

Minutes of a Hybrid Meeting of the
RCAF Association Board of Directors

held at The Courtyard by Marriott Hamilton Ontario and on-line
via Zoom 9:00 AM Friday 14 October 2022

Present

Terry Chester, Chairman
André Deschamps, Honorary National President
Ferguson Mobbs, Observer
Walter Peckham, Director Province of Ontario
Henri Levasseur, Director Province of Québec
Serge De-Serres, Director Atlantic Provinces
Steven Dieter, Observer
Don Hogan, Director Pacific Area
Herb Harrison, Director Prairie Provinces
(On-line) Guy Vallieres, Director Veterans' Groups Liaison

Absent

Michael Roy, Director Province of Alberta
Thomas Morin-Cabana, Director

Secretary

Dean Black, Executive Director

Serial	Item for Discussion	Actions and Decisions
<i>I</i>	<u>Opening Remarks.</u> The Chairman opened the meeting at 9:00 am. His opening remarks reflected the belief in the purpose of the RCAF Association; that if it did not exist present and developing circumstances would justify creation of the association. Terry Chester explained it is the board's responsibility to come up with the ideas and directions the RCAF Association must now take, to remain relevant. The text of the Chairman's opening remarks can be found at Annex A. Terry Chester introduced all the participants including those on-line.	Ferguson Mobbs moved to approve the agenda. Herb Harrison seconded the motion. The motion carried.
<i>II</i>	<u>Appointment of Mr. Ferguson Mobbs as a Director of the RCAF Association.</u>	The Chairman made a motion to appoint LCol (Ret) Ferguson Mobbs to the board of directors. Serge De-Serres seconded the motion. The motion carried.

Serial	Item for Discussion	Actions and Decisions
III	<u>Review and approval of previous Board of Directors' minutes.</u>	Terry Chester moved to approve the 26 June 2022 minutes. Walter Peckham seconded the motion. The motion carried.
IV	<u>Review and approval of previous (Biennial) General Meeting minutes (Calgary 2018)</u>	The Chairman moved to approve the minutes from the BGM in Calgary (2018). Mr. Walter Peckham seconded the motion. The motion carried.
V	<p><u>Acknowledgement of the Honours & Awards Committee – Discussion of ideas to Enhance Participation throughout the RCAF Association.</u> A lengthy discussion ensued regarding the Honours & Awards process. Most of the questions and criticisms appeared to result from the erroneous assumption participation on the H&A committee is optional for Group Presidents. This was never the idea, but the process has evolved in this unfortunate way.</p> <p>For example, one Group President suggested how essential it would be for the Executive Director to show Group Presidents proof their nomination package had been received. In response, the Chairman asked the Executive Director to show board members the H&A Committee portal where for seven years all the nominations are uploaded, along with a score sheet, for H&A committee members to access. A Group President's ignorance of this well-structured process would seem to be a problem only because one or more Group Presidents seem to believe participation on the H&A is optional. In reality, it is important that board members understand they are members of all committees, and the documentation they require to do their job is on-line, in the individual's portal on the committees tab.</p> <p>In respect of the quality of submissions, the Chairman emphasized "the process is untidy," and nominations that highlight longevity in membership, for example, are not providing the details that would permit judges being able to distinguish one nomination from another.</p>	
VI	<u>Review of Resolutions.</u> The Chairman called upon the Director Atlantic Provinces to introduce	

Serial	Item for Discussion	Actions and Decisions
	<p>the resolution regarding complementary life membership to those 90 years of age and older.</p> <p>As regards the resolution to appeal for a new patron, the Chairman explored some of the background to the resolution. After some discussion it was decided not to propose it as a resolution but as a fait accompli – something that will be done (letter to the Governor General).</p>	
VII	<p><u>Chairman’s Review of the Opening & Closing Ceremonies.</u> The Chairman briefly reviewed some aspects of the “old” opening and closing ceremonies. Reading a script that went unchanged year to year is not the modern way of paying tributes. The Chairman stressed the importance of acknowledging the passing of members, from year to year, and for crafting ceremonies that are relevant and to the point, suitable for the accommodation. <i>Secretarial Note: all of the Last Postings from the previous years since 2018 were included in the Program Booklet.</i></p>	
VIII	<p><u>Requirement for Elections.</u> The Chairman confirmed most board members currently hold offices that will come up for election in (June) 2023. The Chairman also explained how “fraught with difficulties and problems,” was the old election process, including taking nominations from the floor. The Executive Director explained the process of taking nominations from the floor, was entirely inappropriate, and contrary to the constitution because “it denies Wing members the opportunity to vote,..., that all the folks back home were denied the opportunity to vote (in elections).” Dean responded to Serge’s gratitude for what he was learning, saying, “In all other organizations, the mandate from Robert’s Rules of Order, calls for sending all the names on the slate to all the members 21 days in advance so they know that vote is going to come up three weeks from now. But if you take a nomination from the floor that’s a name that is not on the ballot, and all the folks back home they didn’t get three weeks warning, they’ll never hear about it, the vote is a done deal by all the delegates that</p>	

Serial	Item for Discussion	Actions and Decisions
	<p>are there, wrongly representing the members at home, wrongly because they are not representatives, they are delegates. <i>Secretarial Note: the practice of taking names from the floor is a practice routinely leveraged by shareholders (not members) at corporate meetings where they have the power to nominate from the floor and raise resolutions from the floor, and who do not represent any members who happen to be absent. Shareholders are not members and members are not shareholders.</i></p> <p>The Chairman cautioned Group Presidents to change these processes in favour of adapting procedures that encourage more participation – the full participation of members everywhere.</p>	
IX	<u>Securing a New Patron.</u>	
X	<u>Budget Report & Proposal. Audit Report and Review Engagement (RCAF A Trust Fund).</u>	
XI	<p><u>Discussion and Identification of Triggers that could lead to a Requirement to Discuss Dissolution.</u> The Chairman provided a framework for the discussion:</p> <ul style="list-style-type: none"> • Stay positive; negativity bias inhibits innovation; • Control the controllable; • Sacrifice; change is about ridding ourselves of old redundant habits; • Slow down; if you go fast – you go alone. We go together strategically but slowly; • Create contingencies – the plan never survives first contact with the enemy; • Signposts, off-ramps (for dissolution); • Be selective; not all roads lead to Rome; • Take a strategic pause; • Be counter-intuitive; • Sometimes uncertainty can create innovation; • Resist solving the complete problem; • Keep asking why; 	
	<u>Covenant Status?</u> Terry Chester raised the issue of the new covenant and a new charter. It was	

Serial	Item for Discussion	Actions and Decisions
	considered something that does not warrant sharing for approval beyond the board of directors. "Charter Amplification" – the Board of Directors will review the charter definition document to implement in 30 days, after the general meeting.	
	Election of Steven Dieter. Steven Dieter was appointed to the Board of Directors, the motion was offered by Serge De-Serres and seconded by Henri Levasseur. Ferguson Mobbs offered a testimonial in support.	
XII	Adjournment. The meeting was adjourned at 4:30 PM.	

Dean C. Black
Secretary

Approved/Not Approved

Terry Chester
Chairman

Annex A to
Minutes of the BoD Meeting
Held 14 October 2022

Opening Remarks by Colonel (Ret) Terry Chester, CD

We need spokesmen out there to start telling people who we are and what we do. I was very much struck the other day when I watched General Eyre, (the Chief of the Defence Staff) on TV. Nice guy. And he was talking about the fact that we're ten thousand short. And we are in crisis. I say we when I'm talking about the armed forces, we are in crisis. And you can chuck money at the problem. You can chuck ideas at the problem. But the fact is, the Canadian population don't know about us. And I hate to use this word, but I don't think they care. I don't think they really think the armed forces anything other than guys that'll come in and help you when there's a flood or there's no power in your area. Call on the armed forces. And, General Eyre has got a major problem to solve. How do we do this?

How do we restore Canadians' faith in our armed forces and make the [CAF] relevant again? And the Air Force, of course, is a key part of that. We can't solve all the problems, but we are a spokesman for the Air Force. The air force should want to look to us for advice and help on how we do that. Now we're working that problem.

We're meeting with the Air Force. I have to tell you I don't think the Air Force knows how to use us. And how to ask us for help. They have got many, fish to fry. They have got a lot of problems, not the least of which is that we are hundreds and hundreds of air crews short in terms of doing the primary task. The recruiting is dried up and the kids that are in are thinking of leaving. I talk to them a lot out in Comox. I talk to the kids that are flying our front-line airplanes that I talk to them about what it is. The kids today are focused on what their rights are, not what their responsibilities are. They're very concerned with quality of life. And I'm not saying there's anything wrong with that. But that's the realization that we have to come to is that the kids today are cut from a different bolt of cloth than we were. So if we want to propose solutions to help our air force, we cannot dig back into..." well, in my day, this is the way it was."

Now there are certain things that we do as an association that we did when we were in uniform that are still relevant today and we need to dig those out. It's this august body, board of directors of the glorious Air Force Association of Canada that have to come up with the plans and ideas to help. And that's what this board is charged with. Our members have elected us to this board to do exactly that. And that's our job.

This year has been a...to quote our late (Her Majesty)... "an annus horribilis" for a lot of us. For me, it was a tough year. I struggled mightily with the association and where we were going and what we were doing. And at times I had thought, I don't know if I have the energy to do this. I lost a dear friend in in Stocky Edwards. Wing Commander Stocky Edwards and his passing hurt me deeply. He was a dear friend, a mentor and just a wonderful man and attending his funeral and saying goodbye to him was greatly difficult. And as I mentioned, we lost our sovereign. I wasn't aware how much she meant to me. I did go to the Jubilee. I was lucky to attend the jubilee pageant and saw Her Majesty up on the balcony, a small little green thing. I had not met her personally, but I

had been in her presence before, and I was happy with the celebration of the Jubilee. I was extremely disappointed in Canada's participation. But that's another story.

But I wasn't aware of how much her passing meant to me. She was our beacon, our constancy. She was pretty much the only sovereign we had ever known. And she was always there. Then all of a sudden she was gone and, we'll replace her,... but her loss really, really hit me deeply. The troubles and scandals at the top of our forces with our leaders also affected me. My confidence was shaken in an institution in which I had believed and still believe was crucial to the cement that binds our country together. Our armed forces is what binds us together, coast to coast. It's always been there. The people that I know and that have served have always been honorable and decent and forward-looking. And when I found out that we had leaders who did not espouse those virtues, that hurt me. But you know what? I can recover.

Then when I saw the cry for help from our armed forces, from the Air Force and the crisis, I said to myself, and I want to convince this board and our members, this is the last possible time that we need to be talking about wrapping up the Air Force Association, which we talked about in our last online meeting. We cannot. Ask ourselves this question, gentlemen, and those online. What would it look like in our society if we didn't have the Air Force Association? We all know our purpose. We should know our purpose. But let me tell you what I think. If we didn't exist, someone would have to invent us because we fill an important and crucial role in the functioning of the military civilian interface. We need to be here and we need to do our job properly so that the military can function and do the job that it's supposed to do. We are where the rubber meets the road. We are the interface to Joe Civilian. We're the ones that talk to them about advocacy. We're the ones that talk to them about the importance of a strong and dependable armed forces.

And while the average Canadian citizen struggles with things like inflation and struggles with things like the rising cost of gasoline and day to day can't pay their mortgage, interest rates are rising, all the things that trouble them, they're supposed to be other bodies that are thinking about the strategic plans for the future. Where are we going as a nation? I said before, I'm not sure that our politicians are focused on it. They're currently focused on the next election. And how do I stay in power? Pardon me for being so rude, but that's what they do. So we can't trust them to worry about our national future. We have to worry about it ourselves, and our members have entrusted us with that responsibility and we have to do that for them. So that's the end of my speech.

We have an agenda this morning that I'd like to get to. But then this afternoon, I'd like us to focus clearly on a way ahead for our association and where we're going, what it is we need to do. We may not solve all of the problems today, but I believe we have the brain trust that we have the people on board today that can choose the way that we go forward as an association to help our air force. I'll leave it at that. I'll go to the proposed agenda.