

**Minutes of a Meeting of the
National Executive Council held in the
Strategy Boardroom at the
Brookstreet Hotel, 27-28 May 2018**

In Attendance

Stephen Macdonnell
André Deschamps
Robert DiMillo
Guy Vallières
Don Hogan
Greg Spradbrow

Regrets

Henri Levasseur
Terry Chester
Michael Roy
Evelyn Gauthier-Campbell

Secretary

Dean Black

Serial	Item and Discussion	Action and Details
I	<p>Opening Ceremony. The Chairman called the meeting to order at 9:12 am and confirmed carriage of the motion to empower newly elected Group Presidents to the NEC with full voting privileges. Consequently, five voting members were present, exceeding quorum requirements (three). A discussion ensued about whether the CNCA and/or the constitution provides any support or prescription for the process the NEC had just followed. The Secretary informed the NEC that Article 2.7.3 applies.</p> <p><i>Secretarial Note: The invoking of Article 2.7.3.1 formally established Mr. Robert DiMillo and Mr. Greg Spradbrow as Vice-Presidents on the National Executive Council. In the case of Mr. Spradbrow he immediately resigned from his other NEC office, in keeping with the constitution of the RCAF Association. This motion also affected Mr. Henri Levasseur, acknowledging that he is now the Group President of Quebec Group, as a full-fledged member (Vice-President) of the RCAF Association.</i></p>	<p>The NEC invoked Article 2.7.3.1. to ensure a quorum could be declared for their meeting.</p>
II	<p>Guy Vallières moved to accept the nomination of Dave Donovan for the non-executive, non-voting appointed position as Honorary Group President Ontario Group RCAF Association. Don Hogan seconded the motion. The motion was carried. Guy Vallières also moved to accept the nomination of</p>	<p>The NEC moved to approve the appointment of Mr. Dave Donovan as</p>

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	<p>Syd Burrows for the non-executive, non-voting appointed position as Honorary Group President Pacific Group. Bob DiMillo seconded the motion. The motion was carried. A discussion ensued about processes that could be implemented to strengthen the RCAF Association’s Honorary and other appointment processes including information posted to social media sites, and providing certificates and the like.</p> <p><i>Secretarial Note: The Executive Director accepted the task of creating officer and appointment certificates to be issued to all eligible individuals who have ever held an office or post on any committee at any level in the RCAF Association. The certificates will be designed in the near term and should be available for the Fall.</i></p>	<p>Honorary Group President Ontario Group.</p>
III	<p>Chairman’s Opening Comments. Stephen Macdonnell polled members present for their views on what they would like to accomplish, over the next two days.</p>	
IV	<p>Motion to Accept the Agenda. Guy Vallières moved to accept the agenda. Don Hogan seconded the motion. Carried.</p>	
V	<p>Motion to Adopt/Move into a Committee of the Whole Process. Greg Spradbrow moved to adopt/move into the “Committee as a whole”, for the ancillary purposes of the gathering/meeting. Don Hogan seconded the motion. Carried.</p> <p><i>Secretarial Note: to be clear, it is important to note that the process of the committee of the whole recognizes first that the entire deliberative assembly (NEC) is to start acting as one committee. However, since four members were absent, at best only five members are serving as “the whole”. The process, therefore, was not adopted to exclude from discussions those who were absent, for any reason. There were other reasons for adopting a committee of the whole process. Secondly, the committee of the whole process is adopted most regularly to arrive at and treat with some efficacy and efficiency the decisions reached as final. However, it would appear the adoption of the committee as a whole process was done strictly for discussing matters pertaining to a strategic plan, and, since it is important for the wider membership to participate in such a process, the decisions reached are not in fact final, but are actually initial or preliminary. Finally, the committee of the whole process may also be adopted if only to relax if not abandon the application of more formal parliamentary procedures (Robert’s Rules of Order) to encourage greater discussion and make the participants feel more at ease.</i></p>	
VI	<p>BGM discussion.</p>	
VII	<p>Strategy presentation. The Chairman shared his slide presentation which offered a strategic planning model for all to consider.</p> <p>Vision Statement. There was general agreement that the vision of the RCAF Association remains as follows, but with the changes explained below:</p> <p><u>Canada’s Leading Force in Aerospace Commemoration, Education and Advocacy.</u></p> <p>1) change “Force” to “Voice”.</p> <p>Mission Statement. The mission statement is missing the “how”.</p>	<p>“Preserving and promoting Canada’s rich Air Force history” is all about inspiring and educating Canada’s youth, so there is some cross-pollination of the two mission elements.</p> <p>Maybe we should be very specific – deliberately</p>

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	<p>“Supporting the enhancement of Canada’s Aerospace Capabilities”.</p> <p>“Supporting our Veterans” is too vague, and we don’t want our story to be one of stepping on the Legion’s toes.</p> <p>If we want to provide direct support to deployed air force personnel, we don’t want to refer to these people as veterans, they are serving personnel so the semantics are important.</p> <p>It was generally agreed that the mission statement is vague and requires attention. One participant asked, “In terms of capabilities are we biting off more than we can chew?” An answer was not offered.</p> <p><i>Secretarial Note: the Mission Statement should identify who is to do what, and for whom, as well as how they plan to do it and what purpose is to be served by doing so, for those that benefit from what is to be done. A Mission Statement essentially answers the “5-W (and How)” questions. In non-profit organizations the Mission Statement is always more important than the Vision Statement since non-profits are created with a cause or purpose in mind, and the Mission Statement more than the Vision Statement ideally explicitly relates to the cause or purpose of the organization.</i></p>	<p>target the air cadet programme. “Inspiring and educating Canada’s youth through the air cadet programme”</p>
VIII	<p>Values. <i>Secretarial Note: A discussion of values is new territory for the RCAF Association. Perhaps owing to the homogeneity (sameness) of its original members (all or most members were from the ranks of retired and serving air force members), it was simply assumed each and everyone shared the same values. This is a valid assumption for these types of organizations that formed in the post-war period. Today, we know much better whether this can be said; but, more importantly, the actual segmentation of the membership diverged considerably beginning in 1970 when the Associate member category was implemented. All this to say, a discussion of values is long overdue, and essential, for our future well-being. Values are a critical component of an organization’s culture, beliefs and behaviours being two other components. To understand why culture is important, simply consider that what individual leaders and members believe in and value “obviously influences their strategic decisions.” Strategy, therefore, is strongly influenced by the organization’s culture. In essence, culture is the taken-for-granted assumptions and behaviours of an organization’s members, more specifically defined by their values, beliefs and behaviours. Values can be explicit, as in those that are written down in some of the organization’s documents, or, as is more likely the case, it is important to delve down a little deeper to gain a sense for the actual taken-for-granted values that really explain how the organization is pursuing or will likely pursue the organization’s strategy.</i></p> <p>The discussion led to the identification of many “Core Values”, such as Inclusion, Ethics, Service, Adaptability, stewardship, dependability, integrity, decisiveness, loyalty, commitment, country, democracy, open-mindedness, reliability, camaraderie, trust, inclusiveness, collaboration, communication, cooperation, quality, collectivism, learning, heritage, volunteerism, innovative, fraternalism, respect, teamwork, community, ethics, service, efficiency, care, honesty, compassion, fairness, family,</p>	<p>A shorter list eventually garnered further discussion: SERVICE; COUNTRY; OPEN-MINDEDNESS; RESPECT; ETHICS; and INCLUSIVENESS.</p>

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	<p>professionalism, and friends. When this entire list was considered nine were deemed worthy of singling out: COUNTRY; OPEN-MINDEDNESS; RESPECT; TEAMWORK; ETHICS; SERVICE; INCLUSIVENESS; LEARNING; and, ADAPTABILITY.</p>	
IX	<p>S.W.O.T. A discussion ensued regarding one of the organization’s perceived weaknesses – the command and control “hierarchical” culture – and it was agreed the challenge is the governance structure and, possibly, the lack of useful (responsibility and accountability) information that might underscore the meaning and purpose of a Wing charter. <i>(Secretarial Note: a perfect example of this is 102 Wing’s bulletin article that referred to their charter as their Articles of Incorporation, which is not what a Wing charter is meant to be, whatsoever).</i> A review of the Opportunities and Threats report clearly proved this area needs lots of work. The correlations between the opportunities and threats identified do not actually align to external dynamics at all. Creation of the RCAF Foundation, for example, is an opportunity we should be trying to exploit. We want to change the United Way form to include the RCAF Association Trust Fund. Threats included the shrinking or dissolving outreach office in the air force, and the disappearance of liaison officers. Log Branch example of recruiting the LOG formation into the RCAF Association as a formation (Wing or Group), and Stephen raised the example set by CAPA recently. There may be opportunities for the RCAF Association to post uniformed volunteers at their local air museum to greet visitors, maybe give gifts (from the Trust Fund) to help the museums generate visitors. Also discussed creating special moments for awardees, giving the award at parliament hill for example. Succession planning is a major weakness, of the RCAF Association.</p> <p>Revised membership plan, 2024 fully-resourced commemoration of the RCAF plan, and sustainability and succession planning. For the 2024 Goal: Michael Roy to be approached to lead coordination of this 2024 goal</p> <p style="text-align: center;">RESPECT – SERVICE</p> <ul style="list-style-type: none"> - <u>Alignment with the RCAF.</u> Talk to the RCAF first to find out what is their game plan for 2024. Liaise with the RCAF Commander. Try and get a serving air force member on the BoD (NEC); - <u>Wing – Community – Engagement.</u> Collect local Wing plans, for the 2024 commemoration. What part of that RCAF game plan do we want to pile on to, to know where to apply our resources. Seek from the Wings the name of a PoC/RCAF 2024 Coordinator; Wings should be encouraged to “beat the bushes” and come up with a list of all the community members who contributed to or served in Canada’s air force, and share this list with the RCAF Association as part of the 2024 commemorations; - <u>Alignment/Collaboration with other Organizations (CAPA, etc...).</u> There are many organizations with whom the RCAF Association should try and collaborate, in an effort to celebrate the centenary of the RCAF (NAFMoC in Trenton; all other air force museums across the country – through CAPA, possible; Air Cadet League of Canada; Air Force Officers’ Advisory Group (BGen Emond, Ottawa); Canadian Battlefields Foundation (Cajo Brando, Ottawa); Royal Air Forces Association (RAFA); USAFA; NORAD; etc... 	

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	<ul style="list-style-type: none"> - <u>Target Dates</u> – progress report for the BGM; (agenda item); Board member from RCAF NLT 15 September; Wing contact names NLT 1 November; <p><u>Membership Discussion.</u> The members of the NEC discussed the membership situation. For the revised membership plan: A snapshot of the membership was provided to the NEC by the Secretary, reflecting: a total of 6,652 records; MAL (1 year): 1,965; MAL (2 year) 333; MAL (3 year) 337, and Others: 11. For an MAL subtotal of 2,656. The Wing Regular numbers were 2,977, with Duals numbering 523, for a subtotal of 3,500. Additionally, Regular (Lifetime) 248; and Honorary (Lifetime) 158</p> <ul style="list-style-type: none"> - <u>Define Current Membership State/Status.</u> What is our start point? What are the trends? Where are the risks? Where should we focus? Contact Terry Chester. How far did Terry Chester get with the preliminary report? Review early correspondence (e-mails) from Terry. - <u>Constitute/Re-constitute the Membership Retention/Recruitment Team.</u> - <u>Project Definition/Parameters.</u> Do we pursue a ‘Cost’ strategy? Or do we pursue a ‘Differentiation’ strategy? Or do we pursue a ‘Cost-focus (find a niche) or a ‘Differentiation-focus’ strategy? Scope of classification and categorization of members. Review of booklets pertaining to membership issues. What will be the mandate of the team? What should be our membership targets? How many members? What types of members? Membership costs? Membership privileges, benefits, etc...? Should we review the segmentation that has resulted from years of policy-making, to refine or make more easy the categorization and classification of eligibility for membership? - <u>Target Dates/Timelines.</u> How quickly can we work a new plan? Progress report at the BGM <p><u>Values.</u> In terms of values, a set of specific values stood out above all others as those resonating most with the association’s efforts (See previous discussion, above). Specifically:</p> <p style="text-align: center;">INCLUSIVENESS – ADAPTABILITY – SERVICE AGILE – INTEGRATED – REACH – POWER ADVOCACY – INVOLVEMENT – RELEVANT – PRIDE</p> <p>A short list of values began to gel, with discussion seemingly focused more so on the following:</p> <p style="text-align: center;">TEAMWORK – RESPECT – SERVICE – INCLUSIVE – ADAPTABILITY</p> <p><u>Succession Planning.</u> The discussion regarding succession planning processes reflected on two aspects: the significant lack of succession planning at the NEC level, ever since the implementation of the Canada-Not-for-Profit Corporations Act and the related requirement to abandon the “Immediate-Past-...” (non-elected, non-appointed) board position.</p>	

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	<p>Secondly, an increasing number of anecdotes from Wings regarding very shoddy if not shady handling of executive elections would seem to indicate a significant requirement for governance training in this area.</p> <p>In terms of Succession planning a number of issues were raised:</p> <ul style="list-style-type: none"> - <u>Definition</u>. Define what we want to do, what we need in terms of a sustainable succession plan; - <u>Succession Planning Committee</u>. Should there be one? What would it look like? Who would be on the committee? What would its mandate be? Guy Vallières explored the issue of training; how should the succession planning committee oversee the training (capabilities) of candidates who may be nominated for succession. Rather than judge eligibility of individual nominations, based on training shortfalls, the board may agree the mandate of the succession planning committee includes overseeing all of the candidates to ensure the skillsets the board needs will be available through the electoral and appointment process. - <u>Stakeholder Review</u>. The Succession Planning Committee members could have as part of their mandate an annual look at the status of relationships with key stakeholders – Wing to Group to Association – from community to country-wide – to ensure not just a balanced set of skills but a balanced set of (social capital) contacts/relationships to those who concern themselves with the goings on of the RCAF Association - <u>Honours & Awards Element</u>. How can we or should we realign the Honours and Awards system to lend assistance to succession efforts? Do we want to design recognition certificates or qualification certificates acknowledging the executive performance of members at levels throughout the association? - <u>Charter Element</u>. Revisit the charter process; How should we redo the charter process so that it is much more explicit what the charter means, to what “things” or policies Wings are supposedly beholden? Definition for roles for the positions in the Groups and the Wings; - <u>Timings-Target Dates</u>. Charter element could be started by (or completed by?) December. <p><u>Goals</u>. The S.M.A.R.T. (Specific-Measurable-Achievable-)</p> <p><i>Secretarial Note – SMART goals is a process or formula for defining objectives, but it was developed beginning in the 1960s when the economy was relatively steady and certain. Today, the pace of change is but one factor that has encouraged the reformulation of this process, resulting in the FAST goals methodology. “Goals should be embedded in frequent (F) discussions; ambitious (A) in scope; measured by specific (S) metrics and milestones; and, transparent (T) for everyone in the organization to see.</i></p> <p>2. Communicating with Wings: a) T – each Wing could be asked to identify a person to be the point of contact for the goal;</p>	

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X	<p><u>Advocacy.</u> LGen Deschamps shared a description of the advocacy processes within the RCAF Association, for the benefit primarily of new Group Presidents to the NEC. He provided a general update on manning challenges. The announcement on Thursday 24 May 2018 “Canadian Air Defence Identification Zone now Aligned with Canada’s Sovereign Airspace” has an impact on the Advocacy Committee’s need to consider a paper about how to respond to the CADIZ announcement.</p> <p><u>RCAF Foundation.</u> Dean will set up a teleconference for LGen Deschamps, Stephen Macdonnell and John Murphy to discuss how the RCAF Association and RCAF Association Trust Fund will link to the RCAF Foundation, in the follow-up to the signed Co-operative Partnership Agreement.</p> <p>Honours and Awards. LGen Deschamps worked through the current status of the Booklet 104, and encouraged Group Presidents to continue working to get their nomination packages in on time.</p>	
XI	Step 7 – Action Plans.	
XII	<p><u>Budget & Finances.</u> The Treasurer, Greg Spradbrow, led a discussion about salary issues, Consumer Price Index (CPI) and the impact of inflation since the last time a salary review was done (2010-11). He explained, “Over the next two years, to make up an 11.6% overdue adjustment, there should be an increment of 6% in the first year (beginning 1 June 2018), and another increment of 5.6% in the second year (beginning 1 July 2019), to make up the accumulated difference. The impact of rising costs has had a negative impact on remuneration for our staff members, but it has also had an impact on other costs affecting the operations of the association.” Guy Vallières seconded Greg Spradbrow’s motion, and a vote of members carried the motion. Greg Spradbrow continued, “The 6% could be funded from the \$131,000 donation, received in 2012. The second increment takes effect 1 July 2018, for the 2018-2019 fiscal year. A \$5 increase in membership dues will be pursued beginning in the 2019-2020 period. Thereafter, the CPI will be the driver to an increase in salary and an increase in dues.” Greg Spradbrow proposed these new approaches to dues increases, tying them to the annual CPI/Inflation rate, and also moved to accept the proposed 2018-19 budget. Guy Vallières seconded the motion. The motion was carried. (The 6% begins 1 June 2018. The 5.6% begins 1 June 2019, but the 5.6% will also be augmented by the CPI/Rate of Inflation that was recorded by StatsCan for the Calendar Year 2018.</p>	
XIII	Guy Vallières moved and Bob DiMillo seconded to move back into a committee as a whole, to continue the strategic planning discussions.	
XIV	<p><u>Group Funding.</u> Dean explained the Ambassador’s Fund, CanadaHelps.org and the process of donating to the Group. The informal and unauthorized process whereby Groups invoice Wings to help fund Group activities must stop. There can be no invoicing, nor any coercion of Wings to support Groups. If these Group costs are indeed legitimate, which everyone believes them to be, that means they are legitimate RCAF Association expenses, which means they should be invoiced not to Wings but to the individual members of the RCAF Association, including Members-at-Large. Since the constitution of the RCAF Association prohibits the NEC from having any claims against the assets of Wings (Article 2.17.2.3) any and all practices whereby Groups invoice or coerce Wings to pay Groups outside or beyond the collection of RCAF Association membership fees is in</p>	

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	<p>contravention to the constitution. Donating funds to help Groups is an entirely different matter, and to facilitate this process Dean Black explained that an “Ambassador’s Fund” has been set up in CanadaHelps.org, for RCAF Association members and non-members to make donations in exchange for a charitable tax receipt, and the funds can then be directed to Groups in need of funds to support eligible activities. For an understanding of the term eligible activities, members are encouraged to consult the mandate and purpose of the RCAF Association Trust Fund. For additional financial means of helping to fund groups, RCAF Association members will be encouraged to consider a digital magazine subscription in-lieu of a hard copy magazine. Funds saved from reduced printing costs could then be used to help fund Group (executive) activities.</p>	
XV	<p><u>Five-Year Business Plan.</u> There was agreement to craft a Five-Year Business Plan to help compile the information needed to help answer questions about renewing the lease, setting dues increases, etc...There was agreement to vote on renewal of lease at the end of the meeting.</p> <p><i>Secretarial Note – an e-mail has been forwarded to Properties Group to have the lease renewed.</i></p>	
XVI	<p><u>Digital Copy of Airforce Magazine.</u> It was suggested that for Airforce magazine – on the renewal form we should add words offering the option of a digital subscription. A change (reduction) in dues for a digital version, will not be possible, owing to the impact of the CPI/Rate of inflation on other costs. The digitization of the magazine would seem to have offered us the ability not to lower dues but to hold them steady in the face of increasing costs. Some marginal savings may be possible, based on the uptake for the digital magazine, but any savings can and should be set aside to help fund the groups (executives). On the subject of awards, there is a great deal of interest in nominations for association awards for contributors to the magazine, and for external awards for the magazine itself.</p>	
XVII	<p>LGen Deschamps will look into adding the RCAF Association to the United Way Campaign Fund</p>	
XVIII	<p>Guy Vallières moved to renew lease for two more years. Bob DiMillo seconded the motion. Carried.</p>	
XIX	<p>Don Hogan moved to adjourn the meeting.</p>	
XX	<p>The Chairman performed the closing ceremony.</p>	

Dean C. Black
Secretary

Approved/Not Approved

Stephen Macdonnell
President