



**Minutes of the 151st Meeting of the
National Executive Council of the
Air Force Association of Canada held at the
National Headquarters in Ottawa on
Saturday, 28 February 2009**

In Attendance:

Brian Darling, National 1st Vice President – Acting Chairman
George Macdonald, Honorary National President
Ted Mahood, Immediate Past National President
Ron Coleman, Financial Advisor

Via Teleconference:

Terry Chester, 2nd Vice President
Randy Cox, Acting President, Atlantic Group
Andre Labelle, President, Québec Group
Sam Newman, President, Ontario Group
Weldon Moffatt, President, Prairies Group
Steve Macdonnell, President, Alberta Group
Jan Hogan, President, Pacific Group

Secretary

Dean C. Black, Executive Director

Absent:

Danny Gosse, President, Atlantic Group

Regrets:

John E. Melbourne, National President

Item	Discussion	Action
I	National President's Opening Remarks. The Acting Chairman, Mr. Darling, opened the meeting at 12:30 PM with the customary opening, remembering those who died while serving in the Air Forces of the Commonwealth and Allied Nations and those members of the Air Force Association of Canada who had departed this world. He highlighted some of the more important comments from the President's mid-term report, which he explained had been e-mailed to members of the NEC, with an info copy to Mr.	

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	Cox on 16 February 2009. The Ontario Group President, Mr. Newman, motioned to approve the agenda. The Québec Group President seconded the motion, which carried.	
II	Honorary National President's Remarks. Mr. Macdonald drew attention to his written report previously circulated electronically to all participants. He next commented briefly on the success of the Conference of Defence Associations recently completed annual conference and seminar, and of the Dawn Patrol Breakfast.	
III	Immediate Past National President's Remarks. Mr. Mahood referred to his written report circulated previously by e-mail, indicating that it was expected that following the upcoming Group AGMs, more National nominations from Groups would be forthcoming.	
IV	<p>Approval of the Minutes of the 150th Meeting of the NEC. The Québec Group President moved to accept the minutes. The Alberta Group President seconded the motion, which carried. The Pacific Group President requested a wording change in the last paragraph of Item V whereby "nomination for Group President" should be amended to read "nomination for Honorary Group President". This request was actioned.</p> <p>The Executive Director was invited to address the strategy-building exercise. Mr. Macdonnell suggested that the next step should be a consolidation of all the replies received to date.</p> <p>Mr. Newman raised an idea regarding pins for Regular and Associate members. This was an issue in response to Associate members who have been upgraded to Regular Member status, but for whom the "Member Since" date on their membership card does not reflect the date they joined the association as an Associate member.</p>	Executive Director
V	Financial Consultant Report on Investments and Opening Remarks. Mr. Coleman briefed the NEC members on the impact of the economic situation on the Association's investments.	
VI	Executive Director's Report. Mr. Black reviewed the state of the association's finances. He explained the cash flow problem encountered in late November, when the daily balance reached a deficit of -\$2,700. While significant cuts had been made, the operating budget still exceeds revenue	

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	<p>intake owing primarily to declining membership, the loss of advertising revenue, and a decline in sponsorship uptake. These dynamics and the real possibility of being unable to meet payroll obligations led to the decision to cut one more staff member. It was further explained that access to deferred revenues may have helped mitigate the cash flow problem; unfortunately, close to \$270,000 in deferred revenues were tied up in the investments or had already been spent. Mr. Black referred NEC members to the budget history which clearly shows the accumulated deficits over the five-year period 2002-2007 totaled close to \$87,000.</p> <p>A discussion ensued regarding the declining revenues of the Association. It was pointed out that Associate Members do not contribute in any way to the Association's coffers, except perhaps for a number of subscriptions to Airforce Magazine. If they were to become Regular members, this would be an additional source of income. The NEC agreed that the Chairman of the Membership Committee, Mr. Chester, could chair a subcommittee to examine this possibility. Mr. Chester stated that he would be pleased to do so and to report back to the NEC at its next meeting. The Executive Director was requested to draft Terms of Reference for Mr. Chester's sub-committee.</p> <p>Mr. Black provided an update on remaining staff, explaining that once the membership database goes on-line, three office staff will be responsible for upkeep, where at one time there was only one.</p> <p>With respect to membership cards, Mr. Black explained that all of the Wing cards had been distributed, and that MAL cards would become the focus for the month of March.</p> <p>Mr. Darling initiated a discussion regarding financial issues based on the deliberations of the Admin/Fin Committee meeting held earlier in the day. In light of that verbal report, the Ontario Group President moved to authorize the Executive Director to seek a line of credit to a maximum of \$30,000. The Prairies Group President seconded the motion, which carried.</p> <p>It was suggested that Group Presidents poll their Groups and Wings at their upcoming AGMs to determine the feelings of the membership on the issue of Biennial General Meetings.</p>	<p>2nd VP Executive Director</p> <p>Executive Director</p> <p>Executive Director</p>

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	<p>It was also agreed that it would be important for the NEC not to revisit the same issue as was the case during the AGM in Montreal.</p> <p>The Acting Chairman reported that the Admin/Fin Committee had recommended a proposal to the NEC for contracted employees to accept a 10 % pay deferral forthwith, with the proviso that should the financial situation permit a bonus would be paid at the end of the year to cover off lost income resulting from this pay deferral. The Québec Group President so moved and the Prairies Group President seconded the motion, which carried.</p>	<p>Group Presidents</p> <p>Executive Director and Editor <i>Airforce</i> magazine</p>
<p>VII</p>	<p>NEC Restructuring. Following an update from Mr. Macdonnell on the SOCC final report, the 2nd VP, Mr. Chester moved to proceed with the SOCC recommendations, where appropriate. The Pacific Group President seconded the motion, which carried.</p> <p>The Acting Chairman invited the NEC to recognize the excellent work carried out by the SOCC and in particular, to extend a vote of thanks to SOCC members Reg Dawes and Duncan Campbell for their significant contributions to the Committee's work. This was agreed by the meeting.</p>	<p>Mr. Macdonnell and the Executive Director</p>
<p>VIII</p>	<p>RCAF Association Trust Fund. Mr. Coleman provided an update on Trust Fund activities. He asked Mr. Newman for an update on the Silver Dart project.</p>	<p>Mr. Newman</p>
<p>IX and X</p>	<p>Old Business and Roundtable Discussion.</p> <p>A vote of thanks was issued for John Melbourne and Wendy Song for the work in support of the Trust.</p> <p>Mr. Macdonald asked if the Trust could provide some small token of our appreciation to the AEA 2005 folks and others who have undertaken significant organizational events in 2009 for the Centennial of Flight.</p> <p>Changes to ceremonial processes at Association AGMs were discussed by Mr. Darling, with which there was unanimous concurrence. These changes related specifically to the opening ceremonies and the functions of the banner bearers. He added that he would relay the NEC's concurrence to the Ceremonial Advisor.</p>	<p>1st VP Ceremonial</p>



**An Agenda for the 151st Meeting of the
National Executive Council of the
Air Force Association of Canada
to be held in the National Headquarters
222 Somerset St. West, Ottawa, ON and via Teleconference
Saturday, 28 February 2009 at 12:30 PM EST**

Item	Discussion	Sponsor & Comments
I	National President's Opening Remarks	National President
II	Honorary National President's Remarks	Honorary National President
III	Immediate Past National President's Remarks	Immediate Past National President
IV	Approval of minutes from 150th Meeting of the NEC from Friday 24 October 2008 <ul style="list-style-type: none"> • Action Items (Old Business) Include: <ul style="list-style-type: none"> ○ Financial Policy Amendments (Mr. Coleman) ○ Strategy-building questions Re-issue (Distributed 24 October during meeting) ○ Membership Database Update (Executive Director) ○ RCAF Association Trust Fund Tip-on 	National President
V	Financial Consultant Report on Investments and Opening Remarks	Mr. Ron Coleman
VI	Executive Director's Report: <ul style="list-style-type: none"> ○ Budget Update ○ Staff Update ○ Membership Cards Update 	Executive Director
VII	NEC Restructuring and the Nomination Process Update (May refer to e-mail from Mr. Macdonnell of Wednesday 19 November 2008 1:14 PM)	National President and Immediate Past National President and Mr. Macdonnell. Mr. Macdonnell to determine distribution requirements for e-mail mentioned, if an update is not available.
VIII	RCAF Association Trust Fund Update	Mr. Ron Coleman
IX	Old Business (See Item IV above) <ul style="list-style-type: none"> • Ceremonial Issues • Dates, Timings and Places, as well as Attendees for Group AGMs • National AGM Update • Royal Canadian Legion Amalgamation Proposal 	National President Group Presidents Executive Director
X	Roundtable & New Business Discussion <ul style="list-style-type: none"> • Membership Survey Discussion 	All 2nd VP, Terry Chester
XI	Adjournment	

Dean Black
Secretary

John Melbourne
Chairman

Discussion Notes for a (Mid-term) Meeting of the National Executive Council of the Air Force Association of Canada to be held via teleconference from the national headquarters office in Ottawa on Saturday 28 February 2009 at 12:30 PM EST

Membership

- Membership renewals continue to fall. Approximately 850 memberships expired before 30 April 2008, and these have been re-categorized to non-active. These declines led expenditures to exceed revenues for the first time, in November, and this necessitated elimination of another staff position.
- Before elimination of the staff position an attempt was made to generate revenues by offering a 3-year membership to Wing members, which would save them \$15, and bring them a free windbreaker. This offer led to a dozen renewals, but has fizzled in Ontario where the issue was considered for three weeks, before it was forwarded to Wings, but without any real support. The Executive concluded that the timing wasn't right, and administratively it would be too difficult for the Wing Membership Chairs to make work. These expectations were contributing factors to the decision to eliminate one staff position.
- Membership cards have been distributed to all Wings, and Wings are now reporting back on the status of their cards. Average errors seem to involve one or two cards per Wing. Average missing cards seem to involve two or three cards per Wing. These will be replaced. Meanwhile, MAL cards are expected in Ottawa this week, and they will be mailed out individually from Ottawa. The Ottawa staff hope to use the cards as a method of enticement for MALs to renew their memberships early, mindful of the minor cash flow problem the association is currently going through
- Membership database on the internet. The new database has been completely uploaded, to include address information. However, a test of the search tool revealed a possible error. We are in discussions with Jim Media regarding this issue.

Advertising and Sponsorship

- The loss of the Advertising Manager eliminated one salary which was not quite being covered by advertising revenues. The economy has effectively eliminated advertising interest in *Airforce* magazine, so it is rather fortunate that we no longer have salary obligations in this regard.
- Nevertheless, a new Editorial Calendar and Advertising Rate Card were developed, and this correspondence was mailed to over 50 aerospace companies.
- Only one sponsor (Boeing) has indicated an interest in renewing their sponsorship at their traditional levels (\$5,500). Remaining sponsors have chosen to limit their sponsorship to the Dawn Patrol Breakfast (7 x \$675.00) and the Air

Force Day on the Hill (4 x \$950.00). These factors also contributed to the decision to reduce one staff position.

National Convention (AGM 2009)

- The average cost to the membership of a national-hosted AGM over the past six years has been \$23,900. The average cost to the membership of a Wing-hosted AGM over the same period has been \$33,250. Since no Wing has come forward to host AGMs (for 2009 and 2010) and since Wing-hosted AGMs tend to be \$10,000 more expensive it is recommended that national-hosted AGMs become the norm.
- Should an AGM come to a community served by a Wing there should be no expectation of support from the Wing. This is especially true if the Wing has not stepped forward to volunteer its services. However, the Executive Director could be encouraged to make contact with the Wing to see if Wing members might be interested in providing limited (volunteer) services or help.
- The 2009 AGM will be coming to the Trenton area (413 and 418 Wing area) to signal the association's gratitude to the municipal authorities of Quinte West for having pledged \$500,000 to the National Air Force Museum of Canada. This museum, home of the Royal Canadian Air Force Memorial collection, is recognized by a significant number of our members as the single-most important focus of the association's "heritage" activities. The Executive Director has e-mailed Mr. C.L. Thomas a number of times, but e-mails are returned by the server because the mail-box is full. The Executive Director met personally with the President 413 Wing on Saturday 31 January, and provided a sketch of areas that could involve local volunteers. However, it was emphasized that no expectation of help should be inferred from these types of discussions.
- One hundred rooms have been booked at the Holiday Inn on Glenn Miller Rd. The catering manager at the Holiday Inn has also been asked to speak with the Comfort Inn across the street for booking more rooms. The "Loyalist" Room has been booked for Thursday and Friday, 15 and 16 October, for NEC meetings. A (early December) request has also been sent to the Wing Commander 8 Wing Trenton, asking permission to use the Wing Conference Centre. No reply has been received. Additionally, the "Harvest Ballroom" has been booked at the Holiday Inn for up to 175 people on Saturday and Sunday. Use of similar facilities at 8 Wing, was the subject of the aforementioned correspondence to which we have not received an answer.
- Preliminary arrangements have been made with the National Air Force Museum of Canada to hold a reception under the Wings of the Halifax Bomber, one evening. It is conceivable we may be able to hold the President's Reception there, on Friday night. Alternatively, it is proposed that we hold a mid-day Reception on Sunday, 18 October at the museum, and combine our parade requirements with that reception, all indoors, with no marching, save for those carrying banners and flags. However, marching will be kept to a minimum.

- There is a strong desire amongst some NEC members and some Wing members to adopt a slightly different format for the business sessions, this year. It has been requested that we do away with reports in favour of a session that allows Wing Executive members in attendance an opportunity to present on “Best-practices”. Wings with good ideas, who want to share their ideas with their fellow Wingers, should be permitted the opportunity to present and thereby open for discussion these good ideas. These kinds of sessions can be very educational and can only help those Wings interested in sustaining their important activities. We could ask Wings interested in making such presentations to identify themselves, and bid for a time-slot. Wings that are accepted could be offered a (partial) rebate on their registration, as a means of encouraging Wings to volunteer their services. To these sessions would be added other important issues including resolutions which have matured sufficiently, following their introduction at Group meetings.

Rent

- Following the loss of two more staff positions, the national headquarters further downsized its footprint. Rental costs have now been decreased from \$85,000 to \$28,800 as a consequence of occupying only 900 sq. ft., down from 3,040 sq. ft. The current lease expires 30 July 2009. A decision must be made well before then, vis-à-vis signing another lease, or moving locations, etc...A number of alternative locations have been investigated, but none will offer significant savings. Besides, moving costs could be as much as \$10,000 which could take up to three years to make up/recover. Additionally, moving four phone jacks, and activating two phones recently cost \$1,550. Similar costs would also be incurred as a consequence of a move. In so far as rent is concerned it might be worth considering the option of eliminating rent altogether, and employ people who work from home, using cell-phones, computers and other equipment provided by the association. An attempt had been made to move the membership database manager function to a home-based one, and this request had been received quite favourably, at first. For some reason there was a change of heart and this change, and the urgent need to downsize the national headquarters foot-print, was a contributing factor to the decision to pursue further a new model for membership database management. The anticipated rental costs associated with membership database management at the national headquarters were approximately (395 sq. ft.) \$11,060 (after 01 August 2009). It was impossible to justify that expense mindful of our efforts to revert to an on-line (secure) application for management of our database information.

Telephone and Internet

- The new web-site is up and running (<http://airforce.ca>). Group and Wing Executives should be encouraged to identify individuals who would like to

volunteer to update their part of the site. Meanwhile, the national office is awaiting video training files/CDs which have been offered by Jim-Media, as teaching tools that teach people how to use a Content-Management-System to update web-sites.

- Two important features – the blog and the calendar – are the subject of discussions with Jim-Media as we speak. We want to get the blog up and running, for the benefit of members, especially for the Aviation Affairs Committee use.