

DOMINION EXECUTIVE COUNCIL

MINUTES

24 November 2019

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.

Legion House - National Headquarters



MINUTES OF THE DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019

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ATTENDEES:

Tom Irvine
Bruce Julian
Dave Flannigan
Angus Stanfield
Brian Weaver
Owen Parkhouse
Bill Chafe
Mark Barham
Larry Murray
Craig Thompson
John Mahon
Keith Andrews
Ernie Tester
Garry Pond
Kenneth Ouellet
Terry Campbell
Marion Fryday-Cook
Duane MacEwen
Nathan Lehr
Kandys Merola
Jill Carleton (via teleconference)
Chris Richardson (via teleconference)
Ken Sorrenti
Jim Rycroft

- Dominion President
- Dominion First Vice President
- Immediate Past Dominion President
- Dominion Vice President
- Dominion Vice President
- Dominion Vice President
- Dominion Chairman
- Dominion Treasurer
- Grand President
- BC/YT Command First Vice President
- AB/NT Command President
- SK Command President
- MB & NWO Command First Vice President
- ON Command President
- QC Command President
- NB Command President
- NS/NU Command President
- PE Command President
- NL Command President
- TVS President
- OSI Special Section President
- OSI Special Section Past President
- Chair, R & A Committee
- Chair, C & L Committee

STAFF IN ATTENDANCE:

Steven Clark
Danny Martin
Oksana Gorelova
Ray McInnis
Jennifer Morse
Randy Hayley
Angela Keeling Colkitt
Kelly Therien

- National Executive Director
- Director Corporate Services
- Comptroller
- Director Veterans Services
- Canvet General Manager
- Deputy Director Member Services
- Executive Assistant
- Executive Assistant

ANNEXES:

Annex "A"
Annex "B"
Annex "C"
Annex "D"
Annex "E"
Annex "F"
Annex "G"
Annex "H"
Annex "I"
Annex "J"
Annex "K"
Annex "L"

- Grand President's Remarks
- Dominion President's Remarks
- Administrative Arrangements
- Approval of Minutes/Electronic Decisions
- Dominion Treasurer Report/Financial Statements
- Senior Officer Reports
- National Executive Director's Report
- VSS Committee Report
- P & R Committee Report
- Membership Committee Report
- Sports Committee Report
- R & A Committee Report

Annex "M"	- C & L Committee Report
Annex "N"	- RCEL Committee Report
Annex "O"	- Dominion Convention Committee Report
Annex "P"	- D & S Committee Report
Annex "Q"	- Veterans Consultation Assembly Report
Annex "R"	- Public Relations Committee Report
Annex "S"	- Going Forward Committee Report
Annex "T"	- Centenary Committee Report
Annex "U"	- Canvet Publications
Annex "V"	- Legion National Foundation
Annex "W"	- Correspondence
Annex "X"	- Requests for Support
Annex "Y"	- Meetings and Invitations
Annex "Z"	- Other/New Business

1. OPENING

The meeting of the Dominion Executive Council opened at 0900 hrs on Sunday, 24 November 2019 in the Victory Boardroom of Legion National Headquarters.

2. GRAND PRESIDENT'S REMARKS

The Grand President presented his remarks, attached at Annex "A".

3. DOMINION PRESIDENT'S REMARKS

The Dominion President presented his remarks, attached at Annex "B".

4. INSTALLATION OF NEW OFFICERS

The Dominion Grand President and the Dominion President installed the new members of DEC.

5. ADMINISTRATIVE ARRANGEMENTS

The National Executive Director reviewed the administrative arrangements for the meeting. Presented as an information item only, attached at Annex "C".

6. APPROVAL OF MINUTES / ELECTRONIC DECISIONS

a. Approval of Minutes

The DEC last met on 13-14 April 2019. The minutes were distributed electronically. There were 4 electronic decisions that took place since the last DEC meeting and have all been carried at Annex "D".

MOTION: That the DEC minutes of 13-14 April 2019 be approved.

CARRIED

7. DOMINION TREASURER'S REPORT

The Dominion Treasurer presented his report, attached at Annex "E".

MOTION: That a draw down of \$75,000 from the Centennial Fund, with allocation to the Track and Field Program for 2020, be approved.

CARRIED

MOTION: That the budget, with the authorized additional increase of 18K to the Sports Committee budget, be approved.

CARRIED

8. SENIOR OFFICER'S REPORTS

The Senior Officer Reports were presented as information items only and are at Annex "F".

9. NATIONAL EXECUTIVE DIRECTOR'S REPORT

The National Executive Director presented his report, attached at Annex "G".

10. COMMITTEE REPORTS

a. Veterans, Services and Seniors Committee

The Veterans, Services and Seniors Committee report was presented, attached at Annex "H".

MOTION: That DEC ratify the seventh scholarship for 2020/2021 in the amount of \$30K.

CARRIED

**ACTION ALL ITEMS: Coordinator, VSS Committee
The report CARRIED**

b. Poppy and Remembrance Committee

The Poppy & Remembrance Committee report was presented, attached at Annex "I".

MOTION AS AMENDED: That the Marketing section request for \$80,000 for 2020 under article 403.i.a. "Approved Use of Poppy Funds" be approved for:

- Social Media Paid ads (Twitter/Facebook/YouTube) \$40,000
- Online banner advertising (October – November) – Learn about the Poppy/Get your Poppy - \$40,000

CARRIED

Note: The P & R Committee is to do a further review on the value added in regards to the cost involved (\$20,000) to enhance the Virtual Wall of Honour and Remembrance so it allows individuals to search for their loved one but also to update it on Legion.ca with new information such as where they served and when.

MOTION: That the conversation regarding a Poppy Fund trial be placed in abeyance pending a discussion between the Poppy Committee and AB-NT Command to determine if the AB-NT trial will meet the needs of the Poppy Committee.

CARRIED

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

c. The Membership Committee

The Membership Committee report was presented, attached at Annex J. Randy Hayley, Deputy Director Member Services also made a presentation to the DEC members, which details the Member Services section's strategic objectives to modernize the membership process and to develop a comprehensive and inclusive recruitment, retention and renewal plans.

The Dominion Treasurer presented the concept of a Member Perks rewards program, intended to provide a direct benefit to members on presentation of their Legion membership card at a merchant location.

MOTION: That the establishment of a Legion Member Perks program be approved, which will be for the direct benefit of the members and administered by the staff of Legion House

CARRIED

**ACTION ALL ITEMS: Coordinator, Membership Committee
The report CARRIED**

d. Sports Committee

The Sports Committee report was presented, attached at Annex "K".

MOTION: That section 208d of the Sports Guide be amended to read: "Additional exceptions may apply based on extenuating circumstances which must be approved by the Dominion Sports Committee".

CARRIED

MOTION AS AMENDED: That section 302b of the Sports Guide be amended to read: "Providing up to \$700 towards transportation and mileage for four competitors per member sport event from their place of residence to

the national airport or public transport hub nearest the site of the Championship and return. For Provincial Command team members choosing to travel by car to Dominion Member Sport Championships, each member whose vehicle is utilized for this purpose is provided the equivalent of the lowest available fare-saver airfare and mileage up to \$700 (from their place of residence to the national airport nearest the site of the Championship and return) OR the distance in kilometers as calculated by Dominion Command, whichever is less.”

CARRIED

**ACTION ALL ITEMS: Coordinator, Sports Committee
The report CARRIED**

e. Ritual and Awards Committee

The Ritual and Awards Committee report was presented, attached at Annex “L”.

MOTION: That the Life Membership criteria for a MSM/MSA Award be removed. An applicant must be a member of the Royal Canadian Legion for a minimum of 15 years. All other criteria for the MSM/MSA, as outlined in the Ritual, Awards and Protocol Manual, will remain in effect.

CARRIED

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

f. Constitution and Laws Committee

The Constitution and Laws Committee report was presented, attached at Annex “M”.

MOTION: That sub-subsection 314.j.i.(4) be amended to read “*where none of the above are appropriate, revoke any penalty imposed and return the matter to the original level for a new hearing.*”

CARRIED

MOTION: That subsection 304.h. be amended, for clarification purposes, to read: “*Where a complaint has been properly lodged in accordance with Subsection 304.b. and pending the final disposition of such complaint, the President of the command or branch may deprive the member against whom the complaint is lodged, of clubhouse privileges and remove him from office or position held but*

*removal only from those **offices and** positions held over which he has authority. Such deprivation and/or removal is not appealable. However, if the complaint is withdrawn or found to be unsubstantiated upon completion of the hearing, the member shall be immediately reinstated for all purposes and any removal from office is deemed to have never occurred."*

CARRIED

MOTION: That subsection 418.b. be amended to add reference to "137g.," as follows: "An appeal to Dominion Command may be made by any command, branch, auxiliary, officer or member affected by such action. The following applies to an appeal from a decision made on the authority of subsection **137 g.**, 418.a, section 505 or subsection 708.c of The General By-Laws.

CARRIED

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

g. RCEL Committee

The RCEL report was presented, attached at Annex "N".

MOTION: That \$15K from RCEL funds be re-directed from providing disaster relief to assisting the newly identified Veterans and widows in the Caribbean.

CARRIED

MOTION: That an additional \$19K from RCEL funds be provided to assist the newly identified Veterans and widows in the Caribbean.

CARRIED

MOTION: That the budget of \$300K for 2020 be approved.

CARRIED

MOTION: That the Legion support the selection of a new RCEL Grand President in light of the decision by The Duke of York

CARRIED

ACTION ALL ITEMS: Coordinator, RCEL Committee
The report CARRIED

h. Dominion Convention Committee

The Dominion Convention Committee report was presented, attached at Annex "O".

The report CARRIED

i. Defence & Security Committee

The Defence & Security Committee report was presented, attached at Annex "P".

MOTION: That the draft amended TORs be adopted by DEC and incorporated into Annex N to Chapter 2 of the OP&P Manual.

CARRIED

ACTION ALL ITEMS: Coordinator, D & S Committee

The report CARRIED

j. The Veterans Consultation Assembly

The Veterans Consultation Assembly report was presented, attached at Annex "Q"

The report CARRIED

k. The Public Relations Committee

The Public Relations Committee report was presented, attached at Annex "R". No recommendations were presented for discussion or decision.

The report CARRIED

l. Going Forward Committee

The Going Forward Committee report was presented, attached at Annex "S".

MOTION: That a membership presentation by Randy Hayley, Deputy Director Member Services, be included in the 2020 Dominion Convention daily procedures

CARRIED

MOTION: That DEC investigate instituting a Legion service dress option with a goal of having samples presented to the delegates at the 2020 Dominion Convention.

CARRIED

FAILED MOTION: That the C&L Committee be tasked to develop and recommend an administrative process for the revocation of membership.

MOTION: That DEC form a Governance sub-committee with a goal of developing a report to the 2020 Dominion Convention.

CARRIED

**ACTION ALL ITEMS: Coordinator, Going Forward Committee
The report CARRIED**

m. Centenary Committee

The Centenary Committee report was presented, attached at Annex "T".

The report CARRIED

n. Pay Committee

The Pay Committee report was presented as an in-camera discussion.

MOTION: That the Pay Committee report be approved as briefed.

CARRIED

ACTION : Chair, Pay Committee

11. CANVET PUBLICATIONS

The Chair of Canvet presented the report and the General Manager provided a presentation about the inception of Legion Magazine and its growth to Canvet Publications and Legion Magazine as it is today.

MOTION: That the Legion staff pursue a Royal Canadian Legion 'Join the Legion' banner ad on the Legion Magazine/CANVET web site.

CARRIED

ACTION ALL ITEMS: National Executive Director

12. LEGION NATIONAL FOUNDATION

The Chair of the Legion National Foundation presented the report as an information item, attached at Annex "V".

13. CORRESPONDENCE

Presented as an information item only, attached at Annex "W".

14. REQUESTS FOR SUPPORT

There were three requests for support and are at Annex "X".

MOTION: That the Legion provide \$8K for four years support to the DCRA Winter Postal Competition with a look at future support on an annual basis.

CARRIED

MOTION: That the Legion provide \$2K for 2020 support to the Army Cadet Voyage in History program with a look at future support on an annual basis.

CARRIED

MOTION: That the Legion provide \$10K from Dominion Command Poppy Trust Funds to support the Canadian Battlefields Foundation Educational Tour.

CARRIED

ACTION ALL ITEMS: Comptroller

15. MEETINGS AND INVITATIONS

Presented as in information item only, attached at Annex "Y".

16. OTHER/NEW BUSINESS

There were four other/new business items discussed, attached at Annex "Z".

MOTION: That DEC approve a Dominion President Citation award that will be administered by the Dominion President at the Dominion President's discretion.

CARRIED

FAILED MOTION: That due to the devastating hurricane that swept through the Caribbean, all Legion members in affected areas of the Caribbean have their dues/per capita tax waived for 2020.

FAILED MOTION: That the Legion enter into a partnership agreement with Howitzer Whisky.

MOTION: That, as a matter of record, DEC confirm and sanction that all powers have been returned to BC/YT Command after being suspended in September 2017.

CARRIED

Kenneth Ouellet relayed that QC Command's objective of having 20k Veterans license plates issued by the end of 2019 will be reached as Quebec now has 16,000+ license plates issued already.

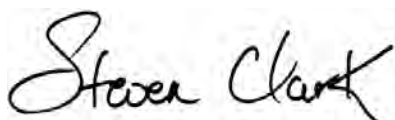
Marion Fryday-Cook noted the importance of a more expansive distribution list for material sent from Legion National Headquarters.

Nathan Lehr presented a RCEL donation cheque in the amount of \$21,631.34 from NL Command.

It was announced that the Dominion President was a recipient of the Sovereign's Medal for Volunteers.

17. ADJOURNMENT

The meeting of the Dominion Executive Council was adjourned Sunday, 24 November 2019 at 17:05 hrs.



National Executive Director



Dominion Chairman

GRAND PRESIDENT'S OPENING REMARKS TO DEC 24 NOVEMBER, 2019

THANK YOU COMRADE CHAIR.

GOOD MORNING COMRADES, I KNOW THAT WE HAVE A FULL AGENDA TODAY AND WILL KEEP MY COMMENTS BRIEF.

I WOULD LIKE TO BEGIN BY EXPRESSING MY PERSONAL CONGRATULATIONS TO ALL NEWLY INSTALLED MEMBERS OF THE DOMINION EXECUTIVE COUNCIL.

I KNOW THAT YOU HAVE MANY YEARS OF DEDICATED SERVICE TO THE LEGION AND THAT YOU EACH BRING A GREAT DEAL OF EXPERIENCE, WISDOM AND VALUABLE INSIGHT TO THE SENIOR LEADERSHIP COUNCIL OF THIS GREAT NATIONAL INSTITUTION.

I LOOK FORWARD TO GETTING TO KNOW YOU BETTER AND TO WORKING WITH YOU.

I WOULD ALSO LIKE TO EXPRESS MY PERSONAL APPRECIATION AND A BIG BRAVO ZULU TO YOUR PREDECESSORS. IT WAS A PRIVILEGE TO WORK WITH THEM.

YOU ARRIVE AT A TIME OF CONSIDERABLE CHALLENGE AS WELL AS SIGNIFICANT OPPORTUNITY FOR THE LEGION.

THANKS TO A GREAT DEAL OF EFFORT BY MANY AT ALL LEVELS IN THE LEGION, INCLUDING ALL OF YOU, IMPRESSIVE PROGRESS HAS BEEN MADE IN MANY AREAS IN THE PAST FEW YEARS. HOWEVER MUCH REMAINS TO BE DONE AND THAT IS PARTICULARLY TRUE WITH RESPECT TO MEMBERSHIP.

ALTHOUGH RECENT PROGRESS IN THIS VITAL AREA IS NOTEWORTHY AND COMMENDABLE, CONTINUED PROGRESS IS ESSENTIAL TO THE SURVIVAL OF THE LEGION AS WE KNOW IT.

IN MY VIEW, THAT WILL ONLY BE ACHIEVED IF THIS DEC WORKS TOGETHER, AS A UNITED LEADERSHIP TEAM, IN A FORTHRIGHT AND TRANSPARENT MANNER AND IF YOU FOCUS YOUR TIME AND ENERGY ON TACKLING THE PRIORITY ISSUES, INCLUDING THE CONTINUING MEMBERSHIP CRISIS, IN A PRACTICAL, PRAGMATIC AND SOMETIMES INNOVATIVE WAY.

YOUR WORK IN THE NEXT FEW YEARS WILL BE EXTREMELY IMPORTANT TO DETERMINING THE FUTURE OF THE LEGION.

SINCE, DEC LAST MET IN APRIL I HAVE HAD THE PRIVILEGE OF PARTICIPATING IN A NUMBER OF MEMORABLE EVENTS INCLUDING THE COMMEMORATION OF THE 75TH ANNIVERSARY OF THE NORMANDY LANDING AT THE NATIONAL WAR MEMORIAL ON JUNE 6.

PARTICIPATING IN THE CANADIAN INSTITUTE OF MILITARY AND VETERANS HEALTH RESEARCH OR CIMVHR FORUM, HELD IN GATINEAU , 20 – 23 OCTOBER, WITH COMRADES TOM, BRUCE, RAY AND CHARLS WAS ONE OF THE HIGHLIGHTS.

THIS MAJOR TENTH ANNIVERSARY EVENT, WITH OVER 750 RESEARCHERS CONTRIBUTING, UNDERLINED THE DIVERSITY AND CRITICAL IMPORTANCE OF THE REMARKABLE RESEARCH BEING CONDUCTED IN OVER 40 CIMVHR MEMBER UNIVERSITIES TODAY AND HOW IMPORTANT THE RESULTS CAN BE TO THE CARE AND WELL BEING OF MEMBERS OF THE CANADIAN ARMED FORCES, VETERANS AND THEIR FAMILIES.

THIS IMPORTANT INITIATIVE HAS COME A VERY LONG WAY SINCE I ATTENDED THE FIRST CIMVHR FORUM IN KINGSTON , ONTARIO 10 YEARS AGO, A FEW MONTHS AFTER BEING INSTALLED AS GRAND PRESIDENT. AT THAT TIME ONLY QUEENS UNIVERSITY AND RMC WERE MEMBERS. I FOUND THE REMARKABLE PROGRESS AND LEVEL OF ENGAGEMENT TENS YEAR LATER PARTICULARLY IMPRESSIVE. IT IS ALSO CLEAR THAT THE VISIBLE SUPPORT OF THE LEGION HAS BEEN CRITICAL TO CIMVHR SUCCESS AND REMAINS SO TODAY.

I WOULD ADD THAT COMRADE RAY HAS DONE A SUPERB JOB OF OPERATIONALIZING THE RELATIONSHIP BETWEEN CIMVHR AND THE LEGION SINCE HE BECAME DIRECTOR OF VETERANS SERVICES. HE HAS ALSO MAXIMIZED THE EXCEPTIONAL NETWORKING BENEFIT OF THE ANNUAL CIMVHR GATHERINGS TO THE LEGION AND, MORE IMPORTANTLY, TO THE EFFECTIVENESS OF OUR AND THEIR SUPPORT TO VETERANS AND THEIR FAMILIES. BRAVO ZULU, RAY!

FINALLY, VETERANS' WEEK EVENTS IN OTTAWA THIS YEAR WERE WELL SUPPORTED BY THE LEGION AND DESPITE VERY COLD WEATHER, CULMINATED IN A SUPERB AND WELL ATTENDED NATIONAL REMEMBRANCE CEREMONY AT THE WAR MEMORIAL ON 11 NOVEMBER. THIS WAS AN OUTSTANDING TEAM EFFORT, IMPRESSIVELY ORGANIZED AND LED BY DOMINION COMMAND, WITH STELLAR SUPPORT FROM THE CANADIAN ARMED FORCES, LOCAL LEGION VOLUNTEERS AND VARIOUS POLICE AND OTHER KEY PARTNERS.

SPECIAL THANKS AND A BIG BRAVO ZULU TO COMRADES STEVEN, DANNY, FREEMAN, DENIS AND NUJMA FOR THEIR LEADERSHIP AND PERSONAL CONTRIBUTIONS IN PARTICULARLY KEY ROLES AND TO THE ENTIRE DOMINION HOUSE TEAM FOR THEIR CHEERFUL, ENTHUSIASTIC SUPPORT AND PERSONAL ENGAGEMENT THROUGHOUT, WHICH REALLY WARMED UP A VERY COLD MORNING FOR MANY VETERANS AND OTHER ATTENDEES!

THANKS TO AN INSPIRED CHOICE BY THE LEGION, CANADA WAS ALSO BLESSED TO HAVE A WONDERFUL WOMAN WITH EXCEPTIONAL TALENT AND DEDICATION, REINE DAWE, AS SILVER CROSS MOTHER. ABLY SUPPORTED BY HER HUSBAND, PETER, A RETIRED LIEUTENANT-COLONEL AND COMBAT ENGINEER AND THE REST OF HER DEVOTED FAMILY, REINE LEFT A LASTING IMPRESSION WITH ALL WHO MET HER OR WHO EXPERIENCED HER COMMENTARY IN THE MEDIA.

BECAUSE OF THE TIMING, IT WAS ALSO POSSIBLE FOR THE DOMINON PRESIDENT AND THE LEGION TO HOST HER AT THE VIMY DINNER ON FRIDAY, 8 NOVEMBER. DURING THE DINNER, THE CHIEF OF THE DEFENCE STAFF, GENERAL VANCE, INCORPORATED THE PRESENCE OF THE SILVER CROSS MOTHER AND THE LOSS OF HER SON, MATHEW, IN ENEMY ACTION IN AFGHANISTAN IN 2007, INTO HIS TOAST TO THE FALLEN. THIS VERY MOVING GESTURE CLEARLY TOUCHED, MRS DAWE, AND HER ELDEST SON, PETER, THE COMMANDER OF CANADA'S SPECIAL FORCES, WHO ACCOMPANIED HER TO THE DINNER, AS WELL AS EVERYONE ELSE IN ATTENDANCE. IT WAS A VERY SPECIAL EVENING AND REALLY SET THE TONE FOR A HIGHLY SUCCESSFUL 2019 NATIONAL REMEMBRANCE WEEKEND AND CEREMONY IN THE NATION'S CAPITAL.

THAT CONCLUDES MY COMMENTS. THANKS VERY MUCH COMRADES.

Good morning Comrades...

Welcome to Ottawa. I hope your Commands and Branches experienced a successful and memorable Remembrance period this year. I know our collective efforts received a lot of good feedback from across the country.

I have some important items I want to highlight and we'll begin with those today... we can talk about any of them in more detail, as needed.

Let me start with our newly elected Presidents. Congratulations. You have joined us on an important mission, to serve our Veterans. Key to that will be growing our membership to 300,000 in the next few years so that we can tackle the work we need to accomplish. We currently sit at 260-thousand members. More discussion on that later.

To achieve our collective goals, I believe that SEOs – Senior Elected Officers – need to be regularly informed about what's going on at both a national and regional level across the country. We need to strengthen the authority of our SEOs. You need to be aware of important new information, help us process it, and make national recommendations accordingly.

As you know, if you've reviewed our Strategic Plan, Governance is a key focus area and I'm looking at several ways to evolve SEO authority. It may entail the formation of a sub-committee. Our Going Forward Committee is also being asked to take a look at this issue.

On to dollars and cents... Over the years, our National Headquarters has helped out provinces and territories with everything from poppy supplies to pins. To the tune of one million dollars – dollars that need to be paid back. I'm asking each provincial president to take a look at their situation, what's owed to National Headquarters, and come up with a reasonable plan to return those funds.

I'd like to take this opportunity to update you on the situation at BC/Yukon Command and its trusteeship there. During the recent convention in that region, on the recommendation of the Trustees, I made the decision to remove the trusteeship. It had been put in place to help the Command work its way through a challenging time.

I'm pleased to report that I'm satisfied that things are back on track, running smoothly once again and we hope that continues. I expect to see great things coming out of BC/Y. Valerie has a big job in front of her but I know she's up to the task.

When I became Dominion President in 2018, I made a point to let everyone know that I am focused on combating Stolen Valour.

I want to make sure that we handle cases of Stolen Valour quickly and efficiently... and that we are doing everything we can to prevent it in the first place.

As part of my mandate, I undertook a short explanatory video recently and it can be found on Legion.ca. In the video, I underscore why this issue is so important and what our provinces and territories can do to help. Today, I am

asking each of you to pay more attention to this issue, and to come up with ways for your Commands to help battle this ongoing problem.

Project Trauma Support. Remember these three words – they represent a fantastic new program that the Legion is supporting nationally. We are providing a total of 300,000 dollars so that its leaders can continue with some pretty incredible work related to Veterans recovering from operational stress injuries. I've heard some of the stories first hand, and let me tell you, this program is already making a huge difference by all accounts.

We've outlined Project Trauma Support on our website, and I encourage you to read more about it there.

For almost 100 years, Legionnaires have become quite used to their uniforms – but they are often not wearing the right version. People are not following the rules, and our uniforms are not standardized across the country.

Our Ritual and Awards committee will be looking into this problem and coming up with solutions.

Still on the topic of Legion dress, I've tasked our Going Forward Committee to look into relaxing our dress code for certain occasions. That means not having to wear the Legion uniform at regular meetings for example. The idea is that when you're at Legion House, or attending an internal meeting, you don't have to be in Legion dress.

The uniform would be expected when you're representing the Legion in public situations.

Finally, I want to talk about the future. As we discuss various matters today, we'll hear from our Centennial committee and what they're cooking up, I'm looking forward to it.

I may be heading out the door soon as my term ends... but I care a lot about this organization - I want to make sure the committee is headed in the right direction and has what it needs to undertake the next few years of planning. 2026 is closer than we all think!

Before we continue with our agenda, I will address a significant item that came up recently. Don Cherry's remarks about wearing poppies. I made a decision to respond to the many questions we were receiving from the public and media, by issuing a clear statement* that received a lot of attention – both positive and negative.

I made this decision for two main reasons. One, Don Cherry was wearing a jacket with a Legion badge, and while he is a great supporter, I wanted it to be clear that he does not speak for the Legion. Two, it was important to show that the Legion did not concur with the obvious insinuation that immigrants aren't wearing poppies – saying this sort of thing is not in alignment with our Articles of Faith. We also don't track which groups of people do and do not wear poppies - our goal is to see **everyone** wearing a poppy. Staying silent about this was not an option.

I also want to apologize for not alerting you sooner – this happened literally on the fly, late Sunday right before Remembrance Day. Things were moving very quickly and our attention was focused on the day ahead. Under these unusual

circumstances, the note to you was unintentionally delayed and I'm sorry. I'm aware of our usual process and we'll plan to alert you much sooner in the future.

With that, I'm open to hearing your views on this and any other matters I've raised. I'm looking forward to our discussions Let's get started.

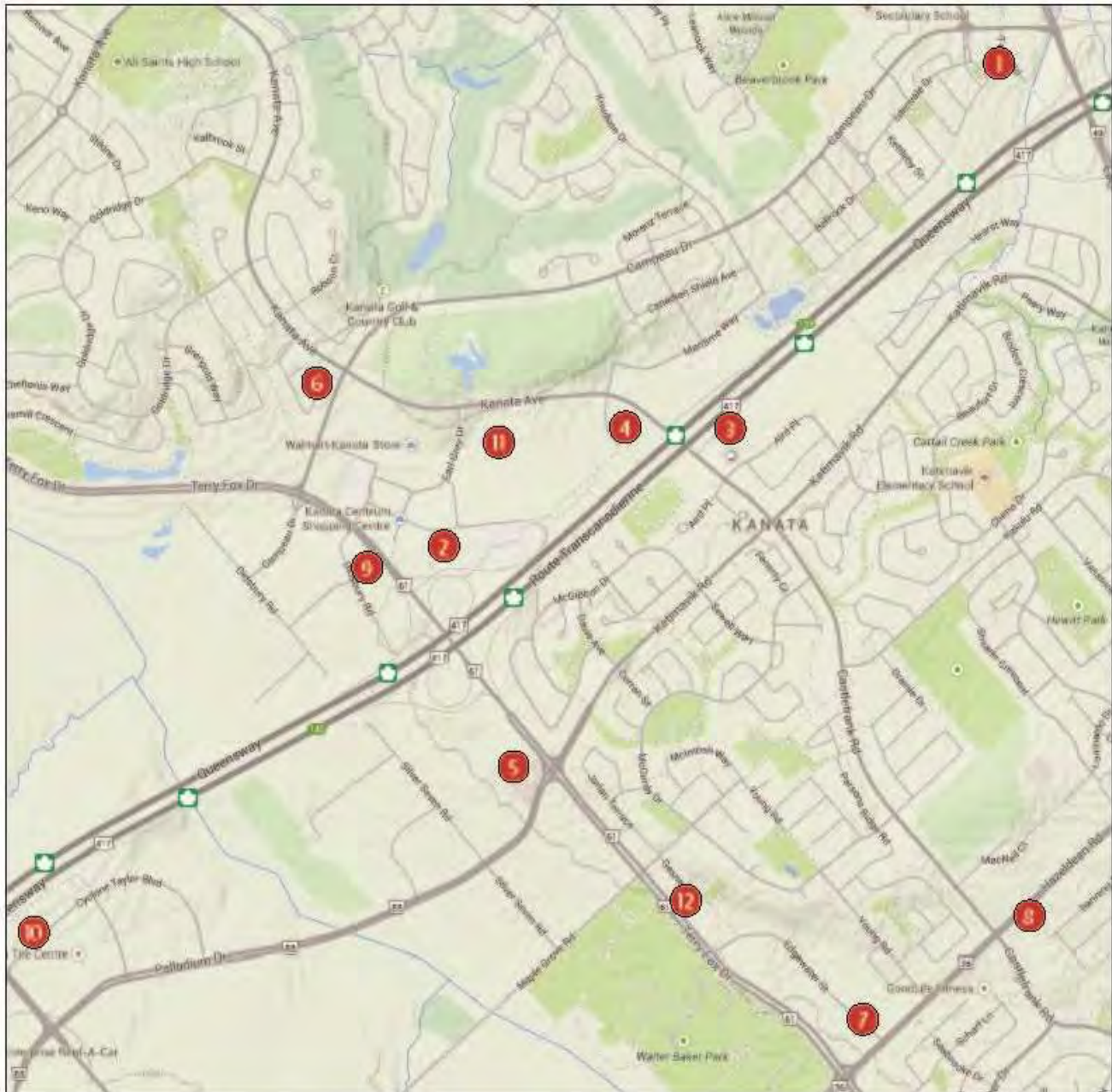
*** Statement:**

Mr. Cherry's personal opinion was hurtful, divisive and in no way condoned by the Legion. His comments ran contrary to our own Articles of Faith which are based on respect for people from all backgrounds. We do remain appreciative of his passionate support for Veterans.

We know many new Canadians understand and welcome the tradition of the red poppy. For our part, we will continue to do our best to educate all citizens about the significance of this powerful symbol, and the meaning of Remembrance.

ITEM 5: ADMINISTRATIVE ARRANGEMENTS

- a. Schedule – Sunday, 24 November 2019
 - i. 0900 hours – DEC convenes
 - ii. 1200 hours – Lunch at Dominion Command (Call of the Chair)
 - iii. 1300 hours – DEC convenes in Victory boardroom
 - iv. 1600 hours – DEC adjourns (Call of the Chair)
- b. Meals. Lunch will be provided. Members' per diem claim will be adjusted by \$20.
- c. Local Map. A map of the local area is attached for your reference.
- d. Hotel Reservations. Your reservations have been made according to the DEC and Committee meeting schedule. If you intend to check out earlier, please advise the hotel as soon as possible. Please take note that DEC members are responsible to pay their hotel bill at check out and then claim on their expense claim forms.
- e. 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.
- f. 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.



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

ITEM 6: APPROVAL OF MINUTES / ELECTRONIC DECISIONS

a. Approval of Minutes

The DEC last met on 13-14 April 2019. The minutes were distributed electronically.

RECOMMENDATION: That the DEC minutes of 13-14 April 2019 be approved.

b. Review of Electronic Decisions/Email Voting

There were four (4) Electronic Decisions / Email votes that took place since the last DEC meeting on 13-14 April 2019.

MOTION: It was moved that the draft policy prohibiting Legion involvement or association with hate / prohibited groups be adopted.

CARRIED

MOTION: It was moved that DEC approve the AB-NT Command initiative to create and introduce a trial digital donation program in the Calgary area for the 2019 Poppy Campaign

CARRIED

MOTION: It was moved that DEC extend organizational recognition and support to the MissionVAV program

CARRIED

MOTION: It was moved that DEC approve the Membership Committee renewal strategy to offer the approximately 1600 online Veterans (who are currently on a 1-year free membership) an Early Bird membership renewal rate of \$34.99, which is a savings of 30% off the regular membership rate if they renew before January 01, 2020.

CARRIED

ITEM 7: DOMINION TREASURER'S REPORT

2020 FINANCIAL FORECAST

The 2020 budget is submitted after a thorough review of the departmental expenses incurred at Dominion House and the National Programs authorized by convention and DEC's in the past. The review, extensive, and demanding, required a full analysis, with the full support of the Dominion Executive Director, the Senior Elected Officers, Departmental Directors, and your Dominion Treasurer, to arrive at proper allocation of expenses to the accounts as identified. It should be to no ones' surprise, the charges of the organization needed to be properly allocated, so the expenses of all programs are born and allocated properly. To be frank, this budget is the result of fresh views from the personnel of this great organization.

Comrades, I, the Senior Elected Officers, the National Executive Director, the team of Directors of the Departments of this National Organization, are pleased to present a surplus budget of just over \$1.4 million dollars.

In detail, with a look in the rear view mirror, the RCL is at break-even for 2019, only supported by another draw down from the Centennial Fund, to achieve the breakeven point. In addition, of significance, it should be noted, there is a repayment schedule for the balance of past subscriptions payable to Canvet in 2019 (\$476,091) and 2020 (\$813,238), which will draw down on reserves again and will impact revenues, as well as the reserve levels.

To the point of ensuring transparency, and a look to the future, a GST penalty payment is on the horizon as the RCL has not submitted, nor collected GST for memberships, based upon previous letters of understanding. However, Revenue Canada has presented a position contrary to the RCL's long standing practices and the determination as to the extent of exposure is forthcoming. The extent of the payable could exceed \$1 million dollars. It would seem the value of the organization's contribution to the fabric of this country has been lost, while endless forays into other areas of political focus demands attention. At this time, I am not prepared to set aside funds for this potential outcome, as the will of this organization can alter the outcome.

The major items for the 2020 budget of note are:

Labor Across Departments - There is a marginal increase in payroll expenses as a result of a modernization of pay levels derived at as a result of an independent assessment of pay equity of the Royal Canadian Legion, and similar organizations in the country, with particular reference to the Ottawa labor environmental pool. These are non-avoidable expenses as you are either in the pool of getting and keeping qualified, excellent people of substance, or you are not. We choose excellence.

Membership Section – Besides the change to salary expenses, there are additional costs to postage \$19,000 due to increase of direct mails, membership processing related costs are increased by \$7,000. Miscellaneous costs, your favorite item to key on, increased because we give away free pins for the free memberships, given to retiring members of our armed forces, as an incentive to have them join and renew as members of the Royal Canadian Legion.

Marketing Section – Increase of \$30,000, in an effort to enrich the strategy of membership growth. However, as a result of departmental analysis, there is a charge back of \$79,051 to poppy for the work the department delivers.

Finance – Overall decrease of \$208,837. As a result of departmental analysis, it was determined that the Finance Team spends 10% of their time supporting Veteran's services and 20% spending supporting Poppy campaign throughout the year. As a result, there is a poppy charge back of \$ 93,161.

Supply Chain Management – Overall, it is a reduction of the \$60,050 compared to last year. Salaries are the major factor in this outcome, staff travel decreased by \$2,500. In addition, the poppy charge back for this department is \$285,844 for services delivered.

Service Bureau – this department works exclusively for the veteran. Within the hallowed halls of the space at Legion House, the veteran, the needs, and all that we stand for are delivered. In the past, as approved by DEC, 95 percent of the labor incurred by the department was recoverable from poppy funds. However, there was no consideration made as to the cost of the work product leaving the Service Bureau. Simply put, the cost of paper, files, paper clips, staples, and so on, were being born as an administrative expense by Legion House. Such expenses were not properly allocated. As a consequence, upon due diligent discovery, a proper reallocation of the expense to poppy of \$221,780 is made.

Corporate Services – decreased by \$5,154 overall, even with payroll increased this year, there is a still credit result due to retirement one of the member of that department. Further, Training costs increased by \$3,500 and Telephone & Staff Travel decreased by \$1,200.

Committee expenses projected to come under budget by \$57,003. The major changes are:

- Public Relations \$8,750 from reduced PR training \$12,000 and Consulting services \$10,000.
- National T&F \$9,300 higher than last year budget. Outcome of this budget will vary depending on the location. Comrades, for the purposes of planning, the organization MUST engage in a rethink of the process of location setting for the meet itself. No longer can we afford to move athletes around the country to

locations where athletes don't want to go to. Major centers attract the best attendance, and with that follows success.

REVENUES

Per Capita Tax revenue is expected to decline by \$ 251,963 (4.4%). A provision for a loss of 8,000 members has been made. (See Schedule 1). As of September 14th, the membership numbers are down about 6,000. I cannot stress enough the efforts to ensure we stem the losses with rejuvenation and reinvigoration of efforts associated with membership.

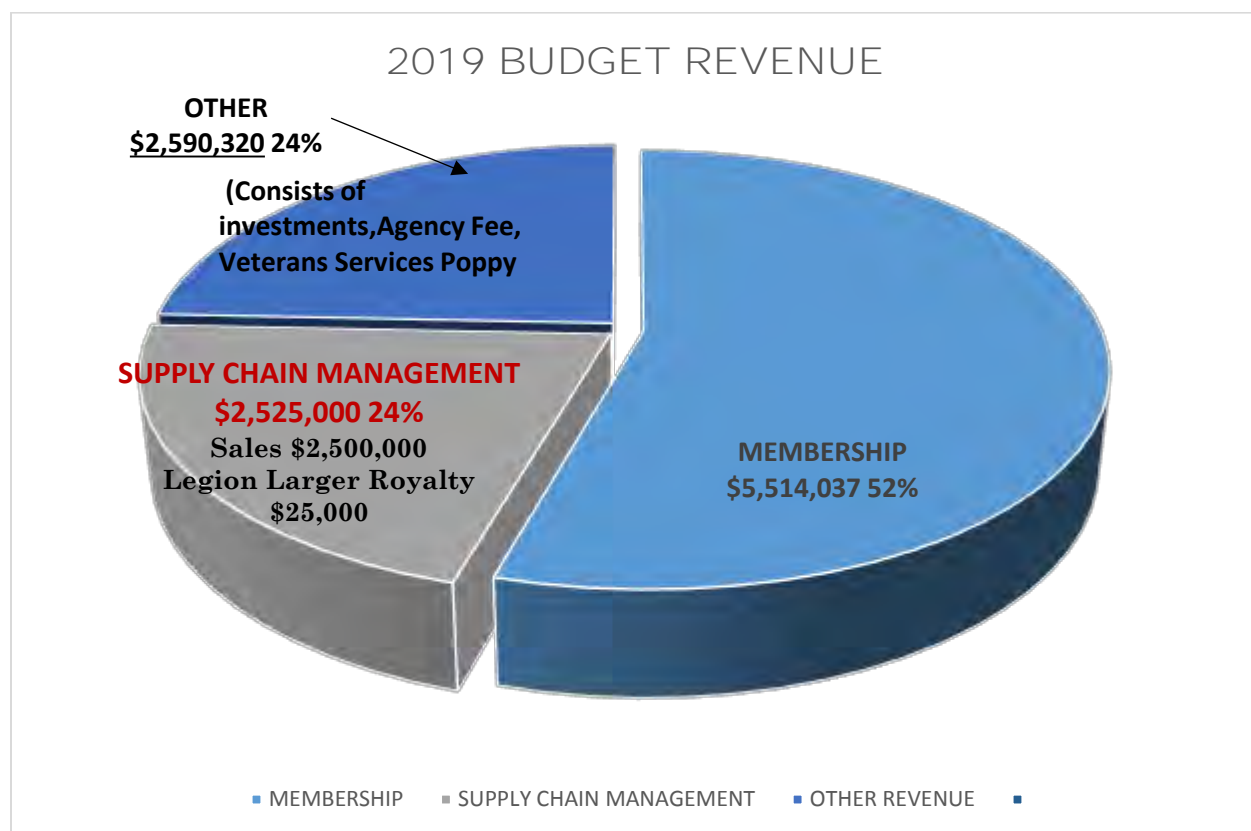
Investment revenue will increase slightly. Markets hopefully will remain stronger this year compared to last year. A \$31,702 increase from the 2019 budget to \$541,000 is expected. To put this in perspective, from 2019 (which is the last full fiscal year completed) this is a gain of \$31,702 or 6.2%. Due to the large drawdowns of investments to fund operating expense and expenses from Reserves for extraordinary payments recently, the gain is less than anticipated.

For the purpose of information, the investment revenues earned in the operating budget are retained in the investment fund and not transferred to the General Funds at year end. By doing this we receive a greater rate of return on the money. When cash is needed for operating expenses or expenses that are charged to Reserves it is withdrawn at that time. This gives us the highest possible return on investments. A ten-year and four year history is attached in Schedule 2. It is important to note, in October of 2014, the investment strategy was changed and this resulted in a significant improvement in revenues from our investments since that time. The investment committee has reviewed the benchmarks for our reserve funds and are comfortable with the results and the marks.

The Supply Department is forecasting sales of \$2,500,000 and royalty payments from Legion Lager of \$25,000. For a total of \$2,525,000.

Comrades, what follows is the 2020 Royal Canadian Legion Dominion Budget. It is submitted for you due consideration and approval. Expenses are being controlled. Revenues are challenged. Continued commitment to viability is ours to own.

A summary by department for the 2020 budget follows below:



I. EXPENSES

a) Marginal increases in expenses are projected for:

Information Technology	6.0%
Pension	2.8%
Legion House	1.3%

b) Larger increases are expected for:

Marketing & Communications	5.16%
- staffing, DM, social media	
Membership Section -	14.1%
- Postage, telephone, Credit Card processing fees	
Veterans Services	14.6%
- new contract staff in 2018 to assist with workload	
- Service officer conference	

Supply Chain Management 20.0%
- increase in postage

c) Marginal decreases are budgeted for:

Corporate Services 0.6%
- Printing, travel

d) Larger declines are expected for:

Financial Services 8.4%
- Staffing, temporary acting Director left in 2018

Other Program Expenses 20.6%
- Legion Foundation start up costs \$0, no AGM meeting this year

Committees 5.7%
- Elected Officers 22.6%
- No Provincial Conventions in 2020

Finally, the grant for the Legion National Youth Track & Field Meet, with necessary approvals, can be reinstated for \$75,000 for the 2020 year. It should be noted, the location plays a significant contribution toward increased costs for the year and for 2020. This is shown in the Recoveries section of the Track & Field budget. (See Schedule 3).

II. CONCLUSION

The budget details are contained in Schedule 3 for information and discussion.

RECOMMENDATION: That a draw down of \$75,000 from the Centennial Fund, with allocation to the Track and Field Program for 2020.

RECOMMENDATION: That the budget, with authorized changes, be approved.

Attachments: Schedule 1 – Financial Statements
 Schedule 2 – Ten Year History of General Fund Investments
 Schedule 3 – Proposed Budget 2020



	2018	Jun 2019	2018	2019	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET	BUDGET	\$	%
REVENUE								
Per Capita Tax	6,045,320	5,515,683	5,929,170	5,766,000	5,766,000	5,514,037	(251,963)	-4.4%
Carvet								
- Agency Fee & Support	400,000	200,000	400,000	400,000	400,000	400,000	0	0.0%
Investment Income	594,945	223,703	548,500	561,703	510,000	541,702	31,702	6.2%
SB Revenue/Direct Cost Reallocation to Poppy Fund	934,600	494,523	934,600	989,045	989,045	922,198	(66,847)	-6.8%
Veterans Visitation	141,960	77,430	128,000	100,000	100,000	142,500	42,500	42.5%
Supply Department	2,385,073	1,087,647	2,100,000	2,300,000	2,250,000	2,525,000	275,000	12.2%
Legion House								
- Tenants	82,920	41,460	82,920	82,920	82,920	82,920	0	0.0%
- Internal	316,000	158,000	316,000	316,000	316,000	316,000	0	0.0%
Miscellaneous								
- Master Card	70,385	33,594	60,000	60,000	60,000	60,000	0	0.0%
- Other	129,967	123,904	90,000	140,000	116,000	125,000	9,000	7.8%
Estate Bequest	0	0	-		0	0		
TOTAL REVENUE	11,101,169	7,955,944	10,589,190	10,715,668	10,589,965	10,629,357	39,392	0.4%
EXPENSE								
Legion Magazine Subscriptions	2,734,217	2,406,322	2,700,000	2,630,000	2,630,000	2,546,723	(83,277)	-3.2%
Administration	821,388	416,320	865,042	830,000	843,000	837,846	(5,154)	-0.6%
Information Technology	365,264	249,225	366,121	375,850	375,850	398,408	22,558	6.0%
Membership	600,877	304,466	549,384	608,932	601,634	286,442	(315,192)	-52.4%
Marketing & Communications - Section	316,888	190,524	313,313	326,100	326,100	386,067	59,967	18.4%
Marketing, Advertising, Promotion	537,532	390,752	538,500	538,500	538,500	523,020	(15,480)	-2.9%
Finance	504,012	229,953	485,690	459,906	461,050	252,213	(208,837)	-45.3%
Service Bureau	986,824	476,695	983,789	1,040,900	1,040,900	48,538	(992,362)	-95.3%
Veterans Visitation	103,633	51,620	95,000	74,000	74,000	103,000	29,000	39.2%
Supply	1,867,197	779,386	1,626,158	1,678,772	1,729,400	1,850,350	120,950	7.0%
Committees	773,376	367,578	998,135	1,019,875	1,019,875	950,872	(69,003)	-6.8%
Other Program Expenses	315,008	93,426	162,500	129,000	129,000	172,500	43,500	33.7%
Depreciation	112,143	51,668	123,000	112,000	112,000	106,000	(6,000)	-5.4%
Employer Pension Contribution	322,524	160,506	316,000	325,000	325,000	334,255	9,255	2.8%
Legion House	463,122	199,900	341,960	344,000	344,400	348,967	4,567	1.3%
TOTAL NET EXPENSE	10,824,005	6,368,341	10,500,592	10,492,835	10,550,709	9,145,201	(1,405,508)	-13.3%
PROPOSED NET INCOME (LOSS)	277,164	1,587,603	88,598	222,833	39,256	1,484,156	1,484,156	3780.7%

A detailed examination of departmental budgets was conducted ensuring proper allocations and charges backs to various departments and funds, numbers are as follows :

Administration	150,000
Marketing & Communications - Section -@ 8%	33,571
Marketing, Advertising, Promotion - @ 8%	45,480
Finance - Accounting fees @ 20%	93,161
Service Bureau - Salaries @ 95%	922,198
Service Bureau - Admin @100%	221,780
Supply	285,844
Total charges to Poppy from departments	1,752,034

THE ROYAL CANADIAN LEGION - DOMINION COMMAND
GENERAL FUNDS

Corporate Services

EXPENSE	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
Salaries	730,675	358,186	766,416	747,000	739,773	(7,227)	-1.0%
Retirement Allowance	15,712	6,756	15,021	15,000	13,243	(1,757)	-11.7%
Other Benefits	62,001	36,796	65,905	66,000	67,530	1,530	2.3%
TOTAL PERSONNEL	808,388	401,738	847,342	828,000	820,546	(7,454)	-0.9%
Office Supplies	46,467	23,774	45,000	45,000	45,000	0	0.0%
Telephone	14,321	7,144	16,000	16,000	15,000	(1,000)	-6.3%
Postage, Express	10,065	5,190	10,000	10,000	10,000	0	0.0%
Printing, Stationery	7,661	1,745	8,000	6,000	6,000	0	0.0%
Staff Travel	426	601	1,000	1,000	800	(200)	-20.0%
Insurance	17,828	8,606	20,400	21,000	21,000	0	0.0%
Rent (CR to Building)	108,000	54,000	108,000	108,000	108,000	0	0.0%
Staff Recruitment	179	8,679	2,000	2,000	2,000	0	0.0%
Computer Network Support	3,500	1,750	3,500	3,500	3,500	0	0.0%
Miscellaneous	7,948	1,058	2,500	2,500	2,500	0	0.0%
Training	5,306	7,036	10,000	10,000	13,500	3,500	35.0%
TOTAL EXPENSE	1,030,089	521,321	1,073,742	1,053,000	1,047,846	(5,154)	-0.5%
Less: charged to:							
Membership	15,000	7,500	15,000	15,000	15,000	0	0.0%
Marketing and Communications	15,000	7,500	15,000	15,000	15,000	0	0.0%
Service Bureau	30,000	15,000	30,000	30,000	30,000	0	0.0%
Poppy Fund	148,700	75,000	148,700	150,000	150,000	0	0.0%
	208,700	105,000	208,700	210,000	210,000	0	0.0%
NET EXPENSE	821,389	416,321	865,042	843,000	837,846	(5,154)	-0.6%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

INFORMATION TECHNOLOGY SECTION
(Administration Department)

EXPENSE	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
Salaries	268,275	110,084	226,257	183,000	259,056	76,056	41.6%
Retirement Allowance	3,896	2,202	3,665	3,800	5,124	1,324	34.8%
Other Benefits	20,678	6,555	21,949	21,300	19,628	(1,672)	-7.8%
TOTAL PERSONNEL	292,849	129,840	251,871	208,100	283,808	75,708	36.4%
						0	
Office Supplies	0	0	50	50		(50)	-100.0%
Telephone	6,038	3,481	6,000	6,000	6,000	0	0.0%
Postage, Express	0	8	50	50		(50)	-100.0%
Printing, Stationery	0	0	50	50		(50)	-100.0%
Rent (CR to Building)	10,000	5,000	10,000	10,000	10,000	0	0.0%
Miscellaneous	40	44	100	150	100	(50)	-33.3%
						0	
<u>Network & PC</u>						0	
						0	
- Maintenance Contracts/Lease:	60,820	44,837	95,000	95,000	95,000	0	0.0%
- Programming & Support	16,333	78,455	25,000	25,000	25,000	0	0.0%
- Supplies & Other	12,690	3,268	12,000	12,000	10,000	(2,000)	-16.7%
- Website & Internet						0	
connectivity & support	6,494	4,042	6,000	8,000	8,000	0	0.0%
						0	
TOTAL EXPENSE	405,224	268,975	406,121	364,400	437,908	73,508	20.2%
						0	
Less: charged to:						0	
						0	
Administration	3,500	1,750	3,500	3,500	3,500	0	0.0%
Finance	7,500	3,750	7,500	7,500	7,500	0	0.0%
Membership & Marketing						0	
Membership	7,500	3,750	7,500	7,500	7,500	0	0.0%
Marketing	2,500	1,250	2,500	2,500	2,500	0	0.0%
Service Bureau	4,500	2,250	4,500	4,500	4,500	0	0.0%
Supply	7,500	3,500	7,500	7,000	7,000	0	0.0%
Canvet	5,000	2,500	5,000	5,000	5,000	0	0.0%
IT	2,000	1,000	2,000	2,000	2,000	0	0.0%
						0	
	40,000	19,750	40,000	39,500	39,500	0	0.0%
						0	
NET EXPENSE	365,224	249,225	366,121	324,900	398,408	73,508	22.6%

PERSONNEL
INTERNET CONNECTIVITY

75,708

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Membership Section

	2018		2019		2020		BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET		\$	%
REVENUE								
Agency Fee	400,000	200,000	400,000	400,000	400,000		0	0.0%
TOTAL REVENUE	400,000	200,000	400,000	400,000	400,000		0	0.0%
EXPENSE								
Salaries	345,835	177,697	343,703	355,434	401,869		46,435	13.1%
Retirement Allowance	5,333	2,416	4,858	5,000	5,200		200	4.0%
Other Benefits	38,276	20,825	37,923	39,000	44,173		5,173	13.3%
TOTAL PERSONNEL	389,444	200,938	386,484	399,434	451,242		51,808	13.0%
Office Supplies	378	16	1,400	1,200	1,200		0	0.0%
Telephone	10,993	6,234	8,000	8,000	10,000		2,000	25.0%
Postage, Express	57,939	19,951	36,000	36,000	55,000		19,000	52.8%
Printing, Stationery	8,064	2,150	3,500	7,000	7,000		0	0.0%
Rent (CR to Building)	54,000	27,000	54,000	54,000	54,000		0	0.0%
Miscellaneous	7,455	4,831	2,500	2,500	7,500		5,000	200.0%
Computer Network Support	7,500	3,750	7,500	7,500	7,500		0	0.0%
Administrative Support	15,000	7,500	15,000	15,000	15,000		0	0.0%
Permanent membership cards	20,594	7,320	0	15,000	15,000		0	0.0%
Membership cards, forms and pa	0	9,333	10,000	1,000	1,000		0	0.0%
Membership Pack out	6,123	0	0	30,000	32,000		2,000	6.7%
Credit Card Processing Fees	23,387	15,442	25,000	25,000	30,000		5,000	20.0%
TOTAL EXPENSE	600,877	304,465	549,384	601,634	686,442		84,808	14.1%
NET EXPENSE	200,877	104,465	149,384	201,634	286,442		84,808	42.1%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Marketing Section

	Jun					BUDGET VARIANCE	
	2018	2019	2018	2019	2020		
EXPENSE	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
Salaries	254,958	149,919	253,053	265,000	348,839	83,839	31.6%
Retirement Allowance	5,690	2,998	5,115	5,300	6,920	1,620	30.6%
Other Benefits	22,332	16,612	22,145	23,000	30,179	7,179	31.2%
TOTAL PERSONNEL	282,980	169,529	280,313	293,300	385,938	92,638	31.6%
Office Supplies	131	124	400	200	200	0	0.0%
Telephone	3,183	1,090	1,800	1,800	1,800	0	0.0%
Postage, Express	1,157	3,232	100	100	1,000	900	900.0%
Printing, Stationery	713	39	200	200	200	0	0.0%
Staff Travel	0	0	500	500	500	0	0.0%
Rent (CR to Building)	10,000	5,000	10,000	10,000	10,000	0	0.0%
Miscellaneous	1,224	2,759	2,500	2,500	2,500	0	0.0%
Computer Network Supp	2,500	1,250	2,500	2,500	2,500	0	0.0%
Administrative Support	15,000	7,500	15,000	15,000	15,000	0	0.0%
TOTAL EXPENSE	316,888	190,524	313,313	326,100	419,638	93,538	28.7%

Charge Back @8% 33,571.04
Total After Chargeback 386,066.96

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Marketing

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
Media - Print							
Canvet Ads	10,455	16,201	20,000	11,000	16,000	5,000	45.5%
Media - Video & Photography							
PSA's	0	0	-	-			
Photography Services	17,013	2,096	15,000	15,000	10,000	(5,000)	-33.3%
Promotional Videos	48,477	33,900	75,000	40,000	40,000	0	0.0%
Legion .ca Website Administration							
Video - Other 2018 Convention	6,667	0	6,000	-			
Media - Internet							
Legion.ca website admin	70,763	37,462	45,000	75,000	89,000	14,000	18.7%
Media Internet - Other	0	0	-	-			
Media - Public Relations & Events							
Media Coverage & P.R. (T &F)	16,382	4,995	10,000	15,000	15,000	0	0.0%
Media Coverage & P.R. - Other	0	0	-	-			
Events/Tradeshows/Sponsorships	35,000	40,000	35,000	35,000	85,000	50,000	142.9%
Programs and Campaigns							
Free Membership for CF retirees	9,410	18,768	5,000	4,000	35,000	31,000	775.0%
Non Renewal Mailers	58,391	38,454	60,000	60,000	40,000	(20,000)	-33.3%
Design Program	3,003	253	7,500	3,500	3,500	0	0.0%
Promotions and Donations	12,900	15,423	10,000	15,000	20,000	5,000	33.3%
Social Media Campaign	65,437	61,168	70,000	95,000	50,000	(45,000)	-47.4%
Online Banner Campaign	75,000	78,212	75,000	75,000	50,000	(25,000)	-33.3%
Member/Branch Enewsletters	34,296	25,425	50,000	50,000	80,000	30,000	60.0%
Triggered e-mail campaign	7,119	0	10,000	-			
Invictus Games	0	0	-	-			
Marketing Admin	0	0	-	-			
Travel	5,499	1,781	5,000	5,000	10,000	5,000	100.0%
Other Printed Material							
Branch Collateral Marketing materials	61,377	16,615	40,000	40,000	25,000	(15,000)	-37.5%
Other	0	0	-	-			
	537,533	390,753	538,500	538,500	568,500	30,000	5.6%

Poppy charge back @8% 45,480.00
Total after chargeback 523,020.00

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Financial Services

EXPENSE	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
Salaries	487,969	218,804	476,519	460,000	421,312	(38,688)	-8.4%
Retirement Allowance	5,538	2,305	8,810	6,300	6,320	20	0.3%
Other Benefits	44,062	20,827	43,760	38,700	38,172	(528)	-1.4%
TOTAL PERSONNEL	537,569	241,936	529,089	505,000	465,804	(39,196)	-7.8%
Office Supplies	1,058	1,296	2,000	2,000	2,000	0	
Telephone	5,920	2,943	3,300	3,900	4,000	100	2.6%
Postage, Express	7,473	5,051	5,000	5,000	5,000	0	0.0%
Printing, Stationery	1,843	430	1,500	1,500	1,500	0	0.0%
Staff Travel	244	54	300	150	150	0	0.0%
Audit Fees	63,460	36,500	63,240	64,000	67,000	3,000	4.7%
Rent (CR to Building)	29,000	14,500	29,000	29,000	29,000	0	0.0%
Computer Network Support	7,500	3,750	7,500	7,500	7,500	0	0.0%
Miscellaneous/Foundation Startup	6,545	2,758	11,761	10,000	7,000	(3,000)	-30.0%
TOTAL EXPENSE	660,612	309,218	652,690	628,050	588,954	(39,096)	-6.2%
Less: charged to:						0	
Supply	46,600	24,266	57,000	57,000	57,000	0	0.0%
Veterans Services - 10%					46,580		
Poppy Services - 20%					93,161		
National Legion Foundation - charge back for services					30,000		
Canvet	110,000	55,000	110,000	110,000	110,000	0	0.0%
	156,600	79,266	167,000	167,000	336,741	169,741	101.6%
NET EXPENSE	504,012	229,952	485,690	461,050	252,213	(208,837)	-45.3%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Veterans Services

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
EXPENSE							
Salaries	903,281	545,718	909,130	848,000	883,505	35,505	4.2%
Retirement Allowance	13,071	5,944	14,843	16,700	13,906	(2,794)	-16.7%
Other Benefits	65,614	41,212	65,416	72,000	73,324	1,324	1.8%
TOTAL PERSONNEL	981,966	592,874	989,389	936,700	970,735	34,035	3.6%
Office Supplies Expense	7,926	3,878	4,000	4,000	4,000	0	0.0%
Telephone	8,878	4,270	7,400	7,200	7,200	0	0.0%
Postage	3,994	2,079	5,000	5,000	5,000	0	0.0%
Staff Travel	1,543	845	4,000	4,000	3,000	(1,000)	-25.0%
Rent (Cr to Building)	45,000	22,500	45,000	45,000	45,000	0	0.0%
Service Officers Conference	62,006	0	50,000	0	70,000	70,000	0.0%
Advocacy and Representation	0	764	3,000	3,000	5,000	2,000	66.7%
Administrative Support	30,000	15,000	30,000	30,000	30,000	0	0.0%
Computer Network Support	4,500	2,250	4,500	4,500	4,500	0	0.0%
Finance Department Fees/chargeback					46,580		
Miscellaneous	590	443	1,500	1,500	1,500	0	0.0%
TOTAL EXPENSE	1,146,404	644,904	1,143,790	1,040,901	1,192,516	151,616	14.6%
EXPENSE TOTAL	1,146,404	644,904	1,143,790	1,040,901	1,192,516	151,616	14.6%
Less: Poppy Fund Chargeback Admin 100%					221,780	221,780	
Poppy Fund Grant Salaries 95%	934,600	494,523	934,600	989,045	922,198	(66,847)	-6.8%
NET EXPENSE					48,538	48,538	

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Supply Chain Management

	Jun					BUDGET VARIANCE	
	2018	2019	2,018	2019	2,020	\$	%
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET		
REVENUE							
Sales of Supplies	2,362,183	1,084,807	2,000,000	2,100,000	2,500,000	400,000	19.0%
Less Cost of Goods	1,046,605	473,080	900,000	944,000	1,125,000	181,000	19.2%
GROSS MARGIN	1,315,578	611,727	1,100,000	1,156,000	1,375,000	219,000	18.9%
Legion Lager Royalty	22,890	2,840	100,000	150,000	25,000	(125,000)	-83.3%
Provincial Commands @ 5.0% of Gross Margin	66,923	30,586	55,000	65,300	70,000	4,700	7.2%
				5.65%	5.09%		
EXPENSE							
Salaries	624,624	268,538	553,271	575,000	501,570	(73,430)	-12.8%
Retirement Allowance	10,627	4,974	10,202	9,000	8,004		
Other Benefits	74,134	33,044	65,206	63,100	63,520	420	0.7%
TOTAL PERSONNEL	709,385	306,556	628,679	647,100	573,094	(74,006)	-11.4%
Telephone	8,597	4,072	10,000	10,000	10,000	0	0.0%
Postage, Express	82,026	38,611	67,000	75,000	90,000	15,000	20.0%
Printing, Stationery	1,833	299	6,000	4,000	4,000	0	0.0%
Staff Travel	2,543	30	5,000	5,000	2,500	(2,500)	-50.0%
Insurance	1,453	733	1,500	1,500	1,500		
Rent (CR to Building)	60,000	30,000	60,000	60,000	60,000	0	0.0%
Web Store - connectivity	13,327	3,624	4,800	10,000	12,000	2,000	20.0%
Advertising/Catalogue Distribution	62,449	12,307	60,000	80,000	80,000	0	0.0%
Wrapping Material	28,962	15,676	31,000	38,000	40,000	2,000	5.3%
Finance/Administration Support	46,600	24,266	57,000	57,000	57,000	0	
Office Supplies	1,956	3,916	2,000	2,000	2,000	0	0.0%
Bad Debts	0	0	400	0	0		
Computer Network Support	7,500	3,500	7,500	7,500	7,500		
Miscellaneous	1,519	2,016	1,600	1,600	1,600	0	0.0%
EXPENSE TOTAL	1,095,073	476,192	997,479	1,064,000	1,011,194	(52,806)	-5.0%
Less: Poppy Fund Chargeback	(274,482)	(139,300)	(274,482)	(278,600)	(285,844)		
NET EXPENSE	820,591	336,892	722,997	785,400	725,350	(60,050)	-7.6%
GAIN OR (LOSS)	517,877	277,675	477,003	520,600	674,650		

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Other Program Expenses

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
RCEL							
Conference	5,000	2,500	5,000	5,000	5,000	0	0.0%
SCOWP	1,582	572	2,000	2,000	2,000	0	0.0%
RCEL TOTAL	6,582	3,072	7,000	7,000	7,000	0	0.0%
Request for Support	7,000	0	15,000	15,000	15,000	0	0.0%
Annual General Meeting	0	0	0	4,000	0	(4,000)	-100.0%
Legion Representation on Local Boards	0	0	500	500	500	0	0.0%
Historical (EWC)	23	0	-	-	-		
Legal	247,634	69,621	70,000	55,000	70,000	15,000	27.3%
Charitable Foundation Start Up	0	0	10,000	10,000		(10,000)	-100.0%
Charitable Foundation - Finance fees					30,000		
MBP Ads	22,863	9,988	20,000	20,000	20,000	0	0.0%
Translation	30,906	10,745	40,000	27,500	30,000	2,500	9.1%
TOTAL EXPENSE	315,008	93,426	162,500	139,000	172,500	33,500	24.1%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND
GENERAL FUNDS

Legion House

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
REVENUE							
Rent - Tenants	82,920	41,460	82,920	82,920	82,920	0	0.0%
Rent - charged to Departments							
- Administration	108,000	54,000	108,000	108,000	108,000	0	0.0%
- Marketing & Membership	54,000	27,000	54,000	54,000	54,000	0	0.0%
- Membership							
- Marketing	10,000	5,000	10,000	10,000	10,000	0	0.0%
- Service Bureau	45,000	22,500	45,000	45,000	45,000	0	0.0%
- Supply Dept	60,000	30,000	60,000	60,000	60,000	0	0.0%
- Finance	29,000	14,500	29,000	29,000	29,000	0	0.0%
- IT Section	10,000	5,000	10,000	10,000	10,000	0	0.0%
TOTAL REVENUE	398,920	199,460	398,920	398,920	398,920	0	0.0%
EXPENSE							
Salaries	29,740	14,352	27,766	28,100	28,069	334	1.2%
Retirement Allowance	654	287	609	600	547	(9)	-1.5%
Other Benefits	4,850	2,393	4,085	4,300	4,321	215	5.3%
TOTAL PERSONNEL	35,244	17,032	32,460	33,000	32,937	540	1.7%
Elevator Maintenance	6,314	2,006	7,000	7,000	7,000	0	0.0%
A/C, Electrical, Plumbing	42,519	9,821	32,000	32,000	32,000	0	0.0%
Interior & Exterior	95,931	52,004	80,000	82,000	82,000	2,000	2.5%
Cleaning Contract & Supplies	47,907	23,372	52,000	52,000	52,000	0	0.0%
Major Repairs	101,231	0	0	0	0		
Fuel	12,199	7,490	13,000	13,000	15,000	0	0.0%
Light & Power	57,553	25,856	62,000	62,000	62,000	0	0.0%
Water and Sewage	3,627	1,962	2,000	2,400	2,400	400	20.0%
Taxes	56,471	58,175	56,500	56,500	57,630	0	0.0%
Insurance	4,124	2,079	4,500	4,500	6,000	0	0.0%
Reserve Fund	0	0	0	0	0	0	0.0%
TOTAL EXPENSES	463,120	199,797	341,460	344,400	348,967	2,940	0.9%
GAIN OR LOSS	(64,200)	(337)	57,460	54,520	49,953		

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

Committees & Elected Officers Expense

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
COMMITTEES							
Veterans, Service and Seniors	17,144	5,451	32,500	32,500	30,000	(2,500)	-7.7%
Poppy & Remembrance	30,021	8,234	28,950	27,450	18,000	(9,450)	-34.4%
Membership	13,947	751	16,250	15,250	14,000	(1,250)	-8.2%
Public Relations	115,664	34,921	142,595	144,450	135,700	(8,750)	-6.1%
RCEL	700	1,736	675	675	600	(75)	-11.1%
Sports	320,035	273,619	357,700	348,400	330,222	(18,178)	-5.2%
Ritual & Awards	2,220	334	2,000	2,000	2,350	350	17.5%
Constitution & Laws	3,855	322	2,550	1,850	3,600	1,750	94.6%
Defence & Security	25,086	21,465	32,800	28,600	31,775	3,175	11.1%
Veterans Consultation	1,253	43	4,000	3,900	2,900	(1,000)	-25.6%
(FOF) Going Forward	13,002	0	54,000	5,600	5,200	(400)	-7.1%
Leadership Development	0	0	200	100	100	0	0.0%
COMMITTEE TOTAL	542,926	192,894	674,220	755,225	574,447	(180,778)	-23.9%
Elected Officers	52,003	45,258	104,500	130,250	100,775	(29,475)	-22.6%
DEC/Senior Elected Officers	65,126	32,671	71,400	71,400	68,200	(3,200)	-4.5%
Dominion Convention	113,321	96,755	148,016	207,450	207,450	0	0.0%
SUB-TOTAL	230,449	174,684	323,916	409,100	376,425	(32,675)	-8.0%
TOTAL EXPENSE	773,376	367,578	998,136	1,007,875	950,872	(57,003)	-5.7%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

Veterans, Service & Seniors

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
COMMITTEE							
Travel	2,195	948	7,500	7,500	6,000	(1,500)	-20.0%
Per Diem	3,053	641	6,000	6,000	5,000	(1,000)	-16.7%
CIMVHR Forum	10,030	2,646	10,000	10,000	10,000	0	0.0%
Printing, Stationery	62	0	500	500	500	0	0.0%
Telephone & Fax	319	238	600	600	600	0	0.0%
Postage	316	101	400	400	400	0	0.0%
Business Transformation Initiative	0	758	1,500	1,500	1,500	0	0.0%
Homeless Veterans Summit	0	0	5,000	5,000	5,000	0	0.0%
Miscellaneous	1,170	120	1,000	1,000	1,000	0	0.0%
TOTAL	17,145	5,452	32,500	32,500	30,000	(2,500)	-7.7%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

Poppy & Remembrance Committee

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
COMMITTEE							
Travel	4,450	28	7,000	7,000	5,000	(2,000)	-28.6%
Per Diem	2,649	0	2,000	2,000	2,500	500	25.0%
Postage & Office	5,530	1,108	1,000	1,000	1,000	0	0.0%
Telephone and Fax	81	0	1,000	1,000	100	(900)	-90.0%
Teachers Guide	-	0	-	5,000	0	(5,000)	-100.0%
Miscellaneous	903	344	500	500	1,000	500	100.0%
TOTAL	13,613	1,480	11,500	16,500	9,600	(6,900)	-41.8%
EUROPE ZONE							
Grant							
Europe - Wreaths	0	0	1,500	-	0	0	0.0%
	0	0	1,500	0	0		
NATIONAL CEREMONIES							
Travel	1,579	79	4,500	4,500	2,000	(2,500)	-55.6%
Per Diem	387	0	4,500	4,500	1,500	(3,000)	-66.7%
Printing, Stationery	4,792	638	500	500	500	0	0.0%
Telephone, Postage	1,527	4	500	500	500	0	0.0%
Colour Party Activities							
- Summer & Fall	214	0	250	250	250	0	0.0%
Meeting, Planning	139	119	200	200	150	(50)	-25.0%
St. John's Ambulance	0	0	500	500	500	0	0.0%
Silver Cross Mother							
Cadet of the Year							
Ceremonies Operations	7,770	50	5,000	5,000	8,000	3,000	60.0%
Grant MBNA					(5,000)		
TOTAL	16,408	890	15,950	15,950	8,400	(7,550)	-47.3%
		0					
PILGRIMAGE							
Poppy Grant	0		(33,750)	(33,750)	(33,750)	0	0.0%
Expenses	0	5,864	33,750	33,750	33,750	0	0.0%
TOTAL	0	5,864	0	0	0		
TOTAL	36,535	8,234	28,950	32,450	18,000	(14,450)	-44.5%
		0					
Europe - Ceremonies	104		1,000	1,500	5,500	4,000	266.7%
Remembrance Reception	9,065		6,000	6,000	6,000	0	0.0%
Silver Cross Mother	4,737	2,174	5,000	5,000	5,000	0	0.0%
Cadet of the Year	7,139	0	10,000	10,000	10,000	0	0.0%
National Literary/Poppy Contest							
Travel	2,891	0	7,000	7,000	5,500	(1,500)	-21.4%
Per Diem	2,776	0	5,000	5,000	5,000	0	0.0%
Bursaries/Gifts	13,021	10,935	12,000	12,000	12,000	0	0.0%
Total - Poppy Fund	39,733	13,109	46,000	46,500	49,000	2,500	5.4%
Poppy Grant				(49,000)			
Total - General Fund	36,535	8,234	28,950	32,450	18,000	(14,450)	-44.5%
Total - National							
Remembrance Ceremony	69,754	21,342	74,950	78,950	18,000	(60,950)	-77.2%

can this be done through Poppy?
National Foundation?

Grant of 5,000 from MBNA

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

MEMBERSHIP COMMITTEE

	2018	Jun 2019	2019	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	FORECAST	BUDGET	BUDGET	\$	%
COMMITTEE							
Travel	2,214	0	2,500	2,500	2,500	0	0.0%
Per Diem	1,996	0	3,500	3,500	2,500	(1,000)	-28.6%
Printing and Office	0	0	750	750	250	(500)	-66.7%
Postage	0	0	0	0	0	0	0.0%
Focus Group Study	0	0	0	0	0	0	0.0%
Telephone & Fax	0	239	0	0	250	250	0.0%
Miscellaneous	1,631	0	1,000	1,000	1,000	0	0.0%
	5,841	239	7,750	7,750	6,500	(1,250)	-16.1%
PRINTING & STATIONERY							
Membership Forms	5,961	512	5,000	5,000	5,000	0	0.0%
Early Bird Stickers	2,145	0	2,500	2,500	2,500	0	0.0%
	8,106	512	7,500	7,500	7,500	0	0.0%
TOTAL	13,947	751	15,250	15,250	14,000	(1,250)	-8.2%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

PUBLIC RELATIONS

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
<u>COMMITTEE</u>							
Travel	0	0	4,500	2,000	2,000	0	0.0%
Per Diem	339	141	4,000	1,000	1,000	0	0.0%
Printing, Stationery	0	0	100	100	100	0	0.0%
Telephone & Fax	357	259	750	750	500	(250)	-33.3%
Postage	28	0	-	-	-		
Miscellaneous	55	0	100	100	100	0	0.0%
SUB-TOTAL	779	400	9,450	3,950	3,700	(250)	-6.3%

PR SECTION

<u>External</u>							
Media Monitoring	30,407	10,674	25,000	38,000	42,000	4,000	10.5%
Media Distribution	5,714	4,520	5,645	3,000	5,000	2,000	66.7%
Specialist Consulting	10,261	2,460	20,000	20,000	10,000	(10,000)	-50.0%
National Memorial Ride	12,724	4,356	15,000	15,000	10,000	(5,000)	-33.3%
National Memorial Ride Donations	0	0	-	-	-		
Poppy charge back /grant					(10,000)		
Town Halls					30,000		
Partnership/Event PR Support	22,617	7,615	20,000	20,000	20,000	0	0.0%
<u>Training/Liaison</u>							
- Per Diem	5,444	279	15,000	15,000	10,000	(5,000)	-33.3%
- Travel	9,875	4,307	12,500	12,500	10,000	(2,500)	-20.0%
- PR Training	19,923	311	20,000	17,000	5,000	(12,000)	-70.6%
SUB-TOTAL	116,965	34,522	133,145	140,500	132,000	(8,500)	-6.0%
GRAND TOTAL	115,664	34,921	142,595	144,450	135,700	(8,750)	-6.1%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

RCEL COMMITTEE

	Jun						
	2018	2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
<u>Meetings:</u>							
<u>Committee</u>							
-Per Diem	700	1,736	675	675	600	(75)	-11.1%
Total	700	1,736	675	675	600	(75)	-11.1%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

SPORTS COMMITTEE

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
COMMITTEE							
Travel	3,380	91	3,750	4,800	4,500	(300)	-6.3%
Per Diem	2,246	0	3,750	5,500	5,000	(500)	-9.1%
T & F - LAC							
- Spring Site Visit	8,007	6,428	6,000	8,500	5,667	(2,833)	-33.3%
- Fall Site Visit	5,836	0	-	-	8,500		
Printing, Stationery	534	142	1,000	1,000	500	(500)	-50.0%
Telephone & Fax	166	94	200	200	100	(100)	-50.0%
Postage	437	350	300	300	450	150	50.0%
Miscellaneous	3,878	418	1,000	2,000	1,000	(1,000)	-50.0%
TOTAL COMMITTEE	24,484	7,524	16,000	22,300	25,717	3,417	15.3%

DARTS							
Travel							
- Participants	20,005	26,932	22,000	24,000	20,000	(4,000)	-16.7%
- Committee	850	0	1,500	1,600	2,200	600	37.5%
Awards & Prizes-participants	1,299		1,300	1,400	1,400	0	0.0%
Entertainment		889	-	-	-		
Advance to Host Branch	800	800	800	800	800	0	0.0%
Ground Transportation	1,500	1,500	1,500	1,500	1,500	0	0.0%
TOTAL DARTS	24,455	30,122	27,100	29,300	25,900	(3,400)	-11.6%

CRIBBAGE							
Travel							
- Participants	24,331	17,892	26,000	24,000	26,000	2,000	8.3%
- Committee	1,829	110	1,500	1,600	1,900	300	18.8%
Awards & Prizes	1,243	889	1,300	1,400	1,400	0	0.0%
Advance to Host Branch	800	800	800	800	800	0	0.0%
Entertainment			-	-	-		
Ground Transportation	1,500	1,500	1,500	1,500	1,500	0	0.0%
TOTAL CRIBBAGE	29,703	21,191	31,100	29,300	31,600	2,300	7.8%

EIGHT BALL							
Travel							
- Participants	15,586	17,286	22,000	22,000	20,000	(2,000)	-9.1%
- Committee	1,033	3,224	1,500	1,600	2,100	500	31.3%
Awards & Prizes	1,270	889	1,300	1,400	1,400	0	0.0%
Advance to Host Branch	800	800	800	800	800	0	0.0%
Entertainment			-	-	-		
Ground Transportation	1,500	1,500	1,500	1,500	1,500	0	0.0%
TOTAL EIGHT BALL	20,189	23,699	27,100	27,300	25,800	(1,500)	-5.5%
TOTAL MEMBERS SPORTS	74,347	44,890	85,300	85,900	83,300	(2,600)	-3.0%
TOTAL T & F	221,205	221,205	221,205	221,205	221,205	0	0.0%
TOTAL SPORTS & COMMITTEE	320,036	273,619	322,505	329,405	330,222	817	0.2%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

NATIONAL TRACK & FIELD

						BUDGET VARIANCE	
	2018	Jun 2019	2018	2019	2020	\$	%
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET		
Transportation	163,673	11,750	186,000	210,000	210,000	0	0.0%
Accommodations, Meals	179,466	0	175,000	175,000	180,000	5,000	2.9%
Committee - Travel	5,857	2,426	9,700	13,000	10,000	(3,000)	-23.1%
Committee - Per Diem	18,987	0	7,000	8,000	18,000	10,000	125.0%
Local Committee	1,061	0	1,000	1,000	1,000	0	0.0%
Kits / Supplies / Medals	10,466	13,445	5,000	8,000	8,000	0	0.0%
Buses	12,285	0	12,000	20,000	18,000	(2,000)	-10.0%
Honoraria	3,000	1,500	3,000	3,000	3,000	0	0.0%
Reception	1,806	0	1,500	1,500	1,500	0	0.0%
Medical	0	0	200	200	0	(200)	-100.0%
Athletic Facilities	550	0	1,500	1,500	1,000	(500)	-33.3%
Equipment / Mtg Rooms	494	0	1,500	1,500	1,000	(500)	-33.3%
Clinicians	1,114	0	1,000	1,000	1,000	0	0.0%
Officials	2,239	7,981	2,000	2,000	2,000	0	0.0%
Online Streaming	10,525	0	0	0	0	0	
Commemorative Expenses	960	0	0	0	0		
Freight & Express			2,000	2,000	2,500	500	25.0%
Miscellaneous	4,117	0	1,000	1,000	1,000	0	0.0%
TOTAL EXPENSE	416,600	37,102	409,400	448,700	458,000	9,300	2.1%
Less Prov Cmd Portion	(114,869)	0	(100,000)	(100,000)	(100,000)	0	0.0%
SUB TOTAL	301,732	37,102	317,400	348,700	358,000	9,300	2.7%
RECOVERIES							
Registration - Non Legion Atl	(27,700)	0	(25,000)	(25,000)	(25,000)	0	0.0%
Sponsorships	(52,000)	0	(36,000)	(20,000)	(20,000)	0	0.0%
Grant-VAC	0	0	-	-	-		
Other	(827)	0	-	(75,000)	(75,000)		
Total Recoveries	(80,527)	0	(61,000)	(120,000)	(120,000)	0	0.0%
NET EXPENSE	221,205	37,102	256,400	228,700	238,000	9,300	4.1%

THE ROYAL CANADAIN LEGION-DOMINION COMMAND

RITUAL & AWARDS

						BUDGET VARIANCE	
	2018	Jun 2019	2018	2019	2020	\$	%
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET		
Travel	672	69	700	700	700	0	0.0%
Per Diem	652	52	1,000	1,000	1,000	0	0.0%
Printing, Stationery	549	94	100	100	500	400	400.0%
Telephone & Fax	132	116	100	100	150	50	50.0%
Postage	3	4	100	100	0	(100)	-100.0%
<u>Publications</u>							
- Distribution of new stock	212	0	-	-			
TOTAL	2,220	334	2,000	2,000	2,350	350	17.5%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

CONSTITUTIONS & LAWS COMMITTEE

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
Travel	1,464	5	1,300	500	1,500	1,000	200.0%
Per Diem	812	104	500	500	1,000	500	100.0%
Printing, Stationery	11	0	250	250	250	0	0.0%
Telephone & Fax	251	140	100	200	250	50	25.0%
Postage	258	72	100	100	300	200	200.0%
Appeals	57	0		5,000	0	(5,000)	-100.0%
Miscellaneous					0	0	
<u>Publications</u>						0	
- Revision to On-Line Manuals	963	0	300	300	300	0	0.0%
TOTAL	3,816	322	2,550	6,850	3,600	(3,250)	-47.4%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

DEFENCE & SECURITY COMMITTEE

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
Travel	578	145	4,500	2,000	2,000	0	0.0%
Per Diem	0	0	4,500	1,000	2,000	1,000	100.0%
Printing, Postage,	101	201	100	250	250	0	0.0%
Telephone & Fax	19	0	250	250	250	0	0.0%
Miscellaneous	0	0	250	250	100	(150)	-60.0%
Annual Vimy Award & AGM	6,740	6,975	6,000	6,000	7,000	1,000	16.7%
Conference of Defence							
Association Fee& CIC Fee	2,000	2,000	2,200	3,850	3,000	(850)	-22.1%
Comradeship Awards	5,063	144	3,000	3,000	5,175	2,175	72.5%
<u>CF Sponsorships</u>							
- Operation Santa Claus	0	0	-	-	-		
- Operation Canada Day			-	-	-		
- Nijmegen	10,584	12,000	12,000	12,000	12,000	0	0.0%
TOTAL EXPENSE	25,086	21,465	32,800	28,600	31,775	3,175	11.1%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

VETERANS CONSULTATION

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
Travel	785	0	2,600	2,500	1,500	(1,000)	-40.0%
Per Diem	455	0	1,300	1,300	1,300	0	0.0%
Printing & Office	13	0	50	50	50	0	0.0%
Telephone	0	0	-		50	50	
Miscellaneous	0	43	50	50		(50)	-100.0%
TOTAL	1,253	43	4,000	3,900	2,900	(1,000)	-25.6%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

(FOF) Going Forward Committee

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
Travel	6,501	0	2,600	3,000	2,500	(500)	-19.2%
Per Diem	5,997	0	1,300	2,500	2,500	0	0.0%
Printing	500	0	100	100	100	0	0.0%
Postage	0	0	-	-	0		
Telephone & Fax	0	0	-	100	100		
Consultant/Strategic Project	0	0	50,000	-			
Consultation Process Townhalls			-	25,000		(25,000)	
						0	
TOTAL	12,998	0	54,000	30,700	5,200	(25,500)	(0)

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

ELECTED OFFICERS & DOMINION PRESIDENT

	2018	2018	Jun	Jun	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
ELECTED OFFICERS:									
Travel	2,540	2,540	1,057	1,057	10,000	10,000	7,500	(2,500)	-25.0%
Per Diem	2,298	2,298	325	325	4,000	4,000	4,000	0	0.0%
Telephone & Fax	8	8	0	0	-	-	25		
Miscellaneous	716	716	104	104	0	500	500	0	0.0%
SUB-TOTAL	5,562	5,562	1,486	1,486	14,000	14,500	12,025	(2,475)	-17.1%

DOMINION PRESIDENT:

Travel	18,299	18,299	13,077	13,077	48,500	48,500	48,500	0	0.0%
Per Diem	9,416	9,416	11,952	11,952	24,500	24,500	24,500	0	0.0%
Hospitality	8,599	8,599	4,803	4,803	5,000	5,000	5,000	0	0.0%
Telephone & Postage	2,931	2,931	1,373	1,373	2,500	4,250	3,250	(1,000)	-23.5%
Miscellaneous	7,196	7,196	659	659	10,000	7,500	7,500	0	0.0%
SUB-TOTAL	46,441	46,441	31,865	31,865	90,500	89,750	88,750	(1,000)	-1.1%

PROVINCIAL CONVENTIONS:

Travel	0	0	5,396	5,396	0	13,000	0	(13,000)	-100.0%
Per Diem	0	0	6,511	6,511	0	13,000	0	(13,000)	-100.0%
Hospitality									
SUB-TOTAL	0	0	11,907	11,907	0	26,000	0	(26,000)	-100.0%
TOTAL	52,003	52,003	45,257	45,257	104,500	130,250	100,775	(29,475)	-22.6%

PROVINCIAL CONVENTIONS:

(26,000)

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

DOMINION EXECUTIVE COUNCIL

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
D.E.C. MEETINGS:							
Travel	30,199	13,949	32,000	32,000	32,000	0	0.0%
Per Diem	23,774	16,877	32,000	32,000	25,000	(7,000)	-21.9%
Printing	397	17	100	100	100	0	0.0%
Telephone, Fax & Postage	23	95	100	100	100	0	0.0%
Miscellaneous	2,941	1,733	2,000	2,000	3,000	1,000	50.0%
SUB-TOTAL D.E.C. MEETINGS	57,334	32,671	66,200	66,200	60,200	(6,000)	-9.1%
SENIOR ELECTED OFFICERS MEETINGS:							
Travel	7,329	0	5,500	5,500	7,500	2,000	36.4%
Per Diem	6,442	0	5,500	5,500	6,500	1,000	18.2%
Telephone, Fax & Postage	20	0	100	100	0	(100)	-100.0%
Printing	0	0	100	100	0	(100)	-100.0%
Miscellaneous	0	0	-	-	0		
	13,791	0	11,200	11,200	14,000	2,800	25.0%
LESS:							
Canvet Board and Shareholders M	(6,000)	0	(6,000)	(6,000)	(6,000)	0	0.0%
TOTAL	65,126	32,671	71,400	71,400	68,200	(3,200)	-4.5%

THE ROYAL CANADIAN LEGION-DOMINION COMMAND

Dominion Convention

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
DEC							
Travel	16,723	0	20,000	0	20,000	0	0.0%
Per Diem	42,608	(212)	54,538	0	60,000	5,462	10.0%
Staff							
Travel	19,044	(342)	20,000	0	20,000	0	0.0%
Per Diem	19,676	0	57,451	0	60,000	2,549	4.4%
Past President							
Travel	3,963	0	4,000	0	4,000	0	0.0%
Per Diem	8,953	0	11,975	0	15,000	3,025	25.3%
DC Zone Commanders							
Travel	1,216	0	5,000	0	5,000	0	0.0%
Per Diem	412	0	6,060	0	6,000	(60)	-1.0%
Other							
Travel	3,883	0	6,000	0	30,000	24,000	400.0%
Per Diem	3,508	0	12,848	0	5,000	(7,848)	-61.1%
Entertainment	216	0	2,000	0	2,000	0	0.0%
Credentials	2,080	0	-	0	2,000		
Printing & Design							
Convention Reports	21,731	1,041	22,000	0	25,000	3,000	13.6%
Other	2,414	0	4,000	0	4,000	0	0.0%
Translation & Interpretation	0	0	-	0	-		
Postage	18,816	10	18,000	0	20,000	2,000	11.1%
Freight	11,839	0	4,000	0	15,000	11,000	275.0%
Social Activities							
President Reception	13,895	(4,000)	5,000	0	5,000	0	0.0%
Other	0	0	-	0	-		
Convention Centre	47,595	0	60,000	0	60,000	0	0.0%
Convention Operation	184,728	0	90,000	0	120,000	30,000	33.3%
Transportation	0	0	10,000	0	0	(10,000)	-100.0%
Ceremonies	581	0	500	0	500	0	0.0%
Local Arrangements Committee	4,630	0	5,000	0	3,000	(2,000)	-40.0%
Supply	18	0	-	0	100		
	428,529	(3,503)	418,372	0	-		
Revenue	69,319	0	80,556	0	-		
SUB-TOTAL	359,212	(3,503)	337,816	0	-		
Provision	(200,000)	100,000	(200,000)	200,000	200,000	400,000	-200.0%
TOTAL	159,212	96,497	137,816	200,000	200,000	62,184	45.1%
Recoveries	(50,622)	0		0			
Total	108,590	96,497		200,000			
COMMITTEE (FROM 15A)	4,731	258	10,200	7,450	6,300	(3,900)	-38.2%
TOTAL CONVENTION AND	113,321	96,755	148,016	207,450	207,450	59,434	40.2%

THE ROYAL CANADIAN MOUNTED POLICE-DOMINION COMMAND

Convention Committee

	2018	Jun 2019	2018	2019	2020	BUDGET VARIANCE	
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	\$	%
Travel	2,121	32	5,500	4,500	4,000	(500)	-11.1%
Per Diem	676	212	4,000	2,500	2,000	(500)	-20.0%
Printing, Stationery	1,517	14	100	50	100	50	100.0%
Telephone & Fax	0	0	-	-	0		
Postage	324	1	100	100	100	0	0.0%
Miscellaneous	92	0	500	300	100	(200)	-66.7%
TOTAL	4,730	259	10,200	7,450	6,300	(1,150)	-15.4%

ITEM 8: SENIOR OFFICER'S REPORTS

- a. Alberta NWT Convention – Dave Flannigan
- b. Pilgrimage of Remembrance – Bruce Julian
- c. 75th Anniversary of D Day and the Battle of Normandy – Tom Irvine
- d. NL Provincial Convention – Tom Irvine
- e. Ste. Anne's Veterans Hospital – Tom Irvine
- f. BC/YT Command Convention – Tom Irvine
- g. Cockrell House – Tom Irvine
- h. Event Attendance Report – Bruce Julian
 - ON Command Convention
 - Pilgrimage of Remembrance
 - Warrior's Day Parade
 - American Legion Convention
 - CIMVHR Forum
- i. MB & NWO Command Convention Report – Angus Stanfield
- j. Saskatchewan Command Convention Report – Angus Stanfield
- k. PE Provincial Command Convention Report – Bill Chafe

**AB / NT Convention
May 12th to May 14th, 2019**

Good day Comrades. I arrived in Calgary at 11.30pm after a very long day of travel. Chris had booked a room for me at the airport and I'm glad he did, as I was bushed.

Comrade Mark Barham picked me up in the morning and we headed for Drumheller. I was booked into a different Hotel than Mark and his branch delegates and he advised me they had an extra room booked at their hotel, so I cancelled my hotel and stayed with those guys. We had lunch and went straight to the Convention Center to register. Was great meeting some old friends, especially Darrell Jones. Everyone was very friendly and welcoming.

Later in the evening we lined up for the Parade. As we were conducting the March Past, there he was, standing tall and strong, WW11 Veteran, John Weibe, Signals Corp, 1943-46. What an Honour. I couldn't help but think "How lucky we were to have him there".

We then moved inside the Convention Center and proceeded with the Opening Ceremonies, which were very well planned and executed. Afterwards everyone were on their own until Business Sessions at 9am in the morning.

Business started at 9am sharp. As the reports commenced, the Election process also started. I will give the final results at the end of this report.

A couple of resolutions were debated a lot. In the concurred Resolutions, there was one there that would give the Provincial President the power to appoint the Treasurer, instead of being Elected. This would be done in consultation with the PEC. There was a lot of debate on this one, with the dangers being pointed out by Dominion Treasurer, Mark Barham. In the end, it was defeated and they reverted back to electing their Provincial Treasurer.

One was passed, asking Dominion Command to change the Poppy year end from the end of September to the end of December. This was passed.

When time came for me to present the Presidents Message, we had all sorts of technical difficulties, to the point after about twenty minutes, I went ahead and did the speaking message and we had to play the video and slides the next morning. Not good. Anyway, I asked a lot of delegates at the convention their honest opinion on our message and for the most part the feedback was that our message is way too long and repetitive. It seemed they want us to report on our successes during the past two years and then open the floor up for questions. After listening to them, I could see their point and agreed. Maybe we should look into this.

After all business was finished on Sunday, they had Elected the following:

President	John Mahon
1 st Vice President	Rosalind LaRose
Vice Presidents	Dave Velichko
	Keith Lockett
	Gord Morrison
Treasurer	Maurine Vink
Chairperson	Scott Sadler

In conclusion, I would like to sincerely thank Comrades Mark Barham and Chris Strong and the Staff for the great hospitality shown me during my visit. I would also like to thank our Dominion President, Tom Irvine, for the opportunity to represent him at this convention.

Barring any questions, I move my report

Dave Flannigan
Immediate Past President, RCL

Pilgrimage of Remembrance

Good evening Comrades, as many of you were aware I had the distinct honour and privilege of being named "Head of Delegation" by our President for the 2019 edition of the Legion's "Pilgrimage of Remembrance".

It was an awesome 14 days "crammed" full of amazing experiences, the whole kaleidoscope of emotions.... pride, anger, horror, sadness and many tears....mixed with a large dollop of comradeship and camaraderie.

To begin with, this was not my first "Battlefield and Cemetery" tour, but, it is without a doubt **the very best tour that I have ever been a part of**. The planning and co-ordination was meticulous, the logistics were perfect and the battlescape commentary, personnel stories and anecdotes that our pilgrimage guide, John Goheen skillfully wove together were spellbinding and unforgettable.

From the immense pride we felt for the Canadians who stormed the Beaches of Normandy, to the real anger we felt for those who murdered our countrymen at the Abbaye d'Ardenne and Chateau d'Audrieu, to the anger and incredulity we felt at Dieppe toward those who had conceived and planned such an ill fated mission, to the hard fought and costly victories at the Leopold Canal, Scheldt and Breskin's Pocket, then on to the horrific wastage of the killing fields of the Ypres Salient, Passchendaele, The Somme, to that defiant lone Caribou at Beaumont Hamel and finally to the intense pride we all felt in the emergence of the Canadian Corps and its hard fought and costly success's at Vimy, the DQ Line, Bourlon Wood and the Canal du Nord.....and always, the sacrifice, pride and sadness in the endless cemeteries we visited. It was truly an "emotional rollercoaster"

The Command Pilgrims did their Provincial Commands proud. They were committed, they were attentive and they had researched their assigned "soldiers" to the best extent of available information. We came away feeling that we knew these individuals who had died far from home and family, many in horrific conditions and situations over 100 years ago. Through our "Pilgrims" efforts these hero's were not forgotten but were remembered and lived again.

As one Pilgrim later said about his thoughts and feelings on the pilgrimage "it has been a life altering experience".....his sentiments were echoed by most if not all. **It is hard to stand where so many fell defending our freedoms and not be deeply moved.**

I am not sure how we can do it, but this incredible program needs to be promoted more. Some of the commands did not have many applicants come forward. I believe one Provincial Command only had two applicants....hard to believe for the experience offered. Also Provincial Commands should be encouraged to have their Command Pilgrim speak at their Provincial Conventions...the recounting of their experiences might encourage greater interest.

Finally a few "thank you's";

- Thank you to Dominion President Tom Irvine for assigning me to this wonderful opportunity.
- A heartfelt thank you to educator and tour guide John Goheen, his knowledge and skills made the past come alive.
- Thank you to our Legion Staff particularly Danny Martin who masterfully planned and coordinated this Pilgrimage
- Thank you to Carlson Wagonlit Travel for the part they played in planning the travel portions and logistics.
- Thank you to our command "trainee" Randy Haley.....he was a passable Vanna White and only lost one pilgrim.
- And a huge THANK YOU to **all** my fellow pilgrims, you made this an unforgettable experience and special journey for both Darlene and myself.

Bruce Julian
Chef de Mission
Royal Canadian Legion Pilgrimage of Remembrance

**75th Anniversary of D Day and the Battle of Normandy
Government of Canada Delegation
June 1 - 9, 2019**

I was very pleased to represent The Royal Canadian Legion on the government of Canada's delegation to France to honour the 75th anniversary of D Day and the battle of Normandy. What an honour to be surrounded by dozens of WW2 veterans all over the age of ninety.

I won't bore you with the administration details of the trip but I will say that VAC did a tremendous job at organizing and executing the trip to France. With genuine care and a first rate medical staff, they did an outstanding job of taking care of all the members of the delegation as well as the veterans.

Three bus loads of veterans, caregivers, staff and dignitaries traveled all over the Normandy region for five days visiting Canadian War Cemeteries and attending receptions their honour .

We went to the city of Chambois for the unveiling of a Canadian monument, we visited Beny-sur-Mer And Bretteville-sur-Laize Canadian War cemeteries. We went to Caen for a memorial ceremony and visited the Abbaye d'Ardenne and on the last day we were in Courseulles-sur-Mer for a parade and a visit to a Canada House.

But the highlight of the trip of course was the actual D Day Ceremony on June 6th. Thousands of Canadians made the trip overseas to be in France on this special anniversary and I believe they were not disappointed.

Our three bus loads arrived and immediately the crowds showed their appreciation for the veterans as they were taken over to the Juno Beach Centre, this was their day. The ceremony was fantastic and very well represented by the armed forces and Canadian youth from across Canada.

Once the official ceremony itself was over, the veterans were invited to make their way down to the beach if they wanted, and I had the pleasure to escort Comrade Bill Tymchuk, a 97 year old veteran. I was honoured to spend almost half an hour with him on the beach listening to him talk, reminiscing of the old days and his buddies that were there in spirit.

I would be remiss if I didn't tell this story.

While I was on the beach with Bill he told me a story about how he and his comrades back in the day had a liking for Calvados brandy. He also stated that every time he comes to France he has to have a drink for his buddies . It was a funny story and he explained to me some of their exploits in this regard and you can well imagine what they were getting into back then.

But all of a sudden he decided that he wanted a Calvados right now and he was going to buy me a drink . Well you have to picture this in your mind..

At least 10-20 thousand people attended the event, unbelievable security on site because of all the dignitaries, everything is blocked off and this one 97 year old was going to leave the area and walk into town (about a ten minute walk) for a Calvados. Well that almost happened, we made it all the way back to the bus area but was caught by the VAC head of delegation and once she figured out what he was up to she put a stop to that... pretty funny, he was mad at her for the rest of the trip. As a side note he got his drink back at the hotel.

The actual trip was a huge success, everything went off without a hitch and everyone who went over with us came back with us. The WW2 veterans were proud as punch to be there and attended all events no matter how tired. I had the pleasure of meeting all of the veterans personally and spending time with them at events and every night at supper. Many of the veterans were legion members and I took the time to search each one out to have a chat about themselves, their experiences and their branches.

Overall I came home with a warm heart with all the feelings that are attached to visiting our War Cemeteries and Monuments overseas and talking to the men and women who were actually there.

I recommend to any Canadian if they have an opportunity to go overseas, go, experience the feelings that can't be felt reading about it or seeing it on TV.

Thomas D. Irvine CD
Dominion President



Comrade Bill Tymchuk, Juno Beach, June 2019

**Newfoundland & Labrador Command
Provincial Convention
Grand Falls Windsor
24-28 August 2019**

I was very pleased to attend the Newfoundland & Labrador Convention in Grand Falls Windsor this August and here is a brief report on my activities during the Convention.

My wife and I arrived a day later than planned because of a situation with Air Canada that is too lengthy to get into and would probably take up the majority of this report.

That being said I arrived just in time for the parade and opening ceremonies and I had the pleasure of laying a wreath for Dominion Command. The ceremony was nicely done with all the legion protocols in place. The parade was well turned out with the local Salvation Army Band playing the tributes

And the Lt. Governor in attendance at both the parade and opening ceremonies.

I gave greeting on behalf of Dominion Command and officially opened the Convention.

Business was held on the Monday and Tuesday with the closing ceremony held on the Wednesday morning.

The business of Convention was done in true legion fashion with good discussion on the subject matter presented.

My Dominion Command presentation was well received by the delegates and even as I was speaking I could see the heads in the audience shaking in approval. A couple delegate came up to me afterwards and stated they loved our position on membership.

I was asked by the President of the BSO/OSI group to present their report to convention because their provincial rep. Could not make it to the Convention. After some emails back and forth we got the job done and I can say this report was also well received by the delegates.

On the Wednesday morning I had the pleasure of installing the newly elected officers ...

President Nathan Lehr
Immediate Past President Berkley Lawrence
1st. VP. Gerald Biden
2nd. VP. Philip Wood
Treasurer Gerald Marche
Chairman Aiden Crewe

There were 2 resolutions that were passed on the floor and will be sent to Dominion Convention for ratification. One was on Poppy Trust Fund and the other on Constitution and Laws.

33 of 45 branches were in attendance with 77 delegates, 17 observers and 26 proxies.

I would like to thank all the members of Newfoundland and Labrador Command for their hospitality shown towards my wife and I during this visit it was as usual exceptional.

I congratulate and wish the newly elected officers well in their term of office .

Thomas D. Irvine CD
Dominion President

**Trip Report
Ste. Anne's Veterans Hospital
29 July 2019**

I received a letter from Wolf Solkin, he is the veteran in Ste. Anne's Hospital who started a class action law suit against the government for the lack of care since the government handed over the hospital to the province a few years ago. I did reply to Mr. Solkin stating that although we do not get involved in Class Action lawsuits, we do support increased support to veterans care in our long-term care centers.

We requested through VAC to arrange a visit to Ste. Anne's and on 29 July, Comrades Steven, Ray, Nujma, Ken Ouellet and myself went to Ste. Anne's. We had the opportunity to attend a meeting of the Veteran's Committee, which was chaired by Wolf Solkin, other members of the Committee included Brian Davidson, Joyce Saunders, Earle Kennedy, Maurice Gingerysty and Jean-Louis Bougie. Also in attendance was Manuela Fonseca, who is the VAC Liaison Officer at Ste. Anne's and the coordinator for the visit, the Deputy Minister Walt Natynczyk, LGen (ret'd) Michel Maisonneuve, MGen (ret'd) Eric Tremblay, Isabelle Labrie, LCol (ret'd) Bruno Noury, Stephanie Tome and Dr. Genevieve Richer.

It was a very productive meeting where the Veterans voiced their concerns and the staff responded to the concerns, without violating any privileges knowing that the class action suit is not finalized.

We then had lunch with the Veterans, toured the facility and met with members of the Veteran Day Care Program. Veterans who live near Ste. Anne's have the opportunity to attend the Day Care Program two to three days a week, they are picked up at their home, do arts and crafts in the morning, enjoy a nice lunch with other veterans and then are transported back to their home. All Veterans in the Day Care program had nothing but praise for the program and the staff.

We will continue to monitor the support provided to Veterans across the country.

Thomas D. Irvine CD
Dominion President

**BC/Yukon Command Convention
Penticton, BC
27-29 September 2019**

I was very pleased to attend the BC/Yukon Command Convention in beautiful Penticton British Columbia and I was accompanied by Steven Clark, the National Executive Director.

We arrived on the 26th of September after a quick visit to Cockrell House in Victoria BC. Once settled in we got the lay of the land quickly and went off to check out the Convention centre.

On the Thursday Steven and I spent the day at the convention centre talking to the convention centre staff and getting a tour of the facility as we are looking for sites down the road for dominion conventions.

Friday the 27th was a day for workshops. The workshops were very well organized and professionally presented. Subjects ranging from Membership to Service Dogs to Finances to Branch Service Officer training, I attended the Membership training by Karen Kuzek.

Friday evening was the parade and Opening Ceremonies. I was pleased to lay a wreath on behalf of Dominion Command for the Parade which was held inside the convention centre because of inclement weather and also at the Opening Ceremonies I was given the opportunity to officially open their convention. I did bring greetings to the convention on behalf of Dominion Command and DEC.

Saturday brought the business of convention and I was called up first to speak at my request.

After two years (or close to it) I received a letter from the Trustees of BC/Yukon Command stating that all of Dominion Commands requirements to bring the command out of trusteeship have been met save for one or two minor issues. I and Dominion Command have been in regular contact with the Trustees throughout the past year and even went to a PEC meeting in April to check up on their progress.

I have accepted the Trustees recommendation to remove the Trustees from BC/Yukon Command and made the announcement at the beginning of their convention which I believe was well received by all.

I would like to personally thank the Trustees for all their hard work and dedication for the past 2 years. Comrades Michael Cook, Gerry Vowels and Dave Sinclair, a job well done and I thank you for your dedication to your command and the legion as a whole.

My convention address was well received by the delegates and I believe they got the message on membership and it's importance.

The business of convention was done in true Legion manner, some discussions and very little arguments on the floor.

There were 26 Resolutions brought forward to convention.

8 resolution were concurred

18 resolutions were non concurred

Of the eight resolutions which were concurred, 7 resolutions were passed and 1 was defeated. Of the 18 resolutions which were non concurred, 3 were brought back to the floor and were passed, and another 3 were brought back to the floor and were defeated. There was also another resolution which was amended and reintroduced as a new resolution and was passed.

It was interesting to watch a discussion on Stolen Valour. A resolution was brought forward on the subject and was passed by the floor to change our By-Laws to remove anyone who has been found guilty of Stolen Valour. This will be sent to the next Dominion Convention.

Delegates to convention numbered as follows:

Voting Delegates 249

Observers. 34

The elections were conducted and I am pleased to announce the following comrades were elected:

President	V. MacGregor
1st. Vice President	C. Thompson
Vice President	J. Scott
	R. Underhill
Treasurer	J. Diak
Chairman	D. Grieve

I had the pleasure of doing the installation of the newly elected officers and recently elected District Commanders on the final day just before closing of convention.

I would like to take this opportunity to thank BC/Yukon command for their hospitality to myself and Steven Clark. Very well run convention and I salute the new Provincial Executive Director Veronica Brown on organizing her first convention.

Thomas D. Irvine CD
Dominion President

Cockrell House Visit Trip Report

I was very pleased to visit Cockrell House in Victoria BC. prior to attending the BC/Yukon Convention with Steven Clark our National Executive Director.

We arrived on the 23rd of September and were picked up the next day by Comrade Angus Stanfield to take us to Cockrell House for our tour and visit.

On arrival, we were met by the Resident Manager of Cockrell House Mr. Rick Nicholson. Comrades Angus and Rick gave us a brief tour of the facility and explained the purposes and rules and regulations concerning Cockrell House and the residents. We did not have an opportunity to meet with the residents as none were home at the time, but we did spend time in Comrade Nicholson's apartment as he actually lives at the house as well as being the manager.

To give you a brief explanation of Cockrell House.

Cockrell House is operated by the non-profit SMVIZ Veterans Housing Society which was formed in early 2009.

Their mission is to provide shelter, food and support services to ex-members of the Canadian Armed Forces, Regular and Reserve who are homeless or under-housed.

Cockrell House has assisted over 50 veterans since they started and they currently have 9 staying at the house now.

I would like to thank Comrades Angus and Rick for taking part of their day to show us around the facility and giving us the briefing. It was a very enjoyable day seeing how we take care of our veterans in BC.

Job well done by all concerned.

Thomas D. Irvine CD
Dominion President

Event Attendance Report
Bruce Julian 1st Vice-President

Ontario Command Convention May 3-8, 2019

Comrades I attended the Ontario Provincial Command Convention held in Niagara Falls. For those who are familiar with past traditions within Ontario Command, this was a break from the "norm". As far back as anyone can remember O.C. holds its convention beginning on "Mother's Day Weekend", but because the original host branch and District had to withdraw their participation late in the planning process, Br. 479 Niagara Falls and Zone B5 stepped into the "breach" and did an admirable on very short notice, congratulations to a remarkable LAC for a job "well done".

Comrades, I have to admit, that it was a truly satisfying and enjoyable experience to be the Dominion Command representative at my own Provincial Command Convention and although there were a number of "sensitive" issues discussed the delegates probably went easy on me, simply because I was "one of their own". The Dominion message was well received also the Membership message and update given by Provincial Membership Chairman Garry Pond went over extremely well.

Installed Officers 2019-2021

Command President	Garry Pond	Carlton Place ON
Immediate Past President	Sharon McKeown	Milton ON
1st Vice-President	Derek Moore	Mount Forest ON
Vice-President	Pam Davidson	Gravenhurst ON
Vice-President	Brian Harris	London ON
Vice-President	Lynn McClellan	Elora ON
Honourary Treasurer	Terry Jacobs	Kanata ON
Chairman	Ron Goebel	Carlton Place ON
Vice-Chairman	Ron Crown	Grand Bend ON

Pilgrimage of Remembrance July 6-20, 2019

Comrades, I had the distinct honour and privilege of being named "Head of Delegation" by our President for the 2019 edition of the Legion's "Pilgrimage of Remembrance".

It was an awesome 14 days "crammed" full of amazing experiences, the whole kaleidoscope of emotions.... pride, anger, horror, sadness and many tears.... mixed with a large dollop of comradeship and camaraderie.

To begin with, this was not my first "Battlefield and Cemetery" tour, but it is without a doubt **the very best tour that I have ever been a part of**. The planning and co-ordination were meticulous, the logistics were perfect and the battlespace commentary, personnel stories and anecdotes that our pilgrimage guide, John Goheen skillfully wove together were spellbinding and unforgettable.

From the immense pride we felt for the Canadians who stormed the Beaches of Normandy, to the real anger we felt for those who murdered our countrymen at the Abbaye d'Ardenne and Chateau d'Audrieu, to the anger and incredulity we felt at Dieppe toward those who had conceived and planned such an ill-fated mission, to the hard fought and costly victories at the Leopold Canal, Scheldt and Breskin's Pocket, then on to the horrific wastage of the killing fields of the Ypres Salient, Passchendaele, The Somme, to that defiant lone Caribou at Beaumont Hamel and finally to the intense pride we all felt in the emergence of the Canadian Corps and its hard fought and costly success's at Vimy, the DQ Line, Bourlon Wood and the Canal du Nord.....and always, the sacrifice, pride and sadness in the endless cemeteries we visited. It was truly an "emotional rollercoaster"

The Command Pilgrims did their Provincial Commands proud. They were committed, they were attentive, and they had researched their assigned "soldiers" to the best extent of available information. We came away feeling that we knew these individuals who had died far from home and family, many in horrific conditions and situations over 100 years ago. Through our "Pilgrims" efforts these heroes were not forgotten but were remembered and lived again.

As one Pilgrim later said about his thoughts and feelings on the pilgrimage "it has been a life altering experience".....his sentiments were echoed by most if not all. **It is hard to stand where so many fell defending our freedoms and not be deeply moved.**

I am not sure how we can do it, but this incredible program needs to be promoted more. Some of the commands did not have many applicants come forward. I believe one Provincial Command only had two applicants.... hard to believe for the experience offered. Also, Provincial Commands should be encouraged to have their Command Pilgrim speak at their Provincial Conventions...the recounting of their experiences might encourage greater interest.

Finally, a few "thank you's";

- Thank you to Dominion President Tom Irvine for assigning me to this wonderful opportunity.
- A heartfelt thank you to educator and tour guide John Goheen, his knowledge and skills made the past come alive.
- Thank you to our Legion Staff particularly Danny Martin who masterfully planned and coordinated this Pilgrimage
- Thank you to Carlson Wagonlit Travel for the part they played in planning the travel portions and logistics.
- Thank you to our command "trainee" Randy Haley.....he was a passable Vanna White and only lost one pilgrim.
- And a huge THANK YOU to **all** my fellow pilgrims, you made this an unforgettable experience and special journey for both Darlene and myself.

Warriors Day Parade August 17, 2019

Representing our President, I attended the 98TH annual Warriors Day Parade at the CNE in Toronto. This event is attended by many Legionnaires, Branches and Colour Party's from the extended GTA. It is also attended by a number of other veterans' organizations and "marching units" from both Canada and our Allies. The Royal Canadian Legion's Dominion Command representative is given a position of prominence on the "saluting base" and is invited to "bring greetings" at the following festivities and luncheon.

I believe it is important the Dominion Command retain a presence at this event, it keeps us front and centre in the "public" and "military and veterans' community's" eye.

American Legion Convention August 23-29, 2019

Representing our President and the Royal Canadian Legion I attended the 101st American Legion Convention commemorating their 100th anniversary at their National Headquarters in Indianapolis Indiana. I attended a number of their events, the national parade (2.5 hours long), the national band and colour party competition, their Memorial Service as well as the regular sessions of the convention.

There are a number of procedural differences in the way that they manage their convention business, probably because of size and numbers or maybe tradition. It seemed most business and decisions were handled within their various committee's and the "general floor" simply approved the committee recommendations (no discussion, simply moved, seconded...and approved).

I was approached many times by American Legionnaires and U.S. Military personnel thanking Canada and Canadians for our past and continued contribution to our mutual defense.

Again, I think it is extremely important that we (preferably our President) continue to attend this event... our non-attendance would be noticed and missed, and our own national standing would be diminished.

CIMVHR Forum October 20-23, 2019

At our President's request I attended the CIMVHR forum in Gatineau QC. CIMVHR stands for the "**Canadian Institute for Military and Veterans Health Research**" and is supported both financially and conceptually by the Royal Canadian Legion. The "forum" was attended by over 750 Researchers, Clinicians, Physicians, Psychiatrists, Psychologists and Technicians, both military and civilian and those organizations such as the Royal Canadian Legion who support their "evidence based" research.

It was an eye-opening experience, don't think that I have ever before been exposed to that much "brain power" or "pure intellect". I freely admit that much of it was "over my head" and listening to Massimo Cau (last year's recipient of the Legion's Master

Scholarship) discuss his research on "wearable hemostatic protection" sounded like it was right out of "Star Wars" or "Buck Rogers in the 25th century" but I have no doubt of the immense value of this "evidence based" research to our military along with all the other statistical studies and research being done on veterans issues.

The Royal Canadian Legion was mentioned and thanked on numerous occasions for its ongoing support of CIMVHR and its financial support of "evidence-based research" through our Master Scholarship Programme.

I believe it is essential to continue our presence at the annual CIMVHR forum "True Patriot Love" is there "Wounded Warriors" is there "Soldier On" is there and the Royal Canadian Legion should be there.

MB & NWO Convention Report

June 14 to June 17, 2019

I was met by President Ronn Anderson at the Winnipeg Airport and had an enjoyable 5 ½ hour drive to Fort Frances ON.

Fort Francis is a lovely border town on Rainy Lake and I must comment on the Mayor's speech.

She spoke very highly of the Legion and its' value to the community.

There was a well attended parade to the cenotaph , the local LA was well represented.

The entire convention was well run, the Presidents' message well received.

Kudos to ED Dawn Golding and Lisa.

Elections : All positions filled (a spirited election for the three VP positions with 9 contenders)

Elected were :

- President – Jerry Lava
- 1st VP – Ernie Tester
- VP – Robert Cutbush
- VP – Don Lemon
- VP – Wayne Baker
- Treasurer – Rick Bennet
- Chairman – Betty Vance
- Sgt-at-Arms – Ken Arsenault

Immediate Past President – Ronn Anderson

Appointed – 3 Chaplains – Reverend Cathy Giroux

- Father Paul Bringleson
- Reverend Chuck Ross

There was \$ 6,278.65 collected for the RCEL

There were very few Resolutions to debate and consider :

- Membership – 3 (nothing contentious)
- Poppy – Service Dog funding – in line with other Commands
- Sports – housekeeping only

All in all a very enjoyable experience.

Respectfully submitted,

Angus Stanfield

Saskatchewan Command 50th Biennial Provincial Convention Oct. 19 – 21, 2019

“ Service, Above and Beyond Self “

The convention was held in Moose Jaw in the Heritage Inn which provided excellent service to the Command.

The LAC Comrade Barry Young picked us up at the airport and between him and Comrade Keith Andrews we were well cared for throughout the Convention. Prairie Hospitality at its' finest !

The Parade took place on a beautiful sunny day, 17 degrees !

After the Ceremony at the Cenotaph we paraded to St. Andrews Church for the Opening Ceremony – what a venue !

A highlight of the ceremony was a speech by 2011 National Silver Cross Mother Mrs. Patricia Braun that will be long remembered by all. Very emotional, very motivating, very fitting.

Bravo Zulu to Saskatchewan Command ED Chad Wagner and his staff that ran a very efficient and well orchestrated convention. Comrade President Tom's message was well received as was the video on the RCEL. There was a total of \$ 6,473.70 raised for the RCEL.

There were 134 Accredited Delegates present.

Elections : 11 positions were filled and elected were :

- President Keith Andrews
- Immediate Past President – Lorne Varga
- 1st VP – Carol Pedersen
- VP - Roberta Taylor
- VP – Nathan Hofmeister
- Chairman – Peter Piper

All reports were well presented.

There was a thorough review of their generic Branch Bylaws discussed.

Resolutions of note :

- Provincial and Dominion Commands to lobby both levels of Gov't to exempt Legion Branches from the Carbon Tax on their utility bills. – CONCURRED
- Sports – it was voted to add shuffleboard at the Provincial level – CONCURRED
- There was a resolution concurred to take to Dominion Convention regarding the expansion of the Ordinary category to include firefighters and paramedics. CONCURRED
- A non-concurred resolution regarding modification of boundaries for Branch fundraising was brought back to the floor and was CONCURRED

I must comment on the two Command Service Officers , one staff, one volunteer – they are extremely busy.

Respectfully submitted,

Angus Stanfield

Prince Edward Island Provincial Command 65th Convention Report May 24 and 25, 2019

Before I begin my update I wish to thank our Dominion President, Comrade Tom, for the opportunity to represent Dominion Command and attend the Prince Edward Island Command Convention. It was indeed an honour and a privilege to be in Prince Edward Island.

Laurie and I arrived at the motel in Cornwall on Thursday afternoon and settled in. At the motel we caught up with the other provincial Presidents and guests that were attending the Convention. Comrade Garry Pond, Ontario Command President; Comrade Marion Fryday-Cook, Nova Scotia/Nunavut Command President and her Command Chairman and Comrade John Ladouceur, New Brunswick Command President and his Command Executive Director. The convention was held at the Cornwall Community Center, only a few minutes drive from our motel. Thursday evening, we attended a meet and greet reception held at the motel and hosted by Command President Stephen Gallant and many of the PEI Command members. A great evening was had by all in attendance and we thank PEI Command for the gift that was brought to our room.

Friday was a very busy day with the opening ceremonies, business sessions followed by my presentation to the Convention in the early afternoon. The two videos were presented and my verbal presentation was given with some ad lib comments. All was very well received and generated some discussion throughout the Convention. The business sessions resumed and then the first call for nominations. Late Friday afternoon the business sessions ended and we adjourned for the Convention Parade and Remembrance Service. Comrades, we all know that PEI Command is our smallest Command when counting members but believe me; they are not small when it comes to pride, honour and their belief in The Royal Canadian Legion and what we do. I was very proud and honoured to participate in their parade, lay a wreath on behalf of Dominion Command and to take the salute from the members of Prince Edward Island Command as they paraded by PEI Command President, Comrade Gallant and myself. An honour that will never be forgotten and will remain with me forever.

That evening we travelled to Kingston Br. 30 for the Convention Banquet. There I was introduced to the Honourable Lawrence MacAulay, MP and Minister of Veterans Affairs Canada and his VAC Deputy Minister Walt Natynczyk. As the Minister is a local Islander and was kept very busy, I did not have the opportunity to speak with him before he left for the evening. I had the honour of being seated beside the Honourable Antoinette Perry, Lieutenant Governor of Prince Edward Island. The Island can be proud of their Lieutenant Governor as she has direct family ties to the Legion, appreciates and speaks passionately of the Legion and sincerely loves, respects and represents the Island she calls home. Her address to the banquet was very well received and the respect that the delegates have for their Lieutenant Governor was very evident as they showed their appreciation. The Minister addressed the banquet audience and was again well received as he did a lot of ad libbing and included some local humour as he addressed his fellow Islanders. The local Army Cadet Corps assisted with many of the working roles throughout the evening

and the Cadets and all involved in the evening earned and received the appreciation from all who attended. It was a wonderful evening and the Branch did all they could plus more to ensure everyone enjoyed their evening.

Saturday began early in the morning as the business sessions resumed and then last call for nominations. The Convention broke for lunch and then their Zone caucuses. The afternoon resumed with business sessions and then it was time for the elections with the results identified below:

President	Duane MacEwen – acclaimed
First Vice President	Owen Parkhouse – acclaimed
Vice Presidents	Theresa Gallant – elected
	David Howatt – elected
	Jack MacIsaac – elected
Finance Chair	Lynda Curtis – acclaimed
Chairman	John Yeo – elected
Vice Chairman	Brian Rector – elected

Convention Final Registration:

52 of a possible 74 delegates

Guests – 7 Observers – 7 Spouses – 2

The reports presented to Convention were complete, accurate and very well done. Some of the business session highlights are as listed below:

- Command Finances – The Command is in a good financial position although their continues to be concerns as to financial expenditures and income. Fenety Marketing was recognized for their continued efforts with the MSRB and Mark Fenety was in attendance to hear the recognition first hand. The Command received a thorough review of their financial statements by the Command auditing company.
- The Command has kicked off the initiation of their Homeless Veterans Program by requesting a financial contribution from each of the 18 Branches with a goal of \$5000 for the Command Program to provide financial assistance as required. As of the Convention, the Command was assisting three homeless Veterans
- A total of \$4,879 was donated to the RCEL to assist the Caribbean Veterans.
- A complete Convention review, updating, amending and approval of the Prince Edward Island Command By-laws and Policies
- Zone Commanders reports identified some common concerns and identified programs and events that worked well within the Branches that they represent

Comrades, at the end of the day on Saturday I had the honour of installing the Officers of Prince Edward Island Command. To Comrade Gallant I thank you for all that you have done for your Command and The Royal Canadian Legion and to Comrade MacEwen I offer to you my congratulations for being elected to lead this Command and I know that PEI Command remains in very good hands.

Comrades, there are many people that need to be thanked for making this a very successful Convention. Beginning with the LAC Chairman and the LAC Committee, we thanked them for a job very well done. To the members of the Kingston Branch and all of the Comrades and friends that contributed to ensure all delegates enjoyed their Convention, we thanked them. Comrades, the Comradeship, friendship and hospitality that we found in Prince Edward Island are second to none and we will be forever grateful and thankful for our experiences and memories of Prince Edward Island and Prince Edward Island Command.

On a personal note to Comrade Stephen Gallant, I offer you my very sincere thank you for your friendship, Comradeship and for the post convention day of lobster fishing where you fulfilled one of my life long dreams. Thank you my friend.

Comrades, this is my report on the proceedings of the 65th Prince Edward Island Command Convention, respectfully submitted.

Bill Chafe
Dominion Chairman

**REPORT OF THE NATIONAL EXECUTIVE DIRECTOR
TO THE DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

File: 29-1

NATIONAL EXECUTIVE DIRECTOR'S REPORT

1. **National Headquarters**

The personnel transition in the National Executive Director (NED) role has resulted in changes for national headquarters operations.

- Physical re-location of department/section personnel: all Marketing and Communications personnel are now together and co-located with the Member Services section; the two Senior Program Officers have moved to the Corporate Services wing; work remains to co-locate all Veterans Services personnel in the same secure area (a previous plan was suspended due to the potential for cost-overruns)
- Position titles have been renamed to better reflect the responsibilities of the personnel in these roles; these changes were instituted before the change in NED personnel:
 - o The Supply Section Head position is now the Deputy Director Supply; the Director Supply position will not be filled
 - o The Member Services Section Head is now the Deputy Director Member Services
 - o The Section Head Marketing & Communications is now the Deputy Director, Marketing and Communications

2. A verbal overview of Legion House staffing will be provided; an organizational chart will be distributed.

3. **Supply Sales:** Sales as of the end of October 2019 are as follows:

	2016	2017	2018	2019
JANUARY	120,582	184,616	120,235	146,471
FEBRUARY	96,950	151,078	98,575	114,287
MARCH	172,388	266,990	137,210	138,717
APRIL	159,673	256,830	195,655	260,724
MAY	146,955	264,469	200,697	253,798
JUNE	*201,036	212,030	148,375	169,456
JULY	103,017	112,671	86,316	91,702
AUGUST	158,243	166,165	199,301	165,988
SEPTEMBER	244,238	177,688	**218,934	203,343
OCTOBER	361,941	399,511	479,512	437,589
YTD			1,884,810	1,982,075 (+5%)
NOVEMBER	419,941	362,495	366,381	
DECEMBER	108,165	138,736	110,992	
TOTAL	2,293,129 (-7%)	2,693,279 (+17%)	2,362,183 (-12%)	

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

** Includes August 2018 Convention Sales of \$40,011

This year is producing strong results. Sales from our online www.poppystore.ca and wholesales have increase in volume. As of the end of October, the online store has handled 6,545 orders generating \$370,664 in sales, an increase of **(+12%)** from 2018. Wholesale orders as of the end of October have generated \$200,060 in sales, an increase of 11% from 2018. Sales from these channels continue to grow our revenue.

A number of new products were released in 2019: golf shirts, ball caps, jacket, hoodies, playing card case. For 2020, we are working on the 75th anniversary of the end of Second World War commemorative products, jewelry, clothing and more.

Legion Lager is now distributed in Ontario, Manitoba and Saskatchewan. The product is offered in many Brewers Retail locations, Legions, restaurants, grocery stores and Ontario LCBO. Draft is also available. Whitewater has received approval for the British Columbia license on 31 October 2019 with distribution to follow soon. The royalties for the first half of 2019 are \$6,777.60, to-date \$29,667.10.

Supported committee activities continue to be a major focus for supply, including promotional materials for the Poppy Campaign, the production of Poppies and Wreaths, Track and Field and Legion Sport materials, and gifts for the Defence & Security Committee's support to Operation Santa Claus and Canada Day.

4. Marketing: 2019 marks the third year of the five-year marketing plan that was approved by DEC in November 2016.

Marketing and communications continue to work diligently to ensure the Legion is in the hearts and minds of millions of Canadians across this country. To date, the full budget allocation for 2017-19 has been leveraged and each of the marketing strategies outlined in the plan have been executed. Highlights are:

- a. National TV and Radio spots: multiple national broadcasters are airing the Legion's TV and radio public service announcements. Many stations have aired the PSA's throughout the year nationally. This equates to tens of millions of dollars in free advertising for the Legion over the course of the year. Updated versions of both radio and TV spots were developed and deployed in fall 2019 and will run through spring 2020.
- b. Content on Legion.ca is seeing increased traffic to targeted pages, with more than 1.2 million page views received (up 1% over 2018; over 445K new visitors to in 2019, up 6% over 2018), achieved through organic search, direct search and social media. We updated the content management

system to the latest version of Sitefinity, which makes it easier and faster to update content.

- c. Social media posts promoting all aspects of Legion activity and programs are seen by hundreds of thousands monthly, and we have seen significant growth in positive, supportive commentary from those who engage on our social media platforms.
- d. Other marketing elements such as email, direct mail, online banners, and print ads are increasing the exposure of the Legion and are seen by hundreds of thousands of Canadians. We launched multiple online campaigns in January (with a "Join the Legion" message), placed a renewal ad in Legion magazine in January and March issues plus an email address incentive in July. We dropped our annual renewal mailer to over 60,000 in March. Emails were sent in January and July to 60,000 Veterans on CFMWS email list encouraging them to apply for the Veteran Welcome Program (free 1 year membership) plus to 120,000 in September promoting Veteran Services. There was significant promotion of the Poppy Campaign including social, google ads and search engine marketing raising the awareness of the campaign, donations, and how funds support Veterans.
- e. Communications to our members has increased with our ongoing member newsletters and monthly all-branch newsletters, keeping members up to date and apprised of Legion activities, initiatives, and advocacy efforts. Several email renewal reminders were sent in Q1 and Q3 to members, all-branch emails were sent each month and the member e-newsletter began a monthly distribution in July (previously quarterly) increasing member engagement.

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

- a. Adopting a more inclusive organization culture: From a marketing perspective, work on improving organizational culture continues with the establishment of the Legion's Strategic Plan and implementation of the hospitality plan. Changing culture will be a process and our message of change needs repeating at every opportunity when presenting to Branches and Commands. This was a strong theme at provincial conventions in the SEO address.
- b. Implementation of the membership portal: A long-awaited and very important member acquisition and renewal system was implemented – a step necessary to make joining and renewing easy and convenient for our members. Launched in July 2017, there are currently over 38K members registered and 90% of branches that have entered their membership rates

into the system. It is vital for branches to come on board, allowing us to simplify the process of renewals for our members. We have sent multiple reminders in 2019 including providing incentives to branches to enter their rate.

- c. Adopting a rolling anniversary-based membership model vs calendar year model: Moving to a rolling anniversary membership model where the month you join is the month you renew each year will significantly improve our ability to sign up new members later in the year as well as ease the burden on membership processing, allowing for a smoother and timelier renewal process. To date, this has not been implemented, but it is something that should be reviewed and discussed as it will only further our ability to generate membership growth.
- d. Strong communication strategy: A five-year communications strategy has been developed and approved; our Communications Manager works daily to execute the strategy and generate positive earned media to complement the marketing efforts. We still require the support of the SEOs and Provincial Commands to ensure the message remains positive. The annual Public Relations workshop at DEC supports this aim. Provincial Executive Directors received training in November 2018 as well to further its impact. It is vital that we are all on the same page with both our external and internal communications, otherwise, we are divided, not focused on our mission.

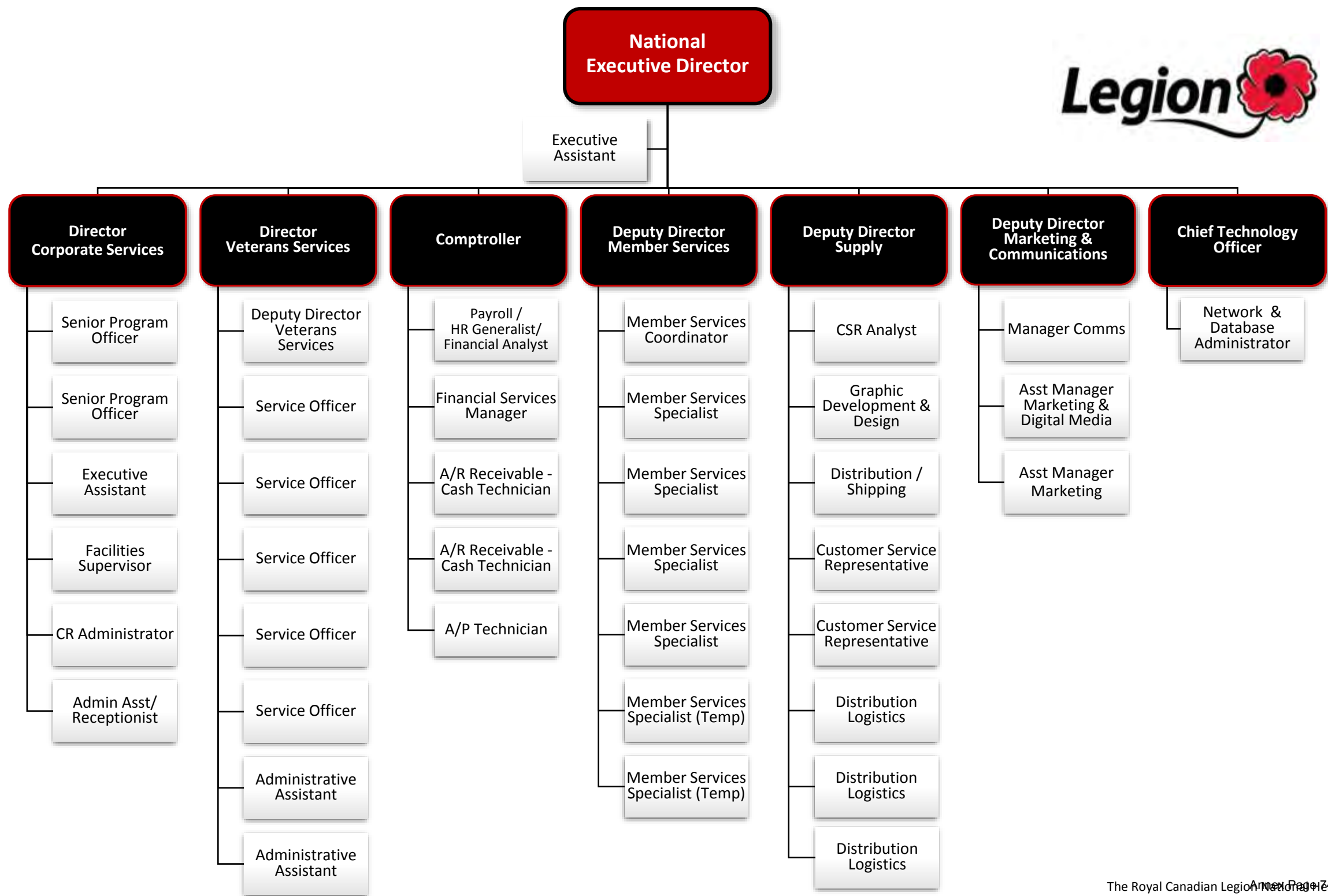
As you can see, we are at various stages with the improvements that are needed in order to be truly successful in achieving membership growth. While the five-year marketing plan positions the organization to promote the great work we do and the benefits of membership, these overlying concerns impact marketing and communication's ability to fully achieve objectives for membership growth. It is crucial these are addressed.

As we continue with a solid plan, a committed team, and evidence of success thus far, we are confident in building on our accomplishments and seeing us achieve membership growth in the near term, something not done in over 30 years.

- 5. Committee Meetings: The timing of committee meetings at the fall DEC meeting timeframe, while financially advantageous, lacks operational efficiency. Having a committee meeting the day before DEC requires the drafting of a quick addendum report to DEC and does not provide this council with sufficient time to properly consider any recommendations that may be contained therein; it also renders the DEC agenda book circulated in advance of this meeting largely incomplete. This year, the following committees met the day before DEC: RCEL, D&S, Membership, VSS, Sports, PR and P&R. Options will be explored.
- 6. SEO Post-Convention September Meeting: Now that the Dominion Convention has been rescheduled to late-August, the timing of the SEO meeting in early September needs to be re-visited. The currently scheduling provides SEO

members with only a couple weeks notice and preparation following convention. This will be explored further with the Dominion President and First Vice President.

7. Mandatory Staff Training: Mandatory staff training will be introduced commencing in 2020. The first three courses will be *Think YES; Providing Exceptional Customer Service, Respectful Workplace* and *Anti-harassment / anti-bullying*.



**REPORT OF THE DOMINION COMMAND
VETERANS, SERVICES AND SENIORS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

File: 65-1

Tom Irvine	- Chair
Bruce Julian	- Vice-Chair
Ronn Anderson	- Member
John Mahon	- Member
Dave Gordon	- Homeless Veterans
George O'Dair	- Seniors Advisor
Jill Carleton	- BSO Legion OSI Special Section
Larry Murray	- Ex-Officio
Raymond McInnis	Coordinator
Dwayne McCarthy	- Assistant Coordinator

DATE OF LAST MEETING(S): 23 November 2019 0900-1200 hrs

DATE OF NEXT MEETING: February 2020

1. CIMVHR 2020/21 SCHOLARSHIP

Comrades Tom, Bruce, Larry, Charls and Ray attended the CIMVHR Forum in Gatineau, QC from 20-23 October 2019. Comrade Tom presented the sixth Legion Masters Scholarship to Ms. Kaitlin Sullivan from UBC. Her research is entitled "Identifying neuronal subpopulation participation across the stages of fear memory".

Mr. Massimo Cau, our scholarship winner in 2019/2020 presented an extract of his research entitled: "Hemostatic Powder Sprayed through Tubing Halts Severe Bleeds: Towards wearable hemostatic protection" at this Forum.

Comrade Tom highlighted the support and programs that the Legion provides to Veterans and their families and advised the attendees that all would be welcome as new members in The Royal Canadian Legion. The forum is also a great opportunity to network with the academic, CAF and Veterans Affairs Canada researchers.

Although DEC approved the scholarship for 2020/2021, in accordance with Poppy Fund regulations, the approval must be ratified for each year.

RECOMMENDATION: That DEC ratify the seventh scholarship for 2020/2021.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. LEGION HOMELESS VETERANS STRATEGY

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

Veterans Affairs Canada have a draft national veterans homeless strategy developed entitled "Coming Home – A Strategy to Prevent and End Veteran Homeless in Canada"; however this strategy has not been approved by the Minister to date. With the new cabinet being announced on 20 November 2019, we do not foresee this document being released anytime soon.

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

Notwithstanding the above, this Committee is working on a Legion Homeless Veterans Strategy and we anticipate having the document available for review early in 2020.

2. LEGION ADVOCACY

When the new cabinet is sworn in on the 20th of November and the Minister of Veterans Affairs is announced, the VSS Committee will be proactively pursuing our entire advocacy to the new Minister. We are waiting for the National Homeless Veterans Strategy, the departmental guidelines for psychiatric service dogs, departmental policy on service dogs in general, departmental policy on equine therapy, transition services, Adjudication backlogs to name just a few. With a minority government, we are anticipating a very busy 18-24 months.

INFORMATION ONLY ITEMS

1. SERVICE OFFICER COURSES/TRAINING IN 2020

Command Service Officer course is scheduled from 9-13 March 2020 at Legion House.

The Service Officer Professional Development training is scheduled from 27-29 October 2020 in Charlottetown, PEI.

2. **OUTREACH AND VISITATION INITIATIVE VOLUNTEER – TRAINING 2020**

There will be an OVI training course in 2020 at Legion House in partnership with VAC. Dates to be determined early in 2020.

**REPORT OF THE DOMINION COMMAND
POPPY & REMEMBRANCE COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL 1 NOV 19**

File: 35-1

A. Stanfield	- Chair
B. Lawrence	- Vice-Chair
J. Ladouceur	- Member
K. Merola	- Member
L. Varga	Member
G. Hodge	Member
F. Chute	- Coordinator
K. Therien	- Assistant Coordinator

DATE OF LAST MEETING(S): 24 Nov 18

DATE OF NEXT MEETING: 23 Nov 19

ACTION ITEMS FOR DECISION

1. Marketing the Poppy Fund Campaign – (Attached)

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 2020 Marketing plan.

- Three initiatives taking place between October and November 2020.
- Social Media Paid ads (Twitter/Facebook/YouTube) \$40,000
- Online banner advertising (October – November) – Learn about the Poppy/Get you Poppy - \$40,000.

Enhancement to the Virtual Wall of Honor so it allows individuals to search for their loved one but also to update it on Legion.ca with new information such as where they served and when. - \$20,000

RECOMMENDATION: That DEC approve this request per article 403.i.a. "Approved Use of Poppy Funds" for 2020 to the amount of \$100,000.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. CORPORATE PARTNER – TAP AND PAY POPPY BOXES – (Attached)

- 2020 Deck – is a proposal for the tap and pay option for all Poppy boxes. This will allow everyone the ability to donate in a cashless society. This option also attracts the younger society where they only carry cell phones or prepaid charge cards.
- 2020 Deck – would be ready to trial during the Remembrance period of 2020. The idea is to have a tap and pay option on our Poppy boxes and still maintain the cash option.
- The tap and pay is also beneficial for certain areas where there is unattended Poppy boxes.
- Each Branch would be given their own Tap and Pay Poppy boxes at no expense.

- All funds from the Tap and Pay go to that Branches Poppy Fund account (no centralized national account)
- The 2020 Deck would be developed over the next year and an initial trial set for Remembrance 2020 period in a city. **No cost to the Royal Canadian Legion**

MARKETING THE POPPY CAMPAIGN 2020 – REQUEST FOR FUNDS

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 2020 Marketing plan.

Below is the detail on the three initiatives taking place between October and November 2020.

- Social Media Paid ads (Twitter/Facebook/YouTube) \$40,000
- Online banner advertising (October – Nov) - Learn about the Poppy/Get your poppy - \$40,000.00
- Enhancement to the Virtual Wall of Honour so it allows individuals to search for their loved one but also to update it on Legion.ca with new information such as where they served and when. \$20,000

Total: **\$100,000.00**

MOTION: As per article 403.i.a. "Approved Use of Poppy Funds" it is recommended that the funding request for the marketing campaign for the 2018

Attached is a request for 2020 Poppy Funds from Marketing. The following is the previous amounts requested for 2017, 2018 and 2019 (subsequently approved by DEC).

Marketing the Poppy Campaign 2019

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 2019 Marketing Plan. Below is the detail on the two initiatives taking place between October and November 2019:

- ☐ 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: \$45,000.00**

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 **13/18**

- ☐ 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**

MARKETING THE POPPY CAMPAIGN – REQUEST FOR FUNDS 2017

The marketing department has been actively promoting the Poppy Campaign through a series of social media and on-line initiatives. Below is the detail on the two initiatives

- ☐ Social Media Paid ads (Twitter/Facebook/YouTube) + Facebook Live Promotion of NRD Ceremony and Poppy Drop - \$18,080.00
- ☐ Online banner advertising - Learn about the Poppy/Get your poppy - \$22,600.00

Total: **\$40,680.00**

Examples below for illustration

Social Media Posts

Twitter



Facebook



[The Royal Canadian Legion Dominion Command](#) added 5 new photos.

Published by Banfield [?] - November 7, 2017 · 🌐

[#GetYourPoppy](#) to honour, thank and remember all of Canada's Veterans. Like Karine Blais, who was killed in action by a roadside bomb in Afghanistan... Trooper Mark Andrew Wilson who was part of Task Force 3-06 in Kandahar, Afghanistan when he was killed by an IED... Elizabeth M. Brown and James Peter Conroy, who served with the Royal Canadian Air Force in the Second World War... and Joe Spisak, who served with the 1st Canadian Parachute Battalion in the Second World War. These are some of the faces we Remember. More on why we wear a [Poppy](#): Bitly.com/ThePoppy



Online advertising ads/Newspaper ads

THURSDAY, NOVEMBER 2, 2017 ■ PEMBROKE NEWS

■ 13

Girls learn about jobs in trades

STEPHEN UHLER
Daily Observer

A summer camp program has again proven there's a place for women in the skilled trades.

During September's board meeting, the Renfrew County District School Board heard about the 2017 edition of Building Strong Girls, a two-week summer camp designed to give Grade 7 and 8 girls a taste for hands-on and technical jobs such as welding, auto mechanics, carpentry, electrician skills, plumbing and other such trades.

Participants also had the chance to meet and learn from women who work in the trades, all of whom took the time to interact with what is hoped is the next generation of tradeswomen.

This is the fourth year for the program, which alternates between Pembroke's Fellowes High School and Renfrew Collegiate Institute to ensure as many students as possible in the county can access the program. This year, RCI hosted the camp.

Mauri Gonzalez, Arnprior District High School technology teacher and the lead teacher in the summer program, along with three of the participants - Rajyeshwa Bhattacharya, Fiona Fournier and Peta Doyle, all from Renfrew and just entering Grade 9 - spoke to the board about their experiences.

Gonzalez said 23 students were signed up for the program, a number of them coming from Cobden and Eganville who were unable



The Renfrew County District School Board recently welcomed representatives of the Building Strong Girls summer camp program, which introduced Grade 7 and 8 female students to the skilled trades. Here, Susan Humphries, left, the board's vice-chairwoman and Wendy Hewitt, right, board chairwoman, students join Fiona Fournier, Rajyeshwa Bhattacharya, Peta Doyle - all of Renfrew - and Mauri Gonzalez, a tech teacher from Arnprior and lead teacher of the camp.

to attend last year's camp at Fellowes because it was filled up. He said he had to thank not only the tradespeople who took time off from work to meet with the girls, but Algonquin College,

which supplied free transportation to its Woodroffe campus, lent equipment and fed everyone each day of the camp.

"This really opens up this whole world to young

women who would otherwise not know of it," he said, adding in past years he sees a large percentage of those who attend the camp end up taking his tech courses in high school.

"They are confident, they've taken the safety class in the shop and are ahead of the boys in class," Gonzalez said. "Many of them are seeking those careers in the technical fields."

Bhattacharya said she enjoyed the camp, despite it taking place during the first two weeks of summer vacation.

"It was kind of a big surprise but it was so much fun," she said as she proudly displayed a wooden frame with a light bulb and wired switch. "Dad was over the moon and excited that I could do work like this."

Bhattacharya said she learned from the tradespeople it takes a lot of hard work to get into the trades. She said she will be studying to become either a doctor or engineer, but feels what she learned at camp will help with the practical side.

Fournier said she was really nervous at first as she wasn't certain she would be able to do it, but quickly started doing things she never thought she could.

"I liked working with wood," she said, explaining she had built a birdhouse. The camp was a really good experience for her, and it was something she is glad to have had an opportunity to take part.

Doyle said she enjoyed the hair design portion of the camp, but also had a chance to try things out like welding. She admitted she wasn't certain what to expect from the summer camp, but she is glad she participated.

Started in 2014, the Building Strong Girls program was offered for free by the school board, along with the support of the Ontario Youth Apprenticeship Program.


Uhler@postmedia.com



**This November,
wear your Poppy
with pride.**

Learn the history of the poppy
legion.ca/poppy


Legion



CBC NEWS

North Korea fires another missile, South Korea says


News



HEALTH CARE

Canada is a 'target' in U.S. debate, warns doctor backing Bernie Sanders' bill


World - As it happens



ALEX OVECHKIN


'It sucks': NHL star expresses disappointment on missing Olympics

Sports



MY LOCAL

Toronto > [Change](#)




Toronto tow truck rules could change, with fixed rate to protect shaken motorists

1 dead in multi-vehicle collision at Highway 27 and Steeles

Female pedestrian dead after being hit by a car in Mississauga

Golden weekend weather coming to Toronto


This Toronto businessman is already raising his minimum wage to \$14



POV

'What if we just kept renting?' How I sold myself on a new Canadian dream


Canada 2017



SPONSORED CONTENT

Why do Canadians wear a poppy? Learn more about an unforgettable tradition

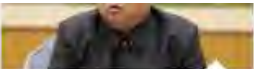
Legion



CBC NEWS VIDEO

Tattoo particles can migrate to lymph nodes, researchers say


The National



CBC NEWS

North Korea fires another missile, South Korea says


News



HEALTH CARE

Canada is a 'target' in U.S. debate, warns doctor backing Bernie Sanders' bill


Radio - As it happens



ALEX OVECHKIN

'It sucks': NHL star expresses disappointment on missing Olympics

Sports



MY LOCAL

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Canada 2017



SPONSORED CONTENT

It's poppy season — wear a poppy to show your support for Canada's Veterans

Legion



CBC NEWS VIDEO

Tattoo particles can migrate to lymph nodes, researchers say

The National

CBC NEWS >

MORE CBC NEWS >

Remembrance Island Project

Every year on Remembrance Day, the world shares a moment of silence at 11 am to pay respect to the fallen. But 100 years on, the purpose behind this day is becoming a little lost on the younger generations.

This year, we wanted to get their attention on a platform they are passionate about by creating a Remembrance Day memorial uniquely geared to the gaming community.

Sponsored by Twitch where millions of people come together live every day to chat, interact, and make their own entertainment together, and like YouTube, it is dominated by a select group of influencers with massive following.

Fortnite is an online video game where up to 100 players are dropped onto an island where the fight To be the last player standing. This is what provides us the canvas we need to build Remembrance Island.

Remembrance island is an educational based game using archival information from World War I, World War II, Korea and Afghanistan. There is no fighting or weapons, the goal is for the streamers/gamers to explore the land in actual three dimensional scenes from the World Wars, Korea and Afghanistan; such as Normandy Beach, the trenches and see first hand what it looked like from the veterans point of view then and now.

The players follow a path of poppy's interacting with each other and gathering information until they reach Vimy memorial where exploration stops and they pay their respects with two minutes of silence at the Memorial at 11 pm year life time but actually 11 am on the island.

Advertising for Remembrance Island was the 9 & 10 Nov, and the Island went live on the 11 Nov for the one Day only.. The Island was a media success and reports from media stated the island was phenomenal.

The one day Remembrance Island brought in over 10 million views and a large user demand for an extension of the Island for 2020.

**REPORT OF THE DOMINION COMMAND
MEMBERSHIP COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

File: 23:1

Bruce Julian	-	Chair
Valerie MacGregor	-	Vice-Chair
Terry Campbell	-	Member
David Flannigan	-	Member
Duane MacEwen		Member
Garry Pond		Member
Randy Hayley	-	Coordinator
Amanda Black	-	Assistant Coordinator

DATE OF LAST MEETING: September 24, 2019

DATE OF NEXT MEETING: November 23, 2019

ACTION ITEMS FOR DECISION

The Committee has no items for decision at this time.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. Membership Committee Target Report

As part of the Branch Renewal Strategy (RENEW) the Committee has begun monthly distribution of the Committee Target Report to all Provincial Command Executive Directors, Provincial Membership Chairs and DEC representatives. This report was designed to update our progress towards our annual goals for our Membership Key Performance Indicators.

The Committee is pleased with the results in some areas but stresses the current importance of achieving our targets for Branch Rates (95%) and Member Email targets (35%) as they can have an immediate impact on 2020 membership performance. We encourage DEC members to review their Commands year-to-date performance on the report below.

2019 Membership Committee Targets

Command	Renewals	Branch Rates	Member Emails	Branch Portal Processing	Auto Renewals
01 RCL BC/YUKON COMMAND	80.7%	98.7%	36.8%	77.9%	2.4%
02 RCL ALBERTA/NWT COMMAND	82.2%	75.6%	32.9%	60.1%	2.6%
03 RCL SASKATCHEWAN COMMAND	87.3%	88.8%	29.1%	43.2%	1.9%
04 RCL MANITOBA/NWO COMMAND	84.9%	96.2%	23.6%	53.4%	2.4%
05 RCL ONTARIO COMMAND	86.6%	92.8%	29.5%	64.3%	2.0%
06 RCL QUEBEC COMMAND	83.2%	70.1%	34.1%	45.8%	1.6%
07 RCL NEW BRUNSWICK COMMAND	85.8%	100.0%	25.9%	43.7%	1.7%
08 RCL NOVA SCOTIA/NUNAVUT COMMAND	84.9%	100.0%	24.2%	68.9%	1.9%
09 RCL PEI COMMAND	87.2%	94.7%	21.1%	47.4%	1.1%
10 RCL NFLD/LABRADOR COMMAND	84.7%	87.0%	37.0%	52.2%	2.6%
Total	84.5%	90.1%	30.6%	58.8%	2.2%
2019 Membership Committee Targets	88.5%	95%	35%	60%	3%

2. **Veterans Welcome Program**

To date this program has generated almost 2,700 new 1-year free memberships. We currently have 1,550 online members whose free membership will expire at the end of 2019.

Recently DEC approved to offer these expiring members a limited time Early Bird renewal savings of 30% to encourage these free members on becoming paying members of the Legion. Results of these efforts will be shared early in the new-year.

Marketing continues to execute the email campaign targeting local Branch engagement and encouraging these new members to transfer and renew as a paid member of a local Branch.

3. **Strategic Objective 1 – Membership**

Together, we will continue modernizing our membership processes and develop comprehensive and inclusive recruitment, retention and renewal plans to grow and

retain 300,000 members, including many younger Canadians, by the Legion's 100th anniversary in 2026.

Randy Hayley, Deputy Director Member Services, will make a presentation addressing this objective.



Honouring Veterans is our duty

Legion.ca



Membership: Going Forward Committee

Randy Hayley
September 2019



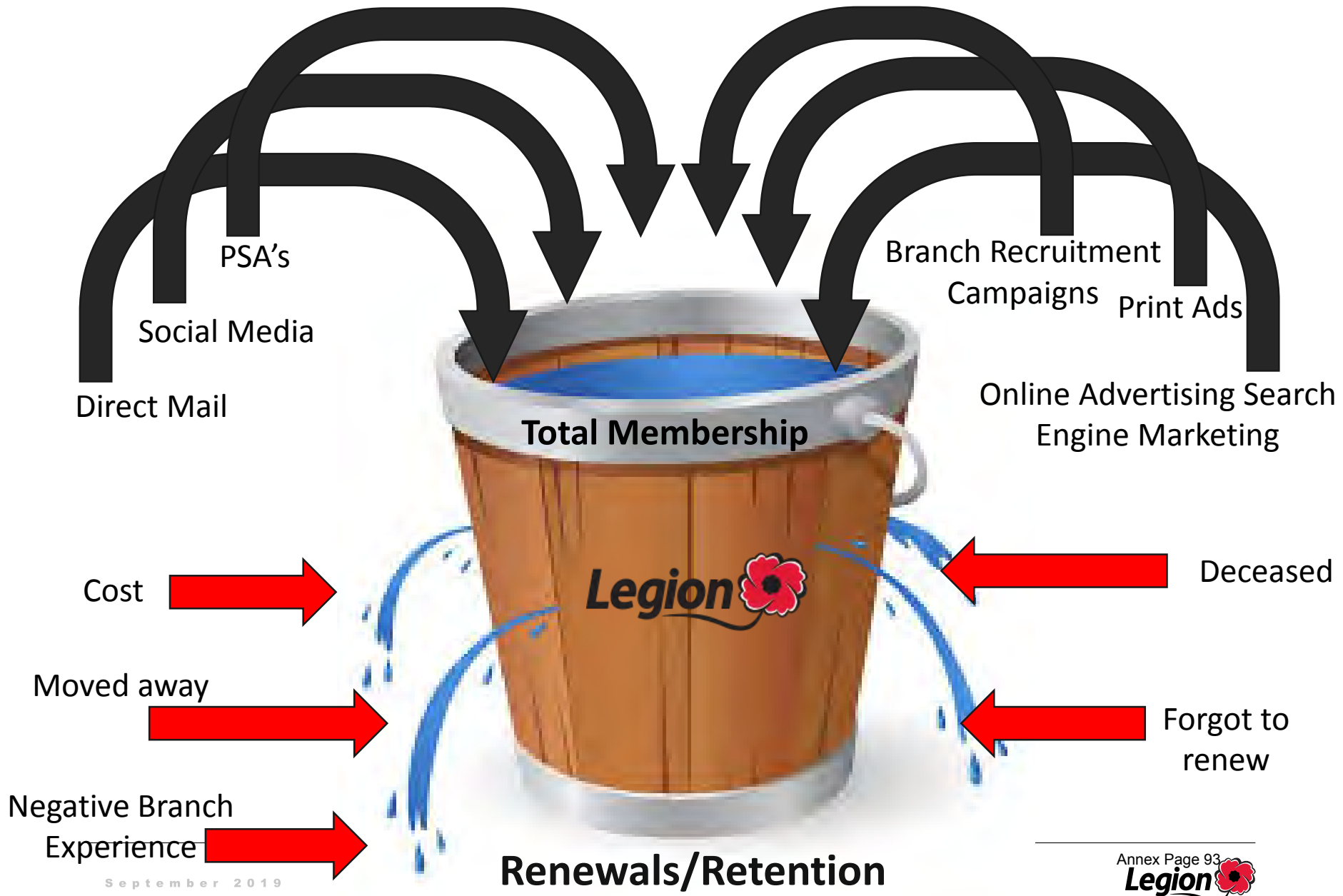
MEMBERSHIP: GOING FORWARD COMMITTEE



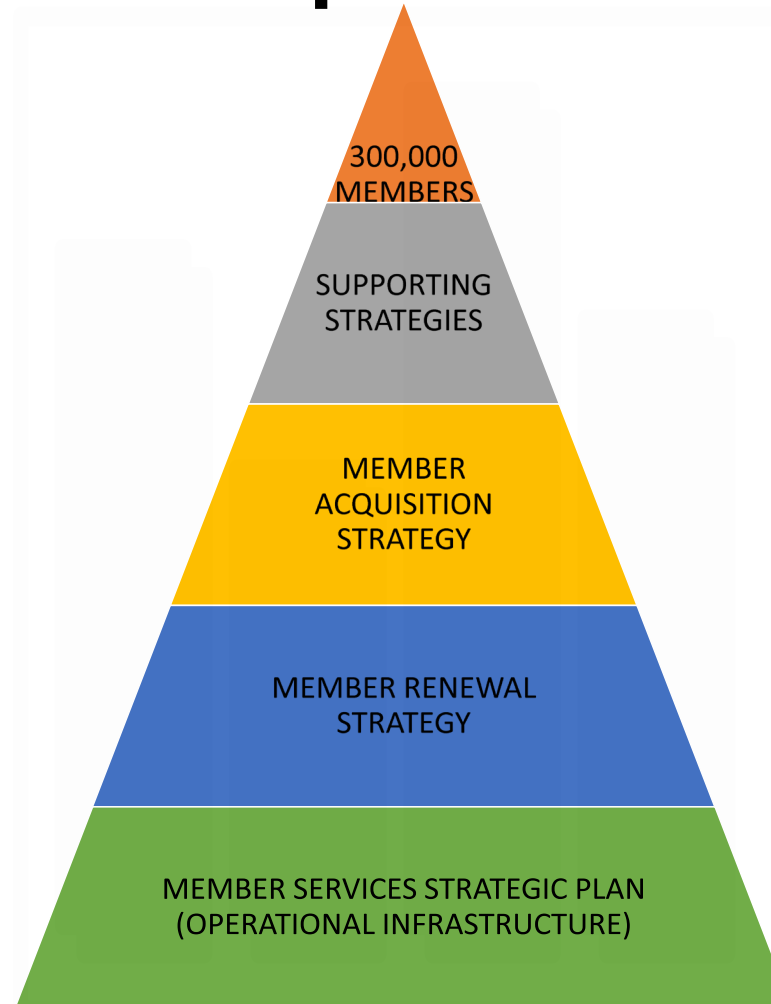
Recruitment

MEMBERSHIP: GOING FORWARD COMMITTEE

ANNEX "J" TO
DEC MINUTES
24 NOVEMBER 2019



Roadmap to Success



Two Strategic Guiding Principles:

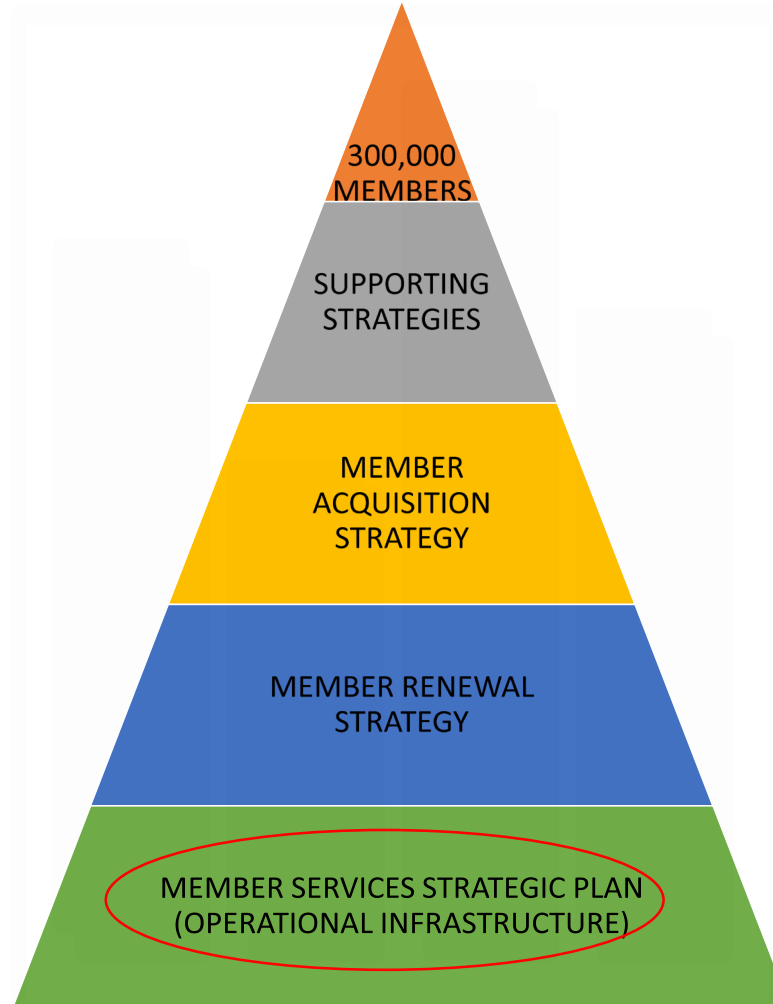


What we
can
Control



What we
can
Measure

Operational Infrastructure



Transformations

- Currently we are undergoing 3 business transformations within Legion membership
- "a thorough or dramatic change in form or appearance"
- "a metamorphosis during the life cycle of a business"

1. Branches

Member Services  **Branch (B2B)**

- Changing the way we do business with Branches
- Moving into the electronic age
- The Portal requires training and ongoing helpdesk support for 1,400 ever-changing volunteers
- Result will be greater efficiency and accuracy while providing improved communications and member service

2. Members

Member Services **Member (B2C)**

- Introducing ourselves to our members
- New membership cards and website registration process are the gateway
- Introduction of new payment options
- Gathering member contact info
- Sharing Legion news/updates (Legion Debrief)
- Creating a B2C business model

3. Internal Member Services

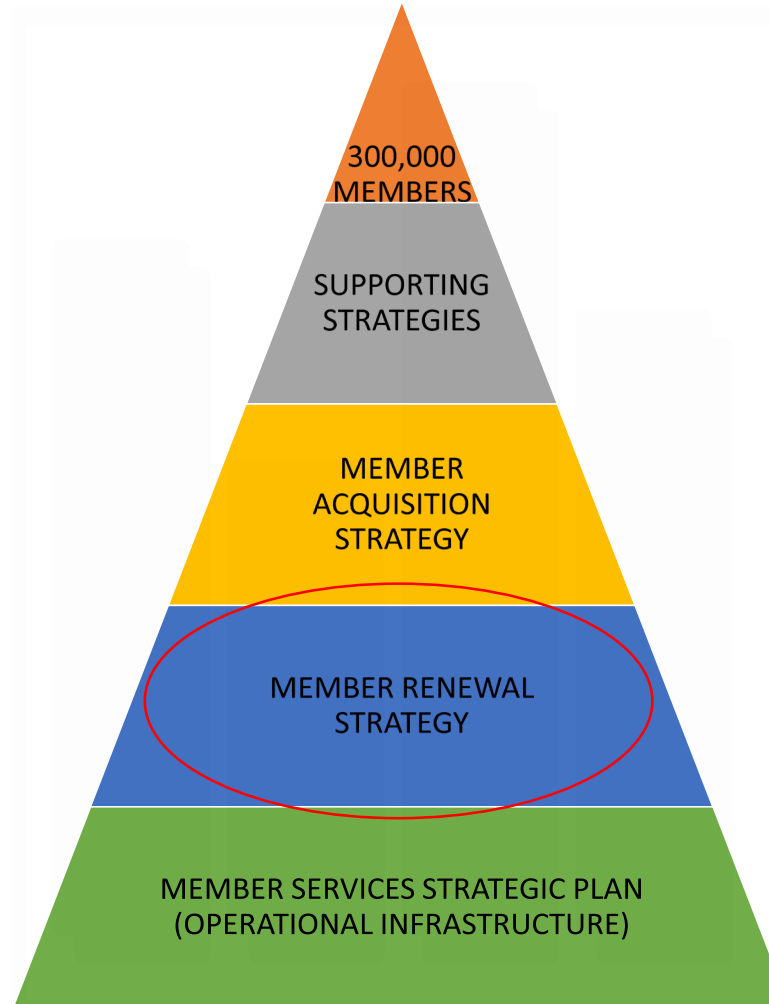
Data Processing Team  **Contact Centre**

- Developing a helpdesk operation for Branches and Members
- Converting from a paper/mail/data processing business to an online Member Services business model supported by a contact centre
- We are "Open for Business"

Next Steps Operational Infrastructure:

- We need to continue developing our membership portal (more user friendly)
- Improve our systemic renewal tools (auto renewal)
- We eventually need to move to Anniversary renewal dates for new members joining.
- These steps are essential and will require further investment \$\$

Member Renewal Strategy

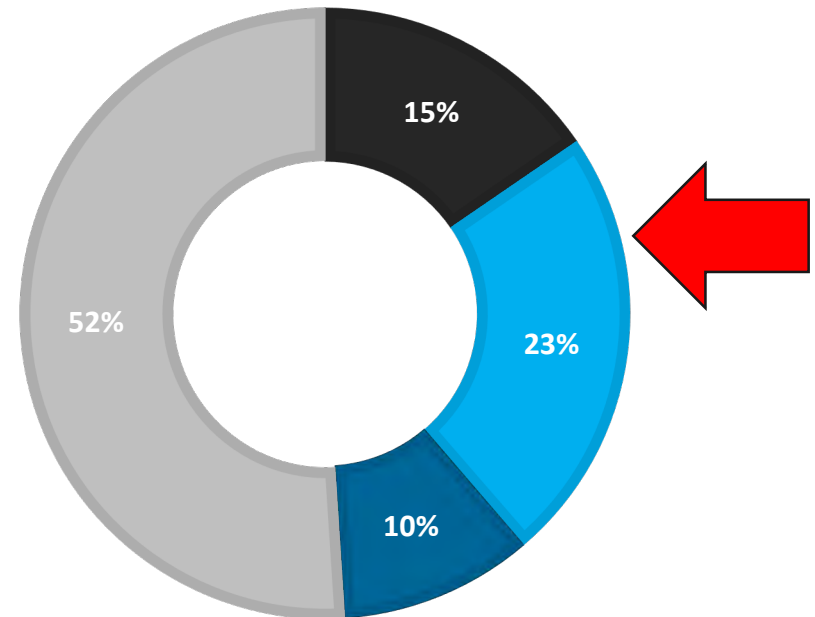


2018 Data

- As of Feb 01, 2019
33,217 members who
paid for 2017 did not
renew for 2018

TOTAL NON RENEWED


■ Deceased ■ New Members ■ 2 Years of Service ■ Other Members



Non-Renewing Member Survey:

- **The 2017 Member Exit Survey concluded 3 major findings:**
 - 1) 41% would renew today if they could do so online**
 - 2) 40% did not receive a renewal reminder**
 - 3) 25% found the Legion to be inhospitable**

MEMBERSHIP: GOING FORWARD COMMITTEE



Branch Membership Renewal STRATEGY

R

RENEWAL reminders

- Personal phone calls yield best results
- Email reminders
- Direct mail reminders

40%
of non renewing members did not remember receiving a renewal reminder

E

EMAIL addresses

Collecting and entering member email addresses within the member services website allows both the Branch and Legion House the ability to send important reminder notices electronically.

N

NEVER again ask members to renew. Sign your members up for Auto Renewal

Auto Renewal automatically renews members annually who have signed up online with a credit card. Branches save time and money. No processing or paperwork required from the Branch.

Please consider: Each time we ask a member to renew, we are asking them to reconsider if they still want to be a Legion member.

E

ELECTRONIC renewal saves time and money for both Branches and Members

Ensure your Branch rate is entered in the member services website to allow your members the opportunity to renew online providing another option for renewal.

41%
of non-renewing members would renew online

W

WELCOME all with improved Branch hospitality

Review the Branch Hospitality Program

25%
of non-renewing members found their Branch experience to be inhospitable

MEMBERSHIP: GOING FORWARD COMMITTEE



2019 Membership Committee Targets

<u>CATEGORY</u>	<u>2019 TARGET</u>
RENEWALS	88.5%
BRANCH RATES	95% 1325 Branches
MEMBER EMAILS	35% 100,000 Members
BRANCH PORTAL PROCESSING	60% 840 Branches
AUTO RENEWALS	3% 8,000 Members

MEMBERSHIP: GOING FORWARD COMMITTEE

2019 Membership Committee Targets

Command	Renewals	Branch Rates	Member Emails	Branch Portal Processing	Auto Renewals
01 RCL BC/YUKON COMMAND	79.6%	98.7%	35.3%	74.5%	2.2%
02 RCL ALBERTA/NWT COMMAND	81.0%	75.6%	31.7%	60.1%	2.4%
03 RCL SASKATCHEWAN COMMAND	86.4%	89.3%	27.7%	41.7%	1.7%
04 RCL MANITOBA/NWO COMMAND	83.8%	96.2%	22.9%	52.7%	2.2%
05 RCL ONTARIO COMMAND	85.8%	92.3%	28.2%	61.6%	1.8%
06 RCL QUEBEC COMMAND	82.3%	68.2%	32.8%	43.9%	1.4%
07 RCL NEW BRUNSWICK COMMAND	85.3%	100.0%	25.0%	42.3%	1.5%
08 RCL NOVA SCOTIA/NUNAVUT COMMAND	84.2%	100.0%	23.3%	68.9%	1.8%
09 RCL PEI COMMAND	86.4%	94.7%	20.4%	47.4%	0.9%
10 RCL NFLD/LABRADOR COMMAND	83.9%	84.8%	35.8%	52.2%	2.2%
Total	83.5%	89.8%	29.3%	57.2%	2.0%

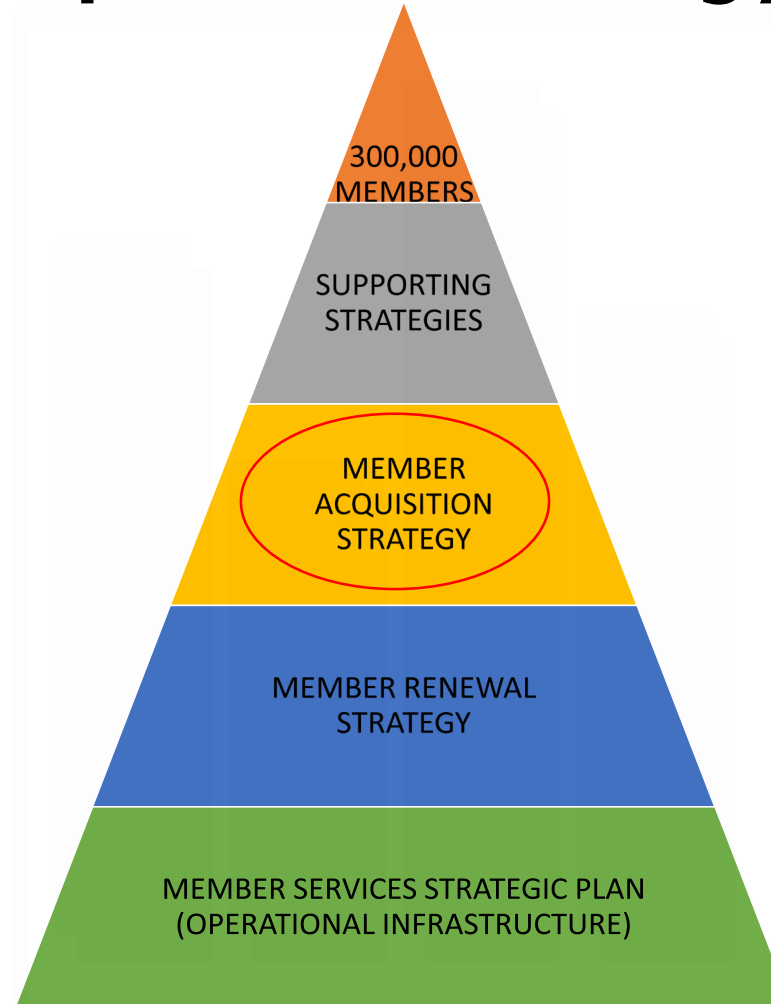
Next Steps Renewal Strategy:

- Legion leadership needs to take ownership of the KPI's to ensure progressive improvement
- We need to show continued improvement.

Online Members:

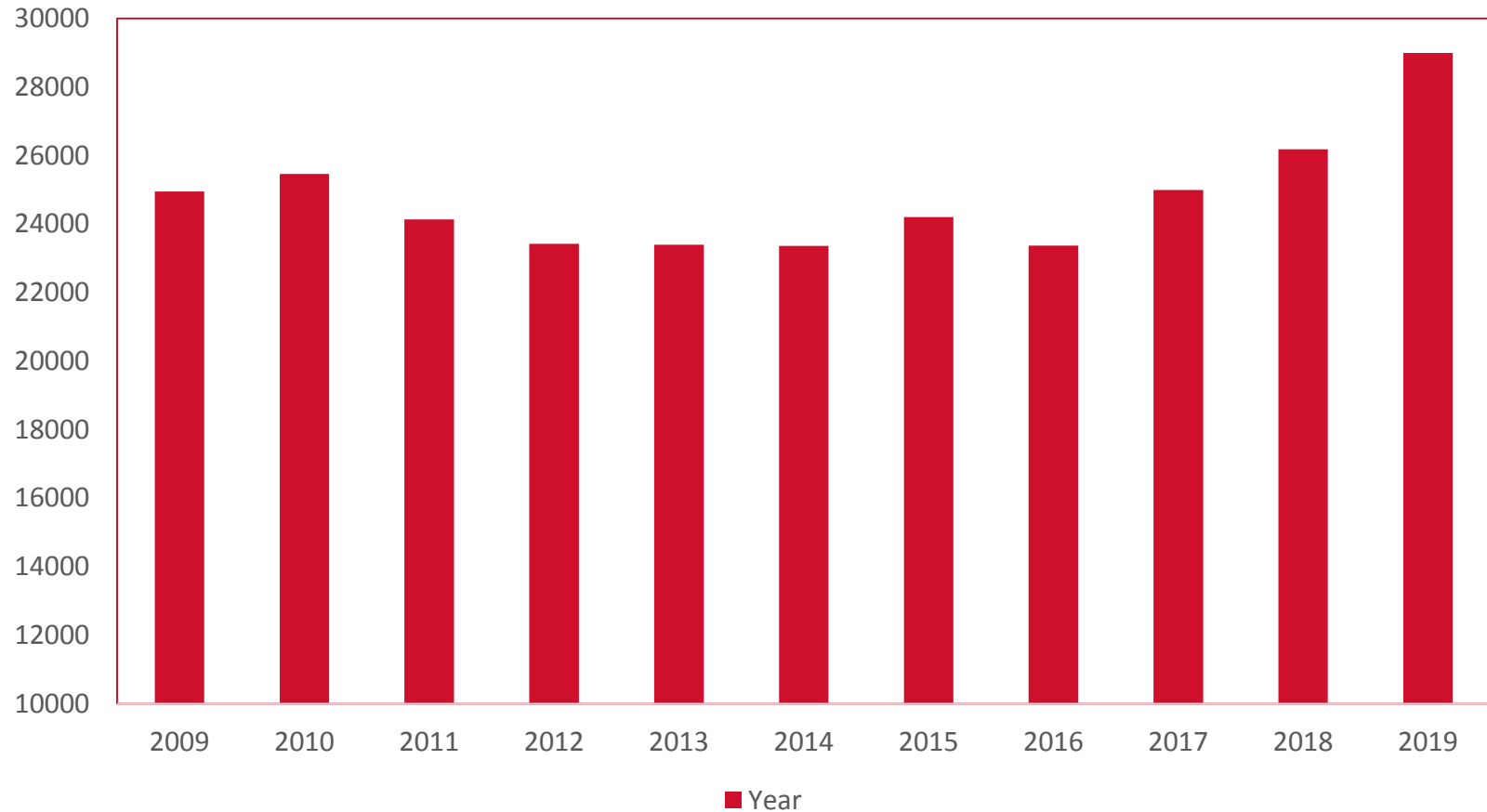
- Our fastest growing and largest Branches
- To date - Lowest member renewal rates
- Renewal strategy needs to be specifically focussed

Acquisition Strategy



MEMBERSHIP: GOING FORWARD COMMITTEE

Total New/Reinstated Members



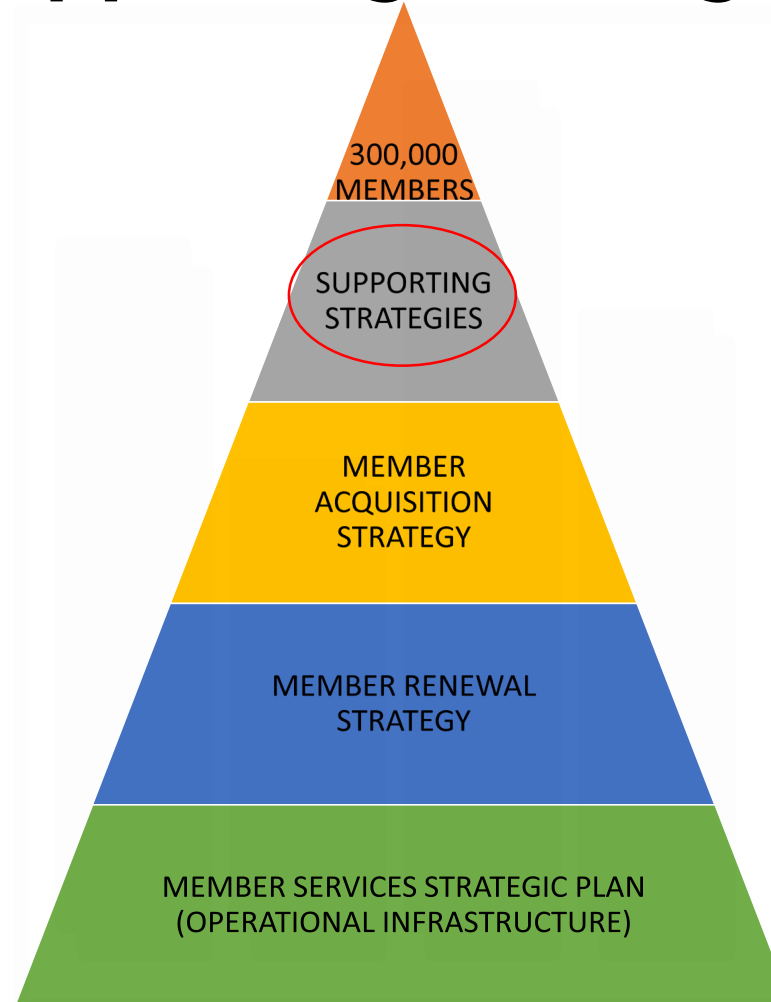
Veterans Welcome Membership

- Currently 2,700 Veterans have signed up
- Three step email campaign to encourage these online members to join a local branch
- Continue to work on ideas to ensure maximum renewal rates following their free year
- 2019 Survey:
 - 37% signed up because it was free
 - 62% did visit a Branch

Next Steps Acquisition Strategy:

- We need to greatly expand acquisitions through a greater variety of free and paid targeted campaigns.
- It costs \$ to add new members
- Ultimately, we require New members to be able to join their local Branch online...2020 Dominion Convention?
- To assist, we need to examine a standardized 'welcoming ceremony' process at all Branches

Supporting Strategies



Supporting Strategies

- Current 'non-traditional' opportunities available to assist in growing or retaining membership.
- Thinking and executing 'outside our traditional comfort zone'
- Communications, communications, communications!

Next Steps Supporting Strategies:

- Take advantage of new programs presenting us the opportunity for non-traditional new members (Digital Poppy – Legion Foundation – both are highly targeted opportunities for ‘Supporting Members’)
- Increase membership value – Member Benefits Package.
- Be proactive with Veteran Welcome renewals
- Expand Corporate partnerships - Commissionaires, RCMP, Costco
- Branches allowing members to join their Branch online
- Maximize tools already available – Legion Magazine

Summary:

- We have a directional plan to improve Legion membership
- Now is the time to begin executing 'Next Steps'
- We require greater ownership of KPI's from Legion leaders
- We require continued investment
- If we stay the course and execute we will see improvements!



Honouring Veterans is our duty

Legion.ca



**REPORT OF THE DOMINION COMMAND
SPORTS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

File: 42-2

Brian Weaver	-	Chair
Dave Flannigan	-	Vice-Chair
Jerry Lava	-	Member
Keith Andrews	-	Member
Melvin Crowe	-	Member
Serge Thibaudeau	-	Member
Lia Taha Cheng	-	Coordinator
Angela Keeling Colkitt	-	Assistant Coordinator

DATE OF LAST MEETING: 4 February 2019

DATE OF NEXT MEETING: February 2020

ACTION ITEMS FOR DECISION

1. PROPOSED SPORTS GUIDE AMENDMENT – SPORTS GUIDE 208

Dominion Member Sports Championships are open to members as defined in the General By-Laws of The Royal Canadian Legion. The Sports Guide provides further eligibility to compete criterion, specifically in regards to transfers. It was recognized that a rigid application of the transfer criterion could be unfair; therefore, specific exceptions had been identified. However, these exceptions do not cover all situations; therefore, the intent of this amendment is to address extenuating circumstances not already identified in the Sports Guide.

RECOMMENDATION: That section 208d of the Sports Guide be amended to read: "Additional exceptions may apply based on extenuating circumstances which must be approved by the Dominion Sports Committee".

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. SPORTS GUIDE REVIEW

Within the past year, it has been identified that sections within the Sports Guide require clarity and/or revisions to align it with the Legion's focus on modernizing its policies and procedures. The Sports Committee has addressed areas that require improvement; therefore, the Sports Guide will undergo a comprehensive review ensuring that feedback is collected from every Provincial Command prior to proposing any major changes.

2. **2021 DOMINION MEMBER SPORTS CHAMPIONSHIPS**

The call for applications to host the 2021 Dominion Member Sports Championships was sent out 21 February 2019 as an all branch and email to Provincial Commands with a deadline for returns 31 August 2019. Submissions will be reviewed and considered by the Sports Committee at its 23 November 2019 meeting. Of specific concern, only 11 branches from six Provincial Commands submitted applications to host as per below.

Provincial Command	Number of Branch Applications
BC/YT	5
AB/NT	2
SK	1
MB/NWO	0
ON	1
QC	0
NB	1
NS/NU	0
PE	0
NL	1

The Sports Committee will continue to work with Provincial Commands to increase their communications surrounding hosting Dominion Member Sports Championships as they develop strategies to enhance member engagement.

3. **LEGION NATIONALS**

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

**ADDENDUM
TO THE REPORT OF THE DOMINION COMMAND
SPORTS COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

File: 42-2

Brian Weaver	- Chair
Dave Flannigan	- Vice-Chair
Jerry Lava	- Member
Keith Andrews	- Member
Melvin Crowe	- Member
Serge Thibaudeau	- Member
Lia Taha Cheng	- Coordinator
Angela Keeling Colkitt	- Assistant Coordinator

A Sports Committee meeting was held 23 November 2019 at the Legion House which resulted in the following addendum to the original report.

ACTION ITEMS FOR DECISION

1. PROPOSED SPORTS GUIDE AMENDMENT – SPORTS GUIDE 302

The intent of this amendment is to ensure that all competitors are treated equally, despite their place of residence in relation to a national airport. The Sports Committee discussed that funding should be provided to cover transportation from a participant's place of residence instead of from the national airport nearest their place of residence.

RECOMMENDATION: That section 302b of the Sports Guide be amended to read: "Providing up to \$700 towards airfare and mileage, for four competitors per member sport event from their place of residence to the national airport nearest the site of the Championship and return. For Provincial Command team members choosing to travel by car to Dominion Member Sport Championships, each member whose vehicle is utilized for this purpose is provided the equivalent of the lowest available fare-saver airfare and mileage up to \$700 (from their place of residence to the national airport nearest the site of the Championship and return) OR the distance in kilometres as calculated by Dominion Command, whichever is less."

It should be noted that this amendment has the potential to increase the 2020 Sports Committee budget by \$18,000 as each member sport participant travel total cost could increase to a maximum of \$28,000 (\$700 x 4 participants x 10 Provincial Commands).

**REPORT OF THE DOMINION COMMAND
RITUAL & AWARDS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

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

DATE OF LAST MEETING: 24 October 2019

DATE OF NEXT MEETING: 28 November 2019

ACTION ITEMS FOR DECISION

1. MSM / MSA APPLICATION PROCESS

Discussions were held with our Committee and the Provincial Honours & Awards Chairmen to revise the criteria for MSM/MSA applications in order to better streamline the process. The intent was to review the Life Membership criteria as it is no longer an award.

RECOMMENDATION: That the Life Membership criteria for a MSM/MSA Award be removed. An applicant must be a member of the Royal Canadian Legion for a minimum of 15 years. All other criteria for the MSM/MSA, as outlined in the Ritual, Awards and Protocol Manual, will remain in effect.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. LEGION DRESS

- a. To increase awareness across all Branches through Provincial Command regarding the appropriate manner to wear the Legion Dress.
- b. To revise the Ladies Legion dress.

**REPORT OF THE DOMINION COMMAND
CONSTITUTION & LAWS COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

File: 17-2

Jim Rycroft	- Chair
David Eaton	- Vice-Chair
Bill Chafe	- Member
George O'Dair	- Member
Danny Martin	- Coordinator
Freeman Chute	- Assistant Coordinator

DATE OF LAST MEETING(S): 14 Nov 19 - Teleconference
DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

As of 27 Oct 19 the Committee has nothing to report.

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

ADDENDUM TO THE REPORT OF THE DOMINION COMMAND C & L COMMITTEE TO DOMINION EXECUTIVE COUNCIL 24 NOVEMBER 2019

As the C&L Committee met on 14 Nov 19 the following was not included on the original report to DEC. For DEC consideration.

1. GBL 314.J.I.(4) – APPEAL DECISION

Members considered the available decisions under S. 314. j.i. (4). The clause specifically eliminates the application of the other provisions within and merely provides for the return of the complaint to the original level for a new hearing. It was acknowledged that the disposition apparently becomes a nullity, however it was the consensus that the clause should include that provision for the purpose of clarity.

RECOMMENDATION: Modify Article 314.j.i.(4) to read – where none of the above are appropriate, revoke any penalty imposed and return the matter to the original level for a new hearing.

2. AMENDMENT – GBL 304.H

A concern was raised respecting the application of GBL 304.h. against a President. The contention respected the removal from a higher Office. The interpretation centred around the failure to include 'offices' in the phrase '...but removal from those positions held over which he has authority.' And thus, although semantics, it might be advisable to correct the phrase to read '...but removal from those offices and positions held...' to correspond with their initial citing in the Subsection.

RECOMMENDATION: It was recommended that GBL 304.H. be modified for clarification purposes as follows: *"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 offices and positions held over which he has authority. Such deprivation and/or removal is not appealable. However, if the complaint is withdrawn or found to be unsubstantiated upon completion of the hearing, the member shall be immediately reinstated for all purposes and any removal from office is deemed to have never occurred."*

3. GBL 418 B - INCLUDE A PROVISION FOR AN APPEAL

The need to amend GBL 418 b to include a provision for an appeal after a Special Section President uses 418 a. powers - see Article 137.

RECOMMENDATION: Amend GBL 418 b. to add "137g.," as follows : 418 b. *"An appeal to Dominion Command may be made by any command, branch, auxiliary, officer or member affected by such*

*action. The following applies to an appeal from a decision made on the authority of subsection **137 g.**, 418.a, section 505 or subsection 708.c of The General By-Laws.*

REVOCATION OF MEMBERSHIP PROCEDURE - GBL 418 A.

The Going Forward Committee responded favourably to the suggestion of having an administrative release procedure (revocation of membership) to assist in removing those members who are negatively and repeatedly thwarting efforts to build membership numbers or retain those we have. They requested an opinion from the C&L Committee in regard to the feasibility of implementing such a process.

A discussion of a possible administrative procedure for revocation of membership was seen by all as problematic. The group felt that Article III was sufficient to deal with Legion members whose behaviour caused others not to join the Legion, not to renew their membership or to quit.

Participants further felt that any such administrative procedure would put an excessive burden on the Commands and in particular on the Dominion President to implement. Informing members and implementing such a procedure would be extremely difficult given that even Article III which is well established, is challenging for those who use it to lay a complaint.

CONSENSUS: It is suggested that DEC not implement the administrative revocation of membership process.

**REPORT (REVISED) OF THE DOMINION COMMAND
RCEL COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

File: 26-2-4

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

DATE OF LAST MEETING: 22 November 2019

DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

1. Request for Additional Funding: Following landfall of Hurricane Dorian in the Bahamas, the SEOs had approved a \$15K funding contingency from RCEL funds for emergency support for the one Veteran and two widows who were in harm's way. The Caribbean Project Officer, Johanna Lewin, has since reported they were unharmed and did not suffer any significant damage to their property. That funding contingency will not be necessary for this purpose.

The RCEL, however, recently discovered a number of additional, genuine veterans and widows who have come forward for support; RCEL London has confirmed their eligibility for funding:

- Antigua: 7 Veterans/Widows @ £1600 each
- Jamaica: 7 Veterans/Widows @ £1100 each. Note: The number of beneficiaries in Jamaica could increase, potentially up to an additional 12 Veterans/Widows

As a result, a funding gap now exists between the numbers submitted for UK Government funding (DfID) and this new reality. The Legion was asked to consider re-directing the \$15K emergency funding for Hurricane Dorian relief to assisting these new Veterans and widows and to provide \$19K in further funding to fully cover the funding gap.

RECOMMENDATION: That \$15K from RCEL funds be re-directed from providing disaster relief to assisting the newly identified Veterans and widows in the Caribbean.

RECOMMENDATION: That an additional \$19K from RCEL funds be provided to assist the newly identified Veterans and widows in the Caribbean.

2. Budget: The income and expenditures (consolidated and by country) are attached.

RECOMMENDATION: That the budget of \$300K for 2020 be approved.

3. RCEL Grand President: HRH The Duke of York is the RCEL Grand President, one of 189 charities and organizations for which he provides Royal patronage. For personal reasons, he has withdrawn from public life, which will directly impact his patronage appointments. The RCEL committee respects his decision and intends to relay Legion concurrence to RCEL HQ in the UK that a new Grand President be sought.

RECOMMENDATION: That the Legion support the selection of a new RCEL Grand President in light of the decision by The Duke of York.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

The RCEL has benefitted greatly from Department for International Development (DfID) funding of £11.8M over a five-year period. This does not reduce our need for donations from branches, however, as Canada must still provide an increased level of financial assistance to beneficiaries in the Bahamas, Trinidad and Tobago, and now Antigua and Jamaica. Our commitment to assist Veterans and widows in these countries will be reinforced at the 2020 dominion convention.

**RCEL (CANADA) INCOME AND EXPENDITURES
2015-2019**

**RCEL COMMITTEE
AS OF 30 September 2019**

INCOME	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 BUDGET	COMMENTS
Entry Surplus	+461,729	+771,844.99	906,811.58	960,055.03	1,032,468.56	923,332.15	As of end of Q3
Donations	205,662.00	269,768.00	179,036.40	215,934.96	87,202.35	150,000.00	Low Estimate for Convention Year
Poppy Levy	0	0	0	0	0	0	
Interest	1,851.14	2,706.44	3,210.64	2,522.85	593.53	2000.00	
Other Revenue	304,050.00	146,718.87	155,727.22	145,660.51	0	0	
TOTAL	973,292.46	1,191,038.	1,244,785.	1,324,163.35	1,120,264.44	1,075,332.10	
EXPENSE							
Poppy	18,157.00	23,595.22	18,363.86	25,350.30	15,298.06	29,988.92	
Assistance	161,231.48	242,263.00	249,770.00	243,685.00	167,175.00	166,034.34.29	Jamaica Curphey Home/Beneficiaries and Antigua (new) included
Education	0	0	0		0	0	
Projects	0	0	0		0	0	
Emergency	0	0	0		0	0	
Misc.	258.99	60.00	90.00	85.20	50.00	\$500	
Shipping	15,800.00	18,309.00	16,507.00	22,534.00	14,409.00	18,566.70	
TOTAL	201,447.00	284,227.22	284,730.81	291,694.79	196,932.29	215,089.96	
NET/LOSS	+771,844.	906,811.58	960,055.03	1,032,468.56	923,332.15	860,242.20	

NOTE: RCEL administration and Committee expenses are not included. These are accounted for in RCL administration.

**RCEL COMMITTEE
ACTUAL EXPENDITURES BY COUNTRY
STATUS AS OF 30 September 2019**

COUNTRY	POPPY MATERIAL	INDIVIDUAL ASSISTANCE	SHIPPING	PROJECTS	EMERGENCY	MISC	COUNTRY TOTAL
ANTIGUA	161.86	5,700.00	751.50				6,613.36
BAHAMAS	3,023.00	63,660.00	857.85			50.00	67,590.85
BARBADOS	1,024.75		893.29				1,918.04
BELIZE	496.45	7,840.00	893.29				9,229.74
BERMUDA	1,296.78	3,000.00	2,438.80				6,735.58
CAYMAN I.	320.35		751.50				1,071.85
DOMINICA		5,000.00	-				5,000.00
GRENADA	267.52	6,500.00	-				6,767.52
GUYANA	5,357.95	32,700.00	3,038.58				41,096.53
JAMAICA		5,500		CURPHY HOME			5,500.00
MONTSERRAT	214.69		935.83				1,150.52
ST. KITTS	434.27	2,400.00	950.01				3,784.28
ST. LUCIA	705.45	21,900.00	751.50				23,356.95
ST. VINCENT	848.50	2,400.00	1,304.49				4,552.99
TOBAGO	320.35	5,775.00	751.50				6,846.85
TRINIDAD/TOB	353.25	4,800.00					5,153.25
TURKS/CAICOS	472.89		0				472.89
GEN/OTHER			91.09				91.09
TOTAL	15,548.06	167,175.00	14,700.23	0			196,932.29

**REPORT OF THE DOMINION COMMAND
DOMINION CONVENTION COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

File: 19-1

Tom Irvine	-	Chair
Bruce Julian	-	Member
Bill Chafe	-	Member
Steven Clark	-	Coordinator
Danny Martin	-	Assistant Coordinator
Freeman Chute	-	Assistant Coordinator

DATE OF LAST MEETING: 21 September 2019 (Meeting with Saskatoon LAC)

DATE OF NEXT MEETING: April / May 2020 (Saskatoon LAC meeting date TBC)

ACTION ITEMS FOR DECISION

There are no items for DEC decision.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. **CONVENTION THEME**

The theme will be "*Unity is our Strength...Together, Serving Canada's Veterans and Communities*," which is a reinforcement of our Mission Statement.

2. **WORKSHOPS**

The workshops will connect to the organization's strategic plan, specifically the membership strategic objective, but not all will have this exclusive focus. Other topics for consideration include medicinal marijuana research, mental health, VetBuild and addressing Veterans homelessness.

3. **FUTURE DOMINION CONVENTIONS**

Convention 2024: Ontario Command, 24-29 August: Expressions of interest in hosting the convention have been received from Cornwall, London, Guelph, Hamilton and North Bay. Facility suitability and other selection criteria will be investigated.

Convention 2028: BC/YT Command: A site visit was conducted in Penticton; while possible, transportation and insufficient meeting room availability are areas needing further exploration. Tourism Prince George has expressed an interest in being the host city.

The economic impact to the host city in being the location for a dominion convention is high, which has led the committee to look at what concessions will

be offered by the various city tourism bureaus to help offset the cost to the Legion for conducting the dominion convention. In 2018, Tourism Winnipeg provided the Legion \$50,622 (based on room reservations and amount spent in the city). Such concessions will be a consideration when selecting future sites.

**REPORT OF THE DOMINION COMMAND
DEFENCE & SECURITY COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

File: 82-27

Jay Milne	- Chair
Bob Cl��roux	- Member
Brendan Heffernan	- Member
Carolyn Gasser	- Coordinator
Michael Smith	- Assistant Coordinator

DATE OF LAST MEETING(S): 23 September 2019

DATE OF NEXT MEETING: 23 November 2019

ACTION ITEMS FOR DECISION

1.1 TERMS OF REFERENCE (TOR) REVIEW

The Strategic Plan and President's Mandate call for greater focus on increasing Membership and increasing exposure for The Legion's brand.

In July, the President requested the Chair conduct a review of the TORs and priorities for the D&S Committee. The Chair reviewed the current TORs, the General By Laws, the Strategic Plan and the Mandate Letter from the President from October 2018. After committee review, the draft amended TORs are attached for approval of DEC.

The amended TORs place a greater emphasis on working with other committees, notably the PR Committee, the Membership Committee, the VSS Committee, and the R&A Committee on matters of mutual interest related to the RCL Strategic Plan and the CAF and RCMP.

The President's Mandate Letter in October 2018 included his intention to reconvene the Committees of the Whole. From 2017-2019, the D&S Committee's previous Chair appealed to Provincial Commands for a representative and this has proven, for the most part, unsuccessful. Rather than appointing Provincial Command representatives, it recommended that the D&S Committee would benefit greatly from the contribution from CAF and RCMP veterans from across Canada who have experience in a specific area of focus; such as military personnel policy and administration, defence policy development, procurement, etc.

RECOMMENDATION: That the draft amended TORs be adopted by DEC and incorporated into Annex N to Chapter 2 of the OP&P Manual.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. NEW GOVERNMENT

The D&S Committee will be monitoring the formation of the new Government and their priorities in the next period. Specific interest will be in the areas of senior appointments, and changes in the key policies of CAF and RCMP in personnel, structure, priorities, and procurement. The intention is to ensure appropriate awareness by senior RCL officials to enable constructive dialogue on key issues.

2. COMMITTEE MEMBERSHIP

With TORs shaping up, the Committee will look to strengthen its membership.

3. ENGAGING OTHER COMMITTEES

As mentioned in section 1, the D&S Committee will be engaging key RCL committees on matters of mutual interest. The Committee must maintain awareness and be involved with the strategies that involve or are directed at the CAF, the RCMP, and their serving personnel and be involved with formulation of The Legion's position on national security, defence policy and other such topics. The Chair will meet with the appropriate Chairs of these Committees

4. CDA/CDAI

The D&S Committee Chair will work with Executive Director to ensure the RCL's positions are agreed-to in preparation for the CDA/CDAI AGM in February/March.

**DOMINION COMMAND
DEFENCE AND SECURITY COMMITTEE
TERMS OF REFERENCE**

1. Contribute to the Royal Canadian Legion's positions, advocacy, feedback and recommendations to the Government of Canada and the leadership of the CAF and RCMP on matters of:
 - i. defence, security, military and RCMP policy;
 - ii. personnel administration, management and welfare;
 - iii. protective and mission equipment and systems;
 - iv. training; and
 - v. operations.
2. Increase awareness of defence, security, military and national policing matters among the Legion members.
3. Contribute to Legion national-level committees concerning subjects that are relevant to serving and former members of the Canadian Armed Forces and RCMP.
4. Help prepare for and contribute to senior level meetings, presentations, and committees with the Government of Canada, or senior leadership of the CAF and RCMP, or both.
5. Act as the Legion's representative to the Conference of Defence Associations.

Reviewed: 24 November 2019

**REPORT OF THE DOMINION COMMAND
VETERANS CONSULTATION ASSEMBLY TO THE
DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

File: 10-1-1

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

DATE OF LAST MEETING: 16 November 2019

DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

There are no decision items to be discussed.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. Multifaith Housing Initiative: This 40-unit "Veterans House" project will assist homeless and near homeless Veterans, providing them with affordable housing and support services as they strive to recover from their physical and mental health issues. ON Command and District G have provided significant financial support to the project. As MHI is still more than \$2M away from achieving their fundraising goal, this may be a project for Legion National Foundation involvement.
2. Veterans Ombudsman: The OVO works for the fair treatment of Veterans and their families while ensuring they have access to programs and services that contribute to their well-being. While efforts will continue to improve these programs, there will be a particular focus by the OVO in 2019-2020 on:
 - Families: evaluating the impact of VAC programs and services on families of Veterans
 - Women Veterans: evaluating the impact of, and identifying gaps in, VAC programs and services delivered to women Veterans

The input by the Legion on these and continuing issues is vital as part of the ongoing liaison with the OVO.

**REPORT OF THE DOMINION COMMAND
PUBLIC RELATIONS COMMITTEE TO THE
DOMINION EXECUTIVE COUNCIL
[NOVEMBER 2019]**

File:

Owen	-	Chair
Parkhouse		
Sharon	-	Vice-Chair
McKeown		
Stephen Gallant	-	Member
Nathan Lehr	-	Member
Kenneth Ouellet	-	Member
Chris Strong	-	Member
Nujma Bond	-	Coordinator
Leah O'Neill	-	Assistant Coordinator
Dion Edmonds	-	Assistant Coordinator

DATE OF LAST MEETING(S): April 3, 2019

DATE OF NEXT MEETING: November 23, 2019

ACTION ITEMS FOR DISCUSSION

1. STOLEN VALOUR

Given that there are regular and public instances of Stolen Valour by Legion members and others, and with the Dominion President's personal focus on this area, we created and updated language on Legion.ca to outline our strong stance. We also created and shared a video by our Dominion President to make it clear how seriously we take Stolen Valour. Recently, DEC adopted a related policy in the wake of the BC Command Convention, though that policy stops short of any immediate consequences for a member who engages in Stolen Valour.

It may make sense to further reduce the harm to the organization's reputation by instituting a policy of immediate consequence for any member found guilty e.g. denial or revocation of membership until penalty served if charged and convicted.

RECOMMENDATION: That The Royal Canadian Legion discuss the adoption of an immediate consequence for anyone found guilty of Stolen Valour.

2. REPRESENTATION AT POLITICAL EVENTS

As this was a federal election year, the issue of Legion representation at political events arose. In one instance in the Atlantic region, some members at a local political event were readily identifiable as Legion members while they attended a political party announcement. The members did not see their presence in uniform as a problem and were thanked by some on site for being there to represent the organization. While

members' attendance was in good faith, as an apolitical organization it was not endorsed as per the General By-Laws.

RECOMMENDATION: That The Royal Canadian Legion discuss the formulation of a short yet explicit set of guidelines to outline when and where Legion representatives can and cannot appear in uniform.

3. REMEMBRANCE ACTIVITY

The Legion organizes and oversees major Remembrance activities including the ceremony at the National War Memorial in Ottawa. We oversee the Virtual Wall of Remembrance and the Poppy Drop on Parliament Hill. Across the country, we hold many of the local ceremonies. Many Canadians may not realize the degree of our commitment both financially and creatively, to Remembrance.

RECOMMENDATION: That The Royal Canadian discuss coming up with additional external ways to share with Canadians how we support the promotion of Remembrance.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. SHARING INFORMATION ACROSS ALL LEGION ZONES AND BRANCHES

There continue to be many challenges with respect to the sharing of important organizational information within the Legion itself. We are hoping to come up with a clear way to help all Commands, Zones and Branches share information they receive so that everyone who needs the information, gets it and takes any required action.

Achieving this may be complicated by the lack of a computer in some Branches, or the lack of member attention to information they receive. The sharing of information about programs and policies is critical to achieving alignment with the Strategic Plan.

- *e.g. The Legion's National Headquarters recently developed a document to help Commands focus on the organization's Stolen Valour and Anti-Hate policies. This needs to be widely shared.*

2. DEFENCE AND SECURITY POSITIONS

Earlier this year, the Defence and Security committee discussed the possibility of helping PR colleagues respond to media requests, by staying abreast of and sharing their expertise on related advocacy issues of importance to the Legion. We are in the midst of determining what that support could look like and how best to gather it.

3. WELCOMING ATMOSPHERE

The committee is discussing the creation of tools and techniques that could help Branches demonstrate the best welcoming atmosphere possible. For example, an updated welcome booklet, volunteer greeters, and an in-Branch orientation program, and sensitivity training ideas.



PR Committee Addendum - DEC meeting – November 24, 2019
Highlights from PR Committee meeting of November 23, 2019

We reviewed the discussion points that have been presented to DEC. Additional thoughts noted:

- Discussed a few public examples of Stolen Valour and how Stolen Valour Canada tends to handle such cases. Reminded people that caution is necessary in order to ensure the accusations are valid. Also reviewed Tom's recent video outlining Legion stance, which can be a resource for members and media.
- Guidance needed from DEC in terms of when uniforms are acceptable at public events: nothing in our By-Laws specifically states when we can/can't wear them. We do need more visibility at events and uniforms help reflect our interest.
- DEC direction needed in terms of taking on advocacy work in the Defence and Security sector, using our Defence and Security committee members as guides.
- We are hopeful to be able to tackle additional ways to share our story and how involved we are in the promotion of Remembrance. Part of this effort will require a budget.
- We are still not where we need to be in terms of internal communications: ensuring that the right people get the information. We can tell for example, that 99% of the Branches for which we have an email address, are getting the All-Branch, but only 50% are opening. That needs to hit 100%.

Concerns/challenges noted:

- Many Veterans don't consider themselves Veterans, rather, ex-service members. Education in this area is needed. A good question to ask is: "Have you ever served in the Forces" rather than asking people if they are a Veteran.
- Regions are not all using standardized Branch and Zone email addresses which would help avoid problems communicating with the right people. With regular volunteer turnover, it can be a challenge to ensure the right people are getting the right information.
- Not everyone understands the meaning of the poppy and Remembrance. We can possibly create a new small card to help at Remembrance time, but also at other events.
- We may need to work more closely with government, in terms of helping to strengthen our connection with them about what we do and how we can work together.
- People still aren't getting the message that anyone can join the Legion. We need more effort – at all levels – to get this across. We also need to make a greater effort to reach Veterans during and after Basic Training. Some successes are being seen in this area in QC.
- The membership portal material may not be well accessed by branches and members if it's not obvious enough – we need to make it easier to see this section by changing the look of the entry point at Legion.ca
- There are still some problems/concerns related to the white poppy, purple poppy and people's understanding of the Legion's stance on different poppy colours and meanings. In Quebec, some people became very rude with those who chose to wear the white poppy this year. From a

Legion perspective, the red poppy is representative of all fallen Veterans from all backgrounds, and that is what Remembrance Day has always been about.

- People have noticed that in some communities, many wreaths are ordered for Remembrance Day and then disposed of the next day. Is there any work being done related to ideas for recycling etc. *(We did review the update that National HQ's Supply department is working on alternative materials for both poppies and wreaths – biodegradable, and, recyclable options.)*
- Some Branches are still operating via paper only, no electronic communications. This poses obvious challenges.
- In many Branches, staff members such as the bartenders are the first point of contact for new or potential members. How are they trained, are they up to speed on how to present the Legion to new people?

Ideas/positive items discussed:

- Lessons learned: we could do more sharing of best practices between Branches and Commands. *e.g. approaching the "welcome wagon" organizers in communities and ensuring information about the Legion is part of their welcome packages to new residents.*
- Recruitment suggestion: when approaching people, use "I would like to you to join the Legion" approach as opposed to "have you thought about joining."
- All regions should discuss the concept of an "open house" to showcase the Legion to the community, invite new members. Perhaps Legion Week can be standardized across the country.
- Could we design "battle cards" to help direct veteran members especially, in terms of their interest areas and skills as they relate to the organization's needs *(almost like a "SWOT" analysis of organizational skills, weaknesses, opportunities, threats)*. This may speak to them more clearly as a new or potential member.
- We could do better in terms of sharing good stories with media across the country. For example, the community of Milton ON, has a significant population of immigrants and takes education about the meaning of Remembrance very seriously. What more could the rest of society be doing to educate, and how can we help them do it?
- Provincial Commands who produce newsletters should share them with all Executive Directors so there is more sharing of information nationally.



Branches may become aware of suspected cases of Stolen Valour through a number of possible ways:

- From members,
- From Legion Levels of Authority who would in turn have found out through a member complaint or from Stolen Valour Canada (SVC),
- On line, through social media, report from the public, or the SVC website.

In any of these cases, it is important to respect our members' right to due process and to have their side heard. At the same time, fraudulent wearing of medals or uniforms is a federal crime, and branch executives are responsible to protect their branch's reputation and the reputation of the Royal Canadian Legion.

When made aware of suspected Stolen Valour, branch Presidents are to:

- Identify someone who can speak to the person accused of Stolen Valour. That individual can be the President themselves, or a trusted member of the branch who the person accused is comfortable talking to,
- Explain the accusation to the person, and explain the potential impact on the branch and the Legion if it were to be true.
- Give the person the opportunity to tell their side of the story. Ideally, the conversation will either clear up the situation by providing the President evidence that there is no case, or it will allow the person accused the opportunity to understand the potential harm they could cause and give them an opportunity to redeem themselves by surrendering those items that they were wearing fraudulently.
- Report to their Command headquarters through the appropriate channels how the issue has been resolved.

If the individual in question refuses to surrender the decorations or medals and cannot provide a reasonable explanation as to their validity, a branch president has some options:

- They can notify law enforcement authorities of an alleged breach of Criminal Code S. 419,
- If any member believes that the alleged Stolen Valour constitutes conduct that brings or tends to bring the Legion into discredit, a complaint can be lodged under Article III of the General By-Laws. As per General By-Law 304H, a branch president may deprive the member against whom the complaint is lodged of clubhouse privileges and remove them from office or position.

It is not recommended that the branch President officially engage with or solicit assistance from SVC; they are not an arm or resource of the Royal Canadian Legion and should not be treated as such. However, the member accused of Stolen Valour are to be made aware that SVC rarely lets an allegation go if they believe they have a case.



NATIONAL LEGION POLICIES: **HATE GROUPS AND STOLEN VALOUR**

Dominion Command, with the approval of the Dominion Executive Council, including Presidents from all Provincial Commands and Special Sections, has two national policies developed to provide direction for Branches on important issues. *Please ensure your Branch is familiar with and enforces these policies.*

LEGION
Policy
**HATE
GROUPS**

The Royal Canadian Legion does not support or tolerate any group or organization whose views or actions are contrary to our values and those of our country. The beliefs of any group with which we interact must align with and reflect the Legion's founding Articles of Faith and General By-laws.

As such, no Branch or Command within the Legion may affiliate itself in any manner whatsoever with a group or organization that promotes or is known to promote hatred or violence due to ethnicity, religion, gender, sexual orientation or any other social determinant. This also applies to Legion support of groups affiliated with organizations that espouse hostility.

Command and Branch Executive, and Legion members must use their best judgement to ensure policy compliance. The ultimate determination as to what constitutes a prohibited group lies with Dominion Command; its determination is final and will govern.

Any Branch or Command having doubts about a group's history or its suitability to associate with the Legion, must obtain advice from Provincial Command or Dominion Command, respectively.

Noncompliance with this policy is punishable up to and including an Article III expulsion within the Legion's General By-laws.

A NEW TOOL

*is available to help Legion Branches assess groups or organizations requesting to rent Legion facilities. The Space Rental Request Form supports the Branch in taking appropriate steps to confirm that the group or organization's views, purposes and the nature of the event itself align with the Royal Canadian Legion founding Articles of Faith, General By-laws and hate group policy. **The tool can be found on the Member Services Website, under Branch and Command Resources / Bylaws and Branch Management***

Politique DE LA LÉGION CONCERNANT L'IMPOSTURE MILITAIRE

Les filiales peuvent être informées de cas présumés d'imposture militaire de plusieurs façons, notamment :

- de la part des membres,
- de différents niveaux d'autorité de la Légion suite à une plainte d'un membre ou de *Stolen Valour Canada* (SVC);
- en ligne, par le biais des médias sociaux, de rapports du grand public ou sur le site Web de SVC.

Quelque que soit le cas, il importe de respecter le droit de nos membres à une procédure équitable et d'entendre leur version des faits. Cela dit, le port frauduleux de médailles ou d'uniformes est un crime fédéral, et les dirigeants de filiale ont la responsabilité de préserver la réputation de leur filiale et, partant, celle de La Légion royale canadienne.

Lorsque mis au courant d'un soupçon d'imposture militaire, le président de filiale verra à :

- identifier une personne-ressource qui pourra parler à la personne accusée d'imposture militaire. Il peut s'agir du président lui-même ou d'un membre de confiance avec qui la personne accusée pourra parler ouvertement;
- expliquer l'accusation à la personne et lui faire comprendre l'impact potentiel sur la filiale et la Légion si cela devait s'avérer;
- donner à la personne l'occasion de raconter sa version des faits. Idéalement, la conversation éclaircira la situation en fournissant au président la preuve qu'il n'y a pas d'usurpation, ou encore permettra à la personne accusée de comprendre le préjudice potentiel qu'elle pourrait causer et lui donner l'occasion de faire amende honorable en retirant les articles qu'elle porte de façon frauduleuse;
- faire rapport à sa direction provinciale par les canaux appropriés sur la façon dont le problème a été résolu.

Si toutefois la personne devait refuser de retirer les décorations ou les médailles, et ne peut fournir une explication valable quant au bien-fondé de leur possession, le président de la filiale aura alors certaines options :

- il/elle peut aviser les autorités chargées de l'application de la loi d'une infraction présumée, conformément à l'article 419 du Code criminel,
- si quiconque croit que l'imposture militaire présumée constitue une conduite qui discrédite ou tend à discréditer la Légion, une plainte peut être déposée en vertu de l'Article III des Statuts généraux. En effet, conformément à la sous-section 304.h des Statuts généraux, le président d'une filiale peut priver un membre, contre qui une plainte a été déposée, de son privilège d'accès au local et le démettre de ses fonctions ou de son poste.

Il n'est pas recommandé que le président de filiale demande officiellement la collaboration ou sollicite l'aide de la SVC; cette organisation n'est pas un représentant ou une ressource de La Légion royale canadienne et ne devrait pas être traitée comme telle. Toutefois, tout membre accusé d'imposture militaire doit être informé que la SVC laisse rarement passer une allégation si elle croit avoir une preuve.



POLITIQUES NATIONALES DE LA LÉGION : **GROUPE HAINEUX ET L'IMPOSTURE MILITAIRE**

La Direction nationale, avec l'approbation du Comité exécutif national, y compris les présidents de toutes les directions provinciales et des sections spéciales, a élaboré deux politiques nationales pour fournir des directives aux filiales sur les questions importantes. *Veuillez vous assurer que votre filiale connaît et applique ces politiques.*

Politique DE LA LÉGION SUR LES **GROUPE HAINEUX**

La Légion royale canadienne ne cautionne ni ne tolère aucun groupe ou organisation dont les opinions ou actions sont contraires à ses valeurs et à celles de la nation canadienne. Les valeurs de tout groupe avec qui la Légion entretient des rapports doivent refléter, et s'aligner avec, les Articles de Foi de ses membres fondateurs et ses Statuts généraux.

Par conséquent, aucune filiale ou direction de la Légion ne peut s'affilier de quelque façon que ce soit à un groupe ou à une organisation qui fait, ou contribue à, la promotion de la haine ou de la violence en fonction de l'ethnie, de la religion, du genre, de l'orientation sexuelle ou de tout autre critère social. Cela s'applique aussi bien à leur soutien à tout groupe affilié à de telles organisations.

Tout membre de comité exécutif de direction et de filiale, et les membres de la Légion doivent utiliser un rigoureux discernement pour assurer le respect de cette politique. La décision finale quant à ce qui constitue un groupe frappé d'interdiction revient à la Direction nationale et dictera la conduite à suivre.

Toute filiale ou direction ayant des doutes sur les antécédents d'un groupe ou son aptitude à s'associer avec la Légion verra à consulter sa direction provinciale ou la Direction nationale.

Tout manquement à cette politique est passible d'une peine pouvant aller jusqu'au renvoi en vertu de l'Article III des Statuts généraux de la Légion.

UN NOUVEL OUTIL

est disponible pour aider les filiales de la Légion à évaluer les groupes ou organisations qui demandent à louer les locaux de la Légion. Le formulaire de demande de location d'espace aide la filiale à prendre les mesures appropriées pour confirmer que les points de vue de l'organisme, les objectifs et la nature de l'événement sont conformes aux Articles de foi de la Légion royale canadienne, aux Statuts généraux et à la politique sur les groupes haineux. **L'outil est accessible à partir de site Web des Services aux membres, sous l'onglet Ressources — Directions & Filiales/Règlements et gestion de filiale.**

**REPORT OF THE DOMINION COMMAND
GOING FORWARD COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

File: 10-1-1

Bruce Julian	- Chair
Tom Irvine	- Vice Chair
Jill Carleton	- Member
Larry Murray	- Member
Kyle Scott	- Member
Robyn Zettler	- Member
Mark Barham	- Advisor
Jim Rycroft	- Advisor
Steven Clark	- Coordinator
Danny Martin	- Assistant Coordinator

DATE OF LAST MEETING: 15 September 2019

DATE OF NEXT MEETING: TBC

ACTION ITEMS FOR DECISION

1. **Membership Presentation:** With Membership being a top strategic objective, it is important to share information and increase the awareness by all members on this topic; Randy Hayley, Deputy Director Member Services, has developed an excellent presentation on membership issues and the way ahead.

RECOMMENDATION: That a membership presentation by Randy Hayley, Deputy Director Member Services, be included in the 2020 Dominion Convention daily procedures.

2. **Legion Service Dress:** Unlike organizations with different orders of dress (i.e. CAF Ceremonial Dress No. 1, Service Dress No. 3B, short-sleeved shirt), Legion dress is the same uniform for every Legion ceremony, event or meeting regardless how formal or informal the occasion might be. While still respecting our traditions by retaining full Legion dress for certain occasions, societal norms and expectations have resulted in a transformation re: business attire and a more relaxed dress would be seen as a progressive move for the organization in its appeal to younger Canadians to become members, as well as Veterans of the CAF and RCMP who are used to different orders of dress. For example:
 - Ceremonial dress (full Legion dress) would be worn for official parades, Colour Parties, ceremonies, receptions, Veterans' funerals and all other formal occasions as prescribed.
 - Service dress or operational dress (i.e. Legion branded polo shirt / short-sleeved shirt) would be worn on non-ceremonial, less formal occasions, such

as convention business sessions (other than the official opening ceremony day), meetings, informal branch events, hospital visitations to Veterans, etc.

Based on committee discussions, more input is required and a separate body should be formed to make recommendations and provide options.

RECOMMENDATION: That DEC investigate instituting a Legion service dress option with a goal of having samples presented to the delegates at the 2020 Dominion Convention.

3. **Governance Sub-Committee:** Dominion Command governance was reviewed last in 2008. At that time, the power of the SEOs was restricted to the budget and the Going Forward committee concluded that SEOs should be given increased oversight.

RECOMMENDATION: That DEC form a Governance sub-committee with a goal of developing a report to the 2020 Dominion Convention.

4. **Removal of Membership through an Administrative Process:** There is a need to establish an administrative procedure for revocation of membership by the Dominion President, based on expediency and other indeterminable factors, rather than pursuing an Article III as a disciplinary proceeding. This could be applied for valid situations such as proven Stolen Valour. GBL 203 already provides authority for a similar situation as it relates to theft, fraud or misappropriation of Legion/Poppy funds or property.

RECOMMEDATION: That the C&L Committee be tasked to develop and recommend an administrative process for the revocation of membership.

THE WAY AHEAD: COMMITTEE PLANS / GOALS

1. **Strategic Objective 1: Membership:** With respect to the Membership strategic objective, the committee will: explore the development of a membership perks program similar to discounts and benefits offered through the CF One program; recognize and promote service in other theatres (i.e. Cyprus); and potentially advocate for CAF awards such as those who were involved in the Air France disaster.
2. **Strategic Objective 5: Modernize Infrastructure:** In preserving the relevance of branches in serving the local community, the committee will explore a number of potential initiatives, including optimizing branches located near CAF bases in order to showcase what the Legion has to offer.

3. **Financial Viability**: The financial future of the organization has been an ongoing topic as our membership numbers decline. The committee will continue to address the financial strength and sustainability of the Legion.

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



Option 1 with
Embroidered Categories



Proposed Uniform Shirt - Option 2
Navy with White Accents



Option 2 with
Embroidered Categories



**REPORT OF THE DOMINION COMMAND
CENTENARY COMMITTEE
TO THE DOMINION EXECUTIVE COUNCIL
24 NOVEMBER 2019**

Owen Parkhouse - Chair
Brad White - Vice-Chair

THE WAY AHEAD: COMMITTEE PLANS / GOALS

100th Anniversary of the Royal Canadian Legion 2025/2026

Centenary Book of RCL – to be written by Nujma Bond

Sovereign to Play a Role

Governor-General to Play a Role

Dignitaries – Past Presidents, Politicians etc.

Fundraising – 100th Anniversary Ball - Chateau Laurier? Royal York?

Canada Post Stamp

Royal Canadian Mint Coin

Commemorative Beer

Model Soldier Legionnaire

Commemorative Scotch or Rye

Legion 100th Anniversary Medal

Legion 100th Anniversary Pin

Legion 100th Anniversary Challenge Coin

Commemorative Poppy Store Items (Various)

Commission a Painting for 100th Anniversary

Legion Stone Carving on Parliament Hill

Honour Legions with 100 Years of Service

Legion Magazine 100th Anniversary Special Issue

Theme for 100th Anniversary (75th “Preserving the Past, Preparing the Future”)

Select Committee Members

ITEM 11: CANVET PUBLICATIONS LTD.

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

DATE OF LAST MEETING(S): 14 September 2019

DATE OF NEXT MEETING: 22 November 2019

INTRODUCTION

Canvet has posted a strong year. Three revenue streams have broken records – subsidy, interest and online store sales. Overall, this is Canvet’s second best showing in fifty years. The corporation has been growing steadily over the last decade and if the government subsidies remain intact we are well positioned for the next two years.

SUBSIDY REVENUE

This year Canvet was awarded three subsidies – The Canada Periodical Fund (CPF) for both *Legion Magazine* and Canada’s *Ultimate Story* (CUS) and the Ontario Media Development Corporation (OMDC). The CPF awarded Canvet a grant in the amount of \$883,684 for *Legion Magazine* and a grant in the amount of \$56,753 for CUS. These two CPF grants represent \$940,437, over \$36,000 (four per cent) more than the 2018 grant. Canvet will also receive \$12,500 from the OMDC.

Over the last three decades, federal subsidies have saved Canvet almost 13 million dollars. All of Canvet’s budgets are predicated on their continuing receipt. The subsidy comes with clear rules and the government must continue to be confident that Canvet is an independent publisher. They have listed as ineligible any periodicals “that primarily report on the activities or promotes the interests of the organization.”

EDITORIAL

This year, Canvet added five epubs (199 pages) to its standard publishing schedule of six issues of *Legion Magazine* (624 pages), four Special Interest Publications (SIPs) (400 pages) and six French inserts (160 pages) – a 17 per cent increase over last year.

Legion Magazine and *CUS* covered a wide range of topics, including the demobilization of the First World War; moral injury; what soldiers wore, ate and said in the Second World War; Battle of Ortona; D-Day; the start of the Second World War; Indigenous veterans of the First World War; and much more.

The five new epub covers covered Canada and the First World War, D-Day, D-Day Memoirs, Veterans Benefits Guide (English and French) and Paratroopers.

In 2020, the January/February issue will start the year with coverage of Remembrance Day and an original memoir comprised of letters from a soldier to his mother. The French section of *Legion Magazine* includes translations of those stories of most interest to our French readers along with original history articles.

WWW.LEGIONMAGAZINE.COM AND SOCIAL MEDIA

In 2019, legionmagazine.com will attract 1.5 million visitors, up 100,000 from last year. The site showcases our award-winning interactive websites, blogs, historic photo archives, audios and videos and the Last Post database with over 203,000 names. The videos have already generated three million views.

MEMBER BENEFITS PACKAGE

The Royal Canadian Legion (RCL) Member Benefits Package (MBP) offers discounts for members through Carlson Wagonlit Travel, IRIS Eyewear, Rogers SimplyConnect, Medipac Travel Insurance, Revera Inc., Arbor Memorial Services Inc., Canadian Safe Step Walk-in Tub Co., HomeEquity Bank, HearingLife Canada and MBNA Canada Inc. Not only do the partners offer member discounts but they also contribute significant funding to Legion programs. Canvet offers the partners exclusive advertising rates and they reach an exclusive market as an endorsed partner.

AWARDS & RECOGNITION

Last spring, Canvet partnered with the Canadian War Museum on a national exhibit titled *The Wounded*. This series of portraits, taken by Stephen Thorne, has been extended to an international travelling exhibition.

Last June, *Legion Magazine* was awarded silver at the 42nd National Magazine Awards for our feature Citizens of War, written and photographed by Stephen Thorne. Then in early October, Canvet was nominated for a Canadian Online Publishing Award for the video commemorating the Battle of the Atlantic and narrated by Alan Doyle. The staff has been named a finalist or winner in 28 national and international awards.

CONCLUSION

Canvet made a commitment to Dominion Convention to hold its subscription price at \$9.49 for eight years. In 2020, that promise will be fulfilled. The corporation has been growing steadily and if the magazine remains eligible for the CPF then Canvet can extend its commitment under the existing subscription fee until 2022.

The Canvet Board felt it would be useful to brief DEC on Canvet operations. We have a short presentation on the magazine's history and the many ways that the Legion and the magazine support each other within the constraints of the federal subsidy.

WE ARE CANADIAN HISTORY | WE ARE CANADA TODAY

November 2019

LEGION

CANADA'S MILITARY HISTORY MAGAZINE

LEGION MAGAZINE

UNIQUE

AND

YOURS IN SERVICE

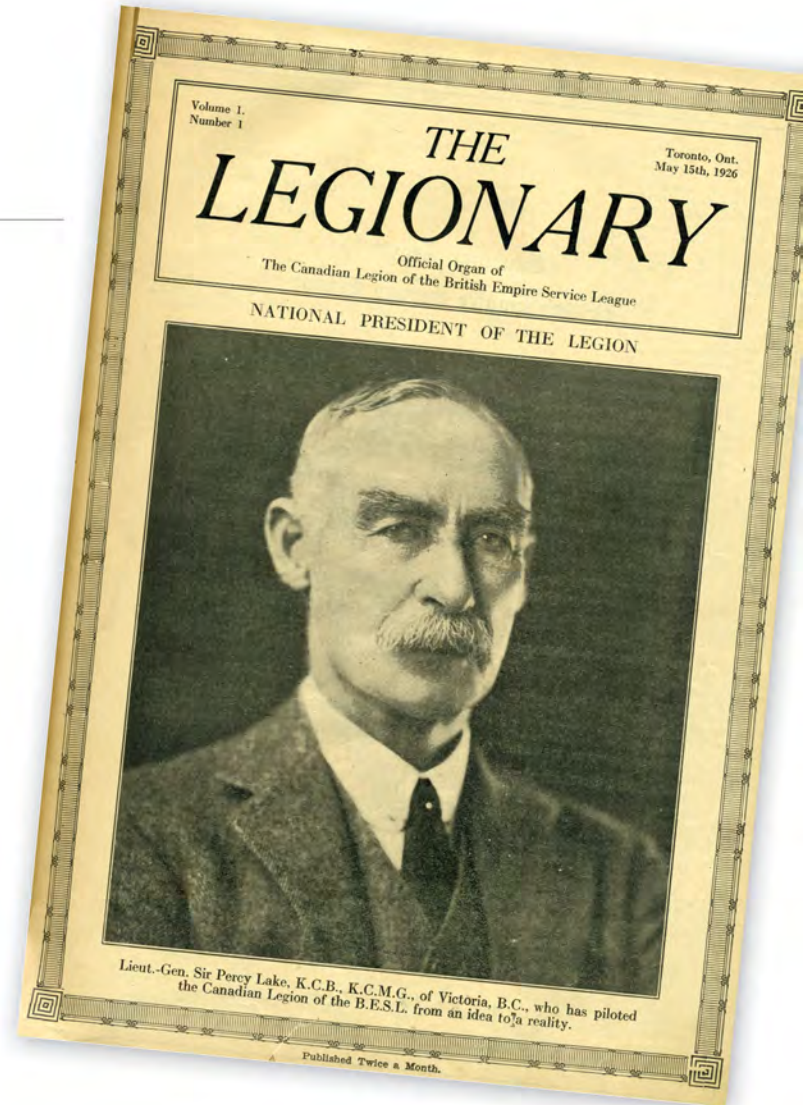
LEGION MAGAZINE

UNIQUE AND YOURS IN SERVICE

Legion Magazine is one of the oldest, most-widely-read independent magazines—a magazine with a conscience, one that values the stories of a nation.

We are unique in the publishing industry.

We are an independent and experienced voice for Canada.



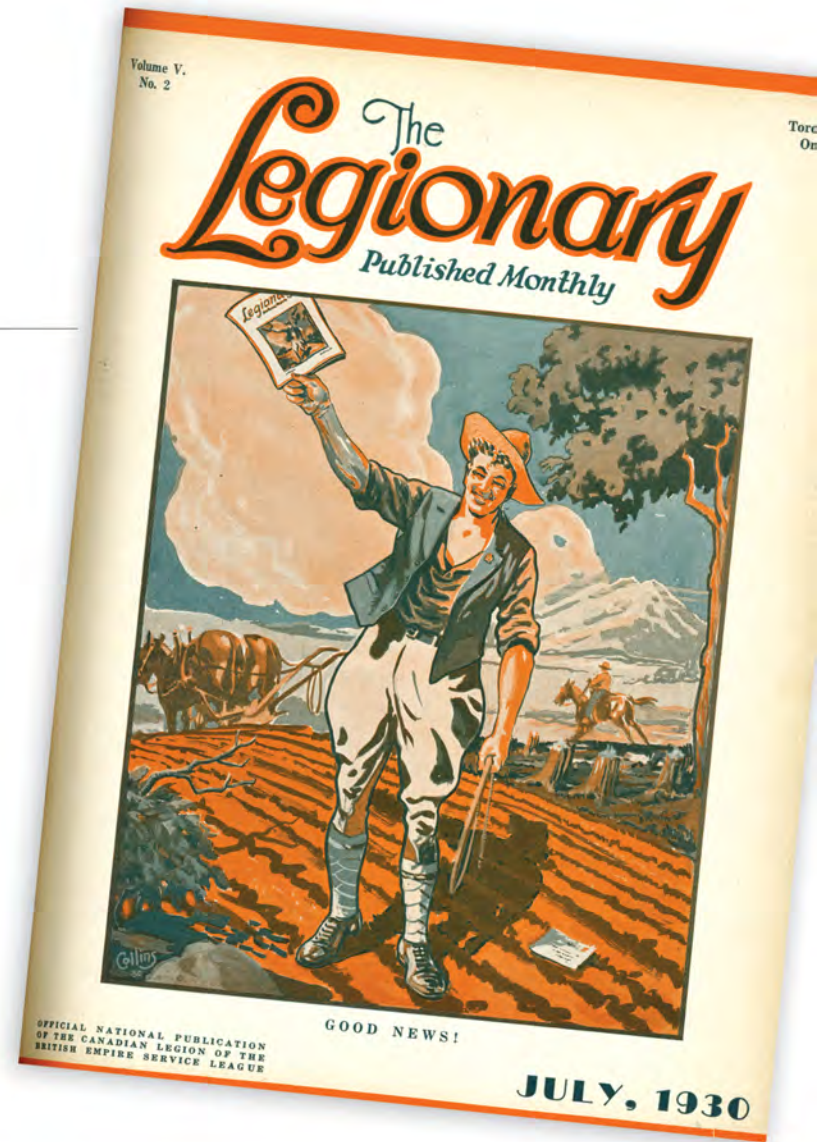
A SINGULAR VOICE, A HERITAGE UNTO ITSELF

WE ARE THE SUM OF OUR PAGES

We boast 100% Canadian content in our magazine and remain the largest source for Canadian military history.

The magazine is a vehicle for communicating veterans' news and issues.

The only popular magazine source for Canadian military history.



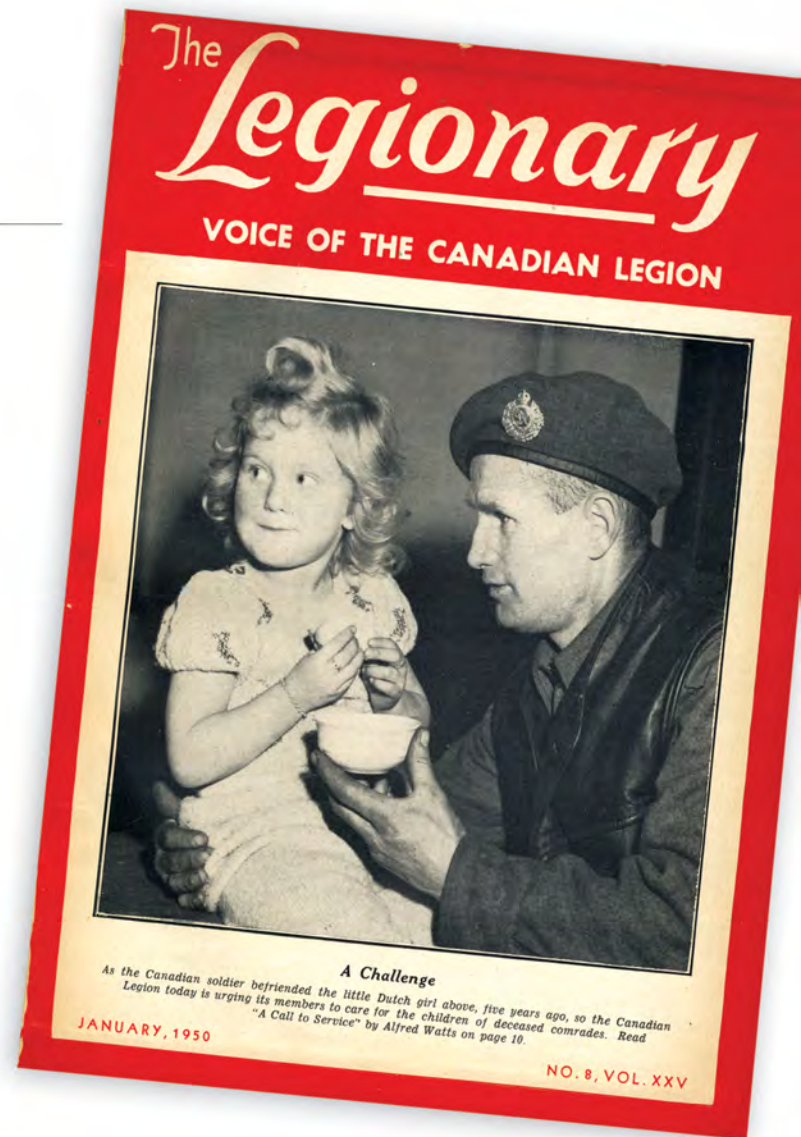
SUBSCRIPTION FOR SUCCESS

In the early years, subscription to *Legion Magazine* was voluntary.

By the 1950s, retention of members was a problem the RCL had to face.

Making subscription to *Legion Magazine* an automatic part of membership increased the ranks by over 62% from 164,000 to 265,000 members.

The magazine remains a vital link for members of the RCL right across the country.



FOLLOW THE MONEY

Canvet Publications Ltd. is an independent publishing firm established to meet the rules that the government of Canada set to be eligible for subsidies.

A new fund, called the Canada Periodical Fund, was implemented in 2011, and *Legion Magazine* has once more qualified for subsidies.

This independent status has saved *Legion Magazine* millions over the last 30 years.



LET'S COMPARE

THE BEST BARGAIN IN CONSUMER MAGAZINES



Canadian Geographic
\$28.50 per year



Canadian Living
\$24.95 per year



Canada's History
\$26.95 per year



Zoomer
\$19.95 per year



LEGION MAGAZINE

\$9.49 PER YEAR PLUS APPLICABLE TAXES

OR **38%** THE AVERAGE SUBSCRIPTION PRICE OF A COMPARABLE TITLE

LEGION
CANADA'S MILITARY HISTORY MAGAZINE

WE ARE CANADIAN HISTORY | WE ARE CANADA TODAY

5

NEW INITIATIVES FOR TOUGH ECONOMIC TIMES

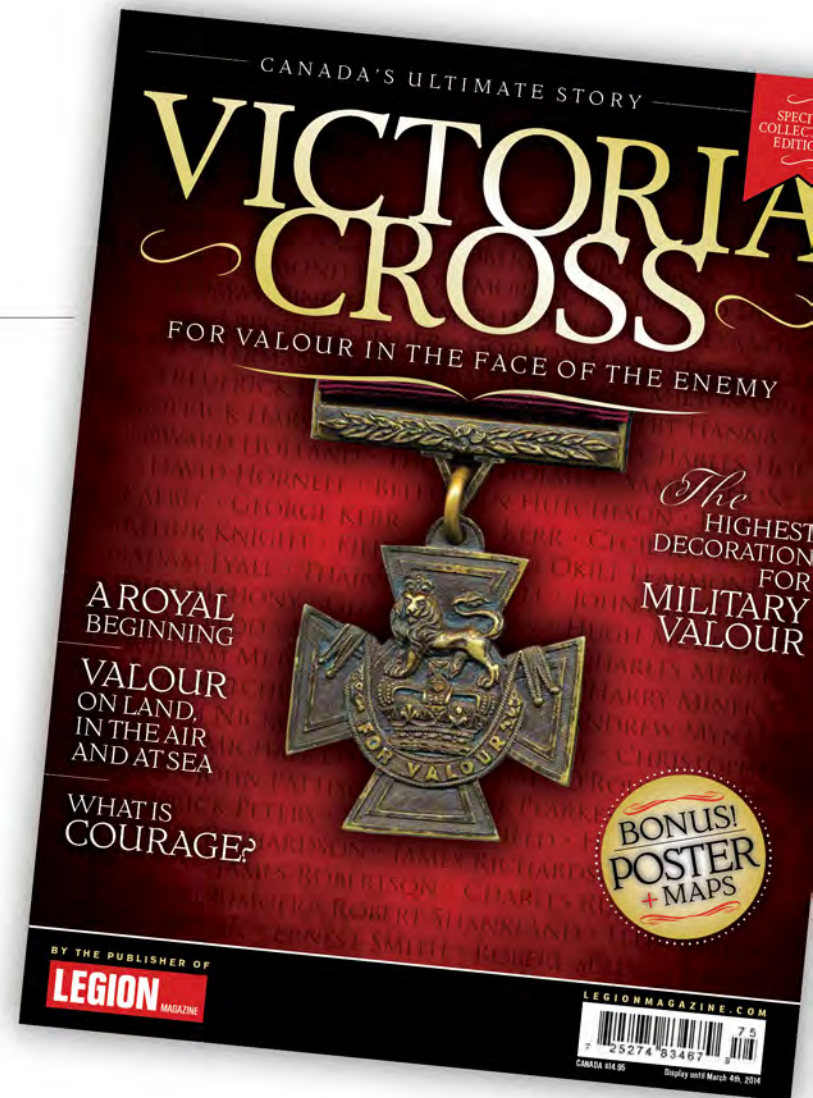
ALIVE AND KICKING

The last decade has been ground-breaking for *Legion Magazine*. In 2009, the magazine became available on newsstand.

The combination of newsstand and subscription cards has more than tripled the number of direct subscribers.

Bonus posters and maps have added value and prove popular with readers.

The award-winning
Canada's Ultimate Story magazine.



DIGITAL REACH

BUILDING AWARENESS THROUGH SOCIAL MEDIA

Legionmagazine.com features selected stories from the magazine, an online store and blogs featuring historic topics, discussions of current affairs within the Canadian Armed Forces, and exclusive multimedia web features.

Sharing experiences of remembrance and community support through Witness To Remembrance and Snapshots online.

Staying connected with Facebook and Twitter.

Exclusive video features narrated by famous Canadians.



AND THE WINNER IS...

CANVET'S STAFF HAS BEEN NAMED A FINALIST OR WINNER IN 28 NATIONAL AND INTERNATIONAL AWARDS.

Recognition at this level brings attention to veterans' issues. To elevate the magazine is to shine a light on our military history and the issues facing our veterans—PTSD, mefloquine, pensions, benefits and the plight of the wounded.

When we win, other media outlets pay attention.

The quality of work coming out of the magazine staff is exceptional, but Canada and its veterans command nothing less.



LEGION MAGAZINE

CONCLUSION

Legion Magazine is among the oldest publications in Canada and has served its readers for almost a century.

We are unique and yours in service.
Legion Magazine will continue to work hard to bring the stories of Canada to every member in every corner of this nation.



ITEM 12: LEGION NATIONAL FOUNDATION

BOARD OF DIRECTORS

D. Flannigan	- Chair
G. O'Dair	- Vice-Chair
B. Burnham	- Director
L. Murray	- Director
P. Kavanagh	- Director
S. Clark	- Executive Director
S. Laprade	- Director of Development
D. Martin	- Secretary

GENERAL

This report is provided for the information of the Dominion Executive Council. The Foundation's Board of Directors last met on 13 September 2019.

CASE FOR SUPPORT UPDATED

Members updated the Case for Support at the September 13, 2019 meeting to include "Veterans Wellness". Therefore the three pillars of the LNF are now "Education, Veterans Wellness and Scholarships." This update allows for a broader approach for both donors and allocations of the funds the beneficiaries for which the Foundation was established.

DIRECTOR OF DEVELOPMENT

The Director, Development is approaching various funders including granting organizations, foundations, corporations and individuals to assist with find the LNF and the three pillars. A gift was received by the Bayshore Medical Personnel from their staff and this gift is being stewarded.

The Director, Development presented a fundraising plan to ensure various revenue streams are viable for donors. These include annual gifts, monthly gifts, major gifts, corporate gifts and legacy gifts (bequests).

The Board of Directors asked to explore the possibility of a video contest and a gala to increase the awareness and raise funds for the LNF and the work of the Foundation.

A communications and stewardship plan is being developed that includes the Board of Directors as well as the National Executive Director and the Director, Development of the LNF.

The Legion National Foundation is scheduled to meet on January 13, 2020.

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

ITEM 13: CORRESPONDENCE

- a. Thank you letter from NATO mission Iraq for the Canada Day gift bags.
- b. Thank You letter from Cape Breton University
- c. Thank you letter to Bruce Julian for attending the American Legion Convention
- d. Response letter from MVAC re Veterans Consultation Group

**Office of the Commander
NATO Mission Iraq**

**Bureau du Commandant
Mission de l'OTAN en Irak**



NATO Mission Iraq Headquarters
Union III, Building 6A, Room 200
International Zone
Baghdad, Iraq

23 July 2019

Dominion Command
The Royal Canadian Legion
National Headquarters
86 Aird Place
Ottawa, Ontario, K2L 0A1
Canada

RECEIVED
DOMINION COMMAND
SEP 04 2019

Dear, Grand President, Dominion President and Senior Elected Royal Canadian Legion Officers,

On behalf of all members of the NATO mission Iraq, I wish to graciously thank you and all the members of the Royal Canadian Legion for the amazing Happy Canada Day gift bags.

We celebrated Canada Day in Iraq with a barbeque and cake cutting event, where the Royal Canadian Legion gift bags were a welcome surprise for the NMI Canadian Armed Forces (CAF) members. These bags were truly appreciated and definitely added to the spirit of the day allowed all members to have items to display their pride in our great nation. As you can clearly see in the enclosed photograph the baseball caps were especially popular. In a true Canadian way, the multiple treats were shared amongst our colleagues and friends, boosting the morale of everyone around. The mini flags were and continue to be very popular with, our members who have proudly displayed them throughout Camp Union III in Baghdad and in Camp Taji to decorate and identify their living quarters.

It was truly humbling to know that the members of the Royal Canadian Legion are thinking of the CAF members deployed here in Iraq, and that they appreciate the sacrifices that our CAF members make when deployed. I personally witnessed how much these items were appreciated by the members and wanted you to know it.

Again, on behalf of all of us here in Iraq, CWO Steve Merry and I, please accept this letter as our sincere thanks and true appreciation for both the effort and thoughtfulness.

Yours sincerely,

Dany Fortin
Major-General (CAN-A)

ENCLOSURE: NATO Mission Iraq Canada Day Celebration Photo





RECEIVED
DOMINION COMMAND
AUG 20 2019

August 13, 2019

Mr. Thomas D. Irvine, CD
Dominion President
Dominion Command
86 Aird Place
Ottawa, Ontario
K2L 0A1

Dear Thomas,

Just a brief note to express to you my appreciation for working so closely with us, with regards to the Track and Field meet which was held at Cape Breton University. Look forward to next year.

Warm wishes and best personal regards,



David C. Dingwall

DCD/rl

The American Legion



OFFICE OF THE
NATIONAL COMMANDER

★ NATIONAL HEADQUARTERS ★ P.O. BOX 1055 ★ INDIANAPOLIS, INDIANA 46206 ★
(317) 630-1200 ★ FAX (317) 630-1223 ★

RECEIVED
DOMINION COMMAND
SEP 04 2019

August 27, 2019

Bruce Julian
1st Vice President
The Royal Canadian Legion
National Headquarters
86 Aird Place
Ottawa, Ontario
K2LOA1
CANADA

Dear Mr. Julian:

On behalf of the American Legion, I want to thank you for your terrific presentation before The American Legion's General Session during our 101st National Convention in Indianapolis, Indiana

The information you provided was timely and well appreciated by all the Legionnaires in attendance. Thank you again for doing such an outstanding job here at our convention.

For God and Country,

Brett P. Reistad
National Commander
The American Legion

Minister
of Veterans Affairs



Ministre
des Anciens Combattants

Ottawa, Canada K1A 0P4

JUL 30 2019

Mr. Thomas D. Irvine, CD
Dominion President
The Royal Canadian Legion
86 Aird Place
Ottawa ON K2L 0A1

Dear Mr. Irvine:

Thank you for your correspondence, which you sent to my predecessor, outlining the concerns of the Veterans' Consultation Group about the Pension for Life, support for RCMP members and the time taken by Veterans Affairs Canada to process applications for benefits.

As the new Minister of Veterans Affairs, I am committed to collaborating with stakeholder organizations, such as the members of the Veterans' Consultation Group, and my department's advisory groups. Their input and recommendations are indispensable as our Government moves forward with initiatives that will have a direct impact on the well-being of Veterans and their families.

We have invested \$10 billion to enhance benefits and services for Veterans. The Pension for Life plan, which took effect April 1, 2019, reduces the complexity of programs available to Veterans while providing an integrated system of supports and financial stability for those with the most severe disabilities.

Every Veteran is different, and the benefits are designed to be flexible so that they can be tailored to each individual's situation. All those affected by the implementation of Pension for Life have been notified of their new benefit amounts and, for Veterans who previously received a disability award, whether they qualify for an additional monthly amount. Those with further questions are encouraged to call Veterans Affairs Canada's toll-free number (1-866-522-2122) or send a secure message through *My VAC Account*.

The Department actively consulted with stakeholders—including Veterans organizations, advisory groups, the Veterans Ombudsman, as well as individual Veterans—both before and during the development of the Pension for Life plan.

.../2

ITEM 14: REQUESTS FOR SUPPORT

There have been no expenditures from the Request for Support budget line and the budget sits at \$15K.

- a. Dominion of Canada Rifle Association: The DCRA is requesting \$8K for four years. The donation is used to subsidize cadet entry fees for the DCRA Winter Postal Competition, allowing any and every cadet corps in the country to enter a team for free in the Cadet Air Rifle Team Competition

RECOMMENDATION: That the Legion provide \$8K for four years support to the DCRA Winter Postal Competition.

- b. Navy Bike Ride: Requesting financial support for the 4th Annual Navy Bike Ride which is held in The National Capital Region.

RECOMMENDATION: That the Legion provide financial support for the 4th Annual Navy Bike Ride.

- c. Army Cadet League of Canada: The League is requesting \$2K annual support to fund the graduation ceremony and reception for their Army Cadet Voyage in History program.

RECOMMENDATION: That the Legion provide \$2K annual support to the Army Cadet Voyage in History program.

- d. Canadian Battlefields Foundation

Founded in 1992, the Canadian Battlefields Foundation (CBF) is an educational foundation that undertakes programmes to commemorate and promote public awareness of Canada's role in the First and Second World Wars. This is achieved through its battlefields study tours, educational activities and commemorative events. Each year, 12 university students earn the opportunity to discover firsthand the role Canadians played in the battlefields of France and Belgium during the World Wars.

The Legion has traditionally contributed financial assistance from Poppy Trust Funds to fund the participation of one university student in the CBF programme. In 2006, \$10K was provided; it is unknown why this funding was reduced to \$5K in 2013 but consideration is requested to return the amount of Legion financial support to its original level.

RECOMMENDATION: That the Legion provide \$10K from Dominion Command Poppy Trust Funds to support the Canadian Battlefields Foundation educational tour.



Connaught Ranges
Nepean, Ontario
45 Shirley Boulevard
Nepean, ON K2K 2W6

Telephone: (613) 829-8281
FAX: (613) 829-0099
E-mail: office@dcra.ca

Website : <http://www.dcra.ca>

Dominion of Canada Rifle Association

Association de Tir Dominion du Canada

PATRON / PRÉSIDENTE D'HONNEUR

Her Excellency the Right Honourable Julie Paquette, C.C., C.M.M., C.O.M., C.D.
Governor General of Canada
Son Excellence la très honorable Julie Paquette, C.C., C.M.M., C.O.M., C.D.
Gouverneur général du Canada

PRESIDENT

Brigadier General (Ret'd) Matthew Overton, O.M.M., C.D.

EXECUTIVE VICE PRESIDENT

Mr. D.G.P. Vamplew, CGGM

Executive Director

Don Haisell

Official Publication: *Canadian Marksman*

Mr. Brad White
Dominion Secretary, Royal Canadian Legion
Dominion Command
86 Aird Place
Ottawa, ON K2L 0A1

Tuesday, May 14, 2019

Dear Brad,

The Royal Canadian Legion has been a supporter of the Dominion of Canada Rifle Association's competitive shooting activities for cadets and we are writing you today to ask once again for your assistance. The Legion's donation is used to subsidize cadet entry fees for the DCRA Winter Postal Competition, allowing any and every cadet corps in the country to enter a team for free in the Cadet Air Rifle Team Competition.

The Royal Canadian Legion has a long and proud history of supporting youth activities and is especially supportive of those in which Cadets are involved. Having recognized in the past the limited financial means the DCRA finds itself in following the cessation of government grants, the Legion has augmented funding to encourage and assist Cadet Corps with participation in the DCRA's Winter Postal Program.

The history of the Legion's assistance to the DCRA with its generous donation cannot be overstated. We truly appreciate the continuing support of the Royal Canadian Legion to the Cadet movement in Canada. Cadet shooting continues to be an important part of our future and the sport of shooting in Canada. The DCRA Winter Postal Program is a great way to help cadets to attain many skills through self-improvement, self-discipline, and physical fitness. The DCRA encourages and supports activities which provide youth with a recreational activity that teaches them to focus, to set and train for goals, to be team members, to analyze and solve problems, and to develop leadership skills and traits that will serve them well in all their future endeavors.

With the Royal Canadian Legion's strong support, the DCRA is making tangible gains in involving youth in character-building endeavors. We sincerely hope that you will be able to continue with this participation and renew your generous donation of at least \$8,000.00 for four years. Our deepest thanks for your consideration of this matter.

Yours sincerely,

BGen (Ret'd) Matthew K. Overton
President, Dominion of Canada Rifle Association

RECEIVED
DOMINION COMMAND
JUL 12 2019

Royal Canadian Navy



Marine royale canadienne

National Defence
Headquarters
Ottawa, Ontario
K1A 0K2

Quartier général de
la Défense nationale
Ottawa (Ontario)
K1A 0K2

8 July 2019

RECEIVED
DOMINION COMMAND
AUG 09 2019

Dear

Steven,

I would like to express my sincere thanks for your support of the third annual Navy Bike Ride. As you may already know, we had over 1200 participants and volunteers at our main event in the National Capital Region, and cumulatively over 1700 amongst our bases and reserve divisions across the country. Additionally, we were able to more than double our charitable contributions this year to Support Our Troops and the Royal Canadian Benevolent Fund, due in large part to your contribution.

The Navy Bike Ride is continuing to grow and expand, attracting more families and avid cyclists to meet their Navy and help give back to the military community, which only makes our military that much stronger. We are hoping to have an even bigger Ride next year, and thus I hope that you will consider being part of the journey for the fourth edition of this worthwhile event.

For more details on how to continue supporting the Navy Bike Ride, please contact Tony Virgin at Virgin.Anthony@cfmws.com.

Yours sincerely,

Art McDonald
Vice-Admiral
Commander

Steven Clark
National Executive Director
Royal Canadian Legion
86 Arid Place
Ottawa, ON K2L 0A1

**ARMY CADET
LEAGUE OF CANADA
NATIONAL**



**LA LIGUE DES CADETS
DE L'ARMÉE DU CANADA
NATIONALE**

October 7, 2019

National Executive Director
Royal Canadian Legion Dominion Command
86 Aird Place
Ottawa, Ontario
K2L 0A1

~~Comrade Clark,~~ *SEVEN,*

REQUEST FOR SUPPORT – ARMY CADET VOYAGE IN HISTORY

For the past four years, 30 members of the Royal Canadian Army Cadets, selected from across the country, have participated in a summer journey through the history of our Canadian Army, formally recognized as the Army Cadet Voyage in History.

Each Army Cadet's personal journey begins at home upon receipt of an assigned soldier who was lost to us during one of the wars. Beginning their research at home, cadets visit online memorials and encyclopedias, town halls and municipal archives, local museums and memorials, some even speaking with known relatives to build a personal connection to the soldier. For many, this can be quite challenging. Local records, often over 100 years old, are buried in dust. Unkempt memorials have eroded names due to years of neglect. Relatives and ancestors have moved away from the family's roots.

In early July, these 30 Army Cadets converge in Ottawa for unprecedented access to both Library & Archives Canada and the Canadian War Museum. While a relatively short visit, these cadets are able to complete research which may have been locally impossible. Not only do cadets receive access to a soldier's personal file, cadets are encouraged to touch, read, smell and copy documents, pictures and even read very personal letter exchanges with family and friends. They are permitted to touch artifacts with personal stories that very few may have the chance to experience, all while learning the value of preservation and remembrance.

The cadets then embark on an emotional journey in Europe, visiting sites of horrific battles, somber memorials and cemeteries of the two world wars. Each annual trip is slightly different, focusing upon a different period in time and those who made the ultimate sacrifice. Each Army Cadet's assigned soldier's name or final resting place will then be found somewhere along the



journey. It is at this point, after trying to immerse themselves in the life of a soldier, that many Army Cadets have difficulty controlling their emotions and a personal connection is truly made. It is at this moment that these cadets kneel at a grave, trace a name from a memorial, that they realize what Remembrance Day is really about.

The journey ends with a ceremony of remembrance, held at the Canadian War Museum in Ottawa. Each ceremony is planned and conducted by the Army Cadet themselves. Each with an opportunity to reflect, remember and pass on what they have learnt, with the hope that others will also remember. Some recite poems, some reflect through drawing, some write letters and others remain silent, still quite emotional from their journey. During a roll call of the fallen, each soldier's name is read aloud and each cadet responds, promising that they shall never forget.

In recognition of their journey, each Army Cadet receives a challenge coin with their name and the name of their soldier engraved. As we have learnt from past Army Cadets, they continue to carry this coin as a constant reminder of what they experienced.

The Royal Canadian Legion graciously donated \$2,000 last year, to support the Army Cadet Voyage in History. We and the cadets were extremely appreciative, and I am sure that Comrade Murray and yourself were impressed with this course's outcomes.

The Army Cadet League of Canada is requesting annual support in the amount \$2,000 to pay for the graduation reception and ceremony of remembrance. In addition, with your permission, each Army Cadet would receive a jacket with the Royal Canadian Army Cadet badge and the Legion logo with poppy.

Lest We Forget,



Robert Gill
Executive Director

2 of 2



ITEM 15: MEETINGS AND INVITATIONS

2020

18-20 Feb	VRAB Entitlement Appeal Hearings (Victory Boardroom)
27 Feb – 1 Mar	RCEL Founder Members Conference, Cape Town, South Africa (Irvine)
10 April	Good Friday (National Headquarters Office Closed)
12 April	Easter Sunday
13 April	Easter Monday (National Headquarters Office Closed)
25-26 April	DEC Meeting (National Headquarters)
29 April	PR Training Sessions / Workshops (National Headquarters)
24-27 April	Dominion Cribbage – Branch 50 Conception Bay, NL (Weaver)
1-4 May	Dominion Darts – Branch 60 Burlington, ON (Lava)
29 May – 1 June	Dominion Eight Ball – Branch 104 Innisfail, AB (Andrews)
16-18 June	VRAB Entitlement Appeal Hearings (Victory Boardroom)
7-9 August	2020 Legion National Youth Track & Field Championships, Cape Breton, NS
22-27 August	48 th Dominion Convention Saskatoon, SK
22-24 Sept	VRAB Entitlement Appeal Hearings (Victory Boardroom)
25-30 October	SOPD – Charlottetown, PE
26 October	RCL-VAC Bilateral, Charlottetown, PE

ITEM 16: OTHER/NEW BUSINESS

- a. At the Western Zone of the USA Convention this fall, the following resolution was passed.

RECOMMENDATION: That due to the devastating hurricane that swept through the Caribbean, all Legion members in affected areas of the Caribbean have their dues/per capita tax waived for 2020.

(Note: There are approximately 50 Legion members in the Caribbean.)

- b. Howitzer Whisky. Howitzer Whisky approached the Legion proposing to form a partnership. The contact arose from the deep respect the owners have for the Canadian military and their desire to give back to the community; CFMWS will be working with Howitzer to promote the product. Howitzer had previously partnered with Renos for Heros, donating 25 cents from every bottle sold to that charity which helps wounded soldiers make changes to the homes.

Howitzer will:

- Donate \$10,000 up front for a year-long partnership with the Legion. Another \$10,000 donation will follow after year one.
- provide the Legion with a letter to share with branches in ON and AB Commands, where the product is currently available, with the hope that the branches will carry the product. They have plans to expand nationally.
- visit as many branches in each province as possible...and provide a tasting or support of a community event they are having.
- advertise in Legion magazine
- run monthly contests for Legion members with give-aways (hats, sweatshirts, sunglasses, etc)
- work with the LCBO to promote Legion events (need 10 weeks' notice)
- grant the Legion permission to use their logo in all marketing materials
- would like to use the Legion Logo in their marketing communications, seeking approval in each case prior to usage
- would like to be a part of e-blasts and communications that come from the Legion
- would like this to be a multi-year partnership and suggest meeting mid-year to discuss areas of improvement, ensuring the pilot project turns into a tangible long term commitment
- As their business grows, so, too, will Howitzer's financial commitment to the Legion

RECOMMENDATION: That the Legion enter into a partnership agreement with Howitzer Whisky.

c. Member Perks

Comrade Mark Barham will present the concept of a Member Perks rewards program. The program is intended to provide a direct benefit (i.e. % discount) to members on presentation of their Legion membership card at a merchant location.

RECOMMENDATION: That the Legion develop a Member Perks program.