

MINUTES OF THE 65TH MEETING OF THE  
AIR FORCE ASSOCIATION OF CANADA  
HELD IN THE  
SIGNED/SEALED MEETING ROOMS OF THE  
BROOKSTREET INN, 25-26 OCTOBER 2014

**OPENING CEREMONY AND BUSINESS SESSION 1**

Item	Details	Decision Sought	Discussion	Outcomes & Actions
<b>Business Session 1</b>				
<b>I</b>	8:00 AM: Opening Ceremony	None	The National President acknowledged the pivotal role of the Wing President, charged with the responsibility for remaining attuned to the wants and needs of members of the RCAF Association. The Wing banner, like an air force unit's colours, symbolizes the Wing's mission and purpose, past-present-and-future, and its accomplishments. The Wing President is entrusted to build on those traditions, adding to its accomplishments and strengthening its purpose. With today's adaptation of the Opening Ceremony we wish to emphasize the responsibilities vested not just in our Wing Presidents, but in all members of the RCAF Association.	<b>Right-of-the-Line Ceremony.</b> The National President presided over a new tradition which sees the Wing of the Year's banner take a place of honour at the "Right-of-the-Line". Wing President Mr. Murray Hope placed his Wing's (418) banner last, thereby displaying the Wing's coveted position in the lead. With this tradition, Mr. Chester emphasized 418 Wing's tremendous accomplishments, not just in the past year, but over many years in good measure owing to the tremendous philanthropic and volunteer spirit of its special group of members.
<b>II</b>	8:10 AM: Call to Order, National Anthem,	None	O' Canada , Roll Call, Administrative Remarks, Opening Address to Delegates to the Annual General Meeting	None
<b>III</b>	8:25 AM: Acknowledgements and Declaration of a Quorum	Appointment of Scrutineers Appointment of Parliamentarians	<ul style="list-style-type: none"> <li>➤ Chairman acknowledged the presence of Members-at-Large: Alistair Thores from England, George Skinner, Don and Wendy Mcleod;</li> <li>➤ Chairman acknowledged Past Presidents: Brian Darling; Ted Mahood; Ron Button; Don Mcleod, Sr.;</li> <li>➤ Chairman acknowledged VIPs, serving members, guests;</li> <li>➤ Chairman declared no need for scrutineers at this time.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 48 Accredited Wing, NAC, RVPs, and NEC delegates present;</li> <li>➤ 12 Wing Proxies turned in;</li> <li>➤ Total of 60 Voting delegates present;</li> <li>➤ 2,507 MAL members were represented by a voting delegate;</li> <li>➤ 2,616 Wing members were represented by 43 delegates; and</li> <li>➤ Total association population represented by voting delegates 80%</li> </ul>

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			➤ Chairman appointed Parliamentarian(s) from the ranks of Past Presidents;	
<b>IV</b>	8:30 AM: Approval of the Consent Agenda	<p>Delegates were requested to consider the option of passing only one motion to accept the following reports, and approve the relevant appointments, agendas and minutes. If, for any reason any member had a specific requirement to question or discuss any item in the consent agenda, they were encouraged to pass a motion requesting it be separated and be dealt with on its own:</p> <ul style="list-style-type: none"> <li>➤ Motion to acknowledge the Notice of Meeting issued 10 April 2014 which contained the Registration Form, accommodation details and timings;</li> <li>➤ Approval of the Full Agenda;</li> <li>➤ Minutes to the 64th AGM held in Saskatoon, SK in 2013;</li> <li>➤ Combined Membership Report 2013-2014;</li> <li>➤ RCAF Association Trust Fund Report;</li> <li>➤ Auditor's Reports – RCAF Association Trust Fund, RCAF Association;</li> <li>➤ Appointment of McCay-Duff as Association Auditors for 2014-2015;</li> <li>➤ Budget Proposal and Report;</li> </ul>	None	<p>George Groff 434 Wing and Murray Hope 418 Wing moved and seconded approval of the consent agenda. The motion carried.</p> <p>Delegates were requested to take the consent agenda items for action, with specific reference to the minutes of previous meetings, along with the membership and budget reports. The most relevant report was designated the Budget Proposal for 2014-2015, as the consent of the delegates transformed that proposal into a budget for the NEC's action and implementation.</p>
<b>V</b>	8:40 AM: Resolutions	<p>Delegates were asked to consider the following decisions made by the National Resolutions Committee, regarding this year's resolutions:</p> <ul style="list-style-type: none"> <li>➤ Atlantic Group Poppy Resolution (Relevant as an amendment to Dress &amp; Ceremonial)</li> <li>➤ Pacific Group Gallantry Medals Resolution (Requires more research, will be revisited at the Mid-term);</li> <li>➤ Ontario Group Constitution and By-laws Addendum (Can serve to inform</li> </ul>	The Chairman relinquished the podium, to allow the 1st VP Mr. Spradbrow, to look after the resolutions process. As regards the Poppy resolution the NEC supported amending the Ceremonial Directive to include the remarks concerning the poppy. The 1 <sup>st</sup> VP stated "I propose we amend Booklet 108 to allow RCAF Association members to wear and lay out poppies at a funeral for a fellow member". There was much discussion lasting some 35 minutes on the intended scope of this idea, for the use of the poppy at ceremonies marking the passing of veterans and the passing of	<p>Subsequent to introduction of the resolution, Mr. Murray Smith 306 Wing sought an amendment to the motion to include application of the maple leaf to the Ceremonial Directives. The amended motion was seconded by Garry Beck of 483 Wing.</p> <p>The decision to use the poppy for Wing members is at the discretion of the Wing involved. These tributes are important to members and may help serve to recruit</p>

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		the articulation of By-laws, post-letter-of-continuance activities)	Wing members. There was a difference of opinion about whether it was ever intended to use the poppy for other than veterans. Mary Boutin kindly offered details describing the application of the maple leaf to the funeral process, where an associate member is involved. Don Mcleod, Sr correctly pointed out that since our Associate category no longer exists, this appears to be a policy amendment entirely in support of the important activities within and for the benefit of certain Wing members. In this case, Don Mcleod suggested this is a matter for the Wings, rather than one for the Association to deal with. Jim Scherb emphasized his understanding of the role of the Poppy and the Maple Leaf.	new members. Wings are encouraged to continue implementing their own traditions, with respect to poppies, pins and other symbols all employed as a sign of respect for the departing member of the RCAF Association.
<b>VI</b>	9:15 AM: Chairman's Address	None	Mr. Chester reminded delegates of the relative success experienced by establishing some time for general discussions. He also recapped some of our accomplishments over the previous year.	None
<b>VII</b>	9:30 AM: General Discussion			
<b>VIII</b>	10:15-10:45: Morning Break			
<b>IX</b>	10:50 AM: Arrival of the Minister of Veterans' Affairs, The Honorable Julian Fantino	None	MVA Presentation 11:00 AM to 11:40 AM	The Chairman presented the Minister with an original oil painting depicting the commemoration of the start of the First World War by a Winnipeg artist by the name of Jeff Chester.
<b>X</b>	12:00 PM: Aviators of the Year Luncheon	(Luncheon to honour Lt Alexander Krause – Aviator of The Year – Flight Lieutenant D.M Grant, DFC Awardee)		Guest of Honour, Brigadier-General (Retired) John Vincent "Jack" Watts, DSO, DFC & Bar, CD
<b>Business Session 2</b>				
<b>XI</b>	1:30 PM: Commander RCAF Presentation			
<b>XII</b>	2:30 PM: Old Business	Information only	➤ Continuation Process update;	

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			<ul style="list-style-type: none"> <li>➤ Membership Database and Association Management System update;</li> <li>➤ Airforce Magazine production and distribution update;</li> </ul>	
<b>XIII</b>	3:00 PM: Elections	The Parliamentarian responsible for the nominations process (Mr. Brian Darling) called for nominations the requisite three times, throughout the sessions.	The new electoral process was described; the Canada Not-for-Profit Corporations Act stipulates that all (voting) members are to be given the means to elect all their directors; voting members are now called upon to vote for individuals whom they want to become directors, without specifying which office the elected directors are to assume. Those decisions (who occupies which office) are left to elected directors to decide amongst themselves; Should there be any nominations from the floor, the nominations will be conveyed to the entire membership in the period following the annual general meeting for an election at the next annual meeting.	
<b>XIV</b>	4:00 PM: Adjournment	Adjournment to the 2 <sup>nd</sup> business session was sought, in order for guests and delegates to prepare for the banquet later that evening.		
<b>Business Session 3 – Sunday 26 October 2014</b>				
<b>XV</b>	8:30 AM: Future Annual General Meetings; RCAF Association Trust Fund Report and Projects: International Bomber Command Memorial and Interpretation Centre		<ul style="list-style-type: none"> <li>➤ Delegates voted in favour of adopting a biennial format to the general meeting, with alternate years serving as a normal in-person meeting of the National Executive Council. On the evening of that NEC meeting a working social dinner will be held, at which the annual awards announcements would be made. Anyone wishing to attend this dinner and receive their award, in years a general meeting is not being held, may do so. Information will be available through the Ottawa office. The Chairman conveyed comments regarding the venue for the Banquet. Delegates to the AGM were encouraged to consider venue options and offer ideas for the next (biennial) "AGM" for 2016. More than three-quarters of the</li> </ul>	The in-person NEC meeting and in-person working social dinner will be held on Saturday 19 September 2015 in Ottawa, at the Hotel Indigo on Metcalfe Street. Members of the NEC will gather for the NEC meeting and dinner, and will also help mark the 75 <sup>th</sup> Battle of Britain commemorations in Ottawa on Parliament Hill the following day (20 September 2015, at 1:00 PM). Details to be confirmed.

Item	Details	Decision Sought	Discussion	Outcomes & Actions
			<p>delegates confirmed their participation in the AGM is funded out-of-pocket. Cécile Thompson confirmed many delegates consider it a part of their duty as President (or elected member) to attend the AGM. This is consistent with many organizations in the volunteer sector. Don Mcleod, Sr. reflected on the importance of fraternal/social aspects of these annual events.</p> <p>➤ Chairman of the RCAF Association Trust Fund briefed delegates on the RCAF Association medal presented each year to top glider- and power-flight cadet graduates each year (10 medals). Association members can “sponsor” one or more medals, for subsequent presentation, and the sponsor’s name (individual or Wing) is recorded on a card in the medal gift-box presented to the awardee cadet. The Trust Fund report has been published in the AGM (Association Annual Report) which has been distributed to all the Wings. The Chairman provided a briefing on his trip to Lincoln, England, and the association’s annual charitable drive this year (International Bomber Command Memorial and Interpretation Centre).</p>	
<b>XV (Cont’d)</b>	9:00 AM: 2 <sup>nd</sup> Call for Nominations	Nominations to the NEC	<p>➤ Mr. Brian Darling repeated a second call for nominations three times, for election to the NEC for 2015. He concluded with a promise to conduct a third call later this morning.</p>	
<b>XVI</b>	9:30 AM: Future Retail Operations Support for Wings		<p>➤ The Executive Director introduced Mr. Roch Lalonde who provided delegates some information about his business Emroidme. Delegates were presented with retail business model ideas that would seek to provide participating Wings with more profit and revenue, generated from retail sales profits which no longer would be needed to fund operating expenses in the central office. Participating Wings may now consider</p>	

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			individual member needs for clothing and other militaria items, which can then be sourced by the Ottawa office, commensurate with quantities desired by participating Wings, and sold to participating Wings at wholesale costs. In other words, the new retail (kitshop) model no longer sees the head office seeking to make a profit, but wishes to see the profit handed down to the Wings. Participating Wings would also become centralized distributors and retailers for and to MAL members in their areas.	
<b>XVII</b>	10:00 AM: Elections	Elections of officers and directors to the National Executive Council. Delegates do not elect specific individuals to specific offices. The appointments to specific directorships and offices is left to the elected members of the NEC.	<p>Mr. Darling and Mr. Black responded to some administrative-type questions. Delegates (through Group Presidents) first “approve” the minutes (so we can fix mistakes), and then we upload “approved” minutes to the website. Notice of Meeting must be published 21 days in advance. Nominations (normally through Group AGMs) and letters of acceptance/bios must reach us by...~3rd week of September.</p> <p>The Nominations Committee Chair (Brian Darling) sought nominations for a third time, repeating the request three times. He encouraged the leadership to continue seeking nominations of candidates to lead the association. There were nine members standing for nine director and officer positions. Delegates were provided the choice of a ballot or they could vote once for all of the candidates. The delegates seemed to prefer the latter, so a show of hands revealed a majority vote (two dissenters) in favour of the slate of nine candidates. The delegates to the AGM 2014 voted in a significant majority in favour of the nine nominees presented to the members of the association. The nine elected directors will have 30 days to inform the delegates and members of the association the names of incumbents to specific offices and the identity of any and all appointed directors.</p>	<p>Mr. Jim Young, 394 Wing, moved to a show-of-hands vote on the slate of candidates identified. Mr. Walter Peckham, 413 Wing, seconded the motion. Thirty-nine delegates voted in favour of the proposed slate, two delegates were opposed. The nine elected directors resulting from the vote, were:</p> <p>Terry Chester Greg Spradbrow Gaston Cloutier Ralph Murphy* Guy Vallières Les Ball* Herb Harrison Robert Clarke* Reg Daws</p> <p>These directors may serve until the AGM 2016, unless otherwise indicated (* = 2015)</p>

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XVIII	10:30 AM: Closing Ceremony		Delegates and their banner bearers were marshaled through the banner recovery process and the Chairman expressed his gratitude to the participating delegates for having traveled to attend the AGM.	Due to security concerns, a fall-out of the Ottawa shooting earlier in the month, law enforcement and military personnel have been discouraged from conducting outdoor ceremonies, until further notice. Consequently, the Remembrance Ceremony normally conducted as part of AGM rituals, was cancelled this year.
XIX	11:45 AM: Unique Awards Luncheon			
XX	Visit to Vintage Wings and Wind-Down Dinner			



Dean C. Black, CD, CAE  
Secretary

Approved/Not Approved



Terry Chester, CD  
Chairman

Wing	Strength	Vote(s)	AGM2014	Proxy Recd	# represented
102	121	2	2		121
105	26	1			
107	137	2	1	1	137
110	63	1			
111	66	1	1		66
150	48	1			
200	168	2	2		168
201	45	1			
250	38	1			
302	87	1		1	87
306	78	1	1		
338	27	1		1	27
394	52	1	1		52
401	0	0			
403	47	1		1	47
404	53	1		1	53
408/437	55	1	1		55
410	76	1	1		76
413	339	4	3	1	339
415	84	1			
416	57	1		1	57
418	44	1	1		44
420	63	1			
422	80	1	1		80
424	73	1		1	73
427	88	1	1		88
428	91	1	1		91
429	44	1	1		44
432	44	1		1	44
433	87	1	1		87
434	45	1	1		45
441	74	1	1		74
443	56	1			
444	13	1			
447	66	1	1		66
450	16	1			
483	13	1	1		13
484	21	1		1	21
500	36	1			
600	39	1			
602	59	1	1		59
700	87	1			



702	80	1				
703	61	1		1	61	
783	130	2	2			
784	101	2				
801	10	1				
808	21	1		1	21	
879	37	1				
883	34	1				
886	27	1				
888	353	4	4		353	
890	51	1	1		51	
899	35	1				
902	25	1				
904	44	1				
971	41	1				
NAC	9	9	4		4	
VPs	6	6	4		4	
NEC	10	10	9		9	
MALs	2507				2507	
	6388	92	48	12	5124	80



**FY2015 Budget Proposal\* and Status (\*NEC approved 31 March 2014 - National Delegate Approval AGM Required)**

Revenues	Budget Actual											Proposal 2015*	Status	
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Revenues	2014-2015	% Used
Membership Dues and Subscriptions	\$ 416,451.00	\$ 403,447.00	\$ 387,178.00	\$ 411,234.00	\$ 441,174.00	\$ 446,922.00	\$ 402,646.00	\$ 383,609.00	\$ 361,558.00	\$ 341,406.38	\$ 297,532.34	\$ 290,000.00		0%
Non-member Subscriptions (Magazine Bulk)	\$ 24,428.00	\$ 27,405.00	\$ 34,606.00	\$ 37,288.00	\$ 41,036.00	\$ 39,256.00	\$ 38,953.00	\$ 38,182.00	\$ 32,535.00	\$ 42,498.18	\$ 34,304.20	\$ 30,000.00		0%
Advertising & Editorial Support	\$ 74,947.00	\$ 64,613.00	\$ 70,420.00	\$ 64,747.00	\$ 54,478.00	\$ 49,957.00	\$ 36,108.00	\$ 32,900.00	\$ 29,260.00	\$ 44,168.00	\$ 35,830.84	\$ 36,500.00		0%
Merchandise Sales	\$ 137,331.00	\$ 127,849.00	\$ 147,665.00	\$ 130,385.00	\$ 114,538.00	\$ 100,893.00	\$ 92,058.00	\$ 89,529.00	\$ 104,488.00	\$ 83,062.61	\$ 91,651.60	\$ 50,000.00		0%
Airforce Magazine Award	\$ 27,600.00	\$ 26,391.00	\$ 24,301.00	\$ 25,037.00	\$ 24,394.00	\$ 24,724.00	\$ 25,065.00	\$ -	\$ -	\$ -	\$ -			
AGM Revenue (Registrations & Paying Guests)	\$ -	\$ -	\$ -	\$ 38,835.00	\$ 34,660.00	\$ 27,804.00	\$ 36,619.00	\$ 22,306.00	\$ 28,613.00	\$ 29,376.91	\$ 21,836.94	\$ 20,000.00		0%
Other	\$ 40,688.00	\$ 58,243.00	\$ 62,762.00	\$ 68,019.00	\$ 65,556.00	\$ 58,805.00	\$ 51,308.00	\$ 57,679.00	\$ 46,781.00	\$ 54,409.54	\$ 55,962.93	\$ 42,500.00		0%
<b>Total</b>	<b>\$ 721,445.00</b>	<b>\$ 707,948.00</b>	<b>\$ 726,932.00</b>	<b>\$ 775,545.00</b>	<b>\$ 775,836.00</b>	<b>\$ 748,361.00</b>	<b>\$ 682,757.00</b>	<b>\$ 624,205.00</b>	<b>\$ 603,235.00</b>	<b>\$ 594,921.62</b>	<b>\$ 537,118.85</b>	<b>\$ 469,000.00</b>		0%
Expenditures	Budget Actual											Proposal 2015*	Status	
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Expenses	2014-2015	% Used
Advertising and Promotion	\$ 6,517.00	\$ 7,544.00	\$ 317.00	\$ 11,378.84	\$ 11,938.00	\$ 9,175.00	\$ 10,850.00	\$ 16,812.00	\$ 12,903.00	\$ 9,456.80	\$ 11,830.99	\$ 6,915.00	\$ 3,000.00	43%
Advertising Commissions	\$ 12,822.00	\$ 8,318.00	\$ 7,668.00	\$ 2,472.48	\$ 6,138.00	\$ 3,227.00	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	
Amortization	\$ 7,181.00	\$ 6,104.00	\$ 5,333.00	\$ 6,218.28	\$ 7,297.00	\$ 5,264.00	\$ 4,166.00	\$ 3,616.44	\$ 3,230.00	\$ 1,446.73	\$ 2,906.46	\$ 1,000.00		0%
Bad Debts	\$ 945.00	\$ -	\$ 4,805.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15.52	\$ 51.73			
Donations-Gifts-Group and Wing Allowances	\$ 18,296.00	\$ 16,028.00	\$ 9,417.00	\$ 2,113.00	\$ 1,989.00	\$ 11,621.00	\$ 6,467.00	\$ 6,359.00	\$ 4,750.00	\$ 6,212.26	\$ 4,975.20	\$ 2,500.00	\$ 2,000.00	80%
Insurance	\$ 1,419.00	\$ 3,031.00	\$ 6,677.00	\$ 6,434.40	\$ 4,746.00	\$ 4,463.00	\$ 2,051.00	\$ 2,005.00	\$ 2,137.00	\$ 2,013.18	\$ 2,051.47	\$ 2,235.00		0%
Interest, Bank and Credit Card Charges	\$ 7,150.00	\$ 5,449.00	\$ 9,327.00	\$ 6,764.00	\$ 5,819.00	\$ 6,593.00	\$ 6,982.00	\$ 6,720.00	\$ 5,535.00	\$ 5,371.31	\$ 5,364.76	\$ 5,000.00		0%
Membership Fees		\$ -	\$ -	\$ -	\$ 2,070.00	\$ 2,347.00	\$ 1,803.00	\$ 604.00	\$ 1,754.00	\$ 1,153.84	\$ 2,315.09	\$ 2,500.00		0%
Merchandise	\$ 75,770.00	\$ 64,014.00	\$ 72,566.00	\$ 79,264.00	\$ 62,447.00	\$ 58,143.00	\$ 55,651.00	\$ 51,402.00	\$ 57,433.00	\$ 47,908.23	\$ 56,597.46	\$ 35,000.00		0%
National Convention (AGM)	\$ 30,881.00	\$ 31,618.00	\$ 35,525.00	\$ 63,186.00	\$ 57,969.00	\$ 62,669.00	\$ 69,498.00	\$ 66,585.00	\$ 87,253.00	\$ 67,233.76	\$ 50,614.04	\$ 33,500.00	\$ 5,000.00	15%
NEC Meetings and Travel (Not AGM)	\$ 28,601.00	\$ 23,649.00	\$ 22,015.00	\$ 13,467.24	\$ 12,438.00	\$ 7,661.00	\$ 9,661.00	\$ 10,097.00	\$ 13,468.00	\$ 6,673.18	\$ 6,940.49	\$ 3,500.00	\$ 3,000.00	86%
Office	\$ 41,915.00	\$ 36,770.00	\$ 30,068.00	\$ 42,379.00	\$ 46,247.00	\$ 64,444.00	\$ 31,149.00	\$ 32,292.00	\$ 36,300.00	\$ 22,871.89	\$ 11,456.69	\$ 13,500.00		0%
Postage and Delivery	\$ 13,281.00	\$ 13,740.00	\$ 51,673.00	\$ 46,965.00	\$ 61,028.00	\$ 56,385.00	\$ 43,197.00	\$ 50,044.00	\$ 43,679.00	\$ 47,311.28	\$ 41,465.51	\$ 40,000.00		0%
Professional Fees	\$ 25,337.00	\$ 38,794.00	\$ 35,882.00	\$ 27,578.00	\$ 25,170.00	\$ 22,088.00	\$ 23,473.00	\$ 20,771.00	\$ 22,246.00	\$ 14,138.61	\$ 13,268.89	\$ 13,500.00	\$ 800.00	6%
Publications (Magazine Printing)	\$ 102,018.00	\$ 92,826.00	\$ 73,811.00	\$ 58,418.71	\$ 54,326.00	\$ 77,386.00	\$ 76,108.00	\$ 61,341.00	\$ 41,676.00	\$ 75,508.76	\$ 65,842.38	\$ 52,000.00		0%
Rent	\$ 55,586.00	\$ 69,604.00	\$ 73,906.00	\$ 84,981.47	\$ 57,382.00	\$ 39,541.00	\$ 25,192.00	\$ 23,935.72	\$ 27,542.00	\$ 33,255.27	\$ 30,269.06	\$ 36,100.00		0%
Salaries, Contract Services and Benefits	\$ 314,097.00	\$ 297,725.00	\$ 314,986.00	\$ 324,168.57	\$ 348,810.00	\$ 264,653.00	\$ 233,393.00	\$ 233,713.00	\$ 228,119.00	\$ 214,664.19	\$ 202,092.34	\$ 201,000.00		0%
Telephone, Internet and Website Sp	\$ -	\$ -	\$ 7,856.00	\$ 11,054.00	\$ 10,864.00	\$ 11,443.00	\$ 11,117.00	\$ 11,258.00	\$ 9,927.00	\$ 10,225.45	\$ 13,379.85	\$ 15,500.00	\$ 3,000.00	19%
Staff Travel, Local and Misc Travel/Education, Admin Sp	\$ 1,733.00	\$ 1,250.00	\$ 186.00	\$ 1,799.00	\$ 2,946.00	\$ 3,757.00	\$ 1,963.00	\$ 6,607.00	\$ 6,272.00	\$ 6,742.33	\$ 7,199.93	\$ 5,250.00	\$ 1,900.00	36%
OperationalContingency/Investment or Capital Loss or Gain	\$ -	\$ -	\$ -	\$ -	\$ -			\$ 1,121.00	\$ 4,894.00	\$ 12,892.93	\$ (1,969.47)			
<b>Total</b>	<b>\$ 743,549.00</b>	<b>\$ 716,464.00</b>	<b>\$ 762,018.00</b>	<b>\$ 788,641.99</b>	<b>\$ 779,624.00</b>	<b>\$ 710,860.00</b>	<b>\$ 612,721.00</b>	<b>\$ 605,283.16</b>	<b>\$ 609,118.00</b>	<b>\$ 585,095.52</b>	<b>\$ 526,652.87</b>	<b>\$ 469,000.00</b>		0%
<b>Net Income</b>	<b>\$ (22,104.00)</b>	<b>\$ (8,516.00)</b>	<b>\$ (35,086.00)</b>	<b>\$ (13,096.99)</b>	<b>\$ (3,788.00)</b>	<b>\$ 37,501.00</b>	<b>\$ 70,036.00</b>	<b>\$ 18,921.84</b>	<b>\$ (5,883.00)</b>	<b>\$ 9,826.10</b>	<b>\$ 10,465.98</b>	<b>\$ -</b>	<b>\$ -</b>	

### FY2014 Budget Proposal and Status

Revenues	Budget Actual										Proposal 2014	Status	
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-2010	2010-2011	2011-2012	2012-2013	Revenues	2013-2014	% Used
Membership Dues and Subscriptions	\$ 416,451.00	\$ 403,447.00	\$ 387,178.00	\$ 411,234.00	\$ 441,174.00	\$ 446,922.00	\$ 402,646.00	\$ 383,609.00	\$ 361,558.00	\$ 341,406.38	\$ 311,000.00	\$ 297,532.34	96%
Non-member Subscriptions (Magazine Bulk)	\$ 24,428.00	\$ 27,405.00	\$ 34,606.00	\$ 37,288.00	\$ 41,036.00	\$ 39,256.00	\$ 38,953.00	\$ 38,182.00	\$ 32,535.00	\$ 42,498.18	\$ 35,000.00	\$ 34,304.20	98%
Advertising & Editorial Support	\$ 74,947.00	\$ 64,613.00	\$ 70,420.00	\$ 64,747.00	\$ 54,478.00	\$ 49,957.00	\$ 36,108.00	\$ 32,900.00	\$ 29,260.00	\$ 44,168.00	\$ 36,500.00	\$ 35,830.84	98%
Merchandise Sales	\$ 137,331.00	\$ 127,849.00	\$ 147,665.00	\$ 130,385.00	\$ 114,538.00	\$ 100,893.00	\$ 92,058.00	\$ 89,529.00	\$ 104,488.00	\$ 83,062.61	\$ 74,500.00	\$ 91,651.60	123%
Airforce Magazine Award	\$ 27,600.00	\$ 26,391.00	\$ 24,301.00	\$ 25,037.00	\$ 24,394.00	\$ 24,724.00	\$ 25,065.00	\$ -	\$ -	\$ -	\$ -	\$ -	
AGM Revenue (Registrations & Paying Guests)	\$ -	\$ -	\$ -	\$ 38,835.00	\$ 34,660.00	\$ 27,804.00	\$ 36,619.00	\$ 22,306.00	\$ 28,613.00	\$ 29,376.91	\$ 25,500.00	\$ 21,836.94	86%
Other	\$ 40,688.00	\$ 58,243.00	\$ 62,762.00	\$ 68,019.00	\$ 65,556.00	\$ 58,805.00	\$ 51,308.00	\$ 57,679.00	\$ 46,781.00	\$ 54,409.54	\$ 45,750.00	\$ 55,962.93	122%
<b>Total</b>	<b>\$ 721,445.00</b>	<b>\$ 707,948.00</b>	<b>\$ 726,932.00</b>	<b>\$ 775,545.00</b>	<b>\$ 775,836.00</b>	<b>\$ 748,361.00</b>	<b>\$ 682,757.00</b>	<b>\$ 624,205.00</b>	<b>\$ 603,235.00</b>	<b>\$ 594,921.62</b>	<b>\$ 528,250.00</b>	<b>\$ 537,118.85</b>	<b>102%</b>
Expenditures	Budget Actual										Proposal 2014	Status	
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-2010	2010-2011	2011-2012	2012-2013	Expenses	2013-2014	% Used
Advertising and Promotion	\$ 6,517.00	\$ 7,544.00	\$ 317.00	\$ 11,378.84	\$ 11,938.00	\$ 9,175.00	\$ 10,850.00	\$ 16,812.00	\$ 12,903.00	\$ 9,456.80	\$ 8,000.00	\$ 11,830.99	148%
Advertising Commissions	\$ 12,822.00	\$ 8,318.00	\$ 7,668.00	\$ 2,472.48	\$ 6,138.00	\$ 3,227.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Amortization	\$ 7,181.00	\$ 6,104.00	\$ 5,333.00	\$ 6,218.28	\$ 7,297.00	\$ 5,264.00	\$ 4,166.00	\$ 3,616.44	\$ 3,230.00	\$ 1,446.73	\$ 1,000.00	\$ 2,906.46	291%
Bad Debts	\$ 945.00	\$ -	\$ 4,805.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15.52	\$ -	\$ 51.73	
Donations-Gifts-Group and Wing Allowances	\$ 18,296.00	\$ 16,028.00	\$ 9,417.00	\$ 2,113.00	\$ 1,989.00	\$ 11,621.00	\$ 6,467.00	\$ 6,359.00	\$ 4,750.00	\$ 6,212.26	\$ 2,900.00	\$ 4,975.20	172%
Insurance	\$ 1,419.00	\$ 3,031.00	\$ 6,677.00	\$ 6,434.40	\$ 4,746.00	\$ 4,463.00	\$ 2,051.00	\$ 2,005.00	\$ 2,137.00	\$ 2,013.18	\$ 2,235.00	\$ 2,051.47	92%
Interest, Bank and Credit Card Charges	\$ 7,150.00	\$ 5,449.00	\$ 9,327.00	\$ 6,764.00	\$ 5,819.00	\$ 6,593.00	\$ 6,982.00	\$ 6,720.00	\$ 5,535.00	\$ 5,371.31	\$ 5,000.00	\$ 5,364.76	107%
Membership Fees		\$ -	\$ -	\$ -	\$ 2,070.00	\$ 2,347.00	\$ 1,803.00	\$ 604.00	\$ 1,754.00	\$ 1,153.84	\$ 1,621.00	\$ 2,315.09	143%
Merchandise	\$ 75,770.00	\$ 64,014.00	\$ 72,566.00	\$ 79,264.00	\$ 62,447.00	\$ 58,143.00	\$ 55,651.00	\$ 51,402.00	\$ 57,433.00	\$ 47,908.23	\$ 52,150.00	\$ 56,597.46	109%
National Convention (AGM)	\$ 30,881.00	\$ 31,618.00	\$ 35,525.00	\$ 63,186.00	\$ 57,969.00	\$ 62,669.00	\$ 69,498.00	\$ 66,585.00	\$ 87,253.00	\$ 67,233.76	\$ 36,984.00	\$ 50,614.04	137%
NEC Meetings and Travel (Not AGM)	\$ 28,601.00	\$ 23,649.00	\$ 22,015.00	\$ 13,467.24	\$ 12,438.00	\$ 7,661.00	\$ 9,661.00	\$ 10,097.00	\$ 13,468.00	\$ 6,673.18	\$ -	\$ 6,940.49	
Office	\$ 41,915.00	\$ 36,770.00	\$ 30,068.00	\$ 42,379.00	\$ 46,247.00	\$ 64,444.00	\$ 31,149.00	\$ 32,292.00	\$ 36,300.00	\$ 22,871.89	\$ 22,500.00	\$ 11,456.69	51%
Postage and Delivery	\$ 13,281.00	\$ 13,740.00	\$ 51,673.00	\$ 46,965.00	\$ 61,028.00	\$ 56,385.00	\$ 43,197.00	\$ 50,044.00	\$ 43,679.00	\$ 47,311.28	\$ 48,000.00	\$ 41,465.51	86%
Professional Fees	\$ 25,337.00	\$ 38,794.00	\$ 35,882.00	\$ 27,578.00	\$ 25,170.00	\$ 22,088.00	\$ 23,473.00	\$ 20,771.00	\$ 22,246.00	\$ 14,138.61	\$ 16,500.00	\$ 13,268.89	80%
Publications (Magazine Printing)	\$ 102,018.00	\$ 92,826.00	\$ 73,811.00	\$ 58,418.71	\$ 54,326.00	\$ 77,386.00	\$ 76,108.00	\$ 61,341.00	\$ 41,676.00	\$ 75,508.76	\$ 58,460.00	\$ 65,842.38	113%
Rent	\$ 55,586.00	\$ 69,604.00	\$ 73,906.00	\$ 84,981.47	\$ 57,382.00	\$ 39,541.00	\$ 25,192.00	\$ 23,935.72	\$ 27,542.00	\$ 33,255.27	\$ 36,100.00	\$ 30,269.06	84%
Salaries, Contract Services and Benefits	\$ 314,097.00	\$ 297,725.00	\$ 314,986.00	\$ 324,168.57	\$ 348,810.00	\$ 264,653.00	\$ 233,393.00	\$ 233,713.00	\$ 228,119.00	\$ 214,664.19	\$ 217,000.00	\$ 202,092.34	93%
Telephone, Internet and Website Sp	\$ -	\$ -	\$ 7,856.00	\$ 11,054.00	\$ 10,864.00	\$ 11,443.00	\$ 11,117.00	\$ 11,258.00	\$ 9,927.00	\$ 10,225.45	\$ 15,000.00	\$ 13,379.85	89%
Staff Travel, Local and Misc Travel/Education, Admin Sp	\$ 1,733.00	\$ 1,250.00	\$ 186.00	\$ 1,799.00	\$ 2,946.00	\$ 3,757.00	\$ 1,963.00	\$ 6,607.00	\$ 6,272.00	\$ 6,742.33	\$ 4,800.00	\$ 7,199.93	150%
OperationalContingency/Investment or Capital Loss or Gain	\$ -	\$ -	\$ -	\$ -	\$ -			\$ 1,121.00	\$ 4,894.00	\$ 12,892.93	\$ -	\$ (1,969.47)	
<b>Total</b>	<b>\$ 743,549.00</b>	<b>\$ 716,464.00</b>	<b>\$ 762,018.00</b>	<b>\$ 788,641.99</b>	<b>\$ 779,624.00</b>	<b>\$ 710,860.00</b>	<b>\$ 612,721.00</b>	<b>\$ 605,283.16</b>	<b>\$ 609,118.00</b>	<b>\$ 585,095.52</b>	<b>\$ 528,250.00</b>	<b>\$ 526,652.87</b>	<b>100%</b>
<b>Net Income</b>	<b>\$ (22,104.00)</b>	<b>\$ (8,516.00)</b>	<b>\$ (35,086.00)</b>	<b>\$ (13,096.99)</b>	<b>\$ (3,788.00)</b>	<b>\$ 37,501.00</b>	<b>\$ 70,036.00</b>	<b>\$ 18,921.84</b>	<b>\$ (5,883.00)</b>	<b>\$ 9,826.10</b>	<b>\$ -</b>	<b>\$ 10,465.98</b>	

## ELECTIONS & APPOINTMENTS – NATIONAL EXECUTIVE COUNCIL

1. The purpose of this document is to describe recent changes to the association electoral process, and to the association's wider governance procedures. The document also depicts an electoral ballot sheet for member consideration. These changes are a consequence of new federal legislation (Canada Not-for-Profit Corporations Act, (CNCA), 2009) that went into effect on 17 October 2011.
2. Our association is a "direct democracy", not a "representative democracy", because our constitution bestows on each and every member-in-good-standing the privilege to vote. Voting is the method by which individual members help shape the future affairs of their association. Members earn this privilege in exchange for their annual dues. Payment of dues also secures a package of products, programs and services designed and defined by the members themselves. The ability of the association to deliver what members expect – VALUE – in exchange for their dues, depends on the accountabilities and competencies of the elected board of directors (National Executive Council).
3. According to our constitution each and every director is to be elected by the entire membership. Before the new Act (CNCA) came into force, this was not the case in our association. Group Presidents, for example, traditionally elected at the Group level, have never been the subject of a vote at the association level. In some cases this "tradition" effectively denied more than 75% of the members their right to have a say in the election of almost half the directors to the board. The new Act (CNCA) now mandates the participation of all members in the election of each and every director. This document helps to serve that purpose.
4. Finally, whereas it has been the practice for members to elect specific nominees by name to specific offices (1<sup>st</sup> Vice-President, Ontario Group President...), this is no longer an acceptable practice. Without getting into detail, suffice to say, such a practice in many associations simply encouraged fewer nominees, less participation, poor or non-existent succession planning, and the ineffective habit of only electing one person at a time, despite multiple openings, and then relying on acclamation processes that would see to that person assuming (without being duly elected) successively higher offices in subsequent years. Now, the new Act (CNCA) bestows on each and every member the responsibility to elect their directors as if that person was to assume the role of Chairperson of the Board the very next day. Acclamations are no longer acceptable. After all, boards of directors are governance vehicles, not training grounds. The executive responsibilities of boards of directors far outweigh their pedagogical ones. In closing, only elected directors have the authority and responsibility to determine who amongst them will fill the various offices identified. Thereafter, these elected directors may then appoint other officers and directors in accordance with the CNCA and the association's constitution to help with the business of managing the association for the benefit of all members.
5. With these important points in mind, the following candidates are the current nominees, and have all confirmed their willingness and uncompromised ability to serve as a director on the National Executive Council for the next year. The constitution of the RCAF Association provides for the election of a maximum of nine directors, and the appointment of three additional directors by the elected directors themselves. The members of the RCAF Association are respectfully requested to consider the following nominees for the nine elected positions. Should more than nine names appear, on any subsequent list, then members are reminded to only vote for nine of them. This year, only nine individuals have offered to stand for these positions, however, in subsequent years if more than nine names appear, members will be reminded to vote for only nine. To learn more about some or all of the candidates please consult the website ([rcafassociation.ca](http://rcafassociation.ca)) for more information:

<input type="checkbox"/>	Mark with an <input checked="" type="checkbox"/> your nine (9) directors				
	<input type="checkbox"/> Herb Harrison		<input type="checkbox"/> Greg Spradbrow		<input type="checkbox"/> Reg Daws
	<input type="checkbox"/> Ronald "Les" Ball		<input type="checkbox"/> Gaston Cloutier		<input type="checkbox"/> Robert Clarke
	<input type="checkbox"/> Ralph Murphy		<input type="checkbox"/> Terry Chester		<input type="checkbox"/> Guy Vallières

6. Upon the completion of the elections, the directors successfully elected will caucus as a board, choose from amongst themselves who will occupy which offices, from the list below, appoint any and all additional officers and directors as required, and report the results of their deliberations to the members and delegates without delay. The offices and advisory positions of the RCAF Association are:

*Nine directors elected by the members at a meeting of the association for a two-year term. Thereafter, on an annual basis, these elected directors will themselves elect from amongst their ranks individuals to fill the NEC offices described below, some of which may be filled by up to three additional voting or non-voting directors, all appointed annually, and any number of other non-voting officers also appointed annually by the elected directors, as may be required by the association, from time-to-time:*

*National President;*

*Chairman-NEC;*

*Vice-Chairman NEC;*

*Vice-President (General Membership Policy);*

*Vice-President (Resource Planning);*

*Vice-President (RCAC Support Pol);*

*Vice-President (Veterans' Organizations Liaison);*

*Vice-President (National Aviation Heritage Preservation);*

*Vice-President (Pol & Admin - MAL);*

*Vice-President (Regional Pol & Admin - Atlantic);*

*Vice-President (Regional Pol & Admin – Québec);*

*Vice-President (Regional Pol & Admin – Ontario);*

*Vice-President (Regional Pol & Admin – Prairies);*

*Vice-President (Regional Pol & Admin – Alberta);*

*Vice-President (Regional Pol & Admin – Pacific);*

*Secretary to the NEC. The Executive Director may be appointed to the non-voting office of Secretary of the NEC in keeping with the responsibilities of the Chief Staff Officer role;*

## **Ontario Group Resolution 02-2014:**

## **Annex P**

Originally submitted as a Notice of Motion in Saskatoon.

**WHEREAS:** The Royal Canadian Air Force Association (RCAFA) exists to honour the men and women who have served Canada, through their engagement in the Canadian Air Force, in times of war and peace,

**AND WHEREAS:** Those men and women, and their supporters, have come together and have given clarity to their engagement in the RCAFA through a clearly articulated mission statement,

**AND WHEREAS:** The RCAFA is a democratic community seeking the engagement of an ever expanding membership base and being is mindful of the transparency it needs to operate under the new "Not for Profit" act,

**AND WHEREAS:** The RCAFA represents a community that:

Have performed with honour to defend our freedom;

Diligently served to build the RCAFA locally, provincially and Nationally;

Understands that only through volunteerism and Service will the RCAFA continue to make itself relevant and make its mission real, now, and, for the next century.

### **THEREFORE BE IT RESOLVED THAT:**

The newly drafted RCAFA Mission Statement have added to it:

- 1.4.1.5.      **SERVICE-** The Royal Canadian Air Force Association will continue to provide a forum for all its members to freely serve the Royal Canadian Air Force Association, their community, and their country.

Submitted by 428 Wing, Peterborough (Dave Ronson)

### Resolution for 2014 RCAFA AGM

The only reference for the use of Poppies is in RCAFA Booklet #108, Dress, Ceremonial & Protocol, Annex B, In Memorium, 5, reads "Please join with me in placing of the symbol of remembrance-the Poppy. And in Annex C, service with casket present under Note-A wreath may be placed in front of the casket for the placement of the mourners poppies. Poppies may also be placed on the casket.

Many members of 111 Mic Mac Wing are also Legion members. It is standard procedure for Poppies to be passed out to members as they enter the site for a Memorial service. At the appropriate time, the members process up to the wreath and place their Poppies in Remembrance. It was brought to the attention of Wing members that there is no mention of wearing the poppy that is to be placed and that they should remove the poppy from their uniform.

Taken from the RCL Ritual and Insignia Manual 2011, Page 4

"The Poppy is worn by Legion members during the annual Remembrance Period which commences the last Friday in October and ends immediately following Remembrance Day. Other occasions when the Poppy may be worn are during special Remembrance services such as a service at a Legion Convention, The Battle of the Atlantic, The Battle of Britain, etc. The Poppy is also authorized for wear by Legion Colour Parties when on parade and by members attending funeral services for veterans or ordinary members."

"The Lapel Poppy is worn on the left lapel immediately above the legion lapel badge when wearing standard Legion dress, or above and centred on the shirt badge when wearing Summer dress, or, during inclement weather, on the left side of the outer garment close to the heart."

The rules for the wearing of Poppies by the RCL are very precise and it would do honor to our Veterans who belong to both organizations.

Be it resolved that the Protocol for the wearing of the Poppy at funerals be brought in line with the RCL procedures.

Submitted by Mary Boutin, Immediate Past President of 111 Mic Mac Wing, RCAFA, and Regional Vice President N.S. Wings of Atlantic Group.