

# Pre-Convention Dominion Executive Council Meeting

## MINUTES

**12 AUGUST 2021**

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



## DOMINION EXECUTIVE COUNCIL MINUTES PRE-CONVENTION DEC 12 AUGUST 2021

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## ATTENDEES

Tom Irvine	-	Dominion President
Bruce Julian	-	Dominion First Vice President
Dave Flannigan	-	Immediate Past Dominion President
Angus Stanfield	-	Dominion Vice President
Brian Weaver	-	Dominion Vice President
Owen Parkhouse	-	Dominion Vice President
Bill Chafe	-	Dominion Chairman
Mark Barham	-	Dominion Treasurer
Larry Murray	-	Dominion Grand President
Valerie MacGregor	-	BC/YT Command President
John Mahon	-	AB-NT Command President
Keith Andrews	-	SK Command President
Jerry Lava	-	MB & NWO Command President
Garry Pond	-	ON Command President
Kenneth Ouellet	-	QC Command President
Terry Campbell	-	NB Command President
Marion Fryday-Cook	-	NS/NU Command President
Duane MacEwen	-	PE Command President
Nathan Lehr	-	NL Command President
Kandys Merola	-	TVS Special Section President
Jill Carleton	-	OSI Special Section President
Ken Sorrenti	-	Chair R & A Committee
Jim Rycroft	-	Chair C & L Committee
Andrea Siew	-	Chair D & S Committee
Craig Thomson	-	BC/YT Command Provincial First Vice President
Rosalind LaRose	-	AB-NT Command Provincial First Vice President
Ernie Tester	-	MB & NWO Command Provincial First Vice President
Derek Moore	-	ON Command Provincial First Vice President
Daryl Alward	-	NB Command Provincial First Vice President
Donna McRury	-	NS/NU Command Provincial First Vice President
Gerald Button	-	NL Command Provincial First Vice President
MaryAnn Misfeldt	-	Past Dominion President

## STAFF IN ATTENDANCE

Steven Clark	-	National Executive Director
Danny Martin	-	Director Corporate Service
Raymond McInnis	-	Director Veterans Services
Randy Hayley	-	Deputy Director, Member Services
Joan Elliott	-	Deputy Director Supply
Dion Edmonds	-	Deputy Director Marketing & Communications
Oksana Gorelova	-	Comptroller
Jennifer Morse	-	General Manager CANVET
Angela Keeling Colkitt	-	Executive Assistant

## **GUESTS IN ATTENDANCE**

Jaiman Chin	-	StrategyCorps
Reema Bazzi	-	StrategyCorps

## **ANNEXES**

Annex A	-	Dominion President's Remarks
Annex B	-	Grand President's Remarks
Annex C	-	Approval of Minutes/Electronic Decisions
Annex D	-	Administrative Arrangements
Annex E	-	Organizational Structure, Staffing & Operational Services Delivery Review
Annex F	-	DC Committee Meetings by Teleconference
Annex G	-	National Executive Director Report
Annex H	-	VSS Committee Report
Annex I	-	P & R Committee Report
Annex J	-	Membership Committee Report
Annex K	-	Sports Committee Report
Annex L	-	PR Committee Report
Annex M	-	R & A Committee Report
Annex N	-	C & L Committee Report
Annex O	-	RCEL Committee Report
Annex P	-	D & S Committee Report
Annex Q	-	Veterans Consultation Assembly Report
Annex R	-	Going Forward Committee Report
Annex S	-	Governance Committee Report
Annex T	-	Centenary Committee Report
Annex U	-	Canvet Publications
Annex V	-	Legion National Foundation
Annex W	-	Dominion Convention Resolutions
Annex X	-	Medals and Bars
Annex Y	-	Meetings and Invitations
Annex Z	-	Requests for Support
Annex AA	-	Other Business/Correspondence

### **ITEM 1: OPENING**

The meeting of the Dominion Executive Council opened at 1300 hours on Thursday 12 August 2021.

### **ITEM 2: DOMINION PRESIDENT'S REMARKS**

The Dominion President's remarks are at Annex A.

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

The Grand President's remarks are at Annex B.

#### **ITEM 4: APPROVAL OF MINUTES / ELECTRONIC DECISIONS**

The results of the electronic decisions taken place since the last DEC meeting are at Annex C.

**MOTION:** That the DEC minutes of 24-25 April be approved.

**CARRIED**

#### **ITEM 5: ADMINISTRATIVE ARRANGEMENTS**

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

#### **ITEM 6: ORGANIZATIONAL STRUCTURE, STAFFING AND OPERATIONAL SERVICES DELIVERY REVIEW**

Jaiman Chin and Reema Bazzi from StrategyCorps, presented their report on the organizational structure, staffing and operational service delivery review, focusing on the annual Poppy Campaign. Presentation is attached at Annex E.

**MOTION:** That Legion Headquarters will continue to acquire, develop and manage relationships and partnerships with national corporate partners. Further, to ensure the Poppy Campaign distributes to, engages with, and meets the demand for Poppies among the national corporate partners, Legion Headquarters will arrange to distribute Poppies to national corporate partner outlets directly, with donations received at these local outlets to be directed to the local branch Poppy Trust Fund.

**CARRIED**

**MOTION:** That a Poppy Department be created at Legion HQ, dedicated to operating and managing the Poppy Campaign and related Remembrance initiatives.

**CARRIED**

**MOTION:** That the establishment of provincial or branch area hubs in designated areas to achieve Poppy fund administrative efficiency, remittance streamlining, and standardization in the use of Poppy funds at the local level be deferred pending further study and consultation.

**CARRIED**

**MOTION:** That the StrategyCorps report Tier 2 recommendations concerning modernization opportunities to support key Poppy Campaign processes and strategies be referred to the appropriate Dominion Committee / Legion Headquarters Department for review, with recommendations to follow in due course for DEC consideration and decision.

**CARRIED**

**ITEM 7: DC COMMITTEE MEETINGS BY VIDEO CONFERENCE / TELECONFERENCE**

The National Executive Director presented the report and is attached at Annex F.

**MOTION:** That Dominion Command Committees, with the exception of DEC and SEO meetings, will meet by video-conference / tele-conference unless otherwise authorized by the Dominion President. DEC and SEO meetings will continue as in-person meetings at Legion House (as health and travel restrictions permit).

**CARRIED**

**ITEM 8: NATIONAL EXECUTIVE DIRECTOR'S REPORT**

The National Executive Director presented his report and is at Annex G.

**ITEM 9: COMMITTEE REPORTS**

a. Veterans, Service and Seniors Committee

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

**The report CARRIED**

b. Poppy & Remembrance Committee

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

**The report CARRIED**

c. Membership Committee

The Membership Committee report was presented, attached at Annex J.

**MOTION:** To expand the current Veterans Welcome Program to include immediate family members of Veterans. This would include spouses and immediate children

and offer them a 1-year free Legion membership.  
Available to new Legion members only.

**CARRIED**  
**The report CARRIED**

d. Sports Committee

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

**The report CARRIED**

e. Public Relations Committee

The Public Relations Committee report was presented, attached at Annex L.

f. Ritual & Awards Committee

The Ritual & Awards Committee report was presented, attached at Annex M.

**MOTION:** That an Ordinary pin be created and made available for the Legion Informal Dress.

**CARRIED**  
**The report CARRIED**

g. Constitution & Laws Committee

The Constitution & Laws Committee report was presented, attached at Annex N.

**The report CARRIED**

h. RCEL Committee

The RCEL Committee report was presented, attached at Annex O.

i. Defence & Security Committee

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

**MOTION:** **THEREFORE BE IT RESOLVED** that to effect meaningful change that the Dominion President of the Royal Canadian Legion call on the Government to establish a fully independent Office of the Inspector General of the Canadian Armed Forces and the Department of National Defence reporting to Parliament.

**CONCURRED/CARRIED**  
**The report CARRIED**

- j. Veterans Consultation Assembly  
The Veterans Consultation Assembly report was presented, attached at Annex Q.
- k. Going Forward Committee  
The Going Forward Committee report was presented, attached at Annex R.
- l. Governance Committee  
The Governance Committee report was presented, attached at Annex S.
- m. Centenary Committee  
The Centenary Committee report was presented, attached Annex T.

**MOTION:** It was moved that a Committee Coordinator be appointed to the Centenary Committee as soon as possible.

**CARRIED**  
The report **CARRIED**

#### **ITEM 10: CANVET PUBLICATIONS LTD.**

The CANVET Publications report was presented as an information item only, attached at Annex U.

#### **ITEM 11: LEGION NATIONAL FOUNDATION**

The Legion National Foundation report was presented as an information item only, attached at Annex V.

#### **ITEM 12: DOMINION CONVENTION APPOINTMENTS**

The following Dominion Convention appointments were confirmed:

Presiding Officer:	Dave Flannigan
Returning Officer/Chief Scrutineer:	Lia Taha Cheng
Installing Officer:	Larry Murray
Convention Appeals Committee:	Mary Ann Misfeldt and All Past Dominion Presidents

**MOTION:** It was moved the Dominion Convention appointments be confirmed.

**CARRIED**  
The report **CARRIED**

### ITEM 13: DOMINION CONVENTION RESOLUTIONS

There were two late (2) resolutions that were presented for DEC consideration. One is attached at Annex W and the other however, was presented during the Defence and Security Committee report and can be found at Annex P.

#### a. Support for Canada's Indigenous Community

THEREFORE BE IT RESOLVED that, given the requirement for Canada-wide unity of this national imperative and recognizing the importance of improving cultural and heritage awareness, understanding injustices and commemorating loss, The Royal Canadian Legion and all its commands, branches and members extends its unreserved support, however possible and appropriate, and in collaboration with First Nations, Métis and Inuit communities, to assist in this healing journey.

**CONCURRED**

### ITEM 14: MEDALS AND BARS

Presented as an information item only at Annex X.

### ITEM 15: MEETINGS AND INVITATIONS

The Meetings and Invitation list was presented as an information item only, attached at Annex Y.

### ITEM 16: REQUESTS FOR SUPPORT

- a. Request for Support from Aboriginal Veterans Autochtones (AVA) in the amount of \$4,000 for special Commemorative Ceremony on 22 September 2021. Annex Z.

#### **AMENDMENT TO MOTION:**

It was moved that a Request for Support for Aboriginal Veterans Autochtones (AVA) in the amount of \$5,000 for a special Commemorative Ceremony on 22 September 2021 be approved.

**CARRIED**

The report **CARRIED**

### ITEM 17: OTHER BUSINESS/CORRESPONDENCE

Presented as an information item only and attached at Annex AA.

**ITEM 18: ADJOURNMENT**

The meeting of the Dominion Executive Council was adjourned on Thursday 12 August, 2021 at 2:57 pm

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Dominion Chairman

A handwritten signature in black ink that reads "Steven Clark". The signature is written in a cursive, flowing style.

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National Executive Director

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

I wanted to take this opportunity to thank each and every one of you for your support for the last three years.

We have accomplished a tremendous amount of things. As a team we worked together throughout the pandemic and we kept our branches open and I am very proud of what we accomplished in this regard. I will never forget the past 3 years and I have you, the DEC, to thank for it. I won't list our accomplishments, which are many, as I am doing this on a Saturday for my report.

Thank you again everyone, give yourselves a pat on the back, well done, and I hope we continue to do this under new leadership.

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

THANK YOU , COMRADE CHAIR.

COMRADES, IT IS A PRIVILEGE AND A PLEASURE TO BE ABLE TO PARTICIPATE IN THIS IMPORTANT PRE-CONVENTION DEC WITH ALL OF YOU.

I WILL KEEP MY COMMENTS VERY BRIEF THIS AFTERNOON, AND RESTRICT MYSELF TO SOME WELL DESERVED 'THANK YOUS'.

SINCE THIS IS COMRADE TOM'S FINAL DEC AS DOMINION PRESIDENT I DID WANT TO EXPRESS MY PERSONAL THANKS TO HIM AS WELL AS A BIG BRAVO ZULU FOR ALL HIS SELFLESS DEDICATION AND TERRIFIC EFFORTS "AT THE HELM" OF THIS GREAT NATIONAL INSTITUTION FOR THE PAST THREE YEARS, INCLUDING THROUGH THE FIRST GLOBAL PANDEMIC IN A CENTURY.

I HOPE THAT AS YOU CONCLUDE YOUR TERM AS DOMINION PRESIDENT, TOM, YOU DO SO WITH A GREAT DEAL OF PRIDE AND A REAL SENSE OF ACCOMPLISHMENT.

DURING YOUR "WATCH" YOU HAVE MADE A HUGE DIFFERENCE FOR VETERANS AND THEIR FAMILIES AND ENSURED THE CONTINUED SURVIVAL OF THE ROYAL CANADIAN LEGION AS WE KNOW IT.

THANKS FOR YOUR STERLING AND COLLABORATIVE LEADERSHIP AND YOUR HARD WORK, TOM. IT HAS BEEN A REAL PRIVILEGE TO WORK WITH YOU DURING PARTICULARLY "INTERESTING TIMES".

SIMILARLY I WOULD LIKE EXPRESS MY DEEP PERSONAL APPRECIATION TO ALL MEMBERS OF DEC THROUGHOUT THE PAST THREE YEARS.

YOU ARE HIGHLY DEDICATED AND VERY SPECIAL PEOPLE AND HAVE BEEN A PARTICULARLY COHESIVE AND STRONG LEADERSHIP TEAM THROUGHOUT A HISTORICALLY CHALLENGING TIME FOR THE LEGION. IT HAS BEEN A REAL HONOUR AND A GREAT PLEASURE TO WORK WITH ALL OF YOU.

I HOPE THAT EACH OF YOU ALSO HAS A GREAT DEAL OF PRIDE AND A REAL SENSE OF ACCOMPLISHMENT FOR YOUR VARIOUS INDIVIDUAL AND COLLECTIVE ROLES IN SUCCESSFULLY SHEPHERDING THE LEGION THROUGH THE "TROUBLED WATERS" OF THE COVID-19 PANDEMIC.

THE OUTSTANDING SUPPORT PROVIDED BY COMRADE STEVEN AND THE EXCEPTIONAL STAFF AT LEGION HOUSE HAS BEEN ANOTHER ESSENTIAL ELEMENT IN THE SUCCESS ACHIEVED DURING THE PAST THREE YEARS, INCLUDING THROUGHOUT THE PANDEMIC.

A BIG BRAVO ZULU AND THANKS VERY MUCH TO YOU AND YOUR FINE TEAM, STEVEN, FOR YOUR ALWAYS STELLAR EFFORTS.

I LOOK FORWARD TO CONTINUING TO WORK WITH MANY OF YOU FOLLOWING THE CONVENTION BUT I WOULD LIKE TO SAY A SPECIAL THANK YOU TO COMRADE DAVE WHO IS LEAVING DEC AT THIS CONVENTION.

ALTHOUGH I WILL HAVE THE GOOD FORTUNE TO CONTINUE TO WORK WITH DAVE IN HIS ROLE AS CHAIR OF THE LEGION NATIONAL FOUNDATION BOARD, I DID WANT TO PASS ON A BIG BRAVO ZULU AS WELL AS MY PERSONAL CONGRATULATIONS AND SINCERE THANKS FOR ALL THAT HE HAS DONE AT THIS TABLE AND AT MANY OTHER TABLES IN THE LEGION FOR SO MANY YEARS AND FOR ALL THAT HE CONTINUES TO DO AT A PERSONAL LEVEL, FOR THE LEGION AND FOR VETERANS AND THEIR FAMILIES.

THAT CONCLUDES MY OPENING REMARKS.

THANKS VERY MUCH, COMRADES.

#### ITEM 4: APPROVAL OF DEC MINUTES / ELECTRONIC DECISIONS

a. Approval of Minutes

The DEC last met on 24-25 April 2021. The minutes were distributed electronically.

**RECOMMENDATION:** That the DEC minutes of 24-25 April 2021 be approved.

b. Review of Electronic Decisions/Email Voting

There were 5 Electronic Decisions / Email voting that took place since the last DEC meeting on 24-25 April 2021.

13 May 2021

That a donation of \$100K from the Dominion Command Poppy Trust Fund to the Canadian War Museum in support of the “In Their Own Voices” initiative be approved

**CARRIED**

13 May 2021

That the Wound Stripe pin be authorized for wear on Legion dress, to be worn on the left side of the blazer, centered below any medals and commendations.

**CARRIED**

13 May 2021

That the Legion partner with Coding For Veterans by supporting their national career caravan and by asking branches to consider offering their parking lot as part of the Veterans National Career Caravan, if practicable.

**CARRIED**

13 May 2021

That the Legion endorse the CDA statement on Sexual Misconduct and Culture Change in the CAF

**CARRIED**

13 May 2021

The Royal Canadian Legion was astounded to learn previously unknown and distressing details about a situation at Project Trauma Support and how it was managed by PTS leadership. Given the new information, the Legion will no longer consider future funding for PTS. We remain committed to supporting Veterans living with operational stress injuries only through programs that are both well-led and effective.

**CARRIED**

22 July 2021

That \$60,000 be approved from the Dominion Command Poppy Trust Fund to support the Immortal Poppy remembrance and fundraising initiative.

**CARRIED**

## ITEM 5: ADMINISTRATIVE ARRANGEMENTS

### a. Join Zoom Meeting

<https://us02web.zoom.us/j/82571724340?pwd=eTBWMGJ3L01wQzhTQVVSc2JZd1NzUT09>

Meeting ID: 825 7172 4340

Passcode: 150942

One tap mobile

+15873281099,,82571724340#,,,,\*150942# Canada

+16473744685,,82571724340#,,,,\*150942# Canada

Dial by your location

+1 587 328 1099 Canada

+1 647 374 4685 Canada

+1 647 558 0588 Canada

+1 778 907 2071 Canada

+1 204 272 7920 Canada

+1 438 809 7799 Canada

Meeting ID: 825 7172 4340

Passcode: 150942

Find your local number: <https://us02web.zoom.us/j/82571724340?pwd=eTBWMGJ3L01wQzhTQVVSc2JZd1NzUT09>

- a. **Reports. Only committee recommendations for DEC discussion and decision are to be verbally presented.** Only the recommendations included in each committee report requiring DEC decision will be read and addressed. All other items in committee reports are for information and will not be read out loud during the meeting. All meeting material is provided electronically and will not be reproduced in paper format.
- b. **Dress.** Relaxed dress may be worn.
- c. **Zoom Etiquette.**
  - Once the Dominion Chairman calls the meeting to order, all meeting attendees are to mute their audio until they are called upon by the Dominion Chairman to participate in the discussion. This will eliminate ambient feedback and noise.
  - Avoid backlight from bright windows; if possible, please do not sit with a window in your background.

- To raise your hand during the meeting
    - If on a PC or Mac, click the icon labeled PARTICIPANTS at the bottom of your screen, then click the button labeled RAISE HAND. Your digital hand is now raised. You can lower it by clicking the same button, now labelled LOWER HAND.
    - If on a tablet, click the MORE icon and then click RAISE HAND. You can lower it by clicking LOWER HAND.
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## **ITEM 6: ORGANIZATIONAL STRUCTURE, STAFFING AND OPERATIONAL SERVICES DELIVERY REVIEW**

StrategyCorps personnel will present their report on the organizational structure, staffing and operational service delivery review with focus on the annual Poppy Campaign.

StrategyCorps concluded that the Legion's Poppy Campaign is facing unprecedented growth but lacks appropriate resourcing and processes to manage it. To maximize funds available for Veterans, they recommend centralizing key Poppy Campaign processes, increasing resourcing at Legion HQ, and modernizing integral parts of the Poppy Campaign. They make three Tier 1 recommendations (core) and six Tier 2 recommendations (modernization opportunities):

### **Tier 1 Recommendations**

#### **Centralize Corporate Partner Management and Poppy Distribution at Legion HQ**

Currently, Legion HQ acquires and manages the extensive number of national corporate partners for the campaign; agreements with approximately 100 partners are already in place for 2021 with a financial commitment of approximately \$1M secured.

Poppy distribution to these national corporate partners, however, needs immediate attention. Presently, the Legion distributes Poppies to corporate partners via a branch-centric model, which requires that branch-level volunteers coordinate with local outlets to provide Poppies. Due to limited volunteer knowledge and understanding of Legion HQ guidelines, a shrinking volunteer base, inconsistency in corporate alignment, and rapidly increasing volume of corporate partners, significant gaps in coverage have emerged. You will recall that in 2020, of the 25,000 corporate partner outlets requesting Poppies, only 11,000 actually received them from branches. This identifies a serious inefficiency in Poppy distribution and impacts reach and public engagement through a greater difficulty in locating Poppies and a corresponding decrease in donations for branches.

As a solution, Legion HQ would arrange a drop shipment from the Poppy manufacturer in Toronto to each partner's corporate headquarters. The partners would then distribute the Poppies and trays internally to their locations, ensuring maximum coverage. This process is supported by the partners with many having already asked that this be implemented. Branches would still arrange to drop off Poppies to other local locations that are not part of the national corporate partner program.

**Important: All donations received at each national corporate partner outlet would remain with the local branch, even though Legion HQ would supply the Poppies.**

**RECOMMENDATION:** That Legion Headquarters will continue to acquire, develop and manage relationships and partnerships with national corporate partners. Further, to ensure the Poppy Campaign distributes to, engages with, and meets the demand for Poppies among the national corporate partners, Legion Headquarters will arrange to distribute Poppies to national corporate partner outlets directly, with donations received at these local outlets to be directed to the local branch Poppy Trust Fund.

**Create new Poppy Campaign Department at Legion HQ and increase Staff Complement with the addition of key roles**

The creation of a Poppy Campaign cell at Legion HQ is overdue. Managing the campaign and numerous Remembrance initiatives is no longer a secondary duty as it was considered in the past. Currently driven by a single person (Freeman Chute), the demand for Poppies, use of the Poppy trademark, corporate partnerships, international initiatives and technological advancements require additional personnel resources. It was previously reported that over 4000 emails were received during the 2020 Remembrance period alone that required responses. Additionally, since January 2021, Legion HQ has received 768 Poppy trademark requests or reports of infringement that need to be investigated, with many more expected as we approach the fall Remembrance period. Safeguarding the Poppy trademark is essential.

Promoting Remembrance is one of the three main organizational pillars of our Mission and appropriate resources must be directed to that end. The success of the Poppy Campaign and elevated engagement with Corporate Canada and the public is unprecedented and it is imperative that Legion HQ has the infrastructure and personnel in place for the effective and successful management of the campaign for the benefit of all branches and Veterans in need.

StrategyCorps' recommendation is to establish a Poppy department of four personnel (positions and responsibilities attached) but through re-structuring of current personnel and agreements with the Legion National Foundation, only up to two new hires for the department will be required to achieve the same goal.

**RECOMMENDATION:** That a Poppy Department be created at Legion HQ, dedicated to operating and managing the Poppy Campaign and related Remembrance initiatives.

## **Centralize Poppy Fund Administration by Establishing Provincial or Branch Hubs**

StrategyCorps recommended developing provincial or branch area hubs to represent designated regions in order to achieve Poppy fund administrative efficiency, remittance streamlining, and standardization in the use of Poppy funds at the local level.

This recommendation has merit as there are definite administrative advantages that would lessen the burden currently required of branches, but it requires study, investigation and consultation. This review would be led by the Poppy department, in concert with the P&R Committee and P&R Committee of the Whole, to study the best way forward. Any operational transition would be implemented for a future Poppy Campaign.

**RECOMMENDATION:** That the establishment of provincial or branch area hubs in designated areas to achieve Poppy fund administrative efficiency, remittance streamlining, and standardization in the use of Poppy funds at the local level be deferred pending further study and consultation.

## **Tier 2 Recommendations**

StrategyCorps' analysis revealed additional modernization opportunities to support key Poppy Campaign processes and strategies with a focus on Volunteers, Technology, Communication and the Poppy Manual.

**RECOMMENDATION:** That the StrategyCorps report Tier 2 recommendations concerning modernization opportunities to support key Poppy Campaign processes and strategies be referred to the appropriate Dominion Committee / Legion Headquarters Department for review, with recommendations to follow in due course for DEC consideration and decision.

Position	Knowledge/Experience	Expected duties/responsibilities
<p><b>Director</b></p> <ul style="list-style-type: none"> <li>• Oversee the strategic direction of the Poppy Campaign Department, including strategic management, risk management, financial management, asset management and human resources management</li> <li>• Act as Senior Liaison with Corporate Partners, DND, OUTCAN, etc. generating funds and support for RCL and LNF</li> <li>• Improved span of control and distribution of responsibilities</li> </ul>	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• Of donation and sponsorship strategies</li> <li>• Of donation and sponsorship platforms</li> <li>• Of legislations governing charities, sponsorship and donations</li> <li>• Of the RCL and LNF</li> <li>• Of RCL and LNF programs,</li> <li>• Of the RCL poppy campaign,</li> <li>• Of DND and CAF.</li> <li>• Functionally Bilingual</li> </ul> <p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• In strategic planning</li> <li>• In initiating and implementing new corporate programs</li> <li>• In overseeing corporate programs</li> <li>• In resource management and human resources planning</li> <li>• In researching, developing, and implementing policies and procedures</li> <li>• In reviewing legal documents and legal opinions</li> <li>• In reviewing and interpreting constitutions and contracts</li> <li>• In generating and managing corporate partnerships</li> <li>• In preparing and delivering communications strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and oversee the strategic direction of the Poppy Campaign Department</li> <li>• Oversee and ensure the Poppy campaign is achieving strategic goals and priorities</li> <li>• Develop and plan for future risks and disruption to the Poppy campaign and initiatives</li> <li>• Develop and oversee the communications plans for the Poppy campaign and initiatives with Provincial Commands and Provincial Poppy Chairs</li> <li>• Provide direction and guidance on Legion and LNF programs specific to Poppy campaign</li> <li>• Research, develop, implement and maintain the Poppy Manual</li> <li>• Research, develop, implement and maintain policies and procedures for Electronic Fund Transfers (EFT), Point of Sale (PoS) and donations</li> <li>• Research, develop and implement new programs in support of the RCL and LNF.</li> <li>• Coordinate meetings for communications and best practices with the Commands and Poppy chairs</li> <li>• Coordinator for the Poppy &amp; Remembrance Committee</li> <li>• Research, introduce, develop and implement new programs and Corporate Support for RCL and LNF</li> <li>• Oversee and generate new Corporate sponsorship opportunities</li> <li>• Act as Senior Liaison with Corporate Partners, DND and CAF</li> <li>• Act as Senior Liaison with UK and US partners for programs</li> <li>• Conduct media interviews, as required</li> <li>• Oversee the distribution of Poppy's (Corporate, OUTCAN)</li> <li>• Receive and complete requests for poppy orders and distribution</li> <li>• Oversee and resolve Poppy Trademark permission/infringements</li> <li>• Liaise with legal counsel on Poppy trademark issues</li> <li>• Advise Supply on procurement of poppy products in conjunction with P &amp; R Committee</li> <li>• Oversee, assess and plan for material and human resources</li> <li>• Manage employees</li> <li>• Provide support for National Remembrance activities and ceremonies, as required</li> </ul>

	<ul style="list-style-type: none"> <li>• In financial and budget management at the E1 level</li> <li>• In contracting policies and procedures</li> <li>• In conducting training and awareness campaigns</li> <li>• In conducting media interviews.</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Must be adaptable to changing workflow and hours of operations to include weekends</li> <li>• Must be willing to travel</li> </ul>	<ul style="list-style-type: none"> <li>• Provide support for Convention, as required</li> <li>• Prepare and Manage department budget</li> <li>• Initiate the Immortal Poppy Campaign 2021</li> </ul>
<p><b>Deputy Director/Manager Corporate Partners</b></p> <ul style="list-style-type: none"> <li>• Manage a large volume of Corporate Partners who support the Legion's Poppy campaign</li> <li>• Ensures consistency in Corporate Partner coverage at the NHQ level</li> </ul>	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• Of donation and sponsorship strategies</li> <li>• Of donation and sponsorship platforms</li> <li>• Of legislations governing charities, sponsorship and donations</li> <li>• Of the RCL and LNF.</li> <li>• Of RCL and LNF programs,</li> <li>• Of the RCL poppy campaign,</li> <li>• Of DND and CAF.</li> </ul> <p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• In managing donation and sponsorship programs</li> <li>• In generating and managing corporate partnerships</li> <li>• In managing and implementing communication plans</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Corporate Partnerships</li> <li>• Receive, review and maintain partnership agreements and contracts</li> <li>• Research, develop, implement and maintain policies and procedures for Branch-NHQ-Corporate relations.</li> <li>• Generate and secure new corporate partnership opportunities.</li> <li>• Manage Point of Sale (PoS) Three levels</li> <li>• Manage Corporate Advertising (w/Legion Marketing and Corporate entity)</li> <li>• Manage Corporate Donations (EFT/cheque)</li> <li>• Manage donations to Legion and LNF</li> <li>• Liaise with Finance Department on donation and reporting matters</li> <li>• Manage corporate initiatives in support of the poppy campaign</li> <li>• Manage the communications plan with corporate for Support for Programs</li> <li>• Conduct presentations</li> <li>• Manage and maintain the corporate database</li> <li>• Track and report on corporate donations</li> <li>• Manage and maintain the Corporate Partner list with Marketing</li> <li>• Manage the webpage content</li> <li>• Provide support for National Remembrance activities and ceremonies, as required</li> <li>• Provide support for Convention, as required</li> </ul>

	<ul style="list-style-type: none"> <li>• In researching, developing, and implementing policies and procedures</li> <li>• In reviewing legal documents and legal opinions</li> <li>• In reviewing and interpreting constitutions and contracts</li> <li>• In preparing and delivering communications strategies</li> <li>• In human resources management</li> <li>• In financial and budget management</li> <li>• In contracting policies and procedures</li> <li>• In conducting training and awareness campaigns</li> <li>• In conducting media interviews, an asset</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Must be adaptable to changing workflow and hours of operations to include weekends</li> <li>• Must be willing to travel</li> </ul>	
<p><b>Senior Program Officer</b></p> <ul style="list-style-type: none"> <li>• Manage and develop special projects in support of the RCL</li> <li>• Generate and secure Corporate Partnerships in support of these projects and programs</li> </ul>	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• Of donation and sponsorship platforms</li> <li>• Of legislations governing charities, sponsorship and donations</li> <li>• Of the RCL and LNF,</li> <li>• Of RCL and LNF programs,</li> <li>• Of the RCL poppy campaign,</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the Digital Poppy campaign</li> <li>• Manage the Pay Tribute campaign</li> <li>• Manage the Remembrance Island program</li> <li>• Manage the Immortal Poppy program</li> <li>• Manage the Poster and Literary contest</li> <li>• Manage the Pilgrimage program</li> <li>• Secure and coordinate Corporate Partners sponsorship for each program</li> <li>• Manage Corporate Partner initiatives related to the poppy campaign</li> </ul>

	<ul style="list-style-type: none"> <li>• Of DND and CAF.</li> </ul> <p><b>Experience</b></p> <ul style="list-style-type: none"> <li>• In managing multiple corporate programs and campaigns</li> <li>• In developing, implementing, and maintain policies and procedures</li> <li>• In generating and securing corporate partnerships for program support</li> <li>• In managing and implementing communication plans</li> <li>• In preparing and delivering communications strategies</li> <li>• In budget management</li> <li>• In contracting policies and procedures</li> </ul> <p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Must be adaptable to changing workflow and hours of operations to include weekends</li> <li>• Must be willing to travel</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the programs advertising with Legion Marketing and corporate entity</li> <li>• Conduct presentations</li> <li>• Provide content for webpages</li> <li>• Manage and update the donation platform for each project</li> <li>• Prepare reports, as required</li> <li>• Provide support for National Remembrance activities and ceremonies, as required</li> <li>• Provide support for Convention, as required</li> </ul>
<p><b>Department Coordinator (Bilingual)</b></p> <ul style="list-style-type: none"> <li>• Coordinator for providing customer support and administrative support to the Poppy Campaign Department.</li> </ul>	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>• Of administration policies and procedures</li> <li>• Of financial and accounting principles</li> <li>• Of grammar and editing principles</li> <li>• Of database management</li> <li>• Of the RCL and LNF</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate and provide administrative support for the Poppy Campaign Department programs (Digital Poppy, Pay Tribute, Remembrance Island, and Immortal Poppy)</li> <li>• Review outgoing documentation and ensure errors or omissions are resolved</li> <li>• Coordination of EFT set-up and transfers to Branches (in conjunction with finance)</li> <li>• Coordinate the administrative support for Poster and literary contest</li> <li>• Coordinate the administrative requirements, including travel arrangements, for the Pilgrimage</li> </ul>

	<p><b>Experience</b></p> <ul style="list-style-type: none"><li>• In coordinating the administration of corporate programs</li><li>• In disseminating policies, procedures, and meeting minutes</li><li>• In electronic and physical document management</li><li>• In preparing reports</li><li>• In updating web content</li><li>• In receiving and responding to enquiries</li></ul> <p><b>Other</b></p> <ul style="list-style-type: none"><li>• Must be adaptable to changing workflow and hours of operations to include weekends</li></ul>	<ul style="list-style-type: none"><li>• Provide customer support to Corporate Partners and contractors and suppliers associated to the poppy programs</li><li>• Coordinate updates to the web pages</li><li>• Prepare reports</li><li>• Prepare and distribute documents for Commands, committee meetings, etc., as per Director direction</li></ul>
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# Royal Canadian Legion Organizational Structure, Staffing, and Operational Service Delivery Review

## DRAFT Final Report

July 2021

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This final report proceeds in three parts and includes the project's context, an executive summary, and a full analysis of our recommendations.

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Project Background and Context

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Recommendations

- ✓ **Tier 1:** *Centralization and Enhancing Staff Complement*
- ✓ **Tier 2:** *Modernizing Key Poppy Campaign Processes and Strategies*

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- ✓ *Future State Process Maps*
- ✓ *NHQ Financial Profile*

# Project Background & Context

# Background & Purpose

The Royal Canadian Legion engaged StrategyCorp to provide recommendations for improving operations related to the Legion's growing Poppy Campaign.



## Background & Purpose

*StrategyCorp has been retained to review the Legion's organizational structure, staffing, and operational service delivery related to the Poppy Campaign, and develop recommendations for managing the Poppy Campaign's growth.*

This report includes analysis and recommendations for improving the Legion's Poppy Campaign.

- ✓ Summarizes the current state, pain points, challenges, and service delivery and operating gaps related to the Poppy Campaign.
- ✓ Explains the methodology and processes used throughout the review.
- ✓ Translates identified issue areas and opportunities into actionable recommendations.
- ✓ Addresses the key gaps identified in managing the Poppy Campaign.

## Project Scope

In Scope	Out of Scope
<p><i>The scope of this review focuses on the Legion's Poppy Campaign.</i></p> <ul style="list-style-type: none"> <li>✓ Resourcing, staffing, and volunteer needs across the Legion.</li> <li>✓ Communication flows and bottlenecks related to the Poppy Campaign.</li> <li>✓ The Legion's corporate partnership model.</li> <li>✓ Poppy fund management, administration, and donation redistribution.</li> </ul>	<p><i>Although assessments of the Poppy Campaign include analysis of overlapping responsibilities across departments. The report does not include an in-depth analysis of the following:</i></p> <ul style="list-style-type: none"> <li>× Corporate services</li> <li>× Veteran services</li> <li>× Comptroller</li> <li>× Member services</li> <li>× Supply</li> <li>× Marketing and Communications</li> <li>× Legion Foundation</li> </ul>

# Methodology & Process

This study included interviews with 35 volunteers and staff from Branches, Districts and Zones, Provincial Commands, and NHQ across the Legion, in addition to a review of key data, documents, processes, and best practices.

*Key inputs into the development of this report are the interviews with staff and volunteers at Branches, Districts, Zones, Provincials Commands, and NHQ.*

## Legion personnel participated in 35 interviews:

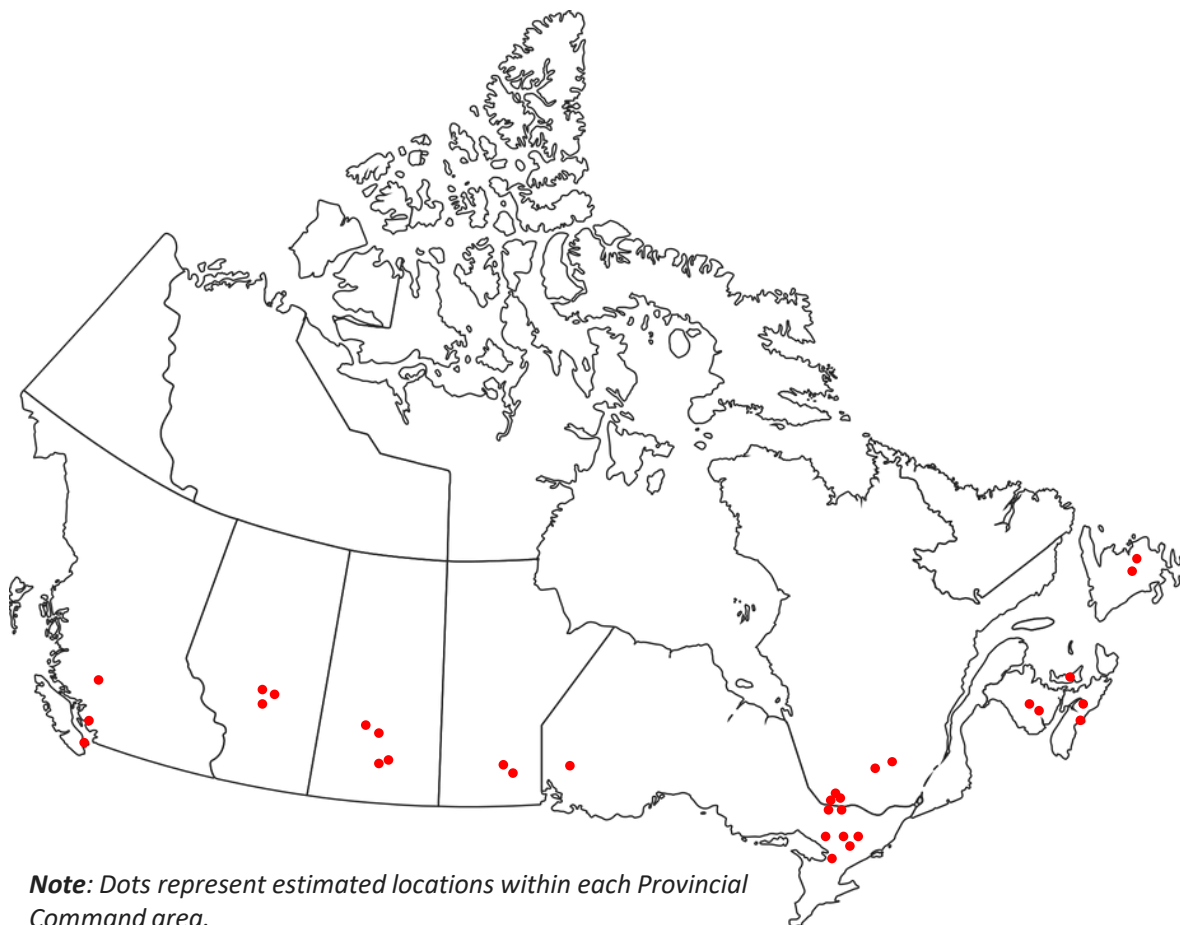
- 7 from NHQ and DEC
- 23 from Provincial Commands
- 5 from Branches

***Note:** Most interviewees were able to speak to their experiences at the Branch-level, in addition to their current responsibilities.*

## Data and documents reviewed included:

- NHQ, Provincial, and Branch financial information
- NHQ and Provincial resources and staffing data
- Corporate partnerships
- Poppy Manual

*Each red dot • represents one interview, showing the breadth of input informing this review.*



**Note:** Dots represent estimated locations within each Provincial Command area.

# Executive Summary

# Current State Assessment Findings

The current state assessment underscored the critical value of standardizing key processes, improving data gathering and insights for decision-making, and strengthening lines of sight into different levels of the organization's operations.

## Key Strengths



**Strong Public Support:** Corporations, government, and the Canadian public are highly supportive of the Poppy Campaign. Demand for partnerships across the corporate ecosystem are climbing.



**Success:** Despite the challenges of the COVID-19 pandemic, the 2020 Poppy Campaign was viewed as a success.



**Volunteer Commitment:** Current volunteers are committed to the Poppy Campaign and the goals of the Legion.



**Overall satisfaction with Branch-Province-NHQ relationship:** There is a general appreciation for the level of commitment and resource-dedication to the Poppy Campaign across levels of the organization.



**Poppy Orders:** The poppy ordering process is working well.

## Key Challenges



**Distribution of Poppies and Poppy funds:** Corporate demand for poppies outweighs the capabilities of the Legion's current, branch-centric distribution model, and there is significant difficulty remitting collected Poppy funds to Branches.



**Resourcing Model:** Reliance on volunteers to deliver key services and tasks on behalf of the Poppy Campaign results in service gaps, and process inefficiencies.



**Information Asymmetries:** Presently, NHQ faces significant difficulty retrieving information and data related to financial reporting, and staff complement / resourcing from different organizational levels.



**Communication:** Chain of Command adherence and lack of technology enablement has resulted in inaccessible or inefficient communications which, in turn, has fostered distrust and misalignment at lower levels of the organization.



**Modernization:** Technology implementations have historically adapted to existing business processes resulting in exacerbated inefficiency in key processes.

*The combination of challenges presently facing the Legion are primarily attributed to, or exacerbated by, the decentralization of key Poppy Campaign-related processes and programs across levels of the organization. Key operational bottlenecks can be resolved by implementing a more centralized operating model.*

# Alternative Operating Models for the Poppy Campaign

There are three main categorizations of operating models, each of which is outlined below. Presently, the Legion is characterized mainly as a decentralized model, with some qualities more aligned with hybrid operations.

## Defining Alternative Operating Models

### Decentralization

The transfer of **independence** in decision-making and general operations and functions from a central authority, to operating units (or Branches) at different levels of an organization.

#### Legion application

- Full autonomy for Branches to operate their Poppy Campaign.
- Limited support from NHQ to manage the Poppy Campaign.
- All corporate partners are managed locally or provincially.
- High degree of variability between Branch Poppy Campaigns across the Country.

### Hybrid

The combination of two or more operating model types, requiring a high-degree of coordination. Hybrid models typically have a lower degree of standardization but **rely heavily on robust** integration and alignment.

#### Legion application

- High degree of Branch autonomy to design and operate Poppy Campaign.
- Resourcing responsibility to operate Poppy Campaign distributed between NHQ, Provincial Commands, and Branches.
- High degree of variability between Branch Poppy Campaigns across the Country.
- Corporate partners are managed mostly by NHQ, with Branches playing a front-line role.

### Centralization

An anchor (**hub**) offering a full array of Poppy-related services, complemented by secondary establishments (**spokes**) which offer auxiliary support, coordination, and outreach to facilitate service provision.

#### Legion application






- Increased authority and resourcing for NHQ to manage the Poppy Campaign.
- Responsibility and resourcing for managing corporate partners rests with NHQ.
- Consolidate management and reporting for the Poppy fund to Provincial Commands or Branch Hubs with dedicated resourcing.
- Distribution of Poppy funds to Veterans remains localized.
- High degree of standardization for key processes related to data gathering and information sharing, communication, and Poppy fund use and administration.

You are here

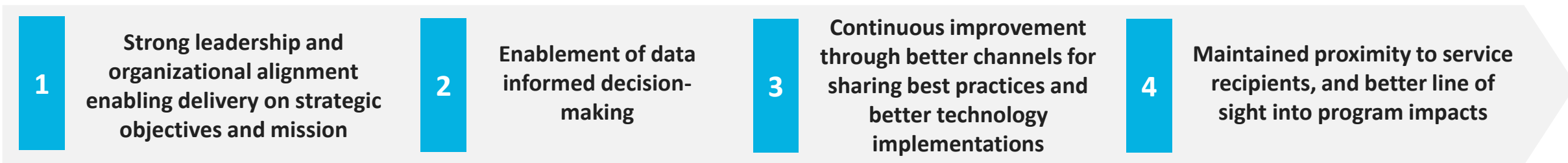
# The Centralization Value Proposition

Moving towards a centralized operating model for Poppy distribution to corporate partners and for Poppy fund administration will result in productivity improvements, a higher degree of standardization, and better conditions for continuous improvement.

## Key Features

-  **DELEGATED AUTHORITY** *to other levels within an organization is minimized or eliminated; fostering a centralized decision-making authority at the oversight and strategic levels of an organization.*
-  **HIGH DEGREE OF COORDINATION** *with grassroots levels of an organization is required to drive the achievement of mission, vision, and programmatic objectives. While decision-making and access to program resources is centralized, the coordination with, and support of entities closest in proximity to service recipients is required for highest program impact.*
-  **LEVERAGES GRASSROOTS HUBS** *in order to maintain line of sight into program progress and impact, service delivery coordination, and direct access to key recipients of service provision.*
-  **DEMOCRATIZES INFORMATION SHARING** *to support business / corporate insights, address information asymmetries, and empower different levels of the organization to own change and drive the implementation of strategic decisions made at other levels of an organization.*
-  **RESOURCE EFFICIENCY & ECONOMIES OF SCALE** *due to minimized distribution of resources across levels of the organization tasked with the same or similar roles and responsibilities; centralized operating models can enable economies of scale.*

## Value Proposition



# Future State Recommendations

The Legion’s Poppy Campaign is facing unprecedented growth but lacks appropriate resourcing and processes to manage it. To maximize funds available for Veterans, we recommend centralizing key Poppy Campaign processes, increasing resourcing at NHQ, and modernizing integral parts of the Poppy Campaign.

## Core Recommendations (Tier 1)

- 1 Centralize Corporate Partner Management & Poppy Distribution at NHQ**
- 2 Centralize Poppy fund Administration through one of the following:**
  - *Option 1: Provincial Aggregation*
  - *Option 2: Branch ‘Hub’ Aggregation*
- 3 Create new Poppy Campaign Department at NHQ, and increase Staff Complement with the addition of key roles**

## Auxiliary Recommendations (Tier 2)

### Volunteers

Develop standardized volunteer agreements with key organizations like the Cadets, and strategies for attracting more volunteers outside of the Legion’s membership base.

### Technology

Develop a technology strategy to establish mandatory standards on digital solutions for EFT use, communication, information sharing, reporting, and other key processes.

### Communication

Develop a corporate communications strategy to standardize communication structure, approach, and language; and ensure that directives from NHQ are rolled out efficiently and in accessible language and packaging to Branches and Provincial Commands.

### Poppy Manual

Establish processes for *continuously improving the Poppy Manual* in consultation with Branches and Provincial Commands and community stakeholders, to better reflect the changing needs of Veterans and reduce administrative effort at the Branch level.

# Evaluation of Poppy Fund Aggregation Options

Impact  
Evaluation  
Measure

Low

Average

Strong

High

ANNEX E TO  
DEC MINUTES  
12 AUGUST 2021

Option 1 provides the greatest benefit to the Legion but is contingent on significant change management, and standards and protocol updates.

Criteria	Option 1: Provincial Poppy Fund Aggregation	Option 2: Branch 'Hub' Poppy Fund Aggregation	Rationale
Ease & Speed of Implementation	<ul style="list-style-type: none"><li>Implementation will require Branch buy-in, clear communication regarding impacts, and change management considerations related to control of Poppy Funds.</li></ul> <div></div>	<ul style="list-style-type: none"><li>Successful implementation will require clear and consistent guidelines to Branch Hubs on reporting, data and information sharing, and operational standardization through in-depth change management plans.</li></ul> <div></div>	<ul style="list-style-type: none"><li><b>Option 1</b> presents the least complicated implementation path for aggregating administrative responsibilities of Poppy fund management at the Provincial level.</li></ul>
Stakeholder Buy-in	<ul style="list-style-type: none"><li>Branch buy-in will be required; challenges in achieving buy-in may occur due to the perceived loss of control over Poppy Funds.</li></ul> <div></div>	<ul style="list-style-type: none"><li>Branch buy-in may occur more easily due to Poppy funds remaining at the local level. Access model, however, will mirror that of the Provincial model.</li></ul> <div></div>	<ul style="list-style-type: none"><li><b>Option 2</b> presents higher chance of stakeholder buy-in, particularly among Branches. This is due to perceptions around control and access to Poppy funds.</li></ul>
Administrative Efficiency and Standardization	<ul style="list-style-type: none"><li>Regional coordination and standardization improvements due to reduction in organizational levels with full autonomy related to reporting and information sharing responsibilities, among others.</li></ul> <div></div>	<ul style="list-style-type: none"><li>Local standardization among Branch Hubs and improved administrative processes among Hubs. Outliers in rural areas may result in continued discrepancies and information asymmetries.</li></ul> <div></div>	<ul style="list-style-type: none"><li><b>Option 1</b> presents stronger outcomes related to unified and coordinated Poppy fund administration and standardization, and reduces outliers.</li></ul>
Return on Investment	<ul style="list-style-type: none"><li>Significant productivity gains related to reduction in duplicative fund administration, reporting, and management processes at different levels of the organization.</li></ul> <div></div>	<ul style="list-style-type: none"><li>Efforts related to fund administration are maintained across each level of the organization, from Branches to Provinces. Duplicative processes are maintained, and productivity gains are minimal.</li></ul> <div></div>	<ul style="list-style-type: none"><li><b>Option 1</b> presents more significant improvements in duplicative effort reduction and productivity gains.</li></ul>
Program Reach and Community Impact	<ul style="list-style-type: none"><li>Uploading of administrative and management responsibilities to the Provincial level frees capacity and allows Branches to focus on front-line support to Veterans.</li></ul> <div></div>	<ul style="list-style-type: none"><li>Consolidation of administrative and management responsibilities at Branch Hub levels result in freed capacity among individual branches to better support Veterans. Branches maintain proximity to donation magnitudes, and Veteran impacts.</li></ul> <div></div>	<ul style="list-style-type: none"><li><b>Option 1</b> presents a stronger opportunity for Branches to focus on their intended front-line, service provision role within the organization; improving program impact.</li></ul>
Evaluation Summary	<div></div>	<div></div>	<b>Option 1 is expected to yield the greatest benefit to the Legion</b>

# Future State Roles & Responsibilities by Organization Level

Changes in roles and responsibilities across organization levels are namely related to corporate partner Poppy distribution, and Poppy fund management.

## NATIONAL HEADQUARTERS

*National Headquarters is responsible for setting standards, service levels, and expectations related to the Poppy Campaign, as well as fund management, administration, and use.*

### Veteran Support & Poppy Fund Use

- ✓ NHQ is responsible for providing Provincial Commands with the guidelines and standards on operating the aggregated Poppy funds for branches in respective jurisdictions. This includes setting service levels and providing the tools to support adequate resourcing to successfully operate an aggregated fund.

### Poppy Campaign Donation Collection

- ✓ NHQ will be solely responsible for corporate partnerships management, outreach, Poppy distribution, corporate donation collection, and remittance to aggregated Poppy funds.

## PROVINCIAL COMMANDS

*Provincial Commands will lead the administration, accounting, reporting, and management of key Poppy Campaign related functions, particularly fund management and support disbursement.*

### Veteran Support & Poppy Fund Use

- ✓ Provincial Commands will be responsible for holding Branch Poppy donations in trust and will be tasked with disbursing funds directly to Veterans pending approved service requests from Branches in their jurisdiction.
- ✓ Provincial Commands will have autonomy and responsibility over structuring their respective Poppy fund Administrator units / resources.
- ✓ Provincial Commands will be responsible for ensuring compliance of Poppy fund use with the Poppy Manual\*, as well as financial reporting responsibilities to NHQ.

## BRANCHES

*Branches will maintain a central front-line role in engaging with Veterans and supporting the drive for Poppy donations during campaigns. Branches are no longer be responsible for administrative, accounting, and reporting related functions.*

### Veteran Support & Poppy Fund Use

- ✓ Branches play the central front-line role, maintaining their responsibility as the main point of contact between the Legion and Legion services, and Veterans in-need.
- ✓ Branches conduct Veteran intake and needs assessments, as well as submit service requests to Provincial Commands for Veteran financial support.

### Poppy Campaign Donations Collection

- ✓ Branches continue to canvass local businesses and engage with the local community to drive donations during Poppy Campaign timelines.
- ✓ Branches are no longer responsible for outreaching to local corporate partners.

# Future State Expected Benefits (1/2)

The combined effect of the recommendations outlined in this report are expected to result in the benefits outlined below. *Benefits related to each recommendation are detailed throughout the report.*

 <b>Centralized Operating Model</b>	 <b>Organizational Structure &amp; Staffing Level</b>	 <b>Programs &amp; Communication</b>
<p>Operational recommendations related to centralization are expected <b>to help alleviate efficiency and standardization challenges</b> presently facing the Legion.</p> <ul style="list-style-type: none"> <li>✓ Establish <b>clear lines of sight</b> into financial status and program impact of Branch Poppy donations through the centralization of Poppy fund administration at the Provincial level.</li> <li>✓ Improve <b>data and information gathering mechanisms</b> related to financial reporting through consolidated and standardized administrative responsibilities.</li> <li>✓ Achieve <b>administrative and process efficiency</b> related to the elimination of duplicative effort and overlapping responsibilities across different organizational levels.</li> </ul>	<p>Organization and staffing level recommendations are focused on <b>improving capacity at NHQ to better meet growing Poppy demands</b> and to enable streamlining of roles and responsibilities at NHQ.</p> <ul style="list-style-type: none"> <li>✓ Organization structure that is conducive to better <b>meeting strategic and programmatic priorities and goals</b>.</li> <li>✓ Standardization of <b>Poppy Campaigns year over year</b> enabled by dedicated resources with clear and consistent roles and responsibilities.</li> <li>✓ Improved <b>workload distribution among resources</b> namely involved in coordinating and managing the Poppy Campaign.</li> </ul>	<p>Programmatic benefits are enabled by the <b>re-focusing of Branches on grassroots, frontline responsibilities</b>; increasing capacity across the organization, and improving communications strategies.</p> <ul style="list-style-type: none"> <li>✓ Consistent and <b>accessible communications and directives</b>, and increased engagement with volunteers and staff to <b>minimize back and forth</b> on key directives and communications.</li> <li>✓ <b>Freed capacity</b> among Branches to focus on frontline Veteran support and less on administrative responsibilities.</li> <li>✓ Poppy Manual updates <b>reflect the changing needs of Veterans</b>, and reduce administrative effort for Branches.</li> </ul>
<p>Streamlining and standardizing processes can result in a <b>productivity gain of 5 to 10%</b>. Addressing duplication in effort can result in a <b>productivity gain of 10 to 25%.*</b></p>	<p>Streamlining roles and responsibilities can result in a <b>productivity gain of 5 to 10%.*</b></p>	<p>Best practice indicates that clear and quality engagement with staff (and volunteers) <b>can increase productivity by 5 to 17%</b> due to a strengthened sense of accountability and responsibility among staff.*</p>

## EXECUTIVE SUMMARY

## Future State Expected Benefits (2/2)

A small resourcing investment will result in a **large increase in Poppy fund revenues, decrease in administrative costs, and focus staff and volunteer effort and output on optimal tasks.**

### Resourcing Gaps

Total Corporate Outlets (2020)	~25,000
Corporate Outlets Engaged (2020)	~11,000 (44%)
Corporate Outlets Missed (2020)	~14,000 (56%)
Total Corporate Donations (\$) (2020)	[Approximately what amount of funds were collected through the 11,000 outlets?]
Corporate Pledges to NHQ (\$) (2021)	\$5M

### Expected Benefits

- ✓ Recommendations outlined in this report will allow the Legion to better **meet the demands of its growing volume of corporate partners**
- ✓ Recommendations will also enable the Legion to **improve outlet coverage and reduce or eliminate missed revenue opportunities** among local corporate outlets and **increase the amount and speed of access to poppy fund revenues to the local branches.**
- ✓ Greater administrative and organizational capacity will enable **branch volunteers to focus efforts on serving veterans and engaging their local communities** while **reducing the administrative burden and reporting requirements required by the branches.**

# Future State Expected Cost Sources & High-level funding Approach

Increased revenues are expected to **surpass the expected costs** of implementation related to resourcing at NHQ and Provincial Commands.

## High-level Resource Funding Options

### Option 1 (recommended)

- Modify Poppy Manual to permit Poppy funds to cover resourcing costs.
- Implement an administration fee on collected donations to subsidize required resourcing.

### Option 2

- Use NHQ General funds to fund additional resourcing at NHQ and Provincial Commands.

### Option 3

- Use NHQ General funds to fund additional resourcing at NHQ.
- Instruct Provincial Commands to use Provincial General funds for additional resourcing needs.

### Expected Resource Requirements:

- ✓ Poppy Campaign resourcing at NHQ
- ✓ Poppy fund administration resourcing at Provincial Commands

*Future state resourcing costs are expected to be concentrated at the **National Headquarters and Provincial Command** level.*

# Recommendations

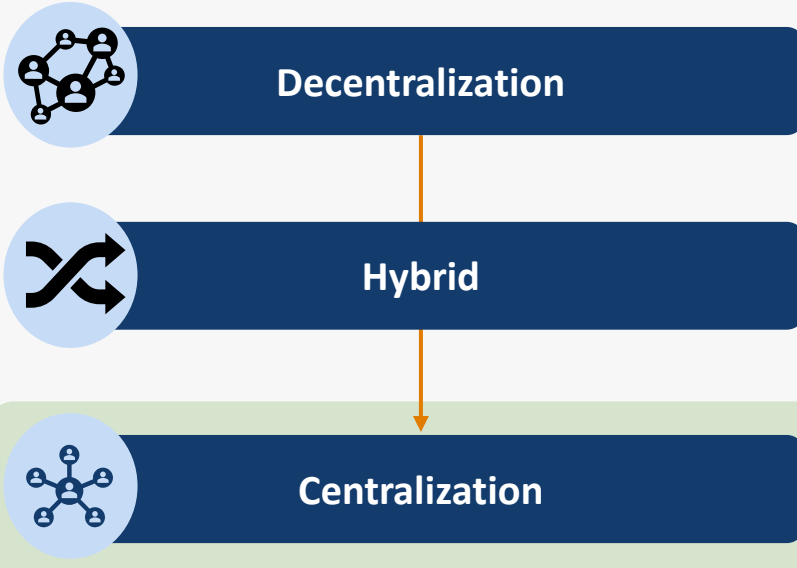
## RECOMMENDATIONS

# Section Roadmap and Recommendations Framework

This section will outline the proposed recommendations in detail. Recommendations are divided into two tiers, and are based in a centralization framework as described below.

## Alternative Operating Models

Evaluating the Legion's current state and defining the future state using alternative operating models as the guiding framework informing recommendations.



## Tier 1 Recommendations: Centralizing key Poppy Campaign functions

*Tier 1 recommendations refer to core operational changes required to improve program and service delivery.*

Centralize **corporate partner Poppy distribution** at NHQ.

**Aggregate Poppy funds** to centralize management and administration.

**Resource NHQ** by increasing departmental capacity and staff complement to meet the growing needs of the campaign.

## Tier 2 Recommendations: Improve Poppy Campaign Support Functions

*Tier 2 recommendations are supplementary initiatives to strengthen the core operational changes and overall delivery of programs and services.*



**Volunteers:** Share best practices and strengthen community engagement to restock volunteer pipeline outside the membership.



**Technology:** Adopt mandatory standards on communications technology and implement technology solutions at NHQ to minimize manual effort.



**Poppy Manual:** Amend the Poppy Manual to better reflect the changing needs of Veterans.


# Tier 1 Recommendations


# Poppy Campaign Centralization Initiatives


The initiatives outlined below will enable centralization of key Poppy Campaign functions, programs, and processes.

Poppy Campaign Centralization	
Core Challenges	Recommended Initiatives

As the demand for Poppies continues to grow, there are significant constraints facing the Legion related to: **corporate partnership management, resourcing, Poppy distribution channels, and donation remittances.**

 Inconsistency in Poppy distribution to local corporate outlets due to branch-centric processes, and knowledge limitations due to volunteer reliance.

 Challenges in fund remittances to branches post-Poppy campaign due to a) volume of branches and b) cheque-reliance.

 Insufficient resourcing at NHQ to support breadth of the Poppy Campaign related to key programs and processes (corporate partner management, digital Poppy, lapel Poppy, education pillars, among others).

**1| CENTRALIZE CORPORATE PARTNER POPPY DISTRIBUTION and MANAGEMENT AT NHQ**

To ensure that the Poppy Campaign distributes to, engages with, and meets the demand for Poppies among corporate partners, it is recommended that National Headquarters distribute Poppies to local outlets directly, and continues to manage relationships with corporate partners.

**2| AGGREGATE POPPY FUND ADMINISTRATION at a LOCALIZED LEVEL (OPTION 1 AND 2)**

Develop aggregates to represent designated regions in order to achieve Poppy fund administrative efficiency, remittance streamlining, and standardization in the use of Poppy funds at the local level.

**3| CREATE A POPPY CAMPAIGN DEPARTMENT and INCREASE STAFF COMPLEMENT AT NHQ**

Create a department at NHQ dedicated to operating and managing the Poppy Campaign. Increase staff complement at NHQ to include resources dedicated to key responsibilities related to corporate partner management, Poppy Campaign preparation and mobilization, as well as required support staff. Suggested resourcing will improve the balance of responsibilities, enable strategic priorities, and support standardization between Poppy Campaigns.



## 1. Centralize Corporate Partner Management & Poppy Distribution at NHQ

# Centralize Corporate Partner Management & Poppy Distribution at NHQ

Centralization of corporate partner Poppy distribution will address gaps in coverage resulting from the existing Branch-centric distribution model.

## The Challenge

Presently, the Legion distributes Poppies to corporate partners via a branch-centric model, which requires that branch-level volunteers coordinate with local outlets to provide Poppies. Due to limited volunteer knowledge and understanding of NHQ guidelines, a shrinking volunteer base, inconsistency in corporate alignment, and rapidly increasing volume of corporate partners, significant gaps in coverage have emerged. *For example, in 2020, of the 25,000 local corporate outlets, only ~11,000 were effectively reached; resulting in a gap of nearly 14,000 local outlets.*

## The Opportunity

- It is recommended that Legion National Headquarters transition from a Branch-centric corporate partner Poppy distribution model, to **a centralized distribution model in which NHQ ships Poppies to all corporate partners and local outlets directly for point of sale.**
- In addition, it is recommended that **Point of Sale, and Pay Tribute Poppy Boxes become the primary method for collecting donations** when working with corporate partners in order to limit volunteer-reliance and liabilities associated with cash donations. This will support the mitigation of risks related to a shrinking volunteer base by reducing volunteer-reliance.

## Rationale & Expected Benefits

Centralizing Poppy distribution to corporate partners will ensure that Poppies are delivered in time for the Remembrance period, and will ensure that volunteer-reliance does not hinder the reach and impact of the Poppy Campaign.

### Key Benefits:

- ✓ Streamlined distribution and increased certainty that Poppies are reaching the targeted local outlets.
- ✓ Better information and data gathering capabilities and insight on corporate partner relationships – *e.g., receptiveness of local outlets, barriers to success, etc.*
- ✓ Reduction of volunteer-reliance and mitigation of resource-constraint challenges related to distribution (*such as corporate partners requiring a volunteer to canvass and remain at outlets for cash box monitoring*).
- ✓ Elimination of current state coverage gaps.
- ✓ Standardization and increased oversight capacity over the impact, reach, and outcomes of the Poppy Campaign as it relates to corporate partnerships.

## TIER 1 RECOMMENDATIONS

# Centralize Corporate Partner Management & Poppy Distribution at NHQ

Centralization of corporate partner Poppy distribution will address gaps in coverage resulting from the existing Branch-centric distribution model.

## Implementation Considerations

- Standardization and provision of EFT information to NHQ to ensure efficient and timely redistribution of donations to the appropriate local level.
- Change management considerations related to Branch buy-in and clear communication that Point of Sale (POS) donations through corporate partners will be redistributed to Branches based on donation source-region, and associated Areas of Responsibility (AORs).
- Clear, fully informed, and timely communication from Branches regarding gaps in coverage for cash donations based on their AOR *where cash donations are continued* to ensure that all outlets are covered and that coverage gaps are proactively addressed. *NHQ will then be able to ship Poppies to partners for POS distribution.*

Key Activities	2021 (Q3)	2021 (Q4)	2022 (Q1)	2022 (Q2)	2022 (Q3)
Develop guidelines and rules detailing protocol for addressing coverage gaps related to cash boxes (in accessible and clear language)					
Socialize the centralization plan with representatives at each level of the organization					
Conduct readiness assessment by engaging with Branches to ensure that there is clarity on the initiative					
Roll-out mandatory EFT use across Branches and Provinces*					
Set go-live date for full transition to centralized distribution for the next Poppy Campaign cycle (August – September 2021)					

## ●●● 2. Centralize Poppy Fund Administration



# Options Overview

The options outlined below highlight different opportunities for establishing local centralization of Poppy fund administration and management.

## Options Overview

### Key Challenge

According to the Poppy Manual, Provincial Commands are responsible for all planning, organizing, implementing, and reporting of all Poppy and Remembrance activities within the jurisdiction of the Command. Branches, are tasked with ensuring that Poppy Trust funds are accounted for in accordance with Sections 1102-1104 and Section 1206 of the General By-Laws and ensuring that the Branch Status Report on Poppy Trust funds is completed and submitted to the appropriate Provincial Command for communication to NHQ. This has resulted in duplicative processes related to Poppy fund administration and management across different levels of the organization. **Provincial Commands are ultimately responsible for financial compliance at the Branch level, but face significant challenges accessing and retrieving the required financial information due to limitations in volunteer knowledge.**

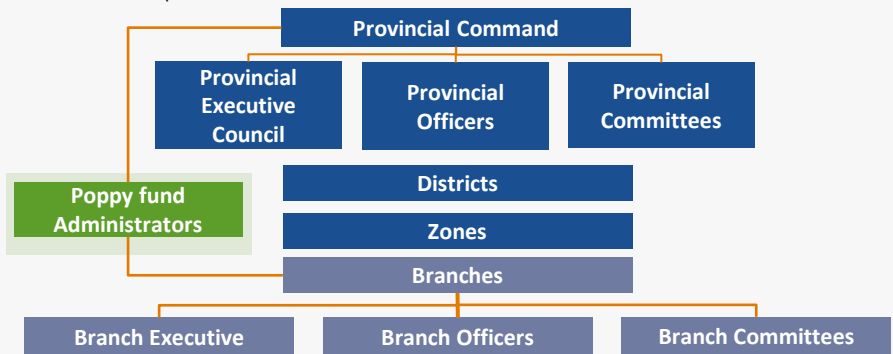
Option	Description
<b>Option 1:</b> <i>Provincial Aggregation of Poppy fund Administration</i> 	A Provincial Aggregation Model would require that Branch Poppy donations be centrally managed and administered at the Provincial Command level. Branch Poppy funds would be held in trust at the Provincial level, maintaining strict dedication to Branch-level programs.
<b>Option 2:</b> <i>Branch 'Hub' Aggregation of Poppy fund Administration</i> 	Branch aggregation consists of creating Branch 'hubs' or 'chapters' based on location within metropolitan areas. Branches that are rural will maintain independence. Under this model, Poppy funds are managed and administered at each respective Branch Hub level.

# Option 1: Provincial Poppy fund Aggregation (1/2)

## Option Assessment

### KEY FEATURES

1. Provincial Commands are responsible for **all administrative, responsibilities** related to Branch Poppy donations (*e.g., financial reporting, compliance, audit*).
2. Constituent Branch Poppy donations are held in trust at the Provincial level with **each Branch’s respective funds maintained as their own**. Additionally, these funds will maintain **distinction from the Provincial Benevolent fund**.
3. Provincial Commands are staffed with a **team of Poppy fund Administrators** dedicated to fulfilling Branch service requests, disbursing funds to Veterans, and conducting all Poppy fund administrative responsibilities.
4. Branches **maintain responsibility** for assessing Veteran needs and completing service requests to Provinces; and are the primary point of access for Legion Services.
5. Branch requests are processed, and funds are disbursed to Veterans based on agreed upon **service levels** (*e.g., within 48 hours*).
6. Provincial Commands **distribute funds directly to Veterans** upon the approval of Branch service requests.



### Conditions for success

- Sufficient staffing of Poppy fund administrators at Provincial Commands to manage volume of Branch requests and inquiries.
- Clearly defined service levels to ensure Branch requests are processed in a timely manner.
- Implementation of appropriate technology solutions to ensure the reduction of manual errors, reduce paper-based processes, facilitate efficient transfer of funds, and ensure that respective Branch donations are geo-tagged appropriately.
- Appropriate updates to the Poppy Manual to reflect required service levels for Poppy fund management and new responsibilities.

### Expected benefits

- ✓ **Opportunity for Charitable Status** at the Provincial Level.
- ✓ **Productivity gains** by streamlining and centralizing administrative functions reduces duplicative effort and improves transparency.
- ✓ **Regional effort and coordination (and standardization)** across Provinces and their Branch constituents, allowing for the impacts of the Poppy Campaign to be better tracked, monitored, and implemented as a regionally coordinated effort
- ✓ **Freed capacity among grassroots levels** of the organization to better focus on Veteran support and service impact due to reduced administrative burden on Branches.
- ✓ **Improved Administrative efficiency** across levels of the organization due to reduced number of reporting levels.
- ✓ **Improved span of control** due to reduced reporting and communication levels.
- ✓ **Reduced financial burden on Branches.**
- ✓ **Minimization of volunteer reliance** for knowledge-based work such as financial reporting.

# Option 1: Provincial Poppy fund Aggregation (2/2)

## Implementation Considerations

### 1. Development of a robust change management strategy to support the implementation of this model:

- Clearly define new roles and responsibilities in an amended Poppy Manual.
- Socialize new roles and responsibilities across different levels of the organization.
- Communicate detailed changes, and associated benefits.
- Establish Provincial Command and Branch buy-in.

### 2. Resourcing:

- Provincial Commands to identify the required resources to successfully deliver on this model.
- Additional resourcing must be made available at each Provincial Command to manage the newly centralized Branch Poppy funds, complete reporting requirements, collect information, and facilitate transfers to Veterans by Branch request.
- NHQ to support Provincial Commands in additional expenditures associated to Poppy fund Administration resourcing.

Key Activities	2021 (Q3)	2021 (Q4)	2022 (Q1)	2022 (Q2)	2022 (Q3)
Clearly define new roles and responsibilities					
Develop and distribute key communications material outlining the detailed changes emerging from the centralization of Poppy funds at the Provincial level, alongside their associated benefits for both levels					
Socialize new roles and responsibilities among Provincial Commands					
Socialize new roles and responsibilities among Branches					
Update Poppy Manual in accordance with new roles and responsibilities					
NHQ to work with Provincial Commands to identify required capacity and resourcing to effectively support the program					
Identify roll-out date, and conduct readiness assessment among Provincial Commands and Branches prior to implementation					
Continue to engage with Provincial Commands to assess resourcing requirements, and efficacy of the program					

# Option 2: Branch 'Hub' Poppy fund Aggregation (1/2)

## Option Assessment

### KEY FEATURES

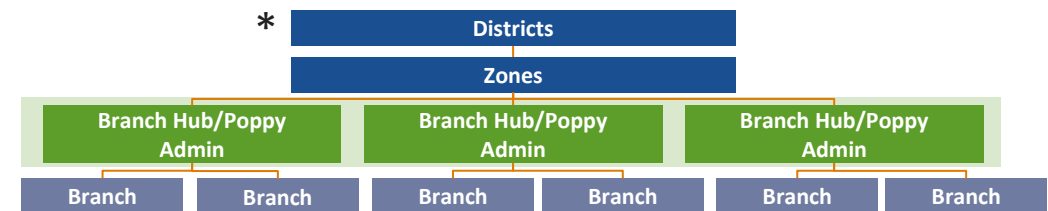
1. Branch Hubs are established based on metropolitan areas, and rural areas. Branches in concentrated urban areas become constituents of a Branch Hub, whereas **rural branches maintain their autonomy** due to location and proximity to others.
2. Individual Branch Poppy funds are held in trust at the Branch Hub level, consolidating several individual Branch-level donations at each respective Hub.
3. Each Branch Hub will be resourced with **paid a Poppy fund Administrator** in order to ensure the appropriate level of knowledge and expertise.
4. Fund management will consist of **financial reporting to Provincial Commands for communication to NHQ, providing audit and compliance information to Provincial Commands**, as well as the disbursement of Veteran supports directly to Veterans.
5. Access to funds for Veteran support services is based on **requests from Branches** to corresponding Hub Poppy Administrators.
6. Individual Branches **maintain their status as the primary point of access for Veterans seeking Legion services**, and maintain management of key areas of responsibility related to canvassing and donations collection.
7. Branches are responsible for assessing Veteran needs, completing service requests, and ensuring Veterans are provided the correct financial supports to meet their needs.

### Conditions for success

- Appropriate resourcing that reflects the required skills, knowledge, and expertise for fund management, administration, and disbursements.
- Implementation of appropriate technology solutions to ensure the reduction of manual errors, reduce paper-based processes, and facilitate efficient transfer of funds.
- Clear capacity and spans of control assessment to ensure balanced workloads among Hub-level Poppy fund Administrators.

### Expected benefits

- ✓ **Branch trust and transparency** is improved due to sustained proximity of Poppy funds.
- ✓ **Reduced administrative burden among individual Branches**, and freed capacity to focus on Veteran services and program impact.
- ✓ **Minimization of volunteer reliance** for knowledge-based work such as financial reporting, and funds administration to Branch subsidiaries.
- ✓ **Improved communications, reporting processes, information sharing** due to reliance on paid resource.
- ✓ **Consistency and standardization** in Poppy fund use and management across subsidiary Branches within a Hub.



\*Note: diagram is for illustrative purposes, branch hubs can represent more than two individual branches

## TIER 1 RECOMMENDATIONS

## Option 2: Branch 'Hub' Poppy fund Aggregation (2/2)

## Implementation Considerations

**1. Development of a robust change management strategy to support the implementation of this model:**

- Clearly define new roles and responsibilities in an amended Poppy Manual.
- Identify and define Branch Hub Areas of Responsibility and the constituent Branches.
- Socialize new roles and responsibilities among Branches and Branch Hubs.
- Communicate detailed changes and associated benefits.
- Provide ongoing support to Branch Hub Poppy fund Administrators to ensure continued success of the model.

**2. Resourcing**

- Assessment and identification of optimal capacity for Branch Hub Poppy fund Administrators (e.g., what is the optimal number of Branches that each Administrator can effectively manage?).
- Implementation of an administrative fee on the sum of Poppy Donations in order to subsidize resourcing requirements at the Hub level.

Key Activities	2021 (Q3)	2021 (Q4)	2022 (Q1)	2022 (Q2)	2022 (Q3)
Clearly define new roles and responsibilities					
Develop and distribute key communications material outlining the detailed changes emerging from the centralization of Poppy funds at the Branch-Hub level, alongside their associated benefits for Branches					
Socialize new roles and responsibilities among Branches					
Update Poppy Manual in accordance with new roles and responsibilities, and organization structure					
Assess resource requirements by conducting further in-depth consultations with the Vancouver and Victoria Branch Hubs, as well as select Branches in metropolitan areas to define capacity limitations					
Identify roll-out date, and conduct readiness assessment among Branches new newly appointed Poppy fund Administrators prior to implementation					
Ongoing communication and engagement between NHQ and Branch Hubs to ensure capacity limits are mitigated, and program efficacy is maintained					

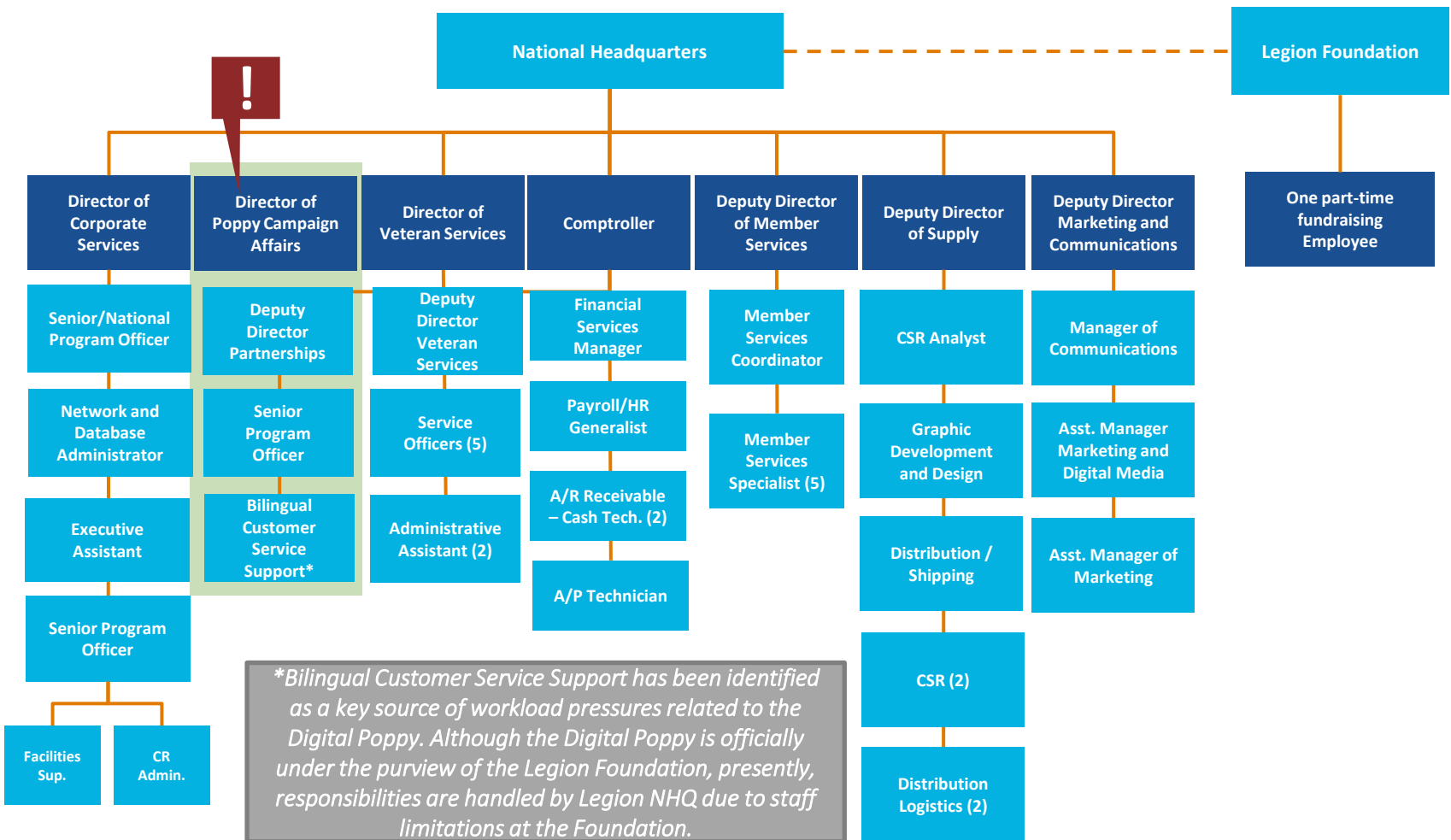


### 3. Enhance Organization Structure and Staff Complement at NHQ

## TIER 1 RECOMMENDATIONS

# Dedicated Poppy Campaign Department

Below is a proposed organizational chart which creates additional resourcing to manage the growing Poppy Campaign.



## The Challenge:

As it currently stands, the Poppy Campaign is namely driven by a single dedicated resource – the National Program Officer. Given the rapidly growing demand for Poppies, increased resourcing is required.

## Recommendation:

A Poppy Campaign Department be dedicated to the planning and execution of the Poppy Campaign. **The Department should include the following roles:**

- ✓ *Director of the Poppy Campaign Affairs*
- ✓ *Manager of Partnerships*
- ✓ *Senior Program Officer*
- ✓ *(Interim) Customer Service Support (Bilingual)\**

## Benefits:

- Improved operations of Poppy related functions due to sufficient resourcing and improved balance of responsibilities.
- Dedicated resources can spearhead key functions, campaign initiatives, and ensure compliance and efficiency across the board.
- Consistency in Poppy Campaign protocols and communications year over year.

## Implementation Considerations & Dependencies:

- Legion Foundation is appropriately staffed with resources effective at managing its respective program pillars (Digital Poppy, Education Pillars, etc.), as well as supporting bilingual customers.

# Suggested NHQ Staff Complement and Roles

The resources identified above reflect an assessment of immediate needs at National Headquarters. **With additional growth, resourcing should be re-evaluated.**

Suggested Staff Complement Changes		
New Resource	Rationale	Expected Roles / Responsibilities
<b>Director of the Poppy Campaign Affairs</b>	<ul style="list-style-type: none"> <li>✓ Dedicated resourcing for developing the strategic direction for the Poppy Campaign, managing risks, and liaising with Executive Leadership.</li> <li>✓ Improved span of control and distribution of responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage and provide strategic direction to the Poppy Campaign Department</li> <li>• Assess resourcing needs and hire staff accordingly.</li> <li>• Plan for future risks and disruptions to the Poppy Campaign.</li> <li>• Ensure Poppy Campaign is achieving strategic goals and priorities on a consistent and regular basis.</li> </ul>
<b>Manager of Partnerships</b>	<ul style="list-style-type: none"> <li>✓ Dedicated resource for managing the growing volume of corporate partners who want to participate in the Legion's Poppy Campaign.</li> <li>✓ Ensures consistency in corporate partner coverage at the NHQ level.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage all corporate partnerships.</li> <li>• Iterate and improve on processes for Branch-NHQ-Corporate relations.</li> <li>• Identify and spearhead new corporate partner opportunities.</li> <li>• Liaise with corporate partners to ensure follow-through on Poppy distributions and provide regular updates to the Director of Poppy Campaign Affairs on corporate partnerships.</li> </ul>
<b>Senior Program Officer</b>	<ul style="list-style-type: none"> <li>✓ Dedicated resource for managing Branch-NHQ relations and ensuring Branches are ready to execute their Poppy Campaigns.</li> <li>✓ Improved Branch morale through sharing of best practices, increased attention and support, and more accessible communications.</li> <li>✓ Maintain organizational capacity to develop special projects and address spikes in resource need.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage relationships with Branches related to Poppy Campaign.</li> <li>• Support the Director, Deputy Director, and Manager in fulfilling their responsibilities.</li> <li>• Communications coordination with the Marketing and Communications Department and manage all communications with internal Legion stakeholders (Branches, Provinces).</li> </ul>
<b>(Interim) Bilingual Customer Service Representative</b>	<ul style="list-style-type: none"> <li>✓ Dedicated resource providing customer support related to the Digital Poppy who can service both Francophones and Anglophones.</li> <li>✓ <i>This role will eventually be with the Legion Foundation given its intended role with the Digital Poppy.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Provide customer support to those participating in the Digital Poppy Campaign.</li> </ul>

## Tier 2 Recommendations

# Modernize Key Poppy Campaign Inputs

Analysis revealed additional modernization opportunities which will support the Poppy Campaign in addition to broader Legion processes.

Challenge		Recommended Initiatives	
1	The Legion’s <b>volunteer base</b> is declining, reducing the efficacy of Branch Poppy Campaigns. Pessimism among Branches regarding future volunteer recruitment.	→	<ul style="list-style-type: none"> <li>Partnership agreements with key organizations (<i>e.g., Cadets</i>).</li> <li>Broadening volunteers to community members outside the membership base (<i>e.g., partnering with local schools</i>).</li> </ul>
2	Processes including financial reporting, meetings, communication, and fund transfer can be improved through <b>technological solutions</b> .	→	<ul style="list-style-type: none"> <li>Develop a technology strategy consisting of mandatory standards to be adopted across the Legion (<i>e.g., EFT use, communication expectations, among others</i>).</li> </ul>
3	<b>Communication</b> throughout the Legion is hampered by the chain-of-command, overlapping roles and responsibilities, and inconsistent use of communications technology across levels of the organization.	→	<ul style="list-style-type: none"> <li>Develop corporate communications strategy, prioritizing information accessibility and sharing of best practices across organizational levels.</li> </ul>
4	The <b>Poppy Manual</b> does not allow Branches enough freedom support the changing needs of Veterans.	→	<ul style="list-style-type: none"> <li>Conduct consultations with Branches and Provincial commands, as well as community stakeholders to update the Poppy Manual to better reflect the changing needs of Veterans, and to reduce administrative effort among Branches and Provincial Commands.</li> </ul>

# Volunteer Strategy

The Legion’s volunteer base is shrinking. Opportunities to widen the volunteer pool are primarily based on establishing partnership agreements and expanding beyond the Legion’s existing membership.

## The Challenge

The Legion’s **volunteer base** is declining, reducing the efficacy of Branch Poppy Campaigns. Pessimism across Branches regarding future volunteer recruitment.

- 1. Challenging for Branches to attract volunteers.
- 2. There are currently no standardized volunteer recruitment processes.
- 3. Volunteers often work during the day, which is when they are most needed.
- 4. High reliance on membership, cadets, and partnerships with other military-related organizations for volunteers.
- 5. WWII and Korean War veterans were highly engaged with the Legion. As veterans age, new veterans are not volunteering at high numbers.
- 6. Some volunteer capacity will always be necessary for local needs.

## Recommended Initiatives

### Recommendation

- 1. It is recommended that the Legion establish **partnership agreements** with key organizations such as the Cadets.
- 2. It is also recommended that the Legion broaden its volunteer base to include other local partners and members of society beyond the Legion’s membership.
  - This can include youth engagement through local schools. For example, young people in secondary schools must complete a set number of volunteer hours in order to graduate – the Legion can partner with schools to develop a **mutually beneficial model to support young people, as well as Branches needing additional volunteers.**

### Expected Benefits

- ✓ Partnership agreements can ensure that the supply of volunteers available to Legion Branches during Poppy Campaigns is consistent year over year, reducing uncertainty in volunteer planning and access.
- ✓ Ensures that coverage for canvassing is planned for and successfully achieved during each Poppy Campaign.
- ✓ Diversification of volunteers will encourage better public engagement and education on the Legion’s impact, programs, and services.
- ✓ Increased engagement with young people, and diversification of the Legion community and ecosystem of support.

# Technology Strategy

Technology solutions at the Legion are currently limited by low digital literacy levels, as well as reliance on manual and paper-based processes.

## The Challenge

Processes including financial reporting, communication, and funds transfer are currently characterized by **‘paper-based’ and manual efforts.**

1. There are low levels of digital literacy among Legion Branch volunteers, limiting the implementation of new technologies at the grassroots level.
2. Regional differences in internet access is a barrier to the rollout of digital solutions.
3. EFT standardization may be challenging with rural Branches.
4. Backlogs in remittances are attributed in part to technology limitations, where Branches lack comfort using EFTs.
5. NHQ financial reporting and reconciliation processes are heavily manual, requiring significant time and effort.

## Recommended Initiatives

### Recommendation

1. It is recommended that the Legion develop a **technology strategy** that outlines a roadmap with clear targets, milestones, and monitoring tools to establish a more digitally enabled Legion organization. Manual and paper-based processes, as well as limitations in knowledge related to EFTs, digital communications, and online administrative tools can be significantly improved with the implementation of new technologies, particularly through Software as a Service (SaaS) solutions.
  - Technology use guidelines and standards
  - Accessible one-stop-shop digital roadmap for key processes

### Expected Benefits

- ✓ Modernization will yield efficiencies across key processes through the reduction in manual effort and reduced opportunity for human error.
- ✓ Reduction in manual effort will free resource capacity to focus on more complex tasks and responsibilities.
- ✓ A technology strategy will provide guidance and yield consistency in required technology use across the organization.
  - *EFT use for transfers at each level of the organization.*
  - *Technology use for communication and collaboration*
  - *Poppy Fund Financial Management*

# Communications Strategy

Communications has been characterized as inconsistent, and at times inaccessible. Creating communication standards can support efficacy of directives, guidelines, and information sharing more broadly.

## The Challenge

**Communication** throughout the Legion is hampered by the chain-of-command, and inconsistent use of communications technology across different levels of the organization.

1. Internal communications from NHQ to Branches is characterized as unclear.
2. The chain of command can at times add unnecessary layers of reporting to the communication line, creating unclear directives and guidelines.
3. New initiatives and programs are not communicated to grassroots levels in a timely and efficient manner, at times creating misalignment (*e.g., corporate partnerships*).
4. Public communications do not tell the Legion’s success stories of helping veterans.
5. The public is unaware of the Legion’s programs and services.

## Recommended Initiatives

### Recommendation

1. It is recommended that the Legion develop a **corporate communications strategy** to better prioritize information accessibility and sharing of best practices across organizational levels. Creating a robust communications strategy that outlines the following items will improve consistency and standardization in information and best practice sharing:
  - Communication guidelines
  - Cadence of communications (*e.g., creating regular engagement*)
  - Standardized templates in accessible language and formats
  - Social media engagement metrics and tactics to engage with younger Veterans
  - Accessible one-stop-shop digital document and forms database for key processes

### Expected Benefits

- ✓ Reduced back and forth on directives and guidelines; and improved communication efficiency
- ✓ Improved information and best practice sharing, and creating a culture of continuous improvement
- ✓ Better engagement across different levels of the organization, which may yield an increased sense of responsibility, accountability, and inclusion in the impact of the organization and its initiatives.
- ✓ Increased awareness among the public on Legion program impacts and available Veteran support services.
- ✓ Improved trust among Branches attributed to increased frequency and accessibility of communications with Provincial Command and NHQ.

# Poppy Manual Modernization

The Poppy manual will require updates associated to several recommendations in this report (see pages 23 to 29), however, related to Veteran supports and needs, there are significant changes that may be required pending further consultation with Branches and Provincial Commands.

## The Challenge

The **Poppy Manual** does not accurately reflect the needs of Veterans. Additionally, the Poppy Manual must adapt to reflect the guidelines aligned with the Tier 1 recommendations in this report.

- 1. Some Branches are reluctant to share Poppy Funds despite healthy reserves.
- 2. The Poppy Manual has not fully adapted to the changing needs of veterans, young and old.
- 3. Poppy funds often go to organizations which serve veterans and non-veterans alike (i.e., seniors' organizations).
- 4. Modifying the Poppy Manual is not perceived as an agile or flexible process.
- 5. Savings related to specific life events (i.e., funeral and burial costs) render veterans ineligible for Legion support services.

## Recommended Initiatives

### Recommendation

- 1. It is recommended that the Legion conducts additional consultations with Branches and Provincial commands, as well as community stakeholders in order to identify and determine the changing needs of Veterans, and to appropriately **update the Poppy Manual**.
- 2. It is also recommended that the Legion develop a **flexible and agile process** for updating the Poppy Manual in collaboration with other levels of the organization.

Potential approaches include:

- Conducting regular consultations with other levels of the organization to determine whether Veteran needs are changing, and how.
- Implementing a regularized forum for reviewing the Poppy Manual with front-line entities at the Legion (e.g., every 2 years) to maintain relevance and accuracy.

### Expected Benefits

- ✓ Increased Poppy manual compliance.
- ✓ Improved services to Veterans due to a more comprehensive and accurate reflection of changing needs.
- ✓ Increased Poppy program reach and impact by creating opportunities to better support younger Veterans and their unique needs.
- ✓ Branches and Provincial Commands are fully-equipped to support Veterans most efficiently and effectively.

# Appendix

# Recommendation: Centralization of Poppy Distribution to Corporate Partners

This process map centralizes Poppy distribution to corporate partners with direct shipments to large corporate partners to streamline distribution, reduce resourcing risks at Branches, and increase line-of-sight to corporate partner management.

## Key Processes

### Payment for poppy orders:

- How payment for poppy supply flows from Branches to Dominion Command and the Manufacturer.

### Collected donations:

- How donations flow from collection to destination.

### Order:

- How poppy orders flow throughout the Legion organization and stakeholders.

### Poppy distribution:

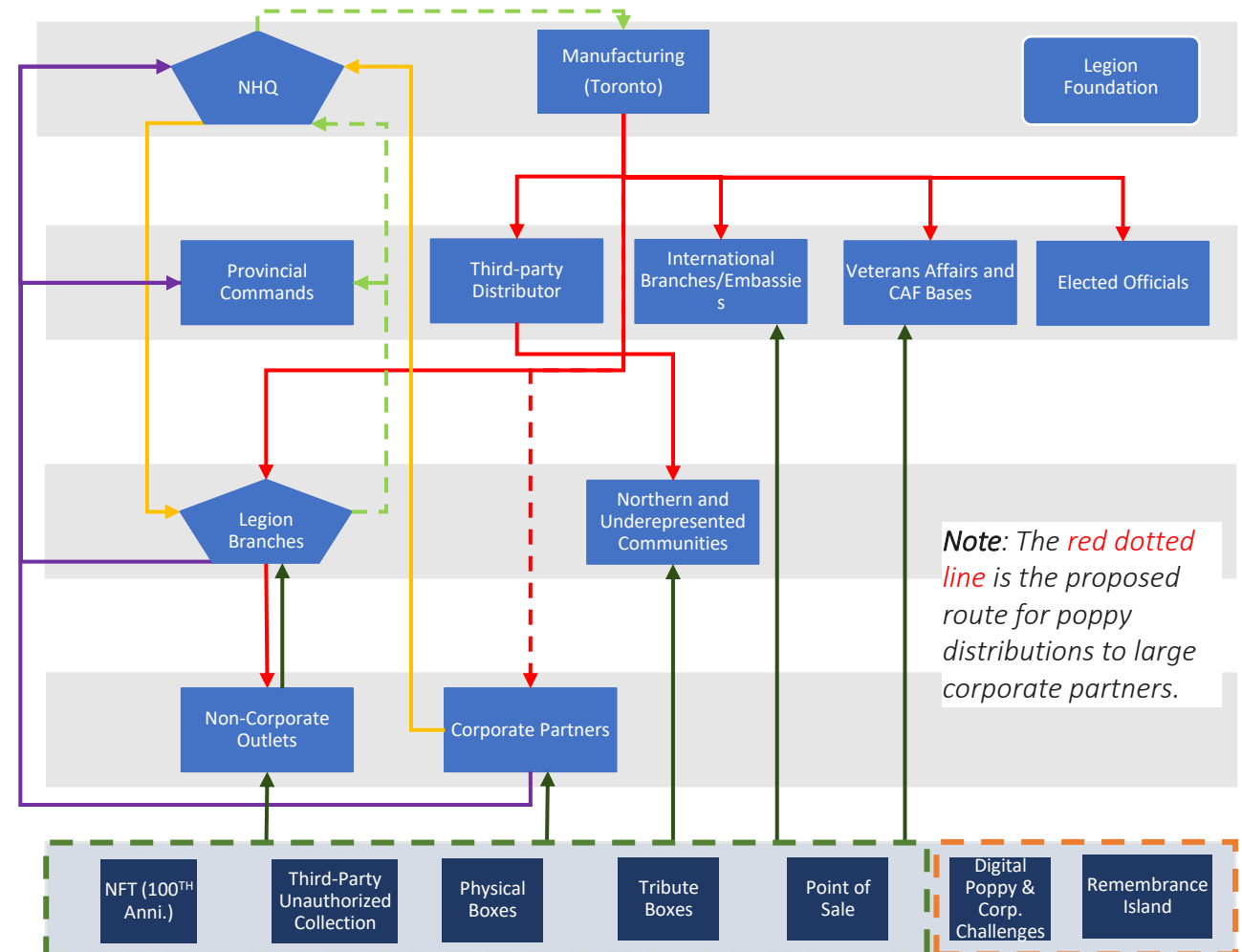
- How poppies are distributed from manufacturer to recipient.

### Donation remittances:

- How poppy funds collected by corporate partners are remitted back to Branches from NHQ.

## LEGEND

- Payment for Poppy orders
- Poppy Donations flow
- Order flow
- Poppy distribution flow
- Donation Remittances



# NHQ Financial Profile

NHQ's Poppy Trust fund is comprised mostly of revenue from donations and Poppy & wreath sales, with donations from corporate partners growing.

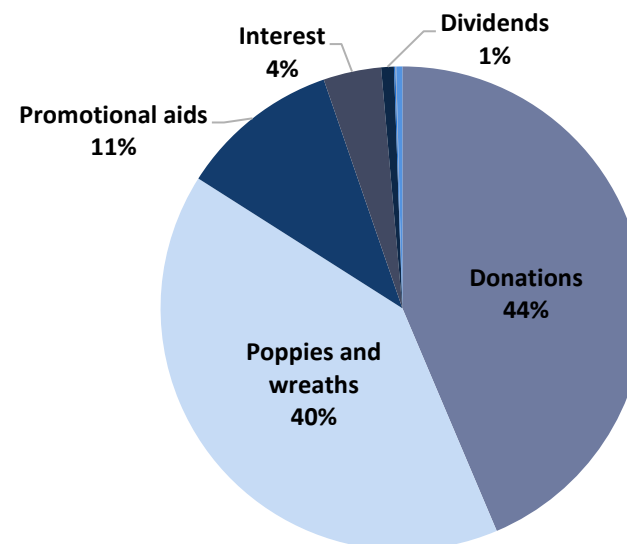
## Key Takeaways

- Although donations account for a significant portion of revenues for NHQ's Poppy Trust fund, poppy and wreath sales to Provincial Commands still account for 40% of Poppy Trust fund revenues.
- As donations are projected to increase for 2021, the importance of poppy and wreath sales for NHQ coffers may decrease.

## Donations Revenue Breakdown

<b>2021</b> Corporate Pledges to NHQ	\$5,000,000
<b>2020</b> Total Corporate Donations	\$500,000 - \$2,000,000
<b>2020</b> NHQ Poppy fund Revenue (during 2-week campaign period)	\$1,245,585
<b>2020</b> Digital Poppy	\$1,200,000

## 2020 Poppy Trust Fund Revenue Breakdown



## Breakdown of NHQ Profit on Poppies

	Per 1000 Poppies	2020 Total
Cost to NHQ	\$44.19	\$998,196
Charge to Provincial Commands	\$93.71	\$2,042,069
NHQ Margin	\$49.52	\$1,043,873



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## **ITEM 7: DC COMMITTEE MEETINGS BY VIDEO CONFERENCE / TELECONFERENCE**

### **Background**

For the past 17 months, DC Committees have met using an online video-conferencing platform (Zoom). This video-conferencing service has strengthened organizational communications by enabling more frequent committee meetings and has proven extremely cost-effective, saving tens of thousands of dollars. The productivity of committees has increased and resulted in a very positive user-experience.

From a committee member perspective, it has proven invaluable as a time-saving way to actively and effectively participate in DC committee meetings with a commitment of only 2-3 hours, rather than 2-3 days.

As noted in the Dominion Treasurer's convention report, DC Committees came in under budget in 2020, due in large part to the elimination of travel and per diem. These savings helped offset the continuing decline in membership revenue. In 2020, travel and per diem actual expenses for DC Committees totaled \$4054 of a budgeted \$50,000, resulting in significant savings through the use of Zoom for committee meetings.

Also, although reports of vaccination rates continue to be positive, there still may be travel hesitancy by members needing to travel to Ottawa for meetings.

### **Exception**

There may be an occasion, however, when it is deemed appropriate and necessary for committee members to gather at Legion House in person. For such instances, the respective Committee Chair can seek approval on an individual basis from the Dominion President, who would be the determining authority.

**RECOMMENDATION:** That Dominion Command Committees, with the exception of DEC and SEO meetings, will meet by video-conference / tele-conference unless otherwise authorized by the Dominion President. DEC and SEO meetings will continue as in-person meetings at Legion House (as health and travel restrictions permit).

## ITEM 8: NATIONAL EXECUTIVE DIRECTORS REPORT

### 1. National Headquarters

#### a. COVID-19:

- Legion House staff returned to the workplace on 5 July
- In addition to the safety protocols already in place, and even with the high vaccination rate of staff, all personnel are required to wear face coverings at all times unless they are sitting at their desk or within their own individual workstation
- The HQ remains closed to external visitors; contact tracing protocol remains in place for those needing access on an exceptional basis

### 2. Staffing Update:

Category	2017	2018	2019	2020	2021
Permanent	40	36	37	35	38
Long Term Contract	10	12	12	7	6
Short Term Contract	0	0	0	0	2
Temp/Casual	2	1	1	1	0
Total Legion House	52	49	50	43	46

Since the last report, one short-term contract position was added in Financial Services to backfill a long-term contract employee on maternity leave. One permanent staff remains on indefinite sick leave

### 3. Supply Sales: Sales as of 30 June 2021 are:

	2018	2019	2020	2021
JANUARY	120,235	146,471	122,916	91,288
FEBRUARY	98,575	114,287	162,142	84,834
MARCH	137,210	138,717	123,693	114,830
APRIL	195,655	260,724	29,648	140,054
MAY	200,697	253,798	78,473	126,255
JUNE	148,375	169,456	161,327	142,272
<b>YTD</b>			<b>678,199</b>	<b>699,533</b> <b>(+3%)</b>
JULY	86,316	91,702	191,372	
AUGUST	199,301	165,988	175,208	
SEPTEMBER	*218,934	203,343	361,608	
OCTOBER	479,512	437,589	1,077,888	
NOVEMBER	366,381	429,069	1,301,189	

DECEMBER	110,992	155,716	227,360	
TOTAL	<b>2,362,183</b> <b>(-12%)</b>	<b>2,566,860</b> <b>(+8%)</b>	<b>4,012,824</b> <b>(+56%)</b>	

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

- a. 2021 started off with the same challenges as 2020, with lockdowns due to the COVID-19 pandemic. As things are now starting to open, an increase in Branch orders through the fall of 2021 is anticipated. Comparing the six-month period January-June:
  - 2020: 2,439 orders generated \$335,053
  - 2021: 1,753 orders generated \$260,079 (-22.4%)
- b. The Poppystore continues to be a steady source of revenue. Comparing the six-month period January-June:
  - 2020: 4,460 orders generated \$229,357
  - 2021: 5,742 orders generated \$316,372 (+37.9%)
- c. The new informal dress shirt and category pins have arrived. A flyer is being created to be sent out to Legion Branches and Members end of July.
- d. We are always creating and developing products. New items in 2021 include a backpack, umbrellas, scarf, clothing, Veterans marker, lawn sign, ball caps and jewellery.
- e. Supported committee activities continue to be a major focus for Supply, including promotional materials for the Poppy Campaign, the production of Poppies and wreaths, gifts for the Defence & Security Committee's support to Operation Santa Claus and Operation Canada Day and Marketing & Comms promotions and initiatives.

#### 4. Marketing

- a. Extra Marketing Funding: In April, DEC approved an additional \$150K to fund Marketing and Membership initiatives to counter the membership decline resulting from the impact of COVID-19. To date, these funds have been leveraged on automated telesales calling that has reached almost 25K members and generated over 900 renewals. The extra funding also enabled a second direct mail campaign to over 50,000 unrenewed members generating over 900 calls and 1100 renewals as of 24 June. Additionally, the extra funding will be used throughout the remainder of the year to promote ads on social media pushing renewal and joining the Legion. Our join promo with flower offer launched 21 June and added another 79 new members.

- b. 100<sup>th</sup> anniversary of the Poppy: 6 July 2021 marked the 100<sup>th</sup> anniversary of the Poppy as the symbol of Remembrance in Canada. Marketing created a dedicated page on Legion.ca to celebrate this milestone. Social media posts directed people to the new landing page and promoted the commemorative Poppy Pin on the Poppy Store. A Poppy 100 logo was developed, and media advised of the anniversary. On 6 July, a media release and special video were launched around the anniversary and promoted extensively on all our channels. Later this year, Canada Post will issue a stamp and the Royal Canadian Mint will issue a coin commemorating the anniversary.

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

**File: 65-1**

<b>T. Irvine</b>	<b>- Chair</b>
<b>B. Julian</b>	<b>- Vice-Chair</b>
<b>R. Anderson</b>	<b>- Member</b>
<b>J. Mahon</b>	<b>- Member</b>
<b>D. Gordon</b>	<b>- Homeless Veterans</b>
<b>G. O'Dair</b>	<b>- Seniors Advisor</b>
<b>J. Carleton</b>	<b>- BSO Legion OSI Special Section</b>
<b>L. Murray</b>	<b>- Ex-Officio</b>
<b>R. McInnis</b>	<b>- Coordinator</b>
<b>D. McCarthy</b>	<b>- Assistant Coordinator</b>

**DATE OF LAST MEETING: 19 May 2021**

**DATE OF NEXT MEETING: 22 September 2021**

**ACTION ITEMS FOR DECISION**

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No action items for decision

**THE WAY AHEAD: COMMITTEE PLANS / GOALS**

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For information only, we have been advised by the University of Alberta that the data analysis of Project Trauma Support s still moving forward, and a report will be provided to the Mood Disorders Society of Canada.

**REPORT OF THE DOMINION COMMAND  
POPPY & REMEMBRANCE COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
PRE-CONVENTION MEETING  
12 AUGUST 2021**

**File: 35-1**

<b>Angus Stanfield</b>	-	<b>Chair</b>
<b>Berkley Lawrence</b>	-	<b>Vice-Chair</b>
<b>Glen Hodge</b>	-	<b>Member</b>
<b>John Ladouceur</b>	-	<b>Member</b>
<b>Kandys Merola</b>	-	<b>Member</b>
<b>Lorne Varga</b>	-	<b>Member</b>
<b>Freeman Chute</b>	-	<b>Coordinator</b>
<b>Kelly Therien</b>	-	<b>Assistant Coordinator</b>

**DATE OF LAST MEETING(S): 22 June 2021**

**DATE OF NEXT MEETING: TBC**

**INTRODUCTION**

1. The Committee has the responsibility for the policy and procedures of the Poppy & Remembrance program of the Legion. As such, the Provincial Poppy Chairs were invited to the last P & R Committee meeting to discuss any concerns they have and to participate in discussions on the way ahead for the 2021 Poppy campaign.

There was discussion on the use of the Poppy Trademark and if we could info the Provincial Poppy Chairs when permission was given so they could better track the use in their AOR. This would also lower the number of queries to the NHQ.

It was decided that the Provincial Poppy Chairs should met with the P & R Committee at least twice annually.

2. **IMMORTAL POPPY – 100<sup>TH</sup> ANNIVERSARY OF THE POPPY**

This year, on the 100<sup>th</sup> Anniversary of the Poppy, we want to permanently memorialize the fallen and their ultimate sacrifice to make sure they are never forgotten by introducing the Immortal Poppy.

The Immortal Poppy is a digital record of every fallen Canadian Forces member since WWI.

How it works:

- we will hand pick a real Poppy at full bloom from Flanders Field.
- create a highly detailed digital representation of the real Poppy.

- each digital representation is viewable as a 360-degree piece of art.
- encrypt the names of the 106,400 fallen Canadians onto the pedals of each 3d Poppy file.
- auction each Poppy as a limited edition NFT art piece in the digital Art marketplace. (number to be auction TBD). Number 100 dedicated to the RCL.

NFT can be any digital file. NFT's (non-fungible token) are minted, which is like stamping a serial number on a five-dollar bill or getting an official seal on a document by running them through the blockchain.

Through the NFT marketplace, the Poppy's can be purchased and traded, allowing for the Poppy to live on permanently. Each purchase and/or future trades of the Poppy provide the opportunity for the Legion to raise a one time or recurring donation.

Process:

- commission artist (from Sweden – in process)
- sourcing Poppy from Flanders Field (in process)
- create NFT art piece
- go-to-market elements.
  - o produce PR video, stills and press release
  - o content for auction post
  - o quote from artist
  - o quote from Legion

Total cost \$60,000 (donations promised to date \$250k)

To meet our timelines we need to start now, Jul-Aug when the Poppy's are in full bloom and provide the total funding up front so as not to cause any interruption in the process.

The P & R Committee made a motion that an amount of 60k be allocated for the project. Carried

An electronic vote was passed by DEC on the 20 July 21 to approve the 60k.

### **3. WAR MUSEUM – STEWARDSHIP REPORT**

This legacy initiative is a tremendous opportunity to promote Remembrance. The value of having an oral history of our military heritage professionally collected and curated is immeasurable, as is the educational functionality it will offer students long into the future. It will tie in nicely with the Teaching Guide. Having the Legion name connected with this project will provide prominence to the organization, not only by the participating Veterans themselves and their families, but also by our youth.



*Slow March (2008)*

Joel Green

Beaverbrook Collection of War Art  
Canadian War Museum

## Canadian War Museum Stewardship Report presented to The Royal Canadian Legion Dominion Command

July 19, 2021

Submitted by Linda Kincaid  
Director, Major Gifts and Campaigns  
Canadian War Museum  
(613) 797-1796

## Thank You

The Canadian War Museum (the Museum) appreciates and values the long-standing friendship we have had with The Royal Canadian Legion Dominion Command. We are also grateful for your generous gift in support of the new Remembrance Module initiative, and are happy to report on its success, and the next steps in its development.

## Remembrance Module

Launched on November 3, 2020, the new online educational module about Remembrance has been well received. Created primarily for educators but suited to anyone who is looking for materials to develop a Remembrance Day event, this invaluable resource highlights artifacts, archival documents, photographs and works of art from the Museum's collections. These primary sources are supported by historical overviews, lesson plans and ready-to-use presentations that bring accounts of wartime service and sacrifice to life.

## Objectives

- 1) Offer an easy-to-use, cohesive destination for Canadians — especially educators — looking for Remembrance Day resources with a focus on military history.
- 2) Serve education audiences with a variety of tools and media featuring diverse and inclusive content.
- 3) Highlight the Museum's collections.

**Objectives Achieved.** To facilitate an enriching experience, content can be searched by topic or resource type. The topics are Remembrance, the First World War, the Second World War, Peacekeeping, and the War in Afghanistan. Available resources include:

- 10 works of art
- 10 artifacts
- 10 documents
- 10 photographs
- 6 *Every Object Tells a Story* media packages (ready-to-use PowerPoint presentations)
- 5 Historical overviews
- 4 Activity modules (lessons plans)

Many of the resources are cross-referenced under other topics — expanding and contextualizing the resources, while providing flexibility for the end user. For example, if “Remembrance” is searched, the educator is presented with 4 artifacts, 4 paintings, 2 documents, 2 photographs, a historical overview, 3 *Every Object Tells a Story* media packages, and an *Organizing a Remembrance Day Ceremony* activity package.

## Audience Reach

We are pleased to report that the Remembrance Module is very popular. The Module has had 57,000 individual pageviews, most activity took place in the lead up to Remembrance Day. By comparison, the Museum's *Plan Your Visit* webpage (one of our most popular) had 5,000 individual pageviews during the same period. Average session duration for the Remembrance Module demonstrates active engagement and exceeds expectations.

The most popular resource pages are:



**Teddy — First World War**



**Izzy Doll — Peacekeeping**

Both objects are enhanced with historical overviews, ready-to-use PowerPoint presentations, and the *Organizing Your Own Remembrance Day Ceremony* package. Educators are provided with the tools they need to place the object, and its significance, into historical context in a meaningful way.

The *Planning Your Own Remembrance Day Ceremony* package has been well received. Educators have a choice of four different minute-by-minute scenarios for events lasting from 30 minutes to 45 minutes, each enhanced with objects, works of art, documents, and a link to The Royal Canadian Legion's "Music for commemorative ceremonies" page.

Quote from a Teacher:

*"Thank you so much for your collaboration helping our students understand more clearly our Canadian military history. Your "ressources pédagogiques " are absolutely amazing."*

## Recognition

The Museum is proud to recognize The Royal Canadian Legion Dominion Command through the following elements:

- 1) The Museum issued a Canada-wide media release on November 3, 2020: “Canadian War Museum Launches Online Resources for Remembrance Day.” We were pleased to include a quotation from Larry Murray, Grand President of The Royal Canadian Legion Dominion Command.
- 2) The Museum was happy to feature an article about the Remembrance Module in the Spring 2021 edition of the *Kudos!* newsletter, with the title, “Connecting Students with Remembrance,” which also included Mr. Murray’s quotation. More than 10,000 printed copies have been distributed. The article also remains on the Museum’s website as a blog entry, and, an additional 564 people have read the blog, to date.
- 3) The Museum is proud to recognize The Royal Canadian Legion Dominion Command on the Remembrance Module itself with the following statement: Generously supported by The Royal Canadian Legion Dominion Command and the Friends of the Canadian War Museum.
- 4) The Museum was delighted to take part in the cheque-presentation event at the Museum on October 26, 2020.



Larry Murray, Grand President of The Royal Canadian Legion and  
Caroline Dromaguet, Director General of the Canadian War Museum.

## Next Steps

The Museum has now moved to Phase 2 of the project, and is planning the following new content in time for Remembrance Week 2021:

- **Primary Source Resources** - 30 new resources will be added to the Module, including objects, works of art, medal sets, and a selection of posters from the annual Legion Poster Contest.
- ***Every Object Tells a Story*** - The Museum is enhancing the experience and moving from a ready-to-use PowerPoint presentation to a video format. Four new videos are in production. Each video is four to six minutes long and includes a wide range of compelling topics: A family Service Flag, photographs, and letters, each telling poignant unique stories from the Museum's collections.
- **Video Tours** - New videos narrated by Museum Historians are currently being produced. For the upcoming year, the Museum is producing three "Remembrance Tours" — including Regeneration Hall, Memorial Hall, and a more general video on the Museum's architecture and its significance with respect to Remembrance.

## Conclusion

We look forward to reporting back to you in 2022 on public response to the new content, audience reach, and recognition elements over the next 12 months.

In closing, we would like to take this opportunity to express our sincere gratitude, once again, to The Royal Canadian Legion Dominion Command for your support of the Remembrance Module. Your gift has been instrumental in our ability to reach students and educators with content that will help new generations to learn and appreciate the value of Remembrance.

**REPORT OF THE DOMINION COMMAND  
MEMBERSHIP COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
PRE-CONVENTION MEETING  
12 AUGUST 2021**

**File 23:1**

<b>Bruce Julian</b>	<b>Chair</b>
<b>Valerie MacGregor</b>	<b>Vice-Chair</b>
<b>Terry Campbell</b>	<b>Member</b>
<b>David Flannigan</b>	<b>Member</b>
<b>Marion Fryday Cook</b>	<b>Member</b>
<b>Duane MacEwen</b>	<b>Member</b>
<b>Garry Pond</b>	<b>Member</b>
<b>Randy Hayley</b>	<b>Coordinator</b>
<b>Amanda Black</b>	<b>Assistant Coordinator</b>

**DATE OF LAST MEETING: June 23, 2021**

**DATE OF NEXT MEETING: TBD**

**ACTION ITEMS FOR DECISION**

**RECOMMENDATION:** To expand the current Veterans Welcome Program to include immediate family members of Veterans. This would include spouses and immediate children and offer them a 1-year free Legion membership. Available to new Legion members only.

**THE WAY AHEAD: COMMITTEE PLANS / GOALS**

**1. Committee KPI Target Report**

The Committee Target Report as of July 19, 2021 is listed below.

## 2021 Membership Committee Targets

Command	Renewals	Branch Rates	Member Emails	Branch Portal Processing	Auto Renewals
01 RCL BC/YUKON COMMAND	75.2%	100.0%	54.4%	81.9%	9.4%
02 RCL ALBERTA/NWT COMMAND	75.6%	97.0%	50.4%	66.5%	9.9%
03 RCL SASKATCHEWAN COMMAND	86.4%	98.8%	41.4%	51.2%	6.5%
04 RCL MANITOBA/NWO COMMAND	73.1%	100.0%	39.6%	55.7%	8.4%
05 RCL ONTARIO COMMAND	78.2%	99.5%	47.0%	72.8%	8.7%
06 RCL QUEBEC COMMAND	77.0%	81.9%	49.0%	61.9%	7.9%
07 RCL NEW BRUNSWICK COMMAND	83.6%	100.0%	37.8%	56.3%	5.5%
08 RCL NOVA SCOTIA/NUNAVUT COMMAND	78.7%	100.0%	39.9%	77.7%	6.4%
09 RCL PEI COMMAND	81.1%	94.7%	34.0%	63.2%	5.3%
10 RCL NFLD/LABRADOR COMMAND	81.9%	87.0%	51.6%	60.9%	8.9%
<b>Total</b>	<b>77.4%</b>	<b>97.4%</b>	<b>47.3%</b>	<b>66.8%</b>	<b>8.5%</b>
<b>2021 Membership Committee Targets</b>	<b>89%</b>	<b>100%</b>	<b>50%</b>	<b>75%</b>	<b>10%</b>

**REPORT OF THE DOMINION COMMAND  
SPORTS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
PRE-CONVENTION MEETING  
12 AUGUST 2021**

**File: 42-2**

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

**DATE OF LAST MEETING:** 14 April 2021

**DATE OF NEXT MEETING:** Fall 2021

**ACTION ITEMS FOR DECISION**

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The Sports Committee currently has no action items for DEC decision.

**THE WAY AHEAD: COMMITTEE PLANS / GOALS**

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The Sports Committee continues to maintain close liaison with Provincial Command sports representatives, and organizes, manages, and executes all Legion National sports programs.

**REPORT OF THE DOMINION COMMAND  
PUBLIC RELATIONS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
PRE-CONVENTION MEETING  
12 AUGUST 2021**

Owen Parkhouse	- Chair
Sharon McKeown	- Vice-Chair
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): May 26, 2020**

**DATE OF NEXT MEETING: TBD**

**ACTION ITEMS FOR DISCUSSION & IMPLEMENTATION**

No committee discussions since last meeting.

**THE WAY AHEAD: COMMITTEE PLANS / GOALS**

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No committee discussions since last meeting.

**REPORT OF THE DOMINION COMMAND  
RITUAL & AWARDS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
PRE-CONVENTION MEETING  
12 AUGUST 2021**

<b>Ken Sorrenti</b>	<b>-</b>	<b>Chair</b>
<b>Blaine Kiley</b>	<b>-</b>	<b>Vice-Chair</b>
<b>Mary-Ann Latimer</b>	<b>-</b>	<b>Member</b>
<b>John Cher</b>	<b>-</b>	<b>Member</b>
<b>Joel Van Snick</b>	<b>-</b>	<b>Member</b>
<b>Charls Gendron</b>	<b>-</b>	<b>Coordinator</b>
<b>Rich Jones</b>	<b>-</b>	<b>Assistant Coordinator</b>

**DATE OF LAST MEETING: 24 June 2021**

**DATE OF NEXT MEETING: TBD**

**ACTION ITEMS FOR DECISION**

Nothing to report.

**THE WAY AHEAD: COMMITTEE PLANS / GOALS**

Nothing to report.

**REPORT OF THE DOMINION COMMAND  
CONSTITUTION & LAWS COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
PRE-CONVENTION MEETING  
12 AUGUST 2021**

**File: 17-2**

<b>J. Rycroft</b>	<b>- Chair</b>
<b>D. Eaton</b>	<b>- Vice-Chair</b>
<b>B. Chafe</b>	<b>- Member</b>
<b>G. O'Dair</b>	<b>- Member</b>
<b>D. Martin</b>	<b>- Coordinator</b>
<b>F. Chute</b>	<b>- Asst Coordinator</b>

**GENERAL**

Members continue to review and respond to Constitution and Laws questions from Commands.

**PROVINCIAL COMMAND BY-LAW AMENDMENTS**

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

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

**REPORT OF THE DOMINION COMMAND  
RCEL COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
PRE-CONVENTION MEETING  
12 AUGUST 2021**

**File: 26-2-4**

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

**DATE OF LAST MEETING: 26 November 2020**

**DATE OF NEXT MEETING: TBC (Fall 2021)**

**ACTION ITEMS FOR DECISION**

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No action items for decision

**THE WAY AHEAD: COMMITTEE PLANS / GOALS**

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**REPORT OF THE DOMINION COMMAND  
DEFENCE & SECURITY COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
PRE-CONVENTION MEETING  
12 AUGUST 2021**

**File: 82-27**

Andrea Siew	-	Chair
Brendan Heffernan	-	Member
Carolyn Gasser	-	Coordinator
Michael Smith	-	Assistant Coordinator

**DATE OF LAST MEETING(S): 10 June 2021 and 15 July 2021**

**DATE OF NEXT MEETING: 16 September 2021**

**ACTION ITEMS FOR DECISION**

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The D&S Committee has one action item. A resolution for the Dominion President to call upon the government to establish a fully independent Office of the Inspector General of the Canadian Armed Forces and the Department of National Defence reporting to Parliament in response to the many studies and reports regarding sexual misconduct incidents, the need for safe reporting, available support to survivors, and to hold accountable those who have committed the acts. The full resolution is attached.

**Recommendation:** DEC approve the resolution calling for establishment of a fully independent Office of the Inspector General of the CAF and DND that reports directly to Parliament.

**THE WAY AHEAD: COMMITTEE PLANS / GOALS**

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**1. CANADIAN ARMED FORCES (CAF)**

The Committee is planning meetings with the Acting CDS and other senior military leadership in the late fall and will coordinate with the National Executive Director (NED) for the organization of dates, the agenda, and the coordination of mutual meetings and interests.

**2. THE ROYAL CANADIAN MOUNTED POLICE (RCMP)**

The Committee is planning to meet with the Commissioner of the RCMP and the Chief HR Officer, Gail Johnson and will coordinate with the NED for the organization of dates and the agenda for the late fall of 2021.

Ms. Céline Larabie has been appointed as the Executive Director of the Independent Centre for Harassment Resolution (ICHR), a centralized, independent unit responsible for

matters relating to the resolution of harassment and violence occurrences for RCMP employees. It will ensure ongoing compliance with the new Canada Labour Code regulations that came into force earlier this year. This includes implementing the new Workplace Harassment and Violence Prevention, Investigation and Resolution policy at the RCMP.

The new National Police Federation (NPF) advised its members that a tentative agreement has been reached on behalf of non-commissioned regular members and reservists. The first agreement is a tentative set of terms and conditions of employment that will be subject to a ratification vote before the end of the July. The Committee will continue to monitor progress on the new policy and ratification vote.

### **3. NIJMEGEN 2022**

The Legion application form is being updated and will be distributed in the early fall to Provincial Commands.

## **INFORMATION ONLY ITEMS**

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### **1. COMMITTEE MEMBERSHIP**

The Committee continues to strengthen its membership with subject matter experts and welcomes Chief Warrant Officer Mindy Pearson as a new member once she retires from the CAF in August. She has over 20 years experience as a Senior Non-Commissioned Officer in the CAF, most recently as a Policy Supervisor in the Strategic Development Directorate for the Chief of Military Personnel and is a Member of the Order of Military Merit.

### **2. CDA/CDAI**

The Committee Chair was named the RCL Member Executive for the CDA and attended the first meeting on 9 July 2021.

Conversation included the matter of individuals who served as interpreters, translators, drivers, and fixers during Canada's mission in Afghanistan who have been targeted and threatened as western backed forces withdraw and the Taliban advances.

Prime Minister Justin Trudeau and Minister of Immigration Marco Mendicino confirmed that they are considering this as a priority and have pledged to take rapid action. In support of the government's initiative to bring these Afghan partners to Canada, the CDA/CDAI are seeking 1,000 volunteers from members of the CAF and their member associations to help facilitate a smooth transition and effective integration into Canadian society to achieve this goal. Information will be provided in the next All Branch.

#### **4. COLLABORATION**

The Committee will also collaborate with Dominion Command and other Committees when necessary.

## RESOLUTION FOR SUBMISSION TO DOMINION CONVENTION

2021

COMMAND	BRANCH
DOMINION	DEFENCE & SECURITY

**SUBJECT: CANADIAN ARMED FORECES (CAF) -**

**DOMINION COMMAND NO: D&S 1**

**WHEREAS** the Royal Canadian Legion is concerned over the allegations of sexual misconduct at all levels of the CAF and the need for long lasting cultural change, the need to improve the reporting and investigation of sexual misconduct incidents and to provide support to survivors in the CAF;

**WHEREAS** in a 2018 Statistics Canada Survey, in the 12 months preceding the survey, 900 members of the Regular Force and 600 members of the Primary Reserve Force reported that they had experienced sexual assault in the military workplace or by a CAF member, DND employee or civilian contractor;

**WHEREAS** there is a need for an independent external oversight body to ensure that initiatives to change the culture and eliminate sexual misconduct are implemented by the CAF;

**WHEREAS** there is a need for independent investigations, that there must be a safe, secure and supportive environment for victims to report and that those who are found to have committed the misconduct be held accountable.

**WHEREAS** many previous studies have stated the need for an independent oversight body including:

- The 1995 *Report on the Study of Mechanics of Voice/Complaint Resolution in the Canadian Armed Forces* by Brigadier General (Retired) Larry T. Doshen which recommended that the establishment of an Inspector General office would give members confidence that their voice would be heard;
- The 1996 *Report of the Special Advisory Group (SAG) on Military Justice and Military Police Investigation Services* by the late former Chief Justice of Canada, Brian Dickson recommended the establishment of an independent office of complaint and review system;
- The 1997 Report of the Somalia Commission of Inquiry recommended that the National Defence Act be amended to establish an independent Inspector

General office with a well-defined and independent jurisdiction, comprehensive powers and reporting directly to Parliament;

- The 2015 Report, *External Review into Sexual Misconduct and Sexual Harassment in the Canadian Armed Forces* by Former Supreme Court Justice Marie Deschamps recommended the establishment of independent centre for accountability for sexual assault and harassment outside of the CAF with the responsibility for receiving reports of inappropriate sexual conduct, as well as prevention, coordination and monitoring of training, victim support, monitoring of accountability, and research, and to act as a central authority for the collection of data.
- The 2021 *Report of the Third Independent Review Authority to the Minister of National Defence* by Justice Morris Fish on the provisions of the National Defence Act related to military justice recommended the review of the independent oversight and redress mechanisms of the CAF; and
- The 2021 House of Commons Status of Women Committee Report, *Eliminating Sexual Misconduct within the CAF: Report 4* recommended the establishment of a fully independent Inspector General Office.

**THEREFORE BE IT RESOLVED** that to effect meaningful change that the Dominion President of the Royal Canadian Legion call on the Government to establish a fully independent Office of the Inspector General of the Canadian Armed Forces and the Department of National Defence reporting to Parliament.

## **RECOMMENDATION**

CONCUR

**REPORT OF THE DOMINION COMMAND  
VETERANS CONSULATION ASSEMBLY  
TO THE DOMINION EXECUTIVE COUNCIL  
PRE-CONVENTION MEETING  
12 AUGUST 2021**

**File: 10-2**

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

**DATE OF LAST MEETING(S): 16 November 2019**

**DATE OF NEXT MEETING: Fall 2021 (TBC)**

**ACTION ITEMS FOR DECISION**

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No action items for decision.

**THE WAY AHEAD: COMMITTEE PLANS / GOALS**

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**REPORT OF THE DOMINION COMMAND  
GOING FORWARD COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
PRE-CONVENTION MEETING  
12 AUGUST 2021**

**File: 10-1-1**

B. Julian	-	Chair
T. Irvine	-	Vice Chair
J. Carleton	-	Member
L. Murray	-	Member
K. Scott	-	Member
R. Zettler	-	Member
M. Barham	-	Advisor
J. Rycroft	-	Advisor
S. Clark	-	Coordinator
D. Martin	-	Assistant Coordinator

**DATE OF LAST MEETING: 29 March 2021**

**DATE OF NEXT MEETING: TBC**

**ACTION ITEMS FOR DECISION**

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No action items for decision.

**THE WAY AHEAD: COMMITTEE PLANS / GOALS**

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**REPORT OF THE DOMINION COMMAND  
GOVERNANCE COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
PRE-CONVENTION MEETING  
12 AUGUST 2021**

**File 23:1**

<b>Brad White</b>	<b>Chair</b>
<b>Mary Ann Misfeldt</b>	<b>Member</b>
<b>Bill Chafe</b>	<b>Member</b>
<b>Marion Fryday-Cook</b>	<b>Member</b>
<b>Dave Gordon</b>	<b>Member</b>
<b>Bruce Julian</b>	<b>Member</b>
<b>Mark Barham</b>	<b>Advisor</b>
<b>Jim Rycroft</b>	<b>Advisor</b>
<b>Randy Hayley</b>	<b>Coordinator</b>

**DATE OF LAST MEETING: October 05, 2020**

**DATE OF NEXT MEETING: TBD**

**ACTION ITEMS FOR DECISION**

There are no actions for decision at this time as the Committee has not met since the last DEC meetings.

**THE WAY AHEAD: COMMITTEE PLANS / GOALS**

The Committee awaits the direction of the Dominion President to determine if the Committee concludes or expands its scope with Legion Governance.

**REPORT OF THE DOMINION COMMAND  
CENTENARY COMMITTEE  
TO THE DOMINION EXECUTIVE COUNCIL  
PRE-CONVENTION MEETING  
12 AUGUST 2021**

<b>Owen Parkhouse</b>	<b>- Chair</b>
<b>Brad White</b>	<b>- Vice Chair</b>
<b>Valerie MacGregor</b>	<b>- Member</b>
<b>John Mahon</b>	<b>- Member</b>
<b>Marion Fryday-Cook</b>	<b>- Member</b>

**DATE OF LAST MEETING:**

**DATE OF NEXT MEETING:**      **Wednesday September 8, 2021**

**ACTION ITEMS FOR DECISION**

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No action items for decision.

## ITEM 10: CANVET PUBLICATIONS

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

### INTRODUCTION

Canvet, unlike many Canadian publishers, will weather the global pandemic and come out positioned to rebuild. In spite of newsstand closures, significant reductions in advertising and an unprecedented drop in subscribers, the corporation has fulfilled its promise to the 2012 Dominion Convention to hold the current annual subscription price of \$9.49 until 2020.

New products and enhancements to our social media have increased the number and levels of other Canvet revenue streams which has helped to offset the many challenges. Should the magazine continue to qualify for the government subsidy, then it will not need a subscription increase before 2024, exceeding its promise by three years.

### SUBSIDY REVENUE

Over the last three decades, this federal subsidy has saved Canvet almost 14 million dollars. It is essential for our survival.

For the last three years, Canvet has not only received a subsidy for *Legion Magazine*, but also *Canada's Ultimate Story*. This year, the Aid to Publishers component of the Canada Periodical Fund (CPF) implemented a new formula to calculate the maximum amount of subsidy for Canadian publications. The new formula is based on Canadian content, rather than the number of Canadian subscribers.

Late June, the Department of Canadian Heritage approved our application and sent a combined cheque for \$950,716, one per cent more than last year and the largest amount in Canvet's 50-year history.

This is an excellent outcome and bodes well for the future of Canvet's subsidy under the new formula.

Nevertheless, the government must continue to be confident that *Legion Magazine* is an independent operation. They have listed as ineligible any periodicals “that primarily report on the activities or promotes the interests of the organization.”

Canvet also received a \$75,000 subsidy from the Ontario Media Development Corporation. The final \$30,000 will be received by October. This funding is for a direct marketing campaign to encourage subscription to *Canada’s Ultimate Story*.

Canvet has applied for the same program for *Legion Magazine* and hopes to have a decision from the Ontario government by the end of the summer. The maximum grant offered is \$75,000.

## **AWARDS**

*Legion Magazine* and its related websites and products have been nominated for and/or received 31 national and international awards. These awards bring credibility and prestige to veteran’s issues and Canada’s military history, boost staff morale, attract new talent and offer networking opportunities that have resulted in ad sales – not to mention free promotion.

## **CONCLUSION**

I move acceptance of this report as presented.

**ITEM 11:     LEGION NATIONAL FOUNDATION**

**BOARD OF DIRECTORS**

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

**GENERAL**

This report is provided for the information of the Dominion Executive Council. The Foundation's Board of Directors last met on 4 June 2021.

**Appointment of New Board Member**

The Legion National Foundation Board of Directors appointed Andrea Siew to the Board. Ms. Siew brings a wealth of knowledge and invaluable experience to the LNF. Andrea is a passionate advocate for Veterans and their families. She is a welcomed addition to the Board.

The Legion National Foundation Board of Directors is scheduled to meet in Fall 2021.

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

**ITEM 13:     DOMINION CONVENTION – LATE RESOLUTIONS**

There are 2 (two) late resolutions submitted.

- a.     Support for Canada's Indigenous Community
- b.     Creation of an independent Office of the Inspector General of the CAF and DND (see D&S Committee report)

## RESOLUTION FOR SUBMISSION TO DOMINION CONVENTION

2021

COMMAND	BRANCH
DEC	

**SUBJECT: Support for Canada's Indigenous Community**

**DOMINION COMMAND NO:**

**WHEREAS** Canada's military heritage includes service by thousands of Indigenous soldiers employed in every trade yet this historical awareness is lacking;

**WHEREAS** the contribution of Indigenous soldiers to Canada's past war effort is sometimes referred to as forgotten, for although in the First World War alone more than 4000 Indigenous soldiers served in uniform, 50 were decorated for bravery, hundreds were killed and thousands more injured, they experienced discrimination and a lack of appreciation and recognition for their service and sacrifice when they returned home to Canada and were deemed ineligible for supports provided to other Veterans;

**WHEREAS** over 3000 First Nations members served in uniform in the Second World War and hundreds served in the Korean War, with numerous decorations and citations awarded for bravery;

**WHEREAS** Indigenous military personnel continued to serve Canada through deployments with NATO during the Cold War, UN and multinational peace support operations, Afghanistan, the Canadian Rangers and unceasingly contribute greatly to Canada's rich military heritage;

**WHEREAS** after the Second World War, the unresolved injustices against Indigenous People started to receive some government and societal awareness;

**WHEREAS** from 1946-1948, this government awareness included hearings into the Indian Act by a Special Joint Committee of the Senate and House of Commons; the committee's final report called for an end of all separate First Nations education institutions yet the residential school system remained in existence until the 1990s;

**WHEREAS** in 2021, this societal awareness finally grew to a widespread understanding of the suffering, grief and indescribable heartbreak experienced within the Indigenous community stemming from the tragedy and devastating legacy of residential schools;

**WHEREAS** the horrifying loss of children and the discovery of remains at burial sites in Canada is overwhelming and that sorrow is shared throughout every corner of the country and in every facet of society;

**WHEREAS** the path to healing is a long one but it will start with our country's collective understanding, education and support;

**THEREFORE BE IT RESOLVED** that, given the requirement for Canada-wide unity of this national imperative and recognizing the importance of improving cultural and heritage awareness, understanding injustices and commemorating loss, The Royal Canadian Legion and all its commands, branches and members extends its unreserved support, however possible and appropriate, and in collaboration with First Nations, Métis and Inuit communities, to assist in this healing journey.

## ITEM 14: MEDALS AND BARS

Normally we would present these medals and bars at the Dominion Convention but as the Convention is taking place virtually this year this is not possible. As a result, and in the name of expediency this presentation is being done by mail.

<u>Name</u>	<u>Medal</u>	<u>Bar</u>	<u>Due</u>
Tom Irvine	Past President Pin		August 2020
	Past President Medal		
Bruce Julian		1 <sup>st</sup> Vice President	August 2020
		Membership	August 2020
		RCEL	August 2020
		VCG	August 2020
Owen Parkhouse	Past Officer	Dominion	August 2020
		Councillor	August 2020
		VP	August 2020
		Public Relations	August 2020
Brian Weaver		VP	August 2020
		Sports	August 2020
Keith Andrews	Past Officer	Dominion	October 2021
		Councillor	October 2021
		Sports	August 2020
Terry Campbell	Past Officer	Dominion	September 2021
		Councillor	September 2021
		Membership	August 2020
Jill Carleton	Past Officer	Dominion	August 2020
		Councillor	August 2020
		VSS	August 2020
Marion Fryday-Cook	Past Officer	Dominion	May 2021
		Councillor	May 2021
		Membership	August 2020
Jerry Lava	Past Officer	Dominion	June 2021
		Councillor	June 2021
		Sports	August 2020

Nathan Lehr	Past Officer	Dominion	August 2021
		Councillor	August 2021
		Public Relations	August 2020
Duane MacEwen	Past Officer	Dominion	May 2021
		Councillor	May 2021
		Membership	August 2020
Valerie MacGregor	Past Officer	Dominion	September 2021
		Councillor	September 2021
		Membership	August 2020
John Mahon	Past Officer	Dominion	August 2020
		Councillor	August 2020
		VSS	August 2020
		Poppy & Remembrance	August 2020
		Public Relations	August 2020
Kandys Merola		Poppy & Remembrance	August 2020
Kenneth Ouellet		Public Relations	August 2020
Garry Pond	Past Officer	Dominion	May 2021
		Councillor	May 2021
		Membership	August 2020

<b><u>COMMITTEE</u></b>			
<b><u>Name</u></b>	<b><u>Medal</u></b>	<b><u>Bar</u></b>	<b><u>Due</u></b>
Ronn Anderson		VSS	August 2020
John Cher	Past Committee	Dominion	August 2020
		Ritual & Awards	August 2020
Stephen Gallant		Public Relations	August 2020
Dave Gordon	Past Committee	Dominion	August 2020
		VSS	
Glenn Hodge	Past Committee	Dominion	August 2020
		Membership	August 2020
		Poppy & Remembrance	August 2020
John Ladouceur		Poppy & Remembrance	August 2020

Sharon McKeown		Public Relations	August 2020
Chris Strong		Public Relations	August 2020
Joel Vansnick	Past Committee	Dominion	August 2020
		Ritual & Awards	August 2020

## ITEM 15: MEETINGS AND INVITATIONS

### **2021**

12-19 August	48 <sup>th</sup> Virtual Dominion Convention
14 August	TVS Command Convention
27 Aug – 2 Sep	American Legion Convention, Phoenix, AZ
17-19 Sept	NB Command Convention, Miramichi, NB
1 Oct (TBD)	Pay Committee Meeting
2 Oct (TBD)	SEO/Budget Committee Meeting
9-11 October	NS/NU Command Convention, Truro, NS
27 November	DEC Committee Meeting

### **2022**

22-25 April	Dominion Cribbage, BR 02-015, Cochrane, AB
29 Apr – 2 May	Dominion Darts, BR 01-004, Chilliwack, BC
27 – 30 May	Dominion Eight Ball, BR 02-104, Innisfail, AB
17-19 June	MB & NWO Command Convention, Thunder Bay, ON
May TBD	AB-NT Command Convention, Stony Plain, AB
May TBD	ON Command Convention, North Bay, ON
21-22 May	QC Command Convention, Quebec City, QC
June TBD	BC-YT Command Convention, Nanaimo (Vancouver Island), BC
TBD	PE Command Convention, TBD
3-9 August	2022 Legion National Track & Field, Sherbrooke, QC (Competition dates: 5-7 Aug)
Sept TBD	RCEL Centenary Conference, London, UK
26 Sept	RCL-VAC Bilateral Meeting, Charlottetown, PE
27-29 Sept	Service Officer Professional Development (SOPD), Charlottetown, PE
17-19 October	CIMVHR Forum 2022, Halifax, NS
21-23 October	SK Command Convention, Melfort, SK

**ITEM 16: REQUESTS FOR SUPPORT**

- a. Request for Support from Aboriginal Veterans Autochtones (AVA) in the amount of \$5,000 for special Commemorative Ceremony on 22 September 2021.

Mr. Robert Thibeau, CD  
President,  
Aboriginal Veterans Autochtones  
1201 Atkinson Street  
Kingston, ON K7P 0E1



04 August 2021

Steven Clark  
National Executive Director  
The Royal Canadian Legion - National Headquarters  
86 Aird Place, Ottawa, K2L 0A1

Dear Mr. Clark,

This is a one-time request for funding support.

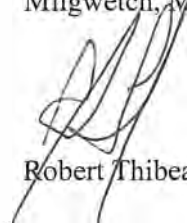
Generally, the Aboriginal Veterans Autochtones (AVA) hold its Annual Ceremony of Remembrance on 21 June of each year. This is normally the Summer Solstice, which has great cultural significance to the Indigenous peoples. This year, due to the Covid pandemic, we were not able to have the Ceremony on this date as usual. This year is a special year which marks the 20<sup>th</sup> Anniversary of the unveiling of the National Aboriginal Veterans Monument. Because of this significant milestone, we plan to hold the Ceremony on 22 September 2021, which is the Fall Equinox. The change of the seasons is always of significance to the Indigenous community.

There is a cost to hosting a Ceremony, as we know the Legion is well aware. This year, AVA was not able to acquire any funding for the Ceremony from its usual sources which would include funding drives at Pow wow's and other events. We normally receive funding from an organization that receives grants, but the grants were not given out due to the pandemic. AVA is asking the RCL for one time financial support of up to \$5000.00 (Five Thousand) for this special Commemorative Ceremony.

We have invited the Governor General to this event, along with national Indigenous Leaders and local dignitaries. There have also been many Veterans groups invited, including as always, the RCL.

We are hopeful that the Royal Canadian Legion is able to assist in supporting this Ceremony to mark this significant milestone and to help to recognize the service of all Indigenous Veterans. If you have any questions about this request, please contact myself or the Program Coordinator, Mr. John Jewitt.

Miigwetch, Marsee, Merci, Qujannamiik, All our Relations,



Robert Thibeau, CD

**ITEM 17: OTHER BUSINESS/CORRESPONDENCE**

- a. Thank you letter from Canadian War Museum in regards to gift in support of *In Their Own Voices: Stories from Canadian Veterans and Their Families*.
- b. Thank you letter from University of Alberta in regards to support of the Heroes in Mind, Advocacy and Research Consortium (HiMARC).
- c. The Dominion Vice President, Brian Weaver, presented the Dominion Treasurer with his Meritorious Service Medal Award

June 23, 2021

Thomas Irvine,  
Dominion President  
Royal Canadian Legion Dominion Command

Dear Mr. Irvine,

On behalf of the Canadian War Museum, I am delighted to extend our thanks and appreciation to the Royal Canadian Legion Dominion Command for the generous gift in support of ***In Their Own Voices: Stories From Canadian Veterans and Their Families***.

The stories of Canadian men and women in service offer deep insight into war and combat, service and sacrifice, loss and grief, bravery, and courage. The Museum is proud to be undertaking this important project and together with your support, we will help ensure that we never forget their service, loss, and sacrifice. We look forward to providing updates on the program as it progresses.

The Royal Canadian Legion Dominion Command is an important and long-standing friend of the Canadian War Museum. We admire the excellent work you do, and we are privileged to receive your support.

Sincerely,



Caroline Dromaguet  
Director General  
Canadian War Museum

8205-114 Street  
Edmonton, AB T6G 2G4

July 7, 2021

**RECEIVED**  
**DOMINION COMMAND**  
JUL 12 2021

Raymond McInnis & Freeman Chute  
The Royal Canadian Legion - National Headquarters  
86 Aird Place  
Ottawa, Ontario K2L 0A1

Dear Mr. McInnis & Mr. Chute:

Re: Resilient Parents...Resilient Communities Initiative

Over this past year, we have had to navigate significant changes to our daily lives and we are finding new ways to appreciate activities, places and people that continue to connect us. Through these challenging times, your passionate partnership and generosity is especially meaningful.

It is with sincere gratitude that we are writing to thank you for your support of the Heroes in Mind, Advocacy and Research Consortium (HiMARC) in the Faculty of Rehabilitation Medicine. At times like these, knowing that there are others that care about our community is humbling and inspiring.

Thank you for your generous support of our HiMARC initiative - *Resilient Parents...Resilient Communities: Interventions to enhance resilience among veterans and their families*. It is because of the Royal Canadian Legion, and its community of passionate donors, that we are able to continue to innovate and achieve excellence in serving our military, veterans, public safety personnel and their families.

Your leadership and commitment makes so much possible. Partners like you give us the best chances of success, move crucial research and innovation forward, and help us respond to the unprecedented challenges we face today.

Thank you, once again, for all that you do and continue to do in enhancing life through rehabilitation. Without your ongoing leadership, commitment and support, this would not be possible.

Sincerely,



Dr. Tammy Hopper, PhD, R-SLP, CCC-SLP  
Interim Dean



Dr. Suzette Brémault-Phillips, OT, PhD  
HiMARC Director

cc: Tammy Wheeler, Executive Director, Royal Canadian Legion – AB/NWT Command  
John Voyer, Assistant Dean, Development

COMRADES I HAVE BEEN GIVEN A SPECIAL TASK TO PERFORM TODAY.

COMRADE BARHAM –

SINCE 1975 YOU HAVE BEEN A MEMBER OF THIS GREAT ORGANIZATION. YOUR STELLAR PERFORMANCE AS OUR TRUSTED TREASURER, YOUR INVOLVEMENT WITH BR. #264 KESSINGTON CALGARY, THE CARING FOR HOMELESS AND UNDERPRIVILEGED KIDS IN THE CALGARY AREA AND THE CARIBBEAN ISLANDS, SPEAKS VOLUMES OF THE KIND OF LEGIONNAIRE THAT YOU ARE.

YOUR FOUNDATION, ESTABLISHED AFTER THE PASSING OF YOUR OLDEST DAUGHTER WHITNEY DEDICATED ITSELF TO BUILD SIX PLAYGROUNDS FOR UNDERPRIVILEGED CHILDREN IN THE CARIBBEAN IN WHICH YOU WERE EVEN MADE AN HONORARY CITIZEN OF DOMINICA FOR YOUR CHARITY WORK.

YOUR FOUNDATION ALSO HAS PROVIDED MUCH NEEDED EQUIPMENT FOR THE STARS AIR AMBULANCE IN CALGARY AND DONATED MONEY TO THE CALGARY BRAIN INSTITUTE. YOU ARE CURRENTLY WORKING ON THE DEVELOPMENT OF A FAMILY ASSISTANCE PROGRAM WITH THE CALGARY HEALTH AUTHORITY.

COMRADE MARK BARHAM YOU HAVE DEMONSTRATED THE FINANCIAL WISDOMS TO GET DOMINION COMMAND OUT OF A DEFICIT MODE INTO A SURPLUS IN ALL DEPARTMENTS AND TO THIS DAY, COMRADE MARK, YOU HAVE REMAINED STEADFAST IN CONSTRAINT WITH RECOMMENDATIONS TO THE BETTERMENT OF ALL OF THE DOMINION COMMANDS FINANCES.

I COULD GO ON AND ON ABOUT YOUR COUNTLESS ACHIEVEMENTS BUT WILL CUT THIS SHORT.

THEREFORE, COMRADE MARK, WITH THE SUPPORT OF DEC AND THE BLESSING OF THE R & A COMMITTEE, I HAVE THE EXTREME PLEASURE TO PRESENT YOU WITH YOUR MERITORIOUS SERVICE MEDAL AWARD.