Association Manual
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Dear Association Members,

Since we adjourned business at the Annual General Meeting in Ottawa in June 2014, the focus has been on writing substantive revisions to our Association policies and procedures. This was necessary because of the enactment of the Canada Not-for-Profit Corporations Act and the implementation of our revised By-laws, successfully filed with Corporations Canada along with our Articles of Continuance. We are pleased to report that we have successfully achieved all of the transitional requirements of the legislation and we have been issued with a Certificate of Continuance by the Government of Canada.

The RCMP Veterans’ Association policy and procedures manual is intended to provide all members of the Association with a practical interpretation and application of the revised Association By-laws. Each chapter of the manual contains two sections, namely (a) policy and (b) procedures. You will also see that we have added appendices to the document to facilitate navigating directly to information of specific interest, such as the policy on Orders of Dress, Secretariat roles and responsibilities and the organization and execution of the Annual General Meeting.

The authority to establish an Association Manual is derived from our Constitution and By-laws and from the power invested in the elected Board of Directors by the membership at large. For ease of reference, we have included a definition section which mirrors the definitions that are found in Part I of the Association By-laws. From time to time, it may also be necessary to amend this document for better clarity. To ensure any amendments/revisions that are deemed necessary are appropriately tracked a Table of Amendments will be maintained by the Executive Officer. In this regard, any member of the Association who has a recommendation to enhance this document is invited to forward their comments to the Executive Officer for subsequent discussion and approval by the Board.

Sincerely,

Board of Directors
RCMP Veterans’ Association
## TABLE OF AMENDMENTS

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DEFINITIONS

1. “Act” means the *Canada Not-for-Profit Corporations Act*, (S.C. 2009 c. 23) including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time.

2. “Association” or “Corporation” means the ROYAL CANADIAN MOUNTED POLICE VETERANS’ ASSOCIATION – ASSOCIATION DES ANCIENS DE LA GENDARMERIE ROYALE DU CANADA.

3. "Articles" means the original or restated Articles of Continuance of the Association.

4. “Board” means the Board of Directors established by Part VIII.1 of the By-laws.

5. "By-law" means these By-laws of the Association as amended and which are, from time to time, in force and effect.

6. “Constitution” means the Association’s Articles of Continuance.


8. “General Meeting” includes both an Annual General Meeting (AGM) and a Special General Meeting of members of the Association.

9. "Governors" means the past Association Presidents, except a past Association President who is a director. Governors shall be advisors to the Association. The Governors shall select their own Chair.

10. “In good standing”, when applied to an Active Member of the Association, means that the Member’s dues for the current year have been paid on or before the record date and the Member is neither suspended nor terminated.

11. “Member of the Association” means a member of any category of membership listed in the By-laws.

12. "National Council" means the Board and the Division Presidents.

13. "Ordinary resolution" means a resolution requiring a simple majority vote (i.e., 50% +1) based on votes cast.


15. "Division Manual" includes all policy, procedures and guidelines of the Division to which they apply.
16. “Regulations” mean the regulations made under the Act, as amended, restated, or in effect from time to time.

17. “Record Date” means the date fixed by the directors as being 60 days prior to the date of the Annual General Meeting or a Special Meeting.

18. “Reserve” means the Reserve of the Force established by section 11 of the Royal Canadian Mounted Police Act and amendments thereto.

19. "Special resolution" means a resolution requiring not less than 2/3 majority vote based on votes cast.

20. "Voting member" means those members who are entitled to vote at an Annual General Meeting.
PART I – ADMINISTRATION

POLICY STATEMENT(S):  
It is the policy of the Association that:

1. The direction and management of the Association shall be the responsibility of the Board of Directors, as set out in the Canada Not-for-Profit Corporations Act and the By-laws governing the Association.

2. The election of Directors shall be based on one vote per Active member and the absentee voting for elections will be conducted prior to each Annual General Meeting (AGM) by eVoting. Members who are present at the AGM, and who have not previously cast an absentee ballot by eVoting, are entitled to vote by ballot at the AGM.

3. Effective January 1, 2015, or such date approved by the Board of Directors, the official record of each and all Members of the Association must be stored and maintained on the Association’s Membership Database (AMD) administered by the designated Association Database Administrator and all reporting on the members of the Association shall be from the AMD.

4. The Board of Directors, as constituted after each AGM, shall establish, modify or affirm the Standing Committees of the Board for the subsequent term of office.

5. The Association Operations Committee shall serve as the Executive Committee of the Board of Directors and be responsible for the day-to-day management of the Association.

6. Distribution of Association publications and any information of significance to the membership of the Association shall be in both Official Languages except in circumstances that translation is not reasonably available, distribution should be simultaneous.

7. Each Division shall prepare an Annual Division Report by January 31st covering the division’s activities for the previous calendar year.

PROCEDURES AND GUIDELINES:
Nomination and Election Procedures to the Board of Directors

1. Members elected to director positions will be Directors who are elected to serve for a period of two years. One half or such portion of the number of Directors, as determined by the Board of Directors, will be elected at the start of year one; and the remainder of the Directors will be elected at the start of year two.
2. In the year of transition (i.e., 2015), those elected in 2014, whether elected as a Director or an Officer (i.e., President, Vice-President, Secretary, or Treasurer) shall continue in office as a Director in 2015 until the expiration of their term in 2016. Those elected to the Association Executive as either a Director or an Officer whose term expires in 2015, may stand for re-election as a Director in 2015.

3. If in 2015, there is an unequal number of Directors for election and for carrying over their unexpired 2-year term, one or more Directors shall stand for election as Director for a one-year term so that by 2016, one half of the number of Directors will be elected as at year one.

4. The procedures for elections will adhere to the following schedule:
   a. By January 1st, the Board shall appoint an Active Member in good standing, or a Life Member, neither of whom is standing for election, to be Chair of the Nominating Committee.
   b. When appointed, the Chair will thereafter appoint two Active or Life Members not standing for election to assist him/her.
   c. By January 15th, the Secretary will inform the Divisions of the members on the Nominating Committee and the vacancies on the Board that will be filled at the next AGM through the eVoting process.
   d. Any Active Member in good standing or Life Member may nominate an Active Member or Life Member for election to the Board.
   e. Nominations in approved form shall attach:
      i. a résumé, not exceeding 500 words;
      ii. a letter of recommendation from the nominator;
      iii. a copy of the nomination form bearing the signature of the nominee indicating that they agree to serve, if elected.
   f. A potential candidate can self-nominate, in which case, the letter of recommendation will be replaced by a letter describing the application as self-nominating.
   g. Nominations shall be received by the Nomination Committee not later than 90 days before the AGM.
   h. The Association Secretary shall list in alphabetical order, the nominees for election for a director position, and such list shall be included in the Notice of Meeting.
i. A Member who is nominated for election as a Director, if present at the meeting when nominated, is eligible to be elected as a Director unless the Member expressly refuses at the meeting to hold office; and if not present at the meeting when nominated, has consented in writing to have his/her name stand to hold office at least 10 days prior to the AGM.

j. The list of all nominees shall be stated in alphabetical order on the ballot.

5. The process of conducting elections will be under the direction of the Executive Officer with the support of an eVote Service Provider (currently contracted with Simply Voting, Inc., Montreal, PQ).

Installation of Directors and Officers

1. **Installation of the Board of Directors:**

   a. The tradition of formally installing the newly elected Board of Directors should be carried out by a Governor of the Association at the AGM. If a Governor is not present at the AGM, the Chair of the Board shall appoint the Executive Officer to conduct the installation.

   b. The official wording to be used for these installations and administered while standing is:

      i. *(Names of the elected Board members)*, the members of the RCMP Veterans’ Association have shown confidence in your ability and integrity by electing you as director of the Association for the upcoming term.

      ii. Your opinion affecting all subjects concerning the Association must be wise and just.

      iii. You have been elected because of your experience and suitability for this position.

      iv. You are responsible for the management of the activities and affairs of the Association consistent with the purposes of the Association. I commend these thoughts to you on your installation.
2. **Installation of the Officers of the Association:**

   a. The installation of the Officers of the Association should be carried out by a Governor of the Association at the meeting immediately following AGM. Such Governor shall attend the meeting for that purpose. If a Governor is not present, the Executive Officer shall conduct the installation.

   b. While standing - (Names of the appointed Officers), the members of the Board of Directors of the RCMP Veterans’ Association have shown confidence in your ability and integrity by appointing you as an Officer of the Association for the upcoming term.

   **President:**

   i. *(Name of the President)* I now present you the gavel, the symbol of authority as President of the RCMP Veterans’ Association and Chair of the Board of Directors, with which you will guide and direct your leadership.

   ii. You have been selected because of your experience and suitability for this position.

   *Note:* The new President is then escorted to the chair reserved for the President.

   **Vice-President:**

   i. *(Name of the Vice-President)* to you falls the honour of being Vice-President of the RCMP Veterans’ Association and alternate Chair of the Board of Directors.

   ii. The Office of Vice-President is a most important one. You must prepare yourself to act for the President in case of illness, unavoidable absence or emergency. Therefore you should be familiar with the affairs and activities of the Board and of the Association.

   *Note:* The new Vice-President is then escorted to the chair, situated at the immediate left of the President’s chair.
**Secretary:**

i. **(Name of new Secretary)** the members of Board have appointed you to the position of Secretary. It will be your responsibility to record and keep the Minutes of the Board of Directors’ meetings and of the Association meetings and to maintain the official records of the Association.

ii. This is a responsible position and the manner in which you carry out your duties will reflect the progress and well-being of the Association.

*Note:* The Secretary is then escorted to the chair situated at the immediate right of the President’s chair. Where the positions of Secretary and Executive Officer are combined, necessary changes should be made in the ritual as appropriate.

**Treasurer:**

i. **(Name of New Treasurer)** the members of the Board have appointed you to the position of Treasurer. It will be your duty to keep an accurate record of the finances.

ii. This is a responsible position and the manner in which you carry out your duties will reflect on the progress and well-being of the Association.

*Note:* The Treasurer is then escorted to the chair situated at the immediate right of the Secretary’s Chair.

**Standing Committees of the Board**

1. The following Standing Committees report to the Board of Directors along with their areas of responsibility. The Board is responsible for appointing the Chair for each Committee, and for assigning members to the Committees. The Board may delegate the appointing of the Chair to one or more Board members. The Board may delegate the assigning of members to the Committee to one or more Board members, or to the Committee Chair. Committee members may come from the Board and/or from the Divisions. A copy of each Committee’s Mandate and Strategic Priorities is included in Appendix “A”.
a. **Association Operations Committee**
   i. Strategic and corporate planning
   ii. Administration
   iii. Employee Contracts
   iv. Association Voting Procedures
   v. Annual General Meetings
   vi. Review of Constitution and By-laws
   vii. Review and approve all resolutions

b. **Communications**
   i. Internal and external communications
   ii. Association Newsletter: “The Right Marker”
   iii. Association website

c. **Membership Committee**
   i. Membership recruitment initiatives
   ii. Association Membership strategies
   iii. Association Membership Data Base

d. **Advocacy and Support Committee**
   i. Member Benefits
   ii. Assistance with Health related matters
   iii. RCMP Pension Administration Outsourcing Project (PAOP)
   iv. Pension Financial Oversight Committee (PFOC)
   v. Pension Advisory Committee (RCMP PAC)
   vi. Gravesite Committee
   vii. RCMP Benefit Trust Fund
   viii. Association Benefit Trust Fund

e. **Finance and Audit Committee**
   i. Insurance Committee
2. Each Committee Chair will provide:
   a. a copy of the minutes of meetings to the Executive Officer who will review these for any follow up action, provide a copy to the rest of the Board and then file the minutes at the Association Office;
   b. a report summarizing the Committee’s activities for BOD meetings and outline matters that are currently under review. The report should provide details on matters on which the BOD may have to take an official position, recommend a position or positions that should be taken and outline the pro’s and con’s for each position; and
   c. the Treasurer with a detailed written budget for his/her Committee for the following fiscal year by January 10th each year.

Other Committees of the Board

1. Nominating Committee
   a. Recruitment of candidates for election to positions on the Board of Directors.

2. The Board may appoint other committees and/or advisory bodies as required, the names and areas of responsibility of which will be posted on the Association Website for the duration of their existence.

3. The Board may also re-align, or add new areas of responsibility, to any Standing Committee as the need requires.

Association Office

1. The Association Office (hereinafter the Secretariat) is the official registry of the Royal Canadian Mounted Police Veterans’ Association (hereinafter the Association), located on the campus of the Canadian Police College in Ottawa, Ontario.

2. The Secretariat provides administrative services to approximately 5,000 members of the Association within 30 Association Divisions in Canada and outreach to a population of approximately 12,000 non-Association pensioners of the Royal Canadian Mounted Police.

3. The Secretariat is comprised of an Executive Officer and an Executive Assistant who is under the direct supervision of the Executive Officer.

4. The Executive Officer reports to the Vice-President who acts as the Chair of the Association Operations Committee. See appendix “B” for a description of roles and responsibilities of the Association Office.
5. The Executive Officer is responsible for the successful leadership and management of the Secretariat according to the strategic direction and vision set by the Board of Directors. As such, the position demands the highest level of due diligence to ensure that the Secretariat is effectively and efficiently managed on behalf of all internal and external clients of the Association.

6. The Executive Officer acts as an advisor to the Board of Directors, the Governors, and the general membership of the Association and enshrines the core values of integrity, honesty, professionalism, respect, compassion and accountability.

7. The Executive Officer, in conjunction with Association’s Absentee Voting Service Provider and the Divisions’ credentials committees, is responsible for ensuring the election and voting processes for the Annual General Meetings are adhered to.

**Association Membership Registry and Reporting**

1. In accordance with paragraph 21(1)(g) of the Act, the Association shall be required to prepare and maintain a register of members at its registered office, containing the information prescribed in subsection 2(3) of the Regulations.

2. The Member Registry Report will list alphabetically all the members in the Association [by Division] as of the record date by providing:
   
   a. the name of each member;
   b. the current residential or business address of each member;
   c. the e-mail address if the member has consented to receiving information or documents by electronic means;
   d. the date each member became a member, and if applicable, the date that member ceased to be a member; and
   e. the class and/or category of each member, including whether the member is an Active Member who is not in good standing.

3. The Executive Officer will be responsible for filing all Association Reports to Corporations Canada required by the Act.
Official Languages

1. The following documents shall be prepared in both official languages. When possible, they should be disseminated simultaneously in bilingual format.
   a. Notices and correspondence pertaining to an AGM, in particular resolutions and motions.
   b. Minutes of meetings of the Board of Directors.
   c. Annual Reports prepared by Directors for the AGM.
   d. Reports placed on the Association’s Website by the Association Office.
   e. Reports to the Divisions from Standing Committees.
   f. Reports and correspondence from the Association President to Divisions.
   g. Association Newsletter “The Right Marker”.

2. If a Division generates a document that, in the opinion of the Executive Officer, requires national distribution, the Executive Officer shall arrange for translation.

3. The Board of Directors and the Association Office will provide documents in a bilingual format to comply with this policy. The estimated costs of translating documents will be included in the Association’s budget.
PART II – MEMBERSHIP

POLICY STATEMENT(S):
It is the policy of the Association that:

1. An application for membership in the Association is to be made in such form and in such manner and subject to such procedures as the Board of Directors may from time to time prescribe in the Association Manual.

2. Applications shall be processed through the Division by the Director of Membership (or equivalent), and shall be reviewed by a Division credentials committee to ensure the membership eligibility criteria as outlined in the By-laws, are met for the class and category of membership being applied for.

3. No application for membership in the Association shall be “voted upon” by a Division’s Executive or Members except in respect of Part VI.10 of the By-laws. For greater clarity, if a Membership Application (Applicant) is deemed to meet the requirements for membership as assessed by a Division credentials committee, such Applicant shall be accepted into the Association.

4. New members shall be formally inducted into the Association in an appropriate Division ceremony and presented with an RCMP Veterans’ membership lapel pin.

5. All Members of the Association shall be recorded in the Association’s Membership Database (AMD) administered by the Database Administrator within ten (10) calendar days of induction into a Division, and such membership records shall be kept current by each individual Member. Members who do not have computer access to the AMD, shall have their personal records maintained by their Division Secretary or delegated authority.

6. All Active Members will be required to pay dues as fixed by the Board. Life Members, being those Members appointed as Life Members prior to the adoption of the Association’s By-laws, will not be required to pay dues. Active and Life Members are entitled attend and vote at the Association’s Annual General Meeting (AGM) and/or a Special Meeting, to be elected to the Board, and to be appointed to any Association office.

7. Divisions may assess Active Members and Life Members an additional annual contribution for Division use, as the Division sees fit.

8. An Associate Member is not required to pay dues, but may be assessed an annual contribution by the Division to which they are a member. Such members may attend the AGM and/or a Special Meeting. They shall not be elected to the Board or be appointed to any national office and shall not have a vote except for those matters for which, in accordance with the Act, they are entitled to vote.
9. An Associate Member, except an Associate member who is a currently serving employee of the RCMP, and except an Associate Member approved for membership under By-law VI.10, may be elected or appointed to the Division executive, or to any office within the Division, and may vote on any matters within the Division.

10. Any person appointed under the provisions of Special Appointment pursuant to Part VI, paragraphs 12 to 15 inclusive shall not be entitled to receive a Notice of Meeting, or attend or vote at a General Meeting of the Association.

11. A Life Member Award may be recognized by way of a Certificate signed by the Division President, as well as being given an appropriate bar to be affixed to a lapel pin.

PROCEDURES AND GUIDELINES:

Membership General

1. A membership application should be submitted to the Division that the applicant desires to join. Application forms are posted on the Association Website and can be obtained from the Association Office or any Division.

2. If the application meets the relevant membership criteria, the names of applicants shall be published, or otherwise made known to the Division membership, giving that membership an opportunity to notify the credentials committee, prior to the applicant being accepted of any known facts that are inconsistent with the applicant being of good character.

3. If such facts are made known, the credentials committee shall conduct sufficient investigation to confirm or deny the facts, and may reject the application.

4. The rejection of any membership application shall be brought to the attention of the Board of Directors, giving reasons for such rejection and the Board may notify all Divisions of the name of the applicant rejected.

5. If no facts are made known, or if the facts made known are insufficient to reject the application, the credentials committee shall accept the application, except an application made under Part VI.10 of the By-laws, and shall notify the applicant with due dispatch. Notification of the accepted membership shall be given at the next Division General Meeting, or in a Division publication, as appropriate.
6. For an application made under Part VI.10 of the By-laws, the credentials committee shall review the application and present the application at the next Division General Meeting for acceptance by a majority vote of those Members present.

7. The following is a suggested script for the Division President or his/her delegate to use for the new member induction ceremony:

“[Name of New Member[s]], on behalf of the members of the RCMP Veterans’ Association, especially those in [Name Division]. I welcome you to the Association and extend all the hospitality and comradeship which is now your privilege to enjoy. You will find within our ranks many with whom you have served or worked with while in the Royal Canadian Mounted Police and who are bound by the same spirit of loyalty and integrity to our fellow members of the Association and our Country. In a small group such as ours, all must actively support the Association and its principles as outlined in the Constitution and By-Laws to their maximum ability and to personally participate fully in its affairs. Only in this way can you benefit from the Association and by doing your part in its promotion, will you become an integral part of it.”

Membership Awards and Certificates

1. An Active Member, who has made a significant contribution to the affairs and activities of the Association at either the Division and/or Association level, may be recommended for recognition by a Division credentials committee or by the Board. If recommended by the Board, the Board shall refer that recommendation to the Division to which the member belongs.

2. If a recommendation is approved by a 2/3 majority vote at a Division General Meeting, the member will be presented with a Life Member Award. Such an award, known as Life Member Award, will not constitute a category of membership, but rather that member will remain as an Active Member. For greater certainty, the designation of Life Member as a category of membership shall apply only to those Members of the Association who were appointed as Life Members prior to the adoption of the By-laws of the Association, subsequently filed with Corporations Canada in June 2014.

3. An Associate Member whose application for membership was made under Part VI.10, and was approved by a Division vote, may be recognized by the Division as an Honourary Member, and may be presented with an appropriate certificate signed by the Division President. For greater certainty, the award of Honourary Member will not constitute a separate category of membership, and such member remains as an Associate Member.
4. Members may be presented with a service bar for attachment to the RCMP Veterans’ lapel pin, based on increments of five years.

5. When the next service bar is awarded and attached to the lapel pin, the previously awarded service bars shall be removed.

6. Members of the Association and Division Executive may be presented with a service bar denoting their executive position for attachment to their RCMP Veterans’ lapel pin. Once the member no longer occupies that position, the bar shall be removed.

7. Certificates of Appreciation or similar articles of recognition may be awarded by the Association or by the Division President. Certificates that warrant the signature of the Association President will be produced at the Association Office. Certificates that are specific to recognition within the Division will be produced by the Division.

8. Divisions may develop an Honours and Awards program to meet their specific needs.

9. Requests for Certificates that require the signature of the Association President should be forwarded to the Executive Officer with the required information at least three weeks prior to the anticipated presentation. The request for a Certificate to be signed by the Association President shall include:
   a. the type of Certificate;
   b. whether the Certificate is in English or French;
   c. the date the Certificate is required;
   d. the full name of the recipient (as it is to appear on the Certificate) and a brief description of why the Certificate is being awarded;
   e. Certificates will be returned to the Division unframed.
PART III – DIVISIONS

POLICY STATEMENT(S):

It is the policy of the Association that:

1. Each Division shall have an executive consisting of, at a minimum:
   a. President;
   b. Vice-President;
   c. Secretary; and
   d. Treasurer

   Note: Secretary and Treasurer functions may be combined into one office.

2. Each Division Executive shall establish the manner in which the affairs of the Division will be managed and may include the development and promulgation of a Division Procedures Manual that has the approval of the Division’s membership and the concurrence of the Association Board of Directors.

3. The Treasurer shall ensure that all revenues and expenses are properly recorded and monies deposited in a financial institution designated by the Division executive; shall prepare and maintain adequate accounting records and required reports; and shall be the usual point of contact between the Division and the Association Treasurer.

4. Divisions may approve additional executive members and/or committee directors, whose duties and responsibilities will be set out in the respective Division Procedures Manual.

5. In accordance with By-law XIV.5, the formation of a new Division requires an application in writing to the Board signed by not less than 25 Active or Life Members and/or individuals who qualify for Active membership.

PROCEDURES AND GUIDELINES:

Division Executive

1. The President shall preside at the Executive Meetings and the General Meetings of the Division and represents the Division in Association matters. The President shall not vote at Division meetings except in the case of a tie, and may then cast the deciding vote.

2. The Vice-President shall assist the President. In the event the President is absent, unable to act, or the office become vacant, the Vice-President shall perform the duties of the President.
Division Procedures Manual

1. Consult with the Chair, Association Operations Committee, if advice on format and content of the proposed Division Procedures Manual would facilitate its review and concurrence.

2. When drafting a Division Procedures Manual or amendments thereto, for approval by the membership of a Division at a regularly held General Meeting, ensure it
   a. does not duplicate or is contrary to the Canada Not-for-Profit Corporations Act, the Regulations, the Articles of Continuance, the By-laws of the Association, or the Association Manual; and
   b. is prepared in a format that is consistent in style and form with the Association Manual.

3. A proposed Division Manual requires the approval of a majority of those members entitled to vote at a regular general or special meeting of a Division.

4. When approved, the Division President and Secretary are to sign and date the proposed Division Procedures Manual.

5. Send a copy of the Division Procedures Manual to the Chair, Association Operations Committee for review and concurrence and filing at the Secretariat.

6. If there are any revisions to the proposed Division Procedures Manual, or any part of it, which amend the existing Division Manual, or any part of it, forward a copy of the relevant portion of the current Division Procedures Manual for comparison purposes.

New Division Application

1. The application for a new Division shall identify:
   a. the name of each member;
   b. the current residential or business address of each member;
   c. the e-mail address if the member has consented to receiving information or documents by electronic means;
   d. if a member at the time of signing the new application is a member of another Division, the name of that other Division; and

2. The class and/or category of each member, including whether the member is an Active Member not in good standing.

3. The application shall set out the names of the interim President, Vice-President, Secretary and Treasurer.
4. The President of the Division to which any of the members signing the application belong, may submit comments with respect to the application. If the President is not aware of the new Division application, the Board shall notify the President before deciding on the application: the President’s support for the application is not necessary for the Board to approve the application.

5. After the Board has considered the application, such application may be approved by the Board.
PART IV – ASSOCIATION PROGRAMS:

POLICY STATEMENT(S):
It is the policy of the Association that:

1. The Programs of the Association shall be designed and developed for the benefit and support of the members of the Association.
2. Certain Programs may be administered by the Association on behalf of the Royal Canadian Mounted Police (RCMP) or other endorsed organizations.
3. The management of all Programs established for the Association shall be administered under the direction of a Standing Committee of the Board and may be coordinated by a member appointed by the Board.
4. The coordination of all Programs should include leadership and participation from the Secretariat and Divisions.
5. An annual report on each Program be submitted to the members at each Annual General Meeting (AGM).

PROCEDURES AND GUIDELINES:

Advocacy Program
Advocacy is a program designed to recognize, protect, promote and generally champion the rights of members of the RCMP Veterans’ Association as it relates to issues of pensions, insurance and health care.

Guidance and Direction:
1. A member of the Association will be appointed to the position of Association Advocate. The Association Advocate will function under the general direction of the President and report directly to the Chair Advocacy and Support Committee and maintain a close working relationship with all Directors and committee members. The Advocate shall liaise with Association partners such as the Royal Canadian Legion, Federal Superannuates Association (FSNA), The Veterans Affairs Canada Ombudsman, Veterans Affairs Canada, Royal Canadian Legion Dominion Command and other partners with an interest in our Association and for the benefit of our members.
RCMP Veterans’ Advocates:

1. The Association Advocate will identify and appoint Advocates from the Pacific, Prairie, Central and Atlantic Regions.

2. The Association Advocate will chair at least two meetings each year with the Advocates, report the outcome of meetings for the information of the Board and file minutes of meetings with the Secretariat.

3. The Association Advocate may initiate other meetings with the Advocates throughout the year as required. These meetings may be conducted through the use of tele/video conference facilities.

Appointment of Division Advocates:

1. Smaller Divisions, who do not have a Regional Advocate immediately available for assistance, are authorized to identify a member to act in the interests of their own division membership to communicate health and benefit information of interest to their members.

2. All Advocate positions, including the Association Advocate, the Regional Advocates, and a member who is appointed to act as a division advocate, are voluntary positions but any expenses occurred while representing the Association and its members will be reimbursed in accordance with the financial policy outlined in Part VI.

Term of Office:

1. The term of office for an Advocate should be for two years however the term may be extended beyond two years with the approval of the Board.

Education and Training:

1. The Advocate shall be made aware of educational and training activities available to members of the Association. Opportunities to become trained through the Service Bureau of the Royal Canadian Legion and Veterans Affairs Canada should be communicated to the membership via bulletins, newsletters or any means to ensure the opportunities are known. Knowledge of policies and practices of insurance, dental and health plans affecting the membership is a requirement.

2. The Advocate shall maintain strict confidentiality when dealing with a request for assistance from a member of the Association.

Benefit Trust Fund

Honouring Former Members:

1. On the death of a former member of the Force the RCMP Benefit Trust Fund will pay for:
   a. a floral tribute or wreath up to the value of $100 (taxes included), or
   b. a $50 donation to a Registered Canadian Charity; and
   c. the RCMP Veterans’ Association Benefit Trust Fund will pay for a $50 donation to a Registered Canadian Charity.
2. Division:
   a. A Division may honour a former member of the RCMP on his/her death through:
      b. a floral tribute or wreath, or
      c. a donation of $100 to a Registered Canadian Charity.

3. If requesting compensation for an expense incurred under 2(b) or 2(c) forward a receipt (in duplicate) to the Association Office, c/o: Executive Officer.

4. Include the regimental number and full name of the former member on the receipt. The tribute is for all former members of the RCMP. Only one Division may seek compensation for the same member.

Assistance to former Members or their Immediate Family in Financial Need:

General:
1. Funds are available from the RCMP Benefit Trust Fund to give financial relief and promote the wellbeing of former members of the RCMP, members of their families, their widows/widowers, and their dependents who are in need of assistance.

2. A dependent is a person who has a valid claim in law against a person for support.

3. Financial assistance may be given in the form of a single grant, or where justified, a series of payments made over a period of time. When a series of payments are approved, the Division Executive is responsible for retaining the funds advanced to the Division and dispensing the required amounts as directed. Should the recipient’s circumstances improve to the point where periodic payments are unnecessary, or in the case of the recipient’s death, unused funds are to be returned to the Association Treasurer.

Division President:
1. Appoint a Benefits Officer who will be responsible for investigating requests for financial assistance.

Benefits Officer:
1. In investigating requests for assistance, members must be guided by the RCMP Benefit Trust Fund-benefit guidelines.

2. Contact the Association Advocate for any assistance that you may require in assessing the applicant’s request.

3. If an investigation indicates that assistance is warranted, the Division President must forward the application to the Association Advocate, who will review the application and make recommendations to the Director, Advocacy and Support Committee responsible for the RCMP Benefit Trust Fund.
RCMP Benefit Trust Fund Guidelines:

General:

1. It should be noted that there are two Benefit Trust Funds:
   a. The RCMP Benefit Trust Fund (BTF) is governed by a committee of four. This committee is comprised of regular members and public service employees. This group is called the RCMP Benefit Trust Fund Committee.
   b. The RCMP Veterans’ Association Benefit Trust Fund (VBTF) is a registered charity and it is governed by the Chair, Advocacy and Support Committee on behalf of the Board of Directors. This fund is used for grants which fall outside the guidelines of the RCMP Benefit Trust Fund.

2. To assist in the processing of requests for assistance, the Force and the Veterans’ Association have entered into an agreement whereby requests for assistance from former members of the Force or their dependants are handled by the RCMP Veterans’ Association. Such requests are reviewed and vetted by members of the Association and if the request is considered justified the Association will provide funds to the Division of the requesting applicant for distribution.

3. To fund such requests, the Force has advanced to the Veterans’ Association the sum of $50,000 from which the Association will fulfill requests which are deemed warranted. Documentation of such grants is then forwarded to the RCMP Benefits Trust Fund Committee and if they agree with the grant they will reimburse the advance to maintain the $50,000 account. However, if the RCMP Benefit Trust Fund Committee rejects the grant on its merits, the Association must replenish the advance account from its own resources.

Qualifications for Assistance:

1. An applicant for assistance must be a former member of the Force, his spouse or a dependant child under the age of 18 years. The member need not necessarily be a member of the Association however the applicant must be in dire straits before considering the Benefit Trust Fund (BTF).

2. All potential resources such as relatives, Federal, Provincial and municipal social programs, Fraternal Clubs, or any other possible source of assistance, must be exhausted before making application for assistance from the BTF.

Types of Assistance:

1. Assistance from the BTF may be:
   a. Living costs: where the applicant’s living costs exceed his/her income. The BTF will consider funding the difference.

2. The Benefit Trust Fund will not normally provide funding for tuition fees and other associated costs for institutions of higher learning, however if such fees would result in the applicant being better qualified for employment and thereby not need BTF assistance then such fees may be considered.
3. The Benefit Trust Fund may pay for special needs such as eye glasses, special footwear, dental care, or other appliances in the form of one time payments, where the expense of such items would necessarily cause an applicant undue financial hardship, and the appliance is not available through other sources of funding.

4. The program will consider repairs and alterations to living accommodation where those repairs, are reasonable and are required to ensure that a handicap applicant is accommodated.

**Association Gravesite Inspection Program**

1. The Association Gravesite Inspection Program shall be under the control of the Chair, Advocacy and Support Committee.

2. The Program is mandated to:
   
   i. pay annual visits to the graves of deceased members that have a regimental marker;
   
   ii. record the grave location;
   
   iii. maintain the markers in a readable condition;
   
   iv. request corrective action of cemeteries in which grave markers have deteriorated; *i.e.*, sunken, fallen over, etc.,
   
   v. report Regimental Markers that have been damaged to the Association Officer for remedial action by the RCMP, and
   
   vi. request, through the Association Office, a Regimental marker for the unmarked grave of a qualifying member.

3. At the Division level, the member who is responsible for the program will submit an Annual Report of visits to each of the Detachments which have grave sites in their area to the Commanding Officer of the Division. A copy of the report is to be sent to the Executive Officer at the Association Office.

4. The Division member responsible the Gravesite Inspection Program will work closely with the Manager, Historical Research Program in the identification and location of previously unknown grave sites of deceased former Members of the Force found during cemetery visits or revealed by historical research.
Graves Committee

1. The Graves Committee, on behalf of the Chair, Advocacy and Support Committee, is mandated to attempt to locate the graves of members of the Original 300/March-West and members on the RCMP Honour Roll and to report the location, type of headstone on the grave and the condition of the grave(s).

2. The Committee is comprised of eight veterans from several Divisions across Canada who are dedicated to locating and documenting the graves of members of the Force for inclusion on the RCMP Graves national database.
PART V: PROFESSIONAL CONDUCT OF DIVISIONS AND MEMBERS:

POLICY STATEMENTS:
It is the policy of the Association that:

1. Every Division and individual member shall participate in the Association in a manner that fosters the good and respectful purpose of the Association.
2. Every Division and individual member is expected to be informed of and participate in the Association based on the Governance, Policies, Procedures and the traditions of the Association.
3. In the circumstance that a Division or individual member of the Association is subject to a suspension or expulsion from the Association, the adjudication of such circumstance shall be based on the provisions of the Act, the Bylaws and the application of due process.

PROCEDURES AND GUIDELINES:

1. Prior to a Member or a Division being suspended or expelled, the Division President, or the Board, as the case may be, shall provide the Member or shall provide the Division President, as the case may be, written reasons for the suspension or expulsion in sufficient detail so that the Member or the Division knows the full reasons why the action is being taken.
2. If a Member or the Division is to be suspended, the written reasons must state the length of that suspension, and/or the conditions that are required to be met before the Member or the Division may be reinstated.
3. The Member or the Division will be deemed to have been provided with the written reasons upon personal delivery, or being sent by prepaid mail in accordance with section 272 of the Canada Not-for-profit Corporations Act.
4. Upon a Member receiving written reasons for suspension or expulsion, the Member may not attend or vote at any Division General Meeting unless and until an appeal, if any, overturns the original decision, or until the length of the suspension has passed.
5. Upon a Division receiving written reasons for suspension or expulsion, the Division may not hold any Division General Meeting, or conduct any new business as a Division, unless and until an appeal, if any, overturns the original decision, or until the length of the suspension has passed.
6. Within 30 days of receiving the written reasons for suspension or expulsion, the Member, if suspended or expelled by the elected Division executive, may respond in writing to the reasons for suspension or expulsion by delivering the response by registered mail to the Board of Directors.
7. The Board of Directors shall consider the appeal at the next regular Board meeting, or at a Board meeting called specifically for that purpose.
8. If a Member is to be suspended, a majority decision by the Board is required to modify the original decision, but any modification may not be seen as increasing the length of the suspension or increase the conditions required to be met for reinstatement. The decision of the Board is final.

9. If a Member is to be expelled, a unanimous decision of the Board is required. If a decision on appeal to expel is not unanimous, an expulsion may be modified to a suspension, which must state the length of that suspension, and/or the conditions that are required to be met before the Member may be reinstated. The decision of the Board is final.

10. Within 30 days of receiving the written reasons for suspension or expulsion, the Member or the Division, if suspended or expelled by the Board of Directors, may respond in writing to the reasons for suspension or expulsion by delivering the response by registered mail to the Executive Officer, for the exclusive attention of a Committee established under Section 11 hereof.

11. Upon receipt of a written appeal, a Committee of three Governors shall be formed to hear the appeal. If a Governor was a director at the time the decision being appealed was made, that Governor may not sit on the Committee. If a Member or a Division is suspended by the Board of Directors, a majority of the Governors may confirm or may modify the original decision, but such modification may not be seen as increasing the length of the suspension or increase the conditions required to be met for reinstatement. The decision of the Committee is final.

12. If a Member or a Division is expelled by the Board of Directors, a unanimous decision of the Committee of Governors is required. If a decision on appeal to expel is not unanimous, an expulsion may be modified to a suspension, which must state the length of that suspension, and/or the conditions that are required to be met before the Member or Division may be reinstated. The decision of the Committee is final.
PART VI – FINANCIAL ADMINISTRATION:

POLICY STATEMENT(S):
It is the policy of the Association that:

1. The Board of Directors shall manage the affairs of the Association in a prudent and cost-effective manner through sound financial management policies and practices which at a minimum, shall include the establishment of an annual budget on a breakeven or better basis.

2. The Board of Directors establish the annual Association dues effective January 1 of each year to sufficiently fund the approved budget of the Association.

3. Prior to each Annual General Meeting, members shall receive the consolidated financial statement and report of the immediately concluded fiscal year for review.

4. Every Division shall report to the Association Treasurer annually, in the manner and form as prescribed by the Treasurer, the financial position of the Division for the immediately concluded fiscal year and the budget forecast for the upcoming fiscal year.

5. Active dues-paying members should promptly pay their dues when requested and to be in good standing at all times.

6. Every Division shall remit to the Association Treasurer, as detailed in the invoice, the remittance of Association dues collected from their members, in addition to any additional fees assessed to the Division and ensure that the Association Membership Database for their respective members is accurately updated in respect of paid dues for each member of the division.

PROCEDURES AND GUIDELINES:

Association Dues

1. The Board shall fix the Association dues rate on an annual basis, and applicable to the upcoming fiscal year which will be incorporated into the annual budget proposed at the AGM for the current year.

2. When the Association Treasurer proposes the budget for the following fiscal year, as approved by the Board, by ordinary resolution at the AGM, the budget shall include revenue, in part based on the Association dues rate that the Board fixed. The membership’s vote on whether the budget should be approved shall not affect the Association dues rate set by the Board. If passed, the budget takes effect at the beginning of the next fiscal year. If the budget is not passed however, the budget from the current year shall continue, with necessary adjustments for the newly fixed Association dues rate, and with necessary adjustments to the relevant dates, until a new budget is approved by the membership.
3. Divisions shall collect the Association dues from all Active Members in the Division, and shall submit the appropriate amount of Association dues to the Association Office in accordance with the submission details identified in the invoice.

4. For those members who are required to pay Association dues, these dues for the current year must be paid to the Division on or before the record date for the current year’s AGM in order to be eligible to vote.

5. An Active Member shall renew membership annually by the payment of Association dues, and a Division Assessment, if any, for the current year.

6. A Life Member’s membership shall be renewed automatically at the beginning of the current fiscal year, and by payment of a Division Assessment, if any, for the current year.

7. An Associate Member’s membership shall be renewed at the beginning of the current fiscal year, and by payment of a Division Assessment, if any.

8. An Active Member not in good standing may become an Active Member in good standing by paying the full amount of the Association dues for the years the said dues are in arrears but not exceeding two years.

9. In accordance with By-law VII.10, an Active Member whose name has been struck from the Member Registry may be reinstated in the Association upon re-application for membership, and payment of any applicable dues. A former Member of the Association, if accepted for reinstatement, shall be credited with any accumulated previous years of Active Membership in good standing.

**Directors and Officers Liability Insurance**

1. The Association will purchase and pay for Officers and Directors Liability Insurance for the Association and its divisions. A copy of the policies will be kept at the Association Office in Ottawa.

2. The Association Treasurer will invoice each division for its portion of the insurance coverage based on the following formula:

   i. The insurance premium divided by the total number of Active Members in good standing and Life Members in the Association on the previous December 31st will give a cost per member, and

   ii. Each Division’s share of the premium will be the total number of Active Members in good standing and Life Members in the division on the previous December 31st times the cost per member.
3. Most events that are undertaken within the divisions are automatically covered by our Commercial General Liability policy. There are, however, certain events that are not. For example, events such as the Annual General Meeting (AGM) and golf tournaments, where there are large numbers of people in attendance, food and/or liquor involved, vehicles being required for transportation purposes, and so on, then the Insurance Company needs to be informed so they can assess the additional risks involved. Usually our insurance provides adequate coverage for such events but in instances where the Insurance Company perceives abnormal risks, then they will provide special event coverage at a cost of approximately $150.

4. A Division hosting the AGM, should, a couple of months prior to the event date provide the following information to the Executive Officer for the purpose of seeking advice from our insurance broker:
   a. nature of the event and the date(s) involved;
   b. name of city where event is taking place;
   c. identity of venue(s) where event is being held;
   d. approximate number of people that will be in attendance, whether food and/or liquor is being served;
   e. transportation issues, e.g. number of vehicles being used, distances involved and who will drive them, (identified as retired member volunteers, for example); and
   f. any other information that may be pertinent.

5. The Commercial General Liability Insurance Policy with limits of $2,000,000 per loss, insures the Board of Directors, Division Executives, members and volunteers for liability due to a negligent act resulting in bodily injury or physical damage to a third party. Our policy covers:
   Acts of officers, employees, volunteers, and members, on an occurrence basis;
   a. premises and operations owned or leased property and land;
   b. participant injury, club and sports related activities;
   c. contractual indemnity provisions of leases and contracts;
   d. personal injury, libel, slander, false arrest and discrimination;
   e. advertising and publishing activities;
   f. automobile, non-owned;
   g. medical expenses;
   h. liquor liability, and
   i. tenants’ legal liability.
Association Annual Corporate Report

Board of Directors:

1. Assign the Chair of the Finance and Audit Committee to prepare the Annual Corporate Report in collaboration with the Association Treasurer.

2. Once the Annual Corporate Report is completed in accordance with the reporting requirements of Corporation Canada, the Board shall approve the report, especially the consolidated comparative financial statement portion of the Annual Corporate Report, evidenced by the signature of one or more Directors.

Division:

1. Annual Division Report forms are available from the Association Office. The report will include:
   
a. the names of the Division Executive;
   
b. a comparative financial statement for the fiscal year just completed and the immediately preceding financial year by completing the forms provided by the Association Treasurer as noted below:
      i. a statement of financial position or a balance sheet;
      ii. a statement of comprehensive income or a statement of retained earnings;
      iii. a statement of changes in equity or an income statement; and
      iv. a statement of cash flows or a statement of a change of financial position.

Association Treasurer:

1. Prepare the Annual Corporate Report from the reports prepared by members of Board, reports from the divisions and other records of importance at the Association Office.

Executive Officer:

1. File each Division Annual Report by year.

2. File the Association’s Annual Return (Form 4022) with Corporations Canada within 60 days following the anniversary date of continuance under the Canada Not-for-profit Corporations Act and retain a copy of the Annual Return in the Association’s record keeping system in the Association Office.

3. For the years that the Association is a soliciting corporation, file with the Director of Corporations Canada not later than 21 days before the Annual General Meeting, the Association’s approved consolidated comparative financial statements showing:
   
i. a statement of financial position or a balance sheet;
   
ii. a statement of comprehensive income or a statement of retained earnings;
iii. a statement of changes in equity or an income statement; and
iv. a statement of cash flows of a statement of changes in financial position.

4. The filing referred to in paragraph 3, shall be accompanied by the report of the public accountant.

Association Permitted Expenditures and Accounts Payable

1. In accordance with By-law XII.3, a director, employee or a member may be reimbursed for reasonable expenses incurred on behalf of the Association if the director, employee or member was authorized by: in the case of a director, two other directors; in the case of an employee, by the director supervising the employee; or in the case of a Member, by the Division President or his/her delegate, to incur the expense prior to the expense being incurred.

2. All expenses for reimbursement must be supported by original receipts (i.e., photocopies, credit card statements or Interact slips are not acceptable as original receipts), and be accompanied by the written authorization, or verbal authorization reduced to writing.

3. Certain personal expenses will not normally be eligible for reimbursement, including: alcoholic beverages, gifts, personal grooming items, in-flight and in-room movies; loss of personal property; entertainment; personal clothing and personal laundry charges.

4. Meal allowances exceeding Government of Canada rates in effect at the time the expense is incurred will not be reimbursed. Incidental expenses will not be reimbursed.

5. All claims for reimbursement shall be submitted to the Association Treasurer, or Division Treasurer as the case may be, and approved expenses shall be paid by cheque made payable to the claimant.
PART VII – ANNUAL GENERAL MEETINGS

POLICY STATEMENT(S):
It is the policy of the Association that:

1. The Annual General Meeting of members is a mandatory requirement pursuant to the Canada Not-for-Profit Corporations Act.

2. The Association is federally incorporated under the legislation and is therefore required to operate according to the requirements of the Act which stipulates that every federally incorporated entity shall hold a general meeting of its members annually.

3. The Annual General Meeting of members shall not normally be separated by more than fifteen months. Exceptions to this timeline must have the prior approval of the Director, Corporations Canada. Consult with the Executive Officer if an extension is to be applied for.

4. The Association Secretary shall advise Divisions of the date and location of the Annual General Meeting by December 1 preceding the date of the meeting.

5. Resolutions to be voted upon the Annual General Meeting shall be submitted to the Association Secretary by March 15 each year. The Association Secretary will then inform the Divisions by April 1 of all resolutions to be voted upon at the Annual General Meeting.

6. Notice of the time and place of a General Meeting of members shall be given to each member entitled to vote at the meeting by the following means:
   
   i. by mail, courier or personal delivery to each member entitled to vote at the meeting, during a period of 21 to 60 days before the day on which the meeting is to be held; or

   ii. by telephonic, electronic or other communication facility to each member entitled to vote at the meeting, during a period of 21 to 35 days before the day on which the meeting is to be held.

7. The Notice of Meeting given to each member entitled to vote at a Meeting shall contain the names of the directors nominated for election in alphabetical order, and shall provide the text of any resolutions to be voted on.

PROCEDURES AND GUIDELINES:

1. Please refer to Appendix “C.”
PART VIII – ORDERS OF DRESS

POLICY STATEMENT(S):
It is the policy of the Association that:

1. The Order of Dress approved by the Board of Directors pertains to all members of the RCMP Veterans’ Association.

2. Where a member does not acquire or have available the Order of Dress, a member should be attired in a manner that promotes the professional and tradition of the Association.

PROCEDURES AND GUIDELINES:

General.

1. The Order of Dress is detailed in the Association policy on Order of Dress. See Appendix “D” and refer to the Association website at [www.rcmpvetsnational.ca](http://www.rcmpvetsnational.ca)

2. The policy is intended to provide clarity while encouraging both uniformity and inclusiveness. It further provides division-level discretion in specifying orders of dress commensurate with local circumstances.

2. The Division Executive or designate, namely the Protocol Officer or the Sergeant-at-Arms exercise discretion in specifying the appropriate order of dress.
APPENDIX “A”

COMMITTEE MANDATES AND STRATEGIC PRIORITIES

ASSOCIATION OPERATIONS COMMITTEE

Mandate:

• To develop and implement a vision and strategic plan for the Association.
• To identify, assess and advise the Board of Directors of internal and external issues that affect the Association, including promotion and recruiting.
• To administer the operations of the Association including employee selection, contracts and evaluations.
• To draft and review policies for the approval of the Board of directors and draft procedures to implement the organizational policies.
• To build partnerships with other organizations like FSNA, the Royal Canadian Legion, VAC, the RCMP, Commissionaires, and other organizations.

Composition:

Al Rivard, Chair - Bill Maxwell, Director Finance and Audit - John Francis, Treasurer - Marc Gaillard, Executive Officer - President Dave Leblanc, Ex-officio.

Strategic objectives: 2014 – 2016:

• To evaluate the composition of the national board of directors and its committees and to recommend changes that will promote efficiency, be fiscally responsible and meet the needs of the individual members and Association priorities.
• To review and rewrite the Administration manual when required.
• To work closely with the other national committees to avoid duplication.
• To reestablish contact with the Force and develop partnerships.

Action Priorities: 2014 – 2016:

• To review the Bylaws to make changes for benefit of members & partners.
• To establish contact with key players within the Force and other partners, such as: Legion, FSNA, VAC, Ombudsman and ministers office.
• To develop proper administrative protocols to ensure financial transparency.
• To coordinate/lead the implementation of the governance model.

Key Committee Success Factors:

• Regular consultation among the Committees and the Divisions.
• Divisions consistently respond to their membership when assistance is required.
• Development of a national database is a priority.
• Regular meetings with key players of the Force and partners.
• Conduct a 2015 survey aimed at membership satisfaction.
COMMUNICATIONS COMMITTEE

MANDATE:

To develop and promulgate communication policies, strategies, media, and messages that foster and facilitate a thorough and timely understanding of the purpose, initiatives and current issues of the Association among its members and key stakeholders.

COMPOSITION:

Chair, Peter Sorensen. Mark Guillard, Executive Officer. Other Committee members to be identified.

STRATEGIC OBJECTIVES: 2014-2016:

• To establish a “renewed” Communication Program that consistently supports the “purpose and good of the Association” while meeting the information needs of the individual members and Association priorities.
• To re-engineer the Association’s website so as to facilitate access among any and all Divisions’ websites which in total promotes the purpose and professional image of the Association through the internet medium.
• To support the operational priorities of the Association through timely and well-defined communication strategies, tools and messages.

ACTION PRIORITIES: 2014-2016:

• To review all the Association’s (including all Division’s) communication media and message themes/lines and develop a plan to consolidate, modify, delete or add to the media, by November 30, 2014.
• To develop a Communications Strategy and Plan, by December 31, 2014.
• To develop an Integrated/Consolidated Website(s) Plan, by February 28, 2015.

KEY COMMITTEE SUCCESS FACTORS:

• Consultations and Recommendations are consistently occurring and being developed among the Committee members, the Board and the Divisions.
• Communications are effective, timely and targeted to the proper audiences (as measured by a periodical sampling of the membership).
• Increased participation in dialogue on Association objectives and goals by the membership.
FINANCE AND AUDIT COMMITTEE

MANDATE:

- To develop and implement a strategic plan to provide the Association with sound financial advice, guidance and accountability of the ongoing financial situation of the Association.
- To maintain the appropriate financial controls and authorities for the Association (Board of Directors) and to conduct the required audit and reporting process, including the Annual Corporate Report.

COMPOSITION

William (Bill) Maxwell, Chair - John Francis – Association Treasurer - Don Belke -Auditor.

STRATEGIC OBJECTIVES 2014-2016:

- To evaluate the financial position of the Association and to recommend appropriate actions to ensure probity and accountability.
- To ensure required audit procedures are in place for the Association.
- To work closely with the other national committees to avoid duplication of effort and to ensure maximum coordination of initiatives.

ACTION PRIORITIES 2014-2016:

- To review the recommendations of the Auditor and provide advice to the Board of Directors required to implement the appropriate changes to the operation of the Association,
- To ensure the appropriate financial policies, procedures and systems are in place as identified by the Treasurer,
- To ensure the Auditor is in place to provide the consolidated audit statement(s) required under the Canada Non-For Profit Corporations Act.

KEY COMMITTEE SUCCESS FACTORS:

- Regular consultation among the Committees and the Divisions,
- Timely and accurate financial reporting,
- A review process for resolutions for the AGM 2015 in cooperation with the Association Operations Committee.
MEMBERSHIP COMMITTEE

Mandate:

The Membership Committee is responsible for overseeing membership recruiting initiatives, the integrity of the national membership data base and membership in general.

COMMITTEE STRUCTURE

Chair, Rosemary Bowman - Recruiting George Savage NS Division until Dec 31, 2014.

STRATEGIC OBJECTIVES 2014-2018:

• To achieve a net gain in Active membership from approximately 4400 to 5000 or at an annual rate of 5% in each of the next four (4) years.
• To increase the number of Divisions by 10% where appropriate.
• To continually enhance the presentation of the Association to prospective members through electronic and effective marketing programs.

Action Priorities, 2014-2016:

• To investigate the concept of “member-at-large” to enable prospective members with limited access to Divisions’ and recommend changes to the by-laws.
• To collaborate with interested new members in the Territories (NWT and Nunavut) and assist with the establishment of new Divisions if feasible.
• To review and recommend improvements to the Association “communication media” that will assist in the membership growth and retention; e.g., renewed Website(s), membership campaign materials, and so on.

Key Committee Success Factors:

• The Membership Committee RCMVA has a forward-looking vision and a values framework for the conduct of its affairs.
• The Mission is respected but remains responsive to contemporary circumstances.
• The Committee carries out its business in a professional and ethical manner that is responsive to broad interests and the needs of the membership, clients and stakeholders including but not exclusive to serving Members of the RCMP.
• Committee to communicate and consult with the RCMP Division partners consistently and on a timely basis to targeted groups.
• Committee to communicate and consult with the RCMP.
• Decisions are made in a clear, timely and transparent manner.
• Chairman of Membership Committee must ensure resources necessary to achieve its goals and objectives are secured.
• Performance is monitored in a timely fashion.
• There is proper accounting for performance provided to the membership.
• Recommendations are consistently being developed within the Committee and other members of the Board, Divisions and outside agencies.
• There is increased participation in dialogue on enhancement of our membership.
ADVOCACY AND SUPPORT COMMITTEE

Mandate(s):

1. To monitor and direct the Advocacy program and develop new strategies to better assist our membership.
2. To administer the Benefit Trust Fund(s) to assure that needs are addressed in a timely and appropriate manner.
3. To monitor of the Gravesite maintenance program.
4. To monitor and assist the Women’s Council initiative.

Committee Composition:


RCMP Veterans’ Women’s Council: Chair, Jane Hall, Ron Lewis, Association Advocate, Vivienne Stewart, Vancouver, Kathy Long, Nova Scotia, Governor Tim Hoban, New Brunswick, Dr. Darlene Worth, Nova Scotia, President Dave LeBlanc (ex-officio), Murray Milne (ex-officio).

Strategic Objectives, 2014-2018:

• To review the Advocacy Program where opportunities exist and recruit and retain Provincial Advocates, particularly in high population Divisions to promote the program.
• To oversee the Benefit Trust Fund on behalf of the Association and provide timely assessment and decisions on applications.
• To provide informed coordination and counsel to the Gravesite and Women’s Council initiatives through their respective Chairpersons.

Action Priorities, 2014-2016:

• To administer BTF files and applications as well as coordinate the investigation of BTF applications and make recommendations as required.
• To assure regular reporting to the Board on all programs, initiatives with timely recommendations where necessary, under this Committee.

Key Committee Success Factors:

• Consultations and recommendations are consistently occurring and being developed among the committees’ members, the Board and the Divisions.
• Increased participation in dialogue on Association programs, objectives and goals with the membership.
• Advocacy and Support programs are enhanced for the benefit of more members, increasing the value to becoming a member of the Association.
• Assistance is provided to the Association Advocate in recruiting an Assistant Association Advocate in order to alleviate the ever increasing workload.
APPENDIX “B”

ASSOCIATION SECRETARIAT
POSITION DESCRIPTIONS

EXECUTIVE OFFICER

Client Service Results

In support of the efficient and effective administration of the RCMP Veterans’ Association, the Executive Officer, reporting to the Chair, Association Operations Committee, provides a wide range of support services on behalf of the President and the Board of Directors, Division Executives and the membership of the Association in general.

Key Responsibilities:

Leadership

1. Participates with the Board of Directors in developing a vision and strategic plan to guide the Association.

2. Identifies, assesses, and informs the Board of Directors of internal and external issues that affect the Association.

3. Acts an advisor to the Board of Directors and/or any members thereof, on all aspects of Association activities.

4. Fosters effective team work between the Board of Directors, the officers who are not Board members, and the office of the Secretariat.

5. Acts, in a limited way, as spokesperson for the Association when directed by the Board of Directors and/or the President.

6. Prepares official correspondence on behalf of the Board of Directors and/or the President, when requested.

7. Represents the Association on various committees concerning the health and welfare of the membership.

8. Participates in community activities as an official representative of the Association to enhance the profile of the Association, when requested.
Operational Planning and Management

1. Develops an operational plan which incorporates goals and objectives that work toward to the strategic direction of the Association.
2. Ensures that the operation of the Secretariat meets or exceeds the expectations of its clients, the Board of Directors and the membership at large.
3. Oversees the efficient and effective day-to-day operations of the Secretariat.
4. Reviews and drafts policies for the approval of the Board of Directors and prepares procedures to implement the organizational policies as required.
5. Ensures that personnel, client, donor and veterans files are securely stored and privacy and confidentiality is both maintained and assured.

Program Planning and Management

1. Participates in the planning, implementation and evaluation of the Association’s programs and services.
2. Ensures that the programs and services offered by the Association contribute to its mission and reflect the priorities of the Board of Directors.
3. Monitors the day-to-day delivery of programs and services of the Association to improve quality service by maintaining a record of all inquiries that necessitate action or a decision.
4. Participates in the planning, implementation, execution and evaluation of special projects.

Human Resource Planning and Management

1. Determines staffing requirements for Secretariat management and program delivery.
2. Oversees the implementation of human resource policies, procedures and practices including drafting job descriptions for all director, officer and staff positions in the Association.
3. Establishes a positive, healthy and safe work environment in accordance with all appropriate legislation and regulations.
4. Recruits, interviews and selects staff who have the personal and professional competencies as necessary.
5. Ensures staff is provided with appropriate training opportunities to enhance performance, as required.
6. Implements a performance management process for staff which includes monitoring performance on an on-going basis and conducting an annual performance review.

7. Mentors and coaches staff to optimize performance.

8. Provides discipline when necessary using appropriate techniques and releases staff when necessary using legally defensible procedures.

Financial Planning and Management

1. Collaborates with the Association Treasurer and the Chair, Finance and Audit Committee to ensure probity of financial management of the Association.

2. Consults with the Board of Directors to secure adequate funding for the operation of the Secretariat.

3. Researches funding sources and works with the Chair, Association Operations Committee Association Operations to prepare business cases and funding proposals in support of the Association.

4. Ensures that sound bookkeeping and accounting procedures are routinely followed in collaboration with the Association Treasurer.

5. Collaborates with the Board of Directors to ensure compliance with the reporting requirements of the Canada Not-for-profit Corporations Act.

Communications, Community Relations and Advocacy

1. Communicates with stakeholders to keep them informed of the work of the Association, where appropriate and necessary.

2. Establishes good working relationships and collaborative arrangements with the RCMP, the Royal Canadian Legion, FSNA, Veterans’ Affairs, community groups, corporate sponsors, politicians, and other service providers to help achieve the goals of the Association.

3. Writes the Association newsletter titled “The Right Marker” for publication in the spring, summer and fall annually.

4. Collaborates with the Chair, Communications Committee to prepare other communication media that is necessary to keep the membership informed of emerging issues, trends and decisions affecting the membership of the Association.

5. Prepares and maintains the Association Corporate Governance Manual.
Risk Management

1. Identifies and evaluates the risks to the Association’s membership, clients, staff, management, volunteers, property, finances, goodwill and image and implements measures to mitigate risks.

2. Ensures the Board of Directors and the Association carries adequate insurance and liability coverage and that this information is communicated to the membership;

3. Implements processed to ensure the Association is not adversely exposed or liable to criticism.

Level of Knowledge

The Executive Officer of the Association must have, or be able to acquire, a thorough understanding of the RCMP, its history, mandate, organization, culture, terminology, administration and operations domestically and internationally. The level of knowledge required for the effective performance of the role of Executive Officer is integral to the effective functioning of the Secretariat, its relationship with veterans and with the RCMP. Accordingly, the Executive Officer must have a comprehensive knowledge of the Association, its mandate, corporate governance, constitution and By-laws, election and eVoting procedures, national membership and Association and Division Executive branches, operations and the full range of services and benefits that veterans and their families are entitled to receive. The role demands a high level of computer proficiency, including word processing, desk top publishing and other computer applications necessary for the efficient and effective functioning of the Secretariat.

Level of Effort

The breadth of responsibility of the office of the Secretariat demands a high level of coordination of activities, fastidious attention to detail and exceptional organizational skills. The management of the Secretariat and the professional image of the Association depend on world-class service to the Board of Directors and the membership at large. Confidentiality and privacy is to be respected in all functions of the position and business of the Association.
EXECUTIVE ASSISTANT

Client Service Results

In support of the efficient and effective administration of the RCMP Veterans’ Association, the Executive Assistant, reporting to the Executive Officer, provides a wide range of support services on behalf of the President and the Board of Directors, Division Executives and the membership of the Association in general.

Key Responsibilities

- Provides secretarial/clerical support by receiving telephone calls, maintaining a current, accurate records management and document tracking system for all written and e-correspondence, researching issues, and responding to inquiries from internal and external clients of the Association;
- Receives and tracks all communications, links correspondence, records commitments and disseminates information to the appropriate authority;
- Provides financial administrative support to the Association Treasurer, as and when required, including depositing funds received from Divisions for dues and insurance premiums and other accounts receivable relative to the management of the Association;
- Makes the necessary preparations for meetings of the Board of Directors, including correlating any supporting documents, providing notice of meetings.
- Provides administrative support to all RCMP pensioned veterans, including documenting the specifics of all inquiries directed to the Association Office and records action taken;
- Creates and distributes official correspondence and certificates, bearing the crest and/or seal of the RCMP Veterans’ Association, for presentation to designated members of the Association as directed by the Executive Officer on behalf of the President and the Board and includes other official documents that may be required by the Association;
- Maintains a database of obituaries of all members of the RCMP and the RCMP Veterans’ Association, regardless of category of employee for distribution at the Annual General Meeting (AGM);
- Creates, maintains and keeps current a data base to identify the position title, name, address and contact information for all Division Executive teams, the Board of Directors, Board of Governors, Committee Chairs and provides this information bi-annually to the appropriate authority;
- Co-ordinates the Executive Officer’s schedule, appointments, reservations and travel arrangements, where required;
- Organizes meetings involving multiple senior executives of various partner organizations such as the RCMP, FSNA, the Royal Canadian Legion, Veterans’ Affairs and other internal and external stakeholders;
- Attends all Board meetings and records and transcribes minutes;
- Greets clients and visitors to the Association office;
• Plans, organizes and co-ordinates functions and special events for the Board of Directors, including the Annual General Meeting of members in concert with the Executive Officer.
• Assists with the preparation of business presentations including text, PowerPoint presentations and supporting documentation.
• Prepares and/or edits internal and external letters, faxes, memos and emails.
• Prepares Certificates of Appreciation for the President’s signature.
• Provides administrative support to the Association Treasurer by using financial software.

COMPETENCIES

Knowledge

The Executive Assistant must have, or be able to acquire, a thorough understanding of the RCMP, its history, mandate, organization, culture, terminology, administration and operations across Canada and internationally. The level of knowledge required for the effective performance of the role of Office Manager is integral to the effective functioning of the Association, its relationship with veterans and with the RCMP. The incumbent must have, or be able to acquire, a comprehensive knowledge of the history of the Association, its mandate, corporate governance, constitution and by-laws, membership and Division Executives, operations and the full range of services and benefits that veterans and their families are entitled to receive. The role of Executive Assistant requires a high level of competency in computer applications, including but not limited to word processing, software applications for document tracking, Power Point, Excel and other software applications that are required for the effective and efficient management of the Association Office. Proficiency in both official languages is an asset.

Contacts

The Executive Assistant receives and responds, where appropriate, to telephone inquiries from the Board of Directors, Board of Governors, Divisions, members of the Association, RCMP members and employees, along with external inquiries from a variety of sources involved with the RCMP Veterans’ Association. The Executive Assistant is empowered to provide the necessary information whenever practical and where not practical or appropriate, refers inquiries to the Executive Officer. Professionalism, courtesy, and consistently ensuring all inquiries are responded to in a timely and efficient manner is paramount.
LEVEL OF EFFORT

The breadth of responsibility of the Executive Assistant position demands a high level of coordination of activities, fastidious attention to detail and exceptional organizational skills. The management of the Association Office and professional image of the RCMP Veterans’ Association depends on world-class services to the Board of Directors and the Association membership at large. Confidentiality is to be respected in all functions of the position and the business of the Association.

Consequence of Errors or Omissions

The Executive Assistant is the first point of contact with the Association. As such, it is imperative that all inquiries and all communications, whether verbal or written, are dealt with promptly and professionally to eliminate the potential for any form of criticism of the Association in general or its members. The consequences for errors, be they administrative, operational or financial are potentially significant and call for the highest degree of due diligence.

Working Conditions

Work is performed in a conventional office environment at the Canadian Police College pursuant to the terms and conditions of a contract between the incumbent and the Chair, Association Operations Committee.
APPENDIX “C”

ORGANIZING AND HOSTING THE ANNUAL GENERAL MEETING

Division Procedures/Guidelines:

General

In the Association’s early days, the Annual General Meeting (AGM) was simply an annual meeting of the Board of Directors, convened in the city where the Association’s Headquarters was located. Over time, divisions were given the opportunity to host the AGM to which the general membership was subsequently invited to attend. These meetings then took another dimension and social events were introduced and over the years more divisions began to host the AGM. Questions about the organization and execution of an AGM should be directed to the attention of the Executive Officer at the Association Office, Ottawa.

Division President

When your division has received approval from the Board of Directors to host an AGM, appoint a member of your division to act as the AGM Chairperson. Although it is understood that the member who begins in this capacity may not be the same member who began the coordination of the event, it will be important that a successor is named immediately to ensure the action plan and critical milestones are met without unnecessary interruption in the planning.

Part 1 - Planning: Sequential Events

Thursday:

- Arrival of delegates, Governors, Board members, National Council spouses/guests
- Early registration
- Organizing Committee and Board meet briefly to review planned AGM proceedings

Note: Your Division may decide to host a Division President’s Reception, e.g., wine and cheese, cocktail hour, for the National Council, Governors, the Organizing Committee and their spouses or companions. Although such a function is not necessary, they have proved beneficial in the past. The decision should be left up to the Organizing Committee.

Friday:

- The National Council meeting takes place during the morning and afternoon and is open to all registered members of the Association. A luncheon is arranged by the host committee for the National Council and the Association President’s reception should be planned for the evening.
Saturday:

- The Annual General Meeting, open to all registered members and invited guests takes place during the morning and afternoon. A luncheon will be available for all attendees with the exception of those attending the spousal program.

- The AGM formal dinner/dance is held in the evening. Dress is formal or semi-formal as decided by the host Division Organizing Committee. This event is open to all registered attendees and guests.

Sunday:

- A Church Service and/or parade is usually arranged for Sunday morning.

- Sunday afternoon is reserved for social activities, e.g. a barbecue, Lobster Boil, Corn Boil, etc., with entertainment if appropriate. This social is at the discretion of the Division Organizing Committee.

**Suggestions on planning and organizing:**

The Division President, who will be an ex-officio member of all Committees, should select an AGM Chairperson who is a good organizer and motivator. The AGM Chairperson should then select a Secretary and a Treasurer. Committee Chairpersons should then be selected or recruited for those functions listed below. Committees may be added or eliminated, as the President/Chairperson deems necessary.

- Finance
- Fund Raising
- Registration
- Transportation
- Accommodations
- Entertainment (Includes Dinner/Dance)
- Spousal Program

When the main committees are in place a business plan should be prepared. It is recommended that the experience and results of previous AGM’s be researched. The Executive Officer can provide advice in this regard. Committee heads should also select members to assist him/her and if necessary, sub-committees might also be considered.
Tips

- Arrange for Host Hotel and venues for meetings, luncheons, dinner/dance, etc. as soon as possible. Often convention centres and hotels are booked years in advance.
- Arrange early, for entertainment such as a band for the dinner/dance, entertainment for the President’s reception, Sunday afternoon social, etc. Good entertainers usually have busy schedules and are booked up well in advance.
- Meet on a regular basis and make changes where necessary. Meet more frequently as the AGM nears.
- Have Committees’ Chairpersons supply a budget ASAP to the Finance Committee so they can set an overall budget. Remember better to budget high rather than under budget.
- Identify sources of revenue, e.g. Division, private business, sponsors, corporate support, etc.
- Get as many members of the Division and Ladies Auxiliary (spouses) involved as soon as possible.

Treasurer:

- open a separate AGM bank account;
- arrange signing authorities including at least one other;
- receive, deposit, and account for all monies received or spent;
- receive copies of budgets from all other Committees;
- develop an AGM budget, review and reset as required;
- supply current financial reports at committee meetings;
- based on anticipated expenses and revenue determine a registration fee, and compile a final financial statement for the AGM.

Fund Raising Committee

Fund raising is a Division responsibility. Be cognizant of the AGM budget and try to raise funds accordingly. Without limiting your imagination and ingenuity, the following are some suggestions:

- hold fund raising events such as auctions, dinner/dances, in house lotteries or casinos (beware of Provincial Legislation restrictions), sales of goods, card games, sale of canteen items, etc.
- solicit support from the private and public sectors, either financial or in kind, i.e. donated vans or buses for transportation, free printing, free publicity, etc.
- try to obtain the financial support of public and private sector sponsors.
- in the past, Divisions have obtained financial assistance from other Divisions on a pro-rated basis where refunds were made or profits shared.
Registration Committee should:
- develop a Registration form.
- receive and record all registration applications.
- produce I.D. cards for all attendees. (use large print).
- keep an updated list of registrants with appropriate contacts.
- prepare registration kits including local information for travel, restaurants, souvenir shops, malls, etc. (Try to include discount slips for local stores, gift shops, restaurants, etc.).
- set up and staff a registration and information desk.
- determine the arrival times of attendees from the Transportation Committee.

Transportation Committee should:
- arrange for a Host AGM Airline, hopefully with a reduced rate and free airline tickets to use as prizes, etc.
- arrange for all forms of transportation, i.e. cars/vans to transport attendees between the airport and the hotel(s), buses for special trips such as the Sunday program, Spousal program and any other programs not being held on the Host Hotel premises.
- arrange to meet all attendees at the airport and to return them to the airport following the AGM.

Accommodations Committee should:
- determine where the AGM will be held.
- Ensure that the convention centre or hotel can accommodate:
  - the number of attendees and has adequate space to host board meetings, the AGM, dinner/dance, President’s reception, etc.
- allot space for the Registration/Information desk.
- provide space for a table or area to sell memorabilia if warranted.
- arrange for all meals, including all luncheons, formal dinner/dance.

Entertainment Committee should:
- arrange for music for the dinner/dance.
- arrange entertainment for the National President’s reception.
- arrange entertainment for the Sunday afternoon social activities.
- supply and staff a hospitality suite if desired.
- arrange the Sunday morning church service, if one is planned for.
**Spousal Program**

This program is usually hosted and arranged by the wives of the Division members or Ladies Auxiliary. The following represent typical activities associated with the program.

**Friday:**
- Shopping trips to local malls, shops, visiting places of interest, etc.
- Attending the President’s reception during the evening.

**Saturday:**
- Participating in tours of interest, such as sight-seeing, historical locations, .., with a luncheon en route.
- Plan return to hotel(s) in time to permit preparations for the dinner/dance.

**Sunday:**
- Activities during Sunday will follow the AGM schedule of events.

**Part 2 - Executive meetings**

It is most important that the BOD members have an opportunity to meet with the Host Division President and the AGM Chair and key Organizing Committee/Division members on Thursday at a time and place mutually convenient for all concerned. The purpose of this meeting is two-fold. First, it allows the Host Division Organizing Committee to brief the National President and the BOD on the Division’s readiness to host the AGM.

Secondly, it will be an opportunity to meet the Sgt-at-arms and the Credentials Committee and brief them on their duties. The Division should obtain the use of a room for about an hour or so and large enough to accommodate about 20 people.

**The National Council Meeting and the Annual General Meeting**

It is important that all concerned keep in mind that the actual conduct of these two business meetings is, in the final analysis, within the purview of the Association President, who will consider any logistical circumstances that might dictate that things be done differently than prescribed hereunder. It is therefore important that Divisions not make any unilateral decisions to do things differently than prescribed hereunder without first consulting with the Association President. The importance of the Host Division, the National Office, and the Association President all working together to ensure the success of these meetings cannot be over stressed. To that end, it is essential that good two-way communications be undertaken in an effective, timely, and constructive way.
Association Office Responsibilities

The Executive Officer is responsible for ensuring the following items are available to the AGM and where pertinent, returned to the Association Office:

- the Association Guidon and flag pole.
- sufficient copies of the AGM agenda, the proposed budget
- the Memorial Page for posting near the entrance to the venue for the AGM.
- the pall or shroud used to drape over the Memorial Page table.
- the gavel for the presiding Association President’s
- name plates for delegates, Governors and Board of Directors
- briefing books for all delegates, Governors and the Board of Directors

The Tipstaff and Name Plates

At the end of the AGM, the designated Host Division for the next AGM takes possession of the Tipstaff and the name plates and is responsible for them being available prior to the commencement of the next Annual General Meeting. The Host Division is to arrange for a small table to be located at floor level immediately in front of the Association President. The Sgt-at-Arms is to arrange for the cradle on which the tipstaff is to rest, to be placed on that table prior to the starting time of each meeting. The Host Division is responsible for the safe custody of the tipstaff overnight after the adjournment of the National Council Meeting, and ensuring it is available in sufficient time for the opening of the Annual General Meeting the following day. At the conclusion of the Annual General Meeting, the tipstaff is presented by the Sgt-at-Arms to the delegate of the Division hosting the next AGM, and that person in turn then assumes responsibility for its transportation to his/her home Division, and its safe custody until the following AGM. At this time the name plates should be collected and safely stored.

Flags/Guidon

The only banners required to be displayed at the National Council and AGM are the Guidon and the Canadian Flag, mounted and centrally located on the dais immediately behind the Association President. The provincial and/or territorial flags mounted in a balanced fashion on either side of the Guidon and the Canadian Flag are also appropriate. I Usually at large venues where our meetings are held the proprietor of the accommodation has a supply of provincial/territorial flags, which may be made available at no cost. Whatever is decided upon, the final result should be in good taste, and not take away from the ambiance of our meetings or become a distraction. The Executive Officer will be responsible for bringing the Guidon and its staff to the meeting site and taking possession of it following the meetings. The host Division is to arrange for a proper stand in which to mount the staff.
Sgt-at-Arms

This is a ceremonial position. It is requested that the host Division appoint a member in good standing who is well turned out and able to fulfil the duties of this position with an air of dignity. The member is expected to attend the opening and closing of both the National Council and Annual General Meetings, and will at the request of the Association President parade in and parade out the Association Tipstaff. The Sgt-at-Arms’ presence will not be required during the meetings but that is a matter of his/her choice. Order of dress for the National Council meeting is blue blazer without medals and red blazer without medals at the AGM. If both blazers are not available then it is quite acceptable that either blazer or a business suit be worn at both meetings. The Sgt-at-arms may, if possible, dress in a period uniform or the current dress uniform of the Force.

Sound System

The Host Division is to ensure that an adequate number of high quality microphones are available for all business meetings. Specifically, microphones are required at the Head Table for the Association President and one for each of two members of the Board of Directors. A minimum of two floor microphones for the use of the delegates is required. A podium with sound system should be available in the event there is an invited guest to address the assembly. All meetings are to be recorded and at the conclusion of each meeting, the recording is to be delivered to the Association Secretary or Executive Officer.

Memorial Pages

The Association Office is responsible for preparing the Memorial Pages for the AGM. The Host Division should arrange for a table to be placed at the entrance to the room where the meeting will take place. The Memorial Pages will be on display for the duration of the business meeting.

Orders of Dress

Refer to Appendix “D” for the proper Orders of Dress for the AGM.

Attendance

It is fully appreciated that the precise number of delegates, Governors and Board members who will be attending the AGM is oftentimes unknown until late in the planning cycle. Historically, the Host Division should expect all 30 divisions to be represented and at least six Governors along with all Board Members will be in attendance for all business events.
Seating Arrangements

The suggested seating arrangement for both the National Council and Annual General Meetings should be in accordance with Appendices 2 and 3. It is further suggested, if possible, that the seating for the Board of Directors be on a raised dais/platform to enable the President and other officers of the Association to be easily seen, and for them to have an unobstructed view of others in attendance. Included in the seating area for Division Delegates is to be adequate seating to accommodate up to six Governors. If for logistical reasons, you are considering a seating arrangement that differs significantly from the attached examples, you should discuss your alternative plans with the Association Secretary and/or Executive Officer well in advance of making final arrangements or commitments.

Octogenarians

It is our practice to recognize our octogenarians in attendance at the Annual General Meeting. The Host Division should arrange for a photographer at the conclusion of the or before the formal dinner to record this significant milestone. While it would be an appreciated gesture, it will be left to your discretion whether you wish to provide each octogenarian with a complimentary photograph. In any event, a copy of the photograph should be forwarded to the Association Office and arrangements will be made to include this photo in the Quarterly and in the Special Edition of the Right Marker.

Part 3 - Social Events

The Association President’s Reception

The Association Office provides a grant of $1500 to help offset costs of the Association President’s Reception. The Association Treasurer will forward a cheque amount to the Host Division prior to the AGM.

Receiving Line

The decision whether to have a receiving line is at the discretion of the Association President. In recent times a receiving line was not arranged and rather an opportunity was provided to the Association President to address the guests at the reception. The Host Committee should undertake, at an early opportunity, to contact the Association President to determine his/her wishes on having a receiving line or alternate speaking opportunity.
**Division President’s Reception**

While there is no actual requirement for the host Division to provide a Division President’s Reception, such events have taken place from time to time in the past, and they have been found very useful. Such an occasion should be informal, and most properly takes place on Thursday evening with Division delegates, Governors, and members of the Board of Directors and spouses being invited to attend. The Division President is to decide which members of his/her Division are to attend; however, it is suggested that the host Division AGM Chair and his/her main aides be included.

This reception not only provides an opportunity for members of the National Council to get to meet each other and for them to meet their hosts, but it provides an opportunity for any required announcements with respect to the Council meeting on Friday, such as transportation arrangements, order of dress, starting time and so on. The refreshments and food offerings are left to the discretion of the Host Division Organizing Committee.

**Commanding Officer’s Luncheon**

It has become a custom, but not a requirement, for the local RCMP Commanding Officer to host members of the National Council at a noontime luncheon on Friday.

The Host Committee has responsibility for making such arrangements. It is desirable that members in attendance are uniformly dressed for this semi-formal occasion, and to that end attendees should be advised beforehand that the expected order of dress is blue blazer, dress shirt and regimental tie, or if not available a conservative business suit, dress shirt and tie.

**Ladies Saturday Luncheon**

Such an event plays an important part in the ladies enjoyment of an AGM. Ensure that a suggested order of dress, departure time, duration of the luncheon, and any other information of interest is communicated to ladies through the AGM Registration Kit, posted notice, or whatever other means are available to get comprehensive and timely information to attendees.
Church Parade

While there is no requirement to hold a church parade or to provide for religious services on Sunday, such events are anticipated and enjoyed by many in attendance. With such a diversity of faiths, it will be difficult to provide for a church parade or a religious service that will meet everyone’s needs. You should therefore arrange some form of non-denominational ecumenical service and have information available at the AGM Registration Desk where various community churches, synagogues, etc., are located with applicable directions. If a church parade is planned, it is recommended you select someone with foot drill experience to coordinate the parade. If a church parade is to be held, make it known by some means that will reach all members wishing to attend and be guided by the Order of Dress policy at Appendix “D”.

Part 4 - Other Useful Information

Corporate Donations/Grants

The Host Division may anticipate a Corporate donation of $2,000 from Great West Life (GWL) and a grant of $5,000 from the RCMP to support the AGM. The Chair, Association Operations Committee should also be contacted to discuss other avenues of financial support. The Executive Officer will request the donations/grants on your behalf. Please be aware however that none of these donations/grants are guaranteed and application to GWL, the RCMP and other sources must be processed by the Association Office.

Invitation to the RCMP Commissioner

The Commissioner is the Honourary President of the Association, and as a matter of courtesy, the Commissioner should be invited on behalf of the Association to attend the AGM as the guest of the Host Division President. Divisions are encouraged to liaise with the Association Office to extend a written invitation bearing in mind the Commissioner has a very full schedule set far in advance. The Association Office will communicate on your behalf with the Commissioner’s office. The Host Division will be required to provide the following information:

- pertinent information on the full schedule of events he/she might reasonably be invited/expected to attend.
- appropriate Order of Dress to be worn for the various functions.
- advice on whether the Commissioner is expected/invited to speak or make or respond to a toast, and
- confirmation that the Commissioner’s spouse and his Aide de camp and his/her spouse are included in the invitation.
It must be noted that the Commissioner, and his entourage, should be received with and accorded all due respect throughout their time as our guests, ensuring they are met and escorted into the various venues. It would be in good taste to ensure the Commissioner is offered refreshments at all social functions, unless he directs that he will look after his/her own needs. The Commissioner is responsible for his own travel arrangements, accommodations and expenses.

Other Invited Guests and Dignitaries

With the exception of our Patron, the Governor General of Canada, it will be left to the discretion of the Host Division to invite any guests/dignitaries they choose, including local representatives of the Force and other dignitaries. If a Host Division would welcome the Governor General’s attendance at the formal dinner/dance and at any other AGM social functions, then as a matter of practice and protocol, the Host Division is encouraged to contact the Executive Officer a minimum of one year in advance and the Association Officer will extend a formal invitation to His/Her Excellency.

The Quarterly

It is suggested that the Host Division submit a suitable article on the AGM, supplemented with appropriate pictures, for publication in The Quarterly. It not only provides information of interest on a major event in the life of the Association, but also at the same time provides the Host Division with free publicity about a successful Division undertaking. Contact the Association Officer for assistance in having an article published in The Quarterly.

The Right Marker

A special edition of the Association newsletter, the Right Marker, highlights the AGM and will be published within two weeks of the conclusion of the AGM. To facilitate the production of this newsletter, the Host Division is requested to have suitable photographs made available and forwarded to the Association Office at the conclusion of the event. Your attention is drawn to the Saskatoon AGM June 2013 and the Ottawa AGM June 2014 that are posted on the Association website for examples of the kind of articles that typically appear in the Right Marker.
Part 5: Protocol

The Association President should be accorded every possible courtesy and accommodation during his stay in your Division as recognition of the prestigious office he/she holds. This begins with making special, personalized transportation accommodations from the time he/she deplanes until the time he/she enplanes again at the time of his/her departure. It is suggested that the Association President not be bundled into buses, vans, cars along with other passengers, unless he/she directs otherwise. It may well be that the President requires those few moments of privacy to relax, to collect his/her thoughts, to fine tune notes or a speech, consult with an advisor whom he/she wishes to join him/her, and so on. You might also wish to consult with the host hotel manager about making more prestigious accommodations, such as a suite, available at no extra cost in recognition of the business the AGM has brought to the establishment.

Should His/Her Excellency agree to attend an event at the AGM, the Executive Officer will coordinate the security and protocol with Government House. This will ensure that all matters of itinerary and protocol with respect to receiving and entertaining the Monarch/Viceroy and his/her party are addressed, and thoroughly planned for in advance.

While arrangements for the dinner/dance are within the sole purview of the Host Division, care should be taken to ensure the Association President, the Governor General, the Commissioner, and their spouses are seated at the head table.

As a final note, please keep in mind that some of our members in attendance will be elderly and might therefore wish to retire early. It is therefore recommended that the official part of the program, including speeches be kept reasonably short. You might wish to look to other opportunities for making presentations and awards, such as the AGM or the Sunday event, if such an event is planned. The formal evening should be preserved for socializing, wherever possible.

Our sincere best wishes in the planning, coordination and executive of a very successful Annual General Meeting.

Board of Directors
RCMP Veterans’ Association

RECOMMENDED SEATING ARRANGEMENTS FOR THE NATIONAL COUNCIL MEETING AND THE ANNUAL GENERAL MEETING ARE FOUND ON PAGE 64 AND PAGE 65.
ANNUAL GENERAL MEETING SEATING ARRANGEMENT

National Council Meeting: Friday

Arrange a head table to accommodate 11 people as follows:

From left to right as you face the head table:

- Executive Officer
- Association Advocate
- Director
- Association Treasurer
- Association Secretary
- Association President (seated in the centre of the head table)
- Association Vice-President
- Past President
- Director
- Director
- Director

HAVE FOLLOWING AVAILABLE

* Podium with microphone
* Microphones at head table for every two people
* Overhead projector with screen (if required)
* Headsets for the hearing impaired and/or simultaneous translation
* Audio recording equipment for entire meeting

Arrange a horseshoe of joined tables immediately in front of the head table to accommodate 30 delegates and a minimum of 6 Governors as follows:

From left to right:

- Governor x 6 seats
- Followed by 30 delegates beginning with Newfoundland/Labrador in the east to Victoria in the west
- Microphones for every two delegates
- Adequate seating and floor microphone for member observers seated at the back of the room.
ANNUAL GENERAL MEETING SEATING ARRANGEMENT

Annual General Meeting: Saturday

Arrange head table on a raised dias to accommodate 11 people as follows:

From right to left as you face the head table:

• Executive Officer
• Association Advocate
• Director
• Association Treasurer
• Association Secretary
• Association President (seated in the centre of the head table)
• Association Vice-President
• Past President
• Director
• Director
• Director

HAVE FOLLOWING AVAILABLE

* Podium with microphone
* Microphones at head table for every two people
* Overhead projector with screen (if required)
* Headsets for the hearing impaired and/or simultaneous translation
* Audio recording equipment for entire meeting

Arrange tables end on end to accommodate (a minimum of) 6 Governors and 30 delegates. Seat Governors in the front row and seat delegates side by side from east to west from Newfoundland/Labrador to Victoria. Add chairs immediately behind the delegates to accommodate members in attendance at the meeting. Plan on 100 people at this meeting. Ensure there are at least two floor microphones suitably placed in the centre aisle and one microphone in each of the outside aisles. **Note:** The entire meeting is to audio recorded. Ensure there are head sets for the hearing impaired and for simultaneous translation (if required). Consult with the Executive Officer well in advance to ensure the set up of the room and all equipment needs are completely satisfied.
APPENDIX “D”

ORDERS OF DRESS

This policy is the result of an initiative to review and standardize the Orders of Dress for the RCMP Veterans’ Association. In July 2013, the Board of Directors approved the establishment of a Sub-committee, chaired by President Graham Muir, Ottawa Division, to review and report on national Association policy relating to uniform and protocol. From September to November 2013, the first round of consultation was conducted, through sub-committee regional representatives, soliciting early feedback and sharing of division-level by-laws or regulations relevant to orders of dress. The Sub-committee made its Preliminary Report to the Board on November 20, 2013.

The Sub-committee met by videoconference on December 12, 2013. Substantive second round consultation occurred between December and January, 2014, incorporating the Preliminary Report as a consultation document. Once again, the Sub-committee’s regional representatives were instrumental in ensuring the divisions were engaged.

A working group of women association members was formed, with regional representation, to make recommendations to the Sub-committee on women’s orders of dress. Studio photographs of both men’s and women’s attire were produced in January and February 2014 and are contained in this handbook for ready reference.

There is an ongoing initiative through the office of the Corps Sergeant Major to review and clarify Force-wide standards as it relates to protocol, uniform and dress, inclusive of active members, veterans, auxiliaries, reserves and pipe bands. Existing national policy regarding orders of dress for the Association was considered to be ambiguous, resulting in variations of attire that leaves the outward impression that veterans are either unconcerned or unaware of appropriate dress standards.

The impact of this ambiguity detracts from solemnity and the proffering of proper respect at formal and official occasions; e.g. national/provincial ceremonies of remembrance, RCMP garrison parades, and funerals/services for our fallen. It also compromises the Association’s ability to recruit a newer generation of veteran that seeks pride of association with the Force.

We sincerely hope this revised policy, and the spirit in which it was written, provides all members of the Association with useful guidelines for any occasion where the RCMP Veterans’ Association orders of dress are worn.
No. 1 Duty and Parade Dress

<table>
<thead>
<tr>
<th>ORDERS OF DRESS</th>
<th>MEN</th>
<th>WOMEN</th>
</tr>
</thead>
</table>
| To be worn while conducting routine duties on behalf of the Association, and for RCMP parades and similar public events, e.g. Change of Command ceremonies, Remembrance Day and so on. | • blue blazer with veteran’s crest and regimental brass buttons.  
• grey trousers with black belt  
• white shirt with ties, traditional or tartan  
• black oxford style shoes with black socks  
• wedge cap. | • blue blazer with veteran’s crest and regimental brass buttons.  
• grey slacks or skirt, medium length  
• white shirt/blouse with tie/scarf traditional or tartan  
• black close-toed leather shoes with neutral nylon stockings  
• wedge cap. |
No. 2. Ceremonial Dress

<table>
<thead>
<tr>
<th>ORDERS OF DRESS</th>
<th>MEN</th>
<th>WOMEN</th>
</tr>
</thead>
</table>
| To be worn at ceremonial occasions sponsored by the RCMP, the RCMP Veterans’ Association or at the request of other institutions/individuals, e.g. receptions, funerals and memorial services. | • red blazer with veterans’ crest and regimental brass buttons  
 • dark blue trousers with black leather belt  
 • white shirt with tie, traditional or tartan  
 • black oxford-style shoes with black socks  
 • wedge cap. | • red blazer with veterans’ crest and regimental brass buttons  
 • dark blue slacks or skirt, medium length  
 • white shirt/blouse with tie/scarf, traditional or tartan  
 • black close-toed leather shoes, with neutral nylon stockings  
 • wedge cap. |
No.3. Formal Dress

<table>
<thead>
<tr>
<th>ORDERS OF DRESS</th>
<th>MEN</th>
<th>WOMEN</th>
</tr>
</thead>
</table>
| To be worn at RCMP or RCMP Veterans; Association formal evening events or similar events hosted by public or private groups, e.g. mess dinners, dining-in nights, formal civilian dinner dances. | • red blazer with veterans’ crest and regimental brass buttons  
• dark blue trousers with black leather belt  
• white formal shirt with bow tie, black or tartan  
• cummerbund black or tartan  
• black oxford-style shoes with black socks. | • red blazer with veterans’ crest and regimental brass buttons  
• dark blue slacks or skirt, full length  
• white formal shirt/blouse with tie/scarf, traditional or tartan  
• black formal leather shoes, with dark nylon stockings. |
Attire

1. Veterans’ Association members, who left the Force in good standing as regular or special constable members, may wear the RCMP uniform on state and official occasions. See references below.

2. Veterans’ Association members may wear appropriate civilian business or formal attire in lieu of, and consistent with, orders of dress described above.

3. The headdress of the Association is the 1901 pattern Field Service Cap (wedge cap), dark blue with yellow piping, with Veterans’ Association metal cap badge. See references below.

4. Regimental ties, in accordance with the RCMP Uniform and Dress Manual (UDM), include both the traditional blue/gold striped pattern and the RCMP tartan.

5. A plain dark blue overcoat, ¾ length, is worn over Parade and Ceremonial Dress when part of a formed unit parading outdoors in inclement weather.

6. Chaplain’s attire provides for the wearing of a clergy shirt with ‘roman collar’, in a colour consistent with the Chaplain’s denomination. Chaplains’ stoles, with RCMP or Veterans’ Association crest(s) affixed, may be procured from the RCMP through the master tailor at Central Stores in Ottawa.

Medals, Decorations and Insignia

7. Medals: Large medals are worn for parades, services and ceremonies and other daytime functions, centered on the left breast of the blazer, with the bottom of the medals .625 cm (¼") above the top of the pocket line. Large Medals are worn on the left breast of the overcoat when worn over the blue/red blazer on parade. Miniature medals are worn after 18:00 hrs. for formal dinner/evening events on the left lapel of the blazer immediately below the buttonhole.

8. Authorized Orders & Decorations: Information on authorized wearing of medals and the order of their precedence is outlined on the Governor General of Canada web site under Honours at www.gc.ca/document.aspx?id=14979 Information on Canadian Association Honours, RCMP Long Service Awards and Foreign Orders, Decorations and Medals as they pertain to the RCMP are outlined in the Administration Manual, AM II.3, and the Uniform and Dress Manual, UDM 1.G.1 and G3, and UDM Appendices 1-1, 7-1. Medals or bars for provincial and/or territorial awards for valour, meritorious and long service may be worn by association members who have been officially presented with these awards by the granting province or territory.
9. **Commendation Insignia:** The RCMP Commissioner’s, Commander’s, Canadian Force’s Commander in Chief, Vice-Regal and Territorial Commissioner’s commendation bar/insignia is worn centered and immediately below the bottom of large medals, and on the lapel immediately below the bottom of miniature medals.

10. **Court-Mounting:** Two or more large or miniature medals may be court-mounted with scarlet red court-mounting cloth. For large medals, the total length from top to bottom is 9 cm (3 ½”). For miniature medals, the total length from top to bottom is 5 cm (2”).

11. **Undress Ribbons:** Undress ribbons may be worn on the blazer centered and .625 cm (¼”) above the top of the pocket line.

12. **Business and Formal Civilian Attire:** Veterans wearing business or formal civilian attire may wear medals. Occasions for wear include: state functions, RCMP funerals/services and parades, mess dinners and regimental balls, and other occasions as sanctioned by the association. Large medals are worn centered on the left breast of the jacket, with the bottom of the medals .625 cm (¼”) above the top of the pocket line. Miniature medals are worn after 1800 hrs. for formal dinner/evening events on the left lapel of the blazer immediately below the buttonhole.

### Pins and Emblems

13. **The President’s Medallion:** complete with scarlet & gold ribbon for the Association President and Governors, and blue & gold ribbon for Division Presidents, is worn around the neck and centered directly below the tie knot. The medallion, with ribbon, is worn during formal functions with large/miniature medals.

14. **Veterans’ service pin, bar(s) and name tag:** are worn on the right lapel of the blue/red blazer in Parade and Ceremonial orders of dress. The name tag is worn immediately above the veterans’ service pin and bar(s). Only the last service pin is to be displayed. When large/miniature medals are worn, the name tag, pin and bar(s) are removed.
15 The Mourning Ribbon: adopted for use of the RCMP and Veterans’ Association, is the black and blue looped ribbon, held in place by a silver police badge emblazoned with a maple leaf. It is the official pin of the Police and Peace Officers’ Memorial Ribbon Society.


It is worn while attending federal, provincial/territorial or municipal memorial parades and services honouring peace officers that have lost their lives on or in the line of duty. It may also be worn at a funeral/service of a serving or retired peace officer who has died other than on duty. It is worn on the left lapel between the buttonhole and the top of the breast pocket. When large/miniature medals are worn that overlap the left lapel, the pin is worn immediately above the medals on the lapel.

16. The Poppy: is worn while attending Remembrance Day parades and services. With headdress, the Poppy is worn immediately behind the cap badge. When headdress is not worn, the Poppy is worn on the left lapel between the buttonhole and the top of the breast pocket. When large/miniature medals are worn that overlap the left lapel, the poppy is worn immediately above the medals on the lapel.

17. The Maple Leaf Pin: may be worn during Canada Day celebrations on the left lapel between the buttonhole and the top of the breast pocket. When large/miniature medals are worn that overlap the left lapel, the pin is worn immediately above the medals on the lapel.

18. The Veterans’ Retirement Lapel Pin: issued to or procured by Regular Members upon retirement, is worn on the left lapel between the buttonhole and the top of the breast pocket. When large/miniature medals are worn, the lapel pin is removed.

NOTICE
Effective September 1, 2014 all orders for kit and clothing are to be made through the RCMP Veterans’ Association Canteen in Edmonton. Telephone 780-412-5572. Fax 780-412-5789. Email canteen@edmrcmpvets.ca. Hours of operation are Tuesday to Friday from 10h00 to 2h00.
REFERENCES:

19. The RCMP Uniform: Section 68 of the RCMP Regulations, effective 1988-06-30, permits the Commissioner to authorize regular members and special constable members, who retire or are medically discharged, to continue to wear the RCMP uniform on state and official occasions (UDM 1.K.1 refers). Section 68 is not retroactive, therefore regular and special constable members who retired before 1988-06-30 are not authorized to wear the uniform. Under the Commissioner’s delegation of authority to Commanding Officers, a regular or special constable member in good standing may be authorized to wear the appropriate RCMP uniform if he/she:
   
   i. retired with a minimum of 20 years of RCMP service, or
   
   ii. discharged from the RCMP for medical reasons pursuant to Section 19 (a) of the RCMP Regulations and requests permission, or
   
   iii. under exceptional circumstances, retires in good standing with less than 20 years of RCMP service and requests permission, or
   
   iv. converts to a civilian member and meets the requirements.

20. Blue blazer: The blue blazer was first approved for wear by the Association in 1933, and was re-designed in 1948. Uniforms of the Royal Canadian Mounted Police, James J. Boulton, Turner-Warwick Publications Inc., 1990.

21. Red blazer: There is no known record, from Annual General Meeting (AGM) minutes, that confirms the adoption of the red blazer as official attire of the Association. It is surmised that the red blazer appeared as conventional attire in light of Section 68 of the RCMP Regulations that came into effect on 1988-06-30. Because the regulation was not retroactive, association members who are not grandfathered adopted attire that included the red serge.

22. Field Service (Wedge) Cap: The field service cap was adopted as the official headdress of the Association at its Annual General Meeting (AGM) held in Lethbridge, Alberta in 1974. Officers of the Force wore variants of the field service cap starting in 1880. The pattern adopted by the Association was worn by other ranks from 1901 and was discontinued in 1904. Uniforms of the Royal Canadian Mounted Police, James J. Boulton, Turner-Warwick Publications Inc., 1990.
No 1: Duty and Parade

With large medals and headdress

With large medals and overcoat

Placement of the poppy with and without headdress, male and female.
No 1: Duty and Parade

Without medals and headdress and placement of pins

With headdress and scarf

No 2: Ceremonial

With headdress and large medals

With headdress and mid-length skirt
No 2: Ceremonial

With large medals, pins and emblems

With slacks and headdress

No 3: Formal

With full length skirt

Placement of miniature medals
Any questions related to the content of this manual should be forwarded to:

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