



**Minutes of the 157th Meeting of the  
National Executive Council of the  
Air Force Association of Canada  
held via Teleconference  
Saturday, 24 Mar 2012 at 12:30 PM EST**

**Present:**

**Terry Chester, Chairman  
Dean Black, Secretary  
Randy Cox  
Dave Donovan  
Guy Vallieres  
Jan Hogan  
Duncan Campbell  
Greg Spradbrow  
Gaston Cloutier  
Brian Darling  
Alex Richards**

**Absent (with regrets):**

**Lloyd Campbell  
Robert Roe**

| <b>Item</b> | <b>Discussion</b>  | <b>Sponsor &amp; Comments</b>    |
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| <b>I</b>    | <p><u>National President's Opening Remarks.</u> Terry Chester began with a recap of his activities over the past six months. He attended both the fall and spring sessions of the CDA conference, finding them very informative. He also attended the Chief Elected Officers and Chief Staff Officers seminar in Toronto, with Dean Black. This seminar, offered by the Canadian Society of Association Executives (CSAE), informs new leaders of best governance practices and most effective working processes for the non-profit sector. Terry vowed to ensure the lessons imparted will be passed along during the training/information day in Hamilton (AGM). Terry also toured the hotel (Sheraton 116 King St. West) in Hamilton and was extremely pleased. Terry asked that the GP's pass on to the Wings this AGM will be set up to be one of the best. We also visited the</p> | <p><b>National President</b></p> |

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|     | <p>447 Wing, excellent people and a wonderful facility and they are preparing to host us for one of the events. We also toured the Canadian Warplane Heritage Museum and looked at the spaces where we will be holding some of the significant events that we will see at the AGM. Terry went on to describe the important process of revising the Constitution and how we all need to play our part in this endeavor. Finally he touched on the two projects that are consuming inordinate amounts of staff activity at present, the Bomber Command memorial Celebrations to be held in the UK in June and the Diamond Jubilee medal selection process, which is underway. Both of these will be dealt with later in the meeting. He praised the remaining HQ staff for bending over backwards for the Association in this extremely busy period, but he did indicate it would not be getting any easier because there is still so much to do.</p> |                                  |
| II  | <p><u>Approval of Agenda.</u> Guy Vallieres moved to approve the agenda, and Duncan Campbell seconded the motion.</p>   | <p><b>National President</b></p> |
| III | <p>Discussion of Strategic Issues:</p> <p>a. <u>AGM Plan and proposals.</u></p> <ul style="list-style-type: none"> <li>• Terry stressed how important it will be for Group Presidents to rally wing representatives to come out to the AGM. If we are going to renew the association in keeping with the need to apply for continuance by 17 October 2014, the Wings need to participate in shaping the affairs of their association. If they choose not to do so, or if they are not able to, then the pursuit of a letter of continuance seems less meaningful. It might be instructive for leaders of uncertain Wings to review their charter, to determine their role. We are committed to doing what Wing members and all members want us to do, but if they don't tell us what that is, we assume only the worst.</li> </ul>  | <p>NP<br/>ED<br/>ED<br/>NP</p>   |

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|  | <ul style="list-style-type: none"> <li>• Terry described the hotel, and access to the shopping mall, and other amenities.</li> <li>• Terry explained a change in format for the upcoming AGMs; namely, that we are not going to hold working lunches but instead we are actually going to break for lunch, in part to reduce costs.</li> <li>• Brian Darling asked if registration forms would be distributed before too long. Dean explained his goal was to have them in the mail before the end of the 1st week of April, but the added responsibilities of the Bomber Command memorial, the Diamond Jubilee Medal and the lack of a host Wing for the AGM merely add more work to a diminishing staff.</li> <li>• Costs (registration). Dean explained the cost of the registration for the upcoming AGM will reflect last year's rate as close as possible, but this year we have to add HST to the bill, in accordance with Canada Revenue Agency rulings.</li> </ul> <p>b. Jubilee Medal Process. Dean briefed on the medals issue - 18 nominations so far, most of a high quality. Terry briefed the NEC members on the CDA decision to allocate their 80 medals by nominating all the presidents of the member and affiliated associations in CDA. Brian spoke of the number of characters including spaces allowed in the narrative. Medals will be presented for the first time, in the association, at the museum in Hamilton. Dean spoke to the confusing issue of previous awards of jubilee medals. If a member has already been selected for the Diamond Jubilee medal our nomination will be rejected by the electronic process. If a member is already in possession of a "Jubilee Medal"(Silver or Gold) and the Diamond</p> |  |
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|           | <p>Jubilee nomination includes a narrative that simply repeats activities that contributed to the winning of the first medal, then that nomination is not likely to be seen in a favourable light.</p> <p>c. Bomber Command Memorial. Bomber Command Memorial details passed along by Dean. Terry spoke to the fund-raising issue. On hold pending the announcement by the Minister of Veterans' Affairs. Terry promised to get back to the NEC members with further information.</p> <p>d. Constitution. Terry briefed the NEC members on the drafting of a new constitution process. It is important to realize that ideas reflected in the draft are not formalized; they are only written there to promote discussion at this stage. He fully expects and hopes the NEC will respond with what it is that they see as the future of our Organization. He hopes to see a semi-formal draft of all of their ideas in the hands of the NEC before they get to their Group AGMs.</p> |                         |
| <b>IV</b> | Review & Adjustment of Strategy/Plans. Deferred.   | <b>All</b>              |
| <b>V</b>  | <p>New Business. Terry explained the recent policy change ending the habit of sending another NEC member to the Group meetings. He emphasized the Group President is already a member of the NEC and that means a second member of NEC is not required. Dave Donovan then explained that there may be some angst over the idea of collecting group fees as part of the national dues. He said some members may perceive this as an increase in their dues even though such will not be the case (assuming the member is already aware of this charge, and assuming Wings have not been paying the fees on behalf of the member without their knowledge). Dean Black explained such a perception on the part of some members may actually reflect the reality that they are not currently paying this fee because Wings may be paying the fee in other</p>  | <b>Group Presidents</b> |

ways (fund-raising efforts). This would be an understandable mistake, on the part of Wings, but this is precisely the point - Groups are not authorized to claim rights to or liabilities for (fund-raising) assets belonging to Wings, and Groups are not authorized to charge individual members for fees beyond their membership dues, because funds raised in this manner are currently beyond the scope or sight of our auditors on which our members depend so as to validate use of their funds. The only way, that is, the right way, to deal with this issue is to make the members aware of the need and importance of funding group activities and ask them to consider adding \$2, or \$3 or \$5 to their membership fees which can then be distributed to Groups by the association each year. Dean emphasized the process should be seen as cost-neutral, and that it really reflects an effort to bring the collection of funds from members under the budget and business planning processes, which then brings it into audit view. Again, only members who are currently aware of the fee and who currently pay for the fee themselves (direct to Group) will see this as a cost-neutral undertaking. All other members may be surprised and shocked to find out this process has been pursued without their knowledge or without their contribution. Terry summarized this discussion with the statement that all Groups should be able to formulate a business plan that should describe what their projected costs might be. This will permit better budget management and oversight and we can work on a methodology for the fair and equitable application of this policy. Terry then asked all Group Presidents, for the record, to announce their AGM dates and locations:

Group AGM dates/Locations  
Prairies - Regina 13-14 April 2012  
Québec – 394 Wing St-Anne-de-Bellevue  
21 April  
Pacific – 879 Wing Chilliwack 01-03 May  
Ontario – 404 Wing Kitchener, 18-20  
May

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|           | <p>Alberta – 784 Wing Cold Lake, 11-13<br/>May<br/>Atlantic – 107 Wing Greenwood 25-27<br/>May<br/>(Group Elections – Pacific, Atlantic)<br/>Resolutions in the works. Group presidents are reminded not to wait for their own Group AGM if they are already in possession of resolutions. Copies should be sent to the Executive Director as soon as possible. The group president's responsibility is to assist with the production of a resolution and group presidents have no mandate to reject or hold resolutions.</p>   |  |
| <p>VI</p> | <p>Routine Business</p> <ol style="list-style-type: none"> <li>a. Approval of minutes from 156th Meeting of the NEC from dated. Dave Donovan moved to approve the minutes and Guy Vallieres seconded the motion. The vote was unanimous.</li> <li>b. Old Business arising from minutes. None. Secretarial notes will be extracted from the minutes but will be added as an addendum.</li> <li>c. Verbal Report of Admin-Fin Committee. <ul style="list-style-type: none"> <li>• AGMs - Terry touched on some of the recommendations made in a briefing note on the subject of AGM costs. He raised the subject of KD Macdonald's resolution on biennial meetings, and whether it was possible to revisit that. Jan is to poll her wings to see if someone would run with KD's resolution. Guy asked if Bill C-4 mandates an annual meeting. Terry suggested an annual meeting (in person) is more for the Board of Directors not necessarily the general membership. An annual general meeting of the members can be performed using different methods beyond the in-person method, as long as such methods are authorized as part of the constitution. Dave asked when this might have to take effect. Terry explained there are a number of factors that would</li> </ul> </li> </ol> | <p>NP<br/>All<br/>NP<br/>ED or Chmn RCAFA Trust<br/>IPNP</p> |

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|  | <p>influence such a decision, one of them being elections, another being budgetary. In any event, none of our proposed changes will take effect until after we have applied, and received a letter of Continuance</p> <ul style="list-style-type: none"> <li>• Alex Richards moved to accept the minutes. Duncan Campbell seconded the motion. Nine vs two in favour of the motion. The two dissenters were adamant they should not have to pay for their own meals at the AGM, despite being reminded that it is association policy not to reimburse meals for anyone. The association's constitution currently allows for the reimbursement of accommodation, travel and incidental expenses but not meals. The association's travel claim process specifically prohibits the reimbursement of meals precisely because meal expenses would be incurred by the member whether he or she traveled or not. The majority of NEC members believed it would be important for them to demonstrate consistency in applying association policy. Henceforth, the registration fee will continue to be reimbursed members of the NEC less a component that can be attributed to the cost of the four meals.</li> </ul> <p><i>Secretarial Note: the projected cost of four meals at the AGM2012 currently sits at \$84 plus the cost of the President's Reception. In total members of the NEC can expect to be personally responsible for approximately \$128.82 of a \$220.00 registration fee. The balance \$92 would be reimbursed.</i></p> <p>d. RCAF Trust Fund Update. Dean Black touched on the main points from Mr. Mahood's report. He extended thanks to Brian for the initiative of compensating the local air cadet squadron for support to the AGM, each year. He also touched</p> |  |
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|     | <p>on the Canadian Warplane Heritage Museum's offer of five warplane flights for delegates who will be attending the annual general meeting.</p> <p>e. Succession Planning (Identification of Prospects, Grooming and Training Plans). Deferred to a follow-on telecon. Mr. Chester will pursue this matter off-line with Brian Darling.</p>  |                    |
| VII | <p>Executive Director's Report. Dean Black briefed on the budget update, staff update, investments and on the magazine. Mr. Cloutier asked a question about the state of the Sprott Silver fund, which lost close to \$1,300 in the last report. Mr. Black responded by indicating he would look further into the matter. The budget process was approved by Alex Richards and seconded by Greg Spradbrow. Dean Black also revealed new responsibilities voluntarily assumed by Rose (hospitality and menus) and Wendy (event management co-ordination) to help offset the workload that has fallen entirely on the Executive Director over the past five AGMs. For as long as we go without a fully supportive Wing the very small staff will be overly burdened with responsibilities for the AGM.</p>  | Executive Director |
| IX  | <p>Roundtable &amp; Discussion. Terry polled the NEC to see if there are any further discussion items. Randy thanked the NEC and all his friends; he is stepping down and Ralph Murphy seems ready to take over. Terry thanked Randy for his service. Jan Hogan also acknowledged that this will be her last meeting as she, too is stepping down, and it appears that Ron Bannister will be elected by acclamation to Pacific Group this coming May. Terry again thanked Jan and noted he would have more to say at the National AGM which Jan &amp; her husband Don will be attending. Our MAL Director, Gaston offered to provide information on the CFPSA program and proposed this information also be made part of Wing and Group meetings. He will also provide a write up for the next magazine issue. Gaston asked if MALs e-mails could be requested in the</p> | All                |

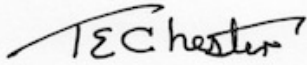


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|   | next magazine as we wish to build up our database of e-mail contacts.   |  |
| X | Adjournment. At 1500 hrs EST, Guy moved to adjourn. Terry thanked everyone for their forbearance during these protracted but important discussions. |  |



Dean C. Black  
Secretary

Approved/~~Not Approved~~



Terry Chester  
Chairman