



Minutes of a Hybrid Meeting  
of RCAF Association Delegates  
to the Biennial General Meeting held in Hamilton, Ontario  
at the Courtyard by Marriott on Upper James Street  
on Saturday, 15 October 2022

Present – See Annex A

Recording Secretary – Dean C. Black, CD, CAE, SMP, CVRM, RMC, RCAF, LCol (Ret)

Serial	Items & Discussion	Actions & Decisions
I	Call to Order.	The Chairperson called the meeting to order at 9:00 AM, and delegates rose for the singing of our national anthem, O' Canada. Delegates remained standing for the RCAF Marchpast courtesy of a YouTube recording posted by 338 (Rive Sud) Wing, c2006.
II	Land Acknowledgement.	We respectfully acknowledge that we are on the traditional territory of the Anishinabewaki, Ho-de-no-sau-nee-ga, Attiwonderonk, Mississauga, and the Mississaugas of the Credit First Nation. We offer our gratitude to the First Nations for their care for and teachings about our earth and our relations. May we honour those teachings.
III	Administrative Guidance	
IV	Declaration of a Quorum. Acknowledgement of Accredited Delegates and their Vote Pools (Membership); Acknowledgement of Fraternal Delegates including Members-at-Large; Acknowledgement of Past-Presidents, and distinguished (long-serving) honorary members, life members. Motion from Members-at-Large seeking appointment of Accredited Delegate to whom they may delegate responsibility for conveying their majority vote.	1,179 members represented on-line, with a total of 2,135 Wing members represented. We fall short of the 66% required for a quorum to discuss and render decisions no substantive. 27 Wings 1,657 members represented meaning 71.5% representation meaning we have achieved a quorum.  <i>Secretarial Note: the above tally though briefed to delegates was later adjusted as shown in Annex A. A quorum (of Regular members who also affiliate with Wings) was reached, in so far as substantive motions are concerned. If needed, the board of directors would have been encouraged to consider their sworn oath as elected officials responsible to all members, not just those in specific regions, to account for an even higher representation mindful of the almost 1,000 members-at-large.</i>
V	Chairman's Opening Remarks. The traditional opening ceremonies were delivered. See Annex B.	

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<b>VI</b>	Motion to approve seeking a Royal Patron.	A motion to seek a royal patron, following the passing of HMQUEII. Dan Miller moved and Bill Sergeant seconded the motion. The motion carried (12 of 12 votes on-line).
<b>VII</b>	Approval of the Agenda.	Ferguson Mobbs moved to approve the agenda, and James Scherb seconded the motion. The motion carried unanimously
<b>VIII</b>	New appointments to the board. The Chairman introduced two new appointees to the Board of Directors: Ferguson Mobbs and Steven Dieter	Cecile Thompson moved to accept the appointment of Guy Vallières. Serge De-Serres seconded the motion.
<b>IX</b>	Approval of new Honorary Group Presidents. The Chairman sought a motion to formally welcome Col (Ret) Marc Bigaouette as the HGP for Quebec Group.	Henri Levasseur offered a motion, and Cecile Thompson seconded the motion. The motion carried.
<b>X</b>	Approval of the minutes from the 2018 BGM (Calgary).	Steven Dieter moved to approve the minutes, seconded by Joanne Peckham. The motion carried.
<b>XI</b>	Report from the Honorary National President. See Annex C.	
<b>XII</b>	Honours and Awards. See Annex D.	
<b>XIII</b>	Report from the Membership Chair. Don Hogan, previously the Group President for Pacific Group, delivered a presentation on membership.	
<b>XIV</b>	Financial Report. The Executive Director shared the audit report from the program booklet. Following the audit review Dean Black shared the review engagement for the RCAF Association Trust Fund. Dean Black then shared the budget report for 2021-2022, and the budget proposal for 2022-2023.	<p>Ferguson Mobbs moved to accept the audit report for the RCAF Association. Dan Miller seconded the motion. The motion carried.</p> <p>Steven Dieter moves to accept the review engagement. Herb Harrison seconded the motion to accept the review engagement. The motion carried.</p> <p>Serge De-Serres moved to appoint Ted Lupinski, James Scherb from 413 Wing seconded the motion. The motion carried.</p> <p>Guy Vallieres moved to accept the budget report and proposal. Serge De-Serres seconded the motion. The motion carried.</p>
<b>XV</b>	Adjournment. The meeting was adjourned for lunch.	
<b>XVI</b>	447 Wing Project. Mike Cuffe, Chairman of the 447 Wing Host Committee, spoke to the 447 Wing's	

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	60 <sup>th</sup> anniversary to be celebrated in 2022.	
<b>XVII</b>	Executive Director's Report. Acknowledging Tracy Gillis' Analysis. Dean Black invited Mike Cuffe to the podium to speak to some of the event's activities through the weekend.	
<b>XVIII</b>	Resolutions. The Chairman presented the resolutions which can be found on p.11 of the program booklet.	<p>Bill Sergeant moved to approve the resolution regarding free membership to 90-year olds. Jim Scherb seconded the motion. The motion carried.</p> <p>The resolution regarding seeking a new patron was already addressed earlier in the day.</p>
<b>XVIX</b>	The Chairman entertained questions from participants in-person and on-line.	<p>Bill Sergeant asked when his 90-year old veteran members will be notified (by the RCAF Association). Dean Black explained because we do not collect age information, we need the Wings or the members themselves to let us know they have reached the milestone.</p> <p>Brenda Rice Wilson introduced herself as "Regional Director for Ontario Group." "If," she asked, "we are referring to the Group Directors as Regional Directors (now), what does that make (Brenda) us, who are the Regional Directors?"</p> <p>Terry Chester explained he had misspoken, and he was sorry for the confusion. He also explained there is only one region that has no Group President, Pacific Region.</p> <p><i>Secretarial Note: the term "Regional" is used in the RCAF Association Constitution or other related documents in three different ways: Regional Directors, at one time were members of the (National Executive Council) board of directors and were responsible for overseeing two or more provinces or two or more "Groups." Group Presidents who were also members of the (NEC) board of directors operated below the level of Regional Directors. And, finally, in some Groups, the territory within the group may be subdivided geographically into regions, each with a Regional Vice-President. In this case, however, the title RVP is always embellished with the specific region to which it applies, such as Eastern Ontario or Quinte or Central,</i></p>

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		<p><i>etc...Today, Group Presidents enjoy the title Group President at the Group level, while they assume special offices at the national board of directors level referring to the region (Ontario, or Atlantic) from which they come.</i></p> <p><i>Dan Miller (201 Wing) explained “our Wing is slowly evolving into a ‘social club’ rather than an air force Wing.” There are now 30 Regular members, down from 100. It is easy to recruit associate members (of the Wing), but this is of no real benefit to the association itself. Terry explained the history of the associate member category. He shared how a structure of permanent associates evolved, until long-in-the-tooth associate members gained more prominence in leadership roles only to demand an explanation for sending any money to the RCAF Association. Dan Miller added he is now seeing a trend where his Regular members – actual RCAF veterans – are relinquishing their Regular membership in favour of becoming associate members. Walter Peckham asked “is there a difference in the price of your associate member and your Regular member? Dan Miller says the Regular member pays \$54 + \$40 and associate members only pay \$40. Walter Peckham explained Regular members and associate members in 413 Wing pay the same amount. Presumably this means Regular members of the RCAF Association who also affiliate with 413 Wing pay \$54 to the association and nothing to the Wing, while associate members of the 413 Wing pay \$54 entirely to the Wing.</i></p> <p><i>Nick Czernkovich admitted the plans described today were the best explanations he has ever heard. Nick admitted hearing claims if we do nothing we will soon dissolve, and he mentioned the first time he heard such claims was in Saskatoon in 2015 (sic, 2013) from Dean Black, and Nick admitted hearing the very same message from Dean every AGM since then (2014, Ottawa; 2016, London; 2018, Calgary). Nick went on to emphasize, the brochures and posters and pamphlets are not what we need, when it comes to recruiting. What we need, Nick explained, was an advertising and marketing budget that placed the onus on recruiting squarely on the shoulders of the (office) staff. Nick said, “nobody</i></p>

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		<p><i>knows who we are, nobody knows what we do, nobody knows where we meet, and when they see us and ask, who are you?" The Air Force Association, we say, and they reply, "who is that?" We need some business people to come in, and evaluate what we do, and analyse from a business perspective where we should be marketing and advertising.</i></p> <p><i>Bill Sergeant rose and admitted his comments would contradict what Nick just said. He emphasized the importance of local initiatives, and explained how successful his Wing has been. This publicity, Bill emphasized, helps them recruit.</i></p> <p><i>David Jackson, turned the discussion to advocacy – Snowbirds need a replacement aircraft. David asked is their an appetite at the Wing level to pursue sponsorship to do this kind of advocacy, at the Wing level. David explained, "activity begets activity."</i></p> <p><i>Johanne Peckham explained how 413 Wing held a drive-thru membership renewal process, helping them get through the pandemic.</i></p> <p><i>Herb Harrison shared how happy the Estevan Crash group was with the RCAF Association for the donation made by the Trust Fund to help with the project. Dean Black joined Herb Harrison's praise by bringing attention to two RCAF Association Trust Fund trustees present today, Joan Embleton and Dan Miller.</i></p> <p><i>Walter Peckham asked if there was any funding available in the Trust Fund to help Wings "get their face out there?" Joan Embleton encouraged everyone to send requests to the Trust Fund Board of Trustees.</i></p> <p><i>Mike Cuffe rose to ask about elections, and terms of office. Is it mandated that once you have done your two two-year terms you must step away for one term? The essence of Mike's important question is the extent to which individual members can be coerced into stepping down. There is no room for this kind of negative coercion – the RCAF Association is an association of volunteers who are asked to make decisions in the best interests of the association. If</i></p>

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		<p><i>that means stepping down after the prerequisite period and someone else is interested in taking on the role, then it is best to step down.</i></p> <p><i>Joanne Peckham asked is it true one cannot sit on two boards at the same time? Terry explained there could be perceived conflicts of interest and Dean added further that subtle differences between officers and directors may permit sitting on two or more boards, but at the same time it is all about knowing when to recuse oneself from issues that may be a conflict.</i></p>
<b>XX</b>	Presentation of the Joe Schkwarek plaque to Mike Cuffe – chair of the 447 Host Wing Committee.	
<b>XXI</b>	Adjournment. Serge De-Serres offered sincere congratulations and gratitude for the aplomb Terry showed handling the entire meeting. The closing ceremony was delivered.	A motion was made to adjourn. The meeting was adjourned at 3:39 PM.

Dean Black  
Secretary

Approved/Not approved

Terry Chester  
Chairman

Annex A to  
Minutes of the BGM 2022  
Dated February 2023

Present

In-person

1.	Col (Ret) Terry Chester	Accredited	888 Wing
2.	Ferguson Mobbs	Accredited	441 Wing
3.	Steven Dieter	Accredited	410 Wing
4.	André Deschamps	Accredited	MAL
5.	Dean Black	Fraternal	MAL
6.	Walter Peckham	Accredited	Proxy 418 Wing (27), 428 Wing (25)
7.	Don Hogan	Accredited	Proxy 886 Wing (26), 899 Wing (18)
8.	Herbert Harrison	Accredited	Proxy 600 Wing (13)
9.	Henri Levasseur	Accredited	302 Wing
10.	Serge De-Serres	Accredited	111 Wing
11.	Cecile Thompson	Fraternal	408-437-444 Wing (27)
12.	Bill Sergeant	Accredited	441 Wing (65)
13.	Jim Scherb	Fraternal	413 Wing
14.	Joanne Peckham	Accredited	413 Wing (174)
15.	Brenda Wilson	Accredited	RVP and Proxy 434 Wing (27)
16.	David Jackson	Accredited	Proxy 700 Wing (59), 703 Wing (59), 783 Wing (134)
17.	Gord McNulty	Fraternal	447 Wing
18.	Mike Cuffe	Accredited	447 Wing
19.	Nick Czernkovich	Accredited	408-437-444 Wing (27)
20.	Anthony Kester	Fraternal	413 Wing

On-line

1.	Guy Vallières	Accredited	
2.	Catherine Forrestell	Accredited	422 Wing (62)
3.	Vijo Kippel	Accredited	888 Wing (339)
4.	Don Pitman	Accredited	410 Wing (61)
5.	Joan Embleton	Fraternal	783 Wing and RCAF Association Trust Fund
6.	Dan Miller	Accredited	201 Wing (27) and RCAF Association Trust Fund
7.	Dan Raymond	Accredited	302 Wing (68)
8.	Tracy Gillis	Accredited	808 Wing (19)
9.	Roger Mussard	Accredited	500 Wing (25)
10.	Larry Paziuk	Accredited	416 Wing (73)
11.	Donna Kuehl	Accredited	404 Wing (47)
12.	Steven Cochrane	Accredited	111 Wing (53)
13.	Ted Gibbon	Fraternal	888 Wing

Via (Other) Proxies

427 Wing (54)  
443 Wing (38)  
447 Wing (51)  
702 Wing (52)

Total (Wing) Delegate Member Representation = 1,623 of 2,432 = 66.7%

### Chairman's Opening Remarks

Ladies and gentlemen, welcome. What I'm going to do first is conduct our traditional opening ceremonies that we use to open all our meetings. So before we begin the business justice meeting, as is our long held tradition, we shall briefly pause to remember and honor those who have passed while serving in the air forces of our Commonwealth and allied nations and then our Royal Canadian Air Force. We honor remember the supreme sacrifice paid by those who bravely served in two world wars, as well as in subsequent military engagements. In peacekeeping and recent engagements in hostile lands, there are sacrifices should inspire us and strengthen our resolve to perform our tasks with diligence, honor and respect for Freedom's one. So Dara cost. Also, many of our brethren and sisters that served us outside the principles of war have left us here to carry on their tasks. They have passed the torch to us to hold on high, to honor and remember. We're also deeply saddened this year by the loss of our dear, sovereign and patron. We shall speak of her later. So would you please stand and join me in a moment of silence as a reflect on those who have gone but are ever present? They shall not grow old as we who are left grow old age shall not weary them, nor the years condemn. At the going down of the sun and in the morning, we will remember them. Thank you. Please be seated. Ladies and gentlemen, would you please stand for the playing of O Canada? Thank you. Please be seated.

Welcome to our hybrid AGM format, the first time we've tried this. I suspect very much that it will not be the last time. I think that our grand event that we had in Calgary a few years ago will probably be the last of the grand AGM where we all got together and and shared a glass and and a good time with current events being what they are and the expenses of travelling and COVID and et cetera, et cetera. I suspect that we will probably not be doing that again. So this hybrid format is going to be the way of the future. The I have there are greetings from various delegates there in your books there, we have some greetings from the from the premier of the province and from the mayor, and at this time we normally would read out letters of greeting from the sovereign. Her Majesty, who would send us a letter every four hour, every year that we had an AGM, we will get a letter from her thanking us for our service, our faithful service to her and our service to our country. Those letters were always treasured. I have several in my personal collection and we keep them at the office. Dean mentioned that the sovereign title and where we talk will be talked about Her Majesty and again in a little while. In my opening remarks, I. I want to talk about. I don't need to tell anyone, really, that the world is a very different place than it was when we were in Calgary. Even then, it was this time last year. The democracies are under pressure from totalitarian states, either militarily, as in the case of the Ukraine or financially, as in the case of China and East Asia, as a as they put pressure on us. I wouldn't say it's a more dangerous place, but it's a more uncertain place. The the nuclear clock they used to call it the Doomsday Clock has clicked a second or two closer to midnight because of the saber rattling and threats from from Putin and other other people. And I don't think, in my view, an interview a lot of pundits that Canada is anywhere near prepared to meet the challenges of such an uncertain world. Those of you that watched the other day general air on TV, talking about the fact that we're at tens of thousands of people short, that's trained effective strength that doesn't even count the people that are training and waiting for training. We just don't have the people on the line. Our Air Force is I hate to use this word, but they're in crisis. They can't



get aircrew. They can't get people to fix the airplanes. They can't get people to administrate those fixing the airplanes. They can't get operators and the ones that are in are leaving. So now is the time that our military needs significant help from agencies like ours. In all likelihood, the first men and women destined to fly Canada's next fighter if and when we get it, are probably in public school. They don't even know that they want to join the air force, but the time it takes to get these these people. It is decades. These are keen, ambitious kids. Those are you working in the cadet organization working with the cat, know how smart and keen these kids are. They're wonderful kids. Few of them, however, I would say, are thinking about joining in the military or piloting airplanes or or even working, fixing new airplanes. So how does our Air Force, which is in trouble, which we support? How do they attract and recruit these folks to be ready for these future tasks? As I mentioned, we all know that our air force is in deep trouble. We see the numbers, the shortfalls and the projections are even worse. They don't they don't see any any daylight on the horizon. The commander of the Air Force is grappling with his personal problem, along with aging fleets trying to get new equipment in. But the pedantic and redundant procurement process, which has grown even worse, is making his task even more difficult. Interestingly, our association that our purpose is to support our air force is also suffering some of the similar problems, we are having difficulty attracting people into our midst and recruiting people who can make a difference in our organization. But the consequences of our failure pale in comparison to the consequences of failure of our Air Force. Now, the men and women of the Royal Canadian Air Force Association that you and you guys on the screen. Are connected to our communities. These communities are the ones that nurture these youth. They know the teachers. You know, the teachers, you know, the the parents you're involved in, the social activities and the fabric of your communities. That's where these people that are going to staff our future air force are growing. Many of you, as I mentioned, are involved with that jewel of youth development, the air cadet organization. I don't know how many of you have actually been involved with these bright, capable kids, but even a small exposure to them will convince you that if the world was being run by these kids, it would be a much better place. You know, they when you see them and they talk to you, they are bright, capable and all they want is some leadership and some guidance and some direction, and they'll do the rest for you. They are our future, those kids. But to be this conduit to those kids and the future of our Air Force, we need to be connected. We need to be respected in our communities and to the and the nearby military communities. We need to be as an association, active and positive contributors to the community. It's not enough to sit nicely in our wings and have our beer and talk to our friends. We need to be out and engaged in the community. We are where the rubber meets the road. That's why wings are so important and critical to our organization, because that's what the public sees when they think about the Air Force. They think, Oh yeah, this is an Air Force wing there. Yeah, I know. But the legion? But what about the Air Force? Hey, I think there's a wing, you know, maybe I'll go talk to them and you need to be available for them to reach out and talk to you. We need to inspire these kids through their parents, through their schools, et cetera, to become the exemplary citizens that we need.

I'll leave that out there for a moment. And talk about our purpose. What is the purpose of the Air Force Association? What is it that we do? I think instinctively we probably know we support the Air Force, that's easy to say, well, how do we support the Air Force? The common or a single interest that underpins everything we do or should do is advocacy. That's what we were created for in 1948 to advocate for a strong, effective air force. Air Vice Marshal Breadner had a fight with the chief of the air staff, and he won the argument and said We need an association of retired Air Force people or people that care about the Air Force that we can talk to and use in the event that we need to mobilize or we

need to reach out or we need to get it, get their interest. We also need a way for them to reconnect, to stay connected to what it is that they did and loved in the Air Force. So he fought very hard for that. So we do advocacy penultimate focus on Canada's air force and the men and women they're in. Yeah, we can advocate for shiny new hardware and whatever, but it's the men and women, as you know, as most of you have been part of it. That's what drives the Air Force. The Air Force isn't about shiny airplanes and go fast bang whiz. It's about the people to make it happen. That's what does it in all the other things we do, history and heritage, very big part of what we do. Veterans support cadets, they're all part of this common focus, support and advocacy for our force focused on the people that drive our Air Force. Advocacy means activities and undertakings that help build social capital connections in our communities. Encourage civic engagement, encourage volunteerism. All of you. The volunteerism that you do is contributing to the good of society. That's what you do. And advocate, of course, as I mentioned, for specific causes or or equipment. That last one equipment, maybe what most of us think advocacy is all about. Yeah, one of those guys up in the board of directors and up in headquarters. What are they advocating for? That's their job. No, I'm here to tell you. It's our job. You advocate at all levels for a strong air force is what you say is what you do is what you show them. That's that's what communities believe. Yes, our air force is in big trouble, and we're in The Hurt Locker as well. As regards no projection. But as I mentioned, the consequence of failure on our part is nothing compared to what what if our Air Force fails? So before we can help them? We need to stabilize our situation. Yesterday, we had a long and exhausting meeting of the board of directors that went till 5:30. We spoke all day and we smashed around ideas of where we were doing that properly and where we think we could improve. We spoke at length of strategic plans, regional plans, local plans to help and assist our organization. The satisfaction of our social capital with electronic social conduits was was was one of the things that we talked about. People no longer seem to want to join us for social event. They can get their social events through their Facebook or online, whatever. So we discussed that and where perhaps we can, we can play in that part. We looked at. And this was not, in any event, enabling me to demean anybody, but we looked at the lack of external activities within some of our wings, as I mentioned the wings that they're happy to meet and talk and share a beer and a few stories with their friends. And then they go home. The community might not even know they exist. And so when someone is looking around, hey, how can I help? How can I volunteer my, I don't know whatever, and it's a passing moment, so wings that are engaged in their communities provide a face for others to see. And we talked about our diminishing visibility and relevance, which is concurrent with our declining numbers for sure, and with our declining numbers comes declining revenue. So your board of directors are tasked with facing the inevitable conclusion of what happens when our revenue reaches a certain point. And and Dean's trying to get my attention. And it says. OK. Thank you. And that's good news. I'll get to that in a minute. We have to face the fact that the Air Force Association may not exist in its current form within the next couple of years. We we don't want that to be doom and gloom. But we have to recognize that the business chart. Those of you seen it, it's in your book shows a membership chart heading down on. There is a certain bottom line at which we can no longer operate. We can't pay the salaries of our paid employees. We have to lay them off. We can't maintain the headquarters and we can't maintain the structure and commitments to help our air force. I don't want that to happen. That ain't happening on my watch. We will adjust and we will change, and we will move the yardsticks where we have to to have an Air Force association that exists in perhaps a different form by by 2024. But I need your help to do that. I need you to tell your board of directors through your regional directors or group presidents what you see as a way ahead. How you can help. That's what that's what we need. Otherwise, our future. It does not look rosy. We

can't continue doing the same things and expect a different outcome. You know what that definition of that is? In our deliberations yesterday, we we brought in two new board members and will be formally asking for you to ratify the election of of one of them later on. They're going to assist us in this endeavor. We are in the. Process of headhunting other levels of expertise and experience to help us in this transition and then this forward movement. The remainder of your boat will be determining the way ahead for us. As we succeed. And let me. Re-emphasize, we must succeed because our air force needs our help. And they they're reaching out, so our honorary national president, General Dave Sharp, is going to be meeting with the chief of the Air Staff, our executive director is already in in discussions with other organizations who are experiencing similar problems, such as the Legion. I never want to compare ourselves too much to the Legion because we're totally different organizations. One was formed by an order in council and one wasn't. But we watch them and we watch what's happening to them, and we see what's happening to us and other volunteer organizations. People now seem more content to, to remain isolated, to get their contacts and social contacts and stuff electronically. US folks perhaps were of a different generation where we still like to meet face to face. We like to talk to our friends. We like to get things done, etc. That is that the the way ahead generations is going to be talking to the commander of the Air Force about getting active serving members as part of our association. And then as a transition out of the Air Force, they remain with us. That's one opportunity, one conduit for us to be there. So I I don't want to close on a on a negative note. I just want to close on a cautionary note is that there is work ahead of us. There is work to do to make sure that our association survives and thrives. And I know that you will all be with me as we do that. Dean had hit me a note to say that we have 27 wings with us, with a total number of one thousand six hundred and fifty seven of our members represented, which represents seventy one point five percent of our membership. Therefore, a quorum is achieved, which makes me very, very happy. One thousand six hundred and fifty seven. Remember that? No, you don't remember the days when we had 16000 members that wouldn't have been enough, but with our current membership. And that does it so. That's the end of my my opening remarks, we're going to move on now with the remainder of the. Agenda. I've shared the form with the formal greetings of the premier and the mayor, et cetera. I want to talk. Briefly, about Her Majesty, Dean mentioned the the cipher. I did have the opportunity at my own expense, largely to go over to the Jubilee ceremonies, along with Lieutenant Colonel Dan Dempsey, who won the draw to go over. And observe the Jubilee ceremonies, a very, very happy and joyous time. And we were able to see Her Majesty on the balcony, just a small little green figure. She was up there. But to actually be in your sovereign's presence is is for, for me, all inspiring. I've grown up with her. The close relationship that existed between the Royal Canadian Air Force and Queen Elizabeth, the second actually goes back to 1951, when Prince then Princess Elizabeth became the patron of our RCAF association. Before she was even crowned, she was our patron. That offer of patronage that she gave us created a permanent bond between Canadian veterans of the National Air Force at the time and the monarchy as well among the different generations that have grown up in our Air Force. She has always been there. She offered constancy. She's the only sovereign. Most of us, pretty much all of us have ever known. And that assured assuredness and reliability was significant. As I mentioned each year at our AGM, we will get a letter from her to commend us on our service. And those of you noticed, if you've been around organizations, the Queen's portrait is always predominant over every other portrait. When you go to a base, the base commander and all the people, they're all there with their nice, smiling pictures by flags above them all was the sovereign. Not only is she the ultimate commander in chief, she is our sovereign, she was a sovereign. She was always seen as a strong advocate for the Commonwealth and Canada, and

I thought she was a great example of what royalty should be in terms of duty and honor. We found it in my experience in my career that even the young recruits understood what that was all about. And for the veterans, she was a lighthouse that reminded them why they served and what they were serving for. The veterans that shaped our association and grew up in it always had Her Majesty as a guiding light.

#### Honorary National President's Remarks

Thank you, Mr. President. Bonjours. Good morning to all. First off, it's great to see a lot of familiar faces. As Terry pointed out, it's been a couple of years. We get used to look at people on Zoom or in the teams, but it's nice to shake hands and maybe give some hugs as appropriate just to celebrate being together again. So again, there's a great pleasure to be here with the leadership of the association to talk about the association and how we how we move forward. What I'd like to do is maybe break my remarks down into two groups. One is talk about the honors and awards process, the bit of a situation report, how things are going, and then maybe talk about advocacy by talking about the Air Force and then maybe areas that we can sort of support the Air Force. So as far as the honors and awards process, it went reasonably well. This year, we've been working on getting everybody into that digital age of the putting the forms online. It's taken a while. We're getting there. This year was better than last year, which was the first year where we try to get everybody to send in their applications through the website or through Dean and any person on the website. So that's improving. There's probably still some improvements for us to do. The committee yesterday, we talked about how we can provide feedback or maybe assist those trying to write the nominations. So we're going to look at little aid memoirs. So as people are trying to fill in the the forms, look for the right words. We're going to try and give some some examples of what works, because of course, the board members that are part of the committee have to read what is offered and form an opinion. If you know the individual, it's easier, but if you don't, then the words matter. So we're going to try and help people be as precise as they can be when they're trying to fit somebody's life into a paragraph or two. So it's always a bit of a challenge. But by and large, we have some great submissions and that the president will talk about that as far as who's been awarded the nominations. We will look to continue improving the process. One thing that we have not yet addressed that we talked about yesterday and they'll be part of our we had agenda is the members at large. So presently, members at large are not part or don't have access to the honors and awards process. Only the wings and the, you know, basically the regions are by our own guidelines, allowed to nominate anybody for the awards and the NSC. Of course, that seems to be missing short of a thousand people out there that currently don't have an advocates for their good actions. So we're going to try and address that in the next update of that one or four to allow for nominations to come from members at large about other members at large. Obviously, you can't nominate yourself, but certainly you should be able to nominate any other regular member in good standing for an award. So we're have to look to see how we do that in a way that's logical and manageable. But it's something we need to address again as we look at the long term sustainability of the association. We're probably going to have even more event members at large join us and they certainly need to have a voice in the owners of the awards process. So more to follow on that. Once we have a chance down with the committee and look at the amendments required, also we'll look at maybe clarifying some of the terminology used in identifying with the awards represent. There tends to be a lot of parallels between. The award is sometimes a little confusing for those trying to write the nominations to pick the right award. We'll try and help out if there's clarification where it will do so. But what we also suggest is always consider an alternate award. So when you fill in the nomination, put the person in for an alternate award that's that's close. If you

see, that's almost the same as that, one will go ahead and put the other one as alternate award. So what that gives the board is options. When we get to ranking and stacking, people sometimes are very close or some members do better, but unfortunately the person that was nominated is still. Needs to be recognized, but we can't arbitrarily assign to another award unless it's part of the nomination process. So by doing alternative award nominations in your submission, it gives us some flexibility to make sure that everybody that's that suitable will get recognized as appropriately. So I would encourage you to do that. That would be very helpful. The intent is to clean up our policy framework. You know, over the next six months or so by the idea that we need to be in fighting shape for 2024, it's going to be a big year for the Air Force, obviously, and the Air Force Association will be going full tilt in activities to support the Air Force. And of course, there'll be tons of people to recognize. So we would like to clean up our act, basically to be ship shape by the time we get into late 2023. So when you come around to the centennial, we will be able to fully recognize all those who make contributions that we want to recognize. So anyways, if you if you have thoughts on that again through, you know, the regional directors, your group levels, you know, make sure you feed that up to the directors on the board and we'll take that into consideration as we try to work those amendments. The second part today advocacy before we talk about what activities the association should be undertaking, probably one to cover a little bit with the Air Force is doing so. It's been a busy couple of years for the Air Force. For those of you read the news or track this stuff closely, you're well aware of the amount of growth or demand that's been put on the Air Force in the last five years. It's a mix. It's as all is in all things. It's a mixed story, right? There's a ton of good news, but there are some challenges and. Terri talked about it that there is a personnel shortage being short of people is not new. I was a problem in the 90s, it was probably 2000. It just goes in cycles. It just gets worse at times and then it gets better again. It depends on the economy as it ramps up. We lose. People with the last five years have been more acutely bad because of a systemic problem with recruiting of the chief military personnel, so they've not hit their targets since 2010. As far as the number of intake for the Air Force, so that sets up the conditions for a chronic shortage of folks and then COVID hit so that whatever the problem was, it just got multiplied by 10. So I think that's why it's become very visible and the CDs talks about it just about every day now is whatever was there before. As an underlying problem, they are running 10 percent short code that just blew it up. So now those numbers have skyrocketed because we still have attrition but recruiting. And you know, the getting people in and train has almost come to a stop for the last two years when they're trying to restart. So that creates a bit of a giveaway that affects as you look at what's required as far as people to tasks inside the Air Force. The good news is the Air Force is in line to receive almost the bulk of defense spending in this decade. Given all the the programs are going to culminate in this next five years or to 10 years or so before in the decade, it'll be almost by taking a look at the acquisition costs, the cost, procurement and sustainment, meaning infrastructure and the you know. All the required support to make these fleets run for decades. You're looking at \$100 billion of investment in the Air Force. Massive. I haven't seen it ever. Some of it's it's great. Great story probably is all coming at the same time. So again it goes back to the issue around people. So we're going to have a lot of great new fleets coming in over the next five to six years. But to do the transition, you need people and you need trainers and you need people to to work on the programs as program sectors. So that's the issue. The rub of all this, there's great momentum on our new technologies, but is being hampered or limited by just a lack of human resources to implement. So they're trying to prioritize the seeds as told everybody to go back and look at what activities they do and shed non-essential tasks. Focus on recruiting and training. So the Air Force now is running its own basic recruit courses, which we haven't done since integration. The Navy is doing

the same in the army to try to augment a number of basic recruits that can get trained so they could put into their training streams inside the Air Force. We'll see how useful that is because, of course, to create a training, a training group inside the Air Force, you have to rub people off the flight line because that's we don't have access body. So there's a price to pay to do these increased training activities. So that's the I guess, the major issue that's boiling inside the defense institution right now is just the human resource aspect. How do you keep people there trying to do pay pay scale adjustments over the last two years, they've they've introduced a new pay scale for pilots that takes away flight pay, but makes it part of your basic pay so that it creates a fairly significant bump up for the pilots. Doesn't address all the trees. They're looking at other trades also. The problem is it takes time for these things to get implemented so they're not yet getting paid the higher rates. But we expect that it'll happen fairly soon. So this will help try to stabilize the cadre of folks that you need to hang on to as as you always compete with the commercial sector or the economy as far as technology. Yes. The main fight and the and where the Air Force had been very active, although not necessarily overtly, is helping the Air Force get a decision on the future fighter. That's probably the most crucial program in the Air Force. If you don't have a proper fighter fleet, you are less relevant as a both a defender of North America and a key ally when you get to these critical operations control of the air. Still, John, number one, as we see in Ukraine right now, they're both fighting for ascendancy in the air. And whoever wins that fight will eventually control what happens on the ground. So it's a good lesson for for us to observe. The good news is through a many, many years of quiet effort and public effort, the government has finally made the decision to go down the fifth generation path, the F-35. Not there yet, but we expect actual announcements of spending before the end of this calendar year. So they're finishing the negotiations, and we would expect to hear something from government say we're buying the first lot of aircraft in this fiscal year. And certainly the calendar year. So that'll take for Canada to implement these, these new capabilities. We're not going to see F-35s in Canada, probably till late 2026 27, because it takes time. We have to train. The training will be in the U.S. for the first five years, so we'll get his airplanes will actually be in the U.S. and the crews will go down there to train and put the jets until there's the capacity in Canada to move the jets north. A lot of infrastructure has to be built to sustain this capability. Big program but it's it's certainly going the right way right now. Cannot just committed to buying new tankers every few dollars Big Fleet six to start with, probably more basing is still to be determined because it's Airbus 330 bigger planes. They don't fit and train their hangars, they need bigger hangars, they need infrastructure upgrades. So they're looking at maybe going somewhere else where that's that's already done. In other words, the Air Force can avoid some cost, so you can expect to see some movement on that front there. Negotiate with Airbus right now for the acquisition. Ken has already bought two used A330s that will be coming to Canada, probably early next year. Just start flying as cargo airplanes. They will get modified as tankers later on. This is an important program because Carrier now operates to A310 tankers that were modified by Canada for that purpose. But these new tankers are three times more capable, can go transcontinental and then some dragging a posse of fighters behind them. So it's a huge capability, especially in the High North, as we will need to be president of there a lot more. And we further north than we've ever done in the past. So it's an important capability for us as we look at the fence in North America. So those are big programs. There's other programs like unmanned aerial vehicles, weaponized vehicles that can do surveillance and support troops in deployment there in the short negotiations. Now, we will have a contract by next year and platforms again by 25 26. So the Air Force is acquiring a lot of capability as far as combat and combat support and logistics as we move into the middle decades. There's another big piece of government announced which is northern

modernization, which is the defense of the continent North America. Because it matters to the U.S., it matters to the government now. So they've announced some additional spending to help accelerate some of these new programs that Canada's responsible for, some of which is fighters. We talked about that and, you know, tankers will be part of that. But the North warning system, which is all the radar sites in the High North, also need replacement. They are 1980s technologies, and they cannot deal with the new threats that Russia and China are fielding. So there's an urgent need to supplement and replace these systems. So Canada's buying into new technologies over the horizon radars, which is technology that's deployed currently in the world, but it's going to be optimized to find these hard to find targets at very, very long ranges. So Kerry will be acquiring and manning up two of these sites in the Arctic and in lower Canada, if you will. So that's get very new technology for Canada to be part of that or it is going to be a whole slew of modernization and the command and control side. The our combined air up centre in Winnipeg, which was built in the mid 90s, is well beyond its shelf life. So that's going to require a major refit to be able to operate and command all these new assets. They would be operating in a totally different way that we currently do whatever, let's say, or F-18 fleets. So a lot of transformation, a big change in technology. That will require a whole new set of skills for our people. So I think that's what you're going to see as far as the pressures on the Air Force. The real world doesn't stop turning. While we try to adjust to these new technologies, they're going to find a way of delivering at least core capability to government, which is defense of North America. Key deployments that we need to do at the same time enable the transformation side, the Air Force, to adapt to these new technologies with new skills. So it's an exciting time, but it's going to be very challenging for the Air Force. So for us to advocate like, say, we've been very active quietly behind the scenes on the F-35, we have to be careful not to burn bridges the government. We have to be fought right to the bitter end for them to choose the F-35. So there is a quiet campaign for, you know, probably last five years. Therefore, Association was very active through the Air Force magazine and other collaborations to put the right articles out there at the right time to influence thinking around why the fifth generation was important. So although not necessarily grandstanding in the media, the associate was behind the scenes, making sure that the right information was getting to the right public figures and in the public. Generally speaking, as far as being informed on these big programs. The conversation we're going to have with the commanders to see where we can be helpful going forward. Again, the government committed some of these big program, which is good news, so we don't need to fight that fight. Where else do they need our support and maybe advocacy? Search and rescue is a bit of a mess right now. The fixed wing SA fleet, you know, the nice new airplanes that were bought, they're supposed to be operational four years ago are not and likely won't be for years to come. There's all kinds of issues with those platforms. Is it time for the association to pipe up and start pointing the finger at a failed procurement? So we have to pick our fights. We want to be helpful to the Air Force and not necessarily raise red flags that will cause them more grief than good. But these are big issues that may need our attention and support, either directly or indirectly. I suspect the other one will be the people issue. That's already their biggest challenge is to help fight the internal battles for them to get priority on people and changes in policy. Again, those are typically not public battles, but sometimes they are. We did write the position paper three years ago on the personnel challenges in the Air Force, and we sent letters to ministers office devices office. You know, the senior leadership advocating for changes in policy and the need to allow the Air Force to be more flexible on reserve employment that's paid off over time. They do have flexibility now. But is that enough? So I think what we need to look at, what else can we do to help them be more agile in this personnel challenge space? So for us, as we engage in Ottawa, because, you know, that's of course the



center of the world politically, we have to be able to operate in that space. We have good relationships with other like minded organizations through the Canadian Defense Associations Institute. We we are offering to seat on their strategic board. So I do sit on their on their board to advise on issues relevant to the Air Force. We share papers and thoughts with them that they publish in their their documents or take our thoughts and put them into their their own communications. We work with Dolores Institute and the Canadian Global Affairs Institute, so we we are well connected to the think tanks that do offer public opinions on a fairly regular basis. So either we collaborate with them to get the issues out, or we'll work our issues out through our own internal communications or external, like the Air Force magazine, which remains a pretty important piece of our outward communication strategy. So we have to keep that aspect of the Air Force ocean alive and kicking because it's a very useful way for us to communicate. Also were present at all the key tests like dummy dinner. That's where government leadership, industry leadership is there and we always typically have hosted the commander of the Air Force for years, and we will hopefully do so again this year gives us a chance to a sure value because otherwise the commander sometimes can't go to these events because to sit at a industry table, there's a bias. The complaint if you sit with Boeing, Lockheed will complain so that there's always a lack of safe space. The association is neutral, so we've typically been in that safe space for the command team to attend these events and you'll be able to, you know, work the talent, if you will, using us as that sort of a safe landing zone that they can operate from. And of course, it's a great chance for us to network with them. There's upcoming events, hopefully next year, once we get hopefully not back to the coded process as far as lockdowns, air force on the hill, hopefully in the spring and of course, the other events that we typically will see, you know, the commemoration events were always present at those. So we'll keep looking for opportunities to reconnect with the Air Force because that's what, like all of us for the last two years physically have been unable to meet face to face with the command team as they've been also isolated. So there's been a disconnect that we definitely need to address to rebuild that relationship. On a personal basis between the teams. So we'll keep you posted on that once we have a bit of feedback from the the new command team. Hopefully, we'll be able to articulate the group, you know which advocacy leads we're going to navigate in the next year or two. So unless there's any questions, I think that's probably what I need to talk about. OK, thank you.

David Jackson, 700 Wing. Does the RCAF Association enjoy any informal relationships with the AIAC?

LGen Deschamps: No. You have to be a member of the AIAC, which is not cheap. I have a relationship in my day job because I run a consulting company, so I have to. I leverage that knowledge to the advantage of the Air Force Association when it's appropriate.

...and replacement Skyline versus Babcock Leonardo. Any idea when the contract will be awarded?

LGen Deschamps: The bid closes in November and November, and the contract award will likely be late 2023 or maybe early twenty four. So that's for those who don't know right now. There's two contracts for pilot training one in Portage, this one company and the other one's in Moose Jaw, which is called an FTC, which is led by CAA. The Air Force needs to renew those contracts. And the difference will be you'll be one company running all training, not just pilot, but also air crew training in Winnipeg, which is the, you know, the sensor operators and the navigators or, as we call them today, Axos. So it's the entire air crew training will now be completed. There's two big joint ventures competing for that one, led by Babcock Get one led by CAA. It's called Skyline. So and in there there's a whole bunch of Canadian

companies and big corporate entities as part of those two joint ventures. So it's the battle of the Goliath's. Basically, it's a fairly expensive program over the next 25 years. It'll be if it's done well, it will certainly create a world leading training environment, but we're not there yet. There's some challenges on the way the hawk fleet is going to retire in 2024, so the Air Force fighter pilots are going to have to learn how to be. The introductory fighter pilots will have to be done in the U.S. mostly and maybe some European partners. So there's a gap as we retire the Hawks and we wait for the acquisition of the replacement fleet, probably late this decade. So there's going to be some challenges as we have to screen pilots out of our Canadian system into most of the U.S. system and maybe other allies to maintain a number of graduates for fighter pilot training. At that time, we're trying to grow the fighter fleet so you can see where that personnel piece comes in again as a challenge. But again, it's an exciting program, but it's just happening at a very busy time for the Air Force. Probably not the best time. But it is what it is. Snowbird replacement right behind feature future with training, so the Snowbirds fit in between what we acquire for the future of pilot training and what we acquire for jet training, for the fighter leader to whichever fleet will make most sense will be the one that they'll look out for the Snowbird replacement if it's affordable. So the Snowbirds right now have the engineering support and life extension up to 2030 as the current horizon for sustainability of the snowboard fleet. Hopefully, before we get to that window, there will be a path forward based on one of those two outcomes either the future air crew training fleets or the future fighter fleets that they can tap into for extra airplanes to enable the Snowbirds. But that's that's right now in between those two big rocks. Any questions from the folks online? Can't quite see hands there. Mr President, turn it back to you.

Annex C to  
Minutes of the BGM 2022  
Dated February 2023