

Minutes for the 165th Meeting of the  
National Executive Council of the Royal Canadian Air Force Association  
held by Tele-Video-conference on Saturday, 30 April 2016 at 1300 hrs EST

In Attendance:

Col (Ret) Terry Chester, Chairman

LCol (Ret) John Murphy, Chairman RCAF Association Board of Trustees

LGen (Ret) Lloyd Campbell, Honorary National President

John Hooper

Maj ( Ret) Steve Macdonnell

Maj (Ret) John Scott

Greg Spradbrow

CWO (Ret) Reg Daws

Guy Vallieres

Maj (Ret) Herb Harrison

Absent

Maj Jorma Hamalainen

Dave Vokey

BGen (Ret) Gaston Cloutier

Observing

LCol (Ret) Bud Berntson

Secretary

LCol (Ret) Dean Black

Item	Discussion	Action
I	Welcome & Chairman's Remarks	Chairman
II	<p>Consent Agenda: Minutes from 164<sup>th</sup> Meeting of the NEC -7 Nov 2015</p> <p>The Chairman asked if there were any additions or deletions to be made to the minutes of the 7 November 2015 teleconference meeting; minutes were made available through the RCAF Association website. (<a href="http://rcafassociation.ca/wp-content/uploads/2016/01/Minutes-for-a-Teleconference-Meeting-of-the-NEC-7-Nov-15.pdf">http://rcafassociation.ca/wp-content/uploads/2016/01/Minutes-for-a-Teleconference-Meeting-of-the-NEC-7-Nov-15.pdf</a>). No additions or deletions were forthcoming.</p> <p>Herb Harrison moved to accept the minutes; Guy Vallières seconded the motion. The consent agenda was approved – motion carried.</p>	
III	<b>Strategic Issues: Budget Report (2015-2016) and Budget Proposal (2016-2017).</b>	

Item	Discussion	Action
	<p>The Chairman initiated a discussion about how the NEC should designate one of the directorships with the responsibility and duties of Treasurer. A Board of Governors needs a director/board member who <u>leads</u> the board’s finance-focused discussions in a manner consistent with the fiduciary responsibilities assigned to members of the board; a board member who makes recommendations to the directors about what sorts of things to do with the money the association’s members entrust to NEC members as their leaders. Dean explained further, that, “someone fulfilling the role of Chief Staff Officer is not in an appropriate position to act as Treasurer”</p> <p>He asked John Murphy, Chairman of the RCAF Association Board of Trustees, whom he had for a Treasurer. John explained Wendy serves as Treasurer for the Trust Fund. Terry Chester asked Dean Black a rhetorical question: Why for instance, could we not use Wendy as Treasurer for the NEC?, Dean explained the NEC is not in need of a director to do the budget-development work appropriately delegated to a member of the staff (currently the Executive Director); The Treasurer is <u>not</u> someone who puts the budget proposal together, that is a staff function. The Treasurer is an important function members expect to be fulfilled by one of the people they elect to lead them; he or she is responsible for initiating the discussion and future ideas about what to do with the money, in keeping with the evolving mission of the association. It is not for a staff member to do that, and it is definitely not appropriate for Wendy because, first of all, she is not a member of the association. It is a mandated function in all boards and committees, for an elected individual to perform that function”. The committee thanked Dean for this explanation. Dean then furnished the following chart for those with an internet connection to further explain the fiduciary responsibilities of Board Members.</p>	

Item	Discussion	Action
	<p style="text-align: center;"><b>Governance Elements &amp; Functions</b></p> <p><b>Purpose</b></p> <p><i>Fiduciary Duty: Loyalty - all actions must safeguard the organization and help it achieve its purpose Confidentiality - information learned as a director belongs to the organization, unless otherwise stated Conflict of interest - Must disclose all real or potential interests and avoid self-interest</i></p> <p><i>Directors and officers have fiduciary duties to the organization. These duties require them to act honestly, to be loyal and to act in good faith. They are also to avoid conflicts of interest and not compete with the organization or exploit its opportunities. If a conflict of interest does arise, the minimum expectation is full disclosure and that the individual will not participate in any decision on the matter.</i></p> <p>Terry Chester brought the budget report and proposal to the attention of directors. He asked Dean what are the expectations with respect to the current \$79,000 surplus. Dean Black explained remaining activities, including publishing of one more issue of the magazine, visitation allowance (grant) to Groups,</p>	

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	<p>and the audit, meaning most if not all of the current surplus is expected to be consumed by the end of the year (30 June 2016) fully in keeping with the budget voted upon by the members.</p> <p>Terry Chester then explained correspondence Dean had sent, regarding the visitation allowance; how Wendy was prepared to send the allowance out to each of the Groups, on application for the funds. However, Terry indicated the NEC members may want to discuss alternative uses for the funds, so that he would be seeking a decision from the directors later during the meeting.</p> <p>Bud Berntson asked if Wendy had not already sent out the money, because he had just received money from the Treasurer for Atlantic Group. (No). Bud then suggested “in reference to a Treasurer, could we not just add one more position to the NEC and stipulate through a caveat that the person come from the Ottawa area?” Terry Chester explained “we could do whatever we want, certainly we could let it be known that we need that kind of expertise. We should be recruiting people to the NEC who can fulfill a function, rather than just fill a seat”. (Competency-based Board Model)</p> <p>Terry Chester raised the Budget Proposal for 2017, drawing the attention of the yellow section to the directors. “Even without an AGM in 2017, we are looking at a \$29,000 deficit. That is the proposal we are being asked to discuss. Ultimately as a council we need to get feedback from our members, do you want us to keep spending this kind of money on the magazine, for example; is it important to you?”</p> <p>Guy Vallieres asked, “...could we not follow the Legion magazine format, reduce the size of the paper, and lower the grade of the paper; that might save a lot of money?” Terry Chester explained we could look at those issues, asking “Would that reduce the cost? Could we afford to put out four per year?” Terry explained that, “Later during the meeting Dean Black would be talking about the survey that we did, that included an aspect about the magazine”. Terry Chester then asked for any more comments on the budget, or can we accept this proposal?</p>	

Item	Discussion										Action
<b>Pre-Audit Budget Report - FY2016 (1 July 2015 to 30 June 2016) as at 15 July 2016 with Budget Proposal - FY2017 (01 July 2016 to 30 June 2017)</b>											
<b>Revenues</b>		After Audit				Proposal 2016*	Status		Proposal 2017		
		2011-2012	2012-2013	2013-2014	2014-2015	Revenues	2015-2016	% Used	Revenues		
Membership Dues and Subscriptions		\$ 361,558.00	\$ 341,406.38	\$ 297,532.34	\$ 290,402.35	\$ 260,000.00	\$ 279,079.22	107%	\$ 260,000.00		
Non-member Subscriptions (Magazine Bulk)		\$ 32,535.00	\$ 42,498.18	\$ 34,304.20	\$ 34,001.92	\$ 21,000.00	\$ 33,929.00	162%	\$ 32,000.00		
Advertising & Editorial Support		\$ 29,260.00	\$ 44,168.00	\$ 35,830.84	\$ 35,967.59	\$ 27,000.00	\$ 39,106.01	145%	\$ 32,000.00		
Merchandise Sales		\$ 104,488.00	\$ 83,062.61	\$ 91,651.60	\$ 55,326.85	\$ 52,000.00	\$ 64,843.07	125%	\$ 50,000.00		
Airforce Magazine Award									\$ 47,048.00		
AGM Revenue (Registrations & Paying Guests)		\$ 28,613.00	\$ 29,376.91	\$ 21,836.94	\$ 22,316.65				\$ 15,750.00		
Other		\$ 46,781.00	\$ 54,409.54	\$ 55,962.93	\$ 186,579.05	\$ 43,500.00	\$ 62,382.24	143%	\$ 41,500.00		
<b>Total</b>		<b>\$ 609,235.00</b>	<b>\$ 594,921.62</b>	<b>\$ 537,118.85</b>	<b>\$ 624,594.41</b>	<b>\$ 403,500.00</b>	<b>\$ 479,339.54</b>	<b>119%</b>	<b>\$ 478,298.00</b>		
<b>Expenditures</b>						Proposal 2016*	Status		Proposal 2017		
		2011-2012	2012-2013	2013-2014	2014-2015	Expenses	2014-2015	% Used	Expenses		
Advertising and Promotion		\$ 12,903.00	\$ 9,456.80	\$ 11,830.99	\$ 14,135.81	\$ 5,000.00	\$ 12,652.20	253%	\$ 12,098.00		
Advertising Commissions											
Amortization		\$ 3,230.00	\$ 1,446.73	\$ 2,906.46	\$ 2,536.86	\$ 2,000.00	\$ 2,209.14	110%	\$ 1,250.00		
Bad Debts			\$ 15.52	\$ 51.73							
Donations-Gifts-Group and Wing Allowances		\$ 4,750.00	\$ 6,212.26	\$ 4,975.20	\$ 1,123.38	\$ 2,000.00	\$ 7,525.96	376%	\$ 8,500.00		
Insurance		\$ 2,137.00	\$ 2,013.18	\$ 2,051.47	\$ 2,203.39	\$ 2,200.00	\$ 1,943.10	88%	\$ 2,200.00		
Interest, Bank and Credit Card Charges		\$ 5,535.00	\$ 5,371.31	\$ 5,364.76	\$ 4,240.81	\$ 4,000.00	\$ 3,877.20	97%	\$ 3,750.00		
New Membership Enrolment package		\$ 1,754.00	\$ 1,153.84	\$ 2,315.09	\$ 2,504.92	\$ 2,000.00	\$ 4,182.83	209%	\$ 4,000.00		
Merchandise		\$ 57,433.00	\$ 47,908.23	\$ 56,597.46	\$ 38,812.86	\$ 36,400.00	\$ 45,239.84	124%	\$ 35,000.00		
National Convention (AGM)		\$ 87,253.00	\$ 67,233.76	\$ 50,614.04	\$ 60,293.50	\$ 2,600.00	\$ 2,963.75	114%	\$ 50,000.00		
NEC Meetings and Travel (Not AGM), CDA membership		\$ 13,468.00	\$ 6,673.18	\$ 6,940.49	\$ 13,789.30	\$ 8,500.00	\$ 11,206.83	132%	\$ 10,000.00		
Office and membership		\$ 36,300.00	\$ 22,871.89	\$ 11,456.69	\$ 12,908.22	\$ 10,000.00	\$ 13,873.32	139%	\$ 12,500.00		
Postage and Delivery		\$ 43,679.00	\$ 47,311.28	\$ 41,465.51	\$ 34,581.41	\$ 30,000.00	\$ 38,341.47	128%	\$ 33,000.00		
Professional Fees		\$ 22,246.00	\$ 14,138.61	\$ 13,268.89	\$ 12,134.74	\$ 13,000.00	\$ 10,473.29	81%	\$ 13,000.00		
Publications (Magazine Printing)		\$ 41,676.00	\$ 75,508.76	\$ 65,842.38	\$ 49,746.94	\$ 50,000.00	\$ 54,310.40	109%	\$ 50,000.00		
Rent		\$ 27,542.00	\$ 33,255.27	\$ 30,269.06	\$ 34,719.62	\$ 28,500.00	\$ 32,764.13	115%	\$ 33,000.00		
Salaries, Contract Services and Benefits		\$ 228,119.00	\$ 214,664.19	\$ 202,092.34	\$ 188,584.83	\$ 190,000.00	\$ 187,369.82	99%	\$ 190,000.00		
Telephone, Internet and Website		\$ 9,927.00	\$ 10,225.45	\$ 13,379.85	\$ 23,210.25	\$ 13,000.00	\$ 11,568.18	89%	\$ 11,500.00		
Staff Travel, Local and Misc Travel/Education, Admin Sp (AGM)		\$ 6,272.00	\$ 6,742.33	\$ 7,199.93	\$ 7,429.78	\$ 6,800.00	\$ 9,214.48	136%	\$ 8,500.00		
Operational/Contingency/Investment or Capital Loss or Gain		\$ 4,894.00	\$ 12,892.93	\$ (1,969.47)	\$ (383.87)	\$ 500.00	\$ 1,127.74		\$ -		
<b>Total</b>		<b>\$ 609,118.00</b>	<b>\$ 585,095.52</b>	<b>\$ 526,652.87</b>	<b>\$ 502,572.75</b>	<b>\$ 406,500.00</b>	<b>\$ 448,588.20</b>	<b>110%</b>	<b>\$ 478,298.00</b>		
<b>Net Income</b>		<b>\$ (5,883.00)</b>	<b>\$ 9,826.10</b>	<b>\$ 10,465.98</b>	<b>\$ 122,021.66</b>	<b>\$ (3,000.00)</b>	<b>\$ 30,751.34</b>		<b>\$ -</b>		

Greg asked why the (previous) proposal reflects an intake of AGM revenue (of approximately \$15,000) while an actual AGM is not (yet) expensed (suggesting one might not be (affordable) held). “If we don’t hold an AGM we really cannot count on those revenues; it might skew the numbers on the bottom”, added Greg. Dean Black explained “I tried to take a positive approach to the proposal of a budget, but you can see how far I was not able to take it, simply because the funds are not there for us, right now. If we held an AGM in a format I have already described in an e-mail to Terry, you could anticipate revenues like that (\$15,000)”. However, because the NEC has not rendered an AGM decision, yet, all I could do was show what AGM participation-generated revenue trend the NEC could anticipate (based on

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	<p>recent (last five-years) statistics). Without a decision, however, no planning or contracting has been undertaken, therefore actual costs/expenditures are not yet known, or calculated. Regardless, Dean Black explained, “such numbers (expenditures), were they to be reflected in the proposal, would only make matters worse”.</p> <p>Greg also asked why the “Non-member Subscriptions” number also seemed “low”. Dean indicated he would explore what normally goes into this number, that it most probably reflects a declining membership trend, but there are other factors to consider as well.</p> <p>Steve Macdonnell asked what revenues are included in the revenue budget-line-item termed “other”. Dean Black explained this revenue line includes royalties, sponsorship, and other financial support from corporations that lend support to the association, as well as donations from estates and other causes. Terry Chester and Steve Macdonnell both commented on how hard Dean Black works to acquire these non-dues revenues – that they are not simply handed to us but that Dean spends a considerable amount of time generating these funds to help pay for activities and projects.</p> <p>John Murphy offered an insight: “...the only discretionary-to-the-NEC budget-line item is membership dues – this is truly the revenue generation item for which the NEC is wholly and solely responsible.” “All of the other revenue sources could stay the same,” he explained, “but if the membership goes down the NEC has to work on raising (dues) the cost of membership”. Alternatively, if the membership goes up, then the NEC can do more things for the benefit of the members.</p> <p>John Hooper asked “is there a tactful way of indicating to the membership that bequests are a healthy thing?” Terry Chester explained the question is an excellent one, and explained that we are open to suggestions.</p> <p>Bud Berntson commented Dean on the management-of-expectations methodology Dean was obviously employing, of low-balling revenues and hi-balling expenditures, as a very good way of helping to manage budget proposals and expectations.</p>	
	<p><b>Strategic Issues:</b></p> <ol style="list-style-type: none"> <li>1. Budget Report and Budget Proposal. See above; a new proposal has been recalculated, and requires NEC discussion and approval.</li> </ol>	

Item	Discussion	Action
	<p>2. MAL to Virtual Wing Implementation. Terry Chester explained that Gaston has not been able to progress this project because he was waiting on the results of the trial we were to conduct. He explained the aim of the project is to make everyone a Wing member. Terry Chester explained the Virtual Wing project is on hold owing to Gaston Cloutier's pending withdrawal (from the NEC). Dean Black created the first Virtual Wing, in the December-January time-frame, as per instructions. The 601 Wing (around Regina and now throughout Saskatchewan) bears some 65 members-at-large. Instructions drafted by Gaston have also been reviewed, but have not yet been shared. The project, therefore, is on hold until we can get another person into the position to carry on.</p> <p>3. Honours &amp; Awards Changes – Revisions to Booklet 104. LGen Campbell asked Reg if he had had an opportunity to see the second report written on the process. Reg explained he has not yet seen the rewrite. Revisions have been incorporated in the 2016 call for nominations, issued on 5 July 2016 to MWO Christian Duhamel. LGen Campbell explained “We’ve had discussions with the RCAF, and with the issue of a second special report which shows the things we need to decide: 1) Committee Membership: it used to include all of the Group Presidents. In reality, this has never been the way it has been done. Having Group Presidents adjudicating in the same process in which they submit nominations simply wasn’t working either. The group is now the HNP, the Chair of the NEC, the Vice Chair of the NEC, and an honest broker, the Executive Director as Secretary. The honest broker would be picked from within the association.</p> <p>4. Guy moved and Greg Spradbrow seconded the motion revising the Honours &amp; Awards Committee. The motion carried.</p> <p>5. LGen Campbell continued with the issues list: 2) regarding the other national awards, asked Reg for feedback. (Life membership, Curtis award, etc...). We need to decide what we still want, and what we don’t want (in part 6 of the manual). We are trying to make these awards more relevant and more meaningful. Some of them have become redundant and meaningless. Are all of these awards still valid? Do the Group Presidents still want them? Review them – take a month – and then get back to Dean for amendments to the booklet. Reg indicated he would contact all of the Group Presidents, collect their views and report back in 30 days, or less.</p> <p>6. 3) On the matter of the RCAF Trophies and awards, it had been suggested awarding these awards every two years, but LGen Campbell advised having patience. He indicated he would be attending a Mess Dinner soon, at which he would speak to LGen Hood about these issues. Terry Chester also explained for the benefit of NEC members unfamiliar with recent history, how the Treasury Board decision prohibiting DND from spending TD funds to send personnel to such awards ceremonies. 4) LGen Campbell described our desire to secure greater participation on</p>	

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	<p>the civilian side, and the assistance of John Scott was requested. LGen Campbell and John Scott will exchange e-mails. LGen Campbell explained we could benefit from John Scott’s help that would see ATAC seek nominations from their constituents for the appropriate awards. John also indicated the Professional Pilots Association would be a good group to approach. Dean Black will approach AIAC and CAPA (Tom Sands) for their input. Group Presidents were asked to review the awards, and report back in 30 days.</p> <ul style="list-style-type: none"> <li>a. Revisions to Association Awards (Reg Daws). No report provided.</li> <li>b. Group Disbursements. These will be issued upon receipt of Group and Wing reports.</li> <li>c. Advocacy Issues. i. Dawn Patrol Breakfast 2016; ii. Air Force Day on Parliament Hill. Thanks to Dean’s and Wendy’s hard work, these continue to succeed. Terry Chester described these events, and explained how very well received these events are.</li> </ul> <p>7. Executive Positions. Terry explained these are special duties. He also shared with committee members the incumbents and some of the work they have been doing. Terry asked John Scott to share how he might see his continuing duties being managed. John Scott explained despite having resigned from the Air Cadet League Board of Governors it would still be appropriate, in his opinion, to retain him on the board of directors of the RCAF Association as the Vice-president Air Cadet Liaison, owing in part to his understanding of the League, and his (social capital) connections with the up-and-coming president(s). Terry Chester considered John’s report and indicated he would need some time to absorb some of the issues which John has raised. There were considerations concerning methods of donating, to which John Scott responded by explaining arrangements he has made with WestJet and which have been shared with John Murphy and the Trust Fund. Terry said John Scott was offering important and interesting details but that the rest of the NEC should probably not be involved in “the weeds” at this point. Terry promised to reach out to John Scott and John Murphy, as well as Dean to work out the details of an implementation process.</p> <ul style="list-style-type: none"> <li>a. VP (Veterans’ Liaison) – Guy Vallieres</li> <li>b. VP (Ceremonial) – Major Jorma Hamalainen</li> <li>c. VP (Air Cadet Liaison) – John Scott. John explained he has stepped down from his Air Cadet duties, and his governor duties. He did say that he remains very interested in supporting the RCAF Association.</li> <li>d. Honorary National President – Terry shared some details about this position. Guy moved to accept Terry’s candidate. Herb Harrison concurred. Steve concurred. Reg concurred. John Hooper concurred. Bud Berntson concurred. Terry indicated this appointment would therefore go forward at the next general meeting.</li> </ul>	



Item	Discussion	Action
	<p>8. AGM 2016 –Location/ preparations. Terry Chester explained the need for this discussion. He explained he wanted an open discussion, and he referred the members to the budget. Terry shared with the board members his request he made of Dean Black, to provide a summary of typical AGM costs. Terry reviewed the typical AGM costs, based on Dean Black’s staff paper. Guy Vallières affirmed his belief the AGM is no longer sustainable in its current format. “Something has to be done,” he declared, “but I don’t know what, yet.” Terry suggested the idea of NEC members paying their own way. John Hooper claimed, “You will never find a central location; geographically, we are enormous.” He witnessed a lot of talk at the recent Ontario Group meeting, over cost concerns. He suggested having all of the Group and the national meeting at the same time, over the same weekend. His view was to hold these meetings over a teleconference, over the same weekend. Terry confirmed John Hooper’s idea, and shared with the NEC members an idea presented by Dean Black, which he asked Dean to explain. Dean Black explained the idea simply acknowledged the national format can no longer be sustained (financially and labour-wise) because Wings no longer seem interested in sponsoring/conducting these events, in part because they are costly to the Wing, but also in part because the membership has aged and there is much less energy. It is also clear a quorum is difficult to achieve; but, Dean’s idea also acknowledges how very important is the work done at the Group levels – so the idea is to divest the national level of the association with responsibility for such a function and issue as much funds as possible down to the Group levels to help them fund these events. This idea may mean Group meetings might have to meet in the Fall, rather than in the Spring. Steve Macdonnell reflected on efforts made by Alberta Group to go to a biennial format. “Pushback,” he explained, “occurred from those who preferred the social benefits.” The Group now holds biennial meetings. He emphasized it is entirely possible to simply hold a business meeting, much like what is done in the private sector now. Herb concurred with Guy Vallières, regarding the unsustainability of the present format. Herb indicated the cost of hotels is an important factor and stressed keeping the costs down. Terry explained how much planning and preparation has already gone into the 2016 meeting, owing to Dean Black’s efforts. Terry referred everyone to the spreadsheet Dean was projecting on-line, to all of the on-line participants. Reg explained he has the annual Group AGM coming up in May, but even in Chilliwack expenses are mounting all the time. He is unaware of the responses to his AGM, but he will be conducting the meeting nonetheless. Reg thought it was a great idea to hold Group meetings in the Fall, and transfer holding the AGMs to the Group level. Bud Berntson liked the idea. He shared that, “Dave Vokey’s opinion was he prefers a face-to-face,” but he instructed Bud to “vote as he sees fit”. Terry explained that it would be the members who vote on this. He is encouraged by what he</p>	

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	<p>hears – that there is a sense people want a change of direction. John Hooper asked “items from National would be on the Group’s agenda?” Terry queried when and if deadlines for certain activities would shift or change. Terry emphasized this is not a matter for the NEC to vote on at this time; rather, it is a discussion point that will eventually require member voting. Greg favours a more decentralized approach to the general meeting format. LGen Campbell claimed the discussion was useful and good. He said we would have to deal with the matter of funding. He also suggested we revisit the participation of national elected members at the Group events, by the National President and/or the Honorary National President. Terry reminded everyone that Group Presidents were part of the “national” level, that it was important not to forget that. Guy Vallières added, “...in Quebec Group we are in a different position than everyone else; we count on the Legions to hold meetings; attendance at the Quebec Group AGM was about 20 people; none of the Wings in Quebec Group have their own infrastructure”. Terry emphasized that this was indeed a matter for the membership to consider, since it involves a change in philosophy. Terry said he will send out the format proposal for the AGM to everyone later this week (3-7 May). Terry explained “we cannot avoid holding an AGM now; we are too far down the pipe to not have one. How should we go about holding the AGM? Should Group Presidents pay their own way? We could use the (capitation/visitation allowance) funds to pay for NEC member travel to the AGM. Dean has formatted the AGM using a no-frills approach. Terry Chester indicated he would be e-mailing all of the members asking them to make a decision (within the next two weeks) about all of this – especially how we fund the next general meeting. Reg asked would this meeting be held in Ottawa. Terry Chester responded that at this time, this what he had been led to believe. . Greg reminded Terry Chester that a call for an election would be required this year because they are due this Fall. Greg confirmed he will not be seeking re-election. Terry Chester indicated “my time is up, as well; the NEC will also have to decide who they want to chair the National Executive Council next year. Terry Chester confirmed he would seek re-election, but he does not wish to continue in the capacity as Chairman/National President. He would accept the Vice-Chair position, if the members of the NEC so desired. We also need three extra positions in addition to the Group Presidents. After that, we can appoint one-third of our number in appointed positions. Terry outlined how he saw this process unfolding. Dean sends out the e-mail for nominations to sit on the NEC, and as those nominations come forward through the Groups those are forwarded to Dean and the membership are advised of these nominations. They need to come with a biographical sketch, and a background. The Group President’s input is critical to attracting and recruiting the right people, so the NEC should monitor this process closely. At the next general meeting their names go forward to the members for election to the council.</p>	

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	<p>Regarding the AGM, the meeting will be conducted by the current council. At the conclusion of that council the new council moves forward from there. We've been two hours and fifteen minutes;. Dean, I'm going to defer your reports.</p>	
IV	<p><b>Executive Director's Report:</b>                      These reports were postponed.</p> <p>Kitshop                      Staff updates                      Deferred Revenues                      Airforce Magazine                      Advocacy Events (Dawn Patrol Breakfast problems, and Sponsorship Issues)                      Membership statistics                      Multiview e-Newsletter (Royalties) Update                      Survey Results and Analysis                      AGM 2018</p>	Executive Director
V	<p>Roundtable Discussion. Guy Vallieres: no points; John Hooper had a point on the "chain of command". John suggested Dean Black simply bounce questions back to the members' Wing and Group. Terry Chester explained "Dean has become the centre of excellence and all knowledge", and that members should be asking their Wing and/or Group. Dean Black responded to John Hooper's question by encouraging Group Presidents to take greater advantage of the teleconference credentials account. Dean Black explained that research in the non-profit and voluntary sector reveals that successful associations make regular use of teleconferences and videoconferences and that if Group Presidents fell into the habit of holding one 30-minute teleconference each month they would probably be able to deal with a lot of the issues and questions that have tended to reach Dean, more so of late. Everyone agreed that this would be a very good idea. Steve Macdonnell signaled how we (the NEC) could use teleconferences more often – once a year is not sufficient; Herb Harrison had no points; Reg: explained that his Group may or may not have enough money in their bank account to hold another general meeting; so no more AGMs after this one (2016) is a real possibility. Reg asked if other Groups have trouble with their independent funding? The other Groups confirmed they are having similar difficulties. Terry Chester explained he has an invitation to the Air Cadet League event in Richmond on 18 June, which he will be sending to Reg. Bud explained their AGM will be a one-day event in Amherst (two weeks from "tomorrow (01 May). John Murphy was grateful for the opportunity to join via teleconference. Lloyd Campbell wished everyone well.</p>	

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VI	Adjournment. Guy moved to adjourn the meeting. The motion was carried.	

*Original signed by*

*Original signed by*

Dean C. Black, CD  
Secretary

Approved / ~~Not approved~~

Terry Chester, CD  
Chairman