

**Minutes of the 161st Meeting of the National Executive Council of the RCAF Association  
held via Tele- and Video-conference, Saturday, 22 Mar 2014 at 1200 Hrs. EDT**

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| <p><b>In Attendance</b></p> <p>Col (Ret) Terry Chester, CD<br/>Maj (Ret) Ronald Leslie Ball, CD<br/>Guy Vallières<br/>Greg Spradbrow, CD<br/>Maj (Ret) Herb Harrison, CD<br/>Ron Bannister<br/>BGen (Ret) Gaston Cloutier<br/>Robert Clarke</p> | <p><b>Regrets</b></p> <p>LGen (Ret) Lloyd Campbell, OMM, CD<br/>CWO (Ret) Ralph Murphy, CD</p> | <p><b>Observers</b></p> <p>Moe Demontigny, Ontario Group<br/>LCol (Ret) Brian Darling, CD<br/>Dave Vokey, Atlantic Group<br/>Reg Daws, Pacific Group</p> | <p><b>Secretary</b></p> <p>LCol (Ret) Dean C. Black, CD</p> |
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| <b>Item</b> | <b>Discussion</b>   | <b>Sponsor &amp; Comments</b>  | <b>Details</b>   |
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| <b>I</b>    | Chairman's Opening Remarks  | <b>Chairman</b>  | <p>The Chairman stated it is a challenge to keep everyone up-to-speed. Mr. Chester further explained that Dean Black has been working on the continuance process. With respect to the Conference of Defence Associations, Dean is working with their new executive director. The Chairman believes we could be getting more out of the relationship with CDA. Nevertheless, we had a very successful Dawn Patrol Breakfast - entirely sponsored by our friends in aerospace industries. LGen Campbell busy producing papers - three papers were published over the past while.</p> <p>See <a href="http://rcafassociation.ca/about/directors/nec-mid-term-meeting-22-march-2014/">http://rcafassociation.ca/about/directors/nec-mid-term-meeting-22-march-2014/</a> for all documentation.</p> |
| <b>II</b>   | Approval of Agenda  | <b>Chairman</b>  | Guy Vallières moved to approve the agenda; the motion was seconded by Les Ball. Motion carried.  |
| <b>III</b>  | <p>Strategic Issues:</p> <p>a. Vision &amp; Mission Statements.<br/>b. Virtual Wings<br/>c. Trust Fund Project 2014</p> | <p><b>Chair. – Annex A</b><br/><b>Chair. – Annex B</b><br/><b>Chair – Annex C</b><br/><b>ED</b><br/><b>Chair</b></p> | Discussion ensued about the nature of objectives related to the support to veterans' issue. It was suggested that the RCAF Association might want to consider the appointment of service officers. Additional issues were raised in Annex C, to include events underway in 428 Wing and 602 Wing, and the establishment of virtual wings.  |

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|      | <p>d. Letter of Continuance Process<br/>e. Issues for a future SOCC</p> |                    | <p>DECISION: This work should focus on defining S.M.A.R.T. objectives (Specific, Measurable, Achievable, Realistic and Time scaled). Les, Brian, Gaston and Guy to team up and explore the various issues related to this subject. The NEC may default to the Priorities and Planning Sub-committee to identify resource requirements, or as Gaston suggests, the NEC can also ask the three members to also explore the resource (human and financial) requirements. Terry to help initiate the process by drafting terms of reference for the "Support to RCAF Veterans Objectives Definition Sub-committee".</p> <p>Virtual Wings. Gaston addressed the board. Terry asked if any members of the council believed what we have now is working? Gaston and Les volunteered to develop a straw-man document, to further define how the MAL group will be administered going forward.</p> <p>DECISION: Gaston Cloutier and Les Ball will develop a straw-man policy document on the subject of creating virtual Wings for members-at-large. Their target date for completion of this draft policy statement will be mid-May.</p> <p>Trust Fund Project for 2014.</p> <p>DECISION: The Lincolnshire Bomber Command Memorial Project will be the major focus for the association's charitable work, in 2014.</p> <p>See <a href="http://www.lincsbombercommandmemorial.com/our-memorial.html">http://www.lincsbombercommandmemorial.com/our-memorial.html</a> for more information.</p> <p>Letter of Continuance Process - update provided. Dean Black explained that the four articles approved at the AGM 2013, and the work done by the Constitution Sub-committees has informed the drafting of the Articles of Continuance, which were included as reading material for this meeting. The present constitution and by-laws will be subject to a few more edits based on the work of the aforementioned sub-committees, and this work will be attached to the Articles of Continuance and forwarded as a part of our application for</p> |

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|           |  |  | <p>continuance. NEC members were requested to note that the AGM 2014 is scheduled to take place one week after the deadline for continuance applications and approvals.</p> <p>Issues for a future S.O.C.C. -</p>  |
| <b>IV</b> | Review & Adjustment of Strategy/Plans  | <b>All</b>   |  |
| <b>V</b>  | <p>New Business</p> <p>a. Group AGM Dates/Locations<br/>Prairies-<br/>Québec -<br/>Pacific -<br/>Ontario<br/>Alberta -<br/>Atlantic -</p> <p>b. AGM - Ottawa.<br/>c. Potential AGM Location -2016<br/>d. Regulations &amp; Control Issues<br/>e. Order of Excellence Nominations</p> | <p><b>Group Presidents</b></p> <p><b>b. Chair –</b><br/><b>c. Chair</b></p> <p><b>d. Chair – Annex D</b><br/><b>e. Chair</b></p> | <p>Quebec - 12 April at the Citadel<br/>Ontario - 16 to 18 May SSM<br/>Alberta - 26 April at Kingsway Legion<br/>Atlantic - 10 May at Amherst Wing<br/>Pacific - 6-7 May Penticton, 890 Wing<br/>Prairie - 26 April in Regina</p> <p>The AGM 2014 in Ottawa will take place at the Brookstreet Hotel in Kanata, on Saturday and Sunday 25-26 October 2014. The NEC will check in the night of Thursday 23 October in preparation for a full day of NEC meetings at the hotel on Friday 24 October 2014. The AGM will include visits to the Canadian Aviation &amp; Space Museum and Vintage Wings of Canada.</p> <p>There was no discussion on the 2016 AGM location.</p> <p>Discussion ensued about the election process going forward. The Chairman informed the council that he would be releasing instructions in the near future.</p> <p>Discussion ensued about the situation in Saskatoon.</p> <p>Age of joining. Idea of a membership classification just for Cadets.</p> <p>Order of Excellence. Motion to accept the report and the nominations. Report adopted.</p> |
| <b>VI</b> | <p>Routine Business</p> <p>a. Approval of minutes- 160th NEC Meeting. 08 Oct. 13<br/>b. Old Business arising from minutes.<br/>c. 2014/2015 Budget update<br/>d. RCAF Trust Fund Update</p>  | <p><b>Chair</b><br/><b>All</b><br/><b>ED</b><br/><b>ED</b></p>   | <p>Minutes. Ron Bannister moved to accept the minutes from the previous meeting. Guy Vallieres seconded the motion. Carried.</p> <p>Dean Black explained the budget report for 2014, and the budget proposal for 2015. The Chairman asked if the AGM funding proposed was for the upcoming AGM, and Dean</p>   |

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|      |  |                    | <p>confirmed this. Areas of over-spending were highlighted on the 2014 budget report (AGM, NEC non-AGM travel).</p> <p>A review of the Trust report submitted by Chairman Ted Mahood led to no discussion. The Chairman of the NEC explained there would be more Trust-related discussions upcoming later in the meeting.</p>   |
| VII  | <p>Executive Director's Report:</p> <ul style="list-style-type: none"> <li>• Staff Update</li> <li>• Report on Investments</li> <li>• <i>AirForce</i> magazine</li> <li>• <i>Multiview</i> Update</li> <li>• Website update</li> </ul> | Executive Director | <ul style="list-style-type: none"> <li>• The implementation of a part-time hourly-waged staff member responsible for retail operations, has been working fine;</li> <li>• Members will benefit from knowing the following: <ul style="list-style-type: none"> <li>○ On Mondays only one staff member is present (Executive Director);</li> <li>○ On Tuesdays and Thursdays, all three staff members are present, (Executive Director, Membership/Accounts and Kitshop);</li> <li>○ On Wednesdays and Fridays, only two staff members are present (Executive Director and Membership/Accounts)</li> </ul> </li> <li>• Investments are sound - very modest growth evident;</li> <li>• Deferred revenue obligations have increased marginally, as a consequence of the successful sale of Life memberships; 124 members opted to purchase a Life membership from \$195 for those over 81 years, to \$725 for those over 45 years;</li> <li>• <i>Airforce</i> magazine editorial model continues to operate successfully, with two part-time editors-in-chief contributing to the creation of each issue. The September 2014 issue will reflect on the 100th anniversary of the First World War;</li> <li>• <i>Digital Version of Airforce Magazine</i>. Dean explained various options and costings for a digital copy of <i>Airforce</i> magazine. He explained that the NEC must come to terms with the possibility of having to decide how best to fund the production of <i>Airforce</i> magazine under shrinking revenue scenarios. The \$65,000 contract with the DND has been extended for a second year; however, this is the last year option under this current contract that has been in place since mid-2010. If this contract is not funded after 2015, the NEC will need to decide how best to fund</li> </ul> |

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|      |                         |                    | the production of the magazine, and this may mean going to a digital version. The digital version example of the magazine can be seen for 90 days at <a href="http://demo41.advancedpublishing.com">http://demo41.advancedpublishing.com</a> <ul style="list-style-type: none"> <li>• <i>Multiview</i> update - the electronic newsletter continues to work reasonably well; revenues and royalties are derived from the successful engagement of advertisers, in the newsletter;</li> <li>• The RCAF Association website requires updating; XactlyDesign is working on a \$9,000 proposal, and should have a presentation for us in the near term.</li> </ul> |
|      | Roundtable & Discussion | All                |  |
| X    | Adjournment             |                    | Guy Vallières moved for adjournment.   |



Dean C. Black, CD, CAE  
Secretary

Approved/~~Not Approved~~

*Original signed by*

Terry Chester, CD  
Chairman