion, appeal the expulsion to the Dominion Command Appeal Committee by registered letter sent to Dominion Command to the attention of the Director of Administration. The Appeal Committee members will uphold or overturn the expulsion based on all the circumstances of the case.

The member will be advised of the decision of the Appeal Committee by registered mail. There is no further appeal.

**DOMINION COMMAND  
CONSTITUTION AND LAWS COMMITTEE  
BUSINESS PLAN FOR THE PERIOD 2016 – 2021**

File: 17-2

## **6. THE COMMITTEE**

### **1.1 Program Description**

#### **1.1.1 Objective**

The Constitution and Laws Program is the means used to maintain and preserve The General By-Laws of the Legion. Interpretation of the Act to Incorporate and The General By-Laws is also accomplished through this program.

#### **1.1.2 Description**

The Constitution and Laws Program is managed by a committee that conducts its business by email and regular teleconferences. The program has two functions:

- a. the review of policy matters to determine if they are in accordance with the Act to Incorporate and The General By-Laws; and
- b. the drafting and presenting of proposed amendments to The General By-Laws.

### **1.2 Relate program to Aims and Objects of the Legion**

The program is a statutory requirement as provided for in the Act to Incorporate and as amplified in The General By-Laws.

### **1.3 Relate program to Legion Mission Statement**

The program works to establish the guiding principles and overarching protocols for the organization's fulfillment of its mission statement.

### **1.4 Desired outcomes of the Committee**

The committee offer advice, interpretation and drafts by-law amendments for presentation to DEC and Dominion Convention, and The General By-Laws manual. It is tasked to:

- provide advice and interpretation of the Act to Incorporate and The General By-Laws to Dominion Convention, DEC and Dominion Command Committees, as well as Provincial Commands when requested;
- research and draft by-law amendments;
- review and approve by-laws adopted by Provincial Commands and International Zones;
- act as the Convention Committee on Constitution and Laws and shall report on all proposed amendments to The General By-Laws and the statute incorporating the Legion for consideration by convention delegates;
- revise The General By-laws manuals (English and French) by 1 October

- following the conclusion of each Dominion Convention;
- revise The General By-Laws manual (English and French) from time to time as amendments are approved by DEC; and
- produce a booklet on "Rules of Procedures at Legion Meetings".

## **2 SITUATIONAL (SWOT) ANALYSIS**

### **2.1 Strengths**

- Long-standing and well-established guiding documents to govern the organization
- Members at all levels of the organization generally understand the Legion's governance structure
- Experienced and knowledgeable committee members with a balance of legal and non-legal backgrounds
- Ability to respond quickly to queries from all levels of the organization
- Ability to consider and offer timely approvals/comments to proposed By-Law amendments by Dominion and Provincial Commands and International Zones
- Ensuring Provincial Command By-Laws are in concert with The General By-Laws
- Currency of The General By-Laws through on-line manuals only
- Proactive approach to identifying any loopholes that may exist in By-Laws or procedures
- Good working relationship and communication with Dominion Committees and Provincial Commands

### **2.2 Weaknesses**

- By-Laws can be confusing, misinterpreted and even ignored by some members
- Uncertainty if all branches have a Constitution and Laws Committee or Chairman
- Communication of By-Law amendments to all branches
- Expectation that By-Laws address day-to-day operations, including labour matters

### **2.3 Opportunities**

- The tasks performed to accomplish the aim of the committee require the Chair to have a sound knowledge of the approach to be taken when drafting by-laws and supporting material. In order to ensure such a person chairs the committee, the practice of selecting an individual who is not a voting member of DEC should continue, however, the Chair should continue to be appointed as an ad hoc member of DEC to ensure input is provided and the committee is aware of DEC activity

### **2.4 Threats**

- Misinterpretation of the By-Laws
- Failure to take into consideration or even identify all implications that proposed By-Law amendments can have
- There are misconceptions as to the role of the program which occurs because of a lack of knowledge and understanding of the important role it plays within the Legion for good governance
- Some Dominion Command committees attempt to draft By-Laws, however, this is a main function of this committee and such attempts to do so by others can complicate and confuse matters

### **3 PROGRAM SERVICES**

#### **3.1 Description of services to be offered through the program**

- Acts as custodian of the Act to Incorporate The Royal Canadian Legion and The General By-Laws.
- Acts as the authority for interpretation of the Act and The General By-Laws.
- Administers all proposed amendments to the Act of Incorporation and The General By-Laws for comment and drafting.
- Conducts the ongoing review and development of proposed modifications in format and text of The General By-Laws between Dominion Conventions.
- Reports all proposed changes to the Act of Incorporation and The General By-Laws to the Dominion Executive Council and to convention.
- Drafts required amendments to The General By-Laws and Act of Incorporation and submit to DEC for approval.
- Considers and approves all amendments to provincial command and Dominion Command Zones by-laws.
- Acts as the Convention Committee on Constitution and Laws and shall be handed all proposed amendments to these by-laws and the statute incorporating the Legion, for consideration and report to the convention.

#### **3.2 Define the need and development of the program**

This committee's work oversees the organization's legal requirement to Industry Canada for Articles of Incorporation and By-Laws. The proper crafting of By-Laws helps ensure the fairness and consistent application of Convention and DEC decisions and can provide protection against legal challenges towards the organization.

#### **3.3 Describe the program delivery**

The committee is committed to service excellence through the timely consideration and responses to queries. It strives to meet the needs of all in a cost-effective and efficient manner. The committee meets solely by teleconference at regular intervals or as required by organizational demands. Minutes of meetings are circulated electronically to Dominion and Provincial Command levels.

#### **3.4 Describe the resources needed to deliver the program**



The program has a budget of approximately \$2,000.00 per year and a Standing Committee of four members.

Administrative support services, such as the C.R., Supply and outside legal counsel, are available. A committee secretary and assistant secretary are provided to the program.

### **3.5 Measure the effectiveness of the program**

- the ability of the organization to effectively deal with internal and external legal challenges that arise
- the consistent application and adherence of By-Laws throughout all levels of the organization

## **4 MARKETING AND PROMOTION**

### **4.1 Conduct a market analysis**

N/A

### **4.2 Competitors**

N/A

### **4.3 Target audiences**

- Members
- Branches
- International Zones
- Provincial Commands
- Dominion Command
- Dominion Convention

### **4.4 Key messages and dates**

- Production of the updated, on-line General By-Laws by 1 October in each Dominion Convention year.

### **4.5 Marketing/promotional plan**

N/A

## **5 SUMMARY**

### **5.1 Summary and evaluation of the effectiveness of the program i.e., how does it support the Legion and its aims and objects**

The committee actions the administrative provisions adopted by Convention and DEC for the internal governance of the organization. As was evident when undertaking a full review in determining compliance with the Canada Not-for-Profit Corporations Act, few amendments to our current By-Laws or practices were required which speaks to the accuracy and effectiveness of our well-established By-Laws and protocol for amendments.

**REPORT OF THE DOMINION COMMAND  
RCEL COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**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 77 veterans and 110 widows being supported. 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. After many failed attempts at transferring funds to Belize we were finally successful in January 2017 and were able to transfer the 2016 individual assistance grants for 8 Veteran and 9 widows by using the RBL Belize account. We will continue to use the RBL Belize in a "go between" role moving forward and have done so with the grant payments for 2017 sent earlier this month.

### **EVENTS**

Site visits conducted in 2017 by the President and the Dominion Secretary included Guyana, Trinidad & Tobago and Barbados. 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. This year's visits were hugely successful, it is felt that these countries are being run effectively and should be in good standing moving forward.

### **FINANCIAL NEWS**

The committee continues to use the Libor Grant funding which was distributed to multiple organizations underneath the RCEL umbrella to provide additional grants/assistance to

the veterans and widows of the Caribbean. We will continue to use these funds as mandated until the end of 2018. The grant has essentially provided our fund with a two year hiatus from using branch provided donations which have remained strong on an annual basis. This has ensured our fund would be in good standing in for the foreseeable future.

## **CONCLUSION**

In closing, also attached are the Presidents site visit report and an RCEL Canada Committee business plan for the period of 2017-2021.

Comrades, I move acceptance of my report.

## **RCEL CANADA COMMITTEE BUSINESS PLAN FOR THE PERIOD 2016 – 2021**

**File: 26-2-4**

### 1. The Committee

The British Empire Services League (BESL) was founded in 1921 to ensure that no Commonwealth ex-service person or dependant would go without help when in need. It was organized to assist in the well-being of these people by assisting League member organizations meet their charitable aims. The name was changed to the British Commonwealth Ex-Services League in 1958, to the Commonwealth Ex-Services League in 2001 and in 2002 became the Royal Commonwealth Ex-Services League.

The present original founding member countries are Australia, Canada, Great Britain, New Zealand and South Africa (when it was founded the members included Newfoundland and Rhodesia). In 1966, The Royal Canadian Legion accepted a commitment to provide assistance to 15 Caribbean member organizations. They were:

Antigua	Dominica	St. Kitts-Nevis
Barbados	Grenada	St. Lucia
Bahamas	Guyana	St. Vincent
Belize	Jamaica	Trinidad & Tobago
Cayman Islands	Montserrat	Turks & Caicos Islands

In 2016 Bermuda was accepted into the league and as such we now support 16 countries.

Aside from funds available through the RCEL Headquarters in London, the RCL also established a fund to meet the needs of the Caribbean veterans and made arrangements to provide the organizations with poppy and remembrance material along with other resources as required if possible.

#### *Relate program to Purposes and Objects of the Legion*

This committee relates to the following Purposes and Objects of the Legion:

- To promote unity among all who have so served.
- To further among them the spirit of comradeship and mutual help, and the close and kindly ties to active service.
- To pass on to their families and descendants the traditions for which they stand.
- To perpetuate the memory and deeds of the fallen.
- To cooperate with Commonwealth and allied associations of similar aims
- To ensure that the proper attention shall be paid to the welfare of all who have served and their dependents
- To strive for peace, goodwill and friendship among all nations.
- To act generally on behalf of all those who have served in HM's forces.

The Committee actively supports the first part of the Legion's Mission Statement which is to serve veterans, which includes serving military and RCMP members, and their families.

*Desired outcomes of the Committee.* The desired outcomes of committee activities are:

- To continue to promote branch donations so as to keep the fund in good standing.
- To continue as one of the founding member countries to actively assist the RCEL.
- To continue to provide assistance to our Caribbean veterans and widows who are in financial need.
- To continue to monitor our assistance with ongoing bi-annual visits to ensure the organizational structures of these countries are solid and the funds are being distributed and used accordingly.

## 2. Situational (SWOT) Analysis

- Strengths
  - i. Solid base of funding moving forward
  - ii. Fosters our solid partnership with the RCEL
  - iii. Stability and continuity for our Caribbean veterans.
- Weaknesses
  - i. Difficulty in maintaining contact with some of the island Countries.
  - ii. Monitoring from a distance.
- Opportunities
  - i. Provides the RCL with a chance to assist on an international level.
  - ii. To continue our work as a founding nation pillar of support.
- Threats
  - i. Decreasing numbers of qualified veterans in these countries.
- Deductions leading from analysis
  - i. The RCL took on the responsibility of assisting our Caribbean veterans and widows in 1966 and should as long as 1 veteran or 1 widow exists continue to do so. Our ongoing poppy material support gives these countries a sense of self-worth and pride in being able to collect funds for future support and to promote remembrance.

## 3. Program Services

There are no real program services for this Committee. The Committee is designed to meet once a year as a minimum which occurs in November to analyze and approve the individual assistance awards and poppy material for each of the 16 Caribbean countries for the upcoming year.

## 4. Marketing and Promotion

- *Continue to canvass the branches through their provincial commands on an annual basis for their ongoing support.*

## 5. Summary

As stated above, our commitment is no different today than it was in 1966 and we have established and maintained a strong fund in order to be able to fulfill our

commitment moving forward. We will continue to work hand in hand with our fellow founding nations of the RCEL to ensure that care is given to our aging Caribbean veterans and their widows.

The Committee will continue to work to foster the Purposes and Objects of the Legion while honoring our past and at the same time focusing on the primary mission of the Legion which is to serve veterans and their families.

**REPORT OF THE DOMINION COMMAND  
DOMINION CONVENTION COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**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>

**47<sup>TH</sup> DOMINION CONVENTION, WINNIPEG, MB 25-29 AUGUST 2017**

Planning for this convention continues; the second meeting with the Winnipeg Local Arrangements Committee will take place on 14 October 2017. The LAC Chairman, Comrade Rick Bennett, and co-Chairs Roland Fisette and Lorne Tyson, are supported by an excellent committee.

**CONVENTION FACILITIES**

Two facilities will be used: the RBC Convention Centre and the Delta Winnipeg. The committee investigated using the newly expanded section of the RBC Convention Centre but declined that option as the cost for that new section is 32.5% more than using the meeting halls in the original section of the building.

**ACCOMMODATIONS**

The Command Hotel is the Delta Winnipeg. Nine other hotels have been contracted with nightly room rates ranging from \$140-219.

**CONVENTION CALL**

The Convention Call will be issued in December 2017.

**REGISTRATION FEES**

The registration fee for delegates (\$60) and observers (\$20) was increased to those rates for the 2016 Dominion Convention. The following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that the convention registration fee for delegates and observers remain unchanged for the 2018 Dominion Convention.

## **EXHIBITORS**

The fee charged for a booth in the exhibit area was increased for the 2016 Dominion Convention to \$800 for companies and \$450 for individuals. The following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that the convention exhibitor fees remain unchanged for the 2018 Dominion Convention.

## **LOGO AND THEME**

The convention logo and theme will be discussed with the LAC in October and reported at a future DEC meeting once confirmed.

## **GUESTS**

Both the Governor General and Prime Minister will receive invitations.

## **KEYNOTE SPEAKERS**

A keynote speaker addressed the delegates during each day of the 2016 Convention. The following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that three keynote speakers be invited to address the 2018 Dominion Convention, one on each day of business (Sunday to Tuesday inclusive).

## **WORKSHOPS**

The pre-convention workshops continue to be popular. Workshops will again be offered in 2018; topics remain to be determined.

## **FUTURE CONVENTION ACTIVITIES**

The following is a list of activities regarding future conventions:

- a. 2020 Convention, Saskatoon, SK, 22-26 August 2020: All contracts finalized.
- b. 2022 Convention, Saint John, NB, 20-24 August 2022: All contracts finalized.
- c. Work continues to identify a central Canada location for the 2024 Convention.

I move the acceptance of my report.



**DOMINION COMMAND  
DOMINION CONVENTION COMMITTEE  
BUSINESS PLAN FOR THE PERIOD 2016 – 2021**

File: 19-1

### **3. THE COMMITTEE**

#### **5.2 Program Description**

##### **1.1.1 Objective**

The Dominion Convention Program is responsible for the overall organization, management and administration for the biennial dominion convention.

##### **1.1.2 Description**

The Legion's largest meeting is the Dominion Convention.

The Dominion Convention is the supreme authority and governing body of the Legion. Each Legion branch is entitled to send delegate(s) based on their voting strength. Delegates to convention discuss national issues, discuss policy, procedures and set direction for the organization.

Scheduled during this five-day period in late-August are business sessions, election of the Senior Elected Officers for the next two-year term, pre- and post-DEC meetings, SEO meeting, Canvet Board meeting, workshops, guest speakers, parade and commemorative activities as well as local branch entertainment events.

Conventions are held every two years in a different location across Canada on a rotational basis by region (east, central, west). Host convention locations are selected through a variety of criteria including accessibility, the availability and price of hotel rooms, meeting space and city services.

The Dominion Convention Program is managed by a committee comprised of the Dominion President, First Vice President, Chairman and staff secretarial support. Integral to convention arrangements is the Local Arrangements Committee (LAC), with a Chairman, numerous sub-committee Chairmen and upwards of 200 volunteers.

Three pre-convention visits to the host location are conducted by staff in the two years leading up to the convention; the Dominion President also attends the final two visits. These visits focus on facility requirements, accommodations, and provisions by major suppliers.

### **5.3 Relate program to Aims and Objects of the Legion**

The program is a statutory requirement as provided for in The Act to Incorporate and as amplified in The General By-Laws. The governing body of the Legion is the Dominion Convention and this body has supreme jurisdiction in all matters consistent with the purposes and objects of the Legion, and its decisions on policy and action to be taken is authoritative and binding on all commands and branches.

### **1.3 Relate program to Legion Mission Statement**

This program provides the forum for delegates to convention to develop policy, discuss items and make/amend By-Laws consistent with the provisions in The Act to Incorporate; all such action relates to the three areas of focus specified in the Mission Statement.

### **1.4 Desired outcomes of the Committee**

- Organize and conduct an effective and efficient convention that meets or exceeds the expectations of the delegates
- Continually review convention operations to identify potential cost-saving opportunities
- Increase sponsorship for convention activities
- Create a learning environment by providing workshops on themes or topics of interest to and beneficial to branches and members
- Offer a collection of vendors or exhibitors with products, tools or information relevant to the Legion and of interest to members and their branches
- Recharge members' passion for the organization
- Networking for members
- produce the "Committee Reports and Resolutions" book for distribution to every branch in advance of the convention
- produce the "Convention Report" book following convention
- produce the "Comments on Resolutions" book in the year following convention

## **6 SITUATIONAL (SWOT) ANALYSIS**

### **6.1 Strengths**

- Provides every branch with the opportunity for input into policies and the future direction of the Legion
- Strong partnership with Local Arrangements Committees
- Select and announce convention location approximately 8 years out
- Informative and topical workshops providing learning opportunities
- Ability for provincial caucuses to meet
- Marketing and communications opportunities
- Member involvement in decision-making for the organization
- Positive economic impact on the host-location community

- Media coverage, public attendance at parade, ceremony
- Help members at all levels of the organization understand the Legion's governance structure

## **6.2 Weaknesses**

- Delegates are responsible for funding their own travel, accommodation and attendance at convention
- Limited to locations with facilities offering meeting space large enough to accommodate main plenary session with up to 17 breakout rooms
- Variable costs for facility rental, accommodation, AV costs depending on location
- Expense reserving meeting space for provincial caucus meetings that remain unused
- Inability to generate press coverage in larger centres
- No organized activities for spouses

## **6.3 Opportunities**

- Cost-reduction opportunities may help determine future convention locations, i.e. financial support from city tourism bureaus depending on room pick-up
- Generate increased sponsorship participation
- Expose delegates to exhibitors offering opportunities or items of interest to members and branches
- Use technology to improve experience for delegates, such as on-line registration
- Generate positive public relations and Legion image
- Reinforce the mission statement and vision of the organization
- Direct communication with branches and members

## **6.4 Threats**

- Varying ability of the Local Arrangements Committee to effectively assist in convention arrangements
- The attractiveness of the convention destination impacts attendance
- Accommodation costs for delegates to attend the convention
- The cost of convention facilities and convention arrangements
- Difficult travel to the convention location
- Branch finances may preclude representation
- Declining membership and decreasing registrations
- Membership demographics
- No control over delegate discussion or decision-making

## **7 PROGRAM SERVICES**

### **7.1 Description of services to be offered through the program**

- Responsible to organize and conduct a Dominion Convention
- Undertakes an on-going review of convention trends to ensure the most positive experience possible for delegates
- Presents forum for member discussion and debate of resolutions to advance the organization

### **7.2 Define the need and development of the program**

This committee's work oversees the organization's requirement to the Act to Incorporate and The General By-Laws. A Dominion Convention provides an opportunity to continually raise the Legion's visibility through public awareness and nurture new learning opportunities for members through workshops and keynote speakers. The social and educational benefits are a positive outcome of a convention.

This committee's work is instrumental in facilitating the occasion for the election process for those interested in assuming leadership roles in the Legion.

### **7.3 Describe the program delivery**

The committee is committed to service excellence through the organization and conduct of each Dominion Convention. It continually reviews convention operations for reasons of efficiency and cost-effectiveness. The committee does not meet face-to-face. Detailed progress reports on the upcoming convention and updates on future Dominion Conventions are provided to DEC and circulated electronically throughout the organization as part of the DEC minutes.

### **7.4 Describe the resources needed to deliver the program**

The program has a budget of \$200,000.00 per year and a Standing Committee of three members.

Administrative support services, such as the central registry, are available. A committee secretary and two assistant secretaries are provided to the program.

Staff from all Dominion Command departments offer personnel support and other resources both before and during the convention.

### **7.5 Measure the effectiveness of the program**

- Measure operational excellence through the review of daily proceedings and actual timings of events
- Return on Objectives: determine whether the Legion has achieved the desired level of public awareness and media coverage, and gauge the perception of the Legion's image
- Develop delegate and exhibitor post-convention surveys

- There is great power in the synergy resulting from members who pledge to move ahead, especially when faced with adversity, and share in the accountability of the organization
- Seek input on effectiveness and applicability of workshops

## **8 MARKETING AND PROMOTION**

### **8.1 Conduct a market analysis**

N/A

### **8.2 Competitors**

N/A

### **8.3 Target audiences**

- Members
- Branches
- International Zones
- Provincial Commands
- Dominion Executive Council

### **8.4 Key messages and dates**

- Fall, two years out: first meeting between the Convention Committee and LAC
- Fall, one year out: second meeting between the Convention Committee and LAC
- December pre-convention year: distribute the Convention Call
- 112 days out: resolutions to convention are due
- Two to four months out: third and final meeting between the Convention Committee and LAC
- Six weeks out: distribute the Committee Reports and Resolutions book in hard copy to every branch
- Fall, post-convention: electronic distribution of the Convention Report book
- Spring/summer, year following convention: electronic distribution of the Comments on Resolutions book
- 1 October: All changes of Legion policy and administrative procedures resulting from resolutions passed or by-law amendments enacted by convention shall take effect, unless otherwise specified.

### **8.5 Marketing/promotional plan**

- Six to eight-years out: Identify host location

- Two years out: Dominion Command Marketing and Communications section to establish liaison with LAC Communications sub-committee Chair
- One-year out: develop convention website with the LAC; share promotional videos and photos on the host location and area attractions
- Six months out: post about convention on social media; use a hashtag specific to the convention; determine stories and articles to release and timings
- One month out: news releases and media advisories drafted
- One week out: arrange media interviews with senior Legion officers; issue media advisory for Opening Ceremony and commemorative events

## **9 SUMMARY**

### **9.1 Summary and evaluation of the effectiveness of the program i.e., how does it support the Legion and its aims and objects**

The committee's actions create the setting to comply with the regulated provisions in the Act to Incorporate and The General By-Laws where delegates develop policy and regulations for the direction the organization will undertake. Their goal is to provide a forum for discussion and decision, encapsulating members' / delegates' consensus about matters affecting the organization. Through the inclusion and presentation of dominion committee reports, the convention creates a policy and report-related assessment process so all attendees can hear or read what has been achieved in the organization since the last Dominion Convention. In this way, members / delegates can understand achievements and advancements, and regulate any action necessary to ensure the organization remains true to its purposes and objects.

**REPORT OF THE DOMINION COMMAND  
DEFENCE AND SECURITY COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**File: 82-27**

**R. Blanchette - Chairman**  
**R. Price - Vice Chairman**  
**W. Martin - Member**  
**D. Brown - Member**  
**C. Gendron - Secretary**

**GENERAL**

This report covers the period from 1 November 2016 to 24 March 2017. The Committee last met on March 24<sup>th</sup>, 2017. The previous Committee' minutes dated 16<sup>th</sup> February 2017 were distributed to DEC.

**COMMITTEE BUSINESS**

The Chairman and Secretary attended the Conference of Defence Associations (CDA) Annual General Meeting held on 14<sup>th</sup> February 2016. Comrade Richard Blanchette presented to the Board an annual review of the RCL achievements in 2016.

The Committee attended the CDA annual conference on Defence and Security held on 16-17 February 2016 at the Shaw Center, Ottawa, ON. Comrade Brad White and Comrade Ray McInnis also attended the meeting.

**2017 NIJMEGEN MARCH**

Nijmegen JTF Commander, Colonel G. Abthorpe, briefed the RCL on 14 February 2017 at Legion House. The annual program this year will have a focus on Vimy Commemoration. Because of the importance of this year's theme, an increased level of activities translates into an increase in travel costs, compounded by less advantageous exchange rates. Accordingly, the TFC has asked for an increase of funding commitment by the Legion for support of the RCL selected representative on the event.

**RECOMMENDATION:** That the RCL funding allocation to the CF Nijmegen TF be increased from 8 250 \$ to 12 000 \$ for the 2017 event.

The 2017 Nijmegen selection process took place over a two-week period in early March. Three Provincial Commands submitted a total of seven candidates, The Dominion Command Defence and Security Committee selected Comrade Kim Peters, from Branch 530 Waterloo, Ontario Command as the RCL 2017 Nijmegen representative. It should be

noted that Comrade Peters was last year's alternate. This years' alternate is Comrade Leonard Block, Branch 276 Slocan Valley, BC/Yukon Command. An announcement from Dominion Command has been sent out.

### **OP Canada Day**

The RCL will be sending 1800 "home" packages to military and Canadian Civilian Police members deployed around the world to mark the 2017 Canada Day.

### **D&S Command Representatives (CR) – TOR**

The Committee has developed draft terms of reference for D&S Command Representatives and are included in the Committee Business Plan submitted to DEC. The intent is to formalize them following a final discussion at the next meeting in June. This responsibility should be on a voluntary basis and the Committee has already received names from two Provincial Commands (Ontario and Saskatchewan). Any other Provincial Command who would like to forward their representative's name should seek to do so before 1 June 2017. An email will be sent out to all Provincial Commands to explain how the D&S Committee will work with the support of the D&S CR once the TOR are finalized.

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



## **DEFENCE AND SECURITY COMMITTEE BUSINESS PLAN FOR THE PERIOD 2016 – 2021**

Ref: A. RCL Organization, Policy and Procedures Manual, Annex N to Chap 2

### **Introduction**

This Defence and Security (D&S) Committee Business Plan (BP) 2016-2021 is presented further to the Dominion President's memo and the generic template respectively received in July and August 2016. These documents recognized that committee business varies greatly from one committee to another and that the BP generic template may not fit all committees' activities, which is certainly the case for the D&S Committee.

In his "Commander's intent", our Dominion President (DP) has stated that we need to

"continue to engage with not only our national level officers, we need to continue the engagement with officers at the provincial level. I strongly believe that as we work within our committees, we need to seek input from the provincial level through active engagement in teleconferences. This input will only strengthen the overall product of our programs."

The D&S Committee has followed through with this intent and in November 2016, the D&S Committee Chairman recommended to the DEC that terms of reference (TOR) be developed for Command Representatives to support the D&S Committee in the accomplishment of its mandate. The DEC agreed and in February 2017, the D&S Committee has further discussed the drafting of these TOR, leading to their inclusion in this BP.

The DP has also emphasized that his

"overall intent is to ensure the long-term relevance of the Legion to Veterans and Canadians. After 90 years of service to our country, we have much to provide and a rich heritage upon which to draw. However, should we not continue to enhance and modernize our services, we will be like the old soldier and fade away into obscurity."

The D&S Committee considers that the fulfilment of its mandate is an important vector that will prevent the RCL from the risk of "fading away into the obscurity". Issues related to defence and security are on the news every day and in the next five years the RCL should seize the opportunity to publicly express its opinion on these subjects that affect the lives of serving and retired members of the CAF and the RCMP, and their families. While remaining apolitical, the RCL should be seen as an organization that has at heart the monitoring of the development and implementation of Canadian defence and security policy. Fostering interest in defence and security matters among Legion members and the public at large should be seen as a legitimate aim that needs to be organized in a more systematic way than it has been in the past.

## Business Plan Structure

The D&S Committee BP 2016-2021 is structured as follows:

- Review and update of the D&S TOR
- Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis
- Creation of TOR for Provincial Command Reps
- Cost containment and financial stewardship
- Continual program review and evaluation
- Concluding remarks

Review and update of the D&S TOR

In his July 2016 memo, the DP asks all committees to:

- Review and update terms of reference
- Develop effective and specific business plans appropriate to committee activities
- Cost containment and financial stewardship – use of teleconferences wherever possible
- Continual program review and evaluation using measurement/benefit criteria
- Review and engage marketing department
- Engage provincial command chairperson via regularly scheduled teleconferences
- Ensure coordination of committee activities with other Dominion Command committees

Most of these items will be covered in the current D&S Committee BP Plan. The DP also directed these three specific items to the D&S Committee:

- continue to monitor issues within CAF and RCMP;
- Increase outreach and presence to CAF and RCMP; and
- Develop resolutions for presentation to government.

These last three items must be checked against the current D&S Committee TOR at Ref A (reproduced below with grammar and punctuation errors):

- a. Foster and support the care, welfare and morale of the Canadian Armed Forces, the RCMP and their respective families by:
  - i. encourage the Government of Canada and the respective leadership to ensure that these organizations men and women are properly trained, equipped and compensated; and
  - ii. encourage the Government of Canada and the respective leadership to ensure that these organizations are properly structured, equipped and

staffed to carry out their roles and tasks and to fulfil Canada's obligation to international alliances.

- iii. monitor and contribute to the positive morale of the Canadian Armed Forces and the RCMP.
- b. Monitor the development and implementation of Canadian defence and security policy.
- c. Foster interest in defence and security matters among Legion members and the public at large.
- d. Provide participation as the Legion's representative to the Conference of Defence Associations.

The **first** specific item "Continue to monitor issues within CAF and RCMP" could be seen as implied in paragraph a. and its three subparagraphs.

The **second** specific item "Increase outreach and presence to CAF and RCMP" could also be seen as implied in paragraphs a., b. and c. but the TOR do not currently cater for an increased level of outreach to the two organizations. Accordingly, it is felt that the D&S Committee has to design a way to improve the interface between the RCL/D&S Committee on one hand and the two organizations (CAF and RCMP) on the other.

The **third** specific item "Develop resolutions for presentation to government" belong to the "how to" more than to the "what" and is not clearly spelled out in the TOR. The Committee considers that its TOR do not need to be specific on how to achieve the objectives that they enumerate.

Globally then, other than correcting the grammar and punctuation, there is a need to incorporate a mention to reflect (1) a better interface between the RCL (as represented by the D&S Committee) and the two organizations and (2) an improved harvesting of feedback from across the nation. The revised TOR should therefore read as such (with changes highlighted):

- a. **With inputs from Command Representatives (CR),** foster and support the care, welfare and morale of the Canadian Armed Forces, the RCMP and their respective families by:
  - i. **encouraging** the Government of Canada and the respective leadership to ensure that these organizations men and women are properly trained, equipped and compensated; **[delete "and" ]**
  - ii. **encouraging** the Government of Canada and the respective leadership to ensure that these organizations are properly structured, equipped and staffed to carry out their roles and tasks and to fulfil Canada's obligation to international alliances; **and**

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

The Committee feels that such revised TOR would reinforce its capacity to capture the mandated issues and their context as they may vary from one part of the country to another. The Committee's "key terrain" is certainly the serving members of the CAF and the RCMP, along with their families and the environment they have to evolve in, but its "vital ground" remains the direct conduit to the RCL mission statement :

---

*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.*

---

Accordingly, there is a need to review how the Committee can best support this mission statement while taking into account its revised TOR.

### **Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis**

A SWOT Analysis is a useful technique for understanding the Committee's strengths and weaknesses, and for identifying both the opportunities and the threats it faces. Even if it is more common to use it in a business context, it can help producing some deductions that can then be considered for inclusion in a way forward. The following SWOT analysis is not fully developed but it is indicative of the major areas of discussion that will require the Committee's attention in the next five years.

#### **Strengths**

- The RCL
  - constitutes the largest veteran organization in the country and it was incorporated by a special Act of Parliament, giving it a great legitimacy
  - has a reinforced marketing approach at Dominion Command level
- The Committee
  - is small and consensus is therefore relatively easy to reach
  - has a great deal of military and police experience

- Is unique in the Dominion Command organization with its terms of reference oriented toward serving members of the CAF and the RCMP

### **Weaknesses**

- The RCL is too often labelled as an organization of the past, not attuned to the new reality of modern veterans
- The Committee
  - is small and has little staffing power
  - has to rely on its secretary as the only full-time employee who can easily connect to the work of other committees
  - is not representative of all regions in Canada

### **Opportunities**

- Ministerial mandate letters to ministers are offering great advocating leverage points
  - “Score sheets” of DND, VAC and Public Safety and Emergency Canada (PSEC) could have a positive advocating impact while remaining apolitical
  - Double hatting of VAC Minister as DND Associate Minister needs to be publicly emphasized regarding specific issues
- The Defence Policy Review is still ongoing
- Social media have the potential of facilitating communications on D&S matters in the context of the RCL’s mission
- The Legion Magazine provides a great window on RCL activities and interest
- The new OSI Special Section can generate new interest in the RCL from serving and recently retired members of the CAF and the RCMP
- The RCL has a solid structure of Commands covering all regions of Canada and even at the international level
- The CAF are embarking on a “cradle to grave” initiative, temporarily referred to as “the journey” which
  - Puts the emphasis on the care of its members from the recruitment process up to the transition back to civilian life and beyond
  - Has not been officially announced yet
- The CDA is keen to improve a win-win cooperation with the RCL
- At the Ottawa Conference, the CDS has announced a new “Transition Unit” spread across the country to erase the seam during the transition from DND to VAC support of veterans
- Serving CAF and RCMP members represent a tremendous pool of potential RCL members if the RCL can be perceived as an added value to them

## Threats

- Dwindling RCL membership impact on its capacity to influence governmental decisions
- Perception of “civilianization” of the RCL is seen as an obstacle to the recruiting of serving and recently retired members
- Many veteran organizations, including regimental organizations, do not realize that their membership may have a detrimental effect on the RCL membership
- While the official bilingual policy of the RCL is recognized across the country, many branches in Quebec feel that the population considers the RCL an English-speaking organization

## Deductions stemming from the analysis

- The Committee:
  - needs to improve its reach into how Commands understand D&S issues across the country and one way of achieving this is to arrange to have D&S Command Representatives (CR)
  - should consider regularly having guests at its meetings to better understand D&S issues
  - should improve its understanding of other committee’s activity that could be linked to D&S issues
  - should assign individual responsibilities to members to share the workload in terms of connecting with CR, other committees and following activities in the RCN, CA, RCAF and RCMP.
- A recommendation should be made to the DP and the Dominion Secretary that a supplementary member from the same element as the Chairman be nominated with a view to :
  - Have each element of the CAF and the RCMP be covered by a member of the Committee;
  - Have the Chairman concentrate on central or joint issues such as recruitment, administration and operations; and
  - Facilitate the division of responsibilities with regards to the work of other Committees.
- It is quite likely that the identification of such specific responsibilities will imply an additional workload for the Committee Secretary with the generation of more activity.

## Desired outcomes

- Better feedback from Commands
- Better feedback mechanism within Commands
- Better generation of interest of serving members to connect to the Legion
- Better division of responsibilities within the Committee members to cover:

- Liaison with all Commands
- Liaison with other Committees, including the Legion Magazine
- Liaison with external agencies
- Liaison with the OSI Section
- Committee financial issues
- Reporting of specific element issues (RCN, CA, RCAF and RCMP)
- CDA
- Overall enhanced level of D&S Committee activity in support of the RCL mission statement
- Find a reasonable balance between this increased level of ambition and the time and energy available to the Committee members and chair

### **Creation of TOR for D&S Command Representatives**

Given that the DEC has already agreed to have Commands nominate D&S CR, the following draft TORs should be promulgated:

- The D&S CR should
  - be a volunteer, preferably with military or RCMP experience;
  - be familiar with the Committee TOR;
  - be familiar with D&S issues at the national level but even more importantly in the regions covered by his or her command;
  - seek to stimulate the interest of RCL members in D&S issues;
  - consider, in coordination with his Command authorities, liaising with CAF and RCMP members at local levels;
  - be ready to reply promptly to specific requests for feedback from the Committee member assigned to his Command;
  - use his or her own initiative to provide feedback or recommendations on any D&S issue stemming from his Command, sectors or branches; and
  - ensure that his coordinates are up to date on the list of D&S CR that the D&S Committee Secretary will control.
- The D&S CR is not a member of the D&S Committee but he or she might be invited to join a particular meeting to support the deliberations on a given item.

### **Cost containment and financial stewardship**

While all Committee members should pay close attention to financial issues, it would be appropriate for the Deputy Chairman to take on a lead role in financing planning and budgetary control.

### **Continual program review and evaluation**

Following is a list of what could be construed as D&S programs:

- OP Santa Claus

- OP Canada Day
- CDA interface
  - Vimy Dinner
  - CDA Ottawa Security Conference
- Nijmegen marches
- Connection to military and police graduating classes
- Etc (not finished...)

Here are some of the changes that could be considered:

- *Program Description*
- *Relate program to Aims and Objects of the Legion*
- *Relate program to Legion Mission Statement*

### **Concluding remarks**

This Business Plan has been designed to generate ideas and should not be construed a definitive way forward. The D&S Committee was created \_\_\_\_\_ years ago and it might be time to review its intent and how it can best contribute the RCL Mission. Ideas have to be harvested from across the nation and everyone's input is certainly welcome.



## **DEFENCE AND SECURITY COMMITTEE BUSINESS PLAN FOR THE PERIOD 2016 – 2021**

File: 82-27

24 March 2017

Ref: A. RCL Organization, Policy and Procedures Manual, Annex N to Chap 2

### **Introduction**

This Defence and Security (D&S) Committee Business Plan (BP) 2016-2021 is presented further to the Dominion President's memo and the generic template respectively received in July and August 2016. These documents recognized that committee business varied greatly from one committee to another and that the BP generic template may not fit all committees' activities, which is certainly the case for the D&S Committee.

In his "Commander's intent", our Dominion President (DP) has stated that we need to "continue to engage with not only our national level officers, we need to continue the engagement with officers at the provincial level. I strongly believe that as we work within our committees, we need to seek input from the provincial level through active engagement in teleconferences. This input will only strengthen the overall product of our programs."

The D&S Committee has followed through with this intent and in November 2016, the D&S Committee Chairman recommended to the DEC that terms of reference (TOR) be developed for Command Representatives to support the D&S Committee in the accomplishment of its mandate. The DEC agreed and in February 2017, the D&S Committee has further discussed the drafting of these TOR, leading to their inclusion in this BP.

The DP has also emphasized that his

"overall intent is to ensure the long-term relevance of the Legion to Veterans and Canadians. After 90 years of service to our country, we have much to provide and a rich heritage upon which to draw. However, should we not continue to enhance and modernize our services, we will be like the old soldier and fade away into obscurity."

The D&S Committee considers that the fulfilment of its mandate is an important vector that will prevent the RCL from the risk of "fading away into obscurity". Issues related to defence and security are on the news every day and in the next five years the RCL should seize the opportunity to publicly express its opinion on these subjects that affect the lives of serving and retired members of the CAF and the RCMP, and their families. While remaining apolitical, the RCL should be seen as an organization that has at heart the

monitoring of the development and implementation of Canadian defence and security policy. Fostering interest in defence and security matters among Legion members and the public at large should be seen as a legitimate aim that needs to be organized in a more systematic way than it has been in the past.

### **Business Plan Structure**

The D&S Committee BP 2016-2021 is structured as follows:

- Review and update of the D&S TOR
- Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis
- Creation of TOR for Provincial Command Reps
- Cost containment and financial stewardship
- Continual program review and evaluation
- Concluding remarks

### **Review and update of the D&S TOR**

In his July 2016 memo, the DP asked all committees to:

- Review and update their TOR
- Develop effective and specific business plans appropriate to committee activities
- Cost containment and financial stewardship – use of teleconferences wherever possible
- Continual program review and evaluation using measurement/benefit criteria
- Review and engage marketing department
- Engage provincial command chairperson via regularly scheduled teleconferences
- Ensure coordination of committee activities with other Dominion Command committees

Most of these items will be covered in the current D&S Committee BP Plan. The DP also directed these three specific items to the D&S Committee:

- continue to monitor issues within CAF and RCMP;
- Increase outreach and presence to CAF and RCMP; and
- Develop resolutions for presentation to government.

These last three items must be checked against the current D&S Committee TOR at Ref A (reproduced below with grammar and punctuation errors):

- e. Foster and support the care, welfare and morale of the Canadian Armed Forces, the RCMP and their respective families by:

- i. encourage the Government of Canada and the respective leadership to ensure that these organizations men and women are properly trained, equipped and compensated; and
  - ii. encourage the Government of Canada and the respective leadership to ensure that these organizations are properly structured, equipped and staffed to carry out their roles and tasks and to fulfil Canada's obligation to international alliances.
  - iii. monitor and contribute to the positive morale of the Canadian Armed Forces and the RCMP.
- f. Monitor the development and implementation of Canadian defence and security policy.
- g. Foster interest in defence and security matters among Legion members and the public at large.
- h. Provide participation as the Legion's representative to the Conference of Defence Associations.

The **first** specific item "Continue to monitor issues within CAF and RCMP" could be seen as implied in paragraph a. and its three subparagraphs.

The **second** specific item "Increase outreach and presence to CAF and RCMP" could also be seen as implied in paragraphs a., b. and c. but the TOR do not currently cater for an increased level of outreach to the two organizations. Accordingly, it is felt that the D&S Committee has to design a way to improve the interface between the RCL/D&S Committee on one hand and the two organizations (CAF and RCMP) on the other.

The **third** specific item "Develop resolutions for presentation to government" belong to the "how to" more than to the "what" and is not clearly spelled out in the TOR. The Committee considers that its TOR do not need to be specific on how to achieve the objectives that they enumerate.

Globally then, other than correcting the grammar and punctuation, there is a need to incorporate a mention to reflect (1) a better interface between the RCL (as represented by the D&S Committee) and the two organizations and (2) an improved harvesting of feedback from across the nation. The revised TOR should therefore read as such (with changes highlighted):

- e. With inputs from Command Representatives (CR), foster and support the care, welfare and morale of the Canadian Armed Forces, the RCMP and their respective families by:

- i. encouraging the Government of Canada and the respective leadership to ensure that these organizations men and women are properly trained, equipped and compensated;
  - ii. encouraging the Government of Canada and the respective leadership to ensure that these organizations are properly structured, equipped and staffed to carry out their roles and tasks and to fulfil Canada's obligation to international alliances; and
  - iii. monitoring and contributing to the positive morale of the Canadian Armed Forces and the RCMP.
- f. Through feedback from CR or other sources, monitor the development and implementation of Canadian defence and security policy
- g. Foster interest in defence and security matters among Legion members and the public at large.
- h. Provide participation as the Legion's representative to the Conference of Defence Associations.

The Committee feels that such revised TOR would reinforce its capacity to capture the mandated issues and their context as they may vary from one part of the country to another. The Committee's "key terrain" is certainly the serving members of the CAF and the RCMP, along with their families and the environment they have to evolve in, but its "vital ground" remains the direct conduit to the RCL mission statement:

---

*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.*

---

Accordingly, there is a need to review how the Committee can best support this mission statement while taking into account its revised TOR.

### **Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis**

A SWOT Analysis is a useful technique for understanding the Committee's strengths and weaknesses, and for identifying both the opportunities and the threats it faces. Even if it is more common to use it in a business context, it can help producing some deductions that can then be considered for inclusion in a way forward. The following SWOT analysis is not fully developed but it is indicative of the major areas of discussion that will require the Committee's attention in the next five years.

#### **Strengths**

- The RCL
  - constitutes the largest veteran organization in the country and it was incorporated by a special Act of Parliament, giving it a great legitimacy
  - is the only Veteran's organization, through its Service Bureau, with direct access to VAC computer system; and
  - has a reinforced marketing approach at Dominion Command level.
- The Committee
  - is small and consensus is therefore relatively easy to reach;
  - has a great deal of military and police experience; and
  - Is unique in the Dominion Command organization with its terms of reference oriented toward serving members of the CAF and the RCMP

### **Weaknesses**

- The RCL is too often labelled as an organization of the past, not attuned to the new reality of modern veterans
- The Committee
  - is small and has little staffing power
  - has to rely on its secretary as the only full-time employee who can easily connect to the work of other committees
  - is not representative of all regions in Canada

### **Opportunities**

- Ministerial mandate letters to ministers are offering great advocating leverage points
  - "Score sheets" of DND, VAC and Public Safety and Emergency Canada (PSEC) could have a positive advocating impact while remaining apolitical
  - Double hatting of VAC Minister as DND Associate Minister needs to be publicly emphasized regarding specific issues
- The Defence Policy Review (DPR) is still ongoing
- Social media have the potential of facilitating communications on D&S matters in the context of the RCL's mission
- The Legion Magazine provides a great window on RCL activities and interest
- The new OSI Special Section can generate new interest in the RCL from serving and recently retired members of the CAF and the RCMP
- The RCL has a solid structure of Commands covering all regions of Canada and even at the international level
- The CAF are embarking on a "cradle to grave" initiative, temporarily referred to as "the journey" which
  - Puts the emphasis on the care of its members from the recruitment process up to the transition back to civilian life and beyond

- Has not been officially announced yet
- The CDA is keen to improve a win-win cooperation with the RCL
- At the Ottawa Conference, the CDS has announced a new "Transition Unit" spread across the country to erase the seam during the transition from DND to VAC support of veterans
- Serving CAF and RCMP members represent a tremendous pool of potential RCL members if the RCL can be perceived as an added value to them

## **Threats**

- Dwindling RCL membership impacts on its capacity to influence governmental decisions
- Perception of "civilianization" of the RCL is seen as an obstacle to the recruiting of serving and recently retired members of the CAF and the RCMP
- Many veteran organizations, including regimental organizations, do not realize that their membership may have an indirect detrimental effect on the RCL membership
- While the official bilingual policy of the RCL is recognized across the country, many branches in Quebec feel that the population considers the RCL an English-speaking organization

## **Deductions stemming from the analysis**

- The Committee:
  - needs to improve its reach into how Commands understand D&S issues across the country and one way of achieving this is to arrange to have D&S Command Representatives (CR)
  - should consider regularly having guests at its meetings to better understand D&S issues
  - should improve its understanding of other committees' activity that could be linked to D&S issues
  - should assign individual responsibilities to members to share the workload in terms of connecting with CR, other committees and following activities in the RCN, CA, RCAF and RCMP.
- A recommendation should be made to the DP and the Dominion Secretary that a supplementary member from the same element as the Chairman be nominated with a view to:
  - Have each element of the CAF and the RCMP be covered by a member of the Committee;
  - Have the Chairman concentrate on central or joint issues such as recruitment, administration and operations; and
  - Facilitate the division of responsibilities with regards to the work of other committees.

- It is quite likely that the identification of such specific responsibilities will imply an additional workload for the Committee Secretary with the generation of more activity.

### **Desired outcomes**

- Better feedback from Commands
- Better feedback mechanism within Commands
- Better generation of interest of serving members to connect to the Legion
- Better division of responsibilities within the Committee members to cover:
  - Liaison with all Commands
  - Liaison with other committees, including the Legion Magazine
  - Liaison with external agencies
  - Liaison with the OSI Section
  - Committee financial issues
  - Reporting of specific element issues (RCN, CA, RCAF and RCMP)
  - CDA
- Overall enhanced level of D&S Committee activity in support of the RCL mission statement
- Find a reasonable balance between this increased level of ambition and the time and energy available to the Committee members and chair

### **Creation of TOR for D&S Command Representatives**

Given that the DEC has already agreed to have Commands nominate D&S CR, the following draft TORs should be promulgated:

- The D&S CR should
  - be a volunteer, preferably with military or RCMP experience;
  - be familiar with the Committee TOR;
  - be familiar with D&S issues at the national level and seek to stimulate the interest of all RCL members in D&S issues within Provincial Command;
  - consider, in coordination with his Command authorities,
    - liaising with CAF and RCMP members at local levels;
    - seek to stimulate the interest of RCL members in D&S issues;
    - seek to stimulate the interest of the public at large in D&S issues;
  - be ready to reply promptly to specific requests for feedback from the Committee member assigned to his Command;
  - use his or her own initiative to provide feedback or recommendations to the Dominion Command D&S Committee on any D&S issue but specifically from the Zones, Districts and local branches of his or her Command; and
  - ensure that his coordinates are up to date on the list of D&S CR that the D&S Committee Secretary will control.

- The D&S CR is not a member of the D&S Committee but he or she might be invited to join a particular meeting to support the deliberations on a given item.

### **Cost containment and financial stewardship**

While all Committee members should pay close attention to financial issues, it would be appropriate for the Deputy Chairman to take on a lead role in financing planning and budgetary control.

### **Continual program review and evaluation**

Following is a list of what could be construed as current D&S programs or lines of effort:

- OP Santa Claus
- OP Canada Day
- Comradeship awards
- CDA interface
  - Vimy Dinner
  - CDA Ottawa Security Conference
- Nijmegen marches sponsorship
- Contacts with CAF and RCMP
- Fostering interest in D&S matters among RCL members and the public at large
- Monitoring the development and implementation of Canadian defence and security policy

Here are some of the changes that could be considered over a time horizon that remains to be determined within the limits of this BP:

- OP Santa Claus and OP Canada Day
  - We have seen recent exchanges of correspondence recommending that these programs be removed from the DS Committee's responsibilities
  - Given the Committee's TORs, such a decision is difficult to understand as those care packages are designed to create some sort of a connection between deployed CAF and Canadian Civilian Police members, and the RCL
  - At a previous meeting, the D&S Deputy Chairman had identified the need to better identification of sponsors and this line of effort should be pursued to optimize this kind of support
  - The Committee Chairman should approach the Dominion Secretary to discuss the matter
- Comradeship awards
  - We need to rejuvenate the awarding of the Comradeship Trophy and awards (free one-year RCL subscription) for both NCMs and Officer-cadets



- How can we make these gestures more meaningful for the awardees?
- How can we ensure follow-up, perhaps through Command Representatives?
- How can we ensure that CAF and RCMP retirees are indeed offered a one-year free RCL membership, again with a proper follow-up?
- Could the Legion Magazine window or other CAF or RCMP publication be used one way or another?
- CDA interface
  - The RCL is by far the most populous of the CDA members and we should consider how we could leverage our membership in this organization, given that they specialize in:
    - promoting informed public discourse on national security and defence issues, while advocating for credible security and defence policies and support of the men and women of the Regular and Reserve components of Canada's Armed Forces;
    - enabling the evidence-based research of its sister-organization – the CDA Institute; and
    - delivering on its mandate through its 'Outreach' program to Government, industry, academia, like-minded organizations, and the general public.
  - There are clear overlaps with our Committee's TORs and even with the RCL mission at large;
  - CDA has recently named a point of contact to improve the relationship between CDA and its members: Sean McGrath, CDA Association Outreach. We should consider meeting with him to explore possible cooperation areas such as using their "Media Round-up" to facilitate the involvement of our Command Representatives.
- Nijmegen marches sponsorships
  - This is a good example of how the RCL can share a common experience with the CAF;
  - Are there other activities in the CAF or the RCMP where we could explore the possibility of common experience?
- Contacts with CAF and RCMP
  - Currently the Committee Chairman has been the main actor on this stage and there is a need to ensure, perhaps using the new D&S CR network to ensure that there is a better two-way communication channel between the RCL on one hand and the leadership (at various levels as applicable) of the CAF and the RCMP on the other;
  - Recent contacts with the RCMP association has led to interesting possibilities of cooperation that should be further pursued.

- Fostering interest in D&S matters among RCL members and the public at large
  - How could the new D&S CR network be used to facilitate this line of effort
  - What role could social media play in this sphere?
  
- Monitoring the development and implementation of Canadian defence and security policy
  - The D&S Committee, through his chairman, has participated in many forums to make recommendations to the Government on the DPR but is this the most efficient way to proceed?
  - What kind of cooperation could take place with CDA to facilitate such a line of effort?

### **Concluding remarks**

This Business Plan has been designed to generate ideas and should not be construed a definitive way forward. The D&S Committee was created some 20 years ago and it might be time to review its modus operandi and how it can best contribute the RCL Mission. Ideas have to be harvested from across the nation and everyone's input is certainly welcome.

## DEC Reminder –Defence & Security Command Representatives (D&S CR)

Some examples of the subjects we will be discussing, while remaining apolitical:

- What messages should we send to Ministers of DND, VAC and Public Safety Canada (and CAF and RCMP chain of command) concerning:
  - Defence and security policies (development and implementation)
  - Training (all types and location)
  - Equipment (shipbuilding, fighters, army vehicles)
  - Pay (compensation in general, danger pay, tax exemption)
  - Structure and staffing (risk of base closures)
  - Morale (family care, health care, OSI)
- How can we foster interest in D&S security matters among Legion members and the public at large?
- How can we best cooperate with CDA, CDAI and similar organizations to answer the previous questions?

### D&S CR Terms of reference

The D&S CR should:

- be a volunteer, preferably with military or RCMP experience;
- be familiar with the Committee TOR;
- be familiar with D&S issues at the national level but even more importantly in the regions covered by his or her command;
- seek to stimulate the interest of RCL members in D&S issues;
- consider, in coordination with his Command authorities, liaising with CAF and RCMP members at local levels;
- be ready to reply promptly to specific requests for feedback from the Committee member assigned to his Command;

- use his or her own initiative to provide feedback or recommendations on any D&S issue stemming from his Command, sectors or branches; and
- ensure that his coordinates are up to date on the list of D&S CR that the D&S Committee Secretary will control.

The D&S CR is not a member of the D&S Committee but he or she might be invited to join a particular meeting to support the deliberations on a given item. The Committee's "key terrain" is certainly the serving members of the CAF and the RCMP, along with their families and the environment they have to evolve in, but its "vital ground" remains the direct conduit to the RCL mission statement:

*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.*

### Contact with the Committee

Our Committee is composed of one member from each element and one member from the RCMP. Each member of the D&S Committee will be the "point of contact" (POC) for a number of D&S CR. Our next D&S Committee teleconference is on 8 June 2017 and an E-mail will be sent to all D&S CR on or before 30 June 2017 to update them on our modus operandi.

### Deadlines

Thank you for your interest in this important matter. Please send your Command DR's coordinates to Comrade Charls ([cgendron@legion.ca](mailto:cgendron@legion.ca) , 613 591 3335, ext. 232) before 1 June 2017.

Richard V. Blanchette  
Chairman Defence & Security Committee

**REPORT OF THE DOMINION COMMAND  
VETERANS CONSULTATION COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**File: 10-2**

**L. Murray - Chairman**  
**D. Flannigan - Member**  
**T. Irvine - Member**  
**R. Blanchette - Member**  
**B. White - Secretary**  
**R. McInnis - Assistant Secretary**

**GENERAL**

The last meeting the Veterans' Consultation Group was in March 2016. In the interim period, nearly all veterans' organizations have been engaged in the Minister's Advisory Groups addressing all issues from policy to family support issues.

At the time of writing this report, all organizations are awaiting the Budget 2017 announcement to see how and if the recommendations made during the advisory groups consultations will be included into the Budget 2017. Following the budget announcement, it is foreseen that the time will be opportune for meeting of the Consultation Group.

**BUSINESS PLAN 2016 – 2017**

Attached you will find the business plan for this committee. This committee is invaluable in acting as a sounding platform for the various organizations to meet and consult without government intervention. The meetings are well appreciated by all the groups.

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

## **VETERANS' CONSULTATION COMMITTEE BUSINESS PLAN FOR THE PERIOD 2016 – 2021**

File: 10-2

### 1. The Committee

The Veterans' Consultation Committee is an evolution of the previous committee of Veterans' Unity which did not achieve its purpose of unifying all the various veterans' groups under the Legion umbrella. The Consultation Committee achieves unity of effort by establishing a platform wherein all organizations can come together, discuss issues of importance to veterans and their well-being, and reach a collective consensus on how best to advocate these decisions to government. Not all issues reach a consensus as various organizations have differing views, but in general there is a better understanding of issues and organizational positions which assist in advocacy.

#### *Relate program to Purposes and Objects of the Legion*

This committee relates to the following Purposes and Objects of the Legion:

- To bring about the unity of all who have so served.
- To further among them the spirit of comradeship and mutual help, and the close and kindly ties to active service.
- To ensure that the proper attention shall be paid to the welfare of all who have served and the welfare of their families ...
- To educate public opinion regarding the national duties to the dead, the disabled and other who have served, and their dependents.
- To support suitable undertakings for the training, employment and settlement of ex-servicemen and women, and the education of their children.
- To preserve their statutory, acquired and legitimate rights, and those of their dependents ...
- To assist comrades now serving, especially in connection with their return to civil life ...
- To assist ex-servicemen to secure not less than the recognized standard rates of wages.
- To secure adequate pensions, allowances, grants and war gratuities for ex-servicemen and women ...
- To act generally on behalf of all those who have served in HM's forces.

In fact, the Committee meets 10 of 22 Purposes and Objects as outlined in the Act of Incorporation.

The Committee actively supports the first part of the Legion's Mission Statement which is to serve veterans, which includes serving military and RCMP members, and their families.

*Desired outcomes of the Committee.* The desired outcomes of committee activities are:

- To provide a platform to encourage education and discussion among veterans' organizations on issues related to veterans' and their families' well-being.
- Encourage and promote cooperation among veterans' organizations.
- Where possible reach a collective consensus on issues of advocacy.
- Present that collective view to government.

## 2. Situational (SWOT) Analysis

- Strengths
  - i. Consensus building and education
  - ii. Foster better understanding and cooperation
  - iii. Platform for building confidence
- Weaknesses
  - i. Personalities and personal agendas
  - ii. Level of knowledge among participants
- Opportunities
  - i. Expand the cooperation and trust between organizations
  - ii. Present a common advocacy position with a large supporting base
  - iii. Unity of effort, not organizationally
- Threats
  - i. Confidentiality of organization positions could be compromised
- Deductions leading from analysis
  - i. Given the various factors, the ability to build knowledge, confidence and working relationships far outweigh the negative factors. Through trust and knowledge sound working relationships can be built.

## 3. Program Services

There are no real program services for this Committee. The Committee is designed to meet once a year as a minimum which usually occurs around a major event that would affect the veterans' community. Except for the designated Legion component, all expenses are borne by each individual organization.

## 4. Marketing and Promotion

- *Conduct a market analysis on target audiences.* The key target audiences are both internal to various veterans' organizations, i.e., their members, and to the government who controls veterans' benefits and programs.
- *Competitors.* The only competitors to this committee are the naysayers, individually or collectively, who attempt to champion their own form of advocacy.
- *Key messages and dates.* There are no dates which would specifically correlate to an annual calendar. As mentioned, meetings are organized based

- on events happening within the veterans' community that need to be addressed by a collective consensus.
- *Marketing/promotional plan.* Output from the committee can come in the form of letters to Ministers and/or government departments. This can be augmented by social media and public relations releases timed for the best impact. All organizations have effective websites and are capable of promoting the workings of the committee.

## 5. Summary

As stated outright, the ability to unify veterans' organizations is no different today as it was in 1925. Personalities have always played a role and will always. That said, while organizational unification is not feasible, unity of effort is. The Committee serves that goal well. It also assists in the common education and understanding of veterans issues across the spectrum of associations and brings the various viewpoints forward for discussion and consensus.

In this way, the Committee works to foster the Purposes and Objects of the Legion while at the same time focusing on the primary mission of the Legion which is to serve veterans and their families.



**REPORT OF THE DOMINION COMMAND  
LEADERSHIP DEVELOPMENT COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**File: 40-2**

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

**GENERAL**

The committee last met by teleconference on 10 April 2017.

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

One module remains to be finalized.

**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.

**BRANCH IMPLEMENTATION AND MODULE MATERIAL TESTING**

Volunteer branches in Commands agreeing to participate in implementing and testing the program have been identified. Testing is planned to get underway in late-spring / early-summer.

**BUSINESS PLAN**

The Committee's Business Plan is attached.

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

**DOMINION COMMAND  
LEADERSHIP COMMITTEE  
BUSINESS PLAN FOR THE PERIOD 2016 – 2021**

File: 40-2

#### **4. THE COMMITTEE**

##### **9.2 Program Description**

###### **1.1.1 Objective**

The Leadership Development program is responsible for the development and maintenance of programs designed to promote leadership at each level of the Legion.

###### **1.1.2 Description**

The Leadership Development program is managed by a committee that conducts business by email, teleconferences or other means as available. The focus of the program is to:

- c. develop and make available to members the material and educational tools necessary to accomplish the development of future leaders within the Legion at all levels;
- d. ensure that all material developed for the program is accurate and updated as necessary;
- e. give all members access to the material through the Dominion Command website; and,
- f. assist Provincial Commands in the development of their educational and leadership programs.

##### **9.3 Relate program to Aims and Objects of the Legion**

The program works to establish a knowledge base of the Legion for all members, which will be instrumental in the proper organization and operation of branches, zones, districts and commands throughout the organization. The program also provides guidance on engaging the community, thereby cultivating and strengthening the relationship with the Legion. This will serve to promote and enhance the positive reputation of the Legion.

##### **1.3 Relate program to Legion Mission Statement**

The program provides a sound information background on how the organization and individual member can work to achieve the organization's mission statement.

##### **1.4 Desired outcomes of the Committee**

Internal leadership development is crucial to the success and sustainability of an organization. The program is expected to provide the information and tools necessary to cultivate the leadership qualities and abilities of Legion members to better prepare them for the challenges and opportunities of leadership roles

in the organization. This program will help ease the chain of succession and make members feel more informed and connected to our objects and purposes. Of prime importance is the practical application of knowledge gained.

## **10 SITUATIONAL (SWOT) ANALYSIS**

### **10.1 Strengths**

- Presented in module format arranged by topic
- Provides an orientation to the Legion and its operations
- Enhances the member's capacity to fulfill leadership roles
- Remains a ready-reference for future questions or review
- Helps to revitalize or re-focus members
- Ability to customize individual leadership development plans based on a member's intent or branch's need
- Training occurs at a member's own pace
- It is a living program, with regular review of the modules to ensure accuracy and timeliness of information
- Helps identify potential leaders in the organization and provides them with the educational tools to cultivate their potential
- Experienced and very knowledgeable Legion members on the committee
- Good working relationship and input from Provincial Commands

### **10.2 Weaknesses**

- Leadership development is an on-going requirement
- Branches are expected to have their volunteers act as leaders but direction, guidance and mentorship may be lacking
- Some branches may not have members interested in filling leadership roles
- Uncertainty if all branches have a Leadership Development Committee or Chairman

### **10.3 Opportunities**

- An organization needs to develop leadership to accomplish anything of significance
- Modeling good leadership: the program can help prevent the sharing of misinformation, negative behaviour and leadership traits passed on by those who are not good leaders.
- Mentoring
- Individual personal growth

### **10.4 Threats**

- Branches or members feel they don't have time to review module material
- Branches or members may feel they already know the material and do not need a refresher
- Apathy from members to assume leadership opportunities

- The increasing average age of members and the need for new members to join the Legion
- Lack of buy-in to the program by branches and commands
- Material going out of date

## **11 PROGRAM SERVICES**

### **11.1 Description of services to be offered through the program**

- Conducts the ongoing review and development of necessary updates or additional material to each learning module
- The committee shall not be responsible for conducting seminars but will assist in the development of seminars to be presented by branches or Provincial Commands if requested
- A library of existing seminars will be established on the Dominion Command website to serve as a central resource location for members looking for presentations

### **11.2 Define the need and development of the program**

This committee's work is instrumental in meeting the current and future needs of the organization by helping those interested in assuming leadership roles in the Legion by providing learning opportunities and materials for members to develop attributes to become effective leaders at various levels of the organization.

### **11.3 Describe the program delivery**

The committee strives to meet the needs of all members at all levels in a cost-effective and efficient manner. For this reason, none of the learning modules will be printed, rather they will be available in electronic format only on the Dominion Command website.

Electronic availability also enables members to download and adapt the material to meet individual needs.

The committee meets solely by teleconference at regular intervals or as required by organizational demands. Minutes of meetings are circulated electronically to Dominion and Provincial Command levels.

### **11.4 Describe the resources needed to deliver the program**

The program has a budget of \$200.00 per year and a Standing Committee of eight members. A committee secretary is provided to the program.

### **11.5 Measure the effectiveness of the program**

- Members can commence with the learning modules on a self-study program
- All Provincial Commands except one have agreed to implement and test the complete set of learning modules. Volunteer branches have been identified

- The learning modules will provide detail and information on various facets of branch operations and other pertinent information, which will be consistent throughout all levels of the organization

## **12 MARKETING AND PROMOTION**

### **12.1 Conduct a market analysis**

N/A

### **12.2 Competitors**

- Some Provincial Commands and perhaps even branches have developed their own leadership development program. This national program is not intended to replace any of these existing educational tools, rather will complement such programs.

### **12.3 Target audiences**

- Members
- Branches
- International Zones
- Provincial Commands
- Dominion Command

### **12.4 Key messages and dates**

- Online publication of all modules is anticipated to be completed by 31 August 2017.
- Branch implementation and testing will commence once all modules are complete and online
- Development of the seminar library will run concurrent with the implementation and testing of the modules

### **12.5 Marketing/promotional plan**

- The availability of the learning modules was circulated to all branches through All-Branch communications
- This program will not be marketing or promoted external to the Legion
- Notification is also planned through the branch and member portal on the Dominion Command website, anticipated to be operational by 31 August 2017
- Promote through e-newsletters and social media

## **13 SUMMARY**

### **13.1 Summary and evaluation of the effectiveness of the program i.e., how does it support the Legion and its aims and objects**

The effectiveness of the program can be best gauged by its participants and the outcomes they realize as they progress through the learning modules. Once fully instituted, it will need to be determined if members valued the

experience, understood and applied the information and if the content was relevant to their need. While the modules will increase knowledge, it is the practical application of that knowledge and the progression of members through leadership roles at all levels that will determine the program's effectiveness.

**DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**ITEM 7: CANVET PUBLICATIONS LTD.**

<b>T. Irvine</b>	-	<b>Board Chairman</b>
<b>D. Flannigan</b>	-	<b>Board Vice-Chairman</b>
<b>B. White</b>	-	<b>Secretary</b>
<b>M. Barham</b>	-	<b>Director</b>
<b>B. Chafe</b>	-	<b>Director</b>
<b>T. Eagles</b>	-	<b>Director</b>
<b>B. Julian</b>	-	<b>Director</b>
<b>A. Paquette</b>	-	<b>Director</b>
<b>A. Stanfield</b>	-	<b>Director</b>

**INTRODUCTION**

Canvet Publications is on track for another successful year.

**SUBSIDY REVENUE**

DEC may recall that the Department of Canadian Heritage (DCH) awarded the magazine over \$780,000 in 2016--the highest amount of subsidy in the history of Canvet. The magazine must apply annually and is optimistic that it will be approved for another year. 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. That year is scheduled for a subscription increase from the current \$9.49 (plus additional taxes) annually.

The fund is vital to Canvet's survival and in order to qualify the magazine must be seen as both independent and unbiased. It cannot primarily promote the interests of any organization.

**BUDGETS**

The sales from Special Interest Publications (SIPs) and newsstand have proven a welcome source of additional revenue. The magazine is thriving and expects to post a surplus. Advertising sales are strong and Canvet has attracted more interest in its production and design services.

**STAFFING**

The publication has just worked through a difficult year with two permanent staff members on extended medical leave. This January, Editor Eric Harris returned which has alleviated

some of the pressure. However, Staff Writer Adam Day is not expected back at work for at least another few months. Contract Editor/Staff Writer Stephen Thorne was retained for a six-month term ending this month, April 2017. Canvet is a busy shop in a normal year and as the magazine's success continues to build so too does the workload.

At present, Canvet has a permanent staff of 12, two contract workers and approximately 50 contributors.

### **EDITORIAL**

The May/June issue of *Legion Magazine* is on newsstands now and includes stories on the Boer War, the battle against German submarines in the St. Lawrence and Canadian spies. July/August will celebrate the 150<sup>th</sup> anniversary of Canada and commemorate the 75<sup>th</sup> anniversary of Dieppe. Canvet will also produce four SIPs in 2017, beginning with *Vimy*, a second edition of *War Stories*, *The Royals* and *Passchendaele*. Results are slow from newsstand, but early indications are that the O Canada SIP was a best seller.

I move acceptance of this report as presented.



**DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**ITEM 8: APPROVAL OF MINUTES/REVIEW OF DEC ELECTRONIC DECISIONS**

The DEC last met on 27 November 2016. The minutes were distributed electronically. There was 1 (one) electronic decision moved and carried on 30 January 2017.

**RECOMMENDED:** It was recommended that DEC approve the minutes of 27 November 2016.

**DEC Decisions:** It was moved that DEC approve \$5,000 Request for Support to help the Ottawa Children's Choir to perform at the Vimy 100 Commemoration in France in April 2017.

**APPROVED**

It was moved that Legion members be authorized to wear the Vimy 100<sup>th</sup> Anniversary pin in the same location that the Tomb of the Unknown Soldier pin was worn, that being on the right lapel, between the name tag and the Support Our Troops pin. The wearing of the pin would be until 30 December 2017.

**APPROVED**

**DOMINION EXECUTIVE COUNCIL  
 29-30 APRIL 2017**

**ITEM 9: DOMINION SECRETARY'S REPORT**

Comrades, Spring has finally arrived and I welcome you all to Ottawa. I trust you all enjoyed the public relations training day on Friday and will be able to use that material in the future. I hope that we will be able to continue to provide a focused public relations training session in the future. There has been a lot of activity at Dominion Command since we last met in November 2016.

**Supply Items**

i. Sales as of April 1, 2017 are as follows:

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
JANUARY	106,184	132,512	120,582	184,616
FEBRUARY	91,638	246,485	96,950	151,078
MARCH	114,337	222,730	172,388	266,990
<b>YTD</b>				(+55%)
APRIL	138,102	247,395	159,673	
MAY	149,107	224,401	146,955	
JUNE	*159,048	173,915	**201,036	
JULY	96,852	104,345	103,017	
AUGUST	90,974	93,071	158,243	
SEPTEMBER	184,143	218,478	244,238	
OCTOBER	295,317	270,501	361,941	
NOVEMBER	287,264	351,834	419,941	
DECEMBER	128,847	189,908	108,165	
<b>TOTAL</b>	<b>1,841,813</b> <b>(+7%)</b>	<b>2,475,575</b> <b>(+34%)</b>	<b>2,293,129</b> <b>(-7%)</b>	

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

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

The first quarter of 2017 is producing good results. Sales of the Canada 150 medal and Vimy commemorative products are the major drivers of the increase. Second quarter sales are expected to remain strong from the sale of these and other new products being added. Wholesales continue to improve with new retailers coming on board. New sales channels and opportunities continue to be investigated in light of continued decreases in membership.

ii. New products continue to be well received by our branches, members and the public. Over 15,000 of the Canada 150 medal have been distributed so far.

iii. Web store sales were disappointing in the second half of 2016. Required upgrades to the web store/ecommerce, applications resulted in stores with reduced function, poor navigation, and problematic integration. Efforts to resolve these issues with the existing solution provider were not successful. For this reason, new web store/ecommerce applications were defined, purchased, and are well into implementation for summer 2017 release. The costs of these applications will be reflected in the supply budget as advertising costs, as this is effectively what the web stores perform, and will run at about \$35,000.

The new web store application will allow for user friendly navigation, provide appropriate integration, and increase future sales in this channel.

iv. A number of new products are in the development and production stage, for release in 2017. Of note are the new Poppy birdfeeder, Vimy Commemorative items, and various clothing styles slated for fall release.

v. Supported committee activities continue to be a major focus for supply, most notably promotional materials for the Poppy Campaign, the production of Poppies and Wreaths, track and field materials and gifts for the Defence & Security Committee's support to Operation Santa Claus and Canada Day.

vi. A royalty agreement has been generated for the production of Legion Lager. Whitewater, a craft beverage producer, has been authorized to produce Legion Lager with a 5% royalty being paid to the Legion. While it is expected to take several years before this project will pay a good dividend, one can only wonder where we would be today if a project like this was initiated 10-20 years ago.

2016 Supply sales gross margin share to commands is attached. Command cheques were sent out in early March.

## Staffing

The current staffing levels at Dominion Command are:

	Nov-15	Feb-16	Sep-16	Apr-17	Notes
Permanent (DC)	40	40	41	40	1
Long Term Contract (DC)	2	3	4	7	2
Short Term Contract (DC)	0	0	0	1	3
Casual/Temporary (DC)	3	4	5	2	4
<b>TOTALS (Dominion Command)</b>	45	47	50	50	
Permanent (Canvet)	12	12	12	12	5

Long Term Contract (Canvet)	0	0			
Short Term Contract (Canvet)	0	2	1	2	
Casual/Temporary (Canvet)	0	0			
<b>TOTALS (Canvet)</b>	<b>12</b>	<b>14</b>	<b>13</b>	<b>14</b>	
<b>TOTALS DC AND CANVET</b>	<b>57</b>	<b>61</b>	<b>63</b>	<b>64</b>	

Notes:

1. Three staff on LTD or sick leave (Admin, Finance, Service Bureau). One employee retiring at end of April.
2. 1 employee in in Supply, 2 in Service Bureau, 1 in Finance, 2 in Member Services, 1 in Admin (IT)
3. 1 in Finance
4. 1 in Member Services, 1 in Supply.
5. 1 on LTD

**Employment of Veterans in the Royal Canadian Legion**

Across the country the government has encouraged the employment of veterans within various sectors. To assist this, they have enacted legislation that provides veterans with priority hiring. While the practice is encouraged, Government departments are getting negative publicity for the lack of veterans that are actually employed/hired.

As Canada's largest veteran and community support organization, it would be interesting to note how many veterans are employed by the Legion. Dated surveys provide an estimate of approximately 4,000 to 5,000 employees within the Legion. At Dominion Command there are 40 permanent employees of which 12 are veterans (30%). From a public relations standpoint sharing the number of employees and percentage that are Veterans for the organization as a whole can be a valuable asset. Can I ask all commands who have current data on this to provide me with your figures? For Commands who do not, can I ask that this information be obtained and also shared with me. I would like to be in a position to share organization wide data on this by 31 May.

**Use of Medicinal Marijuana at Legion Branches**

With the use of medicinal marijuana becoming more prevalent within the veteran community, Dominion Command has received many inquiries on permitting patrons to use it on or near branch premises. If the marijuana has been prescribed, then its use is legal. As in the instance when smoking laws changed and smoking indoors was no longer permitted, these laws or more rightly by-laws were instituted on the local municipal level. The use of medicinal marijuana should be treated in the same manner as smokers of regular tobacco and local by-laws must be adhered to. Dominion Command does not have jurisdiction in these matters and we have advised branches to respect local by-laws just as they do for tobacco products.

## **Presentation to the Parliamentary Committee on Canadian Heritage**

The Legion is actively called up by Parliamentary and/or Senate Committees to comment on bills that are under the consideration of the respective committee. Normally subjects relate to issues of veterans benefits and wellness, defence or Remembrance. In most cases and when the Dominion President is not available, senior designated staff at Dominion Command make the presentations. All presentations fall within the approved resolutions and policies of the Legion.

Recently the Dominion Secretary made a second presentation to the Canadian House of Commons Standing Committee on Canadian Heritage on Bill C-311

An Act to amend the Holidays Act (Remembrance Day). The Legion has debated this issue over the years and has always come out against making 11 November a holiday. This policy was well communicated to the Committee. One member of the Committee, Seamus O'Regan, queried the Dominion Secretary on the views of the members of NL Command and in reply, the Dominion Secretary indicated that the views expressed were the national policy of the Legion. It was later learned that the Committee then went to NL Command and asked them to appear and that invitation was turned down. This is consistent with Section 104 of the General By-Laws where the Dominion President, or his delegated person, express the national policy views of the Legion. Comrades, for information and given the current government's dominance in the Committee, the bill passed this section of readings.

## **Membership Services**

Membership processing is currently caught up although we have experienced some card printing issues over the past few months which our CRM developer has investigated and to date has mostly corrected. The branches have been advised of these issues through the All Branch communication and were asked to contact Member Services to report any missing cards to ensure the issues were resolved asap.

The member services section is in the midst of tremendous change having recently implemented the new CRM system for Dominion Command and is currently testing the membership processing web portal with branches across Canada in anticipation of a full launch in the coming months. This roll out will be closely followed by the implementation of the new plasticized membership cards in late summer of this year.

These changes are the first steps in the introduction of a new era for Legion membership where commands, branches and members will have greater access to their information and will have new options available to make overall membership processing more efficient in an effort to improve overall membership numbers.

## **Membership Totals**

As of March 17, 2017:

- 215,138 memberships processed to date for 2017
- 2017 membership is currently down approximately 11,000 members or 4.9% to the same time last year.
- 9,997 new members have been processed to date, down 3.7% to the same time last year
- Weekly updates continued to be shared with the membership committee

### **Membership Processing Web Portal**

Branch testing for the new processing web portal began the week of February 27, 2017 with 24 test branches across Canada. The testing consists of 4 phases and the results of each testing phase will ultimately determine the timing for the full launch of the web portal. To date, the testing has proceeded as expected with no major issues.

Once the portal is fully available for all commands and branches the Member Services team will begin the process of transitioning branches to using the portal which is expected to be an ongoing project for the next year.

### **Marketing**

I have brought Comrade Dion here to review the progress on the 5-year marketing plan that you approved last November at DEC.

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

	COMMAND	BRANCH	LA BRANCH	DISTRICT	ZONE	MEMBER	OTHER	TOTAL	TOTAL PC SALES	% BY COMMAND	GROSS MARGIN SHARE
8.											
<b>B.C. /YUKON</b>	\$1,997.93	\$157,589.46	\$7,323.06	\$0.00	\$841.00	\$25,160.55	\$0.00	\$192,912.00		10.26%	<b>\$6,614.95</b>
<b>ALBERTA-NWT</b>	\$6,218.76	\$187,751.72	\$4,261.44	\$2,229.86	\$0.00	\$38,463.64	\$0.00	\$238,925.42		12.71%	<b>\$8,192.75</b>
<b>SASK.</b>	\$2,303.20	\$74,171.13	\$290.00	\$20.00	\$55.00	\$14,805.60	\$0.00	\$91,644.93		4.87%	<b>\$3,142.50</b>
<b>MAN. &amp; NOW</b>	\$1,093.96	\$86,241.72	\$4,635.53	\$150.00	\$170.00	\$10,989.75	\$0.00	\$103,280.96		5.49%	<b>\$3,541.50</b>
<b>ONT.</b>	\$8,369.69	\$601,285.97	\$38,017.26	\$10,156.75	\$10,295.50	\$105,210.68	\$0.00	\$773,335.85		41.13%	<b>\$26,517.68</b>
<b>QUEBEC</b>	\$5,419.49	\$117,464.60	\$385.94	\$1,988.64	\$0.00	\$21,659.29	\$0.00	\$146,917.96		7.81%	<b>\$5,037.82</b>
<b>N.B.</b>	\$1,681.92	\$64,804.54	\$7,364.12	\$282.80	\$0.00	\$9,792.09	\$0.00	\$83,925.47		4.46%	<b>\$2,877.80</b>
<b>NS/NU</b>	\$7,895.93	\$125,183.80	\$1,508.57	\$125.00	\$240.00	\$13,613.89	\$0.00	\$148,567.19		7.90%	<b>\$5,094.37</b>
<b>P.E.I.</b>	\$291.91	\$14,046.84	\$933.14	\$0.00	\$120.00	\$2,109.67	\$0.00	\$17,501.56		0.93%	<b>\$600.13</b>
<b>NFLD. &amp; LAB</b>	\$3,707.95	\$69,125.38	\$299.45	\$0.00	\$0.00	\$10,112.84	\$0.00	\$83,245.62		4.43%	<b>\$2,854.49</b>
										100.00%	<b>\$64,474.00</b>
US	\$0.00	\$1,538.30	\$0.00	\$0.00	\$0.00	\$1,413.05	\$0.00	\$2,951.35			
EUROPE	\$0.00	\$2,303.78	\$0.00	\$0.00	\$0.00	\$109.70	\$0.00	\$2,413.48			
MISC	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$407,507.38	\$407,507.38			
								<b>\$2,293,129.17</b>	<b>\$1,880,256.96</b>		

5% GROSS MARGIN **\$64,474**

Miscellaneous and other sales include sales directly to non-Legion entities such as the government, museums, wholesales, DND, cadet groups, the public, business, US and Europe Zones, and staff.

# ***The Royal Canadian Legion 2017 Marketing Plan Update***

**legion.ca**

**Legion**   
*There Is Strength And Power In Numbers.*



# PR Training Day



# Marketing Plan & Content Calendar



# Google Ad Words – Search Engine Marketing

Google AdWords The Royal Canadian L... Client: 738-837-8230 Home Campaigns Opportunities Reports Tools Manager ID: 533-010-8851 BanfieldAgency@gmail.c...

Search

Banfield Agency > All campaigns > Campaign: Poppy Store Drafts Custom: Sep 1, 2016 - Mar 31, 2017

Enabled Type: Search Network only - All features Edit Budget: CA\$7.00/day Edit Targeting: Canada Edit

Ad groups Settings Ads Ad extensions Keywords Audiences Dimensions

All enabled ad groups Segment Filter Columns Columns Find ad groups View Change History

Clicks vs CTR Daily

Friday, March 31, 2017

Google AdWords The Royal Canadian L... Client: 191-305-3442 Home Campaigns Opportunities Reports Tools Manager ID: 533-010-8851 BanfieldAgency@gmail.c...

Search

Banfield Agency > All campaigns: The Royal Canadian Legion - Grant Custom: Jan 16, 2017 - Jan 30, 2017

Campaigns Ad groups Settings Ads Keywords Ad extensions Dimensions

All but removed ad groups Segment Filter Columns Columns Find ad groups View Change History

Clicks vs None Daily

Imp.	CTR	Avg. CPC	Cost	Avg. Pos.
0	0.00%	CA\$0.00	CA\$0.00	0.0
0	0.00%	CA\$0.00	CA\$0.00	0.0
0	0.00%	CA\$0.00	CA\$0.00	0.0
133,230	5.63%	CA\$0.44	CA\$3,320.49	2.3


+ AD GROUP Edit Details Bid strategy Automate Labels

	Ad group	Campaign name	Status	Default Max. CPC	Campaign type	Campaign subtype	Clicks	Impr.	CTR	Avg. CPC	Cost	Avg. Pos.
	Membership	Membership - English	Eligible	\$2.00	Search Network only	Standard	269	10,337	2.51%	\$1.22	\$316.96	1.6
	Membership - FR	Membership - French	Eligible	\$2.00	Search Network only	Standard	2	166	1.08%	\$1.65	\$3.30	1.9
	Total - all but removed ad											

# Social Media

**The Royal Canadian Legion Dominion Command**  
Published by Banfield [?] · 2 hrs · 🌐

We are proud and honoured by the support and work our members do for Veterans! Through their membership, they help ensure the Legion meets the needs of all Veterans. We need all Canadians to add their voice to support Veterans and ensure they receive the care and benefits they deserve! #EveryMemberCounts



**Every member counts**

**Become a Member**  
When you join the Legion, you support the many services we offer to Veterans, serving military, RCMP Members, and their families. You don't have to be a Veteran to join!  
LEGION.CA

✔ **Get More Likes, Comments and Shares**  
Boost this post for \$4 to reach up to 890 people.

1,349 people reached Boost Post

1,349 People Reached

35 Reactions, Comments & Shares

25 Like	22 On Post	3 On Shar
2 Love	2 On Post	0 On Shar
1 Comments	0 On Post	1 On Shar
8 Shares	3 On Post	5 On Shar
29 Post Clicks		
0 Photo Views	11 Link Clicks	18 Other Cl
NEGATIVE FEEDBACK		
0 Hide Post	1 Hide All Posts	
0 Report as Spam	0 Unlike Page	

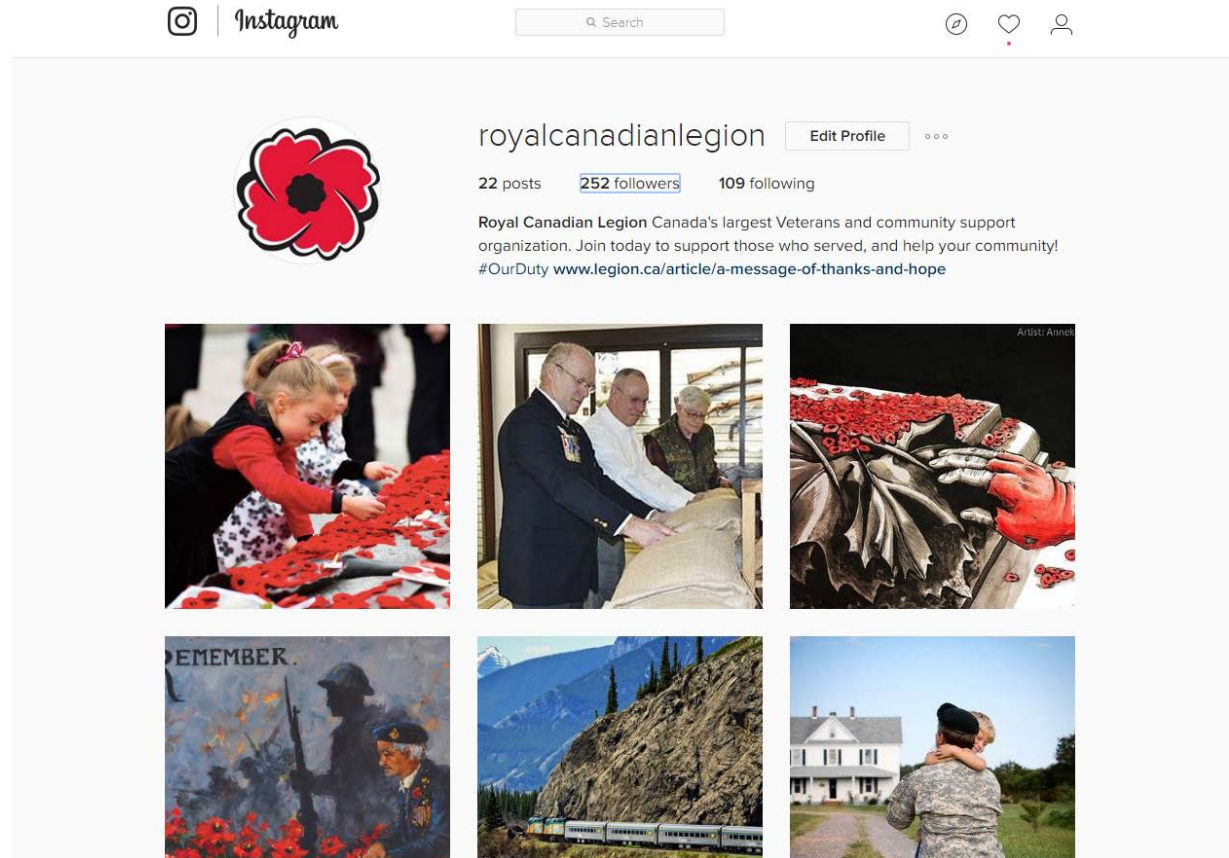
**RoyalCanadianLegion** @RoyalCdnLegion · Apr 3

On the 100th anniversary of the Battle of #VimyRidge, pause to honour and Remember Canada's sacrifice.  
[legion.ca/article/all-le ...](https://legion.ca/article/all-le)



2 51 66

# Social Media



The screenshot shows the Instagram profile for 'royalcanadianlegion'. At the top, there is an Instagram logo and the word 'Instagram'. A search bar is visible on the right. The profile picture is a red poppy flower. The bio reads: 'royalcanadianlegion Edit Profile ... 22 posts 252 followers 109 following Royal Canadian Legion Canada's largest Veterans and community support organization. Join today to support those who served, and help your community! #OurDuty www.legion.ca/article/a-message-of-thanks-and-hope'. Below the bio is a grid of six images: 1. Children making poppies. 2. Men in uniform working with a large object. 3. A close-up of a poppy wreath. 4. A painting of a soldier with the word 'REMEMBER' above him. 5. A train passing a rocky mountain. 6. A soldier hugging a woman in front of a house.

# Print Ads – Legion Magazine

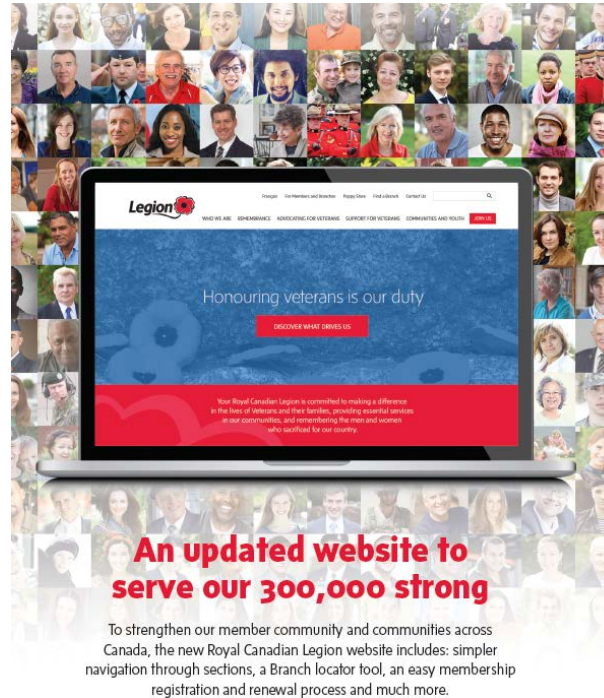


**Every member makes a difference.**

Because of committed people like you, we're able to support Canadian Veterans and communities, and remember all those who served our country.

**Renew your membership at your local branch today!**

legion.ca 



**An updated website to serve our 300,000 strong**

To strengthen our member community and communities across Canada, the new Royal Canadian Legion website includes: simpler navigation through sections, a Branch locator tool, an easy membership registration and renewal process and much more.

Explore our new online community  
**LEGION.CA**



**legion.ca**



*There Is Strength And Power In Numbers.*

# Initial Renewal emails



## Every member makes a difference

At the Legion, we truly value your membership and recognize that every member makes a difference. Because of you, we are able to provide essential services to Veterans and their families, remember the Fallen and support our communities.

Renew your Legion membership today to ensure these traditions continue for years to come. If you have recently done so, we thank you.

**Please call 1-855-330-3344 today to renew.**

Membership is just \$49.99!

**The Royal Canadian Legion is dedicated to improving the lives of Veterans and their families.**

Watch one story of what it truly means to honour and support those who have served.

REMEMBER • SUPPORT • STRENGTHEN

# Renewal Mailing



I want to continue to support the men and women who served and continue to serve our country for:

CHECK DESIRED MEMBERSHIP TERM

1 YEAR  2 YEARS  3 YEARS  4 YEARS  5 YEARS  6 YEARS

Mail this form using the enclosed envelope or drop off in person at your Branch today. Membership dues vary by Branch.

Name: [stmlname]

Membership Number: [custnmbr]

Last year of Membership: [maxpaidyear]

Contact your Branch to determine payment details.

Payment enclosed

The Royal Canadian Legion Branch [CRG\_Branch]  
Attn: Branch Membership Secretary  
[Br\_address]  
[Br\_address]  
[Br\_City], [Br\_State] [Br\_PostalCode]

[Br\_Phone Number]



Membership #: [custnmbr]

Dear [stmlname],



## Honouring Veterans is Our Duty

At the Legion, we truly value your membership and recognize that every member counts. Because of you, we are able to provide essential services to Veterans and their families, remember the Fallen and support our communities.

### Discover the Impact your membership makes



#### Helping an RCMP Sergeant overcome PTSD

After 10 years of service, Sgt. Jagdeep Soin was diagnosed with post-traumatic stress disorder and major depression. With support from the Legion, Sgt. Soin was able to find the services he needed during this critical time in his life.



#### Helping a Master Warrant Officer hear again

After 30 years in the Canadian Armed Forces, Denis Amyotte noticed his deafness in retirement. With help from the Legion, he received funding for the hearing aids he needs to hear the voices of his loved ones again.

Watch these stories and more on [YouTube.com/RCLDominionCommand](https://www.youtube.com/RCLDominionCommand)

### Renew and make a difference for Veterans

Renew your Legion membership today and help the Legion continue to support Veterans and their families. If you have recently done so, we thank you. To renew, fill out the included form, place it in the provided envelope and send it by mail, or drop it off in person at your local Branch.

LEGION.CA #OurDuty

[Facebook](#) [Twitter](#)

legion.ca



There Is Strength And Power In Numbers.



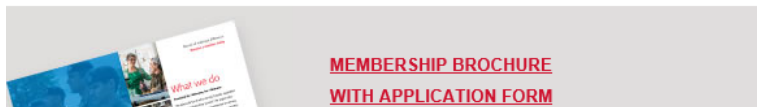
# Branch Collateral Reminder email



## Updated recruitment & retention resources are here for you

At The Royal Canadian Legion, we truly value our members and recognize that each one makes a difference. Because of Legion members, we are able to provide essential services to Veterans and their families, remember the Fallen and support our communities.

To continue our service, our membership must continue to grow. So, we have created recruitment & retention materials, free of charge, which all Branches are welcome to use to promote membership.



# Member newsletter



## Our impact is bigger together

Life as a Veteran presents many challenges, and the solution to these challenges begins with understanding and support. Together, we can take big steps toward pushing for continued support and advocacy for those who have served our country — in their time of need and transition.

Thank you for renewing your membership with the Legion! We're excited for the year ahead and ready to accomplish more great things. We're looking forward to keeping you informed regularly throughout the year.



### Tackling homelessness head-on

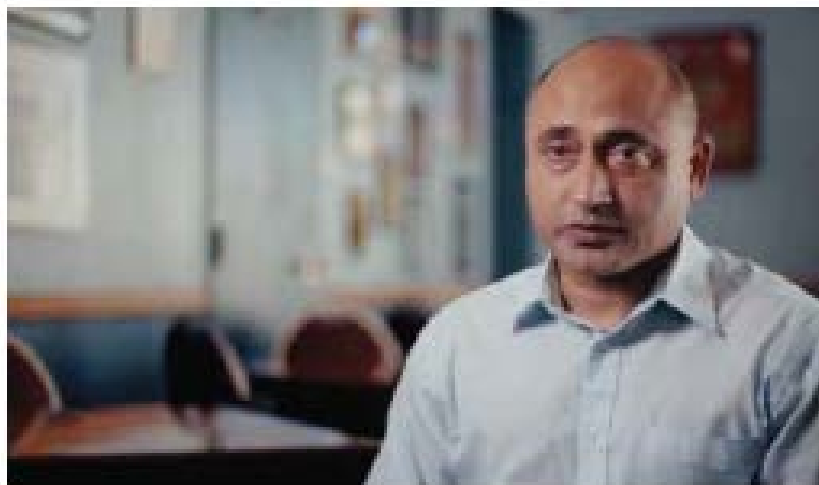
From national advocacy, to hosting the Veterans



### Making difficult transitions easier

Transitioning back to civilian life can be

# PSAs



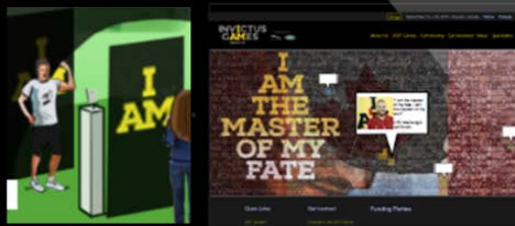
# Invictus Games

## INVICTUS RELAY ACTIVATIONS

FULL CELEBRATION EVENT WITH ACTIVATION TENTS, STAGE, BANNERS, PODIUM AND FLAG-RAISING



CANADIANS RECORD READING OF INVICTUS POEM AND POST ON INVICTUS COMMUNITY



CROWDS GATHER IN A HUMAN 'I AM' LOGO FORMATION



INVICTUS RELAY MASCOT IMAGE



COMMUNITIES SIGN I AM FLAGS TO PRESENT TO ATHLETES WHEN THEY ARRIVE FOR THE GAMES



# Marketing Research – Phase 1

## Defining Target Groups

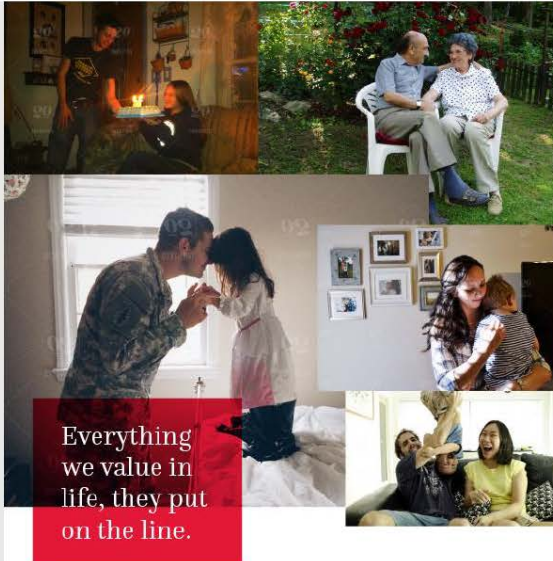
Group Profiles Based on Differentiating Traits



# Marketing Research – Phase 2

## Creative Testing

“Moments” Campaign Tested



Honouring Veterans is our duty

Join today  
[legion.ca](http://legion.ca) #OurDuty



“Actions” Campaign Tested



Honouring Veterans is our duty.

Join today. Every member counts.  
[LEGION.CA](http://LEGION.CA) #OurDuty





[legion.ca](http://legion.ca)

**Legion** 

*There Is Strength And Power In Numbers.*



Campaign	Primary Messaging	January		February				March				April				May					June				July				August				September				October				November				December						
		2	9	16	23	30	6	13	20	27	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	4	11
<b>Search Engine Marketing</b>																																																			
AdWords	Membership																																																		
AdWords	Poppy Store																																																		
AdWords	Poppy Campaign																																																		
<b>Social Media Support (ongoing)</b>																																																			
Social Media	Membership/PSAs																																																		
Social Media	Poppy Store																																																		
<b>Social Media Support (peak periods)</b>																																																			
Social Media	Membership																																																		
Social Media	Advocacy																																																		
Social Media	Remembrance																																																		
Social Media	Service Bureau																																																		
Social Media	Legion in the community/giving back/engaging support																																																		
Social Media	The Legion (organizational/news)																																																		
Social Media	Invictus Games promo (ticket sales, relay, etc.)																																																		
Social Media	Poppy Campaign																																																		
<b>Media and eMail Support</b>																																																			
Paid Media	Membership - leverage web launch or potentially CMHA Mental Health Week																																																		
Paid Media	Remembrance; Membership																																																		
Paid Media	Poppy Store																																																		
Email	Mental Health; Membership																																																		
Email	Remembrance; Membership																																																		
Email	Poppy Store																																																		
<b>Facebook Live Events:</b>																																																			
Legion National Youth Track & Field Championships (Aug 11-14)	General awareness; Membership																																																		
Invictus Games (Sept 23-30) - Possibility/TBD	General awareness; Membership																																																		
Poppy Campaign Launch (Oct 28)	Remembrance; Membership																																																		
Remembrance Day (Nov 11)	Remembrance; Membership																																																		
<b>Direct Marketing and Promotional Material: in-market dates</b>																																																			
Renewal Direct Mail Print and eDM (Spring and Fall)	Membership renewal																																																		
Branch Collateral (Updates)	Membership																																																		
Promotional Videos/PSA - first in-market to coincide with site launch	General awareness; Membership																																																		
Debrief e-newsletter (4 issues)	General awareness; Membership																																																		
Branch Update eDMs (2)	General awareness; Membership																																																		
Membership Print Ads Legion Mag: Web launch and Fall	Membership																																																		
Triggered CRM Communications Program - 2 eDMs (TBD)	Membership/loyalty																																																		
Co-marketing Opportunities (TBD)	General awareness; Membership																																																		



# The Royal Canadian Legion Target Hunting

maru/matchbox



# Contents

- Introduction
- Methodology
- Key Findings
- Characteristics of Key Groups
- The Way Forward
- Conclusion
- Appendices

# Introduction:

## Shoring up The Royal Canadian Legion

The Royal Canadian Legion (RCL) member numbers have been declining at a rate of approximately 15,000 per year. While the 2016 campaign was able to slow this decline, membership has not yet picked back up. To make this happen, more prospects need to become members.

Veterans are, unsurprisingly, the most fertile audience to encourage to join and contribute to The Royal Canadian Legion financially. However, there is a limited and diminishing pool of these prospects to pull from.

On the other hand, marketing to the wider Canadian market would not be cost efficient nor would it be feasible/practical to craft a message that spoke to everyone at once.

Instead, by identifying a new audience that is already inclined to invest in The Royal Canadian Legion, a more economical and tailored campaign can be developed. Who they are, where they are, what they're interested in, and other key information will help The Royal Canadian Legion speak to them. The present report details the findings of this search.



# Methodology

Research was conducted by Maru/Matchbox for The Royal Canadian Legion and its marketing agency Banfield. Maru/Matchbox assisted with study design and provided sample, programming, hosting and analysis.

Data collection occurred February 2-5, 2017 with 2000 Canadians over the age of 18 who are aware of The Royal Canadian Legion. The sample was balanced to be representative of Canadians across age, gender and regional demographics.

The online survey was completed by panelists of the Angus Reid forum. The margin of error - which measures sampling variability - is +/-2.19%, 19 times out of 20, on a probability sample of this size. Discrepancies in or between totals are due to rounding.

A statistical technique known as “bump hunting” was employed to identify subgroups of the population with elevated interest in supporting the legion, making them a worthwhile target.

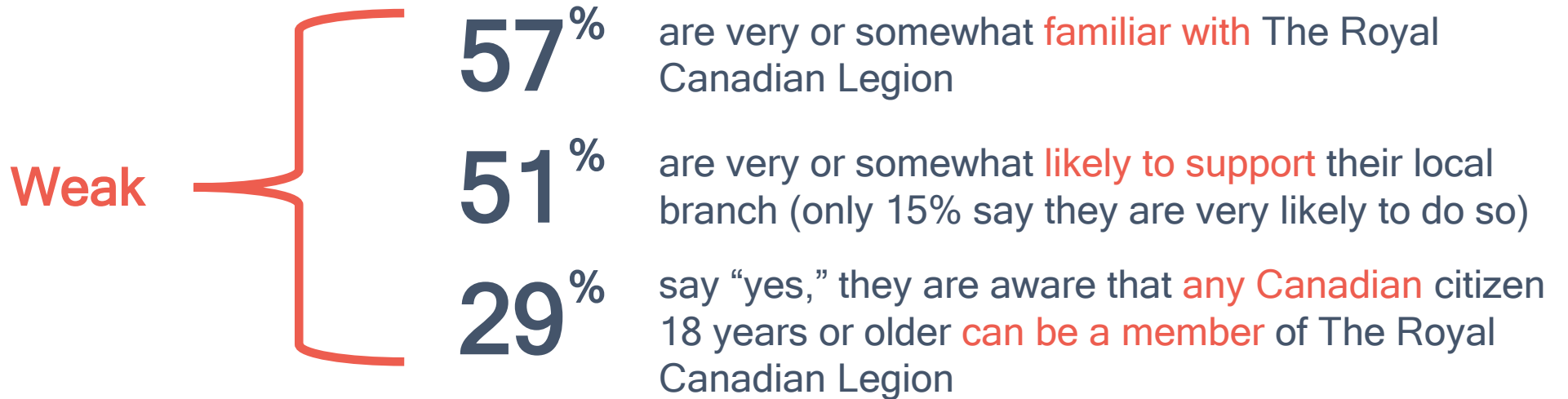
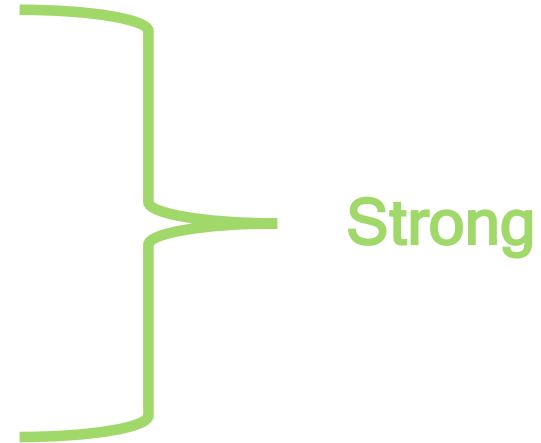
# Key Findings

# Canadians and The Royal Canadian Legion

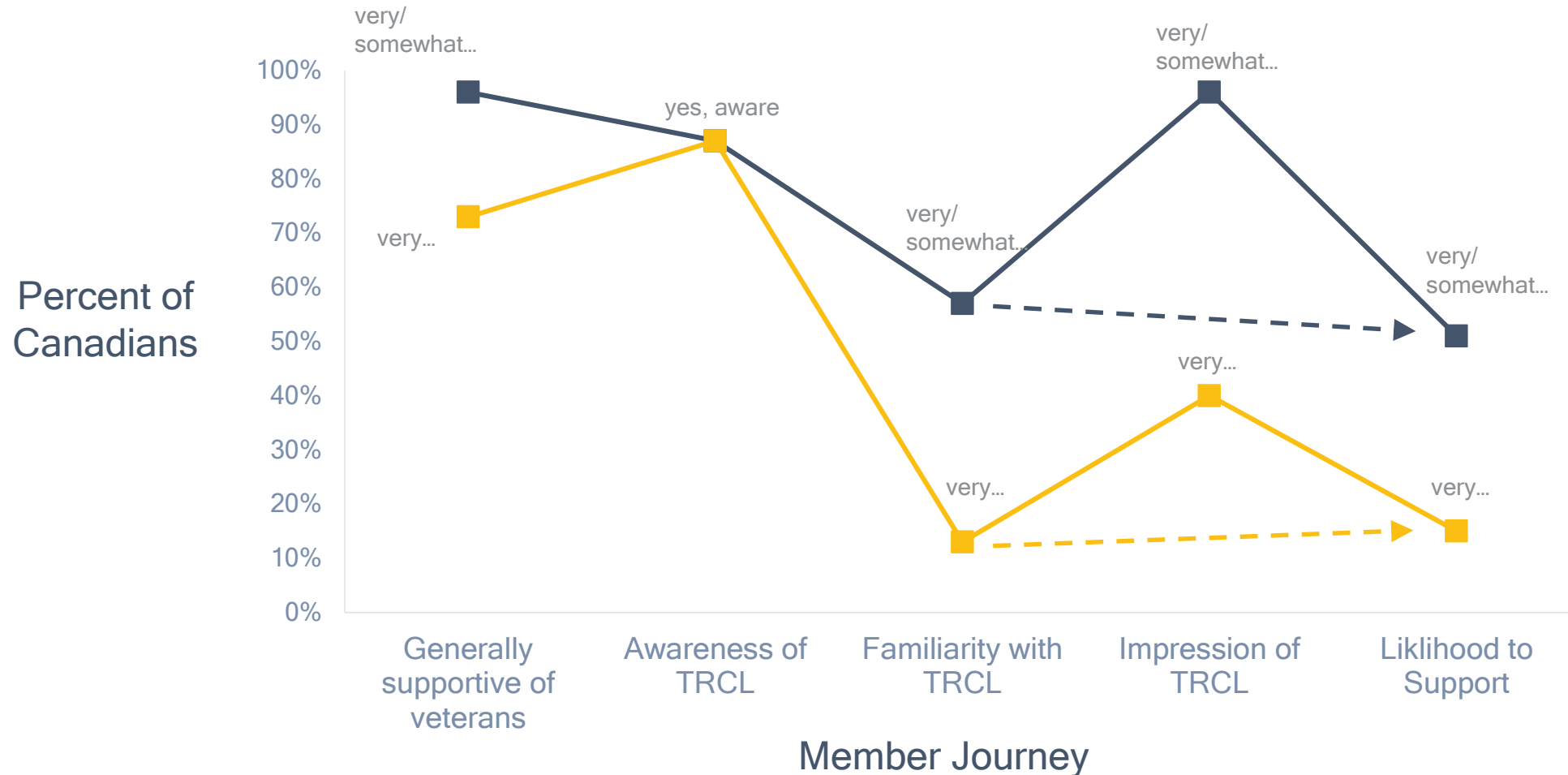
96% strongly or somewhat agree that it's **important to remember the sacrifices** of Canadian Veterans in the cause of world peace

96% have a very or somewhat **favourable impression** of The Royal Canadian Legion overall

87% say "yes," they have **heard of** The Royal Canadian Legion



# Although feelings towards The Royal Canadian Legion are generally positive, low levels of familiarity match low likelihood of support



# Canadians associate The Royal Canadian Legion with Remembrance more than other activities/initiatives related to Serving Veterans and Community Involvement

## Remembrance

- 84% Remembrance Day Ceremonies
- 83% Remembrance Day Poppy fundraising
- 77% Running the local Legion hall
- 72% Supporting Veterans and their families

## Serving Veterans

- 57% Provide Veteran benefit services
- 56% Supporting homeless Veterans
- 52% Mental health referral for Veterans
- 51% Emergency financial assistance for Veterans and their families
- 42% Funding bursaries for children of Veterans

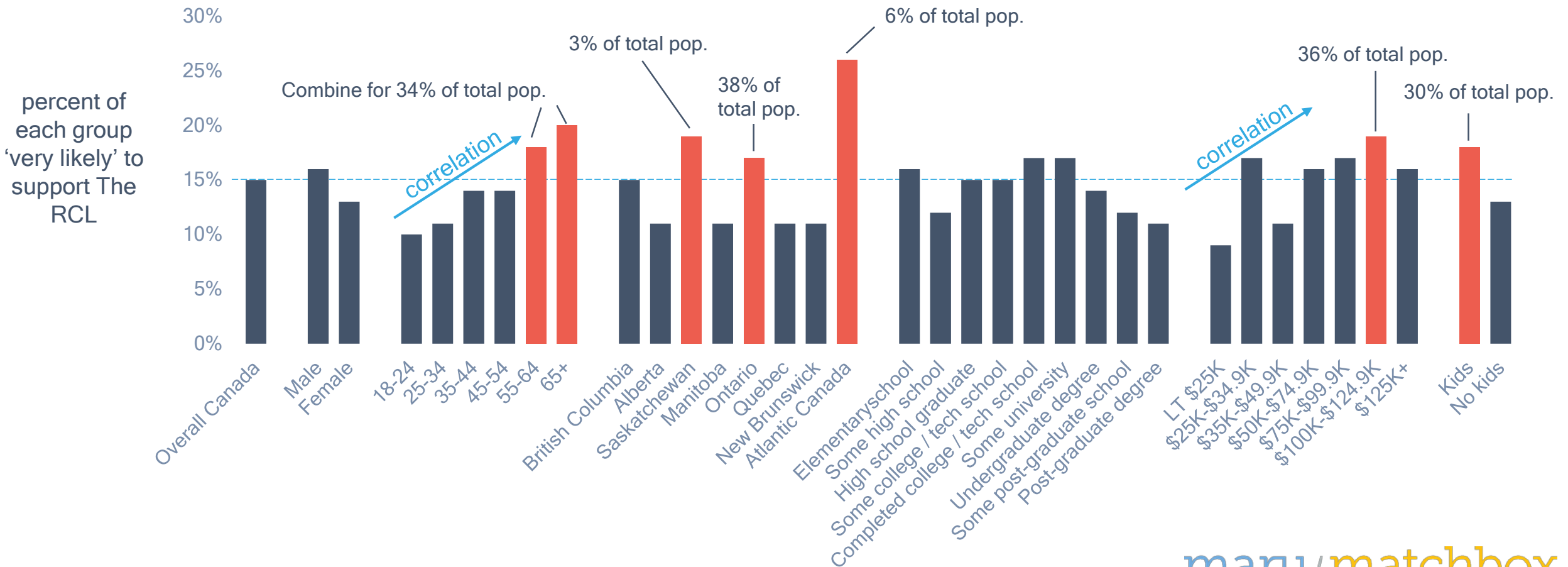
## Community Involvement

- 31% Supporting seniors
- 29% Supporting community assistance programs
- 26% Donating money for medical apparatus and hospital programs
- 21% Supporting and educating youth
- 19% Supporting sports locally, provincially and nationally

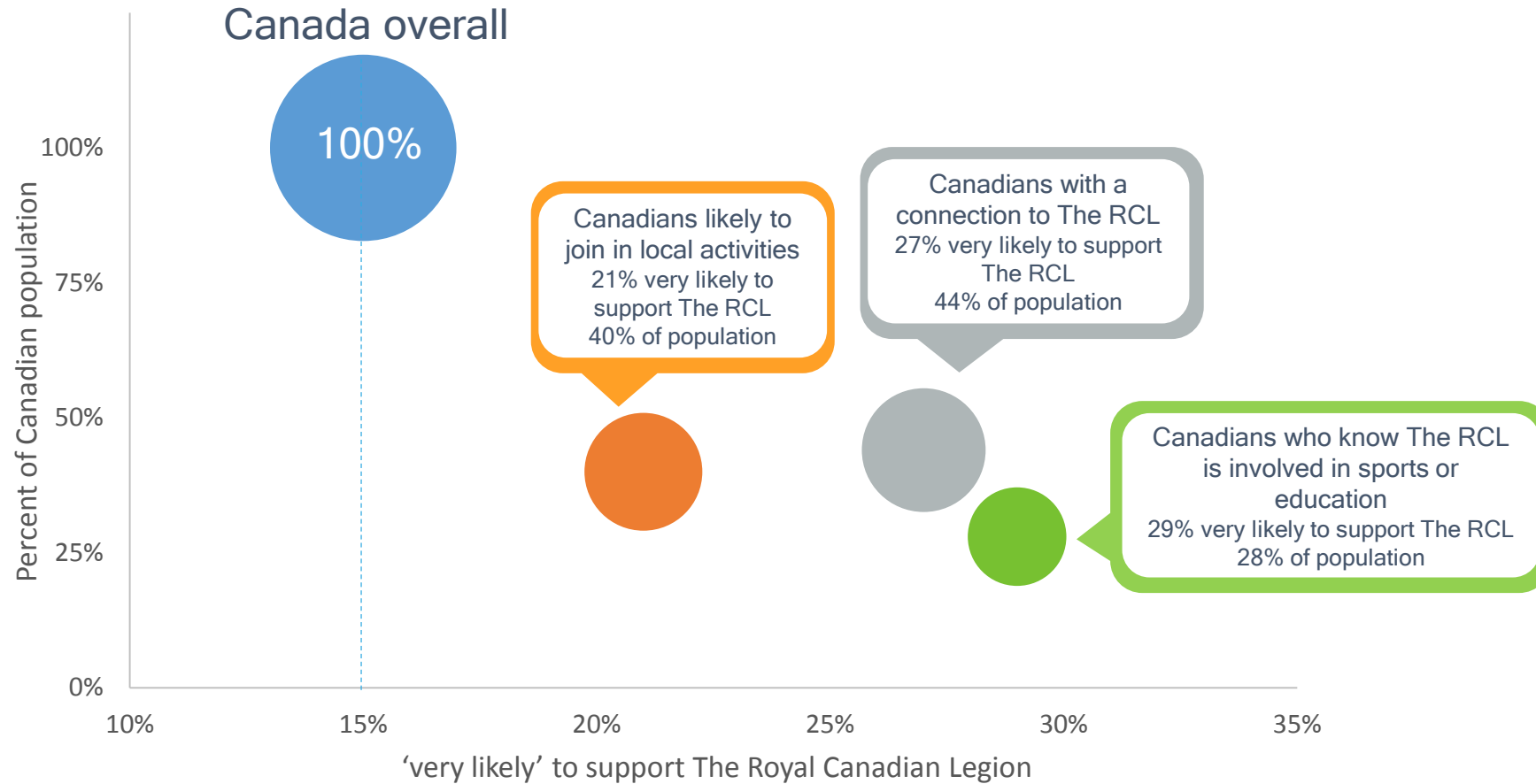


# Relationships between Canadian demographics and their likelihood to support The Royal Canadian Legion shows peaks and troughs across the population

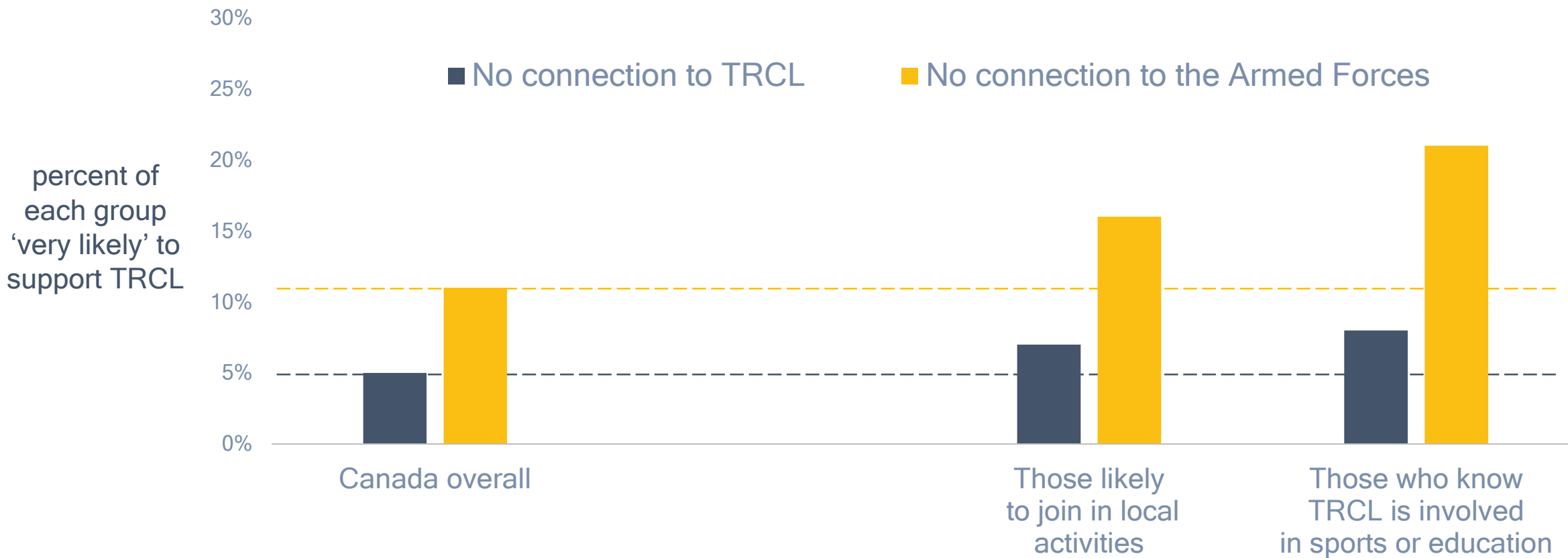
Red bars indicate a significantly higher “very likely” to support compared to the general population



# Three groups were found by our algorithm as more likely to support The Royal Canadian Legion; they capture a wide range of the Canadian population



# Likelihood to support The Royal Canadian Legion is higher in the two new groups even when they have no connection to The Royal Canadian Legion or the Armed Forces



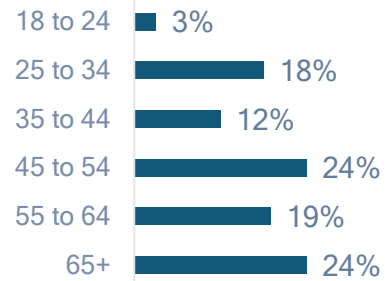
# Characteristics of Key Groups

# The 15% of Canadians “very likely” to support The RCL - Summary

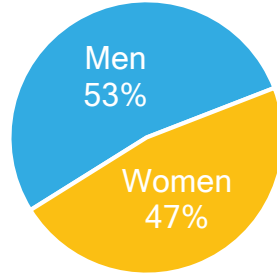
	Questions	Key Findings	General Population
Notable demographics	S1-S6, Q34-Q39	More men - 53%	49%
		Slightly older; the 65+ group makes up 24%	18%
		More often retired - 28%	22%
		More often married - 55%	46%
		More often have kids in the house - 37%	30%
Notable Attitudes	S7, Q30	More likely to strongly agree about the importance of remember the sacrifices of veterans - 90%	73%
		More optimists than other Canadians - 65%	56%
		More likely to support the use of military - 83%	66%
		More likely to join in local activities - 57%	41%
Familiarity with the Legion	Q2, Q9 , Q12	Almost all very/somewhat familiar with The Legion - 92%	57%
		More know members do not need a connection to the military - 56%	29%
Media Consumed	Q16, Q18	Consuming more traditional media on a regular basis e.g. Reading print magazine and newspapers - 33% / 54%	24% / 44%
		e.g. Listening to radio - 56%	47%
		e.g. Watching television - 79%	72%
In-person Cultural Events	Q27	More regularly attending concerts - 32%	26%
In-person Sports Events	Q28	More likely to follow sports and especially “Canadian” ones e.g. Attend, listen to or watch NHL games - 44%	36%
		e.g. Attend, listen to or watch CFL games - 26%	17%
		e.g. Attend, listen to or watch curling - 16%	10%
		e.g. Attend, listen to or watch downhill skiing - 11%	5%
Involvement in Sports	Q29	Viewership does not translate into action for the various winter sports however they are engaged in more leisurely activities	
		e.g. Regularly swimming - 23%	16%
		e.g. Regularly golfing - 13%	9%

# The 15% of Canadians “very likely” to support The RCL - Demographics

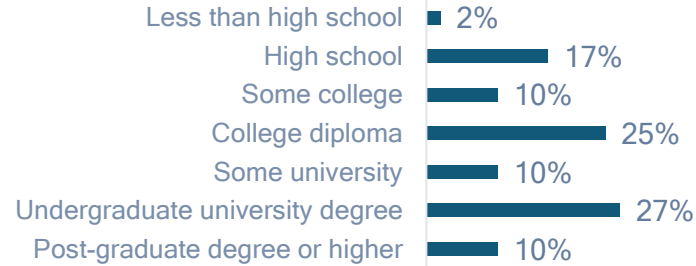
Age



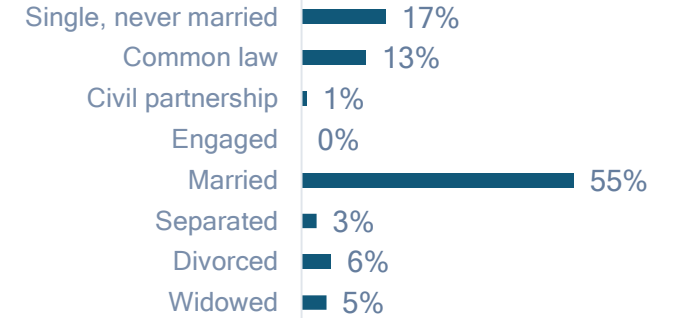
Gender



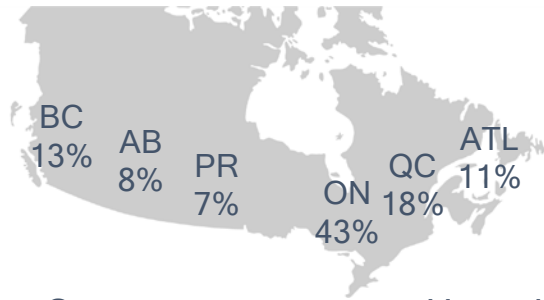
Education



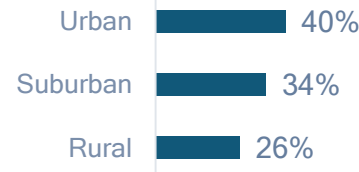
Marital Status



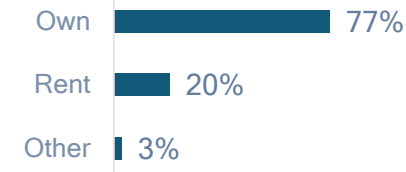
Region



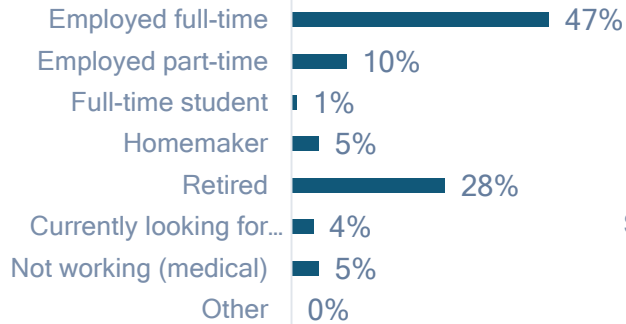
Neighborhood



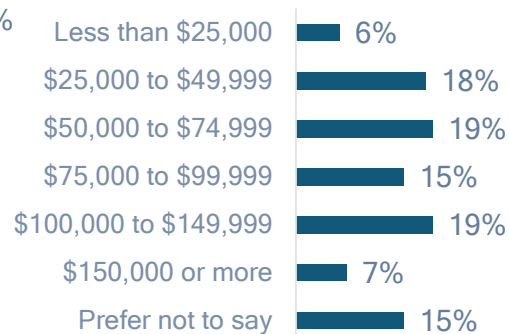
Dwelling



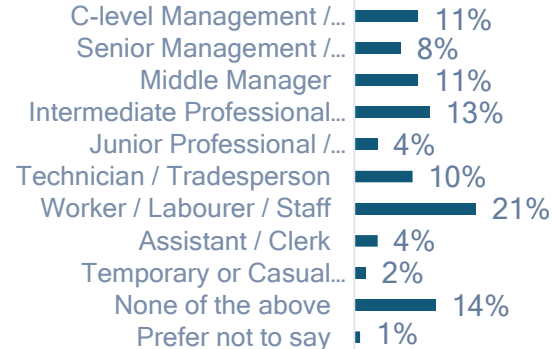
Employment Status



Household Income



Position

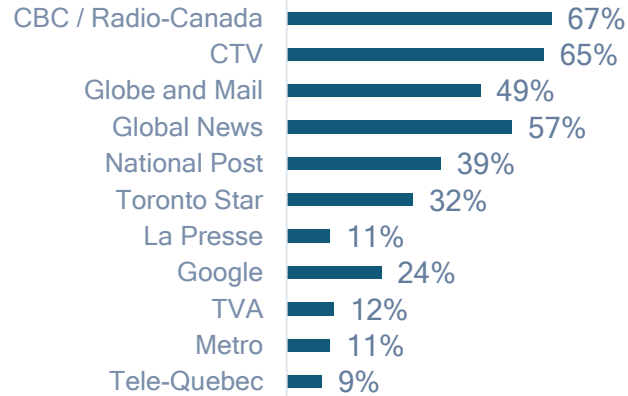


Industry

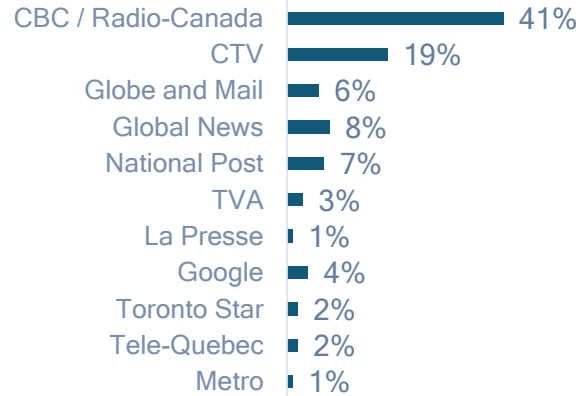
Agriculture / Forestry / Fishing / Hunting / Environmental	4%
Banking / Finance / Insurance / Accounting Services	6%
Business / Professional Services / Management Consultancy	12%
Defence / Military / Police / Fire Fighter / Security	6%
Educational Services	9%
Government and Civil Service (national or local)	10%
Health care / Medical / Social care	11%
IT and Telecommunications	7%
Manufacturing	8%
Trades: Electricity / Gas / Heating / Plumbing / Carpentry	4%
Other	22%

# The 15% of Canadians “very likely” to support The RCL - Media Habits

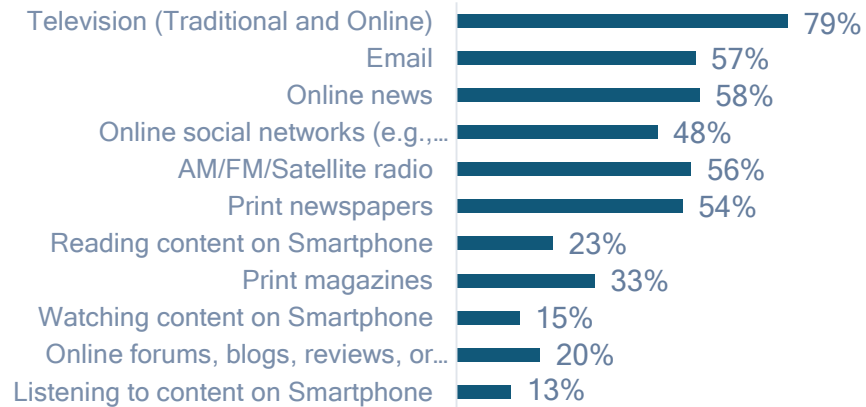
## Trustworthy Media



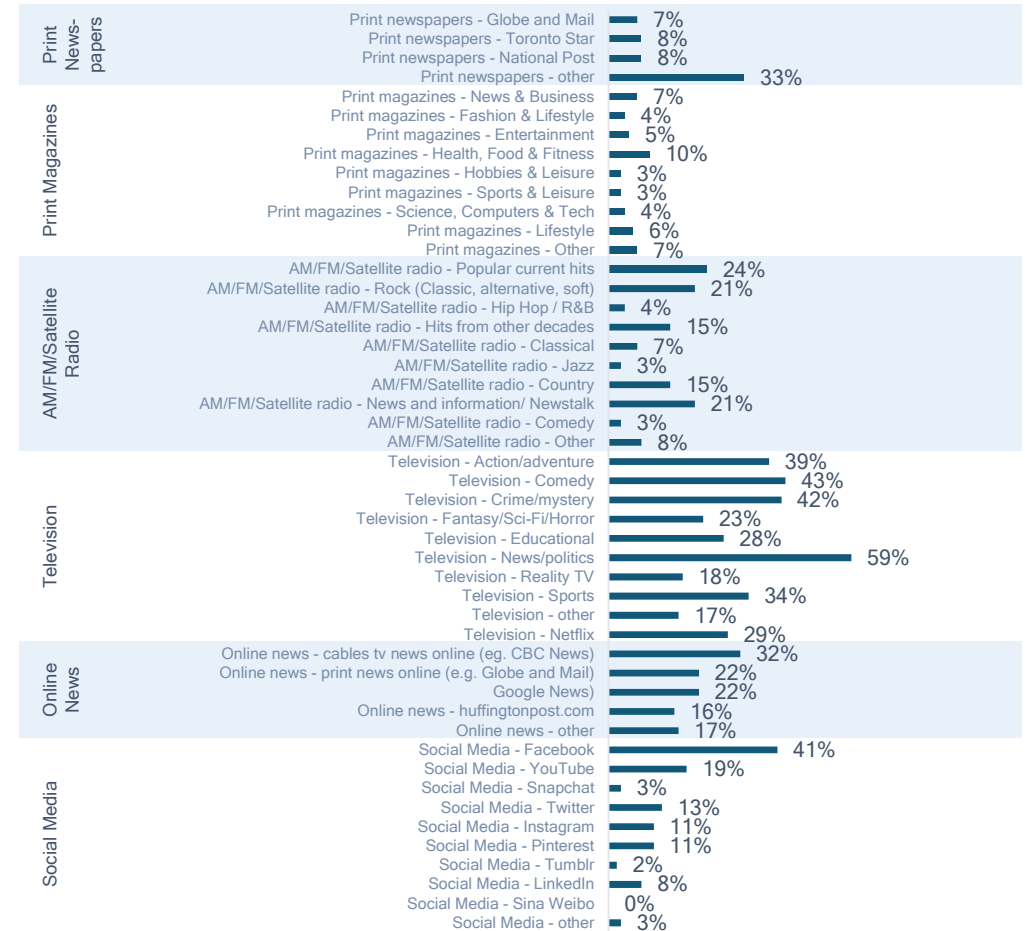
## Trustworthy for Info about The Legion



## Regularly Consume Media



## Specific Media Outlets Consumed



# Local Activity Joiners - Summary

**62%** Very or somewhat likely to support TRCL

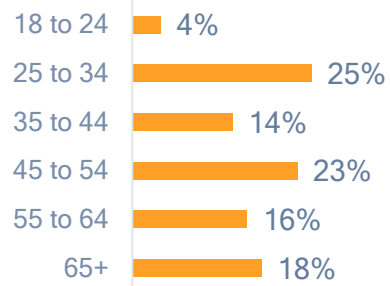
**40%** of the Canadian population fit this profile

	Questions	Key Findings	General Population
Notable demographics	S1-S6, Q34-Q39	Slightly more women - 54%	51%
Notable Attitudes	S7, Q30	Much more optimistic - 65%	56%
		More open to charitable requests - 68%	58%
Familiarity with the Legion	Q2, Q9 , Q12	Slightly more very/somewhat familiar with the legion - 66%	57%
Media Consumed	Q16, Q18	Read newspapers more regularly - 52%	44%
		Read "other" print newspapers more often - 34%	29%
In-person Cultural Events	Q27	Far more regular involvement in every event	
		e.g. Seeing a movie - 52%	42%
		e.g. Going to museums - 29%	19%
In-person Sports Events	Q28	Consistent with national averages	-
Involvement in Sports	Q29	Consistent with national averages	-

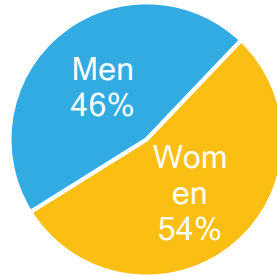


# Local Activity Joiners - Demographics

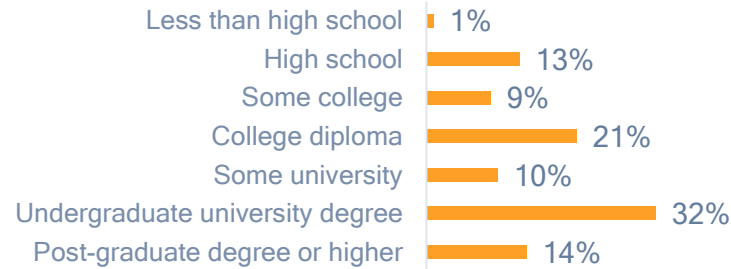
Age



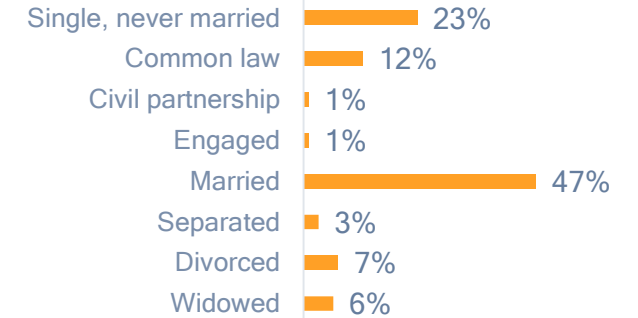
Gender



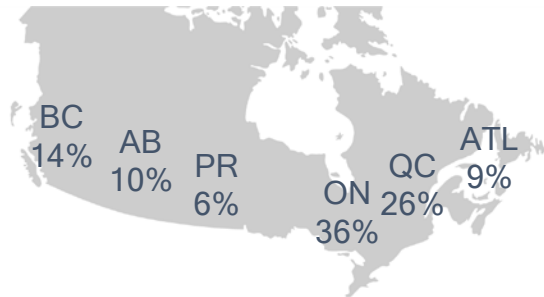
Education



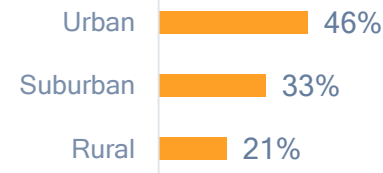
Marital Status



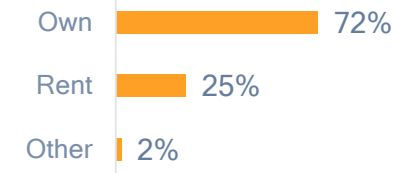
Region



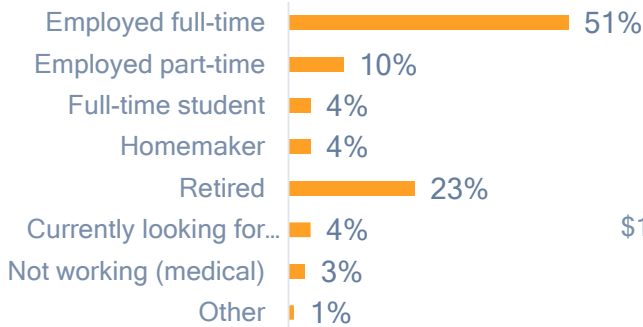
Neighborhood



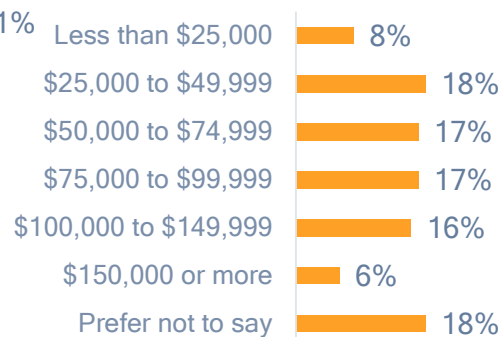
Dwelling



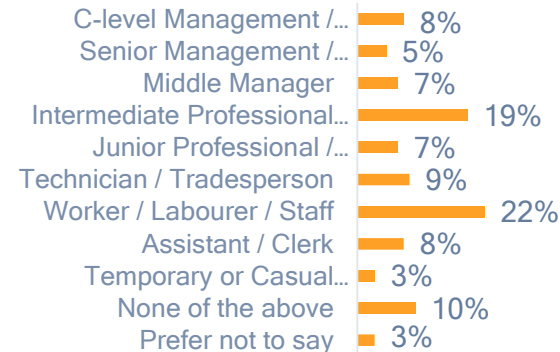
Employment Status



Household Income



Position

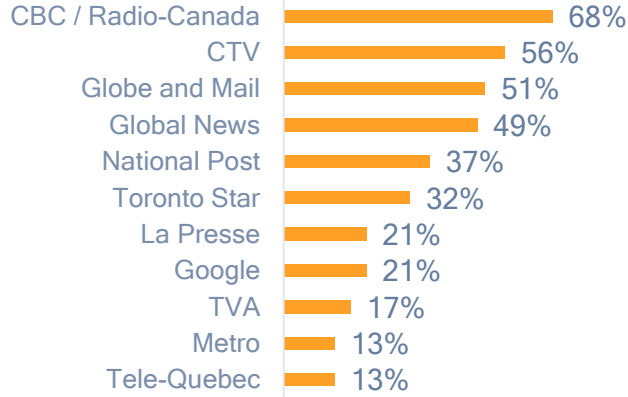


Industry

Agriculture / Forestry / Fishing / Hunting / Environmental	3%
Banking / Finance / Insurance / Accounting Services	7%
Business / Professional Services / Management Consultancy	8%
Defence / Military / Police / Fire Fighter / Security	3%
Educational Services	13%
Government and Civil Service (national or local)	10%
Health care / Medical / Social care	14%
IT and Telecommunications	6%
Manufacturing	8%
Trades: Electricity / Gas / Heating / Plumbing / Carpentry	5%
Other	24%

# Local Activity Joiners - Media Habits

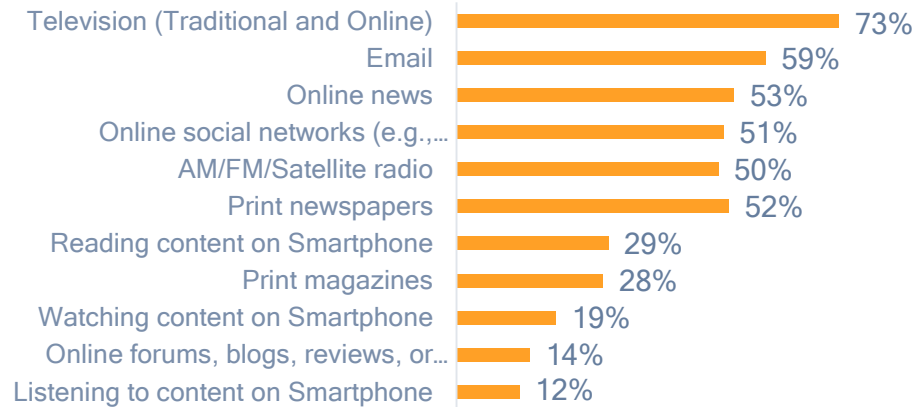
## Trustworthy Media



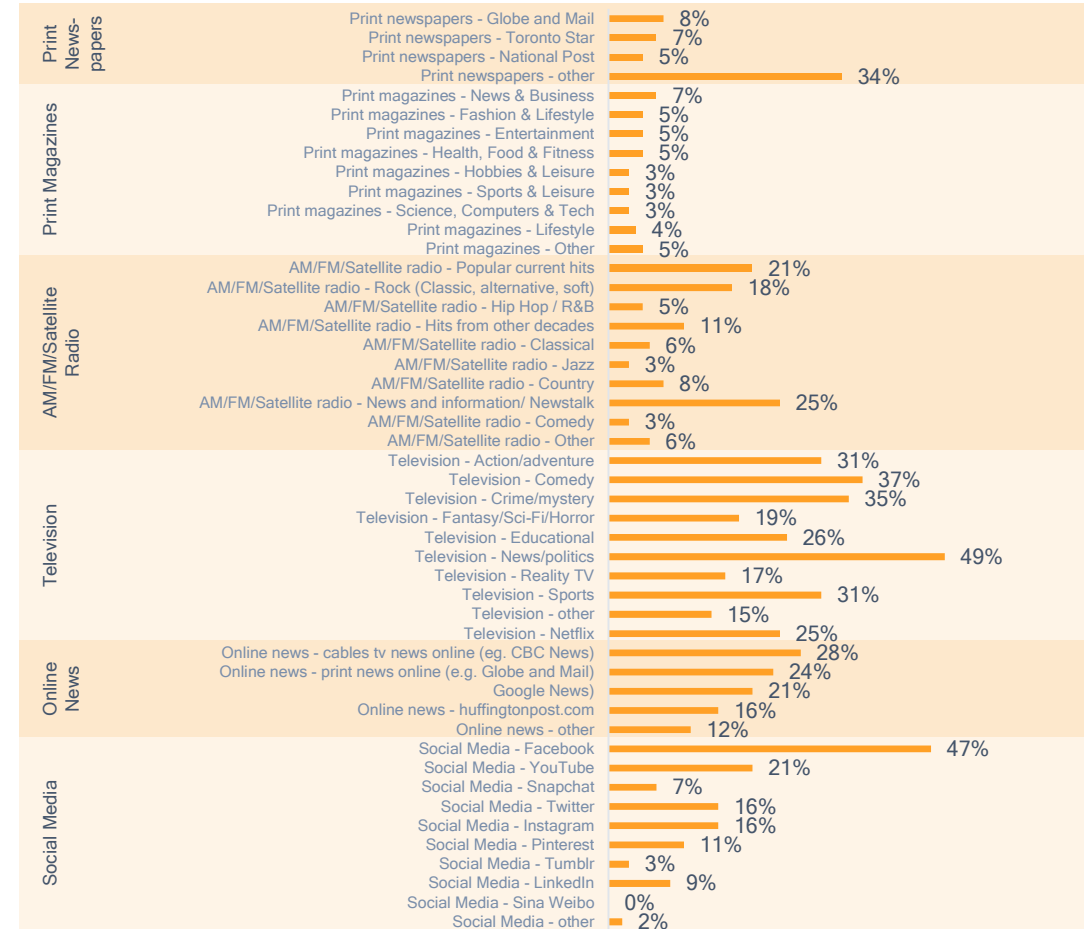
## Trustworthy for Info about The Legion



## Regularly Consume Media



## Specific Media Outlets Consumed



# Aware of The RCL's community involvement - Summary

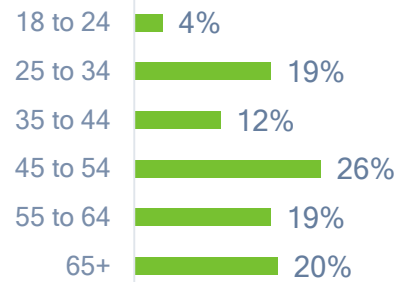
68% Very or somewhat likely to support The RCL

28% of the Canadian population fit this profile

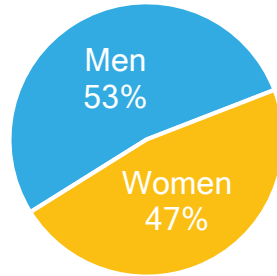
	Questions	Key Findings	General Population
Notable demographics	S1-S6, Q34-Q39	Very few in Quebec - 14%	24%
		More live in rural areas - 29%	20%
Notable Attitudes	S7, Q30	More strongly agree about honouring sacrifices of veterans - 83%	73%
		More strongly agree about helping veterans transition - 82%	72%
		A bit more likely to support the use of military - 74%	66%
Familiarity with the Legion	Q2, Q9 , Q12	A lot more very/somewhat familiar - 79%	57%
		More military connection than most other Canadians - 48%	36%
Media Consumed	Q16, Q18	Consuming a little more traditional media	
		e.g. Reading print newspapers and magazines - 51% / 31%	44% / 24%
		e.g. Listening to radio - 53%	47%
		e.g. Watching television - 78%	72%
In-person Cultural Events	Q27	More regularly involved in non-profit and charitable events - 18%	12%
In-person Sports Events	Q28	Consistent with the national averages	
Involvement in Sports	Q29	Consistent with the national averages	

# Aware of The RCL's community involvement - Demographics

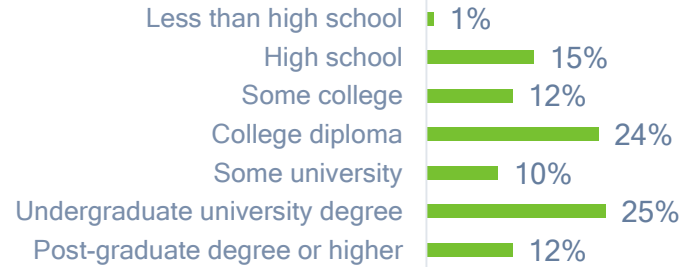
## Age



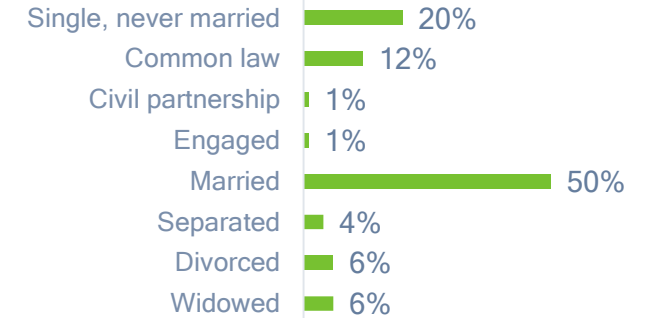
## Gender



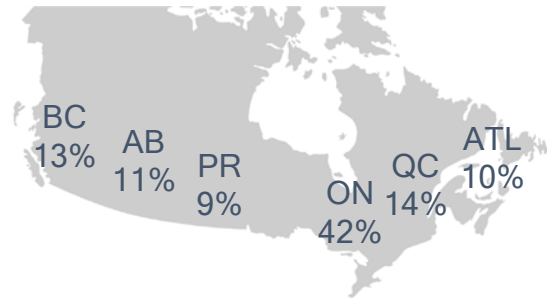
## Education



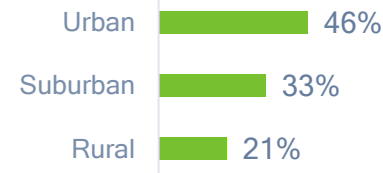
## Marital Status



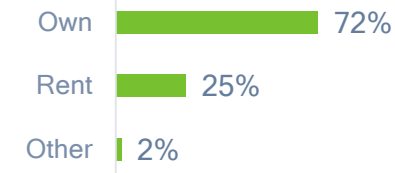
## Region



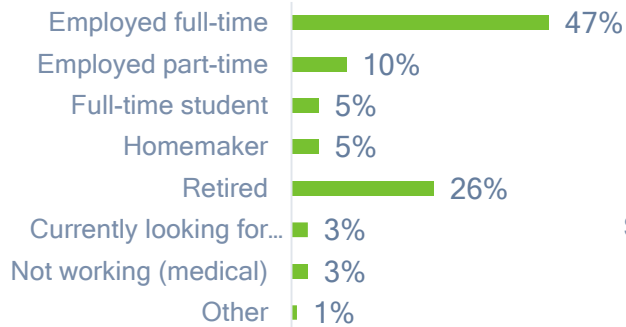
## Neighborhood



## Dwelling



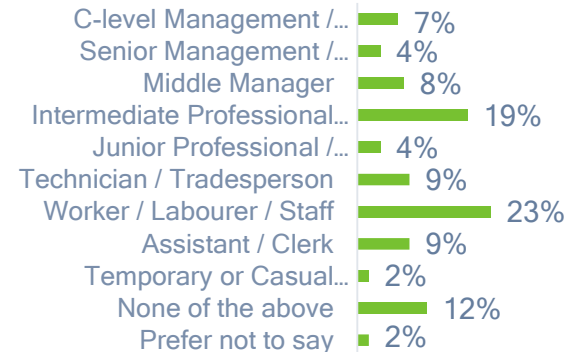
## Employment Status



## Household Income



## Position

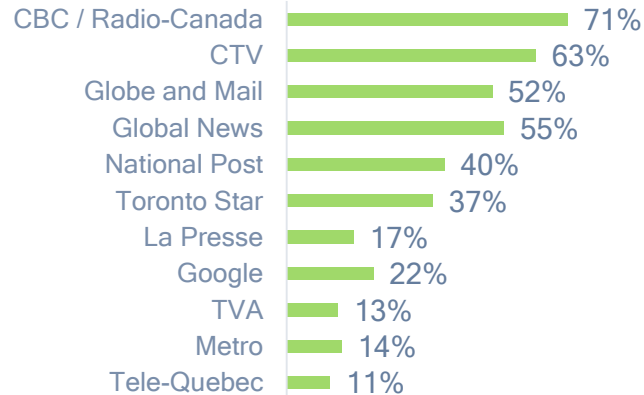


## Industry

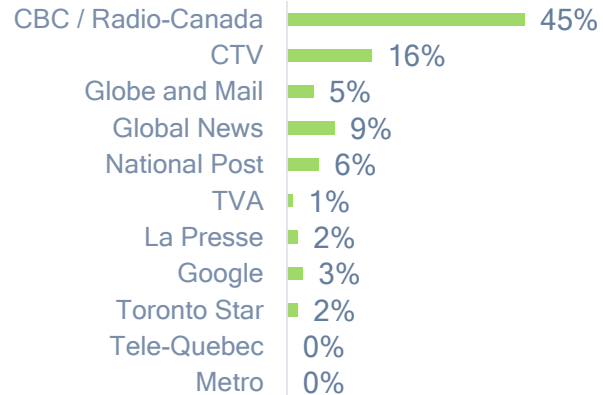
Agriculture / Forestry / Fishing / Hunting / Environmental	3%
Banking / Finance / Insurance / Accounting Services	5%
Business / Professional Services / Management Consultancy	7%
Defence / Military / Police / Fire Fighter /Security	4%
Educational Services	12%
Government and Civil Service (national or local)	13%
Health care / Medical / Social care	12%
IT and Telecommunications	5%
Manufacturing	8%
Trades: Electricity / Gas / Heating / Plumbing / Carpentry	7%
Other	24%

# Aware of The RCL's community involvement - Media Habits

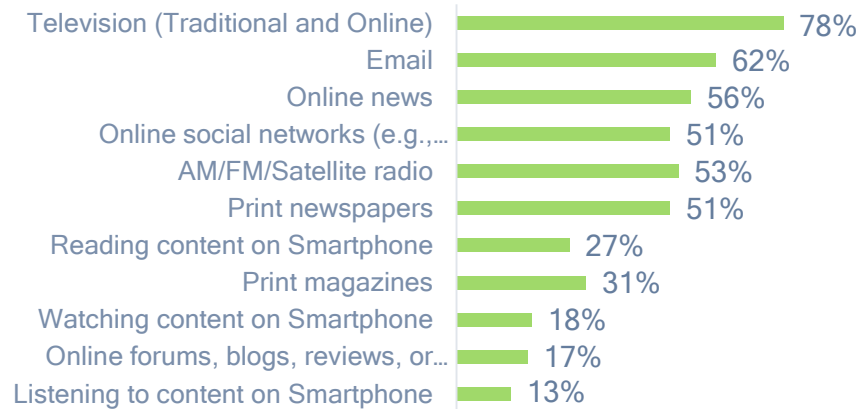
## Trustworthy Media



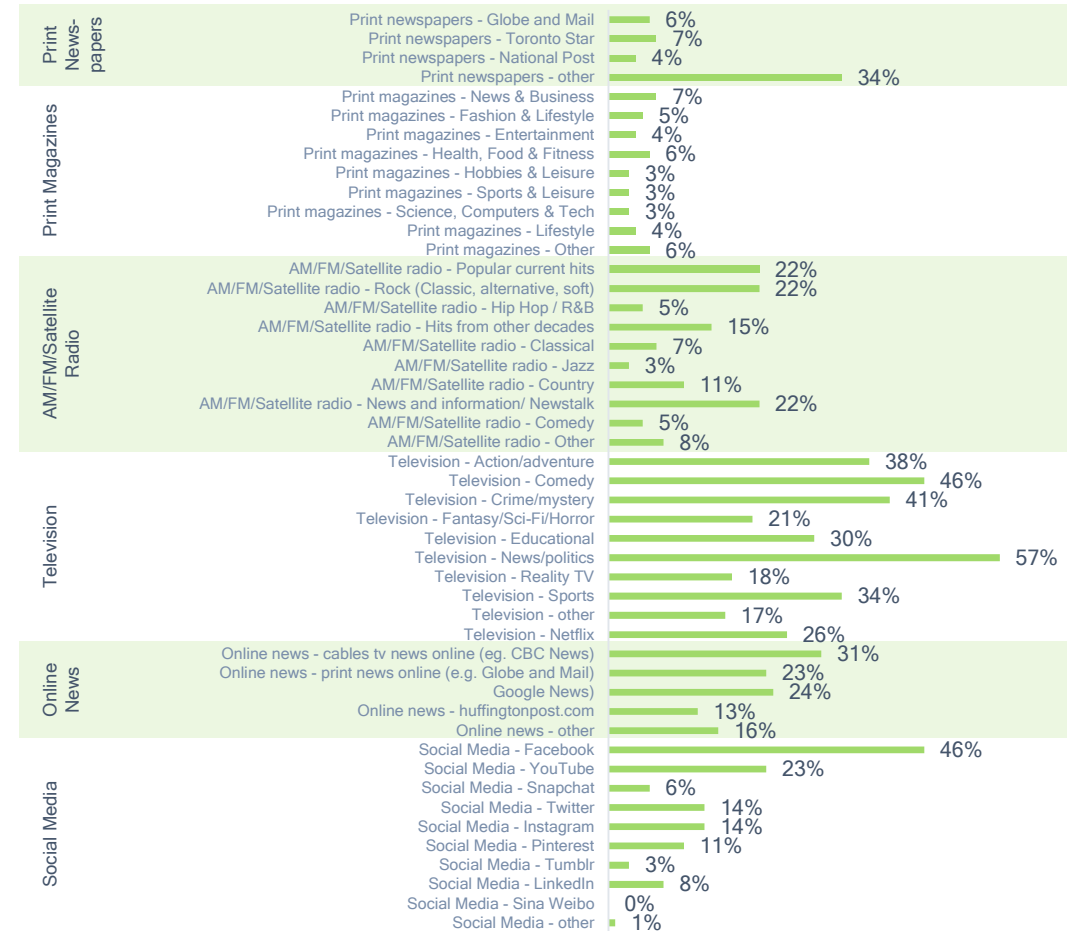
## Trustworthy for Info about The Legion



## Regularly Consume Media



## Specific Media Outlets Consumed



# Some connection to the military - Summary

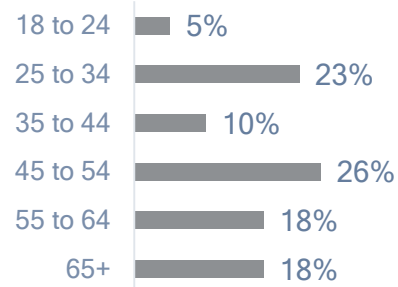
56% Very or somewhat likely to support The RCL

31% of the Canadian population fit this profile

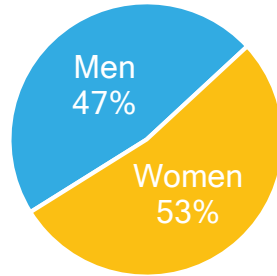
	Questions	Key Findings	General Population
Notable demographics	S1-S6, Q34-Q39	Very few in Quebec - 13%	24%
Notable Attitudes	S7, Q30	Often donating their time and money to local causes - 41%	32%
		Better impression of Canadians Armed Forces - 94%	90%
		More likely to support military use - 73%	66%
Familiarity with the Legion	Q2, Q9, Q12	Slightly more familiar with the Legion - 70%	57%
		Almost half know they can be a member - 39%	29%
Media Consumed	Q16, Q18	More regularly online	
		e.g. Using social media - 58%	49%
		e.g. Using email - 64%	58%
In-person Cultural Events	Q27	A little more inclined to attend live performances	
		e.g. Going to plays - 25%	20%
		e.g. Going to concerts - 31%	26%
In-person Sports Events	Q28	Consistent with the national averages	
Involvement in Sports	Q29	Consistent with the national averages	

# Some connection to the military - Demographics

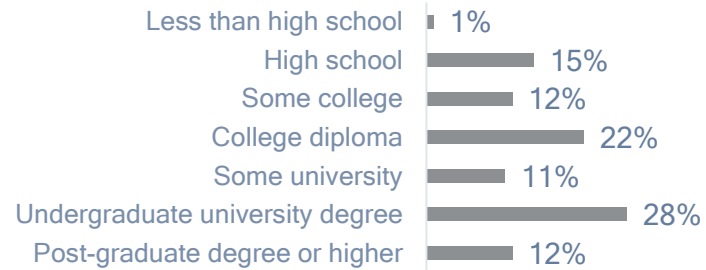
### Age



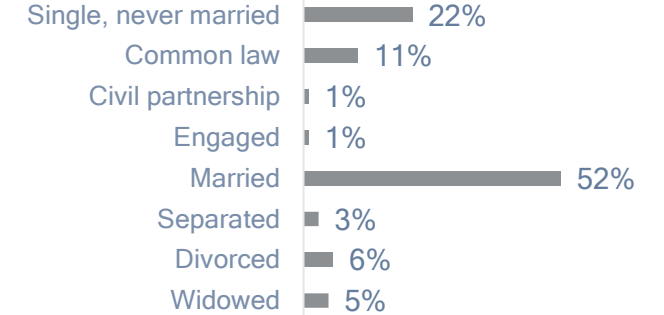
### Gender



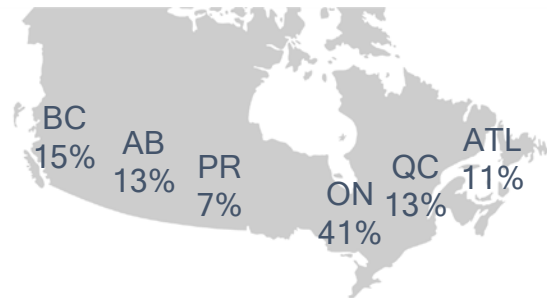
### Education



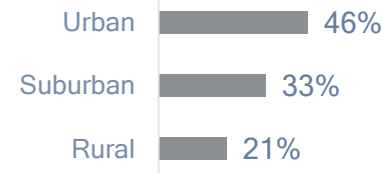
### Marital Status



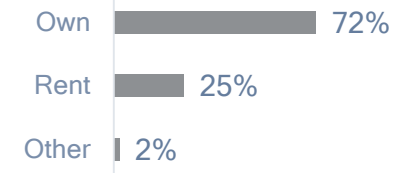
### Region



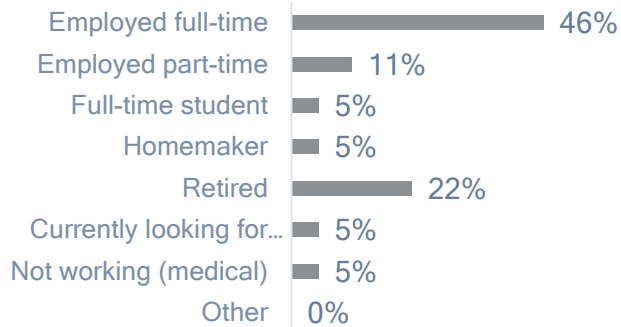
### Neighborhood



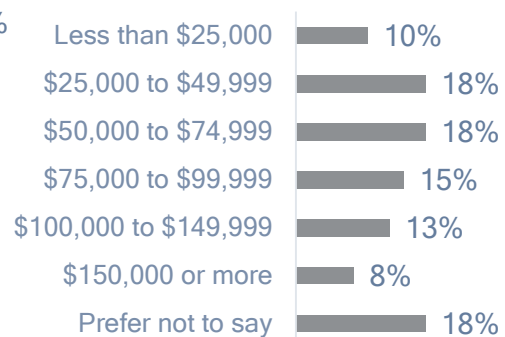
### Dwelling



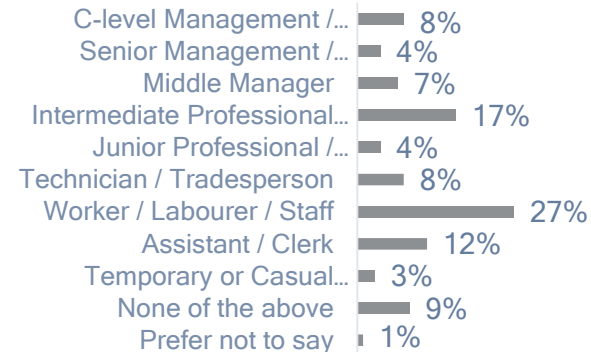
### Employment Status



### Household Income



### Position

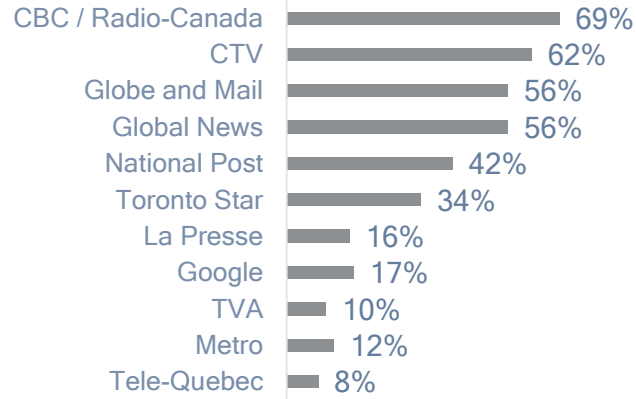


### Industry

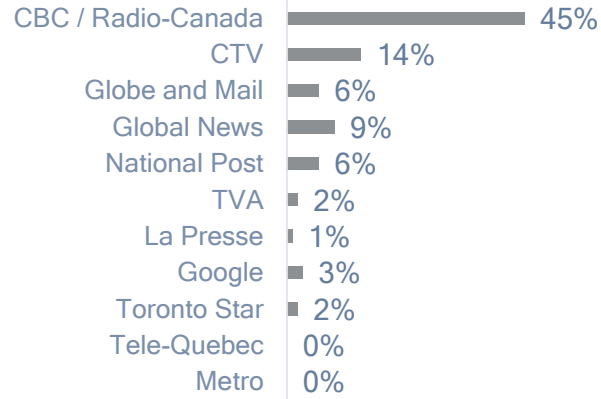
Agriculture / Forestry / Fishing / Hunting / Environmental	3%
Banking / Finance / Insurance / Accounting Services	7%
Business / Professional Services / Management Consultancy	9%
Defence / Military / Police / Fire Fighter / Security	2%
Educational Services	11%
Government and Civil Service (national or local)	11%
Health care / Medical / Social care	15%
IT and Telecommunications	5%
Manufacturing	6%
Trades: Electricity / Gas / Heating / Plumbing / Carpentry	6%
Other	26%

# Some connection to the military - Media Habits

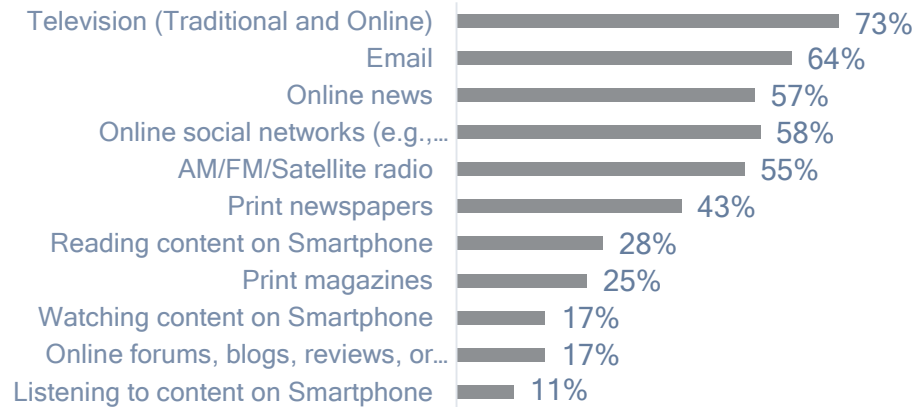
## Trustworthy Media



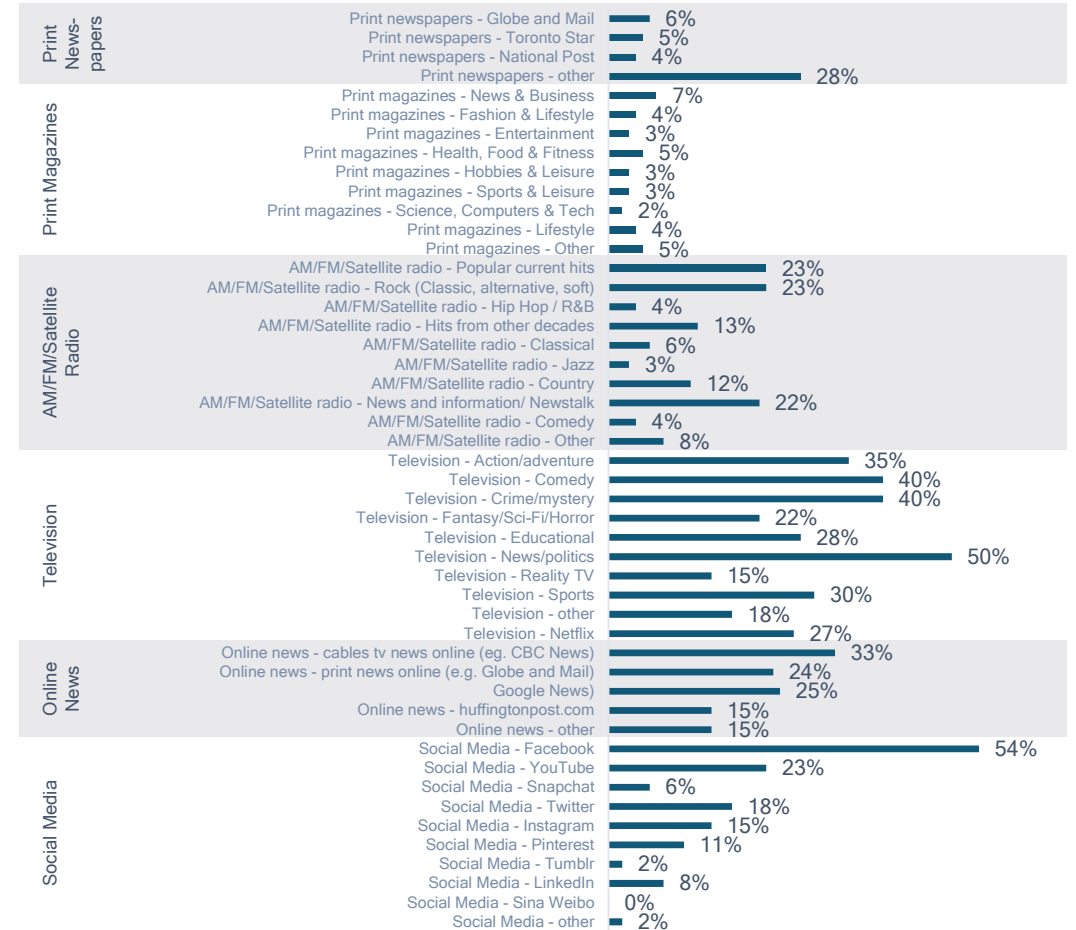
## Trustworthy for Info about The Legion



## Regularly Consume Media



## Specific Media Outlets Consumed







# The Way Forward

Tailoring a Message for Targeted Communications

# Strategies for accessing each of the key groups

Canadians already 'very likely' to support



Keep at traditional media (specifically "Canadian" sports broadcasts) but focus on ideals rather than educating (awareness is already high among this group)

Local activity joiners



Not only will this group jump into all sorts of local activities, but they are also more likely to get their news from newspapers, but not national daily papers like the Globe & Mail, Toronto Star and National Post

Aware of The RCL's community involvement



There is a bit of a "chicken and egg" problem with this group's identifying factor, but it is clear that with increased familiarity also comes an increased willingness to support The RCL

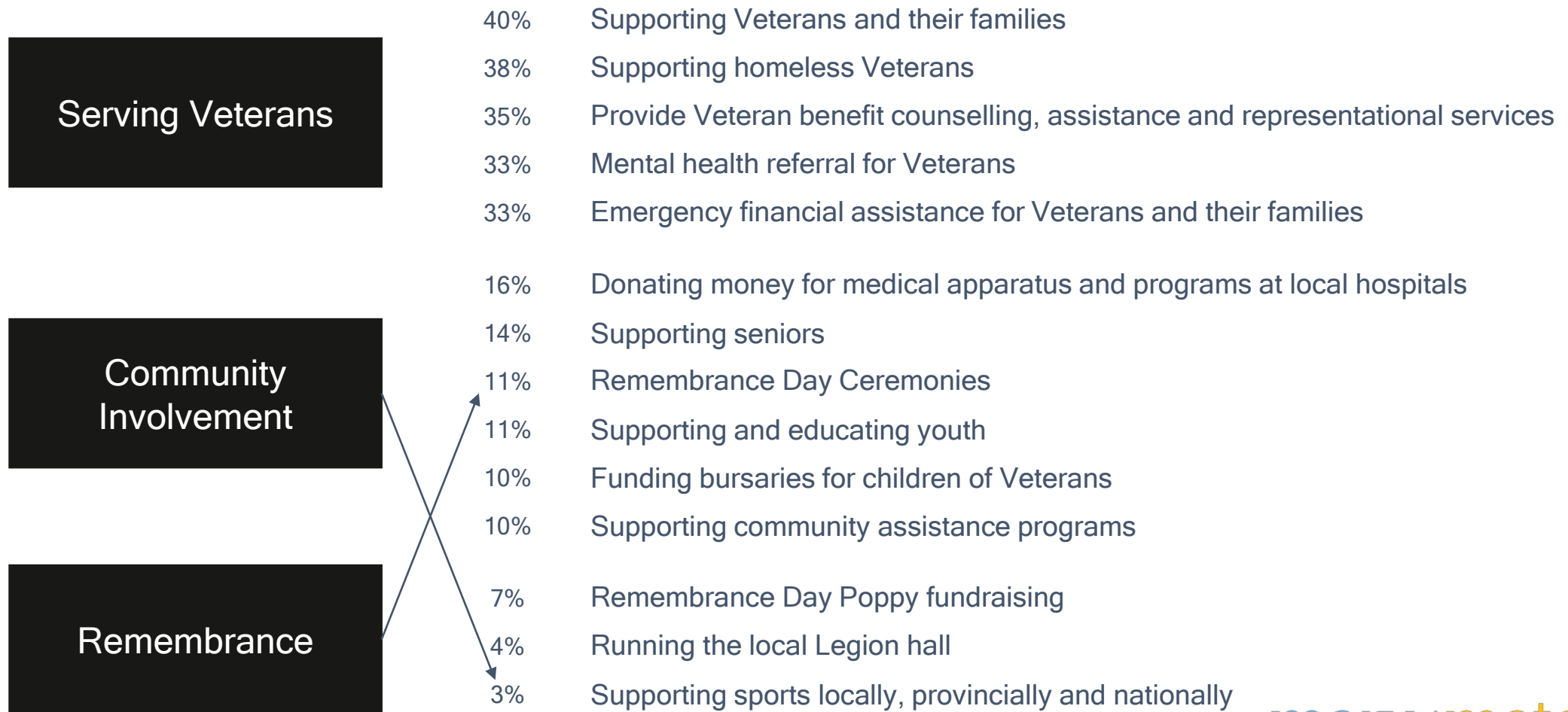
Some connection to the military, but not personally



A family member in the military doesn't necessarily make them more familiar with the Legion, but the sentiment that it should be supported is there. Connect online with these people

# Canadians say their impression of The RCL would be improved most by demonstrations of veterans getting help

Most improves impression of Legion...



# Key groups have very few differences in what would improve their impression of The RCL

Most improves impression of The Royal Canadian Legion:

	Total	Very Likely	Join Activities in your local area	Aware Sports or Education	Connection to the military, but not soldier or vet
	n=2006	n=295	n=817	n=553	n=612
Supporting Veterans and their families	40%	42%	38%	41%	42%
Supporting homeless Veterans	38%	36%	35%	35%	38%
Provide Veteran benefit counselling, assistance and representational services	35%	34%	34%	35%	43%
Mental health referral for Veterans	33%	27%	33%	33%	34%
Emergency financial assistance for Veterans and their families	33%	36%	32%	33%	36%
Donating money for medical apparatus and programs at local hospitals	16%	14%	18%	16%	17%
Supporting seniors	14%	13%	15%	15%	12%
Remembrance Day Ceremonies	11%	15%	13%	13%	10%
Supporting and educating youth	11%	11%	13%	14%	11%
Funding bursaries for children of Veterans	10%	14%	11%	12%	10%
Supporting community assistance programs	10%	9%	12%	10%	10%
Remembrance Day Poppy fundraising	7%	8%	7%	5%	6%
Running the local Legion hall	4%	5%	4%	4%	4%
Supporting sports locally, provincially and nationally	3%	3%	5%	5%	3%

Green and red squares indicate significantly higher or lower numbers, respectively



## Conclusion:

When looking at Canada as a whole, it is clear that familiarity with The Royal Canadian Legion and likelihood to support the organisation are linked. So in order to increase contributions from Canadians as a whole, any campaign needs to work to broaden the perceived role of The Royal Canadian Legion from 'Remembrance' to 'Service'.

Marketing can focus its efforts on groups who are already likely to support The Royal Canadian Legion by going where they already are. Those interested in The Royal Canadian Legion are consuming more traditional media (and likely local print) than Canadians on average, making it a better bang-for-buck purchase.

Moreover, a tailored message about The Royal Canadian Legion can take into account the prevalent attitudes and prior knowledge of its audience.

While the focus of this report has been to identify other non-traditional audiences for The Royal Canadian Legion, determining what messaging will resonate strongest with each of them will be the focus of our follow-up qualitative study. Whether a direct approach will work remains to be seen.

# Thank you

Jamie Armstrong

[jamie.armstrong@marumatchbox.com](mailto:jamie.armstrong@marumatchbox.com)

Lisa Valade-DeMelo

[lisa.valade-demelo@marumatchbox.com](mailto:lisa.valade-demelo@marumatchbox.com)



# Appendix

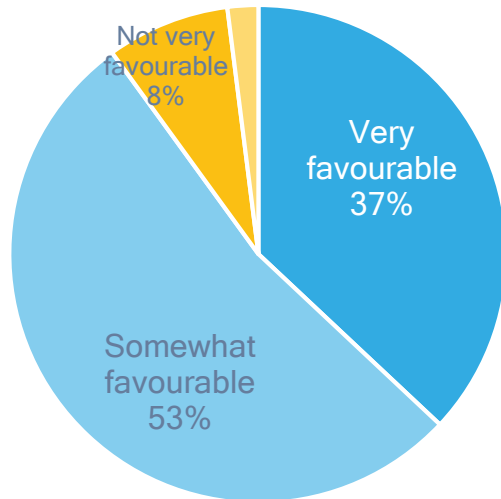
## Detailed Findings

# Overall Impressions of The Legion

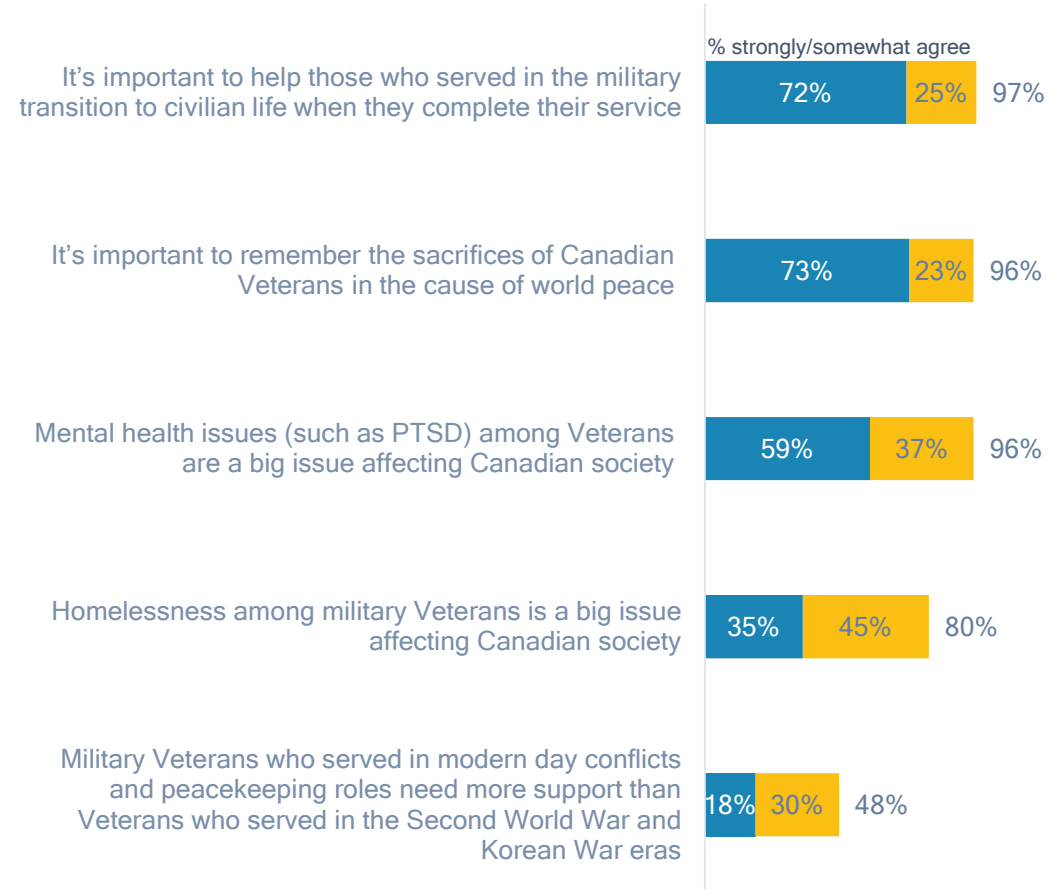


# Support for Canadian Military

Overall impression of the Canadian Armed Forces

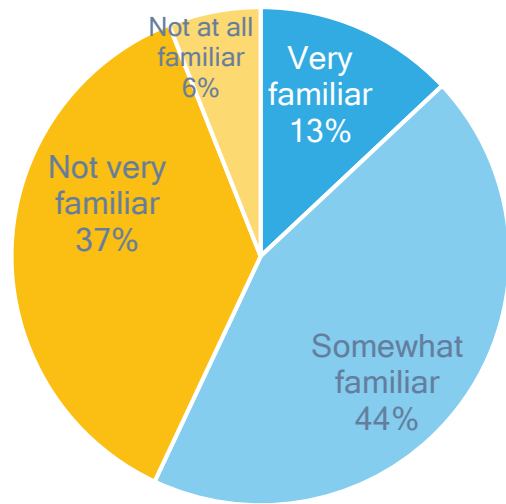


Support for military

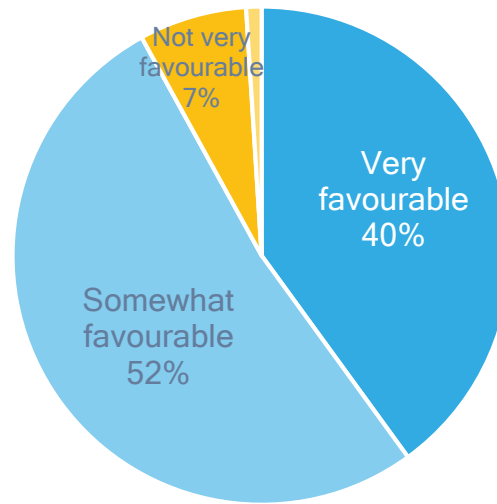


# Familiarity, Overall Impression and Support for The Legion

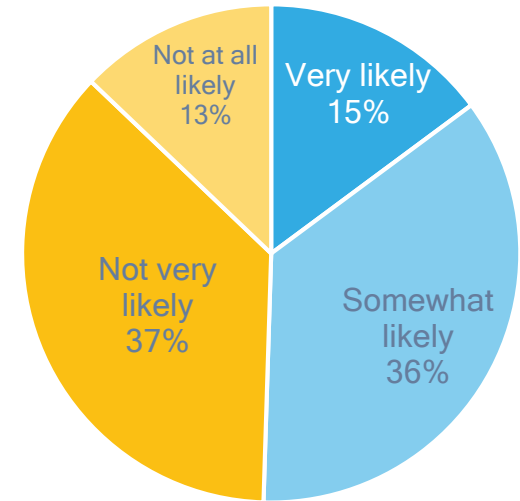
Familiarity with The Legion



Overall impression of The Legion

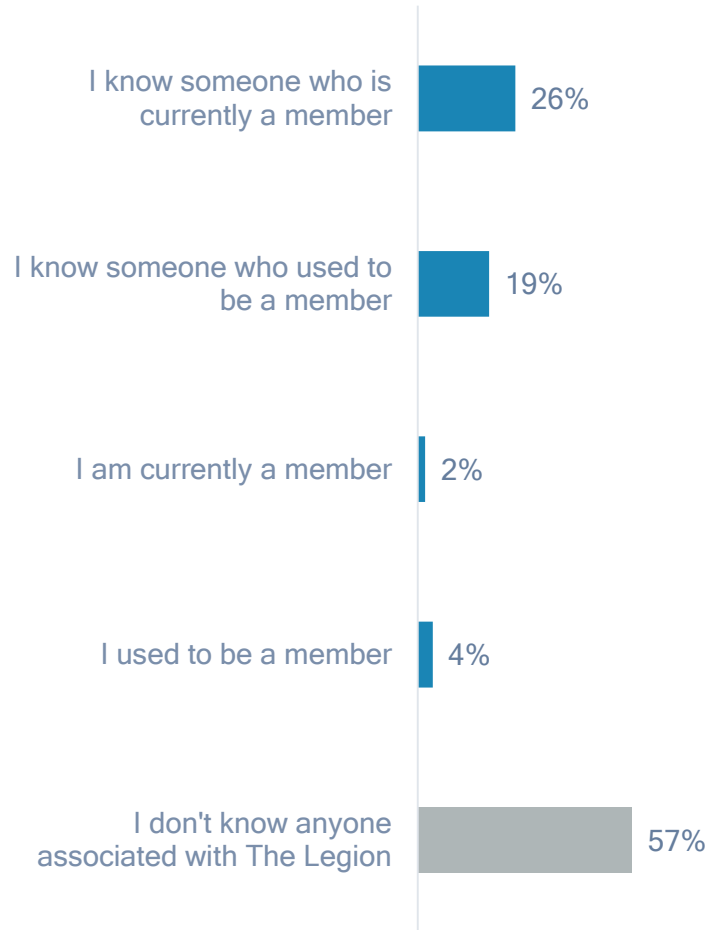


Likelihood to support local branch of The Legion in the next year



# Knowledge about The Royal Canadian Legion

## Relationship with The Legion

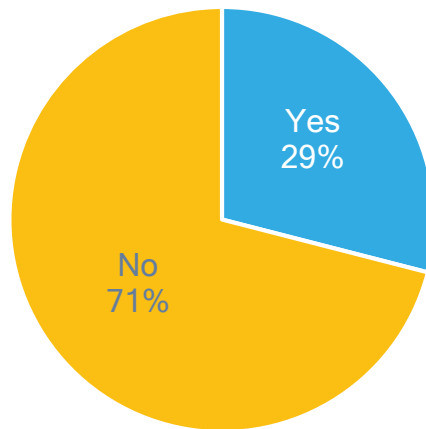


## Source of funding

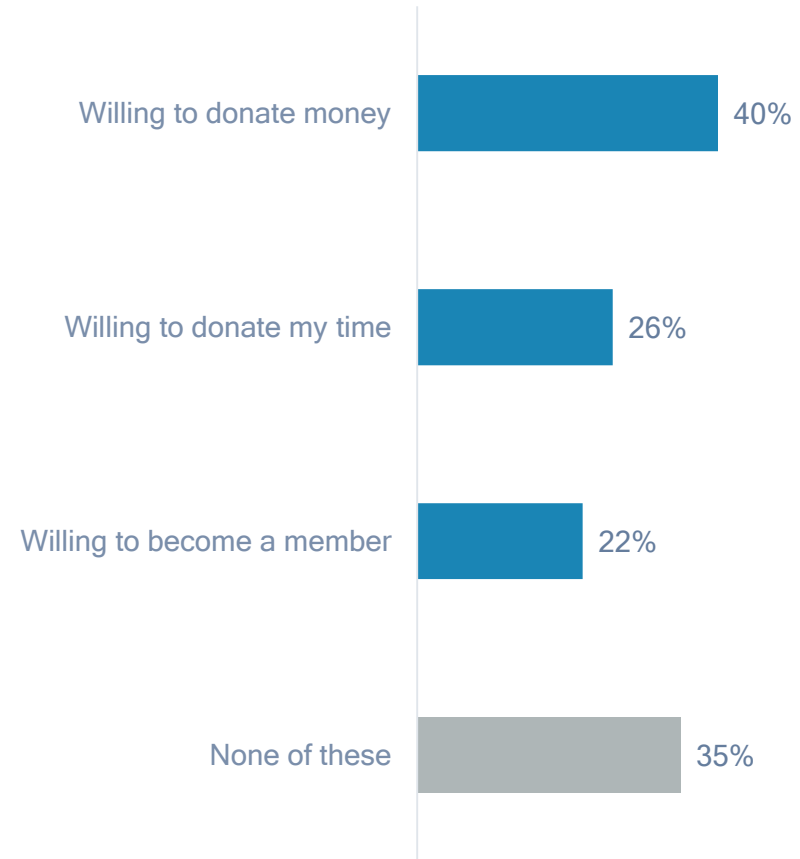


# Knowledge about The Royal Canadian Legion

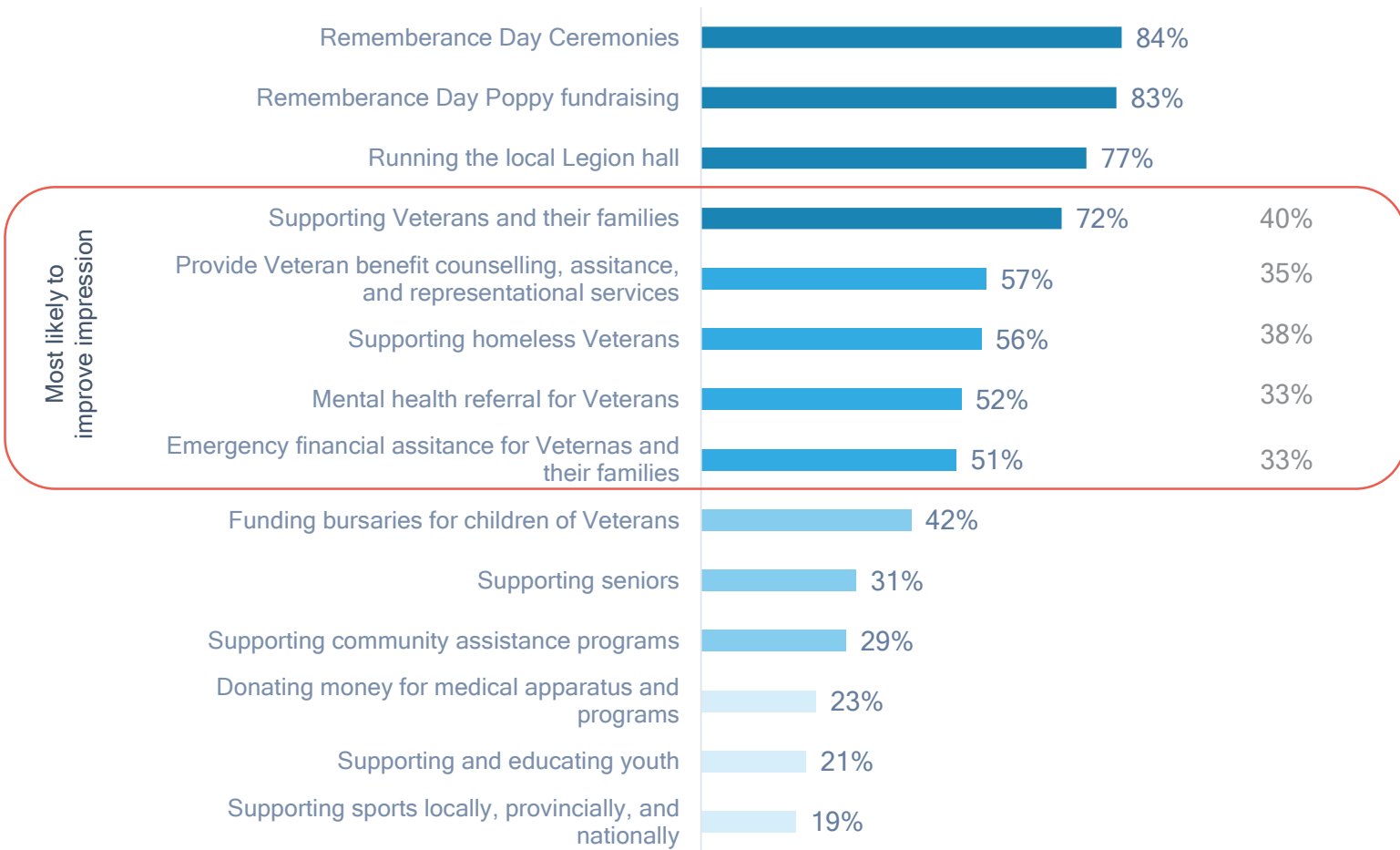
Aware that Canadian citizens  
18+ can be members



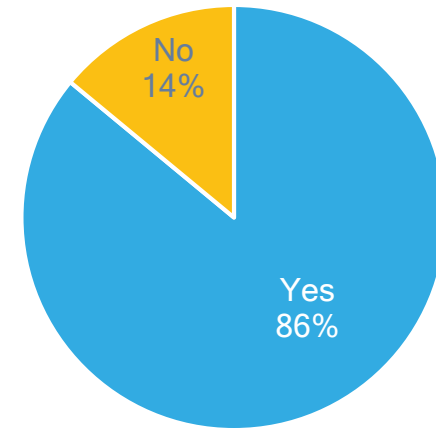
Willing to support



# Legion Activities, Impact on Impression and Function in Canada



Future role in Canadian society



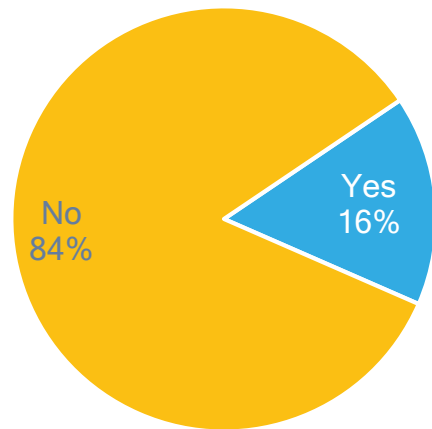
Q7. Looking at this list, which of the following would you say The Royal Canadian Legion is involved in?  
 Q8. In fact, The Royal Canadian Legion does all the things listed in the previous question. Knowing that, which 3 of the following, if any, would most improve your impression of The Royal Canadian Legion?  
 Q11. Looking to the future, do you think The Royal Canadian Legion will or will not continue to have a function or role in Canadian society?  
 Base: All (n=2,006)



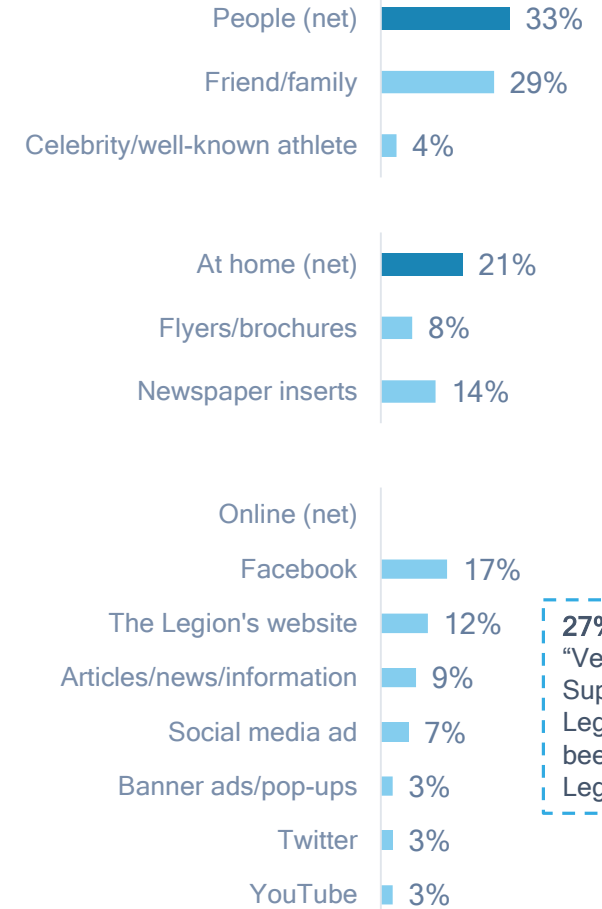
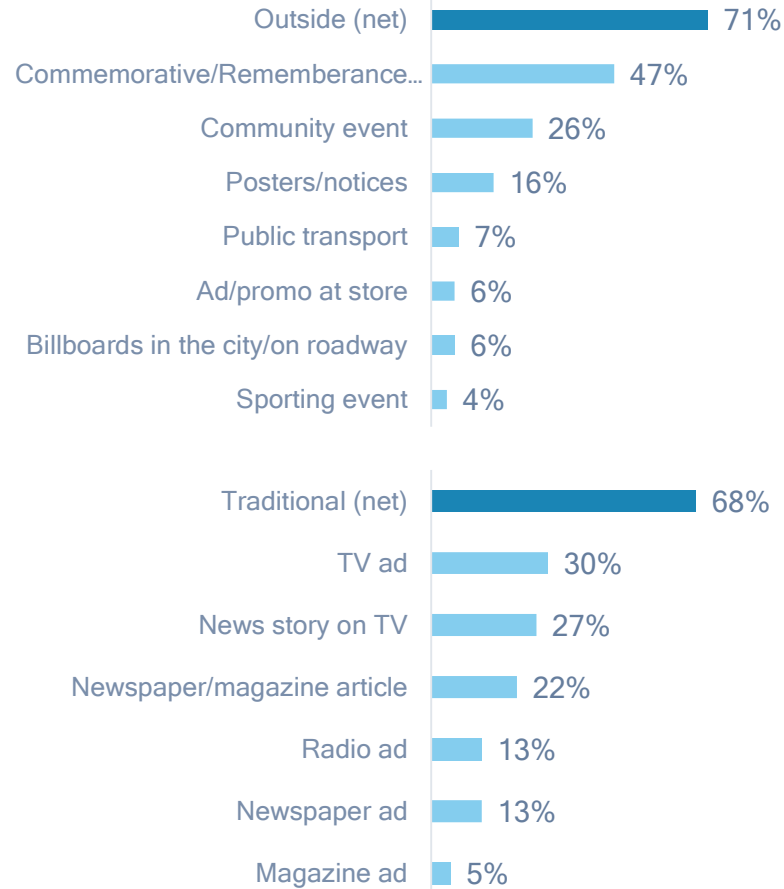
Media

# Seen an Advertisement or Heard About The Royal Canadian Legion in the Past 3 Months

Seen Legion ad in past 3 months



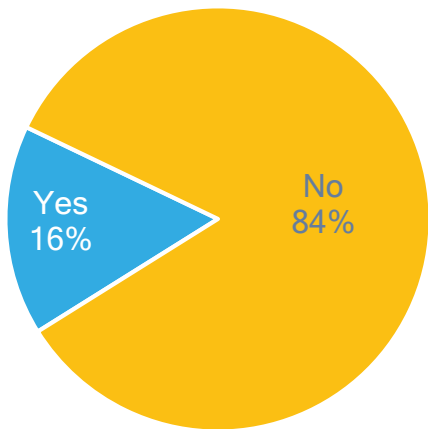
Where?



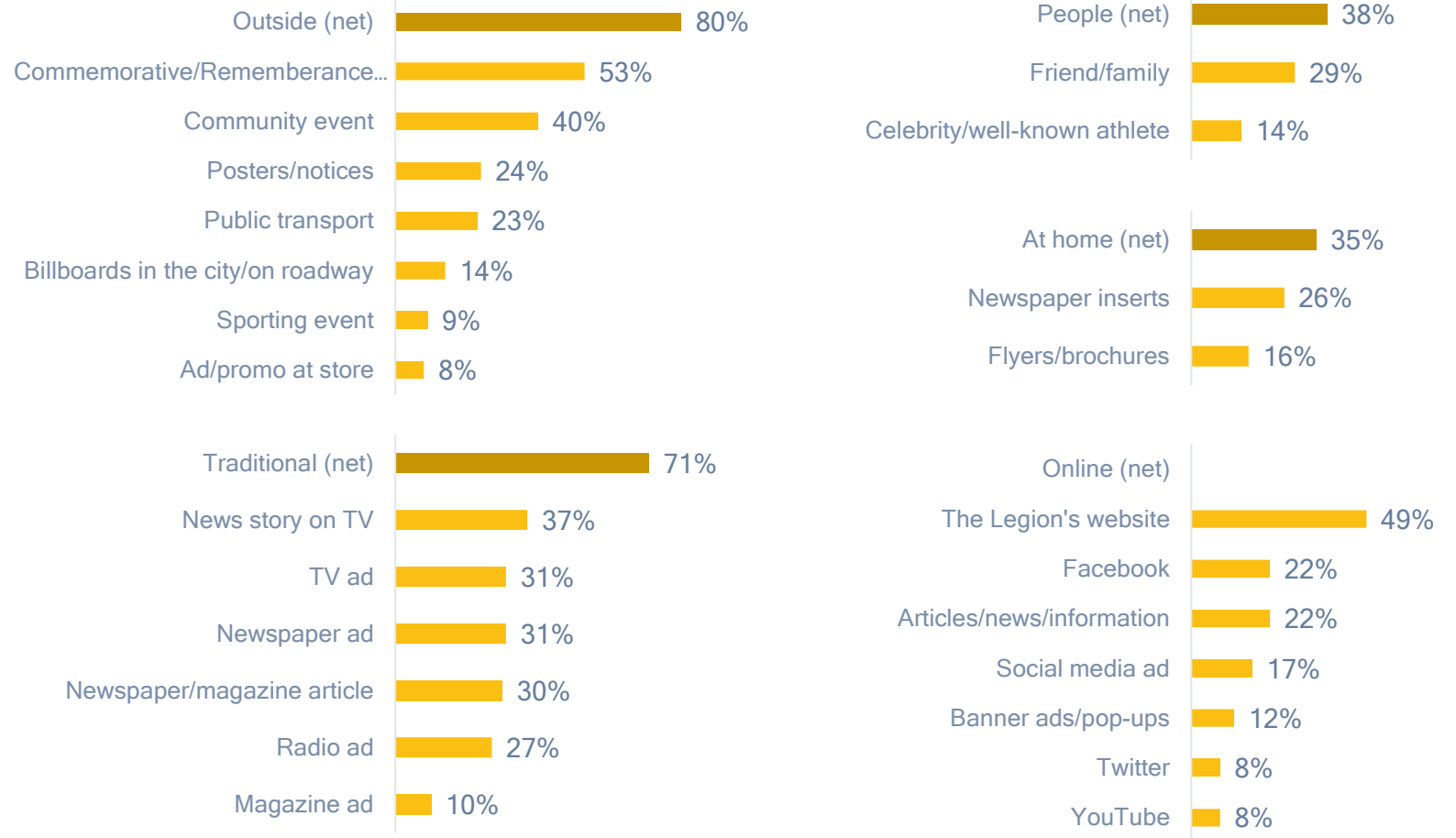
27% of those "Very Likely to Support the Legion" have been on the Legion's website

# Have Not Seen an Advertisement or Heard About The Royal Canadian Legion in the Past 3 Months

Seen ads in past 3 months

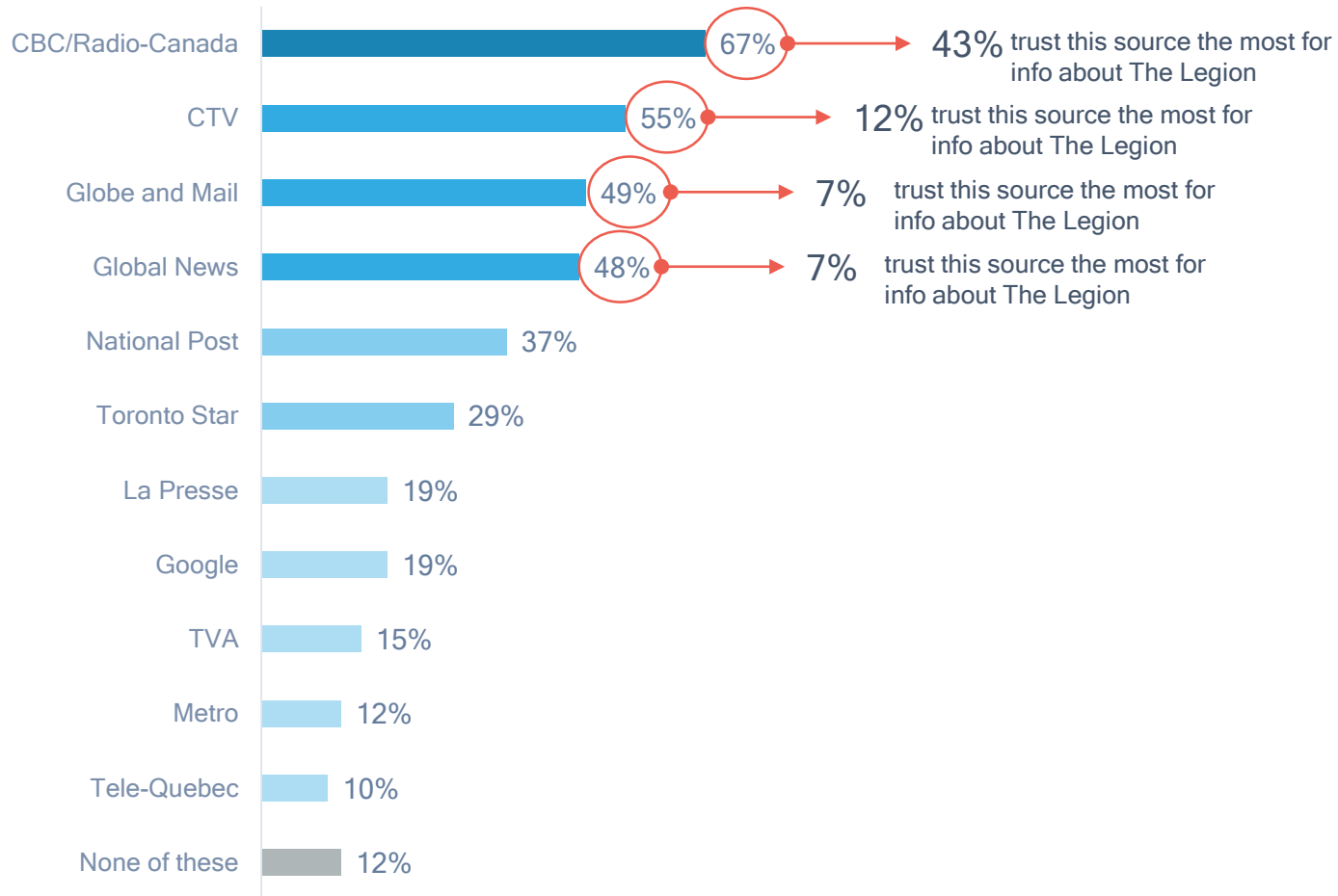


Where would you look?

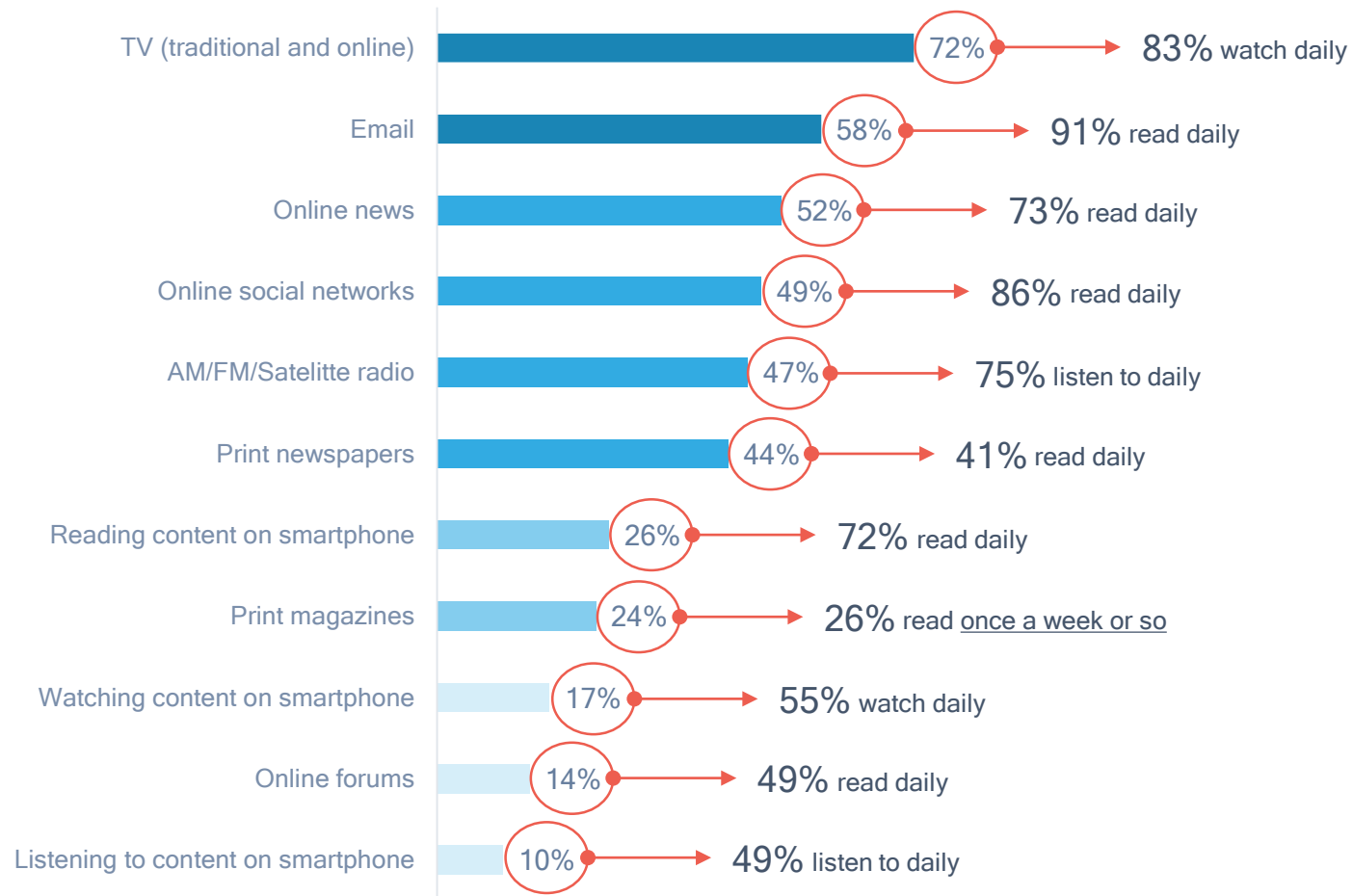




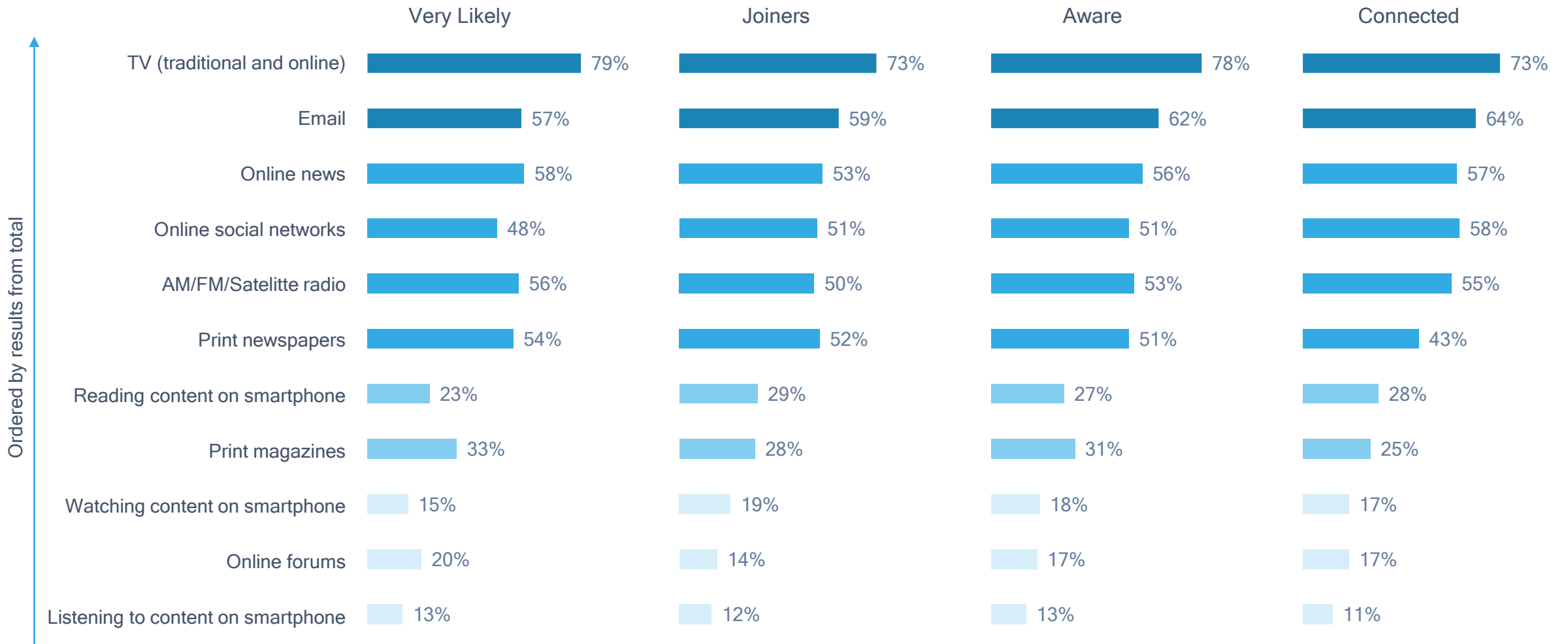
# Trustworthy media



# Media habits - broad

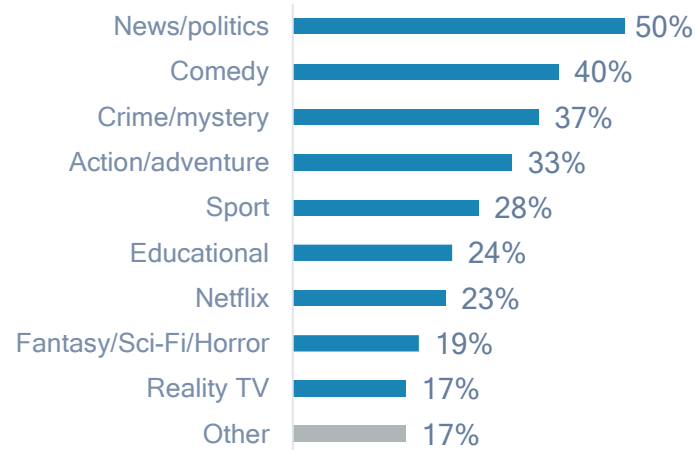


# Media habits - broad (by groups)

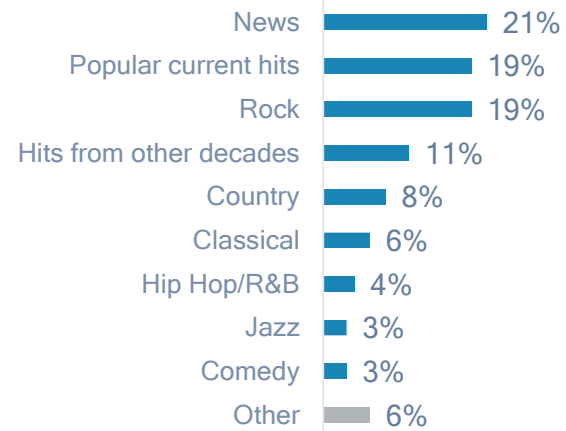


# Media habits - detailed

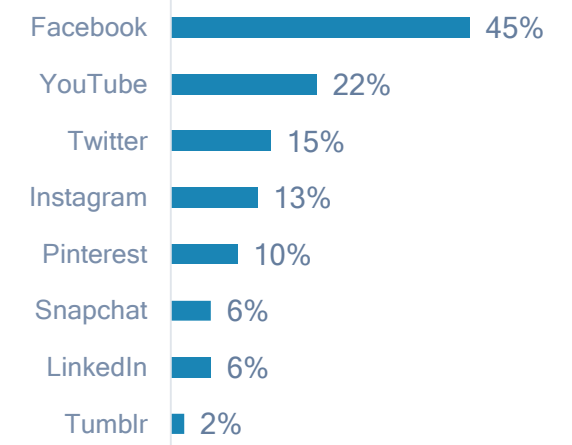
## TV



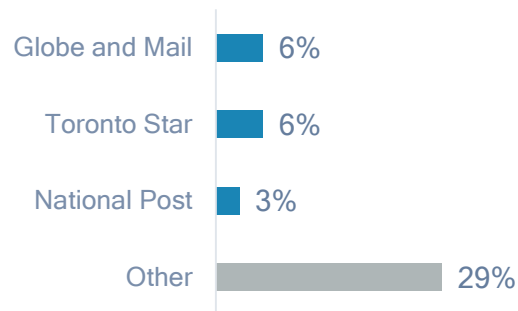
## radio



## online - social media



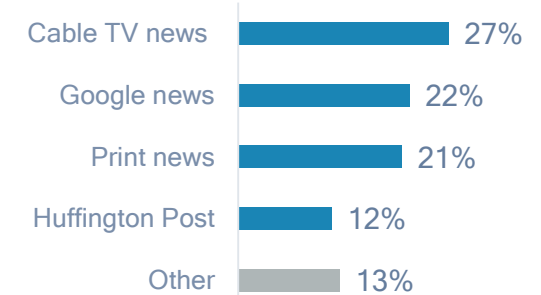
## print newspapers



## print magazines



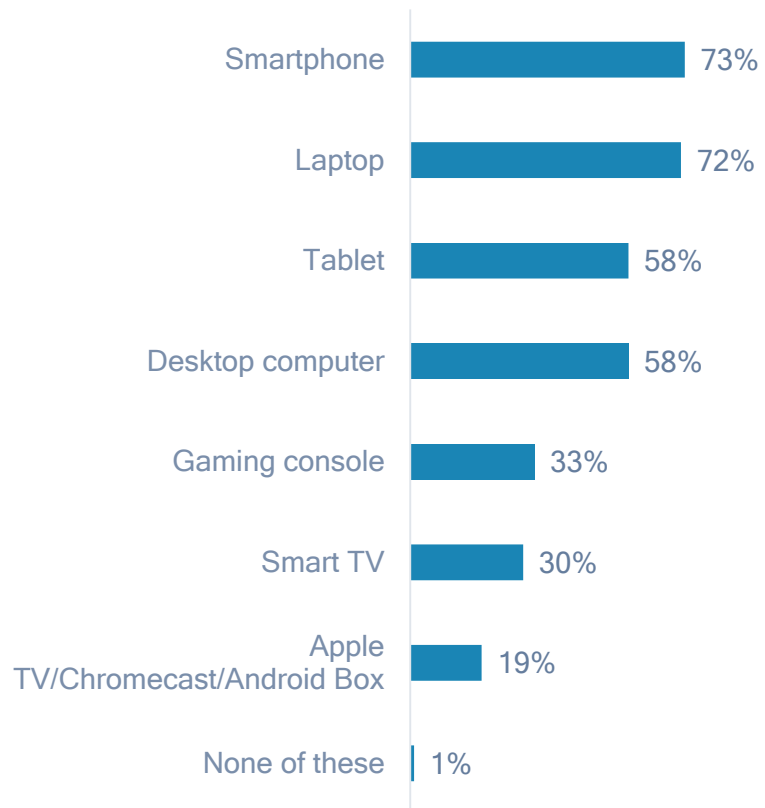
## online - news



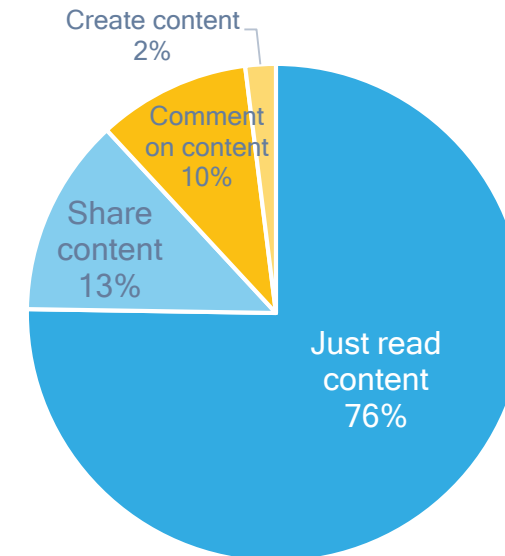
# Online activities

# Devices and engagement with content

Currently own



Engagement with online content



# Topics Looked Up Online

Orange bars indicate "looked up most often"

	Total	Very Likely	Join Activities in your local area	Aware Sports or Education	Connection to the Military, but not soldier or vet
News	62%	63%	61%	64%	65%
Health	40%	43%	46%	41%	39%
Arts & Entertainment	36%	37%	40%	38%	36%
Food & Drink	32%	36%	39%	37%	33%
Travel	32%	40%	36%	36%	34%
Shopping	30%	33%	31%	31%	31%
Sports	27%	32%	29%	33%	29%
Books & Literature	26%	25%	27%	27%	29%
Finance	25%	28%	28%	26%	27%
History	25%	35%	27%	33%	30%
Hobbies & Leisure	24%	28%	26%	27%	27%
Science	24%	24%	27%	27%	28%
Law & Government	22%	27%	25%	26%	26%
Games	20%	22%	21%	20%	20%
Home & Garden	20%	25%	23%	23%	23%
Jobs & Education	20%	22%	21%	23%	22%
People & Society	19%	20%	21%	23%	21%
Pets & Animals	19%	21%	17%	23%	22%
Computers & Electronics	18%	20%	18%	18%	18%
Business & Industrial	17%	19%	20%	19%	19%
Autos & Vehicles	14%	20%	14%	17%	14%
Beauty & Fitness	14%	13%	16%	12%	14%
Real Estate	14%	19%	16%	18%	16%
Reference	13%	15%	15%	17%	17%
Internet & Telecom	11%	12%	11%	11%	9%
World Localities	10%	13%	12%	12%	10%
Online Communities	8%	10%	10%	10%	10%
Military	7%	18%	8%	12%	10%

Green and red squares indicate significantly higher or lower numbers, respectively

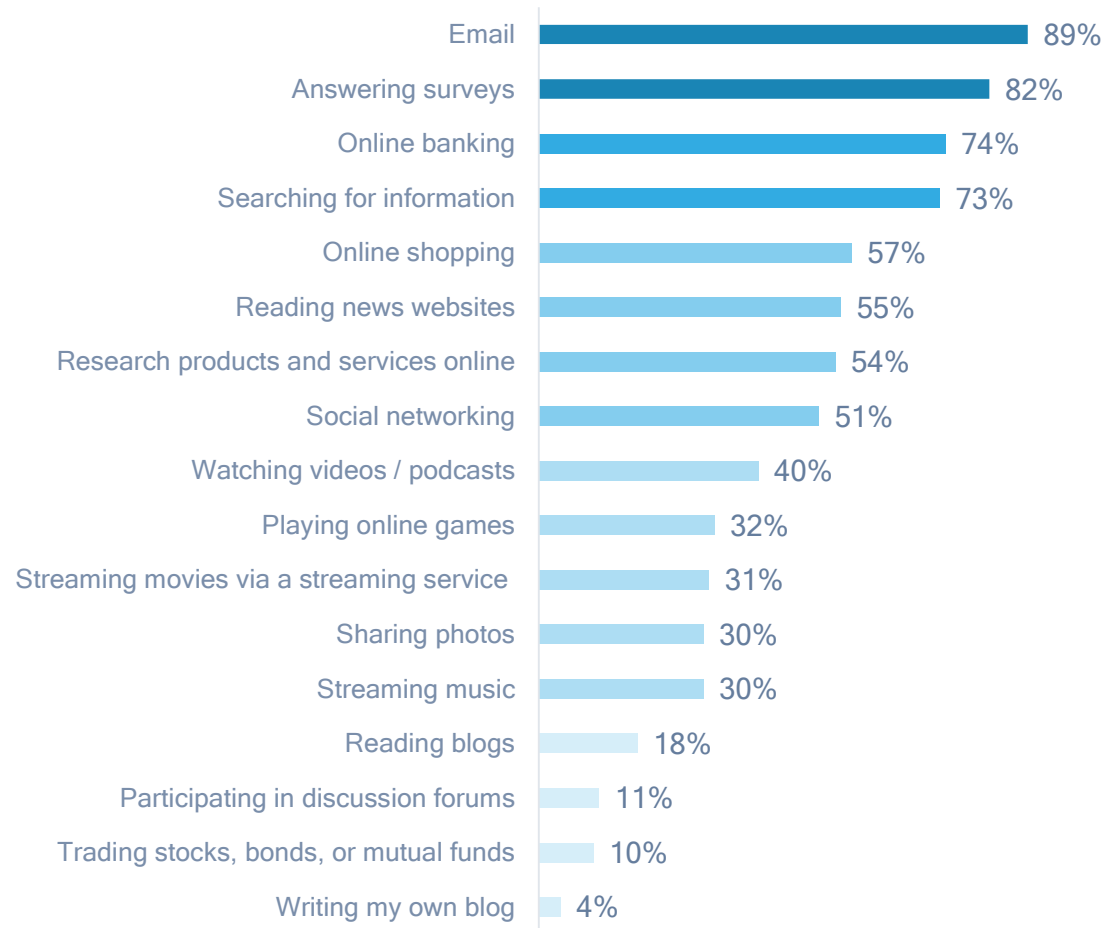
Q21. Which of the following topics do you regularly look up online? Base: All (n=2,006)

Q22. Of those you look up regularly, which 3 do you look up most often?

Q23. You mentioned having looked up the following most often. What specifically do you look up about each of these topics?

Base: those who selected each topic (n=various)

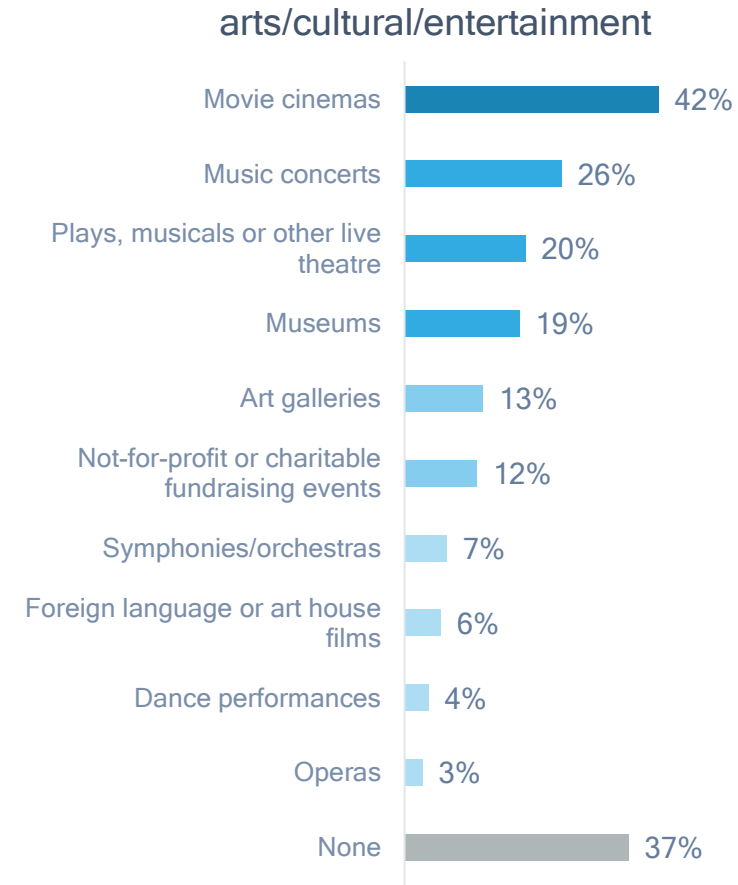
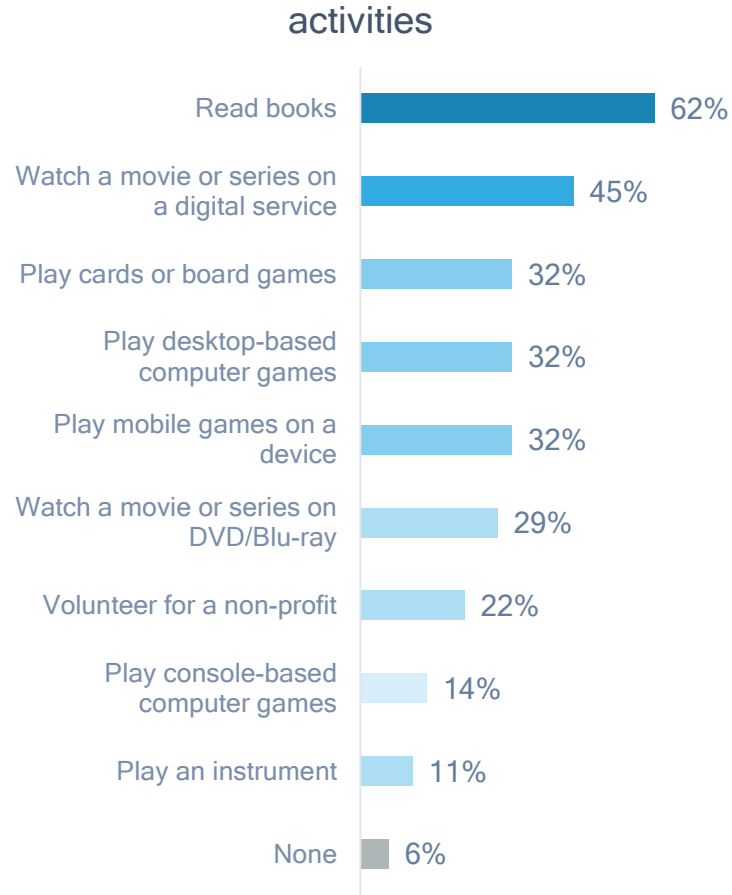
# Online interests





# Offline activities

# Activities - general and arts/culture/entertainment

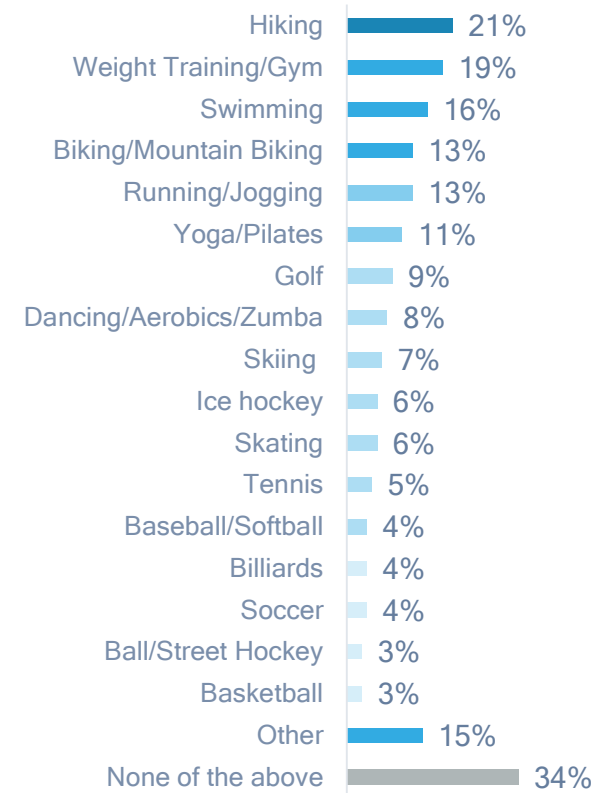


# Activities - sports

sports - attend/listen to/watch\*



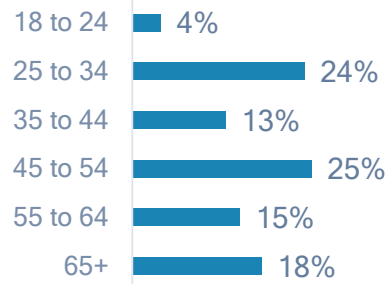
sports - participate in\*



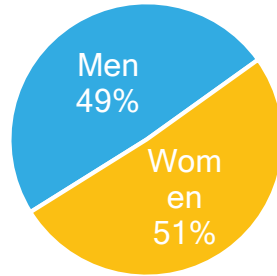
# Demographics and Psychographics

# General Population Demographics

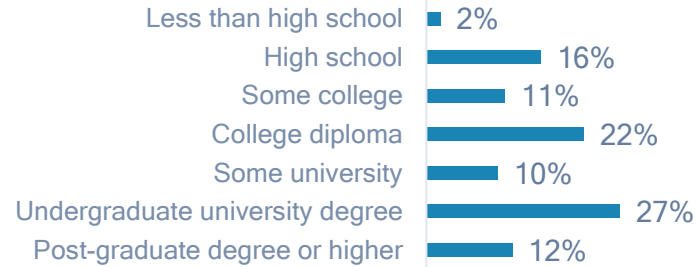
## Age



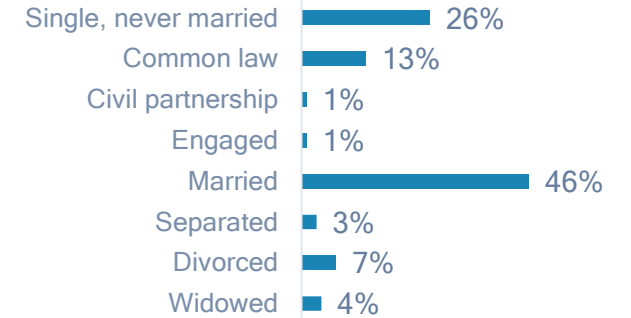
## Gender



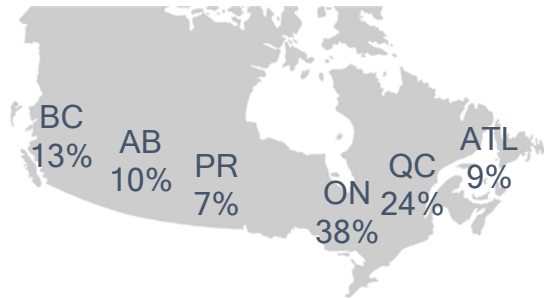
## Education



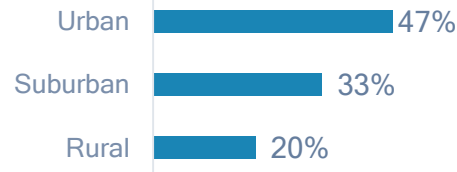
## Marital Status



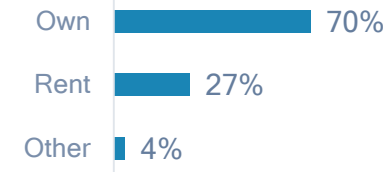
## Region



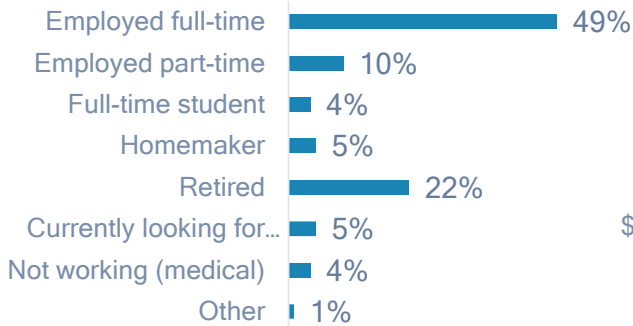
## Neighborhood



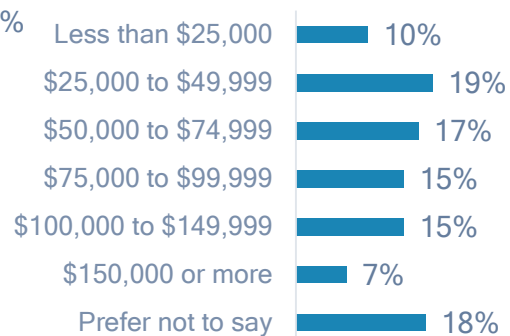
## Dwelling



## Employment Status



## Household Income



## Position



## Industry

Agriculture / Forestry / Fishing / Hunting / Environmental	3%
Banking / Finance / Insurance / Accounting Services	6%
Business / Professional Services / Management Consultancy	9%
Defence / Military / Police / Fire Fighter / Security	3%
Educational Services	12%
Government and Civil Service (national or local)	11%
Health care / Medical / Social care	13%
IT and Telecommunications	5%
Manufacturing	7%
Trades: Electricity / Gas / Heating / Plumbing / Carpentry	5%
Other	26%

# Psychographics (1/3)

When something in your life is uncertain, do you:



When asked for money for a charity, do you respond:



When it comes to activities in your local area, do you:



# Psychographics (2/3)

Generally, do you prefer:



When do you adopt new technologies that come onto the market?



When it comes to your personal information on the internet, do you feel:



When it comes to the media, are you:



# Psychographics (3/3)

Do you consider yourself more of a:



Do you consider yourself a:



When it comes to the use of the military are you more likely to:





# The Royal Canadian Legion Discussion Boards

maru/matchbox



March 24, 2017

# Contents

- Introduction
- Methodology
- Group Composition
- Findings
- Conclusion



# Introduction:

## Getting to Know the Target Better

The quantitative phase of this research project found sub-groups of the Canadian population who show a greater likelihood to support the Royal Canadian Legion. Two of these groups are of particular interest: the Community Activity Joiners, and the Military Connected. The survey research identified where to find these two groups in terms of media channels.

In order to learn more about the two different potential targets and, more specifically, about what type of message content would motivate these groups to join the Legion, a second phase of research was conducted.

In this qualitative phase, we discussed attitudes to the Legion and barriers to joining the organisation. We also asked 40 participants to respond to two creative pieces developed by Banfield for print and digital media. The purpose of this exercise was to gauge initial reactions as well as impressions of specific elements like messaging and execution.



# Methodology

Participants fitting the criteria identified in Phase 1 (as associated with elevated interest in supporting The Royal Canadian Legion) were directed from Angus Reid Forum, an online panel, into two online discussion boards.

One group included individuals with a propensity to participate in community activities, and a second group included those with a family member in the military. In total, 40 individuals were recruited to take part.

## Local Activity Joiners



Not only will this group jump into all sorts of local activities, but they are also more likely to get their news from sources other than national daily papers.

## Military Connected



A family member in the military doesn't necessarily make them more familiar with the Legion, but the sentiment that it should be supported is there. Connect online with these people.

We did not recruit individuals based on their likelihood to support the The Royal Canadian Legion - this was left to fall out naturally, however there was a good mix of those who were already predisposed to support the Legion and those who were not.

The discussion took place in an online environment set to take place asynchronously. Participants could login, answer questions, and respond to others at their convenience over the course of two days.

A moderator led the discussion, showed creative concepts, and probed on interesting, provocative or unclear comments.

# Foster Belonging

## Key findings

- Joiners were surprised to hear that non-veterans can join The Royal Canadian Legion.
- Military Connected have vague, outdated and often poor impressions of the Legion. Their negative impression leads them to believe they wouldn't belong at the Legion.
- Belonging also means having a personal connection to the Legion. Many Joiners and Military Connected said they support causes that they have had some direct experience with. For example, those who support animal shelters have adopted a stray cat.

## Moving forward

- Joiners need to be educated that they are welcome at the Legion.
- Military Connected need an update on what the Legion is doing today to make them fit in, even if they're young people, non drinkers, female or visible minority.
- The Legion should show that Joiners and Military Connected fit in at the Legion by representing a cause that these people have a personal connection with.

I never realized anyone could join, I always thought it was a veteran thing, so I never considered joining.

I honestly **don't know much about the legion..** I grew up in a military family. My father and uncle are both veterans. My husbands grandfather is a veteran and we attend the legion every Remembrance Day to pay respects.

I think the Legion needs to think about the future and find ways to **attract a more youthful member.** Free WiFi would be a start. Activities more suited to younger people would help. Casino nights. Younger music to please a larger group of people.

I have been to several parties at my local legion close to work. It was always fun. I feel that **it needs updating.**

As a female of a visible minority group, though born and raised in Canada and somewhat versed in the history of my country, **I don't feel like I would fit in at all** with their typical demographic, regardless of what charitable or social causes they may represent.

# Demonstrate Community

## Key findings

- The majority of both Joiners and Military Connected have an impression of the Legion that stems from Remembrance or poppies.
- Joiners and Military Connected both say they support causes that are local and they can see the benefits with their own eyes.
- Joiners in particular also like the idea that supporting the Legion help the community as a whole as a way of honouring veterans.
- Family was important in both groups for several different reasons. Both groups also mentioned that they would like the Legion to be more family oriented and involved with youth in the community. Military Connected said so because they have a family member who has put themselves at risk by serving, Joiners are thankful for veterans' service which indirectly protects their own family.

## Moving forward

- As the quantitative phase demonstrated, Remembrance is not the most effective theme to improve Canadians impression of the Legion, whereas service to Veterans is much more powerful.
- Supporting Veterans in the local context delivers on a theme that's much more likely to improve impressions and its evident for those who want to have an impact that's visible to them.
- If the Legion could stress that it services the community in general it would align its objectives more closely with the what Joiners value.
- Showing that the Legion is family and kid friendly would accomplish the above and also show that parents and children can be part of the organization.
- Communications like the Moments campaign (which stress the importance of family) are spot on in this sense. More messaging that remind Joiners and Military Connected of the family connection is advisable.

I support certain causes because I know someone that also does as well. Word-of-mouth is an incredibly successful method of advertising. The legion needs to get people talking.

we participate mainly in **family centred activities**. I see the Legion as a **place mainly for adults hosting activities for adults**.

a large part of why I donate some much of my very precious time to them is because of the community involvement that they do and **the service to the community**. I don't see that as being very apparent with the Legion.

The causes that I support currently **usually have to do within my community**. ... I pick these ones because I really like helping out others in my community. **I can see the difference with my own eyes** how my donation helps out. I think the Legion could learn to be more involved within the community

The community support side I believe would cause people to become more active with the Legion and help it be more **relevant** to the now. I am thinking of the Action campaign and it "we are defined by our actions" **show me how the Legion defines itself with action**.

# Enhance Visibility

## Key findings

- Many Joiners knew nothing about what the Legion was doing at a local or national level.
- Military Connected only have the information that they've been given by their connection to the military, who in some cases are either ambivalent or negative about the Legion.
- Not only do Joiners and Military Connected people want to be more informed personally about the Legion, but they also want the Legion to spread their message widely, for example in schools and community events.

## Moving forward

- Communications should highlight the work that's being done.
- Update and revise how Military Connected think about the Legion from what they've been led to believe about the Legion by informing them about the organizations' current activities.
- The Joiners and Military Connected want to be part of an organization they will have an opportunity to be proud of and able to show off around town. Making sure both groups know that their membership will not be a secret is important.

I would like as much **background info** on the legion as possible so I can justify recommending other to support the legion. Being that my father is military and I grew up in that lifestyle, I do feel as if the legion is important to veterans.

If they do have all-ages activities, that is something they should **advertise and promote so more people know about them.**

I tend to support causes where I know there is minimal overhead (e.g.: volunteer run organizations) or **organizations where there's a visible impact...** From what I've seen **the Legion isn't really visible.** I understand that they support veterans, and I think there's some scholarship funding, but it's not really that visible to the community.

I believe that the Legion should be focusing on being involved in the schools and local communities **to raise their profile**

that I **didn't even know if we had a local Legion..** I googled it and found out we have 2! Now I'm wondering why it is that I've **never heard of them doing anything** locally.

# Resolve Tensions

## Key findings

- While it is common among both Joiners and Military Connected to be in favour of having more civilian representation in the Legion, there was one Military Connected participant who was not enthusiastic about this prospect.
- Whether families were welcome at the Legion or not was an important consideration for participants in both discussion groups, but there was at least one concern raised about making sure the Legion remained open to singles as well.
- A key barrier for both Joiners and Military Connected is that they believe that they wouldn't have enough time to commit to the Legion to make a membership worth the investment. A handful of commenters (mostly Military Connected) seek information on ways to be connected online or by correspondence.

## Moving forward

- Navigating the politics of actively encouraging non-veterans to join the Legion could prove to be difficult among the veterans, but at least among these two groups the vast majority do not see a problem with non-military in the Legion.
- To avoid alienating key groups, communications about families in the Legion will need to tread carefully.
- This issue could be resolved by highlighting the value from membership are more intangible and less dependent on time such as belonging, community, and an association to be proud of. Communications about membership should mention online communities (like Twitter) and the magazine that comes in the mail.

a busy lifestyle, which is what most people have nowadays, means that they **don't have much free time to volunteer**. When I contribute to other causes, it's usually in small ways. Half an hour to an hour of my time or monetarily.

I do not think that being a member of the Legion would fit with my lifestyle as I just **don't have a lot of extra time to commit to the legion**.

My biggest challenge in being a legion member at this time, is **location**. I **currently live in a very remote area**, which makes visiting a local detachment quite unrealistic.

Does the Legion even have any sort of online presence - like **online forums/discussion groups**, etc? If not, it's a pretty inexpensive way for people to share experiences without a heavy time commitment or a set schedule. It isn't as effective as a face-to-face group, but something is better than nothing.

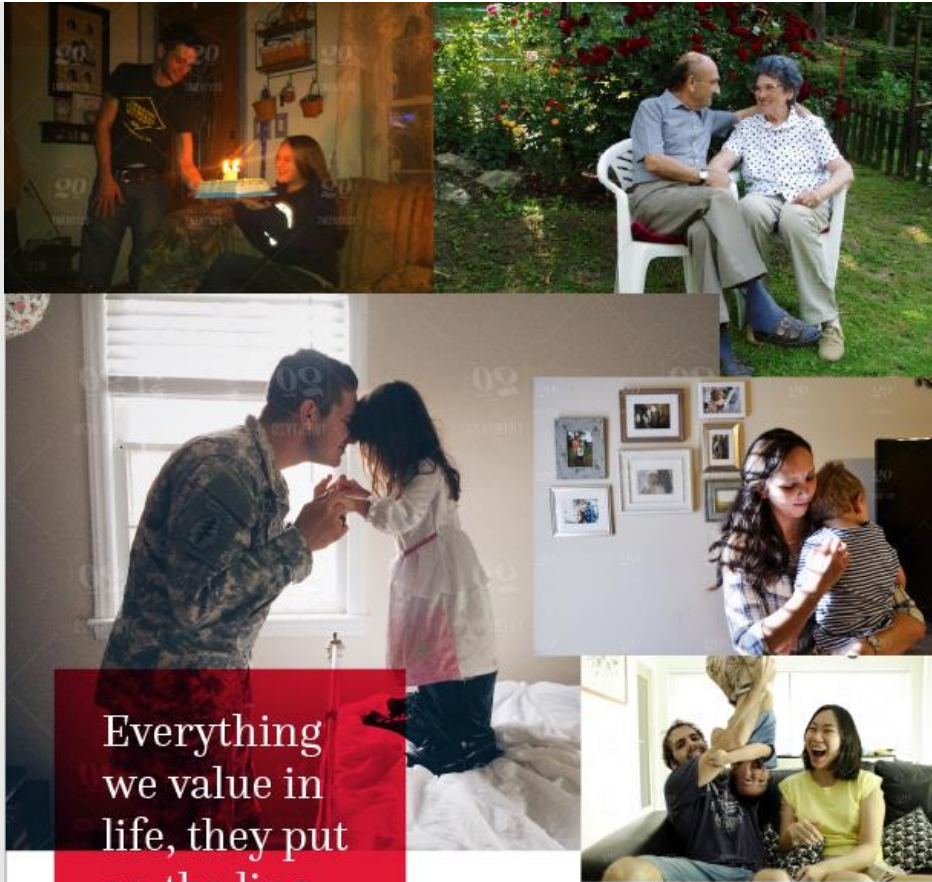
I'm not really sure if being a member of the Royal Canadian Legion would fit my lifestyle. I'm **not really sure what the qualifications are, or duties being a member entails**.

I would have **more interest in the organization if there was some focus on education (history and life stories, for example)** that might increase awareness among the younger generations who are unaware of the reality of said history.



# Creative Testing

“Moments” Campaign Tested



Everything we value in life, they put on the line.

Honouring Veterans is our duty

Join today  
[legion.ca](http://legion.ca) #OurDuty



“Actions” Campaign Tested



WE ARE DEFINED BY OUR ACTIONS

Honouring Veterans is our duty.

Join today. Every member counts.  
[LEGION.CA](http://LEGION.CA) #OurDuty



# Creative evaluation

## Key findings

Joiners and Military Connected generally like the campaigns but the main message can be missed and the reasons to join overlooked.

- Joiners and Military Connected mention that there is no evidence that they are even able to join the Legion in either advertisement
- Both groups express an interest in seeing depictions of what the Legion is doing
- Without knowing much about the Legion previously, responses on both boards indicated that the imagery would not change their impression of that goes on in the Legion.

Of the two creative directions, the Moments campaign has a much better chance of recruiting non-veterans

- The Moments campaign's family-oriented and personal tone is especially appealing to Community Joiners
- The Military Connected had no clear preference on which creative direction was better, but they did mention just as often as Joiners that they felt the Action campaign had an element of "guilt trip" to it.
- Edits made to the creative by participants mostly focused on where they feel information or content is missing.

## Moving forward

The fact that the creative does not explicitly mention that civilians can join will discourage civilians from exploring opportunities to support the Legion.

More information is needed about what is being done to support veterans.

Overcome misconceptions about the organization by providing a window into the Legion's activities.

The Moments campaign direction has a wide appeal, does not evoke any negative feelings and delivers on the important themes of being family-oriented and having a personal connection.

The Action campaign appears to create some negative feelings and does not seem to make up for it in overall performance.

Communicate more clearly what membership dues support, how the organization has modernized and how all this is going to connect with them on a community or personal level.

# Moments

hit home for me. The first one had a young soldier, a young women. **both are relevant to me.** the second one had a father with his child. relevant to me also

The Moments campaign spoke to me more for sure. It was more **heart warming** and it's the one that would make me more likely to join.

The Moment campaign made me more likely to join the Legion because it showed **what the Legion does for the society as a whole**, not just the veterans and their families.

Knowing that a family member of mine puts his life on the line is a bit more **close to home** rather than trying to pull the "duty" card.

thought the Moment campaign was much more **friendly and family welcoming!** the moment campaign was the 1 i liked the most

Initially I did not like this campaign. I don't think I experienced any particular emotions, but I **really didn't like it.** I don't like the images or wording something to the effect of "everything we value in life, they put on the line"

# Actions

Initially I liked this campaign. I don't think I experienced any particular emotions, but a **word that came to mind was diversity.** I really like the way images of all types of people were used in the campaign. I would notice this campaign in the settings noted above and I would pay attention to it.

**it could have been referring to almost anything** (e.g.: do your duty to recycle... The words "guilt trip" come to mind.

boring and doesn't hit the mark. very **old school and out of date.**

now that I know a lot more about what the Legion does would make me a bit more likely to join the Legion, or at least contribute to the cause. But if I was watching it is an **average viewer who doesn't know about the Legion I would probably feel neutral.**

For a moment I **thought the pictures were a before and after**



## Conclusion:

Canadian organisations from churches to political parties are struggling to maintain membership levels. In some instances, the commitment that underpins the relationship is disappearing while in others different forces are at play. In the case of the Royal Canadian Legion, fundamental support is strong, but the impetus to act is missing.

Recognizing there are limitations to what can be included in a print or digital ad, people still wish to see more about the organisation. Canadians need to know that the Legion is welcoming and inclusive, that it supports local veterans, and that their support will be out in the open for all to see.

Despite differing personalities and interests that will complicate the way forward, tailored communications can highlight aspects that will appeal to specific groups.

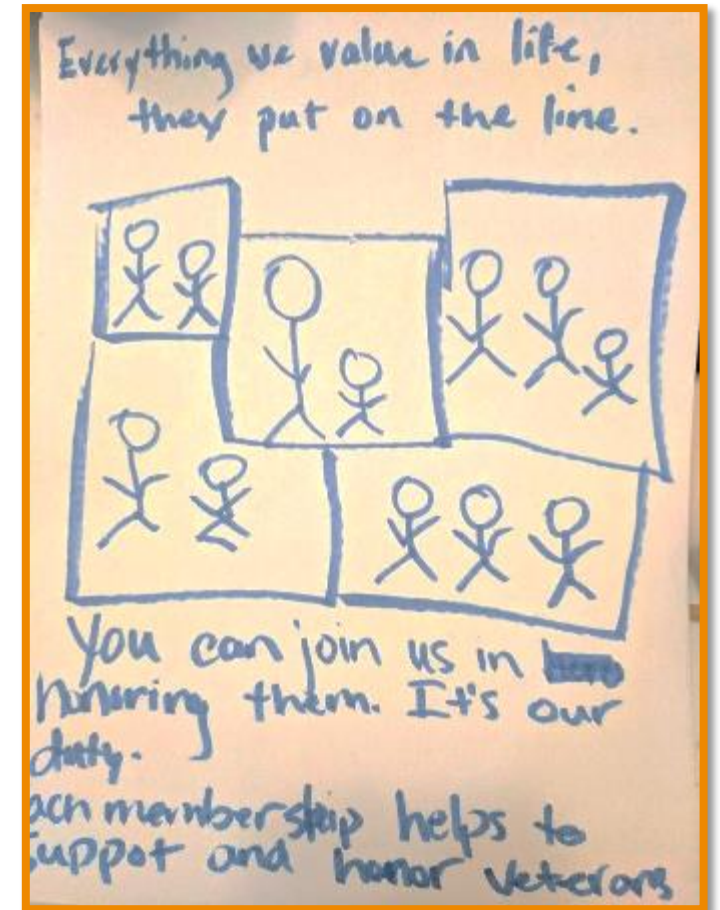
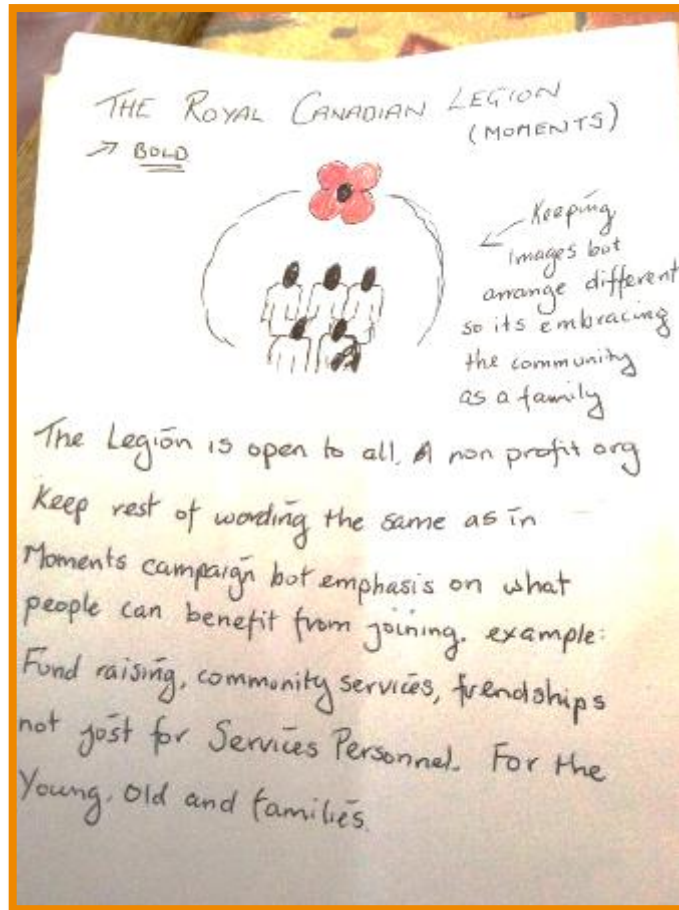
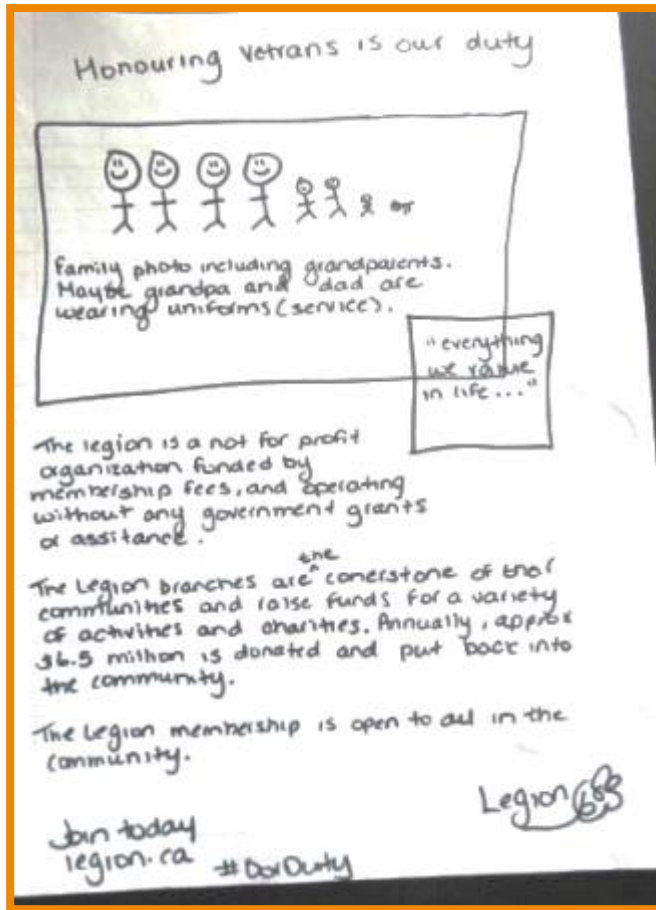
The creative concepts tested are well-liked, especially Moments, and they tap into many of the key emotional motivators for both groups. However, the creative pieces rely on the audience inferring too much from them, and this missed opportunity leaves many without a way forward. Key information should be communicated in the creative to help them take the next step.

# Appendix

## Participant-Created Ads

# Fine Tuning - Joiners

Need to mention that membership is open to all.  
Identify where money goes; show that veterans are being helped.  
Show the connection to community and/or family.



# Fine Tuning - Joiners

Demonstrate that the Legion is investing in modernizing, community and those who served.

Everything we value in life, they put on the line.



You can join us in honoring them. It's our duty.

Each membership to the Royal Canadian Legion helps support and honor our veterans. Join the Royal Canadian Legion today or visit us at [legion.ca](http://legion.ca) #ourduty



"The World is changing and so are We."

We have invested in new facilities and introduced new programs and events

We continue to operate as a not-for-profit organization


We are a cornerstone of your community fundraising and charities

We are advocates and guardians of Canadian rights, freedoms and values

We have secured government grants and assistance

We serve all our veterans and members

We are The Legion.  
Join us today.

Support [YourLegion.ca](http://YourLegion.ca) 

# Fine Tuning - Military Connected

Show events and entertainment, social activities and family.  
 Need more explanation and motivation for why to join the Legion.  
 The ads need to have more connection to the military according to some.

Join the Legion and respect the memory of the veterans by being active in the community today (Honouring Veterans is our duty.... Join the Legion)

- Hold your special event in a legion hall
- Join the music entertainers in your legion hall
- Support youth activities that ensure that the legion survives another generation
- Use your legion hall for social activities
- Support your legion's family activities
- Fundraising
- Help make your legion hall the centre of community activities





**ARE DEFINED BY OUR ACTIONS**

Perhaps you (or people engaged in actions) activities that could define them

Honouring Veterans is our duty — May select another word.

Join today. Every member counts.  
**LEGION.CA** #OurDuty

Legion 

insert a short as to why this is a duty / (other selected word)

insert what members do/duty someone should join.



Everything we value in life, they put on the line.

Honouring Veterans is our duty

Join today  
**legion.ca** #OurDuty

**Legion** 

Post by: [redacted]  
 Reply to: How would you improve the campaigns?  
 The only picture that really stands out as being military related is the soldier



# Fine Tuning - Military Connected

It wasn't clear that these were intentionally not vets/soldiers; so the relevance of pictures are questioned. Those connected to the military want more representation of the sacrifices of families. Information about how joining the legion support veterans is important.

In each picture, it might help to be a bit more clear that at least one member of the family is in the armed forces. E.g.: picture of woman with child - in background could be a picture of her husband, in uniform. With elderly couple, show them holding a picture of them at a younger age, with him (or her, or both) in uniform.

Everything we value in life, they put on the line.

Honouring Veterans is our duty

Join today  
legion.ca #OurDuty

Legion

More luminance contrast between letters and background. Consider making the red square solid, rather than partially opaque.

Why not combine both the logo and the LRI in the same space?

Insert something here about "Do your duty by supporting veterans, financially, emotionally, and socially". (... or at least briefly describe how joining the Legion helps perform that duty)

I don't find these pictures relevant to the message.. its missing the connection most people need.. also, from a marketing standpoint, you want the people in the pictures to be engaging i.e eye contact. Likewise the colours aren't great. By far the best picture in any campaign is one with the soldier and child. What about having a picture of what it looks like to be deployed in a country you don't know, living somewhere that resembles home but is not even close. Or a child at a play missing their father. or a mother taking care of all her children losing her mind as her husband is deployed. People need these real life visual to understand just how much military personnel and their families give up.

Everything we value in life, they put on the line.

Honouring Veterans is our duty

Join today  
legion.ca #OurDuty

Legion

**WE ARE DEFINED BY OUR ACTIONS**

Honouring Veterans is our duty.

Join today. Every member counts.  
LEGION.CA #OurDuty

Legion

How are these pictures relevant? They hit a lot of different groups of people but again the message is lost.

In general I like the boldness and simplicity of this visual but again, the message is lost. What actions are you expecting of others. How does these expected actions help? What would like be without the legion for veterans?

# Thank you

Jamie Armstrong

[jamie.armstrong@marumatchbox.com](mailto:jamie.armstrong@marumatchbox.com)

Lisa Valade-DeMelo

[lisa.valade-demelo@marumatchbox.com](mailto:lisa.valade-demelo@marumatchbox.com)

# Online Content Calendar - 2017 (updated March 27, 2017) (\*requires content development)

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<i>FOCUS</i>	Membership Modern Veterans (+mental health)	Advocacy (+positions +partnerships)	Service Bureau	Commemoration	Membership (+new website)	Our Duty (+community)
<b>Commemorative Dates</b>	Canada 150 9 Gallipoli 1916	28 Gulf War ends (1991) Black history month	3 World Hearing Day 2 <sup>nd</sup> Mon. (Mar 13) Commonwealth Day	9 Anniversary of Battle of Vimy Ridge (1917) 21 Queens birthday 1926 22 Battle of Kapyong 1951 25 Anzac Day 28 National Day of Mourning	1 <sup>st</sup> Sunday Battle of the Atlantic 1945 3 Ypres 1915 5 Lib. Of Netherlands/Tulip Festival 1945 8 VE Day 1945 26 Miracle at Dunkirk? 29 Int Day of UN Peacekeepers 31 End of South African (Boer) War 1902	4 Miracle at Dunkirk 1940 6 Normandy Invasion (D-Day) 1944 19 Korean War Armistice?
<b>Engagement</b>	1 New Years Social contest – Toques and mitts Share post to show you support Veterans	14 Valentines Social contest – LWF shirt and cap	27 Easter Spring Social contest - Seeds	1 April Fool’s Day Social contest	23 Victoria Day Social contest	19 Father’s Day 21 National Aboriginal Day Summer Social contest
<b>Remembrance / Poppy Campaign</b>	Our Membership (blog)* Pilgrimage	Pilgrimage		Nat. Memorial Ride in June Recognizing all generations of Vets (blog)*	3 John McCrae Poem 21 National War Memorial 21-24 Aboriginal Awareness Week 21-26 Memorial Cup 28 Tomb of Unknown Soldier Nat Memorial Ride promo	13-18 Blood Donor Week (blog SCM)*
<b>Veterans Services / Support</b>	25 Bell’s Let’s Talk Day (blog)* Mental health supports Homeless Veterans supports Serving You article Assistance with VAC	15 Family Day (reference families as day varies by province) 15 National Flag of Canada Day	8 International Women’s Day Serving You article Budget (blog)* VSS stats report (blog)* TBD OVI Recruitment	CIMVHR Scholarships due May SCAN Seminar	2-8 CMHA’s Mental Health Week (blog)* 8 Mother’s Day (SilverX, Veterans) Serving You article	5 Canadian Forces Day Outreach to younger Vets (blog)* VRAB Hearings OSI Special Section update (blog)*
<b>Advocacy</b>	Mandate letter How we advocate	CIMVHR Scholarships Position statement - transition	Federal budget announced Budget follow up posts March 13 Homeless Meeting	ACVA presentation Position statement Advocating every day (blog)*	Highlight Legion positions on website Position statement	Position statement How we advocate
<b>Legion Activities / Accomplishments</b>	Supporting 2017 Invictus Poppy Store proceeds help Veterans About the Legion (Facts)	Support for Invictus	Legion year-end review Financial statement Partnerships	Poppy Store proceeds help Veterans	13 Valour Canada award / video Legion Lager (TBD) RSL Conference RBL Conference Provincial Command Convention Resolutions	Legion anniversary (91 <sup>st</sup> ) Local examples of helping Veterans (blog)* Operation Canada Day (blog)*
<b>Membership recruitment / retention</b>	VIA Rail Contest Join / Renew - push Free military membership Promote Member Benefit Partners	VIA Rail Contest Join / Renew - 1/wk Promote Member Benefit Partners	VIA Rail Contest Join / Renew - 1/wk Promote Member Benefit Partners	National Volunteer Week (blog)* Join / Renew - 1/wk Promote Member Benefit Partners Dominion Cribbage	Dominion Darts Join / Renew – Push with new website Promote Member Benefit Partners Legion Riders	Join / Renew – Push with new website Promote Member Benefit Partners Legion Riders
<b>Community / Youth / Branches</b>	Legion members serve communities			Commemorating in your community (blog)*	1-7 National Youth Week (highlight contests, youth sports, Cadets) 18 International Museums Day (highlight military museums) Legion Members making a difference in their community (blog)	
<b>Poppy Store</b>	Poppy Toques and Mitts Poppy Candle and Throw	Poppy Toques and Mitts Legion Blanket	Poppy Seeds	Vimy Mother’s Day jewelry, watch, scarf Poppy seeds	Father’s Day Scarf, watch Golf Legion Riders	Canada items Beaumont Hamel items Poppy seeds D-day items
<b>Planned News Releases</b>	Nijmegen March applications		Nijmegen March candidate Budget review	Poster and Literary Winners Founders Award		5 Veterans Nat. Memorial Ride
<b>Website Feature</b>	Membership Mental Health	Service Bureau	Advocacy	Commemoration	Membership / New website	Legion Riders Canada 150
<b>Future Years</b>				2 Nato Accord signed (1849) 20 Galipoli 1915	4 Royal Canadian Navy established 12 NORAD created 19568	Convention

# Online Communication Calendar - 2017

	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<i>FOCUS</i>	Legion Background (+service to country)	Giving Back (+youth +seniors)	Partnerships (+Invictus +Army Run)	Service Bureau Poppy Campaign	Poppy Campaign / Remembrance	Our Duty (+Gift of giving)
<b>Commemorative Dates</b>	1 Beaumont Hamel 1916 26 Vimy unveiling 1936 27 Korean War Ends 1953 Battle of Normandy 1944	9 Canadian Peacekeepers Day 15 (1945) Victory over Japan 1945 19 Dieppe 1942	2 WWII ends 1945 2 Victory over Japan? 3 Merchant Navy Veterans Day 8 <a href="#">Battle of Medak Pocket</a> 1993 11 September 2001 17 Operation Medusa (2006) 20 Battle of Britain 1940 25 Police and Peace Officers Memorial		10 Turn to Busan Ceremony Senate Ceremony Candlelight Ceremony 8 Aboriginal Veterans Day 11 Remembrance Day 11 WWI ends - Armistice Day 1918 12 Passchendaele ends 1917 18 Battle of the Somme 1916	25 Fall of Hong Kong 1941 6 Halifax explosion 1917
<b>Trending Topics / Engagement</b>	1 Canada Day / Canada 150 Legion's National Building (blog)* Social contest	1 Civic Holiday Social contest	5 Labour Day 21 International Day of Peace Fall Social contest	10 Thanksgiving 17 Int Day of Poverty Social contest	Social contest	25 Christmas Winter Social contest
<b>Remembrance / Poppy Campaign</b>	Pilgrimage	Teachers guide promotion Youth education	Poster and Literary Contests (blog)* Wreath orders	See Poppy and Remembrance Campaign Youth education	See Poppy and Remembrance Campaign Poster and Literary Contests (blog)*	
<b>Veterans Services / Support</b>	Op Canada Day (blog)* OSI	Serving You article Bursaries	Int. Suicide Prevention Week (blog)* Mental Health	2-8 Mental Illness Awareness Week (blog)* 10 World Mental Health Day 5-11 National Family Week (blog)* VRAB Hearings Serving You article		3 Int. Day of Persons with Disabilities Serving You article
<b>Advocacy</b>	Position statement	Position statement	Position statement How we advocate Supporting ill/injured Veterans	Position statement	CIMVHR (Nov 25-27) Position statement	Position statement
<b>Legion Activities / Accomplishments</b>	Nijmegen March Poppy Store proceeds help Veterans	American Legion Invictus Aug 19-Sep 23	18 Army Run Invictus Sep 23 – 30 (blog)*	Poppy Store proceeds help Veterans		Operation Santa Clause (blog)* Poppy Store proceeds help Veterans
<b>Membership recruitment / retention</b>	Join / Renew - 1/wk Promote Member Benefit Partners Legion Riders	Join / Renew - 1/wk Promote Member Benefit Partners	Join / Renew - 1/wk Promote Member Benefit Partners	Volunteer w Poppy Campaign Join / Renew - 1/wk Promote Member Benefit Partners	Join / Renew - push Promote Member Benefit Partners	#GivingTuesday 5 Int. Volunteer Day (blog)* Gift of Membership Join / Renew - push Promote Member Benefit Partners
<b>Community / Youth / Branches</b>		Track & Field (Facebook live) Why support T&F (blog)* Legion Riders		21 CAF Sports Day	19 Sports Day in Canada	
<b>Poppy Store</b>	Korean War Poppy phone case	Legacy shirt Fall new items	We Remember banners Blanket Poppy puppies	Silk tote Watch	Poppy Items Aboriginal items Poppy mitts, hat Lest we forget items	Gift ideas Watch
<b>Planned News Releases</b>			Wall of Remembrance submissions	Poppy Campaign NRs	Remembrance Day NRs	
<b>Website Feature</b>	Canada 150 Track & Field	Track & field Youth Education	Youth Education Invictus	Service Bureau Poppy Campaign / Remembrance	Poppy Campaign / Remembrance Membership	Gift of Membership
<b>Future Years</b>				14, 1914 Van Doos anniversary 24 Anniversary of UN (46)		10 Nobel Prize for Peace awarded to peacekeepers 1988

**DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**ITEM 10: PROVINCIAL COMMANDS – FINANCIAL STATEMENT REVIEW**

**a) GENERAL FUNDS**

The General Fund assets had an overall increase of 3% from the prior year. Combined net operating income was \$187,484. Six of the Command's had positive operating income and four posted deficits. British Columbia/Yukon Command and Ontario Command experienced reduced net income levels. A significant factor was the change in the fair market value in investments. The fair market value still exceeds the cost of investments but the fair market value of the investments in 2014 was greater than the value in 2015. This produces a "non-cash" loss in the statements for this item.

**TRUST/RESERVE NET ASSETS**

Trust net assets increased by 13% (\$1.1 million). The major swing occurred in British Columbia/Yukon Command. A Branch Stability Fund was opened during the year and with contributions and income of over \$400K, supplemented with a transfer of \$448K from the Command Care Trust Fund, it ended the year with a balance of \$689K. The net change in these two funds was an increase of \$200K. Added to this was additional income received in the Branch Assistance Fund. In 2014 this fund earned \$278. In 2015, it earned \$820,711.

**b) POPPY FUNDS**

Poppy Funds earned \$601,158, and, although a decrease of 5% from the prior year, added to the asset and net assets held. Six of the Commands posted surpluses for the year and four experienced deficits.

**c) CHARITABLE FOUNDATION NET ASSETS**

The net assets of the Commands that have Charitable Foundations increased by 10%. This increase was due to the net surpluses earned in these funds during the year.

Attachments:

Statement 1 - Consolidated Summary  
Statement 2 - Summary of operations by Command

DEC  
28 - 30 April 2017

**STATEMENT 1**

**PROVINCIAL COMMANDS  
Consolidated Summary**

	<u>2015</u>	<u>2014</u>	<u>Increase (Decrease)</u>
<b><u>General Funds</u></b>			
Total Assets	24,117,995	23,327,873	790,122
Net Assets	22,942,335	22,280,637	661,698
Net Operating Income/ (Deficit)	187,484	669,166	(481,682)
<b><u>Trust Net Assets</u></b>			
	9,135,283	8,045,489	1,089,794
<b><u>Poppy Funds</u></b>			
Total Assets	8,223,982	7,921,036	302,946
Net Assets	6,814,164	6,762,777	51,387
Net Revenue (Deficit)	601,158	634,642	(33,484)
Poppy Sales	4,410,311	3,983,455	426,856
<b><u>Charitable Foundations Net Assets</u></b>			
	12,217,536	11,023,349	1,194,187

**PROVINCIAL COMMAND  
SUMMARY OF OPERATIONS  
FOR THE YEAR ENDED**

	BC/YUKON	ALBERTA	SASK	MANITOBA	ONTARIO	QUEBEC	NB	NS	PEI	NFLD	TOTAL
	31-12-15	31-12-15	31-12-16	31-12-15	31-05-15	31-12-15	31-12-15	31-12-15	31-12-15	31-12-15	
<b><u>GENERAL FUNDS</u></b>											
Total Assets	3,817,277	1,400,265	1,651,029	886,266	13,605,881	397,534	503,803	1,692,943	60,281	102,716	24,117,995
Net Assets	3,457,187	1,254,390	1,583,042	836,062	13,519,157	269,702	389,951	1,476,520	54,213	102,111	22,942,335
Net Operating Income/ (Deficit)	256,158	99,421	(34,452)	36,505	(194,431)	(49,423)	3,641	77,126	2,278	(9,339)	187,484
<b><u>Trust Net Assets</u></b>	4,734,693	3,550,621	n/a	14,637	233,149	-	110,132	488,258	3,793	-	9,135,283
<b><u>Poppy Funds</u></b>											
Total Assets	2,010,430	1,803,755	220,809	316,392	2,651,896	248,544	312,389	393,982	100,573	165,212	8,223,982
Net Assets	1,455,587	1,737,009	98,483	290,304	2,650,849	170,717	120,315	110,191	15,497	165,212	6,814,164
Net Operating Income/ (Deficit)	(148,133)	210,236	9,850	(4,891)	506,940	(4,811)	27,805	12,299	10,900	(19,037)	601,158
Poppy Sales	690,048	384,220	188,571	162,033	1,730,990	237,659	373,578	485,850	86,979	70,383	4,410,311
<b><u>Charitable Foundation</u></b>											
<b><u>Net Assets (Deficiency)</u></b>	1,470,630	268,926	n/a	n/a	10,024,975	n/a	453,005	n/a	n/a	n/a	12,217,536

**REPORT OF BC/YT COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

Comrades,

This is my report on BC Yukon Command operations.

**Strategic Plan**

BC/Yukon passed our strategic plan at our Spring 2016 PEC meeting and began implementation immediately. We made the decision that we must invest fully in our branches and not allow depletion of our Command while we have branch assistance dollars sitting in the bank. We are using our 'rainy day' fund and we have made branch sustainability our number one Command initiative for 2017.

Thirteen out of twenty one targets have already been achieved. We have broad buy-in from our branches and have seen great improvement in many of their operations. Eight targets have been carried into 2017 and our Admin/Finance Committee is in the process of arranging a current planning session to identify new deliverables.

**Branch Advisory**

British Columbia has made great strides in saving our branches. Part of our strategy is to monitor and advise branches through the regular channels that are their Zone Commanders and their Branch Operations Advisors. These two groups work together to provide ongoing support to our branches.

Comrades, as I stated earlier, it is not an option to allow our branches to fail in their operations while our Command has available money to assist them. We have recently set up a new branch loan process. BC/Yukon Command offers low interest loans to branches upon receipt of a business plan, with a maximum repayment timeline of 24 months. This has already proven to be a very successful offering with several branches utilizing this beneficial resource.

**Three areas we assist:**

**The injection of capital into operations-** Historically we have not lent money for operations. This is no longer an acceptable way of doing things. We have found that many of branches have potential to be extremely successful if they have access to a pool of money specifically for this purpose. For many branches a small amount of operating capital generated in to their operations can yield huge results and results in an alternative revenue stream. One of our branches in Northern BC is now making \$4500, 00 dollars monthly by selling sandwiches to two gas stations. This was only made possible as a result of one of our Command Operating Loans.



**Innovative Partnerships-** Serving our branches means we have to think outside of the box and look for ways to keep our branches sustainable while at the same time sourcing out new ways to attract people to our organization. Our branch in Fernie has done exactly this. They have sold a portion of their property to two local entrepreneurs who will be turning the property into a craft distillery. The sale of the property adds funds to their bank and the close proximity to the new distillery will attract a potential new members to their Legion. In addition to the vodka, whiskey and gin- the distillery will be featuring a seasonal liquor. This year it is called **Valour** and part of the proceeds will be donated back to the Legion.

**Designing New Policy and Procedure-** Changes to the Liquor Act in British Columbia in January 2017 created new possibilities for our branches. Our Branch Advisory Department wants to take full advantage of this. Our branches have been wanting to sublease their kitchens for some time and because of the regulations around our liquor license they have been unable to do so. Many of our branch kitchens are under-utilized so renting them to local business could be an excellent source of revenue. With the recent changes to the Liquor Act, our branches are now able to do this. Our Branch Advisory Operations Department has been developing policy and procedure so that branches know exactly what is required. The goal is to help our branches take full advantage of this unique opportunity.

## **Marketing and Communications**

In keeping with our focus of branch sustainability and membership recruitment, BC/Yukon Command executed a province wide radio campaign this past Fall. We also tested a pilot project from October to December with municipal Transit Advertising in Vancouver, the Okanagan, Northern BC and Vancouver Island. Bus and SkyTrain advertisements promoted membership in the Legion, and encouraged all BC residents to join. We have asked branches in those areas to collect stats to see how many members signed up because of our advertisements. If the project goes well, we will expand the initiative province-wide for 2017.

Finally, we've worked with a local television station to produce a commercial that aired aggressively during the Poppy campaign, and then sporadically throughout the rest of 2016 and continues throughout 2017. We own all the rights to the commercial which we will use for all our social media campaigns in the upcoming year. Many members saw our commercial air during the World Series baseball game. Our provincial slogan which we recently implemented for our marketing campaign is '**New Era, New Legion**'. This perfectly describes our future.

## **Focus Groups**

In July 2016 BC/Yukon Command hosted a Legion focus group with Veterans who are not currently Legion members to find out why younger Veterans are not joining. It was a very informative day with 16 participants sharing their thoughts. We received some great feedback as to our challenges in attracting this younger demographic. We have been

reporting the data to our branches to assist them with their recruitment process. We have a second focus group scheduled for April 2017 in Vancouver with a third group currently being scheduled in Comox, BC, on Vancouver Island, with attendees being invited from the nearby Canadian Forces Base.

### **Government Legislation**

The B.C. Provincial Government has recently changed the liquor primary license terms and conditions under which we operate. They have modified the conditions for a liquor club license, which now allows branches to convert to a liquor primary license. We have implemented a policy which restricts the ability of branches to convert their license without a strong business case in place showing how conversion will generate improvements to their overall operations. We must ensure we can remain a membership driven organization that meets the mission and objectives of the Royal Canadian Legion.

### **Veteran's License Plates**

In 2005 the BC government assigned the administration of Veteran's license plates to the BC Veteran's Commemorative Association. BC/Yukon Command was appointed as an agent of BCVCA. This organization will not recognize the Legion's definition of a Veteran and our relationship with BCVCA has been challenging from the start. BC/Yukon Command has been lobbying our provincial government ministries since 2012 to recognize the Legion's definition of a Veteran and to permit us to establish the criteria for approval of Veteran's plates in British Columbia. Throughout 2016 we approached the Solicitor General of BC, the Minister of Transportation, the Minister of Justice and the Insurance Corporation of BC for assistance in setting the criteria for Veteran's plates. All these avenues of government declined our request and affirmed their support for BCVCA as the official agent for Veteran's plates in B.C, and the sole authority to set criteria for the approval of applications. As a result of this ruling, our relationship with BCVCA has been severed and BC/Yukon Command no longer has any authority to approve applications for Veteran's license plates.

### **Ladies Auxiliary**

Our LA has continued to lose charters throughout 2016 at a greater rate than 2015. We continue to have concerns around their financial stability. I have met with the President and Vice President of the LA Command and do not feel optimistic about their future. I do not see any recruitment, training or sustainability plans of any sort occurring within the LA. We will continue to monitor them throughout the year.

### **Legion Veterans Village**

This project is well on its way to becoming a reality. We continue to work with all levels of community partners, interested parties, and of course government to bring this building to reality. The Centre of Excellence in PTSD and Health Services has recruited experienced and devoted tenants including, CBI, OSI, and a group of Doctors which will

provide medical, dental and physiotherapy clinical care as well as a pharmacy. George Derby Manor has committed to 48 units of residential care for seniors and we are in the final stages or working with the provincial government to fund 96 beds of affordable housing. This project attracts national attention and Minister Hehr and Minister Sajjan both champion the cause of this unique development.

### **BCYC Development Corporation**

We recently created a company under the BC/Yukon Command to handle the advising and brokering of our branches' development deals. This newly created company, BCYC Development Corporation will identify opportunities and share expertise in not-for-profit partnerships with developers, and promote a consistent image for Legion developments. In simplified terms, BCYC Development Co. is a property management company for our branches. Our aim is to be proactive in assisting branches by providing development expertise, increasing bargaining power and promoting a consistent Legion development process in our province.

### **Cloud Accounting**

Comrades, I reported last year that one of BC/Yukon Command's initiatives was to implement a standardized accounting system for our branches throughout the province. I am pleased to report that we have now launched this application with the selection and implementation of the Cloud Accounting Software, Microsoft Nav. We currently have 48 branches in various stages of onboarding cloud accounting with many more on a waitlist. Cloud accounting enables us to review branch financials on a monthly basis and allows us to assist branches in financial distress much earlier than previously. Our offering to branches include; a Legion specific training manual, online tutorials, a decision tree to assist branches when making the transition, bookkeeper training and Legion specific internal controls. Our Command has hosted 'Cloud' training workshops in several regions in the province. We have received very positive feedback from those branches that have already implemented this new accounting system.

### **Conclusion**

BC Yukon Command is very fortunate. Our Command office is highly functional and our employees are running full speed in their designated roles. I couldn't ask for a better group of employees who are fully committed to the Legion and show it in their accomplishments and dedication to our Command. We wouldn't see such progress in the West without these devoted employees performing at maximum capacity.

Respectfully submitted,



Marc Tremblay, BC Yukon Command

**REPORT OF AB-NT COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**Technology**

Alberta-NWT Command has been utilizing Office 365 for 3 years and it has proved beneficial as well as a cost saving. All positions on the Executive Council have specific email addresses. When individuals have changed, information was not lost because it was retained on a Command email server.

Each person on the Executive Council has been given an laptop. They are used not only for creating and storing documents but Skype meetings. The ability to see when someone is available and connect through video conferencing has allowed for a better connection between the members of council and reduced the need to meet in person. Discussions can be held impromptu.

**Track and Field**

Because the Legion Track and Field Camp is being held in Manitoba this year the Alberta-NWT Team is slated to be bused. This is a minimum 14-hour bus ride for members of the team. Our athletes will be exhausted and then expected to function at a competitive level. The Command prefers the team fly and is willing to pay the additional costs. We will require confirmation of who will be booking the airfare.

**Veterans License Plates**

After 2 years of requesting the inclusion of RMCP members that have not served in Military operations, in the Alberta License Plate Program, they have finally made the decision to refuse the request. The Alberta Government have no plans to make changes to the Operator Licensing and Vehicle Control Regulations.

**OSI Special Section**

We are concerned that there is no information forth coming on this new Section. How does one become a member, what is the criteria and how is the criteria confirmed? How are they governed and if they are operating or planning to hold events within our Command, we should be made aware of them. Are they a national body and is so they should be operating at a national level and not at the provincial level.

**Never Such Innocence (Partnership) -Poster and Literary Competition**

It has come to our attention that winning entries from the Poster and Literary Competition are being forwarded to another international competition. Our information to participants does not include this organization and there is no information provided to potential entrants. Prior to submitting the winning entries permission must be granted.

**Fort McMurray Wildfire Relief Fund  
as at April 30th, 2017**

---

**Fort McMurray Relief Fund Donations Received**

Ontario	478,628.35	
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	
Dominion Command	<u>100,000.00</u>	
		1,243,062.98

**Fort McMurray Relief Fund Disbursements**

Assistance to Individuals and Families	474,081.50	
Assistance to Fort McMurray Legion	272,556.67	
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	
Donation - Way Points - Unity House	20,000.00	
Cleaning Supplies, Bottled Water, Flag, Shipping	45,940.81	
<b>Total Disbursed to Date</b>		<u>1,243,062.98</u>

**Fund Balance**

0.00

**Fort McMurray Wildfire Relief Funds**

Provided to Branch No 165

April 30th 2017

---

HVAC	195,261.45
Replace doors and glass	23,611.28
Replace equipment and office supplies	10,137.89
Replace food and kitchen supplies not covered by insurance	16,016.98
Mechanical repairs	9,899.05
Concrete repairs	6,615.00
Electrical	11,015.02
<hr/>	
Total given to Branch 165 to open	<u>272,556.67</u>

**REPORT OF SK COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

Comrades,

I bring greetings on behalf of Saskatchewan Command. It has been an extremely busy and somewhat productive year in Saskatchewan.

We uncovered several branch problems to a point where it has taken up an inordinate amount of our time and resources. We currently have 5 branches under an advisory board and 1 under a board of trustees. To prevent this in the future we are working to gather and process more information from our branches to be able to offer them a greater support system with the expectation that we get ahead of potentially bigger problems.

I believe a lot of problems can be attributed to a reduced and aging membership pool from which to draw on for branch executives as well as changing habits relating to lounge activities. Change is a dirty word in the legion but if we don't, it will be the death of us.

We have had some turnover in our command staff this year which always slows things down as it takes time to train new staff. We are now on our third service officer since I last reported. While we are making strides on our homeless program and service dogs, education for our branch service officers has suffered because of the turnover. One of these service officers had PTSD himself and while it was an asset as far as empathy and understanding of vets with PTSD, it proved to be detrimental to his mental health as he was beginning to trigger his own PTSD. Therefore, he felt he was unable to continue working for us.

As I mentioned last year, we are in the process of modernizing our office and our communication with our branches. Although we now have 168 of 171 branch email address, we are unsure as to the success of this as yet. Emails go out but we have no way of knowing if they are being distributed properly. A lot of our members are having trouble with electronic forms, etc. Although it saves money, we're not sure yet if it's as effective as we had hoped. This is a cultural issue that we will have to get creative on, to overcome.

Early in the year we rekindled a relationship with the Saskatchewan First Nations Veterans Association. Until now we have never actually sat down and met face to face. There was negative history that put a strain on the relationship. This has now been turned around. We have now been meeting fairly regularly and have sat in on their branch and executive meetings. Most recently we made a presentation at an assembly.

This bodes well for our ongoing relationship with our first nation communities.

In February of 2017 we launched a Homeless Veterans Donation drive that lasted into March. The items we brought in will be packaged into backpacks and will be distributed to veterans across the province that are homeless or near homeless. This was a resounding success that not only gave us enough to package 60-70 backpacks but it also was a way to engage with our branches and communities in a different way. We partnered up with local shelters, Cabela's and STC.

We have also made great strides on social media. The use of Facebook has been a great way to reach a lot of people with various events, and information. Twitter has been positive to connect with businesses. This may be a part of the solution to ensure our membership gets access to correspondence more effectively and quickly. We did make some progress on our veterans license plate eligibility. SGI has agreed to accept the legions definition of a veteran. This is expected to be officially announced in October once they are able to overcome the technical challenges in the system.

We continue to have problems with the poppy fund. A couple of branches were issuing charitable receipts even though their charitable status had lapsed years ago. This came to light through a CRA audit of an individual who had been issued one of these receipts. We took immediate action and I hope CRA will be satisfied but I worry about repercussions. So far it has been many months and we have heard nothing from CRA. We have set up a system at our office to monitor any branch who orders those receipt books and ensure they have current charitable status. I suggest everyone else do the same so this never happens again.

I respectfully submit this report.

Ken Box



**REPORT OF MB & NWO COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

Comrades;

I would like to start my report by thanking all of you for the many messages and cards sent to myself and my wife wishing us both good wishes and a swift return to good health. I know that we both felt the power of these good wishes. I can tell you all that it went on much longer than we thought it would, but with a determination and the thoughts that so many of our friends were thinking about us, we came through on the right side of the grass. I would like to add that my friend Ronn Anderson stepped up and jumped into the breach, and was a true comrade and friend. The staff of our provincial office proved themselves to be indispensable and great friends which enabled me to retain my sense of belonging, instead of feeling that all was lost.

**Public Relations/Media**

Our Command was fortunate to receive positive media coverage since our last report.

CBC News aired a story about the annual Headcheese contest held by our Grandview Branch No. 14 in rural Manitoba. This branch has been holding this one day fundraising event for many years and during their last event they made over \$6,000 on auctioning the head cheese. The link to the CBC site follows:

<http://www.cbc.ca/news/canada/manitoba/grandview-headcheese-making-contest-friday-1.3512646>

On Remembrance Day, our Command was once again involved with the CTV Live Morning Show broadcast from our St. James Branch #4. Interviewed live were Comrade 1<sup>st</sup> VP, Ronn Anderson, as well as three other Ordinary members from the branch. We were able to have WWII Veteran John Stoyka make it to the branch for an interview. It gets harder every year trying to find a WWII Veteran to fill the spots.

The accolades poured in! Many of you sent your congratulations relative to the 'Tribute to Kroppy' at the Winnipeg Jets game. The Colour Party from Kenora, Ontario, Kroppy's home town made us all proud and I'm sure there were a few watery eyes.

It truly was pleasant to receive positive media coverage.

Comrade Ronn Anderson was proud to represent our Dominion President at first the Cadet Marksmanship Championship held in Gimli, Manitoba in May and secondly the ANAF 53<sup>rd</sup> Dominion Convention held in Winnipeg in August.

Once again to show our support for the Military Family Resource Centre at 17 Wing, we purchased a table of 10 for their Annual Yellow Ribbon Gala. This is the sixth consecutive year we have done this.

## **Youth**

We were pleased to have awarded 46 Cadet Medal of Excellence of Awards in 2016. Our Legion Athletic Camp at the International Peace Garden had 473 athletes in attendance.

## **Sports**

Our Command is experiencing numerous participation issues with our events. It is regrettable that we had to cancel curling this year due to lack of participation. We also had to cancel 8-Ball as we could not find a branch to host the event. Our Command Sports Committee will have to seriously look at continuing these two events. Furthermore, even participation in cribbage and darts is down.

## **Leadership & Development**

We have addressed the job of our District Commanders providing more support for the branches that they represent. References have been made to the L&D Modules available to all at the Dominion Website, legion.ca. A push has been made to utilize these modules at district meetings in an effort to assist some branches. However, a new approach to recruitment has been made by means of suggesting annual or semi-annual "Membership Drives". A letter recently went to all branches of our Command and was asked to be read into "Correspondence" at Branch meetings. The letter outlined the need for Branch attendance at all Zone and District meetings and the possibility of holding an open house to the public with regard to attracting new members and retaining these people. There has been some success at a few branches with regard to membership increases and participation and retention.

## **Veterans Services & Legion Seniors**

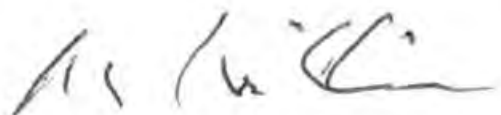
To update you on our Veterans Transition Network program, I am pleased to advise that our Command collected a total of \$90,000.00 which was presented to the VTN in August. The VTN has successfully completed two courses in Manitoba and currently working on a third. 1<sup>st</sup> VP Ronn Anderson and our Command Service Officer were invited to an undisclosed location to meet with the Veterans who completed the first course and they were very impressed with all the positive feedback. The Executive Director of the VTN, Oliver Thorne and a successful graduate of the course will be our Guest Speakers at our upcoming Provincial Convention.

## **Sports Channel Rate Increase**

It has come to our attention that Shaw, Bell, Rogers, etcetera our classifying our Legions as 'Sports Bars' and significantly increasing the cost for sports channel use, based on branch occupancy on their liquor license. Most branches have reported an estimated increase of \$200 to \$300 per month based on their current subscription. The branches simply cannot afford to pay this additional amount yet they find that especially with the

younger Veterans, are attracted to the sports channels, and losing the channels they will go elsewhere. We are asking that Dominion Command advocate on behalf of all of our branches; our Legions are not 'sport bars' and corporate suppliers provide some alternatives for nonprofits.

In Comradeship,

A handwritten signature in black ink, appearing to read "Mel Willis". The signature is written in a cursive, flowing style with a prominent initial "M".

Mel Willis  
President

**REPORT OF ONTARIO COMMAND**

**DOMINION EXECUTIVE COUNCIL**

**APRIL 28 – 30<sup>TH</sup>. 2017**

Comrade Chairman, Comrade President, my Comrades all.

What a term! Ontario Command certainly had our fair share of ups and downs over the course of my two year term in office.

Comrades as you all know our Executive Director of Ontario Command, Comrade Dave Gordon took leave with retirement last year and the hiring process began in earnest to find a replacement for the Assistant Executive Director as Comrade Pam Sweeny moved up into his chair. We have since hired Comrade Juanita Kemp to replace Pam. Further one of our long-time office personnel took a Service Bureau position here in Ottawa so the hiring process began once again. Hopefully everything has now stabilized for the time being.

Comrades a few of our Branches have finally come to grips with reality. It was either sink or swim; so they swallowed their pride and accepted amalgamation. Most recently Branches #3 and #210 have recently amalgamated into a cohesive relationship with no mortgage, money in the bank, and a larger membership. Quite a few more are in the process of selling off their monstrous buildings and downsizing into more affordable accommodations. There are some success stories but then we have a few that have gone south on us. Boards of Management and Branch Financial Assistance have been utilized for our Branches that are struggling to keep their heads above the water. Our recommendations to these branches are good and beneficial only IF they follow and implement them when we leave. Plus, Article 111's against Branch Presidents for failure to follow procedures when leasing, selling or buying property is not on my list of favorite things to do.

Some figure they have a Carte Blanche when they become the President.

Comrades our Homeless Veterans Programs continues to grow every day with more and more homeless or near homeless Veterans are coming forward and being identified. Comrades to date we have assisted 486 homeless, permanently housed 271 in 111 different communities across our command. Total monies spent including contract fees is \$1,541,619.79. We owe thanks to our Branches and our Ladies Auxiliaries who have graciously donated funds to make this program a reality. We also have acquired 10 apartment units (8 single bedroom and 2 double bedrooms) at the housing complex that was used for the Pan Am Games last year from the Fred Victor Society. Our Provincial Ladies Auxiliary have donated \$45,000.00 towards furnishing all of these units. We thank them immensely for that donation.

Comrades, we have now had two successful "Ruck" Marches to raise funds and awareness of our Homeless Veterans Program. Last Year 3 comrades, Lino Di Julio, Noel Gracie and Dave Merriott had another successful ruck march – 160 Km. over 4 days through some hot, humid and nasty weather – from Hamilton to Dunnville around the Niagara area and managed to raise over \$25,000.00 for the program. Many thanks to Legion Branches along the route that fed and housed them overnight. This year they will be starting out at Camp Petawawa and finishing up at Dominion Command of here in Ottawa in time for the Canada "150" celebrations. Anyone wishing to join them – I will give them your name.

As our Homeless Veterans program gets out and better known we continue to attract outside donations. Recently, the employees of "Canoe Financial" Toronto made a donation of \$1,800 and the Kitchener Waterloo Chamber of Commerce donated a \$1,000. Every penny is graciously accepted.

Also, our new Dental Program at the George Brown College in Toronto has been a great success story. We have obtained one dental surgeon and two dentists willing to work on our Veterans. Also, we just signed a similar MOU with the Algonquin College here in Ottawa to get these Veterans the much needed dental work they justly deserve. The faculty and students at both colleges were amazed to hear of our plight and has welcomed us with open arms. It's a win/win situation.

Our Youth Education programs continue to expand and receive wide support from all branches. The participation of students in our Poster and Literary contests remain steadfast with many young talented authors and artists rising to the top yearly. We also conduct a yearly public speaking competition where the students are broken into four age categories and speak their way from their branch all the way to the Provincial Level. This year's Provincial Public Speaking will be held in Stratford on May 6<sup>th</sup>. We also adopted from BC Command their Video Remembrance Competition. Though having a slow start has now become a very successful program where we see students show off their many "electronic" talents.

Due to fiscal restraint we stopped holding our winter track and field meet in Toronto. Outside track clubs and other athletes were using our winter program as a warm-up to go elsewhere to other meets and not participate in ours later in the summer. With the elimination of the winter meet we are going to allow 4 additional athletes per District to compete. This year we will be holding our Provincial Track meet in Windsor on July 7 – 8<sup>th</sup>. I know that the athletes from TEAM 'O' will rise to the occasion at the National Youth Track & Field Championships in Brandon, Manitoba this year.

We took another look at the Revitalization document that was supposed to have been implemented a year or so ago. I had two very capable comrades review the whole document and send it to us for review at our PAC meeting. Many cost saving measures were noted and many others were questioned. We did manage to eliminate the positions of Provincial Padre and the Provincial Grand President as a costs savings for the Command. Others would be cutting down the number of Vice Presidents from 3 to 2 and the elimination of the Vice

Chairman, but after much debate we decided to have the Districts Commanders and their Deputies review the documents and report back to us with their recommendations in 45 days.

Comrades Article 111's are still rampant within our Command and when they will stop is anyone's guess. The whole process of an Article 111 is very complicated to do by some, misunderstood by many, misused by a lot as a means to get rid of good people for frivolous reasons. The time our office staff spends on these could be spent doing more important and better things.

Comrades, Ontario Command is definitely looking forward to welcoming the Invictus Games in September to Toronto. After attending a meeting with organizers it would appear that they have things well in hand. Many Branches have come forward to set up information booths for membership, Veterans assistance and what we are all about etc. at most of the sporting venues.

Comrades, all in all it hasn't been that bad of a term as I had said before. It has been a rewarding and eye-opening experience for sure. As I leave office in May I take away many new and lasting friendships plus great memories of all of my travels across our Command. Many thanks to all of you and I wish my predecessor all the best in the future. May her term run as smoothly as mine has.

In Comradeship;

*Brian Weaver*

President, Ontario Command



# The Royal Canadian Legion ONTARIO COMMAND

Comrades all:

Please find attached a summary of our displeasure of having “Legion Lager” being introduced into Ontario Command.

We feel that Dominion Command has really not done enough research into this project prior to going viral and having Ontario Command as the test guinea pigs with the “Legion Lager”. Many have asked where the 5% kickback will going to?

Comrades, we have been trying to down play the Legion as a “Good-old War Boys” drinking establishment where they sit around, drink beer and swap war stories. This we feel only adds fuel to the fire. Who knows with the legalization of marijuana, we could have a deal advertised outside a Branch – Welcome to Br.\*\*\* Legion Lager and a Joint on sale.

We do realize that every Branch is autonomous is free to purchase and sell any type of alcohol they wish and they can make up their own minds to do so.

Comrades, we did not allow this micro-brewery to set up a display booth at our upcoming convention and I will strongly voice Ontario Command’s feelings towards this at convention.

Dominion Command should look at other avenues for revenue other than `Legion Lager`. Thank you for allowing me to present Ontario Commands case on this matter.

In Comradeship;  
Brian Weaver

## LEGION LAGER – PAC COMMENTS

- If Ontario Command had no input on or will see no return on arrangement, I would suggest all calls be redirected, to the persons involved, able to comment.
- The 5% should go to our branches not Dominion Command as our branches could use the money for the same functions within our own community and programs (ie Youth Education, Track & Field, Veterans Comfort).
- If memory serves me right, was it not unanimous that we don't support this venture? Largely in part because of the stigma we still fight to this day. It would appear that this is a done deal at the Dominion level. If that is the case what are our options? How could the monies be distributed? Do we have to participate? There are so many questions that need answering. Right now the way it is worded the branches who participate will be lining Dominion Commands' coffers.
- I have stated before and I do believe that the Admin. Committee is also behind me 100% that we **do not** sanction this type of branding for Legion.
- District F stands by the PAC 2016 decision "not to support this proposal" again. If that is the best decision we get from Dominion Marketing we are in trouble. District F says NO.
- It is right in our backyard and I never knew Dominion Command was doing this. I agree that at the PAC we voted against this item.
- I know we all agreed at the PAC meeting that Ontario was NOT going to support this form of advertising. For myself I am strongly against this if the 5% is going into the general account at Dominion Command. Here we are again expecting the branches to sell the beer and Dominion reaps the financial benefits while our branches are struggling. My position is NO support.
- In the minutes of our March 4, 2017 PAC meeting it states that "we not endorse Legion Lager at the Ontario Provincial Convention". This was prefaced by stating that correspondence requesting support to promote Legion Ale at the Provincial Convention was declined due to the overwhelming negative response from the PAC committee last August. I believe that the above along with the statement made by our President that we do not sanction this type of branding for The Legion is the message that he should be taking to the D.E.C. meeting next weekend.
- I concur with the statement made by Ron Goebel, from the minutes of the PAC meeting it was decided not to support the Legion Lager. However, if Dominion Command decided to direct the 5% rebate to the Dominion Command Poppy funds I could reconsider my stand, since it would support the veterans.



- I have read all of the comments and agree that we do not support this. Doesn't look good from a public point of view.
- Totally agree with all the comments! Bad, bad PR for all levels of the Legion.
- My sentiments are the same as everyone else, we agreed not to support, we should continue with that stance. We need to ask though how they get to make the decision without involving the rest of us?
- Comrades, as stated in many of the responses, it was decided at PEC that we would NOT support this venture. We must keep the perception of the general public in mind and this would serve to re-enforce the common belief “that a branch is where the Vets go to get tipsy” and it is just an “old boys drinking hole”. Along with the majority, my position remains as it was at PAC, NO!
- I have to agree with the decision already made and do not support this. I'm pretty sure that the 5% is all Dominion Command is looking at without looking at all the hard work that will be undone by this promotion. I have been working almost 20 years to try and get it across to people that the Legion is not just a drinking place and now they want to promote a Legion Brand of beer. That's one step forward and two steps back.
- I am certain we all were against such a move as it would only serve to further enhance the Legion as a drinking club not to mention all the other things mentioned such as a car accident with a drunken driver and Legion beer cans all over, or a campsite full of Legion cans somebody left all over etc...I don't think this really is the image we want in the long run.
- Accepting Dominion Command was mandated to find ways and means of decreasing costs and increasing revenues, Ontario is the pilot/test province. Given the success or failure of this pilot plan hinges on the membership of Ontario Command, it is not unreasonable to suggest that our Provincial President should have been consulted prior to publicizing! Frankly, though, it is good to know Dominion Command is following the direction of the membership, considering various methods to meet their mandate. Maybe I'm overreacting, but, by not including us in the process, presuming support, prior to introducing this program to OUR branches, from my perspective, is an insult to Ontario Command, which is an uncomfortable feeling.

**Correspondence requesting support to promote Legion Ale at the Provincial Convention was declined due to the overwhelming negative response from the PAC committee last August.**

**MOTION (March 4, 2017)**

**It was moved and seconded that we not endorse Legion Lager at the Ontario Provincial Convention.**

**CARRIED**

**REPORT OF QC COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

Comrades, it is a pleasure to be here today to report on Quebec Command. In 2016, we have cut another \$30,000 from our budget but we also lost 390 members which does not help.

The following is a summary of our various committee activities throughout the year.

Membership:

Our Chairman has been continuing to work with our District Commanders to keep membership numbers from declining. As a result, we have a loss of 390 members in 2016.

Sports:

Darts and Cribbage are doing well in all of our branches and at our Provincial tournaments as well.

Track & Field:

This was held in Ste-Thérèse in 2016 with a very good job from the branch and the city.

Leadership:

The Officers are still visiting District Meetings to give mini seminars on Poppy and Membership and Discipline, this is working very well.

Ste-Anne's Hospital:

Our Committee continues to make their monthly visits to about 260 patients. It will be lucky if we are still there in 4 years.

Service Office:

Our Service Officers are very busy all year, they have visited fourteen districts giving seminar workshops which are working well. We also have 2 new service offices in Quebec City.

Homeless:

We are in continuous contact with the shelters in Montreal and just last month we got 1 veteran of the roads.

I so move my report,

Norman Shelton

**REPORT OF NB COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

There have been some changes within the Command office with the retirement of Provincial Secretary Cindy Saunders. Former Service Officer Christina Alward has taken on the role of Provincial Secretary and has recently hired a new Assistant Service officer to assist Lisa with the work load.

Membership for the end of 2016 in New Brunswick was 8448, which is only down a few members since 2015, which is encouraging. We have 70 Branches in the Province that continue to struggle financially and with membership retention. Legion members have expressed frustration with the decline in membership and want to see numbers increase in the coming years and see our modern day Veteran's join the Legion.

The Service Bureau continues to be very busy and had 163 active files at the end of 2016. Due to all the changes in benefits and policies, the Service Bureau has been inundated with calls on these and inquiries on how to apply for new funding. Our new Service Officer Assistant, James MacGillivray has attended training at the Dominion level in March. New Brunswick is hosting the Service Officer Eastern Regionals this June at the Command Office. All other Command Service Officers have plans to attend the three day session of learning.

Our office now offers services in both official languages both in the general office and the Service Bureau.

The 2016 Poppy Campaign proved to be very profitable for the Branches, with income generation being equal to or higher than previous years. There is an excess of \$500,000 in our Branches Poppy funds, provincially. We are seeing an increase in the general public calling the office wanting to assist with the Poppy campaign. They are directed to their local branch with hopes that they will join the Legion and be involved at the community level.

Programs:

The Military Service Recognition Book, which is produced by Fenety Marketing, generated close to \$100,000 in revenue in 2016 and continues to be very popular. We are currently working on submissions for our November publication.

The money received from Fenety Marketing goes into our Charitable Foundation which fund programs in the Province for Veteran's, Seniors & Youth. Our Youth Leadership Program, Track & Field and bursaries are funded through this account.

The Homeless Veteran's Program has helped over 30 Veteran's with assistance at Command or Branch level to meet various needs. Many applications have been sent to

Support our Troops or The Royal Canadian Naval Benevolent Fund for financial assistance as well.

Our Youth Leadership Camp is held every July in Sackville with over 60 students attending. This is a skills and leadership based camp that is very popular among high school students. Deadline for applications is March 24<sup>th</sup>.

Buster Rogers was selected as representative for New Brunswick on the Pilgrimage of Remembrance this coming July. Buster is very active in the Legion and with the Cadet Corp. We look forward to hearing about his experience at our Convention in September.

We partner with American Income Life (AIL) Insurance who offer complimentary \$4000 AD&D Life insurance to Legion members, which the option to purchase more. In turn, they donate \$2000 to New Brunswick Command and offer financial support to our convention. A mail out is done every 18 months, with one just being completed. We have had a lot of positive feedback from our members about this program and we feel it is beneficial to both Legion members and New Brunswick Command.

#### Community:

A situation arose with one of our local branches when a Veteran asked to have seven deceased Veteran's names read at a Remembrance Day ceremony. The Branch said that they would not grant his request and this created a lot of bad publicity for the Legion via social media. The situation was quickly rectified and an apology was issued. New Brunswick Command had several interviews with TV, radio and newspaper and the President of this Branch resigned from office.

Miramichi Branch 10 has relocated and has rebranded under "Club 10". They maintain operations as the Legion and we are told that all monies collected go into Legion accounts. They advertise as "Club 10" as a marketing strategy to attract younger crowds with more of a bar atmosphere and potentially appeal to them to come into the Legion. Regardless of the fact that the branch is operating under Legion guidelines, the concern lies with the image that is being portrayed to the general public. It is now being seen that it as a club and not a Legion.

Harold Harper  
Provincial President  
New Brunswick Command

**REPORT OF NS/NU COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

Comrades, as Command President, it is an honour to present my final report to DEC regarding the progress of NS/NU Command and our programs over the past year.

### **Membership**

What can we say about membership in The Royal Canadian Legion that hasn't already been said many times over the past 30 years?

As you have already observed and heard through the membership committee's report, there are many initiatives being introduced that will have an impact on our membership numbers during the next few years. The most obvious and most important is the renewal and retention of our existing membership base.

In NS/NU Command we have already seen our membership numbers stabilizing over the past couple of year's thanks mainly to an aggressive "**communication**" campaign introduced by our Command membership committee. We have discovered that instead of just continually stating the obvious - that branches must focus on increasing their numbers, that regular sharing and communicating of detailed membership statistics to the branch, zone and district levels regarding renewal and retention can be a much more effective tool.

As you can see by the attached graph (annex A), our membership numbers have decreased anywhere from a low of 634 to a high of 1789 per year between 2011 and 2014. However, membership has decreased by only 57 members between 2015 and 2016, with 2017 renewals at approximately 75 – 80%.

### **Finance**

Over the past 5 years the finances of NS/NU Command have come under a great deal of scrutiny and examination by the membership and Executive Council. As a Command we have achieved many of our financial goals, brought about through well thought out Executive Council decisions and through intelligently presented and well considered convention resolutions. The result of this due diligence has resulted in a financial surplus for our Command over the past 3 audited years while continuing to maintain full retention of our complete program base and a healthy investment portfolio. We have also presented a balanced budget to Executive Council for the year 2017.

### **Sports**

NS/NU Command branches continue to be very active in all sports. We will again this year be represented at all Dominion Command Championships, and in saying that, it gives me great pleasure to report that for the 1<sup>st</sup> time a team from Iqaluit Br. #168 in

Nunavut will represent our Command at the 8 Ball Pool Championship in Sturgeon Falls Ont. in May.

The local arrangements committee for the 2019-2020 Track & Field Championships in Sydney Nova Scotia continue to work towards their goal of hosting this event and are presently on track with their planning and financing.

## **Youth**

Our Youth Leadership Training Camp is in its 54<sup>th</sup> year of developing young men and women as community leaders. Every summer 60+ high school students attend this 10 day camp and are encouraged, through a unique series of courses, to develop leadership and communication skills that will enhance their schools, personal and family relationships and their communities. All expenses relating to this program are covered by NS/NU Command and its branches. Many prominent leaders within the province of Nova Scotia including our Premier, Stephen McNeil, are graduates of our Youth Leadership Camp.

## **Veteran Service Recognition Book (VSRB)**

When our 2017 edition is distributed this November, it will be our Command's 13<sup>th</sup> edition in this series and our 14<sup>th</sup> book overall in partnership with Fenety Marketing. Simply put, our Command would be hard pressed to maintain our present program base without the revenue we receive from this project, revenue which has exceeded the \$1 million mark. Our relationship with Fenety remains strong and through continued additions to the contents and the presentation of our books, it should remain as a viable ways and means project for our Command for years to come.

## **Veterans Outreach Program (VOP)**

Our Veterans Outreach Program initiatives in Nova Scotia are constantly in flux, constantly evolving, in order to remain relevant with those Veterans we serve and has, over the past year, become an even more diverse program.

In addition to the continued and ongoing support we provide to our regular VOP programs as outlined in my previous report in 2016, we have also added our support to a number of new Veteran support programs:

- We have named a representative to the newly instituted Operational Stress Injury Support Section (Legion OSI) at Dominion Command. Our representative will be an appointed position within NS/NU Command and the individual will report directly to the President and the Executive Director.
- We have given our endorsement, and have offered Command's full support, to the implementation of the proposed **Veteran's Memorial Medical Center** to be located within Camp Hill Veterans Memorial Hospital in Halifax. This initiative was brought forward and initiated by a member of NS/NU Command's PorchLight

program, and when the facility opens, it will be Canada's first completely Veteran centric walk-in medical facility.

- **Paws Fur Thought** is a partner organization whose goal is to pair Veterans who meet the requirements with service dogs, specially trained in supporting handlers diagnosed with post traumatic stress disorder. To date we have sponsored approximately 80 working teams (handler & dog) across Canada. Comrades, we are nearly 3 years removed from the 2014 Dominion Convention and the acceptance of a resolution allowing the use of Poppy Funds towards service dogs for Veterans and there are still no national service dog standards in Canada. This delay is incomprehensible to the many hundreds of Veterans across Canada who are in holding mode regarding the Legion's action on the service dog issue. In Nova Scotia we will not ask them to wait for a service that we have the ability to provide now.
- On 20 March 2017, Calais Br #162 in Lower Sackville just outside Dartmouth, hosted the "**Housing First for Veterans**" workshop. This workshop, co-sponsored by NS/NU Command, was delivered by Dr. Cheryl Forchuk, a leader in the field of Veteran homelessness. The objectives of the workshop were to share lessons learned and exchange ideas and strategies in order to build a local network for a housing first model.
- In 2016 NS/NU Command sponsored the "**Military Family Mental Health/Operational Stress Injury Support Peer Retreat**". The retreat allowed adult family members of ill and injured C.F. serving personnel and Veterans from across Nova Scotia to reduce the impact of their isolation and help remove the stigma and self-stigma of mental health injuries. It was an outstanding success and we have agreed to provide financing to support the 2017 retreat.
- NS/NU Command has begun sponsoring a fly-tying program for retired C.F. and R.C.M.P. personnel suffering from operational stress injuries. The program is showing early signs of being a very therapeutic option for all participants.
- Dr. John Whalen, a local Halifax psychologist and Director of Assessment-Treatment for Whalen Psychology Services has developed a new program for men and women transitioning out of uniform. "**AfterShock**" is a group education and skills training initiative designed to address the common challenges facing Veterans making the transition to civilian life. The six week program, fully financed through NS/NU Command, is open to any retired member of the C.F. or R.C.M.P.

## Events

On 9 April the NS/NU Command Colour Party and The Royal Canadian Legion were invited to participate in a special ceremony at the national historic site on Citadel Hill in Halifax to commemorate the 100<sup>th</sup> anniversary of the battle of Vimy Ridge.

Units that received battle honours at Vimy Ridge were in attendance; the Princess Patricia's Canadian Light Infantry (PPCLI), the Royal Canadian Regiment (RCR), the Nova Scotia Highlanders, and the Cape Breton Highlanders. Also in attendance were the Halifax Citadel Regimental Association's 25<sup>th</sup> Battalion (N.S. Rifles) and 100 N.S. Army Cadets. The inspecting Officer for the ceremony was Brigadier-General Carl Turenne,

Commander 5<sup>th</sup> Canadian Division. It was a privilege to be invited and an honour to attend this historic ceremony.

We have suffered a few heartbreaking losses in our Command during the past year; one of our Executive Council's 2 remaining WWII Veterans, a Past Command President and serving Command Honorary President, Comrade Fred Mombourquette; we also lost 2 additional Past Presidents, Comrades Les Nash and Jean Marie Deveaux.

With the loss of Comrade Mombourquette as NS/NU Command Honorary President, Executive Council appointed a replacement, and we are pleased to announce that Past NS Command President and Past Dominion Command President Comrade Wilfred Edmond has accepted the appointment.

Only 2 weeks following this DEC meeting, NS/NU Command delegates will gather in Bridgewater for our 53<sup>rd</sup> Biennial convention, and my term of office as Command President will come to an end.

Comrades, it was a privilege to represent NS/NU Command on this Dominion Executive Council during the past 2 years and I wish everyone the best of luck at your upcoming conventions during the coming months.

In closing Comrades, NS/NU Command and its membership are very active and remain dedicated and working hard to increase the relevancy of The R.C.L. among the Veterans of Nova Scotia.

Respectfully Submitted,  
Steve Wessel, President.



**REPORT OF PE COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

During this reporting period, we have conducted several workshops provided by Command and attending Annual Zone meetings which included elections for new Zone Commanders. These newly elected Zone Commanders will be installed at our Provincial Convention in May.

We are again thankful to West Jet for their support to the PEI Command Legion by once again providing us with 2 complimentary air fare tickets anywhere they fly. This provision of tickets will greatly assist those Branches financially. I must at this time say that in February I received a phone call for last year's winner's wife a Mrs. Mary Coffin who was most excited with the good that the Legion and West Jet had been involved with as she and her husband were boarding the plane in Charlottetown and heading to Hawaii for 2-week flight all paid for thanks to the great organization on both parties.

We have several Branches that have seen a great success with the Chase the Ace program that has raised their profit from minimal to with some having a rather substantial bank account. This has provided funding to do upgrades to the branches and some have even been so generous to make donations to Command to assist in our many programs. In August 2016, we conducted a tribute service at Kingston Branch # 30, for the Ambassador of the republic of Korea. The Ambassador wanted to meet and have dinner with all those Korean Veterans on PEI. The Embassy contacted Command which in turn contacted Kingston Branch, which provided a meal and a Remembrance service. The Ambassador along with his wife and staff were most impressed and stated that he would again be conducting a visit with our Korean Veterans.

On the 9 April PEI Command officers attended and payed tribute to the Battle of Vimy Ridge. This tribute was conducted at numerous location throughout the Island and was well attended by numerous Veteran's as well as many Branches participation. VAC headquarters also presented an evening of remembrances, which was well attended by many.

We have been in consultation with the PEI Department of Highways about Veterans License Plates and now that the CF 1 card does not have a picture and is not to be used as an ID card we both agreed that the member requesting a Veterans Plate must provide the CF 1 card or equivalent along with a picture ID in order to receive the license plate. We have been working with other Veterans organization in respect to the Homeless Veterans and OSI injuries. It was learned that these different organizations were all working towards the betterment of Veterans but were not working together, thus duplicating each other's efforts. It will take some time to see exactly how well this will all come together.

PEI Command met with both the VAC and Legion OSI representatives which was most productive meeting and both parties will now be working together. Both these groups and

Command will work with Command Service Officers in educating all Branches in both their availability and how to contact them. Both parties and Command will at all Zone meetings will request that all Branches request a Veterans Service Officer (VSO) to canvas any and all Veterans within their respective areas. During our Command Convention in May their will also be a special presentation for both VAC and Legion OSI representatives to further educate all Veterans within our Command.

The question of the \$10.00 cost to belong to the Legion OSI was discussed although it has been omitted for the 2017 year, PEI Legion OSI and Command feel that as a Legion we are here to assist ALL VETERANS and this fee should be eliminated permanently.

Since our last DEC meeting we have had some concerns with Branches sending emails or requesting information directly from members of Dominion Command and not following the Dominion By-Law Article 1, Para 110. I request that this By-Law be followed closely by Dominion Command, and recommend that again all question be referred to Provincial Commands Prior, IAW Para 110 of Article 1.

During this reporting, Period, we had a request to the Dominion Membership which I must add were quick in their response. It was noted that in the membership manual that there is no time allocated as to time served for in the Regular Military Services, or RCMP etc. to join the Legion as an Ordinary member. We ask that if this could be corrected to reflect the answer I received and added to the Membership manual soonest?

Following this DEC meeting we at PEI will be busy preparing for our Provincial Convention on the 26/27 May in the town of Wellington. Therefore, this being my last DEC meeting I do want to thank all members of Dominion Command and their staff for the excellent assistance over the past couple of years, I have greatly appreciated it.

Yours in Comradery  
John Yeo,  
PEI Command President

**REPORT OF NL COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**General**

Newfoundland and Labrador Command has had a very busy 2016 assisting Branches with Financial and Administrative matters as required. During this year we have also hosted the Dominion Convention and celebrated the 100<sup>th</sup> Anniversary of Beaumont-Hamel. At the moment we have no major concerns. We continue with two dedicated staff running the office and they have proven to be very effective in maintaining the continuity of Command operations. These two staff members have also split the duties of the Service Officer to ensure that our Veterans are continued to be assisted as necessary.

**Branches**

We have 45 Branches in our Command and approximately 4,000 members. A few of the Branches run into trouble from time to time and we do the best we can to guide and advise them along the way. Branch 61 in Milltown, NL had its official closing ceremony in October 2016. Members from that Branch transferred to Branch 53 located nearby in St. Albans, NL.

**Provincial Convention**

The 2015 Provincial Convention went extremely well. It was held in August at Br. #01, St. John's. The new Executive of Newfoundland and Labrador Command who were elected at the Convention are as follows:

President – Frank Sullivan  
1<sup>st</sup> Vice-President – Berkley Lawrence  
2<sup>nd</sup> Vice-President – David Johnston  
Treasurer – Ian Walsh  
Provincial Chair – Joe Kennedy  
District #1 Commander – Tom Grimes  
District #2 Commander – Robert Mugford  
District #3 Commander – Stephen Hanham  
District #4 Commander – Silas Thompson  
District #5 Commander – Nathan Lehr  
District #6 Commander – Ron Earl

The next Provincial Convention is scheduled to be held at Branch 35 in Stephenville, NL from 27-30 August 2017.

We hosted the Dominion Convention in June 2016 in St. John's. It went very well and was enjoyed by all participants who attended.

## **Membership**

Like many other Provinces across Canada, NL Command continues to seek ways to improve membership. In accordance with dominion statistical report, as of 01 March 2017 this Command is at 74.84% renewal rate.

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

## **VSS (Support to Veterans)**

A Legion Action Committee is operating effectively in all three DVA contracted facilities within the province, St John's, Botwood and Corner Brook. The Legion Action Committee in Corner Brook has recently been established and progressing very well. The well-being of Veterans is of the utmost importance. A very competent and caring staff ensures all requirements are met for each Veteran.

The Premier and Lieutenant Governor took the time out of their busy schedules to personally visit Veterans at the Pavilion over the holiday season.

Legions in Grand Falls and Botwood visited the Botwood Pavilion while the Legion in Corner Brook, Stephenville and Pasadena visited the Corner Brook Pavilion over the holiday season. This initiative was well received by all Pavilion Veterans/Seniors.

## **Provincial Command Service Officer**

Data for 2016:

1. First Applications completed categorized by:
  - Still serving (0)
  - Retired (21)
  - RCMP (3)
2. Departmental Reviews (1)
3. VRAB Reviews (2)
4. VRAB Appeals and RFRs (Dominion Command) (2)
5. Number of Veterans counselled out/claims withdrawn (7)
6. Information and SCAN Seminars conducted (0)
7. Field visits to Branches (number of branches) (2)
8. VIP Applications submitted or WI for VIP (4)
9. Poppy Trust Fund Assistance provided in 2016 (20)

Branch Service Officer training was held at Branch 12 in Grand Falls – Winsor on 1 October 2016. There were 32 of 45 Branches from across the Province represented at this training.

### **2016 Provincial Command Pilgrimage to Europe**

The July 2016 Pilgrimage / Tour of the Caribou was yet another very successful one. In speaking to the participants of the Pilgrimage many called it “a trip of a lifetime”, “an emotional rollercoaster”, “a great experience”, “a very enjoyable trip” and “an amazing trip to have been on” were but a few of the comments. The Tour got off to a difficult / rocky start with flight timings changing at the last minute to leave six hours earlier. Nevertheless we were able to get everyone to St. John’s on time to catch the flight. Above all, each and every person were moved, humbled and extremely honoured to participate.

The Royal Canadian Legion, Newfoundland Labrador Command is currently working with Veterans Affairs Canada to standardize the format for the ceremony held at Beaumont-Hamel. This was initiated by Newfoundland Labrador Command due to inconsistencies in protocol and previous plans discussed between the two prior to departure.

In conclusion, there was a full service at each of the monuments and partial services at most cemeteries that we visited. All Legion members, veterans and students took part by a reading, a prayer and singing the Ode, O Canada and the Royal Anthem. Our bugler played the last post at each venue and is to be commended for doing so. All tour members had the opportunity to be involved in some way - which made it very special and meaningful to all.

### **Youth Track & Field Report**

This year’s Provincial Track & Field Selection Meet was held at the Pearlgate Track & Field Facilities in Mount Pearl which is the only Newfoundland and Labrador Athletes and Athletes Canada registered track in Newfoundland. Competition started on Friday evening July 8 and ran all day Saturday July 9, 2016. Along with a number of best personal event times for some of the athletes there were 54 Bronze, 54 Silver and 60 Gold medals awarded.

The Legion National Youth Track & Field Championships were held in Ste. Therese Quebec from Aug 3 to Aug 9, 2016. Newfoundland & Labrador’s team consisted of 17 Athletes from 7 different communities across the province. The athletes are all proud to represent our Province and our Veterans. This year the NL team had the best results it has ever had at the National Track & Field Championships.

### **Poppy and Remembrance Committee Report**

**The Poppy Campaign** was started again this year with the presentation of the first poppy to LGov Frank Fagan and Her Honour Patricia Fagan at Government House. We then proceeded to Confederation Building and performed the Fly the Flag ceremony.

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

**2017 Beaumont Hamel Pilgrimage** We have identified the winning students from the contest that will be offered the Pilgrimage and hopefully we will have a positive response from all. The selection committee has met and completed the selection of Veterans and Chaperones to attend. Details have been sent to all participants and the preparations for the Pilgrimage are well under way.

**Military History Challenge** We only had two schools this year. If we do not have additional schools participate in the future this program is in jeopardy of not continuing. The student selected from the contest to attend the pilgrimage was also selected to attend the SHAD University program and in the end decided to not attend the Pilgrimage. This year we had 12 legionnaires assist with the running of the contest and many parents and teachers attended to watch the contest.

### **Education Committee**

It has been my pleasure to serve as the Chairman of the Education Committee. The committee consists of Berkley Lawrence and Leslie Forward. The Committee has two main areas of responsibilities; which are:

- a. Review all applications for the Provincial Bursaries (4) and to select the recipients in each category; and
- b. Supervise and conduct the annual Military History Challenge.

Bursary sub-committee. On this sub-committee Comrade Leslie Forward and I review all applications and then select the winning students each category. Newfoundland and Labrador Provincial Command gives 1 bursary of \$1000 to first year students and 1 bursary of \$1000 to second and subsequent year students. The criteria for each bursary is basically the same, the student must be the son/daughter, grandson/granddaughter or great grandson/great granddaughter of a **veteran**. They must be enrolled in a university or college program and they must provide their last year's marks, letter of acceptance in a program and financial status.

The Bursary winners for 2016 are:

**Provincial Bursary First Year Student - \$1000.00:**

Sarah Cross, Branch 32

**Provincial Bursary Second Year Student - \$1000.00:**

Melissa Abbott, Branch 7

Military History Challenge sub-committee. In this second area of responsibility the role of the Chairman of the Education Committee is to ensure the program continues. To accomplish this I conduct meetings throughout the year (or use email correspondence) to ensure that all areas are covered to conduct the challenge. A committee of 8-9 Legionnaires get together each year to plan and conduct the challenge. During the actual day of the challenge, we have one legionnaire as the narrator, two legionnaires as score keepers, two legionnaires as timekeepers and two legionnaires as judges and one legionnaire (District Commander) as the co-ordinator and schedule keeper. We present 1<sup>st</sup> place gold medals, 2<sup>nd</sup> place silver medals, 3<sup>rd</sup> place bronze medals and 4<sup>th</sup> place pins to each student, plus a keeper plaque to the winning school and certificates to each student. I would like to acknowledge that Eastlink TV has been recording the program for us and they show the program during 1 July and repeat broadcast it during Remembrance Week. They also produce a DVD copy for me of each year's competition. Subway Restaurant Foods Limited in Bay Roberts has been with us as the main food sponsor and each year they provide sandwiches and cookies for the day of the competition.

I would like to thank all those members of District 2 who assisted me in my duties as the Chairman of the Provincial Education Committee and a special thank you to Brenda Slaney who collects all the bursary applications for us and orders the medals and plaque for the History Challenge.

### **Remembrance Day**

The bright, beautiful day this year brought thousands out across the province to honour our fallen. Every branch we have spoken to reports an increase in the numbers attending memorials and cenotaphs all across Newfoundland and Labrador. As always, Provincial Command coordinated events in St John's at the Sergeants' Memorial, the Peacekeepers Memorial and the Newfoundland and Labrador National War Memorial.

### **Remembrance Activities Master Schedule**

There were a wide variety of Remembrance events around the province in the two week period leading up to November 11<sup>th</sup>. They included but were not limited to Fly the Flag of Remembrance Ceremony at Confederation Building in the Provinces Capital, school visitations and Remembrance Day services all over the province.

### **Lest We Forget - Military Service Recognition Book**

We have published Volume 16 in our series of Military Service Recognition books. This project was once again successful from both a financial and community perspective. Just this past fall we met with the marketing company who publishes the books and did some brainstorming on what other items could be put in future volumes. There are several old pictures about with unidentified veterans on them. We have asked the publisher to insert pictures with the hopes that some of them may be identified.

## **Website / Email Management**

Comrade Frank Gogos has designed a web-site for Provincial Command which is up and running. It has proven to be a very effectively, user friendly site for our Branches and the general public.

## **Conclusion – President NL Command**

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

Frank Sullivan  
President  
Royal Canadian Legion  
Newfoundland and Labrador Command



**REPORT OF TVS SECTION  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**TVA/TVS 100th ANNIVERSARY**

**PROPER TITLES**

As a matter of record it is important to understand the proper titles as it is a little confusing given the realm of evolution 100 years has taken. Some people think we are just TVS but our umbrella organization remains the National TVA, with myself as National President together with a National Executive.

National Tubercular Veterans Association (TVA)  
Tuberculous Veterans Section (TVS) of The Royal Canadian Legion. TVA-TV.S.

**TVA-TV.S BRANCH MEMBERSHIP**

In the early years we amassed to approximately 7,000 members with 17 Service Centres in 7 Provinces across Canada, as well as Adjustment Officers in Sanatoria.

When we merged with The Royal Canadian Legion in 1926, many of our TVA Service Centres remained independent while others amalgamated with the newly formed Legion Branches. Also when Veterans were released from the sanatoria they moved and joined their local Legion Branches, thereby folding the sanatoria Branch.

When the Legion dual membership was introduced many members took advantage of this option to remain loyal to TVA while supporting the newly formed Legion Branches in their communities. This gradually led to the scaling down of TV.S Branches as I am sure we all understand.

Present day – TVA-TV.S has 3 remaining Branches, one in Vancouver, one in Calgary and one in Saskatoon.

**Total Membership 480**

TV.S Branch #44 Vancouver (277 Members)

TV.S Branch #52 Hugh Farthing Memorial Branch Calgary (83 Members) TV.S Branch #78 Dr. Harold Anderson Memorial Saskatoon (120 Members)

**100<sup>th</sup> ANNIVERSARY PROFILING**

- 100th Anniversary Feature in Fall **Legion Magazine**
- 100th Anniversary Lapel Pin
- 100th Anniversary Bookmark & Accompanying Handout
- Conference Kit Promotional Insert for Command Conferences
- Branch Newsletter Articles

- Request for commemorative grants from the Prime Minister and Minister of Veterans Affairs Canada

An overview of each Branch's current community service is included in this report. However, it is quite lengthy so you may read it at your leisure.

What I hope you take away from this overview is:

- ❖ Veterans' values of community service withstand the test of time;
- ❖ Veteran community service organizations evolve to address emerging health and social needs of their fellow citizens;
- ❖ For 100 years and counting, Millions of Dollars have been and continue to be donated to save lives from those suffering with tuberculosis and respiratory illnesses;
- ❖ Join TVA-TVS as a Dual Member to carry on this proud, accomplished Veteran legacy;
- ❖ "...the nucleus of a great Veteran Movement..." lives on, 100 years later.

### **TB VETS CHARITABLE FOUNDATION**

In addition to the Branches, we do have an arms-length association with TB Vets Charitable Foundation. This independent charity evolved from Vancouver TVS Branch #44. Veterans from this Branch decided that once their immediate needs were taken care of, there was an emerging need to help others suffering with respiratory illnesses throughout BC. **For the past 70 plus years TB Vets has been donating Millions of dollars to provide respiratory equipment to Hospitals and First Responders.** This is an important and interesting aspect of the TVA-TVS history because it demonstrates how the values of our founding Veterans as it relates to community service evolved and withstood the test of time. **TB Vets is completely stand-alone from the Legion.**

### **TB RESEARCH/CARE/PREVENTION/EDUCATION - BRITISH COLUMBIA**

**University of British Columbia/Vancouver General Hospital (UBC/VGH)  
Dr. Yossef Av-Gay, PhD, Professor, Division of Infectious Diseases.**

Our 70 year endorsement of this program has led to UBC/VGH becoming one of the leading research labs in the world. In the past years they have discovered and unveiled the role of Mtb proteins in medicating infection of the human white blood cells, the macrophages. Most recently they developed a rapid assay for parallel analysis of many potential drug candidates against TB, allowing quicker and less expensive approach towards drug recovery against the notorious pathogen. Dr. Av-Gay's presentations and publications gained scientific, industrial and media interest.

The result – accelerating research to develop more effective treatments for the future.

**University of British Columbia/Vancouver General Hospital (VGH/UBC)**

## **TB Vets Ward**

In recognition of our long tenured endorsement, we recently had a Ward at the Hospital named **for our arms-length charitable foundation, TB Vets Charitable Foundation**. This is quite an honour.

## **University of British Columbia/Vancouver General Hospital (VGH/UBC) TB Vets Recreational Therapy Program.**

I believe we remain the only TB Recreational Therapy Program in Canada which is offered to TB patients in isolated care at Vancouver General Hospital. This program has a remarkable impact on retention and recovery for TB patients.

## **Canadian TB Elimination Network 2016 Symposium**

The previous Federal Government ceased funding and disbanded this group of Canadian scientists several years ago. Our organization now supports an annual symposium as we believe it important for this group of professionals to collaborate given Canada's commitment to the Global Fund Replacement. Doctors and medical professionals involved with TB research, care and prevention from across Canada will be meeting in Vancouver February 22nd.

## **Bursaries for Respiratory Therapist Education Thompson Rivers University**

This completes our full spectrum of the continuum of care for tuberculosis. We sponsor respiratory students ~ who use our respiratory equipment ~ who care for isolated patients ~ who use medication resulting from our sponsored research.

TVS Branch #44 also supports:

- A scholarship for respiratory academic achievement at Thompson Rivers University
- Disadvantaged Veterans in Need
- Therapy Dogs for Veterans Afflicted with PTSD
- Legion Manor and New Chelsea Housing
- Bursaries for Veteran family members
- 2 Cadets Corps.

## **TB RESEARCH/EDUCATION – SASKATCHEWAN**

**University of Saskatchewan, College of Medicine, Saskatoon  
Vaccine and Infectious Disease Organization-International Vaccine Centre  
Dr. Jeffrey Chen, PhD (VIDO-InterVac)**

VIDO-InterVac undergraduate students researching tuberculosis are sponsored for a two year project. Timing of this project covers September to December and April to July. This

project is guided under the leadership of Dr. Jeffrey Chen, whose research focuses on tuberculosis vaccines and understanding mycobacterial physiology and mechanisms of virulence. An official report will be published based on the students' research. This is a joint venture with the Saskatoon Poppy Fund Trustees. Another project is pending applications for the summer from undergraduate students at the University of Saskatoon. a Pulmonary Fund from which they donate funds for respiratory care to hospitals and long term care facilities.

### **Pulmonary Fund**

The Branch raises donations for their Pulmonary Fund which is used to buy equipment for: hospitals, Veteran long term care facilities; TB Clinic; and Lung Association. All equipment acquisitions are aimed at lung issues. For instance pulse oximeters for hospital respiratory functions. The Veterans receives oxygen concentrators, pulse oximeters and thermometers that are used on the forehead for fevers. These are less invasive and easier to use than trying to get it in the ear. The Lung Association receives funding for health prevention promotions when teaching in communities. The TB Clinic was equipped with an AED machine, similar to the ones the ambulances and hospitals used.

TVS Branch #78 also supports:

- Local Hospitals
- Veterans in long term care and/or homeless
- Bursaries for Veteran family members
- Cadets

### **RESPIRATORY RESEARCH/EDUCATION – ALBERTA**

#### **Southern Alberta Institute of Technology (SAIT) University of Calgary**

Alberta supports scholarships and purchases respiratory equipment to assist Polytechnic Respiratory students' and MRU Nursing students' training at Southern Alberta Institute of Technology (SAIT). The Branch supports asthma and COPD research at the University of Calgary.

TVS Branch #52 also supports:

- Duke of Edinburgh Awards
- King's Own Calgary Regiment
- T & T Orangettes Cultural Organization
- Food Banks
- Military Family Resource Centre
- Heart & Stroke
- Diabetes Association
- Cadets
- War Brides – Reunion held in Calgary where 100 War Brides attended

## **RE-EMERGENCE OF TB**

### **Bill Gates ~ Warren Buffet ~ Global Replacement ~ Stop TB ~ Canada \$785 Million**

1.8 Million killed by TB in 2015 including 400,000 with HIV.

10.4 Million new cases of TB every year or 25,000 per day. 40% of TB cases are missed.

**49 Million have been saved from TB from 2000-2015 – TVA-TVS is part of this movement.**

Canada's recently hosted the Global Fund Replacement Conference in Montreal. Prime Minister Justin Trudeau, "...Canada leads by example and shows the world what we can accomplish when we unite in pursuit of a larger goal..." He committed \$785 Million over three years to fight AIDS, tuberculosis and malaria. This is a 20 % increase from Canada's previous contribution which tells you the significance of collaboratively addressing these diseases. "This organization saves lives. Lives that would have otherwise been lost to AIDS, tuberculosis and malaria," Trudeau said.



## DID YOU KNOW FOLLOWING THE FIRST WORLD WAR...

- Tubercular Veterans were denied pension and health benefits while amputee Veterans were offered the full range of government benefits?
- Tubercular Veterans who were denied government benefits became known as the “Nucleus of a Great Veteran Movement” ?
- TVA formed a respected, well-structured advocacy service organization even though founding members were isolated in sanatoria across Canada?
- TVA became the “model” for the Canadian Legion organization and donated \$10,000 as an initial commitment?
- TVA's 4,000 members/14 Service Branches joined the Canadian Legion at the Veteran Unity Conference in Winnipeg?

100 years later, TVS Branches and TB Vets Charitable Foundation champion respiratory health, arming frontline heroes with respiratory equipment; advancing TB and respiratory research; and sponsoring Respiratory Therapist education.

# 100<sup>th</sup>

Commemorative Anniversary

National Tubercular  
Veterans Association (TVA)

Tuberculous Veterans Section (TVS)  
The Royal Canadian Legion



## Become a DUAL MEMBER





## TVA-TVS CHAMPIONS RESPIRATORY HEALTH

- Arming frontline heroes with respiratory equipment
- Advancing TB and Respiratory Research
- Sponsoring Respiratory Therapist Education
- Upholding TB Veterans' legacies
- Forging community partnerships for generations anew

### MEMBERSHIP DUES:

\$10 per year

### SUBMIT APPLICATION AND CHEQUE TO:

c/o National Tubercular  
Veterans Association (TVA)  
1410 Kootenay Street  
Vancouver, BC V5K 4R1

### CONTACT:

Sharel Fraser  
1.888.874.5626  
sharel@tbvets.org

## DUAL MEMBER APPLICATION

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

\_\_\_\_\_ POSTAL CODE \_\_\_\_\_

BIRTH DATE MM / DD / YYYY \_\_\_\_\_

E-MAIL ADDRESS \_\_\_\_\_

HOME PHONE (\_\_\_\_) \_\_\_\_\_

CELL PHONE (\_\_\_\_) \_\_\_\_\_

STATUS  Life  Ordinary  Associate  Affiliate

HOME BRANCH \_\_\_\_\_

MEMBERSHIP NO. \_\_\_\_\_

YEARS OF SERVICE \_\_\_\_\_

I DECLARE I QUALIFY AS A DUAL MEMBER IN ACCORDANCE WITH  
LEGION BYLAWS.

\_\_\_\_\_  
Applicant's Signature

Date Applied MM / DD / YYYY \_\_\_\_\_

Date Accepted MM / DD / YYYY \_\_\_\_\_

## CHECK THE BRANCH OF YOUR CHOICE:

TVS BRANCH #44  
VANCOUVER

1410 Kootenay Street  
Vancouver, British Columbia  
V5K 4R1

TVS BRANCH #78  
DR. HAROLD ANDERSON MEMORIAL

65-331 Pendygrasse Road  
Saskatoon, Saskatchewan  
S7L 3V9

TVS BRANCH #52  
HUGH FARTHING MEMORIAL

Box 54104, 108 2640-52 Street  
Calgary, Alberta  
T1Y 3R0

**REPORT OF OSI SPECIAL SECTION  
TO THE DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**Introduction**

It is exactly one year since I was invited to address Members of the Dominion Executive Council with the bold proposal to establish a Special Section within the Legion to focus on Operational Stress injuries. Over the past 12 months, collectively we have accomplished very little, or we have made great strides depending on which end of the telescope you look through.

On the “accomplished very little” front, we have less than two hundred declared and validated members; we have yet to hold a face-to-face meeting with our entire Executive Council; we have not conducted any fundraising events; finalized by-laws, business plan, or virtual presence and we have not filled all of our Executive positions.

On the “great strides” front, we have an interim Executive in place and meet by teleconference on a regular basis; nine of ten Provincial Representatives in place; we have a robust advisory panel; we have agreed mission and vision statements; we have submitted bylaws to Dominion Command for review; we have a strategic plan; and we have an identity.

In short, the view of our accomplishments is very much based on expectations. When I briefed DEC in April 2016, we anticipated the notion of the Section being introduced at the 2016 Dominion Convention and then it being put forward for ratification at the 2018 Convention. The aggressive approach by the then President Tom Eagles, supported by the Grand President Larry Murray and by members of the DEC saw the section ratified as the first order of business in St John's. This instantly put us behind the power curve and we have been running to catch up because our fledgling Executive was made up mostly of Legion novices and, we are breaking new ground. All members of the Executive and Executive Council have full time employment, are entrepreneurs and/or have other Veteran-centric commitments. We are where we are today thanks to the encouragement of the Dominion President and members of DEC, the unwavering support of the Dominion Secretary and his staff, and the dedication of our members. Every time that I say I am disappointed in how little progress we have made, I am reminded that we hadn't really expected to have been ratified yet so we are ahead of the curve.

In this report, I will review some of what has already been covered in quarterly reports and put the Section into the regular DEC reporting cycle with the Commands.

**Strategic Overview**

Vision: To be a leading organization, at the national level in Canada, to which Veterans and their families will turn to be connected to the support that they need to overcome the challenges of living with Operational Stress Injuries.



Mission: The Operational Stress Injury Special Section of the Royal Canadian Legion (Legion OSI) will connect Veterans and their families affected by OSI with the necessary support services to help them recover for the effects of an OSI. This will be achieved through outreach, information, referral services and advocacy support. Legion OSI is a peer-support network that will provide enhanced outreach and support for all Veterans as defined by the Legion.

Strategic Intent: The establishment of the Legion OSI reflects the trust that has been bestowed by the leadership and members of the Royal Canadian Legion. Legion OSI has been established to provide Veterans and their families affected by OSI with access to the necessary support services to help them regain some normalcy in their lives. To this end, we will take a veteran-centric approach to all of our endeavors. It is intended that the Section have representation in every Branch of the Legion. This is already underway in some Branches. In order to achieve this reach, our membership must be active advocates of Veterans and families affected by OSI and must know and understand their communities. While maintaining case confidentiality, members of the Section must perform their duties in an open and transparent manner.

The keys to success of the Section will be awareness and knowledge: Awareness in that members of the Section will have an acute situational awareness of Veterans and families in their areas who could benefit from improved access to support services; and knowledge of the support services that are available in the local area and, where not available locally, knowledge of how to access services elsewhere. This knowledge will be supported by formal and informal arrangements with mental health and community services organizations at the local, regional/ provincial, and national levels. While Legion OSI will not deliver support services per se, we will understand the support that Veterans and families need and the support services available and connect the two. Where not available or accessible, we will strive to close the gap between need and service availability.

In order to achieve the goals and objectives of the Section, local and national-level fundraising events will be undertaken. The foremost intent of these events is to raise money that can be used to support Veterans and families affected by OSI where funds would provide immediate and/or long-term relief. A secondary intent of these events is to raise public awareness of OSI in an effort to destigmatize and remove the barriers to care. The Section will work closely with the Poppy Fund and other major charities and fundraising organizations where their values, goals and objectives are complementary to those of the Section. Additionally, Legion OSI will host and sponsor family-focused events whose prime objective will not be fundraising but will provide supportive respite and recreation for Veterans, families and their peers.

We will achieve the desired end state when Veterans and their families, and Canadians in general view the Royal Canadian Legion, in particular Legion OSI, as Canada's foremost organization supporting those affected by OSI and all affected Veterans and their families are getting the support that they need and deserve.

Above all, members of the Section and the Executive will serve with compassion, understanding and in a transparent manner, reflecting the ethos and core values that we demonstrated and upheld while in uniform.

Modus operandi: Legion OSI accomplishes its mission in four ways:

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

The official name of the section is the Operational Stress Injury Special Section and that appears in the amended version of the General By-Laws of the Royal Canadian Legion. Some have found this designation confusing because when abbreviated, it becomes "OSISS," the same as the VAC/CAF's Operational Stress Injury Social Support (OSISS). To alleviate any confusion, it has been agreed that we can operate as *Blessures de la stress operationelle de la Légion/Legion Operational Stress Injuries* or **BSO Legion OSI** or unilingual: **BSO Légion** (FR) or **Legion OSI** (EN). It was also agreed that the logo (below) would be adopted by the Section and appropriately trademarked.



## **Executive and Executive Council**

### **Executive**

- Glynne Hines – President (St Catharines, ON)
- Craig Hood – First Vice President (Ajax, ON)
- Roger Smith – Vice President (Moncton, NB)
- Vacant – Vice President (to be filled by RCMP)
- Alannah Gilmore – Vice President (Ottawa, ON)
- Christopher Richardson – Chairman (Georgia, USA)
- Jill Carleton – Treasurer (Osgoode, ON)

### **Provincial Representatives**

- Joe Elliott – BC/YT (Prince George) - [bc@osispecialsection.ca](mailto:bc@osispecialsection.ca)
- Darren Longstaff – AB/NWT (Edmonton) - [alberta@osispecialsection.ca](mailto:alberta@osispecialsection.ca)
- Vacant - SK

- Dan Merlin – MB/NWO (Brandon) - [manitoba@osispecialsection.ca](mailto:manitoba@osispecialsection.ca)
- Mark Bossi – ON (Toronto) - [ontario@osispecialsection.ca](mailto:ontario@osispecialsection.ca)
- Hugh Lawson – PQ (Montreal)
- Duane Johnson – NB (Gagetown) - [dewnjay8@hotmail.com](mailto:dewnjay8@hotmail.com)
- Rollie Lawless – NS/NU (Halifax) - [nsnuv@osispecialsection.ca](mailto:nsnuv@osispecialsection.ca)
- Owen Parkhouse – PEI (Charlottetown) - [pei@osispecialsection.ca](mailto:pei@osispecialsection.ca)
- Bill Gushue – NL (Bay Bulls) - [tgushue@nf.sympatico.ca](mailto:tgushue@nf.sympatico.ca)

### **Executive Support**

- Chris Wattie – Strategic Communications
- Nathalie Vanasse - Administration
- Joel Anderson – Information Management
- Sheila Clayton – Membership
- Maggie Van Tassell – Membership

### **Advisory Panel**

- Health care and services – Nick Withers, Dave Marshall, John Whelan
- Legal – Mike Blois, Richard Krehbiel
- Audit – Ken Hughes
- Fundraising – Dee Brasseur
- Initiatives – Brian Harding, Brian McKenna, Jeff Gravel John Peter Joseph Cardinal.

### **Elections**

The present members of the Executive were selected through consensus in order to establish the Section. As indicated above, there has been slight turnover of executive members in the first year. Minor changes for personal reasons can be expected over the next year. It is intended to hold elections for one-half of the Executive Committee positions in 2018 and the remaining half in 2020 to ensure continuity. Members of the Executive will serve for four years. Provincial Representatives will be elected in 2019 and subsequent "odd" years.

### **Membership**

An early debate following ratification was about the proposed \$10.00 membership levy charged to become a member of the Section. It was initially proposed at conception but it caused some confusion, fueled in part by National Post media articles aimed at discrediting the Legion. After careful consideration, the Executive has taken the decision to delay implementation of the proposed \$10.00 membership levy until after the 2017 membership year. In considering this matter, the Executive took into account that we had not completed the 2017 Business Plan and therefore have no real estimate of the cost to administer the Section. Additionally, Dominion Command is providing administrative assistance on request and we lack an integrated membership process to validate Section membership and collect the levy. Thanks to a generous donation from veteran and member Tom Newell, President and CEO of Kopar Administration Ltd we will be able to

cover any anticipated administrative costs in 2017. As we become more established and we have a better sense of the cost to run the Section, we will take a decision on the membership levy for the 2018 membership year and beyond after consultation with the Section membership this year. We keep reminding Veterans and the public that the \$10.00 fee is for membership in the Section and not a fee for service. As with every entity within the Legion, we will support and assist any Veteran or their family, member of the Legion or Section or not.

## **Bylaws**

Legion OSI By-laws have been developed and agreed by the Executive. They are considered "interim" until feedback is received from Constitution and Laws Committee. While we had been initially advised to simply adapt the TVS By-Laws, this proved problematic, in part, because Legion OSI is not founded on existing Branches or a previous Act/Charter. Additionally, the By-Laws have been developed in order to meet the requirements of the Canada Corporations Act. This has been undertaken to ensure that, from the outset, Legion OSI meets the legal requirements for charitable status and so that the constitutional work does not have to be redone at a later date. As a result, the work has been more extensive and time consuming than expected. Jim Rycroft has been a great help in formulating the Section By-Laws.

## **Strategic Plan**

The Strategic Plan is the result of several Executive meetings at which the mission and vision were agreed, our objectives discussed, and our strengths, weaknesses, opportunities and threats analyzed. We established five modest over-arching goals:

Goal 1: Lead the coordination of VAC Funded and MHCC delivered MHFA training to veterans.

Goal 2: Formalize partnerships with key external stakeholders including how membership can participate in outreach activities.

Goal 3: Implement and conduct Fundraising Strategy.

Goal 4: Advocate for veteran/veteran family mental health issues.

Goal 5: Operate with transparency to meet the expectations of our membership.

The details of how we intend achieving these goals are included in the Strategic Plan.

## **Financial**

As noted above, we have not collected membership dues or conducted any fundraising activities. Following ratification at the Dominion Convention contributions and donations

provided us with in excess of \$15,000 of which \$12,000 was provided by Kopar Administration for start-up costs.

### **Program Initiatives**

The Section is sponsoring two initiatives:

**Mental Health First Aid (MHFA) Training.** MHFA prepares Veterans, family members, and people dealing closely with Veterans to deal with temporary mental health issues until appropriate care can be provided. Successful pilot projects, outside of the Legion, have been completed and it was anticipated that this program could be launched and supported by BSO Legion OSI in early 2017. Legion support to Mental Health First Aid (MHFA) training was approved by the Dominion Executive Council 27 Nov 2016. As many as 1,500 Veterans, family members and supporters will be offered training over the next 2-3 years. Training is provided free-of-charge to eligible participants and the Mental Health Commission of Canada (MHCC) looks after the expenses associated with instructors. Two members of the Legion OSI Executive have attended MHFA training since the program was launched. However, MHCC has run into a shortage of instructors, with no instructors available west of Ontario and the next instructor training not scheduled until the end of the year. We have offered venues and suggested dates and will continue to work with MHCC to get the training as soon as instructors are available. In the interim, some members are managing to arrange for training at Military Family Resource Centres when there are vacancies.

**Veterans Outreach Patrol (VOP).** BSO Legion OSI developed a proposal to combine efforts with that of the Leave the Streets Behind Program (LTSB) to assist in finding and caring for veterans suffering from OSI or homelessness. While not competing with other organizations doing similar work (i.e. VETS Canada), the Section planned to launch foot patrols in areas known to be havens for homeless Veterans and offer immediate assistance and connect them with community support services, Branch and Provincial Service Offices, and VAC. This proposal was endorsed by the VSS Committee and approved by the Dominion Executive Council 27 Nov 2016. As more detailed planning progressed, it became evident that there is a previously unknown group operating outreach patrols in Winnipeg and there is no immediate need for another Veteran-focused patrol. Subsequent to the Veteran Homelessness meeting hosted by Dominion Command 13 March, it was realized that, while there are a number of organizations conducting patrols there are not enough resources dedicated to LTSB or shelter efforts. As a result, the Section will focus our efforts on LTSB and shelter initiatives while individual members will continue to be encouraged to support existing groups such as VETS Canada and Soldiers Helping Soldiers. Independent patrols will only be considered when other organizations are not conducting patrols in a specific location and where there are sufficient BSO Legion OSI representatives to mount and lead a patrol.

### **Provincial Reports**

**British Columbia and Yukon Territory:** Joe Elliott has focused his efforts at the local,

Prince George level. He has personally engaged several Veterans and taken them under his wing, ensuring that one received emergency healthcare intervention and providing shelter and healthcare for several others. He has been a highly effective bridge between Veterans and his Branch Service Officer, building trust and confidence and linking them with mental and medical healthcare. Using his own work and connections, Joe has also secured employment for one homeless Veteran. Joe will be leading the Veteran Outreach Patrol (VOP) in Prince George where five percent of the homeless have self-identified as Veterans. There is no other organization conducting outreach of this nature. He is also working to buttress the Leave the Streets Behind program to be effective in his area. His key VOP support comes from a serving CAF Reservist and two other Veterans who are Ordinary members of his Branch. Once lessons are learned from the successes of this activity, he will broaden his focus to replicate his efforts Province-wide as required. He is also successfully reaching out to Veterans and family not already members of the Legion and encouraging them to join. Through his close working relationship with Branch Service Officer John Scott and Command Service Officer Joe Waugh he is demonstrably making a difference in the lives of Veterans in Prince George.

Manitoba and Northwestern Ontario: Dan Merlin stepped in to replace the first MB/NWO Representative when the former's own PTSD was triggered by this work. Upon discovering that there is already a Veteran-focused homelessness patrol in place in Winnipeg, it was decided not to launch an independent Legion patrol there. Dan has reached out to VETS Canada to determine what support we can provide them in the province. He is also in discussions with Command to determine how he can best help with the Veteran's homelessness issues, separate from the actual patrols. Dan is very active in Manitoba supporting Veterans Transition programs. Mental Health First Aid (MHFA) courses are scheduled in Brandon and Winnipeg in April and May and Dan has applied for a position on the MHFA instructor course in Edmonton later this year.

New Brunswick. Duane Johnson has been balancing Branch and Section responsibilities, covering duties from personally assisting individual Veterans with shelter and inpatient care to briefing Provincial Command gatherings (District and Command). Because of his personal experience with PTSD, he makes a compelling case for the Section's approach and he is a more credible peer resource than many others. As with many others who suffer from PTSD, he is struggling through his own experiences to provide information in general and Veteran and family support.

Prince Edward Island. Owen Parkhouse has drawn on his experience at VAC, as a Veteran, and as a member of the Legion to brief PEI Provincial Command and the PEI OSISS Coordinator on the role of the Section. He also provided an interview with the CBC regarding a local Command initiative to establish Veteran Search Officers (VSOs) at every Legion on the Island. This interview was viewed positively across the country. He has started Zone briefings that will culminate in his briefing to the Provincial Convention in May.

I will be discussing the effectiveness of individual Provincial Representatives with Provincial Presidents in the margins of the DEC meeting and looking at how to improve coordination/integration to achieve the desired outcomes at the Provincial level.

### **Challenges and Obstacles**

Membership automation and harmonization: Initially, Section membership is being processed manually by email and tracked in an Excel spreadsheet. Dominion Command then manually validates the spreadsheet. Based on a meeting in Legion House in July and subsequent follow-ups, it was our intention to utilize the new Dominion Command membership program to manage Section membership. This however appears to be impractical so we will continue with a manual process of members declaring themselves to the Section and being batch validated by Dominion Command. Members will pay their Branch dues to their Branch or online but then will have to do a separate transaction through a trusted server to pay their Section dues commencing in 2018. This will be time-consuming and cumbersome in a day of automation. It remains our ambition to be integrated into the Dominion Command membership program and seek DEC endorsement to do so.

Communications: A variety of communications methods are being used to reach our membership. However, none is infallible and invariably, some members fall through the gaps. The Section was founded on Facebook and that, coupled to Messenger remain our principle means of communications with members. We try to communicate with members who are not on Facebook by email however, in the social media age, much of what is shared is dynamic and collaborative and doesn't lend itself to static email. That said, updates are provided, when possible, by email. We have recently launched a beta-version of our website (<http://www.osispecialsection.ca>) that is hosted by a member of our Executive. This is the same domain that we have been successfully using for Executive Council email. This will be a better means to share static information, link to external resources, and to provide updates and will also be the platform to host discussion forums and to make requests for information. Once the beta-version has been successfully validated we will engage Dominion Command to link our site to the Legion.ca domain.

Partnerships: We have no formal partnerships at this time but see partnerships (formal and informal) as the most effective means to achieve our goals. We have embraced the Legion partnership with VETS Canada and will curtail our Veteran Outreach Patrols in favour of bolstering VETS Canada, Soldiers Helping Soldiers, and other similar organizations. Additional partnerships are necessary for fundraising, information and awareness, and assisting the homeless. As the Executive moves away from the tactical issues involved in standing up the Section, more effort will be spent identifying potential partners.

### **Conclusion**

In conclusion, the challenge in establishing a new section within the Legion is real. With a small group of volunteers, we are trying to overcome some of the negative image of the Legion and to encourage new Veterans to put their faith in the organization. We are also trying to refocus efforts at the local level to be more relevant to today's Veterans. These challenges require steady effort and we have had to adjust our expectations as we move ahead. I remain confident of the premise that led to formation of the Section and of the organizational model that we have chosen. We "merely" need to continue to make progress towards our stated strategic goals. The continued support of members of the Dominion Executive Council and the Dominion staff remain vital to our success.

Glynne Hines  
Major-General (ret'd), CMM, CD  
President  
BSO Legion OSI



## Connecting Veterans, Families and Resources to Defeat OSI



## Veterans helping Veterans help Themselves

### Dominion Command

86 Aird Place, Ottawa, ON Canada K2L 0A1  
613-591-3335 | 1-888-556-6222

[legion.ca](http://legion.ca)



## THE CHALLENGE – OPERATIONAL STRESS INJURIES IN THE VETERAN COMMUNITY

Operational Stress Injury (OSI) is defined by The Royal Ottawa Mental Health Centre as “any persistent psychological difficulty resulting from operational duties performed while serving in the Canadian Forces or as a member of the RCMP.” Difficulties may occur during combat duties, after serving in a warzone or in peacekeeping missions. Problems may also arise following other traumatic or serious events not specific to combat such as domestic operations, disaster relief, aid to civil power, sexual assault or harassment etc. OSIs often present as Post Traumatic Stress Disorder (PTSD), Moral Injury, other anxiety disorders, depression, substance use disorders and other conditions that may interfere with daily functioning.<sup>1</sup>

Veterans Affairs Canada reports “about one-fifth of Canadian Veterans experience a diagnosed mental health disorder at some time during their lives– the most common are depression, PTSD and anxiety disorders. In a 2010 study of Veterans who released from service between 1998 and 2007, about 24% reported they had a diagnosed mental health condition such as PTSD, depression or anxiety.”<sup>2</sup>

Chronic Post Traumatic Stress Disorder and Operational Stress Injuries are some of the least understood afflictions affecting military and RCMP members, Veterans, and first responders. As they are often left undiagnosed and/or misunderstood; or because symptoms often appear after release from the Armed Forces, Veterans are often left to their own devices to get the required medical care. In many cases, they are unable to access the necessary diagnosticians and care providers because of the disconnects between Veterans Affairs Canada, provincial Ministries of Health, and the local health systems. To compound the challenge, the nature of OSIs often inhibits individuals from seeking help or accessing available resources.

The mental health challenges facing Veterans, including serving military and RCMP members, and the impact it has on their families are widespread and growing. There is an identified and urgent need in the Veteran community to find new ways to identify and help those suffering from OSIs.

<sup>1</sup> [HTTP://WWW.THEROYAL.CA/MENTAL-HEALTH-CENTRE/MENTAL-HEALTH-PROGRAMS/AREAS-OF-CARE/OPERATIONAL-STRESS-INJURIES-AND-PTSD](http://www.theroyal.ca/mental-health-centre/mental-health-programs/areas-of-care/operational-stress-injuries-and-ptsd)

<sup>2</sup> [HTTP://WWW.VETERANS.GC.CA/ENG/SERVICES/HEALTH/MENTAL-HEALTH/UNDERSTANDING-MENTAL-HEALTH](http://www.veterans.gc.ca/eng/services/health/mental-health/understanding-mental-health)

## Establishing a New Focus and Commitment to the OSI Challenge

In response to the growing need to support and advocate for Veterans suffering from OSIs, a motion was passed at the 46th Dominion Convention to establish the Legion Operational Stress Injury Special Section. The Legion OSI Special Section, or **BSO Legion OSI**, offers a new way to strengthen our ability to support and advocate for Veteran mental health and also to engage our membership.



Should you wish further information, please contact the Membership Section of Legion OSI:

[membership@osispecialsection.ca](mailto:membership@osispecialsection.ca)

## The Legion Responds— A History of Service, Support and Advocacy

The Royal Canadian Legion is committed to ensuring Veterans and their families have access to the care and support they need. Though we cannot assist directly in the specialized area of mental health, the Service Officer Network assists Veterans in getting help, from assistance with access to Veterans Affairs Canada disability benefits and services, to referrals to specialized programs and supports.

The establishment of BSO Legion OSI will further strengthen the Legion's ability to respond to the needs of the Veteran community. Through this Section, the Legion will build on our outreach and support activities and enhance our advocacy efforts. In addition, this member-driven initiative will engage the efforts of our Veteran members, especially those with OSIs, and provide them with an opportunity to get involved and become part of the solution.

Establishing BSO Legion OSI will help increase our relevance, both with today's Veterans, and with our membership.

## Membership Support and Volunteering with BSO Legion OSI

BSO Legion OSI is a national, member-driven, peer-support network, providing eligible Legion members with the opportunity to support, volunteer and advocate for Veterans' mental health.

Legion Members who are Veterans or immediate family members of Veterans can join BSO Legion OSI to show their support and volunteer in their community.

Members will support the BSO Legion OSI mandate by:

- coordinating and conducting outreach activities in the community
- helping to identify and refer any Veteran or their family member who needs help with an OSI issue to the Legion's Service Bureau for support
- promoting mental health information and helping dispel the stigma of mental illness, and
- supporting advocacy efforts and information sharing at the Branch, Provincial Command and National levels

## The Mandate of BSO Legion OSI

The mandate of BSO Legion OSI is to recognize and address the needs of Veterans suffering with an operational stress injury. There will also be assistance and support for the family members of these Veterans.

Support will be delivered through outreach, information, referral services and advocacy support. BSO Legion OSI is a peer support network that will provide enhanced outreach and support, free of charge, for OSI affected Veterans, and their immediate families. As defined by the Legion:

*"A Veteran is any person who is serving or has honorably served in the Canadian Armed Forces, the Commonwealth or its wartime allies, or as a Regular Member of the Royal Canadian Mounted Police, or as a Peace Officer in a Special Duty Area or on a Special Duty Operation, or who has served in the Merchant Navy or Ferry Command during wartime."*



## Operations of BSO Legion OSI

BSO Legion OSI will independently manage its operations and finances, and administer member participation in the Section, including eligibility, registration, member fees (if applicable), communications, and program activities.



## REGROUPEMENT DES ANCIENS COMBATTANTS, DES FAMILLES ET DES RESSOURCES POUR VAINCRE BSO



## LES ANCIENS COMBATTANTS AIDENT LES ANCIENS COMBATTANTS À S'AIDER EUX-MÊMES

### Direction nationale

86, place Aird, Ottawa, ON Canada K2L 0A1  
613-591-3335 | 1-888-556-6222

[legion.ca](http://legion.ca)



## LE DÉFI – LES BLESSURES DE STRESS OPÉRATIONNEL DANS LA COMMUNAUTÉ DES VÉTÉRANS

Une blessure de stress opérationnel (BSO) est définie par le Centre de santé mentale de l'hôpital Le Royal Ottawa comme étant « un trouble psychologique persistant découlant du service au sein des Forces armées canadiennes ou de la Gendarmerie royale du Canada (GRC). Des problèmes peuvent se manifester pendant une mission de combat, après avoir servi dans une zone de conflit ou dans une mission de paix. Des problèmes peuvent aussi apparaître à la suite d'incidents graves ou traumatiques qui ne sont pas nécessairement liés au combat, p. ex., des opérations nationales, l'aide humanitaire, l'aide au pouvoir civil, l'agression ou le harcèlement sexuel, etc. Les types courants de BSO inclus notamment le trouble de stress post-traumatique (TSPT), le préjudice moral, l'anxiété, la dépression, la toxicomanie ainsi que d'autres maladies qui peuvent perturber le fonctionnement quotidien. »<sup>1</sup>

Anciens Combattants Canada établit qu'environ un vétéran canadien sur cinq a reçu un diagnostic de trouble de santé mentale au cours de sa vie; les plus courants sont la dépression, le TSPT et l'anxiété. Selon une étude menée en 2010 auprès de vétérans libérés des Forces armées canadiennes entre 1998 et 2007, environ 24 % ont signalé avoir reçu un diagnostic de problème de santé mentale, tel le TSPT, la dépression ou l'anxiété. »<sup>2</sup>

Le stress post-traumatique chronique et les blessures de stress opérationnel comptent parmi les maladies les moins bien comprises qui affectent les militaires et les membres de la GRC, ainsi que les vétérans et premiers répondants. Or, du fait qu'elles ne soient pas souvent diagnostiquées et/ou moins bien comprises pour les raisons suivantes :

- Les symptômes n'apparaissent qu'après leur libération.
- L'accès aux soins devient plus difficile voire impossible dans certains cas.
- L'accès aux professionnels de soins de santé qualifiés en raison de l'absence de liens entre Anciens Combattants Canada, les divers ministères de la Santé provinciaux et les systèmes de santé locaux.
- De plus, la nature des BSO est telle qu'elle empêche souvent les personnes d'accéder à l'aide ou les ressources existantes.

Les enjeux en matière de santé mentale auxquels font face les vétérans, les militaires et les membres de la GRC en service actif, et l'impact sur leur famille, étaient largement répandus et ne cessent de croître. Cela étant dit, un besoin urgent est reconnu au sein des vétérans, des militaires et des membres de la GRC en service actif, de manière à mieux gérer et à cibler les besoins de ceux et de celles qui souffrent de BSO.

1. [HTTP://WWW.LEROYAL.CA/MENTAL-HEALTH-CENTRE/MENTAL-HEALTH-PROGRAMS/AREAS-OF-CARE/ OPERATIONAL-STRESS-INJURIES-ANDPTSD](http://www.leroyal.ca/mental-health-centre/mental-health-programs/areas-of-care/operational-stress-injuries-and-ptsd)
2. [HTTP://WWW.VETERANS.GC.CA/FRA/SERVICES/HEALTH/MENTAL-HEALTH/UNDERSTANDING-MENTAL-HEALTH](http://www.veterans.gc.ca/fra/services/health/mental-health/understanding-mental-health)

## LE DOSSIER BSO : UNE NOUVELLE APPROCHE ET UN ENGAGEMENT RENOUELÉ – SECTION BLESSURES DE STRESS OPÉRATIONNEL – LÉGION

Afin de répondre à une demande croissante pour soutenir la cause des vétérans souffrant de BSO et de leur offrir de l'aide, une motion a été adoptée lors du 46<sup>e</sup> Congrès national de la Légion royale canadienne pour la création d'une section spéciale pour les vétérans souffrant de blessures de stress opérationnel. Cette section, connue comme BSO Légion OSI, se veut une nouvelle façon de renforcer notre capacité à soutenir nos vétérans souffrant de maladie mentale et à militer en leur faveur, et aussi d'encourager nos membres à s'impliquer.



Pour de plus amples renseignements, veuillez contacter la section de l'adhésion de BSO Légion OSI à :

[membership@osispecialsection.ca](mailto:membership@osispecialsection.ca)

## L'HISTORIQUE DE LA LÉGION EST BASÉ SUR LE SERVICE, LE SOUTIEN ET L'ACTION SOCIALE

La Légion royale canadienne s'est engagée à faire en sorte que les vétérans et leur famille aient accès à tous les soins et au soutien dont ils ont besoin. Bien que nous ne puissions offrir une aide directe dans les domaines spécialisés de la santé mentale, le Réseau des officiers d'entraide est là pour aider les vétérans à obtenir une aide, soit par un encadrement pour obtenir les indemnités d'invalidité offerts par Anciens Combattants Canada, ou encore par un aiguillage vers des programmes et des services de soutien spécialisés.

La création de la section BSO Légion OSI renforcera davantage la capacité de la Légion à répondre aux besoins de la communauté de vétérans. Ce faisant, la Légion pourra compter sur la force de nos activités de sensibilisation et de soutien afin de rehausser notre action militante. De plus, cette initiative mise de l'avant par les membres saura mettre à contribution les efforts de nos membres-vétérans, en particulier ceux et celles qui souffrent de BSO, et, du même coup, leur donnera l'occasion de s'impliquer et de faire partie de la solution.

L'initiative de la section BSO Légion OSI contribuera à accroître notre raison d'être et notre pertinence, et ce, non seulement auprès de nos vétérans, mais également auprès de nos membres.

## LA SECTION BSO LÉGION OSI – L'APPUI DES MEMBRES ET POSSIBILITÉS DE BÉNÉVOLAT

La section BSO Légion OSI est un réseau national de soutien qui offre aux membres de la Légion l'occasion de soutenir, d'œuvrer comme bénévole et de promouvoir la santé mentale chez les vétérans.

Les membres de la Légion qui sont vétérans ou membres de la famille d'un vétéran peuvent se joindre à la section BSO Légion OSI pour y partager leur appui et œuvrer comme bénévole au sein de leur communauté. Ce faisant, ils appuieront le mandat de la section BSO Légion OSI :

- en coordonnant et en tenant des activités de sensibilisation dans la communauté;
- en aidant à identifier tout vétéran ou membre de leur famille avec un problème de BSO et en dirigeant ces personnes vers le Bureau d'entraide de la Légion pour y obtenir un soutien;
- en faisant la promotion de la santé mentale, en contrant les préjugés entourant la santé mentale et en accordant leur appui aux initiatives d'action sociale et au partage de renseignements dans les filiales et les directions provinciales et nationales.

## LA SECTION BSO LÉGION OSI : SON MANDAT

Le mandat de la section BSO Légion OSI est de reconnaître les besoins des vétérans souffrant de blessures de stress opérationnel et d'y répondre, tout en offrant l'aide et le soutien aux membres de leur famille. Cet appui sera fourni sous la forme de campagnes de sensibilisation, de services d'aiguillage et d'orientation et d'une action militante. La section BSO Légion OSI consiste en un réseau de soutien par les pairs offrant gratuitement un contact et un soutien accrus aux vétérans souffrant de BSO et aux membres de leur famille. Comme le définit la Légion :

« Un vétéran désigne toute personne qui est en service ou qui a servi honorablement dans les forces armées du Canada ou du Commonwealth, ou de leurs alliés en temps de guerre; dans la Gendarmerie royale du Canada, comme membre régulier; dans une zone de service spécial ou lors d'une opération de service spécial, comme agent de la paix; ou dans la Marine marchande ou le Commandement de transport outremer (« Ferry Command ») en temps de guerre.



## LE FONCTIONNEMENT DE LA SECTION BSO LÉGION OSI

La section BSO Légion OSI verra à gérer ses opérations et sa situation financière, et à administrer la participation des membres au sein de la section, y compris l'admissibilité, l'inscription, la cotisation des membres (le cas échéant), les communications et les activités.



## **TRIP TO IQALUIT BRANCH 168**

From the time we landed in Iqaluit, Baffin Island, to the time we got on the plane to leave, we were treated with the absolute best hospitality that I have ever experienced.

They had rented a vehicle just to drive us around and the driver, Comrade Clark Wolfe, was the most dedicated and reliable person that they could have asked to show us around.

The President, Chris Groves, dressed us up in traditional clothing and took us out on the ice for a fishing experience, which was an experience of a lifetime.

Had the pleasure of swearing in 55 year Member, Comrade Clark Wolfe, as their very first Honorary Grand President. Well deserved.

Although several Members ran for each position, the Election seen the same Members being re-elected as was there before and I can see why. If it not broken, don't fix it.

They gave me a beautiful stone carving of an INUIT Hunter for being their guest of Honour. Beautiful.

We toured their Cadet Hall, which the Legion built. Fabulous facility, with 4 Flying Simulators there.

We spent an afternoon with the Elders at the Elders Center, which the Legion built for them. Beautiful. Nova Scotia/Nunavut Command brought two boxes of materials for doing crafts to the elders. They were like kids in a candy store.

We also went out of town and seen all the Dog teams. What I beautiful sight these lovely dogs were.

We visited and received a tour of the Nunavut Legislature Building. It was beautiful inside.

We visited the site of an old abandoned American Military Base. Was hard to believe anyone ever lived there.

All in all, we were not allowed to put our hands in our pockets to buy anything. They fed us extremely well and the Hotel (Discovery Inn and Suites) was very comfortable. I had a great trip, one I won't forget for a very long time.

Respectfully submitted,

Dave Flannigan  
Dominion President

# ROYAL CANADIAN LEGION

Branch 168









## **RCEL Caribbean Visit Report**

Day 1---Arrived in Barbados at 2pm and was met by Brad. Later that evening we flew to Port of Spain Trinidad and arrived at 8:20 pm and were met by Captain Dick, yes, that is his last name and was escorted through customs rapidly, without any lineups. Our driver, a long time Member of the Legion, and Assistant Secretary of the Branch, Mr. Adrian Gill, gave us our ride to the Hilton in Trinidad. Lovely Hotel. As we were very tired and hungry, we had something to eat and retired for the night.

Day 2---. Up at 6 with breakfast at 7:30 and picked up at 9 by Mr. Gill. We went for a meeting with the President of the Republic of Trinidad and Tobago, Mr. Anthony Carmona, at his office, at 9:30 am, accompanied by the President of the Trinidad and Tobago Legion, Maj. David Nagessar (Ret'd) and Branch Trustee, Denzil Mason. The President was a very special person, with great attributes that we all could learn from. He is one person, with a lot of power, that feels strongly that the youth should be thought about first and we wait our turn. He gave a very unforgettable presentation and was very pleased with finding out what the RCL does for his/their Veterans. It was an honour to meet with him and get his prospective on our Veterans.

We then went to the home of a Veteran, Mr. St Louis, 88 years old, who lives in deplorable conditions but feels very thankful for what he has and feels he lives in heaven. He thanked us so much for our donations and help.

After lunch at 2pm and we had a meeting with Her Excellency, Ms. Carla Hogan Ruefelds, Canadian High Commissioner at the High Commission of Canada Headquarters. After the meeting we felt that we had bridged a gap that existed between the High Commissioner's office and the T&T Legion. We feel strongly that their relationship will be greatly improved going forward.

We were given a great car tour of Port of Spain by Mr Gill and returned to the Hotel by 5pm for the night.

Day 3---Picked up at 9:30 by Mr. Gill and went to meet the staff at the Legion. Their Service Officer's name was Ms. Sylvia Marjadsingh and their Administrative Assistant's name was Alicia Ramquar. We were assured by the President that his staff were a great asset to helping the Veterans and Widows. Mr. David Nagessar, their President, Sylvia, Mr. Gill, Brad and I went and visited a Widow, Ms. Erica Lucas, who served in the British Army as a junior stenographer during the Second World War. Although no support is provided, she is actively engaged with the Legion and the annual Poppy Campaign. We then went to the Naval War Museum, which was about ½ hr drive south of Port of Spain. The museum was fabulous and had exhibits in there from back in the 15 hundred, and up to WW1, WW2 and on to present day. Would give you chills to read some of the stories on the walls and the exhibits were phenomenal.

We then visited a Widow, Mrs. Sibylla Griffith, who was living with her son. She is 98 years old and in great shape, except having to travel to Canada to get her Pacemaker Checked. In our talk with her, we discovered that she was being paid as a Widow, but was actually a Veteran herself. She showed us documents and Medals that shows that she served with the Trinidad Army for 6 years, but because she was a woman, she was being paid her allowance as a Widow, as her husband was also a Veteran and had passed away years ago. We assured her that this would be rectified immediately. Made us feel like, if we do not accomplish one other thing during this trip, to fix this mistake would make the trip completely worthwhile.

We then headed down to San Fernando to visit another Widow, Mrs. Boyd. She was living in a stone building, along with her Daughter and was very appreciative of the assistance that we supply for her. She had just lost her husband last year.

Being late in the evening, we drove the 1.5 hrs drive back to Port of Spain, arriving at the hotel at 6:30 pm. Long day.

Day 4---Travel day---Flew from Trinidad and Tobago to Guyana. Arrived at 4:30 pm and was picked up by Guyana Branch President George Gomes and Treasurer, Annette Adonis. They drove us the 25 miles to our hotel in Georgetown. On the way, they took us to the Guyana Legion, to say hello to everyone. We were introduced to about 16 members that were there playing pool and chatting. We were dropped off at the Hotel at about 6 pm for the evening.

Day 5---On the move bright and early. We went to the Branch to plan the day. We had so many to visit, with so little time, we split up in two groups. The President, George Gomes, their Welfare Officer, Beverly Summerset and myself went with a list of 10 Veterans and Widows to visit. Brad and the Vice President, Mr. Solomon and a Member of the Executive, Clay Fletts and the Branch Treasurer, Annette Adonis went to visit another 10 Veterans and Widows. Below you will see a small breakdown of my 10 Veterans we visited:

1---Joseph Gooding WW2 Vet who suffers from Alzheimer's. He lives in the Veterans Facility that we, the RCL, had help fund in the past. It is still in good condition and he is very comfortable there. He's 92 years old and being looked after fine.

2---Gerald Stewart Lives alone and in great shape. He's 95 years old and everyone calls him Uncle Gerald. He gave us some Surinam Cherries that he grows in his back yard. He thanked us very much for the financial help we give. His neighbours look after him.

3---Lloyd De Freitas His friends all call him "Dash". He is 95 years old and suffers from Alzheimer's too. He also lives in a Veterans Seniors Home and when I arrived he advised that he was ready for inspection. We went to his room and he asked us to wait until he prepared for inspection. We waited for a short while and then he advised he was ready for inspection. When I opened the door he was dressed in his uniform and had his room, such as it was, all cleaned up for inspection. He showed me pictures of him with Prince

Harry and pins that one of our Past Dominion Presidents gave him on a visit. He was very proud and kept everything. I completed his inspection and was proud to declare him fit for duty. God Bless him.

4---Benjamin James He was another Veteran suffering from bad Alzheimer's and was dropped off at this same home 2 years ago by his son and they have never come back to visit him or anyone else for that matter. The only visits he receives is from the Welfare Officers of the Legion.

5---Patrick Rawlins He has Alzheimer's and is bedridden. I tried asking him to tell me a story about his service and all he wanted to talk about was him being a great Soccer player. He was laying in his bed, on diaper pads, lying in his own Urine. He had a caregiver working with him. When I gave him a Dominion Legion pin and a "Lest We Forget" Bracelet, he cried like a kid that had just received just what he wanted from Santa. Very sad.

6---Kenneth King He is in good health and lives with his son. After his Service in the Military, he was Honoured with the job of being the Sgt at Arms and carried the Mace for the Guyana National Assembly. He was also very appreciative of the grant that we send to him. He said, "I don't know how we could get through without the Canadian Legion's help".

7---Bertram Harry This gentleman lives in deplorable conditions in an alley, between two downtown stores. It is about 6 ft. wide and he has a metal shack made up way in the back. There is no bathroom facility, except a Septic drain that runs out in the street drain. He thanked us so much for the grant we give and put on his best (ONLY) good shirt to have pictures with us. I have never smelled anything like that smell before. He is so happy that he has what he got, but I hope and Pray that God will look after him.

8---Randolph Moore He is blind and lives with his two sons. He is barely able to walk and without his sons, would have to be placed in the Veterans complex. Although he lives with his sons, he told us he is very lonely since his wife passed away a few years ago. His living conditions are not too bad.

9---Irvine Ferrier He lives by himself and only get visits from George or someone from the Branch. He has fallen a few times in the past month so George went and purchased a walker for him. He likes it a lot and has not fallen since he received it. He thanked us for our support and thanked George for picking him up every Friday along with some other Veterans and bring them to the Branch so they can have a laugh and tell stories. (Wow, isn't that exactly why the Legion was formed) Powerful.

10---Benjamin Durant He is totally blind, and at 98 years, is the oldest Veteran in the area, but he does not miss a meeting of the Branch. George has purchased a talking watch for him awhile ago, which tells him the time where he is blind and it had a broken strap, so George took it with him to have it repaired. In Georges words" I will have this back to you

on Monday, Uncle Ben". He also told George that his radio is giving trouble, so George advised the Welfare Officer to have one purchased and brought back to Ben on Monday. During the day, Team B with Brad visited:

- Mrs. Mavis James, a widower for the past 26 years who suffers from cataracts.
- Ms. Joyce Gands, another widower who is 82 years old. Ms. Gands takes great joy in reciting Shakespeare passages which related to the ongoing conversation.
- Veteran Benjamin De Yonge, 94 years old, who is in good health generally but does have a hearing problem. Not bad for a WWII gunner!
- Mrs. Dorothy Norton, an 86-year-old widow, who receives support from the RAF Benevolent Fund. Mrs. Norton is in good health.
- Veteran Donald Grant who is a WWII RAF veteran and is receiving a RAF grant. His overall living conditions are not great but his health does seem to be holding out.
- Attempted to visit widow Beryl Limerick but it was learned that she was removed from her residence as it was falling apart and she was no longer of sound mind. It was learned the next day that the fire department had placed her in a care home.
- Visited widow Margaret Spellen who lives with her son and is of poor health. She appreciates the grant provided.

We dropped by the Branch on our way back to the hotel. One of their Members climbed the Coconut tree and got some Coconuts, broke them apart and drained off the Coconut Water. They poured it in glasses, with ice and we all drank it. To my surprise, it was delicious. Spoke to a few more Members and were driven to our hotel at 3:30 pm. Very hot day.

Day 6---We were picked up in the morning by George and his driver, Mr. Harry. We had an appointment to meet with the President of Guyana, but unfortunately, they had to cancel out at the last moment. They took us for a short tour of the City of Georgetown. Beautiful City with many monuments and artifacts, but the back streets are deplorable, with sewer in the drains at the side of the streets. The smell was overwhelming.

At 2pm, we met with the Chief of Staff for the Guyana Army, Brigadier Patrick West who had just assumed command the previous week. They assured us of their complete support of the Legion and are working towards getting their current Serving Soldiers to join. We exchanged small gifts and left. The Legion President George, has an excellent relationship with the Chief of Staff, as he was his commanding Officer at one time.

Later that evening we attended an Executive Meeting of the Legion. There were several inquiries regarding how we distribute Poppy Funds and how we separate the monies. We advised them of the way we do our business and they expressed interest in learning more about how we operate. Having that said, we promised to send them the link to our Poppy Manual for their review and use as they see fit. They were very receptive to our input. After the meeting, we were hosted by the Executive to a small social. They all wanted to speak with us personally and were very thankful for our support from Canada.

Comrades, there is absolutely no reason for us to worry about Guyana Legion at this time as the Veterans are being looked after. President George Gomes and his fabulous team have everything in order and are fulfilling the aims and objects of the Legion.

Day 7---Travel Day. We were up very early and Mr. Harry picked us up and dropped us off at the airport. It was a torrential downpour! I didn't think we would fly, but we did. Arrived in Barbados mid morning. As we were exhausted, we mostly relaxed for the rest of the day.

Day 8---We were picked up by the President of Barbados Legion, Owen Springer and went to the Barbados Legion for an Executive meeting. Present at the meeting, besides us were, President(Chairman) Owen Springer---, Legion Treasurer, Vernon Gittens--- Poppy League Chairman, David Binks---Legion Council Member, Carl Forde---Legion Council Member, Atheline Branch---Legion Secretary, Selwyn Reifer---Poppy League, Innes Rigg---Legion Council member, Cherron W Deanne. They showed us a sample of the Poppy they distribute, being a hybrid between our red flower and the Green centre from the British Poppy. They advised that they about 10 Veterans left and they give them about \$300.00 per month. They do not need our assistance at this time, as they are giving their Veterans a lot more than we give. After the meeting we were given a tour of the Legion House and then the whole delegation went to a local Restaurant for lunch.

Comrades, Barbados is doing really well and both Brad and I do not think they will need our help in the near future. In fact, we do not feel we have any problems with either Trinidad and Tobago, Guyana or Barbados.

Pending questions, I move the adoption of my report,

Respectfully submitted,

Dave Flannigan  
Dominion President

## **Western Zone Report**

Comrades at the Dominion Convention Comrade Marc Tremblay suggested that due to the recent IZ amendments to the GBL's, subsection 105.b should be amended to remove reference to the states of Washington and Oregon being part of BC/Yukon Command. C&L agreed with this position and recommended the appropriate changes be made to the GBL's and that the Western Zone be made aware of that change and that they would now be responsible for any **branch** located (there are none at this time) in those two states.

Comrade Bill Maxwell has corresponded this decision to ZC Edmonds and after some initial confusion over the jurisdiction of existing Legion members within these areas, everything seems to be running well. Also it was suggested that if there was a need, we were more than willing to initiate a conference call to discuss mutual issues of concern.

Comrades the following is the "Western Zone Report" as submitted by Zone Commander R. Edmonds

### **Western Zone Report Western Zone Commander - Robert Edmonds**

I am pleased to provide The Year End Report from the International Western Zone, USA. It has as usual been a very busy and active year.

Our initial Zone Meeting was held the second week of February at The American Legion Hall in Hawthorne, CA, it was quite well attended as we set the plans for 2016 with the specific events and functions.

In May, on the Sunday before the holiday weekend, we hold our Annual Pre Memorial Day Service at our Cenotaph in Inglewood Park Cemetery, Inglewood CA. We have a Piper, a Priest, a full Colour Guard and Rifle Company from our Local NJROTC Unit from Hawthorne High School, Canadian Poppies are distributed to all in attendance, three National Flags are in full display on the Flag Pole, USA, Canada and The UK. Refreshments are served at the American Legion Hall after the Service.

On Memorial Day itself we attend a large Memorial Day Commemoration Ceremony at Live Oak Memorial Park sponsored by The Allied Veterans Council, we are members of the Council. Our Piper parades the many units and Colours of the organizations in attendance, the local High School Band provides the music, we have a Fly Past, I recite "In Flanders Fields" Trumpeters play The Last Post and Reveille, Doves are released and refreshments are available after the ceremony at the local VFW Hall, Monrovia, CA.

June I attended the Dominion Convention in St. John's, quite a trip from CA, a good Convention, enjoyed our visit.

This year 2016, we hold a GM, next year 2017 we will hold a Convention. The Pre GM Zone Meeting was held in August at the American Legion Hall, Hawthorne, CA to go over

and be sure all arrangements are in order and in place for the GM and complete all other Legion Business.

The Zone General Meeting was held 2-3 October at Pala Casino Spa and Resort, Pala, CA, North San Diego County. We reserved and used a block of fifteen rooms, had an excellent attendance by our Zone Branches, including representation from our Chapala Branch 182 in Jalisco, Mexico. I conducted a full range of Legion business and we concluded with a sit down dinner for all in attendance on Monday evening.

Remembrance Day - Veterans Day November 11 is very important, again we participate with the Allied Veterans Council at a Ceremony at Library Park, Monrovia, CA. Also on the nearest Sunday we hold our Annual Zone Remembrance - Veterans Day Evensong Service at Holy Trinity Episcopal Church, Covina, CA at 1600, we supply our Canadian Legion lapel pin on Poppies and The Royal British Legion supply the UK Poppy.

We have a full Choir, Pipe Organ, Piper, Trumpeters, Parade the National Flags US, UK, Canada, CA and the Unit Church Flag by our local High School NJROTC Honour Guard, also the organizations pre post their Flags in church, it is a very special event, followed by a reception in the church hall. A US General and a British Captain take the Salute and place the Remembrance Wreath.

We are of course involved with other organizations events and functions during the year and of course conduct our Legion affairs, so I believe you understand that we are quite busy down here and the Canadian Flag and the Western Zone Flag is flying high.

To close, and talking about Flags, I have previously communicated to you our Flags situation? We must communicate again about our Flags at Convention ASAP. This is a topic that has been going on far too long. Simply, we are an equal part of our Legion, our Members and Zones work as hard, maybe harder? in the name of The Royal Canadian Legion, we are now recognized as International Zones, we carry our Flags in the Parade, so take the next step, treat us as if we really are an equal part of a very special organization. Do and pass whatever is necessary, we require our National Flags, USA, Europe and Mexico on display, on the floor in an appropriate location at the next Dominion Convention. Thank You.

In Comradeship.

Robert B. Edmonds, MBE.  
Commander, International Western Zone, USA

## THE VIMY GALA

Comrades, I had the distinct honour and pleasure to attend on behalf of Dominion Command and our Command President Dave Flanagan the "Vimy Gala". A "gala evening" in celebration and commemoration of the 100th anniversary of the battle of Vimy Ridge.

The event was held April 1st at the London Convention Center, London Ontario and was organized by the "Vimy Branch #145", who did just a tremendous job in preparation for this evening.

It truly was a "gala event" which had taken over 30 months of preparation and organization by Vimy branch and its partners and corporate sponsors. Along with the banquet and programme there was an extensive display of "period" historical and military memorabilia, a recreated section of "trench" provided by the Elgin Military Museum, WWI vehicles, and Reenactors, consisting of a "Mounted Unit" (complete with horses) and an Honour Guard all in period uniforms and arms. In stark contrast, 11 Veteran residents from Parkwood Hospital were escorted to the entrance of the Convention Center by a brand new LAV provided by General Dynamics Land Systems – Canada, it was a highlight of their night.

### By the numbers

- There was 1000 guests attending the banquet at a nominal fee of \$100 per plate
- There were also just under another 250 people in support of the event, musicians, singers, reenactors, support staff, servers and kitchen staff
- All proceeds will go to the Poppy Fund, it is estimated \$30,000 will be realized

The Chief of Defense Staff, General Jonathan Vance was the "Guest of Honour" and he spoke glowingly of what the heritage of "Vimy" has meant to Canada, our military and all Canadians. Other dignitaries in attendance were Lt. Colonel Roger Vandomme Deputy Defense Attache with the French Embassy in Canada, General John de Chastelain a former CDS and more serving and retired Generals than you could count, (I don't think I've ever seen that much gold braid at one time before). Throw in a host of area MP's, MPP's and Municipal Politicians along with an impressive number of Royal Canadian Legion members from the surrounding area and a large contingent of retired and currently serving Armed Forces Personnel and it was quite a "keg'r". Also in attendance, just to make sure I didn't screw up were Dominion Chairman Bill Chafe and Ontario Command President Brian Weaver



There were also "Video messages" of greetings and congratulations on the celebration of the 100<sup>th</sup> anniversary of the Battle from Governor General David Johnston and Prime Minister Justin Trudeau, both were well done and well received, as an aside I was given the honour of introducing the Prime Ministers video after my own "welcoming remarks".

To me the most poignant and moving part of the evening was the "Act of Remembrance" and the playing of the "Last Post" and "Rouse" by Vimy branch bugler David Cunningham. David used the same bugle that his grandfather Private George William Shaw who had enlisted in August of 1915 and was the bugler for the Third Battalion, First Brigade of the Canadian Expeditionary Force used. Pte. Shaw blew this same bugle as the battalion prepared for the attack up Vimy Ridge and when they reached their target at Farbus Wood.

The haunting sound of the "Last Post" played on that historical instrument 100 years later sent shivers up my spine and was a true moment of remembrance and to make this occasion even more memorable, at the close of the ceremonies this same bugle was given to a member of the Canadian Forces Central Band and will again be heard sounding the "Last Post" over Vimy Ridge at the commemoration on April 9<sup>th</sup> 2017.

It was a night to remember and the members of Vimy Branch #145 are to be commended on their efforts. I can think of no way that the Gala could have been improved on and I was proud and honoured to have been in attendance representing our Command.

In comradeship,

Bruce Julian

## VIMY 100<sup>th</sup> Anniversary

April 4<sup>th</sup> Day #1---Flew to Ottawa on April 4<sup>th</sup> to join the Vimy group, arriving at 2:30 pm. Was picked up by VAC representatives at airport and transported to Hilton Gardens Airport. At 6 pm we had full briefing and introductory dinner at the hotel.

April 5<sup>th</sup> Day #2---Up at 4:30 am for breakfast at 5am and off to the airport for a 8am flight on CAF airbus. Flight was very comfortable and took about 7 hrs. The food was fabulous. Arrived in Lille, France at 8pm. Cleared customs and got to Hotel at 10 pm.

April 6<sup>th</sup> Day #3--Left for the Vimy site at 9:39am, with all 4 busses, arriving at 10:30. We had an extensive tour of the Battle Ground Tunnels. Left there and went to the Neuville-Saint-Vaast German Cemetery. Was really interesting to see that their crosses were a grey black Colour and each one contained the names of four Soldiers. It is so different than our Cemeteries, as it feels cold and desolate. But all I could feel was those boys also left their Mothers care and went away to war, and never returned also, and their Mothers grieved, as ours did. At 6pm we left for the Mecure Lille Airport Hotel, for a group dinner. After the dinner, those who were going to go on the Sunrise Ceremony on April 8<sup>th</sup>, stayed for a full briefing on how it would go down. We arrived back to the Hotel Hermitage Hotel at 11pm.

April 7<sup>th</sup> Day #4---Rest and recuperation in the morning, with lunch at the Hotel and departed for the Cabaret Rouge British Cemetery at 1pm. At 2pm the Youth Group put on a fabulous Ceremony, with a full Wreath Laying Ceremony. At 3:45pm, we departed for the Musee Des Beaux-Arts in Arras, where we were hosted with a reception by Canada's Governor General, David Johnson and the Mayor of Arras. We also witnessed the opening of the Canadian War Museums exhibit. We then toured the Museum, with artifacts as far back as the 6<sup>th</sup> Century. We then walked to the town square, called "Place Des Heros", where we were entertained by the Combined Canadian/French Military Bands, followed by a spectacular sound and light show. It was phenomenal and I wish you all could have witnessed it. We never left for our hotels until 10:30pm, arriving at 11:20pm. Long, but beautiful and exciting day.

April 8<sup>th</sup> Day #5---Some used the morning off for rest and relaxation and others left at 5:15am for the Indigenous Sunrise Ceremony at Vimy, conducted by First Nation. It was first time ever being done on European soil. It was very cold but appreciated and embraced the Ceremony. Returned to the hotel at 8am. Long enough to war up and get ready for our 10:30am departure to Norte Dame de Loretta Cemetery. We had lunch there and spent the afternoon touring the Ring of Remembrance and Norte Dame de Loretta Cemetery. To think that the Ring Of Remembrance represents over 70,000 Soldiers that were never found in the Arras/Vimy area. All that was found was bones and most of them are piled in this hole where the Ring of Remembrance is. Was also interesting that this Cemetery had Dutch/French/Canadian/Scottish/Belgium Soldiers in it and many other Countries. There are 45,000 known graves there, making it the largest of its kind anywhere. We left for the Mercure Hotel in Arras for a group dinner.

We then went to the Vimy Site for a Sunset Ceremony. This Ceremony was highlighted by the Canadian Armed Forces bands. They put off an excellent show of drill and music. Could not have asked for a better Sunset, with the skyline being completely red. Everyone was in awe. Never got back to our Hotel in Lille until after 10:30pm.

April 9<sup>th</sup> Day #6---The big day has arrived. We left for the Mercure Hotel in Arras at 10am for our Security check and bus sweep. We went into the Hotel Conference Room for our clearance check and then the French Police swept the Busses for security Clearance. When all was cleared, we were loaded on the busses and transported to the Vimy site. As you can imagine, we were waiting in line to get into the site for hours. When we finally got in and were assigned our seats, we were privileged to watch a most spectacular Pre-Show, with Johnny Reid singing, another French singer singing and several presentations by our Youth and Aboriginal Groups. The Pre-Show was fabulous.

It was very hot, at 33 degrees, with us being up front and center and we were glad when the Special Guests arrived and the Ceremony begin. We heard speeches from Prince Charles, Canada's Governor General, The President of France, Prime Minister Trudeau and the CAF Chaplain General. The Chaplain General mentioned and thanked us in his speech. Made me feel very proud. I wish you all could have seen the site, with Army Boots spread all over the grounds, Poppy Umbrella's flying high and the Canadian Flag flying high. Another thing I have to bring to your attention is, when we were driving through the various towns to get to the site, every second house along the route had a Canadian Flag flying. They Honour Canadians and that made me feel very proud to be Canadian. After a very long day, we left for the Grande Salle of the Beffroi in Arras, for a Dinner/Reception hosted by the Minister of Veterans Affairs. Never got back to our hotel in Lille until 11:30pm. Long, but Memorable day in History.

April 10<sup>th</sup> Day 7---After the very long previous day, there was nothing planned for this morning, so I made plans to take a taxi service from our hotel to Tournai, Belgium (27KM) to a small Cemetery where my Great Uncle, David Flannigan, is buried. He was executed in a German Concentration Camp during the first world war. I was lucky enough to get a great lady driver who stayed at the Cemetery with me and took some pictures for me. That was the finally of my trip, to have the privilege to have some private time with my Family Hero.

I was back to the hotel by 11:30am, in time for lunch and off to Tyne Cot Cemetery in Belgium, one of the largest Canadian Graveyards in Europe. We toured there for a couple hrs and then were off to the Novotel Hotel in Ypres, in the Menin Gate Square. Had some shopping time there, before a group dinner at the Hotel. Then we walked to the Menin Gate for the Sunset Ceremony. It was fabulous, as usual, with our Canadian Veterans, laying Wreaths and conducting the Act Of Remembrance in French and English. Back to the Hotel at 10:30pm.

April 11<sup>th</sup> Day 8---Departed for Vimy Memorial Site at 9am, to take some pictures and a group photo. And then off to Canadian Cemetery No.2 to commemorate the 3<sup>rd</sup> Battle. Then, with a box lunch on route, we were off to visit Beaumont Hamel Newfoundland's Memorial

Site. We conducted a full tour and then a Wreath laying Ceremony, where I was very Honoured to Conduct the Act of Remembrance in English. Then off to the Mercure Lille Airport Hotel for our Delegation Farewell Dinner. Words were spoken by the Minister, Deputy Minister, one English Veteran and French Veteran and they asked me to speak on behalf of the RCL and all Veterans Groups in Canada. It was a pleasure to represent RCL and express our thanks for inviting us to be part of this delegation. I also seized the opportunity to present the Minister with one of my RCL Presidents Challenge Coins. He got the message loud and clear, by his response and thank you to me for the presentation. Back to our hotel in Lille to pack up and get ready for the airport in the morning.

April 12<sup>th</sup> Day 9---Flew home from Lille France on the DND Airbus, arriving in Ottawa at 1pm local time. Those that were staying the night and returning home the next day, we sat around the Hilton Garden Hotel lobby and reminisced about the wonderful trip we had just experienced. All in all, it was a great opportunity and Honour to be able to represent all 275 plus thousand Members of the RCL, at such a historical event. 10“Lest We Forget”

April 13<sup>th</sup> Day 10---I got up early and Brad picked me up at the Hotel and I went to the office for the morning, to clear up some issues and be brought up to date as to where we are. He dropped me off at the airport at noon and I flew home.

Respectfully submitted:  
Dave Flannigan  
Dominion President, RCL

## Senior Officer Report to DEC

---

### Eastern US Zone

Following the Convention and appointment to the position of Eastern Zone Liaison, I contacted Judy Miller - Commander RCL Eastern Zone and introduced myself. I explained how I saw my job as representing their interests at DEC. I then asked Comrade Bill Maxwell to set up a teleconference call and the three of us met for the first time on 8 September 2016. We discussed what the expectations of each of us were in our interactions. We held a second teleconference call on 6<sup>th</sup> of April and I am going to highlight points arising from the minutes of the meetings :

- They had posed a question at Convention regarding Life Membership and pct which was satisfactorily answered
- it was explained that if they have questions, they are to contact Bill Maxwell and he will forward to the appropriate department/person to get a timely response
- I encouraged the US branches to consider competing in the Poster & Literary and the pertinent information was forwarded to them
- each of the International Zone Commanders have been sent a copy of the Dominion scheduled meetings and an assurance that they will be on the all-branch mailout list
- I asked for and received a copy of their Executive minutes which we reviewed.
- they are talking about the establishment of three new Posts ( branches ) in Zephyrhills and Lakeland Florida, and Atlanta Georgia
- I encouraged their Posts to submit photos to the Legion Magazine
- there was discussion on the PCT for International Zones , their point being that they do not participate in member sports. However after the second meeting it was agreed that we are all a part of the larger body and the question is addressed in the GBL. I pointed out the amount paid for the Magazine and it was agreed that this is very good value. They love the magazine and share it with the American Legion and VFW Posts when visiting.
- their executive made it quite clear that they have no interest in the on-line membership at this time because of the exchange rate between the two countries.
- Comrade Judy discussed the feelings of the International Zone Commanders in regards to their countries' flags at Convention. What we agreed on was that the flags could be carried in the parade , as is done now, and that it did not belong on the stage. It will have the same treatment as any other Command Banner on the floor.
- some of their members had questioned why the word " International " was not in their title. They now understand that they are an International Zone – their title is Eastern Zone of the USA.
- there was agreement that having all information, manuals etc. on the website was a big help with regard to communication.

- when asked if any of their Posts were doing anything to commemorate Vimy on April 9 , Comrade Judy advised that two Posts - # 84 & # 144 had events scheduled. I passed onto them the timing of the live coverage on CBC.
- Their Convention meeting with election of Officers will again be held in September at Royal Oak Michigan Post # 84.
- membership in the Zone is steady, no major concerns, Commander Judy has a good grasp on her Zone.
- All parties agreed that this was a worthwhile and productive interaction and we are committed to remain in contact on a regular basis.

Respectfully submitted

Angus

VP Dominion Command

**DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**ITEM 13: CHARTERS ISSUED AND CANCELLED**

The tables below represent the number of branches and Ladies' Auxiliaries which surrendered their charter in 2016.

<b>The Royal Canadian Legion Cancelled Charters 2016</b>				
<b>Command</b>	<b>Closed Branch #</b>	<b>Destination Branch</b>	<b>Date of Cancellation</b>	<b>Surrendered or Revoked</b>
BC/Yukon	016		30 Nov. 2016	S
ALTA-NWT	274		16 Jan. 2016	S
	143		16 Jan. 2016	S
	154		25 Feb. 2016	S
	123		24 Aug. 2016	S
Saskatchewan	255		4 Dec. 2015	S
Manitoba & NWO	001		18 Jan. 2016	S
	126		29 Apr. 2016	S
Ontario	084		31 Jul. 2016	S
Quebec	125		27 Jul. 2016	S
	056	06-000	3 Oct. 2016	S
	201		8 Dec. 2016	S
Nova Scotia/Nunavut	052		21 Dec. 2016	R

<b>The Royal Canadian Legion New Charters 2016</b>		
<b>Command</b>	<b>Branch Number</b>	<b>DATE</b>
Quebec	276	18 May 2016

<b>The Royal Canadian Legion Amalgamated Charters 2016</b>		
<b>Command</b>	<b>Branch Number</b>	<b>DATE</b>
BC/Yukon	048 & 179	8 Dec. 2016
Ontario	003 & 210	13 Dec. 2016

For comparison to 2015:

Year	Surrendered	Revoked	New	Reinstated
2015	14	0	0	0
2016	13	1	1	1

<b>Ladies' Auxiliary Cancelled Charters 2016</b>				
Command	Closed Branch #	Destination Branch #	Date of Cancellation	Surrendered or Revoked
BC/Yukon	289		26 Feb. 2016	S
	071		4 Mar. 2016	S
	029		7 Mar. 2016	S
	122		8 Mar. 2016	S
	189		8 Mar. 2016	S
	220		9 May. 2016	S
	099		9 May. 2016	S
	147		9 May. 2016	S
	102		31 Dec. 2016	S
ALTA-NWT	154		25 Feb. 2016	S
	123		24 Aug. 2016	S
Manitoba & NWO	020		29 Apr. 2016	S
	223		12 Feb. 2016	S
Ontario	618		21 Jan. 2016	S
	099		20 Jun. 2016	S
	084		31 Jul. 2016	S
	582		25 Sep. 2016	S
	508		31 Dec. 2015	S

For comparison to 2015:

Year	Surrendered	Revoked	New	Reinstated
2015	6	0	0	0
2016	18	0	0	1



**DOMINION EXECUTIVE COUNCIL  
 29-30 APRIL 2017**

**ITEM 14: DOMINION COMMAND BRANCHES**

**DOMINION COMMAND BRANCHES**

a. Dominion Ottawa Branch 13-013

The following is the membership status of the Dominion Command Branch 13-013 as of 31, January 2017:

<b>Category</b>	<b>2015</b>	<b>2016</b>
Life	3	9
Ordinary	744	688
Associate	364	321
Affiliate Voting	346	271
Affiliate Non-Voting	15	16
<b>Total</b>	<b>1472</b>	<b>1305</b>

b. Retired Military Members at Large – One-year Free Membership 16-015

	<b>2015</b>	<b>2016</b>
Total Members	408	327
New Members	317	271

Retired Military Members at Large continued to be welcomed to the Legion and are encouraged to transfer their complementary membership to their local branch. During 2016 82 RMML members transferred to a local branch.

All Dominion Command branch members receive 3 renewal email reminders and one direct mail piece between November and April to encourage the continuance of their membership.

Comrades, at this time, a review of the membership fees for Branch 13-013 is considered not necessary.

**DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**ITEM 16: MEETINGS AND INVITATIONS**

**2017**

28-30 April	DEC Meeting, Ottawa, ON (Victory Bdrm)
28 April	CANVET Board of Directors Meeting (0815 am Valour Boardroom)
28 April	Pension Committee Meeting, Ottawa, ON (1530 hrs – Memorial Bdrm)
28 Apr – 1 May	Dominion Cribbage, Branch 43 Winnipeg, MB
5-8 May	Dominion Darts, Branch 63 Brooks, AB
13 May	Gala Ceremony Valour Canada, Calgary, AB
13-17 May	ON Command Provincial Convention, London, ON (Irvine)
19-21 May	QC Command Provincial Convention, Victoriaville, QC (Barham & White)
21-22 May	NS/NU Command Provincial Convention, Bridgewater, NS (Julian)
26-27 May	PE Command Provincial Convention, Wellington Legion Br #17, PE (Stanfield)
26-29 May	Dominion Eight Ball, Branch 225 Sturgeon Falls, ON
1-4 June	BC/YT Command Provincial Convention, Richmond, BC (Flannigan)
10-12 June	MB&NWO Command Provincial Convention, Winnipeg, MB (Paquette)
15-18 June	Track and Field Site Visit, Brandon, MB
20-22 June	VRAB Hearings, Ottawa, ON (Victory Bdrm)
8-22 July	Legion Pilgrimage
9-15 August	National Youth Track & Field Championships, Brandon, MB
18-23 August	American Legion Convention, Reno, NV (Flannigan)
24-30 August	NL Command Provincial Convention, Stephenville, NL (Irvine)
11 September	National Remembrance Day Ceremony Planning Meeting (1400 hrs - Victory Bdrm)
15 September	Pay Committee Meeting (0900 hrs – Memorial Bdrm)
15 September	Investment Committee Meeting (1030 hrs – Memorial Bdrm)
16 September	SEO Budget Meeting
22-24 September	AB-NT Command Provincial Convention, Edmonton, AB (Flannigan)
23-24 September	NB Command Provincial Convention, Fredericton, NB (Chafe)
23-30 September	Invictus Games, Toronto, ON (Flannigan, Irvine, Murray)
25-27 September	CIMVHR Forum, Toronto, ON (Flannigan, Irvine, Murray)
14-16 October	SK Command Provincial Convention, Estevan, SK (Eagles)
14 October	2018 Convention LAC Meeting, Winnipeg, MB
24-26 October	VRAB Hearings, Ottawa, ON (Victory Bdrm)
20 November	National Remembrance Day Post-Ceremony Meeting (1400 hrs - Victory Bdrm)
24 November	RCEL Committee Meeting (0900 hrs – Memorial Bdrm)
25 November	DEC Meeting

**DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**ITEM 17: OTHER BUSINESS**

- a. Legion National Foundation. Comrades in a letter dated 23 March 2017 from Canada Revenue Agency (CRA), they have decided that at this time, they will not agree to provide the Legion National Foundation with charitable status. The reasons for this decision are:

- the organizations share the same directors.
- The organizations share the same location.
- The organizations conduct similar activities.
- The applicants main source of funding is from the RCL.
- The books and records of both organizations are kept in the same location.

In discussion with our legal advisors, many of the above items can and are covered under an administrative contract between the Foundation and the Legion and are not an issue. It appears that one of the primary issues is the sharing of the board of directors. This aspect is being looked at and will need to be resolved. The Legion has 60 days within which to respond to the letter from CRA.

- b. Cable Company Charges. As mentioned in some command reports, costs for cable services is being increased depending on the facility's liquor license room capacity rating. This will adversely affect Legion branch operations as the fees can be quite extensive. Comrade Danny Martin was asked to investigate this situation and his report follows:

"Premium Sports' National Director has confirmed that the Legions using this service are exempt from the increased fees. To his point, the only complaint trail was generated by Premium Sports and I do not have any complaints reference Bell or any other cable/satellite provider.

Premium Sports are Canada's experts on live sports programming for commercial establishments. They hold the rights to and are exclusive sales agents for the best sporting events and leagues in the world including: UFC®, NFL Sunday Ticket, NHL Centre Ice, Super Sports Pak, Sportsnet World, beIN Sports, Liga Portugal, Rugby, Gaelic Athletic Association and more (from their web site).

So it seems that Premium Sports is an independent provider who has the rights to several sports broadcast packages and have now acquired the rights to package SNET/TSN to commercial establishments. At the moment, they confirm that the Legion is exempt and their email will be circulated to all Command Secretaries.

This issue may appear with other providers but for now, the initial concerns have been addressed.”

**Proposal Only**

**Electronic Motion and Voting Procedure for  
Dominion Executive Council and  
Dominion Command Standing Committees**

**Section I    Initiating an Electronic Motion**

This procedure is intended to establish the criteria required to ensure that any decisions needed or actions that must be taken prior to the next meeting of DEC can be conducted in an identified manner and a manner that has been approved by DEC.

The procedure may be initiated by the Dominion President, the Dominion First Vice President or by any eligible DEC member with the prior approval of the Dominion President or the Dominion First Vice President. The Committee member presenting the electronic motion will identify the following three items as part of the motion:

1. The initiator must present the motion in its entirety and worded the way it is to appear on record. The motion must begin with the words "I move ..."  
The motion must be worded to ensure that a standard response of "in favour of" or "against" the motion can be provided by the eligible DEC members.
2. The initiator must secondly, identify the background and reasoning for the motion. This will include any and all information or data required to allow the other eligible DEC members to make an informed decision.
3. The initiator of the motion must provide the reason why this issue must be dealt with at this time and cannot be addressed at the next regularly

scheduled DEC Meeting. Information such as date/time restrictions or the potential negative impact of waiting for the next meeting should be identified.

Once the motion has been created, it will be emailed to all DEC members and the Dominion Secretary for their awareness and for the consideration of the eligible DEC members.

## **Section II Response and Voting on an Electronic Motion**

Once an electronic motion has been emailed out for consideration it must be ~~seconded by the first eligible DEC member who wants to see the motion decided upon,~~ the same as is required at a DEC meeting, then reply to all as the seconder of the motion.

The Chairman will identify a defined period of time for questions or discussion on the motion prior to the vote and this identified period of time will begin once the motion been seconded. All questions or discussion items must be addressed to all eligible DEC members, using the "reply to all" option to ensure that all eligible DEC members have the same information to allow for their informed decision.

The Chairman will send out an email informing all DEC members that the discussion period has concluded and the voting will now commence. No vote will be cast until this discussion period has ended.

Committee members will then have 72 hours to respond, at the conclusion of the discussion period. If all Committee members have communicated their decision on the electronic motion prior to the 72 hours the Chairman will then communicate the ruling on the motion.

An electronic motion cannot be amended as it would be impossible to effectively manage.

The use of the “reply to all” option is mandatory for all communication regarding an electronic motion.

Once the motion is seconded and the discussion period has ended, each Committee member will provide their response to the motion, clearly indicating whether they are “in favour of the motion” or “against the motion”. Again, use of the “reply to all” option is mandatory.

### **1. Dominion Executive Council**

DEC is comprised of 20 voting members and requires a response to the motion by a minimum of 15 eligible DEC Members, within the 72 hour time frame, before the motion is considered to be properly presented and in order.

The motion must be supported by 11 eligible DEC members, the majority, to carry approval of the motion. If the motion receives 10 or less supporting votes, the motion will be ruled defeated.

After receipt of an electronic motion and the 72 hour time frame the Chairman will monitor the responses and communicate the ruling on the electronic motion. If the Chairman has not participated in the decision of the electronic motion the Dominion President will monitor and communicate the ruling on the electronic motion.

### **Section III Recording of Electronic Motions**

Each electronic motion will be addressed at the next regularly scheduled meeting of DEC and the decision on the electronic motion will be documented and recorded in the minutes of the same meeting.

**Note:** Electronic discussion and voting conducted by Dominion Command committees will follow the same process with the following modifications:

- the Committee Chairman will provide authorization for the vote to take place;
  - any reference to Dominion Chairman will read Committee Chairman;
  - any reference to Dominion Secretary will read Committee Secretary.
-



**DOMINION EXECUTIVE COUNCIL  
29-30 APRIL 2017**

**ITEM 18: CORRESPONDENCE**

Letters of correspondence received since the last DEC meeting of 27 November 2017.  
Presented as an information item only.

- a. Veterans Emergency Transition Services – congratulation letter to David Flannigan on becoming Dominion President
- b. Ottawa Children's Choir – thank you for \$5,000 donation to Chamber's Choir to Vimy France

65-1  
BW

29-1 (Flan)



**Veterans Emergency  
Transition Services**

*Ground Support for Veterans*

**RECEIVED  
DOMINION COMMAND**

JAN 5 2017

07 December 2016

President David Flannigan  
The Royal Canadian Legion  
Dominion Command  
86 Aird Place  
Ottawa ON, K2L 0A1

Dear President Flannigan:

It was a great pleasure to meet you at the CIMVHR Forum in Vancouver. Our team found the Forum this year to be very rewarding.

Both Jim and I would like to take this opportunity on behalf of our team at VETS Canada to congratulate you on your most recent appointment as the President of the Royal Canadian Legion. We know that your term as President will be rewarding and that your personal leadership will continue to transform the Legion and build it into a stronger voice for Canada's Veterans.

VETS Canada has been in partnership with the Legion over the past number of years in the area of Veteran's homelessness. Our partnership has grown and helped many homeless Veterans get off the street into their own homes and to find employment. The Legion's support across Canada in paying first and last month's rent, providing comfort kits and a variety of support such as food, money for transportation and clothing, have all made our work a lot easier. For this, we are truly thankful to you and your team.

Again, our personal congratulations and we look forward to meeting with you again in the near future. If you are ever in Halifax, we would love to host you at the VETS Canada headquarters.

Kind Regards,

Debbie Lowther  
Chair/Co-founder

Jim Lowther  
President/CEO

mailed on 16 DEC

MAR - 8 2017

10-14  
BW



## Ottawa Children's Choir Chœur d'enfants d'Ottawa

February 28, 2017

B.K.(Brad) White  
Dominion Secretary  
The Royal Canadian Legion  
Dominion Command  
86 Aird Place  
Ottawa, ON  
K2L 0A1

Dear Mr. White:

I am writing to thank you on behalf of the Ottawa Children's Choir for your generous donation of \$5,000 in support of our Chamber Choir's trip to Vimy, France, in April.

Veterans Affairs Canada's invitation to the OCC to participate in the commemorative ceremonies to mark the 100<sup>th</sup> Anniversary of the Battle of Vimy Ridge is truly a privilege and an honour, and presents a tremendous, once-in-a-lifetime opportunity for our choristers.

We are extremely grateful for the Royal Canadian Legion's contribution – it will be a significant help to our trip to France as representatives of Canada's youth at the ceremonies to honour the Canadians who fought at Vimy Ridge.

If you wish to keep up with the latest news about Chamber Choir's Vimy trip plans and activities, please visit the OCC Vimy mini-website at <https://sites.google.com/a/ottawachildrenschoir.ca/occ-chamber-choir-vimy-2017/home>.

Once again, many thanks – your generosity is very much appreciated.

Sincerely,

Sandra Lahey  
President  
Ottawa Children's Choir

/sl

Mailing Address P.O. Box 9176, Station T | Ottawa, ON | K1G 3T9 | 613.233.4440  
Administrative & Rehearsal Address 151 Laurier Ave. E | Ottawa, ON | K1N 6N8  
E [info@ottawachildrenschoir.ca](mailto:info@ottawachildrenschoir.ca)  
[www.ottawachildrenschoir.ca](http://www.ottawachildrenschoir.ca) | T @OCC\_Sings | FB Ottawa Childrens Choir