



LAST POST FUND  
FONDS DU SOUVENIR



# ANNUAL ACTIVITY REPORT

1 APRIL 2019 - 31 MARCH 2020

LAST POST FUND | FONDS DU SOUVENIR

NATIONAL OFFICE

#401-505 Boul. René-Lévesque West, Montréal, QC H2Z 1Y7

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## Message from our National President

*"To honour and protect in death seems but a small return to those who have protected their country in life."*

**- Arthur Hair,  
Founder of Last Post Fund**



As I approach the end of my second year as National President, I continue to be impressed with the hard work and dedication of our members, directors, and staff at the Last Post Fund. Seldom does a week go by without our receiving a letter or communication of thanks from the families of the deceased veterans who were assisted by the Last Post Fund. My heartfelt thanks in particular go to our counsellors, who consistently present the organization in a proactive and professional manner, while dealing with friends and family of deceased Veterans at a very stressful and emotional time in their lives. You make us proud every day.

You will see in this Report that this past year marked the introduction of the Indigenous Veterans Initiative (IVI). Through this initiative, the Last Post Fund provides grave markers for unmarked Indigenous Veterans who have been deceased for at least 5 years. The Last Post Fund is also responding to requests to add traditional names to markers of deceased Indigenous Veterans.

The year ended with the Last Post Fund significantly “retooling” its operation in the challenging Covid19 pandemic. Under the expert guidance of our Executive Director, we were able to continue our important work on a completely remote basis, with all counsellors and staff working from home. The transition appeared to be virtually seamless. Well done Ed Pahud! This was truly a remarkable achievement, demonstrating excellent teamwork and business acumen.

Many thanks also to our numerous members across Canada, through whom the Last Post Fund, under the leadership of provincial Branch Presidents, continues on as an effective national organization. Although the pandemic requires that the upcoming annual general meeting be “virtual”, plans are afoot to schedule an in-person Governing Council meeting of Branch Presidents as early as circumstances will permit.

All the best for a safe, healthy, and happy year ahead!

A handwritten signature in black ink, appearing to read 'Raymond Mikkola'.

LCol Raymond Mikkola (Retired)  
National President

## Executive Summary

We reached the 110-year milestone of service to Veterans this past year, few organizations have withstood such a long life! Our services remain relevant despite diminishing numbers of applicants under the Funeral and Burial Program due to the decreasing population of war-time Veterans who were once the core recipients of our aid.

Our Unmarked Graves Program has grown substantially this past year with an increase in the number of researchers, including highly motivated LPF members. Unlike recent prior years which were dominated by the large Mountain View Project in Vancouver, we now have a highly diversified mix of smaller projects from across the country. I am particularly pleased about the Lakeshore Psychiatric Hospital project and those that have come to light in other similar institutions across Canada, where Veterans died while receiving care and were unceremoniously buried in unmarked graves on hospital grounds or in surrounding cemeteries.

The newest of our programs, the Indigenous Veterans Initiative (IVI), aims to reach out to Indigenous Veterans and their communities in the spirit of Reconciliation. The Initiative made great strides in its first full year: many communities were contacted, Indigenous researchers were recruited, portions of our list were shared for review, unmarked graves were found, markers ordered, and graves marked. A complete report of the IVI will be shared with our members separately from this report.

Despite the disruptions caused by the Covid-19 pandemic restrictions we were able to fully service our applicants and send out payments to approved cases and to our trusted suppliers on a regular basis. For the health of our employees and the public in general we transitioned to a work from home business format which will become the structure of the LPF in the future, one small head office with the majority of employees working from home on a permanent basis.

On behalf of myself and the entire LPF staff, it is our honour and pleasure to continue our tradition of service to and recognition of Veterans.



A handwritten signature in black ink, appearing to read 'Edouard Pahud'.

Edouard Pahud, CPA, CA  
Executive Director



## Last Post Fund Governing Council Members

Pursuant to the Last Post Fund General By-laws, the following Directors were duly elected as Last Post Fund Governing Council Members for the period of 2019-2020.

### LPF GOVERNING COUNCIL 2019-2020



#### Front row, left to right:

Mr. Edouard Pahud, Executive Director; MWO Paul O'Boyle (Retired), President Nova Scotia; Lt Don Newell (Retired), President Newfoundland-Labrador; HCol Gilbert Taylor (Retired), Secretary; LCol Raymond Mikkola (Retired), National President; RAdm Barry Keeler (Retired), Past President; Col Douglas Briscoe (Retired), Vice-President West; Capt Ike Hall (Retired), Treasurer

#### Back row, left to right:

Mr. Alex Ilchenko, Honorary Solicitor; Col Randy Brooks (Retired), President Saskatchewan; Col Geordie Elms (Retired), President Ontario; LCol Hans Brink, (Retired) President Alberta; Capt. Paul Gallinger (Retired), President New-Brunswick/PEI; LCol Michel Crowe (Retired), President National Field of Honour; BGen Gaston Côté, President Québec; Maj. Gino Simeoni (Retired), President British Columbia; Maj Robert Orzechowski (Retired), President Manitoba

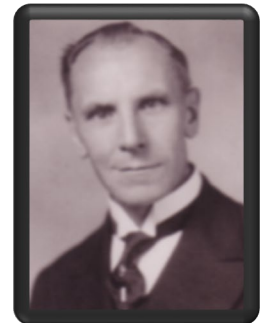
**Absent from photo:** Mr. Derek Sullivan, Vice-President East and Capt(N) Peter Langlais, Honorary President

## Introduction

This annual activity report provides a record of Last Post Fund activities for fiscal year 1 April 2019 to 31 March 2020.

## The Last Post Fund History

In December 1908, a homeless man was found unconscious and taken to the Montreal General Hospital. Head Orderly Arthur Hair, himself a Veteran of the South African War, found an envelope in the poor man's coat pocket. It contained an honourable discharge certificate issued by Britain's War Office for Trooper James Daly, who had served the Empire for 21 years. This certificate was the man's sole possession. Suffering from hypothermia and malnutrition, Daly died a few days later at age 53. In the absence of any friend or family member to claim his remains, his body was to be delivered to the morgue.



LPF FOUNDER,  
ARTHUR HAIR

Instead, Hair raised the money to provide the soldier with a dignified funeral and burial in the Notre-Dame-des-Neiges cemetery on Mount-Royal. His act of charity is the founding event of the Last Post Fund in Montreal on 19 April 1909. Thereafter, the Fund's Trustees launched a crusade to ensure that no serviceman or woman would suffer James Daly's narrowly-avoided fate.

The early work of the Fund was supported exclusively by private donations. In 1921, however, the Last Post Fund was federally incorporated and began to receive regular government subsidies, allowing the organization to expand its operations to the entire country. In 1995, it was mandated to deliver the Funeral and Burial Program on behalf of Veterans Affairs Canada.

Since 1909, hundreds of dedicated men and women have ensured that deceased Veterans receive the respectful recognition they have earned through their service and sacrifice.

## Mission and Activities

The mission of the Last Post Fund, a non-profit national organization, is to ensure that *no Veteran is denied a dignified funeral and burial, as well as a military gravestone, due to insufficient funds at time of death.*

Created 111 years ago, the Last Post Fund has since arranged funerals and, where necessary, burials and grave markers for **more than 156,000 Veterans** from Canada, Britain, Scotland, Ireland, Australia, Belgium, France, Poland, South Africa and other allied countries.

In addition to delivering the Funeral and Burial Program on behalf of Veterans Affairs Canada, the Last Post Fund supports other initiatives aimed at commemorating Canadian Veterans. These include the Last Post Fund's own military cemetery, the National Field of Honour in Pointe-Claire, Québec where **more**

**than 22,000 burials** have been performed since it was opened in 1930. The Fund also supports other local Fields of Honour and is present in over 2,900 cemeteries across the country.

The Last Post Fund recognizes the importance of honouring those who served our nation. Every year in June, commemorative ceremonies are held on the St. Lawrence River in Montreal, at the Notre-Dame-des-Neiges and Mount-Royal cemeteries, and at the National Field of Honour in Pointe-Claire, Québec.

Other activities include the Unmarked Graves Program through which the Last Post Fund provides military markers for eligible Veterans who have been deceased for over five years and lie in unmarked graves. Since the inception of this Program in 1996, **the graves of 6,341 Veterans** have been properly marked across the country.

The Indigenous Veterans Initiative launched in March of 2019 focuses specifically on Indigenous communities in an effort to provide grave markers to those who lie in unmarked graves as well as to update existing markers by the addition of the Indigenous Veteran's traditional name.

Finally, the Last Post Fund also works in conjunction with the Department of National Defence to provide headstones, markers or memorials for eligible Canadian Forces members who die while in service. To date, **532 such memorials** have been provided through the action of the Last Post Fund.

## The Organization

The Last Post Fund is made up of both volunteer members and paid employees. Its Boards of Directors are elected from a volunteer membership in each province. Each provincial Board of Directors elects a representative who sits on the national Governing Council. These elected representatives have overall responsibility for the strategic direction of the Last Post Fund's policies, standards and controls relating to administration and national program delivery.

In turn, the Governing Council delegates to the Executive Director the management responsibility for office operations and delivery of the national program as well as for communications and cooperative actions with Veterans Affairs Canada. The Executive Director operates from the Last Post Fund National Office in Montreal, Québec.

## Governing Council 2019 - 2020

Governing Council Directors	Name	Residence
Executive Committee		
National President	LCol Raymond Mikkola (Retired)	Mississauga, ON
Past National President	Rear Admiral Barry Keeler (Retired)	Halifax, NS
Vice President East	Mr. Derek Sullivan	Moncton, NB
Vice President West	Col Doug Briscoe (Retired)	Ottawa, ON
Treasurer	Capt Ike Hall (Retired)	Vancouver, BC
Secretary	HCol Gil Taylor	Toronto, ON
Branch Presidents (East to West)		
Newfoundland & Labrador	Maj James Lynch (Retired)	St. John's, NL
Nova Scotia	MWO Paul O'Boyle (Retired)	Dartmouth, NS
New Brunswick & PEI	Capt Paul Gallinger (Retired)	Oromocto, NB
Quebec	BGen Gaston Côté (Retired)	Longueuil, QC
National Field of Honour	LCol Michel Crowe (Retired)	Brossard, QC
Ontario	Col R.G. (Geordie) Elms (Retired)	Dundas, ON
Manitoba	Maj Robert Orzechowski (Retired)	Winnipeg, MB
Saskatchewan	Col Randy Brooks (Retired)	Regina, SK
Alberta	LCol Hans Brink (Retired)	St. Albert, AB
British Columbia	Maj Gino Simeoni (Retired)	Burnaby, BC
Veterans Affairs Canada Liaison		
DG Commemoration VAC	Mr. Paul Thomson	Charlottetown, PE
Honorary Roles		
Honorary Solicitor	Mr. Alex Ilchenko	Mississauga, ON
Honorary President	Capt (N) Peter Langlais (Retired)	Kirkland, QC



## National Office Staff 2019 - 2020

Role	Name
Executive Director	Édouard Pahud
Finance Manager	Frantzy Charles
Administrative Assistant	Natalie Escaler
Communications Officer	Justine McIntyre
Accounts Payable Clerk	Christian Dupuis
Indigenous Project Coordinator	Maria Trujillo
Senior Counsellor	Tara Muia
Counsellor	Serge St-Martin
Counsellor	Amy Khamlong
Counsellor	Jessica Sokoloski
Counsellor	Heather Pettipas
Counsellor	Kelly Martin

**NATIONAL OFFICE, MONTRÉAL**



**Left to right:**

Edouard Pahud, Amy Khamlong, Dino Kaoukis (*former Programmer-Analyst*), Frantzy Charles, Serge St-Martin, Maria Trujillo, Justine McIntyre, Mikae-Wood Mentor (*former Counsellor*) Natalie Escaler, Jessica Sokoloski (*Absent: Christian Dupuis*)

**TORONTO OFFICE**



**Left to right:**

Heather Pettipas, Tara Muia, Kelly Martin

## Funeral and Burial Program Operations

### Definitions: Standard, Assisted and Matter-of-Right Services

The Last Post Fund provides three types of funeral and burial services: standard services (Type 1); assisted services (Type 2); and matter-of-right services.

**Type 1 (standard) services** are provided when a Veteran's family approaches the Last Post Fund before funeral arrangements have been made. If the deceased Veteran is deemed eligible for benefits, the Last Post Fund will contract directly with the funeral home.

**Type 2 (assisted) services** are provided when the Veteran's family contracts for funeral arrangements and an application for financial assistance is submitted afterwards. If the deceased Veteran is deemed eligible for benefits, the Last Post Fund reimburses the family for allowable costs, as set out in the *Veterans Burial Regulations* (VBRs).

**Matter-of-right services** concern disability compensation recipients who die from their service-related condition. In this situation, the Veteran's family will receive a grant up to the maximum amount allowable under the VBRs, and no means-testing is required.

Potential clients for the Veterans Affairs Funeral and Burial Program (generally the next-of-kin or the executor of the Veteran's estate) apply to the Last Post Fund for funeral and burial benefits on behalf of Veterans who meet service eligibility criteria.

Once military service is confirmed, applications are submitted to *means testing* that assesses the financial status of the Veteran's estate at time of death. If the net worth of the estate is below the established financial level, a grant is approved to assist with funeral and burial expenses, as defined in the *Veterans Burial Regulations* (VBRs). If a pensioner dies from his/her pensioned condition, a full grant for an allowable amount is approved without means testing. These applications become *matter-of-right* cases.

**In the Canadian Government fiscal year from 1 April 2019 to 31 March 2020, the Last Post Fund processed 1,453 applications for funeral and burial grants, of which 745 were approved for grants.**

The following table is a summary of cases processed by the Last Post Fund in fiscal year 2019-2020.

### TOTAL PROGRAM ACTIVITY FOR FISCAL YEAR 2019-2020

2019-2020	Cases Approved	Cases Not Approved	MOR*	Total Cases Processed	Payments Disbursed
<b>Totals</b>	745	708	107	1,453	\$5,775,398

\* Matter of Right cases are included in Approved Cases.

## Funeral & Burial Program, 5-year Trend

The following tables show a five-year trend for cases processed, approved and not approved.

### AMOUNTS DISBURSED FOR CASES APPROVED | FIVE-YEAR TREND

Year	2015-16	2016-17	2017-18	2018-19	2019-20
Total	\$7,671,565	\$7,693,639	\$7,632,040	\$6,126,164	\$5,775,398

### TOTAL CASES PROCESSED (APPROVED AND NOT APPROVED) | FIVE-YEAR TREND

Year	2015-16	2016-17	2017-18	2018-19	2019-20
Total cases	2,239	1,945	2,217	1,902	1,453

### CASES APPROVED | FIVE-YEAR TREND

Year	2015-16	2016 -17	2017-18	2018-19	2019-20
Standard (Type 1)	204	184	78	49	46
Assisted (Type 2)	970	967	994	908	699
<b>Total approved</b>	<b>1,174</b>	<b>1,151</b>	<b>1,072</b>	<b>957</b>	<b>745</b>
Matter-of-right cases (included in Standard Types 1 & 2)	188	161	175	162	107

### CASES NOT APPROVED | FIVE-YEAR TREND

Year	2015-16	2016-17	2017-18	2018-19	2019-20
Not approved	1,065	794	1,145	945	708

PROCESSED CASES PER PROVINCE 2019-2020

	F&B				
Province	Cases Approved	Not approved	UGP	DND	Total
AB	54	68	112	0	234
BC	108	114	94	0	316
MB	27	42	82	1	152
NB/PEI	86	44	12	1	143
NL	37	15	5	0	57
IN.	10	10	5	0	25
NS	98	70	16	4	188
ON	244	211	70	1	526
QC	57	100	20	0	177
SK	24	34	17	0	75
<b>Totals</b>	<b>745</b>	<b>708</b>	<b>433</b>	<b>7</b>	<b>1,893</b>
UGP not approved					44
Total cases processed					<b>1,937</b>

## Unmarked Grave Program

The Last Post Fund initiated the Unmarked Grave Program in 1996 with financial assistance from Veterans Affairs Canada (VAC) to provide markers for Veterans deceased for over five years and lying in unmarked graves. The Last Post Fund receives annual financial support from Veterans Affairs Canada for this program. Applications to mark such graves are made to the Last Post Fund and provision for grave markers under this program is on a “first-approved-first-served” basis.

**In fiscal year 2019-2020, 433 markers were paid for and installed under the Unmarked Grave Program.**

## Indigenous Veterans Initiative (IVI)



The Indigenous Veterans Initiative (IVI) was inaugurated in March of 2019. Launched as an initiative of the Last Post Fund National Office with the approval of VAC, the Initiative is consistent with the Canadian government’s efforts towards advancing reconciliation and renewing the relationship with Indigenous peoples based on the recognition of rights, respect, cooperation and partnership<sup>1</sup>.

*\* A separate detailed report on the IVI will be provided to members.*

This program has two components:

- **Indigenous Unmarked Graves** To provide grave markers to Indigenous Veterans deceased for over 5 years and lying in unmarked graves.
- **Indigenous Traditional Name Marking** To add the traditional names of Indigenous Veterans, where requested, to new and existing military grave markers.

Both program components require research and community support from members of Canada’s Indigenous communities. The Indigenous Program Coordinator coordinates and oversees the IVI and manages the LPF’s partnerships with researchers.

**In fiscal year 2109-2020, 12 researchers in 36 Indigenous communities were recruited; 68 UMG were found of which 36 UMG were approved so far, and a total of 1,599 names were researched.**

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<sup>1</sup> Government of Canada website on Reconciliation:  
<https://www.rcaanc-cirnac.gc.ca/eng/1400782178444/1529183710887>



## Grave Markers

In fiscal year 2019-2020, the Last Post Fund installed **852 grave markers** through regional grave marker suppliers as follows:

Veterans Affairs Canada Funeral and Burial Program*	412
Last Post Fund Unmarked Grave Program	433
Department of National Defence Marker Program	7

\*including markers installed privately by families.

Veterans Affairs Canada provided **\$391,768** in funding for the Funeral and Burial Program.

Veterans Affairs Canada provided **\$764,274** in funding for the Unmarked Grave Program.

## Department of National Defence (DND) Grave Markers

In 1999, the Last Post Fund entered into an agreement with the Department of National Defence (DND) to provide grave markers for Canadian Armed Forces members who die while in service. Since 2000, the Last Post Fund assisted the DND in installing **532 grave markers** for deceased Canadian Forces members. In 2019-2020, **7 Canadian Forces markers** were installed. The Department of National Defence reimburses the Last Post Fund for this expenditure.

## Fields of Honour

In addition to the National Field of Honour in Pointe-Claire, Last Post Fund is responsible for the Ontario Field of Honour and the Manitoba Columbarium. As of last year, all of our niches at the Manitoba Columbarium as well as the Nova Scotia Columbarium, which is owned by the Halifax Regional municipality, are filled. Plots are available at the Ontario and Newfoundland Fields of Honour.



Aerial view of the National Field of Honour, Pointe-Claire, Québec.

### [LAST POST FUND NATIONAL FIELD OF HONOUR, POINTE-CLAIRE QC](#)

During the year 2019-2020, a total of **158 burials** were conducted, compared to **195** the prior year. The types of burials were as follows:

Casket burials – **41**

Urn burials – **84**

Columbarium – **33**

Since the year of its consecration in 1930, a total of **22,201 burials** have taken place at the Last Post Fund National Field of Honour. The Quebec Branch raised **\$77,803 in donations** for Last Post Fund's National Field of Honour in 2019-2020.

#### ONTARIO FIELD OF HONOUR, MEADOWVALE CEMETERY, BRAMPTON, ONTARIO

Located within Section 1 of Meadowvale Cemetery in Brampton, Ontario, the Ontario Field of Honour is located next to the Korean Veterans National Wall of Remembrance. As of 31 March 2019, **68 remaining plots** are available to Veterans.

#### MANITOBA COLUMBARIUM, BROOKSIDE CEMETERY, WINNIPEG MB

The Last Post Fund Manitoba Columbarium, located within Brookside Cemetery in Winnipeg, is a focal point as one of the oldest military Fields of Honour in Canada. Although all of the niches have been sold, the Last Post Fund continues to assist the City of Winnipeg to arrange opening and closing of niches for Veterans and their family members as well as arranging inscriptions on their niche plates, provided by Larsen's Memorials.

#### NOVA SCOTIA COLUMBARIUM, FAIRVIEW LAWN CEMETERY, HALIFAX, NOVA SCOTIA

The niches at the Last Post Fund Nova Scotia Columbarium located within Fairview Lawn Cemetery in Halifax are all filled. Halifax Regional Municipality owns the columbarium.

## Advocacy Goals

The Government of Canada has made significant changes to the benefits and eligibility in the F&B program. While we seek to continue alliances with like-minded Veterans' organizations, given that we deliver a government program our advocacy efforts are limited to issues related to our mandate. Two outstanding issues remain, which the Last Post Fund continues to address with the Minister of Veterans Affairs :

### 1. INDEXATION OF FUNERAL AND BURIAL PROGRAM BENEFITS

In 2016 the Federal budget increased the Estate Spousal Exemption and made provision for it to be indexed on an annual basis for cost-of-living. On the other hand, Budget 2013 increased the Funeral allowance component of the Program with no indexation clause. We believe that the Funeral allowance should receive the same indexation treatment as Estate Spousal Exemption; otherwise the Funeral allowance amount will only erode with time due to unaccounted-for inflation.

### 2. INCREASE THE FUNERAL AND BURIAL PROGRAM APPLICATION PERIOD

Families of deceased Veterans have one year from date of death to apply for benefits. This limitation is problematic for two reasons:

1. The LPF's greatest ongoing challenge is making Veterans and their families aware of the existence of the Funeral and Burial program. In doing this we become aware of some 50 or more cases per year where families belatedly learn they may well have been eligible for assistance; and
2. Even with knowledge of the Program, some grieving families do not manage to submit an application within the year.

Last Post Fund recommends increasing the application period to three years. A more compassionate approach may see the elimination of a time limit altogether.

## Veterans Affairs Canada case projections

The table below shows Veterans Affairs Canada's projections for Funeral & Burial Program and Unmarked Grave Program cases by fiscal year. *Please note that these are projections only and not actual program numbers.*

	F&B War Time	F&B MDV	Totals for F&B Program	Unmarked Grave Program	Grand Total
2015-16	729	445	1,174	344	1,518
2016-17	689	462	1,151	314	1,465
2017-18	590	482	1,072	262	1,334
2018-19	440	560	1,000	225	1,225
2019-20	380	590	970	200	1,170
2020-21	319	592	911	200	1,111
2021-22	196	644	840	150	990
2022-23	112	693	805	150	955



## Finance and Fundraising

Fiscal Year	2020	2019
Total Assets	\$3,915,072	\$3,341,075
Donations	\$113,768	\$104,783
Funeral and Burial Program	\$4,956,165	\$6,166,121
Unmarked Graves Program	\$830,270	\$672,539
Administration	\$1,489,827	\$1,776,410
Total Program Expenses	\$7,276,262	\$8,615,070
Administration Percentage	20.5%	20.6%
<b>Sources of donations:</b>		
Royal Canadian Legion	\$4,425	\$8,950
CanadaHelps.org - Online	\$16,025	\$13,013
Bequests	\$5,300	\$0
Other	\$88,018	\$82,820
Total Donations	\$113,768	\$104,783

The Last Post Fund received charitable donations from private organizations and the general public in all provinces (except Québec where donated funds are allocated to the National Field of Honour). These funds are used to support the Last Post Fund's National Field of Honour, other fields of honour across the country, and to finance various commemoration initiatives.

## Annual Commemorative Ceremonies

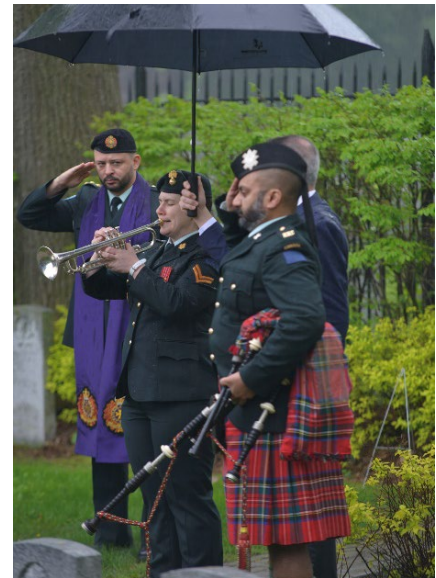


SATURDAY, 1 JUNE 2019

A ceremony to honour the memory of sailors of the Royal Canadian Navy and the Canadian Merchant Navy was held at the Clock tower in Montreal, Quebec. The Guest of Honour for the occasion was Commodore Michael Hopper, Commander of the Naval Reserve. In the photo (L) we see Past National President Rear Admiral (Retired) Barry Keeler preparing to fire a ceremonial cannon shot across the St Lawrence River.

SUNDAY, 2 JUNE 2019, 11:00 A.M.

The annual commemorative ceremony at the Notre-Dame-des-Neiges cemetery took place at the Field of Honour on Sunday morning, June 2nd. Following a rainy ceremony, guests headed to the National Field of Honour for the afternoon ceremony. Brigadier General Gaston Côté (Retired), President of the Quebec Branch of the Last Post Fund, presided over the ceremony.



SUNDAY, 2 JUNE 2019, 2:00 P.M.

The Honourable J. Michel Doyon, Lieutenant Governor of Québec was Guest of Honour for the Annual Commemorative Ceremony at the Last Post Fund's National Field of Honour.

The ceremony concluded with a musical performance from Ms. Jean Miso, who was presented with a special award from the Last Post Fund in recognition of her long-standing dedication to Veterans.

## Industry Events & Conferences

Below is a table detailing Industry Events at which LPF attendance was coordinated by the National Office in 2019-2020.

### INDUSTRY EVENTS & CONFERENCES 2019-2020

Date	Event	Location
April 12, 2019	Manitoba Funeral Association	Winnipeg, MB
April 17, 2019	Central Ontario Bereavement Alliance	Belleville, ON
April 25-27, 2019	Alberta Funeral Association	Edmonton, AB
April 29 - May 2, 2019	British Columbia Funeral Association/ Funeral Service Association of Canada	Kelowna, BC
May 23-24, 2019	Funeral and Cremation Services Council of Saskatchewan	Saskatoon, SK
May 30 - June 2, 2019	Federation of Canadian municipalities	Québec City, QC
June 18-20, 2019	National Association of Federal Retirees	Gatineau, QC
June 29 - July 6, 2019	Royal Nova Scotia Tattoo	Halifax, NS
August 30 – September 2, 2019	Brome Agricultural Fair	Brome, QC
September 9-11, 2019	Congrès thanatologues Québec (Québec Funeral Directors Conference)	Rimouski, QC
September 10-12, 2019	Western Canada Cemetery Association Conference	Saskatoon, SK
September 24, 2019	Kelly's Funeral Home	Ottawa, ON
September 26-30, 2019	BC/Yukon Royal Canadian Legion Convention	Penticton, BC
September 27-29, 2019	Le Salon FADOQ-QC et Chaudière Appalaches	Québec City, QC
October 8-10, 2019	Ontario Association of Funeral and Cemetery Professionals Tradeshow	Blue Mountain, ON
October 18, 2019	National Association of Federal Retirees-QC Branch	Québec City, QC
October 19, 2019	UN/NATO Canada QC Branch	Trois-Rivières, QC
November 2-3, 2019	Salon de la Mort (Death Convention)	Montréal, QC
March 12, 2020	Royal Canadian Legion National Headquarters	Ottawa, ON

## Awards & Special Ceremonies

### FOREST LAWN MEMORIAL GARDEN CENOTAPH



On December 6<sup>th</sup>, 2019 The British Columbia Chapter of the Last Post Fund unveiled the Forest Lawn Memorial Garden cenotaph in Burnaby, BC. Attending the ceremony were Janet Routledge, MLA for Burnaby North, representatives from Veterans Affairs Canada, Burnaby Fire Department, RCMP Detachment Burnaby, BC Commissionaires, Legion, Branch 83, BC Veterans Commemorative Association, Forest Lawn Memorial Park, as well as members from the Last Post Fund BC Branch.

The monument memorializes those women and men who have answered the clarion call and are forever honoured by their countrymen, represented in the playing of the Last Post.

### CERTIFICATE OF APPRECIATION, MS. JEAN MISO



During the June 2<sup>nd</sup> 2019 commemoration ceremony at the Last Post Fund National Field of Honour in Pointe-Claire, Québec, National President LCol (Ret'd) Ray Mikkola, CD presented a certificate of appreciation to singer Jean Miso for her dedication to commemorating Veterans. Ms. Miso graced the assembled guests with the interpretation of a song she had composed in homage to Veterans, in a performance enhanced by sign language. In December of 2019, Ms. Miso again showed her notable generosity towards our cause with a donation in the amount of \$2,000 to our organization.

(Left to Right): Ms. Jean Miso, The Honorable J. Michel Doyon, Lieutenant Governor of Québec, Last Post Fund National President LCol (Ret'd) Ray Mikkola, CD



#### POLISH MILITARY HISTORICAL INSTITUTE DELEGATION

On October 7, 2019 The Last Post Fund National Office, the Last Post Fund Québec Branch and the LPF National Field of Honour received a delegation of distinguished visitors from the Polish Military Historical Institute (*Wojskowe Biuro Historyczne*) headed by its director, Prof. Sławomir Cenckiewicz and accompanied by the Consul General for the Republic of Poland in Montreal, Dariusz Wisniewski. The delegation visited the National Field of Honour to mark the 50th anniversary of the death of General Kazimierz Sosnkowski, whose son Peter was also in attendance. Gen. Kazimierz Sosnkowski was an important figure in Polish military history who made his home in Canada after the war and is buried in the National Field of Honour in Pointe-Claire.



The Polish delegation was led by Prof. Sławomir Cenckiewicz (centre, with blue scarf) and accompanied by the Consul General for the Republic of Poland in Montreal, Mr. Dariusz Wisniewski (behind him, to the right). Also in the photo, Mr. Edouard Pahud, LPF Executive Director (far left); NFOH Vice-President Lieutenant Colonel Michel Crowe, CD (Retired) (back row, next to E. Pahud) and NFOH President Brigadier-General Gaston Côté, OMM, CD (Retired) (front row, with buttoned overcoat), next to Peter Sosnkowski.



## Special Fundraising Initiatives

In September, a group of PEI Veterans got together with Bogside Brewery to honour the PEI Regiment with a fundraising initiative. They chose the name *Lighthorse* for the resulting brew, of which \$1 from every pint sold on tap, as well as a portion of retail can sales, goes to a fund directed by Veterans. We are honoured that they chose to support the Last Post Fund and hopeful that others may follow their example.

Below, Bogside Brewery owner David McGuire (centre), with some of the Veterans involved in the fundraising initiative.



## Strategic Action Plan

Guided by the five objectives/priorities outlined in the Strategic Action Plan (SAP) 2016-20, Governing Council (GC) members are assigned to various committees to work on specific strategic tasks. It is a living document that is enabling in nature and is an agenda item at each annual GC meeting to ensure it continues to meet Last Post Fund prerogatives. The year 2020 marks the final year of this 5-year SAP.

The five primary objectives identified by the SAP are:

1. Raising awareness of the LPF brand
2. Reviewing governance
3. Advocating on behalf of deceased Veterans and their loved ones
4. Fundraising to support the mandate
5. Ensuring membership in each Branch

## Communication Activities

Reporting directly to National Office Executive Director Edouard Pahud, the Communications Officer works in conjunction with the Communications Subcommittee to carry out communications directives.



**Our Provincial Branch members remain our greatest communications asset, and we are greatly indebted to them for their tireless dedication.**

In the above photo, taken at the 2019 Western Canada Cemetery Association (WCCA) Tradeshow, we see displayed the three Last Post Fund banners. On the left, the previous banner design featuring a Guard at the Arthur Currie Cross at the National Field of Honour in Pointe-Claire, QC; centre, the Indigenous Veterans Initiative banner, featuring Sgt Moogly Tetrault-Hamel, Indigenous Advisor to the Chaplain General; and on the right, the new standard LPF banner, featuring MCpl Jenny Labrador.

Sitting in front of the banner, ready to provide information are (L-R): Saskatchewan Branch Vice-President Lieutenant-Colonel Doug Penner (Retired), Maria Trujillo, IVI Program Coordinator and Saskatchewan Branch Member LCol Larry Wong (Retired).

## PHOTO USAGE CONSIDERATIONS

In 2019, Last Post Fund was able to secure the rights from the Canadian Press to use a photo of MCpl Jenny Labrador on our promotional banners and kiosks. However, each new usage of this photo requires a separately negotiated agreement based on the type of utilisation, estimated number of copies viewed or distributed, etc. Unfortunately, the Canadian Press is not willing to negotiate a comprehensive contract which would allow the LPF unlimited usage of the photo.

The Communications Officer has therefore identified several images from our archives which are currently being used in various contexts, including print advertising and poster design. The current orientation is to set up a photo shoot during the summer months of 2020 to recreate a setting similar to that of the MCpl Jenny Labrador photo. This plan may be delayed due to confinement measures relating to the COVID-19 pandemic. Until that time, communications will be produced using archived material.

## BANNERS

The LPF new banner design was deployed in the last quarter of 2018-2019.

In 2020, an additional banner was created to promote the Indigenous Veterans Initiative (IVI).

(See photo, pg. 24)

## POSTERS

Two new posters were created in 2019-2020. These two posters were designed for distribution in :

- Homeless shelters (see pg. 27)
- Regiments (see pg. 28)



## HOMELESS SHELTER CAMPAIGN

In addition to the posters, after meeting with Matthew Pierce, director of the Old Brewery Mission in Montreal, it was decided that an identification card for homeless Veterans would be useful. Sadly, many homeless, including Veterans, die alone without anyone to vouch for them or to acknowledge their past service. The card is made of resistant plastic and prominently displays the name and phone number of our organization and simple text identifying the bearer as a Veteran. Those persons seeking assistance at shelters who identify themselves as Veterans will be given this identification card to keep on their person.

## PUBLICATIONS

Several feature articles on the Last Post Fund were published in 2019-2020. Some of these were published as “sponsored content”, where publications granted space for an informational article upon purchase of advertising space. Sponsored content articles are useful in providing information on our services via industry publications such as Canadian Funeral magazine or the funeral insert of the Journal de Montréal.

Some notable non-sponsored content publications were several articles related to the launch of the Indigenous Veterans Initiative following our [press release of 19 June, 2019](#) as well as a feature story for the Ontario Historical Society that resulted in a new collaboration for an UMG project.

We are most grateful for Gil Taylor’s many talented written contributions detailing Canada’s military history, published in the Toronto Sun and propagated through other Postmedia publications, as well as a feature piece on the LPF for Canadian Military Family magazine (4 July, 2019). A brief sampling, below:

- 4 July, 2019, Canadian Military Family [Respecting our Fallen](#)
- 30 Dec, 2019, Toronto Sun [Canadian Heroism in the Battle of Britain](#)
- 18 January, 2020, Toronto Sun [Bloody Battle that doomed Hitler’s war machine](#)
- 3 Feb, 2020, Toronto Sun [Honouring Canada’s Role in the Italian Campaign](#)

## PRINT ADVERTISING

Below is a list of print advertising spots for 2019-2020:

Magazines (full, ½-page and ¼-page ads): Canadian Funeral News, Nation Drum, Esprit de Corps, Journal de Montréal, (special insert on funeral services), 50+ Lifestyle. Many of these ad spaces were offered to the LPF at discounted rates, as last-minute slots became available, requiring a quick turn-around time to produce design work.

Nova Scotia Tattoo program: A half-page English-language ad appeared in the Nova Scotia Tattoo program.

Royal Canadian Legion Military Service Recognition Book: A half-page bilingual ad appeared in the RCL Military Service Recognition Book for each of the 9 provincial branches.



## PROMOTIONAL ITEMS

New promotional materials include post-its and pens. These are small, inexpensive items that are easy to stock, easy to mail out to branch members, and are popular handouts at public events.



# They Stood On Guard

A dignified funeral and burial  
for Veterans in need



For guidance call  
the Last Post Fund



LAST POST FUND  
FONDS DU SOUVENIR

**1-800-465-7113 | [lastpostfund.ca](http://lastpostfund.ca)**





## E-NEWSLETTER

Since 2018 The Bugler has been replaced by the electronic newsletter format. The e-newsletter is an effective communication tool, allowing LPF to communicate frequently with members on a variety of topics in a concise format. The newsletter is sent out electronically via Constant Contact, an emailing service, to the inboxes of Last Post Fund members as well as to our mailing list of supporters. Besides the frequently updated members list, lists are divided into various categories: General Interest, Legion Branches, Military Journals, etc.

### SAMPLE NEWSLETTER



**LAST POST FUND**  
**FONDS DU SOUVENIR**

**Unclaimed Soldier receives proper Funeral & Burial | Un Soldat non-réclamé reçoit des funérailles et un enterrement dignes**



**CityNews**

**UNCLAIMED SOLDIER**

MON 5

IN TOUCH WITH US. CALL US AT 416-599-CITY (2489), SEND AN EMAIL TO NEWS@CITYNEWS.CA OR G 5:34 PM

Click on the image to watch the clip | Cliquer sur l'image pour visionner le clip. [toronto.citynews.ca](http://toronto.citynews.ca)

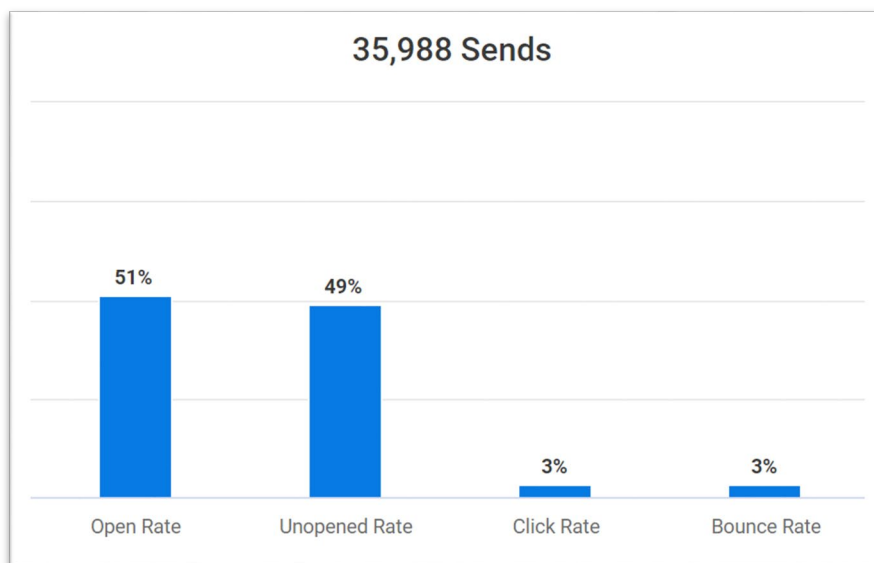
**"These Veterans deserve nothing but the best, and dignity when they pass away, and someone there to make sure that they're not alone." - Jeff O'Neil**

When Bruce Stephen Urquhart passed away, aged 69, no family members came forward to arrange for his funeral and burial. Urquhart had served in the Black Watch - Royal Highland Regiment of Canada as a reservist and had attained the level of Corporal. That's when Jeff O'Neil, President of the 372 Branch of the Royal Canadian Legion in Russell, ON stepped in. He contacted the Last Post Fund to open a case requesting Funeral and Burial benefits for this Veteran.

Urquhart's case was promptly taken up by one of our counsellors, and a funeral and burial were arranged, which took place last December 18th at Beechwood Cemetery in Ottawa. In attendance were members of the CAF as well as Royal Canadian Legion members, and the service was officiated by a military chaplain.

The newsletter, sent via Constant Contact directly to subscribers' inboxes, is generally well-appreciated and is a useful communication tool for providing updates on our activities and sharing news from our Branches. Newsletters are sent out as occasions arise, to commemorate important historical military events, or as relevant news items are brought to our attention, at an average frequency of 1.4 publications per week.

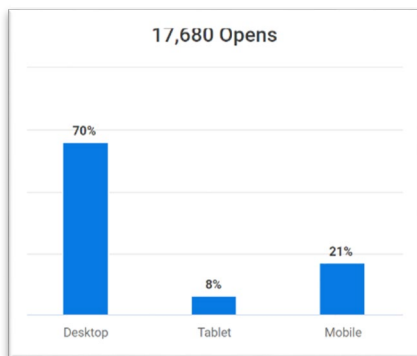
#### CONSTANT CONTACT OPEN, CLICK, BOUNCE RATES



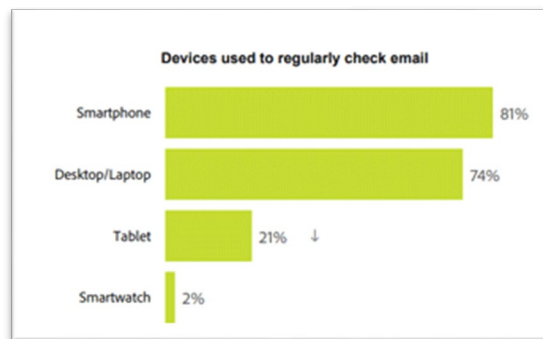
Our current open rate for the e-newsletter is 51%. While this is higher than the industry average (22%), it is low for a newsletter for which recipients have subscribed. This may point to overly active spam filters causing our emails to be directed to “promotions” or “spam” folders, where they go ignored. Even some of our current members are not opening Last Post Fund emails, and some have unsubscribed.

The low click rate (3%) is due to the fact that not all of our correspondence includes links. Where links are present, our click rate is between 8% for general newsletters (industry average is 7%) and 50% for official communications with our members. The low bounce rate (3%) indicates that the vast majority of the email addresses in our lists are valid; 3% have either unsubscribed or are inactive emails.

#### CONSTANT CONTACT OPENS BY DEVICE



#### DEVICES USED TO CHECK EMAIL



SOURCE: CAMPAIGNMONITOR.COM, 2018

The number of opens on desktop computers (70%) vs. mobile devices (8% on tablets, 21% on mobile phones) is unusual, the industry averages showing an opposite tendency, which may be attributable to the older age segment of our audience.

## Website & Social Media

The Last Post Fund website and social media accounts are an integral part of the communication strategy. Last Post Fund social media goals are:

1. Raise awareness of our programs to both general and targeted audiences
2. Increase applicant traffic to the LPF website
3. Facilitate donations to LPF

### LPF WEBSITE

The Last Post Fund website is an essential communications tool. The site is fully bilingual; users landing on the page are first invited to choose between the 2 official languages. Some of the essential information available on the website includes:

- A description of the various programs along with eligibility criteria
- Links to program application forms
- Contact information to speak with a counsellor (1-800 phone number, email, office address and opening hours)
- Link to our donations page and online donation form
- Regularly updated News & Events content

Some minor changes were made at the start of 2019 to the layout of the website, specifically to the homepage and the News & Events page. At this time, there are no plans to modify the website, whose function is essentially to provide information and facilitate applications.

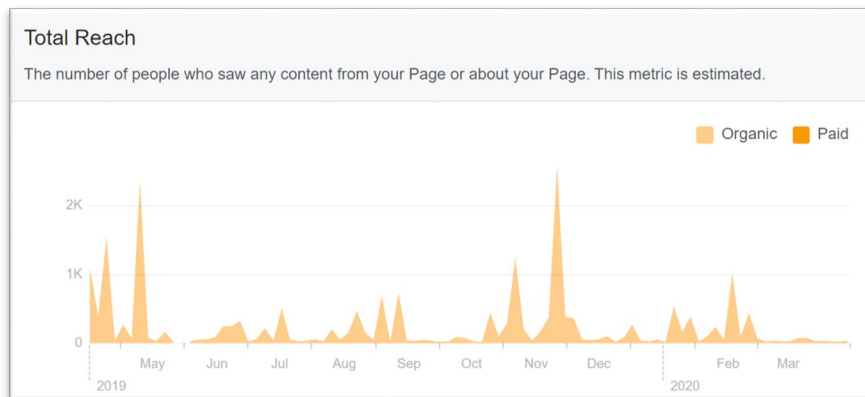
### FACEBOOK



Facebook remains an effective method for reaching a large audience. As of March 31, 2020, the Last Post Fund Facebook page @lastpostfund had 1,700 page followers. Our cover photo was updated with a photo from the 2019 Remembrance Day ceremony in Edmonton, featuring LCol (Retired) Hans Brink.

This striking photo was also used to produce a holiday greeting card and has been used consistently across our social media platforms (in the case of LinkedIn, a variant taken at the same occasion).

#### FACEBOOK TOTAL REACH 2019-2020



Over the course of the 2019-2020 period, various social media posts generated more interest than others, with interest peaking around Remembrance Day. Currently the social media focus on the COVID-19 crisis is tending to draw focus away from our posts. We did not use any funds to promote posts on Facebook, relying on “organic” reach.

#### FACEBOOK POSTS REACH (SAMPLING)

					Reach	Post Clicks	Reactions, Comments & Shares
11/06/2019 9:08 AM		LPF Alberta President Lieutenant-Colonel Hans Brink (Retired) lays a			2.9K		192 373
11/05/2019 9:56 AM		Thank you Bogside Brewing for sending photos from the launch! \$1			385		21 15
11/04/2019 12:00 PM		"He used to play at every November 11, every funeral for veteran			603		47 57
10/31/2019 8:35 AM		In partnership with the Uxbridge Legion, Maamawi will be selling			441		36 117
10/25/2019 8:16 AM		<3 <3 Bogside Brewing has launched Lighthouse Lagered Ale			403		25 54
10/23/2019 12:01 PM		Last Post Fund is thrilled to be the chosen charitable organization of			317		24 16
10/23/2019 8:29 AM		Random act of kindness. <3 Trucker buys dinner for Ottawa Vets			773		78 982
10/22/2019 2:26 PM		Last Post Fund ❤️s the The Memory Project - Le Projet Mémoire			256		12 25

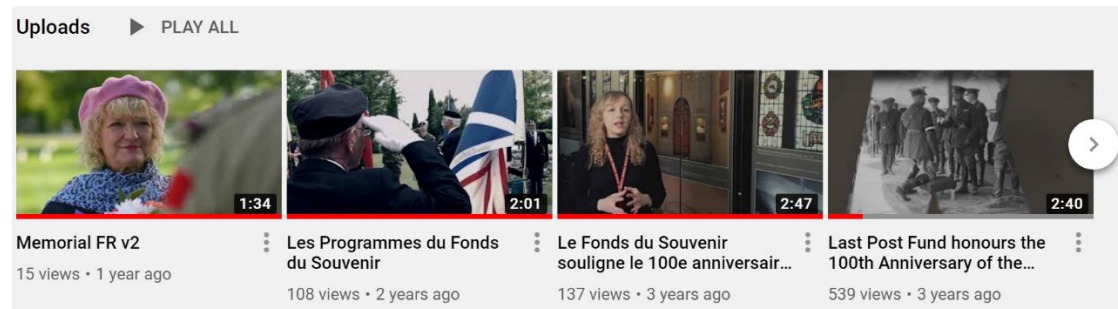
Certain posts garner more reactions than others; in 2019-2020 the post with the greatest reach at more than 2,900 people reached featured Alberta Branch President Lcol Hans Brink (Retired) laying a wreath at the *No Stone Left Alone* Remembrance Ceremony in Edmonton, AB, while the post that generated the most reactions, comments and shares was a news story about an American trucker who picked up the tab for a group of Canadian Veterans while passing through Ottawa.



Last Post Fund uses Facebook to keep our followers engaged, publishing stories about our activities, and sharing stories directly related to our audience i.e. those involving Canadian Veterans, with particular attention to maintaining the dignified tone and appropriate content of our publications. While this approach is not aimed at generating the highest click rates, that is not our goal; rather it is to maintain an active online presence as part of our larger goal of making Veterans aware of our services.

## YOUTUBE

Our YouTube channel has 17 subscribers, and features 11 professionally produced videos.



We continue to use these high-quality videos to promote our activities as well as to explain our mission through social media as well as on the Last Post Fund website.

## LINKEDIN



Since 2017, Last Post Fund has a corporate profile on LinkedIn, a professional networking website. Professional accomplishments are published to this page; for example, published articles mentioning the Last Post Fund, news of successful fundraisers and commemorative events.

## TWITTER



Twitter is primarily used to share timely news items as Twitter posts are more time-sensitive and ephemeral than posts on Facebook or YouTube. Unlike Facebook audiences, Twitter audiences tend to “react” less to posts; the objective is to generate impressions and post shares.

As of March 31<sup>st</sup>, the @LastPostFund Twitter account had 1,285 followers.

## Covid-19, New Challenges and a Look to the Future

The challenges related to the onset of the COVID-19 pandemic were primarily technological, related to enabling our staff to work from home. The urgent time frame for implementation of work-from-home capability was complicated by the wide variety of devices used at home by our employees. The rapid implementation was 90% effective as we were forced temporarily to rely on one counsellor to answer all English-language incoming calls. French-language calls and direct to counsellor extension calls were handled as voicemail-to-email rollovers. Cheques were prepared and mailed to our applicants on a weekly basis and there were no delays in making payments to our applicants and to vendors. Despite some initial challenges we were able to process our applications with minor or no delays compared to our regular work setup, and to maintain a regular level of service.

Prior to the Covid19 Pandemic, plans were already in place to close our Toronto office and reduce the size of the National Office. In the fall of 2019, one of our counsellors returned to her hometown in another province while continuing to work for the LPF. This arrangement served as a test case for having our counsellors work from home in a secure fashion. The setup — LPF equipment installed in the employee home with direct access via VPN to our servers — has been widely adopted, the majority of our employees are now installed this way in permanent fashion from their homes. Our office of the future will include a single site, a much smaller space significantly contributing to a reduction of our administrative expenses in future years.

The decline in wartime and modern-day Veteran applications has made it increasingly clear that the LPF needs to review our mandate and plan for new additional services to not only the dead but also the living. We have a highly skilled workforce and can apply our knowledge and skill to the benefit of other programs or services. This review and planning should be an important part of the next five-year Strategic Action Plan. The first phase of review and planning will commence with the meeting of the Governing Council this fall, in person if permitted by health authorities.

In closing, a reminder of why we carry on our work, in the words of some of the families we serve:

*We, as the family of the deceased veteran, were honoured that our father (husband) was helped so quickly and with so much more than we ever expected. The representative that I spoke with was extremely helpful and we would like to extend our thanks and best wishes to her for everything. We are so very grateful.*

*Our experience with LPF was extremely positive. We were amazed with the support we received. It most definitely relieved some of the financial stress from my mother and allowed her to properly grieve her loss. Our councillor was very caring and a great assistance through the process. Her professionalism made it easy for us. We will be forever grateful to the amazing organization Last Post Fund.*

*This was unbelievable financial assistance with my spouse's funeral costs. Some of my husband's last words were that Veterans Affairs would pay for his funeral...thank you for this assistance. The process was very simple, and payment received much sooner than expected.*

*C'est avec beaucoup d'admiration que j'offre ma gratitude infinie et ma profonde reconnaissance. Sans votre programme, je serais découragé par les frais funéraires qui n'avaient pas été payés par mon fils. Que dire maintenant de la pierre tombale, merci, mille fois merci.*

*Just want to say how amazing of an experience and say how honoured our father is and how grateful we are. Thank you. Lest we forget.*



**LAST POST FUND**  
**FONDS DU SOUVENIR**

## Annual Activity Report 2019-2020

**Prepared by Last Post Fund | Fonds du Souvenir National Office**

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