



Edmonton Salutes

9:00 a.m. – 11:00 a.m., Friday, June 25, 2021

Agenda

Via Google Meets (link previously distributed)

Committee Mandate: *to recognize the value of the contributions made by military personnel and their families who reside within the city and surrounding areas.*

Item	To Speak
1. Call to Order.....	Chair
2. Introduction of Guests	All
3. Approval of Agenda	Chair
4. Approval of Meeting Minutes, May 28.....	Chair
5. Presentation	Chair
5.1. Edmonton City Manager, Andre Corbould	
6. Reports	
6.1. Chair's Report.....	Chair
6.2. Administration, Finance Report	Protocol
6.3. Sector Report (Community Representatives)	Members
6.4. Sub-Committee Reports	
6.4.1. Ad Hoc Key Activities Sub-Committee.....	Cree
6.4.2. Bylaw and Policy Sub-Committee	Pidner
6.4.3. Funding Sub-Committee	Maybee (acting)
6.4.4. Membership	Parlin
7. Old Business	Committee Chairs
7.1. Community Funding Support	Pidner
7.2. Honours and Awards Committee Terms of Reference (revised)	Pidner
7.3. Membership Sub-Committee CFLC Recommendation (tabled from May) ...	Parlin
8. New Business	
8.1. Committee Self-Evaluation	Chair/Strategic Steps
9. Other Business.....	All
10. Next Meeting, September 24.....	Chair
11. Adjourn	Chair
▪ Committee Meetings: September 24, October 22 (organizational meeting), November 26, December 17 (social), January 28, 2022, February 25, March 25, April 22, May 27, June 27	
▪ Sub Committee Meetings: Funding (Call of the chair), Key Activities (May 28), Bylaw and Policy (Call of the chair), Membership (call of the chair).	

4. Meeting Minutes, May 25, 2021



Edmonton Salutes

Friday, May 28, 2021 9:00 am

Virtual Meeting via Google Meets

Minutes **DRAFT**

Committee Mandate: to recognize the value of the contributions made by military personnel and their families who reside within the city and surrounding areas

In Attendance - Voting Members

Hodgson, Brian, CHAIR	Maybee, Steve, EIA
Dziadyk, Jonathan, Councillor, VICE CHAIR	Neumann, Marvin, Canada Lands Co.
Cree, Grant, Community Member	Parlin, Roza, MFRC
Dumas, Rick Capt., Ret. Community Mbr	Pidner, Tammy, Community Member
Goehring, Nicole, Community Member	Rolingher, Sol QC, Ret'd, Com. Mbr.
	Torrie, Mac, Legion

In Attendance – Advisor

Berghofer, Katie, Strathcona County	Parker, David, Capt
Brodhead, Wes, City of St. Albert	Rutherford, Brad MLA
Laing, Lacey, Town of Bon Accord	Derouin, Dan, Sturgeon County
Malott, Fred, Town of Legal	Stacey, Leslie Yewer
Parker, Jennifer LCol	

Regrets - Voting Member

Tsang, Alexander, EUSI	Male, Peter, Northlands
Kocsis, Rainer, Chamber	

Regrets – Advisor

Abouttaif, Ziad, MP	
Smith, Mel, Town of Redwater	Harris, Amber, Town of Gibbons

Present - City of Edmonton:

Collinson, Laura	Wilson, Judy
Hutchison, Patricia	

Present - Guests:

Agenda Item	Action
1. Call to Order <ul style="list-style-type: none"> Hodgson called the meeting to order at 9:02 am. 	
2. Introduction of Guests <ul style="list-style-type: none"> N/A 	
3. Determination of Quorum of Voting Members <ul style="list-style-type: none"> Quorum of at least eight voting members was confirmed by Wilson. 	
4. Approval of Agenda, May 28, 2021 Dziadyk <i>MOVED</i> to approve the Agenda for Edmonton Salutes Meeting of May 28, 2021.	Carried
5. Approval of Meeting Minutes Parlin <i>MOVED</i> to approve the Edmonton Salutes Meeting Minutes from April 23, 2021.	Carried
6. Presentations	
6.1 Courageous Companions - Postponed	
7. Reports	
7.1 Chair Report <ul style="list-style-type: none"> Hodgson <ul style="list-style-type: none"> Contacted by Carolyn Patton for Canadian Forces Liaison Council (CFLC) be one of our members. 	
7.2 Administration, Finance Report <ul style="list-style-type: none"> Wilson - nothing to report. 	
7.3 Sector Report (Organizational Reps) <ul style="list-style-type: none"> Marvin Neumann - Canada Lands <ul style="list-style-type: none"> Unveiling of anchor event postponed. Won't happen in the next few months. 	

- Air Force art piece in the traffic circle in Griesbach Road; will share in draft form.
- Best Community in Canada award
- Steve Maybee - EIA
 - Waiting for more direction from the government about getting recovery going.
 - Airports and airlines have made a recovery plan.
 - There is a gap in the provincial and federal border reopenings to work through.
- Mac Torrie - Legion
 - The farmers market sponsored by Branch 175 will go ahead on June 6.
 - The Dominion convention in Saskatoon is going virtual - target date of mid-August.
 - Planning the celebration of the 75th anniversary of Branch 175.
- Roza Parlin - MFRC
 - MFRC remains open by appointment only services.
 - Mental health services have seen an increase.
 - Current challenge with fund development dollars. Will be looking at that moving into the new year.
 - Looking at the summer, will be conducting a slower roll out of in-person events than the Province has indicated. Will be a two to three week delay after Provincial dates to ensure we're not opening and closing.
- Brad Rutherford
 - Met with Minister Mcauley about veteran affairs support and housing.

<ul style="list-style-type: none"> ○ Communicating with other Provincial liaisons on what is working in each others' Provinces. ○ Put forth a leave change for reservists. ○ Additional funding for PTSD support and treatment. The Alex Decoteau award is expanding. ○ Funding has gone to Homes for Heroes. 	<p>Brad to send Judy a summary of points.</p>
<p>7.4 Sub-Committee Reports</p> <p>7.4.1. Bylaw and Policy Sub-Committee</p> <ul style="list-style-type: none"> ● Pidner gave an update. <ul style="list-style-type: none"> ○ During the meeting in May discussed a current status report and general principles and guard rails to continue to guide committee processes. ● Status Report <ul style="list-style-type: none"> ○ The Bylaw and Policy Sub-Committee has three voting members and an approved Terms of Reference. ○ The Funding Sub-Committee has two voting members approved Terms of Reference. ○ The Ad Hoc Key Activities Sub-Committee has four voting members but no Terms of Reference yet. ○ The Membership Sub-Committee is not up and running yet but has a draft Terms of Reference. ○ The Honours and Awards Sub-Committee is not up and running and has no Terms of Reference yet. <ul style="list-style-type: none"> ■ Spoke about aligning with other awards. ● Point of interest; we are all volunteers on the committee with one City admin staff. Moving forward: <ul style="list-style-type: none"> ○ Have reasonable expectations in the workload we create for City admin and committee members; 	

<ul style="list-style-type: none"> ○ Do not be overly bureaucratic; ○ Suggestion to have agendas circulated three to four days before a meeting to review; ○ Rather than a written report, suggested to have sub-committee chairs give oral reports; ○ Sub-committees to have smaller discussions and bring recommendations to the full committee. <p>7.4.2. Funding Sub-Committee (no report)</p> <ul style="list-style-type: none"> ● Will be meeting next week - June 5. <p>Volunteer (voting member) to join the funding committee as Arndt resigned.</p> <p>Marvin Neumann volunteered to replace Arndt.</p> <p>7.4.3. Ad Hoc Key Activities Sub-Committee</p> <ul style="list-style-type: none"> ● Cree gave an update. <ul style="list-style-type: none"> ○ "Outreach team" to connect Salutes community with the general community through video production; ○ Plan for videos to be posted by the end of June; ○ Committee Members to email Grant images from former events to be included in videos. ○ Grant Cree is donating his services as a professional videographer. 	
8. Old Business	
<p>8.1 Bylaw and Policy Sub-Committee (Pidner)</p> <ul style="list-style-type: none"> ● Pidner MOVED to approve the revised Bylaw and Policy Sub-Committee Policy. ● Pidner MOVED to approve the revised Funding Sub-Committee Policy. ● Pidner MOVED to approve the Membership Sub-Committee Policy. <p>8.2 Membership Sub-Committee Policy (Pidner)</p>	<p>Carried</p> <p>Carried</p> <p>Carried</p> <p>Carried</p>

<ul style="list-style-type: none"> • Torrie MOVED to appoint Wes Brodhead, Leslie Yewer-Stacey, Roza Parlin to the Membership Sub-Committee. 	
9. New Business	
<p>9.1 Committee Self-Evaluation</p> <p>9.2. Meeting Dates for Fall 2021</p> <ul style="list-style-type: none"> • 4th Friday of each month continues starting in September. • Create a poll to decide what time to go with - either morning or working lunch or a combination to allow for virtual attendance. 	<ul style="list-style-type: none"> • questionnaire to be emailed and results will be shared at the June meeting. • Judy will send out an email poll.
10. Other Business	
<ul style="list-style-type: none"> • The Cenotaph Dedication ceremony has been rescheduled to June 13. Live stream link will be emailed to the full committee when available. • Carolyn Patton submitted a letter of interest to be considered having CFLC admitted as a member organization to Edm Salutes. • Rick Dumas - Motion to have a CFLC member added to the Salutes committee as an organization representative - subject to the appropriate bylaw being amended. <p>Steve Maybee seconded</p> <p>Discussion: Solomon Rolinger- membership subcommittee should look at this;</p> <ul style="list-style-type: none"> - Motion for an amendment to the main motion that the matter be tabled to the Membership Sub-Committee for a recommendation to be brought back to the main committee on June 25. 	

<ul style="list-style-type: none"> - Mac Torrie seconded • Torrie - If K Days is a go, will we participate like we have in the past? Subject to restrictions, a point to consider to bring up at the June meeting. • Rolinger - Edm Salutes supports our military families; children suffered through pandemic. EPSB looking to create a centre of tolerance; information to bring back next month. <p>Community Member recruitment on City of Edm. website June 1-July 4, Judy to send out when link goes live.</p>	<p>First motion to be tabled and brought forward after being reviewed by Membership Subcommittee.</p>
<p>11. Next Meeting</p>	
<ul style="list-style-type: none"> • The next Committee meeting is scheduled for June 25, 2021. Community Members Sector reports due. 	
<p>12. Adjourn</p>	
<p>Torrie <i>MOVED to adjourn the meeting at 10:25 am</i></p>	<p>Carried</p>

Upcoming Events: Cenotaph Dedication ceremony live streamed June 13.

Upcoming Committee Meetings: Funding (June 4), Key Activities (May 28), Bylaw and Policy (June). September 24, October 22, November 26, December 17 (Social)

6.3 Sector Report – Community Members

- Cree, Dumas, Goehring, Pidner, Rolingher

Future Meeting Sector Reports:

- July 2021 – no meeting
- August 2021 – no meeting
- September 2021 – Military Advisors
- October 2021 – Municipal Members
- November 2021 – Organizational Members
- December 2021 – Community Members (if there is a meeting)
- January 2022 – Military Advisors
- February 2022 – Municipal Members
- March 2022 – Organizational Members

6.4 Sub-Committee Reports

6.4.1 Key Activities Sub-Committee (ad hoc)

with the resignation of Scott Arndt, Steve Maybee took over as interim chair for this sub-committee.

6.4.2 Bylaw and Policy Sub-Committee

New Funding Support Policy

This is a new policy that is intended to guide the Funding Sub-Committee and Edmonton Salutes in determining how best to allocate funding provided to support community entities. The revised policy is included at the end of this package.

The sub-committee is also considering a funding support evaluation matrix and a funding application. Since the amounts of funding available are typically small, the process is being designed to be as straightforward as possible.

Revised Honours and Awards Sub-Committee Terms of Reference

Changes to this policy recognize that Edmonton Salutes will, whenever possible, align with existing City of Edmonton recognition programs. The revised policy is included at the end of this package.

6.4.3 Funding Sub-Committee

Decision on funding request for Courageous K-9 Companions for advertising in their publication.

6.4.4 Membership Sub-Committee

This sub-committee met for the first time on June 8. At that meeting, the sub-committee considered the following motion:

The Edmonton Salutes Membership Sub-Committee MOVED to recommend that CFLC be recommended to Edmonton Salutes as an organizational member of Edmonton Salutes. CARRIED UNANIMOUSLY.

This motion has an impact on the next agenda item.

7 Old Business

The following motions were made in May that have an impact on the June meeting:

***Dumas** - Motion to have a CFLC member added to the Salutes committee as an organization representative - subject to the appropriate bylaw being amended. (motion carried)*

***Rolingher** - Motion for an amendment to the main motion that the matter be tabled to the Membership Sub-Committee for a recommendation to be brought back to the main committee on June 25. (motion carried)*

The first motion was to consider CFLC as a member. The second motion takes precedence and was to table the consideration until the June meeting. The first motion comes back for consideration at the June meeting.

8 New Business

8.1 Committee Self-Evaluation

Between the May and June Edmonton Salutes meetings an online survey was conducted to allow Members and Advisors to provide insight into the effectiveness of Edmonton Salutes for 2020-2021. This is the first time such a rigorous self-evaluation has been conducted, so it constitutes a baseline for the Committee. Future years will show trends beginning to emerge.

The results of the evaluation appear at the end of this package.

Section: Governance Process	Date of Issue: June 2021
Title: Community Funding	Revised: N/A
Subject: Distribution of small grants to organizations aligned with Edmonton Salutes' Mandate.	Review By: June 2025
Section No: 1.XX	Page No.: Page 1 of 2

1 POLICY

- 1.01 The Edmonton Salutes Committee (the Committee) is provided with resources to allow funding to sponsor or support various entities' events and activities that supports and furthers the Mandate of Edmonton Salutes.

2 DEFINITIONS

- 2.01 Edmonton Region: the group of municipalities that are Members of Edmonton Metropolitan Region Board.
- 2.02 Family Member: a person whose relationship to an Edmonton Salutes Funding Sub-Committee member includes a spouse, parent, (step)child, or sibling.
- 2.03 Mandate: The Mandate of the Edmonton Salutes Committee as outlined in the City of Edmonton's Edmonton Salutes Bylaw.

3 PROCEDURE

- 3.01 Edmonton Salutes will receive applications for funds from entities that support military members, military families, and veterans.
- 3.02 Unless explicitly decided otherwise, support will only be provided to organizations that have an impact in the Edmonton Region.
- 3.03 Applications for funding will be forwarded to the Edmonton Salutes Funding Sub-Committee for consideration.
- 3.04 The Funding Sub-Committee will evaluate each application for funds based on a matrix that identifies how the funding would advance the Edmonton Salutes Mandate
- 3.05 The Funding Sub-Committee will make a recommendation to the Committee. The recommendation will be:
- (a) Not to approve the funding request;
 - (b) Approve the funding request up to the full amount requested;
 - (c) Approve the funding request, but at an amount less than the full amount requested; or
 - (d) A different recommendation that still advances the Mandate of the Committee.
- 3.06 A majority vote of Edmonton Salutes Members is required to approve a funding request unless that request is emergent under Section 3.08 below.
- 3.07 Should the Funding Sub-Committee determine that the application is incomplete or that additional clarity is required, the Sub-Committee may make a request of the submitting entity for additional information.

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3.08 Should the funding request require a decision in advance of the next Edmonton Salutes Committee meeting, the Edmonton Salutes Committee Chair may ask the Funding Sub-Committee to meet and decide on the funding request outside of ordinary Sub-Committee meeting dates.

If this occurs, the Edmonton Salutes Committee Chair will:

- (a) Make the final decision based on the Sub-Committee's recommendation under Section 3.05 above;
- (b) Report the decision, along with the rationale, to the Edmonton Salutes Committee at its next meeting.

3.09 The Funding Sub-Committee will create funding support criteria and deadlines and will revise them as necessary from time to time.

- (a) Edmonton Salutes has a preference for directly funding events and activities rather than advertising for events and activities.
- (b) Preference will be given to requesting organizations that are non-profit or not-for-profit entities.

3.10 The Funding Sub-Committee will create a funding application form and will revise it as necessary from time to time.

3.11 Where funding is approved, the recipient may be asked to:

- (a) Speak to an Edmonton Salutes Committee meeting about their work; and
- (b) Provide a brief written report to Edmonton Salutes once the funds have been expended outlining how the funds were spent and the benefit they provided.

3.12 Funding Sub-Committee members may not participate in debate or approving funding requests that have an association with themselves, their Family members, their employer, or a community organization on whose board of directors they sit.

3.13 The Funding Sub-Committee may recommend to the Committee that Edmonton Salutes promotes the availability of community funding.

4 FORMS

Note: these forms do not comprise part of the policy.

- Edmonton Salutes Funding Request Form
- Edmonton Salutes Community Funding Support Criteria

Section:	Governance Process	Date of Issue:	June 2021
Title:	Honours and Awards Sub-Committee	Revised:	N/A
Subject:	Terms of Reference for the Sub-Committee that recognizes, through nominations, contributions to military members, families and veterans.	Review By:	June 2025
Section No:	1.XX	Page No.:	Page 1 of 2

1 POLICY

- 1.01 The Edmonton Salutes Committee (the Committee) comprises members who are selected from individuals, organizations, or regional municipalities. A sub-committee of Committee members will work with the City of Edmonton to support the City's reputation as a garrison city and honour individuals and groups that have earned recognition and/or are worthy of recognizing for local contributions made to the lives of military members, their families and veterans.

2 DEFINITIONS

- 2.01 City Council: The group of elected officials who together govern of the City of Edmonton.
- 2.02 City of Edmonton: The Corporation of the City of Edmonton.
- 2.03 Committee: The Edmonton Salutes Committee as described in the City of Edmonton's Edmonton Salutes Bylaw 19018 and its predecessor 16675, whichever is in force at the time.
- 2.04 Member: Together, the group of Community Members, Municipal Appointees, and Organizational Appointees who comprise the Committee.

3 PROCEDURE

Purpose

- 3.01 The Sub-Committee's purposes are:
- (a) Identify how best to recognize worthy contributions that advance the Mandate of the Committee.
 - (b) Identify individuals and/or organizations that would be appropriate recipients of recognition in City of Edmonton or broader recognition programs, including National Honours, and make recommendations of same to the Committee.
 - (c) Submit nominations for honours and awards to Edmonton Salutes for consideration, and from there, to the appropriate awarding entity.
 - (d) Participate in public recognition ceremonies as needed, or participate in private recognition ceremonies as appropriate.
- 3.02 Names of individuals or organizations for consideration may be forwarded to the Sub-Committee by any Member of Edmonton Salutes.

Section:	Governance Process	Date of Issue:	June 2021
Title:	Honours and Awards Sub-Committee	Revised:	N/A
Subject:	Terms of Reference for the Sub-Committee that recognizes, through nominations, contributions to military members, families and veterans.	Review By:	June 2025
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Sub-Committee Composition

- 3.03 Members of the Honours and Awards Sub-Committee ordinarily serve two-year terms. Reappointment for subsequent two-year terms is permitted.
- 3.04 The Honours and Awards Sub-Committee shall comprise:
- (a) The Edmonton Salutes Committee Chair is a voting member of the Sub-Committee by virtue of occupying the Committee Chair role;
 - (b) Three other Members chosen at the Committee's annual organizational meeting;
 - (c) The Committee's City of Edmonton administrative liaison as a non-voting member; and
 - (d) Other non-voting Members or Advisors as deemed necessary from time to time.
- 3.05 At their first meeting of the year, the Honours and Awards Sub-Committee shall select a Chair from among its voting members.
- (a) The Committee Chair is not eligible to fill the role of Sub-Committee Chair.

Meetings

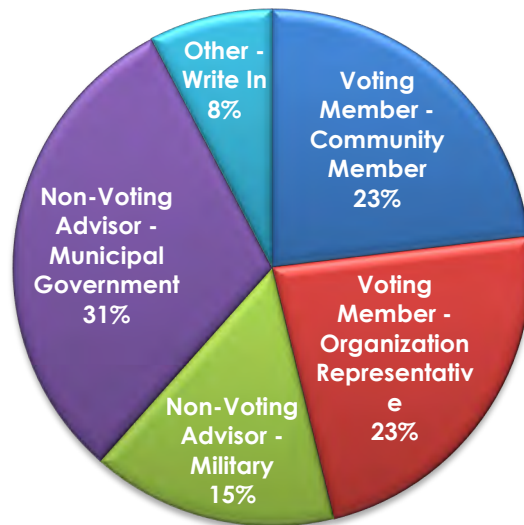
- 3.06 The Honours and Awards Sub-Committee shall meet at least twice each year.
- (a) The first meeting of the Sub-Committee shall be no later than March of each year.
 - (b) Sub-Committee meetings will be held at the call of the Sub-Committee Chair.
- 3.07 Meetings of the Honours and Awards Sub-Committee will be run using the same procedures as Committee meetings and other relevant City of Edmonton bylaws and policies.
- 3.08 A verbal or written report from the Sub-Committee Chair shall be provided to the Committee at the Committee meeting following each Honours and Awards Sub-Committee meeting.

4 Forms

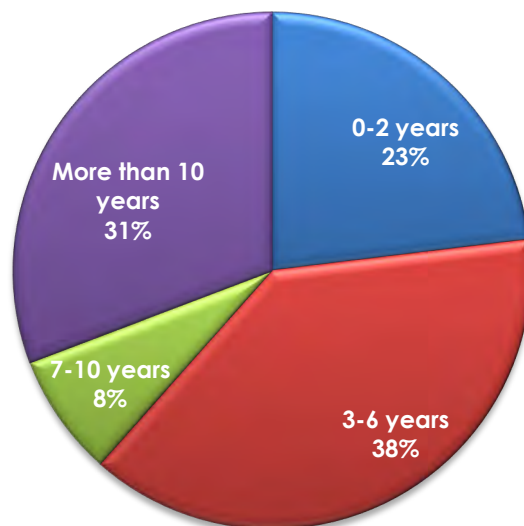
N/A

Edmonton Salutes Self-Evaluation 2021

1 Role with Edmonton Salutes



2 Duration as Member or Advisor to Edmonton Salutes?



3 Committee Composition and Effectiveness

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Committee has an appropriate mixture of backgrounds and expertise	0%	0%	7.7%	76.9%	15.4%
The Committee has a productive working relationship between and among members	0%	0%	23.1%	61.5%	15.4%
The Committee has a productive working relationship with City support staff	0%	0%	23.1%	46.2%	30.8%

4 Committee Members' Skills and Aptitudes

Question: What types of skills, aptitudes, or roles - if any - are missing from Edmonton Salutes that the Committee would benefit from seeking out?

- If we are trying to get the general population to understand the importance of the military presence in the Region, I wonder if having some advocacy or marketing strength might be helpful.
- More ex-Forces members as community representatives
- People not afraid to make comments.
- Question 3 asked if relationships were productive. I think they are enjoyable and collegial. Perhaps there are opportunities for them to be more productive.
- The Canadian Forces Liaison Council (CFLC) should be an Organization Member (Voting). The Salutes Committee is currently working on a By-Law amendment to that effect.
- The Committee would benefit from members of more diverse backgrounds, an opportunity to reach citizens of new Edmontonian. We also have zero Indigenous representation - we should make an effort to reach out to Indigenous leaders.

5 Roles and Informed Decision Making

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
New Committee members receive adequate orientation to their role on the Committee.	38.5%	23.1%	23.1%	15.4%	0%
Committee members have adequate opportunity for ongoing training and professional development to fulfill their roles and responsibilities.	7.7%	46.2%	38.5%	7.7%	0%
Committee support staff provides, in a timely and appropriate manner, the information necessary to make informed decisions.	0%	7.7%	7.7%	84.6%	0%
Committee members understand how the Committee supports the military, families and veterans.	0%	15.4%	7.7%	61.5%	15.4%

6 Committee Meetings

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Committee meetings are an effective means of conducting formal business.	0%	7.7%	7.7%	69.2%	15.4%
The Committee uses its time efficiently at meetings.	0%	15.4%	38.5%	38.5%	7.7%
Committee meetings are focused on governance, policy and planning issues, not operational matters, as is appropriate.	0%	0%	38.5%	46.2%	15.4%
Materials to be considered at Committee meetings are received by Committee members in sufficient time for review in advance of the meeting.	0%	23.1%	15.4%	46.2%	15.4%
Committee meetings are too long.	7.7%	53.8%	38.5%	0%	0%

7 Meeting Effectiveness

Question: What, if anything, would make Committee meetings more effective?

- I think the Committee will be far more effective after the October meeting.
- In the past year we have seen significant change, and significant improvement, in our meeting effectiveness. Going forward, if we continue to be mindful of sharing information at the right level and introducing new ideas through the appropriate channels (or sub-committees), we will be on a great path for continuing to improve the effectiveness of our meetings.
- In-person guest visits have been used, and in future and could be increased, specifically with Vet outreach programs reps such as Valour Place, Vets' Assoc Food Bank, Homes for Heroes, the Royal Canadian Legion by way of pension advocacy, etc.
- Off- site strategic session to review mission vision and values of Edmonton Salutes. From these foundational statements a structured work plan can be crafted to achieve a specific set of goals.
- This is hard to answer. The last year of bylaw re-writes and mandate discussion are not a real representation. The most recent meeting was efficiently run, a good use of time. The year before was a little more challenging, but good for what we were trying to accomplish.

8 Committee Governance

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Committee provides meaningful input into the Edmonton Salutes Strategic Planning process.	7.7%	7.7%	7.7%	69.2%	7.7%
Committee members understand their roles and responsibilities.	0%	23.1%	30.8%	38.5%	7.7%
The Committee operates in an open and transparent manner.	0%	7.7%	15.4%	53.8%	23.1%
The Committee demonstrates accountability to City Council through meaningful annual and periodic reporting.	7.7%	7.7%	23.1%	46.2%	15.4%
The new Sub-Committees are an effective mechanism for the Committee to meet its governance and oversight responsibilities.	0%	8.3%	8.3%	50.0%	33.3%

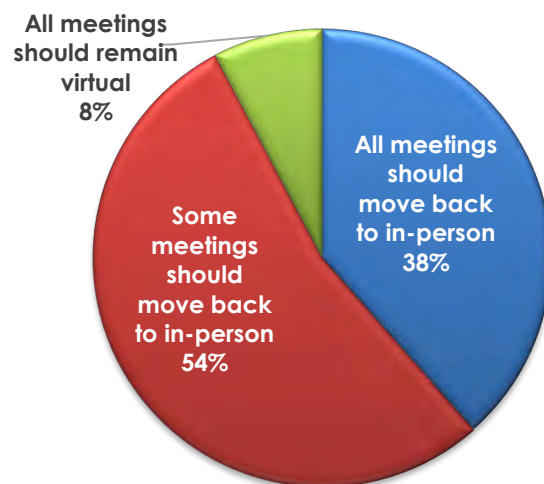
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Committee supports the military, military families and veterans appropriately	0%	7.7%	15.4%	53.8%	23.1%

9 Overall Edmonton Salutes Committee Assessment

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Edmonton Salutes functions effectively overall	0%	7.7%	30.8%	53.8%	7.7%

10 Future Meeting Format

Question: During COVID-19, all Committee and Sub-Committee meetings have been virtual. Prior to this, Committee meetings were in-person. What is your opinion about Committee meetings once the pandemic is over?



11 Other Comments on the Committee

Question: What other comments do you have about the Edmonton Salutes' composition and effectiveness? What could be done to make the Committee more effective?

- After a couple of years of difficulty, I think we are returning to effectiveness. It is disappointing that the opinions of one or two people were able to completely derail a functioning Committee, and it's taken so long to sort it out.

- During the current transition, existing voting community members should have been grandfathered with a two-year term rather than re-application given their merit and service. This still would have provided for a new application trial process in line with current city practices and ensured continuity while minimizing a hiring process burden. There was still opportunity for 'new blood.'
- If you miss three meetings you are out.
- The Committee lost its way after Marvin left as Chair. This is not a shot at Alex rather a statement of reality as the Committee wrestled with internal governance issues which led to distraction. I've been on the Committee, with the exception of a one-year hiatus, since 2010 as a municipal representative. Hope for a renewed sense of purpose for the Committee remains but...
- This question was addressed quite extensively in the governance review process. I have no new comments to add, and my previous comments are still in-play.
- Try to get some of the outlying communities that are not represented to join, (i.e. Morinville, Ft Sask) as they have a large military family representation in their locations.

12 Other Topics to Track

Question: If there are questions that should be included in this survey but are not, what would they be (if any)? Is there some data that the Committee ought to be tracking through this survey that it is not currently tracking?

- Questions around the vision of the Committee. It's easy to say "supports the military in our region" but significantly more difficult to specifically define what these words mean in practice.
- Sometimes it feels like funding decisions are made in a one-off manner. It might be helpful to understand the bigger picture, and historical context, for where the Committee has been directing its discretionary funds.
- New questions:
 - What value do we add?
 - What value could we add?
 - Would anything be different if Edmonton Salutes did not exist?

(I suspect we'd get a range of responses to these questions and they could be quite informative).

- There was no mention of long term recognition of members.
- We are shifting from a fairly casual and informal collective to a more formal (and recorded) Committee. What do we need to know that we don't know? An orientation process to help us jump the gap would really be appreciated.

13 Committee Chair Assessment

Question: Thinking about the role of the Chair of Edmonton Salutes:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Chair provides leadership to the Committee in planning and direction.	0%	0%	15.4%	61.5%	23.1%
The Chair anticipates and puts into place a strategy to ensure the Committee achieves future goals and objectives.	0%	0%	30.8%	53.8%	15.4%
The Chair is well prepared for meetings.	0%	0%	15.4%	76.9%	7.7%
The Chair attends Sub-Committee meetings where appropriate.	0%	0%	15.4%	53.8%	30.8%
The Chair does a good job of ensuring that the Committee meetings accomplish their objectives.	0%	0%	15.4%	61.5%	23.1%
The Chair ensures that every Committee Member has an opportunity to be heard.	0%	0%	7.7%	69.2%	23.1%
The Chair is skilled at managing different points of view.	0%	0%	7.7%	53.8%	38.5%
The Chair demonstrates good listening skills.	0%	0%	0%	69.2%	30.8%
The Chair delegates responsibility appropriately to Committee members.	0%	0%	23.1%	61.5%	15.4%
The Chair promotes positive collaboration among all Committee Members.	0%	0%	7.7%	61.5%	30.8%

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The Chair promotes good communication and collaboration with external entities like the CAF, City Council and other stakeholders.	0%	0%	30.8%	46.2%	23.1%
The Chair effectively represents the Committee at official functions.	0%	0%	23.1%	61.5%	15.4%

14 Overall Chair Assessment

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The role of the Committee Chair functions effectively overall	0%	0%	0%	76.9%	23.1%

15 Other Comments

Question: What other comments do you have about the effectiveness of the chair role within Edmonton Salutes? What could be done to make the role more effective?

- Brian is doing a good job. He can't do it alone. If the Committee is lost as to its vision and mission the Chair is leading with both hands tied behind his back. Brian however understands what it takes to be the Chair. The Committee needs to support him in his role.
- Bridges might say our current chair is positioned in the Neutral Zone between the Old Reality and the New Beginning. It is a time of transition, and not an easy place to be. There is considerable expectation on the chair to help move our Committee forward, and I think the chair understands the weight of that responsibility and is shepherding us in the right direction.
- The last questions I answered were about our chair Brian, we have had chairs that have been disaster.
- The survey has made no mention of the Vice Chair - an unacceptable omission.
- There needs to be more engagement between the Military and the Committee.