

# Minutes from the Dominion Executive Council

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

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

**26 November 2017**



**DOMINION EXECUTIVE COUNCIL  
MINUTES OF THE MEETING  
26 NOVEMBER 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   |
| Michael Cook            | - | BC/YT Command Representative                                      |
| Chris Strong            | - | AB-NT Command President   |
| Lorne Varga             | - | SK Command President  |
| Ronn Anderson           | - | MB & NWO Acting President   |
| Sharon McKeown          | - | ON Command President  |
| Kenneth Ouellet         | - | QC Command President  |
| Harold Harper           | - | NB Command Representative   |
| Melvin Crowe            | - | NS/NU Command President   |
| Stephen Gallant         | - | PE Command President  |
| Berkley Lawrence Kandys | - | NL Command President  |
| Merola                  | - | TVS President   |
| Glynne Hines            | - | Legion OSI Special Section President                              |
| Ron Goebel              | - | Chairman R & A Committee  |
| Richard Blanchette      | - | Chairman D & S Committee  |
| Jim Rycroft             | - | Chairman C & L Committee  |
| Brian Watkins           | - | Royal Commonwealth Ex-Services League,<br>Canadian Representative |

**STAFF IN ATTENDANCE:**

|                        |   |                          |
|------------------------|---|--------------------------|
| Brad White             | - | Dominion Secretary       |
| Steven Clark           | - | Director Administration  |
| Vanessa Sutton         | - | Interim 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:**

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**DOMINION EXECUTIVE COUNCIL  
MINUTES OF THE MEETING  
26 NOVEMBER 2017**

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**DOMINION EXECUTIVE COUNCIL  
MINUTES OF THE MEETING  
26 NOVEMBER 2017**

**1. OPENING**

The meeting of the Dominion Executive Council opened at 09:00 hours in the Victory Boardroom at Dominion Command on Sunday 26 November 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. INSTALLATION OF NEW OFFICERS**

The Dominion Grand President and the Dominion President installed the new members of DEC. Future installation ceremonies at Dominion Command will be conducted in a bilingual format.

**5. ADMINISTRATIVE ARRANGEMENTS**

The Dominion Secretary reviewed the administrative arrangements for the DEC meeting this weekend. Presented as an information item only and is attached at Annex "C".

## 6. APPROVAL OF MINUTES/ELECTRONIC DECISIONS

The approval of minutes/electronic decision report was presented and is attached at Annex “D”.

### a. Errors and Omissions from April 2017 DEC Meeting

**MOTION:** It was moved that Appendix A be deleted from The General By-Laws.

**CARRIED**

### b. Approval of Minutes

**MOTION:** It was moved that the DEC minutes of 29-30 April 2017 be approved.

**CARRIED**

### c. Review of DEC Decisions – Email Voting

**MOTION:** It was moved that DEC approve the awarding of an Honorary Life Membership to HRH Prince Harry for his efforts and support of the ill and injured through his championing Invictus Games. This award would only be presented on the condition that the Royal Household agree to this honour.

**CARRIED (15 May 2017)**

### d. Centennial Fund

**MOTION:** It was moved that DEC rescind the motion to blend the Centennial Fund into the General Reserves.

**CARRIED**

## 7. 2017 SUMMARY – DOMINION TREASURER’S REPORT

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

## 8. 2018 BUDGET – DOMINION TREASURER

The Dominion Treasurer presented his report and is attached at Annex “F”.

**MOTION:** It was moved that the DEC approve the final 2018 Dominion Command budget in accordance with the attached financial statements (Annex “F”), with the following amendments and all changes and revisions as agreed upon.

- Increase Service Bureau cost recovery from 90% to 95% (\$49,190)
- Add Canvet interest expense \$36,000
- Add membership credit card processing fees \$25,000
- Decrease Employer Pension Contribution due to a reorganization of the Finance department and a reduction in the employer contribution rate (\$25,000)

**CARRIED**

## **9. ANNUAL GENERAL MEETING OF THE ROYAL CANADIAN LEGION**

The meeting of the Dominion Executive Committee recessed at 9:28 am and a call to order of the Annual General meeting commenced at 9:29 am on 26 November 2017. The Annual general Meeting adjourned at 9:45 am. The Annual General Meeting report is attached at Annex “G”.

**MOTION:** It was moved that Pricewaterhousecoopers be retained as the Dominion Command auditors for the period 2017-2018.

**CARRIED**

## **10. SENIOR OFFICER’S REPORTS**

The Senior Officer’s Reports were presented as information items only and are attached at Annex ‘H’.

**MOTION:** It was moved that DEC endorse the Battle of the Atlantic Place project and allow the representatives an opportunity to address the members at the 2018 Dominion Convention in Winnipeg.

**CARRIED**

## **11. DOMINION SECRETARY’S REPORT**

The Dominion Secretary presented his report, attached as Annex “I”.

## **12. DOMINION COMMAND TRAVEL POLICY**

This report was presented as an information item only and is at Annex “J”.

**MOTION:** It was moved that Dominion Command staff review the Dominion Command Travel Policy and bring forward to DEC in April 2018 any changes and recommendations.

**CARRIED**

### **13. REPORT OF THE ORGANIZATIONAL STRUCTURE & OPERATIONAL SERVICES DELIVERY REVIEW**

Strategy Corps provided a briefing on the findings of their review. The briefing was provided as an information item only. In general, the report did not find any glaring administrative or HR issues at Dominion Command that required immediate action. The report did highlight that the focus of all actions needs to be MEMBERSHIP, and the development of a sound strategic plan.

**MOTION:** It was moved that the Strategy Corps briefing be held from distribution at this time until the Going Forward Committee has reviewed it in detail. Once the Going Forward Committee has reviewed the briefing, that committee will report to DEC at the April 2018 DEC meeting.

**CARRIED**

### **14. COMMITTEE REPORTS**

- a. The Veterans, Services and Seniors Committee was presented and is attached at Annex "K".

**MOTION:** It was moved that DEC ratify the fifth CIMVHR scholarship for 2018-19 for \$30K to be taken from the Poppy Trust Fund.

**CARRIED**

Comrade Hines presented a report from the Legion's OSI/BSO Special Section. The Section is having difficulty raising funds and its membership and is asking that Dominion Command assist as necessary. Further discussions will take place to this effect. Legion OSI/BSO is having success at organizing Mental Health First Aid seminars and all commands are encouraged to participate.

**The VSS Report CARRIED**

- b. Poppy & Remembrance Committee was presented and is attached at Annex "L". it was further discussed that the section of the Poppy Manual dealing with natural disasters will be reviewed and if considered necessary, suggestions for changes will be brought forward to DEC at the next meeting.

**MOTION:** It was moved to modify 402.i.a: the purchase of Dominion Command approved Poppies, wreaths, canvassing supplies and promotional material for the annual Poppy Campaign.

**CARRIED**

**MOTION:** It was moved that the Legion design a Poppy Centre Pin that can be trademarked that would afford it the same protection as that of the Poppy Image.

**CARRIED**

**The report CARRIED**

NOTE: An analysis of Poppy Fund chargebacks will be conducted from the Poppy Committee budget to the National Ceremony and if approved, it will go to DEC via electronic vote.

- c. Membership Committee was presented and is attached at Annex "M".

**MOTION:** It was moved that our branches adopt the Branch Hospitality Program, as a low cost initiative.

**CARRIED**

**The report CARRIED**

- d. Sports Committee was presented and is attached at Annex "N".

**The report CARRIED**

- e. Ritual & Awards Committee was presented and is attached at Annex "O".

**MOTION:** It was moved that the Dominion and Provincial per capita tax payable for all new Life Member Awards be changed to being paid annually utilizing the current number of years that the per capita tax is to be paid for a Life Member Award as per our Ritual, Awards and Protocol manual. All existing Life Members are to be grandfathered regarding the per capita tax already paid with no further per capita tax required

**CARRIED**



**MOTION:**

It was moved that all Legion Blazer Crests that categorize a Legion member be discontinued and that the only Legion Blazer Crest made available for Legion members, for wear on the Legion Blazer is the Legion Crest that simply states Legion. All current Associate, Affiliate and Life Members be grandfathered regarding the wearing of their current Legion Blazer Badges.

**DEFEATED**

**MOTION TO  
TABLE:**

It was moved to table the original motion to bring to the 2018 Dominion Convention floor.

**DEFEATED**

**MOTION:**

It was moved 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. It is further moved 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, also be authorized for wear on the left side of Legion Dress centered immediately above Service Medals/Undress Ribbons. Section 105 of the Ritual, Awards and Protocol Manual is also to be revised accordingly.

**CARRIED**

**MOTION:**

It was moved That the current Chapter 4 heading of "Initiation of Members" in our Ritual, Awards and Protocol Manual be changed to read "Welcoming Ceremony". It is further moved that wherever the word "initiation" appears in Chapter 4 of the manual, that it be changed to welcome or welcome ceremony. Similarly, it is moved that all reference to "Initiation" in the manuals Table of Contents be changed to reflect the wording of welcome. The membership application form would also require a change to eliminate the words "initiation" and "initiated".

**CARRIED**

**The report CARRIED**

- f. Constitution & Laws Committee was presented and is attached, as well as the Committee Report Supplement is at Annex "P".

**MOTION:**

It was moved that GBL 401.c be amended to include reference to the OSI Special Section, to read, "One representative from each Special Section, the Tuberculous Veterans' Section and the Operational Stress Injuries Section, for a total of two representatives."

**CARRIED**

**The report CARRIED**

- g. RCEL Committee was presented and is attached at Annex "Q".

**The report CARRIED**

- h. Dominion Convention Committee was presented and is attached at Annex "R".

**The report CARRIED**

- i. Defence & Security Committee was presented and is attached at Annex "S".

**The report CARRIED**

- j. Veterans Consultation Assembly was presented and is attached at Annex "T".

**The report CARRIED**

- k. Leadership Development Committee was presented and is attached at Annex "U".

**The report CARRIED**

- l. Public Relations Committee was presented and is attached at Annex "V".

**MOTION:**

It was moved that a monthly PR committee information bulletin be issued and to also reinstitute the practice of facilitating "Dominion/Provincial PRO teleconferences" on an every other month basis starting in December 2017.

**CARRIED**

**The report CARRIED**

- m. Pay Committee report was presented as an IN CAMERA item.

**The report CARRIED**

## **15. CANVET PUBLICATIONS**

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

## **16. CORRESPONDENCE**

One item of correspondence was received and presented as an information item only and is attached at Annex "X".

## **17. MEETINGS AND INVITATIONS**

The meetings and invitations list was presented as an information item only and is at Annex "Y".

## **18. REQUESTS FOR SUPPORT**

The Dominion Secretary informed DEC that a proposal from Soldier ON was received and being reviewed by first the VSS Committee and then the P&R Committee should the proposal be considered worth supporting and funding. Soldier ON has received over 500 new applications from ill and injured veterans to participate in the program and perhaps participate in the next INVICTUS Games. Once the Committees have had the opportunity to review the proposal, it will be forwarded to DEC for consideration.

## **19: OTHER BUSINESS**

- a. Brian Watkins, our representative from the Royal Commonwealth Ex Services League, updated DEC about the conference held in Kuala Lumpur in June 2017 as well as the Special Conference held in November concerning the RCEL structure. His comments are at Annex "Z".
- b. Ronn Anderson received a letter from James Axby the Cemeteries Administrator for the City of Winnipeg. He has indicated that Comrade Arthur Moore, the Legion's first Chairman, is buried in Brookside Field of Honour, Winnipeg. MB&NWO Command is wondering if the DEC is interested in commemorating him with a plaque stating his story and the founding of the Legion. This presentation would happen around or at Dominion Convention in 2018.

### **MOTION:**

It has been moved that Provincial President of MB & NWO Command make contact with the individual who made the original request, find out what is being considered and all the costs involved and then give to the Poppy & Remembrance Committee as a recommendation.

### **CARRIED**

- c. Comrade Eagles reported that the first Legion National Foundation meeting was held this past week. Committee members are the Immediate Past

Dominion President (who will always act as chair of that committee), Vice-Chair George O'Dair, Doctor Paul Kavanagh, Larry Murray and Bruce Burham from PIB Insurance. The committee would like to recognize Comrade Bill Maxwell, who is recently retired, with a letter from the Dominion President thanking him for the work he did on the preparations and the administration of the Foundation. Hopefully, a major announcement in regards to the Legion National Foundation will be made at the next DEC meeting in April 2018.

- d. Stephen Gallant informed DEC that Betty MacLachlan, the Provincial Secretary in PEI is retiring after 27 years at the end of December.

**MOTION:**

It was moved that a letter and scroll from the Dominion President be presented to Betty MacLachlan for all her hard work and dedication for the last 27 years.

**CARRIED**

- e. Sharon McKeown requested support, if possible, from the Provincial Presidents in regards to sponsorship of Team Canada athletes who will be competing in the Canadian Summer Games in July. On November 2<sup>nd</sup> she had a letter sent out to her branch secretaries regarding a challenge encouraging support for Team Canada who competed in the Invictus Games. Ontario command was approached by Natasha Dupuis to sponsor 41 members of the team competing in the Canadian Summer Games and Ontario Command has committed to support the 10 athletes from Ontario at a cost of \$5,133.00. Sharon is asking each of the Provincial Presidents to consider sponsoring each veteran athlete from the respective province in the Canadian Summer Games. If any Provincial President is interested, please contact Sharon. The letter from Natasha Dupuis is attached at Annex "AA".
- f. Harold Harper discussed a motion that was passed at the NB Provincial Command in May 2017 about the formation of a separate Veterans Council. This resolution will follow the normal submission route and once received at Dominion Command will be commented upon and provided for consideration.
- g. Angus Stanfield presented a quick review and update in regards to Cockrell House which is in its 9<sup>th</sup> year. This item was presented as an information item only and is attached at Annex "BB".

**20: ADJOURNMENT**

The meeting adjourned at 6:30 pm on 26 November 2017.



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Dominion Chairman

Dominion Secretary

**Grand President's Remarks  
DEC Meeting  
26 November 2017**

Thanks very much Comrade Chair and good morning Comrades. I know we have a full agenda; in fact, we have a particularly full agenda today so I will keep my remarks brief.

I like to begin once again by expressing my personal congratulations to all newly installed members of the Dominion Executive Council. I know you have many years of dedicated service to the Legion and that each of you bring and great deal of experience, wisdom and valuable insight to the senior leadership council of this great national institution. I look forward to getting to know you better and to working with you. I would also like to express my personal appreciation and a big bravo Zulu to your predecessors. It was a real privilege to work with them.

You arrive at a time of great challenge as well as significant opportunity for the Legion. Thanks to tremendous effort by many and all levels in the Legion including all of you. I believe that an impressive progress had been made in the past decade in a number of important areas. However much remains to be done to address a few particularly difficult issues including membership. In my view, the progress essential to the survival of the Legion as we know it will only be achieved if this DEC works together as a team in a clear, forthright and transparent manner to tackle the really difficult issues and then implement your council decisions from coast to coast in an open unified and respectful manner. And I do mean this DEC because the next few years will be extremely important to determining the future of The Royal Canadian Legion.

Since Dominion Executive Council last met in April, I have had the honour and pleasure of participating in a number of memorable events including the official opening and participating in the 53<sup>rd</sup> bi-annual convention of Nova Scotia/ Nunavut Command. A wonderful event yet once again underlined for me why the Legion matters so much to the Veterans and their families and to communities and citizens of all ages in Nova Scotia / Nunavut and right across this vast country.

Participating in the Canadian Institute of Military Health Research Forum held concurrently with Invictus Games in Toronto in late September was another highlight. Both of these stellar events dramatically underlined the critical importance of today's Legion, to the care and well-being of Veterans and their families. Both also, show cased the progress being achieved as a result of a remarkable research combined with the courage and resilience of modern veterans to rise to the daunting challenges confronting them. Invictus was particularly moving and memorable and caused me to add Prince Harry on my list of personal heroes. He was everywhere and connected with all the wounded warriors in an amazing and very personal manner.

Just a few weeks ago, the Dominion President hosted a very informative and successful Veterans Consultation Group meeting, which brought together the leaders of 15 veteran's organizations at Legion House. The Veterans Ombudsman, Guy Parent also attended and updated the group on his most recent efforts and concerns. A letter signed by Comrade David on behalf of all the leaders was subsequently sent to the Minister noting a number of priority issues requiring action by VAC. In particular, the letter reminded the Minister that the next budget represented a critical time for visible government action and that veteran organizations were anxious to see further substantive progress made in Budget 2018 for the betterment of veterans including their financial security.

Veterans weeks and veterans week events in Ottawa were a great success this year and culminated in an outstanding National Remembrance ceremony impressively organized and led by Dominion Command of the Royal Canadian Legion. Apparently that was mentioned in the CBC Coverage because a number of folks that told me subsequently that they were not aware of the Legion lead role in this annual ceremony. Happily they now are.

Canada was also blessed to have an amazing woman and inspired choice as Silver Cross Mother, Diana Abel. And her contributions as well as those of the Canadian Armed Forces, local Legion volunteers and other key partners were also essential to the success achieved. As I watched the young poster, poem and essay winners and best cadet in the Junior Ranger contingent assist in the wreath laying portion of the ceremony, I was reminded how important the work of the Legion is to the youth of this country. This had been reinforced a few weeks earlier when I received a note from an old friend and former chief petty officer maritime forces Atlantic earl horn who is now National President of the Navy League of Canada. Earl is a huge fan of the Legion and extremely grateful for the essential support that sea cadets and navy league cadets, indeed all cadets received from the Royal Canadian legion across the country. He had written to me following a recent visit that he made from Drumheller, Alberta during which he discovered that the local Sea Cadet Corps RCSCC Furious had included the emblem, the emblem of Legion Branch #22 on the reverse side of their corps presentation coin because the generous support of this local Legion branch has been essential to their success and the corps wanted to acknowledge their close relationship with the Legion in a meaningful way.

Just one more reason why we all need to work together to tackle some more of the challenging issues confronting this great national organization. In order to ensure the Royal Canadian Legion continues to flourish and to serve Canada and Canadians in the manner that our founders intended.

That includes my comments thanks very much Comrades.

**DOMINION PRESIDENT'S REMARKS  
TO DEC MEETING  
26 NOVEMBER 2017**

Good morning Comrades,

As Larry alluded to, we came here together today as Comrades and a team. I welcome all the new provincial presidents and some of the old.

I want to reiterate that we came here together today as a team. There is going to be a lot of deliberations today because as Larry said we are in a time of change and we have to change. So I ask everybody to be respectful, respect the opinion of no matter who it is, give them respect as everybody can have their own opinion as we can't be all of one option.

At the end of the day when decisions are made no matter what they be, whether they are in favor of your ideals or not we need to go away as a team and comrades so I ask everybody please keep that in mind. Show the respect that every Legionnaire deserves and we will come out today as friends and watch the game tonight.

Thank you

**DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

**ITEM 5: ADMINISTRATIVE ARRANGEMENTS**

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a. Schedule – 25 November

- i. 0900 hours - PR Training Day convenes
- ii. 1200 hours - Lunch at Dominion Command
- iii. 1300 hours - PR Training Day convenes in main boardroom
- iv. 1600 hours - PR Training Day adjourns

b. Schedule – 26 November

- i. 0900 hours – DEC convenes
- ii. 1200 hours - Lunch at Dominion Command
- iii. 1300 hours – DEC convenes in main boardroom
- iv. 1600 hours – DEC adjourns for the day (Call of the Chairman)

c. Local Map. A map of the local area has been produced for your convenience and is attached.

d. 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.

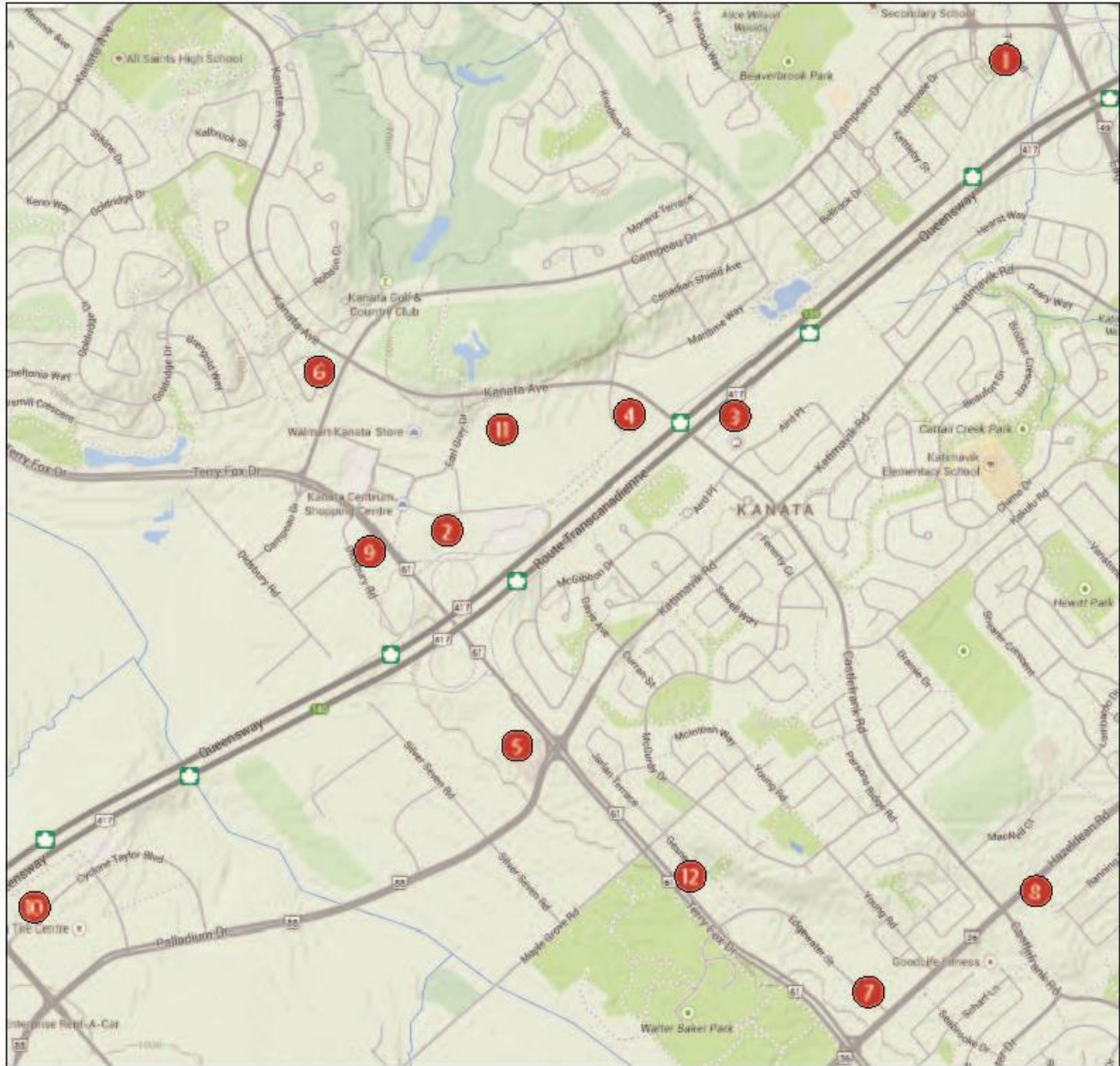
e. Reports. As members are aware all meeting material is provided electronically and will not be reproduced in paper format.

f. Smoking. Members are reminded that Ottawa City By-Laws do not permit smoking in any office building including bars and restaurants. However, the Director of Administration will provide one of the smokers with a door pass to enable smokers to use the rear entrance to permit smoking outside during the break periods. Smoking is only permitted at the rear of the building.

Attachment



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



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

**DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

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

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a. Errors and Omissions from April 2017 DEC Meeting

An omission from the C&L Report:

**MOTION:** It was moved that Appendix A be deleted from The General By-Laws.

**CARRIED**

b. Approval of Minutes

The DEC last met on 29-30 April 2017. The minutes were distributed electronically.

**RECOMMENDED:** That the DEC minutes of 29-30 April 2017 be approved.

c. Review of DEC Decisions – Email Voting

There was one (1) DEC Electronic Decision / Email voting since the last DEC meeting 29-30 April 2017. .

**MOTION:** It was moved that DEC approve the awarding of an Honorary Life Membership to HRH Prince Harry for his efforts and support of the ill and injured through his championing Invictus Games. This award would only be presented on the condition that the Royal Household agree to this honour.

**CARRIED (15 May 2017)**

**OTHER BUSINESS ARISING FROM PREVIOUS MINUTES**

d. Centennial Fund

DEC had decided to blend in the Centennial Fund to the General Reserves as both funds accomplished the same purpose of perpetuating the Legion and it would be administratively easier to account for them. When the Auditors were consulted, their recommendations were to leave the two funds separate as the Centennial

Fund is an internally restricted fund. Therefore, the following recommendation is made:

**RECOMMENDATION:** It is recommended that DEC rescind the motion to blend the Centennial Fund into the General Reserves.

**DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

**ITEM 7: 2017 SUMMARY - DOMINION TREASURER'S REPORT**

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**FINANCIAL RESULTS AND FORECAST**

**OVERVIEW**

Although we budgeted for a \$55,345 surplus, a balanced year-end position is forecasted for the 2017 year. The primary influences on the forecasted year-end position are as follows.

**Forecasted Revenue Increases- \$330,002**

- Investment Income – increased income based on trending data during the first nine months of 2017 in the amount of \$10,000.
- Service Bureau - increased income in the amount of \$ 44,869 to fund 90% of actual forecasted Service Bureau expenses.
- Supply Sales – increased income in the amount of \$250,000.
- Royalty Income – increased income in the amount of \$ 25,133.

**Forecasted Expense Increases/Decreases- \$385,347**

Salary increases/decreases are as follows:

- Administration – decreased salary expenses in the amount of \$ 37,575.
- Information Technology – increased salary expenses in the amount of \$3,958.
- Membership – increased salary expenses in the amount of \$23,384.
- Marketing & Communications – increased salary expenses in the amount of \$52,670.
- Finance – increased salary expenses in the amount of \$ 72,229 due to duplication in Director of Finance salary costs and recruitment costs.
- Service Bureau – increased salary expenses in the amount of \$ 58,221 as mentioned to the DEC at the April 2017 meeting.

- Legion House – decreased salary expenses in the amount of \$820.

Non-salary increases/decreases are as follows:

- Membership - increased telephone, postage and printing costs in the amount of \$18,500, increased permanent membership card costs in the amount of \$ 22,000 and increased membership pack out costs in the amount of \$11,000.
- Supply – increased Cost of Goods Sold in the amount of \$ 101,635 due to increased sales.
- Marketing, Advertising & Promotion – increased photography and promotion costs in the amount of \$20,000.
- Committees-decreased costs in the amount of \$ 29,855 primarily due to lower than budgeted sports committee costs.
- Other Program Expenses – increased legal and charitable foundation establishment costs in the amount of \$70,000.

## **Attachments**

Annex A - Summary & Detailed 2017 Financial Statements, 2017 Forecasts and 2017 & 2018 Budgets.

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS  
Statement of Revenue and Expense

|  | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL    | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST  | 2017<br>BUDGET    | 2018<br>BUDGET    |
|--|-----------------------|-------------------|-----------------------|-------------------|-------------------|-------------------|
| <b>REVENUE</b>                           |                       |                   |                       |                   |                   |                   |
| Per Capita Tax                           | 5,363,465             | 5,710,008         | 5,741,469             | 5,825,000         | 5,825,000         | 5,929,170         |
| Canvet                                   |                       |                   |                       |                   |                   |                   |
| - Agency Fee & Support                   | 333,333               | 400,000           | 333,333               | 400,000           | 400,000           | 400,000           |
| Investment Income                        | 301,775               | 491,771           | 312,026               | 500,000           | 490,000           | 548,500           |
| SB Revenue/Direct Cost Reallocation t... | 556,500               | 742,000           | 551,250               | 779,869           | 735,000           | 885,410           |
| Supply Department                        | 1,381,496             | 2,293,129         | 1,793,851             | 2,450,000         | 2,200,000         | 2,100,000         |
| Legion House                             |                       |                   |                       |                   |                   |                   |
| - Tenants                                | 62,190                | 82,920            | 62,190                | 82,920            | 82,920            | 82,920            |
| - Internal                               | 237,000               | 316,000           | 237,000               | 316,000           | 316,000           | 316,000           |
| Miscellaneous                            |                       |                   |                       |                   |                   |                   |
| - Master Card                            | 47,944                | 65,188            | 64,732                | 85,133            | 60,000            | 60,000            |
| - Other                                  | 44,826                | 82,481            | 58,698                | 90,000            | 90,000            | 90,000            |
| Estate Bequest                           | 74,603                | 87,099            | -                     | -                 | -                 | -                 |
| <b>TOTAL REVENUE</b>                     | <b>8,403,132</b>      | <b>10,270,596</b> | <b>9,154,549</b>      | <b>10,528,922</b> | <b>10,198,920</b> | <b>10,412,000</b> |
| <b>EXPENSE</b>                           |                       |                   |                       |                   |                   |                   |
| Legion Magazine Subscriptions            | 2,715,756             | 2,831,045         | 2,606,624             | 2,710,000         | 2,710,000         | 2,700,000         |
| Administration                           | 631,526               | 842,965           | 694,072               | 907,625           | 945,200           | 865,042           |
| Information Technology                   | 262,969               | 330,937           | 281,316               | 355,908           | 351,950           | 366,121           |
| Membership                               | 622,166               | 829,977           | 425,629               | 664,784           | 589,900           | 524,384           |
| Marketing & Communications               | -                     | -                 | 177,112               | 245,770           | 193,100           | 313,313           |
| Marketing & Membership                   |                       |                   |                       |                   |                   |                   |
| Marketing, Advertising, Promotion        | 270,804               | 457,705           | 325,996               | 475,500           | 455,500           | 538,500           |
| Finance                                  | 291,708               | 401,901           | 371,909               | 519,229           | 447,000           | 485,690           |
| Service Bureau                           | 589,526               | 798,929           | 656,190               | 866,521           | 808,300           | 983,789           |
| Supply                                   | 1,068,987             | 1,709,138         | 1,300,361             | 1,799,835         | 1,698,200         | 1,627,997         |
| Committees                               | 652,861               | 657,735           | 813,919               | 950,520           | 980,375           | 998,635           |
| Other Program Expenses                   | 121,211               | 195,576           | 163,558               | 209,800           | 139,800           | 162,500           |
| Depreciation                             | 75,353                | 109,797           | 81,353                | 115,000           | 115,000           | 123,000           |
| Employer Pension Contribution            | 220,214               | 303,235           | 248,004               | 340,000           | 340,000           | 341,000           |
| Legion House                             | 266,622               | 335,787           | 260,303               | 368,430           | 369,250           | 341,960           |
| <b>TOTAL EXPENSE</b>                     | <b>7,789,703</b>      | <b>9,804,725</b>  | <b>8,406,345</b>      | <b>10,528,923</b> | <b>10,143,575</b> | <b>10,371,931</b> |
| <b>NET INCOME (LOSS) FROM OPERAT...</b>  | <b>613,429</b>        | <b>465,871</b>    | <b>748,204</b>        | <b>(1)</b>        | <b>55,345</b>     | <b>40,069</b>     |

THE ROYAL CANADIAN LEGION - DOMINION COMMAND  
GENERAL FUNDS

Administration

|                              | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL   | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET   | 2018<br>BUDGET   |
|------------------------------|-----------------------|------------------|-----------------------|------------------|------------------|------------------|
| <b>EXPENSE</b>               |                       |                  |                       |                  |                  |                  |
| Salaries                     | 544,764               | 735,116          | 618,587               | 808,643          | 841,500          | 766,416          |
| Retirement Allowance         | 10,512                | 16,687           | 11,939                | 16,173           | 15,000           | 15,021           |
| Other Benefits               | 51,325                | 62,731           | 55,448                | 71,609           | 72,500           | 65,905           |
| Temporary & Contract Staff   | 8,194                 | 8,194            | -                     | -                | -                | -                |
| <b>TOTAL PERSONNEL</b>       | <b>614,795</b>        | <b>822,728</b>   | <b>685,973</b>        | <b>896,425</b>   | <b>929,000</b>   | <b>847,342</b>   |
| Office Supplies              | 40,110                | 53,683           | 38,429                | 44,200           | 44,200           | 45,000           |
| Telephone                    | 11,670                | 15,179           | 12,026                | 16,000           | 16,000           | 16,000           |
| Postage, Express             | 8,102                 | 9,299            | 7,195                 | 10,100           | 10,100           | 10,000           |
| Printing, Stationery         | 3,929                 | 6,039            | 1,543                 | 3,200            | 8,200            | 8,000            |
| Staff Travel                 | 458                   | 695              | 765                   | 1,000            | 1,000            | 1,000            |
| Insurance                    | 14,092                | 18,787           | 13,701                | 20,400           | 20,400           | 20,400           |
| Rent (CR to Building)        | 81,000                | 108,000          | 81,000                | 108,000          | 108,000          | 108,000          |
| Staff Recruitment            | -                     | -                | 878                   | 2,000            | 2,000            | 2,000            |
| Computer Network Support     | 2,250                 | 3,000            | 2,250                 | 3,000            | 3,000            | 3,500            |
| Miscellaneous                | 2,315                 | 2,657            | 1,498                 | 5,000            | 5,000            | 2,500            |
| Training                     | 7,155                 | 8,700            | 5,339                 | 7,000            | 7,000            | 10,000           |
| <b>TOTAL EXPENSE</b>         | <b>785,876</b>        | <b>1,048,765</b> | <b>850,597</b>        | <b>1,116,325</b> | <b>1,153,900</b> | <b>1,073,742</b> |
| Less: charged to:            |                       |                  |                       |                  |                  |                  |
| Membership                   | 22,500                | 30,000           | 11,250                | 15,000           | 15,000           | 15,000           |
| Marketing and Communications | -                     | -                | 11,250                | 15,000           | 15,000           | 15,000           |
| Service Bureau               | 22,500                | 30,000           | 22,500                | 30,000           | 30,000           | 30,000           |
| Poppy Fund                   | 109,350               | 145,800          | 111,525               | 148,700          | 148,700          | 148,700          |
|                              | 154,350               | 205,800          | 156,525               | 208,700          | 208,700          | 208,700          |
| <b>NET EXPENSE</b>           | <b>631,526</b>        | <b>842,965</b>   | <b>694,072</b>        | <b>907,625</b>   | <b>945,200</b>   | <b>865,042</b>   |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS  
INFORMATION TECHNOLOGY SECTION  
(Administration Department)

|  | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|--|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>EXPENSE</b>                                 |                       |                |                       |                  |                |                |
| Salaries                                       | 125,186               | 165,923        | 128,658               | 167,411          | 173,000        | 177,257        |
| Retirement Allowance                           | 2,416                 | 3,786          | 2,483                 | 3,348            | 3,200          | 3,665          |
| Other Benefits                                 | 14,428                | 17,468         | 15,248                | 21,677           | 21,200         | 21,949         |
| Contract                                       | 17,416                | 21,428         | 27,974                | 36,222           | 27,300         | 49,000         |
| <b>TOTAL PERSONNEL</b>                         | <b>159,446</b>        | <b>208,605</b> | <b>174,362</b>        | <b>228,658</b>   | <b>224,700</b> | <b>251,871</b> |
| Office Supplies                                | 4                     | 29             | -                     | 50               | 50             | 50             |
| Telephone                                      | 4,280                 | 5,721          | 4,965                 | 5,000            | 5,000          | 6,000          |
| Postage, Express                               | 2                     | 4              | 190                   | 50               | 50             | 50             |
| Printing, Stationery                           | 26                    | 26             | 1                     | 50               | 50             | 50             |
| Rent (CR to Building)                          | 7,500                 | 10,000         | 7,500                 | 10,000           | 10,000         | 10,000         |
| Miscellaneous                                  | 41                    | 41             | 43                    | 100              | 100            | 100            |
| <b>Network &amp; PC</b>                        |                       |                |                       |                  |                |                |
| - Maintenance Contracts/Leases                 | 80,454                | 91,256         | 76,822                | 93,000           | 93,000         | 95,000         |
| - Programming & Support                        | 15,817                | 22,961         | 20,672                | 25,000           | 25,000         | 25,000         |
| - Supplies & Other                             | 10,032                | 11,948         | 9,876                 | 12,000           | 12,000         | 12,000         |
| - Website & Internet<br>connectivity & support | 3,366                 | 4,346          | 4,884                 | 6,000            | 6,000          | 6,000          |
| <b>TOTAL EXPENSE</b>                           | <b>280,969</b>        | <b>354,937</b> | <b>299,316</b>        | <b>379,908</b>   | <b>375,950</b> | <b>406,121</b> |
| Less: charged to:                              |                       |                |                       |                  |                |                |
| Administration                                 | 2,250                 | 3,000          | 2,250                 | 3,000            | 3,000          | 3,500          |
| Finance  | 2,250                 | 3,000          | 2,250                 | 3,000            | 3,000          | 7,500          |
| Membership & Marketing                         |                       |                |                       |                  |                |                |
| Membership                                     | 4,500                 | 6,000          | 3,750                 | 5,000            | 5,000          | 7,500          |
| Marketing                                      | -                     | -              | 750                   | 1,000            | 1,000          | 2,500          |
| Service Bureau                                 | 2,250                 | 3,000          | 2,250                 | 3,000            | 3,000          | 4,500          |
| Supply   | 4,500                 | 6,000          | 4,500                 | 6,000            | 6,000          | 7,500          |
| Canvet   | 2,250                 | 3,000          | 2,250                 | 3,000            | 3,000          | 5,000          |
| IT   | -                     | -              | -                     | -                | -              | 2,000          |
|  | 18,000                | 24,000         | 18,000                | 24,000           | 24,000         | 40,000         |
| <b>NET EXPENSE</b>                             | <b>262,969</b>        | <b>330,937</b> | <b>281,316</b>        | <b>355,908</b>   | <b>351,950</b> | <b>366,121</b> |



THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS  
Membership Section

|                                   | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-----------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>REVENUE</b>                    |                       |                |                       |                  |                |                |
| Agency Fee                        | 333,333               | 400,000        | 333,333               | 400,000          | 400,000        | 400,000        |
| <b>TOTAL REVENUE</b>              | <b>333,333</b>        | <b>400,000</b> | <b>333,333</b>        | <b>400,000</b>   | <b>400,000</b> | <b>400,000</b> |
| <b>EXPENSE</b>                    |                       |                |                       |                  |                |                |
| Salaries                          | 345,808               | 460,302        | 183,912               | 246,506          | 233,000        | 239,934        |
| Retirement Allowance              | 6,673                 | 10,508         | 3,555                 | 4,930            | 4,300          | 4,858          |
| Other Benefits                    | 46,727                | 59,161         | 29,268                | 37,261           | 38,800         | 37,923         |
| Temporary & Contract Staff        | 68,093                | 101,060        | 71,337                | 90,787           | 80,000         | 103,769        |
| <b>TOTAL PERSONNEL</b>            | <b>467,301</b>        | <b>631,031</b> | <b>288,073</b>        | <b>379,484</b>   | <b>356,100</b> | <b>386,484</b> |
| Office Supplies                   | 627                   | 1,481          | 528                   | 1,400            | 1,400          | 1,400          |
| Telephone                         | 6,019                 | 8,221          | 6,007                 | 8,500            | 5,400          | 8,000          |
| Postage, Express                  | 28,805                | 38,658         | 35,381                | 40,000           | 34,000         | 36,000         |
| Printing, Stationery              | 6,134                 | 7,081          | 7,732                 | 11,000           | 3,500          | 3,500          |
| Rent (CR to Building)             | 48,000                | 64,000         | 40,500                | 54,000           | 54,000         | 54,000         |
| Miscellaneous                     | 680                   | 861            | 3,292                 | 4,400            | 2,500          | 2,500          |
| Legion Website & Internet         | 2,729                 | 3,571          | -                     | -                | -              | -              |
| Computer Network Support          | 4,500                 | 6,000          | 3,750                 | 5,000            | 5,000          | 7,500          |
| Administrative Support            | 22,500                | 30,000         | 11,250                | 15,000           | 15,000         | 15,000         |
| Permanent membership cards        | -                     | -              | -                     | 95,000           | 73,000         | -              |
| Membership cards, forms and paper | 18,834                | 23,037         | 12,228                | 20,000           | 20,000         | 10,000         |
| Membership Pack out               | 16,036                | 16,036         | 16,888                | 31,000           | 20,000         | -              |
| <b>TOTAL EXPENSE</b>              | <b>622,166</b>        | <b>829,977</b> | <b>425,629</b>        | <b>664,784</b>   | <b>589,900</b> | <b>524,384</b> |
| <b>NET EXPENSE</b>                | <b>288,833</b>        | <b>429,977</b> | <b>92,296</b>         | <b>264,784</b>   | <b>189,900</b> | <b>124,384</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS  
Marketing Section

|                           | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|---------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>EXPENSE</b>            |                       |                |                       |                  |                |                |
| Salaries                  | -                     | -              | 137,169               | 193,237          | 149,500        | 253,053        |
| Retirement Allowance      | -                     | -              | 2,619                 | 3,865            | 2,800          | 5,115          |
| Other Benefits            | -                     | -              | 13,820                | 17,668           | 11,800         | 22,145         |
| <b>TOTAL PERSONNEL</b>    | -                     | -              | <b>153,608</b>        | <b>214,770</b>   | <b>164,100</b> | <b>280,313</b> |
| Office Supplies           | -                     | -              | -                     | 400              | 400            | 400            |
| Telephone                 | -                     | -              | 1,632                 | 1,800            | 1,800          | 1,800          |
| Postage, Express          | -                     | -              | 1                     | 100              | 100            | 100            |
| Printing, Stationery      | -                     | -              | 56                    | 200              | 200            | 200            |
| Staff Travel              | -                     | -              | 33                    | 33               | -              | 500            |
| Rent (CR to Building)     | -                     | -              | 7,500                 | 10,000           | 10,000         | 10,000         |
| Miscellaneous             | -                     | -              | 2,282                 | 2,467            | 500            | 2,500          |
| Computer Network Support  | -                     | -              | 750                   | 1,000            | 1,000          | 2,500          |
| Administrative Support    | -                     | -              | 11,250                | 15,000           | 15,000         | 15,000         |
| Legion Website & Internet | -                     | -              | -                     | -                | -              | -              |
| <b>TOTAL EXPENSE</b>      | -                     | -              | <b>177,112</b>        | <b>245,770</b>   | <b>193,100</b> | <b>313,313</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS  
Marketing

|   | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|---|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b><u>Media - Print</u></b>                         |                       |                |                       |                  |                |                |
| Canvet Ads  | 15,760                | 15,760         | 16,245                | 30,000           | 30,000         | 20,000         |
| Esprit de Corps                                     | -                     | -              | -                     | -                | -              | -              |
| RCMP Quarterly                                      | 2,543                 | 2,543          | -                     | -                | -              | -              |
| Ubiquitous  | -                     | -              | -                     | -                | -              | -              |
| Canadian Military Family                            | 565                   | 565            | -                     | -                | -              | -              |
| Advertising Other                                   | 6,724                 | 6,724          | -                     | -                | -              | -              |
| <b><u>Media - Audio</u></b>                         |                       |                |                       |                  |                |                |
| Memorial Cup  | -                     | -              | -                     | -                | -              | -              |
| PSA's   | -                     | -              | -                     | -                | -              | -              |
| Audio - Other                                       | -                     | -              | -                     | -                | -              | -              |
| <b><u>Media - Video &amp; Photography</u></b>       |                       |                |                       |                  |                |                |
| PSA's   | 2,825                 | 40,059         | -                     | -                | -              | -              |
| Photography Services                                | -                     | -              | 11,018                | 15,000           | 5,000          | 15,000         |
| Promotional Videos                                  | -                     | -              | 42,414                | 75,000           | 75,000         | 75,000         |
| Legion .ca Website Administration                   | -                     | -              | -                     | -                | -              | -              |
| Video - Other 2018 Convention                       | 8,813                 | 9,308          | -                     | -                | -              | 6,000          |
| <b><u>Media - Internet</u></b>                      |                       |                |                       |                  |                |                |
| Legion.ca website admin                             | -                     | -              | 31,414                | 35,000           | 35,000         | 45,000         |
| Media Internet - Other                              | 65,688                | 169,335        | -                     | -                | -              | -              |
| <b><u>Media - Public Relations &amp; Events</u></b> |                       |                |                       |                  |                |                |
| Media Coverage & P.R. (T & F)                       | 9,199                 | 9,213          | 2,780                 | 10,000           | 10,000         | 10,000         |
| Media Coverage & P.R. - Other                       | 21,069                | 31,925         | -                     | -                | -              | -              |
| Events/Tradeshows/Sponsorships                      | -                     | -              | 19,546                | 20,000           | 20,000         | 35,000         |
| <b><u>Programs and Campaigns</u></b>                |                       |                |                       |                  |                |                |
| Free Membership for CF retirees                     | 5,825                 | 6,049          | 3,150                 | 5,000            | 5,000          | 5,000          |
| Non Renewal Mailers                                 | 55,501                | 55,501         | 55,822                | 60,000           | 60,000         | 60,000         |
| Incentive Program for Renewals /                    |                       |                |                       |                  |                |                |
| Recruitments (1 X 1)                                | 2,825                 | 9,605          | -                     | -                | -              | -              |
| Early Bird Campaign                                 | -                     | -              | -                     | -                | -              | -              |
| Branch Incentive Program                            | 13,591                | 13,591         | -                     | -                | -              | -              |
| Public Direct Mail Campaign                         | -                     | -              | -                     | -                | -              | -              |
| Legion Riders Support                               | -                     | -              | -                     | -                | -              | -              |
| Marketing - Program                                 | 24,013                | 52,291         | -                     | -                | -              | -              |
| Design Program                                      | 2,545                 | 2,943          | 887                   | 7,500            | 7,500          | 7,500          |
| Promotions and Donations                            | 7,302                 | 6,277          | 15,759                | 20,000           | 10,000         | 10,000         |
| Social Media Campaign                               | -                     | -              | 31,512                | 50,000           | 50,000         | 70,000         |
| Online Banner Campaign                              | -                     | -              | 63,323                | 63,000           | 63,000         | 75,000         |
| Member/Branch Enewsletters                          | -                     | -              | 13,010                | 20,000           | 20,000         | 50,000         |
| Triggered e-mail campaign                           | -                     | -              | -                     | 10,000           | 10,000         | 10,000         |
| Invictus Games                                      | -                     | -              | 2,686                 | 10,000           | 15,000         | -              |
| Marketing Admin                                     | -                     | -              | -                     | 5,000            | -              | -              |
| Travel  | -                     | -              | -                     | -                | -              | 5,000          |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS  
Marketing

|                                       | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|---------------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <u>Other Printed Material</u>         |                       |                |                       |                  |                |                |
| Flyers and Postcards                  | -                     | -              | -                     | -                | -              | -              |
| Bookmarks                             | 1,975                 | 1,975          | -                     | -                | -              | -              |
| We Care Poster                        | 1,102                 | 1,102          | -                     | -                | -              | -              |
| Renewal Poster                        | 431                   | 431            | -                     | -                | -              | -              |
| Early Bird Poster                     | 1,193                 | 1,193          | -                     | -                | -              | -              |
| The RCL & C.F. Brochure               | 7,588                 | 7,588          | -                     | -                | -              | -              |
| RCL Needs You Brochure                | 733                   | 733            | -                     | -                | -              | -              |
| Posters/Brochures                     | 12,995                | 12,995         | -                     | -                | -              | -              |
| RCL Welcomes You Brochure             | -                     | -              | -                     | -                | -              | -              |
| Branch Collateral Marketing materials | -                     | -              | 16,432                | 40,000           | 40,000         | 40,000         |
| Other                                 | -                     | -              | -                     | -                | -              | -              |
|                                       | 270,804               | 457,705        | 325,996               | 475,500          | 455,500        | 538,500        |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS  
Finance Department

|                                  | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|----------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>EXPENSE</b>                   |                       |                |                       |                  |                |                |
| Salaries                         | 294,645               | 393,366        | 281,147               | 372,434          | 405,600        | 438,208        |
| Retirement Allowance             | 5,685                 | 8,974          | 5,415                 | 7,449            | 7,400          | 8,810          |
| Other Benefits                   | 35,240                | 45,435         | 36,245                | 46,164           | 48,000         | 43,760         |
| Contract                         | 1,278                 | 13,988         | 114,171               | 146,082          | 38,900         | 38,311         |
| <b>TOTAL PERSONNEL</b>           | <b>336,849</b>        | <b>461,762</b> | <b>436,978</b>        | <b>572,129</b>   | <b>499,900</b> | <b>529,089</b> |
| Office Supplies                  | 1,310                 | 1,569          | 976                   | 2,000            | 2,000          | 2,000          |
| Telephone                        | 2,388                 | 3,288          | 2,565                 | 3,300            | 3,300          | 3,300          |
| Postage, Express                 | 2,479                 | 3,469          | 3,475                 | 5,000            | 5,000          | 5,000          |
| Printing, Stationery             | 196                   | 271            | 1,107                 | 1,500            | 1,500          | 1,500          |
| Staff Travel                     | 37                    | 37             | 81                    | 300              | 300            | 300            |
| Audit Fees                       | 45,000                | 60,500         | 47,786                | 62,000           | 62,000         | 63,240         |
| Rent (CR to Building)            | 21,750                | 29,000         | 21,750                | 29,000           | 29,000         | 29,000         |
| Computer Network Support         | 2,250                 | 3,000          | 2,250                 | 3,000            | 3,000          | 7,500          |
| Miscellaneous/Foundation Startup | 3,882                 | 3,920          | 5,473                 | 8,000            | 8,000          | 11,761         |
| <b>TOTAL EXPENSE</b>             | <b>416,140</b>        | <b>566,816</b> | <b>522,441</b>        | <b>686,229</b>   | <b>614,000</b> | <b>652,690</b> |
| Less: charged to:                |                       |                |                       |                  |                |                |
| Supply                           | 41,932                | 54,915         | 68,033                | 57,000           | 57,000         | 57,000         |
| Canvet                           | 82,500                | 110,000        | 82,500                | 110,000          | 110,000        | 110,000        |
|                                  | 124,432               | 164,915        | 150,533               | 167,000          | 167,000        | 167,000        |
| <b>NET EXPENSE</b>               | <b>291,708</b>        | <b>401,901</b> | <b>371,909</b>        | <b>519,229</b>   | <b>447,000</b> | <b>485,690</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS  
Service Bureau

|                             | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-----------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| REVENUE                     |                       |                |                       |                  |                |                |
| Poppy Fund Grant            | 556,500               | 742,000        | 551,250               | 779,869          | 735,000        | 885,410        |
| EXPENSE                     |                       |                |                       |                  |                |                |
| Salaries                    | 452,956               | 598,308        | 520,611               | 690,818          | 633,500        | 749,130        |
| Retirement Allowance        | 8,743                 | 13,458         | 10,044                | 13,816           | 11,400         | 14,843         |
| Other Benefits              | 49,866                | 59,371         | 53,922                | 64,187           | 61,200         | 65,416         |
| TOTAL PERSONNEL             | 511,564               | 671,137        | 584,577               | 768,821          | 706,100        | 829,389        |
| Office Supplies Expense     | 394                   | 1,199          | 698                   | 1,500            | 4,000          | 4,000          |
| Telephone                   | 5,065                 | 6,905          | 4,787                 | 7,400            | 7,400          | 7,400          |
| Postage                     | 3,381                 | 4,823          | 3,259                 | 4,800            | 4,300          | 5,000          |
| Staff Travel                | 1,008                 | 1,321          | 2,295                 | 1,500            | 4,000          | 4,000          |
| VAC - Liaison               |                       |                |                       |                  |                |                |
| Rent ( Cr to Building)      | 33,750                | 45,000         | 33,750                | 45,000           | 45,000         | 45,000         |
| Service Officers Conference | 8,892                 | 34,740         | -                     | -                | -              | 50,000         |
| Advocacy and Representation | 136                   | 136            | 1,507                 | 3,000            | 3,000          | 3,000          |
| Administrative Support      | 22,500                | 30,000         | 22,500                | 30,000           | 30,000         | 30,000         |
| Computer Network Support    | 2,250                 | 3,000          | 2,250                 | 3,000            | 3,000          | 4,500          |
| Miscellaneous               | 585                   | 668            | 567                   | 1,500            | 1,500          | 1,500          |
| TOTAL EXPENSE               | 589,526               | 798,929        | 656,190               | 866,521          | 808,300        | 983,789        |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS  
Supply Department

|   | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|---|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| REVENUE                                       |                       |                |                       |                  |                |                |
| Sales of Supplies                             | 1,381,496             | 2,293,129      | 1,793,851             | 2,450,000        | 2,200,000      | 2,000,000      |
| Less Cost of Goods                            | 590,563               | 1,003,654      | 732,906               | 1,102,500        | 990,000        | 900,000        |
| GROSS MARGIN                                  | 790,933               | 1,289,475      | 1,060,945             | 1,347,500        | 1,210,000      | 1,100,000      |
| Legion Lager Royalty                          | -                     | -              | -                     | -                | -              | 100,000        |
| Provincial Commands @<br>5.0% of Gross Margin | 39,604                | 64,474         | -                     | 67,375           | 60,500         | 60,000         |
| EXPENSE                                       |                       |                |                       |                  |                |                |
| Salaries                                      | 353,799               | 472,290        | 361,676               | 442,705          | 485,000        | 495,668        |
| Retirement Allowance                          | 6,838                 | 10,773         | 6,979                 | 8,854            | 9,000          | 10,202         |
| Other Benefits                                | 47,845                | 61,420         | 49,189                | 58,575           | 63,900         | 65,206         |
| Temporary & Contract Staff                    | 33,666                | 48,601         | 41,259                | 54,626           | 50,000         | 57,603         |
| TOTAL PERSONNEL                               | 442,147               | 593,084        | 459,103               | 564,760          | 607,900        | 628,679        |
| Telephone                                     | 5,593                 | 7,816          | 6,159                 | 10,000           | 10,000         | 10,000         |
| Postage, Express                              | 22,219                | 40,148         | 48,445                | 65,000           | 65,000         | 67,000         |
| Printing, Stationery                          | 3,396                 | 5,059          | 3,105                 | 6,000            | 6,000          | 6,000          |
| Staff Travel                                  | 3,499                 | 4,022          | 3,198                 | 5,000            | 5,000          | 5,000          |
| Insurance                                     | 1,089                 | 1,453          | 1,089                 | 1,500            | 1,500          | 1,500          |
| Rent (CR to Building)                         | 45,000                | 60,000         | 45,000                | 60,000           | 60,000         | 60,000         |
| Web Store - connectivity                      | 2,441                 | 3,397          | 27,573                | 4,800            | 4,800          | 4,800          |
| Poppy Store                                   | 861                   | 861            | -                     | -                | -              | -              |
| Advertising/Catalogue Distribution            | 35,354                | 91,671         | 74,609                | 80,000           | 60,000         | 60,000         |
| Wrapping Material                             | 25,702                | 31,157         | 25,021                | 35,000           | 30,000         | 31,000         |
| Finance/Administration Support                | 41,932                | 54,915         | 68,033                | 57,000           | 57,000         | 57,000         |
| Office Supplies                               | 1,623                 | 1,858          | 1,472                 | 2,000            | 2,000          | 2,000          |
| Bad Debts                                     | 400                   | 2,000          | -                     | 400              | 400            | 400            |
| Computer Network Support                      | 4,500                 | 6,000          | 4,500                 | 6,000            | 6,000          | 7,500          |
| Miscellaneous                                 | 913                   | 1,368          | 1,973                 | 1,600            | 1,200          | 1,600          |
| EXPENSE TOTAL                                 | 676,274               | 969,284        | 769,280               | 966,435          | 977,300        | 1,002,479      |
| Less: Poppy Fund Chargeback                   | (197,850)             | (263,800)      | (201,825)             | (269,100)        | (269,100)      | (274,482)      |
| NET EXPENSE                                   | 478,424               | 705,484        | 567,455               | 697,335          | 708,200        | 727,997        |
| GAIN OR (LOSS)                                | 312,509               | 583,991        | 493,490               | 650,165          | 501,800        | 472,003        |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS  
Other Program Expenses

|                                      | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|--------------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| RCEL                                 |                       |                |                       |                  |                |                |
| Conference                           | -                     | -              | 3,750                 | 5,000            | 5,000          | 5,000          |
| SCOWP                                | 286                   | 552            | 845                   | 2,000            | 2,000          | 2,000          |
| RCEL TOTAL                           | 286                   | 552            | 4,595                 | 7,000            | 7,000          | 7,000          |
| OTHER                                |                       |                |                       |                  |                |                |
| Request for Support                  | 13,000                | 15,000         | 8,000                 | 15,000           | 15,000         | 15,000         |
| Annual General Meeting               | -                     | -              | 3,468                 | 5,000            | 5,000          | -              |
| Legion Representation on Local Bo... | -                     | -              | -                     | 200              | 200            | 500            |
| Historica (EWC)                      | -                     | -              | -                     | -                | -              | -              |
| Write Off of Old Manuals             | -                     | 12,799         | -                     | -                | -              | -              |
| Legal & Other                        | 60,256                | 111,046        | 93,011                | 110,000          | 50,000         | 70,000         |
| Charitable Foundation Start Up       | 4,780                 | 4,780          | 18,552                | 20,000           | 10,000         | 10,000         |
| MBP Ads                              | 16,606                | 19,970         | 18,502                | 20,000           | 20,000         | 20,000         |
| Translation                          | 26,283                | 31,430         | 17,429                | 32,600           | 32,600         | 40,000         |
| TOTAL EXPENSE                        | 121,211               | 195,576        | 163,558               | 209,800          | 139,800        | 162,500        |



THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS  
Legion House

|                               | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| REVENUE                       |                       |                |                       |                  |                |                |
| Rent - Tenants                | 62,190                | 82,920         | 62,190                | 82,920           | 82,920         | 82,920         |
| Rent - charged to Departments |                       |                |                       |                  |                |                |
| - Administration              | 81,000                | 108,000        | 81,000                | 108,000          | 108,000        | 108,000        |
| - Marketing & Membership      | 48,000                | 64,000         | 40,500                | 54,000           | 54,000         | 54,000         |
| - Membership                  |                       |                |                       |                  |                |                |
| - Marketing                   | -                     | -              | 7,500                 | 10,000           | 10,000         | 10,000         |
| - Service Bureau              | 33,750                | 45,000         | 33,750                | 45,000           | 45,000         | 45,000         |
| - Supply Dept                 | 45,000                | 60,000         | 45,000                | 60,000           | 60,000         | 60,000         |
| - Finance                     | 21,750                | 29,000         | 21,750                | 29,000           | 29,000         | 29,000         |
| - IT Section                  | 7,500                 | 10,000         | 7,500                 | 10,000           | 10,000         | 10,000         |
| TOTAL REVENUE                 | 299,190               | 398,920        | 299,190               | 398,920          | 398,920        | 398,920        |
| EXPENSE                       |                       |                |                       |                  |                |                |
| Salaries                      | 20,475                | 27,010         | 20,275                | 26,358           | 27,100         | 27,766         |
| Retirement Allowance          | 396                   | 614            | 391                   | 527              | 550            | 609            |
| Other Benefits                | 3,555                 | 4,681          | 3,431                 | 4,145            | 4,200          | 4,085          |
| TOTAL PERSONNEL               | 24,426                | 32,304         | 24,097                | 31,030           | 31,850         | 32,460         |
| Elevator Maintenance          | 5,286                 | 6,289          | 3,085                 | 7,000            | 7,000          | 7,000          |
| A/C, Electrical, Plumbing     | 12,142                | 14,665         | 11,568                | 28,000           | 32,000         | 32,000         |
| Interior & Exterior           | 60,370                | 80,089         | 54,056                | 84,000           | 80,000         | 80,000         |
| Cleaning Contract & Supplies  | 32,717                | 44,116         | 34,514                | 52,000           | 52,000         | 52,000         |
| Fuel                          | 6,331                 | 9,078          | 6,992                 | 12,400           | 12,400         | 13,000         |
| Light & Power                 | 45,483                | 60,221         | 43,907                | 62,000           | 62,000         | 62,000         |
| Water and Sewage              | 1,137                 | 1,763          | 1,310                 | 1,800            | 2,000          | 2,000          |
| Taxes                         | 53,138                | 53,138         | 55,184                | 55,200           | 55,000         | 56,500         |
| Insurance                     | 3,091                 | 4,122          | 3,091                 | 5,000            | 5,000          | 5,000          |
| Reserve Fund                  | 22,500                | 30,000         | 22,500                | 30,000           | 30,000         | -              |
| TOTAL EXPENSES                | 266,622               | 335,787        | 260,303               | 368,430          | 369,250        | 341,960        |
| GAIN OR LOSS                  | 32,568                | 63,133         | 38,887                | 30,490           | 29,670         | 56,960         |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS  
Committees & Elected Officers Expense

|                                    | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|------------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>COMMITTEES</b>                  |                       |                |                       |                  |                |                |
| Veterans, Service and Seniors      | 4,483                 | 16,347         | 8,252                 | 32,500           | 32,500         | 32,500         |
| Poppy & Remembrance                | 11,038                | 37,612         | 5,767                 | 26,931           | 26,950         | 28,950         |
| Membership                         | 5,175                 | 11,405         | 3,035                 | 15,876           | 16,250         | 16,250         |
| Outreach                           |                       |                |                       |                  |                |                |
| Public Relations                   | 21,751                | 28,339         | 77,405                | 102,900          | 102,900        | 143,095        |
| RCEL                               | -                     | 675            | 329                   | 675              | 675            | 675            |
| Sports                             | 308,375               | 219,287        | 443,124               | 326,241          | 349,700        | 357,700        |
| Ritual & Awards                    | 1,180                 | 1,575          | 4,077                 | 4,905            | 2,000          | 2,000          |
| Constitution & Laws                | 2,005                 | 2,383          | 3,737                 | 4,450            | 800            | 2,550          |
| Defence & Security                 | 60,914                | 71,410         | 22,394                | 27,136           | 32,800         | 32,800         |
| Veterans Consultation              | 3,563                 | 3,563          | -                     | 4,000            | 4,000          | 4,000          |
| (FOF) Going Forward                | -                     | -              | 1,378                 | 1,378            | -              | 54,000         |
| Leadership Development             | 104                   | 147            | 19                    | 200              | 200            | 200            |
| <b>COMMITTEE TOTAL</b>             | <b>418,589</b>        | <b>392,744</b> | <b>569,519</b>        | <b>547,192</b>   | <b>568,775</b> | <b>674,720</b> |
| <b>Elected Officers</b>            | <b>78,227</b>         | <b>85,237</b>  | <b>41,516</b>         | <b>117,000</b>   | <b>130,500</b> | <b>104,500</b> |
| <b>DEC/Senior Elected Officers</b> | <b>44,282</b>         | <b>62,072</b>  | <b>51,091</b>         | <b>74,200</b>    | <b>70,900</b>  | <b>71,400</b>  |
| <b>Dominion Convention</b>         | <b>111,762</b>        | <b>117,682</b> | <b>151,793</b>        | <b>212,128</b>   | <b>210,200</b> | <b>148,016</b> |
| <b>SUB-TOTAL</b>                   | <b>234,272</b>        | <b>264,991</b> | <b>244,400</b>        | <b>403,328</b>   | <b>411,600</b> | <b>323,916</b> |
| <b>TOTAL EXPENSE</b>               | <b>652,861</b>        | <b>657,735</b> | <b>813,919</b>        | <b>950,520</b>   | <b>980,375</b> | <b>998,635</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
Veterans, Service & Seniors

|                                     | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-------------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>COMMITTEE</b>                    |                       |                |                       |                  |                |                |
| Travel                              | 1,273                 | 3,624          | 608                   | 7,500            | 7,500          | 7,500          |
| Per Diem                            | 367                   | 2,726          | -                     | 6,000            | 6,000          | 6,000          |
| CIMVHR Forum                        | 1,158                 | 8,164          | 3,748                 | 10,000           | 10,000         | 10,000         |
| Printing, Stationery                | 552                   | 609            | 315                   | 500              | 500            | 500            |
| Telephone & Fax                     | 121                   | 150            | 234                   | 600              | 600            | 600            |
| Postage                             | 35                    | 99             | -                     | 400              | 400            | 400            |
| Business Transformation Initiatives | 538                   | 538            | 1,163                 | 1,500            | 1,500          | 1,500          |
| Homeless Veterans Summit            | 136                   | 136            | 2,159                 | 5,000            | 5,000          | 5,000          |
| Miscellaneous                       | 302                   | 302            | 25                    | 1,000            | 1,000          | 1,000          |
| <b>TOTAL</b>                        | <b>4,483</b>          | <b>16,347</b>  | <b>8,252</b>          | <b>32,500</b>    | <b>32,500</b>  | <b>32,500</b>  |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
Poppy & Remembrance Committee

|  | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|--|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b><u>COMMITTEE</u></b>                  |                       |                |                       |                  |                |                |
| Travel                                   | 2,547                 | 9,032          | -                     | 7,000            | 7,000          | 7,000          |
| Per Diem                                 | 3,143                 | 8,204          | -                     | 2,000            | 2,000          | 2,000          |
| Postage & Office                         | 1,043                 | 1,351          | 1,041                 | 1,000            | 1,000          | 1,000          |
| Telephone and Fax                        | 159                   | 184            | 52                    | 1,000            | 1,000          | 1,000          |
| Teachers Guide                           | -                     | -              | -                     | -                | -              | -              |
| Miscellaneous                            | 544                   | 818            | 459                   | 500              | 500            | 500            |
| <b>TOTAL</b>                             | <b>7,436</b>          | <b>19,589</b>  | <b>1,552</b>          | <b>11,500</b>    | <b>11,500</b>  | <b>11,500</b>  |
| <b><u>EUROPE ZONE</u></b>                |                       |                |                       |                  |                |                |
| Grant                                    |                       |                |                       |                  |                |                |
| Europe - Wreaths                         | -                     | -              | 123                   | 1,650            | 1,500          | 1,500          |
|  | -                     | -              | 123                   | 1,650            | 1,500          | 1,500          |
| <b><u>NATIONAL CEREMONIES</u></b>        |                       |                |                       |                  |                |                |
| Travel                                   | -                     | 4,474          | 82                    | 4,500            | 4,500          | 4,500          |
| Per Diem                                 | -                     | 5,770          | -                     | 6,000            | 4,500          | 4,500          |
| Printing, Stationery                     | 735                   | -              | 731                   | 1,000            | 500            | 500            |
| Telephone, Postage                       | 779                   | 1,041          | 64                    | 500              | 500            | 500            |
| Colour Party Activities                  |                       |                |                       |                  |                |                |
| - Summer & Fall                          | 124                   | 199            | 219                   | 250              | 250            | 250            |
| Meeting, Planning                        | 95                    | 95             | 129                   | 200              | 200            | 200            |
| St. John's Ambulance                     | -                     | 300            | -                     | 500              | 500            | 500            |
| Silver Cross Mother                      |                       |                |                       |                  |                |                |
| Cadet of the Year                        |                       |                |                       |                  |                |                |
| Ceremonies Operations                    | 1,279                 | 5,156          | 1,096                 | 831              | 3,000          | 5,000          |
| <b>TOTAL</b>                             | <b>3,011</b>          | <b>17,035</b>  | <b>2,321</b>          | <b>13,781</b>    | <b>13,950</b>  | <b>15,950</b>  |
| <b><u>PILGRIMAGE</u></b>                 |                       |                |                       |                  |                |                |
| Poppy Grant                              | (25,313)              | (33,750)       | -                     | (34,000)         | (33,750)       | (33,750)       |
| Expenses                                 | 25,904                | 34,738         | 1,771                 | 34,000           | 33,750         | 33,750         |
| <b>TOTAL</b>                             | <b>591</b>            | <b>988</b>     | <b>1,771</b>          | <b>0</b>         | <b>-</b>       | <b>-</b>       |
| <b>TOTAL</b>                             | <b>11,038</b>         | <b>37,612</b>  | <b>5,767</b>          | <b>26,931</b>    | <b>26,950</b>  | <b>28,950</b>  |
| Europe - Wreaths                         | 3,339                 | 3,339          | -                     | 3,500            | 1,000          | 1,000          |
| Remembrance Reception                    | -                     | 6,263          | -                     | 6,500            | 5,000          | 6,000          |
| Silver Cross Mother                      | 2,258                 | 7,114          | 25                    | 7,500            | 5,000          | 5,000          |
| Cadet of the Year                        | 15                    | 12,052         | (2,326)               | 12,100           | 9,000          | 10,000         |
| National Literary/Poppy Contest          |                       |                |                       |                  |                |                |
| Travel                                   | -                     | 4,949          | -                     | 5,000            | 5,000          | 7,000          |
| Per Diem                                 | -                     | 6,378          | (1,299)               | 5,100            | 5,000          | 5,000          |
| Bursaries/Gifts                          | 8,669                 | 12,785         | 8,971                 | 12,000           | 10,875         | 12,000         |
| Total - Poppy Fund                       | 14,282                | 52,880         | 5,371                 | 51,700           | 40,875         | 46,000         |
| Total - General Fund                     | 3,011                 | 17,035         | 2,321                 | 13,781           | 13,950         | 15,950         |
| Total - National<br>Remembrance Ceremony | 17,292                | 69,915         | 7,692                 | 65,481           | 54,825         | 61,950         |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
MEMBERSHIP COMMITTEE

|   | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|---|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b><u>COMMITTEE</u></b>                 |                       |                |                       |                  |                |                |
| Travel                                  | -                     | 2,700          | -                     | 2,700            | 2,500          | 2,500          |
| Per Diem                                | -                     | 2,505          | -                     | 3,500            | 3,500          | 3,500          |
| Printing and Office                     | 24                    | 24             | 725                   | 1,000            | 750            | 750            |
| Postage                                 | -                     | -              | -                     | -                | -              | -              |
| Focus Group Study                       | -                     | -              | -                     | 2,500            | 2,500          | 2,500          |
| Telephone & Fax                         | -                     | -              | -                     | -                | -              | -              |
| Miscellaneous                           | -                     | -              | -                     | -                | -              | -              |
|   | 24                    | 5,229          | 725                   | 9,700            | 9,250          | 9,250          |
| <b><u>PRINTING &amp; STATIONERY</u></b> |                       |                |                       |                  |                |                |
| Membership Forms                        | 2,540                 | 3,566          | -                     | 3,566            | 5,000          | 5,000          |
| Early Bird Stickers                     | 2,610                 | 2,610          | 2,310                 | 2,610            | 2,000          | 2,000          |
|   | 5,151                 | 6,176          | 2,310                 | 6,176            | 7,000          | 7,000          |
| <b>TOTAL</b>                            | <b>5,175</b>          | <b>11,405</b>  | <b>3,035</b>          | <b>15,876</b>    | <b>16,250</b>  | <b>16,250</b>  |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
PUBLIC RELATIONS

|                              | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b><u>COMMITTEE</u></b>      |                       |                |                       |                  |                |                |
| Travel                       | -                     | 197            | -                     | 4,500            | 4,500          | 4,500          |
| Per Diem                     | -                     | 232            | 90                    | 4,000            | 4,000          | 4,000          |
| Printing, Stationery         | -                     | -              | 33                    | 100              | 100            | 100            |
| Telephone & Fax              | 1,130                 | 1,384          | 162                   | 200              | 200            | 750            |
| Postage                      | 9                     | 9              | -                     | -                | -              | -              |
| <u>Publications</u>          |                       |                |                       |                  |                |                |
| - Write off old stock        | -                     | -              | -                     | -                | -              | -              |
| - Distribution of new stock  | -                     | -              | -                     | 500              | 500            | 500            |
| Miscellaneous                | -                     | -              | 19                    | 100              | 100            | 100            |
| <b>SUB-TOTAL</b>             | <b>1,139</b>          | <b>1,822</b>   | <b>304</b>            | <b>9,400</b>     | <b>9,400</b>   | <b>9,950</b>   |
| <br><b><u>PR SECTION</u></b> |                       |                |                       |                  |                |                |
| <b><u>External</u></b>       |                       |                |                       |                  |                |                |
| Media Monitoring             | 1,735                 | 1,735          | 7,458                 | 8,000            | 8,000          | 25,000         |
| Media Distribution           | 18,062                | 23,706         | 17,810                | 23,000           | 23,000         | 5,645          |
| Specialist Consulting        | -                     | -              | 33,053                | 40,000           | 40,000         | 20,000         |
| National Memorial Ride       | -                     | -              | 18,335                | 15,000           | 15,000         | 15,000         |
| Partnership/Event PR Support | -                     | -              | -                     | -                | -              | 20,000         |
| <br><u>Training/Liaison</u>  |                       |                |                       |                  |                |                |
| - Per Diem                   | 31                    | 31             | 279                   | 4,000            | 4,000          | 15,000         |
| - Travel                     | 784                   | 1,044          | 166                   | 3,500            | 3,500          | 12,500         |
| - PR Training                | -                     | -              | -                     | -                | -              | 20,000         |
| <b>SUB-TOTAL</b>             | <b>20,613</b>         | <b>26,517</b>  | <b>77,101</b>         | <b>93,500</b>    | <b>93,500</b>  | <b>133,145</b> |
| <b>GRAND TOTAL</b>           | <b>21,751</b>         | <b>28,339</b>  | <b>77,405</b>         | <b>102,900</b>   | <b>102,900</b> | <b>143,095</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
RCEL COMMITTEE

|                         | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>Meetings:</b>        |                       |                |                       |                  |                |                |
| <u>Committee</u>        |                       |                |                       |                  |                |                |
| -Per Diem               | -                     | 675            | 329                   | 675              | 675            | 675            |
| <u>RCEL - Hong Kong</u> |                       |                |                       |                  |                |                |
| Travel                  |                       |                |                       |                  |                |                |
| Per Diem                |                       |                |                       |                  |                |                |
| Total                   | -                     | 675            | 329                   | 675              | 675            | 675            |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
SPORTS COMMITTEE

|                               | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b><u>COMMITTEE</u></b>       |                       |                |                       |                  |                |                |
| Travel                        | 1,798                 | 5,117          | 2,363                 | 4,700            | 3,750          | 3,750          |
| Per Diem                      | 1,291                 | 3,587          | 2,077                 | 4,000            | 3,750          | 3,750          |
| <b><u>T &amp; F - LAC</u></b> |                       |                |                       |                  |                |                |
| - Ste. Therese - 2015         | 3,738                 | 3,738          | -                     | -                | -              | -              |
| - Ste. Therese - 2016         | -                     | -              | -                     | -                | -              | -              |
| - Brandon 2017/18             | -                     | -              | -                     | 6,000            | 6,000          | 6,000          |
| Printing, Stationery          | -                     | -              | 3,215                 | 2,800            | 1,000          | 1,000          |
| Telephone & Fax               | 29                    | 81             | 102                   | 200              | 200            | 200            |
| Postage                       | 258                   | 312            | 673                   | 1,000            | 300            | 300            |
| Miscellaneous                 | 137                   | 142            | -                     | -                | 1,000          | 1,000          |
| <b>TOTAL COMMITTEE</b>        | <b>7,251</b>          | <b>12,977</b>  | <b>8,430</b>          | <b>18,700</b>    | <b>16,000</b>  | <b>16,000</b>  |

**DARTS**

|                              |               |               |               |               |               |               |
|------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Travel                       |               |               |               |               |               |               |
| - Participants               | 19,049        | 19,049        | 19,288        | 20,000        | 23,000        | 22,000        |
| - Committee                  | 853           | 853           | 1,341         | 1,500         | 1,500         | 1,500         |
| Awards & Prizes-participants | 1,006         | 1,006         | 1,694         | 1,300         | 1,300         | 1,300         |
| Entertainment                | 5             | -             | -             | -             | -             | -             |
| Advance to Host Branch       | 800           | 800           | 800           | 800           | 800           | 800           |
| Ground Transportation        | 1,500         | 1,500         | 1,500         | 1,500         | 1,500         | 1,500         |
| <b>TOTAL DARTS</b>           | <b>23,213</b> | <b>23,208</b> | <b>24,623</b> | <b>25,100</b> | <b>28,100</b> | <b>27,100</b> |

**CRIBBAGE**

|                        |               |               |               |               |               |               |
|------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Travel                 |               |               |               |               |               |               |
| - Participants         | 19,887        | 19,887        | 16,916        | 17,000        | 23,000        | 26,000        |
| - Committee            | 852           | 852           | 1,635         | 1,635         | 1,500         | 1,500         |
| Awards & Prizes        | 838           | 838           | 1,074         | 1,300         | 1,300         | 1,300         |
| Advance to Host Branch | 800           | 800           | 800           | 800           | 800           | 800           |
| Entertainment          | -             | -             | -             | -             | -             | -             |
| Ground Transportation  | 1,500         | 1,500         | 1,500         | 1,500         | 1,500         | 1,500         |
| <b>TOTAL CRIBBAGE</b>  | <b>23,877</b> | <b>23,877</b> | <b>21,925</b> | <b>22,235</b> | <b>28,100</b> | <b>31,100</b> |

**EIGHT BALL**

|                                     |                |                |                |                |                |                |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Travel                              |                |                |                |                |                |                |
| - Participants                      | -              | -              | 16,401         | 17,000         | 23,000         | 22,000         |
| - Committee                         | -              | -              | 2,006          | 2,006          | 1,500          | 1,500          |
| Awards & Prizes                     | -              | -              | 1,065          | 1,300          | 1,300          | 1,300          |
| Advance to Host Branch              | -              | -              | 800            | 800            | 800            | 800            |
| Entertainment                       | -              | -              | -              | -              | -              | -              |
| Ground Transportation               | -              | -              | 1,614          | 1,500          | 1,500          | 1,500          |
| <b>TOTAL EIGHT BALL</b>             | <b>-</b>       | <b>-</b>       | <b>21,886</b>  | <b>22,606</b>  | <b>28,100</b>  | <b>27,100</b>  |
| <b>TOTAL MEMBERS SPORTS</b>         | <b>47,090</b>  | <b>47,085</b>  | <b>68,434</b>  | <b>69,941</b>  | <b>84,300</b>  | <b>85,300</b>  |
| <b>TOTAL T &amp; F</b>              | <b>254,034</b> | <b>159,225</b> | <b>366,260</b> | <b>237,600</b> | <b>249,400</b> | <b>256,400</b> |
| <b>TOTAL SPORTS &amp; COMMITTEE</b> | <b>308,375</b> | <b>219,287</b> | <b>443,124</b> | <b>326,241</b> | <b>349,700</b> | <b>357,700</b> |



THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
NATIONAL TRACK & FIELD

|                                    | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL   | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET  | 2018<br>BUDGET  |
|------------------------------------|-----------------------|------------------|-----------------------|------------------|-----------------|-----------------|
| Transportation                     | 108,055               | 151,013          | 168,195               | 170,000          | 205,000         | 186,000         |
| Accommodations, Meals              | 152,610               | 152,610          | 169,433               | 170,000          | 172,000         | 175,000         |
| Committee - Travel                 | 9,109                 | 9,908            | 13,545                | 13,600           | 9,700           | 9,700           |
| Committee - Per Diem               | 23,550                | 9,884            | 16,472                | 16,500           | 7,000           | 7,000           |
| Local Committee                    | 900                   | 900              | -                     | -                | 1,000           | 1,000           |
| Kits / Supplies / Medals           | 22,869                | 23,549           | 14,094                | 14,100           | 5,000           | 5,000           |
| Buses                              | 11,649                | 11,649           | 11,112                | 12,000           | 12,000          | 12,000          |
| Honoraria                          | 3,200                 | 3,200            | 3,000                 | 3,000            | 3,000           | 3,000           |
| Reception                          | -                     | -                | 1,500                 | 1,500            | 1,500           | 1,500           |
| Medical                            | -                     | -                | -                     | -                | 200             | 200             |
| Athletic Facilities                | -                     | -                | -                     | 1,500            | 1,500           | 1,500           |
| Equipment / Mtg Rooms              | 86                    | 86               | 325                   | 400              | 1,500           | 1,500           |
| Clinicians                         | 1,011                 | 1,011            | 595                   | 600              | 1,000           | 1,000           |
| Officials                          | 80                    | 80               | 869                   | 900              | 2,000           | 2,000           |
| Commemorative Expenses             | -                     | -                | -                     | -                | -               | 8,000           |
| Freight & Express                  | 622                   | 622              | 1,467                 | 1,500            | 2,000           | 2,000           |
| Miscellaneous                      | 623                   | 623              | 847                   | 1,000            | 1,000           | 1,000           |
| <b>TOTAL EXPENSE</b>               | <b>334,364</b>        | <b>365,135</b>   | <b>401,454</b>        | <b>406,600</b>   | <b>425,400</b>  | <b>417,400</b>  |
| Less Prov Cmd Portion              | -                     | (94,581)         | -                     | (100,000)        | (100,000)       | (100,000)       |
| <b>SUB TOTAL</b>                   | <b>334,364</b>        | <b>270,555</b>   | <b>401,454</b>        | <b>306,600</b>   | <b>325,400</b>  | <b>317,400</b>  |
| <b>RECOVERIES</b>                  |                       |                  |                       |                  |                 |                 |
| Registration - Non Legion Athletes | (49,330)              | (49,330)         | (183)                 | (25,000)         | (20,000)        | (25,000)        |
| Sponsorships                       | (31,000)              | (37,000)         | (10,000)              | (36,000)         | (31,000)        | (36,000)        |
| Grant-VAC                          | -                     | (25,000)         | (25,010)              | (8,000)          | (25,000)        | -               |
| Other                              | -                     | -                | -                     | -                | -               | -               |
| <b>Total Recoveries</b>            | <b>(80,330)</b>       | <b>(111,330)</b> | <b>(35,193)</b>       | <b>(69,000)</b>  | <b>(76,000)</b> | <b>(61,000)</b> |
| <b>NET EXPENSE</b>                 | <b>254,034</b>        | <b>159,225</b>   | <b>366,260</b>        | <b>237,600</b>   | <b>249,400</b>  | <b>256,400</b>  |

THE ROYAL CANADAIN LEGION-DOMINION COMMAND  
RITUAL & AWARDS

|                             | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-----------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| Travel                      | 626                   | 840            | 530                   | 700              | 700            | 700            |
| Per Diem                    | 540                   | 720            | 480                   | 800              | 1,000          | 1,000          |
| Printing, Stationery        | 7                     | 7              | 2,281                 | 2,350            | 100            | 100            |
| Telephone & Fax             | -                     | -              | 147                   | 315              | 100            | 100            |
| Postage                     | 1                     | 2              | 640                   | 740              | 100            | 100            |
| <u>Publications</u>         |                       |                |                       |                  |                |                |
| - Write off old stock       | -                     | -              | -                     | -                | -              | -              |
| - Distribution of new stock | 6                     | 6              | -                     | -                | -              | -              |
| <b>TOTAL</b>                | <b>1,180</b>          | <b>1,575</b>   | <b>4,077</b>          | <b>4,905</b>     | <b>2,000</b>   | <b>2,000</b>   |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
CONSTITUTIONS & LAWS COMMITTEE

|                               | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| Travel                        | 610                   | 624            | 1,349                 | 1,500            | 150            | 1,300          |
| Per Diem                      | 1,013                 | 1,013          | 551                   | 700              | 350            | 500            |
| Printing, Stationery          | 234                   | 563            | 1,101                 | 1,250            | 100            | 250            |
| Telephone & Fax               | 78                    | 78             | 134                   | 200              | 100            | 100            |
| Postage                       | 71                    | 105            | 602                   | 800              | 100            | 100            |
| Miscellaneous                 | -                     | -              | -                     | -                | -              | -              |
| Publications                  | -                     | -              | -                     | -                | -              | -              |
| - Revision to On-Line Manuals | -                     | -              | -                     | -                | -              | 300            |
| <b>TOTAL</b>                  | <b>2,005</b>          | <b>2,383</b>   | <b>3,737</b>          | <b>4,450</b>     | <b>800</b>     | <b>2,550</b>   |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
DEFENCE & SECURITY COMMITTEE

|                          | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|--------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| Travel                   | 1,815                 | 2,665          | 517                   | 3,000            | 4,500          | 4,500          |
| Per Diem                 | 720                   | 1,338          | 729                   | 1,500            | 4,500          | 4,500          |
| Printing, Postage,       | 184                   | 215            | 198                   | 300              | 100            | 100            |
| Telephone & Fax          | 28                    | 28             | 36                    | 250              | 250            | 250            |
| Miscellaneous            | 1                     | 1              | -                     | 250              | 250            | 250            |
| Annual Vimy Award & AGM  | 2,700                 | 5,781          | 5,122                 | 6,000            | 6,000          | 6,000          |
| Conference of Defence    |                       |                |                       |                  |                |                |
| Association Fee& CIC Fee | 2,000                 | 4,250          | 2,636                 | 2,636            | 2,200          | 2,200          |
| Legion Connect           | -                     | 746            | -                     | -                | -              | -              |
| Comradeship Awards       | 187                   | 207            | 3,157                 | 3,200            | 3,000          | 3,000          |
| <u>CF Sponsorships</u>   |                       |                |                       |                  |                |                |
| - Operation Santa Claus  | 22,836                | 25,688         | -                     | -                | -              | -              |
| - Operation Canada Day   | 22,374                | 22,422         | -                     | -                | -              | -              |
| - Nijmegen               | 8,069                 | 8,069          | 10,000                | 10,000           | 12,000         | 12,000         |
| <b>TOTAL EXPENSE</b>     | <b>60,914</b>         | <b>71,410</b>  | <b>22,394</b>         | <b>27,136</b>    | <b>32,800</b>  | <b>32,800</b>  |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
VETERANS CONSULTION

|                   | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| Travel            | 2,280                 | 2,280          | -                     | 2,600            | 2,600          | 2,600          |
| Per Diem          | 1,284                 | 1,284          | -                     | 1,300            | 1,300          | 1,300          |
| Printing & Office | -                     | -              | -                     | 50               | 50             | 50             |
| Telephone         | -                     | -              | -                     | -                | -              | -              |
| Miscellaneous     | -                     | -              | -                     | 50               | 50             | 50             |
| <b>TOTAL</b>      | <b>3,563</b>          | <b>3,563</b>   | <b>-</b>              | <b>4,000</b>     | <b>4,000</b>   | <b>4,000</b>   |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
(FOF) Going Forward Committee

|                              | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| Travel                       | -                     | -              | 788                   | 788              | -              | 2,600          |
| Per Diem                     | -                     | -              | 590                   | 590              | -              | 1,300          |
| Printing                     | -                     | -              | -                     | -                | -              | 100            |
| Postage                      | -                     | -              | -                     | -                | -              | -              |
| Telephone & Fax              | -                     | -              | -                     | -                | -              | -              |
| Consultant/Strategic Project | -                     | -              | -                     | -                | -              | 50,000         |
| <b>TOTAL</b>                 | -                     | -              | <b>1,378</b>          | <b>1,378</b>     | -              | <b>54,000</b>  |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
LEADERSHIP & DEVELOPMENT

|                   | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| Travel            | -                     | -              | -                     | -                | -              | -              |
| Per Diem          | -                     | -              | -                     | -                | -              | -              |
| Printing & Office | -                     | -              | -                     | -                | -              | -              |
| Postage           | -                     | -              | -                     | -                | -              | -              |
| Telephone & Fax   | 104                   | 147            | 19                    | 200              | 200            | 200            |
| Miscellaneous     | -                     | -              | -                     | -                | -              | -              |
| <b>TOTAL</b>      | <b>104</b>            | <b>147</b>     | <b>19</b>             | <b>200</b>       | <b>200</b>     | <b>200</b>     |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
ELECTED OFFICERS & DOMINION PRESIDENT

|                                | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|--------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>ELECTED OFFICERS:</b>       |                       |                |                       |                  |                |                |
| Travel                         | 5,461                 | 5,814          | 1,103                 | 10,000           | 10,000         | 10,000         |
| Per Diem                       | 3,579                 | 3,748          | 1,802                 | 4,000            | 4,000          | 4,000          |
| Telephone & Fax                | -                     | 11             | -                     | -                | -              | -              |
| Miscellaneous                  | 3,172                 | 3,360          | 76                    | -                | -              | -              |
| <b>SUB-TOTAL</b>               | <b>12,212</b>         | <b>12,933</b>  | <b>2,981</b>          | <b>14,000</b>    | <b>14,000</b>  | <b>14,000</b>  |
| <b>DOMINION PRESIDENT:</b>     |                       |                |                       |                  |                |                |
| Travel                         | 28,343                | 28,977         | 7,381                 | 35,000           | 48,500         | 48,500         |
| Per Diem                       | 21,396                | 21,793         | 9,541                 | 24,500           | 24,500         | 24,500         |
| Hospitality                    | 673                   | 4,987          | -                     | 5,000            | 5,000          | 5,000          |
| Telephone & Postage            | 2,430                 | 2,768          | 1,607                 | 2,500            | 2,500          | 2,500          |
| Miscellaneous                  | 13,171                | 13,779         | 1,179                 | 3,500            | 3,500          | 10,000         |
| <b>SUB-TOTAL</b>               | <b>66,015</b>         | <b>72,304</b>  | <b>19,707</b>         | <b>70,500</b>    | <b>84,000</b>  | <b>90,500</b>  |
| <b>PROVINCIAL CONVENTIONS:</b> |                       |                |                       |                  |                |                |
| Video from the President       | -                     | -              | -                     | 5,000            | 5,000          | -              |
| Travel                         | -                     | -              | 9,444                 | 15,000           | 15,000         | -              |
| Per Diem                       | -                     | -              | 9,383                 | 12,500           | 12,500         | -              |
| Hospitality                    | -                     | -              | -                     | -                | -              | -              |
| <b>SUB-TOTAL</b>               | <b>-</b>              | <b>-</b>       | <b>18,828</b>         | <b>32,500</b>    | <b>32,500</b>  | <b>-</b>       |
| <b>TOTAL</b>                   | <b>78,227</b>         | <b>85,237</b>  | <b>41,516</b>         | <b>117,000</b>   | <b>130,500</b> | <b>104,500</b> |



THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
DOMINION EXECUTIVE COUNCIL

|  | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|--|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>D.E.C. MEETINGS:</b>                  |                       |                |                       |                  |                |                |
| Travel                                   | 18,264                | 29,558         | 16,046                | 32,000           | 32,000         | 32,000         |
| Per Diem                                 | 16,805                | 27,724         | 22,502                | 32,000           | 32,000         | 32,000         |
| Printing                                 | -                     | -              | -                     | 100              | 100            | 100            |
| Telephone, Fax & Postage                 | 68                    | 79             | 247                   | 100              | 100            | 100            |
| Miscellaneous                            | 2,586                 | 4,188          | 1,694                 | 2,000            | 1,500          | 2,000          |
| <b>SUB-TOTAL D.E.C. MEETINGS</b>         | <b>37,723</b>         | <b>61,549</b>  | <b>40,488</b>         | <b>66,200</b>    | <b>65,700</b>  | <b>66,200</b>  |
| <b>SENIOR ELECTED OFFICERS MEETIN...</b> |                       |                |                       |                  |                |                |
| Travel                                   | 2,840                 | 2,840          | 4,105                 | 7,000            | 5,500          | 5,500          |
| Per Diem                                 | 3,688                 | 3,653          | 6,497                 | 7,000            | 5,500          | 5,500          |
| Telephone, Fax & Postage                 | 30                    | 30             | -                     | -                | 100            | 100            |
| Printing                                 | -                     | -              | -                     | -                | -              | 100            |
| Miscellaneous                            | -                     | -              | -                     | -                | 100            | -              |
|  | 6,559                 | 6,524          | 10,603                | 14,000           | 11,200         | 11,200         |
| LESS:                                    |                       |                |                       |                  |                |                |
| Canvet Board and Shareholders Meetings   | -                     | (6,000)        | -                     | (6,000)          | (6,000)        | (6,000)        |
| <b>TOTAL</b>                             | <b>44,282</b>         | <b>62,072</b>  | <b>51,091</b>         | <b>74,200</b>    | <b>70,900</b>  | <b>71,400</b>  |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
Dominion Convention

|                                       | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|---------------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| DEC                                   |                       |                |                       |                  |                |                |
| Travel                                | 19,232                | 18,451         | -                     | -                | -              | 20,000         |
| Per Diem                              | 50,827                | 50,827         | -                     | -                | -              | 54,538         |
| Staff                                 |                       |                |                       |                  |                |                |
| Travel                                | 16,616                | 17,827         | -                     | -                | -              | 20,000         |
| Per Diem                              | 56,506                | 57,451         | 1,928                 | 1,928            | -              | 57,451         |
| Past President                        |                       |                |                       |                  |                |                |
| Travel                                | 3,920                 | 3,920          | -                     | -                | -              | 4,000          |
| Per Diem                              | 11,975                | 11,975         | -                     | -                | -              | 11,975         |
| DC Zone Commanders                    |                       |                |                       |                  |                |                |
| Travel                                | 4,146                 | 4,146          | -                     | -                | -              | 5,000          |
| Per Diem                              | 6,060                 | 6,060          | -                     | -                | -              | 6,060          |
| Other                                 |                       |                |                       |                  |                |                |
| Travel                                | 5,628                 | 5,628          | -                     | -                | -              | 6,000          |
| Per Diem                              | 16,557                | 16,557         | -                     | -                | -              | 12,848         |
| Entertainment                         | -                     | -              | -                     | -                | -              | 2,000          |
| Credentials                           | 1,800                 | 1,800          | -                     | -                | -              | -              |
| Printing & Design                     |                       |                |                       |                  |                |                |
| Convention Reports                    | 16,733                | 19,301         | (1,300)               | -                | -              | 22,000         |
| Other                                 | 3,451                 | 3,451          | -                     | -                | -              | 4,000          |
| Translation & Interpretation          | -                     | -              | -                     | -                | -              | -              |
| Postage                               | 16,106                | 16,106         | 1                     | -                | -              | 18,000         |
| Freight                               | 3,634                 | 3,634          | -                     | -                | -              | 4,000          |
| Social Activities                     |                       |                |                       |                  |                |                |
| President Reception                   | 4,924                 | 4,924          | -                     | -                | -              | 5,000          |
| Other                                 | -                     | -              | -                     | -                | -              | -              |
| Convention Centre                     | 46,952                | 46,952         | -                     | -                | -              | 60,000         |
| Convention Operation                  | 86,619                | 86,619         | -                     | -                | -              | 90,000         |
| Transportation                        | 8,334                 | 8,334          | -                     | -                | -              | 10,000         |
| Ceremonies                            | 318                   | 318            | -                     | -                | -              | 500            |
| Local Arrangements Committee          | 1,072                 | 4,259          | -                     | -                | -              | 5,000          |
| Supply                                | -                     | -              | 223                   | -                | -              | -              |
|                                       | 381,409               | 388,538        | 852                   | 1,928            | -              | 418,372        |
| Revenue                               | 78,861                | 80,556         | -                     | -                | -              | 80,556         |
| <b>SUB-TOTAL</b>                      | <b>302,547</b>        | <b>307,981</b> | <b>852</b>            | <b>1,928</b>     | <b>-</b>       | <b>337,816</b> |
| Provision                             | (200,000)             | (200,000)      | 150,000               | 200,000          | 200,000        | (200,000)      |
| <b>TOTAL</b>                          | <b>102,547</b>        | <b>107,981</b> | <b>150,852</b>        | <b>201,928</b>   | <b>200,000</b> | <b>137,816</b> |
| <b>COMMITTEE (FROM 15A)</b>           | <b>9,215</b>          | <b>9,700</b>   | <b>942</b>            | <b>10,200</b>    | <b>10,200</b>  | <b>10,200</b>  |
| <b>TOTAL CONVENTION AND COMMITTEE</b> | <b>111,762</b>        | <b>117,682</b> | <b>151,793</b>        | <b>212,128</b>   | <b>210,200</b> | <b>148,016</b> |

THE ROYAL CANADIAN REGION-DOMINION COMMAND  
Convention Committee

|                      | Sep<br>2016<br>ACTUAL | 2016<br>ACTUAL | Sep<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|----------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| Travel               | 5,249                 | 5,414          | 925                   | 5,000            | 5,000          | 5,500          |
| Per Diem             | 2,268                 | 2,583          | -                     | 4,500            | 4,500          | 4,000          |
| Printing, Stationery | 1,415                 | 1,420          | 7                     | 100              | 100            | 100            |
| Telephone & Fax      | -                     | -              | -                     | -                | -              | -              |
| Postage              | 1                     | 1              | 9                     | 100              | 100            | 100            |
| Miscellaneous        | 283                   | 283            | -                     | 500              | 500            | 500            |
| <b>TOTAL</b>         | <b>9,215</b>          | <b>9,700</b>   | <b>942</b>            | <b>10,200</b>    | <b>10,200</b>  | <b>10,200</b>  |

**DOMINION ELECTED OFFICERS ITEM  
26 NOVEMBER 2017**

**ITEM 8: 2018 BUDGET – DOMINION TREASURER**

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**OVERVIEW RE: SEO APPROVED BUDGET**

**Total revenues are expected to increase by \$ 229,080 over 2017.**

The major influences on the total revenue increase are as follows.

- Per Capita Tax revenue will increase by \$104,170 based on the assumption that total annual membership numbers will fall by 7500 members and the 2018 Per Capita Tax will increase by \$1.25 over the 2017 rate.
- Investment income is expected to increase by \$58,500.
- Cost reallocation of Service Bureau costs will increase by \$ 150,410.
- Supply sales are budgeted to decrease by \$100,000 over 2017.
- It recoveries will increase by \$16,000.

**Total expenses will increase by \$ 244,346 over 2017.**

The salary cost influences on the total expense increase are as follows.

- Administration salary expenses will decrease by \$80,158.
- IT salary expenses will increase by \$ 27,171.
- Marketing & Communications salary expenses will increase by \$ 116,213.
- Finance salary expenses will increase by \$ 29,189.
- Service Bureau salary expenses will increase by \$123,289.
- Supply salary expenses will increase by \$ 20,779.
- Legion House salary expenses will increase by \$ 610.

The non-salary cost influences on the total expense are as follows.

- Service Bureau expenses will increase by \$52,200 primarily to fund convention costs.
- Finance expenses will increase by \$ 9,501.
- Legion Magazine Subscriptions will decrease by \$ 10,000 due to a reduction in the total number of memberships over 2017.
- Marketing expenses will increase by \$4,000.
- IT expenses will increase \$ 3,000.
- Supply expenses will decrease by \$90,982 primarily due to a \$90,000 reduction in the Cost of Goods Sold estimate and a general expense reduction of \$ 982.
- Membership expenses will decrease by \$65,516 as plastic 2017 membership cards will not need to be replaced in 2018.
- Marketing, Advertising & Promotion expenses will increase by \$ 83,000.
- Committee expenses will increase by \$18,250 largely due to an enhanced commitment to engage serving members included within the President's engagement budget.
- Other Program expenses will increase by \$ 22,700 primarily due to an enhanced allocation for legal fees in the amount of \$20,000.
- Depreciation and Employer Pension Contribution expenses will increase by about \$9,000 over 2017.
- Legion House expenses will decrease by \$27,900 primarily due to the elimination of a \$30,000 transfer to the building reserve.

**RECOMMENDATION:**

It is recommended that the SEO approved 2018 Budget as outlined in Annex A and the following amendments:

- Increase Service Bureau cost recovery from 90% to 95% (\$49,190)
- Add Canvet interest expense \$36,000
- Add membership credit card processing fees \$25,000 ( Note 1 )
- Decrease Employer Pension Contribution due to a reorganization of the Finance department and a reduction in the employer contribution rate (\$25,000)

be approved as the Final 2018 Dominion Command Budget.

Note 1: Membership credit card processing fees will increase over a 5 year period to a maximum annual cost exposure of \$400,000 if all members purchase their memberships via credit card payments processed via Dominion Command.

**Attachments:**

Financial Reports, Forecast & Budgets



THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Statement of Revenue and Expense

|                                 | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL    | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST  | 2017<br>BUDGET    | 2018<br>BUDGET    |
|---------------------------------|-----------------------|-------------------|-----------------------|-------------------|-------------------|-------------------|
| <b>REVENUE</b>                  |                       |                   |                       |                   |                   |                   |
| Per Capita Tax                  | 5,396,237             | 5,710,008         | 5,796,434             | 5,825,000         | 5,825,000         | 5,929,170         |
| Canvet                          |                       |                   |                       |                   |                   |                   |
| - Agency Fee & Support          | 333,333               | 400,000           | 333,333               | 400,000           | 400,000           | 400,000           |
| Investment Income               | 303,447               | 491,771           | 370,616               | 500,000           | 490,000           | 548,500           |
| SB Revenue/Direct Cost Reallo   | 556,500               | 742,000           | 551,250               | 779,869           | 735,000           | 934,600           |
| Supply Department               | 1,781,313             | 2,293,129         | 2,193,253             | 2,450,000         | 2,200,000         | 2,100,000         |
| Legion House                    |                       |                   |                       |                   |                   |                   |
| - Tenants                       | 67,910                | 82,920            | 69,100                | 82,920            | 82,920            | 82,920            |
| - Internal                      | 237,000               | 316,000           | 237,000               | 316,000           | 316,000           | 316,000           |
| Miscellaneous                   |                       |                   |                       |                   |                   |                   |
| - Master Card                   | 32,944                | 65,188            | 49,732                | 85,133            | 60,000            | 60,000            |
| - Other                         | 50,077                | 82,481            | 54,478                | 90,000            | 90,000            | 90,000            |
| Estate Bequest                  | 74,603                | 87,099            | -                     | -                 | -                 | -                 |
| <b>TOTAL REVENUE</b>            | <b>8,833,364</b>      | <b>10,270,596</b> | <b>9,655,196</b>      | <b>10,528,922</b> | <b>10,198,920</b> | <b>10,461,190</b> |
| <b>EXPENSE</b>                  |                       |                   |                       |                   |                   |                   |
| Legion Magazine Subscriptions   | 2,969,877             | 2,831,045         | 2,629,285             | 2,710,000         | 2,710,000         | 2,700,000         |
| Administration                  | 693,759               | 842,965           | 759,870               | 907,625           | 945,200           | 865,042           |
| Information Technology          | 286,810               | 330,937           | 304,385               | 355,908           | 351,950           | 366,121           |
| Membership                      | 677,306               | 829,977           | 571,038               | 664,784           | 589,900           | 549,384           |
| Marketing & Communications      | -                     | -                 | 197,671               | 245,770           | 193,100           | 313,313           |
| Marketing & Membership          |                       |                   |                       |                   |                   |                   |
| Marketing, Advertising, Promoti | 328,557               | 457,705           | 372,097               | 475,500           | 455,500           | 538,500           |
| Finance                         | 301,252               | 401,901           | 388,620               | 519,229           | 447,000           | 485,690           |
| Service Bureau                  | 641,201               | 798,929           | 715,348               | 866,521           | 808,300           | 983,789           |
| Supply                          | 1,267,553             | 1,709,138         | 1,526,898             | 1,799,835         | 1,698,200         | 1,627,997         |
| Committees                      | 594,454               | 657,735           | 789,652               | 950,520           | 980,375           | 998,635           |
| Other Program Expenses          | 130,338               | 195,576           | 173,055               | 209,800           | 139,800           | 162,500           |
| Depreciation                    | 75,353                | 109,797           | 81,353                | 115,000           | 115,000           | 123,000           |
| Employer Pension Contribution   | 242,324               | 303,235           | 273,570               | 340,000           | 340,000           | 316,000           |
| Legion House                    | 278,156               | 335,787           | 281,370               | 368,430           | 369,250           | 341,960           |
| Canvet Interest Expense         | -                     | -                 | -                     | -                 | -                 | 36,000            |
| <b>TOTAL EXPENSE</b>            | <b>8,486,940</b>      | <b>9,804,727</b>  | <b>9,064,212</b>      | <b>10,528,922</b> | <b>10,143,575</b> | <b>10,407,931</b> |
| <b>NET INCOME (LOSS) FROM O</b> | <b>346,424</b>        | <b>465,869</b>    | <b>590,984</b>        | <b>0</b>          | <b>55,345</b>     | <b>53,259</b>     |

THE ROYAL CANADIAN LEGION - DOMINION COMMAND  
GENERAL FUNDS

Administration

|                              | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL   | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET   | 2018<br>BUDGET   |
|------------------------------|-----------------------|------------------|-----------------------|------------------|------------------|------------------|
| <b>EXPENSE</b>               |                       |                  |                       |                  |                  |                  |
| Salaries                     | 598,865               | 735,116          | 677,570               | 808,643          | 841,500          | 766,416          |
| Retirement Allowance         | 10,512                | 16,687           | 11,939                | 16,173           | 15,000           | 15,021           |
| Other Benefits               | 55,322                | 62,731           | 59,401                | 71,609           | 72,500           | 65,905           |
| Temporary & Contract Staff   | 8,194                 | 8,194            | -                     | -                | -                | -                |
| <b>TOTAL PERSONNEL</b>       | <b>672,893</b>        | <b>822,728</b>   | <b>748,910</b>        | <b>896,425</b>   | <b>929,000</b>   | <b>847,342</b>   |
| Office Supplies              | 42,843                | 53,683           | 39,521                | 44,200           | 44,200           | 45,000           |
| Telephone                    | 12,750                | 15,179           | 12,991                | 16,000           | 16,000           | 16,000           |
| Postage, Express             | 8,115                 | 9,299            | 7,242                 | 10,100           | 10,100           | 10,000           |
| Printing, Stationery         | 3,992                 | 6,039            | 1,511                 | 3,200            | 8,200            | 8,000            |
| Staff Travel                 | 572                   | 695              | 831                   | 1,000            | 1,000            | 1,000            |
| Insurance                    | 14,092                | 18,787           | 13,701                | 20,400           | 20,400           | 20,400           |
| Rent (CR to Building)        | 81,000                | 108,000          | 81,000                | 108,000          | 108,000          | 108,000          |
| Staff Recruitment            | -                     | -                | 878                   | 2,000            | 2,000            | 2,000            |
| Computer Network Support     | 2,250                 | 3,000            | 2,250                 | 3,000            | 3,000            | 3,500            |
| Miscellaneous                | 2,448                 | 2,657            | 2,221                 | 5,000            | 5,000            | 2,500            |
| Training                     | 7,155                 | 8,700            | 5,339                 | 7,000            | 7,000            | 10,000           |
| <b>TOTAL EXPENSE</b>         | <b>848,110</b>        | <b>1,048,767</b> | <b>916,395</b>        | <b>1,116,325</b> | <b>1,153,900</b> | <b>1,073,742</b> |
| Less: charged to:            |                       |                  |                       |                  |                  |                  |
| Membership                   | 22,500                | 30,000           | 11,250                | 15,000           | 15,000           | 15,000           |
| Marketing and Communications | -                     | -                | 11,250                | 15,000           | 15,000           | 15,000           |
| Service Bureau               | 22,500                | 30,000           | 22,500                | 30,000           | 30,000           | 30,000           |
| Poppy Fund                   | 109,350               | 145,800          | 111,525               | 148,700          | 148,700          | 148,700          |
|                              | 154,350               | 205,800          | 156,525               | 208,700          | 208,700          | 208,700          |
| <b>NET EXPENSE</b>           | <b>693,760</b>        | <b>842,967</b>   | <b>759,870</b>        | <b>907,625</b>   | <b>945,200</b>   | <b>865,042</b>   |



THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

INFORMATION TECHNOLOGY SECTION  
(Administration Department)

|  | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|--|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>EXPENSE</b>                                 |                       |                |                       |                  |                |                |
| Salaries                                       | 137,730               | 165,923        | 141,576               | 167,411          | 173,000        | 177,257        |
| Retirement Allowance                           | 2,416                 | 3,786          | 2,483                 | 3,348            | 3,200          | 3,665          |
| Other Benefits                                 | 15,385                | 17,468         | 16,421                | 21,677           | 21,200         | 21,949         |
| Contract                                       | 18,179                | 21,428         | 30,723                | 36,222           | 27,300         | 49,000         |
| <b>TOTAL PERSONNEL</b>                         | <b>173,710</b>        | <b>208,605</b> | <b>191,203</b>        | <b>228,658</b>   | <b>224,700</b> | <b>251,871</b> |
| Office Supplies                                | 4                     | 29             | -                     | 50               | 50             | 50             |
| Telephone                                      | 4,750                 | 5,721          | 4,999                 | 5,000            | 5,000          | 6,000          |
| Postage, Express                               | 2                     | 4              | 190                   | 50               | 50             | 50             |
| Printing, Stationery                           | 26                    | 26             | 1                     | 50               | 50             | 50             |
| Rent (CR to Building)                          | 7,500                 | 10,000         | 7,500                 | 10,000           | 10,000         | 10,000         |
| Miscellaneous                                  | 41                    | 41             | 43                    | 100              | 100            | 100            |
| <b>Network &amp; PC</b>                        |                       |                |                       |                  |                |                |
| - Maintenance Contracts/Lease                  | 82,881                | 91,256         | 79,182                | 93,000           | 93,000         | 95,000         |
| - Programming & Support                        | 21,869                | 22,961         | 23,313                | 25,000           | 25,000         | 25,000         |
| - Supplies & Other                             | 10,660                | 11,948         | 10,579                | 12,000           | 12,000         | 12,000         |
| - Website & Internet<br>connectivity & support | 3,366                 | 4,346          | 5,375                 | 6,000            | 6,000          | 6,000          |
| <b>TOTAL EXPENSE</b>                           | <b>304,809</b>        | <b>354,937</b> | <b>322,385</b>        | <b>379,908</b>   | <b>375,950</b> | <b>406,121</b> |
| Less: charged to:                              |                       |                |                       |                  |                |                |
| Administration                                 | 2,250                 | 3,000          | 2,250                 | 3,000            | 3,000          | 3,500          |
| Finance  | 2,250                 | 3,000          | 2,250                 | 3,000            | 3,000          | 7,500          |
| Membership & Marketing                         |                       |                |                       |                  |                |                |
| Membership                                     | 4,500                 | 6,000          | 3,750                 | 5,000            | 5,000          | 7,500          |
| Marketing                                      | -                     | -              | 750                   | 1,000            | 1,000          | 2,500          |
| Service Bureau                                 | 2,250                 | 3,000          | 2,250                 | 3,000            | 3,000          | 4,500          |
| Supply   | 4,500                 | 6,000          | 4,500                 | 6,000            | 6,000          | 7,500          |
| Canvet   | 2,250                 | 3,000          | 2,250                 | 3,000            | 3,000          | 5,000          |
| IT   | -                     | -              | -                     | -                | -              | 2,000          |
|  | 18,000                | 24,000         | 18,000                | 24,000           | 24,000         | 40,000         |
| <b>NET EXPENSE</b>                             | <b>286,809</b>        | <b>330,937</b> | <b>304,385</b>        | <b>355,908</b>   | <b>351,950</b> | <b>366,121</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Membership Section

|                               | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>REVENUE</b>                |                       |                |                       |                  |                |                |
| Agency Fee                    | 333,333               | 400,000        | 333,333               | 400,000          | 400,000        | 400,000        |
| <b>TOTAL REVENUE</b>          | <b>333,333</b>        | <b>400,000</b> | <b>333,333</b>        | <b>400,000</b>   | <b>400,000</b> | <b>400,000</b> |
| <b>EXPENSE</b>                |                       |                |                       |                  |                |                |
| Salaries                      | 380,732               | 460,302        | 201,523               | 246,506          | 233,000        | 239,934        |
| Retirement Allowance          | 6,673                 | 10,508         | 3,555                 | 4,930            | 4,300          | 4,858          |
| Other Benefits                | 50,716                | 59,161         | 31,980                | 37,261           | 38,800         | 37,923         |
| Temporary & Contract Staff    | 77,733                | 101,060        | 79,354                | 90,787           | 80,000         | 103,769        |
| <b>TOTAL PERSONNEL</b>        | <b>515,854</b>        | <b>631,031</b> | <b>316,412</b>        | <b>379,484</b>   | <b>356,100</b> | <b>386,484</b> |
| Office Supplies               | 708                   | 1,481          | 553                   | 1,400            | 1,400          | 1,400          |
| Telephone                     | 6,736                 | 8,221          | 6,612                 | 8,500            | 5,400          | 8,000          |
| Postage, Express              | 29,931                | 38,658         | 38,362                | 40,000           | 34,000         | 36,000         |
| Printing, Stationery          | 6,134                 | 7,081          | 7,732                 | 11,000           | 3,500          | 3,500          |
| Rent (CR to Building)         | 48,000                | 64,000         | 40,500                | 54,000           | 54,000         | 54,000         |
| Miscellaneous                 | 680                   | 861            | 3,292                 | 4,400            | 2,500          | 2,500          |
| Legion Website & Internet     | 3,051                 | 3,571          | -                     | -                | -              | -              |
| Computer Network Support      | 4,500                 | 6,000          | 3,750                 | 5,000            | 5,000          | 7,500          |
| Administrative Support        | 22,500                | 30,000         | 11,250                | 15,000           | 15,000         | 15,000         |
| Permanent membership cards    | -                     | -              | 95,141                | 95,000           | 73,000         | -              |
| Membership cards, forms and p | 23,175                | 23,037         | 16,237                | 20,000           | 20,000         | 10,000         |
| Membership Pack out           | 16,036                | 16,036         | 31,155                | 31,000           | 20,000         | -              |
| Credit Card Processing Fees   | -                     | -              | -                     | -                | -              | 25,000         |
| <b>TOTAL EXPENSE</b>          | <b>677,305</b>        | <b>829,977</b> | <b>570,996</b>        | <b>664,784</b>   | <b>589,900</b> | <b>549,384</b> |
| <b>NET EXPENSE</b>            | <b>343,972</b>        | <b>429,977</b> | <b>237,663</b>        | <b>264,784</b>   | <b>189,900</b> | <b>149,384</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Marketing Section

|                           | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|---------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>EXPENSE</b>            |                       |                |                       |                  |                |                |
| Salaries                  | -                     | -              | 155,858               | 193,237          | 149,500        | 253,053        |
| Retirement Allowance      | -                     | -              | 2,619                 | 3,865            | 2,800          | 5,115          |
| Other Benefits            | -                     | -              | 15,479                | 17,668           | 11,800         | 22,145         |
| <b>TOTAL PERSONNEL</b>    | -                     | -              | <b>173,956</b>        | <b>214,770</b>   | <b>164,100</b> | <b>280,313</b> |
| Office Supplies           | -                     | -              | -                     | 400              | 400            | 400            |
| Telephone                 | -                     | -              | 1,843                 | 1,800            | 1,800          | 1,800          |
| Postage, Express          | -                     | -              | 1                     | 100              | 100            | 100            |
| Printing, Stationery      | -                     | -              | 56                    | 200              | 200            | 200            |
| Staff Travel              | -                     | -              | 33                    | 33               | -              | 500            |
| Rent (CR to Building)     | -                     | -              | 7,500                 | 10,000           | 10,000         | 10,000         |
| Miscellaneous             | -                     | -              | 2,282                 | 2,467            | 500            | 2,500          |
| Computer Network Support  | -                     | -              | 750                   | 1,000            | 1,000          | 2,500          |
| Administrative Support    | -                     | -              | 11,250                | 15,000           | 15,000         | 15,000         |
| Legion Website & Internet | -                     | -              | -                     | -                | -              | -              |
| <b>TOTAL EXPENSE</b>      | -                     | -              | <b>197,671</b>        | <b>245,770</b>   | <b>193,100</b> | <b>313,313</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Marketing

|                             | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-----------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b><u>Media - Print</u></b> |                       |                |                       |                  |                |                |
| Canvet Ads                  | 15,760                | 15,760         | 16,245                | 30,000           | 30,000         | 20,000         |
| Esprit de Corps             | -                     | -              | -                     | -                | -              | -              |
| RCMP Quarterly              | 2,543                 | 2,543          | -                     | -                | -              | -              |
| Ubiquitous                  | -                     | -              | -                     | -                | -              | -              |
| Canadian Military Family    | 565                   | 565            | -                     | -                | -              | -              |
| Advertising Other           | 6,724                 | 6,724          | -                     | -                | -              | -              |

**Media - Audio**

|               |   |   |   |   |   |   |
|---------------|---|---|---|---|---|---|
| Memorial Cup  | - | - | - | - | - | - |
| PSA's         | - | - | - | - | - | - |
| Audio - Other | - | - | - | - | - | - |

**Media - Video & Photography**

|                                   |        |        |        |        |        |        |
|-----------------------------------|--------|--------|--------|--------|--------|--------|
| PSA's                             | 32,205 | 40,059 | -      | -      | -      | -      |
| Photography Services              | -      | -      | 11,018 | 15,000 | 5,000  | 15,000 |
| Promotional Videos                | -      | -      | 42,414 | 75,000 | 75,000 | 75,000 |
| Legion .ca Website Administration |        |        |        |        |        |        |
| Video - Other 2018 Convention     | 8,813  | 9,308  | -      | -      | -      | 6,000  |

**Media - Internet**

|                         |        |         |        |        |        |        |
|-------------------------|--------|---------|--------|--------|--------|--------|
| Legion.ca website admin | -      | -       | 34,704 | 35,000 | 35,000 | 45,000 |
| Media Internet - Other  | 65,688 | 169,335 | -      | -      | -      | -      |

**Media - Public Relations & Events**

|                               |        |        |        |        |        |        |
|-------------------------------|--------|--------|--------|--------|--------|--------|
| Media Coverage & P.R. (T &F)  | 9,213  | 9,213  | 9,828  | 10,000 | 10,000 | 10,000 |
| Media Coverage & P.R. - Other | 28,856 | 31,925 | -      | -      | -      | -      |
| Events/Tradeshows/Sponsorshi  | -      | -      | 19,546 | 20,000 | 20,000 | 35,000 |

**Programs and Campaigns**

|                                  |        |        |        |        |        |        |
|----------------------------------|--------|--------|--------|--------|--------|--------|
| Free Membership for CF retiree   | 6,091  | 6,049  | 3,443  | 5,000  | 5,000  | 5,000  |
| Non Renewal Mailers              | 55,501 | 55,501 | 55,822 | 60,000 | 60,000 | 60,000 |
| Incentive Program for Renewals / |        |        |        |        |        |        |
| Recruitments (1 X 1)             | 9,605  | 9,605  | -      | -      | -      | -      |
| Early Bird Campaign              | -      | -      | -      | -      | -      | -      |
| Branch Incentive Program         | 13,591 | 13,591 | -      | -      | -      | -      |
| Public Direct Mail Campaign      |        |        |        |        |        |        |
| Legion Riders Support            | -      | -      | -      | -      | -      | -      |
| Marketing - Program              | 36,866 | 52,291 | -      | -      | -      | -      |
| Design Program                   | 2,943  | 2,943  | 887    | 7,500  | 7,500  | 7,500  |
| Promotions and Donations         | 7,577  | 6,277  | 16,114 | 20,000 | 10,000 | 10,000 |
| Social Media Campaign            | -      | -      | 50,000 | 50,000 | 50,000 | 70,000 |
| Online Banner Campaign           | -      | -      | 63,323 | 63,000 | 63,000 | 75,000 |
| Member/Branch Enewsletters       | -      | -      | 13,315 | 20,000 | 20,000 | 50,000 |
| Triggered e-mail campaign        | -      | -      | -      | 10,000 | 10,000 | 10,000 |
| Invictus Games                   | -      | -      | 15,577 | 10,000 | 15,000 | -      |

|                 | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-----------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| Marketing Admin | -                     | -              | -                     | 5,000            | -              | -              |
| Travel          | -                     | -              | -                     | -                | -              | 5,000          |

### Other Printed Material

|                                |         |         |         |         |         |         |
|--------------------------------|---------|---------|---------|---------|---------|---------|
| Flyers and Postcards           | -       | -       | -       | -       | -       | -       |
| Bookmarks                      | 1,975   | 1,975   | -       | -       | -       | -       |
| We Care Poster                 | 1,102   | 1,102   | -       | -       | -       | -       |
| Renewal Poster                 | 431     | 431     | -       | -       | -       | -       |
| Early Bird Poster              | 1,193   | 1,193   | -       | -       | -       | -       |
| The RCL & C.F. Brochure        | 7,588   | 7,588   | -       | -       | -       | -       |
| RCL Needs You Brochure         | 733     | 733     | -       | -       | -       | -       |
| Posters/Brochures              | 12,995  | 12,995  | -       | -       | -       | -       |
| RCL Welcomes You Brochure      | -       | -       | -       | -       | -       | -       |
| Branch Collateral Marketing ma | -       | -       | 19,861  | 40,000  | 40,000  | 40,000  |
| Other                          | -       | -       | -       | -       | -       | -       |
|                                | 328,558 | 457,706 | 372,097 | 475,500 | 455,500 | 538,500 |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Finance Department

|                                | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|--------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>EXPENSE</b>                 |                       |                |                       |                  |                |                |
| Salaries                       | 324,403               | 393,366        | 312,503               | 372,434          | 405,600        | 438,208        |
| Retirement Allowance           | 5,685                 | 8,974          | 5,415                 | 7,449            | 7,400          | 8,810          |
| Other Benefits                 | 38,753                | 45,435         | 39,786                | 46,164           | 48,000         | 43,760         |
| Contract                       | 3,934                 | 13,988         | 122,377               | 146,082          | 38,900         | 38,311         |
| <b>TOTAL PERSONNEL</b>         | <b>372,775</b>        | <b>461,763</b> | <b>480,081</b>        | <b>572,129</b>   | <b>499,900</b> | <b>529,089</b> |
| Office Supplies                | 1,431                 | 1,569          | 1,120                 | 2,000            | 2,000          | 2,000          |
| Telephone                      | 2,644                 | 3,288          | 2,877                 | 3,300            | 3,300          | 3,300          |
| Postage, Express               | 3,199                 | 3,469          | 4,194                 | 5,000            | 5,000          | 5,000          |
| Printing, Stationery           | 196                   | 271            | 1,107                 | 1,500            | 1,500          | 1,500          |
| Staff Travel                   | 37                    | 37             | 107                   | 300              | 300            | 300            |
| Audit Fees                     | 45,000                | 60,500         | 47,786                | 62,000           | 62,000         | 63,240         |
| Rent (CR to Building)          | 21,750                | 29,000         | 21,750                | 29,000           | 29,000         | 29,000         |
| Computer Network Support       | 2,250                 | 3,000          | 2,250                 | 3,000            | 3,000          | 7,500          |
| Miscellaneous/Foundation Start | 3,901                 | 3,920          | 5,381                 | 8,000            | 8,000          | 11,761         |
| <b>TOTAL EXPENSE</b>           | <b>453,183</b>        | <b>566,817</b> | <b>566,653</b>        | <b>686,229</b>   | <b>614,000</b> | <b>652,690</b> |
| Less: charged to:              |                       |                |                       |                  |                |                |
| Supply                         | 41,932                | 54,915         | 68,033                | 57,000           | 57,000         | 57,000         |
| Canvet                         | 110,000               | 110,000        | 110,000               | 110,000          | 110,000        | 110,000        |
|                                | 151,932               | 164,915        | 178,033               | 167,000          | 167,000        | 167,000        |
| <b>NET EXPENSE</b>             | <b>301,251</b>        | <b>401,902</b> | <b>388,620</b>        | <b>519,229</b>   | <b>447,000</b> | <b>485,690</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Service Bureau

|                             | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-----------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| REVENUE                     |                       |                |                       |                  |                |                |
| Poppy Fund Grant            | 556,500               | 742,000        | 551,250               | 779,869          | 735,000        | 934,600        |
| EXPENSE                     |                       |                |                       |                  |                |                |
| Salaries                    | 500,332               | 598,308        | 575,156               | 690,818          | 633,500        | 749,130        |
| Retirement Allowance        | 8,743                 | 13,458         | 10,044                | 13,816           | 11,400         | 14,843         |
| Other Benefits              | 53,264                | 59,371         | 57,314                | 64,187           | 61,200         | 65,416         |
| TOTAL PERSONNEL             | 562,339               | 671,137        | 642,514               | 768,821          | 706,100        | 829,389        |
| Office Supplies Expense     | 394                   | 1,199          | 782                   | 1,500            | 4,000          | 4,000          |
| Telephone                   | 5,600                 | 6,905          | 5,214                 | 7,400            | 7,400          | 7,400          |
| Postage                     | 3,600                 | 4,823          | 3,729                 | 4,800            | 4,300          | 5,000          |
| Staff Travel                | 1,155                 | 1,321          | 2,517                 | 1,500            | 4,000          | 4,000          |
| VAC - Liaison               |                       |                |                       |                  |                |                |
| Rent ( Cr to Building)      | 33,750                | 45,000         | 33,750                | 45,000           | 45,000         | 45,000         |
| Service Officers Conference | 8,892                 | 34,740         | -                     | -                | -              | 50,000         |
| Advocacy and Representation | 136                   | 136            | 1,507                 | 3,000            | 3,000          | 3,000          |
| Administrative Support      | 22,500                | 30,000         | 22,500                | 30,000           | 30,000         | 30,000         |
| Computer Network Support    | 2,250                 | 3,000          | 2,250                 | 3,000            | 3,000          | 4,500          |
| Miscellaneous               | 585                   | 668            | 585                   | 1,500            | 1,500          | 1,500          |
| TOTAL EXPENSE               | 641,201               | 798,929        | 715,348               | 866,521          | 808,300        | 983,789        |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Supply Department

|   | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|---|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| REVENUE                                       |                       |                |                       |                  |                |                |
| Sales of Supplies                             | 1,781,313             | 2,293,129      | 2,193,253             | 2,450,000        | 2,200,000      | 2,000,000      |
| Less Cost of Goods                            | 755,864               | 1,003,654      | 904,505               | 1,102,500        | 990,000        | 900,000        |
| GROSS MARGIN                                  | 1,025,449             | 1,289,475      | 1,288,748             | 1,347,500        | 1,210,000      | 1,100,000      |
| Legion Lager Royalty                          | -                     | -              | -                     | -                | -              | 100,000        |
| Provincial Commands @<br>5.0% of Gross Margin | 39,604                | 64,474         | -                     | 67,375           | 60,500         | 60,000         |
| EXPENSE                                       |                       |                |                       |                  |                |                |
| Salaries                                      | 389,286               | 472,290        | 397,887               | 442,705          | 485,000        | 495,668        |
| Retirement Allowance                          | 6,838                 | 10,773         | 6,979                 | 8,854            | 9,000          | 10,202         |
| Other Benefits                                | 52,243                | 61,420         | 53,625                | 58,575           | 63,900         | 65,206         |
| Temporary & Contract Staff                    | 37,570                | 48,601         | 44,983                | 54,626           | 50,000         | 57,603         |
| TOTAL PERSONNEL                               | 485,937               | 593,084        | 503,474               | 564,760          | 607,900        | 628,679        |
| Telephone                                     | 6,160                 | 7,816          | 6,853                 | 10,000           | 10,000         | 10,000         |
| Postage, Express                              | (2,196)               | 40,148         | 50,461                | 65,000           | 65,000         | 67,000         |
| Printing, Stationery                          | 3,396                 | 5,059          | 3,105                 | 6,000            | 6,000          | 6,000          |
| Staff Travel                                  | 3,719                 | 4,022          | 3,277                 | 5,000            | 5,000          | 5,000          |
| Insurance                                     | 1,089                 | 1,453          | 1,089                 | 1,500            | 1,500          | 1,500          |
| Rent (CR to Building)                         | 45,000                | 60,000         | 45,000                | 60,000           | 60,000         | 60,000         |
| Web Store - connectivity                      | 2,722                 | 3,397          | 29,055                | 4,800            | 4,800          | 4,800          |
| Poppy Store                                   | 861                   | 861            | -                     | -                | -              | -              |
| Advertising/Catalogue Distributi              | 46,806                | 91,671         | 74,609                | 80,000           | 60,000         | 60,000         |
| Wrapping Material                             | 27,036                | 31,157         | 31,228                | 35,000           | 30,000         | 31,000         |
| Finance/Administration Support                | 41,932                | 54,915         | 68,033                | 57,000           | 57,000         | 57,000         |
| Office Supplies                               | 1,623                 | 1,858          | 1,524                 | 2,000            | 2,000          | 2,000          |
| Bad Debts                                     | 400                   | 2,000          | -                     | 400              | 400            | 400            |
| Computer Network Support                      | 4,500                 | 6,000          | 4,500                 | 6,000            | 6,000          | 7,500          |
| Miscellaneous                                 | 951                   | 1,368          | 2,011                 | 1,600            | 1,200          | 1,600          |
| EXPENSE TOTAL                                 | 709,540               | 969,283        | 824,219               | 966,435          | 977,300        | 1,002,479      |
| Less: Poppy Fund Chargeback                   | (197,850)             | (263,800)      | (201,825)             | (269,100)        | (269,100)      | (274,482)      |
| NET EXPENSE                                   | 511,690               | 705,483        | 622,394               | 697,335          | 708,200        | 727,997        |
| GAIN OR (LOSS)                                | #VALUE!               | #VALUE!        | #VALUE!               | #VALUE!          | #VALUE!        | 472,003        |



THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Other Program Expenses

|                                | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|--------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| RCEL                           |                       |                |                       |                  |                |                |
| Conference                     | -                     | -              | 3,750                 | 5,000            | 5,000          | 5,000          |
| SCOWP                          | 286                   | 552            | 1,116                 | 2,000            | 2,000          | 2,000          |
| RCEL TOTAL                     | 286                   | 552            | 4,866                 | 7,000            | 7,000          | 7,000          |
| OTHER                          |                       |                |                       |                  |                |                |
| Request for Support            | 13,000                | 15,000         | 8,000                 | 15,000           | 15,000         | 15,000         |
| Annual General Meeting         | -                     | -              | 3,468                 | 5,000            | 5,000          | -              |
| Legion Representation on Local | -                     | -              | -                     | 200              | 200            | 500            |
| Historica (EWC)                | -                     | -              | -                     | -                | -              | -              |
| Write Off of Old Manuals       | -                     | 12,799         | -                     | -                | -              | -              |
| Legal & Other                  | 67,876                | 111,046        | 100,873               | 110,000          | 50,000         | 70,000         |
| Charitable Foundation Start Up | 4,780                 | 4,780          | 19,349                | 20,000           | 10,000         | 10,000         |
| MBP Ads                        | 16,606                | 19,970         | 18,502                | 20,000           | 20,000         | 20,000         |
| Translation                    | 27,790                | 31,430         | 17,997                | 32,600           | 32,600         | 40,000         |
| TOTAL EXPENSE                  | 130,338               | 195,577        | 173,055               | 209,800          | 139,800        | 162,500        |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Legion House

|                               | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| REVENUE                       |                       |                |                       |                  |                |                |
| Rent - Tenants                | 67,910                | 82,920         | 69,100                | 82,920           | 82,920         | 82,920         |
| Rent - charged to Departments |                       |                |                       |                  |                |                |
| - Administration              | 81,000                | 108,000        | 81,000                | 108,000          | 108,000        | 108,000        |
| - Marketing & Membership      | 48,000                | 64,000         | 40,500                | 54,000           | 54,000         | 54,000         |
| - Membership                  |                       |                |                       |                  |                |                |
| - Marketing                   | -                     | -              | 7,500                 | 10,000           | 10,000         | 10,000         |
| - Service Bureau              | 33,750                | 45,000         | 33,750                | 45,000           | 45,000         | 45,000         |
| - Supply Dept                 | 45,000                | 60,000         | 45,000                | 60,000           | 60,000         | 60,000         |
| - Finance                     | 21,750                | 29,000         | 21,750                | 29,000           | 29,000         | 29,000         |
| - IT Section                  | 7,500                 | 10,000         | 7,500                 | 10,000           | 10,000         | 10,000         |
| TOTAL REVENUE                 | 304,910               | 398,920        | 306,100               | 398,920          | 398,920        | 398,920        |
| EXPENSE                       |                       |                |                       |                  |                |                |
| Salaries                      | 22,473                | 27,010         | 22,303                | 26,358           | 27,100         | 27,766         |
| Retirement Allowance          | 396                   | 614            | 391                   | 527              | 550            | 609            |
| Other Benefits                | 3,927                 | 4,681          | 3,801                 | 4,145            | 4,200          | 4,085          |
| TOTAL PERSONNEL               | 26,796                | 32,305         | 26,495                | 31,030           | 31,850         | 32,460         |
| Elevator Maintenance          | 5,286                 | 6,289          | 3,113                 | 7,000            | 7,000          | 7,000          |
| A/C, Electrical, Plumbing     | 14,701                | 14,665         | 14,332                | 28,000           | 32,000         | 32,000         |
| Interior & Exterior           | 62,869                | 80,089         | 60,363                | 84,000           | 80,000         | 80,000         |
| Cleaning Contract & Supplies  | 36,824                | 44,116         | 38,446                | 52,000           | 52,000         | 52,000         |
| Fuel                          | 6,331                 | 9,078          | 7,085                 | 12,400           | 12,400         | 13,000         |
| Light & Power                 | 45,483                | 60,221         | 49,189                | 62,000           | 62,000         | 62,000         |
| Water and Sewage              | 1,137                 | 1,763          | 1,573                 | 1,800            | 2,000          | 2,000          |
| Taxes                         | 53,138                | 53,138         | 55,184                | 55,200           | 55,000         | 56,500         |
| Insurance                     | 3,091                 | 4,122          | 3,091                 | 5,000            | 5,000          | 5,000          |
| Reserve Fund                  | 22,500                | 30,000         | 22,500                | 30,000           | 30,000         | -              |
| TOTAL EXPENSES                | 278,156               | 335,786        | 281,371               | 368,430          | 369,250        | 341,960        |
| GAIN OR LOSS                  | 26,754                | 63,134         | 24,729                | 30,490           | 29,670         | 56,960         |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Committees & Elected Officers Expense

|                                    | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|------------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>COMMITTEES</b>                  |                       |                |                       |                  |                |                |
| Veterans, Service and Seniors      | 7,143                 | 16,347         | 15,481                | 32,500           | 32,500         | 32,500         |
| Poppy & Remembrance                | 12,319                | 37,612         | 41,207                | 26,931           | 26,950         | 28,950         |
| Membership                         | 6,200                 | 11,405         | 3,494                 | 15,876           | 16,250         | 16,250         |
| Outreach                           |                       |                |                       |                  |                |                |
| Public Relations                   | 21,879                | 28,339         | 80,901                | 102,900          | 102,900        | 143,095        |
| RCEL                               | 10                    | 675            | 329                   | 675              | 675            | 675            |
| Sports                             | 237,856               | 219,287        | 351,013               | 326,241          | 349,700        | 357,700        |
| Ritual & Awards                    | 1,180                 | 1,575          | 4,077                 | 4,905            | 2,000          | 2,000          |
| Constitution & Laws                | 2,039                 | 2,383          | 3,879                 | 4,450            | 800            | 2,550          |
| Defence & Security                 | 66,033                | 71,410         | 22,439                | 27,136           | 32,800         | 32,800         |
| Veterans Consultation              | 3,563                 | 3,563          | -                     | 4,000            | 4,000          | 4,000          |
| (FOF) Going Forward                | -                     | -              | 1,378                 | 1,378            | -              | 54,000         |
| Leadership Development             | 147                   | 147            | 19                    | 200              | 200            | 200            |
| <b>COMMITTEE TOTAL</b>             | <b>358,369</b>        | <b>392,743</b> | <b>524,217</b>        | <b>547,192</b>   | <b>568,775</b> | <b>674,720</b> |
| <b>Elected Officers</b>            | <b>79,289</b>         | <b>85,237</b>  | <b>58,226</b>         | <b>117,000</b>   | <b>130,500</b> | <b>104,500</b> |
| <b>DEC/Senior Elected Officers</b> | <b>39,424</b>         | <b>62,072</b>  | <b>50,391</b>         | <b>74,200</b>    | <b>70,900</b>  | <b>71,400</b>  |
| <b>Dominion Convention</b>         | <b>117,371</b>        | <b>117,682</b> | <b>156,820</b>        | <b>212,128</b>   | <b>210,200</b> | <b>148,016</b> |
| <b>SUB-TOTAL</b>                   | <b>236,084</b>        | <b>264,991</b> | <b>265,437</b>        | <b>403,328</b>   | <b>411,600</b> | <b>323,916</b> |
| <b>TOTAL EXPENSE</b>               | <b>594,453</b>        | <b>657,734</b> | <b>789,654</b>        | <b>950,520</b>   | <b>980,375</b> | <b>998,636</b> |

THE ROYAL CANADIAN LEGIOIN-DOMINION COMMAND

Veterans, Service & Seniors

|                                  | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|----------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b><u>COMMITTEE</u></b>          |                       |                |                       |                  |                |                |
| Travel                           | 2,226                 | 3,624          | 608                   | 7,500            | 7,500          | 7,500          |
| Per Diem                         | 367                   | 2,726          | -                     | 6,000            | 6,000          | 6,000          |
| CIMVHR Forum                     | 2,802                 | 8,164          | 10,976                | 10,000           | 10,000         | 10,000         |
| Printing, Stationery             | 552                   | 609            | 315                   | 500              | 500            | 500            |
| Telephone & Fax                  | 121                   | 150            | 234                   | 600              | 600            | 600            |
| Postage                          | 99                    | 99             | -                     | 400              | 400            | 400            |
| Business Transformation Initiati | 538                   | 538            | 1,163                 | 1,500            | 1,500          | 1,500          |
| Homeless Veterans Summit         | 136                   | 136            | 2,159                 | 5,000            | 5,000          | 5,000          |
| Miscellaneous                    | 302                   | 302            | 25                    | 1,000            | 1,000          | 1,000          |
| <b>TOTAL</b>                     | <b>7,143</b>          | <b>16,348</b>  | <b>15,480</b>         | <b>32,500</b>    | <b>32,500</b>  | <b>32,500</b>  |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

Poppy & Remembrance Committee

|                         | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|-------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b><u>COMMITTEE</u></b> |                       |                |                       |                  |                |                |
| Travel                  | 2,686                 | 9,032          | 40                    | 7,000            | 7,000          | 7,000          |
| Per Diem                | 3,143                 | 8,204          | -                     | 2,000            | 2,000          | 2,000          |
| Postage & Office        | 1,071                 | 1,351          | 1,050                 | 1,000            | 1,000          | 1,000          |
| Telephone and Fax       | 177                   | 184            | 52                    | 1,000            | 1,000          | 1,000          |
| Teachers Guide          | -                     | -              | -                     | -                | -              | -              |
| Miscellaneous           | 544                   | 818            | 459                   | 500              | 500            | 500            |
| <b>TOTAL</b>            | <b>7,621</b>          | <b>19,589</b>  | <b>1,601</b>          | <b>11,500</b>    | <b>11,500</b>  | <b>11,500</b>  |

**EUROPE ZONE**

|                  |   |   |     |       |       |       |
|------------------|---|---|-----|-------|-------|-------|
| Grant            |   |   |     |       |       |       |
| Europe - Wreaths | - | - | 123 | 1,650 | 1,500 | 1,500 |
|                  | - | - | 123 | 1,650 | 1,500 | 1,500 |

**NATIONAL CEREMONIES**

|                         |              |               |              |               |               |               |
|-------------------------|--------------|---------------|--------------|---------------|---------------|---------------|
| Travel                  | 1,903        | 4,474         | 124          | 4,500         | 4,500         | 4,500         |
| Per Diem                | -            | 5,770         | -            | 6,000         | 4,500         | 4,500         |
| Printing, Stationery    | (991)        | -             | 1,846        | 1,000         | 500           | 500           |
| Telephone, Postage      | 923          | 1,041         | 431          | 500           | 500           | 500           |
| Colour Party Activities |              |               |              |               |               |               |
| - Summer & Fall         | 124          | 199           | 219          | 250           | 250           | 250           |
| Meeting, Planning       | 95           | 95            | 129          | 200           | 200           | 200           |
| St. John's Ambulance    | -            | 300           | -            | 500           | 500           | 500           |
| Silver Cross Mother     |              |               |              |               |               |               |
| Cadet of the Year       |              |               |              |               |               |               |
| Ceremonies Operations   | 1,658        | 5,156         | 1,145        | 831           | 3,000         | 5,000         |
| <b>TOTAL</b>            | <b>3,712</b> | <b>17,035</b> | <b>3,894</b> | <b>13,781</b> | <b>13,950</b> | <b>15,950</b> |

**PILGRIMAGE**

|              |            |            |               |          |          |          |
|--------------|------------|------------|---------------|----------|----------|----------|
| Poppy Grant  | (25,313)   | (33,750)   | -             | (34,000) | (33,750) | (33,750) |
| Expenses     | 26,300     | 34,738     | 35,588        | 34,000   | 33,750   | 33,750   |
| <b>TOTAL</b> | <b>987</b> | <b>988</b> | <b>35,588</b> | <b>0</b> | <b>-</b> | <b>-</b> |

|              |                |                |               |               |                |                |
|--------------|----------------|----------------|---------------|---------------|----------------|----------------|
| <b>TOTAL</b> | <b>#VALUE!</b> | <b>#VALUE!</b> | <b>41,206</b> | <b>26,931</b> | <b>#VALUE!</b> | <b>#VALUE!</b> |
|--------------|----------------|----------------|---------------|---------------|----------------|----------------|

|                       |       |        |       |        |       |        |
|-----------------------|-------|--------|-------|--------|-------|--------|
| Europe - Wreaths      | 3,339 | 3,339  | -     | 3,500  | 1,000 | 1,000  |
| Remembrance Reception | -     | 6,263  | -     | 6,500  | 5,000 | 6,000  |
| Silver Cross Mother   | 3,158 | 7,114  | 922   | 7,500  | 5,000 | 5,000  |
| Cadet of the Year     | 7,401 | 12,052 | 5,446 | 12,100 | 9,000 | 10,000 |

National Literary/Poppy Contest

|                 |        |        |        |        |        |        |
|-----------------|--------|--------|--------|--------|--------|--------|
| Travel          | 8,412  | 4,949  | 5,380  | 5,000  | 5,000  | 7,000  |
| Per Diem        | 2,160  | 6,378  | 2,005  | 5,100  | 5,000  | 5,000  |
| Bursaries/Gifts | 12,669 | 12,785 | 11,971 | 12,000 | 10,875 | 12,000 |

|                    |        |        |        |        |        |        |
|--------------------|--------|--------|--------|--------|--------|--------|
| Total - Poppy Fund | 37,139 | 52,880 | 25,724 | 51,700 | 40,875 | 46,000 |
|--------------------|--------|--------|--------|--------|--------|--------|

|                      |       |        |       |        |        |        |
|----------------------|-------|--------|-------|--------|--------|--------|
| Total - General Fund | 3,712 | 17,035 | 3,894 | 13,781 | 13,950 | 15,950 |
|----------------------|-------|--------|-------|--------|--------|--------|

|  |        |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|--------|
| Total - National<br>Remembrance Ceremony | 40,851 | 69,915 | 29,620 | 65,481 | 54,825 | 61,950 |
|--|--------|--------|--------|--------|--------|--------|

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

|   | MEMBERSHIP COMMITTEE  |                |                       |                  |                |                |
|---|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
|   | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
| <b><u>COMMITTEE</u></b>                 |                       |                |                       |                  |                |                |
| Travel                                  | -                     | 2,700          | -                     | 2,700            | 2,500          | 2,500          |
| Per Diem                                | -                     | 2,505          | -                     | 3,500            | 3,500          | 3,500          |
| Printing and Office                     | 24                    | 24             | 725                   | 1,000            | 750            | 750            |
| Postage                                 | -                     | -              | -                     | -                | -              | -              |
| Focus Group Study                       | -                     | -              | -                     | 2,500            | 2,500          | 2,500          |
| Telephone & Fax                         | -                     | -              | -                     | -                | -              | -              |
| Miscellaneous                           | -                     | -              | 365                   | -                | -              | -              |
|   | 24                    | 5,229          | 1,090                 | 9,700            | 9,250          | 9,250          |
| <b><u>PRINTING &amp; STATIONERY</u></b> |                       |                |                       |                  |                |                |
| Membership Forms                        | 3,566                 | 3,566          | -                     | 3,566            | 5,000          | 5,000          |
| Early Bird Stickers                     | 2,610                 | 2,610          | 2,404                 | 2,610            | 2,000          | 2,000          |
|   | 6,176                 | 6,176          | 2,404                 | 6,176            | 7,000          | 7,000          |
| <b>TOTAL</b>                            | <b>6,200</b>          | <b>11,405</b>  | <b>3,494</b>          | <b>15,876</b>    | <b>16,250</b>  | <b>16,250</b>  |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

|                             | PUBLIC RELATIONS      |                |                       |                  |                |                |
|-----------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
|                             | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
| <b><u>COMMITTEE</u></b>     |                       |                |                       |                  |                |                |
| Travel                      | -                     | 197            | -                     | 4,500            | 4,500          | 4,500          |
| Per Diem                    | -                     | 232            | 90                    | 4,000            | 4,000          | 4,000          |
| Printing, Stationery        | -                     | -              | 33                    | 100              | 100            | 100            |
| Telephone & Fax             | 1,183                 | 1,384          | 162                   | 200              | 200            | 750            |
| Postage                     | 9                     | 9              | -                     | -                | -              | -              |
| <u>Publications</u>         |                       |                |                       |                  |                |                |
| - Write off old stock       | -                     | -              | -                     | -                | -              | -              |
| - Distribution of new stock | -                     | -              | -                     | 500              | 500            | 500            |
| Miscellaneous               | -                     | -              | 19                    | 100              | 100            | 100            |
| <b>SUB-TOTAL</b>            | <b>1,192</b>          | <b>1,822</b>   | <b>304</b>            | <b>9,400</b>     | <b>9,400</b>   | <b>9,950</b>   |

**PR SECTION**

|                              |               |               |               |                |                |                |
|------------------------------|---------------|---------------|---------------|----------------|----------------|----------------|
| <b><u>External</u></b>       |               |               |               |                |                |                |
| Media Monitoring             | 1,735         | 1,735         | 7,458         | 8,000          | 8,000          | 25,000         |
| Media Distribution           | 18,062        | 23,706        | 17,810        | 23,000         | 23,000         | 5,645          |
| Specialist Consulting        | -             | -             | 33,053        | 40,000         | 40,000         | 20,000         |
| National Memorial Ride       | -             | -             | 18,335        | 15,000         | 15,000         | 15,000         |
| Partnership/Event PR Support | -             | -             | -             | -              | -              | 20,000         |
| <u>Training/Liaison</u>      |               |               |               |                |                |                |
| - Per Diem                   | 31            | 31            | 3,636         | 4,000          | 4,000          | 15,000         |
| - Travel                     | 859           | 1,044         | 305           | 3,500          | 3,500          | 12,500         |
| - PR Training                | -             | -             | -             | -              | -              | 20,000         |
| <b>SUB-TOTAL</b>             | <b>20,687</b> | <b>26,516</b> | <b>80,597</b> | <b>93,500</b>  | <b>93,500</b>  | <b>133,145</b> |
| <b>GRAND TOTAL</b>           | <b>21,879</b> | <b>28,339</b> | <b>80,901</b> | <b>102,900</b> | <b>102,900</b> | <b>143,095</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

|                         | RCEL COMMITTEE        |                |                       |                  |                |                |
|-------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
|                         | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
| <b><u>Meetings:</u></b> |                       |                |                       |                  |                |                |
| <u>Committee</u>        |                       |                |                       |                  |                |                |
| -Per Diem               | -                     | 675            | 329                   | 675              | 675            | 675            |
| <u>RCEL - Hong Kong</u> |                       |                |                       |                  |                |                |
| Travel                  |                       |                |                       |                  |                |                |
| Per Diem                |                       |                |                       |                  |                |                |
| Total                   | -                     | 675            | 329                   | 675              | 675            | 675            |



THE ROYAL CANADIAN LEGION-DOMINION COMMAND

|                               | SPORTS COMMITTEE      |                |                       |                  |                |                |
|-------------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
|                               | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
| <b><u>COMMITTEE</u></b>       |                       |                |                       |                  |                |                |
| Travel                        | 1,936                 | 5,117          | 2,408                 | 4,700            | 3,750          | 3,750          |
| Per Diem                      | 1,291                 | 3,587          | 3,371                 | 4,000            | 3,750          | 3,750          |
| <b><u>T &amp; F - LAC</u></b> |                       |                |                       |                  |                |                |
| - Ste. Therese - 2015         | 3,738                 | 3,738          | -                     | -                | -              | -              |
| - Ste. Therese - 2016         | -                     | -              | -                     | -                | -              | -              |
| - Brandon 2017/18             | -                     | -              | -                     | 6,000            | 6,000          | 6,000          |
| Printing, Stationery          | -                     | -              | 3,215                 | 2,800            | 1,000          | 1,000          |
| Telephone & Fax               | 81                    | 81             | 102                   | 200              | 200            | 200            |
| Postage                       | 259                   | 312            | 688                   | 1,000            | 300            | 300            |
| Miscellaneous                 | 137                   | 142            | -                     | -                | 1,000          | 1,000          |
| <b>TOTAL COMMITTEE</b>        | <b>7,442</b>          | <b>12,977</b>  | <b>9,784</b>          | <b>18,700</b>    | <b>16,000</b>  | <b>16,000</b>  |

**DARTS**

|                              |               |               |               |               |               |               |
|------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Travel                       |               |               |               |               |               |               |
| - Participants               | 19,049        | 19,049        | 19,288        | 20,000        | 23,000        | 22,000        |
| - Committee                  | 853           | 853           | 1,341         | 1,500         | 1,500         | 1,500         |
| Awards & Prizes-participants | 1,006         | 1,006         | 1,694         | 1,300         | 1,300         | 1,300         |
| Entertainment                | 5             | -             | -             | -             | -             | -             |
| Advance to Host Branch       | 800           | 800           | 800           | 800           | 800           | 800           |
| Ground Transportation        | 1,500         | 1,500         | 1,500         | 1,500         | 1,500         | 1,500         |
| <b>TOTAL DARTS</b>           | <b>23,213</b> | <b>23,208</b> | <b>24,623</b> | <b>25,100</b> | <b>28,100</b> | <b>27,100</b> |

**CRIBBAGE**

|                        |               |               |               |               |               |               |
|------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Travel                 |               |               |               |               |               |               |
| - Participants         | 19,887        | 19,887        | 16,916        | 17,000        | 23,000        | 26,000        |
| - Committee            | 852           | 852           | 1,635         | 1,635         | 1,500         | 1,500         |
| Awards & Prizes        | 838           | 838           | 1,074         | 1,300         | 1,300         | 1,300         |
| Advance to Host Branch | 800           | 800           | 800           | 800           | 800           | 800           |
| Entertainment          | -             | -             | -             | -             | -             | -             |
| Ground Transportation  | 1,500         | 1,500         | 1,500         | 1,500         | 1,500         | 1,500         |
| <b>TOTAL CRIBBAGE</b>  | <b>23,877</b> | <b>23,877</b> | <b>21,925</b> | <b>22,235</b> | <b>28,100</b> | <b>31,100</b> |

**EIGHT BALL**

|                                  |                |                |                |                |                |                |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Travel                           |                |                |                |                |                |                |
| - Participants                   | -              | -              | 16,401         | 17,000         | 23,000         | 22,000         |
| - Committee                      | -              | -              | 2,006          | 2,006          | 1,500          | 1,500          |
| Awards & Prizes                  | -              | -              | 1,065          | 1,300          | 1,300          | 1,300          |
| Advance to Host Branch           | -              | -              | 800            | 800            | 800            | 800            |
| Entertainment                    | -              | -              | -              | -              | -              | -              |
| Ground Transportation            | -              | -              | 1,614          | 1,500          | 1,500          | 1,500          |
| <b>TOTAL EIGHT BALL</b>          | <b>-</b>       | <b>-</b>       | <b>21,886</b>  | <b>22,606</b>  | <b>28,100</b>  | <b>27,100</b>  |
| <b>TOTAL MEMBERS SPORTS</b>      | <b>47,090</b>  | <b>47,085</b>  | <b>68,434</b>  | <b>69,941</b>  | <b>84,300</b>  | <b>85,300</b>  |
| <b>TOTAL T &amp; F</b>           | <b>183,324</b> | <b>159,225</b> | <b>272,794</b> | <b>237,600</b> | <b>249,400</b> | <b>256,400</b> |
| <b>TOTAL SPORTS &amp; COMMIT</b> | <b>237,856</b> | <b>219,287</b> | <b>351,013</b> | <b>326,241</b> | <b>349,700</b> | <b>357,700</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

|                               | NATIONAL TRACK & FIELD |                  |                 |                 |                 |                 |
|-------------------------------|------------------------|------------------|-----------------|-----------------|-----------------|-----------------|
|                               | Oct                    |                  | Oct             |                 |                 |                 |
|                               | 2016                   | 2016             | 2017            | 2017            | 2017            | 2018            |
|                               | ACTUAL                 | ACTUAL           | ACTUAL          | FORECAST        | BUDGET          | BUDGET          |
| Transportation                | 136,407                | 151,013          | 180,440         | 170,000         | 205,000         | 186,000         |
| Accommodations, Meals         | 152,610                | 152,610          | 169,433         | 170,000         | 172,000         | 175,000         |
| Committee - Travel            | 9,908                  | 9,908            | 13,545          | 13,600          | 9,700           | 9,700           |
| Committee - Per Diem          | 24,270                 | 9,884            | 16,472          | 16,500          | 7,000           | 7,000           |
| Local Committee               | 900                    | 900              | -               | -               | 1,000           | 1,000           |
| Kits / Supplies / Medals      | 22,869                 | 23,549           | 14,094          | 14,100          | 5,000           | 5,000           |
| Buses                         | 11,649                 | 11,649           | 11,112          | 12,000          | 12,000          | 12,000          |
| Honoraria                     | 3,200                  | 3,200            | 3,000           | 3,000           | 3,000           | 3,000           |
| Reception                     | -                      | -                | 1,500           | 1,500           | 1,500           | 1,500           |
| Medical                       | -                      | -                | -               | -               | 200             | 200             |
| Athletic Facilities           | -                      | -                | -               | 1,500           | 1,500           | 1,500           |
| Equipment / Mtg Rooms         | 86                     | 86               | 374             | 400             | 1,500           | 1,500           |
| Clinicians                    | 1,011                  | 1,011            | 595             | 600             | 1,000           | 1,000           |
| Officials                     | 80                     | 80               | 869             | 900             | 2,000           | 2,000           |
| Commemorative Expenses        | -                      | -                | -               | -               | -               | 8,000           |
| Freight & Express             | 622                    | 622              | 1,467           | 1,500           | 2,000           | 2,000           |
| Miscellaneous                 | 623                    | 623              | 847             | 1,000           | 1,000           | 1,000           |
| <b>TOTAL EXPENSE</b>          | <b>364,235</b>         | <b>365,135</b>   | <b>413,748</b>  | <b>406,600</b>  | <b>425,400</b>  | <b>417,400</b>  |
| Less Prov Cmd Portion         | (94,581)               | (94,581)         | (108,475)       | (100,000)       | (100,000)       | (100,000)       |
| <b>SUB TOTAL</b>              | <b>269,654</b>         | <b>270,555</b>   | <b>305,273</b>  | <b>306,600</b>  | <b>325,400</b>  | <b>317,400</b>  |
| <b>RECOVERIES</b>             |                        |                  |                 |                 |                 |                 |
| Registration - Non Legion Atf | (49,330)               | (49,330)         | (183)           | (25,000)        | (20,000)        | (25,000)        |
| Sponsorships                  | (37,000)               | (37,000)         | (10,000)        | (36,000)        | (31,000)        | (36,000)        |
| Grant-VAC                     | -                      | (25,000)         | (22,296)        | (8,000)         | (25,000)        | -               |
| Other                         | -                      | -                | -               | -               | -               | -               |
| <b>Total Recoveries</b>       | <b>(86,330)</b>        | <b>(111,330)</b> | <b>(32,479)</b> | <b>(69,000)</b> | <b>(76,000)</b> | <b>(61,000)</b> |
| <b>NET EXPENSE</b>            | <b>183,324</b>         | <b>159,225</b>   | <b>272,794</b>  | <b>237,600</b>  | <b>249,400</b>  | <b>256,400</b>  |

THE ROYAL CANADAIN LEGION-DOMINION COMMAND

|                             | RITUAL & AWARDS       |                |                       |                  |                |                |
|-----------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
|                             | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
| Travel                      | 626                   | 840            | 530                   | 700              | 700            | 700            |
| Per Diem                    | 540                   | 720            | 480                   | 800              | 1,000          | 1,000          |
| Printing, Stationery        | 7                     | 7              | 2,281                 | 2,350            | 100            | 100            |
| Telephone & Fax             | -                     | -              | 147                   | 315              | 100            | 100            |
| Postage                     | 1                     | 2              | 640                   | 740              | 100            | 100            |
| <u>Publications</u>         |                       |                |                       |                  |                |                |
| - Write off old stock       | -                     | -              | -                     | -                | -              | -              |
| - Distribution of new stock | 6                     | 6              | -                     | -                | -              | -              |
| <b>TOTAL</b>                | <b>1,180</b>          | <b>1,575</b>   | <b>4,078</b>          | <b>4,905</b>     | <b>2,000</b>   | <b>2,000</b>   |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

CONSTITUTIONS & LAWS COMMITTEE

|                               | Oct<br>2016  | 2016         | Oct<br>2017  | 2017         | 2017       | 2018         |
|-------------------------------|--------------|--------------|--------------|--------------|------------|--------------|
|                               | ACTUAL       | ACTUAL       | ACTUAL       | FORECAST     | BUDGET     | BUDGET       |
| Travel                        | 610          | 624          | 1,349        | 1,500        | 150        | 1,300        |
| Per Diem                      | 1,013        | 1,013        | 551          | 700          | 350        | 500          |
| Printing, Stationery          | 234          | 563          | 1,101        | 1,250        | 100        | 250          |
| Telephone & Fax               | 78           | 78           | 134          | 200          | 100        | 100          |
| Postage                       | 104          | 105          | 743          | 800          | 100        | 100          |
| Miscellaneous                 | -            | -            | -            | -            | -          | -            |
| <u>Publications</u>           |              |              |              |              |            |              |
| - Revision to On-Line Manuals | -            | -            | -            | -            | -          | 300          |
| <b>TOTAL</b>                  | <b>2,039</b> | <b>2,383</b> | <b>3,878</b> | <b>4,450</b> | <b>800</b> | <b>2,550</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

|                          | DEFENCE & SECURITY COMMITTEE |               |               |               |               |               |
|--------------------------|------------------------------|---------------|---------------|---------------|---------------|---------------|
|                          | Oct                          |               | Oct           |               |               |               |
|                          | 2016                         | 2016          | 2017          | 2017          | 2017          | 2018          |
|                          | ACTUAL                       | ACTUAL        | ACTUAL        | FORECAST      | BUDGET        | BUDGET        |
| Travel                   | 1,861                        | 2,665         | 517           | 3,000         | 4,500         | 4,500         |
| Per Diem                 | 720                          | 1,338         | 729           | 1,500         | 4,500         | 4,500         |
| Printing, Postage,       | 184                          | 215           | 201           | 300           | 100           | 100           |
| Telephone & Fax          | 28                           | 28            | 36            | 250           | 250           | 250           |
| Miscellaneous            | 1                            | 1             | -             | 250           | 250           | 250           |
| Annual Vimy Award & AGM  | 5,700                        | 5,781         | 5,122         | 6,000         | 6,000         | 6,000         |
| Conference of Defence    |                              |               |               |               |               |               |
| Association Fee& CIC Fee | 2,000                        | 4,250         | 2,636         | 2,636         | 2,200         | 2,200         |
| Legion Connect           | -                            | 746           | -             | -             | -             | -             |
| Comradeship Awards       | 187                          | 207           | 3,198         | 3,200         | 3,000         | 3,000         |
| <u>CF Sponsorships</u>   |                              |               |               |               |               |               |
| - Operation Santa Claus  | 24,909                       | 25,688        | -             | -             | -             | -             |
| - Operation Canada Day   | 22,374                       | 22,422        | -             | -             | -             | -             |
| - Nijmegen               | 8,069                        | 8,069         | 10,000        | 10,000        | 12,000        | 12,000        |
| <b>TOTAL EXPENSE</b>     | <b>66,033</b>                | <b>71,410</b> | <b>22,439</b> | <b>27,136</b> | <b>32,800</b> | <b>32,800</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

|                   | VETERANS CONSULTATION |                |                       |                  |                |                |
|-------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
|                   | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
| Travel            | 2,280                 | 2,280          | -                     | 2,600            | 2,600          | 2,600          |
| Per Diem          | 1,284                 | 1,284          | -                     | 1,300            | 1,300          | 1,300          |
| Printing & Office | -                     | -              | -                     | 50               | 50             | 50             |
| Telephone         | -                     | -              | -                     | -                | -              | -              |
| Miscellaneous     | -                     | -              | -                     | 50               | 50             | 50             |
| <b>TOTAL</b>      | <b>3,564</b>          | <b>3,564</b>   | <b>-</b>              | <b>4,000</b>     | <b>4,000</b>   | <b>4,000</b>   |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

(FOF) Going Forward Committee

|                              | Oct<br>2016 | 2016   | Oct<br>2017  | 2017         | 2017   | 2018          |
|------------------------------|-------------|--------|--------------|--------------|--------|---------------|
|                              | ACTUAL      | ACTUAL | ACTUAL       | FORECAST     | BUDGET | BUDGET        |
| Travel                       | -           | -      | 788          | 788          | -      | 2,600         |
| Per Diem                     | -           | -      | 590          | 590          | -      | 1,300         |
| Printing                     | -           | -      | -            | -            | -      | 100           |
| Postage                      | -           | -      | -            | -            | -      | -             |
| Telephone & Fax              | -           | -      | -            | -            | -      | -             |
| Consultant/Strategic Project | -           | -      | -            | -            | -      | 50,000        |
| <b>TOTAL</b>                 | -           | -      | <b>1,378</b> | <b>1,378</b> | -      | <b>54,000</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

|                   | LEADERSHIP & DEVELOPMENT |            |             |            |            |            |
|-------------------|--------------------------|------------|-------------|------------|------------|------------|
|                   | Oct<br>2016              | 2016       | Oct<br>2017 | 2017       | 2017       | 2018       |
|                   | ACTUAL                   | ACTUAL     | ACTUAL      | FORECAST   | BUDGET     | BUDGET     |
| Travel            | -                        | -          | -           | -          | -          | -          |
| Per Diem          | -                        | -          | -           | -          | -          | -          |
| Printing & Office | -                        | -          | -           | -          | -          | -          |
| Postage           | -                        | -          | -           | -          | -          | -          |
| Telephone & Fax   | 147                      | 147        | 19          | 200        | 200        | 200        |
| Miscellaneous     | -                        | -          | -           | -          | -          | -          |
| <b>TOTAL</b>      | <b>147</b>               | <b>147</b> | <b>19</b>   | <b>200</b> | <b>200</b> | <b>200</b> |



THE ROYAL CANADIAN LEGION-DOMINION COMMAND

ELECTED OFFICERS & DOMINION PRESIDENT

|                          | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|--------------------------|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>ELECTED OFFICERS:</b> |                       |                |                       |                  |                |                |
| Travel                   | 5,654                 | 5,814          | 1,103                 | 10,000           | 10,000         | 10,000         |
| Per Diem                 | 3,748                 | 3,748          | 1,802                 | 4,000            | 4,000          | 4,000          |
| Telephone & Fax          | 11                    | 11             | -                     | -                | -              | -              |
| Miscellaneous            | 3,248                 | 3,360          | 1,270                 | -                | -              | -              |
| <b>SUB-TOTAL</b>         | <b>12,661</b>         | <b>12,933</b>  | <b>4,175</b>          | <b>14,000</b>    | <b>14,000</b>  | <b>14,000</b>  |

DOMINION PRESIDENT:

|                     |               |               |               |               |               |               |
|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Travel              | 28,713        | 28,977        | 11,743        | 35,000        | 48,500        | 48,500        |
| Per Diem            | 21,511        | 21,793        | 13,725        | 24,500        | 24,500        | 24,500        |
| Hospitality         | 673           | 4,987         | -             | 5,000         | 5,000         | 5,000         |
| Telephone & Postage | 2,541         | 2,768         | 1,670         | 2,500         | 2,500         | 2,500         |
| Miscellaneous       | 13,190        | 13,779        | 3,797         | 3,500         | 3,500         | 10,000        |
| <b>SUB-TOTAL</b>    | <b>66,628</b> | <b>72,304</b> | <b>30,935</b> | <b>70,500</b> | <b>84,000</b> | <b>90,500</b> |

PROVINCIAL CONVENTIONS:

|                          |                |                |               |                |                |                |
|--------------------------|----------------|----------------|---------------|----------------|----------------|----------------|
| Video from the President | -              | -              | -             | 5,000          | 5,000          | -              |
| Travel                   | -              | -              | 11,238        | 15,000         | 15,000         | -              |
| Per Diem                 | -              | -              | 11,879        | 12,500         | 12,500         | -              |
| Hospitality              | -              | -              | -             | -              | -              | -              |
| <b>SUB-TOTAL</b>         | <b>-</b>       | <b>-</b>       | <b>23,117</b> | <b>32,500</b>  | <b>32,500</b>  | <b>-</b>       |
| <b>TOTAL</b>             | <b>#VALUE!</b> | <b>#VALUE!</b> | <b>58,227</b> | <b>117,000</b> | <b>130,500</b> | <b>#VALUE!</b> |

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

DOMINION EXECUTIVE COUNCIL

|  | Oct<br>2016<br>ACTUAL | 2016<br>ACTUAL | Oct<br>2017<br>ACTUAL | 2017<br>FORECAST | 2017<br>BUDGET | 2018<br>BUDGET |
|--|-----------------------|----------------|-----------------------|------------------|----------------|----------------|
| <b>D.E.C. MEETINGS:</b>                  |                       |                |                       |                  |                |                |
| Travel                                   | 19,431                | 29,558         | 17,092                | 32,000           | 32,000         | 32,000         |
| Per Diem                                 | 16,805                | 27,724         | 22,502                | 32,000           | 32,000         | 32,000         |
| Printing                                 | -                     | -              | -                     | 100              | 100            | 100            |
| Telephone, Fax & Postage                 | 68                    | 79             | 247                   | 100              | 100            | 100            |
| Miscellaneous                            | 2,596                 | 4,188          | 1,694                 | 2,000            | 1,500          | 2,000          |
| <b>SUB-TOTAL D.E.C. MEETING:</b>         | <b>38,900</b>         | <b>61,549</b>  | <b>41,535</b>         | <b>66,200</b>    | <b>65,700</b>  | <b>66,200</b>  |
| <b>SENIOR ELECTED OFFICERS MEETINGS:</b> |                       |                |                       |                  |                |                |
| Travel                                   | 2,840                 | 2,840          | 5,842                 | 7,000            | 5,500          | 5,500          |
| Per Diem                                 | 3,653                 | 3,653          | 9,014                 | 7,000            | 5,500          | 5,500          |
| Telephone, Fax & Postage                 | 30                    | 30             | -                     | -                | 100            | 100            |
| Printing                                 | -                     | -              | -                     | -                | -              | 100            |
| Miscellaneous                            | -                     | -              | -                     | -                | 100            | -              |
|  | 6,523                 | 6,523          | 14,856                | 14,000           | 11,200         | 11,200         |
| LESS:                                    |                       |                |                       |                  |                |                |
| Canvet Board and Shareholders            | (6,000)               | (6,000)        | (6,000)               | (6,000)          | (6,000)        | (6,000)        |
| <b>TOTAL</b>                             | <b>39,424</b>         | <b>62,072</b>  | <b>50,391</b>         | <b>74,200</b>    | <b>70,900</b>  | <b>71,400</b>  |

THE ROYAL CANADIAN IEGION-DOMINION COMMAND

Convention Committee

|                      | Oct<br>2016  | 2016         | Oct<br>2017  | 2017          | 2017          | 2018          |
|----------------------|--------------|--------------|--------------|---------------|---------------|---------------|
|                      | ACTUAL       | ACTUAL       | ACTUAL       | FORECAST      | BUDGET        | BUDGET        |
| Travel               | 5,356        | 5,414        | 4,025        | 5,000         | 5,000         | 5,500         |
| Per Diem             | 2,583        | 2,583        | 1,926        | 4,500         | 4,500         | 4,000         |
| Printing, Stationery | 1,415        | 1,420        | 7            | 100           | 100           | 100           |
| Telephone & Fax      | -            | -            | -            | -             | -             | -             |
| Postage              | 1            | 1            | 9            | 100           | 100           | 100           |
| Miscellaneous        | 283          | 283          | -            | 500           | 500           | 500           |
| <b>TOTAL</b>         | <b>9,638</b> | <b>9,701</b> | <b>5,967</b> | <b>10,200</b> | <b>10,200</b> | <b>10,200</b> |

**DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

**ITEM 9: ANNUAL GENERAL MEETING OF THE ROYAL CANADIAN LEGION**

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Background

In order for the Legion to become compliant with the new CNCA laws regarding not for profit organizations, the Legion has implemented an Annual General Meeting in the off years of the Dominion Convention. The notice for this meeting appeared in the July/August issue of Legion Magazine and members were permitted until 27 October to provide comment or to raise questions. No submissions were received.

Agenda

At this point the Dominion Chairman will recess the DEC meeting and call to order the Annual General Meeting of The Royal Canadian Legion.

Agenda items for the AGM are:

- a. The Audited Financial Statements for 2017 are posted on the Dominion Command website for the information of all members. The CNCA only requires that the statements be available to be viewed by the members. This requirement has been met by putting them on our web site. Having received no questions or requests for copies, there is no further action required to be compliant with the new legislation.
- b. Approval of the Auditors for the period 2017 - 2018

**RECOMMENDATION:** It is recommended that Pricewaterhousecoopers be retained as the auditors for Dominion Command for the period 2017-2018.

Adjournment

The Dominion Chairman will seek adjournment of the AGM of the Legion for 2017 and reconvene the DEC meeting.

**DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

**ITEM 10: SENIOR OFFICER'S REPORTS**

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

- a. Ontario Provincial Command Convention Report
- b. Quebec Provincial Command Convention Report
- c. NS/NU Provincial Command Convention Report
- d. PE Provincial Command Convention Report
- e. BC/YT Provincial Command Convention Report
- f. Last Post Fund Annual Commemorative Ceremony
- g. MB & NWO Provincial Command Convention Report
- h. Invictus Games Team Canada Reception
- i. NL Provincial Command Convention Report
- j. AB – NT Provincial Command Convention Report
- k. NB Provincial Command Convention Report
- l. SK Provincial Command Convention Report
- m. Invictus Games Report

**Trip Report  
Ontario Command Provincial Convention  
May 13-16 2017**

Before I begin my report, I would like to thank the Dominion President for giving me the pleasure of representing him at the Ontario Convention last May. I say it was a pleasure because I was treated to a great convention, with all the proper protocols and dignity becoming a Royal Canadian Legion convention. I spent a great deal of time with the delegates and officers of Ontario Command, speaking one on one or answering questions from the floor.

I arrived in London on the 13th and was met by Comrade Sharon at the hotel who explained that she was my convention contact and started to give me the lay of the land and what was expected of me for the next few days. I thank comrade Sharon for her patience for always having to track me down, she was a wonderful host.

Sunday May 14, brought the Parade & Wreath laying ceremony along with the Opening Ceremony after the parade.

I had the pleasurable duties of laying a wreath on behalf of Dominion Command, bring greetings from the Dominion President and DEC as well as officially opening the convention. I would be remiss not to mention the pride I took in taking the salute on the reviewing stand for the parade. I have taken the salute a few times in my career but this one touched my heart seeing all the generations of veterans and members of the legion parading together.

Once the Opening Ceremonies were finished they called to order and went straight to work with several reports and procedures as we are now doing at Dominion Command.

President Brian Weaver gave his final report to the floor which was well received, Constitution & Laws had a lengthy debate, the Treasurers Report had no debate and Natacha Dupuis, Co-Captain, Team Canada, Invictus Games was the Keynote speaker who received a standing ovation for her heartfelt presentation.

The Homeless Veterans Chair gave his report and then proceeded to collect \$52,448.01 from the floor to go directly to the program.

Nominations for all offices were started.

Monday May 15, was a full day of business bringing reports, speeches and presentations.

My address to Convention was very well received by the delegates, even Comrade George O'Dair made a positive comment on it so it must have hit home to the delegates. I was even asked by a few branches for a copy of the speech to get this important message out.

I was asked to stand on the floor after the RCEL report to personally receive donations which totalled \$26,000 in cheques and \$1229.05 in cash which was sent to Dominion Command on my return home because to my surprise they gave me the money.

Ontario Provincial Command Branches & Ladies Auxiliaries Charitable Foundation reported that they had collected \$145,959 with \$100,000 coming from District "F".

During the Membership Reports a concern was given that membership information on Facebook was not that accessible as they would like and for the RCEL Report, the delegates asked to see an up to date video or presentation on our charges in the Caribbean. I stated that their concerns would be addressed to the proper persons.

Tuesday May 16, brought the rest of the reports, election and installation of officers, presentations and closing.

There were 520 Accredited Delegates, 717 Proxy Votes for a Total voting strength of 1237. There were 60 Observers and 29 guests.

The following comrades were elected and I had the pleasure of installing:

|                    |   |
|--------------------|---|
| President          | Sharon McKeown                                    |
| 1st Vice President | Gary Pond   |
| Vice Presidents    | Robert Buchanan<br>Wes Kutasienski<br>Derek Moore |
| Treasurer          | Ed Pigeau   |
| Chairman           | Ron Goebel's                                      |
| Vice Chairman      | Ron Crown   |

As one of my final duties I had the pleasure of giving Past President Brian his DEC Medal and Provincial Past Presidents lapel pin.

As a final note, I would like to thank Ontario Command for their hospitality and comradeship. Many thanks to all the comrades who made me feel welcome.

Tom Irvine  
Dominion 1st. Vice President

**Quebec Convention  
Victoriaville, Que  
May 19<sup>th</sup>-21<sup>st</sup>, 2017**

First of all, let me tell you that this area of our Country is absolutely beautiful. It has all the amenities one would need, yet has the quaint small town atmosphere. This was very obvious in the hospitality that was shown all the Delegates by the Victoriaville Branch. They had something on the go for every day and night, all through the weekend, with a shuttle service going back and forth from the hotels. I was Honoured by the Branch President giving me one of their Branch Challenge Coins.

The outcome of all the Election procedure are as seen below:

|                            |                   |
|----------------------------|-------------------|
| President                  | Ken Ouellet       |
| 1 <sup>st</sup> vice Pres. | Claude Racine     |
| 3 Vice Pres.               | William Howe      |
|                            | Mike Fitzgerald   |
|                            | Leonard Pelletier |
| Chairman                   | Chris Wheatley    |
| Treasurer                  | Madonna Boch      |

There were several representatives from other Commands, newly Elected Ontario Command President, Sharon Mckeown and PEI Command, SGT at Arms, Pat Doyle. They both brought greetings from their respective Commands. Mme Charlotte Bastien, with VAC, also made a full presentation, reflecting on Budget 2017.

When the RCEL report was presented, there was a lot of concern regarding an explanation as to just what the RCEL is and where the funds go. I gave a full explanation of what it is and Brad added to my explanation, trying to make it clear as to what it does for our Caribbean Veterans.

There was also a lot of controversy regarding the definition of a Veteran for the Licence Plate program. They had a Resolution to the Convention, asking the Delegated to accept 3 years Service as a determining factor of getting the plate. Brad explained that Dominion Command would like for all Commands to use the Dominion Command definition of a Veteran as the criteria. One Veteran got up, but the Chairman stopped him from speaking, as he was an observer and could not speak or vote on any issue. He became very irate and the Chairman had to have him removed from the room. He forced himself back into the room and the Chair then shut down the Convention and call the Police to have him removed. I have never seen such a disruption at any Convention before. We found out later that this Veteran suffers from Severe PTSD, so he had to be handled with kid gloves. Other than that, the Convention was very well organized and the end result Elected 5 Veterans to their Senior Elected Council. My wife and I were treated with nothing but the best of hospitality and respect and enjoyed it immensely.

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



## **NOVA SCOTIA / NUNAVUT PROVINCIAL COMMAND 53 BIENNIAL CONVENTION**

The 53 Biennial Convention of the Nova Scotia/Nunavut Command was held at the Royal Canadian Legion Branch # 24, Bridgewater Nova Scotia from Friday May 19<sup>th</sup>, 2017 to Monday May 22<sup>nd</sup> 2017.

The festivities began with a "Meet and Greet" held at Branch 24 Bridgewater on Friday evening. It was great to share comradeship with many old friends and colleagues, fellow Past Provincial President (and anarchist) Ron Trowsdale, Past Dominion President Wilf and Annie Edmond, Grand President Larry Murry and NS/NU President Steve Wessel among many others. It was also a pleasure meeting other member of the Nova Scotia/Nunavut Command and our most excellent hosts the hard-working members of Branch 24 and their Zone.

The "business" sessions began Saturday morning with an Executive Council Meeting, it was a well run informative session with much information presented, questions posed and answered. There was significant concern raised over their auditor's comments how Provincial Commands Branch's should "file" with Revenue Canada and I have forwarded their questions and comments to Dominion Secretary Brad White. The balance of Saturday was taken up in seminars for the benefit of the Commands membership.

On Sunday, after a well-attended parade and cenotaph service, opening ceremonies were held in the auditorium of the Bridgewater District High School where their 53 Provincial Convention was "officially" opened by our Dominion Grand President Larry Murry.

After moving to the "Hall" of Br. 24 for the remainder of Sunday and Monday, the business portion of the convention reconvened with the presentation of various command committee reports, questions and associated activities which were all presented, received and accepted in a timely competent and professional manner.

The "Dominion Video" and my presentation of the "address" was well received with many comments made to me personally on how "we" now seem to be moving in the right direction. There were questions on the new membership processes, but they were handled competently by the Provincial Membership Chairman and comrade Wessel, who is a member of the Dominion Membership Committee.

On Sunday an interesting presentation was made by George Borgal on the Canadian Naval Memorial Trust's "Battle of the Atlantic Place Project". Personally, I found it an intriguing and worthwhile project and they are asking for the opportunity to make the same presentation to our members at the 2018 Dominion Convention in Winnipeg, hoping to garner nationwide support for this project from our members and branches in much the same fashion as for the Juno Beach Centre Project. I believe this request is worth our consideration.

Congratulations are due to Provincial Executive Director Valerie Mitchell-Veinotte and her Staff. Successful Provincial Conventions don't just happen, they take meticulous planning over many months and a lot of hard work and this was, a very successful convention, with very few "hiccups" or "glitches".

Elections for the new "slate" of Provincial Officers took place on Monday and the following are the results of that election

The Royal Canadian Legion Nova Scotia/Nunavut Provincial Command Executive  
2017-2019

|                                |                            |
|--------------------------------|----------------------------|
| President                      | Comrade Mel Crowe          |
| Immediate Past President       | Comrade Steve Wessel       |
| 1 <sup>st</sup> Vice-President | Comrade Jay Tofflemire     |
| Vice-President                 | Comrade Marion Fryday-Cook |
| Chairman                       | Comrade Karen Lynch        |
| Treasurer                      | Comrade Donna McRury       |

After installing the Senior Officers of Nova Scotia/Nunavut Command I also had the pleasure and privilege of installing the:

|                           |                     |
|---------------------------|---------------------|
| Honourary President       | Comrade Wilf Edmond |
| Honourary Grand President | Comrade Ted Martens |
| Provincial Command Padre  | Comrade Art Nash    |

I would Like to heartily congratulate Comrade Steve Wessel for his outstanding leadership of this Command. He and his Offices have left Nova Scotia/Nunavut in an excellent position and his friendship, comradeship and hospitality during this convention have been outstanding. WELL DONE

Finally, to Comrade Mel, I wish you and your Executive much success for the next term. I have no doubt that they are well prepared and ready for this task.

Good luck to all.

**PRINCE EDWARD ISLAND COMMAND  
64<sup>TH</sup> PROVINCIAL CONVENTION  
26-27 MAY 2017**

The convention was held in Br. # 17 Wellington, an impressive, well-managed building with extremely welcoming members.

The weather continued to threaten rain, to the point that the Cenotaph Ceremony was held indoors. This did not diminish the quality of the Service.

There were 48 accredited delegates, 14 observers and 6 guests present for the two days. Included in this number were 4 Past Command Presidents, one of which was Past Dominion Command President Allan Parks.

The Command ran a raffle, donated by Westjet, for two tickets to anywhere Westjet flies. I understand it was very successful fundraiser and was won by Past Z/C Sterling Conrad.

**Presentations:**

Provincial OSI representative Owen Parkhouse gave a very clear and well accepted presentation on the new Special Section

The Bureau of Pension Advocates' role was explained by lawyer Steven Woodman who reported that Canada is the only country in the world that gives free legal assistance to veterans.

PIB insurance rep. reported that there will be no increase in premiums for PEI branches and they will soon start a monthly payment plan for D&O liability premiums etc.

Battle of the Atlantic Place – Society Chairman George Borgal ( Commander ret. ) presented a power point display outlining this exciting project. The Society will be seeking support, not financial, from all Commands and will be asking to present at the Dominion Convention in Winnipeg. They have the backing of all provincial governments and realize the value of gaining the support of the RCL when dealing with the Federal Government. Comrade Brian Arsenault gave an emotional recount his memories of the 2015 Pilgrimage of Remembrance

The Ladies Auxiliary reported that they are still active in PEI, albeit with dropping numbers and aging members.,

Poster and Literary – the Senior Poem winner was from PEI , Miss Beth Kirby out of Br. # 30 Kingston. She attended and read her poem, Wow ! A very talented young lady.

Points of interest arising out of reports :

Honours and Awards Chairman Stephen Gallant spoke on the proposed changes to the initiation ceremony – they were well received

Membership Chair Cathy Kerr praised the Dominion Command staff – she finds them very approachable and has them on speed dial. Later, on a coffee break she approached me and voiced concerns about the new plastic cards – I think I addressed those concerns if the decal is fairly large and a different colour each year

Finance Chair Lynda Curtis reported a small surplus but they face challenges. I stood and commended her and her committee for proactively dealing with the National Track and Field – they are seeking sponsorship for ½ the cost.

While on the subject of sports, the NB President Harold Harper spoke strongly in support of centralization for T&F – they want stability with their costs. Ontario president Sharon McEwen concurs.

Resolutions:

Membership – Moved and seconded to reinstate proposer and seconder line on application form – Carried

Voting delegates to Provincial Conventions – amend to – 2 delegates for the 1st 50 members, 1 for each 100 or fraction thereof. M/S/C

The balance of the resolutions dealt with internal housekeeping clean-up.

While on a break, two elderly members, both Veterans, one Airborne and one Submariner, approached me separately and both were upset over the resolution debated in St. Johns that was defeated regarding the allowing of specialist skill badges on their Legion uniform. I assured them that they were not alone, DEC has heard their concerns, and this will be back on the floor in Winnipeg and that there is support at all levels. They were glad to hear that their voices were being heard.

There was approximately \$4,200.00 raised for the RCEL.

In closing I want to thank President Dave Flannigan for the opportunity to attend the Convention on behalf of Command and I can't begin to say enough about the hospitality and comradeship shown me by PEI Legionnaires.

Special thanks to :

Comrade Dave Howatt and his sister who picked me up at the airport

Command Secretary Betty MacLachlan who was very helpful, ultra organized, very professional. She is greatly appreciated by all in her Command.

NB President Harold Harper, my confidant and chauffeur – we had a great time

Newly elected 1st VP Duane McEwan who drove myself and Legion Magazine journalist Stephen Thorne back to Charlottetown.

President John Yeo for his helpfulness

The lunches were delicious, the desserts decadent, the roast beef dinner served at the Banquet was first class !

I had the distinct pleasure of presenting outgoing President John Yeo with his Dominion Past Officer Medal and P & R, Dominion and Councillor Bars.

I also was honoured to install the new PEI Executive Council :

President Stephen Gallant  
1st VP Duane MacEwen  
VP's – Theresa Gallant  
David Perry  
Owen Parkhouse  
Finance Chair – Lynda Curtis  
Chairman – Claus Broderson  
Vice Chairman – Gilles Painchaud  
IPP – John Yeo

Respectfully submitted  
Angus

## **BC/Yukon Convention Report**

Vera and I arrived on Thursday and settled into our hotel. Wasn't long before we met up with some old friends from Past DEC days. Was very surprised to meet up with our Dominion Treasurer, who had a special invitation. The accommodation were great with the Convention Center being attached. The opening parade was nice but first one I attended where there was no march past a reviewing stand. Not sure why they were not following protocol. I attended one of their training sessions on Fraud and found it very interesting.

When business sessions started, one could not help but feel the tension in the air, between several senior officers, for example, at Dec in April, Comrade Marc Tremblay had advised that he was running for a second term as President and Comrade Glenn Hodge was going to step aside and let him do so, but when I spoke to Comrade Glenn about this, he advised that he was and always had intentions of running himself. I wondered what was going on, but never said anything.

After the elections were done for the Command officers, Comrade Glenn Hodge had been elected a President. Comrade Marc was very noticeably upset and discontent with the proceeding, to the point where he came to me with a small piece of paper he had found on the floor, with the results written on paper, as to how many votes each one got. He called me aside and wanted to contest the results of the Election, although the ballots were already destroyed? I strongly advised against this action, stating I would not support such a move.

The Officers Elected were:

|                    |                  |
|--------------------|------------------|
| President          | Glenn Hodge      |
| 1st Vice President | Valerie McGregor |
| Vice President     | John Scott       |
| Vice President     | Craig Tomson     |
| Treasurer          | Jim Diack        |
| Chairman           | Dwight Grieve    |

There was one very interesting Resolution that was put through Convention. To investigate the possibility of joining BC/Yukon Command, Alberta Command and Saskatchewan Command together as one Command.(Western Command). This was very interesting, as when I inquired what Saskatchewan and Alberta Command felt about this, I was told they had not discussed it yet. That seemed very strange to me.

What really made me feel there was a lot going on at this Convention, was when I heard the final speech of Comrade Marc Tremblay. It was beyond showing any sort of Comradeship and fair play.

One more thing came up the very last night I was there. Everything was all over and everyone was heading home the next day, when Comrade Marc called me aside and told me that there would be something very big coming to my desk in Ottawa soon, that would

be very hard to deal with. I asked for clarification but he just told me to be ready for the biggest problem that I would have to deal within my term as Dominion President. I let it go and didn't comment, as I hoped that whatever is going on within their Command would resolve itself soon.

One other item came to my mind, as i was meeting all the staff, i noticed that none were wearing Uniforms. I have been to many Conventions and that's the first that seen all the staff wearing casual clothes. I shrugged it off as i felt it must be in their By Laws.

As for hospitality, I could not have asked for any better. I was reacquainted with many old friends and the delegates treated my wife, Vera and I with the utmost respect. Congratulations to one and all on their election.

Barring any questions, I move the adoption of my report.

Dave Flannigan  
Dominion President, RCL

**Trip Report  
Last Post Fund Annual Commemorative Ceremony  
National Field of Honour, Pointe-Claire, Quebec.  
4 June 2017**

Comrades,

Before I begin, allow me to thank the Dominion President for giving me the opportunity once more to represent Dominion Command at this annual event and to lay a wreath on behalf of all legionnaires for our fallen comrades.

I usually do not write a trip report as it is a quick annual event and nothing really changes over the years and to be frank what's to report about except that I laid a wreath.

This year was slightly different and I felt the need to report this year's ceremony because in my opinion the protocols and procedures concerning the ceremony were very lackadaisical at best and non-existent in the wreath laying ceremony.

I will not go into any details on the day as it is not in my nature to slam other organizations but you can rest assured that it has been explained to the Dominion President and the Dominion Secretary. I do not recommend that we continue sending Dominion representation to this event until both the Royal Canadian Legion and The Last Post Fund have a meeting to address our concerns.

Comrades, I have been attending this event for over twenty years. My wife and I go religiously to both ceremonies in the morning and the afternoon. But both of us have seen in the past few years a disconnect between our two groups, no one is talking. There have been agreements in the past between The Last Post Fund and Quebec Command that seem to have fallen through the cracks as well and I would be most happy to discuss them with the new Quebec Command President.

In Comradeship  
T. Irvine

I Move My Report

Thomas D. Irvine CD  
1st Vice President  
Royal Canadian Legion  
Dominion Command



## **MANITOBA & NORTHWESTERN ONTARIO COMMAND 48th BIENNIAL PROVINCIAL CONVENTION**

The convention was held in Winnipeg at the Viscount Gort Hotel. Number 4 St James branch were the host branch for the weekend. With entertainment Friday, Saturday and Sunday along with Fish and Chip's and BBQ steak and chicken dinner branch 4 did an excellent job hosting this convention.

The business part of the convention started with registration followed by the parade on Saturday A.M. The wreath laying and march past took place within the Brookside Cemetery. The opening ceremonies were conducted at 13:00 hrs. A social followed for the invited guests.

The business portion was in full swing Sunday morning. With almost all reports being either read out or condensed they were discussed and passed, the day went by quickly. A credential report was given, there were 170 accredited delegates, 160 proxies for a total of 330. Nominations for all offices were held. When the convention wrapped up early Sunday afternoon the districts held their respective caucuses discussing further business which also allowed the candidates time to visit each district looking for support.

A total of 11 resolutions were dealt with, 10 concurred and 1 non concurred. Please note that the non concurred resolution was to eliminate the elected position of Provincial Sgt at Arms. Although the resolutions committee voted concurrence with this resolution the delegates reversed it by voting non concurrence. With this resolution being non concurred the position still remains in effect.

The elections took place first thing Monday A.M. At the end the following Comrades were elected to the 2017 / 2019 term ;

|                     |                |
|---------------------|----------------|
| President.          | Ron Anderson   |
| 1st Vice President. | Jerry Lava     |
| Vice Presidents.    | Robert Penner  |
|                     | Robert Cutbush |
|                     | Ernie Tester   |
| Honorary Treasurer. | Rick Bennett   |
| Chairman.           | Betty Vance    |
| Sgt at Arms.        | Ken Arsenault  |

Appointed by Convention

|                     |                  |
|---------------------|------------------|
| Honorary Chaplains. | Ted Nimik        |
|                     | Paul Bringleston |
|                     | Catherine Giroux |

I wish all much success during their term of office. The installations took place at the end of sessions prior to the closing ceremonies.

The Dominion Presidential report was well accepted as I personally received much positive feedback.

Jane and I would like to express our thanks and gratitude to our hosts for the weekend. Comrades Rick and Dale Bennett saw to our needs. Also we should not forget those behind the scenes that make these conventions run smoothly, comrades Dawn Golding and her dedicated staff, job well done. All in all comrades a great weekend was had by one and all.

Yours in Comradeship  
Andre J Paquette  
Vice President Dominion

**Trip Report  
Invictus Games, Team Canada Reception  
Kingston, Ontario  
June 16, 2017**

As you may or may not know, Dominion Membership hosted a reception for all the members and coaching staff of Team Canada on their last day of their final training camp before the Invictus Games in September. This reception was our way of saying thank you to each one of them for their dedication and service to our country.

The Dominion Membership Committee authorized that each member of Team Canada was to receive a one year free membership in the legion if they so desired and we were there to announce it to them personally and to give them a banquet in their honour before they returned to their homes across the country.

I arrived in Kingston in the afternoon of the 16th of June and after checking into my hotel and went directly to Br. 560 where the banquet was being held and met up with Randy Hayley and Dion Edmonds to start putting the kits together and setting up the banquet hall with all the trappings fitting a legion banquet.

Once the kits were assembled and hall finished I had the opportunity to meet with Comrades Al Jones and Merrill Godderham from Branch 560 who were there to represent the branch at the dinner as well as several of the volunteers and members of the branch.

The team started to arrive around 6:30 and I was at the door with Dion and Randy to personally greet each one and welcome them as they came in. The branch put on a great meal for Team Canada and by talking to them before and after you could tell they were really appreciative of all the fuss.

The speeches were short which went over well and a lot of camaraderie was shown throughout the evening. I along with my team fanned out and spent a lot of time talking one on one with the all the Team Canada members. Sharon Adams from legion magazine was there as well doing interviews and taking pictures.

In attendance were :

Tom Irvine, Dominion Command Membership  
Randy Hayley, Dominion Command Membership  
Dion Edmonds, Dominion Command Marketing  
Sharon Adams, Legion Magazine  
Al Jones, Past President, Br. 560  
Merrill Godderham, Service Officer, Br. 560  
Greg Legace, Founder of Soldier On  
MGen Hetherington, Commander Canadian Army Doctrine  
Captain Morrow  
120 Members and Coaching Staff of Team Canada

At the end of the evening, We again positioned ourselves at the door and to say goodbye to each member personally and to give them a gift package to take home with them. The gifts contained a Legion water bottle, golf towel and a Gold We Support Our Troops 24kt plated Ribbon Pin.

In closing I would like to thank all concerned for putting on a great event for our wounded warriors ( including Danny Martin who did all the back ground stuff ), I am sure each one went home the next day with fond memories of the banquet and the legion in general. I also hope that many if not all of Team Canada take us up on our offer of the one year free membership.

Tom Irvine  
1st Vice President  
Membership Chairman

**Trip Report  
Newfoundland & Labrador Convention  
Stephenville, NL  
August 26-30, 2017**

Before I begin please allow me to once again thank the Dominion President for giving me the opportunity to attend the Newfoundland & Labrador convention. This seems to be the one coveted convention that everyone likes to attend and for good reason.

My wife and I arrived in Stephenville late in the day and were met at the hotel by several legionnaires. In fact by the time I parked the car all my bags were already in the hotel, Newfoundland hospitality.

On Sunday we had the Parade & Wreath Laying Ceremony at the Stephenville Memorial. I had the pleasure of laying a wreath on behalf of Dominion Command. After the parade everyone joined up at the legion for the Opening Ceremonies with his Honour, The Lieutenant Governor of Newfoundland & Labrador Frank F. Fagan in attendance.

During the Opening Ceremonies, I was asked to bring greetings on behalf of Dominion Command and the Dominion Executive Council as well as officially open the convention. As an added bonus, the Lt. Governor presented the Dominion President Dave Flannigan with his Sovereigns Medal for Volunteers.

Business commenced the next morning with the Invocation and welcome by the Padre and Convention Chairman.

Full day of reports and business of the legion with a long discussion on finances. The video and my remarks from Dominion Command were well received.

There were three resolutions brought to the floor and no non concurred.

- 1- Command Share of Per capita Tax- Carried
- 2-Command 8 Ball- Defeated
- 3-Compliance with the Canada Not-for-Profits Corporation-Carried

Day two was another full day of reports and presentations.

I was asked to speak on the RCEL and what it does in Caribbean which I believe was well received. Afterward I stood on the floor and collected \$37,450.

The Membership report was presented by VP. David Johnston and several question arose about the recent changes at Dominion Command, Comrade David asked me to explain to the convention some of their concerns and I believe that the answers were well received by the members.

On Wednesday brought the final elections and I was pleased to install the following Officers of Newfoundland & Labrador Command;

President: Berkley Lawrence  
1st. VP. David Johnston  
2nd. VP. Nathan Lehr  
Treasurer Ian Walsh  
Chairman Aiden Crewe

There was in attendance:

56 Delegates  
13 PEC  
3 Past Presidents  
12 Observers  
18 proxies

33 Branches were represented

I was asked to present to Past President Frank Sullivan, his Past Officers Medal from Dominion Command and immediately then asked The Dominion President to join me in the presentation to Frank which I think he appreciated.

A couple good ideas came up on the floor during discussions.

1- have a legion magazine for kids  
2- have a link on our web page to make it easier for veterans\amilies who want to check their record of service.

Track and Field donations totalled \$13,587.70

In conclusion I would like to thank all the members of Newfoundland & Labrador Command for a well run convention and for your hospitality shown towards my wife and I.

Tom Irvine  
Dominion Command  
1st. Vice President

## **Alberta – Command Provincial Convention September 2017**

Comrades I attended and installed the newly elected officers of the Alberta NWT Command of the Royal Canadian Legion in Edmonton Alberta from Thursday September 21 with my traveling back to Calgary September 25, 2017.

President Chris Strong

Past President Wayne Donner

First Vice President John Mahon

Vice Presidents Barry Lazoruk, Karen Shaw, Rosalind LaRose

Chairman Scott Sadler

The position of treasurer is replaced with a finance committee.

The convention was well attended with 277 delegates holding 287 proxies, and 29 observers. There were no issues to speak of and the convention ran smoothly.

I was treated very well.

This is my report.

Mark Barham

## **New Brunswick Provincial Command 83<sup>rd</sup> Convention Report September 23 and 24, 2017**

Before I begin my update I wish to thank our Dominion President, Comrade Dave, for the opportunity to represent Dominion Command and attend the New Brunswick Command Convention. It was indeed an honour and a privilege to be in Fredericton.

When Laurie and I arrived at the airport we were met by Comrade Gary McDade, the Command Treasurer, and he drove us to our hotel with a tour of the Fredericton downtown area and he explained some of the city history. On Friday afternoon I attended the Pre-Convention Council Meeting where I had the opportunity to meet the Command Council members. We were then taken out for dinner by Comrade Harold Harper, the Command President and Comrade John Ladouceur, the Command First Vice President and his wife. Saturday was a very busy day with the Opening Ceremonies where I had the distinct honour of opening the 83<sup>rd</sup> Provincial Convention for New Brunswick Command. The Dominion Video was played and I made my presentation which was very well received. There was one opportunity identified and that is to include a direct message from the Dominion President as part of the video presentation. The business session was very busy with many reports presented and plenty of discussion and debate took place. The members of New Brunswick Command have a few concerns that I will list below:

- A motion was presented to and approved by NB Command to form a new Veterans Council and to try and have this implemented at all levels of the Legion, including Dominion Command. I cop of this motion is included as part of my report
- Concerns over the use of the Poppy for retail purposes such as the bird feeders and Legion lager. The Poppy is the symbol of Remembrance and not for promotion of retail items
- New membership card and the fact that it does not designate a Veteran, it only identifies the Legion and does not identify The Royal Canadian Legion and there is an expiry date for Life Members.
- Dominion Command communications regarding the LA were not sent to the Command LA for their review and understanding. Issues of concern were LA years of service when joining a Branch. LA Life Membership status when joining a Branch, what would it take to have a LA representative be a member of DEC, etc.
- The 2022 Dominion Convention is scheduled for Saint John, New Brunswick and there are concerns as to who the LAC Chairman will be, forming a LAC Committee and Branch availability for the Convention.

Before the business session was adjourned for the day, the New Brunswick Lieutenant Governor arrived and addressed the Convention. She thanked the NB Command and the Branches for all that they do within the Province and their communities.



We then adjourned and went to the newly refurbished grounds where the Fredericton Cenotaph sits and the Command held their Memorial Service and Parade. Comrades, it was a beautiful and sunny afternoon and what an honour to receive the salute from the Veterans and Legion members of New Brunswick Command. A moment and memory that will be with me for all of my remaining days.

The Convention registration showed the following:

Delegates – 130  
Proxies - 126  
Guests - 17  
Observers - 13  
Total Attendance – 160  
Listed below are the election results:  
Honorary President: Paul Poirier  
President: John Ladouceur  
1<sup>st</sup> Vice President: Sonny McCarron  
2<sup>nd</sup> Vice President: Terry Campbell  
Treasurer: Gary McDade  
Chairman: Jack Clayton

Comrades, on Sunday they finished with their reports, conducted elections and I had the honour of installing the Officers of New Brunswick Command. New Brunswick Command is in a very solid financial position and they continue to watch their spending.

Comrades, there are many people that need to be thanked for making this a very successful Convention. Beginning with the LAC Chairman and his Committee, we thanked them for a job very well done. To the members of the Fredericton Branch and all of the Comrades and friends that contributed to ensure all delegates enjoyed their Convention, we thanked them. Comrade Harold Harper, Laurie and I thank you for your Comradeship and friendship and for ensuring we were kept busy. To Comrades John Ladouceur and his wife and to Comrade Gary McDade who ensured that we got to wherever we had to be and in plenty of time we thank you. To Comrade Tom Eagles, our Immediate Past Dominion Command President and a member of New Brunswick Command, Laurie and I thank you for the tour of Gagetown and for your Comradeship, your friendship and for being the pillar of Legion knowledge that you are. Your Command is fortunate to have you in their midst.

Comrades, the Comradeship, friendship and hospitality that we found in New Brunswick are second to none and we will be forever grateful and thankful for our experiences and memories of New Brunswick and New Brunswick Command.

Comrades, this is my report on the proceedings of the 83<sup>rd</sup> New Brunswick Command Convention, respectfully submitted.

Bill Chafe

## Veterans Council

This proposal for the start up of a Veterans Council within the Royal Canadian Legion comes from a group of concerned Veterans in Westmorland /Albert District. We have all spoken to Veterans in our areas, some are Legion members, some are not interested in the legion and others need to be convinced that the Legion cares about veterans at all. We are all aware of the many great things that have been accomplished by the legion and its branches after many years of advocating for Veterans. But is it time for some changes in how we relate with our Veterans?

There are a lot of negative feelings among Veterans about the Legion and why it exists and the only way we can change that is to become more proactive with our Veterans, more inclusive by making them part of the decision process on Veterans Issues. Our Veterans do not want people who have never served involved in decisions that effect their lives and families.

This proposed Veterans Council does not change any of the roles of any existing elected officer in any Command or Branch of the Royal Canadian Legion. It only enhances the status of veterans within our organization, it provides a forum for Veterans to speak to Veterans, Veterans to help other Veterans and for Veterans to unite under one advocacy group.

Sonny McCARRON

BRANCH 81

CAPE TORMENTINE

N.B

WESTMORLAND /ALBERT DISTRICT

## **Saskatchewan Command Convention 14-16 October 2017**

First of all, I would like to thank the Dominion President Comrade David for sending me to represent him and Dominion Command at the 49th Biennial Provincial Convention in Estevan, Saskatchewan.

After flying to Regina on Thursday, I made the two hour drive south to Estevan and what beautiful country it is. I checked into the Days Inn around noon their time and was met by Saskatchewan Executive Director Chad Wagner and Provincial Chairman Ray Marjoram who briefed me on the weekend events.

Friday was the start of convention with a pre-council meeting and registration at Branch #060. In the evening we all attended an Octoberfest Social in the Legion Lounge with Local Entertainment and a great evening was had by all.

Saturday morning started with registration at the Branch and the Command had a seminar relating to Legion Operations, particular gaming and good crowd participated. After lunch on Saturday was the parade and was formed up in front of the Branch and paraded four blocks to the cenotaph for a very nice service. I laid a wreath on behave of Dominion Command and along with Command President Ken Box, took the salute.

All of the convention was held at the Branch and the LAC did an outstanding job as host. The meals, shuttle service, accommodations and hospitality were second to none.

After the parade on Saturday was the official Opening Ceremonies under the direction of Provincial Chairman Ray Marjoram. Guest speaker was Alan Stephan Chief Executive Officer of Eden Care. Mr. Stephens is a veteran with the Canadian Army and has held three senior staff positions land appointments in Canada and Europe on NATO and United Nations duties. I officially opened the convention after speeches by all levels of government. Later that evening I attended the Presidents Reception and a fine evening was had by all.

Sunday morning was the start of the business sessions and at 10:00 am was the start of nominations. I followed with my address and was followed by a few questions from the floor concerning the new Membership Card and the years of service.

My address was followed by the RCEL report and donations from the floor. After a collection from members and donation from Branches, \$7700.00 was collected with donations still coming in as I write this report. After great reports and presentations, the elections for President and 1st Vice was held under the supervision of the Elections Chairman Peter Piper. Lorne Varga was elected Command President and Keith Andrews as 1st Vice. Later that evening, the Command Banquet was held with a Comedian as entertainment. Great food and many laughs were had by all.

Monday morning started with nominations and elections with the following being elected:

Vice Presidents:  
Roberta Taylor  
Carol Peterson

Chairman:  
Ray Marjoram

Attendance for the convention was 128 voting delegates and a total of 157 in attendance. After all reports were done, I had the privilege of presenting Comrade Ken Box with his Past DEC Medal and Bar for his outstanding work the last two years on DEC. Installations ran very smoothly and was well attended and Comrade Lorne Varga will guide Saskatchewan Command for the next two years

All in all a great convention, first time it was held this far south in the province. I drove back to Regina Monday evening and flew home the next day.

Thank You,

Tom Eagles  
Immediate Past President  
Dominion Command

## **Invictus Games Report**

From the opening Ceremonies to the closing Ceremonies of the Invictus Games, the entertainment was phenomenal. The crew that arranged all the special activities, done a fabulous job. These events took thousands of Volunteers to make this a success and they nailed it.

In particular, the visible presence of Legion uniforms and Legion logo golf shirts, was a great reflection to the public, of how much the RCL was involved in this very special games, to help Ill and Injured Veterans rehabilitate. I would especially like to give big kudos to the Ontario Branches, that put so much into this event. I would also like to give big kudos to our DC Marketing Team, Dion Edmonds, Leah O'Neill and Nujma Bond, for the tremendous profile they portrayed for the Legion.

To be there and experience in person, how these soldiers, who have lost so much, rise up from the debts of being broken badly, to excelling in various sports. Can you imagine watching them play competitive Wheelchair Basketball, with 2 or three limbs missing. Some had two legs gone and one arm gone. How do one dribble a basketball and control that wheelchair and excel in this fete. Can you imagine watching swimmers with legs and arms missing compete in such force as to win their events. One very emotional action that we witnessed, was when one of the competitors would take a tumble in their wheelchairs, then not only would their own team mates hurry to help him get back in action, but the opponents team would also jump to the rescue, they would all hug, shake hands and carry on. Very moving experience.

We did not get a chance to attend all the games, as we were tied up with the CIMVHR FORUM, which ran from Sunday afternoon, finishing up on Wednesday lunch time, but we took in as much as possible, from one end of Toronto to the other.

Comrades, I am so proud to say that the RCL has been a supporting sponsor of these events and hope we can continue into the future. After experiencing these Games personally, I feel that Prince Harry made a statement at the closing ceremonies that best reflects its future. "These games have gone on for three consecutive years, with absolute success, and they are not longer considered another set of Sports Games, they have become a "MOVEMENT". How could one say it any better?

Barring any questions, I move the acceptance of my report,

Dave Flannigan  
Dominion President, RCL

**DOMINION EXECUTIVE COUNCIL  
27 NOVEMBER 2016**

**ITEM 11: DOMINION SECRETARY'S REPORT**

Comrades, welcome to Dominion Command. Since the last DEC meeting it has been a busy time in the life of the Legion. The summer brought many experiences for us all but also brought some very disconcerting events. Activities that have occurred in BC and AB have spurred an exceptional increase in Constitution and Laws activity. In total, there have been 10 appeals and 8 complaints that Dominion Command has had to deal with. While there are some real issues at hand, it is also evident that the General By-Laws are not well understood, utilized or respected. In my close to 20 years at Dominion Command, I have never seen this unprecedented increase in activity. Thanks to the Chairman of C&L and the Committee's secretaries we have managed to process all this activity on time and on target. I will state however that this has taken away time from all other regular duties that we normally have here.

**Supply Items**

i. Sales as of November 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                             |
| APRIL        | 138,102                          | 247,395                           | 159,673                          | 256,830                             |
| MAY          | 149,107                          | 224,401                           | 146,955                          | 264,469                             |
| JUNE         | *159,048                         | 173,915                           | **201,036                        | 212,030                             |
| JULY         | 96,852                           | 104,345                           | 103,017                          | 112,671                             |
| AUGUST       | 90,974                           | 93,071                            | 158,243                          | 166,165                             |
| SEPTEMBER    | 184,143                          | 218,478                           | 244,238                          | 177,688                             |
| OCTOBER      | 295,317                          | 270,501                           | 361,941                          | 399,511                             |
| <b>YTD</b>   |                                  |                                   | <b>1,765,027</b>                 | <b>2,192,052</b><br><b>(+24.2%)</b> |
| NOVEMBER     | 287,264                          | 351,834                           | 419,941                          |                                     |
| DECEMBER     | 128,847                          | 189,908                           | 108,165                          |                                     |
| <b>TOTAL</b> | <b>1,841,813</b><br><b>(+7%)</b> | <b>2,475,575</b><br><b>(+34%)</b> | <b>2,293,129</b><br><b>(-7%)</b> |                                     |

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

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

Despite the absence of sales from Canada 150 Medals October sales were very strong. Sales from our new online [www.poppystore.ca](http://www.poppystore.ca) and wholesales have bolstered our results. Since the new online store launch at the beginning of October we have handled over 2200 online orders generating \$134,668 in sales. Feedback from the new [www.poppystore.ca](http://www.poppystore.ca) has been excellent. Sales from these new channels continue to replace those lost through traditional methods.

ii. In terms of trademark administration 2017 has been the busiest year in recent memory. Literally hundreds of trademarks inquiries are now being handled. These range from simple inquiries and the provision of graphics to our branches to serious violations. A number of fraudulent online stores and Facebook pages have been and are being created. These violations range from use of our name, use of our trademarked badge, logo, and Poppy, copying of copy write protected materials, to all out representation of our organization. Strategies to address the importation of trademarked violating product and to address application platform providers are being developed. These activities have been very taxing on our resources but we cannot allow our trademarks to be systematically violated.

Two name violations, "Legion of Sound" and "Legion Construction" have been referred to our legal representation for action.

iii. Sales of Legion Lager continue to accelerate. As of the end of September 48,000 units have been sold. The royalty kicks in as the volume exceeds 50,000 units so we will receive a royalty following the fourth calendar quarter. Legion Lager has been aggressively promoted with over 8000 samples provided at this summer's Army Run. Distribution continues to widen with the product now offered in many Brewers Retail locations, Legions, restaurants, and grocery stores. The Ontario LCBO has now been approached about offering it. Draft is now also available.

Distribution in BC is expected to commence in January of 2018 with the intention to follow with other provinces over the next 18 months.

iv. A number of new products are in the development and production stage, for release in 2018. Of note are products to commemorate the Battle of Medak Pocket and products incorporating imitation CADPAT material.

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 and Legion Sport materials, and gifts for the Defence & Security Committee's support to Operation Santa Claus and Canada Day.

vi. Wholesales of Legion product continue to be an area of sales growth. Products appropriate for public consumption are increasingly available through gifts stores, CANEX locations, and now our Poppy birdfeeder through Home Hardware locations. YTD Home Hardware has purchased from us 9640 feeder units. YTD wholesales at the end of

October were \$170,182. Provincial Commands do receive 5% on the margin achieved from all supply sales.

## Staffing

The current staffing levels at Dominion Command are:

|                     | 2012      | 2013      | 2014      | 2015      | 2016      | 2017      |
|---------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Permanent           | 40        | 42        | 40        | 38        | 39        | 36        |
| Long Term Contract  | 1         | 1         | 3         | 4         | 6         | 8         |
| Short Term Contract | 0         | 0         | 0         | 0         | 1         | 2         |
| Casual/Temp         | 0         | 1         | 0         | 0         | 0         | 2         |
| <b>Totals</b>       | <b>42</b> | <b>44</b> | <b>43</b> | <b>42</b> | <b>46</b> | <b>48</b> |

### Notes:

- 4 positions were added in various departments to replace staff on LT disability or sick leave
- 1 position was added in IT due to workload
- 1 position was added in Member Services to process the magazine subscriptions for Canvet
- 1 position was converted from part time to long term in the Service Bureau
- 1 position was added in Finance to process memberships
- 1 position was eliminated in the Supply Department

This table was taken from the information provided to Strategy Corps for their operational efficiency review.

## RCL Foundation Update

Comrades, I am pleased to report that the Foundation held its first meeting on 23 November. A further verbal report will be forthcoming at DEC.



## **Membership**

I would like to share with you the membership weekly stats that were effective as of 14 Nov:

### **POINTS OF INTEREST:**

- To date we have processed 263,985 2017 memberships, down approx. 9,000 members or 3.3 % to the same time last year (95 % of our 2016 final total)
- To date we have received 23,529 new/reinstated members up 6.4% over the same time last year
- 71,700 renewals have already been processed for 2018 compared to 59,000 renewals last year at this time
- We received approximately 5,000 pieces of mail last week, down 46% compared to the same week last year. In addition, we had 6,339 members processed through the portal.
- We received a record 635 phone calls during the week, up 127% yr over yr (355 additional calls)

### **PROCESSING WEBSITE UPDATE**

- 6,000 members have now registered their memberships on line (providing us with their email addresses and phone numbers)
- 954 Branches (68%) have at least logged on to the new system.
- 451 Branches (32%) have processed at least one member on the portal since our launch
- 562 Branches (40%) have now provided their branch rate allowing their members to renew on line in the future.

### **GOOGLE ANALYTICS STAT OF THE WEEK**

- We have had 12,000 visits to our membership site in the last month.
- 58% of visitors are over the age of 55
- 52% of visitors are Female and 48% of visitors are Male

## **Marketing**

I will ask Comrade Dion to provide an overview of his marketing report, which follows. DEC will recall that this is the first full year implementation of a five-year plan.

In November of 2016, DEC approved a 5-year marketing plan for the organization. With that came the approval of an additional \$1.25 million dollars from reserves over the course of 5 years, over and above the existing marketing operations budget. The additional funding became known as the Hearts and Minds budget allocated to increased advertising aimed at winning the Hearts and Minds of Canadians with respect to

becoming a member of the Legion. The approved marketing plan, designed with a focus on membership, sees us generating year over year membership growth over five years.

2017 was the first year under this newly approved plan and I am happy to report that we have seen success to date. As of November 1, 2017, new membership acquisition is up 6% year over year. While overall membership is down 8150 members year over year, by end of year it is likely to be closer to 6-7K members down. While still a decline, the rate of decline is half of the 10-12K membership drop we have seen annually for 30 plus years. We have slowed the rate of decline for the first time in decades, and the 5-year marketing plan is just getting started! This is a very good sign.

As 2017 is coming to a close, marketing and communications has worked hard over the year to ensure The Royal Canadian Legion is in the hearts and minds of millions of Canadians across this country. By end of year, the full budget allocation will be leveraged and each of the marketing strategies outlined in the plan executed. Here are just a few highlights:

1. National TV and Radio spots – multiple National broadcasters have agreed to and are airing our TV and radio commercials, many of which are doing so during the Poppy Campaign. This alone equates to tens of millions of dollars in free advertising for the Legion.
2. The Legion's revamped Legion.ca website, with new branding and navigation, was launched in July and is seeing increased traffic to targeted pages, primarily through organic search, direct search and social media.
3. Significant growth in our social media platforms including the introduction of Instagram. Daily posts promoting all aspects of Legion activity and programs are being seen by hundreds of thousands monthly, and we have seen significant growth in positive commentary from those who engage on our social media platforms.
4. Other marketing elements such as direct mail, online banners, and print ads are increasing the exposure of the Legion and are being seen by hundreds of thousands of Canadians.
5. Communications to our members has increased with our ongoing member newsletters, keeping members up to date and apprised of Legion activities, initiatives, and advocacy efforts.
6. Maximizing our Invictus Games sponsorship – Branches across the country came forward to host Flag Relay events, building Legion exposure and engagement as the Games ramped up. With the dedicated support of Ontario Command, we had a Legion presence at all major events during the full week of the Games. We met with many Team Canada athletes, their families and other competitors, and interviewed several Team Canada athletes for social media. Our presence throughout the Games built relationships, awareness and credibility with a very crucial segment for the organization. In total over 5,000 Legion information kits including membership applications were distributed to an audience very interested in Veterans during the week of the games.

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

1. Adopting a more inclusive organization culture
  - a. From a marketing perspective, work on improving organizational culture started this year with a targeted speech developed for SEO presentations at Conventions that highlighted the crucial message of inclusiveness and customer service to branches. Changing culture will be a process, no doubt, and our message of change needs repeating at every opportunity we present to Branches and Commands.
2. Implementation of the membership portal
  - a. A long awaited and very important member acquisition and renewal system was implemented this year – a step necessary to make joining and renewing easy and convenient for our members. Launched in June, there are currently 5K members registered, and only 40% of branches that have entered their membership rates into the system. It is vital for branches to come on board, allowing us to simplify the process of renewals for our members.
3. Adopting a rolling anniversary based membership model vs calendar year model
  - a. Moving to a rolling anniversary membership model where the month you join is the month you renew each year will significantly improve our ability to sign up new members later in the year as well as ease the burden on membership processing, allowing for a smoother and timelier renewal process. To date, this has yet to be implemented, but it is something that should be reviewed and discussed as it will only further our ability to generate membership growth.
4. Strong communication strategy
  - a. A 5-year communications strategy has been developed and approved and a new communications manager hired to execute the strategy and generate positive earned media to compliment the marketing efforts. While efforts are in full force in this regard, we still require the support of the SEO's to ensure the message remains positive. The annual Public Relations workshop at DEC supports this aim. It is vital that we are all on the same page with both our external and internal communications; otherwise, we are divided and not focused on our mission.

As you can see, we are at various stages with the improvements that are needed in order to be truly successful in achieving membership growth. While the 5-year marketing plan positions the organization to promote the great work we do and the benefits of

membership, these overlying concerns impact marketing and communications ability to fully achieve objectives for membership growth. It is crucial these concerns be addressed.

As we move into 2018 with a solid plan, a committed team, and early evidence of success in our first year, we are confident the next four years will build on our accomplishments.

Yours in Comradeship

Dion Edmonds

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

**DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

**ITEM 12:   DOMINION COMMAND TRAVEL POLICY**

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A copy of the Dominion Command Travel Policy was provided to you with the welcome letter from the Dominion President following your election into your new position.

This information is found in Chapter 35 and Chapter 36 of the Organization, Policy and Procedures Manual.

Should you have any questions, please do not hesitate to contact the Dominion Secretary.

**REPORT OF THE DOMINION COMMAND  
VETERANS, SERVICES AND SENIORS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

65-1

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

**GENERAL**

The VSS Committee last met on 22 November 2017 via teleconference. Since the last report, we have another new Minister of Veterans Affairs; Seamus O'Regan replaced Kent Hehr last August. Comrade Dave sent a letter to the new Minister congratulating him on his appointment and an invitation to meet at Legion House soonest for an introductory conversation to discuss our respective goals and mandates. A letter was also forwarded to Kent Hehr, thanking him for his work on the Veterans file and wishing him well in his new appointment as the Minister of Sport and Persons with Disability.

**LEGION ADVOCACY**

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

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

- a. On 18 September 2017, we met with Dr. Remington Nevin and a group of Mefloquine advocates for a general awareness discussion on this controversial anti-malarial drug. The Advocates told their own personal battles with mefloquine and Dr. Nevin emphasized the importance of funding for research on mefloquine. The group were very pleased with our advocacy to Government requesting research and we confirmed that we would continue to advocate on their behalf so

that research will be conducted so that we can get a better understanding on the side effects of mefloquine.

- b. On 5 October 2017, The PM issued a new mandate letter to the Minister of Veterans Affairs. The mandate letter included all of the old commitments and included commitments already made in Budget 2017, these commitments are due for implementation on 1 April 2018.
- c. On 5 October 2017, the Minister of National Defence and the Minister of Veterans Affairs released the joint CAF-VAC Suicide Prevention Strategy. This is a step in the right direction, there are many recommendations and to implement this strategy will be difficult, we will closely monitor over the next few years.
- d. On 4 November 2017, a Veterans Consultation Assembly meeting was held at Legion House. We hosted 14 Veteran organizations and received presentations from John Dowe, International Mefloquine Association, from Simon Coakeley and Andrew McGillivray, National Federal Association of Retirees and from Guy Parent, the Veterans Ombudsman. All veteran organizations agreed to continue to advocate to the Government until all of the PM's commitments are completed.
- e. On 7 November 2017, we hosted the annual RCL-VAC Bilateral meeting. In attendance from VAC were the DM, the ADM Strategic Policy and Commemoration, the ADM Service Delivery, the ADM Strategic Oversight and Communications and the Director General, Commemoration.

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

The meeting scheduled for 23 September 2017 was cancelled due to conflicts with the Invictus Games and CIMVHR schedules. On 30 October 2017, ESDC hosted a Homeless Veterans Roundtable and the Legion was in attendance, no reports have been received to date post the roundtable.

### **CIMVHR**

Comrades Larry, Dave, Tom, Brad, Charls and Ray attended the CIMVHR Forum in Toronto, ON from 24-27 September. Comrade Dave presented the fourth Legion Masters Scholarship to Ms. Kelly McDonagh-Chen who will be researching PTSD and Service Dogs. In his brief presentation, he highlighted the support and programs that the Legion provides to Veterans and their families and advised the attendees that all would be welcome as new members in The Royal Canadian Legion. The forum is also a great opportunity to network with the academic, CAF and Veterans Affairs Canada researchers.

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

**Recommendation:** Although DEC approved the scholarship for 2018/19, in accordance with Poppy Fund regulations, the approval must be ratified for each year. It is recommended that DEC ratify the fifth scholarship for 2018-19.

### **OUTREACH AND VISITATION INITIATIVE PROGRAM**

The current contract will end on 30 April 2018. In the last 18 months, there have been 494 taskings to visit 11, 048 Veterans in Long Term Care (LTC), our volunteers completed 9,290 visits to date. The delta between the number of taskings and the number of completed visits is due to Veterans moving or passing away. This is great work by our volunteers and bodes well for its continued success. VAC is pleased with the contract and after they brief the new Minister, will announce plans for the next contract due in May 2018.

### **SERVICE DOG STANDARDS**

The sixth meeting of the Canadian General Standards Board (CGSB) met on 20-22 September to review the comments from the first Public Review. They agreed that the Standard must address human rights concerns and action must be taken to consider existing industry certifications that many Guide and Service Dog users have obtained. Regarding this, a companion document will be drafted to provide information to users, stakeholders and regulators and will speak about the ability to recognize equivalencies regarding certification, as there is no intent for this Standard to introduce duplicate certification requirements in Canada from existing recognized international schools.

Prior to the second Public Review period, the Canadian Human Rights Commission, as well as the Human Rights division of Justice Canada will be reviewing the next draft document for any concerns. The companion document will be included with the second draft at the Public Review period with the purpose of providing guidance to anyone reading the draft and an explanation for all stakeholders. This will be held prior to the end of the year and allow all stakeholders 60 days to comment on the second revised draft National Standard. The seventh CGSB Committee meeting is scheduled to be held in early 2018, for the purpose of reviewing the comments received during the second Public Review period.

### **SERVICE BUREAU - REGIONAL COMMAND SERVICE OFFICER TRAINING**

Western Command Service Officers attended the Western Region Command Service Officer Training in Winnipeg in September 2017 and the Eastern Command Service Officers attended the Eastern Region Command Service Officer Training in Saint John, NB in June 2017. Thank-you to both Manitoba/NWO Command and NB Command for hosting these events. The Service Officer Professional Development training is scheduled from 23-25 October 2018 in Charlottetown.



## **DOMINION COMMAND SERVICE BUREAU ACTIVITIES**

Dominion Command Service Officers continue to experience a significant increase in the overall number of applications received. Statistics for 2017 will be reported at the next DEC in April 2018.

The next Service Officer training course is scheduled from 6-8 March 2018 at Legion House.

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

The VSS Committee reviewed the Provincial VSS Committee Reports on 13 September 2017. All Commands reported they conduct Branch Service Officer training and visits to the Integrated Personnel Support Centres, Military Family Resource Centres and conduct Second Career Assistance Network (SCAN) seminars. The reports were very informative on LTC and Homeless Veterans programs.

One highlight from the Command reports was that Ontario Command established a second Homeless Veterans Dental Program at Algonquin College in Ottawa. The first program is at George Brown College in Toronto. The Dental programs are for Homeless Veterans only. Ontario Command is paying for all dental work, noting the Veteran must register through VAC and have a Case Manager. There is an obligation to the Veteran to continue the complete program as the students are graded on each client. They are also expanding the Dental program to London and North Bay.

## **CONCLUSION**

This is my report and I move its adoption.

**REPORT OF THE DOMINION COMMAND  
POPPY & REMEMBRANCE COMMITTEE TO  
DOMINION EXECUTIVE COUNCIL 26 NOV 17**

**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**

The Poppy and Remembrance Committee last met on 13 September 2017 via teleconference.

**SALES REPORT- POPPY AND REMEMBRANCE MATERIAL DOMINION COMMAND**

Dominion Command sales of Poppy and Remembrance material from 2014 through 2017 YTD were:

|              | <b>2014</b>         | <b>2015</b>         | <b>2016</b>         | <b>2017</b>          |
|--------------|---------------------|---------------------|---------------------|----------------------|
| JANUARY      | 126.10              | 13,348.52           | -2,070.55           | 187.63               |
| FEBRUARY     | 447.90              | 2,224.16            | 9,205.66            | 18,873.57            |
| MARCH        | 6,572.90            | 7,092.25            | 1,831.50            | 13,370.80            |
| APRIL        | 5,037.77            | 38,830.28           | 45,889.53           | 35,623.61            |
| MAY          | 36,464.94           | 22,512.45           | 46,922.57           | 69,340.29            |
| JUNE         | 203,904.72          | 215,880.95          | 211,432.49          | 231,586.62           |
| JULY         | 55,623.55           | 89,198.64           | 56,684.50           | 182,990.51           |
| AUGUST       | 208,307.94          | 433,853.39          | 165,971.06          | 652,200.69           |
| SEPTEMBER    | 1,145,684.84        | 1,002,860.19        | 1,124,055.33        | 743,218.88           |
| OCTOBER      | 1,045,977.48        | 1,088,627.37        | 1,346,509.10        | 615,169.56           |
| NOVEMBER     | 460,591.04          | 474,809.32          | 320,026.41          |                      |
| DECEMBER     | 193,519.43          | 229,707.59          | 306,489.29          |                      |
| <b>TOTAL</b> | <b>3,362,258.61</b> | <b>3,618,945.11</b> | <b>3,632,946.89</b> | <b>YTD 2,562,562</b> |
|              | <b>(+3%)</b>        | <b>(+8%)</b>        | <b>(0%)</b>         |                      |

2017 has been a very smooth campaign from a fulfillment perspective. #20 wreaths have run out with their demand unexpectedly increasing beyond previous levels. Their

shortage quickly resulted in a run on #24 wreaths. Production levels will be adjusted for the 2018 campaign.

In the next few weeks meetings will be held on the production of promotional materials for the 2018 campaign. Long lead-time items need to be on order by year's end so design criteria needs to be established.

As part of the 2017 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. VAC orders for wreaths were challenging to manage as distribution did not commence until well into October. VAC initially limited the number of wreaths for each parliamentarian but quickly changed course when negative feedback was received.

### **THE POPPY CAMPAIGN**

Dominion Command assisted with the arrangements for the First Poppy Presentation to the Governor General which is the ceremonial launch of the campaign. The First Poppy Presentation for 2017 was made to Governor General Julie Payette at Rideau Hall on 23 October 2017. The 2017 Poppy Campaign officially began on 27 Oct 17.

Although the 2017 Poppy Campaign was just finishing at the writing of this report there were several problem areas noted:

**Corporate Agreements:** On 20 Sep 17 an all-branch was sent out that contained the Poppy Campaign's Corporate agreements. These agreements were constructed based upon the mutual needs of both the Legion's Poppy Campaign as well as our corporate partners.

Over the campaign there were issues with several branches who had taken it upon themselves to berate certain corporations locally (i.e. Costco, Dollarama and RBC) for not conforming to their belief of how a store/outlet should act in regard to their wishes on how they would like them to accommodate the distribution of poppies. This was done through the local media who by the way did not check all the facts before they went to air. As such companies who in good faith made arrangements to accommodate the Poppy Campaign were being ostracized in the press. Additionally volunteers were showing up at corporate outlet locations at the wrong day/time causing further friction with the companies involved. .

**Distribution of Poppies:** Many communities, businesses and organizations wanted to be involved in the Poppy Campaign but were not approached or supplied poppies. The reasons for this have yet to be studied in detail however on the surface it seems to be attributable to a lack of volunteers, the absence of a Legion in that community or areas that are too big to be covered by a branch.

**Misuse of the Poppy Logo:** There were many instances where the poppy image was being used without permission and in some cases improperly. This ranged from a bakery making poppy cookies, to improper versions of the poppy be displayed at a mall to Corporate misuse.

In the latter case a major corporate infraction was conducted by TELUS who was using the poppy for a major fundraising campaign for Wounded Warriors. By way of background TELUS approached the Legion in 2016 with the idea to list Canada's war dead on a specific page hosted by them using the poppy symbol. It was approved by the committee but it was late in the campaign and they decided to only run it on 11 Nov 16. Everything that was visible on their site in 2017 was what was used in 2016. Telus was advised of the use of the trademark at that time.

Telus did not reach out to the Legion at all this year but rather changed the recipient to Wounded Warriors. TELUS was contacted reference the unauthorized use of the poppy symbol which is a copyright trademark of the Royal Canadian Legion. It was again explained that one of the purposes of the poppy is that it is used during the remembrance period to raise funds through donations to the Poppy Fund which supports veterans and their dependents. That the poppy is the symbol for the Poppy Fund and for the two weeks prior to and including 11 Nov annually it is used to raise funds for the purpose stated. As such the Legion does not authorize the use of the Poppy Image with the aim of raising funds for any other purpose than the Poppy Fund. This has been the case since 1926 when the Legion adopted the poppy as a symbol of remembrance and granted the copyright by the government of Canada in 1948. TELUS apologized profusely.

They were given the options to either remove the poppy symbol from the ad or change the beneficiary. TELUS chose to change the beneficiary with the promise to ensure Wounded Warriors received the full amount of the \$25,000. The Legion was also to be given \$25,000.

**Non Legion Veteran Groups:** In a few instances in QC the group Veterans Canada were manning poppy tables in major malls wearing their uniforms and advertising their group with banners. There was no Legion logos on display with perhaps the exception of the collection trays. QC Command was asked to investigate.

**Thefts:** There were reported thefts of poppy boxes across the country. There is no immediate statistics available.

**Non Legion Equipment:** There are several instances of individuals, companies and branches advocating for or using non authorized equipment or equipment in poor repair. Examples are:

- A person in Calgary is advertising collection boxes that can be secured. In order to substantiate the need he was using inflated data or incorrect information. Again the media picked up on this and reported using his incorrect information. There were also some Legion branches buying these boxes.

- Some branches continue to use old collection boxes that were in disrepair so much so that the poppy symbol missing and the boxes were literally taped together.
- Poppy centre pins are springing up all over the country with some branches selling them on their Poppy Campaign.

The committee will be looking into these problem areas (and others) at their next meeting.

### **NATIONAL REMEMBRANCE DAY CEREMONY**

The Legion again organized and directed this national ceremony on behalf of the People of Canada. For 2017, an estimated 40,000 spectators attended the Ceremony. The Silver Cross Mother for 2017/2018 is Mrs. Diana Abel from Brampton, ON. Her son Cpl Michael Abel was killed while on duty in 1993 during Operation Deliverance.

### **LOCAL CEREMONIES**

Local remembrance ceremonies were carried out across the country. For the most part it seems that these were well done and followed Legion protocol however there have been some reported complaints that include poorly organized, too commercial and were not non-denominational.

### **POSTER AND LITERARY CONTESTS**

The 2017 prize winners for the Poster and Literary Contests are: Senior Colour, Ms. Hye In (Grace) Park, Langley, BC; Senior Black & White, Ms. Keyu Chen, Vancouver, BC; Senior Poetry, Ms. Beth Kirby, Cornwall, PE and Senior Essay, Ms. Megan Miller, Moncton NB. These Senior Winners were present at the National Remembrance Ceremony on November 11<sup>th</sup>, and presented a wreath on behalf of the Youth of Canada.

### **NEVER SUCH INNOCENCE**

The Royal Canadian Legion is in partnership with Never Such Innocence (NSI) based in London England. All Poster entries from the Junior, Intermediate and Senior levels as well as all Poems submitted to Dominion Command from those levels were sent to NSI for judging under their process. These entries provided six winners for the NSI contest from the entries submitted by the Legion. The successful winners were: Jude Brian Derla, St. Brieux, SK., Grace Gao, Ottawa, ON, Yiwei (Susan) Ni, Vancouver BC, Ivy Shi, Calgary AB, Jiade Guo, Scarborough, ON and Jennifer Boadway, Viking, AB. It is anticipated that the Legion will partner with NSI for one more year (2018) before that initiative is discontinued.

### **2017 PILGRIMAGE OF REMEMBRANCE**

The 2017 Pilgrimage of Remembrance was conducted from 8 to 22 July 2017 with Vice President Angus Stanfield as Head of Mission. This Pilgrimage was very successful with

a total of 42 Pilgrims on this tour including our tour guide, John Goheen. Comrade Goheen was recommended and approved by the committee to be the tour guide for 2019.

### **CONCLUSION**

The next Poppy & Remembrance meeting is scheduled for Legion House on 27 Nov 17.

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

Andre Paquette  
Chairman, Poppy & Remembrance Committee

## ADDENDUM TO POPPY & REMEMBRANCE REPORT – 26 NOV 17

1. During the recent poppy campaign, there have been issues with products, specifically poppy collection boxes with locks, that are being offered and in some cases being used by some branches in lieu of Legion generated poppy boxes. The funds collected for these particular boxes are used to benefit the producer and not the Legion or the Poppy Fund. This is not the first time or the only example of materials being provided to branches for use on the Poppy campaign.

The problem with this scenario is that funding that would otherwise go to the Poppy Fund (i.e. branch, provincial, national) is going to an independent for profit.

In order to rectify this situation and prevent branches from independently choosing to purchase such items the following recommendation to the Poppy Manual is made:

### RECOMMENDATION:

**Current:** 402. The following are approved uses of Poppy Trust Funds. Prior permission may be required in some cases, when unsure you should contact your Provincial Command for guidance.

#### i. Campaign

a. the purchase of Poppies, wreaths, canvassing supplies and promotional material for the annual Poppy Campaign.

**Modify 402.i.a:** the purchase of *Command approved* Poppies, wreaths, canvassing supplies and promotional material for the annual Poppy Campaign.

2. The incidents of Poppy centre pins being produced and distributed at many locations across the country is reaching epidemic proportions. These items are listed on-line, being distributed to Legion branches, being sold as part of the Poppy campaign by some Legion branches and being sold for and by other agencies. In the past the Legion has challenged the sale of these items with one person ceasing the practice and the other continuing to produce and sell them. The legal opinion on this matter states:

*“The Legion’s trademark rights also do not extend to pin centres per se. In the past we have challenged the promotion and sale of the pin centres on the basis of the trademarks used in association with the pin centres. In this case, we could justifiably request that the other side cease all use of the trademark POPPY in association with the pin centres since Dominion Command has registered the trademark POPPY for services that include fund raising services. We also could justifiably request that the other side cease use of the mark LEGION in association with its fund raising services. However If the other side removes reference to the*

*trademarks POPPY and LEGION from its promotional materials, we have no legitimate basis upon which to request that it cease all sales of the pin centres. “*

**RECOMMENDATION:** That the Legion design a Poppy Centre Pin that can be trademarked that would afford it the same protection as that of the Poppy Image.



**REPORT OF THE DOMINION COMMAND  
MEMBERSHIP AND OUTREACH COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 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>John Ladouceur</b> | <b>- Member</b>                    |
| <b>Sharon McKeown</b> | <b>- Member</b>                    |
| <b>Chris Strong</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 April 12, 2017 to November 16, 2017. During this period, the Membership Committee convened 4 times via conference call including a call specifically discussing a Branch Hospitality Program.

**MEMBERSHIP UPDATE**

As of November 06, 2017 we had processed 263,359 2017 memberships, down approximately 8,200 members or 3.0% to the same time last year (94% of our 2016 total). We have received 23,199 new/reinstated members up 6.1% over the same time last year. Over 57,000 renewals have been processed for 2018 compared to 47,000 2017 renewals at the same time last year.

**NEW MEMBERSHIP PROCESSING WEBSITE**

The membership processing website launched late June of 2017.  
As of November 06, 2017:

- 943 branches (67%) have logged on to the system
- 422 branches (30%) have processed members
- 546 branches (39%) have entered their branch rates allowing their members to renew on line
- Since launch, over 37,000 processing transactions have occurred through the new website representing over \$1.3 million.

The numbers indicate a highly successful start to a more efficient process for all associated with Legion membership.

### **NEW 2018 MEMBERSHIP CARDS**

The new plastic cards were distributed to all branches in late August. Each card included instructions on how to register a member profile, which provides the members phone number and email address and allows members to renew their memberships on line. The ability to offer renewal payments on line and the collection of member contact information will positively affect member retention moving forward.

To date, 5,200 members have registered their profiles on line. We now have 30,000 member email addresses, which is a start to addressing our member communication shortcomings.

### **MEMBER RETENTION EXIT SURVEY**

Environics, a third party research firm, conducted a non-renewing member survey during the Spring of 2017.

We received 479 total responses from our email survey (323 men vs 156 women including 224 Ordinary members) which provided a margin of error of plus or minus 4.5 points, 19 times out of 20. The key findings were:

- 1) 40% of non-renewing members did not receive a renewal reminder call/notice from their local branch
- 2) 41% of members stated they would renew today if they could do so on line
- 3) 25% of members found the branch experience unhospitable and 37% stated it was somewhat hospitable.

The results of this survey further support the direction of the committee's 5-year business plan, which focusses on improving the member renewal experience by introducing new renewal payment options, improving member contact information and developing a branch hospitality program.

The ability for members to renew on line while capturing member contact information through the registration process directly addresses items #1 and #2 above.

The committee has attached a Branch Hospitality Program to address the third key finding of the survey. This program to be released along with the full survey findings to the Provincial Commands pending DEC approval.

### **TEAM CANADA INVICTUS GAMES DINNER**

The Membership Committee and Marketing hosted the Team Canada Invictus athletes in Kingston Ontario on Friday June 16, 2017. Ontario Branch 560 was highly recommended by Ontario Command and was an excellent venue for the event.

Special thanks to Comrade Al Jones (Past Branch President) and his team for assisting with an inspirational evening in which all athletes were thanked, provided best wishes and received the offer of a 1-year complementary Legion membership.

### **PROVINCIAL MEMBERSHIP CHAIR CONFERENCE CALLS**

The Chairman and Vice-Chairman continued with their commitment to improving internal membership communications across the country and hosted 2 conference calls with the provincial membership chairs over the past 6 months. Representatives from 9 of the 10 Commands were on both calls.

These calls primarily focussed on the new membership system, new cards and changes to the membership initiation process.

Membership goals of reducing declines to under 8,000 members year over year were shared with all provincial membership chairs.

These calls continue to be a great two-way communication tool for all participants.

### **SUMMARY**

The membership committee is pleased with the initial progress of our extensive change management exercise focussing on numerous elements including membership processing, membership renewals, new membership cards and streamlined member enrollment / initiation processes.

The current challenge remains to further educate, assist and convert branches and members to the new options now available and to encourage increased participation.

The year 2017 has been a pivotal year and a period of major accomplishment for Legion membership. With our new membership administration foundation firmly in place we now have the tools available to positively influence our member renewal and retention efforts moving forward. We recognize the considerable work ahead but we remain encouraged and optimistic on achieving our goal of stabilizing the future of legion membership.

**REPORT OF THE DOMINION COMMAND  
SPORTS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 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</b>   | - | <b>Asst Secretary</b> |

**GENERAL**

This report covers the period from 29 April to 25 November 2017. The Committee last met as part of a countrywide member sports teleconference on 15 February 2017.

**2017 NATIONAL TRACK AND FIELD CHAMPIONSHIPS**

The 2017 Legion National Youth Track and Field Championships took place 9 - 15 August in Brandon, MB. The total attendance was 326 Legion sponsored athletes, 35 chaperones and 25 coaches representing all 10 provincial commands. In addition, there were 330 open category athletes and 98 open coaches. There was approximately 5000-6000 spectators/officials/volunteers from all parts of Canada in attendance over the three days of competition which included veteran's both retired and serving covering all branches of service.

The program continued to consist of, for Legion athletes, instructional clinics, practice sessions, social activities and the actual meet. For 2017 a remembrance theme of the 100<sup>th</sup> anniversary of the battle of Vimy ridge was prominent throughout. As well the 41<sup>st</sup> anniversary of these games was acknowledged.

The Dominion Sports Chairman of the Legion, Comrade Angus Stanfield attended the opening ceremonies and was the official guest of honour. In attendance as well was the MP for Brandon-Souris Larry Maguire, MLA Reg Hewler, mayor of Brandon his Worship Rick Charest, Base Commander for CFB Shilo LCol Dave MacIntyre and Base CWO D.E. Askeland. Immediately following the ceremony Dominion Command hosted a reception on-site at the Brandon Sportsplex Further receptions were held at Branch #3 Brandon for the chaperones and coaches on Saturday and Sunday respectively. The closing banquet was hosted at Brandon University in the main dining hall on Sunday evening.

As is the custom within this event the message of veteran recognition and remembrance, which is the perpetual message of the Royal Canadian Legion, was reinforced throughout. This was done through event publications, local and national media outlets, event paraphernalia sporting the 100<sup>th</sup> anniversary logo (i.e. volunteer t-shirts, event bags, bibs, event booklet, etc) and formal recognition of veterans who were invited guests to the games, acted as chaperones, volunteered their services and formed part of the games medal presenters. Other areas of remembrance were the medals presented which used the Vimy Ridge memorial located in France as the basis for the design, the laying of a wreath by the Dominion Sports Chairman and the two minutes of silence during the opening ceremonies. During the final banquet the playing of the Battle of the Somme, Scotland the Brave and Amazing Grace by the Sports Chairman on his grandfather's (a WWI veteran) bagpipes, which were present at the Battle of Vimy Ridge was an especially poignant moment.

The meet was held on 11 - 13 August under perfect weather conditions. The facility at the Brandon Sportsplex was in excellent condition and enhanced the overall competition. In fact the community of Brandon had just invested over a million dollars to upgrade the facility and the Legion Nationals were the first to compete on its surface. The meet itself was carried out over a full three-day period under the excellent organization of the meet director Jim Murray. Nine meet records and four national records were broken. The top Legion female athlete receiving the LeRoy Washburn trophy (for the second time) was Trinity Tutti from ON and the top male athlete receiving the Jack Stenhouse trophy was Jamal Miller from ON as well. Logistically the caterer provided good meals on site with a nutritionally designed menu developed in concert with a nutritional sport expert. The quarters used to house the Legion teams were in good condition. Transportation for staff and Legion teams was excellent.

For 2017 an extensive social media campaign was conducted which included Facebook, Instagram and Facebook live – the latter to broadcast the event to outside audiences. Additional promotion prior to the event was provided through advertisements at the OFSAA T&F Championships, CFB Shilo's and 17 Wing's base newspapers and TV spots on the PBS Station Prairie Public. Extensive coverage of the event was provided by the Brandon Sun prior to, during and post event. During the games, the event was broadcast on Facebook Live and Instagram.

Overall, the live feeds were very well received by the audience with a total of 50,686 views over the three days, 2,497 comments, 3,623 reactions (i.e. likes), and 278 video shares. 176,456 Facebook users also saw the video posts! On average, there were 72 viewers at a time, with the highest number of live views at 139. Once the audience understood what Facebook live was all about, they were extremely receptive and grateful for the opportunity to feel as though they were at the Legion Nationals themselves, cheering on the athletes. Instagram Live does not measure the stats in the same way as Facebook, but after the competition, it was calculated roughly 1,000 total live views over the three days with an average 300 comments per day.

The Brandon community led by the LAC Chairman Barb Andrews of Branch #3 and Brandon First CEO Jackie Nichol were instrumental in organizing the event on the ground. The entire Brandon community rallied around the program providing the volunteer base of over 300. CFB Shilo was a strong supporter as well providing logistical support in the form of modular tenting and hosting the Legion athlete contingent on the Monday following the games.

To sum up, I want to convey the importance of this event. It is another of our " Best Kept Secrets " and we must continue to do all we can to get the word out. It is truly life changing for many Canadian Youth. No one else does it and the RCL does it extremely well.

I had a gentleman, an official who officiates all over North America approach me and say every governing body could learn from the Legion - he specifically pointed out the treatment of the coaches and officials. There were many parents and spectators with tears in their eyes thanking the Legion - " I had no idea the Legion did this ! " echoed around the event.

The Legion support staff under the leadership of Danny Martin - Angela Keeling Colkitt, Leroy Washburn, and John and Helen Ladouceur are special individuals; they deserve much of the credit for the success of this event.

As you know, this is not a cheap event to stage and I feel obligated to remark on the financial aspects of it. There is no fat to cut - no fluff. Our membership must have confidence that we are maintaining the standard of excellence expected at the lowest possible cost. We must continue to seek sponsorship; opportunities will likely come with the greater exposure that live streaming offers.

I would encourage every member to try and attend at least one Legion T&F Championship - you will be hooked and even prouder of this great organization

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

Brandon, MB will host the 2018 Legion Nationals on 8 – 14 August 2018. A confirmatory site visit will be conducted in April 2018.

### **2019-20 - NATIONAL YOUTH TRACK AND FIELD CHAMPIONSHIPS**

The confirmed dates and locations for the 2019 to 2020 Legion National Youth Track & Field Championships are:

- 2019: 7 – 13 August Sydney, NS
- 2020: 5 – 11 August Sydney, NS

## **2017 DOMINION MEMBER SPORT CHAMPIONSHIPS**

The results of the three member sports competitions hosted in 2017 are as follows:

**2017 Cribbage Results** – Hosted by Branch #43 Winnipeg, MB. The winners were:

**Single:** Ron Moore - Branch #109 Gibsons, BC

**Doubles:** Richard Falle - Barry Dillon - Branch #091 Victoria, BC

**Team:** Roger LeBlanc, Dean McLaughlin, Sandra Leblanc, Paul Calhoun - Branch #15 Marysville, NB

**2017 Darts Results** – Hosted by Branch #63 Brooks, AB. The winners were:

**Single:** Jim Long - Branch #583 Newbury, ON

**Doubles:** Scott Sansom, Dean Corlett - Branch #9 Winnipeg, MB

**Team:** Mark Hebert, Isaac Mullin, Derek Hanley, Scott Tracy - Branch #39 Blacks Harbour, NB

**2017 Eight Ball Results** – Hosted by Branch #225 Sturgeon Falls, ON. The winners were:

**Single:** Greg Gauthier - Branch #10 Miramichi, NB

**Doubles:** Kim Bohnet, Richard Stekelennurg - Branch #17 Medicine Hat, AB & Branch #269 Drayton Valley, AB

**Team:** Gerry Carroll, Daniel Carroll, Greg Gauthier, Shawn Stewart - Branch #10 Miramichi, NB

**Note:** Three provincial commands did not participate in Eight Ball in 2017 - they were BC/YK, MB/NWO and QC Commands

## **2018 MEMBER SPORT CHAMPIONSHIPS**

The 2018 championships are scheduled to be held as follows:

**Cribbage:** 27-30 April 2018

Hosted by: Branch #91

761 Station Ave

Victoria, BC V9B 2S1

**Darts:** 4 - 7 May 2018  
Hosted by: Branch #120  
225 Ch Des Anglais  
Mascouche, QC J7L 3P1

**Eight Ball:** 25-28 May 2018  
Hosted by: Branch #60  
1317 4th St  
Estevan, SK S4A 0X1

Instruction packages were dispatched to the applicable host branches October 2017.

### **2019 MEMBER SPORT CHAMPIONSHIPS**

The call for applications to host the 2019 Dominion Member Sport Championships were sent out in December 2016 as an e-mail and e-mail all branch to applicable provincial branches and commands with a deadline for returns of 31 August 2017. Submissions will be reviewed and considered by the Dominion Command Sports Committee at its Nov 2017 meeting.

### **CONCLUSION**

The Sports Committee's next meeting is scheduled for 27 November 2017 at Legion House.

I move acceptance of this report as presented.



**REPORT OF THE DOMINION COMMAND  
RITUAL & AWARDS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

|                    |          |                            |
|--------------------|----------|----------------------------|
| <b>R Goebel</b>    | <b>-</b> | <b>Chairman</b>            |
| <b>K. Sorrenti</b> | <b>-</b> | <b>Vice-Chairman</b>       |
| <b>B. Kiley</b>    | <b>-</b> | <b>Member</b>              |
| <b>M. Latimer</b>  | <b>-</b> | <b>Member</b>              |
| <b>P. LeBlanc</b>  | <b>-</b> | <b>Member</b>              |
| <b>D. Hotte</b>    | <b>-</b> | <b>Secretary</b>           |
| <b>C. Gendron</b>  | <b>-</b> | <b>Assistant Secretary</b> |

**COMMITTEE ACTIVITY**

The Ritual and Awards Committee last reported to DEC April 28-30, 2017. Since that time the Committee has held four teleconference meetings, and two meetings 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 and all enquiries received concerning Ritual, Awards and Protocol are addressed in a timely manner.

**COMMEMORATIVE LAPEL PIN**

Through the approval of DEC, authorization for the wearing of the Vimy 1917 Commemorative lapel pin was given to be worn on Legion Dress along with the We Support Our Troops lapel pin for the period of April 1, 2017 to December 30, 2017. This pin was authorized to be worn on Legion Dress to commemorate the 100<sup>th</sup> anniversary of the battle of Vimy Ridge. It is worn on the right lapel of your Legion Dress directly below the We Support Our Troops lapel pin. We remind everyone that as of December 30<sup>th</sup> of this year, the Vimy pin is no longer authorized for wear on Legion Dress. After this date, the only lapel pin authorized for wear on the right lapel of your Legion Dress will be the We Support Our Troops lapel pin.

**VETERANS SCROLL**

At the November 2016 DEC 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. The new Veteran Scroll is available through our Supply Department and an all-branch mailing was sent in June introducing this new sew on scroll.

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

Due to the elimination of Life Membership from our General By-Laws, the Committee has made housekeeping changes to our Ritual, Awards and Protocol manual to further expand upon the application process required. Further changes have also been made to Chapter 4 of our manual with the updating of a revised optional Member Initiation Ceremony. A new updated cover photo was also included and an all-branch memo advising of the manual changes was sent out in July.

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

As was mentioned in our last DEC report, the Sovereign's Medal for Volunteers was introduced in the spring of 2016 and is now a part of the Canadian Honours System. This program replaces the Governor General's Caring Canadian Award that had been created in 1995. It is a Canadian decoration that recognizes the exceptional dedication and commitment of volunteer achievements of Canadians from across the country in a wide range of fields. The Committee continues to promote this new National Award available to all Legion members. The good news to pass on to the members of DEC from the office of the Governor General, is that the application for our Dominion President, Dave Flannigan, was approved this past June. The application had been submitted on behalf of our Committee and Dominion Command, and the presentation of this medal to Comrade Dave took place in September at the Newfoundland Provincial Convention held in Stephenville. Congratulations Comrade Dave.

In September, at our regular monthly Committee meeting held at Legion House, we had the Manager of the Sovereign's Medal for Volunteers Program, Anna Laperle, attend our meeting. She explained that she 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. She advised 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 – MARCH – SEPTEMBER 2017 PERIOD**

| <b>AWARD</b>    | <b>APPROVED</b> | <b>RETURNED</b> | <b>TOTAL</b> |
|-----------------|-----------------|-----------------|--------------|
| Palm Leaf – MSM | 10              | 2               | 12           |
| Palm Leaf – MSA | 4               | 1               | 5            |
| MSM             | 26              | 6               | 32           |
| MSA             | 3               | 3               | 6            |
| Media Award     | 0               | 0               | 0            |

|                       |           |           |           |
|-----------------------|-----------|-----------|-----------|
| Friendship Award      | 0         | 0         | 0         |
| <b>Total Reviewed</b> | <b>43</b> | <b>12</b> | <b>55</b> |

### **LIFE MEMBER PER CAPITA**

At the regular meeting of Dominion Executive Council held at Legion House on November 23, 2016, approval was given that the reference to "Life" in subsection 201. b be removed from the General By-Laws and at this same meeting, approval was given to have Section 206 (Life Members) removed in its entirety from the Membership Categories in the General By-Laws. This change has therefore made a Life Membership redundant as a Membership category, and the Ritual, Awards and Protocol Manual has reflected this change in the Honours and Awards Section of the manual by referencing it as a Life Membership Award.

There has been a noticeable decline in Life Membership applications in the past few years due to the required amount of Dominion and Provincial Command per capita tax requirement when making application for a Life Membership. Dependent on the age of an intended recipient, the amount payable at the time the application has been approved is a minimum of five years and a maximum of 15 years of per capita tax. With Branches struggling financially, this has become a deterrent for Branches to recognize their members with such an award. Since it is highly recommended that 5 years should have lapsed between the awarding of a Life Member Award and an MSM or MSA, there has also been a significant drop in the number of applications being received for these higher wards.

#### **RECOMMENDATION:**

That the Dominion and Provincial per capita tax payable for all new Life Member Awards be changed to being paid annually utilizing the current number of years that the per capita tax is to be paid for a Life Member Award as per our Ritual, Awards and Protocol manual. All existing Life Members are to be grandfathered regarding the per capita tax already paid with no further per capita tax required.

I would ask a voting member of DEC move this recommendation.

### **LEGION BLAZER CREST**

Legion Blazer badges for wear on Legion Dress and Ladies' Auxiliary uniforms are to identify each of the various Legion membership categories. However, Life is not considered as a Membership Category and we have been attempting not to differentiate as to the various categories of membership. Just as a Veteran is a Veteran is a Veteran, a member should be classified and identified as a Legion member and not by certain categories. We have already introduced the Veteran Scroll to identify a Veteran, and our

Committee feels that we should not segregate our membership under various membership categories through the wearing of a Legion Blazer Crest.

**RECOMMENDATION:** That all Legion Blazer Crests that categorize a Legion member be discontinued and that the only Legion Blazer Crest made available for Legion members for wear on the Legion Blazer is the Legion Crest that simply states Legion. All current Associate, Affiliate and Life Members be grandfathered regarding the wearing of their current Legion Blazer Badges.

I would ask a voting member of DEC move this recommendation.

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

At our November 2016 DEC meeting, a draft of a resolution was presented and agreed upon in principle for allowing the wearing of a Canadian Armed Forces embroidered or metal Flying and Specialist Skill Badge on Legion Dress. Minor suggested changes to the resolution were addressed at this meeting and included in the draft of the resolution.

The Committee has continued to work on the drafting of such a resolution, but decided to present a motion at this meeting regarding this subject matter rather than presenting a resolution for presentation at our 2018 Dominion Convention.

**RECOMMENDATION:** 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. It is further moved 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, also be authorized for wear on the left side of Legion Dress centered immediately above Service Medals/Undress Ribbons. Section 105 of the Ritual, Awards and Protocol Manual is also to be revised accordingly.

I would ask a voting member of DEC move this recommendation.

## **INITIATION CEREMONY**

Chapter #4 of our Ritual, Awards and Protocol Manual is currently headed "Initiation of Members". Discussions have taken place in the past including at our previous DEC meeting, that we should possibly be looking at changing this wording of "Initiation of Members" to something that is not so intimidating to new members. And since this ceremony is now an optional process to membership, our Committee proposes the following motion.

### **RECOMMENDATION:**

That the current Chapter 4 heading of "Initiation of Members" in our Ritual, Awards and Protocol Manual be changed to read "Welcoming Ceremony". It is further moved that wherever the word "initiation" appears in Chapter 4 of the manual, that it be changed to welcome or welcome ceremony. Similarly, it is moved that all reference to "Initiation" in the manual's Table of Contents be changed to reflect the wording of welcome. The membership application form would also require a change to eliminate the words "initiation" and "initiated".

I would ask a voting member of DEC move this recommendation.

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

**REPORT OF THE DOMINION COMMAND  
CONSTITUTION & LAWS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 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> |
| <b>L. Cheng</b>   | <b>- Assistant Secretary</b> |

**GENERAL**

The committee last met by teleconference on 28 March, which was a joint teleconference with every Provincial Command C&L chair. Members continue to review and respond to Constitution and Laws questions by email and telephone as necessary.

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

Since the last meeting, the committee reviewed amendments to the By-Laws for NL and PE Commands. Currently under consideration are amendments for NS/NU Command and OSI Special Section.

The proposed OSI By-laws notes the intent to incorporate; it was questioned if this is permissible given that the Legion is federally incorporated by its own special Act of Parliament. This may require an enabling provision in The General By-Laws to permit OSI regulations/policy so specific operational matters could be addressed outside of the By-laws. Alternatively, the OSI Special Section could follow a two-tiered approach as is the case with TVS, which has a parallel existence in TVA (also a special Act corporation). DEC guidance will be sought.

**AMENDMENT – GBL 401.C**

The following amendment is brought forward for DEC consideration and approval to reflect the current composition of DEC:

**RECOMMENDATION:** It is recommended that GBL 401.c be amended to include reference to the OSI Special Section, to read, "One representative from each Special Section, the Tuberculous Veterans' Section and the Operational

Stress Injuries Section, for a total of two representatives."

### **MANUAL AMENDMENTS**

Two manuals, The General By-Laws and Rules of Procedure for Legion Meetings, were updated and placed on-line in July 2017.

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

**REPORT OF THE DOMINION COMMAND  
RCEL COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 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 24 November 2017 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 62 veterans and 106 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. Funds are being delivered to their Veterans and widows in need.

#### **Disaster Relief**

Several of our Caribbean countries were adversely affected by recent tropical storms/hurricanes. Communications have been difficult at best and some (Antigua and Dominica) may be applying to the RCEL HQ for assistance with the cost of repairs.

### **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.



In addition our assistant secretary conducted a site visit in November 2017 of Bermuda, who were officially granted membership status in 2016. He assisted them in getting up to speed with annual grant applications, reviewed and streamlined their processes and met with authorities and Veterans. His report will be forthcoming.

## **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 2018-2022.

Comrades, I move acceptance of my report.

**REPORT OF THE DOMINION COMMAND  
DOMINION CONVENTION COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

**File: 19-1**

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

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

The second of three pre-convention meetings with the Winnipeg Local Arrangements Committee, chaired by Comrade Rick Bennett, and co-Chairs Roland Fisette and Lorne Tyson, was held on 14 October 2017. The third and final meeting is scheduled for April 2018.

**GUEST OF HONOUR**

Her Excellency the Right Honourable Julie Payette, Governor General, will be invited as our Guest of Honour. An invitation will also be extended to Prime Minister Trudeau to deliver a Keynote Address.

**CONVENTION FACILITIES AND ACCOMMODATIONS**

The RBC Convention Centre will host registration, exhibits, opening ceremony, workshops, all Command caucuses, business sessions and the closing ceremony.

The Delta Winnipeg is the Command hotel, site of the SEO / DEC meetings and the President's Reception. Nine other hotels have been contracted with nightly room rates ranging from \$140-219.

An accommodation form will be circulated to DEC members during the meeting.

**CONVENTION CALL**

The Convention Call will be issued in December 2017.

**THEME AND LOGO**

The theme of the 2018 Dominion Convention, as decided by the Dominion President, is "Embracing a modern day Legion.....in the Spirit of our Veterans." We will also use the tag line "Service before self."

The logo will be the MB/NW ON Command logo.

### **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.

**REPORT OF THE DOMINION COMMAND  
DEFENCE & SECURITY COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

**File: 82-27**

|                      |                              |
|----------------------|------------------------------|
| <b>R. Blanchette</b> | <b>- Chairman</b>            |
| <b>R. Price</b>      | <b>- Vice Chairman</b>       |
| <b>W. Martin</b>     | <b>- Member</b>              |
| <b>B. Cl  roux</b>   | <b>- Member</b>              |
| <b>C. Gasser</b>     | <b>- Secretary</b>           |
| <b>R. McInnis</b>    | <b>- Assistant Secretary</b> |

**GENERAL**

This report covers the period from 24 March 2017 to 24 November 2017. The Committee held a teleconference on 8 June and met on 3 November 2017, on the same day that it attended the Vimy Dinner at the National War Museum in Ottawa.

It should be noted that the Committee has a new member, Comrade Bob Cl  roux (a former CF CWO) who has replaced Comrade Buster Brown who was on the Committee for 20 years. Our new secretary at Legion House is Comrade Carolyn Gasser. Some interviews were conducted to recruit a new member (Army and female) but the search is still ongoing.

**COMMITTEE BUSINESS**

The Committee continues to monitor defence and security issues as they arise. Each member has been requested to pay a particular attention to a given element (RCN, CA, RCAF and RCMP). The following are updates on various issues, without providing the level of detail available in the Committee minutes that were distributed to DEC.

**NEW DEFENCE POLICY**

Canada's new defence policy "Strong, Secure, Engaged" is now out and the Committee Chair was in the "lock up" for the initial release. This policy will be the object of the first round of comments to be obtained from D&S Provincial Representatives. Collecting such feedback from commands will help the Committee continue the monitoring of the policy implementation.

**RCMP LEADERSHIP CHANGE**

Commissioner Bob Paulson has retired in June 2017 and the government has agreed to extend the application process to April 2018, in an effort to broaden the search.

Meanwhile, Deputy Commissioner Dan Dubeau is serving as interim RCMP Commissioner.

### **2017 NIJMEGEN MARCH**

Comrade Kim Peters, from Branch 530 Waterloo, Ontario Command was selected as the RCL 2017 Nijmegen representative and participated at the event in the Netherlands from 18 to 21 July 2017. Comrade Peters was last year's alternate and Comrade Leonard Block, Branch 276 Slocan Valley, BC/Yukon Command was the alternate for the 2017 Nijmegen, implying that he should be considered favourably for the 2018 event. A letter requesting nominations for the 2018 event will be sent out once the CAF guidelines are received (no word has yet been received).

Grand President Larry Murray represented the Legion at the Departure Parade on 11 July 2017 and spoke eloquently to all participants.

Comrade Peters has sent short messages and photos to Marketing and Communications, which were shared on Facebook. A summary of these messages and an article posted on the RCL website are attached.

### **OP CANADA DAY**

For Canada Day, the RCL sent 2450 packages to deployed personnel across the world. There were no particular issues related to this operation, except perhaps some coordination difficulties to obtain the right number of packages, which is normal because of the operational planning process. Internal financial planning adjustments now allows for quicker reaction by our supply department when changes in numbers suddenly occur, as the DEC has decided to allow \$15 (including freight and tax) for each package.

### **OP SANTA CLAUS**

This year, the RCL will send 2425 packages to deployed CAF and RCMP members. This year package includes Legion pens, Lanyards and Bandanas, healthy snack items such as Kirk Trail Mix and Made Good Granola, miscellaneous personal items such as floss and lip balm, and the customary playing card deck.

### **D&S COMMAND REPRESENTATIVES (CR) – TOR**

The Committee developed draft Terms of Reference for D&S Command Representatives, which were included in the Committee Business / Action Plan, and submitted to DEC in April 2017. They were approved, and Commands are reminded that this responsibility should be accepted on a voluntary basis. It is assumed that this voluntary basis has had an impact on the response, as only three Provincial Commands (Ontario, Saskatchewan, and Nova Scotia/Nunavut) forwarded names of their D&S CR.

At the last Committee meeting, the situation was discussed again and it was agreed that a new approach was required. The Secretary will approach the Provincial Command

Executive Secretaries with a summary of the Terms of Reference, various questions of current events, reports, and any other problematic issues that fall under the mandate of the D&S Committee, with the aim to obtain from them relevant and timely feedback from across the country. The questions are currently in development by the Committee members. It should be noted that Commands who will want to use a D&S CR to forward feedback through their Executive Secretaries will be able to do so.

### **CDA AGM and CDA – CDAI Conference**

CDA and CDAI have a new CEO in the person of BGen (ret) Matthew Overton.

The CDA AGM will be held on 21 February 2018 and the Ottawa Security Conference will follow from 22-23 February. Both are being held in Ottawa.

A CDA representative (Sean McGrath) will be invited to participate in our Committee deliberations at our next meeting to be held in the week from 26 February to 2 March 2018. We will discuss how our two organisations could mutually support each other in our attempt to foster interest in D&S issues.

### **COMMITTEE COORDINATION**

The committee continues to maintain a presence (through the Chair) at the Veteran's Consultation Assembly and VSS meetings (through Secretary and Assistant-Secretary) to ensure coordinated understanding and efforts.

Each member of the Committee is now responsible to follow the activities of a group of RCL committees to improve global awareness and potential coordination. The attached matrix reflects the informal pairing arrangement.

### **CONCLUSION**

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

Attachments:

1. Comrade Kim Peters' Facebook messages and an article from the RCL website
2. D&S Inter-Committee Coordination Matrix

*Below are short messages from Kim Peters sent to us while she was on the Nijmegen March. We shared these along with her photos on Facebook.*

#### 10 July

The Nijmegen March departure ceremony is being held at the Canadian War Museum tomorrow where the Legion's Grand President, Larry Murray, will be giving his best wishes to those departing on this journey on our behalf. The Legion is honoured to support the Nijmegen March in the Netherlands and we appreciate the Canadian Armed Forces welcoming one of our members to the march each year. This year, Kim Peters of Branch 530 in Waterloo will be joining on this adventure of a lifetime. They will be tackling the tough 160-kilometre march with a 10-kilogram rucksack on their backs, the maple leaf on their sleeve, and Canada in their heart. Good luck to all!

<http://www.legion.ca/news/2017/04/13/waterloo-branch-member-gets-ready-for-an-adventure-in-the-netherlands>

#### 18 July

Today was the first day of the Nijmegen Marches, which sees more than 5,500 military participants march 40km per day with a 10kg backpack for each soldier. The Legion's Kim Peters, selected to be part of a VIP Canada contingent in the four-day march, reported back on the first gruelling day.

"Day 1 of the march complete, and looking forward to the next three! Today was the longest day at 46 km. The feet are still in good fighting shape!" ~Kim Peters

Read more about Kim in today's article in The Waterloo Chronicle.

<https://www.waterloochronicle.ca/community-story/7427809-waterloo-legion-member-represents-canada-at-gruelling-nijmegen-marches/>

#### 19 July

We're following the members of Joint Task Force Nijmegen, and our very own Legion representative, Kim Peters, as they participate in the 2017 Four Days Marches Nijmegen. Today was Day 2 of the Marches and Kim checked in with us...

"...Today's march was 38km. We started at 4:30am and marched for over 10 hours, with several stops along the way to stretch and tend to injured feet. Besides a couple blisters for myself, I can't complain! The team is in good spirits and doing well."  
~ Kim Peters

Cheer on the Canadian contingent as they rest for Day 3 of the adventure!

Photo: Combat Camera - Members of Joint Task Force Nijmegen participate in the Sunset March, a daily tribute by the veterans of the City of Nijmegen to the allied soldiers who fought for the liberation of the Netherlands, at Oversteek Bridge, Nijmegen, July 17, 2017.

### 21 July

Yesterday was Day 3 of the Nijmegen Marches. Kim Peters, Legionnaire and marcher on the VIP contingent of Canada's Joint Task Force Nijmegen reported back...

"Day 3 was a mental challenge as members on the team were starting to struggle and hit road blocks. We walked 38.9km today with all hills. The morning challenge was the rain and the afternoon was the heat and hills. Besides a couple of superficial blisters and sore muscles and joints, I was feeling pretty good.

One of the highlights of my day was meeting members of The Royal Canadian Legion in the Netherlands and their Branch President, Gerald Hendrik. It was interesting how there are many similarities between the Legion in the Netherlands and in Canada. Their colour party did an excellent job during a ceremony at the Groesbeek Canadian War Cemetery honoring Fallen Canadians. I was very touched as I walked through the rows of headstones. Every single one of them had a maple leaf on it."

As the Canadian contingent marches on their fourth and final day of the Nijmegen Marches, the Legion salutes you and thanks you for your service.

### 25 July

The 4-day Nijmegen Marches have come to a close and we welcome Canada's Joint Task Force Nijmegen and our very own Legionnaire, Kim Peters, back home.

We were pleased to share Kim's updates along the way. In her last email, she offered a glimpse into their daily routine, and highlights of their last day...

"The last day of the four day Marches has finally come! We were up again at 3am for a 445am start. Each morning began with a March Off, saluting the Canadian Reviewing Officer before hitting the road. The team sang songs along the way, waved to the locals camped out along the route, and talked with other country's teams as we passed. Every 12-15km there was a military rest stop and members had a chance to tend to sore feet. Evening activities following a day of marching consisted of soaking feet, stretching, packing and weighing your kit bag for the following day, staying hydrated and getting as much sleep as possible.

On our last day we walked 47km which culminated in a 5km military march along Via Gladiola, past the reviewing stand with dignitaries from the Dutch military, the Mayor of Nijmegen and the President of The Royal Canadian Legion in the Netherlands. As we approached the end, I felt an overwhelming sense of relief and happiness, although my body was screaming at me to stop walking, as I couldn't feel my feet or anything below



my knees! The final day was hard mentally and physically for the entire team, but we all successfully completed the march. At the finish line, we were greeted by local citizens as they handed out beer and gladiolas to the marchers. The crowd was cheering, giving hugs and congratulating us. Let's just say it was quite the party on the street. At that moment, I felt very proud to be a Canadian, and to have participated in and completed the Nijmegen Marches."

We are so proud of Kim and the Canadian team, and we know you will cherish your memories of the Nijmegen Marches for a lifetime.

### 27 July

We were so proud to have Waterloo Legionnaire, Kim Peters represent the Legion in the International Four Days Nijmegen Marches! Watch her story...

<http://kitchener.ctvnews.ca/video?clipId=1175520&binId=1.1147261&playlistPageNum=>

| <b><i>D&amp;S Inter-Committee Coordination Matrix</i></b> |                    |
|---|--------------------|
| Executive Committees                                      | Richard Blanchette |
| Veterans, Service and Seniors                             | Bob Cl  roux       |
| Membership  | Wayne Martin       |
| Sports  | Wayne Martin       |
| Rituals and Awards  | Wayne Martin       |
| Constitution and By-Laws                                  |                    |
| Leadership Development                                    |                    |
| RCEL  | Wayne Martin       |
| Finance/Budget  | Randy Price        |
| Investment  | Randy Price        |
| Dominion Convention                                       | Richard Blanchette |
| Poppy and Remembrance                                     | Randy price        |
| Convention Committees                                     | Richard Blanchette |
| Veterans Consultation                                     | Richard Blanchette |
| Focus of the Future                                       |                    |
| OSI Special Section                                       | Richard Blanchette |

**26 November 2017**

**D&S Committee Report Supplement**

**D&S Command Representatives**

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”, as it was once mentioned. Issues related to defence and security are on the news every day and 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 policies. 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.

This document aims at clarifying how this could be done.

**TERMS OF REFERENCE**

**DOMINION COMMAND DEFENCE AND SECURITY COMMITTEE**

- 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;
  - 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, monitoring 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.

## COMMAND REPRESENTATIVES (CR)

DEC previously agreed to have Commands nominate D&S CR and the following draft TORs were promulgated:

1. The D&S CR should:
  - i. be a volunteer, preferably with military or RCMP experience;
  - ii. be familiar with the Committee TOR;
  - iii. be familiar with D&S issues at the national level but even more importantly in the regions covered by his or her command;
  - iv. consider, in coordination with his or her Command authorities,
    - liaise with CAF and RCMP members at local levels;
    - seek to stimulate the interest of RCL members in D&S issues; and
    - seek to stimulate the interest of the public at large in D&S issues.
  - v. be ready to reply promptly to specific requests for feedback from the Committee member assigned to his Command;
  - vi. use his or her own initiative to provide feedback or recommendations to the Dominion Command D&S Committee on any D&S issue stemming from his Command, sectors or branches; and
  - vii. ensure that his coordinates are up to date on the list of D&S CR that the D&S Committee Secretary will control.
- b. 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.

## PROCESS

As a matter of routine, the D&S Committee would forward questions or points to Commands in advance of DEC meetings in the Spring and in the Fall. They would be sent out in mid-September for November DEC and in mid-February for the April DEC. Commands who want to use D&S CR can certainly do so but communications should go through Provincial Command Executive Secretaries to D&S Committee permanent staff (Secretary: Comrade Carolyn Gasser, [cgasser@legion.ca](mailto:cgasser@legion.ca) , 613-591-3335, ext 231). Once the feedback has been collated, the D&S Committee will determine which feedback should make its way to the three departments that are most likely to be related to the received material, that is DND, VAC or Public Safety. The Committee will then prepare an appropriate correspondence and submit it through Legion with info copies to all Commands.

## SAMPLE QUESTIONS

As this is the first pilot series of questions, Commands are asked to consider the following list and to provide feedback in writing before **1 Feb 2018**, with "NIL return" having to be sent so that we do not have to enquire about missing returns. There is no need to provide comments necessarily on all questions. Commands can "pick and chose" what they want to comment on and the last question is very generic in nature to accommodate any issue that they find particularly relevant.

- **NAVY**

- The Navy is in the process of modernizing ships and Naval trades. The amalgamation of the Weapons trade has already occurred, and the Marine Engineer Electricians and Hull Technicians are being amalgamated into one occupation. Combat trades are being reviewed and will be next for amalgamation. How is this being received by current personnel? How is it affecting training, excellence at sea, and morale, including retention?
- To what extent do Sailors feel adequately supported by Morale and Welfare services, including SISIP (Service Income Security Insurance Plan) and SOT (Support out Troops)?

- **ARMY**

- Our government has announced "The Elsie initiative" or Women in Peace Operations Pilot and other innovative training activities that will meet systemic UN needs. An Advisory Team is also offered with a contribution of police and up to 600 military personnel. While tactical Airlift Support and an Aviation Task Force have been identified, it is not clear what the Quick Reaction Force will look like. How is the Army rank and file reacting to this situation? What are their recommendations on aspects related to training, equipment, compensation and morale?
- A major Canadian newspaper has reported that more than 70 Canadian military members and veterans who were deployed on the Afghanistan operation have committed suicide after returning home. Another six ended their lives while on tour, and are counted among the 158 mission deaths. How is the new Joint Suicide Prevention Strategy received in the rank and file of the Canadian Army which appears to have been particularly affected by this terrible situation following the Afghanistan campaign?

- **AIR FORCE**

- The RCAF is in the midst of replacing a number of fleets and introducing new fleets to service. At the same time, it is trying to maintain operational capability in the missions concerned without an increase in personnel. What factors

should be considered when trying to maintain the current capability while preparing for the future, without burning out our current personnel?

- To what extent is the current Op Tempo sustainable, or not sustainable?

- **RCMP**

- To what extent will the implementation of a Civilian Oversight Board, recommended on the Brown Report of 2007 and still awaiting federal government action, assist the RCMP in its efforts to reduce harassment, increase diversity, and equality of representation?
- What is your assessment of the implementation of a new system of labour relations (possibly unionization), awaiting action by the federal government, that could help/hinder its membership in negotiations regarding compensation, benefits, mental health programs, and staffing levels?

- **GENERAL FEEDBACK**

- What are the other issues that affect the care, welfare and morale of the CAF and the RCMP and their respective families in the geographical area of your Command ?

**REPORT OF THE DOMINION COMMAND  
VETERANS CONSULTATION ASSEMBLY  
TO THE DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

**File: 10-2**

|                      |          |                            |
|----------------------|----------|----------------------------|
| <b>L. Murray</b>     | <b>-</b> | <b>Chairman</b>            |
| <b>D. Flannigan</b>  | <b>-</b> | <b>Member</b>              |
| <b>T. Irvine</b>     | <b>-</b> | <b>Member</b>              |
| <b>R. Blanchette</b> | <b>-</b> | <b>Member</b>              |
| <b>B. White</b>      | <b>-</b> | <b>Secretary</b>           |
| <b>R. McInnis</b>    | <b>-</b> | <b>Assistant Secretary</b> |

## **GENERAL**

The last meeting of the Consultation Group was held on 4 November 2017 at the commencement of Veterans' Week. More than 35 persons attended representing 14 veterans' and other organizations.

## **PRESENTATIONS TO THE GROUP**

While the Minister of Veterans Affairs was to attend the meeting, his urgent surgery caused him to cancel out. Three presentations were made to the Committee:

Mefloquine. Veteran John Dowe, an advocate, provided the group with a detailed briefing on the affects of the anti malarial drug Mefloquine and its affects on the body. He highlighted the need for research and the Legion has already advocated for further research to Veterans Affairs, National Defence and the Health Minister.

National Association of Federal Retirees. Mr. Simon Coakley from NAFR provided the group with the interim results of the town halls that they are conducting with Veterans across the country. Their findings are similar to those already known: lack of outreach and communications, access to and knowledge of programs, and recognition. NAFR will continue to update the Legion on their findings.

Veterans Ombudsman. Mr. Parent provided the group with and update on the recent Continuum of Care Study conducted by his office. It is interesting to note that the condition of frailty is becoming more pronounced as the Veteran community ages. Frailty is ill defined by VAC and not a gateway to benefits.

## **ADVISORY GROUPS**

Participation in VAC Advisory Groups was discussed. There was a general consensus that the groups do allow engagement but not all are content with the outcomes. In particular the Veterans' community is anxiously awaiting the Budget 2018 announcement and the resolution of a life long pension option. In addition, the group discussed the new

mandate letter for Minister O'Regan which highlights progress to date and basically provides no new direction to the Minister.

## **ROUNDTABLE ISSUES**

As is customary with the Consultation Group, a roundtable discussion ensued and the following points were noted:

**Frailty.** Frailty was often mentioned in the OVO Continuum of Care Study and has been an ongoing point of advocacy for many. There is no accepted definition of frailty that would assist Veterans in obtaining benefits. This needs to be rectified as access to VIP would allow Veterans to remain in their own homes longer.

**Veterans' ID Card.** Collectively the group supports the introduction of a Veterans' ID card. The CAF One card issued by Morale and Welfare is not an ID card but rather an access card into the CANEX system.

**Research.** It is fully agreed that more directed and meaningful research needs to be conducted into the use of anti-malarial drugs and cannabis based therapies for Veterans. Research continually needs to be updated to take into account the evolving Veteran community.

**Advisory Groups.** The advisory groups are useful to continue the broad range of consultation with the Veterans' community. As the groups progress, there is also a need for better communications to the community which at this time appears to be lacking. As well, the advisory groups are waiting to see if their efforts will deliver results for the betterment of the Veterans. As stated by Brian Forbes: "there is an expectation that proposals from the advisory groups will be addressed in a positive manner". In general, all acknowledged that positive steps are occurring but it is the big, costly issues that now need to be addressed positively as well. Budget 2018 will be a critical time for continued consultation within the advisory groups.

## **CONCLUSION**

The meeting was well attended and informative. All participants agreed that letter highlighting the above points will be sent to the Minister VAC. The Legion was thanked by all for hosting the meeting and bringing everyone together.

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



**REPORT OF THE DOMINION COMMAND  
LEADERSHIP DEVELOPMENT COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

**File: 40-2**

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

**GENERAL**

The committee last met by teleconference on 10 April 2017.

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

One module remains to be finalized.

**PHASE 2**

Preparatory work on the seminar library continues.

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

**REPORT OF THE DOMINION COMMAND  
PUBLIC RELATIONS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

**File: 44-1**

**Bruce Julian - Chairman**

**OVERVIEW**

The Public Relations department underwent a significant change this summer, with the hiring of a new Communications Manager. We are looking forward to reactivating our committee and holding our next meeting in early December. Our manager has been getting up to speed on our organization and its processes and we have accomplished significant public relations work over the past few months.

A lot goes on behind the scenes to make sure we are responding to the public, media and colleagues across the country in a timely way with appropriate information. Over the past months we handled daily calls and emails in this way. By doing so and by preparing our spokespeople for presentations and interviews with appropriate speaking notes and background, we were able to both educate our key audiences and help protect the Legion's reputation.

**HIGHLIGHTS**

- We have established new connections nationally with Provincial Secretaries and Public Relations Officers. We would like to be a resource for our provincial colleagues, for both immediate help and longer-term advice. This interaction allows Commands to remain aware of issues that may be brewing and could directly affect them, and allows them to share tools and information that could help their branches. This sort of regular exchange will become increasingly important as we change and grow as an organization and move forward together as a collective unit.
- We have been reaching out proactively to media outlets to pitch many interesting stories. One such result is the publication of a significant article in the latest issue of Vanguard magazine, which has a vast reach within Canada's defense community. The context was the Remembrance period and the piece focused on the Legion's bi-annual Pilgrimage of Remembrance. This allowed us another way to showcase our important work in this area.
- We proactively handled numerous national media requests and stories over the past few months including from high profile outlets like Macleans, The Walrus, CTV National, and Global National. This sort of handling often required a lot of

information exchange and digging to find out what was really at the root of a request, and then required careful preparation. Beyond topics related to Remembrance and the National Poppy Campaign, we saw interest in membership composition, suicide prevention, and trademark violations.

- Notable higher profile public relations issues handled included: the decision of the federal government to compensate Omar Khadr, the future of the Legion, and the internal situation involving the BC/Y Command leadership. In these cases, Dominion Command also assisted our regions with communications support as needed. Timely and proactive handling of these issues resulted in significantly curbing excessive and unwanted media interest.
- Related to this, was our proactive handling of complaints on our social media channels; we noted a significant decrease in the number of complaints coming to us this way. We found that as people became more educated about our work, they became less negative, and other citizens regularly corrected misinformation on our behalf. We are also seeing significant growth in our social media audiences.
- This summer, we showcased the Legion's investment in the Invictus Games in Toronto. This included working with numerous media to help facilitate their stories - including stories with Legionnaires. Taking the time to help media with their inquiries and stories helped build good relationships, and further set the stage to create an environment whereby the Legion is top of mind and a "go-to" for expertise in matters relating to Veterans.
  - While at the Games, Dominion Command ensured a daily public presence through a well-positioned information table and through the production of short video spots shared on Facebook, which highlighted Veteran athletes. These pieces were supplemented by related social media posts.
- Over the past months, our department worked with colleagues and partners to help plan several key events. In all cases preparation included the creation of media advisories and/or releases.
  - The National Youth Track and Field competition. We proactively pitched stories about participants, resulting in several news pieces, and fielded numerous media calls.
  - VIA Rail Canada's distribution of at least 30,000 poppies on their trains during the Remembrance period.
  - The Legion's Virtual Poppy Drop on Parliament Hill. We reached nearly 400,000 viewers with Facebook live.

- The Governor-General's First Poppy presentation and Remembrance-related activities. This included the creation of a set of speaking notes for Commands and Branches to tailor and use during their events.
- The National Remembrance Day Ceremony. This included extensive handling of numerous interview pitches and requests related to The Silver Cross Mother, the meaning of Remembrance, the Pilgrimage of Remembrance and handling many questions about the logistics of the ceremony itself. We reached nearly 280,000 viewers with Facebook live.
- Also of interest, we have begun a series of meetings with journalists who are interested in, or report on Veterans-related affairs. The first one took place in October with a national news organization. Other meetings are actively being scheduled. Their purpose is to better educate media as to what we do at a national and local level, and how we can be an ongoing information resource for them.

## **MOVING FORWARD**

Our PR committee would like to begin working on some very tangible tools that can be tailored for use within Commands and Branches nationwide. This includes items such as speaking notes, fact sheets, templates, Q and As and the regular sharing of intelligence. To that end, we would like to begin a monthly PR committee information bulletin for select internal audiences so that we can build upon – and learn from – our individual efforts across the country.

**RECOMMENDATION:** Is to issue a monthly PR committee information bulletin.

Reinstitute the practice of facilitating "Dominion/Provincial PRO teleconferences" on an every other month basis starting in December.

I move acceptance of this report as presented.

**DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

**ITEM 16: CANVET PUBLICATIONS**

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**INTRODUCTION**

This has been Canvet's most successful year since it was incorporated in 1972. The revenue from the government subsidy, advertising and design and production has continued to grow.

**SUBSIDY**

Over the last three decades, federal subsidies have saved Canvet almost 12 million dollars. The largest, the Canada Periodical Fund (CPF) is vital to Canvet's survival. The rules and regulations governing the receipt of the CPF are clear and must be honoured. *Legion Magazine* must be a separate and independent publication. Any periodical "that primarily report on the activities or promotes the interests of the organization" will be declared ineligible. The government reviews each application carefully. This year the Department of Canadian Heritage awarded the corporation \$861,578 or \$78,384 (10 per cent) more than last year. This is the highest amount of subsidy in the history of Canvet and a very welcome influx of capital. Last year's grant was \$783,194. Eligibility is decided annually and this year's application has just arrived. All of Canvet's operating budgets are based on receipt of the subsidy.

Last June, Canvet also applied for a grant from the Ontario Media Development Corporation (OMDC) to increase newsstand distribution beginning with our Fall 2017 Special Interest Publication (SIP) and to continue this effort for the next five SIPs. The OMDC approved the application and in August awarded Canvet \$74,950, to be paid in three parts over three years. The maximum grant offered is \$75,000.

**ADVERTISING AND DESIGN AND PRODUCTION**

Canvet sold more advertising in 2017 than any other time in its history. The second best showing was in 1993, when Canvet published 10 issues annually and had 530,000 subscribers. Design and production is a new revenue stream created in the last few years. It too is performing.

**STAFFING**

Even in the best of times there is sadness. This year, Canvet lost a member of its staff. Adam Day passed away on July 5, 2017. Freelance Editor/Staff Writer, Stephen Thorne has taken up Adam's duties.

At present, Canvet has a permanent staff of 12 and approximately 65 contract and freelance contributors.

### **MEMBER BENEFITS PACKAGE**

HearingLife Canada is the newest partner in The Royal Canadian Legion (RCL) Member Benefits Package (MBP). The MBP offers discounts on specialty designed travel insurance packages, retirement living, cell phones, eyewear, funerals and much more. The other MBP partners are Arbor Memorial Services Inc., Canadian Safe Step Walk-in Tub Co., Carlson Wagonlit Travel, IRIS Eyewear, Medipac Travel Insurance, Revera Inc., SimplyConnect and MBNA Canada Inc.

Each of the nine partners contributes to the Legion and its members in a different way. Some provide funding to Dominion Command programs while others continue to offer their discounts to both the member and their immediate family. It is one more reason to join the Legion.

### **AWARDS**

In September, Canvet was nominated for two Canadian Online Publishing Awards. The first for *Our Journey to 150* a short video narrated by Mike Myers and the second for *Cold Comfort*, an interactive video of the Newfoundlanders who rescued crews from two sinking American ships. These latest kudos are tremendous for staff morale and bring our award nomination and wins to 22 national and international awards.

### **CONCLUSION**

I move the adoption of my report.

JUN - 2 2017



Canadian Defence  
Liaison Staff (Washington)

État-major de liaison des  
Forces canadiennes (Washington)

Embassy of Canada  
501 Pennsylvania Ave NW  
Washington DC USA  
20001-2114

Ambassade du Canada  
501 Pennsylvania Ave NW  
Washington DC USA  
20001-2114

1045-1 (Comd)

23 May 2017

Peter Underhill  
Director of Supply  
The Royal Canadian Legion  
86 Aird Place, Ottawa, K2L 0A1

Dear Mr. Underhill

I want to take this opportunity to thank you for the generous support and sponsorship The Royal Canadian Legion provided CDLS(W) during the recent Battle of Vimy Ridge 100<sup>th</sup> Anniversary Commemoration held in Washington, D.C. on 7 April 2017.

The donation of authentic World War I lanterns provided a feeling of authenticity as our soldiers used them to light the path for our attendees at the early morning Dawn Service. Further, the pins and hats were excellent keepsakes we could provide the numerous international attendees and participants of our events. All of these items were much appreciated and added to the class and distinction of the event.

Once again, please accept my heartfelt appreciation for the Royal Canadian Legion's involvement; it truly made the day memorable.

Sincerely,

THANKS FOR THE  
GREAT SUPPORT!

William Truelove  
Rear-Admiral  
Commander



**DOMINION EXECUTIVE COUNCIL  
26 NOVEMBER 2017**

**ITEM 18: MEETINGS AND INVITATIONS**

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**2017**

|                |  |
|----------------|--|
| 27 November    | Sports Committee Meeting (0900 hrs – Memorial Bdrm)      |
| 27 November    | P & R Committee Meeting (0900 hrs – Victory Bdrm)        |
| 23 Dec - 1 Jan | Dominion Command Office Closed for Christmas / New Years |

**2018**

|                  |   |
|------------------|---|
| 2 January        | Dominion Command Office Opens   |
| 20 Jan – Feb 4th | 6 <sup>th</sup> Annual RCL / Carlson Wagonlit Cruise                    |
| 19 February      | Family Day  |
| 6-8 March        | Service Officer Training (0900 hrs – Victory Boardroom)                 |
| April TBA        | Dominion Convention Resolutions to Dominion Command Deadline            |
| 28-29 April      | DEC Meeting (0900 hrs – Victory Bdrm)                                   |
| 19-20 May        | RBL Convention, Belfast Ireland (Flannigan, White)                      |
| 8-14 August      | 2018 National Youth Track and Field Championships, Brandon. MB          |
| 25 August        | Pre-Convention DEC Meeting (0900 hrs – location TBA)                    |
| 25-29 August     | 2018 Dominion Convention, Winnipeg, MB                                  |
| 29 August        | Post-Convention SEO Meeting (0900 hrs – location TBA)                   |
| 29 August        | Post-Convention DEC Meeting (1030 hrs – location TBA)                   |
| 22 September     | SEO / Budget Meeting (0900 hrs – Victory Boardroom)                     |
| 15-17 October    | CIMVHR Forum 2018 Regina, SK (Irvine, Murray, McInnis)                  |
| 21 October       | RCL-VAC Bilateral Meeting, Charlottetown, PE (Irvine, White, McInnis)   |
| 22-26 October    | Service Officer Professional Development Seminar, Charlottetown, PE     |
| 23 November      | Dominion President's Christmas Luncheon (12:30 hrs – Victory Boardroom) |
| 24 November      | DEC Meeting (0900 hrs – Victory Boardroom)                              |



**Brian Watkins - RBL Representative**  
**Report to DEC**  
**26 November 2017**

2 weeks ago as your mandated delegate, I attended the first ever Special Conference of the Royal Commonwealth Ex-Services League which was held at Canada House in London.

Although the RCEL is, of course, a Commonwealth wide organization, it's a registered British charity and subject therefore to British Charity Law. 2 years ago, the Charity Commission which oversees charities in the UK, decided that it would be a good thing if all charities, or most of them anyway, were to become incorporated organizations. The RCEL like some other British charities is not incorporated, hence the need for a Special Conference in order to pass two resolutions. One; to dissolve the existing organizations and secondly; to pass all its assets, such as they are, to the new organization. And that new organization which has a constitution now in the form of Articles of Association will come into being on the 1<sup>st</sup> of January 2018.

The constitution, although it is now termed as the Articles of Association was approved at the conference in Kuala Lumpur in June of last year which Comrade Dave and Comrade Tom Eagles attended

In terms of the member organizations of the RCEL, there's virtually no change. They are of legalistic differences but virtually no change at least in terms of the member organizations. The form of governance is broadly speaking exactly as it is now. The council which consists of representatives of all the member organizations will continue.

The Executive Committee which has 3 Ex-Officio members, 6 Elected and 6 Founder members, which one of course is The Royal Canadian Legion, also continues although it is renamed twice. The Board of Directors because being a company now limited by guarantee it has to conform with British Company Law, and stroke the Board of Trustees because being charities it has to conform with British Charity Law. The conference as such does not continue and yet in a sense it does because it is now a company. The RCL like you have just done, has to hold an Annual General Meeting. That Annual General Meeting will be again, just as yours, I suspect will be a meeting of the council. But every 5 years that council meeting will be a conference. The next one in fact is due in 2021 and will be held in Cape Town, South Africa which marks the 100 anniversary of the foundation of the league by Haig and Smuts in 1921.

What of the future I have been asked because of the changes? And indeed a few others which were talked about at Kuala Lumpur and other places. It is no secret that there were some people who believe that when the last pre-independence Veteran past away the organization should become a subsidiary of the Royal British Legion. That was steadfastly fought by certain people, one of whom is present today and consultation throughout the Commonwealth made it abundantly clear that an independent Commonwealth Veterans organizations was what was wanted. That was particularly true of the smaller countries of the Commonwealth. That view was very firmly endorsed at the Kuala Lumpur conference, so that the RCEL will continue. However, that does raise a problem. All organizations need

money. And it was the view of some that with the passing of the last Commonwealth pre-independence Veteran, it will be very difficult to raise charity money. Not entirely true, because two thirds of the work done even now by the RCEL is what is called "agency" work. That is to say, other military charities use our network throughout the Commonwealth in order to pass over welfare monies. Normally it is British military charities but in fact, there was certainly one instance this year where our facilities were used to pass money to a Canadian Veteran. The real problem however, remains that even though we have an agency role which recognizes we are charitable, and although we may be able to raise some monies there may be some remaining difficulties. Those I am glad to say have been overcome. Some of you will know, the RCEL which only has a paid staff of 4 has office accommodations, telephones, IT, postage, provided free of charge by the Royal British Legion. They also make a donation of course towards charitable work. Just as you make an enormous contribution towards charitable work in the Caribbean. The Royal British Legion makes a direct grant to the RCEL for that work and the rest of the Commonwealth. Hitherto it has been £120,000 pounds a year and I am very delighted to say they just signed an agreement with the RCEL to provide £240,000 pounds per annum. That is twice as much over the next 5 years and that takes us at least 1 year beyond the next Commonwealth conference.

If I may, I just have three more points that have nothing to do with the Special Conference or the future of the league. The first, is that on the 9<sup>th</sup> of November in company with the Canadian Deputy High Commissioner and Defence Advisor, I attended in uniform, at the Canada Plot in the Garden of Remembrance at Westminster Abbey when it was opened by Prince Harry. Now I only mention this because all Commonwealth countries have a plot at the Garden of Remembrance and were attended by representatives of the relevant high commission. However to the best of my knowledge, the only Commonwealth Legion which was recognizably present on that occasion at that event was the Royal Canadian Legion.

The second thing I wanted to say was in February, my wife and I took a cruise to the Caribbean and we took the opportunity to visit a number of our Veteran organizations in the Caribbean and in two instances we were actually able to go and visit the Veterans in their homes. In Grenada there were a couple of problems one of which we were able to solve directly with RBL Headquarters in London and the other I was able to have a discussion with and see a way forward to their problem with the Governor General of Grenada.

And finally, on the 8<sup>th</sup> of August next year, there is to be a major celebration as it were, a commemoration. Ypres at the Menin Gate. Royal Commonwealth Ex-Services League will parade its standard through that gate. It is hope that many other Commonwealth Legions will attend. And in particular, the Royal Canadian Legion with its standard given what happened in and around Ypres in and around Canadians in the first world war.

Thank you comrade Chairman.



The Royal Canadian Legion  
89 Industrial Parkway North  
Aurora ON L4G 4C4

1-888-207-0939  
Tel: 905-841-7999  
Fax: 905-841-9992  
Email: rclontariocommand@on.legion.ca  
Website: www.on.legion.ca

November 2, 2017

Attention: All Provincial Presidents

Comrades,

In May 2017, at the Provincial Convention of Ontario Command, our guest speaker, was Natacha Dupuis, MCpl. Ret'd and Co-Captain Team Canada for the Invictus Games.

Comrade Natacha advised The Canadian Track and Field Championships had agreed to accept injured Veterans, including those suffering from invisible wounds such as PTSD, as competitors, in the Para category of the Championships to be held in July, 2017 at Ottawa. Comrade Natacha shared the cost for 14 athletes to compete was an estimated \$6500.00, funds the team didn't have available. A motion was put to the convention floor to sponsor those 14. The vote to support was unanimous!

This competition provided a warm up for our Canadian athletes to the Invictus Games held in September. Our athletes did Canada proud! The next Invictus Games are being held in Australia. Travel expenses will prevent many of our athletes from participating.

The competition provided such a benefit to the mental and physical well being of those of our injured Veterans able to compete, that Comrade Natacha has founded the 'Invictus Legacy Project', and is reaching out to the Royal Canadian Legion to help sponsor the team comprised of 46 Veterans, from across Canada, in the 2018 Canadian Track & Field Championships.

..../2

The total funds requested for 46 athletes is \$35,000.00 and is broken down by Province (please see attachment). Under section 403 ii. 1. 'Transition Programs for Veterans', in the Poppy Manual, funds could be provided from our respective Provincial Poppy Accounts. Ontario Command has approved sponsoring the 10 athletes from Ontario, at a cost of \$5,133.00. It is our hope that each of you will support sponsoring the athletes from your Province.

The total cost of \$35,000.00 is a large sum of money. However, if each of us could sponsor our own athletes, this would provide Canada's 2017 Invictus team of 46 athletes to compete, as a team, once again, on home turf, in 2018!

Please consider this challenge from our Command to Yours, and support a unique program to benefit our young Veterans, and new Members. Should you have questions please do not hesitate to contact me or our Command Executive Director Comrade Pamela Sweeny with any questions.

Yours in Comradeship,



Sharon McKeown  
Provincial President

cc. P. Sweeny, Executive Director

| Activity                      | Athlètes  | City               | Provenance<br>par<br>Région | Transport       | Flight          | Meal            | Hotel     | Total            |
|-------------------------------|-----------|--------------------|-----------------------------|-----------------|-----------------|-----------------|-----------|------------------|
| <b>TRACK</b>                  |           |                    |                             |                 |                 |                 |           |                  |
| 100M                          | 10        | Trenton            |                             | 410             | 102 \$          | - \$            | 1         | 102 \$           |
| 200M                          |           | Parkawana          |                             | 330             | 82 \$           | - \$            | 1         | 267 \$           |
| 400M                          | 10        | Niagara Falls, Ont |                             | 1210            | 302 \$          | - \$            | 1         | 499 \$           |
| 1500M - Ambulatoire           |           | Edmonton, AB       |                             |                 | 260             | - \$            |           | 239 \$           |
| 100M - Amputés                | 5         | Barrie, On         |                             |                 | 726 \$          | - \$            | 1         | 239 \$           |
| 200M - Amputés                |           | Calgary, AB        |                             |                 | 334 \$          | - \$            |           | 965 \$           |
| 100M - Chaise Roulantes       | 5         | Winnipeg,          |                             |                 | 308 \$          | - \$            |           | 334 \$           |
| 200M - Chaise Roulantes       |           | Halifax, NS        |                             |                 | 1,351 \$        | - \$            |           | 308 \$           |
| <b>Sub-total</b>              | <b>30</b> | <b>Region</b>      | <b>Athlètes</b>             | <b>Chandell</b> | <b>143 \$</b>   | <b>755 \$</b>   | <b>2</b>  | <b>250 \$</b>    |
| <b>FIELD</b>                  |           |                    |                             |                 |                 |                 |           |                  |
| Lance du poids - Ambulatoire  | 8         | IBC                | 4                           | 140 \$          | 5,404 \$        | 300 \$          | 2         | 6,844 \$         |
| Lance du poids - Amb. Assis   | 8         | Alta               | 6                           | 210 \$          | 4,356 \$        | 450 \$          | 2         | 6,516 \$         |
| Lance du disque - Ambulatoire | 4         | Sask               | 4                           | 140 \$          | 1,336 \$        | 300 \$          | 2         | 2,776 \$         |
| Lance du disque - Amb. Assis  | 8         | Manitoba           | 4                           | 350 \$          | 1,400 \$        | 300 \$          | 2         | 2,840 \$         |
| <b>Sub-total</b>              | <b>16</b> | <b>Ontario</b>     | <b>10</b>                   | <b>4</b>        | <b>286 \$</b>   | <b>750 \$</b>   | <b>2</b>  | <b>5,133 \$</b>  |
|                               |           | Québec             | 10                          | 4               | 525 \$          | 2,247 \$        | 3         | 5,308 \$         |
|                               |           | INB                | 4                           | 140 \$          | 1,000 \$        | 300 \$          | 2         | 2,440 \$         |
|                               |           | INÉ                | 2                           | 70 \$           | 616 \$          | 150 \$          | 2         | 1,336 \$         |
|                               |           | IP.E               | 2                           | 70 \$           | 900 \$          | 150 \$          | 1         | 500 \$           |
| <b>Total</b>                  | <b>46</b> | <b>Total</b>       | <b>46</b>                   | <b>51</b>       | <b>1,785 \$</b> | <b>3,450 \$</b> | <b>18</b> | <b>9,200 \$</b>  |
|                               |           |                    |                             |                 |                 |                 |           | <b>34,813 \$</b> |
|                               |           |                    |                             |                 |                 |                 |           | <b>35,000 \$</b> |
|                               |           |                    |                             |                 |                 |                 |           | <b>187 \$</b>    |

**SMVIZ VETERANS HOUSING SOCIETY      DBA COCKRELL HOUSE    26 November 2017**

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Cockrell House , Colwood BC

We are into our 9<sup>th</sup> year, what a journey ! We said at the start that if we can help one succeed – it would be worthwhile. Our initial thoughts were 1) we've got to start somewhere

2) a roof over your head, a safe haven

must be the start. We have many success stories. I will share two with you in a minute.

As I said, what a journey. Our program has constantly evolved with the help of many dedicated people like : - Dr. Cheryl Forchuk – UWO

- Jan Richardson- City of London
- VAC people like Kathy Darte, Regional Director Bridget Preston, many Case Workers and Nurses
- OSSIS peers like Phil Quesnelle
- Many people that have worked on the HPS file have offered their expertise
- Royal Canadian Legion for donations that have been the primary funding to date
- Too many volunteers to count

We have learned from them all.

Without a doubt in my mind – the Housing First Model works.

Our network of professional resources has continued to expand – a necessity. Also we have, for the last 2 years, had a live-in manager, a veteran himself – this really works, there is a bond between all who have served and Veterans Helping Veterans is an ideal to foster.

Funding continues to be our major concern, our major battle. The Legion has led the way, many service organizations continue to help – The City of Colwood has been a staunch backer – but Provincial Gov't – 0 , Federal Gov't – 0, sad but true.

Every VAC Minister for the last 8 years, some Deputies, Opposition MP's, Ombudsman etc. have visited – glowing reviews , accolades, praise – but never a cent. Disheartening , but we are not about to give up.



- ( 2 ) -

I believe that collectively we have made progress lessening the stigma of homelessness.

We believe that the most accurate estimate of the number of homeless that have served in the Military or RCMP is 10 % of the homeless population. It is a difficult number to pin down because most studies involve shelters etc. – our guys and gals are less likely to use them , indeed even be in an urban environment.

In summation, I said that I would share two success stories. Both gentlemen have offered these testimonials in the hope that they will help others, both agreed to let us their names:

When we first met John in the fall of 2009 he was living on the street. He moved to Saltspring Island in 2011, and now lives on Saturna Island :

“ I was living a life of isolation and despair. As I was brought into Cockrell House I realized for the first time that I wasn't alone. From the vet who found me to the one who drove me to Cockrell House I realized that I had a great lifelong network of friends who are veterans that are ready to drop what they are doing to aid others. Today my future is bright and the friends that I made at Cockrell House are still by my side today, we continue to help each other as best we can. Cockrell House and the people involved saved my life so it is my turn to help others.

Yours truly John Vassallo

Kosovo 1999

Afghanistan 2001

Army and Navy , medically released in 2006 for PTSD.

John has recently been given custody of his two children and is a happy proud man.

Secound ,

To whom it may concern;

My name is Jason Roy Mann, I am a combat veteran and completed three tours of duty, in Yugoslavia and Afghanistan. Returning home in 2002, Injured and suffering. As a result of my injuries, consequently my wife of 18 years left me as she could no longer handle it. I was left

-( 3 ) \_

homeless, hungry and alone on the streets. I will not bore you with my endless thoughts of suicide, however I will share a story of healing and a sense of purpose.

I met two incredible individuals that I now consider brothers, Mr. Rick Nicholson and Mr. Angus Stanfield. I am reluctant to call many brother, however after getting to know these men, I will be forever in their debt. Cockrell House was a blessing, not only for its' purpose of helping homeless displaced veterans, but the leadership, support and friendship. I have shared laughs and stories with these two brothers. They opened their arms to me when I needed it most, provided a place for me to recover, fed me, clothed me and most importantly listened when I needed a brother to talk to.

In the 9 months that I stayed at the House, I was able to get my children back, my own place, register for school, complete a PTSD course and my finances back on track that I could not have done without the support of these two fine men and the support of the Legions' funding of Cockrell House. Thank you to whoever is responsible within the Legion, it saved my life and my children still have a Dad.

God bless them, this House and its facilitators are a godsend. I will be sending this letter to the MND. Veterans Affairs and of course BC/Yukon Command of the RCL.

Jason Roy Mann 3 PPCLI

Bosnia/Croatia 1996

Bosnia 1999

Afghanistan 2002

Pro Patria

I will add that when we first met Jason he was going to move into either Cockrell House or the Hells Angels Clubhouse.

He made the right decision.

Respectfully submitted,

Angus