

# The War Amputations of Canada

Improving the quality of life for Canadian amputees



## 2016 Annual Report

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1,072

Amputees enrolled in 2016

"Zac would not be the same person without The War Amps." Page 5

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"What an expense you helped me avoid. I hope to never lose my keys again." Page 10

### **11,381** SETS OF LOST KEYS RETURNED IN 2016

Regional CHAMP seminars in 2016 for child amputees across the country

3,355

**Requests for prosthetic** 

financial assistance

granted in 2016

b

On the front cover (clockwise from top): Marin; Étienne; Stuart Vallières, Gabriel and Maj. Blaise; Jacob and Raphaëlle



Justine and Alexis are members of the Child Amputee (CHAMP) Program.

#### Did you know?

The War Amps was named one of the top 10 most credible organizations in the health sector in Quebec by well-known fundraising consultant firm Épisode.

## **Thank You**

#### Your support of the Key Tag Service makes all of The War Amps programs for amputees possible!



Champs like Megan benefit from your support.



Seventy years ago, the war amputees who began the Association in 1918 established the Key Tag Service as a way of creating jobs for returning Second World War amputees and providing a service to Canadians, while also generating funds for the Association.

The Key Tag Service was a popular venture from the start. By attaching a War Amps key tag to a set of keys, Canadians could feel assured this important item would be returned to them if lost. Today, The War Amps has returned more than 1.5 million sets of lost keys! With the high replacement cost of keys and remote devices, this service is more important than ever.

PLAYSAFE/DRIVESAFE Director Rob Larman, who lost his leg in an accident at the age of 14, started his career at the Key Tag Service. He shares what this experience meant to him:

The war amputee veterans showed us younger amputees the value of commitment and supporting each other. They would ask how you lost your limb and then share their story. It just meant so much. It helped me heal psychologically and helped me believe that I was going to succeed.

"Through the Key Tag Service, they have helped build a lasting legacy for amputees in Canada.

Today, the Key Tag Service continues to employ amputees and provide a valuable service to the public – thanks to your support. Please read on for much more information on this and our many other programs. We welcome your feedback and, as always, remain accountable to our donors.

PS – We were pleased to once again be featured in *MoneySense's* annual charity rating. For the 2017 Charity 100 survey, The War Amps received A+ rankings in "Charity Efficiency" and "Fundraising Efficiency."

#### The War Amps DOES NOT:

- Use professional fundraisers
- Receive government grants
- Solicit by phone or door-to-door
- Sell or trade your name/address
- Spend more than 10% on administration
- Tie up funds in long-term investments

Visit our YouTube channel to view a special anniversary video about the Key Tag Service.

The War Amps Child Amputee (CHAMP) Program offers comprehensive services to child amputees and their families, including financial assistance, regional seminars and peer support.

### Trinity

For Trinity, growing out of her artificial legs is like every child who has a growth spurt and grows out of their shoes. The War Amps gives parents peace of mind because we don't have to worry about not being able to afford a new artificial leg or adjustment.

"We went to our first seminar when Trinity was just six months old. We have learned so much and to this day, when she interacts with other child amputees at seminars, she soars, like a butterfly with an extra set of wings.

- Arlene, Trinity's mom





### Benjamin

Gour first CHAMP Seminar, when Benjamin was 10 months old, made us realize that we were going to be OK.

"CHAMP has been a support line that we could not be without, from the information we receive, to the seminars where we learn from each other, to the amazing financial support for artificial limbs, like Benjamin's waterproof swim leg that has been a must to help him feel safe in the water and to play like other children.



"Because of The War Amps, and supporters of the Key Tag Service, all of these things mean that he doesn't feel left out, or alone in growing up as an amputee.

- Wanita and Mark, Benjamin's parents

"A few weeks ago, we lost our car keys. The dealer quoted a replacement cost of \$800. Imagine our delight when the keys were returned to us by courier from The War Amps!" – Catherine

### Zac

Our family became involved with The War Amps after our four-month-old son Zac was diagnosed with bacterial meningitis. This resulted in his leg being amputated at the knee. The War Amps really helped us. We didn't know what life would be like for him as an amputee but we talked with a lot of other CHAMP families and have grown so much.

"We used to see amputation as something huge to overcome; however, we now know anything is possible for Zac. It's important to us that Zac be independent just like any other child. If The War Amps had not been there, Zac would not be the same person he is today, and neither would we. We would not be the same parents.

"The Key Tag Service has existed for 70 years. So many people have already given generously to this cause. All we can say is a big thank you. It really makes a big difference.

- Marie-Pierre and Éric, Zac's parents

Key Tags at Work for \_\_\_\_\_ 70 Years \_\_\_\_\_



#### Malorie

66 Our daughter, Malorie, was born missing her left arm below the elbow. We enrolled Malorie in CHAMP when she was just one week old.

"It is thanks to donors' support that our daughter can have the artificial limbs she needs to take part in her activities. For Malorie, receiving a device to be able to hold her skipping rope was a life-changing event!

"Just as life-changing was The War Amps arranging for a graduate of CHAMP to help Malorie give a presentation at her school. Through CHAMP, she learns that she has a special 'job' to do – teaching others about amputation. When she saw her presentation featured in the *CHAMP Newsletter*, her proud smile was worth a hundred dollars! Ours, too.

"It means the world to her. Thank you for adding sunshine to our lives.

- Annie and Steve, Malorie's parents

"It would have cost over \$200 just for the main key on the chain to be remade. That didn't include the remote car starter or any of the other features that came with the car." – Irene

The War Amps proudly serves war amputees from past and more recent conflicts.

### A Voice for War Amputees

Since 1918, The War Amps has fought to protect the rights of amputee veterans and address the difficulties they face. Today, we continue to use our nearly 100 years of expertise to assist modern-day war amputees, as well as traditional amputee veterans, and to champion their rights.

The War Amps is represented on four ministerial advisory groups to Veterans Affairs Canada (VAC), including the Policy Advisory Group, the Service Excellence Advisory Group, the Care and Support Advisory Group and the Commemoration Advisory Group. We continue to be actively engaged with VAC Minister Kent Hehr and Deputy Minister Walt Natynczyk and have participated in the Stakeholder Summits of 2015 and 2016, which involve the advisory councils and the major stakeholder organizations. These summits give further opportunity for The War Amps to underline the needs of the seriously disabled veteran and particularly the war amputee.

Key Tags at Work for — 70 Years —

### Calling on the Government for New Veterans Charter Reform

For many years, The War Amps has called for legislative reform of the New Veterans Charter, which was enacted in 2006 as a "living charter." The Charter has been subject to much criticism by The War Amps and by multiple advisory groups and veterans stakeholder organizations, including the National Council of Veteran Associations in Canada (NCVA), the New Veterans Charter Advisory Group of 2009, the Veterans Ombudsman and the Standing Committees of Parliament, which have studied and reviewed this legislation for almost a decade.

The Government's public mandate letter of November 2015, which outlined the top 15 priorities for VAC as specified by the Prime Minister, set out a comprehensive position on veterans legislative reform, essentially committing to adopt many of the recommendations of The War Amps.

In the federal budget that followed in March 2016, the Government partially responded to pressure from The War Amps and stakeholder groups, after years of inertia. The statutory changes as outlined in the budget have begun the process of addressing the gaps, weaknesses and shortcomings which have been readily apparent in the New Veterans Charter since the outset. This is a first step in reforming the New Veterans Charter but there is much more to be done. The War Amps will continue to press the Government to reform all of the inequities in the charter until every veteran, especially amputees and those who are seriously disabled, receive appropriate support.



Second World War amputee veteran Charles and Afghanistan amputee veteran Sgt. (Ret'd) Gaétan lay a wreath at the National Remembrance Day ceremony on behalf of The War Amps.

"Just yesterday, my wife lost her keys. Someone in a store found them and phoned the The War Amps, who contacted her to recover them. She returned home with her keys in hand!" – Richard

### Assisting the Transition to Civilian Life

The War Amps helps war amputees who are making the transition to civilian life by acting as a vital navigator through the complex and bureaucratic systems of the Department of National Defence (DND) and VAC. We are able to provide war amputee veterans with information on benefits to which they may be entitled and, if requested, apply for these benefits or increases on their behalf.

At a policy level, dramatic procedural changes are required to ease the transition for disabled veterans from DND to VAC. Although significant policy revisions have been implemented, there remains much more work to be done, particularly to ensure that veterans are fully apprised of benefits and entitlements, rehabilitation options and job alternatives well before their medical discharge from the Canadian Armed Forces.

#### Key Tags at Work for — 70 Years —



Ensuring amputee veterans are made aware of benefits available to them, rehabilitation options and job alternatives is key in the transition from military to civilian life. It is The War Amps position that VAC should be able to point out the benefits a veteran is entitled to, as opposed to the current protocol in which the onus is on the veteran to do so. (*Maj. Blaise is pictured.*)

### **Cutting Red Tape for Veterans**

The War Amps continues to bring forward to the Minister of Veterans Affairs our ongoing concerns about the bureaucratic obstacles that veterans are facing. Cutting VAC's "red tape" to allow veterans to more easily access their benefits remains a priority concern.

As outlined in our Red Tape Cutting Task Force submission of 2013, presumptions could be used to improve the speed of service delivery, particularly regarding the foreseeable impact of amputation, Last Post Fund applications (for assistance with funeral and burial costs) and Veterans Independence Program benefits for widows (for assistance with tasks like snow clearing and lawn cutting).

### **Collaborative Partnerships**

The War Amps continues to develop collaborative partnerships with DND, VAC and Orthotics Prosthetics Canada. These partnerships enable us to share our near century of expertise and experience in the field of amputation with these groups and will help them to better address the prosthetic needs of amputees.

"Besides the fact that The War Amps is a good cause, I'm continuing to donate because whoever is running things respects my time, my overflowing mailbox and my privacy." – Janet

The War Amps provides adult amputees with financial assistance towards the cost of artificial limbs and a wealth of information about living with amputation.

### **Financial Assistance**

I want to thank you for helping my twin brother to be able to afford a prosthetic limb for his left leg. Without your help, Derrick would not be able to purchase the prosthetic limb on his own and would not be able to walk again.

"Yesterday, for the first time in months, I watched him take his first steps [on his artificial limb]. He had a smile on his face from ear to ear. You have given him hope again.

"I have been donating to your organization for many years but I could never have guessed that someone so close to me would require your help.

– Karen



"I feel doubly satisfied that you helped me by returning my lost keys and that you help amputees. I will continue to support your cause." - B.



The War Amps helps amputees across the country, such as Caroline, with financial assistance, information resources and support.



### Sharing Our Expertise

With nearly a century of expertise, The War Amps is the centre of excellence in the field of amputation and prosthetics. Nationally, we are held in high regard as the expert in the provision of care for amputees in Canada. This year, we had a number of opportunities to share our expertise with the goal of ensuring that the needs of amputees are being met.

At the Accessibility Roundtable in November, hosted by the Minister of Sport and Persons with Disabilities, we were asked to present a submission on the needs of amputees. This roundtable was part of the Minister's consultation process, which is a preliminary step towards the development of federal accessibility legislation.

We also consulted on the contract negotiation between a provincial worker's compensation board and the prosthetic and orthotic association in that province. The original contract lacked fair prosthetic coverage for injured workers. Our contributions shed light on the needs of amputees and resulted in an amended contract in which the majority of our recommendations were incorporated.

### Advocacy

The War Amps protects the rights of amputees by addressing issues they may be facing in areas of significant concern, such as health care, finding accessible housing, insurance compensation, employment, discrimination and more. In 2016, we assisted 348 amputees, an increase of 110 per cent over last year.

Thank you again for everything The War Amps has done, not just for me, but for all of those other individuals whose lives have changed so dramatically because of amputations. Having someone in your 'corner' and willing to advocate for you is much, much appreciated.

– Ken

In one case this year, a leg amputee needed assistance with her insurance provider, which had refused to cover the cost of her prescribed prosthetic knee. The insurer had misunderstood what is considered a "standard" component of an artificial leg and had assumed a particular model would be suitable for the amputee, which



"Seeing those keys felt like a million dollars. Your system works!" – Joe

was at odds with what her Certified Prosthetist had prescribed. The War Amps made a formal submission to the insurer explaining the error in their assessment and as a result, they approved coverage for the prescribed prosthetic knee.

Bureaucratic barriers and misunderstandings such as this one are often confronted by amputees. In these difficult situations (many of which have the potential to be financially devastating to the amputee), The War Amps is a reliable source of information, expertise and assistance.

One of our ongoing objectives is to educate funding agencies so that policies can be updated to reflect the reality of living with amputation and, when necessary, challenge and dispute the agency's stance.

A major objective of our "Crusade for Reform" is to ensure that amputees receive the artificial limbs required for their independence, safety and security. The standard of prosthetic limbs must be adequate for amputees to achieve a good quality of life that includes the ability to be productive in society.

### **OPC Conference**

The War Amps was pleased to participate in Orthotics Prosthetics Canada's (OPC) inaugural national conference, which brought together 400 individuals leading the way in orthotic and prosthetic care in Canada. We had a prominent role at this conference, participating as exhibitors, delegates, session moderators, plenary speakers and presenters, as well as in joint announcements about our Memorandum of Understanding with OPC and the launch of The War Amps Award for Excellence in Amputee Care. Our unique perspective and experience with amputation allows us to bridge the gap between professionals and clients, bringing the needs and voice of amputees to the forefront.



The War Amps was represented by amputees Shannon and Karen at Orthotics Prosthetics Canada's inaugural national conference. Our near century of experience in the field of amputation allows us to help bridge the gap between professionals and amputees.

## The Key Tag and Address Label Service

### Key Tags at Work for 70 Years!



## The Key Tag and Address Label Service

The public's support of the Key Tag and Address Label Service makes all of The War Amps programs for amputees possible! We do not receive government grants.

### **Employing People With Disabilities**

The Key Tag Service was launched 70 years ago. Second World War amputees were returning home, many of them unable to return to the jobs they had held previously. The idea of a key return service, which involved the participation and goodwill of citizens who found lost keys and would put them in a mailbox, was a way for these amputee veterans to gain meaningful employment.

Today, the sheltered workshop, where key tags and address labels are produced, remains an important part of The War Amps unique structure. Employees at the sheltered workshop make competitive wages and help provide a service to Canadians that generates funds for the Association's many programs for amputees. Ana is a member of the Remittance Processing Department,

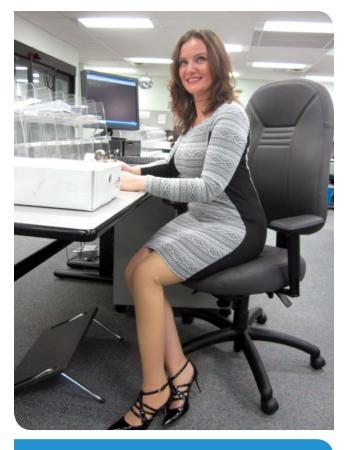
Key Tags at Work for — 70 Years — The War Amps where the incoming mail is processed and sorted, and donations are received and prepared for deposit. Ana also provides telephone assistance to the Customer Service Department, handling requests such as change of address and answering callers' questions.

Along with her colleagues, many of whom are also amputees and people with disabilities, Ana helps to carry out the many tasks involved in operating the Key Tag Service.

As a person with a disability, working for The War Amps and alongside other people with different physical challenges gives me a feeling of equality, a sense of empowerment and provides me with opportunities to learn and grow as a person.

"The War Amps provides meaningful employment opportunities to people with disabilities and I am happy to be a part of this wonderful charitable organization.

– Ana



The War Amps sheltered workshop is where key tags and address labels are produced. Ana, a leg amputee, works in the Remittance Processing Department, where incoming mail is processed and sorted.

"Someone found my lost keys, deposited them into a mailbox and The War Amps couriered them to me. All within five business days. The donation I gave was far cheaper than the price of a new car key." – Debra

## **Community Outreach**

Champs are active in their communities, sharing the PLAYSAFE<sup>™</sup> Program's safety message, and the message of remembrance, through presentations, events, letters to their local newspapers and more.



Champs like Vanina help spread the PLAYSAFE Program's message to thousands of spectators as they ride on board The War Amps parade float.



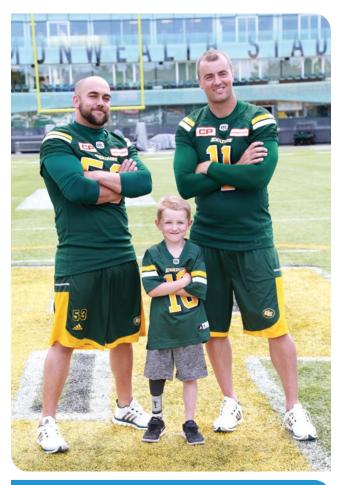
### Teaming up With the CFL for Child Safety

Champ Cooper, who lost his leg in a lawn mower accident when he was five years old, took on a special role as our 2016 National Safety Ambassador, appearing alongside Edmonton Eskimos players in our annual PLAYSAFE public service announcement (PSA) with the Canadian Football League (CFL).

The filming of the PSA received a lot of media attention, with Cooper and his family appearing on many local news programs. Cooper's parents shared the story of how their son lost his leg and encouraged parents to teach their kids about the hazards in their own backyards.

"It's a very difficult situation to be put into as a parent, to watch your child go through a tragedy like that. The War Amps has been wonderful. We've been working with them since the beginning and they've helped Cooper with absolutely everything. He's been able to have a prosthetic leg that works wonderfully," says Christie, Cooper's mom.

The PSA has been broadcast nationally to millions of viewers during TSN's football telecasts, including the CFL Playoffs and the Grey Cup, and on other networks and specialty channels.



2016 National Safety Ambassador, Cooper, with Edmonton Eskimos players Ryan King and Grant Shaw.

## **Community Outreach**

### **PLAYSAFE Presentations**

A summer safety blitz, co-ordinated in conjunction with local police, reached hundreds of school-aged children with the PLAYSAFE Program's message to "Spot the danger *before* you play!"

Earlier this year, we learned how to 'PLAYSAFE' as a result of your organization's excellent presentation. My students felt so motivated that some chose to auction off their handmade apple dolls and donate the money to you.

- Laurie (elementary school teacher)

Presentations like these provide an opportunity for a young amputee to speak personally to a group of children, emphasizing the importance of safe play. Champs across the country actively spread the program's message to other children in their communities.



"Words alone cannot express the relief I felt when my keys were returned. The War Amps provides an extremely valuable service." – Pat



Champ Kamryn and CHAMP Graduate Shannon lay a wreath on behalf of The War Amps Operation Legacy.

### **Operation Legacy**

People often can't help but smile when they see six-year-old Kamryn lay a wreath with her friend Shannon at their local Remembrance Day ceremony. Although an unlikely pair, they are both amputees and are part of a legacy that goes back nearly 100 years.

Kamryn is a member, and Shannon a graduate, of the CHAMP Program. Child amputees have "taken up the torch" of remembrance to commemorate the sacrifices of those who served and pay tribute to the veteran members of The War Amps.

Kamryn and Shannon lay a wreath every November 11 on behalf of The War Amps Operation Legacy as a tribute to war amputee veterans. While growing up as a Champ, Shannon met many war amputee veterans and heard their firsthand accounts of the devastation of war. "They passed this legacy to us younger amputees and now it's our turn to share their stories, so that we never forget their sacrifices," says Shannon.

Although Kamryn is still quite young, her mom, Dale, says it is important for her daughter to lay a wreath on Remembrance Day. "It builds the foundation for her to understand how much our war veterans gave up for our freedom. We will always be appreciative of the work of the war amputee veterans and the message they have left for young amputees like Kamryn to carry into the future."

## **Financials**



## Key Tags at Work for \_\_\_\_\_ 70 Years \_\_\_\_\_

"I really appreciate that you don't use professional fundraisers, spend more than 10% on admin., or tie up \$ in long-term investments." – Anne

The War Amps has been continued under the Canada Not-for-profit Corporations Act and is registered as a charitable organization with the Canada Revenue Agency (CRA). The War Amps is funded by donations to the Key Tag Service. It does not receive government grants.

Since 1918, The War Amps has met the needs of war amputees. Today, the Association continues to serve them, and all Canadian amputees, including children. The Child Amputee (CHAMP) Program provides financial assistance for artificial limbs, regional seminars and peer support. Through CHAMP, The War Amps tradition of "amputees helping amputees" will continue long into the future.

#### Public support of the Key Tag Service enables the Association to continue to operate its many programs.

As part of The War Amps commitment to being accountable to our donors, we are pleased to provide you with our Essential Financial Information. The intent of this financial summary is to provide the most valuable data for our donors in terms of explaining our programs and how their money is being spent.

The War Amps has a unique structure within the charitable field. In 1946, the Key Tag Service was launched to provide employment for returning amputee veterans from the Second World War. This service was recognized as a sheltered workshop at that time. Throughout the intervening years, hundreds of Canadians with disabilities have worked at the Key Tag Service, which continues today. Employees at the Key Tag Service make competitive wages and help provide a service to Canadians that generates funds for the Association.

All of this detailed financial information is provided in our annual filing of form T3010, which is available to the public on the CRA website at **cra-arc.gc.ca**. Our full, audited financial statement is also available at **waramps.ca**.

The War Amps financial statements are prepared and audited by the respected, international accounting firm PricewaterhouseCoopers (PwC). They also prepare our annual filing of the T3010 government return.

We are continually evaluating how we present our financial information, in order to ensure that we provide our donors with the facts they need to make a well-informed decision.

The War Amps is proud of its history and the programs and services we offer to amputees. Public support of the Key Tag Service, which has returned more than 1.5 million sets of lost keys, enables the Association to continue to operate its many programs, such as the CHAMP Program for child amputees, the National Service Bureau for war amputees and seriously disabled veterans, the National Amputee Centre for adult amputees and Advocacy, ensuring the rights and interests of amputees.

## **Financials**

**Statement of Revenue and Expense** for the year ended December 31, 2015

#### REVENUE

Donations (Net)	\$ 15,403,22
Bequests	3,729,60
Interest and Other	919,84
	\$ 20,052,67
EXPENSE	
Adult Amputee Program	\$ 2,776,08
CHAMP Program	8,797,66
DRIVESAFE Program	185,25
PLAYSAFE Program	2,618,96
Prosthetics, Research	
and Education	507,32
Service Bureau	2,061,48
Veterans Issues – Special	341,53
Widows Assistance Program	865,98
Other Charitable Programs	737,55
Administrative	474,28
	\$ 19,366,14

Excess of Revenue Over Expense (Expense Over Revenue)

e <b>nse</b> 2015	<b>Balance Sheet</b> as at December 31, 2	015
	ASSETS	
15,403,222	Cash and Term Deposits	
3,729,600	(See Note 1)	\$ 30,702,676
919,848	Property and Equipment	5,523,403
	Assets Held for Pension Liability	5,849,460
20,052,670	Other Assets	4,276,045
		\$ 46,351,584
2,776,085	LIABILITIES	
8,797,666	Accounts Payable	\$ 2,767,921
185,258	Pension Liability	8,041,758
2,618,968		\$10,809,679
507,322		
2,061,488	EQUITY	
341,536	Equity in Property Equipment	\$ 5,523,403
865,982	Appropriated Equity (See Note 2)	28,140,000
737,552	Unappropriated Net Assets	
474,285	(Deficiency of Net Assets)	
19,366,142	(See Note 3)	1,740,092
	Externally Restricted for	
+	Endowment Purposes	138,410
\$ 686,528		\$ 35,541,905

#### **Notes to Financial Statements** for the year ended December 31, 2015

#### **1. CASH AND TERM DEPOSITS**

The Association receives a significant portion of its funding immediately prior to the year-end. These funds are used to finance the operations of its charitable activities in the ensuing year.

#### 2. APPROPRIATED EQUITY

CHAMP Program	\$ 28,000,000
Survivors' Subsistence Grants	140,000
	\$ 28,140,000

The National Board of Directors has approved appropriations to:

- a) Provide for long-term commitments made on behalf of children enrolled in the Child Amputee (CHAMP) Program.
- b) Provide survivors' subsistence grants of \$2,000 per member on the death of an active member and \$1,000 on the death of the spouse. Payment of these grants is at the discretion of the Association on the basis of need.

#### **3. UNAPPROPRIATED NET ASSETS**

\$46,351,584

This is the unencumbered surplus available at year-end.

"It is a joy to give to your organization because of: how you help child and adult amputees, your high standards as a charity and the peace of mind you offer through the Key Tag Service." – Tom

## The Legacy Continues

Today, the legacy that was started by war amputees following the First World War continues to grow – expanding this year by more than 1,000 new amputees enrolled – and evolve to meet the unique needs of war, civilian and child amputees.

The War Amps work now encompasses a breadth of issues for amputees, from financial assistance for the artificial limbs they need for independence, to providing a voice for amputees' rights, to our important PLAYSAFE message to the public and much more. The values of counselling, self-reliance and practical assistance are common threads that have been retained throughout The War Amps history.

As we approach our 100<sup>th</sup> anniversary in 2018 and look ahead to the future, The War Amps Regional Representatives (all of them CHAMP graduates who have had a long-standing involvement with and dedication to the Association and to assisting other amputees in their communities) will help continue our mission.

Of course, none of this work would be possible without the public's support of the Key Tag Service, and there is still much more to do! With your support, The War Amps legacy will continue long into the future.



"We recently received our lost keys back. We are so appreciative and likewise appreciative of the important work you do in the community to support war amps, civilians and children." – Nancy



War Amps Chairman of the Board Stuart Vallières (a veteran of the Second World War) and Champ Jacob.

## Executive

### 2016

#### Chairman of the Board

Stuart Vallières	Chairman of th
	National Direc

Chairman of the Board and National Director, Montreal Branch

#### **Executive Committee**

Brian N. Forbes, B.Comm., LL.B	Chairman, Executive Committee
David Saunders, CPA, CA	Chief Operating Officer

#### **Executive Subcommittee**

Danita Chisholm	. Executive Director, Communications and CHAMP Program
Lorraine Cornelius	. Executive Director, Public Awareness
Darlene Quesnel	. Executive Director, Internal Operations

#### **Quebec Operations**

Marlène Girard Executive Directo
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#### **National Board of Directors**

Maurice St. Hilaire Victoria Branch
Douglas Cushway Saskatchewan Branch
W.J. Neil Manitoba Branch
Gordon Forbes Western Ontario Branch
Michael S. Krulicki Waterloo-Wellington Branch
Robert Gondek Toronto Branch
Charles Veilleux Quebec Branch

#### **Connect With Us**

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#### Key Tag Service

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#### The War Amps – Quebec

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For more information, please visit waramps.ca.

