



Edmonton Salutes Committee - 2022 Annual Report

Overview

The Edmonton Salutes Committee spent 2022 implementing several actions related to the Goals of their Strategic Plan 2021-2024. Highlights include:

- **Goal 1: Recognition:** The Committee attended and/or sponsored several events related to their mandate (Table 2)
- **Goal 2: Community and Military Relations:** The Committee continued to build their relationships with the local military and community. They also engaged with new partners like Operation Restoration and Treble Victor.
- **Goal 3: Effective Governance:** The Committee established four subcommittees who developed new policies, orientation and several recommendations for the whole Committee (Table 1)

Introduction

Edmonton Salutes Committee promotes and recognizes our local military community contributions at home and abroad. This is a Council Committee with a Council representative and participation of the regional mayors, military, and community-at-large.

The Committee works to promote the importance and value of the military, veterans, and their families to the region. They also promote and participate in events in the community (i.e. Remembrance Day, Fundraisers, Freedom of the City parades) and provides grants and donations to support and recognize the military community. Their decisions and updates can be found in Committee approved meeting minutes on the Edmonton Salutes Website.

Committee Summary of Events and Work January - December 2022

The ESC updated their bylaw Edmonton Salutes Bylaw 19018, near the end of 2021. Which meant the beginning of 2022 was spent implementing the updates from the bylaw, including setting up subcommittees and determining priorities. By the end of April, all four subcommittees met at least once, updated their terms of reference and began their mandated work. Table 1 lists each subcommittee, the work they completed in 2022. Members convened eleven times as a large Committee in 2022, passing their governance, policies, procedures and funding requests along with sharing various community and military events and encouraging participation. It should be noted that the ESC does not typically communicate or report to Council with

recommendations, however, there were events that Mayor and Council were invited to and attended throughout the year.

A priority in 2022 for the Edmonton Salutes Committee was sponsoring, supporting and attending events and activities (see Table 2 for full list). This was especially important for the Committee because for many events, this was the first time they were hosted since the pandemic started, as well as events that had been postponed due to the pandemic. Many of these events supported key partnerships with the Military, Navy, Air Forces, community organizations and municipal neighbours. Some highlights include the annual Military and Family Resource Centre Yellow Ribbon Gala, the 80th anniversary of the 408 Tactical Helicopter Squadron, the CLFC and Chamber Business Luncheon highlighting reservists and the visit from HMCS Edmonton. Edmonton Salutes members attended these events along with City leadership, Mayor and Council members, military leaders, community leaders and citizens. The Chair attended several more events, meetings and luncheons on behalf of Edmonton Salutes, where he networked and often brought back relevant community information or presentations to the Committee. ES members reported great attendance and successes at recognizing the service of our Military and the support that helps our forces and their families.

The Committee welcomed several new members this year, including two community members appointed by Council in April 2022. All members were oriented by the membership and orientation subcommittee. Six community members are up for re-appointment in 2023. All but one have been selected to remain on the Committee. Their reappointments will be reviewed and presented to Council in 2023. The recruitment for the community member position is already posted and will be filled at the end of April 2023. A full list of members and their terms can be found here.

Strategic Alignment

The Edmonton Salutes Committee Strategic Plan 2021-2024 outlines three Goals the Committee agreed to achieving in the next few years:

- Goal 1: Recognition
- Goal 2: Community and Military Relations
- Goal 3: Effective Governance.

This past year, 2022, proved to be both productive and challenging in terms of meeting the outcomes of each goal. Of the three goals, the third, Effective Governance saw the most progress with the set-up and functioning of all sub-committees, several policies and processes, and an orientation plan. Relationships (Goal 2: Community and Military Relations) with the Canadian Armed Forces (CAF) were maintained through regular attendance of Military, Airforce and Navy representatives at Committee meetings. Attending business luncheons at the base, celebrating the 80th anniversary of the 408 Tactical Helicopter Squadron and hosting HMCS Edmonton further bolstered the relationship with the CAF. Other relationships with Military supportive organizations (ex. MFRC, No Stone Left Alone, Canadian Forces Liaison Council) continued, mostly through engagement at Committee meetings. However, the ESC welcomed and supported other organizations not

historically involved with the Committee, such as the Wellness Lounge at Cannacore, Treble Victor, and Operation Restoration.

Likely the biggest challenge for ES was raising awareness of the Committee (under Goal 1:Recognition), especially with community organizations or members they had not engaged with in the past. Coming out of the restrictions from the pandemic brought opportunities to attend more events and spread awareness through attendance, however, these events occurred later in the year and it was often difficult to fill all the spots or give away the tickets to the members. Sometimes this was due to last minute cancellations (due to illness) or not enough interest in the event. However, at the end of the year, they connected with several news media sources and were able to send holiday wishes to the Military and their families through traditional and social media (see example).

Budget

The Edmonton Salutes Committee started the year with \$60,000 budgeted towards sponsoring and attending events, supporting local military related organizations, advertising and hosting and attending meetings. 2022 spending totalled \$49,740.23 of the allocated budget. The majority of unspent funds were due to events not occurring this year or coming under budget for meetings and lunch expenses.

Table 1: ESC Subcommittee Work

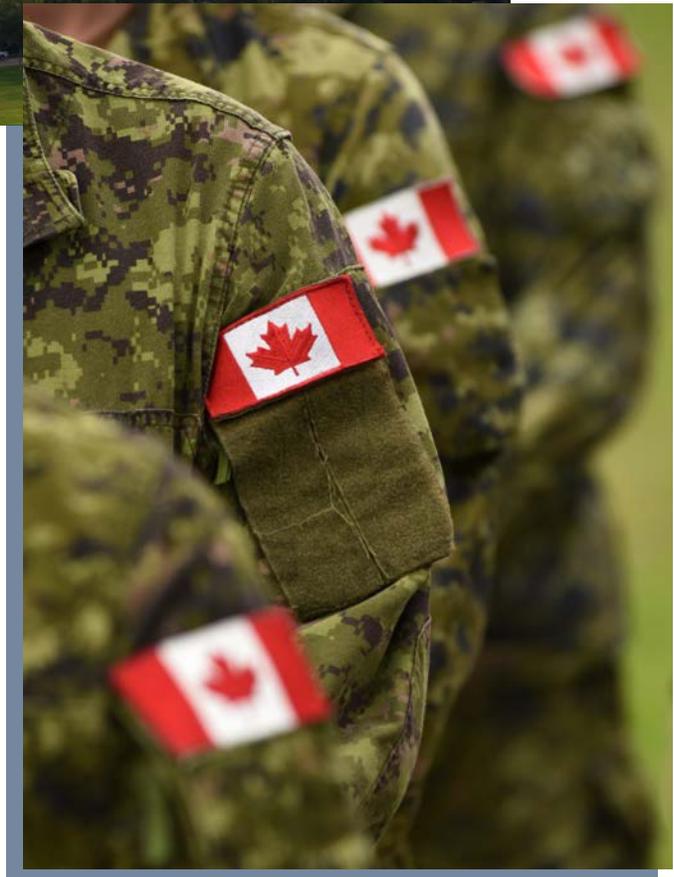
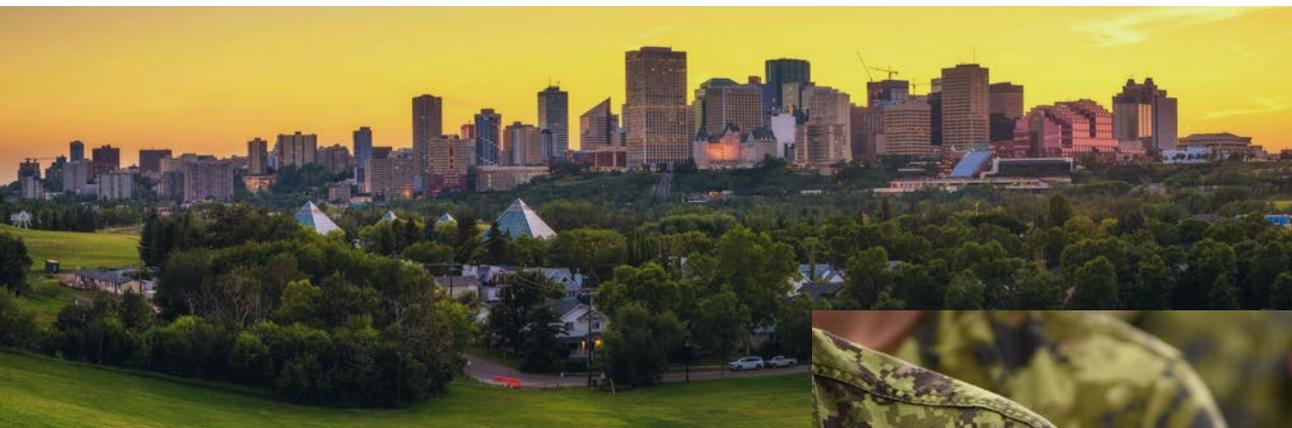
Subcommittee	Description of Work
Membership and Orientation (Met 3 times)	<ul style="list-style-type: none"> ● Updated and received approval for TOR ● Created an orientation plan ● Created an orientation program which is hosted on Moodle ● Oriented five new members
Bylaw and Policy (Met 2 times)	<ul style="list-style-type: none"> ● Updated and received approval for TOR ● Updated and received approval of the following policies: <ul style="list-style-type: none"> ○ Chair Role Description ○ Event Attendance Policy ○ Expense Policy ○ Chair Election Process
Budget (Met 5 times)	<ul style="list-style-type: none"> ● Updated and received approval for TOR <ul style="list-style-type: none"> ○ Changed subcommittee name from Funding to Budget ● Approved funding requests for <ul style="list-style-type: none"> ○ The 408 Tactical Helicopter 80th Anniversary ○ CFLC and Chamber Leveraging Reservists Luncheon ○ Operation Restoration ○ A Dance to Remember Gala with No Stone Left Alone ○ Veterans Association Food Bank
Strategic Action (Met 6 times)	<ul style="list-style-type: none"> ● Updated and received approval for TOR ● Reviewed and began to prioritize actions and activities for ESC ● Identified new and emerging events and activities for ESC ● Created and distributed Holiday Messaging to partners who shared in their news and social media

Table 2: Edmonton Salutes Events

Event	Date	Involvement
Treble Victor hosted at CannaConnect - Event brings veterans and business community members together to network.	May 10, 2022	<input type="checkbox"/> Sponsored <input checked="" type="checkbox"/> Attended <input type="checkbox"/> Hosted
MFRC Yellow Ribbon Gala - Annual event that raises funds for the Military Family Resource Centre	June 4, 2022	<input checked="" type="checkbox"/> Sponsored <input checked="" type="checkbox"/> Attended <input type="checkbox"/> Hosted
408 Tactical Helicopter Squadron 80th Anniversary - Celebration with many events throughout the weekend including a dinner and golf tournament	June 17-19, 2022	<input checked="" type="checkbox"/> Sponsored <input checked="" type="checkbox"/> Attended <input type="checkbox"/> Hosted
Leveraging the Reservist Workforce Luncheon - Event hosted by the CFLC and Edmonton Chamber to recognize the value and service of Reservists	September 29, 2022	<input checked="" type="checkbox"/> Sponsored <input checked="" type="checkbox"/> Attended <input type="checkbox"/> Hosted
HMCS Edmonton Visit - City of Edmonton, along with ES, HMCS Nonsuch and the CAF hosted 9 crew members of HMCS Edmonton. Events included tours of city attractions, school visits, mayor's welcome and other networking events.	September 26-30, 2022	<input checked="" type="checkbox"/> Sponsored <input checked="" type="checkbox"/> Attended <input checked="" type="checkbox"/> Hosted
Freedom of the City - Was scaled down to a smaller event due to changes in the CAF direction. Hosted at the 3rd Canadian Division Base.	October 22, 2022	<input type="checkbox"/> Sponsored <input checked="" type="checkbox"/> Attended <input type="checkbox"/> Hosted
Dance to Remember, No Stone Left Alone Gala - Fundraising event for No Stone Left Alone	November 4, 2022	<input checked="" type="checkbox"/> Sponsored <input checked="" type="checkbox"/> Attended <input type="checkbox"/> Hosted
Remembrance Day - Various events occur across the City and in regional communities to honour Remembrance Day	November 11, 2022	<input type="checkbox"/> Sponsored <input checked="" type="checkbox"/> Attended <input type="checkbox"/> Hosted
Citadel Production for Military Families - ES provided tickets for families to attend the show	November 26, 2022	<input checked="" type="checkbox"/> Sponsored <input type="checkbox"/> Attended <input type="checkbox"/> Hosted
Royal Canadian Artillery Band Christmas Concert - Free concert offered to the community	December 12, 2022	<input checked="" type="checkbox"/> Sponsored <input checked="" type="checkbox"/> Attended <input type="checkbox"/> Hosted
Other Notable Events that the chair or other members attended: <ul style="list-style-type: none"> • Edmonton United Services Institute Annual symposium, March 5, 2022 • Homes for Heroes Visit , March 2022 • Veterans Food bank Event, February 12, 2022 • Military Networking Business Luncheon, May 27, 2022 • Sir Winston Churchill Society of Edmonton's 56th Annual Banquet, June 21, 2022 • Golf tournament for Veterans Association Food Bank, June 29, 2022 • Operation Restoration, many events throughout Fall 2022 • Dedication to Light Horse Park, October 1, 2022 		

Edmonton Salutes Committee

STRATEGIC PLAN 2021-2024



Prepared by



Message from the Committee



The Edmonton Salutes Committee is a committee of Edmonton City Council that is charged with building and maintaining relationships between the City and region and the Canadian Armed Forces members and families who are stationed and serve locally. Members of the Committee are drawn from citizens at large, organizations that have strong relationships with the Canadian Armed Forces. Advisors represent regional governments, the military, and the City of Edmonton.

In fall 2020 the Committee members met to create the Committee's first strategic plan. This three-year plan is the result of that effort. The plan starts with the Committee's vision of success and its reason for being. IT then looks to changes the Committee wants to bring about over time and identifies some tactics or strategies that will work towards completing those goals.

Vision

What success looks like for the Edmonton region a generation from now because of the work of Edmonton Salutes.

A region where all citizens recognize and embrace the contributions of our armed forces, our military families, and our veterans. building connections that cultivate value for all.



Mission

What Edmonton City Council sees as the way for Edmonton Salutes to achieve its vision.

To recognize the value of the contributions made by military personnel and their families who reside within the city and surrounding areas.

This mission is contained within the Edmonton Salutes Bylaw that governs the Committee's actions.

Goals

There are three major areas that will bring change over time because of the work of Edmonton Salutes.

Within each goal are a series of Actions that the Committee can carry out to advance the goal. These Actions are divided into timeliness categories.

Now

Work to begin or to continue within the next year. These are the highest priority Actions now.

Soon

Work to begin within the next three years. These are secondary priority Actions now.

Later

Work likely will not begin for at least three years. These are low priorities now.



Goal 1: Recognition

To acknowledge and celebrate the contributions made by the military, veterans, and military members' families.

Now

- Continue to build awareness of Edmonton Salutes throughout the region.
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Soon

- Develop a program through which the Salutes and its partners can recognize those who assist the military in the community.
 - Explore how to best begin a scholarship program.
 - Use new and innovative methods to show the community what Salutes does.
 - Participate in new and innovative community events.
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Later

- Compile and share information that will help the region understand the economic value of the military presence.

Goal 2: Community and Military Relations

To create and foster connections that promote the importance and value of the military, veterans, and their families to the region.

Now

- Use various types of media to engage with Edmontonians and regional citizens, businesses, and organizations.
- Build deeper relationships with current Salutes partners.
- Build relationships with other City and Regional boards and committees to identify points of connection and possible collaboration.
- Build relationships between Edmonton Salutes and the Canadian Armed Forces' chain of command.

Soon

- Build a speakers' roster and encourage Edmonton Salutes members to speak to community groups about the Committee and the value of Edmonton Salutes in the region.
- Connect with Canadian Armed Forces Transition Centres and help support military members as they leave the active force and enter the civilian workforce.
- Hold Committee events at Canadian Forces Base Edmonton.
- Participate in high visibility community events such as parades and Remembrance Day.
- Support organizations that provide assistance to military members, veterans, and families.
- Consider opportunities for supporting or (co)-creating events and exhibitions that raise the awareness of the military in the region.

Later

- Grow the number of regional municipalities who choose to actively participate in Edmonton Salutes.

Goal 3: Effective Governance

To demonstrate accountability and collaboration through efficient Committee operations.

Now

- Conduct ongoing governance-level planning.
- Create and use social media accounts to the benefit of the Committee and the region.
- Create and use sub-committees.
- Discuss the recommendations from the 2020 Governance Review report.
- Review the Committee bylaw and provide advice to City Council.

Soon

- Create an orientation manual for incoming Edmonton Salutes Committee chairs.
- Create an orientation manual for Committee members.
- Update Committee funding support criteria for making monetary contributions to community and support groups.
- Invite interesting speakers to regularly present at Edmonton Salutes meetings.
- Report regularly to regional municipalities.

Later

- Understand what the environment would look like if Edmonton Salutes did not exist.



Below the level of this strategic plan is the 'how' - how these Goals and Actions become a reality.

This work comprises the annual work plan for the Committee and provides flexibility and freedom for Committee members and advisors to deliver the strategies and goals in the most innovative way possible while still focusing on the ultimate vision of success that Edmonton Salutes has set for itself.

Resources are limited and must be used efficiently. Edmonton Salutes has chosen a set of strategies that reflect its current environment and mandate. These will both evolve over time, so a review of this plan is encouraged at the start of each Edmonton Salutes Committee year.

Priorities can be reviewed and re-evaluated each year as some items are completed or reduce in importance, and other priorities can take their place.

Wise practice would require that every three to four years, a new strategic plan be created by the current members of the Committee.

The vision of the committee ought to remain relatively stable, so a series of strategic plans can all focus their success in the same place in the future.

