



**Minutes of the 60th Annual General Meeting
of the Air Force Association of Canada
held in
Trenton, ON in the Holiday Inn Harvest Ballroom
17-18 October 2009**

Present

John Melbourne
 Brian Darling, CD
 Terry Chester, CD
 Grant E. "Ted" Mahood, CD
 Randy Cox
 Guy Vallières
 Dave Donovan
 R. Weldon Moffatt, DFM
 Gilles McDermott, CD
 Jan Hogan
 Wing Delegates and Members-at-Large as per Annex A

Regrets

George Macdonald, CMM, MVO, CD
 Danny Gosse, CD

Secretary

Dean C. Black, CD
 Marilyn Harry

Item	Discussion	Actions and Responsibilities
I	Call to Order - National President, Mr. John Melbourne, opened the meeting with the singing of the National Anthem "O Canada" followed by words of remembrance and a moment of silence for deceased veterans and departed members of the Air Force Association of Canada.	
II	Appointment of Parliamentarian and Scrutineers – Mr. Melbourne appointed Past President Mr. Ron Button as Parliamentarian and LCol Don McLeod & Maj Butch Blair as Scrutineers.	
III	Notification of Annual General Meeting was presented and acknowledged.	

Item	Discussion	Actions and Responsibilities
IV	Motion To Adopt the Agenda – Moved by Mr. Robert Clarke, 783 Wing, seconded by Mr. George Mitchell, 441 Wing.	
V	Motion To Adopt the Minutes of the 59th Annual General Meeting – Moved by Mr. Dave Wakely, 394 Wing, seconded by Mr. Jack Donnelly, 410 Wing.	
VI	Ratification of NEC Actions – Moved by Mr. Dave Wakely, 394 Wing, and seconded by Mr. Jack Donnelly, 410 Wing.	
VII	Recognition of Past National Presidents, Liaison and Contact Officers, and Members-at-Large – Presidents: Mr. Ron Button, Mr. Don McLeod, Mr. George McMahon Sr., Mr. Ted Mahood. Liaison and Contact Officers: LCol Don McLeod and Maj “Butch” Blair.	
VIII	Quorum Check – The secretary confirmed a quorum was present. (See Annex A for details)	
IX	Motion to Accept Minutes of the Last General Meeting – Moved by Mr. Bill Steedman, 428 Wing, and seconded by Mr. Kurt Abels 408-437 Wing.	
X	National President’s Opening Remarks – Mr. John Melbourne referred the delegates to the AGM Program Booklet page 8.	
XI	Honorary National President’s Opening Remarks – Video Presentation. Lieutenant-General (Retired) G.E.C. (George) Macdonald, CCM, MVO, CD had provided a video statement, which was played. The Chairman also referred the delegates to page 9 of the AGM program booklet. (See Annex B for details)	
XII	First Reading or Call For Nominations – Ted Mahood: The Chairman of the National Nomination’s Committee called for nominations and revealed the current nominees: President – Mr. Brian Darling; 1st. Vice-President – Mr. Terry Chester; 2nd. Vice-President – Mr. Greg Spradbrow.	
XIII	Introduction of New NEC Members – Quebec Group – Mr. Guy Vallieres Ontario Group – Mr. David Donovan Alberta Group – Mr. Gilles McDermott	
XIV	Senior Contact Officer’s Report – LCol. Roland Lavoie was expected to arrive later in the day.	
XV	Executive Director’s Report – Mr. Black introduced delegates to the financial statements. Mr. Black then entertained questions from the floor. QUESTION 1. Mr. Bill Steedman wanted to know if the Association was optimizing use of their facilities. Mr. Black explained that parts of the premises are being rented by two other groups (CDA and TreeCanada).	

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	<p>QUESTION 2: Mr. Bill Steedman – Wanted to know if there were any Private Industry donations? Mr. Black explained that there are no industry donations but that aerospace industry representatives have tended to support the association through sponsorship and advertising contributions. He further explained that both are way down, in part because of the current economic situation. Mr. Black further explained that the economic situation doesn't simply mean that aerospace companies have stopped advertising. Instead, these companies have simply taken to scrutinizing more so where to send their advertising revenues and if an organization like the Air Force Association cannot provide sufficient value for their advertising investment, these companies go elsewhere to maximize their sponsorship and advertising resources. In this way, Mr. Black tried to explain the important role each and every member of the association can play, in portraying professional, competent, values-driven organization aerospace companies should choose, for their sponsorship and advertising needs.</p> <p>QUESTION 3: Bill Steedman – Wanted to know if some magazine costs could be saved by producing it in pdf and sending it by e-mail? Mr. Black explained that this would be possible because it would save considerably on postage and paper. However, it would be important to determine what members would be interested in paying, for a digital copy of the magazine, because there would remain significant costs to produce the magazine in digital format. Delegates were encouraged to review the budget (actual and proposed) figures to determine just how much could be saved, by avoiding some production and mailing costs. (See Annex C for details). We might discover that insufficient revenue would result, meaning that we might not be able to employ the editor. The membership needs to understand that the quality of <i>Airforce</i> magazine depends almost entirely on two things: the willingness of members who have the talent to write the kinds of stories that resonate with members; and, the reputation of our editor who many members would agree has the credibility and the rapport that continue to draw in members interested in a high-quality product that is <i>Airforce</i> magazine. Mr. Black added that we are exploring other ideas that could decrease membership fees; for example, there exist companies who produce and publish magazines like <i>Airforce</i> at no cost, in exchange for revenues generated through advertising. The current poor advertising market is a challenge, however.</p>	

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	<p>QUESTION 4: Kurt Abels, 408-437 Wing. Mr. Abels asked how useful the membership cards can be, if they have no expiry dates. Mr. Black explained that not all Wings had a need for expiry dates, when the cards were designed. Consequently, a compromise was reached whereby stickers could be applied by those Wings in need, to show the expiry date.</p> <p>QUESTION 5: Mr. Kurt Abels. Why is the Regalia cost so high? Mr. Black explained that the cost of individual items does not appear to be a cause for concern from individual members, but because Mr. Abels raises the issue as a Wing representative Mr. Black emphasized that if Wings wanted to they could either buy in bulk, at reduced costs or they could take bulk shipments in reasonable quantities to suit their needs, all on consignment. The Wing could negotiate with Rose for the terms of the consignment. This would then permit Wings to set their own markup, to help raise funds for the Wing.</p> <p>QUESTION 6: Mr. Sam Newman, 427 Wing, wanted to know the details of the financial investments, gross, net, etc., and how they were reported. Mr. Black responded by saying that the Admin-Fin Committee acts on the advice of the Financial Advisor and, in turn, recommends to the NEC whether to pursue certain financial options over others. Details of the investments can be shared, and Mr. Black would advise the NEC to share the investment information.</p> <p>QUESTION 7: Mr. Sam Newman – Wanted to know if the Accounts Receivable figure was collectible? ANSWER: Yes.</p> <p>QUESTION 8 & 9: Can you expand on the cost of publications? Mr. Black explained the components of publication costs: salaries, layout, redesign, corrections, printing, copying, publishing, mailing, distribution, returns, duplicate mailings, and the rent of facilities wherein the staff work. He further explained that he is contacted weekly by many other publishers and printers who believe they have more cost-effective and/or cost-efficient solutions to meet our needs. Costs will probably be up in the next budget, since paper will be more expensive & postage is going up \$.04 next year.</p> <p>QUESTION 10: What are we receiving in rent? Mr. Black encouraged the delegates to turn to the last page of the formal audit, where the delegates would be able to see the exact rent recovery revenues expected over the next three years.</p> <p>QUESTION 11: Why are insurance costs up 300%? ANSWER: Since 9/11, all areas of coverage are up</p>	

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	<p>dramatically. Organizations are banding together to save and reduce as much as possible. The NEC wisely opted to amalgamate the Air Force Association with Air Force Productions Limited, so as to save on insurance costs. However, that decision required a two-year extension to insurance coverage before insurance savings would be fully achieved. The two-year extension expires in 2010, after which delegates should see a drop in the cost.</p> <p>QUESTION 12: Mr. Neil Elliott , 413 Wing, Trenton – Mr. Elliott expressed concern with the distribution of new membership cards. Mr. Black explained that new membership cards are being ordered in larger quantities to save costs and are being mailed from the office once a month. We have looked into the cost of a special printer to do these ourselves, in Ottawa. The cost of such a printer could be as high as \$2,000. Mr. Elliott then recommended to the NEC that such a printer be given serious consideration. Mr. Black supported the recommendation. The NEC will consider it.</p> <p>QUESTION 13: Mr. Lorne Falle, 424 Wing, Cornwall asked who sets the national budget and how do they go about doing so? Mr. Black explained that the question was an excellent one, because it touches on the fiduciary responsibilities of the National Executive Council members, especially from a strategic planning perspective. Specifically, in November 2007 the NEC responded to the National President’s call for a governance review, essentially agreeing to instill some sort of a continuous strategic planning regimen to the NEC’s deliberations. Prior to that date, strategic planning has tended to be done on an ad hoc basis. To date, the NEC has managed to touch upon some of the factors impacting on the AFAC’s future, but formal meetings focused on these and other strategic issues have not taken place on a regular basis. In reality, strategic planning needs to be undertaken so as to inform budget decisions, and the resulting budget that is presented to the membership needs to reflect those deliberations and decisions. In 1962, a book was published by the association as a guide for strategic planning and governance. Since that date, however, it would appear strategic planning has been the purview of ad hoc committees not always chaired by a member of the NEC. Mr. Black explained that the NEC acknowledged recently that this needs to change; NEC members are supposed to be directly responsible for the processes for which the membership holds them accountable. It is promising to hear that the NEC</p>	<p>NEC to consider the purchase of a membership card printer for the Ottawa office.</p>

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	<p>remains committed to instilling this kind of planning in all their deliberations and on a continuous basis. Only then can we be better assured that the budget presented to delegates at the AGM is not simply a rehash of last year's numbers reduced to account for the loss of some member-based revenues from year-to-year.</p> <p>QUESTION 14: Mr. Kurt Abels – Why are Regalia sales in 2010 projected to be so much less? ANSWER: Demographics – fewer members, fewer purchases.</p> <p>Acceptance of Financial Report – Moved by Mr. Lorne Falle, seconded by Mr. Jean-Charles Duquet.</p> <p>Acceptance of Proposed Budget – Moved by Mr. Bill Steedman, seconded by Mr. George McMahon, Sr., 412 Wing.</p> <p>Acceptance of Auditor's Report – Moved by Don Feduck , 434 Wing, seconded by Mr. Don McLeod, 111 Wing. Motions to retain Auditors, McCay, Duff & Company – Moved by Mr. Gerry Cuffe, Ontario Group, seconded by Mr. Blair Buchanan, 200 Wing</p>	
XVI	<p>RCAF Association Trust Fund Report – Mr. Mahood, standing in for Mr. Ron Coleman, reported on the Trust activities. Some questions were raised regarding donations and support to one particular group and, together, Mr. Mahood and Mr. Thomas helped provide further information for the benefit of delegates.</p>	
XVIII	<p>Chief of the Air Staff Report – LGen André Deschamps briefed the delegates on the state of Canada's air force, reflecting on operations, personnel and future plans and procurements.</p>	
	<p>Mr. Ron Button moved to recess for 30 minutes. The motion was seconded by Mr. Don McLeod, Sr. The assembly went into recess for 30 minutes after which they reconvened for the Aviators' of the Year Luncheon.</p>	
	<p>The lunch was followed by an introduction of LCol Roland Lavoie, the new Chief of the Air Staff Public Affairs staff officer and new senior contact officer to the Air Force Association of Canada. LCol Lavoie shared some of his recent operational experiences (in Afghanistan)</p> <p>MGen (Retd) Bourgeois provided an update on the activities of the Air Cadet League of Canada.</p> <p>Col (Retd) Andrew Nellysten provided an update on the work of the Conference of Defence Association, particularly in his role as Membership coordinator.</p> <p>Mr. Daniel Rodrique briefed on his veteran's stories video project.</p>	
	<p>Report of the Resolutions Committee. 1st Vice-President, and Chairman of the Resolutions Committee, Mr. Brian Darling explained that the following</p>	

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	<p>resolutions had been withdrawn: Resolutions Withdrawn – 2009-07; 2009-08; 2009-09; 2009-10; 2009-13. He pointed out that there were some minor editorial amendments to the resolution material contained on pages 73 and 74 of the AGM Programme Booklet whereby, in the last line of Resolutions 2009-04 and 2009-05 “NRC” should read “NEC”. He added that these changes had no effect on the resolutions themselves. With respect to the remaining resolutions:</p> <ul style="list-style-type: none"> • 2009-01 – Governance of the National Executive Council (NEC) (SOCC). Moved by Mr. Randy Cox, Atlantic Group, seconded by Mr. Guy Vallieres, Quebec Group. Carried. • 2009-02 – Development of a Policy and Procedures Manual (SOCC) Moved by Mr. Guy Vallieres, Seconded by Mr. Gilles McDermott, Alberta Group. Carried. • 2009-03 –Establishment of a formal policy concerning the privacy of personal information (SOCC). Moved by Mr. David Donovan, Ontario Group, seconded by Mr. Jean Charles Duquet, 302 Wing. Carried. • 2009-04 –Establishment of local advocacy forums across Canada (SOCC). Moved by Mr. Weldon Moffat, Prairie Group, seconded by Ms. Jan Hogan, Pacific Group. • 2009-05 – Development of a comprehensive communications plan (SOCC). Moved by Mr. Randy Cox, seconded by Mr. Guy Vallieres. Carried. • 2009-06 –Development of a training and orientation information package for elected officers and directors (SOCC) Moved by Mr. Sam Newman, seconded by Mr. Weldon Moffat. Carried. • 2009-09–Number of votes for wings at Group and Association Meetings (SOCC). Moved by Mr. Gordon MacKay, 784 Wing; seconded by Mr. Robert Roe, 783 Wing. Carried. • 2009-11 – Cold War Service Medal. Moved by Mr. Bill Steedman, seconded by Mr. Bud Wilds. Carried with an amendment to the resolving clause to read: “BE IT RESOLVED THAT: a bar be issued to the Special Service Medal that would recognize all, including members who served in Canada and the USA in the service of NORAD, either directly or indirectly. This award would most assuredly go a long way in recognizing these well-deserving individuals, as 	

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	<p>well as help the rest of the country better understand and appreciate the service and sacrifice these members endured during that era.” .</p> <ul style="list-style-type: none"> • 2009-12 – Amendment to booklet 108 – Dress, Ceremonial and Protocol Moved by Ms. Jan Hogan, seconded by Mr. Don McLeod. Carried. 	
	<p>3rd Business Session Mr. Mahood requested nominations for the National President, National 1st Vice-President and National 2nd Vice-President. Mr. Brian Darling was acclaimed National President. Mr. Terry Chester was acclaimed as National Vice-President. Mr. Greg Spradbrow was acclaimed as National 2nd Vice-President.</p>	
	<p>Mr. Chester conveyed to the membership the existence of a draft membership discussion paper. He explained that the paper will be circulated to the Wings and it is hoped that Wings will want to participate by providing comments, ideas, and criticisms.</p> <p>Ms. Cecile Thompson, 444 Wing, pointed out a typo on the membership report. She explained she has 38 members not 74.</p> <p>Mr. Lorne Falle, 424 Wing, asked a question regarding a statement made in the SOCC (page 40 in the Agenda). “Do Wings have to consult with National before or in order to remove a member?” The chairman responded “yes”.</p> <p><i>Secretarial Note: Wings in good standing are delegated the authority to enrol new members into the association. However, Wings are not delegated the authority to remove members from the association. Because it could be very simple for removed members to join another Wing, it is critical that Wings refer the removal of members to National, so as to ensure all Wings can be appraised of such actions. Secondly, with respect to Regular and Dual members, there is no such thing as a Wing member; members can only be members of the association. With respect to Social members and Associate members, because these members do not pay association dues, they must be considered only Wing members. Their removal is best left to the Wings for as long as Wings insist these members pay no association dues. Unfortunately, these social and associate members</i></p>	

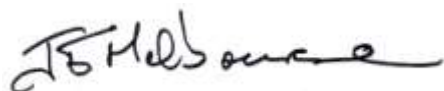
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	<p><i>could also seek membership in another Wing, thus exposing yet another significant fault in the decision to introduce the associate member classification in 1971.</i></p> <p>Mr. Falle then continued, by proposing what he referred to as an idea of inequality. He explained that mindful of the budget figures introduced yesterday, it seems reasonable for all 65 Wings to pay an equal share of the revenues that tend to be attributable to members affiliated with Wings. Mathematically, he divided \$200,000 by 65 to reach a figure of approximately \$3,080 each. This, he argued would be a manageable amount for each Wing to pay, rather than assess individual members \$44 per year.</p> <p><i>Secretarial Note: While from a mathematical perspective this might seem attractive, it is an unworkable proposal. First of all, it violates the principles of what it means to be a member. The 800 members in 888 Wing would be pleased to have to pay only \$3.85 each; the seven members in 431 Wing would probably not be as happy, knowing their share would be in excess of \$439.86 each. Most Wings also do not have a money-making business; members meet in individual homes. The main problem with this proposal is that it skews the value proposition considerably. The concept Mr. Falle describes would ensure individuals do not join the association, but Wings would. We are like all other associations – member-based, not Wing-based. Individuals must be relied upon to confront the annual decision to join. If Wings were left to confront this decision, then the association would have to re-tool itself and focus on the development of programs, products and services designed not to suit individuals, which is now the case, but to suit Wings instead. This fundamental change would be a violation of our constitution which prohibits the association from having any obligations to or claims in the assets of a Wing.</i></p> <p>Mr. McDermott, Alberta Group, described the “Secret Santa” program, the initiative for which started in Winnipeg with a Mr. Dion. Mr. McDermott’s Wing has indicated early support for a local (Alberta) application of this program. He encouraged other Wings to contact</p>	

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	<p>him in 784 Wing, for further information.</p> <p>Mr. Bill Grahlman and Ms. Brenda Wilson of 447 Wing (Hamilton) shared their situation, vacating their old “H-hut”. The Wing will now parade November 1, at 14:30 hrs, from the H-Hut to their new facility, about 1 kilometer away. 163 Pipes & Drum Band will be in force. While their new facility is under construction, refreshments will be available at the 779 Air Cadet Squadron nearby.</p> <p>Mr. Sammy Sayle, 410 Wing, expressed (financial and economic) concern, underpinning his suggestion that we should probably take the AGM for next year to Winnipeg – the most central location.</p> <p>Mr. Lorne Falle wanted to express his gratitude for Mr. Black and the decisions (financial) that have been faced and made by the NEC, over the past two years. “Clearly, the association is on a much better track, than had been the case for so many years”.</p> <p>Mr. George Mitchell expressed his disappointment that there was no “Groups-at-Home”.</p> <p>A motion to adjourn was made by Mr. Clarke (Alberta Group) and seconded by Mr. Don Mcleod, Sr.</p> <p>The National President formally closed the proceedings.</p>	



Dean C. Black, CD
Secretary

Approved/Not Approved



John Melbourne
National President

Annex A to
AGM2009 Minutes
Dated 14 November 2009

List of Accredited Delegates

Name	Affiliation	Accreditation	Membership No.
Kenneth Behan	102	102-1	BEH05231
Ralph Murphy	102	102-2	MUR38204
Ivan Gould	105	105-1	GOU22868
Greg Spradbow	107	107-1	SPR05494
Bud Bertson	111	111-1	BER25961
Blair Buchanan	200	200-1	BUC35335
Al Poirier	200	200-2	POI48514
Jean-Charles Duquet	302	302-1	DUQ01785
Brian Hunter	306	306-1	HUN06708
Ken Blackburn	306	306-2	BLA44464
Marcel Mainville	338	338-1	MAI50189
Dave Wakely	394	394-1	WAK44072
Alex D. McGillivray	401	401-1	MCG38408
William (Bill) Minion	401	401-1	MIN43964
Ron C Beaudreau	404	404-1	BEA46581
Vic Snowden	404	404-2	SNO07244
Kurt H Abels	408-437	408/437-1	ABE46513
Earl Sinnett	410	410-1	SIN50799
Jack Donnelly	410	410-2	DON32942
Grant McCauley	411	411-1	MCA31864
Barry R. Wilson	411	411-1	WIL38238
Art Darnbrough	413	413-1	DAR46974
Neil Elliott	413	413-2	ELL08324
Jo-Anne Peckham	413	413-3	PEC45633
Charlie Hannon	413	413-4	HAN19663
Doug Yates	415	415-1	YAT34752
John Edward Wood	416	416-1	WOO08881
Alexander Tosh	418	418-1	TOS08765
Murray Hope	418	418-1	HOP44034
Rita Patry	422	422-1	PAT17536
H Ron Macdonald	422	422-2	MAC37895
Lorne W Falle	424	424-1	FAL42643
Jack Clark	427	427-1	CLA45405
Sam Newman	427	427-2	NEW09251
Bill Steedman	428	428-1	STE50361
Bill Devereaux	428	428-2	DEV27228
Leonard Milligan	429	429-1	MIL47119
Daniel Duchene	433	433-1	DUC46483
Pat Soucy	433	433-2	SOU49536
Donald Feduck	434	434-1	FED14437
George Mitchell	441	441-1	MIT27907
Stan Bieniawski	441	441-1	BIE48384

Name	Affiliation	Accreditation	Membership No.
Stanley Kochancznk	443	443-1	KOC17073
Cecile Thompson	444	444-1	THO36774
William Grahman	447	447-1	GRA19466
Garry V. Beck	483	483-1	BEC36164
Daniel Rodrigue	483	483-2	ROD50710
Ed DeCaux	500	500-1	DEC14917
Herbert J.L. Harrison	600	600-1	HAR40476
George Williams	702	702-1	WIL11977
Al Low	703	703-1	LOW27124
R.J.Roe	783	783-1	ROE10343
Grant Whitson	783	783-1	WHI06262
Robert Clarke	783	783-1	CLA20755
Gordon MacKay	784	784-1	MAC48600
Victor J Nordquist	801	801-1	NOR44387
Grant Papineau	879	879-1	PAP01014
Ray Sowerby	883	883-1	SOW12349
Allan B Hampshire	888	888-1	HAM12148
Frank Reid	888	888-2	REI25854
Milford Wilds	888	888-3	WIL09482
Don Hogan	888	888-4	HOG28943
Henry Siemens	890	890-1	SIE02932
William V Simpkinson	900	900-1	SIM30420
George F Hunter	900	900-2	HUN21289
Ronald Tomlinson	MAL	MAL	TOM03274
Dave Donovan	416	NEC	DON37226
Ted Mahood	433	NEC	MAH09867
Brian Darling	394	NEC	DAR00360
Jan Hogan	NEC	NEC	HOG28943
John Melbourne	NEC	NEC	MEL11035
Guy Vallieres	394	NEC	VAL29590
Terry Chester	888	NEC	CHE50097
R. Weldon Moffatt	NEC	NEC	MOF23797
Randy Cox	All Gp	NEC	COX33755
Gilles McDermott	Alb Gp	NEC	MCD35522
Dean Black	NEC	NEC	BLA47678
George McMahon	PNP-3	NEC	MCM08165
Grant Mac Donald	413	Ont Gp - 1	MAC17232
Howard Johnston	Ont Gp	Ont Gp - 2	JOH42686
Gerry Cuffe	Ont Gp	Ont Gp - 3	CUF01469
James Scherb	Ont Gp	Ont Gp - 4	SCH44490
Ron Button	422	PNP-1	BU01492
Don Mcleod	111	PNP-2	MCL32687
Lyna Boivin-Smith	306	QG-2	SHI38619

Annex B to
AGM2009 Minutes
Dated 14 November 2009

**HONOURARY NATIONAL PRESIDENT'S INTRODUCTORY COMMENTS
TO THE 60th ANNUAL GENERAL MEETING
HELD IN TRENTON, ONTARIO
17 OCTOBER 2009**

First, I must apologize for my absence at the 60th AGM. This event is an important milestone for the Air Force Association and even more so that it occurs during the year where we are celebrating the centennial of flight in Canada. Aviation has meant so much to the development of Canada throughout the last century and it is appropriate that we acknowledge the many achievements that have been made by Canadians in both civil and military aviation fields. And, I think we can all agree that the air force future looks very bright indeed with the purchase of new equipment and the deployment of an air wing to Afghanistan, to mention just two examples. The reason I am not in attendance is because of an opportunity to visit Afghanistan and to see first hand the work being done there. I will report on it sometime after my return.

In thinking about what I might say to the participants of the AGM, I sought advice in the messages of a few of my predecessors. I was not surprised to find a resonance with their views and my own, even with a separation of several years. Some of you will know Don McNaughton who was HNP in the early 90's. In his final year, his comments to the 1992 AGM identified some of the positive and negative aspects of the Association. On the positive side, he reflected on the outstanding volunteers and hard workers throughout the organization, the support given to cadets, the honours and awards program, among others. He then went on to describe what he thought were the negatives. He cited a negativism that sometimes cause distress and bad feelings. He also suggested that the Association needed to reach out to members at large with a view to adopting a more inclusive approach with respect to them. Finally, he described a resistance to change which he felt was an impediment to the positive evolution of the Association – this at a time when the name change was topical.

My own experience in the organization is somewhat consistent with General McNaughton's views 17 years ago. There are many positive aspects to the Association, but we must always be working to improve. In my view, the most enduring comment that Don made is that related to negativism. I have witnessed several instances where well-intentioned people have engaged their mouth, or their keyboard, while their brain was still in neutral. Sure, we may all be tempted to shoot from the hip from time to time, but we must keep in mind that constructive criticism is really the only acceptable kind. In an organization like ours, sensitivity, diplomacy and congeniality never grow stale.

General Bob Morton was a dear friend of mine and was serving as HNP at the time of the 1998 AGM, on the eve of the 75th anniversary of the air force. He made some telling comments at the meeting which I would like to share with you. He said:

“... the Association has an enduring obligation. We are the largest collective voice of aviation history, tradition and advocacy in the country... With that many voices, we can inform, sponsor, and encourage aeronautics in all its forms and branches. We can do so also by ceremonies and remembrances, and through the circulation of our excellent and successful *Airforce* magazine. At the same time we can help our next generation, by sponsoring Air Cadets....The past and future are important, but so too is our present-day advocacy role for air power....we need to keep putting the message out in clear, persuasive language and repeat it often...Our Association’s voice has credibility in these matters, the credibility born of years of experience in peace and war and, yes, of tragedy too. We owe our brethren in uniform our unending help in their struggle to keep Canada’s air force strong, relevant, and balanced to the needs of the second biggest nation on earth.”

Bob spoke these words 11 years ago, but they are equally relevant today. We belong to a terrific organization, a unique Association of like-minded people, all with an interest in some aspect of aviation. No, we don’t all work directly with cadets, or sponsor a heritage event, or openly advocate for a strong air force. But we all belong to an organization that does all of these things and more. It needs our collective support to continue to credibly do those things.

A lot has happened in the past 60 years since the Association came into being. The founding members of the RCAF Association belonged to a generation with a life experience quite foreign to those us who have followed. We need to honour and respect their heritage and that of others who have served in the military. We must never forget.

But at the same time, the Association is engaged in so much more than that. Let’s celebrate the diversity which we have and exploit the rich talent pool of our membership to retain the Air Force Association of Canada as a vibrant, relevant and viable organization. Let’s focus on the good things the Association has to offer and do our best to avoid the negative aspects. Let’s work together to find solutions, not simply create problems. We’re all in this together. Our similarities far exceed our differences. Let’s all commit here and now to do our best to promote the overall purpose and vision of the organization, all the while working in the specific areas in which we are each interested.

We have come a long ways in 60 years. As we enter the second century of flight in Canada, let’s work to build the Air Force Association into an even stronger, more unified body of engaged members, working in unison for the good of the whole.

Again, I apologize for not being at the meeting in body, but you can rest assured that I am there in spirit. I wish you all an enjoyable and useful AGM.

Air Force Association of Canada - Annual Budget Estimates Report and Proposal for Future Budget(s)

Revenues	Budget Actual						Budget Proposed		
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2008-09	%	2009-10
Membership Dues and Subscriptions	\$ 416,451.00	\$ 403,447.00	\$ 387,178.00	\$ 411,234.00	\$ 441,174.00	\$ 446,922.00	\$ 415,000.00	107.69%	\$ 400,000.00
Non-member Subscriptions	\$ 24,428.00	\$ 27,405.00	\$ 34,606.00	\$ 37,288.00	\$ 41,036.00	\$ 39,256.00	\$ 45,000.00	87.24%	\$ 45,000.00
Advertising	\$ 74,947.00	\$ 64,613.00	\$ 70,420.00	\$ 64,747.00	\$ 54,478.00	\$ 48,967.00	\$ 57,000.00	87.64%	\$ 10,000.00
Merchandise Sales	\$ 137,331.00	\$ 127,849.00	\$ 147,865.00	\$ 130,385.00	\$ 114,538.00	\$ 100,893.00	\$ 105,000.00	96.09%	\$ 80,000.00
Airforce Magazine Award	\$ 27,800.00	\$ 26,391.00	\$ 24,301.00	\$ 25,037.00	\$ 24,394.00	\$ 24,724.00	\$ 20,000.00	123.62%	\$ 20,000.00
AGM Revenue (Registrations & Paying Guests)	\$ -	\$ -	\$ -	\$ 38,835.00	\$ 34,660.00	\$ 27,804.00	\$ 34,360.00	80.94%	\$ 30,000.00
Other	\$ 40,888.00	\$ 58,243.00	\$ 62,782.00	\$ 68,019.00	\$ 65,556.00	\$ 58,805.00	\$ 55,000.00	106.92%	\$ 45,000.00
Total	\$ 721,445.00	\$ 707,948.00	\$ 726,932.00	\$ 775,945.00	\$ 775,836.00	\$ 748,361.00	\$ 731,350.00	102.33%	\$ 640,000.00
Expenditures	Budget Actual						Budget Proposed		
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2008-09	%	2009-10
Advertising and Promotion	\$ 6,517.00	\$ 7,544.00	\$ 317.00	\$ 11,378.84	\$ 11,938.00	\$ 8,175.00	\$ 18,750.00	48.93%	\$ 10,000.00
Advertising Commissions	\$ 12,822.00	\$ 8,318.00	\$ 7,968.00	\$ 2,472.48	\$ 6,138.00	\$ 3,227.00	\$ 3,500.00	92.20%	\$ -
Amortization	\$ 7,181.00	\$ 6,104.00	\$ 5,333.00	\$ 6,218.28	\$ 7,297.00	\$ 5,264.00	\$ 8,000.00	65.80%	\$ 8,500.00
Bad Debts	\$ 945.00	\$ -	\$ 4,806.00	\$ -	\$ -	\$ -	\$ -		\$ -
Donations-Gifts-Group and Wing Allowances	\$ 18,296.00	\$ 16,028.00	\$ 9,417.00	\$ 2,113.00	\$ 1,989.00	\$ 11,621.00	\$ 8,500.00	136.72%	\$ 11,000.00
Insurance	\$ 1,419.00	\$ 3,031.00	\$ 8,677.00	\$ 6,434.40	\$ 4,746.00	\$ 4,483.00	\$ 5,000.00	89.26%	\$ 4,500.00
Interest, Bank and Credit Card Charges	\$ 7,150.00	\$ 5,449.00	\$ 9,327.00	\$ 6,784.00	\$ 5,819.00	\$ 6,581.00	\$ 5,500.00	119.84%	\$ 5,750.00
Membership Fees	\$ -	\$ -	\$ -	\$ -	\$ 2,070.00	\$ 2,347.00	\$ 2,500.00	93.88%	\$ 2,500.00
Merchandise	\$ 75,770.00	\$ 64,014.00	\$ 72,566.00	\$ 79,294.00	\$ 62,447.00	\$ 58,143.00	\$ 52,500.00	110.75%	\$ 37,500.00
National Convention (AGM)	\$ 30,891.00	\$ 31,618.00	\$ 35,525.00	\$ 63,186.00	\$ 57,969.00	\$ 62,669.00	\$ 60,000.00	104.45%	\$ 59,000.00
NEC Meetings and Travel (Not AGM)	\$ 28,601.00	\$ 23,649.00	\$ 22,015.00	\$ 13,487.24	\$ 12,438.00	\$ 7,661.00	\$ 14,500.00	52.63%	\$ 12,500.00
Office	\$ 41,915.00	\$ 36,770.00	\$ 30,068.00	\$ 42,379.00	\$ 46,247.00	\$ 64,446.00	\$ 41,000.00	157.19%	\$ 40,000.00
Postage and Delivery	\$ 13,281.00	\$ 13,740.00	\$ 51,673.00	\$ 46,965.00	\$ 61,028.00	\$ 56,385.00	\$ 62,500.00	90.22%	\$ 63,000.00
Professional Fees	\$ 25,337.00	\$ 38,794.00	\$ 36,882.00	\$ 27,578.00	\$ 25,170.00	\$ 22,088.00	\$ 16,000.00	138.05%	\$ 18,500.00
Publications (Magazine Printing)	\$ 102,018.00	\$ 92,826.00	\$ 73,811.00	\$ 68,418.71	\$ 54,326.00	\$ 77,387.00	\$ 76,000.00	101.83%	\$ 80,000.00
Rent	\$ 55,586.00	\$ 69,604.00	\$ 73,906.00	\$ 84,901.47	\$ 57,382.00	\$ 39,541.00	\$ 58,135.00	68.02%	\$ 42,000.00
Salaries, Contract Services and Benefits	\$ 314,097.00	\$ 297,725.00	\$ 314,986.00	\$ 324,168.57	\$ 348,810.00	\$ 264,653.00	\$ 280,000.00	94.52%	\$ 225,000.00
Telephone and Internet	\$ -	\$ -	\$ 7,866.00	\$ 11,054.00	\$ 10,864.00	\$ 11,443.00	\$ 11,500.00	89.50%	\$ 11,500.00
Staff and Misc Travel/ Education	\$ 1,733.00	\$ 1,250.00	\$ 188.00	\$ 1,799.00	\$ 2,946.00	\$ 3,758.00	\$ 5,950.00	64.21%	\$ 5,500.00
Operational or Uncommitted Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,615.00	0.00%	\$ 3,250.00
Total	\$ 743,549.00	\$ 716,464.00	\$ 762,018.00	\$ 788,041.99	\$ 779,624.00	\$ 710,880.00	\$ 731,350.00	97.26%	\$ 640,000.00
Net Income	\$ (22,104.00)	\$ (10,516.00)	\$ (35,086.00)	\$ (13,096.99)	\$ (3,788.00)	\$ 37,501.00	\$ -		\$ -