**FOCUS ON THE FUTURE – PROVINCIAL CONVENTIONS**

**SLIDE 1 – INTRODUCTION**

INTRODUCTION

DEC IS UNANIMOUS IN RECOGNIZING THE NEED TO HAVE A DISTINCT VISION AND A PLAN TO ACHIEVE THAT VISION SO THAT THE LEGION CAN REMAIN A STRONG AND VIABLE NATIONAL ORGANIZATION FOR YEARS TO COME.

IT IS BECAUSE OF OUR COMMITMENT TO THE AIMS AND OBJECTS OF THE LEGION, THAT DEC, SEO , THE FOCUS ON THE FUTURE COMMITTEE AND YOUR PROVINCIAL COMMAND INVITE YOU TO PAY SPECIAL ATTENTION TO THIS PLAN.

YOUR INPUT AND PARTICIPATION IN DEVELOPING AND IMPLEMENTING THIS PLAN IS CRITICAL TO ITS SUCCESS

**SLIDE 2 – STRATEGIC PLANNING PROCESS**

WE NEED TO FOLLOW A PROCESS.

 FIRST WE SET THE STRATEGIC DIRECTION, BY TAKING A LONG HARD LOOK AT WHAT’S HAPPENING INSIDE AND OUTSIDE THE LEGION AND ESTABLISHING SOME OBJECTIVES.

NEXT, WE CREATE ACTION PLANS, THE ACTUAL TASKS WE ARE GOING TO DO TO ACHIEVE OUR GOALS, CONNECTED TO OUR OVERALL OBJECTIVES.

 THEN, WE IMPLEMENT THE PLAN.

 FINALLY, WE MEASURE THE RESULTS, REPORT HOW WE’RE DOING AND REVISE THE PLAN.

WE’VE DONE STEPS 1,2 AND 3 BEFORE, BUT NEVER PAID ATTENTION TO STEP 4. WE RECOGNIZE THIS AND WE WILL MAKE SURE THIS CRITICAL STEP HAPPENS.AND THE MOST IMPORTANT THING IS TO COMMUNICATE, COMMUNICATE, COMMUNICATE WITH EVERYONE IN THE ORGANIZATION

**SLIDE 3 – SET STRATEGIC DIRECTION**

THE FOCUS ON THE FUTURE COMMITTEE WORKED DILIGENTLY TO DEVELOP A STRATEGIC DIRECTION.

DEC WAS PRESENTED WITH THE RESULTS OF THIS WORK AT THE FEBRUARY MEETING AND IT HAS UNANIMOUSLY ACCEPTED THE COMMITTEE’S REPORT.

**SLIDE 4 – LEGION’S MISSION**

DEC UNANIMOUSLY APPROVED A REVISED MISSION STATEMENT THAT SAYS:

OUR MISSION IS TO SERVE VETERANS, WHICH INCLUDES CURRENTLY SERVING MILITARY AND RCMP MEMBERS, AND THEIR FAMILIES, TO PROMOTE REMEMBRANCE AND TO SERVE OUR COMMUNITIES AND OUR COUNTRY.

THERE WEREN’T MANY CHANGES, BUT IT WAS NECESSARY TO BE CLEAR ABOUT CERTAIN THINGS, AND OF COURSE, THIS MISSION STATEMENT CAN BE REVIEWED AGAIN IN THE FUTURE.

THERE ARE MANY MISCONCEPTIONS ABOUT THE LEGION’S DEFINITION OF A VETERAN AS RESOLVED DURING THE 38TH DOMINION CONVENTION IN 2000. FOR THE MOST PART, OUR MEMBERS KNOW THAT THE TERM VETERAN INCLUDES CURRENTLY SERVING MEMBERS OF THE CANADIAN FORCES.

BUT BECAUSE THE LEGION’S DEFINITION IS NOT WELL KNOWN IN THE PUBLIC AND FOR MANY MEMBERS, THE COMMITTEE THOUGHT IS BEST TO BE MORE SPECIFIC AND THEREFORE INCLUDED THE CURRENTLY SERVING IN THE MISSION STATEMENT.

RCMP MEMBERS ARE ELIGIBLE FOR A NUMBER OF VETERANS BENEFITS UNDER THE PENSION ACT AND THE LEGION HAS HISTORICALLY, AND CONTINUES TO HELP THEM, WHEN REQUESTED, IN APPLYING FOR THEIR BENEFITS FROM VAC. FOR THE SAKE OF TRANSPARENCY, THE COMMITTEE THOUGHT THAT THE LEGION`S LONGSTANDING SERVICE TO RCMP CURRENTLY SERVING MEMBERS SHOULD BE CLEARLY STATED IN THE MISSION STATEMENT.

**SLIDE 5 – LEGION’S NEW CORE VALUES**

DEC UNANIMOUSLY APPROVED THE LEGION’S NEW CORE VALUES.

WE KNOW THESE VALUES HAVE BEEN AROUND FOR YEARS, BUT THEY HAD NEVER BEEN WRITTEN DOWN TO SHARE AMONGST OURSELVES AND WITH OTHERS.

**SERVICE -** WE PROVIDE DEDICATED SUPPORT AND COMPASSIONATE ASSISTANCE.

**INTEGRITY -** WE BEHAVE ETHICALLY AND IN A MANNER THAT INSPIRES TRUST, MUTUAL UNDERSTANDING AND CONFIDENCE.

**RESPECT -** WE ARE SUPPORTIVE, INCLUSIVE, COURTEOUS AND FAIR TO ALL, HONOURING THE DIGNITY AND WORTH OF EVERY PERSON.

**LOYALTY -** WE ARE STEADFAST IN OUR PATRIOTIC ALLEGIANCE TO THE SOVEREIGN, TO OUR COUNTRY, TO THE ROYAL CANADIAN LEGION AND TO OUR COMRADES.

**TEAMWORK -** WE COOPERATE AND WORK TOGETHER SELFLESSLY, IN COMRADESHIP, TO ACHIEVE OUR SHARED MISSION.

**SLIDE 6 – LEGION’S NEW VISION**

DEC UNANIMOUSLY APPROVED THE LEGION’S NEW VISION STATEMENT.

***OUR VISION IS TO BE THE MOST HIGHLY RESPECTED CANADIAN VOLUNTEER SERVICE ORGANIZATION , DEDICATED TO SERVING VETERANS, INCLUDING CURRENTLY SERVING MILITARY AND RCMP MEMBERS, AND THEIR FAMILIES, TO PROVIDING EFFECTIVE NATIONAL LEADERSHIP ON REMEMBRANCE AND TO SELFLESSLY SERVE OUR COMMUNITIES AND OUR COUNTRY.***

AS AN ORGANIZATION, WE ALL NEED TO KNOW OUR ULTIMATE DESTINATION, AND THEN WORK TOGETHER TO GET THERE.

**SLIDE 7 – STRATEGIC OBJECTIVES**

THE FOCUS ON THE FUTURE COMMITTEE LEFT NO STONE UNTURNED WHEN THEY ANALYZED THE LEGION’S STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS.

THEY WILL TELL YOU, IT WAS SOMETIMES A DIFFICULT DISCUSSION, BUT IT WAS ALWAYS DONE IN A COLLEGIAL MANNER, IN THE SPIRIT OF COOPERATION. EVERYONE WAS ENCOURAGED TO BE HONEST AND FRANK.

THROUGH THAT PROCESS, CERTAIN DEDUCTIONS WERE MADE, AND THOSE LED TO THE STRATEGIC OBJECTIVES WE’RE ABOUT TO SEE.

THESE OBJECTIVES ARE NOT SET IN STONE.

WE HAVE THE FLEXIBILITY TO ADJUST THEM BASED ON YOUR ADVICE AND FEEDBACK.

**SLIDE 8 – STRATEGIC OBJECTIVES**

COLLECTIVELY, WE WILL:

A) REVIEW AND UPDATE THE LEGION MISSION STATEMENT AS WELL AS TO CREATE A VISION STATEMENT AND A LIST OF CORE VALUES;

B) REVIEW AND UPDATE ALL CURRENT RCL PROGRAMS TO ENSURE THAT THEY REMAIN RELEVANT AND THAT THEIR ASSIGNED PRIORITY AND RESOURCES ARE APPROPRIATE;

C) REVIEW AND CLARIFY RCL DECISION-MAKING PROCESSES AND COMMITTEE STRUCTURE;

D) PROMOTE AND FOSTER CHANGE, EMPHASIZING INCLUSIVENESS, OPENNESS AND TRANSPARENCY AT ALL LEVELS IN THE ORGANIZATION;

**SLIDE 9 – STRATEGIC OBJECTIVES (CONTINUED)**

 WE WILL:

E) IMPROVE TRAINING AND DEVELOPMENT FOR POTENTIAL RCL LEADERS;

F) IMPROVE RETENTION, RECRUITMENT AND RENEWAL OF MEMBERS;

G) IMPROVE INTERNAL AND EXTERNAL COMMUNICATION AND MARKETING, INCLUDING ESTABLISHING AN AGREED UPON "LEGION BRAND";

H) ACTIVELY PROMOTE THE RCL BOTH INTERNALLY AND EXTERNALLY;

I) WORK TOGETHER TO ENSURE UNITY OF PURPOSE ACROSS THE RCL, REFLECTED BY BRANCHES, PROVINCIAL COMMANDS AND DOMINION COMMAND  SPEAKING WITH ONE VOICE AND HAVING A COMMON IDENTITY AND WELL UNDERSTOOD AND AGREED, SHARED GOALS AND OBJECTIVES.

**SLIDE 10 – CREATE ACTION PLAN**

THE FOCUS ON THE FUTURE COMMITTEE IS READY TO MOVE TO THE NEXT STEP – CREATING THE ACTION PLAN

**SLIDE 11 – CREATE ACTION PLAN**

THE FOCUS ON THE FUTURE COMMITTEE WILL ENGAGE DOMINION COMMITTEES, COMMANDS, BRANCHES, LEGION MEMBERS AND OUR STAFF TO GAIN INSIGHT AND SUGGESTIONS AS TO WHICH GOALS ARE KEY TO ACHIEVING THE LEGION’S STRATEGIC OBJECTIVES.

BY ESTABLISHING TIMELINES FOR TASKS AND WHO IS RESPONSIBLE FOR COMPLETING THE TASK, WE HAVE A GREATER CHANCE OF ACHIEVING OUR GOALS IN AS SHORT A TIME AS POSSIBLE.

**SLIDE 12 – CREATE ACTION PLAN**

THAT’S WHY YOU’LL BE SEEING MORE COMMUNICATION FROM THE COMMITTEE AT DIFFERENT STAGES OF THE PROCESS.

IN FACT, AT THIS VERY CONVENTION, THERE ARE SURVEY FORMS AVAILABLE FOR YOU TO COMPLETE SO YOUR VIEWS AND INTERESTS CAN BE KNOWN. WE’VE ALSO PREPARED A FOCUS ON THE FUTURE HANDOUT SO THAT YOU CAN CARRY THE SPIRIT OF THIS INITIATIVE HOME WITH YOU TODAY.

YOUR ELECTED OFFICERS WANT TO MAKE SURE THEY ARE FOLLOWING YOUR DIRECTION, AND THEY KNOW THAT UNDERSTANDING HOW SATISFIED YOU ARE WITH YOUR EXPERIENCE AT THE LEGION IS IMPORTANT.

**SLIDE 13 – THANK YOU!**