

# Minutes of the Dominion Executive Council

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

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

**28-29 April 2018**



**DOMINION EXECUTIVE COUNCIL  
MINUTES OF THE MEETING  
28-29 APRIL 2018**

ITEM 1:	OPENING .....	4
ITEM 2:	GRAND PRESIDENT'S REMARKS .....	4
ITEM 3:	DOMINION PRESIDENT'S REMARKS .....	5
ITEM 4:	ADMINISTRATIVE ARRANGEMENTS.....	5
ITEM 5:	APPROVAL OF MINUTES/ELECTRONIC DECISIONS.....	5
ITEM 6:	GOING FORWARD COMMITTEE / STRATEGIC PLAN .....	5
ITEM 7:	DOMINION TREASURER'S REPORT .....	6
ITEM 8:	TRAVEL REGULATIONS .....	6
ITEM 9:	OMC (OUTLAW MOTORCYCLE CLUBS).....	8
ITEM 10:	COMMITTEE REPORTS .....	8
	a. Veterans, Services and Seniors Committee .....	8
	b. Poppy and Remembrance Committee.....	8
	c. Membership Committee .....	11
	d. Sports Committee.....	11
	e. Public Relations Committee .....	12
	f. Ritual and Awards Committee .....	12
	g. Constitution and Laws Committee .....	12
	h. RCEL Committee.....	13
	i. Dominion Convention .....	13
	j. Defence and Security Committee .....	13
	k. Veterans Consultation Forum.....	14
	l. Leadership and Development Committee .....	14
ITEM 11:	CANVET PUBLICATIONS LTD. ....	14
ITEM 12:	LEGION NATIONAL FOUNDATION.....	14
ITEM 13:	NATIONAL EXECUTIVE DIRECTOR'S REPORT .....	15
ITEM 14:	CODE OF ETHICS .....	15
ITEM 15:	PROVINCIAL COMMANDS – FINANCIAL STATEMENT REVIEW .....	15
ITEM 16:	COMMAND / SECTION REPORTS.....	15

a. Tuberculous Veterans Section Report.....	15
b. OSI Section Report .....	15
c. BC/YT Provincial Command Report .....	15
d. AB-NT Provincial Command Report.....	16
e. SK Provincial Command Report.....	16
f. MB & NWO Provincial Command Report.....	16
g. ON Provincial Command Report .....	16
h. QC Provincial Command Report .....	16
i. NB Provincial Command Report.....	16
j. NS/NU Provincial Command Report .....	16
k. PE Provincial Command Report.....	16
l. NL Provincial Command Report.....	17
ITEM 17: SENIOR OFFICER REPORTS .....	17
ITEM 18: CHARTERS ISSUED AND CANCELLED.....	17
ITEM 19: DOMINION COMMAND BRANCHES.....	17
ITEM 20: REQUESTS FOR SUPPORT .....	17
ITEM 21: MEETINGS AND INVITATIONS .....	17
ITEM 22: OTHER BUSINESS .....	17
ITEM 23: CORRESPONDENCE .....	19
ITEM 24: ADJOURNMENT .....	19

**DOMINION EXECUTIVE COUNCIL  
MINUTES OF THE MEETING  
28-29 APRIL 2018**

**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
Bill Chafe	-	Dominion Chairman
Larry Murray	-	Grand President
Valerie MacGregor	-	BC/YT Acting-Command President

- John Mahon - AB-NT Command 1<sup>st</sup> Vice President
- Ronn Anderson - MB & NWO Command President
- Sharon McKeown - ON Command President
- Kenneth Ouellette - QC Command President
- John Ladouceur - NB Command Representative
- Melvin Crowe - NS/NU Command President
- Duane MacEwen - PE Command 1<sup>st</sup> Vice President
- Berkley Lawrence - NL Command President
- Kandys Merola - TVS President
- Glynn Hines Ron - Legion OSI Special Section President
- Goebel Richard - Chairman R & A Committee
- Blanchette Jim - Chairman D & S Committee
- Rycroft - Chairman C & L Committee
- Bob Cleroux - D & S Committee Representative

**ABSENT:**

- Lorne Varga Chris - SK Command President
- Strong - AB-NT Command President
- Stephen Gallant - PE Command President
- Mark Barham - Dominion Treasurer

**STAFF IN ATTENDANCE:**

- Brad White - National Executive Director
- Steven Clark - Director Corporate Services
- Tim Murphy - Director Financial Services
- Ray McInnis - Director Veterans Services
- Peter Underhill - Director Supply
- Jennifer Morse - Canvet General Manager
- Angela Keeling Colkitt - Executive Assistant
- Kelly Therien - Executive Assistant

**ANNEXES:**

- Annex "A" - Grand President's Remarks
- Annex "B" - Dominion President's Remarks
- Annex "C" - Administrative Arrangements
- Annex "D" - Approval of Minutes/Electronic Voting
- Annex "E" - Going Forward Committee/Strategic Plan
- Annex "F" - Presentation from Deloitte
- Annex "G" - Dominion Treasurer's Report
- Annex "H" - Travel Regulations
- Annex "I" - OMC (Outlaw Motorcycle Clubs)
- Annex "J" - Veterans, Services and Seniors Committee
- Annex "K" - Poppy & Remembrance Committee
- Annex "L" - Membership Committee
- Annex "M" - Sports Committee
- Annex "N" - Public Relations Committee



Annex "O"	-	Ritual & Awards Committee
Annex "P"	-	Constitution & Laws Committee
Annex "Q"	-	RCEL Committee
Annex "R"	-	Dominion Convention Committee
Annex "S"	-	Defence & Security Committee
Annex "T"	-	Veterans Consultation Forum
Annex "U"	-	Leadership Development Committee
Annex "V"	-	CANVET Publications Ltd.
Annex "W"	-	Legion National Foundation
Annex "X"	-	National Executive Director's Report
Annex "Y"	-	Code of Ethics
Annex "Z"	-	Provincial Commands – Financial Statement Review
Annex "AA"	-	Tuberculous Veterans Section
Annex "BB"	-	OSI Special Section
Annex "CC"	-	Report of BC/YT Command
Annex "DD"	-	Report of AB-NT Command
Annex "EE"	-	Report of SK Command
Annex "FF"	-	Report of MB & NWO Command
Annex "GG"	-	Report of ON Command
Annex "HH"	-	Report of QC Command
Annex "II"	-	Report of NB Command
Annex "JJ"	-	Report of NS/NU Command
Annex "KK"	-	Report of PE Command
Annex "LL"	-	Report of NL Command
Annex "MM"	-	Senior Officer Reports
Annex "NN"	-	Charters Issued and Cancelled
Annex "OO"	-	Dominion Command Branches
Annex "PP"	-	Requests for Support
Annex "QQ"	-	Meetings and Invitations
Annex "RR"	-	Other Business
Annex "SS"	-	Correspondence

**DOMINION EXECUTIVE COUNCIL  
MINUTES OF THE MEETING  
28-29 APRIL 2018**

**ITEM 1: OPENING**

The meeting of the Dominion Executive Council opened at 9:00 am on Saturday April 28, 2018 in the Victory Boardroom of Legion House.

**ITEM 2: GRAND PRESIDENT'S REMARKS**

The Grand President's remarks are at Annex A.

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

The Dominion President's remarks are at Annex B.

### **ITEM 4: ADMINISTRATIVE ARRANGEMENTS**

The National Executive Director went over the administrative arrangements for the DEC meeting as an information item only. Details attached at Annex C.

Dr. P Kavanagh, a periodontist from Montreal, made a presentation to Dominion Command. Dr. Kavanagh founded Operation Veteran in 2009, in association with the Canadian War Museum, to honour and raise awareness of veterans and their sacrifice. He is also one of the Directors of the Legion National Foundation.

To honour the Royal Canadian Legion, Dr. Kavanagh presented an original picture of General Sir Arthur Currie, Sir Frederick Oscar Warren Loomis and Brigadier General Daniel Mowat Ormond, a replica of a signed Vimy Ridge hymn from the 10<sup>th</sup> Battalion (Calgary Highlanders) and a plaque with names and officers.

### **ITEM 5: APPROVAL OF MINUTES/ELECTRONIC DECISIONS**

The DEC last met on 26 November 2017. The minutes, attached at Annex D, were distributed electronically.

**MOVED:** It was moved that the DEC minutes of 26 November 2017 be approved. The list of attendees (page 1) Ronn Anderson's position has been revised to reflect the correct position of Provincial President.

**CARRIED**

There were two (2) electronic votes since the DEC last met on 26 November 2017.

**MOVED:** It was moved that DEC approve the participation of The Royal Canadian Legion with "CTV and The Amazing Race Canada" at a proposed cost of \$113,000 as identified in the attached documentation. The funding will be covered by increasing the Hearts and Mind 2018 budget by \$113,000 and a corresponding decrease of \$113,000 to the allotment already approved for the Hearts and Mind 2019 budget to cover our participation in the program.

**CARRIED (16 April 2018)**

**MOVED:** It was moved that That \$150,000 be allocated to the Soldier on Program in 2018 to support Soldier On Meet-up, Soldier On Ambassador Program and Soldier On Events: 10 events/yr.

**CARRIED (31 January 2018)**

**ITEM 6: GOING FORWARD COMMITTEE / STRATEGIC PLAN**

The Strategic Plan formed the basis of the first day's discussion at DEC. The focus of this discussion prepared the Legion to meet the challenges of the future with the full recognition that unless action is taken to address the membership issue, the Legion as it is known today will no longer exist and will no longer be able to assist and advocate on behalf of Veterans. The one page Strategic Plan primer sheet created by the Going Forward Committee was presented to the members of DEC and attached at Annex E. As this is a working document, members were asked to not circulate it at this time and to provide their feedback on the contents. The intent is to provide this document to the delegates at Convention. DEC members were well prepared for the discussion and fully engaged in reviewing the document.

The following points were discussed:

- Strategic Objective 1: Membership
- Strategic Objective 2: Governance
- Strategic Objective 3: Legion Infrastructure
- Strategic Objective 4: Communications and Marketing
- Strategic Objective 5: Legion Culture
- Strategic Objective 6: Recognizing our Members and Enhancing our Value Proposition

**MOVED:** It was moved to accept the one (1) page Strategic Plan, as amended, and as presented to the DEC members. This is a DRAFT version only and is not the final version. DEC members are to send comments to the National Executive Director and Going Forward Committee.

**CARRIED**

Marc Joyner and Michael Penalosa from Deloitte provided a presentation, (Annex F) in regards to their ideas about helping the Royal Canadian Legion move forward to meet new challenges.

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

Due to a family emergency, Comrade Barham had to return home thereby missing most of the meeting.

Earlier in the meeting proceedings, the DEC was briefed, in camera, on the transfer of Canvet subscription monies and associated costs held in trust by the Legion. Accordingly, the following out of camera motion was considered:

**MOTION:** It was moved that the Legion Magazine reserve fund and associated interest held by Dominion Command be transferred to Canvet in accordance with the settlement agreement signed by Dominion Command and Canvet.

**CARRIED**

Comrade Murphy, Director Financial Services, presented the Treasurer's report found at Annex G.

**The report CARRIED**

**ITEM 8: TRAVEL REGULATIONS**

Updates to the travel regulations were presented and attached at Annex H.

a. Mileage Rates

**MOVED:** It was moved that the current mileage rate of 51.6 cents/km for the use of privately owned vehicles on authorized Legion business be increased and reflect the current rates established for each province and territory under the National Joint Council regulations with specific reference to Ontario, which is 57.5 cents/km. Therefore, the new proposed rate is 57.5 cents/km, to be effective 1 May 2018.

**CARRIED**

b. Per Diem Rates

**MOVED:** It was moved that the per diem rates be set as follows, to be effective 1 May 2018:

- Canada - \$104.00
- International (including USA) - \$215.00

**CARRIED**

c. Dominion President Car Rental

**MOVED:** It was moved that a line item on the President's budget allow for rental car while he is in the city on Dominion Command/Legion business.

**CARRIED**

**ITEM 9: OMC (OUTLAW MOTORCYCLE CLUBS)**

The National Executive Director presented a report on Outlaw Motorcycle Clubs. The report is at Annex I.

**MOVED:** It was moved that the following policy be adopted by the Legion. The wearing of OMC / street gang colours not be permitted at Legion events and premises as this is contrary to the Legion's Articles of Faith and disrespectful of the sacrifices made by our Veterans.

**CARRIED**

**ITEM 10: COMMITTEE REPORTS**

a. Veterans, Services and Seniors Committee

The Veterans, Services and Seniors Committee report was presented and is attached at Annex J.

**The Report CARRIED**

b. Poppy and Remembrance Committee

The Poppy and Remembrance Committee Report was presented and is attached at Annex K.

**MOVED:** It was moved to modify 403.ii.e. to state: "Relief of Disasters: (prior Provincial Command approval is required) 50 percent of the current balance, for donations for relief of disasters declared by the federal or provincial governments. Funds allocated for this use must be allocated as per the direction for use of Poppy Funds outlined in this manual."

**CARRIED**

**MOVED:** It was moved that the Pilgrimage of Remembrance be restricted to no more than 30 personnel broken down as follows:

6 Dominion Command positions.

10 Provincial command Pilgrims.

14 others – Legion members given priority

**DEFEATED**

**MOVED:** It was moved that DEC reinforce the importance of the stated purpose of Poppy Funds and the adherence required of all concerning disbursements with a view to ensuring that all ad

hoc organizations within the Legion fold, if they cannot meet the requirements as stated in the Poppy Manual would further be required to disband/dissolve.

**CARRIED**

**MOVED:** It was moved that DEC approve the development and subsequent distribution of an “Electronic Poppy.

**CARRIED**

**MOVED:** It was moved that that DEC approve the authorization of Poppy Funds under article 402.iii.c. to support the acquisition of a Lifeline system to a maximum of \$300 annually.

**CARRIED**

**MOVED:** It was moved that DEC approve the Legacy Hour project as a WWI commemorative initiative and authorize more support with its promotion and execution as the opportunity arises

**CARRIED**

**MOVED:** It was moved that DEC approve the removal of Article 815.b.iv. from the Poppy Manual.

**CARRIED**

**MOVED:** It was moved that DEC approve the removal of Article 403.ii.j. from the Poppy Manual

**CARRIED**

**MOVED:** It was moved that DEC approve the separation of 403.ii.b. into two separate sub paras as follows:

403.b.ii. Medical Training and Medical Research: (prior Provincial Command approval is required) 50 percent of the current balance, for medical training and medical research for Veteran support.

403.b.?. Medical Appliances: (prior Provincial Command approval is required) 50 percent of the current balance) such as but not limited to, photo imaging cameras and defibrillators which will assist in the care of Veterans.”

**CARRIED**

**MOVED:** It was moved that DEC approve the removal of “jaws of life” from article 403.ii.b.

**CARRIED**

**MOTION AS AMENDED:** It was moved that DEC approve, under Article 403 ii.b. of the Poppy Manual (Medical Training and Medical Research) the use of Poppy Trust Funds for the training of personnel as identified and as approved to operate the Branch defibrillator.

**CARRIED**

**MOVED:** It was moved that DEC approve the use of Dominion Command Poppy Trust Funds in the amount of \$22,000 to support Project Healing Waters in 2018.

**CARRIED**

**MOVED:** It was moved that DEC approve the use of Dominion Command Poppy Trust Funds in the amount of \$45,000 to support the 2018 marketing of the Poppy Campaign.

**CARRIED**

**MOVED:** It was moved That DEC approve the use of Dominion Command Poppy Trust Funds up to the amount of \$500 annually to cover off any costs incurred to have an aboriginal veteran participate in the National Ceremony

**CARRIED**

**MOVED:** It was moved that DEC approve the use of Dominion Command Poppy Trust Funds in the amount of \$30,000 to support the Poppy Drop initiative.

**CARRIED**

**MOVED:** It was moved that DEC approve the use of Dominion Command Poppy Trust Funds in the maximum amount of \$1,750 to support the hosting of the Canadian 2018 Invictus Athlete team.

**CARRIED**

**MOVED:** It was moved that DEC approve, under Article 403 of the Poppy Manual (Special Use Expenditures), the use of Branch Poppy Trust Funds to assist in

the Bells of Peace WWI remembrance activity. The current application process still applies.

**CARRIED**  
**The Report CARRIED**

**MOVED:** It was moved that the Atlantic Memorial Park Foundation be allowed to request financial support from Legion Branches from general funds.

**CARRIED**

c. Membership Committee

The Membership Committee Report was presented and is attached at Annex L.

**The Report CARRIED**

d. Sports Committee

The Sports Committee Report was presented and is attached at Annex M.

**MOVED:** It was moved that section 601 of the Sports Guide be amended to read: "Each Provincial Command is invited to participate at the Dominion Eight Ball Championships. Commands are to ensure that provincial finals have been completed at least three weeks prior to the Dominion Championships. Should not all Provincial Commands send a team to the Dominion Championships, the host branch will receive an automatic berth where provincial qualifications are not required."

**CARRIED**

**MOVED:** It was moved that section 614 of the Sports Guide be amended to read: "The format for the championships shall begin with individual round-robin play with each player competing against all other commands (see Annex A). If an uneven number of Commands are entered into the event, a bye shall be scheduled into the round-robin play. The number of games per match will be determined by Dominion Command prior to the Eight Ball Championships based on the availability of tables, as well as, the number of provincial teams registered."

**CARRIED**



**MOVED:** It was moved that section 620 of the Sports Guide be amended to read: “The initial schedule of play is round robin as per the attached Conference format with each individual playing a member of every provincial team within their Division. A win scores a point.”

**CARRIED**  
**The Report CARRIED**

e. Public Relations Committee

The Public Relations Committee was presented and is attached at Annex N.

**The Report CARRIED**

f. Ritual and Awards Committee

The Ritual and Awards Committee Report was presented and is attached at Annex O.

**MOVED:** It was moved that in order that all members of the Royal Canadian Legion can recognize this most meaningful event, the Ritual and Awards Committee recommends that the 1918-2018 Armistice 100 lapel pin be permitted to be worn on the right lapel of Legion Dress and L.A. Dress directly below the We Support Our Troops lapel pin during the year 2018, through to December 31, 2018.

**CARRIED**

**MOVED:** It was moved that due to the administrative challenges of successfully executing a new administrative process concerning the per capita tax payment for Life Member Awards, the Committee recommends that the lump sum payment per capita tax remain in place for all Life Member Awards until such time as any further recommendation is put forward.

**CARRIED**  
**The Report CARRIED**

g. Constitution and Laws Committee

The Constitution and Laws Committee Report was presented and is attached at Annex P.

**MOVED:** It was moved that reference in GBL 418.b.i. to “Senior Executive Officers” be amended to read “Senior Elected Officers.”

**CARRIED**

**MOVED:** It was moved that Section II of the Electronic Discussion and Voting procedure be amended to read, “In the case if a MOTION: to amend The General By-Laws, the requirement is for approval by at least two-thirds of all the voting members of the DEC to pass, i.e. at least 14 members must vote in favour of the MOTION: to pass a By-Law amendment.”

**CARRIED**

**The Report CARRIED**

h. RCEL Committee

The RCEL Committee Report was presented and is attached at Annex Q.

**The Report CARRIED**

i. Dominion Convention

The Dominion Convention Committee Report was presented and is attached at Annex R.

**MOVED:** It was moved that Dominion Command reimburse the Dominion Convention delegate registration fee for those DEC members who are delegates of DEC only. DEC members representing a branch will not have this fee reimbursed by Dominion Command

**CARRIED**

**The Report CARRIED**

j. Defence and Security Committee

The Defence and Security Committee Report was presented and is attached at Annex S.

**MOVED:** It was moved that the D&S Committee, remind DEC that it established a D&S Command Representatives (CR) network in April 2017 to help the Committee assume its revised mandate; and has reported that D&S CR have been nominated in only four Commands and that the resulting network is not providing the required level of feedback to develop an advocacy platform to address issues

affecting serving members of the CAF and the RCMP; noting that the CDA has expressed its willingness to improve its relations with its association-members as exemplified by the objectives of OP RENEW; requests that the six-point approach to improve the D&S CR network through cooperation with CDA be approved.

**CARRIED**

**The Report CARRIED**

k. Veterans Consultation Forum

The Veterans Consultation Forum Report was presented and is attached at Annex T.

**The Report CARRIED**

l. Leadership and Development Committee

The Leadership and Development Committee report was presented and is attached at Annex U.

**The Report CARRIED**

**ITEM 11: CANVET PUBLICATIONS LTD.**

The Dominion First Vice President presented the report as an information item only and is at Annex V.

**ITEM 12: LEGION NATIONAL FOUNDATION**

The Chairman of the Foundation presented a report about the Legion National Foundation and is at Annex W.

**MOVED:** It was moved that the Transfer Agreement transferring the Legion's Programs and Activities to the Foundation in the form circulated to members of the Dominion Executive Committee and attached hereto as a Schedule be approved.

**CARRIED**

**MOVED:** It was moved that the President and one other officer of the Legion are hereby authorized and directed on behalf of the Legion to execute and deliver the Transfer Agreement and to execute all other documents and do all other things necessary or advisable in connection with the foregoing.

**CARRIED**

**ITEM 13: NATIONAL EXECUTIVE DIRECTOR'S REPORT**

The National Executive Director presented his report as an information item only and is attached at Annex X.

**ITEM 14: CODE OF ETHICS**

The National Executive Director presented a report on the Dominion Command Code of Ethics and is attached at Annex Y. Each Dominion Executive Council member signed a Code of Ethics and a copy of which was handed returned to each DEC member for their records.

**MOVED:** It was moved that the officers of DEC approve the Code of Ethics.

**CARRIED**

**ITEM 15: PROVINCIAL COMMANDS – FINANCIAL STATEMENT REVIEW**

This report was provided as an information item only and is attached at Annex Z.

**ITEM 16: COMMAND / SECTION REPORTS**

a. Tuberculous Veterans Section Report

This report was presented and is attached at Annex AA.

**MOVED:** It was moved that Amendment to GBL s. 512. A: a Royal Canadian Legion member who supports the aims, purposes and By-laws of the National Tuberculous Veterans Section.

**CARRIED**

**MOVED:** It was moved to amend the By-Laws for Special Sections to give Special Section Presidents the same power as Command Presidents for the purpose of that Section.

**CARRIED**

**The Report CARRIED**

b. OSI Section Report

This report was presented and is attached at Annex BB.

**The Report CARRIED**

c. BC/YT Provincial Command Report

This report was presented and is attached at Annex CC.

**The Report CARRIED**

d. **AB-NT Provincial Command Report**

This report was presented and is attached at Annex DD. It was noted that the position of Treasurer within the Command is a necessity.

**The Report CARRIED**

e. **SK Provincial Command Report**

As the Command representative was not present, the report was presented for information only and is attached as Annex EE.

f. **MB & NWO Provincial Command Report**

This report was presented and is attached at Annex FF. DEC members were informed that an upcoming edition of the show, "The Amazing Race" was being filmed in a Winnipeg branch.

**The Report CARRIED**

g. **ON Provincial Command Report**

This report was presented and is attached at Annex GG.

**The Report CARRIED**

h. **QC Provincial Command Report**

This report was presented and is attached at Annex HH. Comrade Quellet reaffirmed his right to present his report in the official language of his choice.

**The Report CARRIED**

i. **NB Provincial Command Report**

This report was presented and is attached at Annex II.

**The Report CARRIED**

j. **NS/NU Provincial Command Report**

This report was presented and is attached at Annex JJ.

**The Report CARRIED**

k. **PE Provincial Command Report**

This report was presented and is attached at Annex KK.

**The Report CARRIED**

I. NL Provincial Command Report

This report was presented and is attached at Annex LL.

**The Report CARRIED**

**ITEM 17: SENIOR OFFICER REPORTS**

Presented as an information item only and is at Annex MM.

**ITEM 18: CHARTERS ISSUED AND CANCELLED**

Presented as an information item only and is at Annex NN

**ITEM 19: DOMINION COMMAND BRANCHES**

Presented as an information item only and is at Annex OO.

**ITEM 20: REQUESTS FOR SUPPORT**

There was one request for support from the Friends of The Canadian War Museum and is at Annex PP.

**MOVED:** It was moved that DEC approve a grant of \$5K to support the Friends of the Canadian War Museum and the Centenary Concert planned for later this year

**CARRIED**

**ITEM 21: MEETINGS AND INVITATIONS**

Presented as an information item only and is at Annex QQ.

**ITEM 22: OTHER BUSINESS**

a. There are three Resolutions to Convention that were discussed and are at Annex RR.

i. NS/NU 5/C Legion Logo

**MOVED: WHEREAS** The current logo for The Royal Canadian Legion omits the words “Royal Canadian” and therefore does not identify the organization as such; and  
**WHEREAS** The current logo is used on letterhead and as part of the return address on mail-outs:  
**THEREFORE BE IT RESOLVED** That the Legion logo be revised as to include the words “Royal Canadian Legion”; and

**BE IT FURTHER RESOLVED** The “Royal Canadian Legion” clearly be identified on the Legion logo and on letterhead and correspondence sent out by The Royal Canadian Legion.

**NON-CONCURRED**

ii. NS/NU 6/C Travel Expenses for Past Dominion Presidents

**MOVED: WHEREAS** National Membership in the Legion has declined significantly in the last 15 years and continues to decline into the projected future;

**WHEREAS** The majority of dollars needed to operate Dominion Command come from per capita taxes from members in various Provincial Commands;

**WHEREAS** Members have required their Provincial Commands, Districts, Zones and Branches to reduce costs and exercise fiscal restraint; and

**WHEREAS** NS/NU Command no longer pays Past Presidents travel expenses and Per Diems to attend Provincial Conventions:

**THEREFORE BE IT RESOLVED** That Dominion Command show leadership and reduce expenses by no longer paying for Past Presidents travel expenses and Per Diems to attend Dominion Conventions.

**NON-CONCURRED**

iii. NB 2/C Establish a Veterans’ Council

**MOVED: WHEREAS** A proposal to establish a Veterans’ Council within The Royal Canadian Legion was unanimously supported at the New Brunswick Command 83<sup>rd</sup> Provincial Convention;

**WHEREAS** A Veterans’ Council would create a stronger bond between Veterans and The Royal Canadian Legion;

**WHEREAS** A Veterans’ Council would provide a forum for Veterans to speak to Veterans and Veterans to assist other Veterans; and

**WHEREAS** A Veterans’ Council would not change the roles of any existing elected Officer within any Command or Branch of The Royal Canadian Legion.

**THEREFORE BE IT RESOLVED** that the proposed Veterans' Council be established by Dominion Command: and

**BE IT FURTHER RESOLVED** That the elected head of the Veterans' Council be considered as Senior Elected Officer of their respective Command of The Royal Canadian Legion.

**NON-CONCURRED**

- b. The Dominion President was pleased to inform the members of the Dominion Executive Council that Comrade Larry Murray will accept another term as the Honorary Grand President.
- c. A letter will be sent to the new Commissioner of the RCMP requesting that she accept the honorary position of Dominion Vice President.
- d. In regards to HST/GST on per capita tax, the issue has been sent to CRA for review and we await a decision, which is expected by the end of the year.
- e. It was with a heavy heart and sadness that we acknowledge the pasting of Lorne and Pat Varga's daughter, Lee. A personalized letter of condolence signed by the Dominion President was sent to the family and a moment of silence was held.
- f. Comrade Ouellet questioned the new uniform of the Knights of Columbus, as it is very similar to the Legion uniform. The wearing of association dress is the purview of that association as long as trademarks are not violated.

**ITEM 23: CORRESPONDENCE**

There was one (1) item of correspondence and it was presented as an information item only at Annex SS.

**ITEM 24: ADJOURNMENT**

The meeting of the Dominion Executive Council was adjourned Sunday April 29, 2018 at 3:40 pm.



---

National Executive Director

---

Dominion Chairman



Thank you Comrade Chair and good morning Comrades.

This is a very important meeting of the Dominion Executive Council and the results of your deliberations over the next few days will be a critical element in the upcoming Dominion Convention. More importantly the decisions that you take collectively this weekend may determine the future path of the Royal Canadian Legion.

As I decided to take a few minutes more than normal in my opening remarks. I'll begin on focusing my comments on why the Legion matters to me. I'll then answer the 'so what' question. And finally, conclude with a few personal thoughts about moving forward.

As a young Navy League and Sea Cadet growing up in Stratford, Ontario I learned to appreciate the generous support that the Legion provided to cadets and other youth and organizations very early in my life. The Legion was also the focal point for a Remembrance activities and was always helping seniors and Veterans in the community. When I was a young Naval officer serving on a ship based in British Columbia my dad died suddenly. He was then serving as President of Branch #8 Stratford and by the time I got home late the next day the Legion had stepped up to the plate to support my Mom and family in an amazing manner. None of us have ever forgotten the remarkable kindness that we received in those trying circumstances. It was evident then, as it is now the Royal Canadian Legion is a very special organization that really does care.

During my time in the Navy, I frequently witnessed how essential the Legion is to countless communities on the coast as well as right across the country. That reality was also demonstrated to me many times during crisis of one sort or another. Once classic example occurred in Nova Scotia following the Swiss air crash in 1998 when the Legion played a central role in supporting those involved in the recovery effort and in caring for the grieving relatives and friends of passengers lost in that tragic accident. More recently the Legion stepped up to the plate in a moving and impressive manner during the wildfires in Fort McMurray.

When I became Deputy Minister of Veterans Affairs my first challenge was trying to help change a government 'no' into a 'yes' with respect to getting approval for a special benefit package for Merchant Navy Veterans. Simply stated that would not have happened without the visible support of the Royal Canadian Legion which also played an essential leadership role in achieving a consensus position among the 5 key Veterans organizations that were involved. That was all, the then the Minister of Veterans Affairs, now senator George Baker, needed to get government approval for what became known as the Merchant Navy Veterans Special Benefit Package. During that same period the Legion also led the historic Tomb of the Unknown Soldier Project which in my view brought the National War Memorial to life and rekindled broad based public support for Remembrance. At that time at Veterans Affairs we were also in a deep ditch in terms of available personnel and other resources to ensure adequate standards for Veterans and smaller long term care facilities across the country. Thankfully at my request, the Legion stepped into help at a critical juncture and together the Legion and VAC launched the Long Term Care Surveyor Project which in recent years has evolved into the Outreach

and Visitation Initiative. Through this project Legion volunteers continue to play an essential role in ensuring the wellbeing of many of our most fragile Veterans and long term care facilities across the country.

The Legion has also played a critical role in helping VAC and the Canadian Armed Forces provide better support and more appropriate programs for modern Veterans and their families. In fact, and although still very much a work in progress, the Legion has played a key leadership and advocacy role in all the recent improvements in this critical area. The establishment of the OSI Special Section at the last Dominion Convention in St. John's should help ensure continued progress in that regard.

Life is sometimes strange since it occasionally seems to go full circle. When I left my last full time position as Deputy Minister of Fisheries and Oceans and moved back to Nova Scotia I got involved as a volunteer in the Navy League of Canada to support the cadet program which had done so much for me as a young boy and teenager. In that capacity I rapidly re-learned what I had first learned as a very young Navy League Cadet. That is without the generous support of The Royal Canadian Legion the cadet movement and many other programs for youth in Nova Scotia would be in dire straits. And I believe that is also true right across the country. In fact, it was at least partially due to my gratitude for the superb support of the cadet program by branches of Nova Scotia/Nunavut Command that caused me to say yes when asked to take on the Honourary Role of Grand President of the Legion in 2010.

As Grand President for the past 8 years I have been blessed to see the amazing and largely unsung work of the Legion across the country including a great deal of practical compassionate support of Veterans with PTSD or suffering from homelessness or serious physical injuries who's self-confidence and very lives have been restarted by visionary programs initiated or funded by the Legion.

I've also witnessed a tremendous impact of highly dedicated and effective advocacy work by the Legion at all levels to try and ensure Veterans and their families are always treated with dignity, respect and fairness. I could go on for some considerable time but my point is the Royal Canadian Legion is an incredible organization, thanks to the selfless service of its members for the past 93 years. This national treasure enjoys a reputation for service that's second to none and a living tradition of excellence in supporting Veterans and their families of promoting Remembrance and serving Canadians of all ages in communities across the country. As long time volunteers and senior leaders in the Legion you are all part of that remarkable history and you should all be very proud of yourselves and the Royal Canadian Legion.

At this juncture I imagine that you may be saying to yourself thanks Larry, but so what? I think there are at least two answers to the so what question. The first is that the exceptional work of the Legion matters as much now as anytime in the organization's history and I also suspect that everyone in this room could confirm that by recounting your own version of the why the Legion matters to me story. The second answer, in my view at least, is that this amazing organization is heading towards a cliff which is not far off.

Largely because of our demographics. And the Dominion Executive Council has never collectively discussed that reality in a forthright manner, at least not since I was installed as Grand President in June of 2010. The subject has also not been fully briefed or discussed during in any of the past four Dominion Conventions, if ever.

I am an optimist by nature but my personal assessment is the Legion as I know it and as you know it cannot survive without a dramatic turnaround in membership numbers and this will be no mean feat given the average age of our membership.

During our Focus on the Future deliberations under then Dominion President Pat Varga 2010-12 it was determined that membership numbers had to be about 300,000 to sustain then existing Legion programs. We passed through 300,000 some time ago but a dedicated effort to stem the membership bleeding and serious belt tightening have enabled continue program delivery at a credible level.

Nevertheless doing more with less will run out of steam sometime in the not too distant future. Although recent membership retention and recruiting efforts and results are encouraging, a much more dramatic improvement is essential before we hit the demographic wall in the next few years simply because of the age of much of our current membership. Membership matters because funding at the Dominion Command, and I believe and provincial command level largely rely on it for survival although I am not sure that reality is fully understood at the branch level because they use many other funding sources to remain viable. Some significant membership level is also essential to maintain the critical mass necessary for a minimum national footprint of branches across the country. We are currently around 1400 branches and I don't know what the minimum acceptable number would be but I suspect probably in the range of 1000-1200 fully functioning and engaged branches are necessary to be a credible national institution from coast to coast.

Comrade Mark indicated during our Going Forward Committee meeting a few weeks ago that when he was treasurer of Alberta-NWT command, 71% of the branches were struggling. I am not sure how that compares across the country but I did detect an appropriate sense of urgency about membership in many provincial command reports prepared for this DEC. To be clear I am not saying this to spread doom and gloom at the front end of your meeting. However, I am saying the situation is urgent and indeed a crisis in my view and Dominion Executive Council needs to discuss and deal with it in a comprehensive credible and effective manner prior to convention. That is because the next Dominion Convention needs to be presented with a clear and realistic assessment of the overall situation and a strategic plan which fully engages branches and provincial commands in the solution. Because without them there can be no solution.

I conclude with a few thoughts that I think might help the Legion moving forward. First as the agenda to this meeting is attempting to encourage, that you need to turn DEC into an effective fully engaged strategic board. Not a gathering twice a year to read reports to each other that you already read prior to the meeting. Certainly the reports do matter and the issues highlighted in them matter but you only need to spend time on the issues and

on any questions members may have after reading the reports.

Second, you need to have a full and frank discussion about the draft strategic plan and anything else that is relevant to the future of the Legion and to come to a solid consensus on what needs to be done to get this vast organization tuned in and heading in one direction, together.

Third, once you have an agreed game plan you need to speak with one voice about it across the country including throughout the next Dominion Convention.

Fourth, you need to figure out how to engage branches in this essential survival effort. By following and recruiting your more successful branches, and there are many successful branches, in each command to get involved in proactively share best practices that create a welcoming veteran and community support branch that attracts and retains good members.

Fifth, you need to lead the cultural change that is essential to enable all members to visibly celebrate the Legion as the best Veterans support and community support organization in Canada and to truly welcome all Canadians who share the aims and objectives of the Legion as full members in every respect whatever their background. And I am not suggesting another membership category debate at this juncture, rather just that you as the most senior leaders visibly defend and honour what your membership rules already state, but which is not universally evident in the culture across the Legion and that is, that all Canadian citizens are welcome to join in the appropriate membership category with full voting rights. I am not suggesting for a minute the Legion stops trying to go after former serving members of the Canadian Forces but the reality is as Bruce pointed out at our Going Forward meeting that the best we have ever done after WWII was attract 20% of those leaving the forces and then we had a retention problem with many of them. The reality is you can attract 50% of the people leaving the Canadian Forces and many serving members but that does not take you in this day and age to a national organization of 300,000 caring Canadians. The numbers just are not there. This is the best Veterans support organization across the country and I think the organization should be proud of that and continue to attract ex-military police, whoever, but let's come to the reality of it, this Veterans organization will become a social club in the not too distant future. That's the reality, it is just the numbers.

Finally and on a related matter I would personally recommend putting a much more significant emphasis on the Legion essential role and incredible work in communities across the country supporting youth, seniors and many other worthy activities some of which I highlighted earlier. I am not suggesting for a minute diminishing the focus on supporting Veterans and their families or Remembrance I am simply suggesting giving greater visibility and prominence to the outstanding community support work that the Legion already does largely and visibly. I believe that might help Canadians with no military background who want to support the communities in practical and worthwhile ways feel that they really are welcome in the Royal Canadian legion.

That concludes my comments Comrades. I am sorry for going on a bit and also sorry if I have upset anyone in what I said or by straying beyond the bounds of where an honorary appointee including this one should normally go. However I do care deeply about the Legion and its future and I do believe as an organization we are standing in danger and we need to talk about it and to adopt a credible plan to deal with the situation before we actually hit the rocks that are rapidly approaching.

Thanks very much Comrades.

Most of my report in welcoming you this morning is reiterating what Larry has said but I would like to say first by saying good morning Comrades thank you for joining us here today for a very strategic time in the history of the Royal Canadian Legion. I congratulate each and every one of you for being held in such high esteem by your commands to be elected to this job of such high esteem to be here to make these decisions today and I think you will be very proud this weekend that we made some very very serious changes in order to secure our future.

We must begin by facing the cold hard facts. Our current membership is aging, in fact we soon could be losing in massive numbers. If we don't bring these new numbers to offset the attrition we will become irrelevant and if we are weakened by the drastic decline in numbers we will be in danger of losing our advocacy voice on a national stage.

The bottom line, we can not continue on our current path. Doing things the way we have always done. I hate when somebody says "that's the way we have always done it". It's just not working. For solutions, let's look into the past as an organization who's roots are in the military culture. Let's follow this culture and embrace a strategic plan. Let's set clear goals and implement effective tactics at all levels. And to start this weekend Comrades, I am going to ask that everybody that has to give a report, to highlight your reports because there is very good information in your reports and I thank you for taking the time but it is for information and if you have a question on anything in the report please feel free to ask and do so. But, we need to spend our time with setting forward a strategy to moving to the future. So I plead with everybody to highlight their reports and what you feel something is extremely important bring it forward

Two weeks ago, the Going Forward Committee met here to discuss our strategic plan. We strongly believe, everyone, 100%, that if we follow it, we will survive. We will continue to be relevant to the Veterans community. We will be heard far and wide when we speak up about our Veterans.

This weekend we will discuss ways to help us move forward. For example to help find ways to attract members and ask the community what could we do to encourage them to join. Another concern; how do we continue to be the voice of our Veterans. We can do that only if we know what our Veterans want from us, every veteran. And because their needs can vary from region to region, coast to coast, your input will be invaluable.

Overall, our path forward begins with a country-wide buy in to our core values, our mission and our vision. We must communicate and reinforce them at every level of the organization. While the strategic plan is a guide for us in our mission, and created at the top, it must be implemented in the commands and especially in the branches.

Remember most people judge the Legion by the experiences when they walk into a branch. We need your help and support to bring our branches onboard. So let's make sure they know that the goals, our goals, is to help them service. That our branches will not survive and without our branches we are nothing.

Let's be clear about why we seek information from them including branch rates and member email addresses, they should know that working together as a team, that makes better service for our members. Let's do what we can to encourage each branch to do what is needed to make members feel welcomed, needed and appreciated and if they follow our welcoming package that membership put out this year they will be successful.

This weekend's discussion is key to our future and I know and I look forward to working with you and begin a meaningful change.

Comrades it is essential for this group to work as a team and it is essential for everybody's opinion to be respected. And I hope that everybody keeps that in mind. When there is no such statement that is stupid. It is only a statement and we will discuss it and make a final decision as a body and we will go forward

Thank you,

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 4: ADMINISTRATIVE ARRANGEMENTS**

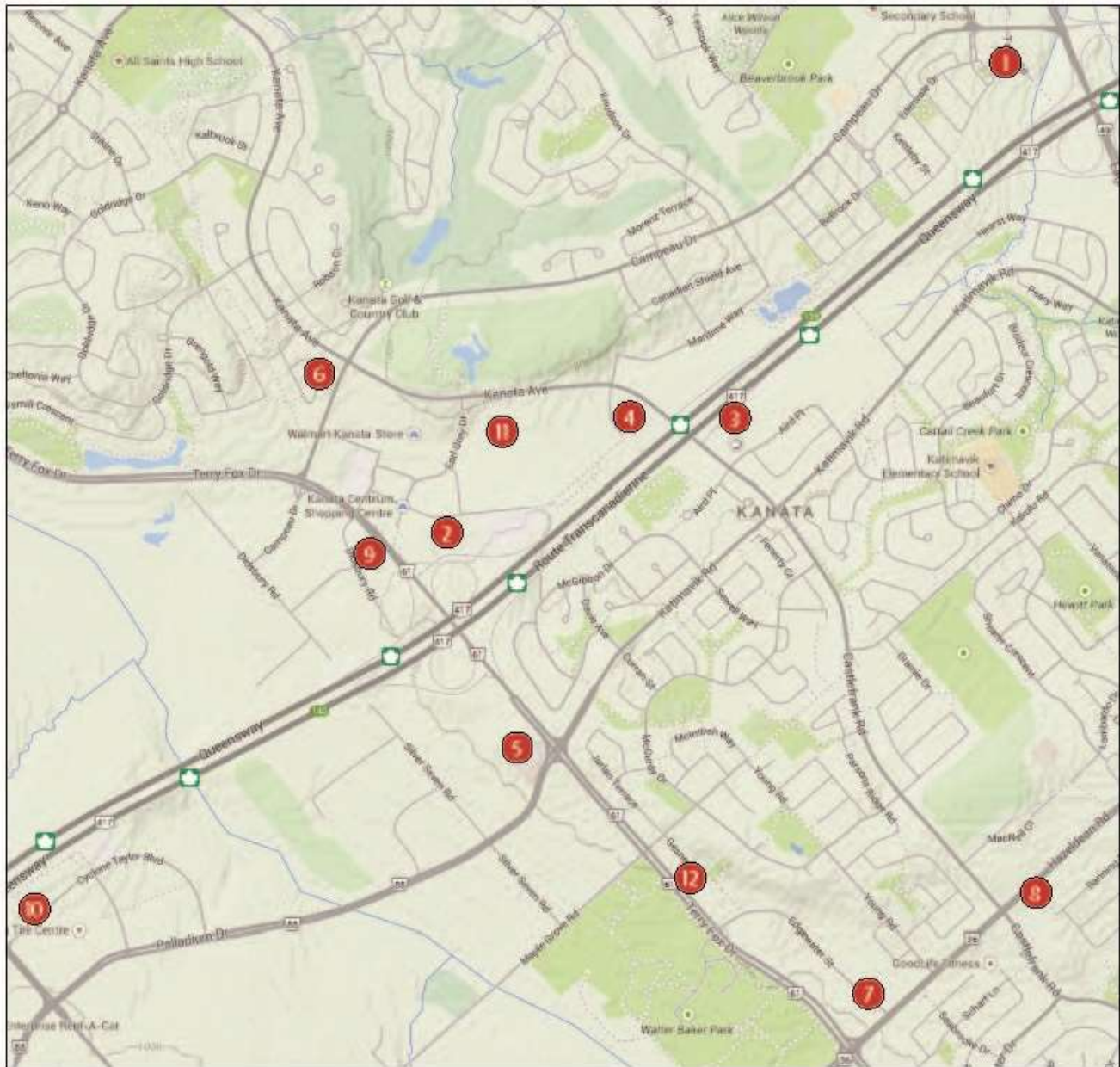
- a. Schedule – Saturday, 28 April 2018. There will be a departure from the normal routine about how DEC is conducted. This day will be dedicated to more of a strategic exercise in shaping how the Legion will address the future. The basis of discussion will be the Legion's strategic plan.

All future DEC meetings will focus primarily on looking ahead instead of reporting past actions.

- b. Schedule – Sunday, 29 April 2018
- i. 0900 hours – DEC convenes
  - ii. 1200 hours - Lunch at Dominion Command (Call of the Chairman)
  - iii. 1315 hours – DEC convenes in main boardroom
  - iv. 1600 hours – DEC adjourns for the day (Call of the Chairman)
- c. Meals. Lunch will be provided on both days. Members' per diem claims will be adjusted accordingly.
- d. Local Map. A map of the local area is attached for your convenience.
- e. 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.
- f. Reports. Reports will not be read verbatim but rather with a view to review them and then only address issues that are raised or the recommendations presented for approval. All meeting material is provided electronically and will not be reproduced in paper format.
- g. Smoking. Ottawa City By-Laws do not permit smoking in any office building including bars and restaurants. However, the Director Corporate Services 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.



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



- |  |  |
|--|--|
| <ol style="list-style-type: none"><li>1. LaPointe Seafood Restaurant</li><li>2. Centrum Area<ul style="list-style-type: none"><li>• numerous restaurants</li><li>• shopping facilities</li><li>• movie theatre</li></ul></li><li>3. Legion House</li><li>4. Holiday Inn Select Hotel</li><li>5. Country Inn Suites Hotel</li></ol> | <ol style="list-style-type: none"><li>6. Liquor Control Board of Ontario (LCBO)</li><li>7. Wendy's, Tim Horton's</li><li>8. Pizza Hut, Burger King</li><li>9. Dairy Queen, Italian Restaurant</li><li>10. Canadian Tire Place—Hockey arena</li><li>11. Walmart</li><li>12. Darcy McGee's, East Side Mario's, A &amp; W, Swiss Chalet</li></ol> |
|--|--|

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 5: APPROVAL OF MINUTES/ELECTRONIC DECISIONS**

a. Approval of Minutes

The DEC last met on 26 November 2017. The minutes were distributed electronically.

**RECOMMENDED:** That the DEC minutes of 26 November 2017 be approved.

b. Review of Electronic Decisions/Email Voting

There were two (2) DEC Electronic Decision / Email voting that took place since the last DEC meeting on 26 November 2017.

i. CAF Soldier On program.

**MOTION:** It was moved that DEC approve \$150,000 to be allocated to the Soldier on Program in 2018 to support Soldier On Meet-up, Soldier On Ambassador Program and Soldier On Events: 10 events/yr. This is part of a three-year program but subsequent years will require annual approval following a report from Soldier On.

**CARRIED (31 January 2018)**

ii. The Amazing Race

**MOTION:** It was moved that DEC approve the participation of The Royal Canadian Legion with “CTV and The Amazing Race Canada” at a proposed cost of \$113,000. The funding will be covered by increasing the Hearts and Mind 2018 budget by \$113,000 and a corresponding decrease of \$113,000 to the allotment already approved for the Hearts and Mind 2019 budget to cover our participation in the program.

**CARRIED BY UNANIMOUS VOTE (16 April 2018)**



## Mission Statement

*“To serve Veterans, which includes serving military and RCMP members and their families, to promote remembrance and to serve our communities and our country.”*

## Vision Statement

*“Our vision is to be the most highly respected Veteran and Community Service organization.”*

In support of our Mission and Vision, we are pursuing the following strategic objectives and initiatives:

### 1 Strategic Objective MEMBERSHIP

- Review membership in a general sense
- Develop membership plans for recruitment, retention and renewal
- Continue modernizing the membership process

### 2 Strategic Objective GOVERNANCE

- Review Legion governance
- Confirm roles of Elected Officers and Senior Staff
- Review and redefine Committee structures and the number of committees

### 3 Strategic Objective LEGION INFRASTRUCTURE

- Improving Branch sustainment
- Seek partnerships to assist in Branch development
- Modernization of Branch facilities

### 4 Strategic Objective COMMUNICATIONS AND MARKETING

- Implementation of a marketing plan
- Implementation of a communications plan both internally and externally

### 5 Strategic Objective LEGION CULTURE

- Fostering core Legion values
- Promoting a welcoming environment

### 6 Strategic Objective RECOGNIZING OUR MEMBERS AND ENHANCING OUR VALUE PROPOSITION

- Increasing our members value proposition
- Recognizing our members and volunteers





## Énoncé de mission

« Notre mission est de venir en aide aux vétérans, y compris les militaires et membres de la GRC en service et leurs familles, de perpétuer le Souvenir, et de servir nos communautés et notre pays. »

## Énoncé de vision

« Notre vision est d'être l'organisation de vétérans et de service communautaire la plus respectée. »

Dans le cadre de notre mission et de notre vision, nous poursuivons les objectifs stratégiques et initiatives qui suivent :

### 1 Objectif stratégique ADHÉSION

- Examiner l'adhésion dans son ensemble
- Élaborer des plans en matière de recrutement, de maintien et de renouvellement
- Poursuivre la modernisation du processus de traitement de l'adhésion

### 2 Objectif stratégique GOUVERNANCE

- Examiner la gouvernance de la Légion
- Confirmer les fonctions des officiers élus et du personnel de niveau supérieur
- Examiner et redéfinir la structure des comités, et leur nombre

### 3 Objectif stratégique INFRASTRUCTURE

- Améliorer l'appui aux filiales
- Nouer des partenariats pour prêter main forte à la croissance des filiales
- Moderniser les locaux des filiales

### 4 Objectif stratégique COMMUNICATION ET MARKETING

- Mettre en œuvre le plan de marketing
- Mettre en œuvre le plan de communication, à l'interne et à l'externe

### 5 Objectif stratégique CULTURE DE LA LÉGION

- Encourager les valeurs fondamentales de la Légion
- Promouvoir un milieu accueillant

### 6 Objectif stratégique RECONNAISSANCE ENVERS NOS MEMBRES ET AMÉLIORATION DE NOTRE OFFRE DE VALEUR

- Accroître l'offre de valeur pour nos membres
- Exprimer notre reconnaissance envers nos membres et nos bénévoles

## Legion Strategic Plan Fact Sheet

### Mission Statement:

***“To serve Veterans, which includes serving military and RCMP members and their families, to promote remembrance and to serve our communities and our country.”***

### Vision Statement:

***“Our vision is to be the most highly respected Veteran and Community Service organization.”***

In support of our Mission and Vision, we are pursuing the following strategic objectives and initiatives:

#### Strategic Objective 1: Membership

- Review membership in a general sense
- Develop membership plans for recruitment, retention and renewal
- Continue modernizing the membership process

#### Strategic Objective 2: Governance

- Review Legion governance
- Confirm roles of Elected Officers and Senior Staff
- Review and redefine Committee structures and the number of committees

#### Strategic Objective 3: Legion Infrastructure

- Improving Branch sustainment
- Seek partnerships to assist in Branch development
- Modernization of Branch facilities

#### Strategic Objective 4: Communications and Marketing

- Implementation of a marketing plan
- Implementation of a communications plan both internally and externally

#### Strategic Objective 5: Legion Culture

- Fostering core Legion values
- Promoting a welcoming environment

#### Strategic Objective 6: Recognizing our Members and Enhancing our Value Proposition

- Increasing our members value proposition
- Recognizing our members and volunteers

**Deloitte.**

# The Royal Canadian Legion

Reinvigorating its Relevance & Significance In the Community

April 28, 2018



“**Our vision** is to be the most highly respected **Veteran and Community Service** organization.”

“**To serve Veterans**, which includes serving military and RCMP members and their families, to **promote remembrance** and to **serve our communities** and our country.”

The Legion aims to preserve the relevance of its Branches by serving the local community, and providing members with a sustainable financial future to support its longevity, core values and Mission Statement.

## Our understanding of the main challenges and opportunities

### Challenges



Aging and decreasing membership



Aging Legion facilities unlikely at full potential



Primary source of revenue is unsustainable



Shifting relevance in the community



Still developing a cohesive strategy to address challenges & future objectives



Cultural resistance to change

### Opportunities

- Reinvalidate the Legion's relevance and significance to the community
- Enhance the contribution that real estate makes to the Legion's core values and Mission Statement
- Data driven understanding of the current and desired member profile
- Stronger community engagement & exposure leading to renewed and broader interest



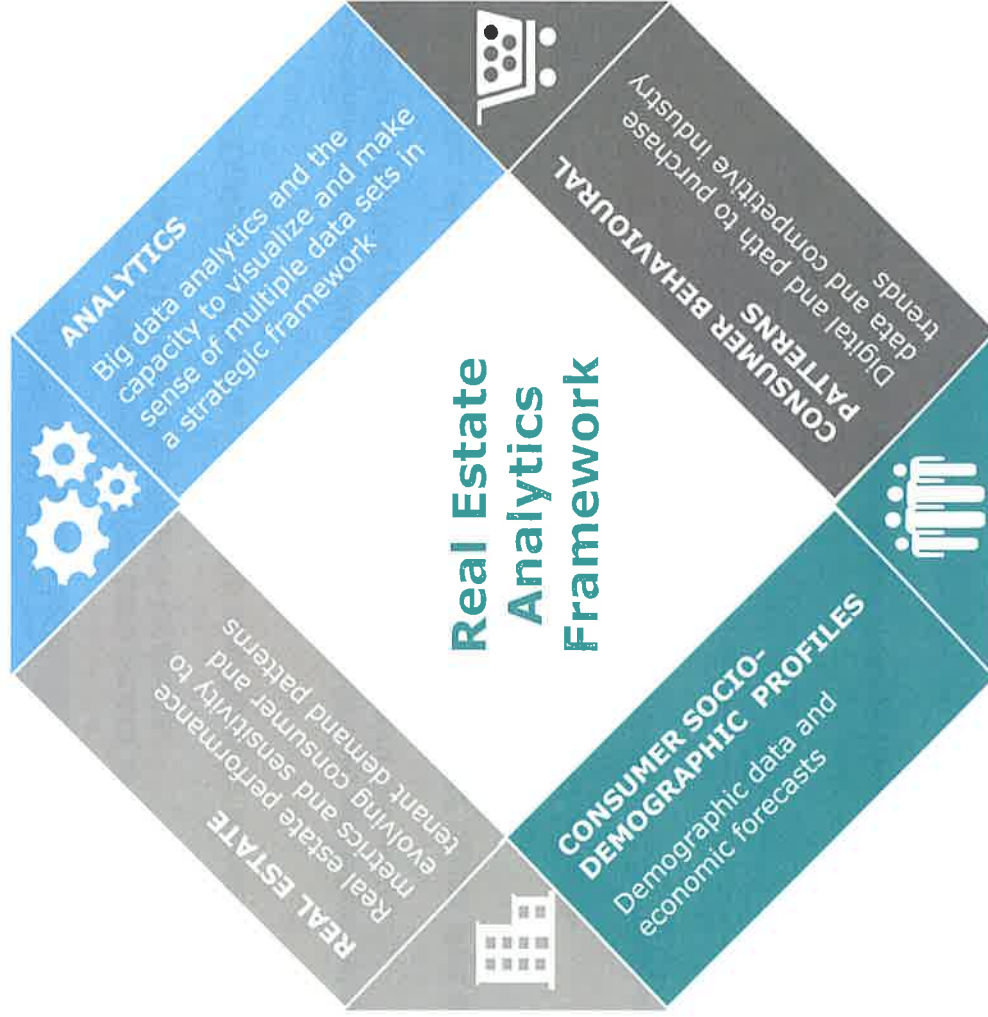
## 1. Customer Analytics &amp; Market Review

1. **Customer Analytics** – assessment of existing and potential new members / customers surrounding select branch locations ('trade area') to better understand characteristics and preferences – this is an essential research element for exploring the Legion's real estate opportunities and potential marketing efforts (e.g. social media).
2. **Portfolio Review** – branches located in major urban centres (e.g. 15 – 20 key branches) would be the focus; high level analysis including GIS mapping, current member profiles, branch revenue review, site size, etc. would be undertaken to help define the 'highest potential' properties for further consideration.
3. **Local Real Estate Market Review** – real estate activity surrounding the selected branch locations will be reviewed to understand the level and quality of competition, market dynamics and performance metrics so the potential gaps or opportunities in the local marketplace could be identified.
4. **Branch Property Analysis** – conduct a high level property review of each selected branch to identify specific potential opportunity.
5. **Best Practices Case Studies** – research 'successes' of other organization from similar 'profiles' and highlight what can be learned, applied or implemented to the select branch locations. This could include deal structures, new uses, community engagement.

## KEY WORK TASKS

- Understanding of who could be new customers / members.
- Selection of 'priority' branch locations from overall portfolio.
- Overview of marketplace and surrounding uses and implications on each branch's redevelopment or re-purposing opportunity.
- Define branch locations (with 'high potential' for redevelopment / re-purposing) for further analysis and consideration.

## OUTCOMES





2. Real Estate Opportunity – Detailed Analysis

- Highest & Best Use Analysis** – Through a comprehensive market assessment of various real estate asset classes, define the 'optimal' development program scenario for the identified branch locations.
- Research Partnership Structures** – Explore and define partnership structures or transactions that would be best suited for the identified branch locations.
- Discussions with Potential Development Partners** – prospective joint venture development partners would be solicited for advice for specific branch locations and real estate project opportunities from the industry.
- Deal Structure** – examine joint venture deal structure scenario(s) and recommend option that maximizes benefit to the Legion.
- Competitive Tendering Process** – provide support in the design of the tendering process.
- Implementation Plan** – using the analysis findings, an 'action plan' would be created to make real estate development decisions over the short to medium term (0 – 5 years).

- Clarity on available option(s) for key selected branch properties.
- Assessment of Highest & Best Use for key properties (incl. indication of market value).
- Roadmap for redeployment of key properties.
- Deal structure that provides optimal benefit while supporting the core values and Mission Statement.



**Branch 264 | Kensington, Calgary, AB**

- Successful model for Legion redeployment.
- Key success factor included partnership with a highly experienced development partner to manage community consultation and City processes.
- 300+ new members joined during the construction phase.
- What can be learned from this partnership? Did the RCL optimize partnership structure to maximize benefits?



**Branch 229 | Whalley, Surrey, BC**

- Legion Veteran's Village.
- Institutional development proposed in the City of Surrey in partnership with Yukon Command and Lark Group.
- Centralized facility for the provision of physical rehabilitation and mental health treatment.
- Proposed development includes a 10,000 sf space for the Whalley Legion with community and hospitality facilities.
- Project flagged to be fast-tracked through City approval processes.





**Branch 88 | Maple Ridge, British Columbia**

- Maple Ridge Legion developed, and continues to manage 4 seniors housing developments (Legion House, Legion Gardens, Legion Manor, Earl Haig Cottages).
- Varying degrees of care options for residents (assisted living and independent living)
- 182 units with 100% occupancy, and residents live in units based on "life leases."



**Branch 424 | Bala, Muskoka Lakes Township, Ontario**

- Veterans and families seeking affordable seniors housing in Bala to manage age while maintaining a similar lifestyle in the community.
- Proposed development includes a 134,000 sf seniors complex with affordable housing adjacent to the current legion building.
- Bala Legion Heritage Manor would include 128-room assisted living residences, long-term care facility, on-site medical clinic, legion bar, and community area.
- Currently under planning phases in 2018, with an estimated cost of \$15 million for completion of the development.



**Branch 172 | Esquimalt, Capital Regional District, BC**

- Early 2015 the project planning processes was underway.
- Original plans called for a seniors oriented rental building.
- Legion was to retain ownership over a portion of the new building.
- Was the partner procurement process open and competitive?
- Challenges arose with partnership structure.



**Branch 148 | Burnaby Heights, Greater Vancouver, BC**

- Legion located in a region with escalating land prices & taxes.
- Opportunity for redevelopment identified in 2012 followed by Expression of Interest process.
- Epta Properties selected from the proponents who submitted and subsequently initiated the municipal approval process.
- Partner required replacement after financial challenges and Beedie Development stepped in.
- Project now in permitting stage with successful and reputable partner.

Our team of experts have assisted not-for-profit, First Nation and government organizations assess their portfolios to identify opportunities, ensuring that the prioritized sites and options meet the needs of the organization from a core values, financial & strategic perspective.



**Michael Penalosa**, Director | Real Estate Advisory

Having spent over 20 years in the real estate industry, Michael brings in-depth industry expertise when advising real estate clients on their development strategy, including market analysis & positioning of retail assets, leasing plans & development opportunity analysis.



**Debbie Baxter**, Director | Real Estate Advisory

Debbie is a Director of Deloitte Real Estate and leads our National Corporate Real Estate and Workplace team. Debbie has 25+ years of experience working with businesses to implement real estate change – from office relocation projects, changes in real estate utilization, to changes in culture or technology. She is a client advocate who can uniquely combine the ability to recommend the strategies that drive the desired business outcome as well as have the leadership insight to oversee adoption of the change



**Dave Hiltz**, Director | Real Estate Advisory

David has provided real estate valuation & advisory services for over 25 years, to a broad range of clients that hold investment grade assets & special purpose properties. David is an Accredited Appraiser with the Appraisal Institute of Canada. David has brings a deep understanding of real estate development partnerships, particularly with respect to structuring and financing.



**Jennifer Lee**, Partner | Consumer Analytics

Jennifer is the National Retail and Omnichannel Leader for Deloitte Canada. Jennifer works with clients in developing performance improvement strategies. Jennifer helps clients transform from a multichannel retailer to an Omnichannel retailer through broad and innovative digital and operational initiatives to drive revenue and reduce overall cost structure.



**Richard Brough**, Senior Manager | Consumer Advisory

Richard is a seasoned analytics professional with over 20 years of analytics experience who is widely recognized for successfully delivering actionable analytic solutions. Richard's primary expertise is transforming business objectives into data and analytic solutions. He has developed a wide range of data and analytic solutions for: identifying and quantifying the opportunities and risks within client's customer base, developing targeted multi-channel marketing campaigns, informing promotion and pricing decisions, and developing marketing and business process automation.

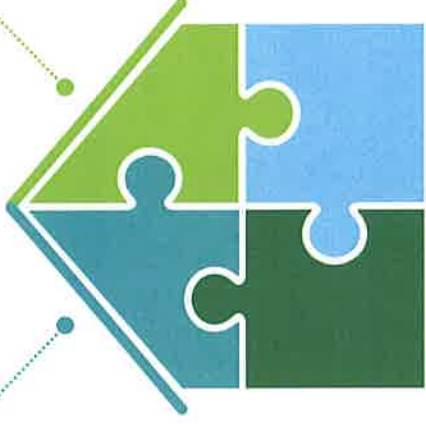


**John MacLeod**, Senior Manager | Consumer Analytics

John is an innovative and highly skilled market research expert with 20 years of experience in all areas of market research, providing strategic direction a vast number of major global companies through a wide range of areas including innovation and product development, retail and shopper insights, brand and communication and stakeholder management.

**REAL ESTATE VALUATION**

- Single Asset Appraisals
- Portfolio Valuation
- Appraisal Review (audit)
- Financial Reporting
- Business Transactions
- Equity and Debt Securities
- Financing
- Due Diligence
- Development Projects
- Expropriation
- Litigation support

**REAL ESTATE ADVISORY**

- Market Intelligence and Analysis
- Development Feasibility
- Public Sector Land Development
- Municipal approvals process
- Economic and Financial Impact
- Economic Development
- Best Practices Benchmarking
- Asset class analytics i.e. retail, office, etc.

**CORPORATE REAL ESTATE**

- Corporate Real Estate Strategy
- Workplace strategy
- Location Services & Site Selection
- Occupancy strategy
- Market & financial analytics
- Portfolio strategy and management
- Linkages with Human Capital & Technology

**TRANSACTION ADVISORY SERVICES**

- Transaction Advisory & Management
- Due Diligence
- Lease transactions
- Sale transactions
- Capital Markets
- Debt & Equity Financing



[www.deloitte.ca](http://www.deloitte.ca)

Deloitte, one of Canada's leading professional services firms, provides audit, tax, consulting, and financial advisory services. Deloitte LLP, an Ontario limited liability partnership, is the Canadian member firm of Deloitte Touche Tohmatsu Limited.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a U.K. private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

© Deloitte LLP and affiliated entities.

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 6: DOMINION TREASURER'S REPORT**

**i. OVERVIEW OF 2017 YEAR**

The 2017 year finished well from a resource management perspective, achieving a surplus of \$465,869. This was an improvement of \$410,633 over the budget surplus of \$55,345.

Total revenues exceeded budget by \$982,736. Primary positive revenue influences were Membership \$58,846, Investment Income \$100,112, Veterans Visitation \$ 193,080, Supply Department \$493,279, and Miscellaneous and Estate Bequest results of \$137,419.

Total expenses exceeded budget by \$572,103. Primary adverse expense influences were Legion Magazine Subscriptions \$46,273, Membership \$99,755, Marketing \$114,603, Finance \$46,654, Service Bureau \$66,378, Veterans Visitation \$ 137,472, Supply Department Cost of Goods Sold \$237,459, and Other Program Expenses \$ 77,074. The adverse budget versus actual expense variances were effectively offset by savings generated by Administration, Information Technology, Committees, Depreciation, Employer Pension Contribution and Legion House activities.

**ii. 2017 BUDGET VERSUS ACTUAL PIE CHARTS**

Budget versus actual revenue and expense pie charts follow for information purposes.

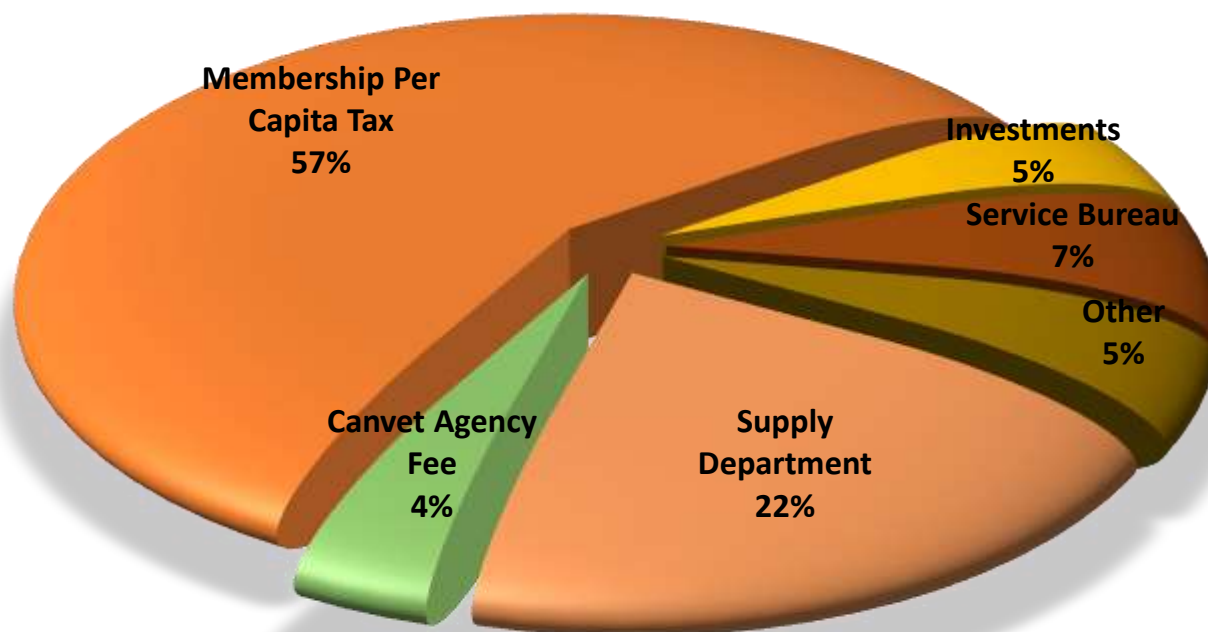
**iii. 2017 OPERATIONAL FINANCIAL STATEMENTS**

The Financial Statements follow for information purposes.

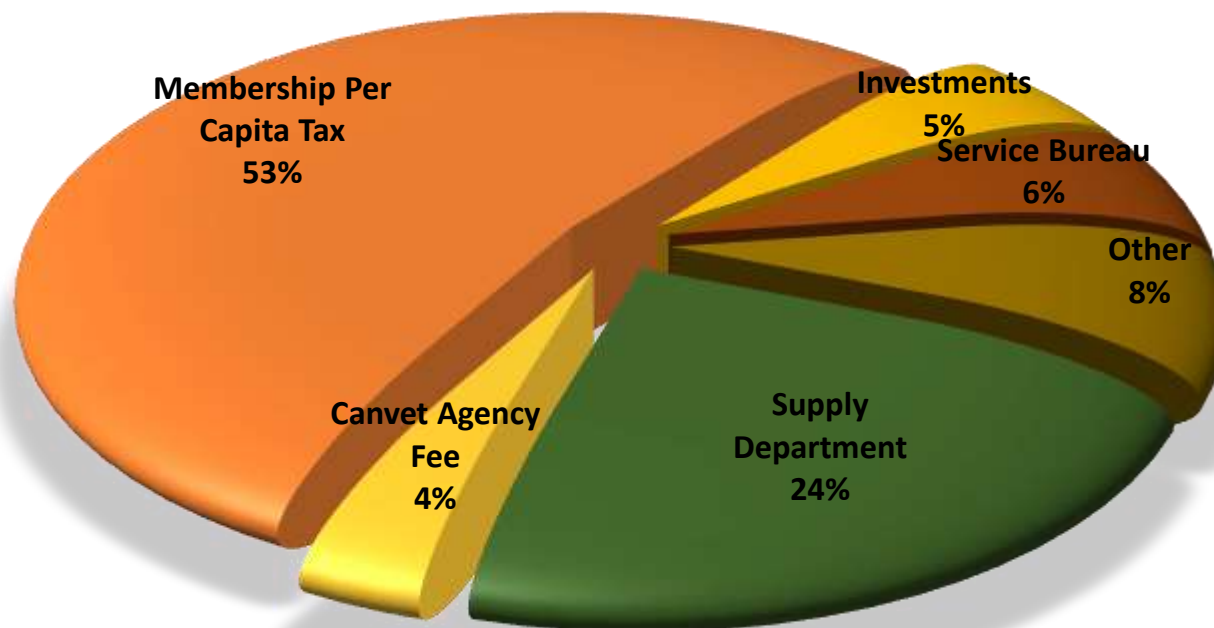
**iv. QUESTIONS**

I would be pleased to respond to any questions you may have regarding our financial performance for the 2017 fiscal year.

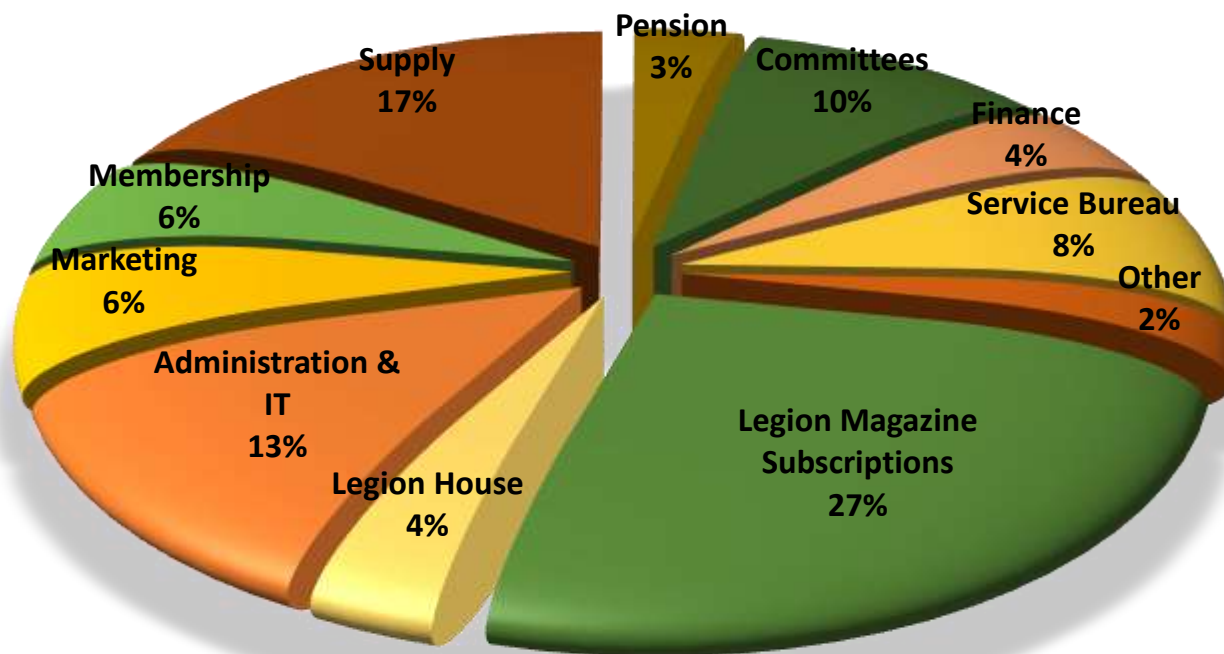
### 2017 Budget - Revenue Distribution



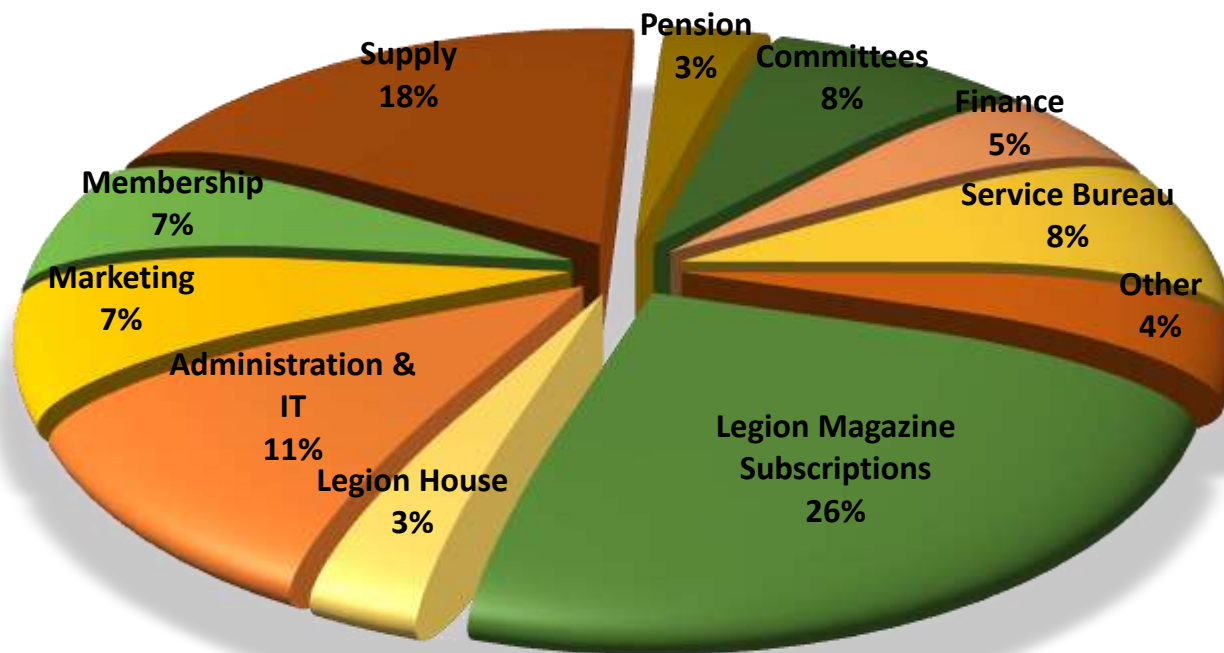
### Actual 2017 - Revenue Distribution



### Budget 2017 - Expense Distribution



### Actual 2017 - Expense Distribution





THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Statement of Revenue and Expense

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET	2017 ACTUAL vs BUDGET VARIANCE
<b>REVENUE</b>							
Per Capita Tax	5,710,008	5,710,008	5,883,846	5,825,000	5,825,000	5,929,170	58,846
Canvet							
- Agency Fee & Support	400,000	400,000	400,000	400,000	400,000	400,000	
Investment Income	491,771	491,771	590,112	500,000	490,000	548,500	100,112
SB Revenue/Direct Cost Reallo	742,000	742,000	735,000	779,869	735,000	934,600	
Veterans Visitation	-	-	193,080	-	0	-	193,080
Supply Department	2,293,129	2,293,129	2,693,279	2,450,000	2,200,000	2,100,000	493,279
Legion House							
- Tenants	82,920	82,920	82,920	82,920	82,920	82,920	
- Internal	316,000	316,000	316,000	316,000	316,000	316,000	
Miscellaneous							
- Master Card	65,188	65,188	85,112	85,133	60,000	60,000	25,112
- Other	82,481	82,481	197,864	90,000	90,000	90,000	107,864
Estate Bequest	87,099	87,099	4,443	-	0	-	4,443
<b>TOTAL REVENUE</b>	<b>10,270,596</b>	<b>10,270,596</b>	<b>11,181,656</b>	<b>10,528,922</b>	<b>10,198,920</b>	<b>10,461,190</b>	<b>982,736</b>
<b>EXPENSE</b>							
Legion Magazine Subscriptions	2,831,045	2,831,045	2,756,273	2,710,000	2,710,000	2,700,000	(46,273)
Administration	842,965	842,965	833,600	907,625	945,200	865,042	111,600
Information Technology	330,937	330,937	350,915	355,908	351,950	366,121	1,035
Membership	829,977	829,977	689,655	664,784	589,900	549,384	(99,755)
Marketing & Communications	-	-	337,656	245,770	193,100	313,313	(144,556)
Marketing & Membership							
Marketing, Advertising, Promoti	457,705	457,705	425,547	475,500	455,500	538,500	29,953
Finance	401,901	401,901	493,654	519,229	447,000	485,690	(46,654)
Service Bureau	798,929	798,929	874,678	866,521	808,300	983,789	(66,378)
Veterans Visitation	-	-	137,472	-	0	-	(137,472)
Supply	1,709,138	1,709,138	1,935,659	1,799,835	1,698,200	1,627,997	(237,459)
Committees	657,735	657,735	873,683	950,520	980,375	998,635	106,692
Other Program Expenses	195,576	195,576	216,874	209,800	139,800	162,500	(77,074)
Depreciation	109,797	109,797	108,990	115,000	115,000	123,000	6,010
Employer Pension Contribution	303,235	303,235	337,759	340,000	340,000	316,000	2,241
Legion House	335,787	335,787	343,263	368,430	369,250	341,960	25,987
Canvet Interest Expense	-	-	-	-	-	36,000	
<b>TOTAL EXPENSE</b>	<b>9,804,727</b>	<b>9,804,727</b>	<b>10,715,678</b>	<b>10,528,922</b>	<b>10,143,575</b>	<b>10,407,931</b>	<b>(572,103)</b>
<b>NET INCOME (LOSS) FROM O</b>	<b>465,869</b>	<b>465,869</b>	<b>465,978</b>	<b>0</b>	<b>55,345</b>	<b>53,259</b>	<b>410,633</b>

THE ROYAL CANADIAN LEGION - DOMINION COMMAND  
GENERAL FUNDS

Administration

EXPENSE	Dec	2016	Dec	2017	2017	2018
	2016		2017			
	ACTUAL	ACTUAL	ACTUAL	FORECAST	BUDGET	BUDGET
Salaries	735,116	735,116	737,167	808,643	841,500	766,416
Retirement Allowance	16,687	16,687	16,977	16,173	15,000	15,021
Other Benefits	62,731	62,731	67,298	71,609	72,500	65,905
Temporary & Contract Staff	8,194	8,194	-	-	-	-
<b>TOTAL PERSONNEL</b>	<b>822,728</b>	<b>822,728</b>	<b>821,442</b>	<b>896,425</b>	<b>929,000</b>	<b>847,342</b>
Office Supplies	53,683	53,683	52,273	44,200	44,200	45,000
Telephone	15,179	15,179	15,377	16,000	16,000	16,000
Postage, Express	9,299	9,299	10,346	10,100	10,100	10,000
Printing, Stationery	6,039	6,039	4,089	3,200	8,200	8,000
Staff Travel	695	695	883	1,000	1,000	1,000
Insurance	18,787	18,787	18,220	20,400	20,400	20,400
Rent (CR to Building)	108,000	108,000	108,000	108,000	108,000	108,000
Staff Recruitment	-	-	878	2,000	2,000	2,000
Computer Network Support	3,000	3,000	3,000	3,000	3,000	3,500
Miscellaneous	2,657	2,657	1,704	5,000	5,000	2,500
Training	8,700	8,700	6,089	7,000	7,000	10,000
<b>TOTAL EXPENSE</b>	<b>1,048,767</b>	<b>1,048,767</b>	<b>1,042,301</b>	<b>1,116,325</b>	<b>1,153,900</b>	<b>1,073,742</b>
Less: charged to:						
Membership	30,000	30,000	15,000	15,000	15,000	15,000
Marketing and Communications	-	-	15,000	15,000	15,000	15,000
Service Bureau	30,000	30,000	30,000	30,000	30,000	30,000
Poppy Fund	145,800	145,800	148,700	148,700	148,700	148,700
	205,800	205,800	208,700	208,700	208,700	208,700
<b>NET EXPENSE</b>	<b>842,967</b>	<b>842,967</b>	<b>833,601</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)

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
<b>EXPENSE</b>						
Salaries	165,923	165,923	169,994	167,411	173,000	177,257
Retirement Allowance	3,786	3,786	3,510	3,348	3,200	3,665
Other Benefits	17,468	17,468	19,009	21,677	21,200	21,949
Contract	21,428	21,428	39,497	36,222	27,300	49,000
<b>TOTAL PERSONNEL</b>	<b>208,605</b>	<b>208,605</b>	<b>232,010</b>	<b>228,658</b>	<b>224,700</b>	<b>251,871</b>
Office Supplies	29	29	-	50	50	50
Telephone	5,721	5,721	5,473	5,000	5,000	6,000
Postage, Express	4	4	190	50	50	50
Printing, Stationery	26	26	1	50	50	50
Rent (CR to Building)	10,000	10,000	10,000	10,000	10,000	10,000
Miscellaneous	41	41	60	100	100	100
<b>Network &amp; PC</b>						
- Maintenance Contracts/Lease	91,256	91,256	83,353	93,000	93,000	95,000
- Programming & Support	22,961	22,961	24,667	25,000	25,000	25,000
- Supplies & Other	11,948	11,948	12,867	12,000	12,000	12,000
- Website & Internet connectivity & support	4,346	4,346	6,294	6,000	6,000	6,000
<b>TOTAL EXPENSE</b>	<b>354,937</b>	<b>354,937</b>	<b>374,915</b>	<b>379,908</b>	<b>375,950</b>	<b>406,121</b>
Less: charged to:						
Administration	3,000	3,000	3,000	3,000	3,000	3,500
Finance	3,000	3,000	3,000	3,000	3,000	7,500
Membership & Marketing						
Membership	6,000	6,000	5,000	5,000	5,000	7,500
Marketing	-	-	1,000	1,000	1,000	2,500
Service Bureau	3,000	3,000	3,000	3,000	3,000	4,500
Supply	6,000	6,000	6,000	6,000	6,000	7,500
Canvet	3,000	3,000	3,000	3,000	3,000	5,000
IT	-	-	-	-	-	2,000
	24,000	24,000	24,000	24,000	24,000	40,000
<b>NET EXPENSE</b>	<b>330,937</b>	<b>330,937</b>	<b>350,915</b>	<b>355,908</b>	<b>351,950</b>	<b>366,121</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Membership Section

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
<b>REVENUE</b>						
Agency Fee	400,000	400,000	400,000	400,000	400,000	400,000
<b>TOTAL REVENUE</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>
<b>EXPENSE</b>						
Salaries	460,302	460,302	239,980	246,506	233,000	239,934
Retirement Allowance	10,508	10,508	4,950	4,930	4,300	4,858
Other Benefits	59,161	59,161	38,112	37,261	38,800	37,923
Temporary & Contract Staff	101,060	101,060	106,634	90,787	80,000	103,769
<b>TOTAL PERSONNEL</b>	<b>631,031</b>	<b>631,031</b>	<b>389,676</b>	<b>379,484</b>	<b>356,100</b>	<b>386,484</b>
Office Supplies	1,481	1,481	674	1,400	1,400	1,400
Telephone	8,221	8,221	8,659	8,500	5,400	8,000
Postage, Express	38,658	38,658	46,445	40,000	34,000	36,000
Printing, Stationery	7,081	7,081	9,889	11,000	3,500	3,500
Rent (CR to Building)	64,000	64,000	54,000	54,000	54,000	54,000
Miscellaneous	861	861	3,418	4,400	2,500	2,500
Legion Website & Internet	3,571	3,571	-	-	-	-
Computer Network Support	6,000	6,000	5,000	5,000	5,000	7,500
Administrative Support	30,000	30,000	15,000	15,000	15,000	15,000
Permanent membership cards	-	-	100,784	95,000	73,000	-
Membership cards, forms and p	23,037	23,037	18,515	20,000	20,000	10,000
Membership Pack out	16,036	16,036	31,270	31,000	20,000	-
Credit Card Processing Fees	-	-	6,324	-	-	25,000
<b>TOTAL EXPENSE</b>	<b>829,977</b>	<b>829,977</b>	<b>689,654</b>	<b>664,784</b>	<b>589,900</b>	<b>549,384</b>
<b>NET EXPENSE</b>	<b>429,977</b>	<b>429,977</b>	<b>289,654</b>	<b>264,784</b>	<b>189,900</b>	<b>149,384</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
 GENERAL FUNDS

Marketing Section

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
<b>EXPENSE</b>						
Salaries	-	-	284,392	193,237	149,500	253,053
Retirement Allowance	-	-	4,104	3,865	2,800	5,115
Other Benefits	-	-	18,405	17,668	11,800	22,145
<b>TOTAL PERSONNEL</b>	-	-	<b>306,901</b>	<b>214,770</b>	<b>164,100</b>	<b>280,313</b>
Office Supplies	-	-	-	400	400	400
Telephone	-	-	2,376	1,800	1,800	1,800
Postage, Express	-	-	1	100	100	100
Printing, Stationery	-	-	62	200	200	200
Staff Travel	-	-	33	33	-	500
Rent (CR to Building)	-	-	10,000	10,000	10,000	10,000
Miscellaneous	-	-	2,282	2,467	500	2,500
Computer Network Support	-	-	1,000	1,000	1,000	2,500
Administrative Support	-	-	15,000	15,000	15,000	15,000
Legion Website & Internet						
<b>TOTAL EXPENSE</b>	-	-	<b>337,655</b>	<b>245,770</b>	<b>193,100</b>	<b>313,313</b>

	Dec 2016	2016	Dec 2017	2017	2017	2018
	ACTUAL	ACTUAL	ACTUAL	FORECAST	BUDGET	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	-	-	31,558	40,000	40,000	40,000
Other	-	-	-	-	-	-
	457,706	457,706	425,548	475,500	455,500	538,500

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Finance Department

EXPENSE	Dec		Dec			
	2016	2016	2017	2017	2017	2018
	ACTUAL	ACTUAL	ACTUAL	FORECAST	BUDGET	BUDGET
Salaries	393,366	393,366	380,163	372,434	405,600	438,208
Retirement Allowance	8,974	8,974	7,883	7,449	7,400	8,810
Other Benefits	45,435	45,435	46,459	46,164	48,000	43,760
Contract	13,988	13,988	140,664	146,082	38,900	38,311
<b>TOTAL PERSONNEL</b>	<b>461,763</b>	<b>461,763</b>	<b>575,169</b>	<b>572,129</b>	<b>499,900</b>	<b>529,089</b>
Office Supplies	1,569	1,569	1,347	2,000	2,000	2,000
Telephone	3,288	3,288	3,607	3,300	3,300	3,300
Postage, Express	3,469	3,469	4,586	5,000	5,000	5,000
Printing, Stationery	271	271	1,232	1,500	1,500	1,500
Staff Travel	37	37	118	300	300	300
Audit Fees	60,500	60,500	58,846	62,000	62,000	63,240
Rent (CR to Building)	29,000	29,000	29,000	29,000	29,000	29,000
Computer Network Support	3,000	3,000	3,000	3,000	3,000	7,500
Miscellaneous/Foundation Start	3,920	3,920	5,799	8,000	8,000	11,761
<b>TOTAL EXPENSE</b>	<b>566,817</b>	<b>566,817</b>	<b>682,704</b>	<b>686,229</b>	<b>614,000</b>	<b>652,690</b>
Less: charged to:						
Supply	54,915	54,915	79,049	57,000	57,000	57,000
Canvet	110,000	110,000	110,000	110,000	110,000	110,000
	164,915	164,915	189,049	167,000	167,000	167,000
<b>NET EXPENSE</b>	<b>401,902</b>	<b>401,902</b>	<b>493,655</b>	<b>519,229</b>	<b>447,000</b>	<b>485,690</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Service Bureau

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
REVENUE						
Poppy Fund Grant	742,000	742,000	735,000	779,869	735,000	934,600
EXPENSE						
Salaries	598,308	598,308	701,476	690,818	633,500	749,130
Retirement Allowance	13,458	13,458	14,325	13,816	11,400	14,843
Other Benefits	59,371	59,371	64,025	64,187	61,200	65,416
TOTAL PERSONNEL	671,137	671,137	779,826	768,821	706,100	829,389
Office Supplies Expense	1,199	1,199	1,198	1,500	4,000	4,000
Telephone	6,905	6,905	6,366	7,400	7,400	7,400
Postage	4,823	4,823	4,315	4,800	4,300	5,000
Staff Travel	1,321	1,321	2,759	1,500	4,000	4,000
VAC - Liaison						
Rent ( Cr to Building)	45,000	45,000	45,000	45,000	45,000	45,000
Service Officers Conference	34,740	34,740	-	-	-	50,000
Advocacy and Representation	136	136	1,507	3,000	3,000	3,000
Administrative Support	30,000	30,000	30,000	30,000	30,000	30,000
Computer Network Support	3,000	3,000	3,000	3,000	3,000	4,500
Miscellaneous	668	668	707	1,500	1,500	1,500
TOTAL EXPENSE	798,929	798,929	874,678	866,521	808,300	983,789

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Supply Department

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
<b>REVENUE</b>						
Sales of Supplies	2,293,129	2,293,129	2,693,279	2,450,000	2,200,000	2,000,000
Less Cost of Goods	1,003,654	1,003,654	1,115,476	1,102,500	990,000	900,000
<b>GROSS MARGIN</b>	<b>1,289,475</b>	<b>1,289,475</b>	<b>1,577,803</b>	<b>1,347,500</b>	<b>1,210,000</b>	<b>1,100,000</b>
Legion Lager Royalty	0	0	0	0	0	100,000
Provincial Commands @ 5.0% of Gross Margin	64,474	64,474	78,637	67,375	60,500	60,000
<b>EXPENSE</b>						
Salaries	472,290	472,290	482,485	442,705	485,000	495,668
Retirement Allowance	10,773	10,773	9,939	8,854	9,000	10,202
Other Benefits	61,420	61,420	62,978	58,575	63,900	65,206
Temporary & Contract Staff	48,601	48,601	56,753	54,626	50,000	57,603
<b>TOTAL PERSONNEL</b>	<b>593,084</b>	<b>593,084</b>	<b>612,155</b>	<b>564,760</b>	<b>607,900</b>	<b>628,679</b>
Telephone	7,816	7,816	8,390	10,000	10,000	10,000
Postage, Express	40,148	40,148	69,314	65,000	65,000	67,000
Printing, Stationery	5,059	5,059	3,429	6,000	6,000	6,000
Staff Travel	4,022	4,022	4,384	5,000	5,000	5,000
Insurance	1,453	1,453	1,453	1,500	1,500	1,500
Rent (CR to Building)	60,000	60,000	60,000	60,000	60,000	60,000
Web Store - connectivity	3,397	3,397	32,021	4,800	4,800	4,800
Poppy Store	861	861	-	-	-	-
Advertising/Catalogue Distributi	91,671	91,671	106,900	80,000	60,000	60,000
Wrapping Material	31,157	31,157	35,037	35,000	30,000	31,000
Finance/Administration Support	54,915	54,915	68,033	57,000	57,000	57,000
Office Supplies	1,858	1,858	1,611	2,000	2,000	2,000
Bad Debts	2,000	2,000	-	400	400	400
Computer Network Support	6,000	6,000	6,000	6,000	6,000	7,500
Miscellaneous	1,368	1,368	1,921	1,600	1,200	1,600
<b>EXPENSE TOTAL</b>	<b>969,283</b>	<b>969,283</b>	<b>1,089,285</b>	<b>966,435</b>	<b>977,300</b>	<b>1,002,479</b>
Less: Poppy Fund Chargeback	(263,800)	(263,800)	(269,100)	(269,100)	(269,100)	(274,482)
<b>NET EXPENSE</b>	<b>705,483</b>	<b>705,483</b>	<b>820,185</b>	<b>697,335</b>	<b>708,200</b>	<b>727,997</b>
<b>GAIN OR (LOSS)</b>	<b>583,992</b>	<b>583,992</b>	<b>757,618</b>	<b>650,165</b>	<b>501,800</b>	<b>472,003</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Other Program Expenses

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
RCEL						
Conference	-	-	5,000	5,000	5,000	5,000
SCOWP	552	552	1,116	2,000	2,000	2,000
RCEL TOTAL	552	552	6,116	7,000	7,000	7,000
OTHER						
Request for Support	15,000	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)	-	-	23	-	-	-
Write Off of Old Manuals	12,799	12,799	-	-	-	-
Legal & Other	111,046	111,046	133,581	110,000	50,000	70,000
Charitable Foundation Start Up	4,780	4,780	21,587	20,000	10,000	10,000
MBP Ads	19,970	19,970	22,203	20,000	20,000	20,000
Translation	31,430	31,430	21,896	32,600	32,600	40,000
TOTAL EXPENSE	195,577	195,577	216,874	209,800	139,800	162,500



THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Legion House

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
<b>REVENUE</b>						
Rent - Tenants	82,920	82,920	82,920	82,920	82,920	82,920
Rent - charged to Departments						
- Administration	108,000	108,000	108,000	108,000	108,000	108,000
- Marketing & Membership	64,000	64,000	54,000	54,000	54,000	54,000
- Membership						
- Marketing	-	-	10,000	10,000	10,000	10,000
- Service Bureau	45,000	45,000	45,000	45,000	45,000	45,000
- Supply Dept	60,000	60,000	60,000	60,000	60,000	60,000
- Finance	29,000	29,000	29,000	29,000	29,000	29,000
- IT Section	10,000	10,000	10,000	10,000	10,000	10,000
<b>TOTAL REVENUE</b>	<b>398,920</b>	<b>398,920</b>	<b>398,920</b>	<b>398,920</b>	<b>398,920</b>	<b>398,920</b>
<b>EXPENSE</b>						
Salaries	27,010	27,010	27,001	26,358	27,100	27,766
Retirement Allowance	614	614	557	527	550	609
Other Benefits	4,681	4,681	4,589	4,145	4,200	4,085
<b>TOTAL PERSONNEL</b>	<b>32,305</b>	<b>32,305</b>	<b>32,147</b>	<b>31,030</b>	<b>31,850</b>	<b>32,460</b>
Elevator Maintenance	6,289	6,289	4,116	7,000	7,000	7,000
A/C, Electrical, Plumbing	14,665	14,665	18,561	28,000	32,000	32,000
Interior & Exterior	80,089	80,089	80,920	84,000	80,000	80,000
Cleaning Contract & Supplies	44,116	44,116	45,885	52,000	52,000	52,000
Fuel	9,078	9,078	10,436	12,400	12,400	13,000
Light & Power	60,221	60,221	59,956	62,000	62,000	62,000
Water and Sewage	1,763	1,763	1,937	1,800	2,000	2,000
Taxes	53,138	53,138	55,184	55,200	55,000	56,500
Insurance	4,122	4,122	4,122	5,000	5,000	5,000
Reserve Fund	30,000	30,000	30,000	30,000	30,000	-
<b>TOTAL EXPENSES</b>	<b>335,786</b>	<b>335,786</b>	<b>343,264</b>	<b>368,430</b>	<b>369,250</b>	<b>341,960</b>
<b>GAIN OR LOSS</b>	<b>63,134</b>	<b>63,134</b>	<b>55,656</b>	<b>30,490</b>	<b>29,670</b>	<b>56,960</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND  
GENERAL FUNDS

Committees & Elected Officers Expense

	Dec		Dec				2017 ACTUAL vs BUDGET VARIANCE
	2016	2016	2017	2017	2017	2018	
	ACTUAL	ACTUAL	ACTUAL	FORECAST	BUDGET	BUDGET	
<b>COMMITTEES</b>							
Veterans, Service and Seniors	16,347	16,347	17,083	32,500	32,500	32,500	15,417
Poppy & Remembrance	37,612	37,612	24,008	26,931	26,950	28,950	2,942
Membership	11,405	11,405	4,815	15,876	16,250	16,250	11,435
Outreach							
Public Relations	28,339	28,339	90,233	102,900	102,900	143,095	12,667
RCEL	675	675	355	675	675	675	320
Sports	219,287	219,287	328,482	326,241	349,700	357,700	21,218
Ritual & Awards	1,575	1,575	4,388	4,905	2,000	2,000	(2,388)
Constitution & Laws	2,383	2,383	10,858	4,450	800	2,550	(10,058)
Defence & Security	71,410	71,410	22,877	27,136	32,800	32,800	9,923
Veterans Consultation	3,563	3,563	1,102	4,000	4,000	4,000	2,898
(FOF) Going Forward	-	-	1,378	1,378	0	54,000	(1,378)
Leadership Development	147	147	19	200	200	200	181
<b>COMMITTEE TOTAL</b>	<b>392,743</b>	<b>392,743</b>	<b>505,598</b>	<b>547,192</b>	<b>568,775</b>	<b>674,720</b>	<b>63,177</b>
Elected Officers	85,237	85,237	72,550	117,000	130,500	104,500	57,950
DEC/Senior Elected Officers	62,072	62,072	88,707	74,200	70,900	71,400	(17,807)
Dominion Convention	117,682	117,682	206,826	212,128	210,200	148,016	3,374
<b>SUB-TOTAL</b>	<b>264,991</b>	<b>264,991</b>	<b>368,083</b>	<b>403,328</b>	<b>411,600</b>	<b>323,916</b>	<b>43,517</b>
<b>TOTAL EXPENSE</b>	<b>657,734</b>	<b>657,734</b>	<b>873,681</b>	<b>950,520</b>	<b>980,375</b>	<b>998,636</b>	<b>106,694</b>

THE ROYAL CANADIAN LEGIOIN-DOMINION COMMAND

Veterans, Service & Seniors

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
<b><u>COMMITTEE</u></b>						
Travel	3,624	3,624	681	7,500	7,500	7,500
Per Diem	2,726	2,726	-	6,000	6,000	6,000
CIMVHR Forum	8,164	8,164	12,357	10,000	10,000	10,000
Printing, Stationery	609	609	401	500	500	500
Telephone & Fax	150	150	294	600	600	600
Postage	99	99	2	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>16,348</b>	<b>16,348</b>	<b>17,082</b>	<b>32,500</b>	<b>32,500</b>	<b>32,500</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

Poppy & Remembrance Committee

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
<b><u>COMMITTEE</u></b>						
Travel	9,032	9,032	1,373	7,000	7,000	7,000
Per Diem	8,204	8,204	1,371	2,000	2,000	2,000
Postage & Office	1,351	1,351	1,163	1,000	1,000	1,000
Telephone and Fax	184	184	52	1,000	1,000	1,000
Teachers Guide	-	-	-	-	-	-
Miscellaneous	818	818	459	500	500	500
<b>TOTAL</b>	<b>19,589</b>	<b>19,589</b>	<b>4,418</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>
<b><u>EUROPE ZONE</u></b>						
Grant						
Europe - Wreaths	0	0	123	1,650	1,500	1,500
	0	0	123	1,650	1,500	1,500
<b><u>NATIONAL CEREMONIES</u></b>						
Travel	4,474	4,474	1,739	4,500	4,500	4,500
Per Diem	5,770	5,770	1,340	6,000	4,500	4,500
Printing, Stationery	-	-	3,534	1,000	500	500
Telephone, Postage	1,041	1,041	549	500	500	500
Colour Party Activities						
- Summer & Fall	199	199	1,727	250	250	250
Meeting, Planning	95	95	129	200	200	200
St. John's Ambulance	300	300	500	500	500	500
Silver Cross Mother						
Cadet of the Year						
Ceremonies Operations	5,156	5,156	4,638	831	3,000	5,000
<b>TOTAL</b>	<b>17,035</b>	<b>17,035</b>	<b>14,156</b>	<b>13,781</b>	<b>13,950</b>	<b>15,950</b>
<b><u>PILGRIMAGE</u></b>						
Poppy Grant	(33,750)	(33,750)	(36,627)	(34,000)	(33,750)	(33,750)
Expenses	34,738	34,738	35,600	34,000	33,750	33,750
<b>TOTAL</b>	<b>988</b>	<b>988</b>	<b>(1,027)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>37,612</b>	<b>37,612</b>	<b>17,670</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	6,263	6,284	6,500	5,000	6,000
Silver Cross Mother	7,114	7,114	3,777	7,500	5,000	5,000
Cadet of the Year	12,052	12,052	8,021	12,100	9,000	10,000
National Literary/Poppy Contest						
Travel	4,949	4,949	5,380	5,000	5,000	7,000
Per Diem	6,378	6,378	4,868	5,100	5,000	5,000
Bursaries/Gifts	12,785	12,785	11,971	12,000	10,875	12,000
Total - Poppy Fund	52,880	52,880	40,301	51,700	40,875	46,000
Total - General Fund	17,035	17,035	14,156	13,781	13,950	15,950
Total - National Remembrance Ceremony	69,915	69,915	54,460	65,481	54,825	61,950

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

MEMBERSHIP COMMITTEE

	Dec 2016	2016	Dec 2017	2017	2017	2018
<b><u>COMMITTEE</u></b>	ACTUAL	ACTUAL	ACTUAL	FORECAST	BUDGET	BUDGET
Travel	2,700	2,700	-	2,700	2,500	2,500
Per Diem	2,505	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	-	-	784	-	-	-
	5,229	5,229	1,509	9,700	9,250	9,250
<b><u>PRINTING &amp; STATIONERY</u></b>						
Membership Forms	3,566	3,566	902	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	3,306	6,176	7,000	7,000
<b>TOTAL</b>	<b>11,405</b>	<b>11,405</b>	<b>4,815</b>	<b>15,876</b>	<b>16,250</b>	<b>16,250</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

PUBLIC RELATIONS

	Dec 2016	2016	Dec 2017	2017	2017	2018
	ACTUAL	ACTUAL	ACTUAL	FORECAST	BUDGET	BUDGET
<b><u>COMMITTEE</u></b>						
Travel	197	197	-	4,500	4,500	4,500
Per Diem	232	232	90	4,000	4,000	4,000
Printing, Stationery	-	-	33	100	100	100
Telephone & Fax	1,384	1,384	201	200	200	750
Postage	9	9	-	-	-	-
<u>Publications</u>						
- Write off old stock	-	-	-	-	-	-
- Distribution of new stock	-	-	-	500	500	500
Miscellaneous	-	-	138	100	100	100
<b>SUB-TOTAL</b>	<b>1,822</b>	<b>1,822</b>	<b>462</b>	<b>9,400</b>	<b>9,400</b>	<b>9,950</b>

**PR SECTION**

**External**

Media Monitoring	1,735	1,735	7,458	8,000	8,000	25,000
Media Distribution	23,706	23,706	22,107	23,000	23,000	5,645
Specialist Consulting	-	-	41,213	40,000	40,000	20,000
National Memorial Ride	-	-	15,004	15,000	15,000	15,000
Partnership/Event PR Support	-	-	-	-	-	20,000

**Training/Liaison**

- Per Diem	31	31	3,685	4,000	4,000	15,000
- Travel	1,044	1,044	305	3,500	3,500	12,500
- PR Training	-	-	-	-	-	20,000
<b>SUB-TOTAL</b>	<b>26,516</b>	<b>26,516</b>	<b>89,772</b>	<b>93,500</b>	<b>93,500</b>	<b>133,145</b>
<b>GRAND TOTAL</b>	<b>28,339</b>	<b>28,339</b>	<b>90,233</b>	<b>102,900</b>	<b>102,900</b>	<b>143,095</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

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

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

SPORTS COMMITTEE

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
<b>COMMITTEE</b>						
Travel	5,117	5,117	4,488	4,700	3,750	3,750
Per Diem	3,587	3,587	5,701	4,000	3,750	3,750
<b>T &amp; F - LAC</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	312	312	688	1,000	300	300
Miscellaneous	142	142	-	-	1,000	1,000
<b>TOTAL COMMITTEE</b>	<b>12,977</b>	<b>12,977</b>	<b>14,194</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	-	-	-	-	-	-
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>23,208</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>47,085</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>159,225</b>	<b>159,225</b>	<b>245,854</b>	<b>237,600</b>	<b>249,400</b>	<b>256,400</b>
<b>TOTAL SPORTS &amp; COMMIT</b>	<b>219,287</b>	<b>219,287</b>	<b>328,482</b>	<b>326,241</b>	<b>349,700</b>	<b>357,700</b>



THE ROYAL CANADIAN LEGION-DOMINION COMMAND

	NATIONAL TRACK & FIELD					
	Dec		Dec			
	2016	2016	2017	2017	2017	2018
	ACTUAL	ACTUAL	ACTUAL	FORECAST	BUDGET	BUDGET
Transportation	151,013	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	9,884	9,884	17,440	16,500	7,000	7,000
Local Committee	900	900	-	-	1,000	1,000
Kits / Supplies / Medals	23,549	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	-	-	2,829	-	-	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>365,135</b>	<b>365,135</b>	<b>417,545</b>	<b>406,600</b>	<b>425,400</b>	<b>417,400</b>
Less Prov Cmd Portion	(94,581)	(94,581)	(110,384)	(100,000)	(100,000)	(100,000)
<b>SUB TOTAL</b>	<b>270,555</b>	<b>270,555</b>	<b>307,162</b>	<b>306,600</b>	<b>325,400</b>	<b>317,400</b>
<b>RECOVERIES</b>						
Registration - Non Legion Atf	(49,330)	(49,330)	(25,308)	(25,000)	(20,000)	(25,000)
Sponsorships	(37,000)	(37,000)	(16,000)	(36,000)	(31,000)	(36,000)
Grant-VAC	(25,000)	(25,000)	(20,000)	(8,000)	(25,000)	-
Other	-	-	-	-	-	-
<b>Total Recoveries</b>	<b>(111,330)</b>	<b>(111,330)</b>	<b>(61,308)</b>	<b>(69,000)</b>	<b>(76,000)</b>	<b>(61,000)</b>
<b>NET EXPENSE</b>	<b>159,225</b>	<b>159,225</b>	<b>245,854</b>	<b>237,600</b>	<b>249,400</b>	<b>256,400</b>

THE ROYAL CANADAIN LEGION-DOMINION COMMAND

	RITUAL & AWARDS					
	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
Travel	840	840	670	700	700	700
Per Diem	720	720	624	800	1,000	1,000
Printing, Stationery	7	7	2,281	2,350	100	100
Telephone & Fax	-	-	174	315	100	100
Postage	2	2	640	740	100	100
<u>Publications</u>						
- Write off old stock	-	-	-	-	-	-
- Distribution of new stock	6	6	-	-	-	-
<b>TOTAL</b>	<b>1,575</b>	<b>1,575</b>	<b>4,389</b>	<b>4,905</b>	<b>2,000</b>	<b>2,000</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

CONSTITUTIONS & LAWS COMMITTEE

	Dec 2016	2016	Dec 2017	2017	2017	2018
	ACTUAL	ACTUAL	ACTUAL	FORECAST	BUDGET	BUDGET
Travel	624	624	5,146	1,500	150	1,300
Per Diem	1,013	1,013	3,182	700	350	500
Printing, Stationery	563	563	1,111	1,250	100	250
Telephone & Fax	78	78	165	200	100	100
Postage	105	105	1,083	800	100	100
Miscellaneous	-	-	170	-	-	-
<u>Publications</u>						
- Revision to On-Line Manuals	-	-	-	-	-	300
<b>TOTAL</b>	<b>2,383</b>	<b>2,383</b>	<b>10,857</b>	<b>4,450</b>	<b>800</b>	<b>2,550</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

	DEFENCE & SECURITY COMMITTEE					
	Dec 2016		Dec 2017		2017	2018
	ACTUAL	ACTUAL	ACTUAL	FORECAST	BUDGET	BUDGET
Travel	2,665	2,665	693	3,000	4,500	4,500
Per Diem	1,338	1,338	873	1,500	4,500	4,500
Printing, Postage,	215	215	242	300	100	100
Telephone & Fax	28	28	36	250	250	250
Miscellaneous	1	1	-	250	250	250
Annual Vimy Award & AGM	5,781	5,781	5,122	6,000	6,000	6,000
Conference of Defence						
Association Fee& CIC Fee	4,250	4,250	2,693	2,636	2,200	2,200
Legion Connect	746	746	-	-	-	-
Comradeship Awards	207	207	3,220	3,200	3,000	3,000
<u>CF Sponsorships</u>						
- Operation Santa Claus	25,688	25,688	-	-	-	-
- Operation Canada Day	22,422	22,422	-	-	-	-
- Nijmegen	8,069	8,069	10,000	10,000	12,000	12,000
<b>TOTAL EXPENSE</b>	<b>71,410</b>	<b>71,410</b>	<b>22,879</b>	<b>27,136</b>	<b>32,800</b>	<b>32,800</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

VETERANS CONSULTION

	Dec 2016	2016	Dec 2017	2017	2017	2018
	ACTUAL	ACTUAL	ACTUAL	FORECAST	BUDGET	BUDGET
Travel	2,280	2,280	505	2,600	2,600	2,600
Per Diem	1,284	1,284	566	1,300	1,300	1,300
Printing & Office	-	-	-	50	50	50
Telephone	-	-	-	-	-	-
Miscellaneous	-	-	32	50	50	50
<b>TOTAL</b>	<b>3,564</b>	<b>3,564</b>	<b>1,103</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

(FOF) Going Forward Committee

	Dec 2016	2016	Dec 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					
	Dec		Dec			
	2016	2016	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

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
<b>ELECTED OFFICERS:</b>						
Travel	5,814	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	3,360	3,360	1,270	-	-	-
<b>SUB-TOTAL</b>	<b>12,933</b>	<b>12,933</b>	<b>4,175</b>	<b>14,000</b>	<b>14,000</b>	<b>14,000</b>
<b>DOMINION PRESIDENT:</b>						
Travel	28,977	28,977	13,151	35,000	48,500	48,500
Per Diem	21,793	21,793	20,448	24,500	24,500	24,500
Hospitality	4,987	4,987	3,693	5,000	5,000	5,000
Telephone & Postage	2,768	2,768	1,805	2,500	2,500	2,500
Miscellaneous	13,779	13,779	6,160	3,500	3,500	10,000
<b>SUB-TOTAL</b>	<b>72,304</b>	<b>72,304</b>	<b>45,257</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	-	-	11,238	15,000	15,000	-
Per Diem	-	-	11,879	12,500	12,500	-
Hospitality	-	-	-	-	-	-
<b>SUB-TOTAL</b>	<b>0</b>	<b>0</b>	<b>23,117</b>	<b>32,500</b>	<b>32,500</b>	<b>0</b>
<b>TOTAL</b>	<b>85,237</b>	<b>85,237</b>	<b>72,549</b>	<b>117,000</b>	<b>130,500</b>	<b>104,500</b>



THE ROYAL CANADIAN LEGION-DOMINION COMMAND

DOMINION EXECUTIVE COUNCIL

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
<b>D.E.C. MEETINGS:</b>						
Travel	29,558	29,558	32,978	32,000	32,000	32,000
Per Diem	27,724	27,724	41,397	32,000	32,000	32,000
Printing	-	-	-	100	100	100
Telephone, Fax & Postage	79	79	247	100	100	100
Miscellaneous	4,188	4,188	2,780	2,000	1,500	2,000
<b>SUB-TOTAL D.E.C. MEETING:</b>	<b>61,549</b>	<b>61,549</b>	<b>77,402</b>	<b>66,200</b>	<b>65,700</b>	<b>66,200</b>
<b>SENIOR ELECTED OFFICERS MEETINGS:</b>						
Travel	2,840	2,840	7,802	7,000	5,500	5,500
Per Diem	3,653	3,653	9,503	7,000	5,500	5,500
Telephone, Fax & Postage	30	30	-	-	100	100
Printing	-	-	-	-	-	100
Miscellaneous	-	-	-	-	100	-
	6,523	6,523	17,305	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>62,072</b>	<b>62,072</b>	<b>88,707</b>	<b>74,200</b>	<b>70,900</b>	<b>71,400</b>

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

Dominion Convention

	Dec 2016 ACTUAL	2016 ACTUAL	Dec 2017 ACTUAL	2017 FORECAST	2017 BUDGET	2018 BUDGET
DEC						
Travel	18,451	18,451	-	-	-	20,000
Per Diem	50,827	50,827	-	-	-	54,538
Staff						
Travel	17,827	17,827	-	-	-	20,000
Per Diem	57,451	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	19,301	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	4,259	4,259	-	-	-	5,000
Supply	-	-	223	-	-	-
	388,540	388,540	852	1,928	-	418,372
Revenue	80,556	80,556	-	-	-	80,556
<b>SUB-TOTAL</b>	<b>307,981</b>	<b>307,981</b>	<b>852</b>	<b>1,928</b>	<b>-</b>	<b>337,816</b>
Provision	(200,000)	(200,000)	200,000	200,000	200,000	(200,000)
<b>TOTAL</b>	<b>107,981</b>	<b>107,981</b>	<b>200,852</b>	<b>201,928</b>	<b>200,000</b>	<b>137,816</b>
<b>COMMITTEE (FROM 15A)</b>	<b>9,700</b>	<b>9,700</b>	<b>5,974</b>	<b>10,200</b>	<b>10,200</b>	<b>10,200</b>
<b>TOTAL CONVENTION AND</b>	<b>117,682</b>	<b>117,682</b>	<b>206,826</b>	<b>212,128</b>	<b>210,200</b>	<b>148,016</b>

THE ROYAL CANADIAN REGION-DOMINION COMMAND

Convention Committee

	Dec 2016	2016	Dec 2017	2017	2017	2018
	ACTUAL	ACTUAL	ACTUAL	FORECAST	BUDGET	BUDGET
Travel	5,414	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	1,420	1,420	14	100	100	100
Telephone & Fax	-	-	-	-	-	-
Postage	1	1	9	100	100	100
Miscellaneous	283	283	-	500	500	500
<b>TOTAL</b>	<b>9,701</b>	<b>9,701</b>	<b>5,974</b>	<b>10,200</b>	<b>10,200</b>	<b>10,200</b>

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 8: TRAVEL REGULATIONS**

As discussed at the last DEC meeting and in keeping with the annual review of travel regulations, the revised regulations are for your review and approval.

The Dominion Command Travel Policy is contained in the Organization, Policy and Procedures (OP&P) manual at Dominion Command. This policy is reviewed annually to ensure that rates are accurate and in line with other guidelines.

**Mileage Rates**

A review of mileage rates was conducted using the National Joint Council (NJC) Rates & Allowances as of 1 April 2018. The NJC, which includes Treasury Board, develops the travel directive that governs all employees travelling on government business.

A comparison of provincial rates indicates that the average is now above our current rate and this is a result of increases in the gas industry.

**RECOMMENDATION:** It is recommended that the current mileage rate of 51.6 cents/km for the use of privately owned vehicles on authorized Legion business be increased and reflect the current rates established for each province and territory under the National Joint Council regulations with specific reference to Ontario, which is 57.5 cents/km. Therefore, the new proposed rate is 57.5 cents/km, to be effective 1 May 2018.

**Per Diem Rates**

Per Diem rates are also reviewed annually with reference to the National Joint Council (NJC) directive.

The current Legion per diem rate in Canada is \$96.00 while outside of Canada is \$210.00. As of 1 April 2018, the per diem rate established by the NJC is \$104.10 for in-Canada travel. Rates vary for international countries; the average of the various countries that the Legion visits is \$216.11.

**RECOMMENDATION:** It is recommended that the per diem rates be set as follows, to be effective 1 May 2018:

Canada - \$104.00

International (including USA) - \$215.00

Rental Car Allowance in lieu of Taxi Fare – Ottawa

DEC members are authorized to rent a car in lieu of taxi fare when coming to Ottawa for meetings. The maximum allowance is set at \$150.00. Travel by taxi between the airport and Legion House is approximately \$70.00 each way. No change to the \$150.00 rental car allowance is proposed at this time.

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 9: OMC (OUTLAW MOTORCYCLE CLUBS)**

**The Royal Canadian Legion  
Policy Statement  
Wearing of Outlaw Motorcycle Club/Street Gang Colours  
At Legion Events**

**“In the last few years, researchers and psychologists have looked beyond motorcycle riding as purely an adrenaline kick. They’ve discovered that motorcyclists find riding to be a therapeutic process that allows them to de-stress. Riding motorcycles is good therapy.”<sup>1</sup>**

**Background**

Veterans come in all sizes, shapes and forms but what is clear is that the motorcycle community attracts many veterans for various reasons. As mentioned above, riding a motorcycle is a form of therapy and also camaraderie that some veterans find appealing. In Canada, there are many Veteran motorcycle groups across the country that support and ride on behalf of causes supporting Veterans. In a majority of instances, monies raised through these rides assist Veterans in their daily lives either through direct support and / or research activities. Legion Riders, <http://www.legion.ca/communities-youth/legion-riders>, is one way for Legion members to become involved in both communities.

Motorcycle groups, regardless of cause, are often viewed in a stereotypical manner that may be less favourable than other groups. It is interesting to note, that groups like the Hell’s Angels were started by Second World War fighter pilots who continued to seek the thrill and exhilaration they had in a fighter airplane.<sup>2</sup>

Groups such as the Hells Angels and others have now been classified as outlaw motorcycle clubs (OMCs) because of their actions and involvement in criminal activities.<sup>3</sup> Members of such motorcycles clubs, which are considered organized crime groups,<sup>4</sup> can be identified by the distinctive clothing (i.e. “Colours”<sup>5</sup>) and patches they wear (i.e. 1% patch<sup>6</sup>), which clearly identify them as a member of an OMC.

---

<sup>1</sup> <https://motorcyclershippers.com/2016/07/veterans-riding-therapy/>

<sup>2</sup> <https://www.thestar.com/news/canada/2018/03/09/members-of-canadian-military-banned-from-associating-with-outlaw-bikers.html>

<sup>3</sup> <http://nationalpost.com/hells-angels-in-canada>

<sup>4</sup> RMCP. Organized Crime, definition. <http://www.rcmp-grc.gc.ca/fs-fd/org-eng.htm>

<sup>5</sup> “Colours” refer both to the official emblem of the gang and a member’s sleeveless denim or leather jacket

<sup>6</sup> A distinguishing mark between a riding club and an outlaw biker club is a “1%” inside a diamond patch. <http://nationalpost.com/hells-angels-in-canada>

## The Issue

Last year, during a Remembrance Day Ceremony at a branch in Ontario, members of the Outlaws MC and Black Pistons MC<sup>7</sup> attended the ceremony dressed in full patch colours. The members of these OMCs were Veterans who wore their service medals on their colours. They placed a wreath at the ceremony than attended the post ceremony functions inside the Legion branch. At the same ceremony, there were uniformed service members and RCMP in full dress uniform.

Following this incident, an inquiry was received both at Dominion Command and at the branch level as to the appropriateness of allowing OMC members wearing colours to participate in a Legion event. A meeting with members of the Criminal Intelligence Service Canada (CISC), the RCMP, Military Police, and local law enforcement then took place to address concerns regarding OMCs and Street Gangs.

As a result of the meeting, the following was ascertained:

- Although the members of the Outlaws and Black Pistons MCs were veterans, it was clear that they were attempting to use the good image of the Legion and CAF to support a level of legitimacy for the group and acceptance.
- The wearing of OMC / street gang colours, while not illegal, serves to act as a level of intimidation in local communities.
- For service and law enforcement members, it is not advisable that they associate with known members of OMCs/street gangs as this could compromise their security.
- The policy of the CAF is clear: “to ensure that the CAF reflects the Canadian ideals of diversity, respect and inclusion, and that it provides a workplace free from harassment and discrimination, the following conduct is prohibited:
  - Participation in an activity of, or membership in, a group or organization that a CAF member knows, or ought to know, is connected with criminal activities, promotes hatred, violence, discrimination or harassment on the basis of a prohibited ground of discrimination as defined in the Canadian human rights act (CHRA). Prohibited activities include those related to groups that a CAF member knows, or ought to know, promote racism, sexism, misogyny, violence, xenophobia, homophobia, ableism and discriminatory views with respect to particular religions or faiths. If in doubt, CAF members are expected to seek guidance from their chain of command as to whether the activity or the membership would contravene these rules.”<sup>8</sup>
- In many jurisdictions, there are laws *and understandings amongst local business leaders that prohibit the wearing of OMC colours and access to local businesses and certain public events.*
- CISC *representatives have made themselves available for further support to the Legion when required.*

---

<sup>7</sup> Both groups, Outlaws and Black Pistons MC, have been identified as 1% OMCs by CISC.

<sup>8</sup> CANFORGEN 016/18 CMP 008/18 012210Z FEB 18 - CDS DIRECTION ON PROFESSIONAL MILITARY CONDUCT

- The Legion's own Article of Faith state: Maintaining in and for Canada the rule of law - encouraging the national and united spirit - ordered government - and striving for peace, goodwill and friendship between Canadians and among all nations.<sup>9</sup>

## The Solution

Clearly, associating with known members of an OMC / street gang does not easily coexist with the notion that our Veterans served and sacrificed to protect our way of life and our laws. Nor does it comply with our own Articles of Faith. Although some Veterans have become part of the OMC culture, it would be considered disrespectful to continue to permit those individuals, while dressed in OMC / Street Gang colours, to participate in Legion Events, such as Remembrance Day Ceremony, even though they want to honour their Comrades. It would not be considered disrespectful to participate if they refrained from wearing their colours *or other groups that support and promote ideologies that are contrary to the Article of Faith and to values of Canadian's*.

Therefore, the following policy statement is offered for consideration and dissemination across the Legion:

**RECOMMENDATION:** It is recommended that the following policy be adopted by the Legion. The wearing of OMC / street gang colours not be permitted at Legion events and premises as this is contrary to the Legion's Articles of Faith and disrespectful of the sacrifices made by our Veterans.

The implementation of the policy will be a matter of communicating in our local communities that the practice of wearing OMC / street gang colours is unacceptable and persons wearing these colours will be asked to remove their colours, or invited to leave the event should they choose not to remove their colours. In considering the above, street gang colours *and other groups who promote similar ideologies* are considered to represent the same identification symbolism as does OMC colours.

---

<sup>9</sup> General By-Laws RCL page vii.



**REPORT OF THE DOMINION COMMAND  
VETERANS, SERVICES AND SENIORS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

65-1

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

**GENERAL**

The VSS Committee last met on 22 November 2017 via teleconference. Since the last report, Budget 2018 was released and an Interim Report on the Canadian General Standards Board (CGSB) Psychiatric Service Dog standards released on 6 February.

**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.

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

- a. We were very pleased that the tax credit for service dogs was in the 2018 budget. Along with Medic Cousineau, we advocated for the expansion of the Medical Expense Tax Credit to recognize the cost of Psychiatric Service Dogs. The tax credit will be a direct benefit to those Veterans who rely upon a service dog.
- b. We have been advocating for the maintenance of graves and grave markers so the announcement of funding over five years for the cleaning, restoring or replacing of headstones and fixing foundation issues was indeed good news.
- c. Also in Budget 2018 was investment in cannabis research, the healthy senior's pilot project in New Brunswick, increased research dollars in Science and Technology, funding for family crisis teams in the Canadian Armed Forces and the commitment to help with the mental health of RCMP are all good initiatives and

hopefully the research will start soon. We are still waiting for details on the financial impacts of the Pension for Life plan; and

- d. Pension for Life – After the announcement in December, the Minister and the DM have been conducting town halls across the country. We provided a copy of the presentation and the life cycle timetable on 1 March to all Commands. We are still waiting on new scenarios and the details on Pension for Life.

**CIMVHR**

The next CIMVHR Forum will be held in Regina, SK from 15-17 October 2018.

**OUTREACH AND VISITATION INITIATIVE PROGRAM**

The current contract was extended to 30 September 2018. There have been 585 taskings to visit 13,234 Veterans in Long Term Care (LTC); our volunteers completed 11,143 visits to date.

**SERVICE DOG STANDARDS**

The CGSB released an Interim Report 6 February; it has been a difficult task as there are many divergent opinions that exist surrounding Service and Guide Dogs from a variety of different groups. A second Public Review Period will be conducted and these comments will be then be taken to the Committee and any changes to the Standard deemed relevant will be made. Once there is consensus on the Committee, a formal ballot will be held and if consensus is reached on the ballot, the Standard will be published.

**DOMINION COMMAND VETERANS SERVICES**

A Command Service Officer course was conducted from 6-8 March 2018 at Legion House, 14 students in attendance. Dominion Command Veterans Services provides mentorship and guidance, not only to the new Service Officers but also for all Command Service Officers.

Dominion Command Service Officers continue to experience a significant increase in the complex and multi-condition applications. There is a significant increase in still-serving RCMP and military still-serving applications for DC Service Officers:

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Benevolent	401	375	439	430	410
<b>First Application/ DR</b>	<b>269</b>	<b>273</b>	<b>310</b>	<b>374</b>	<b>266</b>
VRAB Appeals	165	207	133	51	56

Veterans Services counselled out 115 applications/Appeals during 2017.

## **FIRST APPLICATIONS AND DEPARTMENTAL REVIEWS**

The overall First Applications and Departmental Reviews prepared and submitted by Legion Command Service Officers have increased this year and we are seeing an unprecedented number of multi-condition claims. While the claims from the traditional Veteran population are declining, there is an increase of claims by post-Korean Veterans, including still serving CAF and RCMP members. Overall, 22.4% were related to still-serving members, 48.1% retired military, 1.9 Reservists and 27.6% related to RCMP service.

	2013	2014	2015	2016	2017
Total First Application Claims submitted by RCL	2137	2511	2971	2522	2765
Departmental Reviews submitted by RCL	142	158	155	144	151
Total/Claims Withdrawn/Counselled Out	435	518	321	644	858
Total Claims Handled by RCL	2714	3187	3,463	3,524	3,774

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

## **VETERANS REVIEW AND APPEAL BOARD**

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

	2013	2014	2015	2016	2017
Total VRAB Reviews	356	375	165	163	167
Total VRAB/RfR Appeals	127	207	152	51	56
Total VRAB Cases Handled by RCL	491	582	317	214	223

**Note:** VRAB Entitlement Appeals are down considerably for 2017 due to the high number of Appeals counselled out at Dominion Command.

## **BENEVOLENT REQUESTS**

Requests for benevolent fund assistance decreased slightly to 410 being processed by the Dominion Command Veterans Services in 2017, compared to 430 in 2016. The following table outlines our benevolent efforts for the various funds and provides a snapshot of Dominion Command's efforts over the past three years.

FUND	2015		2016		2017	
	NO OF CASES	AMOUNT	NO OF CASES	AMOUNT	NO OF CASES	AMOUNT
POPPY	105	\$83,603.16	114	\$91,331.41	96	\$73,491.70

SCOWP	34	\$17,197.24	22	\$13,267.18	25	\$12,530.34
RAFBF	111	\$114,938.53	119	\$113,782.43	116	\$100,273.04
RNBTF	28	\$25,507.29	28	\$27,180.32	12	\$10,880.28
UK Regimental	161	\$226,614.63	147	\$180,938.81	161	\$208,285.93
<b>TOTAL</b>	<b>439</b>	<b>\$467,860.85</b>	<b>430</b>	<b>\$426,500.15</b>	<b>410</b>	<b>\$405,461.29</b>

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

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

Provincial VSS reports will be presented in November 2018.

### **PROJECT HEALING WATERS CANADA**

The VSS Committee on 21 March 2018 reviewed a request from Project Healing Waters Canada for 22K from the DCPTF to provide four sessions in 2018 for 50 Veterans. The Committee concurred with the request and forwarded their recommendation to the Poppy and Remembrance Committee.

### **CONCLUSION**

This is my report and I move its adoption.

Command Services Officer's Stats		Last Updated	27 Mar 18 - 10:13	VRAB					
Command	1st APP	DR	Counselled Out/Withdrawn	FWD DC	ER	EA/RfR	WI VIP/PME	SCAN /Field Visits Info	
BC / Yukon		214	19	50	5	8	0	0	0
	Totals	209	19	50	5	8	0	0	0
Alta / NWT		648	30	160	6	0	0	100	8
	Totals	648	30	160	6	0	0	100	8
Sask		6	3	1	0	0	0	0	2
	Totals	6	3	1	0	0	0	0	0
Man / NW Ont		31	0	0	2	1	0	2	3
	Totals	31	0	0	2	1	0	2	0
Ont		1181	48	305	93	141	0	1296	527
	Totals	1181	48	305	58	141	0	1296	527
Que		82	3	86	12	2	0	19	15
	Totals	38	3	86	12	2	0	19	15
NB		156	10	47	8	7	0	72	3
	Totals	156	10	47	8	7	0	72	3
NS / NUN		201	6	83	0	0	0	74	1
	Totals	201	6	83	0	0	0	74	1
PEI		33	0	5	0	1	0	0	37
	Totals	33	0	5	0	1	0	0	37
NFLD / LAB		26	2	6	3	2	0	3	0
	Totals	26	2	6	3	2	0	3	0
DOM COMD		236	30	115	0	5	56	85	8
	Totals	236	30	115	0	5	56	85	8
<b>Grand Total</b>		<b>2765</b>	<b>151</b>	<b>858</b>	<b>94</b>	<b>167</b>	<b>56</b>	<b>1651</b>	<b>599</b>

DR: Departmental Review

VRAB Revies that you attend as co-rep with BPA

WI: VIP / PME: Work Items Sent for Veterans Independence Program / Reassessments/Address Changes

SCAN: Second Career Assistance Network/Actual Field Visits to Branches

FWD DC - VRAB 9s sent to DC for Entitlement Appeals and Request for Reconsiderations

## **REPORT OF THE DOMINION COMMAND VETERANS, SERVICE AND SENIORS COMMITTEE**

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

### **INTRODUCTION**

Since Dominion Convention in St. John's, NL in 2016, advocacy efforts have focussed on ensuring that all Veterans including members of the Canadian Armed Forces (CAF), RCMP, 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.

### **RESOLUTIONS**

Due to ministerial changes in Veterans Affairs Canada and the federal election in 2015, the response to the resolutions from the 45<sup>th</sup> Dominion Convention 2014 will be incorporated with the "Comments on Resolutions 46<sup>th</sup> Dominion Convention 2016" and will be published in May 2018 and distributed to Legion Branches for the guidance of all Legion members.

### **MANDATE OF VSS COMMITTEE**

The Veterans, Service and Seniors Committee continues to maintain a more active advocacy stance while maintaining its focus on proving, day in and day out, to all Canada's Veterans, including serving CAF and RCMP members and their families that The Legion cares.

### **ADVOCACY**

The Dominion President stressed the importance of continuing our advocacy efforts regarding the availability of mental health services to all Veterans and their families. We will continue to monitor this issue with the Canadian Armed Forces. It is also important that 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. In addition, outreach to Reservists must continue to be a priority and ensuring that all Veterans who require assistance with their disability

applications to VAC be informed and encouraged to contact a Legion Command Service Officer to assist them with their application. It is equally important that we continue to outreach to all Veterans who may have received unfavorable decisions in the past as policies change, Veterans should contact a Command Service Officer to review previous decisions. A reminder that Command Service Officers provide free representation.

The following is a snapshot of the details of Legion advocacy efforts on behalf of all Veterans, their families and seniors since 2016:

- a. 22 March 2016 – Budget 2016 released and the federal government addressed five of the 15 priorities mandated by the PM to the Minister of Veterans Affairs. They addressed the increase in the Disability Award which will be indexed and retroactive to 2006, increasing access to the Permanent Impairment Allowance – now called the Career Impact Allowance, improving the ratio of case managers to clients, greater access to the Last Post Fund, and re-opening all of the VAC offices that were closed plus a new one in Surrey, BC;
- b. 15 April 2016 – the Minister of Veterans Affairs announced a new initiative to broaden engagement with stakeholders. Six ministerial advisory groups were created as part of his commitment to improve transparency and seek consultation on issues of importance to Veterans and their families;
- c. 15 June 2016 – RCL members selected for each advisory group; Policy Advisory Group – Comrade Brad White; Service Excellence – Comrade Charls Gendron, Mental Health – Comrade Glynne Hines; Families – Comrade Ray McInnis, Care and Support – Comrade Carolyn Gasser; Commemoration – Comrade Steven Clark;
- d. 5-6 October 2016 - The 3<sup>rd</sup> Veterans Affairs Canada Stakeholder Summit was held in Gatineau, PQ. Through the Summits, VAC engages with stakeholder organizations to discuss issues facing Canada's Veterans and their families. The primary focus of this Stakeholder Summit was to hear the recommendations brought forward from six ministerial advisory groups;
- e. 08 November 2016 and 07 November 2017 – The President attended the annual bilateral discussion/meeting with the VAC executive;
- f. 8 December 2016 – Dominion President sent a letter to the Minister of Finance requesting a change within the CRA regulations to allow a tax exemption to Veterans to be able to claim for the Care and Maintenance of their service dog. On 27 February 2018, the government implemented a tax credit for service dogs in Budget 2018;
- g. 22 March 2017 – Budget 2017 announced by the federal government, checking off a couple more priorities from the mandate letter, but it missed the opportunity to deliver on lifelong financial security for ill and injured Veterans.

- They announced the Caregiver Recognition Benefit, Education and Training Benefit, Veterans Emergency Fund, Centre of Excellence on PTSD and related Mental Health conditions, Career Transition Services, Expansion of the Veteran Family Program across all Military Family Resource Centres in Canada and Removal of Time Limits on Rehabilitation Services and Vocational Assistance Program for Survivors; Veteran and Family Wellbeing Fund;
- h. 3 May 2017 – Comrade Ray McInnis appeared before the Senate Sub-Committee on Veterans Affairs to speak on the transition to life after release from the Canadian Armed Forces;
  - i. 24 July 2017 – Dominion President sent a letter to the Minister of Veterans Affairs requesting that the government create a greater and more stable long-term financial commitment to maintain Veterans’ gravesites. On 27 February 2018, in Budget 2018, the government announced funding over five years for the cleaning, restoring or replacing of headstones and fixing foundation issues. It is the kind of investment we have been advocating for;
  - j. 4 November 2017 - the Legion hosted 14 other Veterans’ organizations in our annual Veterans’ Consultation Assembly. The group received briefings on the anti-malarial drug Mefloquine, the outreach being conducted by the National Association of Federal Retirees and an update by the Ombudsman on his recent study “The Continuum of Care”. The consultation group agreed that much more is required to improve the New Veterans Charter with particular emphasis on resolving the significant disparity between the financial compensation available under the Pension Act and the New Veterans Charter, in accordance with the “one veteran – one standard” principle. It was felt that, through the utilization of the best parts of the Pension Act and the best parts of the New Veterans Charter, a pension benefit model can be created which removes the inequality which currently exists. Roundtable discussion focussed on the definition of frailty, the Veterans Identification Card and more coordinated research; a letter was forwarded to the Minister of Veterans Affairs post-meeting;
  - k. 21 December 2017 – The Minister of Veterans Affairs introduced the Pension for Life that contains adjustments to the benefits available to members and Veterans. PFL includes three new benefits that will recognize and compensate Veterans for disability resulting from service-related injury and/or illness, expected as of 1 April 2019. No details on the Pain and Suffering Compensation, the Additional Pain and Suffering Compensation and the Income Replacement Benefits were released;
  - l. 2 February 2018 – Comrades Brad White and Ray McInnis appeared before the Standing Committee on Veterans Affairs to speak on the study of the barriers to transition and the measurable outcomes of successful transition;



- m. 21 February 2018 – we renewed our letter of understanding with Wounded Warriors Canada. Collaboration and sharing should be pursued when possible including highlighting activities and links on websites;
- n. 27 February 2018 – we renewed our letter of understanding with VETS Canada and the parties agree that on a national level they should collaborate on identifying, reviewing and responding to programs, services and opportunities aimed at reducing the Homeless Veteran population. Support may come in the form of shared communications and outreach, shared testimonials, best practices or other forms as agreed by the parties;
- o. 27 February 2018 – we were encouraged by the commitments in the 2018 Federal budget in areas of importance to Veterans and their families. Tax Credit for Service Dogs, Healthy Seniors Pilot Project in New Brunswick, Investment in cannabis research in Canada, increased research dollars in Science and Technology, Funding for family crisis teams in the CAF, honouring our Veterans by maintaining graves and grave markers and the commitment to help with the mental health of RCMP are investments moving in the right direction;
- p. 9 April 2018 – The National Association of Federal Retirees hosted a Veterans Summit to present their Outreach Report. They developed a veteran’s outreach initiative in 2017 to listen to veterans and better understand what is and isn’t working for them as they transition out of service and beyond.

## **SENIORS INITIATIVE**

The Legion continues to advocate to the federal Government that senior’s home care should be part of a national strategy to include standardization, consistent service delivery and certification. We commend the government’s investment in the Healthy Seniors Pilot Project in New Brunswick; the pilot will look at how governments can better support seniors in their own home, communities and care facilities. We are hopeful that over time, aging Veterans will receive the support they need to remain at home.

## **HOMELESS VETERANS NATIONAL PROGRAM**

The RCL Veterans Homelessness Advisory Committee, chaired by the Dominion President, is made up of a group of individuals who are stakeholders in the policy, programs and/or services in place for Veterans homelessness. Members understand the impact of Veterans homelessness on the community. The committee provides guidance and strategic recommendations to VAC and other government stakeholders for conducting purposeful policy and program development for homeless Veterans. This is accomplished through committee members sharing their expertise, knowledge and experience.

The Committee is established to determine appropriate policy and program development in the area of Veterans homelessness. To coordinate and align efforts of the various organizations who are working towards addressing homelessness among Veterans.

The last meeting of the RCL Homelessness Veterans Advisory Committee was held at Legion House on 13 March 2017. It was a full day of great discussion and the end result being that it will be necessary to develop a coordinated advocacy approach to the government to combat the Veterans homelessness issue.

In the summer of 2017, the government advised that they planned to release in the fall a long-awaited strategy to tackle veterans' homelessness. In one of its most recent versions, has placed a heavy focus on providing veterans in crisis with help in paying the rent or mortgage, including the idea of a housing fund that could provide rent vouchers for veterans to stop them from becoming homeless. As of 24 March 2018, the strategy has not been promulgated. We will continue to develop a coordinated advocacy approach to combat Veterans homelessness.

One homeless veteran in this country is one too many.

## **LEGION SCHOLARSHIP**

The Dominion President presented the 2016 RCL Masters Scholarship in Military and Veteran Health Research to Jeremiah Buhler from the University of Manitoba. His proposed Masters work is on the Efficacy of Online Chronic Pain for Military, RCMP and Veterans: A Randomized Control Trial.

The Dominion President presented the 2017 RCL Legion Masters Scholarship in Military and Veteran Health Research to Kelly Chen-McDonagh. Her proposed Masters work is **"Investigating the Benefits of Psychiatric Service Dogs and Companion Dogs for Canadian Armed Force (CAF) Members Diagnosed with Post-Traumatic Stress Disorder (PTSD)"** at the School of Kinesiology and Health Studies, Queen's University.

The 2018 RCL Legion Masters Scholarship will be presented at the CIMVHR Forum in Regina, SK 15-17 October 2018.

## **SERVICE DOGS**

The Canadian General Standards Board released an Interim Report on 6 February 2018. It has been a difficult task developing the national standard, as there are many divergent opinions that exist surrounding Service and Guide Dogs from a variety of different groups. A second Public Review Period will be conducted and these comments will be then be taken to the Committee and any changes to the Standard deemed relevant will be made. Once there is consensus on the Committee, a formal ballot will be held and if consensus is reached on the ballot, the Standard should be published in 2018.

## **OUTREACH AND VISITATION INITIATIVE**

The Visitation and Outreach Initiative (OVI) contract from Veterans Affairs Canada (VAC) is extended to 30 September 2018. VAC currently supports more than 5,300 Veterans in approximately 1,400 facilities. They do not have the available resources to conduct visits with a large number of Veterans in long-term care. This contract allows the Government to use the RCL volunteer network to make 7,000 visits on an annual basis the Veterans who are receiving financial assistance from VAC for long-term care.

This initiative facilitates face-to-face visits with Veterans, providing them with an opportunity to have a conversation and social visit with a volunteer and to raise concerns or identify needs that might be addressed by VAC or the Legion. To date, the OVI volunteers have made 11,143 visits. The present contract ends on 31 March 2016. Presently, we have 123-trained Outreach and Visitation Initiative volunteers who have provided outstanding service to this initiative.

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

The Dominion Command Veterans Services sponsored by the respective Provincial Commands (Manitoba/NWO Command and NB Command), participated in the Western Region Professional Development session in Winnipeg from 7-8 September 2017 and the Eastern Region Professional Development session in Saint John, NB from 13-16 June 2017.

Command Service Officers will be attending a training / professional development session in Charlottetown from 23-25 October 2018. They will benefit from consultation with VAC officials responsible for service delivery with whom they deal on a regular basis while receiving updates on latest policies and business processes.

## **BUDGET REPORT**

For your information, a copy of the VSS Committee budget for the period 2018-2020 is attached to this report. Delegates may raise any questions that they have concerning Committee expenses at this time, but any motion for changes to the budget document as it relates to this Committee will have to be delayed until the budget is formally brought forward by the Dominion Treasurer later in the Convention proceedings.

## **RESOLUTIONS**

The VSS Committee has reviewed four Resolutions; three have been concurred, while one has been non-concurred.

## **CONCLUSION**

During 2018-2020 the VSS Committee will continue their advocacy efforts focused on ensuring that all Veterans and their families are afforded the same benefits and services irrespective of when and where they served; paying particular focus on the new Pension for Life and all mandated priorities that have not come to fruition as of the date of this report.

In conclusion, I would like to thank the members of the Committee and the secretariat support for their dedication throughout the past two years.

I move acceptance of this report as presented.

**REPORT OF THE DOMINION COMMAND  
POPPY & REMEMBRANCE COMMITTEE TO  
DOMINION EXECUTIVE COUNCIL 28 APR 18**

**File: 35-1**

**A. Paquette - Chairman**  
**L. Varga - Member**  
**J. Riddell - Member**  
**H. Harper - Member**  
**B. McCoy - Member**  
**B. Lawrence - Member**  
**D. Martin - Secretary**  
**K. Therien - A/Secretary**

**GENERAL**

The Poppy and Remembrance Committee last met on 27 November 2018 at Legion House.

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

a. Dominion Command sales of Poppy and Remembrance material from 2014 through 2017 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	624,360.98
DECEMBER	193,519.43	229,707.59	306,489.29	249,712.19
<b>TOTAL</b>	<b>3,362,258.61</b>	<b>3,618,945.11</b>	<b>3,632,946.89</b>	<b>\$3,436,635.33</b>
	<b>(+3%)</b>	<b>(+8%)</b>	<b>(0%)</b>	<b>(-5%)</b>

b. Individual Poppy and Wreath distribution quantities for 2014 through 2017 were:

<b>ITEM</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Lapel Poppy, Box of 1000	16,846	18,961	18,077	15,887
Car / Window Poppy	20,940	22,155	20,891	19,724
Table Poppy	3,216	3,832	3,607	4,964
#8 Wreath	3,009	3,285	3,342	3,098
#14 Wreath	18,480	19,656	18,580	17,462
#20 Wreath	8,635	8,363	8,516	8,872
#24 Wreath	800	800	785	1,036
Poppy Spray	219	225	164	215
Grass Cross	7,713	8,356	7,666	7,410
White Cross	2,057	2,174	1,894	1,730

c. Work is well underway for the 2018 Poppy Campaign. Production requirements for Poppies and Wreaths were set in December. Their supporting production schedule is being adhered to and validated with monthly physical counts.

d. Promotional materials to support the Poppy Campaign were reviewed immediately following the 2017 Campaign. The 2018 Promotional Materials Catalogue, Poster and Literacy Contest Winners Booklet, and supporting order forms have been updated. Provincial Commands have been solicited for their 2018 material forecasts. Procurement for materials to support the 2018 Campaign are well underway with the goal of having all materials in stock by June 1<sup>st</sup>. Permanent black Poppy centres have been ordered and will be in stock by mid-May. Several all branch emails to make branches aware of their availability are planned.

e. 14 of 73 Promotional materials products had price increases this year. The prices on lapel Poppies and wreaths remain unchanged for 2018 with no increase.

### **POPPY COPYRIGHT TRADEMARK – AUTHORITY TO USE**

The committee agreed on the philosophy that the more the Poppy was used to promote remembrance the better educated the public would be on both its symbolism and in turn the Poppy Campaign and the support it provides to our veterans. Therefore it was agreed that those companies, individuals and/or organizations that request to use the Poppy image to acknowledge Remembrance Day should be allowed to do so with the caveat that the focus of the request be solely of remembrance and not associated with any self serving promotion. Based on this premise the following recommendations are made:

**RECOMMENDATION:** Remove the following article from the Poppy Manual – “Situations Where Usage Would Not Be Considered: 815.b.iv.: "Remembrance Day signage used by corporations or retail outlets."

**RECOMMENDATION:** Modify the following articles from the Poppy Manual - Situations Where Usage Would Not Be Considered:

815.d.ii which currently states: "sites that include the sale of commercial products" modified to read: "*web pages that include the sale of commercial products*"; and

815.d.vii: which currently states: ".usage will not be permitted on any commercial sites of such organizations promoting the sale of their product" modified to read: "*usage will not be permitted on any commercial web pages of such organizations promoting the sale of their product*"

### **SOLDIER ON – REQUEST FOR FUNDS**

A funding request was made by the Soldier On organization to provide funding in the amount of \$700,00 over three years broken down as follows:

- \$150K/year for a three –year period.
  - Funding would be used for operational expenses; not salaries.
    - Soldier On Meet-up: \$30K/year
    - Soldier On Ambassador Program: \$20K/year
    - Soldier On Events: 10 events/yr @ \$10K/event = \$100K/year
- \$125K/InvictusGames x 2 for 2018/2020 = \$250K
  - Training/Staging Camps and Invictus Games: \$105K per Games
  - Athlete sponsorship: \$2k per athlete x 20 Veterans = \$40K per Games
  - Legion staff support to Team Canada: \$12K per Games

The committee was in favour of yearly support outlined in the \$150,000 per year request with a view to support in 2019 and 2020 based on a yearly review of the program. Funds would be authorized under article 403.II.I. of the Poppy Manual.

**RECOMMENDATION:** That \$150,000 be allocated to the Soldier on Program in 2018 to support Soldier On Meet-up, Soldier On Ambassador Program and Soldier On Events: 10 events/yr.

## **POPPY MANUAL ARTICLE 403.II.D – RELIEF OF DISASTERS**

Article 403.ii.d. Relief of Disasters: (prior Provincial Command approval is required) 50 percent of the current balance, for donations for relief of disasters declared by the federal or provincial governments.

It was brought to the committee's attention that the funding that may be allocated under Article 403.ii.d to assist in disasters was unregulated meaning that once the funds have been allocated under this article there is no legal oversight as to how these funds are subsequently spent. Therefore, the intent and purpose of Poppy funds as specified in the Poppy Manual could be disregarded. The committee collectively considered this a breach in legal oversight which could lead to the improper use of the funds.

In order to maintain the integrity in the use of Poppy funds the following modification to the Poppy Manual specifically Article 403.ii.d is made:

**RECOMMENDATION:** Modify 403.ii.d. to state: "Relief of Disasters: (prior Provincial Command approval is required) 50 percent of the current balance, for donations for relief of disasters declared by the federal or provincial governments. Funds allocated for this use must be allocated as per the direction for use of Poppy Funds outlined in this manual."

## **POSTER AND LITERARY CONTESTS**

The results for the 2018 Poster and Literary Contest was sent to Provincial Commands via email on 3 April 2018.

## **NEVER SUCH INNOCENCE**

The Royal Canadian Legion is in partnership for the years 2017 and 2018 with Never Such Innocence (NSI) a WWI centenary project based in London England. All winning poster entries and poems (1<sup>st</sup> place to runner-up) were sent to NSI for judging under their process. Results are expected by late Apr 18.

## **CONCLUSION**

The next Poppy & Remembrance meeting is scheduled for Legion House in Nov 18.

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

Andre Paquette  
Chairman, Poppy & Remembrance Committee



**ADDENDUM TO REPORT OF THE DOMINION COMMAND  
POPPY & REMEMBRANCE COMMITTEE TO  
DOMINION EXECUTIVE COUNCIL 28 APR 18**

**35-1**

As the Poppy & Remembrance Committee met on 12 Apr 18 the following was not included on the original report to DEC. For DEC consideration.

**PILGRIMAGE OF REMEMBRANCE – PROBLEM AREAS**

As per the Dominion Command's Operations and Procedures manual:

“Legion’s Pilgrimage Of Remembrance: Every two years the Legion hosts a Pilgrimage to significant WWI and WWII battle sites, cemeteries, memorials and museums throughout Europe. Ten candidate youth leaders, as selected by the Provincial Commands, are subsidized for the Pilgrimage. In addition, paying participants may apply for the vacant seats. Normally, a total of 30 persons (approximate) are escorted through France, The Netherlands and Belgium on this detailed two-week tour of Remembrance.”

**Amount of Pilgrims:** The 2017 Pilgrimage had 41 participants which was in excess of the recommended amount and caused some concern for the Pilgrimage historian and de facto guide John Goheen – (as per the after action report). Consideration should be given to the amount of extra personnel attending as well as their association with the Legion – i.e. be a member in good standing.

**RECOMMENDATION:** That the Pilgrimage of Remembrance be restricted to no more than 30 personnel broken down as follows:

- 6 Dominion Command positions.
- 10 Provincial command Pilgrims.
- 14 others – Legion members given priority.

**POPPY FUND – REQUIREMENT TO CLARIFY AUTHORIZED EXPENDITURES**

The National Poppy Committee supports the proper use of Poppy Funds as outlined in the Poppy Manual and considers it the legal guidance under which these funds are to be allocated. The committee also reaffirms the basic premise of the fund as outlined in the Poppy Manual which states:

- Poppy Funds are made available through the generosity of the Canadian public and are part of the public trust between Canadians and the Legion.

- Credibility and public support are enhanced when funds are used in the correct and proper manner.
- The basic purpose and obligations of the Poppy Trust Fund are to assist a Veteran as defined in Subsection 101.d of the General By-Laws and their families.

With this in mind, the following problem area has been identified:

In several parts of the country, the efforts of branches have been combined under one umbrella organization, in regard to the collection of Poppy funds and their subsequent disbursements. These organizations by their very nature do not meet the requirements for expenditures of Poppy Funds as per the Poppy Manual.

A prime example of this The Calgary Branches Poppy Fund which donates to many charities but not necessarily in accordance with the direction of the Poppy Manual. As well many of the listed expenses are not authorized as per the direction the Poppy Manual provides. There are many holes in the financial statements, which gloss over the expense under a general title without indicating the specifics putting these expenses into question. These expenses may be justifiable in the context of the separate charity this organization has become but it obviously does not run under the Legion Poppy Manual direction.

Therefore it is recommended that DEC reinforce the requirements of the Poppy Manual which in reality would prevent any Poppy Fund collection model that cannot meet the stated requirements.

**RECOMMENDATION:** That DEC reinforce the importance of the stated purpose of Poppy Funds and the adherence required of all in regard to disbursements with a view to ensuring that all ad hoc organizations within the Legion fold, if they cannot meet the requirements as stated in the Poppy Manual would further be required to disband/dissolve.

### **THE ELECTRONIC POPPY – BASNO (see attached)**

With the progression of the digital age the last few generations of Canadians are heavily immersed in technology. Just look at the success of Facebook, Twitter, etc or just look around the room when you are at the doctor's office or in a crowded area – everyone is engaged with their phone. As such these generations are digitally focused in both how they get their information and how they communicate.

In January 2018 a meeting was held with BASNO a digital signature company in regard to the development of a digital Poppy for the Poppy Campaign – see attached. A couple of pertinent points on this program are:

- Poppy is displayed as a digital signature on phone, iPad, email, etc.

- Limited time of display – only visible during the Poppy campaign.
- Donations/Funds dispersed to all branches through postal codes of confirmed branch areas.
- Administration done by BASNO.
- Administratively inexpensive compared to the current distribution of Poppies

**RECOMMENDATION:** That DEC approve the development and subsequent distribution of an “Electronic Poppy”.

### **POPPY FUNDS – CONSIDERATION FOR USE**

Consider Poppy Funds to support the rental of a monitored system such as Lifeline for veterans and widows/widowers under article 402.iii.c. Assistance:

Lifeline with AutoAlert works with multiple sensors embedded in a powerful microprocessor that is always on and always ready. When a person goes about their daily routine, whether it's sitting, going up and down the stairs or lying down, AutoAlert is registering their activity and movement. Lifeline with AutoAlert uses patented technology that constantly measures changes in height orientation to a horizontal position and velocity. When a fall occurs, AutoAlert recognizes the difference between every day movements and a fall. It calls for help automatically.

The Committee agrees that the provision of a health monitoring system would add to the ability of veterans or their widows/widowers independence. However due to the cost variations with different systems and the different classes of protection offered pricing can vary substantially. Therefore the committee supports the rental of a basic system as a use for Poppy Funds up to a maximum of \$300.00 annually.

**RECOMMENDATION:** That DEC approve the authorization of Poppy Funds under article 402.iii.c. to support the acquisition of a Lifeline system to a maximum of \$300 annually.

### **THE LEGACY HOUR – ENHANCED SUPPORT (see attached)**

The Legion's National Poppy & Remembrance Committee reviewed the Legacy Hour project and gave their support to this initiative. As part of this agreement the following additions to the program were included:

- The project is to Include/make mention of the sacrifices made by NL – especially during WWI.
- The Poppy trademark is authorized for use. It is required that the trademark be

acknowledged as a Legion Trademark by placing on documents/web site where the Poppy trademark is used.

- Additional use of the Poppy image has to be approved by the Legion before use.
- The Poppy image cannot be used to raise funds for any other purpose than the Poppy Fund.
- The Legion logo is authorized for use as a supporter of his initiative.

The Legacy Hour Project has been given the support of the Poppy & Remembrance Committee. With this approval there is potential for a productive partnership with this group which could provide considerable positive exposure for the Legion, the Remembrance period and the Poppy image -the latter being the reinforcement of the trademark as well as the image. An additional benefit to this program is that it is attempting to engage youth on a national scale all in the name of remembrance – an area the Legion needs to be expanding in. As the coordinator Ms Patton is moving forward with great energy and passion as well as utilizing her expertise and substantial resources it may be prudent of the Legion to have the marketing department look into the potential of taking advantage of this opportunity and coordinate efforts where feasible. For example VIA Rail, a current partner of the Legion has joined forces with the Legacy Hour to help promote as indicated by the following update from Ms. Patton:

*“This past week VIA Rail has come onboard to support The Legacy Hour. The synergy between their support of the Poppy Fund and this program works extremely well together. My contacts at VIA Rail have been Eve-Daniele Veilleux and Valerie Perron, and Jacques Fauteux.*

*As part of the annual Poppy Fund launch, they would like to include The Legacy Hour in the November launch announcement. This is great news and I will work with both them, and the RCL to define details. Eve-Daniele has suggested launch in either Halifax or Ottawa. They will also share out TLH with their social media and communications to support the initiative and create awareness.*

*The other good news is that Historica Canada will also share out TLH in November on the platforms. With The Canadian Encyclopedia, and The Memory Project, that would be over 10 million followers providing optics to the RCL.”*

The committee felt that the efforts and legitimacy of this program combined with the perceived benefits of being a supporter was a positive for the Legion. It therefore considered that any combined support of this project would be worthwhile and cost effective. (program outline attached)

**RECOMMENDATION:** That DEC approve a more proactive union with the Legacy Hour project as a WWI commemorative initiative and authorize more support with its promotion and execution as the opportunity arises.

## **THE POPPY MANUAL: AREAS FOR DISCUSSION**

**Corporate Signage – Article 815.b.iv:** Situations where the use of the Poppy image would NOT be considered include: “Remembrance Day signage used by corporations or retail outlets.”

As it is important to promote remembrance and encourage business’ to respect Remembrance it is requested that this article be removed and allow business’ to use the Poppy image to promote/honour Remembrance Day. This would include non-promotional signage that strictly recognizes Remembrance Day and would allow only the applicable corporations name.

**RECOMMENDATION:** That DEC approve the removal of Article 815.b.iv. from the Poppy Manual.

**Call To Remembrance Program – Article 403.ii.j:** Up until last year only NL Command still participated in this program. As of 2018 no provincial command conducts a “Call to Remembrance Program”. Request to remove.

**RECOMMENDATION:** That DEC approve the removal of Article 403.ii.j. from the Poppy Manual.

### **Medical Training and Medical Research – Article 403.ii.b:**

The title for 403.ii.b. is misleading as it does not solely focus on research but also includes community medical appliances

“403.b.ii. Medical Training and Medical Research: (prior Provincial Command approval is required) 50 percent of the current balance, for medical training and medical research for Veteran support or for community medical appliances such as but not limited to, “jaws of life”, photo imaging cameras and defibrillators which will assist in the care of Veterans.”

This article authorizes the Poppy Trust Fund to support areas and items that may support veterans in an extremely limited capacity but essentially support the community. If the focus is to remain on veterans:

- Remove the ambiguity from article 403.b.ii. by removing “jaws of life” as an example, and
- Clarify Article 403,b.ii. by separating article 403.ii.b. into to two sub paras –
  - Medical Training and Medical Research, and
  - Medical appliances.

**RECOMMENDATION:** That DEC approve the separation of 403.ii.b. into two separate sub paras as follows:

**403.b.ii. Medical Training and Medical Research:** (prior Provincial Command approval is required) 50 percent of the current balance, for medical training and medical research for Veteran support.

**403.b.?. Medical Appliances:** (prior Provincial Command approval is required) 50 percent of the current balance) such as but not limited to, photo imaging cameras and defibrillators which will assist in the care of Veterans.”

**RECOMMENDATION:** That DEC approve the removal of “jaws of life” from article 403.ii.b.

### **Purchase and Training for Defibrillators.**

The purchase, using Poppy Trust Funds, of defibrillators to be placed in branches is an accepted practice under article 403. ii. b. Medical Training and Medical Research of the Poppy Manual. However once purchased there is a requirement for training in order to be qualified to use these devices. As some clarification was requested on who should get this training and how it should be funded the following recommendations are made

**RECOMMENDATION:** That DEC approve, under Article 403 ii.b. of the Poppy Manual (Medical Training and Medical Research) the use of Poppy Trust Funds for the training of Branch employees to operate the Branch defibrillator.

### **REQUEST FOR POPPY FUNDS**

#### **Project Healing Waters:**

The VSS Committee met via teleconference on 21 March 2018 and reviewed the a proposal from Project Healing Waters Canada. The VSS Committee approved the motion to recommend that \$22,000 be provided to Project Healing Waters from the Dominion Command Poppy Trust Fund to support Healing Waters Canada financially to provide fly fishing equipment and supplies as well as the cost of the outing to Veterans with Operational Stress Injuries (OSI) as part of a fly fishing life-long learning experience. Poppy Trust Funds were previously provided in 2014 and 2015.

**RECOMMENDATION:** That DEC approve the use of Dominion Command Poppy Trust Funds in the amount of \$22,000 to support Project Healing Waters in 2018.

#### **Marketing the Poppy Campaign 2018**

The marketing department will once again actively promote the Poppy Campaign through a series of social media and on-line initiatives as part of the 2018 Marketing plan. Below is the detail on the two initiatives taking place between October and

November 2018

- Social Media Paid ads (Twitter/Facebook/YouTube) + Facebook Live Promotion of NRD Ceremony and Poppy Drop - \$20,000
- Online banner advertising (October – Nov) - Learn about the Poppy/Get your poppy - \$25,000.00
- Total: \$45,000

**RECOMMENDATION:** That DEC approve the use of Dominion Command Poppy Trust Funds in the amount of \$45,000 to support the 2018 marketing of the Poppy Campaign.

### **First Nation Representation at National Ceremony**

Each year at the national Remembrance Day ceremony, the Act of Remembrance is recited in three languages – English, French and an aboriginal language. The practice of having this aboriginal involvement in the national ceremony was approved by DEC in May 2008.

Recitation in an aboriginal language is by an aboriginal Veteran selected in consultation with a local aboriginal Veteran leader. The Veteran and language must change each year to bring recognition to all aboriginals in Canada: First Nations People, Metis, and Inuit.

It is becoming increasingly difficult to find a local Veteran able to recite the Act and we have had individuals in recent years travel from other parts of Ontario to participate. Travel expenses are either paid by the Veteran themselves or personally by the aboriginal leader.

It is important to have aboriginal representation in the ceremony, as directed by DEC, and financial assistance is being sought to assist with travel and accommodations.

- Travel would be reimbursement of fuel expenses and not mileage
- Accommodation would be one night hotel cost.

It is recommended that Poppy Funds be authorized for reimbursement of actual expenses for the aboriginal Veteran participating in the national Remembrance Day ceremony to a maximum of \$500 annually.

**RECOMMENDATION:** That DEC approve the use of Dominion Command Poppy Trust Funds up to the amount of \$500 annually to cover off any costs incurred to have an aboriginal veteran participate in the National Ceremony.

## **Virtual Poppy Drop at Centre Block**

Request for funding for Virtual Poppy Drop at Centre Block - \$30,000. This Poppy Drop will also be part of the 100<sup>th</sup> anniversary commemoration of the end of the WWII.

**RECOMMENDATION:** That DEC approve the use of Dominion Command Poppy Trust Funds in the amount of \$30,000 to support the Poppy Drop initiative..

## **Hosting the Invictus Athletes**

Marketing has requested a maximum of \$1,750 to host the Canadian 2018 Invictus Athlete Team at a Legion Branch in NS. The amount is based on 25\$ per Veteran to a maximum of 70.

**RECOMMENDATION:** That DEC approve the use of Dominion Command Poppy Trust Funds in the maximum amount of \$1,750 to support the hosting of the Canadian 2018 Invictus Athlete team..

## **WWI CENTENARY – BELLS OF PEACE INITIATIVE**

As a WWI Centenary project the Royal Canadian Legion, in concert with the Poppy & Remembrance Committee have developed a plan to honour through remembrance the Armistice of 1918. This initiative's operational name is the "Bells of Peace".

Without going into a lengthy history brief the general concept derives from the use of bells as a celebratory announcement that the war had ended. This was common at the end of both WWI and WWII. The Legion's intent is to have every bell in every community across Canada ring in unison or independently (within that community) 100 times at sunset on 11 Nov 2018 to signify the 100<sup>th</sup> anniversary of the WWI Armistice.

The plan consist of the following:

- The ringing of the bells 100 times in every community.
- Start time is 11 Nov 2018 at sunset.
- A selected youth or youths will be chosen to wring the bell in each bell location.
- An informal gathering in each community of those related to those that served in WWI. More detail to follow.
- Legion branches coordinate in each community. Dominion Command will coordinate within those communities that do not have a Legion presence.
- The Bells of Peace celebration will begin by a bagpiper playing on the East coast either in Cape Spear or St. Johns and end with a piper playing on Vancouver



Island (Sooke, BC?)

- Dominion Command will provide a package for each Legion Branch and man a coordination centre to assist and coordinate the effort.
- National coordination will be done by Dominion Command for such areas as the Parliament Hill Carillion as well as other national symbols such as the CN Tower, Military participation, etc.

Veterans Affairs has offered assistance in this initiative and details are being worked out on what that assistance will be.

At this time there has been no Legion funding allocated to this initiative. As this is a remembrance activity the Poppy & Remembrance Committee requests the use of Dominion Command Poppy Trust Funds as well as allowing branches the use of their own Poppy Trust Funds to assist in this endeavour.

**RECOMMENDATION:** That DEC approve the use of Dominion Command Poppy Trust Funds in the maximum amount of \$30,000 to support the Bells of Peace initiative.

**RECOMMENDATION:** That DEC approve, under Article 403 of the Poppy Manual (Special Use Expenditures), the use of Branch Poppy Trust Funds to assist in the Bells of Peace WWI remembrance activity. The current application process still applies.

## **75<sup>TH</sup> ANNIVERSARY OF THE ITALIAN CAMPAIGN – DISCUSSION**

The following was received from a Legion member – he has a point:

“You are no doubt aware of the significance of the above anniversary. The veterans of the Italian Campaign have been almost literally forgotten by the nation that they so gallantly served, only to be labelled with the pejorative name of "The D-Day Dodgers" after the Invasion of Normandy. Canadians are now nearly universally unaware that their fellow countrymen helped establish the first permanent lodgment of Allied military forces on the continent of Europe during World War II. You are also no doubt aware that these troops fought in some of the most inhospitable terrain and weather in the European theater of operations, requiring the enemy to divert massive forces that could have been unleashed upon those who landed in Normandy almost exactly a year later. You must also be aware that thousands of Canadian died in Italy - this was no mere sideshow. I am contacting you to respectfully request your support my efforts to persuade the Royal Canadian Mint to issue a coin to finally honour the few remaining veterans of this campaign - it is too late for my Father, who died with his service unrecognized, but this year represents the last opportunity for Canada to finally thank the last living D-Day Dodgers for their sacrifice. I hope it is understood that I

intend not the slightest disrespect to the veterans of Normandy - as a matter of fact, I exchanged correspondence with the late Cliff Chadderton of the WarAmps (who was severely wounded in France), and he fully agreed that the veterans of the Italian Campaign have been ignored by history. I am contacting you to request the support of the Royal Canadian Legion to finally persuade the Canadian government to finally thank these veterans for their service and sacrifice by at the very least to issue a commemorative coin to bring the attention of the Canadian public to these forgotten heroes. I thank you in advance for any assistance you can provide.” For consideration.

**RECOMMENDATION:** That Dominion Command, in consultation with the Supply Department, look into the feasibility of designing and providing a pin for 2018 that honours and recognizes the sacrifices made by those Canadians who served in the Italian Campaign on this the 75<sup>th</sup> Anniversary of the start of that campaign.

### **ATLANTIC MEMORIAL PARK REQUEST TO SOLICIT POPPY FUNDS FROM BRANCHES**

The national Poppy & Remembrance Committee reviewed the initial request to promote this project and subsequently authorized an all branch release to promote the “Atlantic Memorial Park”. There was no authorization requested nor given to solicit funds from the collective whole.

Subsequently this project now requests the authorization to solicit funds from Legion branches. Based on this change of scope the Poppy & Remembrance Committee revisited the request and with a view to have DEC support this request..

**RECOMMENDATION:** That the Atlantic Memorial Park Foundation be allowed to request financial support from Legion Branches from general funds.

#### **Attachments:**

- BASNO – The Electronic Poppy
- The Legacy Hour

**REPORT OF THE DOMINION COMMAND  
MEMBERSHIP COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**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 December 01, 2017 to March 23, 2018. During this period, the Membership Committee convened twice via teleconference.

**OVERVIEW**

The Committee is pleased with the early results of the launch of the membership-processing website and remains highly optimistic on all the recent changes surrounding membership. Branches have embraced the new website with almost 80% now accessing the portal to view member information, branch registers and various reports. In addition, over 40% of the branches are now fully processing memberships online. However, only half the branches to date have taken advantage of allowing their members the option of renewing online.

With a more efficient administrative foundation now implemented, plenty of hard work remains to inform members and branches of all the new renewal and processing options available to assist with the Legion membership process.

**MEMBERSHIP NUMBERS**

After implementing numerous changes over the previous 12 months and working closely with the Provincial Membership Chairs the Committee was disappointed with final 2017 membership numbers as membership declines continued. The 2017 numbers clearly demonstrate that once again a greater organizational effort is required on member retention and renewals if we are to turn membership around.

The 2017 membership year (as of Jan 31, 2018) finished with 268,517 members down 10,089 members or 3.6% to the same time last year.

We enrolled 24,998 new and reinstated members up 1,638 members or 7.0% year over year.

Inside the Numbers:

- As of February 01, 2018 - 35,174 members who had paid for 2016 did not renew for 2017.
- Of these 35,174 members, 4,904 deceased during the year leaving a remaining 30,270 members for potential renewal.
- Of these remaining members, 7,282 (24%) were new members (1 year of service)
- An additional 3,706 (12%) had 2 years of service
- To summarize, 36% of non-renewing members were relatively new members to the Legion.

As of March 23, 2018, 217,797 members had been processed for 2018 representing 81% of final 2017 totals. During March, 60,000 renewal reminders were sent to members who had not yet renewed for 2018 and these yielded immediate results with over 700 members renewing online within the first 10 days. There was significant member dissatisfaction with branches who have not yet allowed their members to renew online.

Please find below a renewal summary report itemizing the volume of branches by command that had renewed less than 80% of their 2017 memberships by March 13, 2018.

<b>Command</b>	<b># of Branches Under 80%</b>
BC / YUKON	34
ALBERTA-NWT	21
SASKATCHEWAN	16
MB / NW0	10
ONTARIO	14
QUEBEC	17
NEW BRUNSWICK	0
NS / NUNAVUT	5
P.E.I.	0
NFLD / LB	3

Moving forward a full branch summary report will be distributed monthly to all commands commencing in April. In addition, commands will also receive a detailed report of branches who have not provided their membership fees allowing their members the opportunity to renew online.

The Committee encourages commands to follow up with these new monthly reports and take the necessary actions to ensure we are maximizing our member renewal and retention efforts.

### **MEMBERSHIP PROCESSING WEBSITE**

Since launching the new website last summer, over 110,000 memberships representing \$3.8 million in per capita tax have been processed online. In addition:

- 1,106 Branches (79%) have at least logged on to the new system.
- 15,100 members have now registered their memberships online (providing us with their email addresses and phone numbers).
- 593 Branches (42%) have processed at least one member on the portal since our launch
- 682 Branches (49%) have now provided their branch rate allowing their members to renew online in the future.

### **BRANCH HOSPITALITY PROGRAM AND MEMBER EXIT SURVEY**

As a result of the information received from the non-renewing member survey conducted last Spring the Committee developed a program, which was presented and approved at the November DEC meetings.

Early this year this program was distributed to all Commands along with the complete member exit survey conducted by Environics.

The focal point was to re-enforce the messaging that a significant amount of members are not renewing their memberships due to branch hospitality issues and as a result the Membership Committee created a reference tool to assist branches in improving the overall branch experience.

To bring greater attention to this issue the member exit survey and the branch hospitality program will be the topics of a membership workshop during the 2018 Dominion Convention.

### **SUMMARY**

The 2017 membership results are a recent reminder of our need to improve member renewal and retention efforts and the member exit survey revealed our organizational shortcomings surrounding the traditional member renewal process.

With the successful launch of the membership website, we now have an administration foundation in place to address the findings of the non-renewing survey but we require strong command and branch support if we are to maximize member renewal and retention efforts. Providing these new membership tools does not guarantee success if our organization does not seize the new opportunities now available.

Only with a collaborative effort can we look forward to stabilizing Legion membership for future years.

**REPORT OF THE DOMINION COMMAND  
MEMBERSHIP COMMITTEE TO  
DOMINION CONVENTION  
AUGUST 2018**

**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>

**MEMBERSHIP OVERVIEW**

In keeping with the 2018 Dominion Convention theme '*Embracing a Modern Day Legion*', the Membership Committee has worked diligently over the past two years at ushering in a new era of legion membership. This was accomplished by introducing many new membership elements including new membership cards and launching a membership website for commands and branches which includes providing members the opportunity to update their personal profiles and choose new online member renewal payment options.

In addition, in 2017 the Committee commissioned a third party to conduct a non-renewing member survey and the results, which are shared within this report, helped create and shape the membership 5-year business strategy.

Branch and member communication continues to be a challenge for the Member Services team as only 1,100 of the 1,400 branches have a valid email address on their profile. Unfortunately, we have made no progress on additional branch emails since the last convention. This has created many challenges when attempting to communicate membership updates to branches and ultimately to members. We continue to rely primarily on email to communicate all news and updates so it is imperative for branches to share and update their email addresses.

During the 2018 Convention Member Services is presenting two informative membership workshops for all attendees. One workshop will focus on recent changes surrounding Legion membership and the second workshop will discuss the non-renewing member survey and the branch hospitality program. Member Services will also be represented on-site to display the new membership website and answer any questions.

## **MEMBERSHIP BY THE NUMBERS**

After implementing numerous changes in the previous 12-18 months and working closely with the Provincial Membership Chairs the Committee was disappointed with final 2017 membership numbers as membership declines continued.

### **Final 2017 Numbers:**

- 268,517 Total Paid Membership - down 10,089 members or 3.6% year over year
- 24,998 New Members were enrolled/reinstated during 2017 – up 1,638 members or 7.0% year over year

As the 2017 numbers demonstrate, generating new Legion members is not the biggest challenge to maintaining overall membership levels. A greater organizational effort is required on member retention and renewal if we are to turn membership around.

Inside the Numbers:

- As of February 01, 2018, 35,174 members who had paid for 2016 did not renew for 2017.
- Of these 35,174 members, 4,904 deceased during the year leaving a remaining 30,270 members for potential renewal.
- Of these members, 7,282 (24%) were new members (1 year of service)
- An additional 3,706 (12%) had 2 years of service

Direct contact with non-renewing members yields the best results so a direct mail piece soliciting the renewal of members is mailed out every March to those who have not yet renewed for the current year.

The Committee encourages local branches to directly contact their non-renewing members annually.

## **UPDATE ON THE MEMBERSHIP PROCESSING WEBSITE**

The membership-processing website for branches and members launched in the summer of 2017. The Membership Committee has been extremely encouraged by the early results. As of March 2018, 110,000 memberships had been processed online. In addition:

- 1,120 Branches (80%) had logged on to the website.
- 600 Branches (43%) had processed members on the website.
- 700 Branches (50%) had provided their branch rate allowing their members to renew online.

These are strong early results greatly exceeding initial projections. The Committee thanks all branches who are actively participating in this new technology.



## **NON-RENEWING MEMBER SURVEY**

The Membership Committee commissioned Environics, a third-party survey company, to conduct a non-renewing member survey during May 2017. The survey received 479 total responses from non-renewing members (323 men vs 156 women including 224 Ordinary members). The key findings were:

- 1) 40% of non-renewing members did not receive a renewal reminder call/notice from their local branch
- 2) 41% would renew today if they could do so online
- 3) Although most found the branch experience to be welcoming there were 25% who found the branch experience un hospitable and 37% stated it was only somewhat hospitable.

The full survey results were shared with the Provincial Commands and the Provincial Membership Chairs.

The Membership Committee remains optimistic that the administrative tools are now in place to assist in addressing these three major findings, which will assist member retention rates in future years.

## **MEMBER CONTACT INFORMATION AND BRANCH MEMBERSHIP FEES**

With the launch of the membership website, the tools now exist to fully address the first two key findings of the member non-renewal survey. We encourage branches to:

- 1) Collect and enter member contact information within the membership website. With this information, Dominion Command can cost effectively email renewal reminders on behalf of the branches encouraging members to renew their local memberships. To date we only have 15% of member emails within our system.
- 2) Please ensure your branch rate (membership fee) is entered in the membership website allowing your members the convenience of renewing their memberships online. This is one more additional renewal tool you can add to your existing efforts and it can assist branches in maintaining membership levels as members move away, become less mobile or have family members renew on their behalf.

We require strong branch and member support if we are to maximize member renewal and retention efforts.

Providing these new membership tools does not guarantee success if our organization does not seize the new opportunities now available. Please consider collecting and sharing the information above. Member Services is always available to assist local branches.

## **ALL BRANCH COMMUNICATIONS – THE LEGION DISPATCH**

Once a month Dominion Command emails the All Branch Communication Newsletter (now called the Legion Dispatch) to the email address appearing on your branch profile page within the membership website. This information piece contains important news, updates and changes for all aspects of our Legion organization.

Please review your email address on your branch profile page within the membership website to ensure the correct email address is listed. This will ensure you are receiving these updates on a regular monthly basis.

## **BUDGET**

Please find enclosed with this report a copy of the 2018-2020 budgets for the Membership Committee. Any motion for changes to the budgets as relates to the Membership Committee will have to be delayed until the budget is formally brought forward by the Dominion Treasurer later in the Convention proceedings.

## **CONCLUSION:**

Many new changes have been implemented over the past couple of years all with a focus on stabilizing Legion membership. These changes have been made to recognize and embrace a modern-day Legion especially when it comes to membership processing and member renewal.

Organizationally we collectively need to use the tools now available to maximize our member renewal and retention efforts.

Every branch can make a difference:

- 1) Continue to welcome all newcomers, veterans and civilians who wish to support veterans, promote remembrance and want to help grow our communities. Review the Branch Hospitality program for some helpful tips on creating a more welcoming environment.
- 2) Please ensure your correct branch email address is entered in the membership website. This will ensure you receive regular updates on all aspects of Legion business.
- 3) Continue to obtain member phone numbers and email addresses and ensure they are updated in the membership system or please forward directly to Dominion Command. This will ensure your members receive email renewal reminders sent by Dominion Command on behalf of your local branch.
- 4) Please ensure your branch rates (membership fees) are entered in the membership website allowing your members the convenience of renewing their local memberships online.

Together we can make a positive difference to Legion membership!

The Membership Committee thanks all branches and commands for their commitment and strong efforts over the past 2 years.

I move the acceptance of this report as presented.

**REPORT OF THE DOMINION COMMAND  
SPORTS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**File: 42-2**

<b>Angus Stanfield</b>	-	<b>Chairman</b>
<b>Tom Eagles</b>	-	<b>Vice Chairman</b>
<b>Melvin Crowe</b>	-	<b>Member</b>
<b>Norman Shelton</b>	-	<b>Member</b>
<b>Kandys Merola</b>	-	<b>Member</b>
<b>Stephen Gallant</b>	-	<b>Member</b>
<b>LeRoy Washburn</b>	-	<b>Member</b>
<b>Mel Willis</b>	-	<b>Member</b>
<b>Lia Taha Cheng</b>	-	<b>Committee Secretary</b>
<b>Angela Keeling</b>	-	<b>Assistant Committee Secretary</b>

**GENERAL**

The committee last met on 27 November 2017 at Legion House and as part of a national sports teleconference on 6 March 2018.

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

Brandon, MB will host the 2018 Legion Nationals from 8-14 August 2018 (competition dates: 10-12 August). The spring site visit is scheduled for 3-6 May 2018 and all indications are that the 2018 LAC and the required facilities will be ready to go. There were no concerns raised at this time.

**2019 & 2020 LEGION NATIONAL YOUTH TRACK AND FIELD CHAMPIONSHIPS**

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

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

**2018 MEMBER SPORTS CHAMPIONSHIPS**

The 2018 member sports championships are scheduled to be held as follows:

**Cribbage:** 27-30 April 2018  
Hosted by: Branch #01-091 Victoria, BC  
Sports Committee Representative: Norman Shelton

**Darts:** 4-7 May 2018

Hosted by: Branch #06-120 Mascouche, QC  
Sports Committee Representative: TBA

**Eight Ball:** 25-28 May 2018

Hosted by: Branch #03-060 Estevan, SK  
Sports Committee Representative: Angus Stanfield

Information packages were dispatched to the Provincial Executive Directors and Provincial Command Sports Representatives on 20 February 2018. As a new initiative for 2018, registration forms will now be submitted online. All host branches are in accordance with the hosting requirements.

**2019 DOMINION MEMBER SPORTS CHAMPIONSHIPS**

The following branches have been selected to host in 2019:

- **Cribbage** - Branch #05-480 Ottawa, ON: Friday 26 April - Monday 29 April
- **Darts** - Branch #08-078 Dominion, NS: Friday 3 May - Monday 6 May
- **Eight Ball** - Branch #07-004 Fredericton, NB: Friday 24 May - Monday 27 May

**2020 DOMINION MEMBER SPORTS CHAMPIONSHIPS**

The call for applications to host the 2020 Dominion Member Sports Championships was distributed on 30 January 2018 via the All Branch email. Branches are requested to submit their applications online through the Member Services website (under Branch and Command Resources / Member Sports) by 30 July 2018. Submissions will be reviewed and considered by the Dominion Command Sports Committee at its November 2018 meeting.

**NATIONAL SPORTS TELECONFERENCE – 6 MARCH 2018**

The National Sports teleconference was scheduled to provide the opportunity for Provincial Commands to share best practices, discuss issues, questions and concerns, and collaborate in order to enhance the Legion's Member Sports and Track and Field programs.

The minutes of this meeting were distributed to DEC on 14 March 2018.

**PROPOSED SPORTS GUIDE AMENDMENT – SPORTS GUIDE 601**

As the team quota of 10 Provincial Commands is not typically filled for the Dominion Eight Ball Championships, it is proposed to allow an automatic berth for the host branch where the host branch would be given a one team entry which would not require provincial qualifications. This would have multiple benefits:

- a. Would add one team which would make for more play.
- b. Would encourage branches to host.
- c. Would help garner community support knowing a local team was playing in the National Championship.
- d. Would bring local spectators into the branch to watch the matches.

The following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that section 601 of the Sports Guide be amended to read: “Each Provincial Command is invited to participate at the Dominion Eight Ball Championships. Commands are to ensure that provincial finals have been completed at least three weeks prior to the Dominion Championships. *Should not all Provincial Commands send a team to the Dominion Championships, the host branch will receive an automatic berth where provincial qualifications are not required.*”

#### **PROPOSED SPORTS GUIDE AMENDMENT – SPORTS GUIDE 613**

The intent of this amendment is to select players for Dominion Eight Ball Championships divisions by random draw to prevent teams from trying to manipulate the roster. The following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that section 613 of the Sports Guide be amended to read: “The tournament format will be based on two conferences and four divisions. There are two divisions in each conference. Each member of the command team will be placed in a separate division *by random draw*. Both members of the respective doubles pairs of the command team will be placed in the same conference.”

#### **PROPOSED SPORTS GUIDE AMENDMENT – SPORTS GUIDE 614 & 620**

The number of games for teams in attendance decreases should the team quota of 10 Provincial Commands not be filled for the Dominion Eight Ball Championships. Therefore, it is recommended that the number of games per match be determined by Dominion Command prior to the Eight Ball Championships based on the availability of tables, as well as, the number of provincial teams registered. The following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that section 614 of the Sports Guide be amended to read: “The format for the championships shall begin with individual round-robin

play with each player competing against all other commands (see Annex A). If an uneven number of Commands are entered into the event, a bye shall be scheduled into the round-robin play. *The number of games per match will be determined by Dominion Command prior to the Eight Ball Championships based on the availability of tables, as well as, the number of provincial teams registered.*”

**RECOMMENDATION:**

It is recommended that section 620 of the Sports Guide be amended to read: “The initial schedule of play is round robin as per the attached Conference format with each individual playing a member of every provincial team within their Division. A win scores a point.”

**CONCLUSION**

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

I move acceptance of this report as presented.

**REPORT OF THE DOMINION COMMAND  
SPORTS COMMITTEE  
2018 NATIONAL CONVENTION**

**File: 42-2**

<b>Angus Stanfield</b>	-	<b>Chairman</b>
<b>Tom Eagles</b>	-	<b>Vice Chairman</b>
<b>Melvin Crowe</b>	-	<b>Member</b>
<b>Norman Shelton</b>	-	<b>Member</b>
<b>Kandys Merola</b>	-	<b>Member</b>
<b>Stephen Gallant</b>	-	<b>Member</b>
<b>LeRoy Washburn</b>	-	<b>Member</b>
<b>Mel Willis</b>	-	<b>Member</b>
<b>Lia Taha Cheng</b>	-	<b>Committee Secretary</b>
<b>Angela Keeling</b>	-	<b>Assistant Committee Secretary</b>

## **INTRODUCTION**

The Dominion Command Sports Committee has met four times since the 2016 Dominion Convention – twice in Ottawa and twice by teleconference. The committee's focus continues to be one of containing costs and improving both the member sports program and the National Youth Track and Field Championships.

## **MEMBER SPORTS GENERAL**

Member Sports continue to promote Legion comradeship and sportsmanship by bringing together members from every branch of the Legion. The sporting events help keep members physically active and add to the social aspect of the branch. This brings in new members, which in turn brings in needed revenue. Sport, being a competitive pastime by nature, thrives on activities that lend themselves to competition and the staged competition from branch to province to national level is unique in an organization such as the Legion. This is an incentive for membership for those that participate.

## **2016 DOMINION MEMBER SPORT CHAMPIONSHIPS**

An update is provided on the outcome of member sports events for 2016:

- a. Dominion Cribbage**  
**Hosted by:** Branch #09-001 Charlottetown, PE, 22-25 Apr 2016  
**Single:** Bob Brenton, Branch #08-026 Truro, NS  
**Doubles:** Richard Falle, Barry Dillon, Branch #01-091 Victoria, BC  
**Team:** Roger LeBlanc, Dean McLaughlin, Sandra Leblanc, Paul Calhoun, Branch #07-015 Marysville, NB
- b. Dominion Darts**  
**Hosted by:** Branch #07-069 Saint John, NB, 6-9 May 2016



**Single:** Shawn Brenneman, Branch #05-495 Beachville, ON  
**Doubles:** Garry Robinson, Andy Rust, Branch 05-266/46 Toronto, ON  
**Team:** Paul LaQuant, Chris Steiger, Jerry Myles and Rod Snow, Branch #08-160 Dartmouth, NS

- c. **Dominion 8-Ball**  
Suspended for 2016

## 2017 DOMINION MEMBER SPORT CHAMPIONSHIPS

An update is provided on the outcome of member sports events for 2017:

- a. **Dominion Cribbage**  
**Hosted by:** Branch #04-043 Winnipeg, MB, 28 April-1 May 2017  
**Single:** Ron Moore, Branch #01-109 Gibsons, BC  
**Doubles:** Richard Falle, Barry Dillon, Branch #01-091 Victoria, BC  
**Team:** Roger LeBlanc, Dean McLaughlin, Sandra Leblanc, Paul Calhoun, Branch #07-015 Marysville, NB
- b. **Dominion Darts**  
**Hosted by:** Branch #02-063 Brooks, AB, 5-8 May 2017  
**Single:** Jim Long, Branch #05-583 Newbury, ON  
**Doubles:** Scott Sansom, Dean Corlett, Branch #04-009 Winnipeg, MB  
**Team:** Mark Hebert, Isaac Mullin, Derek Hanley, Scott Tracy, Branch #07-039 Blacks Harbour, NB
- c. **Dominion 8-Ball**  
**Hosted by:** Branch #05-225 Sturgeon Falls, ON, 26-29 May 2017  
**Single:** Greg Gauthier, Branch #07-010 Miramichi, NB  
**Doubles:** Kim Bohnet, Richard Stekelennurg, Branch #02-017 Medicine Hat, AB & Branch #02-269 Drayton Valley, AB  
**Team:** Gerry Carroll, Daniel Carroll, Greg Gauthier, Shawn Stewart, Branch #07-010 Miramichi, NB

## MEMBER SPORTS – POINTS OF INTEREST

The Sports Committee has continued to work toward improving the Member Sports program. The following points outline this effort:

- a. **Sports Guide Modifications:** The Sports Guide was modified to outline appropriate behaviour at Dominion tournaments, state applicable disciplinary actions, and include a mandatory dress code. These dress and deportment modifications were implemented in order to provide accountability to the participants, enhance professional standards, and ensure that enforceable rules and regulations are in place. The role of the competitors is to represent their provincial command, and the Legion as a whole, and

compete in the spirit of comradeship for the joy of sport and the spirit of healthy competition that result.

**b. National Governing Body Affiliation:** The Sports Committee is continuing to explore affiliating Dominion Sports with a governing body (i.e. Canadian Billiards & Snooker Association, American Cribbage Congress, and National Darts Federation of Canada). This is perceived to be of value in that the exposure of the Legion would be broadened by introducing Legion programs to those who know little about the Legion. In addition, the affiliation could allow Legion teams to be qualified to compete at the highest level. Finally, the governing body would be available as a resource and expert in the sport should guidance, feedback, or input be sought by the Sports Committee.

**c. Eight Ball Sports Guide Amendments:** The Sports Committee has reviewed the structure of the Dominion Eight Ball Championships and the following items have been approved by DEC:

- 1) Automatic berth for host branch: Should not all Provincial Commands send a team to the Dominion Championships; the host branch will receive an automatic berth where provincial qualifications are not required. This will have multiple benefits:
  - a. Will add one team which would make for more play.
  - b. Will encourage branches to host.
  - c. Will help garner community support knowing a local team was playing in the National Championship.
  - d. Will bring local spectators into the branch to watch the matches.
- 2) Select players for divisions by random draw to prevent teams from trying to manipulate the roster.
- 3) The number of games for teams in attendance decreases should the team quota of 10 Provincial Commands not be filled for the Dominion Eight Ball Championships. Therefore, the number of games per match will be determined by Dominion Command prior to the Eight Ball Championships based on the availability of tables, as well as, the number of provincial teams registered.

**d. Information Technology:** As a new initiative for 2018, Dominion Member Sports Championships registration forms, as well as hosting application forms, can now be submitted online. This is intended to streamline the registration and application processes, increase efficiency, and improve accuracy.

## **LEGION NATIONAL YOUTH TRACK & FIELD CHAMPIONSHIPS GENERAL**

The Legion National Youth Track & Field Championships remain the premiere Legion program for Canadian youth under the age of 18 years. Supported by several agencies

such as Athletics Canada, Provincial Sport Organizations, and Trackie, this event is the de facto national championships for both the youth and midget age groups.

The committee continues to pursue avenues of savings through independent travel bookings with airlines, providing revenue sharing activities with host committees, and proactively seeking sponsorship partners. National sponsorship partners over the past two years included Home Hardware, MBNA, PIB, and BMO. In addition to the sponsorship initiatives, revenue is also generated by the collection of registration fees which, when combined with sponsorship funds, exceeded \$81,000 in 2017.

## **2016 LEGION NATIONAL YOUTH TRACK & FIELD CHAMPIONSHIPS**

The 2016 Legion National Youth Track and Field Championships took place 3-9 August at the Stade d'athlétisme Richard-Garneau located in Sainte-Thérèse, Quebec. The total attendance was 326 Legion sponsored athletes, 35 chaperones, and 25 coaches, representing all 10 provincial commands. In addition, there were 619 open category athletes and 135 open coaches. There were approximately 5,000 to 6,000 spectators/officials/volunteers from all parts of Canada in attendance over the three days of competition including veterans, both retired and serving, covering all branches of service and all conflict areas from Korea to Afghanistan.

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

The President of the Legion, Comrade Dave Flannigan, attended the opening ceremonies and was the official guest speaker. In attendance as well were the mayors of Sainte-Thérèse and Blainville, their Worships Surprenant and Cantin respectively. Immediately following the ceremony, Dominion Command hosted a reception on-site at the Stade d'athlétisme Richard-Garneau. Further receptions were held at Branch #06-208 Sainte-Thérèse/Blainville for the chaperones and coaches on Saturday and Sunday respectively. The closing banquet was hosted at Sainte-Thérèse/Blainville Community Centre in the main hall.

The meet itself was carried out over a full three-day period from 5-7 August under the excellent organization of the meet director, Carole Crevier, and Serge Thibaudeau of Athletics Quebec. The top Legion female athlete receiving the LeRoy Washburn trophy was Jasneet Nijjar from British Columbia and the top male athlete receiving the Jack Stenhouse trophy was Jarret Chang from British Columbia as well.

## **2017 LEGION NATIONAL YOUTH TRACK & FIELD CHAMPIONSHIPS**

The 2017 Legion National Youth Track and Field Championships took place 9-15 August in Brandon, Manitoba. 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 were approximately 5,000-6,000 spectators/officials/volunteers from all parts of Canada in attendance over the three days of competition including veterans, 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. In addition, 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 Helwer, the 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 #04-003 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.

The meet was held from 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 Ontario and the top male athlete receiving the Jack Stenhouse trophy was Jamal Miller from Ontario as well.

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. 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.

## **TRACK & FIELD – POINTS OF INTEREST**

The Sports Committee has continued to work toward improving the Track and Field program and reducing costs. The following points outline this effort:

a. **Centralization vs. Decentralization:** The committee reviewed the feasibility of centralizing the Track & Field program in order to reduce costs. The highlights of the findings were as follows:

### **SUMMARY**

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

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

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

### **CONCLUSION**

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

#### **Pros:**

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

#### **Cons:**

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

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

b. **Airport Baggage Fees:** In 2015, the major airlines introduced baggage fees for all passengers booking flights at the economy rate. The basic charge for one checked bag per way is \$30 (in most cases), totalling \$60 for a round trip. As baggage fees formed part of the flight costs for air travel, it was agreed that teams would be reimbursed to a maximum of one bag per person per round trip. In 2018, Legion Nationals airline partner, WestJet, has graciously included one free checked bag for all Legion sponsored athletes, chaperones, and coaches, resulting in a significant cost savings for Dominion Command.

c. **Upcoming Hosts:** The 2018 Legion Nationals will be held in Brandon, Manitoba from 8-14 August 2018. Cape Breton, Nova Scotia will host the 2019 and 2020 Legion Nationals from 7-13 August and 5-11 August respectively.

## **DOMINION COMMAND NATIONAL SPORTS TELECONFERENCES**

As a new initiative in 2017, the Sports Committee scheduled a National Sports teleconference to provide provincial sports representatives with the opportunity to collaborate on improving Dominion Member Sports. The 15 February 2017 teleconference was well received and a positive experience in many ways. First and foremost was the communication established between all provincial commands. The sharing of information into what the positives and negatives are within their own programs has provided a base of realistic expectations on a national scale. It has also served to gain consensus in many areas which will help the Sports Committee to focus its efforts.

A second joint teleconference was held on 6 March 2018 to provide the opportunity for Provincial Commands to share best practices, discuss issues, questions and concerns, and collaborate in order to enhance the Legion's Member Sports and Track and Field programs. It was determined that a Track and Field Championship provincial chairs' meeting will take place during the 2018 Legion Nationals in order to create an open forum for discussion, exchange best practices, and share knowledge and ideas.

It was unanimously agreed upon to continue this consultation between the Dominion Sports Committee and the Provincial Sports representatives in the future.

## **2018 CONVENTION RESOLUTIONS**

The committee has not received any resolutions for the 2018 Convention.

## **BUDGET**

Enclosed with this report is a copy of the 2018-2019 budgets for Member Sports, the Legion National Youth Track and Field Championships, and the Sports Committee. Delegates may raise any questions they may have concerning the budgets at this time. However, any motion for changes to the budgets as related to the Sports Committee will be deferred until the budget is formally brought forward by the Dominion Treasurer in the Convention proceedings.

## **CONCLUSION**

The Legion Sports Committee continues to focus on the development and advancement of the Legion Sports programs with a view to improve programs while reducing costs, promote the Legion and enhance membership.

In conclusion, I would like to thank the members of the Committee for their support and dedication throughout the past two years.

I move acceptance of this report as presented.

**REPORT OF THE DOMINION COMMAND  
PUBLIC RELATIONS COMMITTEE TO  
DOMINION EXECUTIVE COUNCIL  
APRIL 2018**

**File: 44-1**

<b>Bruce Julian</b>	-	<b>Chairman</b>
<b>Tom Eagles</b>	-	<b>Vice-Chairman</b>
<b>Ronn Anderson</b>	-	<b>Member</b>
<b>Ken Box</b>	-	<b>Member</b>
<b>Marc Tremblay</b>	-	<b>Member</b>
<b>Nujma Bond</b>	-	<b>Committee Secretary</b>
<b>Brad White</b>	-	<b>Ass't Committee Secretary</b>

**OVERVIEW**

We officially reactivated our PR committee and held our first meeting in December. We are now also holding regular PRO meetings every other month. We have accomplished several goals aimed at sharing information and updating our colleagues across the country with useful and timely information and tools. Going forward we plan to expand our training efforts and the engagement of committee members in the handling of public relations matters.

**HIGHLIGHTS**

- December marked our first PR committee meeting under our new structure. We had a chance to re-introduce members to one another and discuss a few salient matters namely:
  - The creation of a PR-Communications plan that outlines the year's major programs and events;
  - facts & Stat sheets;
  - PR manual 2018;
  - ongoing PR training;
  - the need for more sharing of information about what the Legion does
  - The need to push material and processes down to the Command and Branch levels;
  - a process whereby the PR committee can be quickly consulted on the planned wording of a response, when matters of national importance arise suddenly: process agreement was made
- December marked the first Public Relations Officer meeting under our new structure. A second PRO meeting was held in February. Highlights included:



- The idea of a monthly PRO update whereby salient issues of relevance across the country could be shared with PROs – these are now being produced;
  - planned tools such as the PR Manual, Facts & Stats sheets, ongoing training – these are underway;
  - interest in the Legion's First World War commemoration plans, which are still under consideration.
- 
- In January, we sent out the first of the monthly PRO updates for Public Relations Officers. The bulletin is now also proving helpful to our wider DEC members and to Executive Directors.
  - In February, we crafted a significant letter to the Prime Minister and the Ministers of Veterans Affairs and Defence. It was in response to the Prime Minister's assertion at a meeting in Edmonton, that some Veterans are asking for more than the government can give right now. Dave Flannigan was the signatory.
  - The 2018 Public Relations Manual was issued in English and French to all PROs and executive members in February. The manual will be updated yearly and serves as a guide for Legion staff and volunteers who handle public relations activities.
  - The March/April issue of Legion magazine included a 2017 Legion overview piece, which outlined the organization's accomplishments in key areas including: Remembrance, helping Veterans and their families, research and advocacy, and international and community support. The piece also touched upon upcoming areas of focus for 2018. It was later posted in both languages on our website at Legion.ca.
  - Notable higher profile public relations issues handled included: the release of the federal government's Pension for Life plan; the case of a Sikh man being asked to leave a Branch in PEI; questions over the use of the Calgary Poppy Fund for someone who was not qualified to receive funds. Dominion Command assisted regions with communications support as needed. Timely and proactive handling of these issues helped share the Legion's point of view with accuracy and curb additional negative attention.
  - This quarter we continued our proactive handling of complaints on our social media channels; once again noting 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 continue to correct

misinformation on our behalf. We are also seeing additional growth in our social media audiences.

- The team is also now handling the production of the monthly and newly designed All Branch update with increasingly robust content including marketing and public relations information. The material is easier to see at a glance and to access. This channel is another means of ensuring our Branches have the information they need to help them with their day-to-day activities.
  
- Over the past months, our Marketing and PR team worked with colleagues and partners to help plan for upcoming key events including:
  - The Legion's inaugural participation in this year's Navy Bike Ride
  - The launch of The Legion National Foundation and its website

## **MOVING FORWARD**

Based on the accomplishments and feedback to date, at the time of writing this report the PR committee anticipates participating in the following projects and strategic discussions in the weeks and months to come:

- The completion of an updated Legion PowerPoint overview in French and English for use in general presentations our members may make.
- Discussion of the Legion's 2018 PR/event plans
- Plans for ongoing PR training for people who interact regularly with the media or public
- Completion of the first batch of Facts & Stats sheets.
- Recommendations on public relations activities related to the 100<sup>th</sup> commemoration of the First World War.
- Further discussion about how to ensure that key information is effectively pushed down to the Branch level

**RECOMMENDATIONS:** Continuance of our PR Committee and PRO Committee meetings at the current frequency and continuance of the new monthly PRO update

I move acceptance of this report as presented.

**REPORT TO CONVENTION  
PUBLIC RELATIONS COMMITTEE  
AUGUST 2018**

**File: 44-1**

<b>Bruce Julian</b>	-	<b>Chairman</b>
<b>Tom Eagles</b>	-	<b>Vice-Chairman</b>
<b>Ronn Anderson</b>	-	<b>Member</b>
<b>Ken Box</b>	-	<b>Member</b>
<b>Marc Tremblay</b>	-	<b>Member</b>
<b>Nujma Bond</b>	-	<b>Committee Secretary</b>
<b>Brad White</b>	-	<b>Ass't Committee Secretary</b>

**OVERVIEW**

At our last Convention, our President announced the formation of a Public Relations Committee. In the months afterward, we created and approved the committee's official Terms of Reference. Additionally we built and approved a five-year strategic marketing and communications plan.

We then officially activated our PR committee after the hiring of a new Communications Manager at Dominion Command, and we held our first meeting last December. Under our current structure, we will hold meetings four times a year, with at least one gathering in person.

I will present highlights of projects completed since our inception, and will then offer a general overview about what we have planned going forward.

**HIGHLIGHTS**

- As part of our PR Committee activity, we have come up with a process whereby members of the Committee can be consulted quickly about wording and content, when matters that need a national response arise.
- We have reactivated regular bi-monthly meetings for our Public Relations Officers in order to share information and update our colleagues across the country with useful and timely information and tools.
  - One such tool that has proven useful not only to our Officers, but to members of our Executive Team, is the monthly PRO update that highlights Legion-related media reports, Dominion Command updates, feedback from members and the public, and upcoming events or activities – in each instance, we include items of national relevance.

- We created a series of tools to help us effectively complete our public relations activities, including:
  - A public relations-communications plan that outlines the year's major programs and events to help with proactive planning.
  - An updated Legion PowerPoint overview in French and English for use in general presentations our members may make.
  - Fact sheets on areas of significance to the public such as Remembrance, and Membership.
  - Updated PR Manuals in English and French, they are a guideline for staff and volunteers who handle public relations activities.
  - Speaking notes for Commands and Branches to use during the Remembrance Period.
  
- We held a significant PR training event for Executive members and leaders from across the country.
  
- Our team crafted several important communiqués over the months on advocacy topics of importance to the Legion such as:
  - A letter to the Prime Minister and the Ministers of Veterans Affairs and Defence. It was in response to the Prime Minister's assertion at a meeting in Edmonton, that some Veterans are asking for more than the government can give right now. Dave Flannigan was the signatory.
  - An article on the Pension for Life plan and the lack of detail and timely communication with Veterans.
  
- We shared details about the Legion's work through our website and in media, including overviews of Dominion Command's activities in Legion magazine, and an article on the need for more research into the use of the anti-malarial drug mefloquine. As part of our outreach activity, we proactively gave media ideas and information leading to significant published stories about our work – once such piece was a full article about our Pilgrimage of Remembrance in Vanguard magazine.
  
- Many media relations topics surfaced, many over the past year. Dominion Command assisted regions with communications support where needed. Timely and proactive handling of these issues helped share the Legion's point of view with accuracy and curb additional negative attention. Here are some examples:
  - the decision of the federal government to compensate Omar Khadr
  - the future of the Legion
  - poppy trademark violations
  - our membership composition and membership issues
  - the internal situation involving BC/Y Command leadership
  - the release of the federal government's Pension for Life plan

- the case of a Sikh man being asked to leave a Branch in PEI
- questions about the use of the Calgary Poppy fund
- We continued proactively handling of complaints via our social media channels; and have noted a significant decrease in the number of complaints. We're finding that as people have become more educated about our work, they are becoming less negative, and other citizens continue to correct misinformation on our behalf. We are also seeing additional growth in our social media audiences.
- On the membership front, our team handled the production of the monthly and newly designed All Branch update with increasingly robust content including marketing and public relations information. We also oversaw several marketing campaigns and contests aimed at attracting new membership.
  - One such contest brought in close to four thousand registrants with their email addresses, a key tool in communicating with membership.
- We worked with colleagues and partners to help plan for annual key events and some new ones, examples include:
  - The Legion's significant and successful investment in the Invictus Games in Toronto – we helped tell and share good stories and built new relationships.
  - The National Youth Track and Field competition – advertising, pitching stories, and fielding inquiries.
  - 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 – each year we've reached hundreds of thousands of viewers with Facebook Live alone.
  - The Canada Army Run and the launch of Remembrance Row – the roadside photos of Veterans were a much-appreciated feature
  - The Legion's inaugural participation in this year's Navy Bike Ride
  - The launch of The Legion National Foundation and its new website

## **MOVING FORWARD**

Beyond the items we complete yearly, we plan to further engage our committee members in the handling of several public relations matters. These include, but are not limited to:

- Ongoing PR training for those who interact regularly with the media or public
  - We know that the consistent and regular training of our spokespeople across the country will result in better communication of our common messages.
- Ongoing creation of new and relevant Facts & Stats sheets

- Providing regular and updates facts and stats will help us all speak consistently about our organization and its programs.
- The production of a new booklet to outline what we do, and our areas of expertise, targeted at media
  - Making it clear to media what we do and how we can help them tell stories is an important part of sharing our work, and helping people better understand the issues of importance to Veterans.
- The production of a video story that tells the story of how poppies are made, right through to how the funds are used.
  - The visual representation of our work will be a powerful tool that can be used in all regions to share the importance of what we do. We will also create a complementary written article.
- Work on public relations activities related to the 100<sup>th</sup> commemoration of the First World War.
  - We want all regions to have access to ideas that are easily implemented, to mark this significant commemoration.
- Further detailed discussion about how to ensure that key information is effectively communicated and pushed down to the Branch level – this will require a collective effort
  - We have been hearing consistently that important communications either don't make it to the branch level, or are not read by those who should be reading them. We need to all make a commitment to share material where useful, and it is our individual duty to read and incorporate this information as best possible.

## **RESOLUTIONS**

No resolutions have been brought forward since the Committee's inception.

## **BUDGET**

The Committee spending to date has been minimal, falling well within the allocated budget.

Spending on Public Relations activities also remains well within the allocated budget.

## **CONCLUSION**

Through our Public Relations (Marketing and Communications) efforts, we have contributed to educating both our membership and the public, and have taken significant steps to protect the Legion's reputation.

Through our growing marketing campaigns, rigorous handling of complaints through various channels, increasing proactive outreach with media, and follow-up with outlets

when reputational risk is identified, we continue to protect the organization and improve the understanding of our key audiences about our mission and values.

In addition, new public relations tools being pushed down to Branches via our Public Relations Officers and through other means, are helping strengthen our internal communications efforts. This is helping foster a more supportive environment in which our own staff and volunteers at the Command and Branch levels can better understand the work we do and have more tools at their disposal to help with their roles.

Our efforts have also helped stem the downturn in membership levels, resulting in a noticeable increase in the number of new members. Sustained efforts over time will help ensure this trend continues.

**REPORT OF THE DOMINION COMMAND  
RITUAL AND AWARDS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

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

**COMMITTEE ACTIVITY**

The Ritual and Awards Committee last reported to DEC November 26, 2017. Since that time the Committee has held one electronic meeting, two 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**

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. As of the beginning of 2018, the only lapel pin authorized for wear on the right lapel of your Legion Dress is the We Support Our Troops lapel pin. However, the year 2018 is the 100<sup>th</sup> Anniversary of Armistice and our Supply Department has designed an Armistice 100 lapel pin to recognize this important Centenary.

**RECOMMENDATION:** It has been recommended that in order that all members of the Royal Canadian Legion can recognize this most meaningful event, the Ritual and Awards Committee recommends that the 1918-2018 Armistice 100 lapel pin be permitted to be worn on the right lapel of Legion Dress and L.A. Dress directly below the We Support Our Troops lapel pin during the year 2018, through to December 31, 2018.

**RITUAL, AWARDS AND PROTOCOL MANUAL**

Through the approval of three recommendations given by the members of D.E.C. at our November 2017 meeting, changes were processed to update our Ritual, Awards and



Protocol manual. Also, due to the elimination of Life Membership from our General By-Laws, and changes made to the member initiation process, additional changes were also made to this manual to reflect these changes.

### **HONOURS & AWARDS APPLICATIONS – OCTOBER 2017 – FEBRUARY 2018**

<b>AWARD</b>	<b>APPROVED</b>	<b>RETURNED</b>	<b>TOTAL</b>
Palm Leaf – MSM	3	2	5
Palm Leaf – MSA	1	1	2
MSM	17	5	22
MSA	4	0	4
Media Award	0	0	0
Friendship Award	0	0	0
<b>Total Reviewed</b>	<b>25</b>	<b>8</b>	<b>33</b>

### **LIFE MEMBER PER CAPITA**

At the regular meeting of Dominion Executive Council in November of 2017, approval was given to change the Dominion and Provincial per capita tax payable by a Branch for all new Life Member Awards. The per capita tax is now to be paid annually rather than in a lump sum payment, 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. What was not included in the approval given at the November D.E.C. meeting was any reference to a Life Member who might transfer to another Branch.

**RECOMMENDATION:** It has been recommended that for members who receive a Life Member Award from their Branch and later request a transfer to another Branch, that if the Branch accepts the transfer, the Branch also assumes responsibility of remitting any outstanding annual per capita tax that is due.

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

At the Dominion Executive Council meeting held in November of this past year, a motion was unanimously approved, that now allows for the wearing of one embroidered or metal Canadian Specialist Skill badge of choice that has been earned by an individual while serving in the CAF, RCMP or as a First Responder. Further authorization was also given for 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. Such Specialist Skill badge of choice is to be worn on the left side of Legion Dress, centred immediately above Service Medals/Undress Ribbons. Section 105 of the Ritual, Awards and Protocol Manual has been revised accordingly.

## **INITIATION CEREMONY**

With the recent changes that took place to the Membership application form and the Initiation process, discussions took place to changing the wording of “Initiation of Members” to something that is not so intimidating to new members. And since this ceremony was changed to an optional process to the membership, the members of Dominion Executive Council at its regular meeting this past November, unanimously approved the heading of “Initiation of Members” in Chapter 4 of the Ritual, Awards and Protocol Manual be changed to read “Welcoming Ceremony”. It was further approved that wherever the word “initiation” appears in Chapter 4 of the manual, that it be changed to welcome or welcome ceremony. Similarly, it was moved that all reference to “Initiation” in the manuals Table of Contents be changed to reflect the wording of welcome. The Ritual, Awards and Protocol Manual has been revised to accommodate these approved changes.

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

## **ADDENDUM TO RITUAL AND AWARDS COMMITTEE REPORT**

### **LIFE MEMBER PER CAPITA – THE COMMITTEE WITHDRAWS THE CURRENT RECOMMENDATION IN THE COMMITTEE DEC AGENDA BOOK AND WOULD LIKE TO MAKE THE FOLLOWING RECOMMENDATION:**

At the regular meeting of Dominion Executive Council in November of 2017, unanimous approval was given to change the Dominion and Provincial per capita tax payable by a Branch for all new Life Member Awards. The rationale at that time was to alleviate any financial burden that currently exists for Branches to pay the per capita tax in one lump sum payment. The approval given in November was for the per capita tax to be paid annually rather than in a lump sum payment, 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.

Since that time, various discussions have taken place between our Committee members and members of the Membership Committee regarding various concerns in the administration and processing of such a change with the per capita tax payment. And the more questions that have been asked, have begged even further questions. The concerns that have been voiced includes the following:

- Could a Branch opt to remit the per capita tax in one lump sum rather than remitting the payment annually?
- Who would be responsible for the annual per capita tax payment if a member who has received the Life Member Award transfers to another Branch?
- Through changes in Branch Executives, who would be responsible if the new Executive decided not to remit any further annual per capita tax for the Life Member?
- Is the annual per capita tax still payable for a deceased member?
- Does the annual per capita tax amount increase if there should be a per capita tax increase prior to the total per capita tax being paid in full?
- Although there would be financial implications involved, since this is an award, and not a membership category, why should a per capita tax be paid for an award?

Due to these, and other additional questions being raised over the new administration process for Life Member Awards, the Ritual and Awards Committee would like to make the following recommendation at this time.

**RECOMMENDATION:**

Due to the administrative challenges of successfully executing a new administrative process concerning the per capita tax payment for Life Member Awards, the Committee recommends that the lump sum payment per capita tax remain in place for all Life Member Awards until such time as any further recommendation is put forward.

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

## REPORT OF THE DOMINION COMMAND RITUAL & AWARDS COMMITTEE

	R Goebel	-	Chairman
	K. Sorrenti	-	Vice-Chairman
	B. Kiley	-	Member
	M. Latimer	-	Member
	D. Hotte	-	Secretary
	C. Gendron	-	Assistant Secretary

### Statistics

Your Committee continues to report activity by calendar year to provide information that is meaningful. Statistics shown below represent figures for the two-year period ending 31 December 2017.

AWARD	2016 APPROVED	2016 RETURNED	2016 TOTAL	2017 APPROVED	2017 RETURNED	2017 TOTAL
Palm Leaf MSM	11	5	16	14	3	17
Palm Leaf MSA	0	0	0	4	0	4
MSM	29	27	56	39	11	50
MSA	4	2	6	6	5	11
Media Award	0	0	0	0	0	0
Friendship Award	0	0	0	0	0	0
<b>Total Reviewed</b>	44	34	78	63	19	82

### New Committee Members

Changes to the membership of the committee took place during the past two years. Denis Hotte took over as the committee secretary and Charls Gendron as the assistant secretary.

### Honours and Awards

The Committee continues to meet on a monthly basis either in person, electronically or by teleconference and processes applications for the MSM, MSA and the Palm Leaf in a timely manner. There are no backlog of applications.

## **Committee Manuals**

Since Legion manuals are no longer available in a hard copy format, the Committee continues to review our manual on a regular basis and makes any grammar or cosmetic changes to it as deemed necessary. Any changes that may affect the intent of a section or subsection within the manual are made through approved D.E.C. recommendations. Similarly, the Chaplain's manual is also reviewed on a regular basis by the Committee. Both manuals are available on our Legion's website at [www.legion.ca](http://www.legion.ca)

## **Commemorative Lapel Pin**

Through the approval of D.E.C., 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 the right lapel of Legion Dress to commemorate the 100<sup>th</sup> anniversary of the battle of Vimy Ridge. As of December 30<sup>th</sup> of this past year, the Vimy pin was no longer authorized for wear on Legion Dress. The only lapel pin authorized for wear at the time of writing this report on the right lapel of your Legion Dress, is the We Support Our Troops lapel pin.

## **Veterans Scroll**

At the November 2016 D.E.C. meeting a motion was approved for a sew on scroll to be produced and made available through our Supply Department for wear on Legion Dress that would simply state "Veteran". A change to our Ritual, Awards and Protocol manual was made to 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 of last year introducing this new Veteran sew on scroll.

## **Sovereign's Medal for Volunteers**

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 application and process for this award may be found at <https://caring.gg.ca/en/> .

## **Life Member Award 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 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 Member 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. With Branches struggling financially, this has become a deterrent for Branches to recognize their members with such an award. As a result, at the regular meeting of Dominion Executive Council in November of 2017, approval was given to change the Dominion and Provincial per capita tax payable by a Branch for all new Life Member Awards to being paid annually rather than in a lump sum payment, 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. An all branch mailing was distributed in March explaining the new process.

### **Flying and Specialist Skilled Badges**

At our November 2016 D.E.C. meeting, a draft 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 draft were addressed at this meeting. The Committee continued to work on the draft which was finalized and presented to the members of the Dominion Executive Council in November of this past year. This motion was approved unanimously that now allows for 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, on the left side of Legion Dress centred immediately above Service Medals/Undress Ribbons. Further authorization was given for 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, on the left side of Legion Dress centred immediately above Service Medals/Undress Ribbons. Section 105 of the Ritual, Awards and Protocol Manual has been revised accordingly.

### **Initiation Ceremony**

With the changes that took place to the Membership application form and the Initiation process, discussions took place to changing the wording of "Initiation of Members" to something that is not so intimidating to new members. And since this ceremony was changed to an optional process to membership, the members of Dominion Executive Council at its regular meeting this past November, unanimously approved changing the heading of "Initiation of Members" in Chapter 4 of the Ritual, Awards and Protocol Manual to "Welcoming Ceremony". It was further approved that wherever the word "initiation" appears in Chapter 4 of the manual, that it be changed to welcome or welcome ceremony. Similarly, it was moved that all reference to "Initiation" in the manuals Table of Contents be changed to reflect the wording of welcome. The Ritual, Awards and Protocol Manual

has since been revised accordingly.

**Budget**

For your information, a copy of the Ritual and Awards Committee budget for the period 2017-2018 is attached to this report. This report was included in the budget that was previously formally brought forward by the Dominion Treasurer in his report.

**THE ROYAL CANADIAN LEGION  
 DOMINION COMMAND  
 RITUAL & AWARDS COMMITTEE**

	<b>2012 ACTUAL</b>	<b>SEPT 30 2013 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2014 BUDGET</b>
Travel				
Per Diem				
Printing & Stationery				
Telephone				
Postage				
manuals, obsolete stock				
<b>TOTAL</b>				

**THESE FIGURES WILL BE PROVIDED DIRECTLY TO THE DIRECTOR ADMINISTRATION BY THE DIRECTOR FINANCE ON BEHALF OF THE COMMITTEE.**

**Conclusion**

The Ritual and Awards Committee is committed to maintain the highest standards for Legion awards, and for the protocol, ritual and ceremonies practiced by members, Branches and Commands of the Legion. The Committee is an active partner in the process of change and renewal currently taking place throughout the Legion. This committee remains fully committed to these goals.



**REPORT OF THE DOMINION COMMAND  
CONSTITUTION AND LAWS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**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>L. Cheng</b>	<b>- Assistant Secretary</b>

**GENERAL**

The committee conducted a joint teleconference with Provincial Command C&L Chairs on 4 April. 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 AB/NT, NL, NS/NU and ON Commands as well as TVS and OSI Special Sections.

**AMENDMENT – GBL 418.a.i.**

The following amendment is brought forward for DEC consideration and approval to correct terminology:

**RECOMMENDATION:** It is recommended that reference in GBL 418.a.i. to “Senior Executive Officers” be amended to read “Senior Elected Officers.”

**ELECTRONIC DISCUSSION AND VOTING PROCEDURE**

The following amendment to this procedure is brought forward for DEC consideration and approval to be consistent with The General By-Laws:

**RECOMMENDATION:** It is recommended that Section II of the Electronic Discussion and Voting procedure be amended to read, “*In the case if a motion to amend The General By-Laws, the requirement is for approval by at least two-thirds of all the voting members of the DEC to pass, i.e. at least 14 members must vote in favour of the motion to pass a By-Law amendment.*”

### **GBL 111.D. APPOINTING AUTHORITY**

Clarification was sought on appointing authority interpretation and development of a specific appeal process other than using Article III. As an example, a Branch President may appoint committee members, with ratification or approval by the Branch Executive Committee. It was queried who, then, becomes the appointing authority should termination before the end of term be necessary.

The committee clarified that the appointing authority is whoever approves the appointment rather than who proposes it, however, GBL 111.d does provide Provincial Commands with latitude by enabling them to define an appointing authority. The committee committed to reviewing the appeal process to ensure fairness in the process.

### **BRANCH CHARTERS**

The issue of the mandatory vs optional purchase of a new Charter when a branch changes its name was discussed. Currently, there is no organization-wide requirement for a branch that changes its name to get a Charter in that new name, however, Commands can implement the requirement as an administrative instruction.

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

## **REPORT OF THE DOMINION COMMAND CONSTITUTION AND LAWS COMMITTEE**

<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. Taha Cheng</b>	- <b>Assistant Secretary</b>

### **GENERAL**

The purpose of this Committee is to advise the Legion on constitutional matters arising from interpretation of the Act of Incorporation and The General By-Laws which occurred between Conventions. All requests for rulings are to be directed to the Secretary of the Committee at Dominion Command; committee consideration is then coordinated via electronic means only – email or teleconference.

### **THE GENERAL BY-LAWS MANUAL**

Following the 2016 Dominion Convention, The General By-Laws manual was revised and made available on-line in July 2016. Subsequent amendments have been circulated (July 2017, January 2018) and the on-line manual kept current.

### **AMENDMENTS TO PROVINCIAL COMMAND BY-LAWS**

In 2016-2018, the Committee reviewed proposed amendments to the Provincial Command By-Laws for five commands, TVS and OSI Special Sections.

### **AMENDMENTS TO THE GENERAL BY-LAWS**

Since the last Convention held in St. John's, NL in June 2016, the Dominion Executive Council approved four By-Laws amending The General By-Laws of the Legion. By-Laws Nos. 95, 96, 97 and 98 are presented with this report and are submitted to this convention for ratification under Section 6(2) of the Legion's Act to Incorporate. If not ratified, they will cease to have effect at the end of this convention.

**BY - LAW NO. 95**

**A By-Law to Amend The General By-Laws of  
The Royal Canadian Legion, as amended prior to this date**

It is hereby enacted as and for a by-law of The Royal Canadian Legion by the Dominion Executive Council in session this 30<sup>th</sup> day of April 2017 that The General By-Laws of The Royal Canadian Legion as amended be, and they are hereby amended by:

**Subsection 137.e**

Insert as Subsection 137.e.:

- 137.e The Operational Stress Injuries (OSI) section for the purpose of supporting the needs of Veterans and their families who are affected by OSI is a recognized Special Section of The Royal Canadian Legion with authorized representation on the Dominion Executive Council.

Re-number the existing subsection 137 e. to 137 f.

**Subsection 418.a**

Amend subsection 418.a to read:

- 418.a The Dominion President may, after enquiry and for cause clearly stated, revoke or suspend the charter or powers of any command, branch or auxiliary, or suspend any officer thereof, or revoke the membership of any member, or take any other action not inconsistent with these By-Laws that is necessary or advisable for the good of the Legion, and shall report to the Dominion Executive Council upon the action taken.

**BY - LAW NO. 96**

**A By-Law to Amend The General By-Laws of  
The Royal Canadian Legion, as amended prior to this date**

It is hereby enacted as and for a by-law of The Royal Canadian Legion by the Dominion Executive Council in session this 27<sup>th</sup> day of November 2016 that The General By-Laws of The Royal Canadian Legion as amended be, and they are hereby amended by:

**Subsection 105.b**

Amend subsection 105.b to read:

- 105.b The command in the Province of British Columbia includes branches organized in the Yukon Territory. It shall be designated the British Columbia/Yukon Command.

### **Subsection 201.b**

Amend subsection 201.b to read:

- 201.b The approved categories of membership are: Ordinary, Associate, Affiliate Voting and Affiliate Non-Voting.

### **Section 202**

Amend section 202 to read:

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

### **Section 203**

Delete the current section 203 in its entirety and replace with the following:

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

*(NOTE: The process for summary expulsion from the Legion is detailed at the end of this report)*

### **Section 206**

Delete section 206 in its entirety.

Re-number Sections 207-227 to read 206-226.

### **Subsection 207.b**

Amend new subsection 207.b. to read:

- 207.b. is the spouse, parent or sibling of an associate who qualified under Subsection 207.a. or Subsection 207.c. to h. In the case of divorce or legal (documented) separation, a spouse who is an associate member through marriage to an associate member, retains the right to membership unless such membership lapses; or

## **Section 210.**

Amend new section 210 to read:

210. Membership in USA Branches/Posts is only open to Canadian citizens and Commonwealth subjects who meet the eligibility criteria stated in Sections 206-208, as well as United States citizens who meet the criteria stated in Sections 211-213.

## **Subsection 211.b**

Amend new subsection 211.b. to read:

- 211.b. A member admitted under Subsection 211.a. is permitted to transfer membership to a branch of the Legion in Canada. However, a mandatory change of membership category, to Affiliate non-voting, would be required.

## **Sub-subsection 212.a.i.**

Amend new sub-subsection 212.a.i.. to read:

- 212.a.i. is the child, adopted child, stepchild, grandchild, niece, nephew, spouse, widow/er, sibling or parent of a person who is or was eligible to be an ordinary member in a United States branch/post, pursuant to Section 211; or

## **Sub-subsection 212.a.ii.**

Amend new sub-subsection 212.a.ii.. to read:

- 212.a.ii. is the spouse, parent or sibling of an associate member who qualified under Subsection 212.a.i or Subsection 212.a.iii. In the case of divorce or legal (documented) separation, a spouse who is an associate member through marriage to an associate member, retains the right to membership unless such membership lapses; or

## **Subsection 212.b**

Amend new subsection 212.b. to read:

- 212.b. A member admitted under Subsection 212.a. is permitted to transfer membership to a branch of the Legion in Canada. However, a mandatory change of membership category, to Affiliate non-voting, would be required.

### **Subsection 213.b**

Amend new subsection 213.b. to read:

- 213.b. A member admitted under Subsection 213.a. is permitted to transfer membership to a branch of the Legion in Canada. However, a mandatory change of membership category, to Affiliate non-voting, would be required.

### **Section 214.**

Amend new section 214 to read:

214. Notwithstanding the provisions of Sections 206 to 213, any person who was qualified and became an ordinary, associate or affiliate member of a branch in Canada shall retain such qualification notwithstanding that the member has become a citizen of the United States of America.

### **Section 215.**

Amend new section 215 to read:

215. Membership in Europe Branches is open to Canadian citizens and Commonwealth subjects who meet the eligibility criteria stated in Sections 206 to 208, as well as any NATO country citizen who meets the criteria stated in Sections 216 to 218.

### **Subsection 216.b.**

Amend new subsection 216.b. to read:

- 216.b. A member admitted under Subsection 216.a. is permitted to transfer membership to a branch of the Legion in Canada. However, a mandatory change of membership category to Affiliate Non-Voting would be required.

### **Sub-subsection 217.a.i.**

Amend new sub-subsection 217.a.i, to read:

- 217.a.i. is the child, adopted child, stepchild, grandchild, niece, nephew, spouse, widow/er, sibling or parent of a person who is or was eligible to be an ordinary member in a branch in Europe, pursuant to Section 216; or

**Sub-subsection 217.a.ii.**

Amend new sub-subsection 217.a.ii, to read:

217.a.ii. is the spouse, parent or sibling of an associate member who qualified under Subsection 217.a.i or Subsection 217.a.iii. In the case of divorce or legal (documented) separation, a spouse who is an associate member through marriage to an associate member, retains the right to membership unless such membership lapses; or

**Subsection 217.b.**

Amend new subsection 217.b. to read:

217.b. A member admitted under Subsection 217.a. is permitted to transfer membership to a branch of the Legion in Canada. However, a mandatory change of membership category to Affiliate Non-Voting would be required.

**Subsection 218.b.**

Amend new subsection 218.b. to read:

218.b. A member admitted under Subsection 218.a. is permitted to transfer membership to a branch of the Legion in Canada. However, a mandatory change of membership category to Affiliate Non-Voting would be required.

**Section 219.**

Amend new section 219 to read:

219. Notwithstanding the provisions of Sections 206 to 208 and 215 to 218 any person who was qualified and became an ordinary, associate or affiliate member of a branch in Canada shall retain such qualification notwithstanding that the member has become a citizen of another NATO country.

**Section 223.**

Amend new section 223 to read:

223. Applicants for Legion membership who also meet the more restrictive criteria at Section 224 may choose to be assigned to the Tuberculous Veterans Section. Subject to the consent of such applicants individually, their membership shall be included in the nearest Tuberculous Veterans Section branch. Application forms of such applicants shall be clearly endorsed "Tuberculous Veterans Section".



**Sub-subsection 224.a.iii.**

Amend new sub-subsection 224.a.iii. to read:

224.a.iii. the spouse of an associate member who qualified under Sub-subsection 224.a.ii.

**Subsection 226.d.**

Amend new subsection 226.d. to read:

226.d. Notwithstanding Subsection 226.a., a branch has the right to refuse permission for a member to transfer to that branch.

**BY - LAW NO. 97**

**A By-Law to Amend The General By-Laws of  
The Royal Canadian Legion, as amended prior to this date**

It is hereby enacted as and for a by-law of The Royal Canadian Legion by the Dominion Executive Council in session this 30<sup>th</sup> day of April 2017 that The General By-Laws of The Royal Canadian Legion as amended be, and they are hereby amended by:

**Table of Contents**

Delete "Appendix A" and the three section headings thereunder.

**Subsection 101.b**

Amend subsection 101.b to read:

101.b. MEMBER: except as otherwise provided in these By-Laws, member means a person who has been duly admitted to any of the categories of membership provided for herein, all of which confer equal privilege and standing at all levels without preference.

**Subsection 111.a**

Delete reference to "life", to read:

111.a. Except as otherwise provided in these By-Laws, only ordinary, associate and affiliate-voting members in good standing (see 101.c) shall have the right to vote or hold office at any level of the Legion.

**Subsection 206.c.**

Delete reference to “Appendix A”, to read:

- 206.c. an actual theatre of war in any of the non-military services, during any war in which Canada was involved (i.e. Merchant Navy); or

**Section 220**

Delete reference to “life”, to read:

- 220 No branch shall permit any type of membership other than ordinary, associate and affiliate.

**Section 224.a**

Delete reference to “Life”, to read:

- 224.a. Ordinary and associate membership in the Tuberculous Veterans Section is open only to a person who is:

**Sub-subsection 224.a.ii.**

Delete reference to “life”, to read:

- 224.a.ii. the child, adopted child, stepchild, grandchild, sibling, niece, nephew, widow/er, parent or spouse of a tuberculous or respiratory disabled ordinary member; or

**Subsection 225.a.**

Delete reference to “life”, to read:

- 225.a. Any ordinary, associate or affiliate member of a Tuberculous Veterans Section branch may become an ordinary, associate or affiliate member of any branch of the Legion upon presentation of his membership card and payment of branch dues less per capita tax.

**Subsection 225.b.**

Delete reference to “life”, to read:

- 225.b. Any ordinary, associate or affiliate member of any branch of the Legion may become an ordinary, associate or affiliate member of any branch of the Tuberculous Veterans Section if he meets the membership criteria, upon the presentation of his membership card and the payment of branch dues less per capita tax.

**Subsection 304.h.**

Amend subsection 304.h. to read:

- 304.h. Where a complaint has been properly lodged in accordance with Subsection 304.b. and pending the final disposition of such complaint, the President of the command or branch may deprive the member against whom the complaint is lodged, of clubhouse privileges and remove him from office or position held but removal only from those positions held over which he has authority.

**Section 402.**

Amend section 402 to read:

402. In the event of a command or special section representative being unable to attend a meeting of the Executive Council, the respective Provincial Command or Special Section shall, upon notification to the Dominion Secretary, name a substitute for that particular meeting.

**Appendix A**

Delete Appendix A in its entirety.

**BY - LAW NO. 98**

**A By-Law to Amend The General By-Laws of  
The Royal Canadian Legion, as amended prior to this date**

It is hereby enacted as and for a by-law of The Royal Canadian Legion by the Dominion Executive Council in session this 26<sup>th</sup> day of November 2017 that The General By-Laws of The Royal Canadian Legion as amended be, and they are hereby amended by:

**Subsection 401.c**

Amend subsection 401.c to read:

- 401.c. One representative from each Special Section, the Tuberculous Veterans' Section and the Operational Stress Injuries Section, for a total of two representatives.

## **LADIES AUXILIARY – MEMBERSHIP BY MALES**

Clarification was sought on the eligibility of males for membership in the LA. With reference to subsection 803.a. of The General By-Laws, “*A female member of the Legion or an ex-servicewoman who is eligible to be a member may also be a member of a ladies auxiliary.*” Based on this subsection, it was concluded that males were not eligible for membership in the LA.

## **SUMMARY EXPULSION FROM THE LEGION – SECTION 203**

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

- The applicant shall submit a certified copy of certificate of criminal conviction from a court of competent criminal jurisdiction, to his branch with particulars of the crime. Either the certificate or other reliable proof accompanying the application must indicate that theft, fraud or misappropriation of Legion property, Legion funds or Poppy funds has occurred and led to the conviction.
- The application is to include supporting documents showing the full name, Legion membership number and address of member who has been convicted. The branch will forward the application to the appropriate Provincial Command which will send the application to Dominion Command for processing.
- Dominion Command (Director, Corporate Services) will vet the information received and advise the member in question by registered mail (letter of intent) that a request to have him summarily expelled from the Legion for theft, fraud or misappropriation of Legion funds, Legion property or Poppy funds (as applicable) pursuant to General By-Law 203 has been received. The letter will indicate the date of conviction and the particulars.
- The member will be advised in a letter of intent addressed to him, that if no proof to the contrary is received in writing, addressed to the Director, Corporate Services, Dominion Command, and signed by him on or before a date 30 days from the date of the above letter, he will be expelled from the Legion upon the direction of the Dominion President effective the 30th day following the date of the letter of intent.
- The Director, Corporate Services will review all the documentation relevant to the request in consultation with the Chairman of Constitution and Laws Committee and will recommend to the Dominion President to accept or reject the request. The Dominion President shall then direct that the member be expelled effective immediately after the appeal period has expired, unless he is satisfied that there are compelling and extraordinary reasons not to do so.
- If the decision is to expel the member, a registered letter, copied to the Command and branch, will be sent to the person expelled advising of the decision and include the fact that the expulsion has the same effect and meaning as the penalty specified in General By-Law 311.b.iii.

**Notes:**

- There is no time limit from the date of conviction to the date of application to have the member summarily expelled.
- If the submitted material does not meet the burden of proof, the applicant will be advised of that fact with reasons for the rejection.
- The person expelled may, within 30 days of the date of the letter advising him of his directed expulsion, appeal the expulsion to the Dominion Command Appeal Committee by registered letter sent to Dominion Command to the attention of the Director of Administration. The Appeal Committee members will uphold or overturn the expulsion based on all the circumstances of the case.
- The member will be advised of the decision of the Appeal Committee by registered mail. There is no further appeal.

**BUDGET**

For your information, a copy of the Constitution and Laws Committee budget for the period 2018-2020 is attached to this report. Delegates may raise any questions that they have concerning Committee expenses at this time, but any motion for changes to the budget document as it relates to this Committee will be deferred until the budget is formally brought forward by the Dominion Treasurer later in the Convention proceedings.

I would now ask a member of the Dominion Executive Council to move adoption of my report.

**REPORT OF THE DOMINION COMMAND  
RCEL COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**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 57 veterans and 99 widows being supported in 2018 compared to 77 veterans and 110 widows in 2017. Donations from branches and individuals continue to be received on a daily/weekly basis at Dominion Command to meet the needs of those in need.

### **PROBLEM AREAS**

#### **Belize**

Governance issues continue to plague the Belize Legion with a legal challenge before the courts. At this point the current executive and secretary have been relieved of duties although the secretary continues to act as an administrator. We were however able to get funds delivered and disbursed to those in need in 2017.

#### **Bermuda**

Our newest country is still trying to track down all of their veterans and widows to verify service and eligibility.

### **EVENTS**

A site visit to Bermuda was conducted in November 2017 by the assistant secretary to help get our newest country established and on track. The results were very positive and volunteers in Bermuda continue to conduct interviews of veterans and widows to determine their eligibility status and subsequently submit applications to the RCEL HQ for approval and support.

## **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 at which time a detailed report will be submitted to the RCEL HQ breaking down the Libor Grant expenditures. The grants have 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 for the foreseeable future.

## **CONCLUSION**

In closing, as you can see, the numbers of these veterans and widows are dropping rapidly. In some areas where grant support is no longer required, we continue to provide assistance to the local organizations with Poppy materials so that they can conduct annual Poppy campaigns within their countries. It is expected that this will become more prevalent in future years. With the assistance of the branches and Provincial Commands of the RCL, we will continue as mandated to provide support to those in need in the Caribbean.

Comrades, I move acceptance of my report.

## REPORT OF THE DOMINION COMMAND RCEL COMMITTEE

<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>

### Introduction

The primary goal of The Royal Canadian Legion's RCEL Committee continues to be the support of veterans in the Caribbean countries whose organizations and governments are unable to provide full care for their needs. The legion is responsible for 16 countries in the Caribbean region. Legion programs are focused on the provision of individual assistance as veterans and widows in need are identified. Although the numbers can fluctuate given personal circumstances in 2018 we are caring for 57 veterans and 99 widows while in 2017 we cared for 77 veterans and 110 widows. Time is taking its toll on these proud peoples.

Our ability to meet the needs of the veterans and widows in the Caribbean region is directly attributable to the branches of the Legion that continue to donate to the fund on an annual basis. In 2016 you donated \$269,758.50 to this fund and in 2017 you donated \$179,036.40. These donations have enabled the Committee to meet the needs of the destitute, but we continue to need funds to continue our work even though there are a declining number of those who need our help. Inflation, shipping costs and our further commitment to help the member organizations in the Caribbean with their medical and administrative grants is a major concern.

### Committee Activity

A total of \$568,958.03 has been committed or spent on support activities in the Caribbean since this Committee reported to you in 2016. This number includes the funds expended in 2016 and 2017. A further \$285,000 has been committed for 2018 out of a total budget of \$960,055.03 which leaves a significant reserve again this year due in large part to the Libor fund grants totaling \$606,495.00 distributed by the RCEL since 2015. We are continuing to hold our grants meetings in the year preceding the allocation for ease of handling, accounting and reporting.

- a. **Individual and Administrative Assistance** – In 2016 we were able to help 91 veterans and 107 widows with the standard rates of assistance set for them. In 2017 we helped 77 veterans and 110 widows and in 2018 we are scheduled to help 57 veterans and 99 widows. New rates of assistance were established in 2017, where veterans would now receive a grant of \$1,200 I lieu of \$1,080 and



widows received a grant of \$600 in lieu of \$540.

- b. **Poppy Material** - Poppy material is provided free of charge on request to assist the local Legions to raise funds for themselves. Material valued at \$23,595.22, plus \$18,309.00 S & H was donated in 2016 and \$18,363.86 worth of material was provided in 2017, with an S & H cost of \$16,507.00. Requests for 2018 are approximately \$45,000.00 including shipping costs. This amount cannot be finalized until we receive all the requests and the shipping bills.
- c. **Emergency Assistance** – To date we have not had to deal with any emergencies in the region but we do keep the surplus that occurs because of unforeseen circumstances in the region for that purpose.
- d. **SCOWP and Projects** - Our contribution to the RCEL Standing Committee on Welfare Projects funding for 2014 through 2016 remained constant at \$5,500 per year to assist with the maintenance of the Curphey Veterans Home in Jamaica.
- e. **Other Assistance and Projects** - Eyeglass collection and distribution is no longer needed. The provision of regalia items such as crests, badges, banners, ties, berets and clothing was maintained and the costs charged to the ordering organization.

### **Liaison Visits**

In 2016, the Dominion President, the immediate past president and the assistant secretary attended the 32<sup>nd</sup> RCEL Conference held in Kuala Lumpur, Malaysia. Representatives from all 16 countries were in attendance and active in the regional discussions. Multiple resolutions and discussion topics were addressed to include continued assistance towards widows.

2017 scheduled visits were made to Trinidad & Tobago, Barbados and Guyana by the Dominion President and the National Executive Director. These visits allow for an audit of procedures to be conducted to ensure that the monies donated are reaching those intended to receive it. All three of these countries are well organized, have a solid structure in place and are doing an excellent job in ensuring the funds are reaching the veterans and widows. An additional visit was conducted in 2017 to Bermuda by the assistant secretary to help get our newest country established and on track.

### **The Legion and the RCEL**

The RCEL is conscious that its primary role or core business of providing assistance is decreasing. As our veterans decline, the RCEL believes it is well suited to assist other benevolent service organizations in reaching those Caribbean nationals who served in the British forces. This is called agency work. This is particularly true for the Caribbean region as many nationals currently serve with the British.

The RCEL has commenced planning for its 100<sup>th</sup> anniversary which will occur in Cape Town, South Africa in 2021. Cape Town was the place where the RCEL was formed.

### **Budget**

For your information, a copy of the RCEL Committee Budget and our RCEL Fund is attached to this report. Delegates may raise any questions that they have concerning Committee expenses at this time, but any motion for changes to the budget document as it relates to this Committee will have to be delayed until the budget is formally brought forward by the Dominion Treasurer later in the Convention proceedings.

### **Conclusion**

The Royal Canadian Legion continues to do its part for the Caribbean region and the ex-service veterans and widows. This is largely due to your generosity in graciously donating the funds necessary to carry out this work. Without your assistance this would not be possible and that is why we are demanding ever increasing accountability from the nations to ensure your donations are reaching the veterans in need. At times, this is challenging but I can personally attest that our monies are reaching the veterans and widows in need. While the work continues, the grim reality is that this work will not be required as we lose more of these veterans to age demographics.

I move acceptance of this report.

**REPORT OF THE DOMINION COMMAND  
DOMINION CONVENTION COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**File: 19-1**

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

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

The final pre-convention meeting with the Winnipeg Local Arrangements Committee, chaired by Comrade Rick Bennett, and co-Chairs Roland Fiset and Lorne Tyson, will be held on 9 June 2018.

**SPECIAL GUESTS**

Invitations were extended to the Governor General, Prime Minister, Minister of Veterans Affairs and the Chief of the Defence Staff to deliver remarks or one of the Keynote Addresses. All remain unconfirmed. The National Silver Cross Mother, Mrs. Diana Abel, has accepted our invitation and will address the delegates on Monday, 27 August.

**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 Welcome Reception. Nine other hotels are contracted with nightly room rates ranging from \$140-219.

An accommodation form was electronically circulated to DEC members in March for development of the rooming list.

**CONVENTION CALL**

The Convention Call was issued in January 2018.

## **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 / Une légion qui fait place au renouveau au nom de tous nos vétérans*, with the tag line *Service before self / Service avant soi*.

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

## **TRAVEL**

Unless otherwise required and approved, all DEC members should arrive in Winnipeg on Friday, 24 August in preparation for the DEC meeting on Saturday, 25 August. Departures following Convention should be planned for Thursday, 30 August, however, members can opt to leave Wednesday, 29 August following the DEC meeting (scheduled to end at 1200 hours).

As a reminder, spousal travel to convention is not subsidized. Spouses are welcome to attend Convention but no claim for transportation costs or per diem is authorized. Members wishing to travel by car are to submit the request to the National Executive Director.

## **FEES**

- a. **Registration Fees.** Fees are \$60.00 for delegates and \$20.00 for observers. Fees are paid in cash during the registration process. The Registration timings are:
  - i. Saturday, 25 August: 0900 to 1700 hours
  - ii. Sunday, 26 August: 0800 to 1700 hours

In June 2010, DEC approved a motion whereby the delegate fee for any DEC member attending the Dominion Convention would be reimbursed by Dominion Command, regardless whether they were a delegate of DEC or representing a branch. This decision creates an inconsistency with all other branch delegates whose fee is not reimbursed by Dominion Command and draws Dominion Command into the financial operations of a branch by paying their branch delegate's fee (if on DEC). The following recommendation is brought forward for DEC consideration and approval:

**RECOMMENDATION:** It is recommended that Dominion Command reimburse the Dominion Convention delegate registration fee for those DEC members who are delegates of DEC only. DEC members representing a branch will not have this fee reimbursed by Dominion Command.

- b. **Exhibitor Booth Fees.** Exhibitor booth fees are \$800 each, with a reduced rate of \$500 for individuals. The cost for power is an individual exhibitor responsibility. All partners in the Legion's Member Benefits Program will be invited to rent a booth.

## **SUBMISSION OF RESOLUTIONS TO CONVENTION**

The deadline for receipt of resolutions at Dominion Command is 6 May 2018. Any submissions received after this date are Late Resolutions and will be considered at the pre-convention DEC meeting to determine if the resolutions will be presented to the delegates.

## **CONVENTION DAILY PROCEEDINGS**

The draft of the Convention Daily Procedures is attached.

## **MEETINGS AND CEREMONIAL EVENTS**

The following meetings and events are scheduled:

- a. **Pre-Convention DEC Meeting:** Saturday, 25 August, 0900 hours in Charleswood B room, Delta Winnipeg. Past Dominion Presidents and Command First Vice Presidents have observer status at this meeting.
- b. **Parade and Commemorative Ceremony:** Sunday, 26 August. Parade marshalling will commence at 0930 hours at the Manitoba Legislature. The parade will step off at 1000 hours enroute to the Winnipeg Cenotaph, Memorial Boulevard, arriving at approx. 1020 hours.

The commemorative ceremony will start with the parade's arrival. The parade will remain in formation for the ceremony. The wreath bearer appointments for the ceremony will be:

- i. **National Silver Cross Mother:** T. Irvine, Dominion First Vice President;
- ii. **Veterans Affairs:** A. Paquette, Dominion Vice President;
- iii. **Canadian Armed Forces:** B. Julian, Dominion Vice President;
- iv. **Royal Canadian Mounted Police:** A. Stanfield, Dominion Vice President;
- v. **Government of MB:** M. Barham, Dominion Treasurer;
- vi. **City of Winnipeg** – B. Chafe, Dominion Chairman;
- vii. **Dominion President** – T. Eagles, Immediate Past Dominion President; and
- viii. **Provincial President** – R. Bennett, Winnipeg LAC Chairman

The commemorative ceremony will conclude at approx.. 1045 hours. The parade will then continue to the convention centre, with the reviewing stand positioned mid-route. The parade will arrive at the convention centre at approx. 1100 hours; doors to the convention floor will open at 1100 hours.

- c. VIP Reception and Opening Ceremony. Sunday, 26 August. DEC members and invited guests will gather in the Pan Am Room, RBC CC, from 1130-1300 hours for a pre-ceremony reception. The Opening Ceremony will start at 1300 hours.

The Opening Ceremony will conclude at approx. 1430 hours; invited guests will be escorted from the convention floor and the business session will begin, which will include:

Loyalty Resolution to the Queen  
Keynote Address: Minister of Veterans Affairs  
Procedures Report  
Chairman's Remarks  
Grand President's Report  
Dominion President's Report  
Dominion Treasurer's Report  
Nominations for all Elected Positions

Provincial Command caucuses will then occur, starting at approx. 1700 hours.

- d. Pre-Installation Ceremony Reception: Tuesday, 28 August for the newly elected officers to be installed and their families. Timings and details to follow.
- e. Installation Ceremony. Tuesday, 28 August. Timings and details to follow.
- f. SEO Photographs. Wednesday, 29 August, 0800 hours, Charleswood B room, Delta Winnipeg.
- g. Post-Convention SEO Meeting. Wednesday, 29 August, 0900 hours, Charleswood B room, Delta Winnipeg.
- h. Post-Convention DEC Meeting. Wednesday, 29 August, 1000 hours, Charleswood B room, Delta Winnipeg. Command First Vice Presidents have observer status at this meeting.
- i. Post-Convention Canvet Board Meeting. Wednesday, 29 August, 1130 hours, Charleswood B room, Delta Winnipeg.

## **CONVENTION APPOINTMENTS**

The following members are appointed to the noted positions:

Presiding Officer	Tom Eagles
Returning Officer/Chief Scrutineer	Gordon Moore
Installing Officer	Larry Murray
Convention Appeals Committee	Mary Ann Misfeldt and All Past Dominion Presidents

## **SOCIAL EVENTS**

The following social events are planned:

- a. Welcome Reception. This reception for 200 guests, to include DEC members, their spouses and other invited guests, will be co-hosted by the Dominion President and Minister, Veterans Affairs, and will occur from 1900 – 2100 hours on Saturday, 25 August in the Grand Ballroom, Delta Winnipeg.
- b. Evening Entertainment: hosted by local branches.

## **FOUNDERS AWARD**

The recipient of the Founders Award for 2018 is His Royal Highness Prince Henry of Wales, recognizing his work in founding the Invictus Games and the inspiration and motivation he has given wounded soldiers on their road to recovery.

## **RESOLUTIONS FOR DOMINION CONVENTION**

No resolutions were received for consideration.

## **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.

I move the acceptance of my report.

**47th DOMINION CONVENTION  
DAILY PROCEDURES  
FRIDAY, 24 AUGUST**

Revised: 21 Mar 18

<b>Time (hrs)</b>	<b>Event</b>	<b>Duration (mins)</b>
1330	Opening Ceremony Meeting Room 16, RBC CC	
1400	National / Provincial Executive Directors' Meeting Room 7, RBC CC	

**47th DOMINION CONVENTION  
DAILY PROCEDURES  
SATURDAY, 25 AUGUST**

<b>Time (hrs)</b>	<b>Event</b>	<b>Duration (mins)</b>
0900	DEC Meeting Charleswood B, Delta	
0900	Registration and Exhibitor Area Open Hall B, RBC CC	Until 1700
1300	TVS Meeting Room 7/8, RBC CC	Until 1700
1300	OSI Meeting Millennium Suite, RBC CC	Until 1700
1300-1345	Workshop 1: <i>Poppy Funds &amp; Poppy Trademark</i> Presentation Theatre, RBC CC	45
1400-1445	Workshop 2: <i>Outreach: What does it mean?</i> Presentation Theatre, RBC CC	45
1500-1545	Workshop 3: <i>Membership: What's New!</i> Presentation Theatre, RBC CC	45
1600-1645	Workshop 4: <i>The Member Exit Survey and Introducing the Branch Hospitality Program</i> Presentation Theatre, RBC CC	45
TBC	Colour Party Practice Hall A, RBC CC	
1600	Parade Marshal's Meeting & Commemorative Ceremony Briefing Room 10, RBC CC	60
1630	Whips Meeting Hall A, RBC CC	30
1900	Welcome Reception Grand Ballroom, Delta	Until 2100



**47th DOMINION CONVENTION  
DAILY PROCEDURES  
SUNDAY, 26 AUGUST**

<b>Time (hrs)</b>	<b>Event</b>	<b>Duration (mins)</b>
0800	Registration and Exhibitor Area Open Hall B, RBC CC	Until 1700
0900	Band Area Room 2E, RBC CC	Until 1800
0930	Parade Form Up Manitoba Legislature	
1000	Parade and Commemorative Ceremony (ceremony at 1020) Winnipeg Cenotaph, Memorial Boulevard	
1100 approx	Doors to Convention Floor open (on arrival of parade) Hall A, RBC CC	
1130	Opening Ceremony VIP Reception Pan Am Room, RBC CC	
1200	Entertainment Prelude Hall A, RBC CC	45
1300	Opening Ceremony Hall A, RBC CC	60
1400	Remarks: MB & NW ON Command	5
1405	Remarks: City of Winnipeg	5
1410	Remarks: Province of MB	5
1415	Remarks: Special Guest Official Opening of Convention	10
1425	Loyalty Resolution to the Queen <b>D. Flannigan / L. Murray</b>	5
1430	Invited Guests escorted from Convention Floor	15
1445	Keynote Address: Minister of Veterans Affairs	20
1505	Thank Minister and Minister departs <b>D. Flannigan</b>	5
1510	Procedures Report and Chairman's Remarks <b>B. Chafe</b>	5
1515	Grand President's Report <b>L. Murray</b>	10
1525	Dominion President's Report <b>D. Flannigan</b>	15
1540	Dominion Treasurer's Report <b>M. Barham</b>	60
1640	Nominations for all Elected Positions <b>T. Eagles</b>	15
1655	LAC Chairman Announcements <b>R. Bennett</b>	5
1700	Provincial Caucuses	

**47th DOMINION CONVENTION  
DAILY PROCEDURES  
MONDAY, 27 AUGUST**

<b>Time (hrs)</b>	<b>Event</b>	<b>Duration (mins)</b>
0830	Opening Invocation <b>Rabbi Reuven Bulka</b> <b>Dominion Command Honorary Chaplain</b>	5
0835	LAC Chairman Announcements <b>R. Bennett</b>	5
0840	Queen's Response to Loyalty Resolution <b>B. Chafe</b>	5
0845	Procedures Report <b>B. Chafe</b>	5
0850	Credentials Report <b>D. Golding</b>	5
0855	Second Call for Nominations <ul style="list-style-type: none"> <li>• Dominion President (close nominations)</li> <li>• First Vice President (close nominations)</li> <li>• Vice Presidents</li> <li>• Treasurer</li> <li>• Chairman</li> </ul> <b>T. Eagles</b>	15
0910	Election of Dominion President <b>T. Eagles</b>	10
0920	Election of First Vice President <b>T. Eagles</b>	20
0940	Keynote Address <b>Intro: D. Flannigan</b> <b>Rt Hon Justin Trudeau</b> <b>Prime Minister of Canada</b>	20
1000	National Executive Director's Report <b>B. White</b>	20
1020	Greetings <b>Intro: D. Flannigan</b> <b>Byron Callies</b> <b>National Vice Commander</b> <b>The American Legion</b>	5
1025	Resolutions Committee Report <b>D. Flannigan</b>	5
1030	Committee Reports and Resolutions (20 mins each) <ul style="list-style-type: none"> <li>• DEC <b>D. Flannigan</b></li> <li>• Veterans, Service and Seniors <b>D. Flannigan</b></li> <li>• Poppy and Remembrance <b>A. Paquette</b></li> </ul>	60
1130	Presentation: <b>Intro: D. Flannigan</b> <b>Founders Award</b>	20
1150	Time for second ballot for election of First Vice President	20
1210	Greetings <b>Intro: D. Flannigan</b> <b>Guy Parent</b> <b>Veterans' Ombudsman</b>	5
1215	Committee Reports and Resolutions (20 mins each) <ul style="list-style-type: none"> <li>• Membership <b>T. Irvine</b></li> <li>• Public Relations <b>B. Julian</b></li> </ul>	40

1255	Address <b>Intro: D. Flannigan</b>	<b>Mrs. Diana Abel</b> <b>National Silver Cross Mother</b>	10
1300	<b>DEADLINE FOR NON-CONCURRED RESOLUTIONS TO BE BROUGHT BACK</b>		
1305	Committee Reports and Resolutions (20 mins each) <ul style="list-style-type: none"> <li>• Sports</li> <li>• Defence and Security</li> </ul>	<b>A. Stanfield</b> <b>R. Blanchette</b>	40
1345	Close Nominations. Election of Vice Presidents	<b>T. Eagles</b>	20
1405	Committee Reports and Resolutions (20 mins each) <ul style="list-style-type: none"> <li>• Ritual and Awards</li> <li>• Constitution and Laws</li> <li>• Dominion Convention</li> </ul>	<b>R. Goebel</b> <b>J. Rycroft</b> <b>D. Flannigan</b>	60
1505	Greetings: <b>Intro: D. Flannigan</b>	<b>Mr. Terry Whittles</b> <b>Director General</b> <b>The Royal British Legion</b>	5
1510	Committee Reports and Resolutions (20 mins each) <ul style="list-style-type: none"> <li>• Veterans Consultation Group</li> <li>• Going Forward</li> <li>• Leadership Development</li> <li>• Centennial</li> </ul>	<b>L. Murray</b> <b>D. Flannigan</b> <b>W. Edmond</b> <b>M. Barham</b>	80
1630	Greetings: <b>Intro: D. Flannigan</b>	<b>TBC</b>	5
1635	Committee Report <ul style="list-style-type: none"> <li>• TVS</li> </ul>	<b>K. Merola</b>	10
1645	LAC Chairman Announcements	<b>R. Bennett</b>	5
1650	<b>Adjournment</b>		

**47th DOMINION CONVENTION  
DAILY PROCEDURES  
TUESDAY, 28 AUGUST**

<b>Time (hrs)</b>	<b>Event</b>	<b>Duration (mins)</b>
0830	Invocation	<b>TBC</b> 5
0835	LAC Chairman Announcements	<b>R. Bennett</b> 5
0840	Procedures Report	<b>B. Chafe</b> 5
0845	Credentials Report	<b>D. Golding</b> 5
0850	Dominion Treasurer: Budget	<b>M. Barham</b> 30

<b>Time (hrs)</b>	<b>Event</b>	<b>Duration (mins)</b>
0920	Keynote Address: <b>Intro: D. Flannigan</b> <b>Gen Jonathan Vance</b> <b>Chief of Defence Staff</b>	20
0940	Close Nominations and Election of Treasurer <b>T. Eagles</b>	20
1000	Comments on RCEL <b>Brian Watkins</b>	10
1010	RCEL Report and Call for donations • RCEL donations <b>D. Flannigan</b>	30
1040	Presentation: <b>Intro: D. Flannigan</b> <b>TBC</b>	20
1100	Report of Canvet Board <b>T. Irvine</b>	20
1120	Greetings: <b>Intro: D. Flannigan</b> <b>Cadet Leagues</b>	15
1135	Close Nominations and Election of Chairman <b>T. Eagles</b>	20
1155	Presentation: <b>Intro: A. Paquette</b> <b>Pilgrimage of Remembrance</b>	20
1215	Amendments, Brought Back and Late Resolutions	30
1245	Presentation: <b>Intro: D. Flannigan</b> <b>CFMWS</b>	15
1300	Amendments, Brought Back and Late Resolutions	60
1400	Other Business <b>B. Chafe</b>	60
1500	Installation Ceremony <b>L. Murray</b>	40
1540	Address <b>Dominion President</b>	20
1600	Closing Benediction Closing Ceremony <b>Padre</b> <b>Chairman</b>	20
1620	2020 Dominion Convention <b>TBC</b>	15
1635	LAC Chairman Closing Announcements <b>R. Bennett</b>	5
1640	<b>Adjournment</b>	

**47th DOMINION CONVENTION  
DAILY PROCEDURES  
WEDNESDAY, 29 AUGUST**

<b>Time (hrs)</b>	<b>Event</b>	<b>Duration (mins)</b>
0800	SEO Charleswood B, Delta Photographs	60

<b>Time (hrs)</b>	<b>Event</b>		<b>Duration (mins)</b>
0900	SEO Charleswood B, Delta	Meeting	60
1000	DEC Charleswood B, Delta	Meeting	90
1130	Canvet Charleswood B, Delta	Board Meeting	30

**REPORT OF THE DOMINION COMMAND  
DEFENCE AND SECURITY COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**File: 82-27**

**R. Blanchette - Chairman**  
**R. Price - Vice Chairman**  
**W. Martin - Member**  
**B. Cl  roux - Member**  
**C. Gasser - Secretary**  
**R. McInnis - Assistant Secretary**

**GENERAL**

This report covers the period from 24 November 2017 to 29 March 2018. The Committee met on 27 March 2018. The attempt to establish a network of D&S Command Representatives (D&S CR) is not developing as smoothly as it could but a new cooperation initiative with CDA is in motion. More detail is provided below.

**COMMITTEE BUSINESS**

The Committee continues to monitor defence and security issues as they arise. As explained in the last report to the DEC, each member has been requested to pay 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" (SSE) was announced last year and it must be realized that any monitoring should take a long term approach, given the 20-year time span that the policy is based on. This policy was the object of the first round of comments to be obtained from D&S Provincial Representatives.

**LEADERSHIP CHANGES**

**RCMP.** Brenda Lucki, a 31-year veteran RCMP officer, was named the new Commissioner on 8 March 2018.

**CAF.** In early March, new command appointments were announced for the upcoming posting season: VCDS - LGen Wynnyk (current Army commander); Army - LGen (designated) Lanthier; RCAF - LGen (designated) Meinzinger; and Joint Operational Command (CJOC) - LGen (designated) Rouleau.

The Chair, accompanied with respective members, will have office calls with these new appointees in the next few months.

### **2018 NIJMEGEN MARCH**

The Defence and Security Committee selected Comrade Ryan Ference, Branch 39 Lloydminster, Saskatchewan Command as the RCL 2018 Nijmegen representative. This year's alternate is Comrade David Anderson, Branch 176 Forest, Ontario Command. An announcement from Dominion Command is being compiled.

### **OP SANTA CLAUS AND OP CANADA DAY**

This year, the RCL sent 2425 packages to deployed CAF and RCMP members for OP Santa Claus. OP Canada Day packages are being assembled for 2360 personnel and are expected to be sent out in time for Canada Day.

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

As part of an initial trial, the Committee forwarded questions or points to Provincial Commands to obtain their feedback in advance of the DEC meetings in April. This was a pilot attempt to evaluate the process. Commands who wanted to use D&S CR were certainly welcome to do so but communications were sent through Provincial Command Executive Secretaries.

The deadline was 1 February 2018 and we have received written responses from three Commands; SK, NS/NU and AB/NT. NL Command and MB/NW ON Command verbally reported a NIL return.

It was realized that such feedback is not sufficient to develop a significant advocacy platform for the RCL. The situation was discussed at our 27 March 2018 meeting where we had invited Mr. Sean McGrath, CDA Outreach person, to discuss possible areas of cooperation. As a result, the Committee agreed that DEC's approval should be obtained to support a six-point CDA assisted pilot run to develop a better advocacy platform to tackle issues affecting serving members of the CAF and the RCMP:

- CDA National Office would be consulted to establish the questions and/or comments that will be sent out for feedback to the D&S CR network;
- CDA, assisted by its Institute, would help the D&S Committee review the feedback received from the D&S CR network and prepare its own response to the questions and/or comments;
- An advocacy document or statement would be developed and sent to the D&S CR network under "silence procedures" [NATO procedure whereby a draft version of the text is circulated among participants who have a last opportunity to propose changes or amendments to the text. If no amendments are proposed (if no one 'breaks the silence') before the deadline of the procedure, the text is considered adopted by all participants];

- DEC would approve the advocacy document or statement twice a year at its April and November meetings;
- A pilot run would take place once both governing bodies would have agreed to a common way forward, with the objective of completing the trial run for April 2019; and
- A draft Memorandum of Understanding will be developed by the D&S Committee in coordination with CDA.

**RECOMMENDATION:** It was recommended that the D&S Committee, **remind** DEC that it established a D&S CR network in April 2017 to help the Committee assume its revised mandate; and has **reported** that D&S CR have been nominated in only four Commands and that the resulting network is not providing the required level of feedback to develop an advocacy platform to address issues affecting serving members of the CAF and the RCMP; **noting** that the CDA has expressed its willingness to improve its relations with its association-members as exemplified by the objectives of OP RENEW; **requests** that the six-point approach to improve the D&S CR network through cooperation with CDA be approved.

DEC members, and in particular the National Executive Director, are reminded that the D&S Committee permanent staff (Secretary: Comrade Carolyn Gasser, [cgasser@legion.ca](mailto:cgasser@legion.ca), 613-591-3335, ext 231) might need reinforcements if this endeavour leads to a significant increase in workload.

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

CDA and CDAI have a new Executive Director in the person of BGen (ret) Matthew Overton. The CDA main annual activity, the Ottawa Security Conference, was again a solid success with international and national experts, including the CDS and the new DND Deputy Minister, Jody Thomas. Committee members attended both days and agreed that this activity is a way to stay abreast of prevalent D&S issues.

At the CDA AGM on 21 February 2018, the Chairman of the D&S Committee supported, on behalf of the RCL, a motion to initiate a process to renew relationships and responsibilities for the CDA. A functional and organizational review of the CDA will be conducted by the National Office on behalf of, and with the support of the Association-members. This review is to be complete no later than 30 November 2018 and a mature proposal provided at that time to the Association members for review and approval at the 2019 AGM.

### **CONCLUSION**

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



**REPORT OF THE DOMINION COMMAND  
DEFENCE & SECURITY COMMITTEE  
2018 NATIONAL CONVENTION**

<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>A/Secretary</b>

## **INTRODUCTION**

The Dominion Command Defence & Security (D&S) Committee has met in person and by teleconference seven times since the last convention. This report summarizes the Committee's activities over that period.

## **GENERAL**

The Committee continues to monitor defence and security issues as they arise.

Revised Terms of Reference (TOR) for the Committee have been approved in April 2017 to reflect the new D&S Command Representative (D&S CR) network.

As explained in the last report to the DEC, each member has been requested to pay a particular attention to a given element (RCN, CA, RCAF and RCMP).

The Committee continues to maintain a presence (through the Chair) at the Veterans 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.

## **NEW TERMS OF REFERENCE**

At the April 2017 DEC the following TOR were approved:

- With input from Command Representatives (CR), foster and support the care, welfare and morale of the Canadian Armed Forces, the RCMP and their respective families by:
  - encouraging the Government of Canada and the respective leadership to ensure that these organizations' men and women are properly trained, equipped and compensated;
  - 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 fulfill Canada's obligation to international alliances; and

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

## CAF AND RCMP LIAISON

Through a conscientious effort, the Committee has established and fostered direct links with both organizations. These lines of communication have, and will continue, to serve the Legion as a conduit to express pressing concerns and to coordinate advocacy efforts in the areas that affect the morale and efficiency of the CAF and RCMP. Some leadership positions have changed:

**RCMP.** Brenda Lucki, a 31-year veteran RCMP officer, was named the new Commissioner on 8 March 2018. She arrives at a time when the organization has been plagued by complaints of sexual discrimination and workplace bullying. PM Trudeau has been quoted as saying: "*She is an exceptional leader who is known for being a hard worker, a dedicated officer and someone who is constantly looking for ways to improve the status quo.*" The Committee will arrange to meet with Commissioner Lucki and will continue to liaise with the RCMP association to monitor and encourage the envisaged culture change.

**CAF.** In early March 2018, these new command appointments were announced for the upcoming posting season:

- VCDS: LGen Wynnyk (current Army commander)
- Army: LGen (to be) Lanthier
- RCAF: LGen (to be) Meinzinger
- Canadian Joint Operational Command (CJOC): LGen (to be) Rouleau

## NEW DEFENCE POLICY

Canada's new defence policy "Strong, Secure, Engaged" (SSE) was announced last year and it must be realized that any monitoring will take a long term approach, given the 20-year time span that the policy is based on. This policy was the object of the first round of comments to be obtained from D&S Provincial Representatives. The questions that were sent were:

- **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 our 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 RCMP and their respective families in the geographical area of your Command?

## **CONFERENCE OF DEFENCE ASSOCIATIONS (CDA)**

In October 2017, the CDA and the CDA Institute have selected BGen (ret) Matthew Overton as the new Executive Director.

The Ottawa Security Conference, the main annual event organized by the CDA and the CDA Institute, took place in February 2017 and 2018. Both were resounding successes and the D&S Committee members greatly appreciated attending these events which constitute a great opportunity to stay abreast of prevalent D&S issues.

At the last CDA AGM, on 21 February 2018, the Chairman of the D&S Committee supported, on behalf of the RCL, a motion to initiate a process to renew relationships and responsibilities for the CDA. A functional and organizational review of the CDA will be conducted by the National Office on behalf of, and with the support of their members. This review is to be complete no later than 30 November 2018 and a mature proposal provided at that time to their members for review and approval at the 2019 AGM.

## **CF SPONSORSHIP PROGRAM**

The Committee continues to support the CAF on behalf of the RCL. Specific responsibilities are:

- Operation Santa Claus (distribution of a Christmas package gift to deployed CAF and RCMP personnel);
- Operation Canada Day (distribution of a Canada Day package gift to deployed CAF and RCMP personnel);

- Selection of an RCL representative to join the CAF Nijmegen Joint Task Force and financial support for remembrance activities; and
- Comradeship Awards to military graduating classes.

Since the assumption of the above listed activities, the committee has worked in conjunction with the Dominion Supply Department to deliver what has turned out to be well appreciated gifts for both Christmas and Canada Day. The Dominion Supply Department is to be congratulated for the effort put forward to make these programs a success. A decision in 2017 to agree to an adjustable budget (because of the fluctuating number of deployed personnel) of \$15 per package has simplified the administration of this program.

Comrade Kim Peters, Branch #530 Waterloo, Ontario Command, represented the RCL extremely well at the 2017 Nijmegen March, and well-documented her experience through social media. The 2018 Nijmegen selection process led to seven Commands submitting a total of twelve candidates, up significantly from last year. The Committee selected Comrade Ryan Ference, Branch #39 Lloydminster, Saskatchewan Command as the RCL 2018 Nijmegen representative. This year's alternate is Comrade David Anderson, Branch #176 Forest, Ontario Command. If the latter is willing and fit to join the 2019 Nijmegen March, he should submit in due time his candidacy, as the alternate of a given year will be given an advantage over candidates of the following year.

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

As described above, the Committee has forwarded questions or points to Commands to obtain their feedback in advance of the DEC meetings in April 2018 as a pilot attempt to evaluate the process. Commands who wanted to use D&S CR were certainly welcome to do so but communications were sent through Provincial Command Executive Secretaries.

The deadline was 1 February 2018 and the Committee received written responses from three Commands; SK, NS/NU and AB/NT. Saskatchewan noted issues of military release without proper support in place, outreach to reserve units, Military Families Resource Centers (MFRC), the family deployment and training separation pressure, spousal employment, provincial recertification and retraining, and licensed day care and fall under the mandate of the VSS Committee. One response spoke of the difficulty in reaching personnel to ask the questions to serving members and NL Command and MB/NW ON Command verbally reported a NIL return.

It was realized that such feedback is not sufficient to develop a significant advocacy platform for the RCL. The situation was discussed at our 27 March 2018 meeting where we had invited Mr. Sean McGrath, CDA Outreach person, to discuss possible areas of cooperation. As a result, the Committee agreed that DEC's approval should be obtained to support a six-point CDA assisted pilot run to develop a better advocacy platform to tackle issues affecting serving members of the CAF and the RCMP:

- CDA National Office would be consulted to establish the questions and/or comments that will be sent out for feedback to the D&S CR network;
- CDA, assisted by its Institute, would help the D&S Committee review the feedback received from the D&S CR network and prepare its own response to the questions and/or comments;
- An advocacy document or statement would be developed and sent to the D&S CR network under “silence procedures” [NATO procedure whereby a draft version of the text is circulated among participants who have a last opportunity to propose changes or amendments to the text. If no amendments are proposed (if no one 'breaks the silence') before the deadline of the procedure, the text is considered adopted by all participants];
- DEC would approve the advocacy document or statement twice a year at its April and November meetings;
- A pilot run would take place once both governing bodies have agreed to a common way forward, with the objective of completing the trial run for April 2019; and
- A draft Memorandum of Understanding will be developed by the D&S Committee in coordination with CDA.

At DEC on 28-29 April 2018, it was recommended that the D&S Committee, **remind** DEC that it established a D&S CR network in April 2017 to help the Committee assume its revised mandate. It was **reported** that D&S CR have been nominated in only four Commands and that the resulting network is not providing the required level of feedback to develop an advocacy platform to address issues affecting serving members of the CAF and the RCMP. The Committee notes that the CDA has expressed its willingness to improve its relations with its association-members as exemplified by the objectives of OP RENEW and **requests** that the six-point approach to improve the D&S CR network through cooperation with CDA be approved.

DEC was also informed that there was a discussion with CDA concerning the need to limit the number of questions or to find a more common theme for the trial run. It was agreed that “retention”, as it applies to both the CAF and to the RCMP, could be used as a general theme. Recognizing that retention has many ramifications, it would be further discussed with CDA if the above approach is approved by both governing bodies.

## **2018 CONVENTION RESOLUTIONS**

The Committee received two resolutions, one about a “Defence of Canada Medal” (from MB/NW ON) and one about a “Medal for the Cold War” (NS/NU).

The Committee voted unanimously to non-concur with the first resolution. A “Defence of Canada Medal” resolution was not concurred on the basis of its substance, let alone the five-year retroactivity limitation. Time after time, similar proposals have been rejected by government authorities because taking part in domestic operations or operations for the defence of our country itself is an integral part of military duties. Peacetime service by CAF members is already recognized by the award of the Canadian Forces Decoration (CD). The CD is a national honour created in 1949 and is awarded for 12 years of qualifying service and a record of good conduct in the Regular Force and/or Primary Reserve components of the CAF. Canadian Honours policy prohibits duplicate recognition.

With regards to the second resolution on “Medal for the Cold War”, the Committee considered that the five-year retroactivity limitation (generally followed by Commonwealth countries in the last 50 years) would be sufficient to non-concur but there was a discussion on the specific aspects of military duties performed in “NORAD units”, “SOSUS units” and “in signals intelligence intercept facilities conducting Communications Research”. Having requested more substantiation from NS/NU Command and having received none, the Committee voted unanimously to non-concur with the resolution. The Committee did agree that future correspondence with the Chancellery could emphasize the need to evaluate the military duties performed in the framework of these activities with a view to assess their merit in terms of honours and awards.

It was also noted that neither VAC nor DND have responded to the resolutions from Convention 2014 and Convention 2016. Further staff checks have indicated that the government responses have been completed and the letter is with each respective Minister awaiting signature.

## **BUDGET**

Enclosed with this report is a copy of the 2017-2018 budget for D&S Committee. Delegates may raise any questions on it at this time. However, any motion for changes will have to be delayed until the budget is formally brought forward by the Dominion Treasurer later in the Convention proceedings.

## **CONCLUSION**

I ask that a voting member of the DEC move acceptance of this report as presented.

**REPORT OF THE DOMINION COMMAND  
VETERANS CONSULTATION FORUM  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**File: 10-2**

**L. Murray - Chairman  
D. Flannigan - Member  
T. Irvine - Member  
R. Blanchette - Member  
B. White - Secretary  
R. McInnis - Assistant Secretary**

**GENERAL**

There have been no further meetings of the Consultation Forum since the last report to DEC in November 2017.

**NATIONAL ASSOCIATION OF FEDERAL RETIREES – VETERANS’ SUMMIT**

As mentioned in my opening remarks, I attended a Veterans’ Summit hosted by the National Association of Federal Retirees (NAFR). They conducted a series of town halls across the country and the summit was to provide an overview of their findings. Their findings are very similar to what we have already found and advocated on behalf of.

**CONCLUSION**

Given that most if not all associations continue to participate in VAC’s Advisory Groups, I anticipate that the next meeting of the Veterans’ Consultation Forum will take place next fall immediately prior to Remembrance Week.

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



## **REPORT OF THE DOMINION COMMAND VETERANS CONSULTATION COMMITTEE**

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

### **GENERAL**

The objective of the Veterans Consultation Committee and the Forum of organizations is to bring together the various Veterans' groups to discuss issues and to find common ground on which to advocate to the government for the betterment of all Veterans and serving members of the Canadian Armed Forces and the Royal Canadian Mounted Police and their families. Meetings have proven useful in identifying urgent issues and for finding common themes upon which to advocate to the Government and Veterans Affairs Canada.

Meeting frequency is normally one meeting per year. The Assembly did meet in November 2017 and is planning on meeting again during Remembrance Week 2018.

### **ISSUES**

In addition to receiving a briefing from the Veterans Ombudsman, a presentation on the anti-malarial drug Mefloquine and a presentation by the National Association of Federal Retirees, the focus of the Forum's last letter to the Minister of VAC was:

- **Frailty.** An accepted definition of frailty does not exist 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.** 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 updating to take into account the evolving Veteran community.
- **VAC Advisory Groups.** The advisory groups are useful to continue the broad range of consultation with the Veterans' community. In general, all acknowledged that positive steps are occurring but it is the big, costly issues of Veterans' support that now need to be addressed.

## **RESOLUTIONS**

There were no resolutions submitted to this Committee for consideration; as all resolutions concerning Veterans are considered by the VSS and Defence and Security Committees.

## **BUDGET**

The Committee's budget is attached to this report. Delegates may raise any questions concerning the budget at this time, but motions for change will have to wait until the full budget is brought forward for approval by the Dominion Treasurer.

## **CONCLUSION**

Participation by the Consultation Committee in the Forum strengthens the Legion position as well as builds a strong relationship with the various Veterans' organizations. It is an important outreach tool.

In order to foster open and unfettered discussion among the representatives of the various Veterans' organizations in attendance, government representatives, including VAC staff, are only invited to the meetings to provide information updates in areas of their expertise. As a follow on to the meetings and with consensus of the Forum, a letter is sent to the Minister of Veterans Affairs to advise him of the deliberations and concerns of the Forum.

At this time, I would like to express my personal thanks to the elected officers of DEC who participate in this Committee as well as to the National Executive Director and his staff and the Director Veterans Services and his staff for their excellent support to and of the Committee.

Thank you, Comrades. I would ask a member of the Senior Elected Officers to move adoption of my report.

**REPORT OF THE DOMINION COMMAND  
LEADERSHIP DEVELOPMENT COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**File: 40-2**

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

**GENERAL**

The committee last met by teleconference on 10 April 2017.

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

One module remains to be finalized.

**PHASE 2**

The seminar library remains in development.

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

## REPORT OF THE DOMINION COMMAND LEADERSHIP DEVELOPMENT COMMITTEE

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

### GENERAL

The purpose of this committee is to establish and maintain programs designed to educate, promote and help develop potential leaders at all levels of the Legion. This was achieved through the creation of 10 modules, which identified important areas of Legion operations and provided information essential to those seeking leadership positions; a series of reference material was developed.

Since the 2016 Dominion Convention, the members have met twice by teleconference.

### MODULES

The 10 module are Legion Orientation; Branch Management; Job Descriptions and Responsibilities; Elections; Honours, Awards and Protocol; Commemorations and Ceremonial; Public Relations and Community Outreach; Conducting Meetings and the Democratic Process; Listening and Interpersonal Skills; Mediation and Conflict Resolution.

These modules are “living documents” with updates to be undertaken on an on-going basis.

The modules are on the Dominion Command website, under the *For Members and Branches* link in the member’s only section of the website. Each module can be downloaded and saved locally or printed directly from the website.

### SEMINAR LIBRARY

The next phase of the program is the development of a library of existing seminars, which will serve as a central resource location for those members looking for presentations.

## **CONCLUSION**

Website statistics show that the LD program modules continue to be accessed by members each month. This speaks to the importance of having this central repository of reference material available to all members. All members are encouraged to review the modules and provide feedback to the LD Committee on both the content of existing modules and suggestions for other subjects as we strive to improve the information available for our members.

## **BUDGET**

For your information, a copy of the Leadership Development Committee budget for the period 2018-2020 is attached to this report. Delegates may raise any questions that they have concerning committee expenses at this time, but any motion for changes to the budget document as it relates to this committee will be deferred until the budget is formally brought forward by the Dominion Treasurer.

I move adoption of my report.

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 11: CANVET PUBLICATIONS LTD.**

**INTRODUCTION**

Canvet is a busy and successful shop. New products and marketing efforts have resulted in consistent growth for the sixth consecutive year.

**SUBSIDY**

In 2017, Canvet was awarded two subsidies. The first and largest was the Canada Periodical Fund (CPF). The corporation received \$861,600. This is the highest amount of subsidy in the history of Canvet and essential for the corporation's survival. Over the last three decades, federal subsidies have saved Canvet almost 12 million dollars. The rules and regulations governing the receipt of funds are clear and must be followed. *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.

Canvet sent in the annual application last December and should hear late this summer if it was successful. All of Canvet's operating budgets are based on receipt of this subsidy. If the magazine remains eligible for the CPF then Canvet can extend its commitment to continue operations under the existing subscription fee of \$9.49 by two years. This may be the lowest subscription price for a magazine of this size in Canada. Canvet will need a subscription increase in 2022.

The second subsidy was from the government of Ontario and was awarded last August. The Ontario Media Development Corporation presented Canvet \$74,950 to increase the presence on newsstand. This subsidy will be paid over three years, with the majority of the monies arriving in 2018. The maximum grant offered is \$75,000.

**ADVERTISING AND DESIGN AND PRODUCTION**

Canvet is working hard to grow its revenue streams. Revenue broke records in four areas last year: subsidy, advertising, design and production services and online sales. To put this in context, the second best showing in advertising was in 1993, when Canvet published 10 issues annually and had 530,000 subscribers. Design and production and the online store are new revenue streams created in the last five years. These last three categories brought in almost \$830,000 last year.

**AWARDS**

*Legion Magazine* and its related websites and products have now received 24 national and international awards. These awards bring credibility and prestige to veteran's issues and Canada's military history, boost staff morale, attract new talent and offer networking

opportunities that have resulted in ad sales – not to mention free promotion. Morale is high and the staff is motivated.

### **EDITORIAL CONTENT**

Since last April, Canvet has covered a wide range of military history and current affairs, including articles on PoWs, the Invictus Games and Canadians who fought in Vietnam, along with Special Interest Publications on Canada, Passchendaele, Crime and Second World War Battles.

The upcoming May/June issue will include coverage of the D-Day fight against the 1<sup>st</sup> SS Panzer Corp along with a memoir on the Battle of Ridgeway. Subsequent issues will include stories on Canada's Hundred Days, the Medak Pocket and the 100<sup>th</sup> anniversary of the Armistice. Again, four SIPs will be published: Canada's Last Hundred Days in the First World War, O Canada Volume Two, D-Day and Normandy and Canada's Explorers.

### **OPERATION SANTA CLAUS**

Three thousand magazines were distributed to Canadian Forces (CF) personnel on peacekeeping assignments and in isolated posts around the world. Based on our single copy sale price this represents a donation of \$17,850. The magazine has been donating copies annually to the CF for twenty years.

### **CONCLUSION**

The Canvet report is provided for the information of the members of DEC.

## REPORT OF CANVET PUBLICATIONS LTD.

<b>T. Irvine</b>	-	<b>Board Chairman</b>
<b>D. Flannigan</b>	-	<b>Board Vice-Chairman</b>
<b>B. White</b>	-	<b>Secretary</b>
<b>B. Chafe</b>	-	<b>Director</b>
<b>T. Eagles</b>	-	<b>Director</b>
<b>B. Julian</b>	-	<b>Director</b>
<b>A. Paquette</b>	-	<b>Director</b>
<b>A. Stanfield</b>	-	<b>Director</b>
<b>J. Morse</b>	-	<b>General Manager</b>

### **INTRODUCTION**

*Legion Magazine* continues to tell the stories of our veterans and Canada's military history. It has a print and online reach of almost 650,000 Canadians and remains one of this country's largest and most respected publications.

### **ECONOMIC PERFORMANCE**

Canvet is a lean and busy shop. New products and marketing efforts have resulted in consistent revenue growth for the sixth consecutive year, in spite of declining subscriptions and perhaps the most difficult market conditions in the history of publishing. In 2016 and 2017, the magazine saw increased revenue in four areas: subsidy, advertising, design/production services and online sales. Design/production and the online store are new revenue streams created in the last five years. Every dollar is directed to the production of the magazine and maintaining a low subscription price.

At the 2012 Convention, Canvet committed to continue publishing without an increase in the cost of an annual subscription before 2020. The additional revenue streams developed by the magazine have resulted in good news. If the magazine remains eligible for the Department of Canadian Heritage Canada Periodical Fund (CPF), then Canvet should be able to extend its commitment to continue operations under the existing subscription fee of \$9.49 by two years. This is the lowest subscription price for a magazine of this size in Canada.

Canvet should not need a subscription increase before January 1, 2023.

### **CANADA PERIODICAL FUND**

Canvet has been a recipient of one form of subsidy or another for over fifty years and this revenue stream is vital to our operations. Over the last twenty years this funding has saved *Legion Magazine* over twelve million dollars. It is essential for the magazine's survival. The rules and regulations governing the receipt of funds are clear and must be followed. *Legion Magazine* must be a separate and independent publication. Any



periodicals “that primarily report on the activities or promotes the interests of the organization” will be declared ineligible.

In 2017, Canvet was awarded two subsidies. The first and largest was the CPF. The corporation received \$861,600. This is the highest amount of subsidy in the history of Canvet. All of Canvet’s operating budgets are based on receipt of this subsidy.

The second subsidy was from the government of Ontario and was awarded last August. The Ontario Media Development Corporation presented Canvet with \$74,950 to increase the number of publications available on newsstand. This subsidy will be paid over three years, with the majority of the monies arriving in 2018. The maximum grant offered is \$75,000.

### **ENGLISH CONTENTS AND FRENCH INSERT**

Canvet has covered a wide range of military history and current affairs since last convention, including articles on veterans and suicide, the Battle of Vimy Ridge, Canadian spies in both world wars, the anti-malaria drug Mefloquine and the Halifax Explosion. The final two issues of 2018 will include stories on the Battle of Cambrai, the Medak Pocket and the 100th anniversary of the Armistice.

The Special Interest Publications (SIP) topics since the last convention included Vimy Ridge, Canada’s 150th, Battle of Passchendaele, Crime, and Battles of the Second World War. The next four SIPs will be: Canada’s Hundred Days in the First World War, O Canada Volume Two, D-Day and Normandy, and Explorers of Canada.

We will continue to publish 144 pages annually in a full-colour French section which is available to any member at no extra charge. Please contact *Legion Magazine* if you wish a French section and are not currently receiving one.

### **OPERATION SANTA CLAUS**

Three thousand magazines were distributed to Canadian Forces (CF) personnel on peacekeeping assignments and in isolated posts around the world. Based on our single copy sale price this represents a donation of \$17,850. The magazine has been donating copies annually to the CF for twenty years.

### **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.

We invite delegates and all legionnaires to visit your MBP booths in the exhibition area.

### **AWARDS**

*Legion Magazine* and its related products have received 24 national and international awards. These awards bring credibility and prestige to veterans' issues and Canada's military history, boost staff morale, attract new talent and offer networking opportunities that have resulted in ad sales – not to mention free promotion. Morale is high and the staff is motivated.

### **FINANCIAL STATEMENTS**

The full audited Canvet financial statements are provided separately.

### **CONCLUSION**

Thank you to all the Directors of Canvet for their support during my term and I especially want to thank our magazine staff for their professionalism and dedication.

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 12: LEGION NATIONAL FOUNDATION**

**File: 10-18**

<b>T. Eagles</b>	-	<b>Chairman</b>
<b>G. O'Dair</b>	-	<b>Vice-Chairman</b>
<b>B. Burnham</b>	-	<b>Director</b>
<b>L. Murray</b>	-	<b>Director</b>
<b>P. Kavanagh</b>	-	<b>Director</b>
<b>B. White</b>	-	<b>Executive Director</b>
<b>S. Clark</b>	-	<b>Secretary</b>

**GENERAL**

The Legion National Foundation Board of Directors last met on 27 April 2018.

**BACKGROUND**

The Legion National Foundation was incorporated under the Canada Not-for-Profit Corporation Act on 8 April 2016. The Foundation was registered with Canada Revenue Agency as a charitable organization effective 1 January 2017 (with confirmation notification received 11 September 2017).

**PROGRESS**

Much progress has been made since the last Board meeting, including selecting and setting up the donor management software (Causeview) and the development of the Foundation logo and website ([www.LegionNationalFoundation.ca](http://www.LegionNationalFoundation.ca)). All financial arrangements are also in place as are online donor forms, acknowledgement emails and tax receipts. Commercial General Liability insurance coverage and D&O coverage have also been arranged.

**AGREEMENT WITH THE LEGION**

In order to get the Foundation fully operational, it is necessary for the Legion and the Foundation to approve and sign two agreements: Transfer Agreement and Master Contract for Services. These agreements were signed by the Foundation Board on 27 April 2018 and are presented now for signature on behalf of the Legion.

The statement of activities filed in support of the Foundation's application for charitable registration stated that the Foundation would be assuming some of the charitable programs and activities that have been conducted by the Legion for years. It also acknowledged that the Foundation would be retaining the Legion to deliver the programs and activities, given that the Foundation presently has no staff or volunteers.

Even though Legion staff will be providing the programs and activities described in the Transfer Agreement, as in the past, and there will be no physical transfer of the programs and activities to another office, it was important to formally document the fact that the programs and activities are being transferred to the Foundation, they are no longer the programs and activities of the Legion and that Legion staff are delivering the programs and activities on behalf of the Foundation not on behalf of the Legion. The Transfer Agreement and Master Contract for Services document the relationship between the two organizations and their respective obligations.

While it is recognized that until the Foundation becomes fully engaged and develops other sources of funding, the Legion will be its primary source of funds. Nevertheless, it is imperative that separate books and records be maintained by the Foundation and the Legion.

### **LAUNCH**

The donation process and integration with the financial system has been fully tested; the Foundation website is scheduled to go live on 30 April 2018 through which online donations can be made by individuals, business and corporations, registered charities and other groups and organizations. Notification of this launch will be circulated through both traditional and social media.

Draft April 13, 2018

## TRANSFER AGREEMENT

This Transfer Agreement (“Agreement”) made as of this 30<sup>th</sup> day of April, 2018.

**B E T W E E N:**

**THE ROYAL CANADIAN LEGION**  
(hereinafter referred to as the “Legion”)

and

**THE LEGION NATIONAL FOUNDATION**  
(hereinafter referred to as the “Foundation”)

**WHEREAS** the Legion is a non-share capital corporation incorporated in 1948 by a Special Act of Parliament entitled *An Act to Incorporate The Royal Canadian Legion*;

**AND WHEREAS** the Foundation is a non-share capital corporation incorporated under the *Canada Not-for-Profit Corporations Act* by Certificate of Incorporation dated April 8, 2016;

**AND WHEREAS** the Legion established the Foundation to carry on charitable programs and activities that have been conducted by the Legion for a number of years;

**AND WHEREAS** the Foundation is registered as a charity under the *Income Tax Act* (Canada);

**AND WHEREAS** the Legion wishes to transfer to the Foundation its charitable programs and activities that are included in the Foundation’s corporate purposes and described in detail in the statement of activities filed by the Foundation in support of its application for charitable registration;

**NOW THEREFORE IN CONSIDERATION** of the matters described in the above recitals, the mutual covenants and agreements contained herein and for the consideration set forth in this Agreement, the parties have agreed and do hereby agree with each other as follows:

### SECTION I BACKGROUND INFORMATION

#### **1.01 The Foundation**

- (a) The Foundation is a corporation established for the charitable purpose of promoting the effectiveness, efficiency, and morale of the active and retired members of the Canadian Armed Forces and the Royal Canadian Mounted Police and their families for the benefit of the public by:
  - (i) educating the public about Canada’s military history; and

- (ii) awarding scholarships or bursaries to families of active and retired members of the Canadian Armed Forces and Royal Canadian Mounted Police for post-secondary education and professional and vocational training.
- (b) The Foundation is also established for the charitable purpose of receiving or maintaining a fund or funds and applying all or part of the principal and income therefrom, from time to time, to qualified donees as defined in the Income Tax Act (Canada).

## **1.02 The Legion**

- (a) The Legion is the largest veterans and community support organization in Canada. It advocates on behalf of veterans, including serving military and RCMP members, and their families and provides essential supports within communities across Canada. It has approximately 300,000 members in more than 1400 branches across Canada.

## **SECTION II PROGRAMS AND ACTIVITIES**

### **2.01 Transfer of Programs and Activities**

The Legion transfers to the Foundation, and the Foundation accepts the transfer from the Legion, as of **April 30, 2018**, (“Effective Date”) the following programs and activities of the Legion specifically described below, but expressly excluding any trademarks or business names associated therewith (all of which are collectively referred to as the “Programs and Activities”):

- (a) the parts of the Legion literary and poster remembrances contests for children and youth that are conducted at the national level including establishing the contest criteria, preparing the application forms, advertising the contest, selection of the national judges, publication of the winners’ booklet, providing plaques to the winners and their schools, arranging for display of the winning entries at the National War Museum and the foyer of the House of Commons, and arranging for the winners to come to Ottawa for the National Remembrance Day Service;
- (b) revisions to the Legion Teaching Guide for Children and Youth, which assists primary and secondary teachers to teach about Canadian military history, important Canadian symbols and fosters a tradition of remembrance among Canadian youth;
- (c) the pilgrimages of remembrance for adults to battlefields, military cemeteries and memorials, including arranging for the travel, accommodation and guide, advertising, and paying for the expenses of delegates from the ten Provincial Commands of the Legion; and
- (d) such other programs and activities of the Legion that are charitable and further the charitable purposes of the Foundation to educate the public about Canada’s military history, as may be agreed in writing by the parties to this Agreement.

**SECTION III**  
**TRADE-MARKS**

**3.01 Use of Trade-marks**

The Foundation agrees that any use of the trade-marks, trade names, emblems, logos or other marks owned by the Legion (the "Trade-marks") and associated with the Programs and Activities shall be used in accordance with the terms of a Trade-Mark License which shall be executed by the Foundation and the Legion with the Legion as the licensor and the Foundation as the licensee in recognition of the trade-mark rights of the Legion in the Trade-marks. The Foundation acknowledges the exclusive right, title and interest and goodwill of the Legion in the Trade-marks; that the Foundation has no right, title, interest or goodwill in the Trade-marks; that it agrees to enter into any and all additional agreements or do any and all acts as may be necessary to protect the Trade-marks and the right, title, interest or goodwill of the Legion thereto; and that it further agrees not to raise or cause to be raised any objection to the validity of the Trade-marks or to the right, title, interest or goodwill of the Legion thereto.

**SECTION IV**  
**MASTER CONTRACT FOR SERVICES**

**4.01 Master Contract for Services**

Given that the Foundation is in the process of getting established and presently has no staff or volunteers to conduct the transferred Programs and Activities, it will retain the Legion to conduct the Programs and Activities on its behalf, maintaining direction and control over the Programs and Activities by entering into a master contract for services with the Legion and monitoring the Programs and Activities conducted on its behalf.

**SECTION V**  
**REPRESENTATIONS AND WARRANTIES**

**5.01 The Legion**

The Legion represents and warrants that:

- (a) The Legion is now and on the Effective Date will be a corporation duly incorporated and organized, validly subsisting and in good standing under the laws of Canada.
- (b) The Programs and Activities are owned by the Legion and are not subject to restricted or specific terms of trust, either explicitly or by implicitly, except as specifically provided in this Agreement.
- (c) The execution of this Agreement or the terms hereof will not conflict with or result in any breach of terms, conditions or provisions of or constitute default under the Special Act, as amended, of the Legion or any material agreement or arrangement which the

Legion is subject to, or will require any consent or other action by any other party or parties.

- (d) There are no actions, suits or proceedings pending or threatened at law or in equity or before any federal, provincial, municipal or other government department, commission, board agency or otherwise with respect to the Programs and Activities. The Legion is not aware of any existing ground on which any such action, suit or proceeding might be commenced either now or in the future.
- (e) The Legion has the corporate power and authority to enter into and perform its obligations under this Agreement. This Agreement has been duly authorized, executed and delivered by the Legion and is a legal, valid and binding obligation of the Legion. The Legion has obtained the necessary corporate approval for the transfer of the Assets to the Transferee.

All representations and warranties made by the Legion are deemed to be conditions of this Agreement and if they are not correct as of the Effective Date, or if any other conditions of this Agreement are not complied with as of the Effective Date, the Foundation shall have the right to declare this Agreement null and void.

## **5.02 The Foundation**

The Foundation represents and warrants that:

- (a) The Foundation is now and on the Effective Date will be a corporation duly incorporated and organized, validly subsisting and in good standing under the laws of Canada.
- (b) The Foundation has the corporate power and authority to enter into and perform its obligations under this Agreement. This Agreement has been duly authorized, executed and delivered by the Foundation and is a legal, valid and binding obligation of the Foundation. All necessary corporate actions and proceedings have been taken to permit the due and valid transfer of the Assets as provided for herein.

## **SECTION VI** **INDEMNITY**

## **6.01 The Legion**

The Legion agrees to indemnify and save harmless the Foundation and its directors, officers, members, employees and volunteers against any losses, damage, claims, demands, awards, judgements, actions and proceedings including legal fees and disbursements related to the conducting of the Programs and Activities prior to the Effective Date or any breach of the obligations, representations or warranties as set out herein.



**6.02 The Foundation**

The Foundation agrees to indemnify and save harmless the Legion and its directors, officers, members, employees and volunteers against any losses, damage, claims, demands, awards, judgements, actions and proceedings including legal fees and disbursements related to the conducting of the Programs and Activities after the Effective Date, or any breach of the obligations, representations or warranties as set out herein.

**SECTION VII  
GENERAL PROVISIONS**

**7.01 Survival**

The representations and warranties of the Legion and the indemnity of each party contained in this Agreement shall survive the completion of the transfer, and notwithstanding such completion, and regardless of any investigation made by or on behalf of the parties with respect hereto, shall continue in full force and effect for the benefit of both parties indefinitely hereafter.

**7.02 Governing law**

The laws of the Province of Ontario shall govern the validity of this Agreement, the construction of the terms, and the rights and responsibilities of the parties. It is the intent of the parties to fully comply with all applicable provincial and federal laws.

**7.03 Amendment**

This Agreement may not be modified or amended except with the written consent of each of the parties hereto.

**7.04 Assignment**

Neither party may assign any rights hereunder except with the prior written consent of the other party hereto. Except as otherwise provided to the contrary, this Agreement shall be binding upon and enure to the benefit of the parties, their respective successors and permitted assigns.

**7.05 Further assurances**

The parties hereto agree that they will, from time to time at the reasonable request of either of them, execute and deliver such instruments, conveyances and assignment and take further action as may be required pursuant to the terms hereof to accomplish the intent of this Agreement.

**7.06 Time of the essence**

Time shall be deemed to be of the essence with respect to all time limits mentioned in this Agreement.

**7.07 Entire agreement**

This Agreement shall constitute the entire agreement between the parties pertaining to the subject matter hereof and supersedes all prior and contemporaneous agreements (except as specifically provided for in this agreement), understandings, negotiations and discussions whether oral or written of the parties and there are no warranties, representations or other agreements between the parties in connection with the subject matter hereof except as specifically set forth herein.

**7.08 Severable Covenant**

If any covenant or obligation set forth in this Agreement or the application of it to either party or to particular circumstances shall, to any extent, be invalid or unenforceable, the remainder of this Agreement or the application of such obligation to the parties or circumstances other than those to which it is held invalid or unenforceable shall be separately valid and enforceable to the fullest extent permitted by law.

**7.09 Headings**

All headings in this Agreement are inserted for convenience and reference only and are not to be considered in the construction or interpretation of any provisions of this Agreement.

**7.10 Transmission by Facsimile or Electronic Copy**

The parties acknowledge and agree that this Agreement and any schedules hereto may be executed in counterparts, which, taken together, shall constitute one and the same instrument. Facsimile or electronic copies of counterparts of this Agreement shall be deemed to be originals and shall be binding upon the parties executing them in the same manner as if each party had executed the original.

*SIGNATURE PAGE IMMEDIATELY FOLLOWS ON PAGE 7*

**IN WITNESS WHEREOF**, the Legion has  
executed this Agreement on the \_\_\_ day of  
\_\_\_\_, 2018

**THE ROYAL CANADIAN LEGION**

Per: \_\_\_\_\_  
Name:  
Title:

Per: \_\_\_\_\_  
Name:  
Title:

We have authority to bind the corporation

**IN WITNESS WHEREOF**, the Foundation  
has executed this Agreement on the \_\_\_ day of  
\_\_\_\_\_, 2018

**THE LEGION NATIONAL FOUNDATION**

Per: \_\_\_\_\_  
Name:  
Title:

Per: \_\_\_\_\_  
Name:  
Title:

We have authority to bind the corporation

---

**MASTER CONTRACT FOR SERVICES**

---

**B E T W E E N**

**THE LEGION NATIONAL FOUNDATION**

**- and -**

**THE ROYAL CANADIAN LEGION**

---

**MASTER CONTRACT FOR SERVICES**  
**BETWEEN**  
**THE LEGION NATIONAL FOUNDATION**  
**- and -**  
**THE ROYAL CANADIAN LEGION**

**INDEX**

SECTION I BACKGROUND INFORMATION .....	1
1.01 The Foundation .....	1
1.02 The Legion .....	2
SECTION II SERVICES AND CONSIDERATION .....	2
2.01 Services to be Performed by the Legion .....	2
2.02 Specific Services/Transfers of Funds/Designation .....	3
2.03 Delegation .....	4
2.04 Contractual Commitments with Third Parties.....	4
2.05 The Legion and Authorization .....	4
SECTION III TERM AND TERMINATION .....	4
3.01 Term .....	4
3.02 Termination .....	4
3.03 Consequences of Termination.....	5
SECTION IV CONFIDENTIALITY, PRIVACY, ANTI-TERRORISM .....	5
4.01 Confidential Information.....	5
4.02 Protection of Personal Information and Consents to Use of Personal Information .....	5
4.03 Compliance with Anti-Terrorism Legislation.....	6
4.04 Promotion of the Foundation 's Charitable Purposes and Interests .....	6
SECTION V GENERAL PROVISIONS .....	6
5.01 Recital .....	6
5.02 Capacity.....	6
5.03 No Liability .....	7
5.04 Indemnification .....	7
5.05 Governing Law.....	7
5.06 Enurement and Assignment .....	7
5.07 Currency.....	7
5.08 Further Assurances.....	7
5.09 Entire Agreement, Amendments and Schedules.....	8

5.10	Notice .....	8
5.11	Severable Covenant.....	9
5.12	Force Majeure .....	9
5.13	No Warranty or Representation .....	9
5.14	Non-Waiver.....	9
5.15	Agreements With Other Organizations.....	9
5.16	Headings.....	9
5.17	Counterparts .....	9
5.18	Transmission By Facsimile .....	10
5.19	Language of Contract.....	10
5.20	Survival .....	10

## MASTER CONTRACT FOR SERVICES

**THIS AGREEMENT (the “Agreement”) is effective as of the 30th day of April 2018**

**BETWEEN**

**THE LEGION NATIONAL FOUNDATION  
(hereinafter called “Foundation” )**

**AND**

**THE ROYAL CANADIAN LEGION  
(hereinafter called “Legion”)**

**WHEREAS** the Foundation has asked the Legion to provide certain services to assist the Foundation in carrying out its charitable activities;

**AND WHEREAS** the Foundation and the Legion wish to enter into an agreement to define the terms of the services to be performed by the Legion on behalf of the Foundation, as well as, to provide for the payment for those services as may apply from time to time;

**NOW THEREFORE IN CONSIDERATION** of the mutual covenants, agreements and indemnities contained herein and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereto agree as follows:

### **SECTION I** **BACKGROUND INFORMATION**

#### **1.01 The Foundation**

- (a) The Foundation is a Canadian corporation established for the charitable purpose of promoting the effectiveness, efficiency, and morale of the active and retired members of the Canadian Armed Forces and the Royal Canadian Mounted Police and their families for the benefit of the public by:
  - (i) educating the public about Canada’s military history; and
  - (ii) awarding scholarships or bursaries to families of active and retired members of the Canadian Armed Forces and Royal Canadian Mounted Police for post-secondary education and professional and vocational training.
- (b) The Foundation is also established for the charitable purpose of receiving or maintaining a fund or funds and to apply all or part of the principal and income therefrom, from time to time, to qualified donees as defined in the Income Tax Act (Canada).

- (c) The Foundation was incorporated under the *Canada Not-for-Profit Corporations Act* by Certificate of Incorporation issued on April 8, 2016.
- (d) The Foundation was registered as a charity under the *Income Tax Act* effective January 1, 2017.

## **1.02 The Legion**

- (a) The Legion is the largest veterans and community support organization in Canada. It advocates on behalf of veterans, including serving military and RCMP members, and their families and provides essential supports within communities across Canada. It has 300,000 members in more than 1400 branches across Canada.
- (b) The Legion was incorporated in 1948 by a Special Act of Parliament.

## **SECTION II** **SERVICES AND CONSIDERATION**

### **2.01 Services to be Performed by the Legion**

- (a) The Foundation hereby retains the Legion to perform the following services (“Services”) to assist the Foundation in carrying out its charitable purposes and activities, as more specifically set out in the written project designations executed by the parties from time to time in accordance with Section 2.02.
  - (i) to educate children and youth about Canada’s military history and instill in them the tradition of remembrance by conducting at the national level literary and poster contests for primary and secondary level students;
  - (ii) to assist primary and secondary school teachers to teach about military history by publishing, revising and distributing the Legion Teaching Guide for Children and Youth;
  - (iii) to educate adults about Canada’s military history and to instill in them the tradition of remembrance by conducting pilgrimages of remembrance to the sites of World War I and World War II;
  - (iv) to award scholarships or bursaries to families of active and retired members of the Canadian Armed Forces and Royal Canadian Mounted Police for post-secondary education and professional and vocational training;
  - (v) to receive funds from the Foundation from time to time in accordance with Section 2.02 (the “Funds”) and to disburse the Funds as directed by the Foundation from time to time to carry out the Services and to conduct the projects;



- (vi) to ensure that the Funds and other property managed by the Legion on behalf of the Foundation or purchased using the Funds provided by the Foundation are used for the charitable purposes as designated by the Foundation from time to time; and
  - (vii) to provide such other management, administrative and accounting services as may be required from time to time by the Foundation.
- (b) The Legion shall provide the Charity on a semi-annual basis or more frequently as may be required by the Foundation, as requested in writing from time to time, with a written report detailing the Services provided by the Legion to the Foundation in accordance with this Agreement.
- (c) The Legion shall keep and maintain at its head office adequate books and records in relation to the disbursement of the Funds, including detailed expenditure statements, copies of all receipts and vouchers, where available, and other relevant documentation, including copies of all sub-contracts. The Legion shall provide the Foundation (to be retained at the Foundation's registered office) with a written report on a semi-annual basis or more frequently as may be required by the Foundation in writing from time to time and upon final disbursement of the Funds detailing all transactions with respect to the disbursement of the Funds, along with the books and records supporting the disbursements. The Legion shall provide the Foundation with all of the above documentation forthwith upon request of the Foundation for audit and verification purposes, with at least 30 days' advance notice.
- (d) The Legion shall permit a representative of the Foundation to enter at all reasonable times any premises used by the Legion in connection with the use of the Funds for which the Legion is responsible pursuant to this Agreement in order to inspect and evaluate the Services performed by the Legion and inspect all records relating to the same, subject to maintaining the requirements of confidentiality, including those of its agents and subcontractors. The Legion's expenses associated with an inspection and evaluation shall not be recoverable from the Foundation.

## **2.02 Specific Services/Transfers of Funds/Designation**

- (a) A written project designation in the form attached as Schedule A to this agreement shall be executed with respect to each charitable project to be undertaken by the Legion. The written project designation shall set out the Services to be provided to the Foundation by the Legion pursuant to the designation and the manner, parameters and/or restrictions that apply to the use of the Funds by the Legion.
- (b) All project designations will include a description of the project, expected results, budget and schedule of installment payments. The Legion shall accept ongoing instructions from the Foundation.
- (c) The written designation issued by the Foundation shall only become effective and binding upon written acceptance by the Legion.

- (d) The Foundation specifically reserves the right to unilaterally withdraw or withhold the Funds or any part thereof, in the event that the Foundation is not satisfied that the Legion is providing the Services in relation to which earlier transfers were made.

### **2.03 Delegation**

The Legion covenants and agrees with the Foundation that it shall not delegate performance of the Services to anyone without the prior consent of the Foundation.

### **2.04 Contractual Commitments with Third Parties**

The Foundation shall not be held liable for any contractual commitments entered into by the Legion with any third party for the performance of the Services.

### **2.05 The Legion and Authorization**

The Legion hereby represents and warrants to the Foundation as follows and acknowledges that the Foundation is relying on such representations and warranties in connection with entering into this Agreement with the Legion:

- (a) The Legion is a non-profit corporation validly existing under the laws of Canada. The Legion has the corporate power and authority to enter into and perform its obligations under this Agreement.
- (b) This Agreement has been duly authorized, executed and delivered by the Legion and is a legal, valid and binding obligation of the Legion, enforceable against the Legion by the Foundation in accordance with its terms.

## **SECTION III** **TERM AND TERMINATION**

### **3.01 Term**

This agreement shall remain in full force and effect from the effective date until terminated in accordance with Section 3.02 of this Agreement.

### **3.02 Termination**

- (a) This Agreement may be terminated by either party without cause by giving thirty (30) days' written notice to the other party.
- (b) Where the Legion is in default in carrying out any of its obligations under this Agreement, in addition to any remedies otherwise available, the Foundation may, upon giving written notice to the Legion, terminate this Agreement for default, in whole or in part, either immediately or at the expiration of a cure period specified in

the notice if the Legion has not cured the default to the reasonable satisfaction of the Foundation within the cure period.

- (c) Where the Legion becomes bankrupt or insolvent, makes an assignment for the benefit of creditors, or takes the benefit of any statute relating to bankrupt or insolvent debtors, or where a receiver is appointed under a debt instrument passed for the winding up of the Legion, the Foundation may, to the extent permitted by the law of Canada, upon giving notice to the Legion, immediately terminate for default the whole or any part of this Agreement.

### **3.03 Consequences of Termination**

In the event of any termination of this Agreement, the Legion shall forthwith return to the Foundation all Funds and property entrusted to it which have not been expended or utilized in accordance with the terms of this Agreement, provide a full written statement of account of its dealings with the Funds since the date of the last written report and forthwith return all books and records in its possession relating to the Services performed by the Legion.

## **SECTION IV CONFIDENTIALITY, PRIVACY, ANTI-TERRORISM**

### **4.01 Confidential Information**

Both parties understand and agree that during the term of this Agreement and thereafter, they may receive or become aware of confidential or otherwise sensitive information of the other, which may include, without limitation, information such as analyses, projects, reports, technical/financial/budgetary information, proprietary concepts, internal processes, methodologies and intellectual property. The parties agree, for the term of this Agreement and thereafter, to keep such information confidential, and they further agree to not communicate, divulge, disclose or otherwise use, directly or indirectly, such information, except where:

- (a) required for the performance of their duties under this Agreement;
- (b) required by applicable laws; or
- (c) the information enters the public domain without the fault of the parties hereto.

### **4.02 Protection of Personal Information and Consents to Use of Personal Information**

The Legion recognizes that any information concerning the officers, directors, volunteers, donors, employees, customers, and other individuals about whom the Foundation holds information may be subject to the requirements of *Personal Information Protection and Electronic Documents Act* (Canada) and other laws governing privacy.

- (a) The Legion consents to the collection, use and disclosure of the information about the Legion as may be required to facilitate the purposes of this Agreement and

facilitate and promote the operations of the Foundation, in accordance with privacy laws to which the Legion may be subject.

- (b) The Legion agrees that the personal information provided to it by the Foundation shall only be used to facilitate the purposes of this Agreement and facilitate and promote the operations of the Foundation. The Legion shall follow all rules and regulations of the Foundation with respect to such personal information.

#### **4.03 Compliance with Anti-Terrorism Legislation**

The Legion acknowledges the Foundation's obligations pursuant to Canadian legislation, regulations and guidelines in place from time to time concerning anti-terrorism ("Anti-terrorism Legislation"), which include prohibitions on the use or disbursement of charitable property to support or facilitate terrorism, terrorist activity, terrorist groups or money laundering. The Legion further acknowledges its own obligations pursuant to anti-terrorism legislation in place from time to time in all jurisdictions that the Legion operates. The Funds received from the Foundation shall be used in compliance with the Anti-terrorism Legislation.

#### **4.04 Promotion of the Foundation's Charitable Purposes and Interests**

The Legion shall faithfully serve and use its best efforts to promote the charitable purposes and interests of the Foundation, to the extent consistent with the Legion's mission and consistent with the Services to be provided under the Agreement and shall not use any information it may acquire with respect to the affairs of the Foundation or its affiliates for its own purposes or for any purposes other than those of the Foundation or its affiliates.

### **SECTION V** **GENERAL PROVISIONS**

#### **5.01 Recital**

The parties hereto warrant that the facts contained in the recital are correct in all material respects.

#### **5.02 Capacity**

It is acknowledged by the parties hereto that the Legion is being retained by the Foundation in the capacity of independent contractor. The Legion and the Foundation acknowledge and agree that this Agreement does not create a partnership, joint venture, agency, employment, mandate, representation or delegation between them and the Legion and its employees, representatives, delegates, agents, consultants or Sub-contractors shall not represent the relationship between the Foundation and the Legion to third parties as such.

**5.03 No Liability**

The Foundation shall not be liable for any injury, loss, damage or death resulting from, occasioned to or suffered by any person or persons or to any property arising or alleged to arise from the Legion's performance of its obligations under this Agreement or the Services performed by the Legion under this Agreement, save and except in the event and to the extent such injury, loss, damage or death results from or is occasioned or suffered by reason of the negligence of the Foundation, its employees or agents.

**5.04 Indemnification**

The Legion hereby agrees to indemnify and save harmless the Foundation, its successors, assigns, agents, servants, employees, volunteers, members, officers, and directors, of and from any and all claims, demands, actions, causes of actions, judgements, orders, penalties, losses, demands, damages, costs and expenses, including legal fees on a substantial indemnity basis, of every nature and kind, known or unknown, either past, present or future, including any reasonable amounts that may be required in the opinion of the Foundation to settle such claims, attributable to any injury, death, damage or loss or property arising or alleged to arise from the Legion's performance of its obligations under this Agreement and the Services performed by the Legion, except to the extent that the injury, death, damage or loss has been caused by the negligence of the Foundation, its employees or agents.

**5.05 Governing Law**

The present Agreement is governed by the substantive laws of the Province of Ontario and the federal laws of Canada to the exclusion of the private international law rules.

**5.06 Enurement and Assignment**

This Agreement shall be binding upon and enure to the benefit of the parties, their respective successors and permitted assigns. Neither party may assign its rights hereunder except with the prior written consent of the other party hereto. Any assignment carried out without such consent is null and void.

**5.07 Currency**

Unless otherwise provided for herein, all monetary amounts referred to herein shall refer to the lawful money of Canada.

**5.08 Further Assurances**

The parties shall sign such further and other documents, cause such meetings to be held, resolutions passed and by-laws enacted, exercise their vote and influence, do and perform and cause to be done and performed such further and other acts and things as may be necessary or desirable in order to give full effect to this Agreement and every part thereof.

**5.09 Entire Agreement, Amendments and Schedules**

This Agreement constitutes the entire Agreement between the parties with respect to all of the matters herein and supersedes all prior and contemporaneous agreements (except as specifically provided for in this Agreement), understandings, negotiations and discussions whether oral or written of the parties. The execution of this Agreement has not been induced by, nor do any of the parties rely upon or regard as material, any representations or writings whatever not incorporated herein and made a part hereof. This Agreement may not be amended or modified in any respect except by written instrument signed by the parties hereto. Any schedules referred to herein are incorporated herein by reference and form part of the Agreement.

**5.10 Notice**

All notices, requests, demands, or other communications (collectively called “Notices”) by the terms hereof required or permitted to be given by one party to any other party, or to any other person shall be given in writing by personal delivery or by registered mail, by facsimile transmission, or e-mail to such other parties as follow:

In the case of the Foundation:

THE LEGION NATIONAL FOUNDATION  
86 Aird Place  
Ottawa, ON, K2L 0A1

Attention: Chair of the Board  
Email: to be determined

In the case of the Legion:

THE ROYAL CANADIAN LEGION  
86 Aird Place  
Ottawa ON K2L 0A1

Attention: Executive Director  
Email: [execsec@the Legion.info](mailto:execsec@the Legion.info)

or at such subsequent address given by either party to the other party hereto in writing from time to time.

All such Notices shall be deemed to have been received when delivered or transmitted, or, if mailed, 7 days after the day of the mailing.

**5.11 Severable Covenant**

If any article, section or any portion of any section of this Agreement is determined to be unenforceable or invalid for any reason whatsoever that unenforceability or invalidity shall not affect the enforceability or validity of the remaining portions of this Agreement and such unenforceable or invalid article, section or portion thereof shall be severed from the remainder of this Agreement.

**5.12 Force Majeure**

If either party is prevented from complying, either totally or in part, with any of the terms or provisions of this Agreement by reason of fire, flood, storm, strike, lockout or other labor trouble, riot, war, rebellion, act of terrorism, accident or other acts of God, then upon written notice to the other party, the affected provisions and/or requirements of this Agreement shall be suspended during the period of such disability. During such period, the non-disabled party may seek to have its needs, which would otherwise be met hereunder, met by others without liability to the disabled party hereunder.

**5.13 No Warranty or Representation**

The Foundation does not make and has not made or given any warranties, representations or covenants to the Legion respecting the subject matter of this Agreement, save and except as expressly stated in this Agreement.

**5.14 Non-Waiver**

No waiver by any party of any breach by any other party of any of its covenants, obligations and agreements hereunder shall be a waiver of any subsequent breach of any other covenant, obligation or agreement, nor shall any forbearance to seek a remedy for any breach be a waiver of any rights and remedies with respect to such or any subsequent breach.

**5.15 Agreements With Other Organizations**

Nothing in this Agreement shall be construed to preclude the Foundation from entering into agreements similar to this Agreement with other organizations.

**5.16 Headings**

All headings in this Agreement are inserted for convenience of reference only and are not to be considered in the construction or interpretation of any provisions of this Agreement.

**5.17 Counterparts**

This Agreement may be executed in any number of counterparts, each of which shall be deemed an original and all of which together shall be deemed to be one and the same instrument. All counterparts so executed shall constitute one agreement binding upon all parties, notwithstanding that not all parties are signatory to the original or the same counterpart.

**5.18 Transmission By Facsimile**

The parties hereto agree that this Agreement may be transmitted by facsimile or such similar device and that the reproduction of signatures by facsimile or such similar device will be treated as binding as if originals and each party hereto undertakes to provide each and every other party hereto with a copy of the Agreement bearing the original signature forthwith and upon demand.

**5.19 Language of Contract**

The parties acknowledge having expressly required that this Agreement and all documents relating hereto be drawn up in either English or French or both of these languages.

**5.20 Survival**

The termination of this Agreement will not affect the survival and enforceability of any provision of this Agreement which is expressly or impliedly intended to remain in force after such termination.

**IN WITNESS WHEREOF** the Foundation has executed this Agreement this \_\_\_\_ day of \_\_\_\_\_ 2018, as attested to by its duly authorized signing officers.

**THE LEGION NATIONAL FOUNDATION**

Per: \_\_\_\_\_  
Director

Per: \_\_\_\_\_  
Director

We have authority to bind the Corporation.

**IN WITNESS WHEREOF** the Legion has executed this Agreement this \_\_\_\_ day of \_\_\_\_\_ 2018, as attested to by its duly authorized signing officers.

**THE ROYAL CANADIAN LEGION**

Per: \_\_\_\_\_  
Director

Per: \_\_\_\_\_  
Director

We have authority to bind the Corporation.



## Schedule A

### PROJECT DESIGNATION

Pursuant to the Master Contract for Services dated \_\_\_\_\_, 2018, between

**THE LEGION NATIONAL FOUNDATION**  
(hereinafter called “the Foundation ”)

and

**THE ROYAL CANADIAN LEGION**  
(hereinafter called “the Legion”)

1. In accordance with section 2.01 of the Master Contract for Services, the Foundation hereby directs the Legion to perform the following Services for the period from \_\_\_\_\_, 20\_\_ to \_\_\_\_\_, 20\_\_ :

[NOTE: This Section must be completed in detail and set forth the Services that the Legion will carry out for the Foundation. These are described more generally in Section 2.01 (a) of the Master Contract for Services.]

2. In accordance with section 2.02 (b) of the Master Contract, the budget for the Services will be as follows:

[NOTE: Insert budget.]

3. The Foundation shall pay the Legion the sum of \$\_\_\_\_\_ to carry out the Services described in Section 1 of this project designation. The sum of \$\_\_\_\_\_ shall be paid on \_\_\_\_\_, 20\_\_ with the balance to be paid every three months in equal installments of \$\_\_\_\_\_ on the 30<sup>th</sup> day of \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_ 20\_\_.

[NOTE: The installment payments can be paid monthly, semi-annually or some other time period for each project designation. The installment payments can be in equal or varying amounts.]

4. In accordance with Sections 2.01 (b) and (c) of the Master Contract for Services, a written progress report and detailed expenditure statements for the Services set out in this project designation shall be provided by the Legion to the Foundation quarterly.

[NOTE: The reports may be required less frequently.]

5. Once signed by the parties this project designation forms part of the Master Contract for Services and the parties acknowledge and agree that all terms of the contract apply to carrying out the project described herein.

**IN WITNESS WHEREOF** the Foundation has executed this Agreement this \_\_\_\_ day of \_\_\_\_\_ 201-, as attested to by its duly authorized signing officers.

**THE LEGION NATIONAL FOUNDATION**

Per: \_\_\_\_\_  
Director

Per: \_\_\_\_\_  
Director

We have authority to bind the Corporation.

**IN WITNESS WHEREOF** the Legion has executed this Agreement this \_\_\_\_ day of \_\_\_\_\_ 201-, as attested to by its duly authorized signing officers.

**THE ROYAL CANADIAN LEGION**

Per: \_\_\_\_\_  
Director

Per: \_\_\_\_\_  
Director

We have authority to bind the Corporation.

**THE ROYAL CANADIAN LEGION**

**("Legion")**

**RESOLUTIONS OF THE DOMINION EXECUTIVE COUNCIL**

(\*to be inserted in the minutes of the meeting of the Dominion Executive Council\*)

**TO APPROVE THE TRANSFER OF CERTAIN CHARITABLE PROGRAMS AND ACTIVITIES OF THE LEGION TO  
THE LEGION NATIONAL FOUNDATION**

**WHEREAS** the Legion established The Legion National Foundation ("Foundation") to carry on charitable programs and activities that have been conducted by the Legion for a number of years;

**AND WHEREAS** the Foundation is registered as a charity under the *Income Tax Act* (Canada);

**AND WHEREAS** the Legion wishes to transfer to the Foundation its charitable programs and activities (excluding any trade-marks or business names associated therewith) that were included in the Foundation's corporate purposes and described in detail in the statement of activities filed by the Foundation in support of its application for charitable registration ("Programs and Activities");

**BE IT RESOLVED THAT:**

1. The Transfer Agreement transferring the Legion's Programs and Activities to the Foundation in the form circulated to members of the Dominion Executive Committee and attached hereto as a Schedule is hereby approved.
2. The President and one other officer of the Legion are hereby authorized and directed on behalf of the Legion to execute and deliver the Transfer Agreement and to execute all other documents and do all other things necessary or advisable in connection with the foregoing.

**TO APPROVE THE MASTER CONTRACT FOR SERVICES BETWEEN THE LEGION AND THE LEGION  
NATIONAL FOUNDATION**

**WHEREAS** the Legion established The Legion National Foundation ("Foundation") to carry on charitable programs and activities that have been conducted by the Legion for a number of years;

**AND WHEREAS** the Foundation is registered as a charity under the *Income Tax Act* (Canada);

**AND WHEREAS** the Legion has agreed to transfer to the Foundation its charitable programs and activities (excluding any trade-marks or business names associated therewith) that were included in the Foundation's corporate purposes and described in detail in the statement of activities filed by the Foundation in support of its application for charitable registration ("Programs and Activities");

**AND WHEREAS** the Foundation is in the process of getting established and presently has no staff or volunteers to conduct the transferred Programs and Activities;

**AND WHEREAS** the Foundation wishes to retain the Legion to conduct the Programs and Activities on its behalf, with the Foundation maintaining direction and control and monitoring the Programs and Activities through a master contract for services with the Legion;

**BE IT RESOLVED THAT:**

1. The Master Contract for Services between the Legion and the Foundation in the form circulated to members of the Dominion Executive Committee and attached hereto as a Schedule is hereby approved.
2. The President and one other officer of the Legion are hereby authorized and directed on behalf of the Legion to execute and deliver the Master Contract for Services and to execute all other documents and do all other things necessary or advisable in connection with the foregoing.

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 13: NATIONAL EXECUTIVE DIRECTOR'S REPORT**

Comrades,

For years we have stated that membership is the lifeblood of the organization and for years we have dodged the difficult questions related to that very subject. Why? Perhaps to answer those questions, we need to be a little introspective and take a hard look at the organization and how we function. Are we meeting our mission statement or have we deviated from it?

I am pleased to report that there appears to be some positive movement in this direction and membership is finally being given its due regard. The strategic plan clearly puts membership as the number 1 priority. The modernization of the membership processing is coming along fine although a little slow on the uptake. Members want and expect a responsive membership system that is easy and quick to access. The new system gives them that and makes it much easier to renew and maintain their attachment with the Legion.

Comrades, we need to keep moving on these positive steps and we need to keep our focus on the future and not live in the past. Membership is our number 1 priority.

**Supply Items**

i. Sales as of March 27, 2018 are as follows:

	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
JANUARY	132,512	120,582	184,616	120,235
FEBRUARY	246,485	96,950	151,078	98,575
<b>YTD</b>			<b>335,694</b>	<b>218,810</b> <b>(-35%)</b>
MARCH	222,730	172,388	266,990	
APRIL	247,395	159,673	256,830	
MAY	224,401	146,955	264,469	
JUNE	173,915	*201,036	212,030	
JULY	104,345	103,017	112,671	
AUGUST	93,071	158,243	166,165	
SEPTEMBER	218,478	244,238	177,688	
OCTOBER	270,501	361,941	399,511	
NOVEMBER	351,834	419,941	362,495	
DECEMBER	189,908	108,165	138,736	
<b>TOTAL</b>	<b>2,475,575</b> <b>(+34%)</b>	<b>2,293,129</b> <b>(-7%)</b>	<b>2,693,279</b> <b>(+17%)</b>	

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

In the absence of Canada 150 medals sales have slowed during the first few months of 2018. This trend is expected to continue until July. In August, the trend is expected to reverse with growth in newer channels such as online [poppystore.ca](http://poppystore.ca) and wholesales.

ii. Trademark activity continues to demand much attention. Using the UDRP (Uniform Domain Name Dispute Resolution Policy), we filed a complaint with ICANN (Internet Corporation for Assigned Names and Numbers) regarding the URL [legion.ca.com](http://legion.ca.com). This was a fraudulent site representing themselves as our organization operating in Canada. Use of this legal procedure allowed us to learn the owner and origin of the URL. They resided in Vietnam. Once identified the violators took their site down. Diligence will be required to stay on top of these fraudsters.

The Royal British Legion attempted to register their trademark logo in Canada. During communication with the RBL legal team, they advised that their intention is to prevent fraudulent use of their trademarks outside of the UK. They too are victims of online fraud and trademark violation. Any violation of their trademark in Canada would represent a violation of our trademarks. We assured them that we aggressively oppose any trademark violation that occurs in Canada. We also advised them that the violators that are of concern to them are not operating in Canada. We advised their legal team that we will oppose their registration of their logo in Canada but are open to working with them on the mutual defense of our trademarks and suggested a MOU.

iii. Distribution of Legion Lager continues to expand. Since the launch last summer, Whitewater brewing has already achieved recovery of the startup costs for this brand. Commencing in 2018 we now receive 5% of all sales. Since launched Legion Lager has been accepted in many Ontario based establishments, the LCBO, Brewers Retail and several grocery stores. In February, Legion Lager was launched in British Columbia. Word has just been officially received that MBLL has accepted the brand into their stores. As the official date is released by MBLL, we will work with a Manitoba Branch to host their Provincial launch. Whitewater's goal is to have Legion Lager in all Provinces by the summer of 2019.

iv. Work on developing new additional supply products has been occurring at a good pace. Expected for release between now and September are new products to commemorate the Battle of Medak Pocket and the 100<sup>th</sup> Anniversary of Armistice, a necktie, Aboriginal Poppy jewelry, glass and enameled metal jewelry, a home or branch residential version of the Poppy drop, cardigan sweater, camouflage, Legion and Canada ball caps, tote bags, phone screen cleaner, golf tool, fall jacket, and Poppy Flags.

## Staffing

The following chart provides the staffing complement at the National Headquarters:

Category	2014	2015	2016	17-Sep	18-Apr-18
Permanent	41	40	40	40	36
Long Term Contract	1	2	5	10	12
Short Term Contract	0	0	0	0	0
Temp/Casual	1	3	5	2	1
<b>Total Dominion Command</b>	<b>43</b>	<b>45</b>	<b>50</b>	<b>52</b>	<b>49</b>

Notes for Long-term contract:

- 4 in Financial Services:
  - o 1 contract ends 11 May
  - o 1 replacing permanent employee on maternity leave
  - o 1 replacing permanent employee on extended leave without pay
  - o 1 to process membership financial transactions
- 2 in Veteran Services: 1 covering a staff on LTD
- 3 in Supply: 2 in warehouse, 1 CSR
- 2 in Member Services: one to manage Canvet direct subscribers, one for position downgraded from permanent
- 1 in IT

## Member Services

Our business transformation is currently underway with the Member Services team. Traditionally recognized as primarily a data processing and support operation for branches, the team has added the responsibility of providing membership website support services and are quickly becoming a contact centre for our members. The full impact of this transformation can be witnessed in the increased call volume. Up to March 16<sup>th</sup>, we had received almost 5,000 inbound calls since the start of 2018, an increase of 46% year over year or an additional 1,500 phone calls.

This planned evolution follows the membership 5-year business plan of working more directly with members to improve renewal and retention rates moving forward.

As we remain in the infancy stages of launching the new membership website, we have been encouraged by the initial results of participation of both branches and members. Since launch, almost 80% of branches have logged in to access member information, branch registers and review reports. In addition, over 40% of the branches are fully processing their members online.

The recent renewal reminder mail-out demonstrated the significant desire for members to renew memberships online as over 400 members took advantage of this new renewal

option in one week. However, there are still over 50% of branches that have not shared their branch rate allowing their members the convenience of renewing online. As a result, Member Services will be reaching out to over 700 branches to obtain their branch rates to ensure we position ourselves in the strongest position for the Fall renewal period.

Significant projects lie ahead for Member Services as we continue to train new branches on the membership website, obtain more branch rates, educate members on the new renewal payment options and continue to gather membership contact information to allow for better communication between members. As we work on these projects, we remain optimistic for greater branch participation in the sharing of information to ensure we fully utilize the new tools now available to positively affect membership results.

## **Marketing**

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 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.

### **Key Results from the 2017 Marketing Plan (1<sup>st</sup> full year of 5 yr. plan)**

- **PSAs**
  - Television commercial aired over 30,000 times; radio commercials aired over 15,000 times with a total media value (cost of advertising) in excess of \$4.5M.
  
- **Social Media**
  - 47,000 views of our YouTube PSA videos
  - 13,000,000 impressions of Facebook and Twitter posts
  - Over 16,000 new followers on Facebook/Twitter
  - Established Instagram as a social channel – over 4,000 followers to date
  
- **Online Advertising**
  - 69,000,000 views of our online advertising ads resulting in over 86,000 clicks to our website promoting:
    - The Poppy Store
    - The Poppy Campaign
    - Membership
    - Mental Health Advocacy

Overall, the campaign helped drive significant awareness of the Legion and assisted new member acquisition (growth of 7% year over year); help stabilize renewal decline.



Thus far, in 2018, we have populated social media channels with daily posts, sent two renewal emails, a Direct Mail renewal reminder, continue to promote membership and our advocacy efforts through Search Engine Marketing and sent member and branch newsletters. Work is underway in the development of our triggered communications email strategy, development of new TV and Radio, Online/Print Advertising and more.

We are confident with a solid plan, a committed team, and evidence of success in our first year that 2018 will build on our accomplishments.

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

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 14: CODE OF ETHICS**

Following the Operational Efficiency Review and the observations made on governance, a Code of Ethics for Officers of DEC has been drafted. It is attached for your review and approval.

In all of today's professional organizations, both for profit and not-for-profit, board members are required to accept and conduct themselves according to a code of ethics. The Code not only protects the organization but also the individual as we balance both personal and our volunteer activities.

**RECOMMENDATION:** It is recommended that the officers of DEC approve the Code of Ethics.

# **THE ROYAL CANADIAN LEGION DOMINION EXECUTIVE COUNCIL CODE OF ETHICS FOR COUNCIL MEMBERS**

File: 28-2

Goal: As members of the Dominion Executive Council, we must operate in a fair and accountable manner in dealing with the business of The Royal Canadian Legion. Recognizing that as volunteers and who are senior elected executive officers or duly appointed members from across Canada, our outside lives may sometimes conflict with our volunteer activities. Therefore, in an effort to guide our Legion interactions, a Code of Ethics is essential to good governance and accountability.

Code: Members of the Dominion Executive Council are committed to observing and promoting the highest standards of ethical conduct in the performance of their responsibilities on the Council. Accordingly, members of the Dominion Executive Council pledge to accept this code as a minimum guideline for ethical conduct and shall:

## Accountability

1. Faithfully abide by the Act of Incorporation, the General By-Laws and policies of the Royal Canadian Legion, including decisions made by the Dominion Convention and the Dominion Executive Council.
2. Exercise reasonable care, good faith and due diligence in organizational affairs and decisions.
3. Fully disclose, at the earliest opportunity, information that may result in a perceived or actual conflict of interest and recuse oneself from further activity involving the conflict.
4. Fully disclose, at the earliest opportunity, information of fact that would have significance in board decision making.
5. Remain accountable for prudent fiscal management of resources to Legion members, the Dominion Executive Council and our partners.

## Professional Excellence

6. Maintain a professional level of courtesy, respect and objectivity in all activities related to the Royal Canadian Legion.
7. Strive to uphold those practices and assist other members of the Dominion Executive Council in upholding the highest standards of conduct.

## Personal Gain

8. Exercise the powers invested for the good of all members of the Royal Canadian Legion rather than for your own personal gain.

## Equal Opportunity

9. Ensure the right of all Legion members to appropriate and effective services without discrimination based on geography, political, religious, or socio-economical characteristics of the province or region represented.
10. Ensure the right of all Legion members to appropriate and effective services without discrimination based on the Legion's volunteer or staff make up in respect to gender, sexual orientation, national origin, race, religion, age, political affiliation or disability, in accordance with all applicable legal and regulatory requirements.

## Confidential Information and Materials

11. **Obligation.** The Member shall keep confidential all Confidential Information and Confidential Materials they receive from the Disclosing Party. The Member shall take all reasonable security precautions, and exercise the degree of care that a prudent owner would reasonably be expected to exercise for their own benefit, with respect to the Confidential Information and Confidential Materials.
12. **Restriction.** The Member shall not, without the prior written consent of the Disclosing Party (which may be arbitrarily withheld), disclose any Confidential Information or Confidential Materials to any person, firm, company or other entity, except as may be required by law or judicial or administrative process.
13. **Notification of Breach.** The Member shall notify the Disclosing Party immediately on discovery of any unauthorized use or disclosure of Confidential Information or Confidential Materials, or any other breach of this agreement.
14. **Cooperation.** The Member shall fully cooperate with the Disclosing Party in every reasonable way to help the Disclosing Party regain possession of the Confidential Information and Confidential Materials and prevent any further unauthorized use and disclosure of it.
15. **Disclosure by Law.** If the Member is required by law or judicial or administrative process to disclose any Confidential Information or Confidential Materials, they shall first:
  - a. provide the Disclosing Party with as much notice as reasonably possible;

- b. make every effort to advance a confidentiality defence, based on this agreement, to ensure that confidential treatment is accorded the Confidential Information and Confidential Materials; and
  - c. cooperate with the Disclosing Party (and any affiliate) in any application, proceeding or other action to obtain a protective order or other means of protecting the confidentiality of the Confidential Information and Confidential Materials.
16. Return. The Member shall, forthwith upon the Disclosing Party's request, return to the Disclosing Party all originals, copies and reproductions of Confidential Materials and all summaries of Confidential Information.
17. Acknowledgment. The Member acknowledges that any breach of this agreement by them will cause the Disclosing Party irreparable harm and agrees that the Disclosing Party will be entitled to temporary or permanent injunctive and other equitable relief to enforce the Member's obligations under this agreement, without the Disclosing Party providing security for costs or in any way waiving any of its rights to damages or other remedies.
18. Ownership. The Member agrees that all right, title and interest in and to the Confidential Information and Confidential Materials remain the exclusive property of the Disclosing Party (or its affiliate), and that they hold them in trust for the Disclosing Party (or its affiliate). No interest, licence or any right respecting the Confidential Information, the Confidential Materials or any patents, copyrights, trademarks or trade secret information owned or held by the Disclosing Party (or its affiliate) is granted to the Member under this agreement, by implication, estoppel or otherwise, or as a result of the relationship between the Disclosing Party and the Member.

#### Collaboration and Cooperation

- 19. Respect the diversity of opinions as expressed or acted upon by the members of the Royal Canadian Legion, it's Dominion Executive Council, Dominion Convention, committees and membership, and formally register dissent as appropriate.
- 20. Promote collaboration, cooperation and partnership among members of the Royal Canadian Legion.

By signing this Code of Ethics, I signify my acceptance and willingness to abide by its principles.

\_\_\_\_\_

Name

\_\_\_\_\_

Date

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 15: PROVINCIAL COMMANDS – FINANCIAL STATEMENT REVIEW**

**a) GENERAL FUNDS**

General Fund assets decreased by 3% (\$658,989) as compared to the prior year primarily due to a \$630,253 reduction in British Columbia/Yukon Command assets. Combined net operating income was \$508,972 as compared to \$ 187,484 in the previous year. Eight Commands had positive operating income results and two Commands, Saskatchewan and Quebec, experienced operating deficits.

**TRUST/RESERVE NET ASSETS**

Trust net assets increased by 9% (\$818,579) primarily due to a \$864,651 increase in British Columbia/Yukon Command net assets.

**b) POPPY FUNDS**

Poppy Funds earned net operating income of \$790,750 which represents a 31.5% increase from the prior year. Eight Commands posted positive operating income results and two Commands, Manitoba and Quebec, experienced nominal deficits.

**c) CHARITABLE FOUNDATION NET ASSETS**

The net assets of the Commands that have Charitable Foundations increased by 1.4% primarily due to a \$140,075 increase in Ontario Command net assets.

Attachments:

Statement 1 - Consolidated Summary  
Statement 2 - Summary of operations by Command

DEC  
April 2018

**STATEMENT 1**

**PROVINCIAL COMMANDS  
Consolidated Summary**

	<u>2016</u>	<u>2015</u>	<u>Increase (Decrease)</u>
<b><u>General Funds</u></b>			
Total Assets	23,459,006	24,117,995	(658,989)
Net Assets	22,325,162	22,942,335	(617,173)
Net Operating Income/ (Deficit)	508,972	187,484	321,488
<b><u>Trust Net Assets</u></b>	9,953,862	9,135,283	818,579
<b><u>Poppy Funds</u></b>			
Total Assets	8,429,754	8,146,577	283,177
Net Assets	7,141,563	6,814,164	327,399
Net Revenue (Deficit)	790,759	601,158	189,601
Poppy Sales	4,355,944	4,410,311	(54,367)
<b><u>Charitable Foundations Net Assets</u></b>	12,392,792	12,217,536	175,256

**STATEMENT 2**  
April 2018

**PROVINCIAL COMMAND  
SUMMARY OF OPERATIONS  
FOR THE YEAR ENDED**

	<b>BC/YUKON 31/12/16</b>	<b>ALBERTA 31/12/16</b>	<b>SASK 31/12/16</b>	<b>MANITOBA 31/12/16</b>	<b>ONTARIO 31/05/16</b>	<b>QUEBEC 31/12/16</b>	<b>NB 31/12/16</b>	<b>NS 31/12/16</b>	<b>PEI 31/12/16</b>	<b>NFLD 31/12/16</b>	<b>TOTAL</b>
<b><u>GENERAL FUNDS</u></b>											
Total Assets	3,187,024	1,475,706	1,651,029	932,771	13,445,538	363,411	484,286	1,742,100	61,385	115,756	23,459,006
Net Assets	2,749,952	1,307,649	1,583,042	884,845	13,385,093	311,837	391,682	1,537,568	58,343	115,151	22,325,162
Net Operating Income/ (Deficit)	312,762	53,259	(34,452)	48,670	51,594	(16,910)	1,731	78,858	420	13,040	508,972
<b><u>Trust Net Assets</u></b>	5,599,344	3,640,773	<i>n/a</i>	0	199,420	-	109,277	400,500	4,548	-	9,953,862
<b><u>Poppy Funds</u></b>											
Total Assets	1,700,759	2,260,617	220,809	308,447	2,698,892	231,821	232,457	468,655	110,680	196,617	8,429,754
Net Assets	1,477,827	1,928,769	98,483	278,287	2,695,954	159,075	157,648	132,321	17,402	195,797	7,141,563
Net Operating Income/ (Deficit)	22,240	191,760	9,850	(12,017)	495,105	(2,296)	37,333	6,294	11,905	30,585	790,759
Poppy Sales	621,580	332,606	145,965	176,591	1,791,806	286,579	372,353	440,821	97,274	90,369	4,355,944
<b><u>Charitable Foundation</u></b>											
<b><u>Net Assets (Deficiency)</u></b>	1,477,827	255,321	<i>n/a</i>	<i>n/a</i>	10,165,050	<i>n/a</i>	494,594	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	12,392,792

2016 Sask data was input into the 2015 FS summary therefore no variance result in the comparison to prior year analysis.



**REPORT OF THE  
TUBERCULOUS VETERANS SECTION  
TO DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**TVS / General By-law update:**

The TVS By-law amendments have been approved by the Constitution and Laws Committee, and TVS has provided Steven Clark with an electronic copy and the Full TVS By-laws.

***Amendment***

***GBL s. 512. A:*** a Royal Canadian Legion member who supports the aims, purposes and By-laws of the National Tuberculous Veterans Section.

**TVS BYLAWS**

**Section 1**

**PURPOSES AND OBJECTS**

The purposes and objects of the Tuberculous Veterans' Section (TVS) of The Royal Canadian Legion shall be:

- a. As laid down in the Act to Incorporate - The Royal Canadian Legion (1981) and as quoted in the introduction of the General By – Laws of The Royal Canadian Legion.
- b. As set forth in the Article of Faith between the Tuberculous Veterans' Section and The Royal Canadian Legion.
- c. To ensure that the proper provision is made for those suffering from tuberculosis or any allied pulmonary disease or injury contracted or aggravated during service in the forces of Canada or her Allies.
- d. To ensure reasonable pensions, employment for such that are capable, medical care and equitable provision for dependant families or tuberculous and respiratory disabled ex – service personnel.
- e. To assist by education, an example is the lessening of the prevalence of TB, and to cooperate with pulmonary associations wherever and whenever possible.

A new **member application** reflecting the amendment has been produced and will be provided to members at the DEC meeting.

**Membership**

Membership remains stable with the following numbers.

TVS Branch #44, Vancouver (289 Members)

TVS Branch #52 Hugh Farthing Memorial Branch, Calgary (88 Members)

TVS Branch #78 Dr. Harold Anderson Memorial Branch, Saskatoon (130 Members)

## **National Registry of Members:**

TVS is in the process of forming a National registry of members

- The National registry would allow the national secretary to reach all of its members at one time.
- TVS would at a national level be able to confirm our own membership numbers.
- RCL Nationally does not keep track of TVS members or Dual members.
- The national list would be solely for the use of TVS

Members were concerned about *privacy*, however, Members have already agreed to share their information with the TVS Branch and the Legion by paying dues and agreeing to be a member.

- Member's privacy is protected under the by-laws of the Legion and the laws of Canada
- We would not illegally share, trade or sell the membership information with any other organization.

## **Formation of a virtual National TVS Branch**

It has been suggested that TVS form a virtual National Branch for those members who wish to join TVS and don't live near one of the three TVS Branch's. Similar to the virtual Dominion Command Branch. This initiative is in the works.

## **TVS Website**

National TVS is working on a website so that members and the public may easily acquire information about our Special section. We hope to have a link from the Dominion website and also from each Provincial Command.

## **Community Philanthropy**

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

TB and Respiratory research;

Respiratory equipment for Hospital and First Responders;

Education Awards;

Cadets;

Veteran and Senior community programs.

## **Provincial Conventions**

TVS had a display booth at the BC and Alberta conventions where we promoted our organization and gained new Associate and Dual members.

## **National TVS Convention**

The TVS Convention will be held alongside the Dominion convention in Winnipeg on **Saturday August 25<sup>th</sup> at 1:30 pm.**

This is the first year TVS has set a fee for attendees of the convention and the fees are \$20.00/delegate. The fees will be used to cover the cost of the convention.

TVS will have a Booth at the Dominion convention to promote our section and provide information to attendees.

Yours in Comradeship  
Kandys Merola  
National TVS President

**REPORT OF THE  
OSI SPECIAL SECTION  
TO DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**Operational Stress Injury Special Section  
“BSO Legion OSI”**

**General**

Since its early conception and approval at the 2016 Dominion Convention, the focus of the Operational Stress Injury Special Section of the Royal Canadian Legion (BSO Legion OSI) has been to create a volunteer and membership base to put into place the policies, procedures and structure necessary to ensure the viability of the Section in order to deliver on its three mandates:

- Supporting Veterans and families affected by Operational Stress Injuries;
- Education and training; and
- Awareness and de-stigmatization of Veteran mental health issues.

BSO Legion OSI accomplishes its mission in four ways:

- Coordinating and conducting outreach activities in the community;
- Helping to identify and refer any Veteran or their family member who needs help with an OSI issue to the Legions Service Bureau for support;
- Promoting mental health information and helping dispel the stigma of mental illness; and
- Supporting advocacy efforts and information sharing at the Branch, Provincial Command and National Levels.

**Executive and Executive Council**

**Executive**

- Glynne Hines – President (St Catharines, ON)
- Roger Smith – Vice President-Membership (Moncton, NB)
- Ghislain Lapierre – Vice President-RCMP (Moncton, NB)
- Alannah Gilmore – Vice President-Families (Ottawa, ON)
- VACANT – Vice President-Projects and Programs
- Christopher Richardson – Chairman (Georgia, USA)
- Jill Carleton – Treasurer (Osgoode, ON)

**Provincial Representatives**

- VACANT (due to suspension) – BC/YT

- Darren Longstaff – AB/NWT (Edmonton) - [alberta@osispecialsection.ca](mailto:alberta@osispecialsection.ca)
- VACANT - SK
- VACANT – MB/NWO
- Mark Bossi – ON (Toronto) - [ontario@osispecialsection.ca](mailto:ontario@osispecialsection.ca)
- VACANT – QC
- Duane Johnson – NB (Gagetown) - [dewnjay8@hotmail.com](mailto:dewnjay8@hotmail.com)
- Rollie Lawless – NS/NU (Halifax) - [nsnuv@osispecialsection.ca](mailto:nsnuv@osispecialsection.ca)
- Owen Parkhouse – PEI (Charlottetown) - [pei@osispecialsection.ca](mailto:pei@osispecialsection.ca)
- VACANT – NL

## **Elections**

The present members of the Executive are volunteers who were put in office through consensus in order to establish the Section. Once again, there has been slight turnover of Executive members in the second year. As previously indicated, elections will be held this year for approximately one-half of the Executive positions. Nominations are underway and elections will be held in May to ensure that the new Executive is in place in advance of the Dominion Convention.

Elections will be conducted using a secure online election platform allowing all members to vote for posted candidates in a secure access platform. Access will be low cost as an incorporated not for profit.

One-half of the Provincial Representative positions are vacant. Efforts are underway to recruit volunteers for these positions. Suggestions by Provincial Presidents, while helpful, did not generate any volunteers. Provincial Representatives will be (re)elected in 2019.

## **Membership**

Membership in the Section remains in the order of 150 validated members with another 42 in the process of validation. Following implementation of the new Dominion Command membership system, the BSO Legion OSI membership section has been busily updating membership information and re-validating manually with Legion House. This is quite labour intensive and reliant on Membership Committee members volunteering their time. To the degree that members provide information, we will have a complete database of membership contact details to improve our outreach and governance. It is anticipated that this manual revalidation process will be an annual activity and take approximately 200-person hours per year. This will obviously increase as membership grows.

## **Bylaws**

BSO Legion OSI By-laws have been developed and agreed by the Executive. The Constitution and Laws Committee saw no material conflict with these By-laws and the General By-laws and they have been implemented within the Section.

## **Incorporation**

With the approval of By-laws and the impending election, there came a realization that in order to move ahead as a national virtual section with no financial or IT infrastructure support from outside sources, federal incorporation should be pursued. This had been discussed in early days from a "good governance" perspective but had now become a financial imperative due to the many financial advantages available to not for profit organizations. The Section has therefore been incorporated in accordance with the Canada Not for Profit Corporations Act as the "Veterans Operational Stress Injury Section / Section des blessure de stress operationnel des anciens combattants" with a domain of bsovetsoi. It should be noted that the word "Legion" appears nowhere in our incorporation.

On incorporation as a NFP, we became eligible for Google "G Suite" at no cost and a Google domain (bsovetsoi.com) enabling reliable email and a web presence for a minimal annual fee. We also became eligible for commercial software through TechSoup Canada which will provide us, as a not for profit, access to donated and discounted technologies through their technology donations program. It will also provide valuable learning resources to equip us with technology tips and best practices so that we can better serve Veterans and their families in a very cost-effective manner. This frees the Section from a more costly approach as well as depending on existing social media platforms which limit our reach to veterans using social media such as Facebook. At this point, we have saved hundreds of dollars in software licencing costs alone.

## **Financial**

BSO Legion OSI has kept operating expenses to a minimum, counting on members of the Executive and Provincial Representatives to self-fund Section activities (travel, printing, promotional items, etc.). With incorporation as a not for profit, we now have access to other support resources at low or no cost.

## **Financial Status**

Until January 2018, expenditures were limited to monthly banking fees. Between January and mid-March, the Executive approved the one-time expenditure of \$226 for incorporation as explained above. The Executive also approved \$13 for domain registration and \$50 for QuickBooks licencing fees through TechSoup Canada.

These expenditures may seem small however, for an organization establishing itself with a national footprint they are significant victories and set the tone for our fiscal prudence going forward.

## **Program Activities**

Program activities have been focused on coordinating Mental Health First Aid and developing better outreach to Veterans and Families.

## **Mental Health First Aid**

We continue to coordinate delivery of Veteran Mental Health First Aid courses on behalf of VAC. Courses are delivered by Mental Health Commission of Canada (MHCC) and funded by VAC. The initial agreement is 3,000 participants over 150 serials. Since Jan 2016, slightly more than 2,000 individuals have been trained in just over 100 serials – on track and accelerating towards the mid-2019 expiry date. The program will end unless additional funding is provided. It has been confirmed that VAC will consider extending funding through the new Veterans and Family Well-Being Fund subject to other demands against this budget. MHCC supports this but VAC probably needs to be encouraged by Dominion Command to continue this highly successful program.

## **Improving Outreach**

The Treasurer and President attended 2 ½ day MHCC “SPARK” workshop on innovation and knowledge transfer in community mental health projects across the country. This workshop offered an excellent networking opportunity to engage with other not-for-profit organizations and get ideas for projects and outreach. Through the proven MHCC SPARK methodology, we are developing our plan (for sharing with MHCC colleagues in May) to be implemented over the next 12 months. If successful, this effort will yield better outreach to Veterans and family members in need of mental health support.

Through the workshop, we were introduced to other like-minded people, organizations, and projects with similar objectives. We are now working with an Ottawa software developer and the Centre for Addictions and Mental Health (CAMH) to explore an application that will help us to reach Veterans and family members and steer them towards mental health help.

## **Public Relations**

Since the November 2017 DEC meeting, we have received excellent public affairs support from Leah O’Neill in the form of brochure updates, presence on the Legion.ca domain and social media, and the all-Branch emailing. This support is very much appreciated and has been of great assistance in reaching Branches that have not thus far been engaged. Continued support in this area would be greatly appreciated

## **Summary**

BSO Legion OSI continues to mature and to find its place within the Legion. We will continue to have the challenges of a volunteer organization within a volunteer organization in which our volunteers are drawn from a much smaller pool and many, are struggling with their own health challenges. That said, most of the foundation pieces are in place to ensure progress and success under the leadership of the new Executive. Keys to our further growth and development are: capitalizing on our status as a not-for-profit, leveraging our relationship with the MHCC (and other mental health organizations), and implementing the SPARK knowledge transfer plan as developed.

**REPORT OF BC/YT COMMAND  
TO DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

Comrades,

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

**Strategic Plan**

Although branch sustainability is a huge issue and continues to be monitored, BC/Yukon is now moving towards a very concentrated effort on membership retention and membership recruitment. We made the decision that we must continue to invest fully in our branches while we have branch assistance dollars sitting in the bank.

As we have achieved 13 of the 21 point in the 2015/16 Strategic Plan we are going to be looking at updating the plan with new goals at our Fall 2018 PEC.

**Branch Advisory**

Part of our ongoing strategy is to monitor and advise branches through the regular channels. The use of Zone Commanders and their Branch Operations Advisors working together with assistance from Command to provide ongoing support to our branches.

We continue to operate a new branch loan process. BC/Yukon Command offers low interest loans to branches upon receipt of a business plan, with a maximum repayment timeline of 24 months. This has already proven to be a very successful offering with several branches utilizing this beneficial resource.

It has been identified that many branches are land rich and cash poor. Branch Advisory is assisting branches as they investigate redevelopment options to ensure unscrupulous developers do not take advantage of them. The Legion Veterans Village, detailed below, is one example.

Areas we assist in:

The injection of capital into operations. We have found that many of branches have the potential to be extremely successful if they have access to a pool of money specifically for this purpose.

For many branches a small amount of operating capital generated in to their operations can yield huge results. Serving our branches means we have to think outside of the box and look for ways to keep our branches sustainable while at the same time sourcing out new ways to attract people to our organization.

Help with Re-development- We have developed a new policies for our branches who want to redevelop their properties. This policy is designed to help branches navigate through the development process and create successful partnerships.



## **Government Legislation**

The B.C. Provincial Government has recently changed the liquor primary license terms and conditions under which we operate. They have modified the conditions for a liquor club license, which now allows branches to convert to a liquor primary license. We have implemented a policy which restricts the ability of branches to convert their license without a strong business case in place showing how conversion will generate improvements to their overall operations. We must ensure we can remain a membership driven organization that meets the mission and objectives of the Royal Canadian Legion.

## **Marketing and Communications**

During the 2017 poppy campaign we had another busy season of print, on camera and radio interviews requests from the media. We also had several schools call us about having Veterans speak at their Remembrance Day ceremonies and presentations. In 2018, we will be reaching out to branches and the local regiments and starting a list of Veterans that would like to do media interviews for the Legion especially around the Remembrance Season. We will also be looking into the feasibility of doing some media training with these Veterans so they are comfortable answering questions about the Legion, poppy tagging and Remembrance in general.

We have secured a gaming grant of \$65,000 again for this year to help with Legion Week activities being held from June 22 to 28th. Last year we were able to support 70 branches with their planned open houses, family events, and outreach. We are expecting a similar response.

In 2017 we partnered with Pink Buffalo Studies on their True Calling Series and filmed a short documentary for the Remembrance Season. We organized 6 Veterans to be interviewed by True Calling film producers and talk about why they joined the service and what it really meant for them to fight for their country.

## **Focus Groups**

BC/Yukon Command hosted two Legion focus groups with Veterans who are not currently Legion members to find out why younger Veterans are not joining. Although the turnout was disappointing we did get some good information to help local branches attract members.

## **Legion Veterans Village**

This \$60 million+ project is the biggest of its kind in Canada. We continue to work with all levels of community partners, interested parties, and of course government to bring this building to reality. The Centre of Excellence in PTSD and Health Services has recruited experienced and devoted tenants including, CBI, OSI, and a group of Doctors which will provide medical, dental and physiotherapy clinical care as well as a pharmacy. B.C Housing has committed to 48 units of residential affordable housing. This project has attracted national attention and we are still hopeful for Federal funding to add more

affordable housing. The City of Surrey has named this project a “Nexus” project, and it being fast tracked by the City so we are on track to break ground this year.

**Conclusion**

It has been an eventful year at BC/Yukon Command. In light of all the recent changes, we are still in a very successful operational mode. The Trustees are making great strides in improving our operation at Command level and are meeting the challenges given to them. Relationships between Provincial Command and branches are improving. We have experienced some staff turnover however we are keeping our focus on supporting our branches and moving forward. A new Provincial Executive Director has been hired and we welcome him into the organization.

Respectfully submitted,

**REPORT OF AB-NT COMMAND  
TO DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**Calgary Branches Poppy Fund and Veterans Food Bank**

The report by Global News on the Calgary Branches Poppy Fund, “Poppy Under Fire” was shown across Canada. Our greatest concern over the information was the effect it could have on Poppy campaigns and the image of The Royal Canadian Legion. The story, as presented, was confusing and had a lot of contradictory information. The reporter only wanted to tell her side. Interviews, done with myself and the General Manager of the Calgary Branches Poppy Office, were not accurately portrayed nor presented.

We monitored all media outlets and hired a consultant to assist us now and going forward. The story ended up as a ‘non-story’. It produced little commentary on social media. The story did bring some positives. We saw an increase in the number of clients coming into the Command Service Officers. There were also several offers to help in any way possible.

This news story came at an interesting time. The Calgary Branches Poppy Office and Veterans Food Bank had been on the radar of our Command for some time. Prior to the story, we removed the Directors and put in Trustees because of concerns over the misuse of funds. During this time, we found misuse of Poppy Funds including, aiding non-Veterans. In one instance, an Associate Member received more than \$30,000 over several years. The staff member responsible was released.

The Calgary Branches Poppy Fund also has a Veterans Food Bank. We began an investigation into how the food bank and the Poppy Fund operated. The Calgary Branches Poppy Fund is a registered charity. We approached CRA to determine how the organization was established and how the two entities worked together. After over a year, CRA has come back and stated they could not find the original documents creating the charity. We have been unable to find anything in the Command archives.

We are continuing to investigate the operation. We asked for an audit for 2016-17. The auditor was supposed to provide the final documents prior to March 1st but has since delayed until the end of March. Once complete, we will be reviewing these documents.

There have been several other questions which have come to light during our investigations. Some of the questions are, how can Poppy Funds be used to:

- to pay admin salaries,
- purchase a vehicle and expenses associated with it to pick up and deliver food hampers,
- pay rent for the office and warehouse?

The Calgary Branches Poppy Fund has been in operation for over 50 years. There are several people who work for the Poppy Fund and have done so for many years. There is no doubt that the Calgary Branches Poppy Fund has had a significant impact in the City of Calgary and is a well-known entity. Careful consideration and a plan is required to prevent any negative impact a decision could have on all Poppy Funds in Canada.

Steps have been taken to prevent further misuse of funds while we consider all options for the Calgary Branches Poppy Fund. All clients requesting assistance are required to provide financial standing and fill out the Legion Claim form. This process has provided over 100 Veterans with significant assistance from Veterans Affairs. Most had no idea what was available to them and many no longer need help from the food bank.

We will wait for the audit to be complete. Once we have that, and any further information we can find, we will ask Dominion Command for assistance in moving forward. Decisions made on the Calgary Poppy Fund will also affect the Greater Edmonton Poppy Fund.

### **Complaints**

We have had our share of Article III's in the Command. I would like to thank Comrade Rycroft for advice during some of these issues. It has been helpful. I too have had a complaint laid against me. It was one of the most stressful and difficult times, not only for me but also my family and the Command.

### **Working as One**

As an organization, we are all fighting an uphill battle. It is a battle of apathy and misinformation. Try as we might to educate and immerse our people in the By-laws and operations, we seem to be spinning our wheels.

I ran for a second term as President of Alberta-NWT Command to try to develop more of our Council members and members in general.

It is far too easy to get into the day to day problems Branches have. Many times, it is personality conflicts, or the issue of passion and misunderstanding. Instead of focusing on personal agendas we need to work for The Legion. I hope to use my second term to make The Legion better. I would like to start with affirming that we are all one organization.

It can be felt in our Command, there is a line of them and us, not only at the Branch and Provincial Command Levels but also between Dominion Command and Provincial Command.

The passion I see from all of us sometimes gets in the way of unity and common sense.

If there is one thing I can say I learned, it is that we need to listen to each other and work together. It is ok to have opinions and ask questions but it also important to listen to those opinions and consider the questions.

## **What We Do Well**

Our Service Bureau is the core of what we do. We have started a program of connecting businesses and the Legion. We are giving them information to pass on to anyone who is a Veteran or may know a Veteran. This program has been running for almost a year and is very popular with the Branches we tested it on. We are looking at expanding it.

Changing lives, that is what we do for our Veterans, RCMP and their families. We are as relevant today as we were 90 years ago. We have hired a communication firm and communications professional to assist us. You will be seeing more and more positive stories coming directly from those we helped. By July of 2018, we hope to have a new website launched which will allow us to share the story of the Legion. The real story, not the one of beer and broken-down old men.

## **Veterans License Plates**

After much pressure on the Alberta Government, they have agreed to relook at the Veterans License Plate program to include RCMP. It is currently under review with their legal team.

## **By-Laws**

At our Convention in September 2017, we had some changes to our By-Laws by way of resolution. One of the most significant was to remove the position of Treasurer. It was becoming increasingly harder to find a qualified person to take the position. It became evident that individuals would run, not on merit, but because they could hold a position on council.

We feel that the position is important, but so are the qualifications and therefore would prefer a Committee with the ability to include members on the Committee with a specific skill set. The removal of the position had been discussed over many years with Past Presidents. We will continue to explore options which would benefit our organization.

I look forward to the next two years on DEC and helping our organization work to reduce the factions within and become one organization.

**REPORT OF SK COMMAND  
TO DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

Comrades,

I bring greetings on behalf of the members and officers of Saskatchewan Command. We continue to make changes within the Command for the benefit of our branches and members the primary focus is continued branch support and a renewed vision of education and leadership.

We have an email address for each of our 168 branches. There is still some work to do as it isn't necessarily the method the members wish to use to communicate so we try to balance it as much as we can. Any correspondence that can be sent by email is; however, we do realize some will have to continue to go either by post or courier.

Our sports program seen a small increase in participation. Our Sports Committee, has been getting ideas of change from those who participate, and this has shown dividends. Sports is very important to many members and those in Saskatchewan are no different.

Although we have seen turnover in our Service Officer position we have been able to at least start on branch service officer training. We expect to have three more District presentations completed by the end of May.

We continue to make strides with Leave the Streets Behind. Our initial goal was move than met., We have now distributed 50 bags to veterans, shelters, and VAC. We have enough inventory left to package at least another 30-40 bags. Our project was a great success and it really inspired many of our branches to get involved in a different way. Going forward we will also be active in the Regina Homeless initiative whose goal is to be at Zero Homeless in the City. We would hope, and one would think if it is successful Saskatoon will follow behind and we will be active with that as well. The organizers are impressed with our program and have mimicked it in many areas and cities.

We continue our Command Veterans Services programs with Discover the Power in Me and PAWS for Veterans. We would also like to hold two to four First Aid for Mental Health programs in the Province and will be working towards that. We also continue our support of and partnership with OSI Can. Many of our clients and theirs are the same and we assist each other whenever and wherever we can.

Our relationship with the Sask First Nations Veterans Association continues to grow. They often communicate with our office when they need help with an individual. We have also spoken at their assemblies. This is a major milestone for us in breaking down the barriers. We have worked together on a few different projects including a joint Remembrance Day Ceremony at an elementary School.

We continue to build our following on social media. But as with anything it comes with its challenges. Limited amount of time prevents us from being as active as we need. We will continue to build on our network and create bigger buzz on what we do and what we have accomplished. Building these networks have provided us a great ability to support Veterans and their families as well as our membership.

We have been successful in helping many of our branches get out of the financial difficulties they were in although the biggest issues continue to be those of personalities. All the branches we assisted are past the point of needing as much help. We still have a board of trustees at one branch, but it soon should turn back into their own hands. Initially we received push back but once the branches realize we were there to help it quickly turned things around and for that, the branches should be proud of what they have accomplished.

Going forward we have some great plans. Our primary focus over the next few months is to update all our leadership manuals and provide training at all levels. This will take some time but is sure to pay off as many of our people are engaged and motivated we just need to give them the tools to be successful. And the tools must reflect today's world.

We have also set out to refocus on our 3 Pillars of Service and our purpose as an organization. A small but hopefully effective concept is committing to Red Shirt Fridays. We have created a tee shirt with a new design will be encouraging our members to work with their communities to get back on board. We still have troops deployed and they deserve our attention as well. Canadians need to be reminded of the military's commitment to freedom and peace. Our council and command staff will be working hard on this project to ensure its success.

I respectfully submit this report.

Lorne Varga

**REPORT OF MB & NWO COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

Comrade Chair, Comrades;

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

**Membership/Branches**

The Command total for the 2017 yearend membership has 133 branches reporting a membership of 21,716 down from the 22,769. A loss of 1,053 members or a retention of 95.21%.

As of yearend, of our 133 branches; 16 are in Winnipeg, 89 in rural Manitoba and 28 in NWO. Regrettably two additional branches in rural Manitoba are also in the process of surrendering their Charters.

The cruel reality is that in the past decade our Command has lost 7,909 members and closed 29 branches.

Year	Members	Branches
2007	29,625	162
2017	21,716	133
Loss	7,909	29

**Poppy Campaign**

We had 123 branches involved, with 121 reporting, in our recent campaign. Income was up slightly over last year and our expenses and disbursements down 23% compared to last year's campaign.

The statistics from the Poster & Literary Contest are slightly down with 32 branches reported having a total of 2,733 entries. Last year 33 branches reported with 2,922 submissions.

**CLL Committee**

Our CLL Chairman sent a letter to all branches relative to updating their branch bylaws or at least reviewing them. He has received an excellent response with 35% of branches positively responding.



## Youth

Again, down from last year we awarded 36 Cadet Medal of Excellence Awards in 2017.

The Legion Athletic Camp at the International Peace Garden saw a decrease in attendance. 417 athletes in 2017 and 443 in 2016. Regrettably the camp is in financial difficulty with their expenses exceeding their revenue.

I had the pleasure of attending the Legion National Track & Field Championships in Brandon Manitoba. Brandon Branch No. 3 did a great job and I was honoured to present a medal to some of the winners.

## Sports

The chart below reveals that branch participation is decreasing even in Cribbage and Darts. We have had to cancel 8-Ball for the past two years due to lack of entries. Only one branch registered in 2018.

<u>Event</u>	<u>Year</u>	<u># of Br</u>	<u># of Team</u>	<u>Doubles</u>	<u>Singles</u>
8-Ball	2015	10	11		
8-Ball	2016	4	5		
8-Ball	2017 + 2018	Cancelled			
Darts	2015	21	26	48	62
Darts	2016	25	28	53	71
Darts	2017	22	25	51	71
Darts	2018	22	23	46	57
Crib	2015	40	52	102	157
Crib	2016	39	50	101	142
Crib	2017	36	44	95	133
Crib	2018	34	42	86	116

## Public Relations

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

On Remembrance Day, our Command was once again involved with the CTV Live Morning Show broadcast from our St. James Branch #4. Interviewed live were Branch

President Mike Thayer, District Commander Joan Wright, and Comrade Bert Jollie, WWII Veteran and myself.

12<sup>th</sup> Annual Yellow Ribbon Gala – for the seventh straight year our Command purchased a table of 10 in support of the Military Family Resource Centre. We feel it important that we must show our support and be a presence at such events. A good time was had by all in attendance.

To further increase the Legion presence, we will once again be a Silver Sponsor at the upcoming Annual RCAF Run - June 2018 in Winnipeg.

I had the distinct pleasure of attending the CFL Western Tribute to Veterans game on November 12, 2017 game and being at center field and handling the Coin toss.

I represented Dominion at the Air Cadet League of Canada AGM and National Awards Dinner on behalf of President Flannigan.

### **Military Service Recognition Book**

Our friends at Fenety Marketing are currently working on Volume 9. This book continues to be a very good source of income for our Command.

### **Veterans Services & Legion Seniors**

Our Executive Director and myself attended a round table discussion with stakeholders and the Veterans Ombudsman. After a briefing from the Ombudsman each of the stakeholders were able to present their concerns to the group.

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

In September, our Command hosted the Western Canada Service Officer Professional Development. I had the pleasure of attending for the first day. Participants were given a tour of a furnished suite at Legion Housing which we have available for homeless Veterans should the need arise.

In December our Command Service Officer held a Branch Service Officer Training seminar which was the best attended in many years.

## **47<sup>th</sup> Dominion Convention**

Our LAC Committee under the chairmanship of Comrade Rick Bennett is working very diligently to get everything ready for the influx of delegates in August. Rick reports that all parade permits and permissions are in place. The Air Command Band will lead the parade and for the opening ceremonies the entertainment will be the Air Command Band along with the WPS choir. VIP pick up at airport and transportation to the hotel has been arranged. Branches are looking forward to opening their doors and are in the process of planning nightly events for the delegates.

I look forward to seeing you all in Winnipeg in August!

In Comradeship,

A handwritten signature in black ink, appearing to read 'Ronn Anderson', written in a cursive style.

Ronn Anderson  
President

**REPORT OF ON COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

Comrades All, it is a pleasure to provide this update on the status of Ontario Command. Our Senior Officers are making every effort to follow through on the commitments made to our general membership when elected May 2017. Of course, change meets resistance, however slow, progress is being made. Though comfortable, we are not complacent. Our priority is to be financially responsible, cost efficient and effective while maintaining our fundamental principals and the quality and number of programs we provide to those we serve, our Veterans, our Youth and our Communities.

For some time, we have known that Ontario's Branches face financial challenges. To assist them, our Honourary Treasurer proposed the Ontario Command Branch Support Program. We are presently working on changes to our investment strategies that will enable us to provide a sum of money annually to every branch in our Command, based on membership numbers, dependent on market conditions, and those counting on the 'Trump' card. This program is an incentive to branches to actively recruit and retain members. The only restriction is the money received cannot be a direct benefit to a member. It can be used to pay bills, renovate or save for a rainy day.

The program is in its infancy and we hope that very soon we can begin to provide much needed financial support to Ontario's ailing branches.

Early in the term, the positions of Honourary Grand President and Provincial Padre were eliminated. Each SEO was given a chairmanship and assigned, too, as an advisor, sounding board, or whatever to a standing committee. All contact is done electronically or by telephone. District Chairman are being utilized for Provincial events, with assistance from the closest SEO.

Members are reminded when looking for answers, to follow the Chain of Command, that everyone learns in the process. Its taking time, but, is working.

Teleconferencing is being introduced, to potentially, have one face to face standing committee meeting per term.

The Training and Organizational Development Committee in abeyance for two years was reinstated and renamed Leadership Development.

Trainings are being conducted at local branches. Districts train Zones, who train branches. Our LD Chairman is amazing, every week, furnishing her team with additional tools to educate on every facet of branch operation. Our work now is to convince those needing the training to attend the many seminars and workshops offered. Our commitment is to make all roles easier and more enjoyable, appreciating we are volunteers!

Five branches have Boards of Trustees, three installed because the membership, like a dysfunctional family, simply couldn't get along!

Not news, we've learned the \$100 filing fee for Article IIIs hasn't impacted the incredible number of nuisance complaints known to waste everyone's time and our money!

As By-Laws stated Branch Financial Advisories were a District responsibility, the Provincial Committee died. A void identified has been met with creation of a small Ad Hoc Committee, mandated to investigate programs, methods, procedures, etc. to benefit branches.

A few property rich, cash poor branches have been receptive when approached by developers offering pie in the sky, keeping our Provincial Property Committee quite busy. Our Homeless Veterans Program has assisted over 600 clients since inception, in 124 communities, with many letters of gratitude, tears and remarkable stories shared.

We have been working with the Metro Toronto Police Military Veterans Association to get them asking questions aimed at identifying Veterans early in the arrest process, bringing needed assistance faster.

Ontario Command partnered with Fenety Marketing in 2013. This opportunity to showcase Ontario's Veterans has been a tremendous success, with close to 3300 submissions received and over 2700 printed to date.

After ten years, and numerous hours of frustrated debate, I'm proud to say, as promised, we have a user-friendly Step by Step power point tutorial available to complete branch regulations on our Provincial Website! The word is 'They shall be done'!

Updating the Ontario Command Officers Manual, was a much bigger project than anticipated, planned to be published in the fall.

Recently, we were advised some of our Commanders were not wearing approved Legion Dress. I'm proud of our Officers, who received and acted on this information, making every effort to comply, to the detriment of many a blazer!

And finally, for those interested, our 2019 Provincial Convention, won't be on Mother's Day, but, will be in Niagara Falls from May 5 to 7. A short 372 days away, who's counting, our LAC! Our Provincial Public Speaking competition will coincide with convention, to further promote the program with our members, and take advantage of additional publicity covering both events.

In closing, Comrades, with a great crew of Officers, and awesome Staff support, I'm proud to boast our Team 'O' is the best!

In Comradeship,  
Sharon McKeown

**REPORT OF QC COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

Comrades I must admit that I spent more time in crisis management and daily routine instead of planning and proposing changes. With the advice and support of the members of the provincial committee, I have been able to take actions that should be beneficial in the near future. These actions are:

- a. Make and implement decisions regarding the day-to-day operations of Provincial Command;
- b. **Visit the maximum of branches** (more than 40 so far) to show that Provincial Command is present and has their interests at heart. This includes attending general meetings and executive committee meetings, attending commemorative ceremonies and veterans' dinners, giving speeches commending them for their work, and explaining the Legion's bylaws so they can apply them properly;
- c. When the situation and the district commander and / or president of a branch so request, visit the subsidiary to know the situation and find solutions to problems. We also held meetings at the provincial office;
- d. **Meetings with various organizations** that the Legion works with in order to identify everyone's needs, improve relationships, and plan and manage joint programs. Some of these organizations are the Last Post Fund, UN / NATO Veterans (UN / NATO), Veterans Affairs Canada and Veterans Foundation of Quebec;
- e. **Participate and take an active role in meetings organized by the RESPECT group.** The purpose of these meetings is to identify the organisations that offer services to Veterans and their families including private (non-profit) and public such as Veterans on the Street and Family Support Center of the National Defense in order to provide better services to veterans, their loved ones and those still in active members;
- f. **Be more present in the media.** One of my goals was to be more involved in the media to promote the Legion and all that is good. This would be a counterbalance to the negative publicity generated by all these internal bickering and the few individuals vindictive to the Legion. I have given several interviews in newspapers including those on base, spoke on two radio stations, spoke on tv and attended several commemorative ceremonies where the media were present;
- g. **Develop a common plan of action** to find solutions to major problems that the Legion, its branches and its members face. Some of these problems are: recruiting

and integrating new members, the precarious situation of the Direction du Québec and its subsidiaries, and identifying the real needs in services for our 'new veterans';

- h. **Leadership Course:** Plan, develop and deliver leadership courses. This leadership course will cover: everyone's responsibilities; the bylaws including those of the subsidiaries; what services are available to Veterans and our members; have presentations from other groups (VAC); and offer practical tips;
- i. **PTSD First Responder Course:** A series of courses given in targeted branches where there are many veterans with PTSD such as Rosemont, St-Jerôme and Quebec City. The course is for people in daily contact with those with PTSD such as immediate family members. It is recommended that all members of the Provincial Command follow this;
- j. **Amend statutes:** Apart from correcting grammar in both official languages, there must be changes made to them. These modifications to be voted by the provincial committee and submitted to the national. Concern mainly Article 3;
- k. **More Provincial Command Meetings:** Two meetings a year is not enough to lead an organization of this size. There should be at least two full board meetings, one in early September and the other in February. For the sub-council, a meeting in early September prior to full board is being considered;
- l. **Consultation with our members on various challenges:** I have sent to all members of the sub-council an action plan to identify and implement solutions that respond to today's RCL challenges. Known as the 'Advisory Committee - Direction du Québec', this plan plans to survey our members throughout Quebec and to make recommendations to the provincial committee. In fact, three (3) subcommittees would be formed focussing mainly on funding and recruiting new members;
- m. **Establishment of a Provincial Promotion Committee:** A committee whose main task is to identify and offer our members promotions that would be useful to them such as travel discounts and other benefits;
- n. **Increase annual poppy fund contribution by 5% to 10% at the provincial level:** At the provincial level we need more funds to fund projects for veterans and to help service officers do theirs jobs. Quebec is the only province to apply a 5% fee of its branches.

The following is a summary of our various committee activities throughout the year:

**Membership / Membership:** In 2017 we had 12,056 voting members. This year, as of March 20, 2018 we have 9024, a reduction of 3000 members. We continue to work with our District Commanders and branch president to reduce the number. As the months advance our membership should increase.

**Constitution and Laws:** Strengthening regulations, more professionalism required of all and continuation of the revision of statutes within the provincial, districts and subsidiaries.

**Sports:** Darts and cribs are doing well in all our branches and in our provincial tournaments. Provincial tournaments: Cribs, 160 participants; Darts, 210 participants; Golf, 65 participants. Last year for golf due to high costs.

**Athletics:** Will have 40 participants this year.

**Ste. Anne's Hospital:** Our committee continues to make monthly visits to approximately 230 patients. The hospital continues to close beds and floors that belonged to veterans.

**Service Desk:** Our service agents are busy all year round, visiting fourteen districts with well-run seminar workshops. We have a better working relationship with Veterans Affairs Canada.

**Homeless:** We are in permanent contact with the shelters in Montreal and continue to help and fund shelters.

I submit my report.  
Kenneth R. Ouellet, CD



**REPORT OF NB COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

Since the last DEC Meeting, I with the Senior Elected Officers did a forensic study of the day to day operation of our Command office.

With the support of the Senior Elected Officers we had to make a lot of difficult decisions but together we made them in the best interest of our Command and the Royal Canadian Legion. We reorganize our Command office under the supervision of a new Provincial Secretary (Executive Director). Change was a must not an option.

Our Spring PEC meeting will be at Branch # 11 in Woodstock on the 14 April 2018. We are also having 2 Provincial Service Officer and 2 Provincial Poppy seminars later this spring.

As always our Ladies Auxiliary are still supporting the Royal Canadian Legion and our Veteran's programs in every way possible.

On the financial side we are doing very well. Our objective is how best to ensure the long term financial health of this Command.

Membership: Renewal/Retention continues to be a major downfall for N.B. Command. We are focusing daily on membership by telling all our members that **MEMBERSHIP** is everyone responsibility.

Branch # 65 St. Quentin return their charter last Fall.

Many small Branches are struggling during the winter months. Some even close their building for three months (Branch # 17 Dalhousie) due to the high cost of electric power.

Respectfully Submitted

John L. Ladouceur  
President N.B. Command

**REPORT OF NS/NU COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

It is my privilege as Nova Scotia/Nunavut Command President to provide an update on our programs and our progress during the past year.

**Membership**

Membership renewals for NS/NU Command at the time of this report are in the area of 81%, which, according to Dominion Command statistics, is close to the national average. Our Membership and Legion Leadership and Development Committees has been highly active in promoting and conducting training on the new membership renewal process, and the accessing of information through the portal by conducting seminars throughout Districts and Zones, and directly to Branches. We are still receiving renewals for the year 2017, which will bring us close to the numbers we achieved in 2016 membership.

**Finance**

NS/NU Command is in a sound financial position. Through diligent effort and careful management NS/NU Command has been able to advance all programming and assist in the success of Branches through leadership development and mentoring initiatives. Executive Council remains committed to sound financial decision making so that our programs to Veterans, their families and our greater communities continue to grow. Again in 2017, as in the past number of years we have achieved a financial surplus and have presented a balanced budget for the year 2018.

**Veterans Outreach Programs**

NS/NU Command's VOP continues to deliver valuable programming, quality of life enhancing initiatives, awareness and educational programming to Veterans and their families, especially those living with the effects of mental health and moral injury. Among those programs is our annual sponsorship of an OSISS Family Peer Support Retreat. This highly appreciated event provides opportunity for participants supporting ill or injured Veterans, to deeply connect, to learn and employ concrete self care practices, and to share experiences. The positive impact on the lives of family members of injured or ill Veterans is evident in the frank and open feedback we receive long after the Retreats' closing.

Healing on the Fly is another of our Veterans Outreach Programs enjoying success and expansion. Veterans struggling with self isolation are coming together to learn and perfect the art of fly tying in groups meeting in Branches, each others homes and other gathering places. We provide the supplies and someone to lead if necessary. They've formed Facebook groups around tying, Some now actually get out streamside and do some fishing together and with their families. As an upshot to Healing on the Fly we are

in the process of arranging a fishing trip to the famous Margaree River in Cape Breton Nova Scotia and are encouraged by the amount of interest.

NS/NU Commands service dog program for Veterans living with ptsd continues, in partnership with Paws Fur Thought. By end June 2018 we will have achieved 104 service dog pairings with steadfast commitment to continue our work in this space.

These programs outlined above represent only a few initiatives under NS/NU Commands' Veterans Outreach Program. A full reporting of VOP is included each year in our Commands' report to Dominion Commands' Veterans Services and Seniors Committee. It must be stated that NS/NU Command has been disappointed in the progress of development of the Legion OSI Special Section. NS/NU Command was poised to integrate our extensive Veterans Outreach Programs into the OSI Special Section. We had a team strategically placed throughout our territory standing ready and were eager to engage our OSI Section Representative at Executive Council level. We feel our intentions were well communicated but all indications returned leaves us with the impression that this Section seems to wish to operate in isolation not in conjunction with NS/NU Command. NS/NU Command has hope that further development within the OSI Section will lead to a renewed joint commitment in support of service to our Veterans and their families.

### **Sports**

NS/NU Command Branches are active in various sports and our Command will be represented in all sports at the various Dominion Command Championships again this year. We will be pleased to once again be represented at the Legion Track and Field Championship in Brandon in August. The Local Arrangement Committee continues to move forward with organization and plans for the Legion Track and Field Championship to be held in Sydney Cape Breton Nova Scotia in 2019/2020. There is an air of excitement and enthusiasm with the event only a little over a year away!

### **Youth**

NS/NU Commands Youth Leadership Training Camp is entering its' 55th year of operation. The camp offers a challenging and unique program throughout the 10 days, and the feedback from those who have participated has been described by many as life changing. I would like to thank Comrade Ron Trowsdale, former President of NS/NU Command for his 15 years as Chairman of NS/NU Commands YLTC and his role in helping to develop our leaders of tomorrow.

### **Veterans Service Recognition Book**

We are looking forward to our continued partnership with Fenety Marketing on production of our 15th book in 2018. The revenue realized from this annual project is instrumental in support of our many programs that otherwise would not be possible. I gratefully acknowledge, NS/NU Command Immediate Past President Steve Wessel, for his 15 years as sole Editor and Committee Chairman of NS/NU Commands' VSRB. His

commitment to the success of the VSRB has been of tremendous benefit to NS/NU Command.

Comrades, It is a privilege for me to be representing Nova Scotia/Nunavut Command at Dominion Executive Council and I look forward to working with you.

In closing I would like to state that the Executive Council, the Membership and the Staff of NS/NS Command of the RCL stand ever committed to the advancement of the goals and objectives of The Royal Canadian Legion.

Respectfully Submitted

**REPORT OF PE COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

- December 11, 2017, I attended the Wellington Branch for their Annual Meeting and installed their new executive.
- December 16, 2017, I attended Betty's retirement party at the Kingston Branch.
- December 18, 2017, I accepted Mark Fenety's invitation for lunch at Papa Joe's to celebrate Betty's retirement.
- January 23, 2018, I travelled to Command Office to hold interviews for new provincial secretary.
- January 25, 2018, the new Ladies' Auxiliary Executive was installed for the Tignish Legion Branch #6.
- January 26, 2018, I travelled to Montague Branch to celebrate the branches 85<sup>th</sup> anniversary.
- January 27, 2018, I attended a Sub-Executive meeting at command office to authorize signing authority.
- January 28, 2018, I went to St. Anthony's branch and installed the new Executive and also the new Ladies' Auxiliary Executive.
- February 4, 2018, I attended a Sub-Executive meeting at command office to discuss the Souris branch mortgage.
- February 26, 2018, I went to the O'Leary Branch Annual Meeting and installed their new executive.
- February 28, 2018, I went to Command Office sub-executive meeting to discuss issues concerning Comrade Ben Rogers.
- March 7, 2018, I spent the day at Command Office.
- March 15, 2018, I attended the Tignish Branch #6 Annual Meeting and installed the new executive.
- March 21, 2018, I attended at the Tignish Legion Branch #6 a Past and Present Presidents' Reception.
- March 23, 2018, I attended a wake in O'Leary for Comrade Thiren Ellis, a World War Veteran of WW2.
- In January PEI Command hired a new secretary after Betty MacLachlan's retirement. Her name is Lynda Callbeck. She seems to be fitting in well in her new position. The provincial executives are helping her out with issues that are arising to the best of their knowledge.
- PEI Command is again working with Mark Fenety at Fenety Marketing on the 15<sup>th</sup> Edition of the Commemorative Booklet.

Yours in comradeship,  
Stephen Gallant  
President of PEI Provincial Command

**REPORT OF NL COMMAND  
TO THE DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**General**

Newfoundland Labrador Command has had a very busy 2017 dealing with several Branches regarding Financial and Administrative problems. At the moment we are on top of all these issues and have no major concerns. The Command Office staff continuously demonstrate excellent teamwork and have made the operations of the office and our entire Command more efficient.

**Branches**

We have 45 Branches in our Command and approximately 4,000 members. A few of the Branches run into trouble from time to time and we do the best we can to guide and advise them along the way. We have performed two Complaint Hearings against the President of Branch 36 in Mount Pearl and are currently in the process of completing a Complaint Hearing against the President of Branch 50 in Kelligrews.

**Provincial Convention**

The 2017 Provincial Convention went extremely well. It was held in August at Br. #35, Stephenville. The new Executive of Newfoundland Labrador Command who were elected at the Convention are as follows:

President – Berkley Lawrence  
1<sup>st</sup> Vice-President – David Johnston  
2<sup>nd</sup> Vice-President – Nathan Lehr  
Treasurer – Ian Walsh  
Provincial Chair – Aiden Crewe  
District #1 Commander – Gerald Budden  
District #2 Commander – Phillip Wood  
District #3 Commander – Shirley Hodder  
District #4 Commander – Janis Boone  
District #5 Commander – Ralph Rice  
District #6 Commander – Ron Earl has recently resigned as District Commander and the newly elected District 6 Commander is Gerard Hoskins.

The next provincial Convention is scheduled to be held at Branch 12 in Grand Falls - Windsor, NL during the summer of 2019.

## **Membership**

Like many other Provinces across Canada, NL Command continues to seek ways to improve membership. In accordance with dominion statistical report, this Command only had 1/45 Branches below the 85% renewal rate as of 29 January 2018.

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

## **VSS (Support to Veterans)**

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

The Premier and Lt. Governor took the time out of their busy schedules to personally visit Veterans at the Pavilion over the holiday season.

All Branches are encouraged to continue utilizing the "Visitation Program" to Veterans/Senior facilities.

Legions in Grand Falls and Botwood visited the Botwood Pavilion while the Legion in Corner Brook, Pasadena and Stephenville visited the Corner Brook Pavilion over the holiday season. This initiative was well received by all Pavilion Veterans/Seniors.

## **Provincial Command Service Officer**

Data for 2017:

1. First Applications completed categorized by:
  - Still serving (0)
  - Retired (26)
  - RCMP (0)
2. Departmental Reviews (2)
3. VRAB Reviews (2)
4. VRAB Appeals and RFRs (Dominion Command) (3)
5. Number of Veterans counselled out/claims withdrawn (6)
6. Information and SCAN Seminars conducted (0)
7. Field visits to Branches (number of branches) (0)
8. VIP Applications submitted or WI for VIP (3)
9. Poppy Trust Fund Assistance provided in 2017 (26)

Branch Service Officer training was held at Branch 12 in Grand Falls/Winsor on 30 September 2017. There were 32 of 45 Branches from across the Province represented at this training.

The Eastern Region Service Officer Professional Development was held in Saint John, NB and both the Provincial Service Officer and the Assistant Provincial Service Officer attended. Service Officers from NS, NB, PE, QC and Dominion Command also attended this training.

### **2017 Provincial Command Pilgrimage to Europe**

The July 2017 Pilgrimage / Tour of the Caribou was yet another very successful one. In speaking to the participants of the Pilgrimage many called it “a trip of a lifetime”, “an emotional rollercoaster”, “a great experience”, “a very enjoyable trip” and “an amazing trip to have been on” were but a few of the comments. Each and every person were moved, humbled and extremely honoured to participate.

The Royal Canadian Legion, Newfoundland Labrador Command is currently working with Veterans Affairs Canada to standardize the format for the ceremony held at Beaumont-Hamel. This was initiated by Newfoundland Labrador Command due to inconsistencies in protocol and previous plans discussed between the two prior to departure.

In conclusion, there was a full service at each of the monuments and partial services at most cemeteries that we visited. All Legion members, veterans and students took part by a reading, a prayer and singing the Ode to Newfoundland and O Canada. Our bugler played the last post at each venue and is to be commended for doing so. All tour members had the opportunity to be involved in some way - which made it very special and meaningful to all.

### **Youth Track & Field**

The event began on Friday, 7 July 17 and continued Saturday, 8 July 17 with opening ceremonies, Miss Jenna Maloney singing our National Anthem and Comrade Gerald Budden District 1 Commander reading the Legion Ritual Act of Remembrance. We had MHA Mr. Paul Lane and Mt. Pearl Councillor Andrew Ledwell in attendance and bring greetings. Approximately 30 young people from across the province participated in the Track & Field competition in Mt. Pearl on 7/8 July 17. This year we had a smaller registration, some athletes were participating in the summer games in Winnipeg. The weather did cooperate on Friday, however the rain on Saturday only dampened the grounds not the enthusiasm of the athletes. Medals were presented at noon by Comrade Gerald Budden and myself at 3:00 pm on Saturday, there were 60 medals in total presented, 34 gold, 16 silver and 10 bronze.

In preparations for the national Track and Field competition, the Coaches selected to travel to Brandon, Manitoba, were Gerard Power and Chelsea Sellers along with



Chaperones Darlene and Dan Johnson. On 10 July 17, a meeting was held with coaches and technical director George Stanoev with NLAA at which time we selected 17 athletes to represent Newfoundland and Labrador in Brandon, Manitoba from 9-15 August 17. We had a small committee of 4, Gerald Budden Br. 50, Natalie Webber Br.36, Ted Hall Br. 56 and myself. Over the years, the legion has reached out in many ways to encourage our youth to carry the torch to remember our veterans. This is another avenue that we can avail of to keep our youth interested and educated in the legion, as well, future members of the legion.

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

### **Poppy and Remembrance Committee Report**

**The Poppy Campaign** was started again this year with the presentation of the first poppy to Lieutenant Governor, Frank Fagan and Her Honour Patricia Fagan at Government House. We then proceeded to Confederation Building and performed the Fly the Flag of Remembrance ceremony.

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

**2018 Beaumont Hamel Pilgrimage** We have identified the winning students from the contest that will be offered the Pilgrimage and hopefully we will have a positive response from all. The selection committee has met and completed the selection of Veterans and Chaperones to attend. Details have been sent to all participants and the preparations for the Pilgrimage are well under way.

### **Education Committee**

This committee consists of Berkley Lawrence and Leslie Forward. The Committee has two main areas of responsibilities; which are:

- a. Review all applications for the Provincial Bursaries (8) and to select the recipients in each category; and
- b. Supervise and conduct the annual Military History Challenge.

Bursary sub-committee. On this sub-committee Comrade Leslie Forward and I review all applications and then select the winning students each category. Newfoundland and Labrador Provincial Command gives 1 bursary of \$1000 to first year students and 1 bursary of \$1000 to second and subsequent year students. The criteria for each bursary is basically the same, the student must be the son/daughter, grandson/granddaughter or great grandson/great granddaughter of a **veteran**. They must be enrolled in a university

or college program and they must provide their last year's marks, letter of acceptance in a program and financial status.

The Bursary winners for 2017 are:

**Provincial Bursary First year student - \$1000.00:**

Jarod O'Quinn, Branch 8

**Provincial Bursary Second year student - \$1000.00:**

Kaylyn Sheppard, Branch 13

**Military History Challenge** The 'Military History Challenge' took place on 21 February 2018 at Branch 23 Carbonear. We started out with 4 schools in our District participating approximately 8 years ago. However, unfortunately last year & this year we were left with only 2 schools remaining to participate - Ascension Collegiate & Carbonear Collegiate. This led us to sadly end the Challenge unless, in the future, other schools come on-board. It's a lot of work to prepare for & to put off therefore increased participation is needed.

The competition this year was the best 3 out of 5. Ascension Collegiate got off to a quick 2-0 led however, Carbonear Collegiate roared back to tie it at 2-2 forcing the winner take all 5th game which Ascension Collegiate won in the end by 5 points. All students were well prepared! As a bonus - Melanie King from Ascension Collegiate gets to go on the RCL Pilgrimage to Europe this summer as a result of her efforts today.

Overall, it was a great day of fun & NL Military History that I feel was very much enjoyed by all! I congratulate and thank the two schools which stayed until the end of the Challenge's run, the students and teachers who participated, Branch 23 for hosting, ALL of our fellow Comrades who participated over the past 8 years, SUBWAY - who supplied all of the lunches for the past 8 years free of charge, Eastlink who were great partners & NL Command who have supplied medals, certificates & a winner's plaque over the life of the Challenge.

## **Remembrance Day**

The bright, beautiful day this year brought thousands out across the province to honour our fallen. Every branch we have spoken to reports an increase in the numbers attending memorials and cenotaphs all across Newfoundland and Labrador. As always, Provincial Command coordinated events in St John's at the Sergeants' Memorial, the Peacekeepers Memorial and the Newfoundland and Labrador National War Memorial.

## **Remembrance Activities Master Schedule**

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

## **Lest We Forget - Military Service Recognition Book**

We have published Volume 17 in our series of Military Service Recognition books. This project was once again successful from both a financial and community perspective. Just this past fall we met with the marketing company who publishes the books and did some brainstorming on what other items could be put in future volumes. There are several old pictures about with unidentified veterans on them. We have asked the publisher to insert pictures with the hopes that some of them may be identified.

## **Website / Email Management**

Comrade Frank Gogos has designed a web-site for Provincial Command which is up and running. It recently has gone through some updates and reconstruction. It has proven to be a very effectively, user friendly site for our Branches and the general public.

## **Conclusion – President NL Command**

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

Berkley Lawrence  
President  
The Royal Canadian Legion  
Newfoundland Labrador Command

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 17: SENIOR OFFICER REPORTS**

The following reports were received since the last DEC meeting and are an Information Item Only.

- a. Curphey's Home for Veterans, Jamaica Tom Irvine
- b. Inauguration of The War and Peace Museum, Ardennes France Tom Irvine
- c. Senior Officer Report Breakdown Angus Stanfield

**Site visit  
Curphey's Home for Veterans  
Jamaica  
28 December 2018**

Every year my wife and I go down to Jamaica for our vacation. This year we decided to go down at Christmas time to see the island during the holidays and pay a visit to Curphey's Home to see the veterans living there. We have done this before but never at Christmas.

I arranged through The Jamaica Legion the details of my plan and they jumped on board with assistance.

On the 28th Of December Paulette and I were picked up at our resort in Runaway Bay and driven to the Home just over two hours away across the island by a single lane, sometimes paved sometimes not, highway. Our hosts were ... Ms. Norva Frazier, Jamaica Legion, WO2 Devon Glen, Jamaica Legion and a military escort Private Larenston Facey.

On our arrival we were met and welcomed by the staff at Curphey's Home..

- Maj. Sheffer Birthwright, Vice Chairman, Local Management Committee (LMC)
- Mr. Cutel Gooden, Treasurer, LMC
- Mr. Clifton Irwin, Manager, Curphey's Home
- All the staff

The Local Management Committee, manages the Home and reports to Jamaica Legion Headquarters.

Once all the pleasantries were completed we then proceeded to visit with each of the veterans housed there. Living at the home are 10 male and 1 female veteran.

Seeing as it was Christmas time, during our visit my wife and I handed out a small gift bag for each of the residents consisting of a veteran ball cap, a Christmas ornament and a Canada tee shirt. Seeing the look of surprise on their face was memorable, they could not get over the fact that someone was doing this for them. THAT LOOK WAS PRICELESS. We both got to spend 5-10 minutes with each of the veterans and we could see the sparkle in their eyes when I call them brothers. Soldiers never forget.

As an added bonus, we gave small gift bags to all the staff as well as a gesture of thanks for taking care of their veterans consisting of a Canada Ball Cap, a Christmas Ornament and a Canada Tee Shirt.

I asked the manager about the condition of the graveyard outback of the Home, as the last time we were there, there was no fencing surrounding the graveyard and it concerned me then as it did now. I am happy to report that a fence was put in years ago and is still doing its job of keeping out what is not wanted.

The Home put on a small lunch for us before we left and I had the chance to talk to Management about the Home. They were very please to show us all the improvements done over the years including the refurbishment of the Home in 2017 by the NHT as it's signature project in collaboration with

1 ENGR. Regiment on the occasion of its 40th Anniversary .

Our hosts returned us back to our hotel that afternoon safely.

I would like to thank Ms. Frazier and The Jamaica Legion for all their trouble in making all the arrangements for my wife and I, these memories will always be with us.

Keeping with the spirit of transparency, no legion funds were used in this site visit.

Your in Comradeship

Tom Irvine  
1st Vice President  
Royal Canadian Legion



**Inauguration of The War and Peace Museum  
Ardennes France  
22 January 2018**

Comrades..

Before I begin, allow me to thank the Dominion President for giving me the opportunity to attend this event in The Ardennes. The museums visited and all aspects of the four days in France were enlightening and full of the regions history.

I arrived in Paris on Saturday morning and was met by the organizers of the event after luggage was picked up. All the delegates from the Canada / US delegation were arriving roughly at the same time so we all met in a restaurant in the airport.

The delegation members were ...

- Mme. Monique Seefried, Commissioner, World War 1 Centennial Commission of USA.
- Mrs. Nancy Schaff, President, "Descendants and Friends of the 314th Infantry Regiment, American Expeditionary Forces (AEF).
- Colonel Gerald York, President, Sergeant York Patriotic Foundation.
- Mr. Eben Peck, Executive Vice President of the ASTA-American Society of Travel Agents.
- Mr. Tom Irvine, First Vice President, Canadian Legion.
- Mr. Matthew Naylor, President and CEO of the World War 1 Memorial and Museum, Kansas City.

After introductions, we all were bussed to our hotel roughly 2 1/2 hours away in Donchery, near the Belgian border. The hotel we stayed in is called The Chateau du Faucon and some parts of the chateau are hundreds of years old.

Sunday 21 January

Sunday morning had our hosts showing us around the region with visits to the City of Charleville-Mézières where we stopped to see; Place Ducale, the Ardennes Museum and the Arthur Rimbaud Museum. Afterwards we had an official lunch at the Department House (government) where we met all the local officials from all the levels of government.

After lunch we were taken to The War & Peace Museum for a detailed visit of the exhibits and explanations from the museum curator. We all had the time to browse the museum, tour leisurely and ask questions; Wonderful museum.

Once the museum tour was completed, we were taken to the City of Sedan, home of the largest castle in Europe. At the castle we were taken on a personal guided tour and were given the history of the castle and the region. After the tour we had a fantastic supper consisting of Champagne testing and wild deer in the castle with our hosts and local dignitaries.



Monday 22 January

On Monday we were bussed to the inauguration of The War and Peace Museum. There were hundreds of people there along with a small army of security. My speech was well received and was simultaneously translated into French as I gave it. All the speeches were televised throughout the museum as they were given.

Once the inauguration was completed and everyone present was given a tour of the new facilities, we were whisked off again for a news conference for the French media. The news conference went well for the dignitaries as they were asked all the questions, the delegation we were in presented their facts from their organizations but were not asked any questions.

Once back at the Chateau we had a final meeting with the Regional Tourism Office and the afterwards the final dinner with the delegation and our hosts.

I would like to personally thank Mr. Bernard Ollagnier our host, for all the effort put into the visit. It's not an easy thing to do taking care of visitors from different walks of life and from different countries. His efforts made all of us feel welcome.

On the legion side of this trip... the French in that part of the country and most of the delegation had not heard of The Royal Canadian Legion before and if they did, they did not fully understand what it is that we do. I firmly believe that has changed from this visit. From my speech to the hundreds in attendance, my talking to the delegation and our hosts and of course, the media attention the event was given... they now know who we are.

In the spirit of transparency, Airfare, Hotel and Meals were covered by our French hosts.

Respectfully submitted

Tom Irvine  
1st Vice President  
Royal Canadian Legion



DEC Meeting

April 2018

Senior Officer Report      VP Angus Stanfield

---

First, I would like to comment on the new staff members that have been recently hired, great choices ! I have had the pleasure of working with Nujma and Lia, both very talented young women.

On the sports side, Lia brings a wealth of knowledge to her position that cannot be overstated.

Since we last met I have, on top of my committee duties :

- Had the pleasure of meeting the new Governor General in Victoria at the Legislature
- Attending the BC Athletics Banquet in Vancouver
- Have continued to follow-up with the Government of Canada Advisory Committee on Homelessness. Representing Cockrell House and our resident veterans I took part in a Federally funded review of the HPS grant procedure, seemingly the only voice for veterans in this study.
- Hosted VAC Minister Seamus O'Regan and Deputy Minister Walt Natynczyk when they paid a visit to Cockrell House in Victoria
- The operation of Cockrell House is my day to day activity and after nine years at it – no end in sight, much remains to be done ! In my opinion the biggest gain made to date has been the recognition of the extent of the problem by both government and the population in general, and finally, after study after study, starting to dealing with it.
- I have again contacted the US Eastern Zone RCL and have no issues to report. The response sent to them regarding flying their flag at Convention was appreciated and apparently addressed their concerns.

Respectfully submitted,



Angus

**DOMINION EXECUTIVE COUNCIL  
 28-29 APRIL 2018**

**ITEM 18: CHARTERS ISSUED AND CANCELLED**

The tables below represent the number of branches and Ladies' Auxiliaries which surrendered their charter in 2017.

<b>The Royal Canadian Legion Cancelled Charters 2017</b>				
<b>Command</b>	<b>Closed Branch #</b>	<b>Destination Branch</b>	<b>Date of Cancellation</b>	<b>Surrendered or Revoked</b>
BC/Yukon				
ALTA-NWT	230		18 Dec. 2017	S
Saskatchewan	044		18 May 2017	S
	258		18 May 2017	S
	091		2 Oct. 2017	S
Manitoba & NWO	013		27 Mar. 2017	S
	152		21 Oct. 2017	S
	117		22 Dec. 2017	S
Ontario	328		15 Jul. 2017	S
Quebec	068		30 Jan. 2017	S
	028		24 Oct. 2017	S
New Brunswick	065		6 Oct. 2017	S
Nova Scotia/Nunavut	143		21 Feb. 2017	S
Newfoundland/Labrador	61		1 Oct. 2016	S

<b>The Royal Canadian Legion New Charters 2017</b>		
<b>Command</b>	<b>Branch Number</b>	<b>DATE</b>

For comparison to 2016:

Year	Surrendered	Revoked	New	Total
2016	13	1	1	
2017	13	0	0	

The Royal Canadian Legion Amalgamated Charters 2017		
Command	Branch Number	DATE
BC/Yukon	030 & 176	23 Feb. 2017

Ladies' Auxiliary Cancelled Charters 2017				
Command	Closed Branch #	Destination Branch #	Date of Cancellation	Surrendered or Revoked
BC/Yukon	021		14 Jun. 2017	S
	036		14 Jun. 2017	S
	056		14 Jun. 2017	S
	057		14 Jun. 2017	S
	109		14 Jun. 2017	S
	268		14 Jun. 2017	S
ALTA-NWT	193		2 Nov. 2017	S
Manitoba & NWO	149		9 Jan. 2017	S
	143		25 Jan. 2017	S
	013		27 Mar. 2017	S
	117		22 Dec. 2017	S

For comparison to 2016:

Year	Surrendered	Revoked	New	Reinstated
2016	17	0	0	1
2017	11	0	0	0

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 19: DOMINION COMMAND BRANCHES**

a. Dominion Ottawa Branch 13-013

The following is the membership status of the Dominion Command Branch 13-013 as of 31, January 2018:

<b>Category</b>	<b>2016</b>	<b>2017</b>
Life	9	8
Ordinary	688	701
Associate	321	583
Affiliate Voting	271	216
Affiliate Non-Voting	16	34
<b>Total</b>	<b>1305</b>	<b>1542</b>

Current membership fees for Branch 13-013 are \$49.99 and no fee increase is foreseen at this time.

b. Retired Military Members at Large – One-year Free Membership 16-015

	<b>2016</b>	<b>2017</b>
Total Members	327	353
New Members	271	240

Retired Military Members at Large continued to be welcomed to the Legion and are encouraged to transfer their complementary membership to their local branch. During 2017 57 RMML members transferred to a local branch.

All Dominion Command branch members receive 3 renewal email reminders and one direct mail piece between November and April to encourage the continuance of their membership.

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 20: REQUESTS FOR SUPPORT**

There have been no expenditures from the Request for Support budget line and the budget sits at \$15K.

- a. Friends of The Canadian War Museum. The attached request for support was received from the Friends of The Canadian War Museum to assist with costs associated to produce a commemorative concert to mark the centenary of the Armistice that ended the First World War. The event will take place on Saturday November 2, 2018 in the LeBreton Gallery of the Canadian War Museum. This request is similar to one received last year to support a concert during Remembrance Week. The Legion will receive full acknowledgement of its sponsorship.

**RECOMMENDATION:** It is recommended that DEC approve a grant of \$5K to support the Friends of the Canadian War Museum and the Centenary Concert planned for later this year.



**Friends of The Canadian War Museum**  CANADIAN WAR MUSEUM  
MUSÉE CANADIEN DE LA GUERRE  
 **Les amis du Musée canadien de la guerre**

 February 2018

Mr. David Flannigan  
President  
Royal Canadian Legion  
86 Aird Place  
Kanata, ON K2L 0A1

Dear Mr. Flannigan,

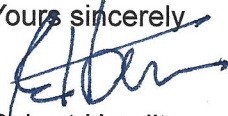
The Friends of the Canadian War Museum, as you know, is a pan-Canadian organization whose mission is to support the Canadian War Museum. One of our special initiatives in support of the Museum is the production of a commemorative concert to mark the centenary of the Armistice which ended the First World War. Given the Royal Canadian Legion's strong support for our first such event, Vimy in Words and Music, which took place in April 2017 and our ongoing shared interests in recognizing the sacrifices of Canadians, we would invite the Legion to become an event sponsor.

The commemoration will take place on Saturday, November 3, 2018 in the LeBreton Gallery of the Canadian War Museum. It will feature the premiere of "The Eleventh Hour", a new work composed and conducted by Andrew Ager. This musical presentation is an evocative multi-media work for choir and orchestra which blends music from the two world wars with poetry, film and musical imagery. Our musical partner, the Cantata Singers of Ottawa, is known across Canada as a versatile and skilled choral ensemble, which in addition to its annual concert series, regularly appears with Canada's National Arts Centre Orchestra.

The evening will commence with a gathering in the Museum foyer and an opportunity to enjoy the music of the Ottawa-based children's orchestra, Orkidstra. Internationally renowned Canadian historian and author, Doctor Tim Cook will introduce The Eleventh Hour with a short presentation to set the evening's historical context. A reception with light refreshment and an opportunity to view the Museum's special World War I exhibits will follow the performance.

To offset production costs, we are seeking sponsorships from like-minded and private sector organizations. All profits from the evening will be used to support and enhance Canadian War Museum identified projects and initiatives.

Royal Canadian Legion sponsorship would receive prominent acknowledgement before, during and after the event. Should you have any questions please contact me by email at [president@friends-amis.org](mailto:president@friends-amis.org) at 1-613-539-3313. Thank you for your consideration.

Yours sincerely  
  
Robert Hamilton  
President



1 place Vimy Place, Ottawa, ON K1R 1C2  
(T) 819.776.8618 (F) 819.776.8623  
(email) [fcwm-amcg@friends-amis.org](mailto:fcwm-amcg@friends-amis.org)  
[www.friends-amis.org](http://www.friends-amis.org)





**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 21: MEETINGS AND INVITATIONS**

**2018**

6 May	Dominion Convention Resolutions to Dominion Command Deadline
4-7 May	Dominion Darts - Branch 120 – Mascouche, QC (Eagles)
19-20 May	RBL Convention, Belfast Ireland (Flannigan, White)
25-28 May	Dominion Eight Ball, Branch 060 - Estevan, SK (Stanfield)
3 June	National Memorial Ride, Ottawa, ON
9 June	2018 Convention LAC Meeting, Winnipeg, MB
8-14 August	2018 National Youth Track and Field Championships, Brandon. MB
25 August	Pre-Convention DEC Meeting (0900 hrs – Charleswood B Salon, Delta Winnipeg)
25-29 August	2018 Dominion Convention, RBC Convention Centre, Winnipeg, MB
29 August	Post-Convention SEO Meeting (0900 hrs – Charleswood B Salon, Delta Winnipeg)
29 August	Post-Convention DEC Meeting (1000 hrs – Charleswood B Salon, Delta Winnipeg)
29 August	Post-Convention CANVET Meeting (1130 hrs – Charleswood B Salon, Delta Winnipeg)
10 September	National Remembrance Day Pre-Ceremony Meeting (1400 hrs – Victory Boardroom)
22 September	SEO / Budget Meeting (0900 hrs – Victory Boardroom)
15-17 October	CIMVHR Forum 2018 Regina, SK (Irvine, Murray, McInnis)
22 October	RCL-VAC Bilateral Meeting, Charlottetown, PE (Irvine, White, McInnis)
23-26 October	Service Officer Professional Development Seminar, Charlottetown, PE
19 November	National Remembrance Day Post-Ceremony Meeting (1400 hrs – Victory Boardroom)
23 November	CANVET Board Meeting (0900 hrs – Memorial Boardroom)
23 November	Dominion President's Christmas Luncheon (12:30 hrs – Victory Boardroom)
24 November	DEC Meeting (0900 hrs – Victory Boardroom)

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 22: OTHER BUSINESS**

There are 3 Resolutions to Convention that need to be discussed as follows:

- a. NS/NU 5/C Legion Logo
- b. NS/NU 6/C Travel Expenses for Past Dominion Presidents
- c. NB 2/C Establish a Veterans' Council

## RESOLUTION FOR SUBMISSION TO DOMINION CONVENTION

2018

COMMAND	BRANCH
NOVA SCOTIA/NUNAVUT	Branch #133

**SUBJECT: Legion Logo**  
**DOMINION COMMAND NO: NS/NU 5/C**

**WHEREAS** The current logo for The Royal Canadian Legion omits the words “Royal Canadian” and therefore does not identify the organization as such; and

**WHEREAS** The current logo is used on letterhead and as part of the return address on mail-outs:

**THEREFORE BE IT RESOLVED** That the Legion logo be revised as to include the words “Royal Canadian Legion”; and

**BE IT FURTHER RESOLVED** The “Royal Canadian Legion” clearly be identified on the Legion logo and on letterhead and correspondence sent out by The Royal Canadian Legion.

### **COMMENT:**

This question seeks clarification of the use of the name of the Legion in relationship to the branding logo of the Legion in as much as the logo does not use the full name the Royal Canadian Legion.

A logo is an easily recognizable, reproducible design element, often including a name, symbol, specified colors or trademark. It is a quick, visual representation of a brand's message and position. A well-designed logo should evoke some memory or emotion from the viewer depending upon their relationship with the brand. The Royal Canadian Legion brand is more than a logo. It is the sum total of all representations of our brand to our stakeholders and audiences.

Section 2 of the Act of Incorporation clearly traces the historical name changes of the Legion and refers to the organization as “the Legion”.

There is no intent of changing the name of the Royal Canadian Legion to just “the Legion” nor will there ever be such an attempt. The logo provides an easily recognizable symbol related to the Legion and that is the intent. This logo and its previous formats have been officially adopted and sanctioned by the Dominion Executive Council.

Therefore, this resolution is non-concurred by the Dominion Executive Council.

## RESOLUTION FOR SUBMISSION TO DOMINION CONVENTION

2018

COMMAND	BRANCH
NOVA SCOTIA/NUNAVUT	Branch #24

**SUBJECT: Travel Expenses for Past Dominion Presidents**  
**DOMINION COMMAND NO: NS/NU 6/C**

**WHEREAS** National Membership in the Legion has declined significantly in the last 15 years and continues to decline into the projected future;

**WHEREAS** The majority of dollars needed to operate Dominion Command come from per capita taxes from members in various Provincial Commands;

**WHEREAS** Members have required their Provincial Commands, Districts, Zones and Branches to reduce costs and exercise fiscal restraint; and

**WHEREAS** NS/NU Command no longer pays Past Presidents travel expenses and Per Diems to attend Provincial Conventions:

**THEREFORE BE IT RESOLVED** That Dominion Command show leadership and reduce expenses by no longer paying for Past Presidents travel expenses and Per Diems to attend Dominion Conventions.

### **COMMENT:**

This resolution asks the question of the purpose of having past Dominion Presidents attend a Dominion Convention in an official capacity when there appears to be no purpose in doing so and considers their attendance as being a waste of members per capita fees paid to Dominion.

The Act of Incorporation, Section 7(3), states that a Convention Committee of Appeal shall be constituted for the duration of a Dominion Convention. This is further amplified by the General By-Laws. As past members of the Dominion Executive Council and as past Dominion Presidents, these personnel are the ideal candidates to constitute a Convention Committee of Appeal as they are beyond political process and can provide unbiased counsel as required. Therefore, they are an essential part of the governing process.

Therefore, this resolution is non-concurred by the Dominion Executive Council as the Past Dominion Presidents are the Convention Committee of Appeal.

## RESOLUTION FOR SUBMISSION TO DOMINION CONVENTION

2018

COMMAND	BRANCH
NEW BRUNSWICK	Branch #81

**SUBJECT: Establish a Veterans' Council**  
**DOMINION COMMAND NO: NB 2/C**

**WHEREAS** A proposal to establish a Veterans' Council within The Royal Canadian Legion was unanimously supported at the New Brunswick Command 83<sup>rd</sup> Provincial Convention;

**WHEREAS** A Veterans' Council would create a stronger bond between Veterans and The Royal Canadian Legion;

**WHEREAS** A Veterans' Council would provide a forum for Veterans to speak to Veterans and Veterans to assist other Veterans; and

**WHEREAS** A Veterans' Council would not change the roles of any existing elected Officer within any Command or Branch of The Royal Canadian Legion.:

**THEREFORE BE IT RESOLVED** that the proposed Veterans' Council be established by Dominion Command: and

**BE IT FURTHER RESOLVED** That the elected head of the Veterans' Council be considered as Senior Elected Officer of their respective Command of The Royal Canadian Legion.

### COMMENT:

This resolution raises two specific ideas: firstly, the concept that Veterans are not well represented or heard within the Legion; and secondly, that the governance structure of the Legion be revised and the elected representative of the proposed Veterans' Council be considered as a Senior Elected Officer.

The Legion was formed by Veterans to assist Veterans and this is the basic foundation principle of the organization and our primary mission statement. Today, within the existing committee structure of the Legion, Veterans' issues are well considered through the Veterans Service and Seniors Committee, through the Defence and Security Committee which outreaches to the greater defence community via the Conference of Defence Associations, the Operational Stress Injury Special Section and finally through the Veterans' Consultation Group. Similar structures already exist though each level of authority in the Legion and specifically, the Veterans Service and Seniors Committee is considered to be the Legion's primary committee.

From a policy development aspect, policy regarding Veterans is developed through Committee work and through branches. Veterans in their branches have every opportunity to submit policy issues to the national level.

As an organization based on democracy, any member has the opportunity to run for and hold office as long as they are members in good standing. Leadership in the Legion begins at the branch level and hone their knowledge as they progress through various levels of the Legion.

For the foregoing explanations, this resolution is non-concurred by the Dominion Executive Council as Veterans have every opportunity to engage in the leadership of the organization.

**DOMINION EXECUTIVE COUNCIL  
28-29 APRIL 2018**

**ITEM 23: CORRESPONDENCE**

The following item was received as general correspondence since the last DEC meeting held on 26 November 2017 and is presented as an Information Item Only.

- a. Thank you from Canadian Forces Morale and Welfare Services for The Royal Canadian Legion's donation and ongoing support to the Support Our Troops Program.

January 18, 2018

Peter Underhill  
Director of Supply  
Royal Canadian Legion  
86 AIRD PLACE  
KANATA, ON K2L 0A1

Dear Mr Underhill:

I would like to express my sincere appreciation for your donation to the Support Our Troops (SOT) Program which includes the Soldier On Fund, the Hospital Comforts Fund, Boomer's Legacy Fund and Operation Santa Claus. In January 2016, the Military Families Fund and Canadian Forces Personnel Assistance Fund amalgamated to form the Support Our Troops Fund. Your generous gift allows Canadian Forces Morale and Welfare Services to provide military members (currently serving and Veterans) and their families with the support they need when they need it most. We assist at least 2,000 military families each year with individual support or through a variety of morale and welfare programs.

By example, funds this past year were used to:

- assist families with such items as: basic needs; employment transition; medical travel for families serving in remote locations; and financial assistance for counselling support;
- provide opportunities for ill and injured members to participate in physical, recreational and sporting events to help build their confidence, develop new skills, and contribute to enhanced camaraderie;
- provide a summer camp experience to children of deceased members; and
- ensure our CAF members deployed around the world received a care package during the holiday season.

Support Our Troops will continue to be the most direct way for Canadians to support the Canadian Forces Community. I encourage you to visit us at [www.supportourtroops.ca](http://www.supportourtroops.ca), our facebook page (CanadianForcesSupportOurTroops) and twitter account (@CDNForceSupport).

Your support of the men and women in uniform and those that support them at home is most appreciated. Please accept my heartfelt thanks, and that of all members of the Canadian Armed Forces for this wonderful gift and for your ongoing support.

Yours Aye,



Sean N. Cantelon  
Commodore  
Director General Morale and Welfare Services