



NATIONAL CAPITAL REGION CHAPTER
RÉGION DE LA CAPITALE NATIONALE

GREAT BY ASSOCIATION

**The History of the National Capital Region Chapter
Canadian Society of Association Executives**

By

**Brian Linklater, CAE
April, 2005**

Dedication

To Linda O'Rourke, President of the National Capital Region Chapter of the Canadian Society of Association Executives, 2003-2004. She had the vision to want the history of the Chapter told before it was too late .

Foreword

“History cannot give us a program for the future, but it can give us a fuller understanding of ourselves and of our common humanity, so that we can better face the future.”

- *Robert Penn Warren*

Knowledge of our history is important, as we move into the future. Throughout its history, the CSAE National Capital Region (NCR) Chapter has been faced with many challenges that were met by strong and capable leaders. As an organization, we were able to learn from the past and build upon our previous achievements. Today, the National Capital Region Chapter is a model organization for the association sector. I believe that it is important for the Chapter to have a record of how it came to be where it is today.

I would like to give special thanks to Brian Linklater who championed the research of CSAE NCR’s past and succeeded in pulling together this first edition of the Chapter’s history. I hope that future Boards and Presidents will continue to record the evolution and progress of CSAE NCR well into the future.

Linda O’Rourke
2003-2004 President, CSAE NCR Chapter
Chair, Chapter History Project

Acknowledgements

This project could not have been completed without the co-operation of a great many people. For their contributions, they deserve the thanks of all members of the National Capital Region Chapter of the Canadian Society of Association Executives. They are:

Barbara Crowder who provided major research assistance; who conducted some of the interviews and participated meaningfully in most others; and who managed the photographic aspects of the project.

Linda O'Rourke who originated the project during her term as President of the NCR Chapter and continued to oversee it during her term as Immediate Past President. She provided valuable guidance while always resisting any temptation to micro-manage.

Lynne Denis whose enthusiasm in helping us to sort our way through the historical records of the Chapter was contagious

Lise Dessaint who donated her professional skills to ensure the translation of our text into French.

Don Chutter, CAE; Glynn Michael, CAE; and Dr. Helen Mussallem, all of whom provided the details of the very earliest days of the Chapter. Since few of these details were recorded in written format, their memories were invaluable.

Adam Kingsley, Joanne Kiriakidis, Fabienne Nadeau, Jennifer Shepherd, CAE, Paulette Vinette, CAE and Brian Watson, all of whom made available their valuable time to participate in interviews that provided current insights into the Chapter.

About the Author

Brian Linklater, CAE has been involved with the association community in Canada throughout his career. He joined the Ontario Chamber of Commerce upon graduation from university in 1964 and moved from there to the Retail Council of Canada. He had significant government relations responsibilities within these two major business associations.

He returned to Ottawa in 1970 to join the staff of the Canadian Printing Industries Association, and was promoted to President in 1972. It was in 1970 that he also joined the National Capital Region Chapter of the Canadian Society of Association Executives. He has been a member continuously since that time.

In 1985, Brian Linklater resigned from CPIA to form his own company, AlphaLINK. He remains President of this firm. AlphaLINK specializes in providing government relations services to a variety of national associations.

He is a two-time President of the National Capital Region Chapter, a former Chair of the Canadian Society of Association Executives, and a Past Chair of the Ottawa Board of Trade.

CHAPTER ONE

THINGS AREN'T ALWAYS AS THEY SEEM

1951: Canada was at war in Korea as part of the United Nations army; Ottawa's Charlotte Whitton was the first woman in Canada to become a mayor; King George VI was on the Throne; and "Uncle Louis" St. Laurent was the Prime Minister of Canada.

Most members of the Canadian Society of Association Executives (CSAE) likely assume that the organization's national headquarters has always been located in Toronto. They are wrong. CSAE had its genesis in 1951, and it was situated in Ottawa. Thus began a period of involvement, co-operation and leadership by Ottawa's association community in the affairs of the national association that has continued to this day.

It is only possible to chart the earliest history of the CSAE National Capital Region Chapter within the context of the national Association. There was no local chapter in those earlier days. All educational and other programs presented for the benefit of the Ottawa-based association community were national programs developed and administered by the national organization. The Ottawa Chapter did not come into existence until 1960.

Accepted mythology states that six association managers decided in June 1951, to form the Institute of Canadian Trade Association Executives (ICTAE). They had agreed upon the need to exchange information that would help them keep pace with the growth in associations that followed the Second World War. The first official meeting of the new organization took place on September 14, 1951. At that time, Frank Jeckell was elected as the inaugural President, serving a two-year term.

Mr. Jeckell was born in 1907 in the Yukon Territory, where his father served as the territorial Commissioner. The Second World War saw Mr. Jeckell in Ottawa where he served as Director General of the Industry and Sub-Contract Branch of the Department of Munitions and Supply. He left the Department in 1944 to become General Manager of the Dominion Brewers Association.

The 1952-54 edition of *Canadian Who's Who*, has an entry devoted to Mr. Jeckell. Interestingly, it reports him as being a member of the American Trade Association Executives organization, but there is no reference to his pioneering work with ICTAE.

The Dominion Brewers Association became the Brewers Association of Canada in 1963. Long-time National Capital Region member, Margo Dewar, CAE, is the Vice-

President, Economic Policy and Programs of the Brewers Association of Canada. She says she cannot recall a time when her organization was not represented in what is now CSAE.

It has not yet been possible to identify positively the six association managers who formed ICTAE. One of them was most assuredly Frank Jeckell, and a review of the listing of Past CSAE Chairs of the Board offers some tantalizing clues.

Charles Pettet succeeded Frank Jeckell as President (1953-55). He was President and General Manager of the Canadian Paint, Varnish & Lacquer Association headquartered in Montreal; then came Ernest Finlayson, the second national President (1955-56) from Ottawa. Mr. Finlayson headed the Canadian Research Institute, an unlikely name for an association dedicated to serving the dry cleaning and laundry industry, but that may be another story. It appears as though Messrs. Pettet and Finlayson were involved with ICTAE virtually from its inception, although it has not been confirmed that they were among the initial group of six wise men.

1956: The Suez Crisis thrust Secretary of State for External Affairs, Lester Pearson, into the limelight and earned him a Nobel Peace Prize; the short-lived Hungarian Revolution was suppressed by the USSR; Queen Elizabeth was on the Throne and Charlotte Whitton was still Ottawa's mayor.

In 1956, ICTAE was transformed into the Institute of Association Executives (IAE). What had been an exclusive organization for trade association executives was now expanded to include individuals employed by professional associations, charities and issue-specific organizations. But it was still far from the "open to all" association it has now happily become.

National Capital Region Chapter member and CSAE Honoured Life Member, Don Chutter, CAE, remembers just how exclusionary IAE still was, despite the fact it had broadened its membership base somewhat in 1956. Mr. Chutter arrived in Ottawa in 1946 from Vancouver, via the University of Toronto where he had earned a Masters in Business Administration degree. He came to Ottawa to join the Canadian Construction Association, which he describes as having been in its "golden age" at that time. Some CSAE old-timers may remember that his association was situated at the corner of O'Connor Street and Laurier Avenue in a building known as Construction House. The association maintained its own building at that site until 1975 when it moved into a downtown office tower. A visit to that intersection shows that it was replaced by the Export Development Corporation building.

When ICTAE was formed in 1951, Don Chutter obviously qualified for membership from the perspective that he was employed by a trade association. Sadly for him, that membership was denied because he was the Assistant General Manager of the Canadian Construction Association at the time, and only chief executives were then eligible for membership. It was not until the late 1950s or early '60s that the membership criteria was broadened to include all association executives. Another example of exclusivity: the category of Business Members did not exist, and would not for another several years. It has not been possible to verify the exact year, but the

consensus seems to favour the mid-1970s as the time when Business Memberships came into being.

When Don Chutter arrived in Ottawa, he remembers that the association listings in the Ottawa telephone book took up about one-third of one column. Compare that to the more than 18 columns in the Yellow Pages Directory today! Small wonder that the six original founding members were interested in the proliferation of associations in Canada.

Mr. Chutter has said he recalls the days when there were about 12 Ottawa-based members of ICTAE, and that relates well to the Yellow Pages listings back in the 1940s. He added that most of these organizations were deeply involved in government relations issues, which explained their presence in Ottawa. Given the limited number of ICTAE members, the early administration of the national association was undertaken by a local public relations company, John Doherty & Associates, on a part-time basis.

The final Ottawa-based President of IAE before it was moved out of Ottawa was William Gilchrist (1958-60). For a complete list of Ottawa association executives who have served as President of the national association under one of its three names, see Appendix A.

Another important event occurred in 1958. That was the year that T.H. Glynn Michael, CAE, succeeded Garnet Page as General Manager and Secretary of the Chemical Institute of Canada (CIC). Titles have become far more impressive since about 1980, but in 1958 a "General Manager and Secretary" was assuredly the senior executive of an association. Mr. Michael was elected Chapter President in 1968; he served as national Chair of CSAE in 1971-72; and he is an Honoured Life Member.

Glynn Michael confirms Don Chutter's recollection that in those early days only chief executives were eligible for membership. Unlike Mr. Chutter, Mr. Michael was a General Manager and Secretary, and immediately qualified for membership. He recalls that the membership was opened up soon after he joined IAE.

Since the association movement in Canada was still in its infancy, it was common that CEOs of associations regularly came from the industry that their association represented. Mr. Michael was no exception. After graduating from the University of Toronto with a Bachelor of Arts Degree in Chemistry, he joined Howard & Sons Canada Ltd. in 1953. The company was the Canadian branch of an English parent firm, and manufactured solvents and synthetic resins at its Cornwall, Ontario plant. He had been active as a volunteer in the CIC for several years prior to joining its staff.

"When I took over," Mr. Michael recalls, "Garnet Page told me there were two organizations that I really must join. The first of these was the Council of Engineering and Scientific Society (one more word); the other was the Institute of Association Executives." The Council of Engineering and Scientific Society (?) was an American-based organization with only a small percentage of its members being Canadians. Not only did Glynn Michael heed Mr. Page's advice, he eventually became President of both

associations, a testament to the regard in which he was held on both sides on the border throughout his association management career.

Incidentally, when Garnet Page left the CIC, he joined the Engineering Institute of Canada. After that, and a stint in Government, he became President of the Coal Institute of Canada and was headquartered in Calgary. While an interesting side bar in itself, Mr. Page also demonstrated that association management is truly a career choice not just a job.

Besides his dial phone and manual typewriter Glynn Michael reminded us of the “dress code.” While unwritten, it was still effective. “You didn’t have to write things like that down,” he said. Mr. Michael spoke about CIC Council meetings comprised of 50 Directors. At the Council Dinners during those meetings, there were Board members who wore their tuxedos “because it was the right thing to do.” Dresses or skirts with either blouses or sweaters for the women; white shirts, ties and suits for the men. And woe-betide anyone who wouldn’t toe the line.

The dress code first started to unravel in the early 1970s. Brian Linklater began working for the Canadian Printing Industries Association (then named Graphic Arts Industries Association) in 1970. The General Manager of GAIA at the time was David McLellan and Brian was the AGM. Mr. McLellan was an ex-journalist who had landed in Normandy as a war correspondent at the same time as Charles Lynch. In 1970, Brian had just purchased a Harris Tweed sports jacket. He had to get his boss’s express permission to wear it to the office...and it was only grudgingly given. David McLellan knew he was beaten, however, when, soon after, the pant suit was invented and the women in the office appeared ready to mount an open rebellion if not allowed to wear this daring new fashion creation.

Another feature of association life in early days that is gradually disappearing into the pages of history is the head table. Mr. Michael recalls CIC “Gala Dinners”, and his memories probably underscore why head tables have fallen out of favour. “Organizing head tables was the single most annoying and time-consuming aspect of annual meetings”, he reported. Part of the challenge - “ensure that spouses were reasonably compatible with those nearby.”

Don Chutter remembers that IAE moved to Toronto during the term of a national President who was located in that city. It seems likely that individual would have been Frank Young, CAE, whose term as national President was 1960-61. It was at this time that the histories of CSAE and of the National Capital Region Chapter diverge. But before totally concentrating on the Chapter, one final story must be told.

When the national office was moved to Toronto, Mr. Young hired Wally Floody to serve as manager. Next time readers view the motion picture *The Great Escape* remember that name. Here’s the story, quoted from a CBC backgrounder to a television documentary entitled *The Great Escape: The Canadian Story*.

“One hundred miles south of Berlin, Stalag III was Herman Goering’s model POW camp. Modern and efficient it held 10,000 captured Allied pilots. Goering boasted they’d never fight again. He underestimated their determination and he underestimated men like Wally Floody. Clark Wallace Floody was born in Chatham, Ontario and grew up to work in the mines of northern Ontario. A fighter pilot, Floody was shot down in 1942 and sent to Stalag Luft III. He decided to make it a short stay. Floody’s expertise was in building tunnels and it wasn’t long until he was supervising the construction of three escape tunnels: Tom, Dick and Harry. They were to be Floody’s masterpieces. He designed them, he helped build them and he almost died in them a number of times when their roofs collapsed. He said the tunnels were his way of carrying the fight to the enemy. Ironically, shortly before the escape Floody was transferred to another camp and missed his chance at freedom. Unlike many of the other Canadians at Luft III, Floody would survive the war and return home to Canada.”

Wally Floody’s story is fascinating in itself. It also serves as a reminder that many of the early association leaders in Canada experienced military service during World War II.

CHAPTER TWO

A TRUE OTTAWA CHAPTER

1960: The Montreal Canadiens win their fifth consecutive Stanley Cup; John Diefenbaker is Prime Minister; John Kennedy wins the U.S. Presidential election; and Charlotte Whitton is still Ottawa's mayor.

On March 27, 2002 “close to 100 members attended a special reception to mark the NCR Chapter’s 50th anniversary”, our Chapter newsletter proudly reported. The bad news is that we jumped the gun by several years with that celebration. The good news is that another 50th anniversary party is coming up in 2010.

Members who were there at the time have confirmed that the Ottawa Chapter of the Institute of Association Executives was not established until the national office was moved to Toronto in 1960. Not surprisingly, Don Chutter is one of those members. Another is a person who has touched the lives of many current members of the NCR Chapter, and is fondly referred to by them as “Doctor M.”

Officially, these members are talking about Dr. Helen K. Mussallem, C.C., DStJ, BN, MA, EdD, LLD, DSc, DU, FRCN. This is how she was described at the time of her 1992 investiture as a Companion of the Order of Canada:

“This ‘nurse of the world’ has continued to enhance her profession by offering her dynamic leadership to numerous national and international health organizations. The long-term Executive Director of the Canadian Nurses’ Association, recent President of the Victorian Order of Nurses and consultant to the World Health Organization, she has had a powerful influence on nursing education and the delivery of health services, not only to Canadians but also to people throughout the world.”

Like so many other association executives at that time, Helen Mussallem has fascinating stories to tell about World War II during which time she was an operating room nurse. Her crossing of the North Atlantic occurred on a troop ship in 1943, as part of the build-up for the 1944 invasion. Shortly after setting sail, the RCAF airplanes providing air cover to the convoy as it left port turned back to Canada and the ships were on their own. Dr. M. tells of close encounters with German U-Boats as well as being buzzed by the Luftwaffe. She still doesn’t know why those pilots didn’t shoot when they had her ship in their sites. After all that adventure, Helen Mussallem arrived in Normandy for the assault on Europe, only to be immediately turned around by her superiors and pointed toward the Far East. By the time she eventually got as far as Vancouver, her hometown, Japan had capitulated.

Dr. Mussallem came to Ottawa from her native British Columbia in 1957 to undertake a survey of nursing in Canada, sponsored by the Canadian Nurses’ Association. At that time, according to her, “nursing education was indentured labour.” After Canada-wide

consultations, her report was published in 1960, and was part of what changed that status for the better.

Once Helen Mussallem's report was released, she was asked to stay on with the Canadian Nurses' Association for a few months to "help out". Those few months turned into 40 years. But throughout those years, Dr. Mussallem never turned her back on her beloved British Columbia. She tells the story of the Association's attorney, Gordon Henderson, of the Ottawa law firm Gowling Henderson, stating that she would have to assume the title of Executive Director. But Doctor M. would have none of that. She never permitted her Board of Directors to appoint her to that position. Her reason? Accepting the title would lessen the chances of getting back to British Columbia.

So Helen Mussallem was there when the Ottawa Chapter of IAE was founded, likely in 1960. She cautions, however that "It wasn't really a Chapter, but more like a small gathering." One of her early memories of the Chapter was its Board meetings at the offices of the Association of Universities and Colleges of Canada on Slater Street. She remembers Dr. Wendell McLeod, the Executive Director of the AUCC, sitting in his straight-back chair at those meetings.

Glynn Michael, who was introduced in Chapter One, remembers those "gatherings" as well. He recalls chairing a Chapter luncheon meeting attended by about eight members. The speaker that day was a Director General in the federal Department of Labour, and he must have been duly impressed with the Association movement based upon what he saw that day.

Asked to describe what it was like at those founding Board meetings, Dr. Mussallem replied, "It felt like we were in a convent; wooden tables with straight wooden chairs; nobody would have thought about having a drink at a meeting in those days". She said it was "not in vogue back then to be comfortable at meetings," and attributed that to "the old Presbyterian ethic." Board meetings always took place right after work at 5.00 or 5.30 p.m. "It was hard to have lunch meetings in the old days, because we had to get back to work," she explained.

Doctor M. confirms Don Chutter's information that, in the early days of IAE, and now the Ottawa Chapter, only chief executives of associations were eligible to become members. Not only had she joined an exclusive organization from that perspective, there was another important aspect to it. She was the only woman among the founding group. "It was a man's world," Dr. Mussallem recalled. In typical fashion she added, "and it still is. You just have to plunge right in."

So why did she "plunge right in" to IAE? Helen Mussallem's response to that question summed up the importance of the Ottawa Chapter then and the significance of the NCR Chapter today.

Dr. Mussallem stressed that she found meeting a group of other association executives in 1960 to be "a welcome relief." She said that, until IAE came along, she had no contact outside the health world. Doctor M. added that the Canadian Nurses'

Association was better off for her having become involved in IAE. “If the President of your association is also exposed to the broader association world, he or she will support your involvement in CSAE,” she advised.

The closeness of the Association community in Ottawa is legendary. Here is one example that underscores this statement. When Helen Mussallem left the Canadian Nurses’ Association, Glynn Michael was asked to be a member of the Selection Group to choose her successor. Glynn says he was “the token man” on the Committee.

It is difficult to move on. Telling the Helen Mussallem story is addictive. But move on we must. Many newer members will probably wish they had met Doctor M. They are advised to keep their eyes peeled. She turned up at our 2003 Annual General Meeting and visited both the Tête-à-Tête trade show and the AGM in 2004. Members who need more convincing that Helen Mussallem is one of the Chapter’s treasures should consider this statement made by the Honor Society of Nursing:

“The United Kingdom’s Royal College of Nursing described her as ‘Canada’s most distinguished nurse in her generation’ and a ‘nurse of the world.’ (She is) acclaimed for her role in fundamentally reshaping Canada’s nursing education system and revered for her efforts in improving the status of nurses worldwide.”

CHAPTER THREE

THE BLACK HOLE

From the perspective of the NCR Chapter of CSAE, the 1960s are as close to a black hole as was encountered in attempting to gather either factual information or anecdotal memories for the history project.

We do know the three Ottawa-based association executives served as national President of the Institute of Association Executives: Gordon O'Brien in 1962-63, Gerald Nason in 1965-66, and Thomas Whellams in 1968-69. This is important from a Chapter perspective, because it likely means they were Ottawa Chapter Chairmen during the decade.

The mid-1960s saw another distinguished Canadian join IAE and begin to participate actively in the Ottawa Chapter. His name is Cliff Chadderton, CC., O.Ont, OStJ, CLJ, CAE, DCL, LLD and he remains a member to this day. He is the Chief Executive Officer of War Amputations of Canada.

In 1919, Cliff Chadderton was born in Fort William, which is now a part of Thunder Bay. Raised in Winnipeg, Mr. Chadderton worked as a news editor for Canadian Press; a reporter for the *Winnipeg Free Press*; attended the University of Manitoba and played for the Winnipeg Rangers hockey team – the farm team of the New York Rangers.

All of this background would be enough to last many people a lifetime. But not Cliff Chadderton. He had accomplished all of this by October 15th, 1939. That was the day, at age 20, when he enlisted in the Royal Winnipeg Rifles. He served in Britain, France, Belgium and the Netherlands during World War II.

On July 14, 2004 the Government of France awarded Mr. Chadderton the Legion of Honour for his active participation in the liberation of France. On July 13, Joanne Laucius wrote *The Ottawa Citizen* article about the award Cliff Chadderton was about to receive on Bastille Day. She reports that the War Amps CEO suspected that he was receiving the Legion of Honour not so much for helping to liberate France, but for a September 1944 “escapade”. Here is how Ms. Laucius recorded Mr. Chadderton’s tale.

The escapade “helped lead to the capture of a German heavy artillery installation at Cap Gris Nez that was raining shells as far away as Dover, England. Equally worrisome, the guns could be turned around and fired at French territory as well. “Mr. Chadderton, then a Major, led an expedition that included another soldier and a jeep driver to look for a back way into the artillery installation. “They were discovered by a German officer, who allowed them to leave only after Mr. Chadderton argued with him in French that people in the village below were watching the entire operation with field glasses.”

Chadderton came to The War Amps as an amputee. Soon after bluffing his way out of the clutches of a Wermacht officer, he lost his right leg below the knee while in

command of a company of his regiment, battling for the Scheldt Estuary in Belgium and Holland. When he returned to Canada, The War Amps was there to assist him - as it has been for so many other amputee veterans since the First World War - in rebuilding his life as an amputee.

Until joining the Association full-time in 1965, Cliff Chadderton held several impressive positions: Advisor to the Minister of Labour in veteran rehabilitation; National Secretary of the Army Benevolent Fund; and Director of the Canadian Army Financial Welfare Program. From 1965 to 1968, he served as Secretary and Executive Director of the Woods Committee, formed to conduct an extensive study on veterans' pension legislation in Canada. The final report was acclaimed as the most important of its kind since the First World War. He also serves as Chairman of the National Council of Veterans Associations.

When Mr. Chadderton was invested as a Companion of the Order of Canada in 1999, here is how he was officially described:

“He has continued to work for the needs of veterans and their families as Chief Executive Officer of The War Amputations of Canada and has extended his work to people living with other disabilities. In addition to the flourishing Operation Legacy, Playsafe and CHAMP programs, his energetic fundraising initiatives have helped to build a support network for child amputees. The highly successful Never Again video series has sensitized Canadians to the horrors of war and serves as a powerful reminder of the sacrifice made by our veterans. His name has become synonymous with lifelong dedication of service to others.”

Over the years, many association executives have had to face the challenge of trying to re-invent themselves as the causes to which their organizations originally dedicated themselves became less relevant as a result of, for example, technological advances, scientific breakthroughs or government action. And its not simply a case of a name change. The organization's new focus has to be as relevant as was its original *raison d'être*.

Cliff Chadderton showed us all how it could be done. Here is how Dr. Henry Friesen, President of the Medical Research Council described the transformation.

“For more than three decades, Hugh Clifford Chadderton has been at the helm of The War Amps. Thankfully, it has been four decades since Canadians have been injured in war. And many war amputees are now well served by existing programs. But Mr. Chadderton looked around and saw there was still a need his organization could fill. It was Mr Chadderton who developed CHAMP, a program especially for child amputees. It was a stroke of genius. Nor has he forgotten veterans. The NEVER AGAIN series reminds us of the sacrifices made in war by people like Cliff Chadderton.”

We might not have as much information as we would like to have about the Ottawa Association scene in the 1960s, but what we have could not be better.

CHAPTER FOUR

WOMEN IN THE OTTAWA CHAPTER

1951: Ottawa's Charlotte Whitton becomes Canada's first female mayor; 1957: Ellen Fairclough, first female federal Cabinet Minister; 1975: Laura Barr first female Chair of CSAE.

It was not until 1980 that the National Capital Region Chapter of CSAE elected its first woman President, and she was Paulette Vinette, CAE. Other women had played important roles in the development of the Chapter, however. We have already seen that Helen Mussallem was a founding member. And Don Chutter remembers Marg Daechsel from the Canadian Research Institute who served on the Chapter Board during his term as President. Nola Wade from the Canadian Home Economics Association was a highly active member during the 1970s.

Actually, Ms. Vinette almost missed out on being the first female Chapter President, and that story explains why Brian Linklater ended up serving as Chapter President twice. Joanne Lawson, a senior executive of Sports Canada, was his Vice President and was set to take over. In April 1977, Joanne asked Mr. Linklater to meet her in her office. There she explained that her physician had just ordered her to drop all non-essential activities, and that included becoming Chapter President. With just over a month until the AGM, it was impossible to find any other member of the Board able to take over on such short notice.

It was 1975 when Paulette Vinette arrived from Montreal to join the Canadian Food Processors Association, headed by Elmer Banting, CAE. That was the year Mr. Banting was national Chair of CSAE. While it has not been possible to identify exactly when, there is a consensus that he had earlier served as Chapter President.

In 1972, Paulette Vinette recalls reading a magazine article advancing the thesis that women could not move forward in business because they lacked the required corporate skills. She decided that she would acquire those skills. "And God help those who won't choose me after I have become qualified" she remembers vowing to herself. Her first step along the road occurred when Mr. Banting promised to train her as an association executive if she would accept a job with his organization. It was an offer she couldn't refuse.

Ms. Vinette's first responsibility was as administrator of the Canadian Frozen Food Industry Association, a constituent group within the Food Processors Association. Immediately upon her arrival in Ottawa, Mr. Banting encouraged her to join the Ottawa Chapter. She recalls the first Chapter seminar she attended, and those of us who were in the room that evening will never forget the experience. The seminar dealt with the

portability of association management skills into the private sector. “I got pretty vocal about all this, especially about the need to pay good people enough to retain them in the association business”, she said.

“Every career move I have made I can thank CSAE for in some manner,” Paulette Vinette told us. We have already seen the truth of that observation in her move from Montreal to Ottawa. By virtue of being Chapter President in 1980-81 she also served on the CSAE national Board. By then, she had decided to seek the greener pastures of Toronto, although she did not have a job waiting for her. At a national Board meeting, she mentioned her interest in a move to fellow Board member, Ron Evason, then the President of the Society of the Plastics Industry of Canada who immediately recruited her for a position within that organization.

Early 1983 saw CSAE’s then-President, Herb Perry, submit his resignation setting off a search for his replacement. The search was being conducted by Ross Roxborough who many long-time members of the NCR Chapter will remember from the days he worked for Touche Ross out of the firm’s Ottawa office and who was an active Chapter supporter.

“When I went in for the interview, I didn’t think I had a chance,” she explained. “My primary motivation was to impress Ross Roxborough enough so that he would keep me in mind if something else came up in the future.” Displaying her customary spirit, Ms. Vinette left the interview convinced she was the applicant best suited for the job. Mr. Roxborough was obviously impressed because Paulette Vinette was appointed President of CSAE, a position she held until 1986. This time, however, she was not a total groundbreaker. Chris Fairley had already claimed the title of CSAE’s first female President.

Many other honours have been earned by Ms. Vinette over her career. She has been appointed an Honourary Life Member of CSAE; in 1989, she became the only Canadian to be designated a Fellow of the American Society of Association Executives; she was the first recipient (in 1991) of the Banff Executive Management Program Scholarship; and she served as national Chair of CSAE in 1994-95. Obviously, we knew what we were doing in Ottawa when we chose Paulette Vinette as our inaugural female President.

The 1976 CSAE national Conference was held in Ottawa at the Chateau Laurier Hotel. That was Ms. Vinette’s first exposure to Laura Barr, who was then completing her term as CSAE’s first female Chair. “She was so articulate and such a natural leader,” Paulette Vinette recalls. “That is what I want to be,” she told herself. She counts Ms. Barr, as well as Donna Shaw, national Chair in 1984-85, as her two female role models in the association profession.

Ms. Vinette’s advice to newer members of CSAE is to “get involved and learn from both the best and the worst.” She concluded her interview for this Chapter history with this wise observation. “You cannot help but benefit when you get involved. You will get back more than you give. That is a universal law.”

While Paulette Vinette broke the ice as Chapter President in 1979-80, it was another ten years before Betsy Clark, CAE, CFRE became the second female to assume the Presidency. Five years later, in 1994-95, Bev Cook became President. And five of the last six Chairs are females: Jos Scott, CAE (1999-2000); Linda Teteruck, CAE, (2000-01); Ondina Love CAE, (2002-03); Linda O'Rourke (2003-04) and Mary Dallimore (2004-05).

CHAPTER FIVE

OUR BUSINESS MEMBERS

Given the contributions made by the NCR Chapter's Business Members, it is difficult to imagine there was ever a time when they were not eligible for membership in CSAE. Yet that was the case. Although Glynn Michael, CAE, cannot pinpoint the exact year in which Business Members took their official place at the CSAE table, he recalls the occasion. "At that time," he said, "they were almost all hotel and car rental people." Representatives of the hotel industry continue to provide an enormous level of support for the NCR Chapter. But the spectrum of businesses in the National Capital Region that have become supporters of the Chapter has broadened significantly.

Business members now include: association management firms, communications services, computer and technology services, convention/conference centres and meeting facilities, convention, event and trade show services, convention and tourism bureaus, education and training services, executive search firms, facilitators, financial services, government relations consultants, hotel and resort properties, insurance services, legal services, lettershop, mailing house and data processors, management and personnel consultants, publishing, printing and pre-press services, translators and interpreters, and, travel and transportation services.

This range of companies helps to explain the startling success of the Chapter's Tête-à-Tête trade show. The May/June 1991 issue of *Ottawa Association Executive* reported:

"On February 20, 1991, a record number of guests attended the first annual Tête-à-Tête trade show organized by the CSAE - Ottawa Chapter. The event was held at the Chateau Laurier Hotel. Forty exhibitors participated." While that may have seemed impressive at the time, contrast those results with 2004 when Tête-à-Tête featured 134 exhibitors, 100 table tops and 34 full-size booths.

It would be reasonable to believe that the February 1991 show was the first of its type to be conducted by the Chapter. Actually, however, the Chapter entered the trade show business two years earlier. On March 16, 1989 the CSAE – Ottawa Chapter Trade Show took place at the Ottawa Congress Centre. It was a CSAE-sanctioned event and 30 booths were made available. The formula established for the distribution of these booths provided ten for the service industries, ten for equipment suppliers and a further ten for associations.

The March/April 1991 issue of the Chapter newsletter identified some of the members who helped put that first Tête-à-Tête together. It said:

“As we all know, organizing a trade show can be a difficult task. The success of Ottawa Tête-à-Tête was attributed to both Jennifer Barnaby (Ottawa & Hull Tourism Inc.) and Ginette Blanchette (Hotel Ramada). A special thanks to Richard Righi (Canadian Pacific Hotel Resorts) for his efforts in coordinating the day’s activities.” Ms. Barnaby has retired and moved to Monaco while Ms. Blanchette has become General Manager of the Manoir de Gatineau.

While some of the original Tête-à-Tête organizers have disappeared, others remain steadfast members of the NCR Chapter. One of these is Fabienne Nadeau, CMP, the Director of Sales and Marketing for the Four Points Sheraton’s two properties in Ottawa and Gatineau; another is Joanne Kiriakidis, the Director of Sales for AVW – Telav Audio Visual Solutions.

Ms. Nadeau joined what was then the Ottawa Chapter of the Institute of Association Executives in 1983 when she had become part of the pre-opening team for the Ottawa Congress Centre. It did not take her long to get active with the Chapter. She quickly became a part of the Chapter organizing committee for the 1984 national conference held in Ottawa. The experience she gained then stood her in good stead when she again participated in the organization of the 1994 national conference, an event that will likely never be equaled for its level of sheer bravado.

Think that is somewhat of an exaggeration? Just consider this direct quote from Fabienne Nadeau:

“We got the license just the day before to close the street in the By-Ward Market for the Fun Night party”.

It was that Conference that turned Margaret McLaren, National Account Director with the National Sales Office of Delta Hotels & Resorts in Ottawa into a published poet. Here is her tribute to Chapter Co-Chairs Herb Brennen, CAE; Gail McCurdy and their Organizing Committee members:

There once was a young man named Brennen, The Chair of this '94 Convention He worked day and night To make sure it was right With a committee that deserves more than just Mention	There was a young lady named Margaret Lawrence Coordinating sponsorship was her target With the help of each Chair There was money to spare With the generosity of this Ottawa market
---	---

His Co-chair was a woman named Gail She asked all to provide each detail She kept us in line Though we were rarely on time And made certain we all got our fax mail	There were sisters April and Tracy On and off bases they seemed to be racing But we must not forget That it was April who helped us get The 1994 CSAE convention in the first place
---	---

The keeper of money was Meline Over her glasses she surveyed the scene She wrote all the cheques With or without invoices I guess Her accounting skills help with our scheme	Now I'm not sure where I should put Andree She began planning the opening at the Musee The bridge to fun night she crossed but all was not lost She had Fabienne to take over from her midway
--	---

Now Debbie did programs for spouses
To get them out of their houses
If you plan they will come
And we'll take everyone
From La Sucerie to the Parliament Houses

Lady Cynthia looked after the news
Took all the information she could defuse
It was down to the wire
But still without tire
She came up with the flyer we used

And let's not forget Kathryn and Collette
They held close the Gala's top secret
Though they tried every day
To coerce them to say
What is happening – "Oh, we can't tell yet"

Now Una was in charge of promotion
Her golf shirts caused quite a commotion
In addition to that
She furnished the hats
With her usual charm and devotion

We all know the wild man named John
He took over when Freeborn was gone
From setting up fences
To erecting the tents
His efforts were above and beyond

Then there's David and Mark and then Bob
Who took over when the two Richards were gone
Scramble golf was their game
Montebello the course name
Its tomorrow when the conference is done

And what of that volunteer Nancy
Dressed up in that costume so fancy
Though recruited last minute
She put her heart in it
To enter so late was chancy

One more mention of Herb I suggest
For he guided us through all of the stress
Our selection of founder
Could not have been sounder
That is until Sunday when he saw how he dressed

Now what can we say about Jake
And the challenge he was chosen to take
The fundraising success
For Youville the best
And it did rain thank goodness for his sake

So let's raise our glasses to toast
We have reason to cheer and to boast
From the start to the finish
Friendships never diminish
This chapter is sincerely the most

The last line of Margaret McLaren's epic provides an important insight into the relationship between the Executive and Business members of the Chapter. They work together, in many ways to ensure that the NCR Chapter "is sincerely the most." Fabienne Nadeau said, "I believe in the cause of CSAE." She added, "It's a lot like a family made up of people you can trust."

Joanne Kiriakidis joined the Chapter in 1990 and quickly immersed herself in the organization. By the following year, she was on the Board and in 1994 became active on the Business Members Committee where she served until 2002. Her main responsibility surrounded Tête-à-Tête. For her contributions to the Show, Ms. Kiriakidis was honoured in both 1998 and 1999 with the Business Member of the Year Award, the only Business member in the Chapter to receive this special recognition twice.

Is she biased about Tête-à-Tête? You bet she is. "Its the most successful trade show for association executives in Canada," she told us proudly. And that is no idle boast. Within a few days of the first promotion piece hitting the streets, Tête-à-Tête is always sold out to the walls.

The positive relationship currently existing between Executive and Business members did not just happen overnight. Ms. Nadeau remembers when it was more strained. "It was always 'them' and 'us' during those earlier years," she recalls. While relations are

much improved today, Fabienne Nadeau warns there is still more to be done. "Greater understanding on both sides of what the other side is doing is the key," she said.

Ms. Nadeau is typical of Business Members who believe that by participating actively, they can make an important contribution to the Chapter for themselves and for the Executive Members at the same time. She served on the Board from 1998 to 2002. The first two years, she was Chair of the Special Events Committee and the second two, she chaired the Membership Committee. How does she sum up her views of the organization? "The NCR Chapter is the best."

CHAPTER SIX

NULLI SECUNDIS

This history has painted a picture both of where our National Capital Chapter came from and of some of the many people that contributed to the Chapter, particularly in its early days. It is less clear, however, what steps were taken that turned the NCR Chapter into an organization that competes every year to be recognized as Chapter of the Year and has achieved that status in 35 per cent of the years in which the Award has been granted. Our strongest competitor has won the Award in 20 per cent of the years, and six of the remaining Chapters have shared in the balance of the Awards.

A strong case can be made that the Chapter's commitment to education was one of the levers responsible for its transformation into an elite organization within the CSAE family. The following extract from an article written by Herb Brennen, CAE, appeared in the May/June 2002 issue of our newsletter under the title *Celebrating 50 Years – a History of Association Leadership*:

“The Chapter was struggling. In the fall of 1987, I remember the Board canceling a luncheon meeting for lack of attendance. But J.C. Carisse took a chance and launched a program in early 1988 that reached out and captured the members' interest. More than 200 attended a breakfast meeting with the then Minister of Finance.

“To me, that was the turning point. I was chair of the Education Committee, and we began offering different styles of sessions to attract members. Over the next two years, we launched an adult education program at the University of Ottawa and began attracting 30 students a semester at a cost of \$125 per student. It was Bill Eggertson's idea and he made it work with the support of the Chapter Board.”

There can be no doubt about the pioneering work of Jean-Claude Carisse, CAE, Director General of the Canadian Carpet Institute; Bill Eggertson, CAE, Executive Director of the Canadian Association for Renewable Energies; and Herb Brennen, CAE. They all helped develop the formidable educational experience now offered by the Chapter.

But there are other possible explanations for our success. For example, the May/June 1990 issue of *Ottawa Association Executive* had this to say:

“The Chapter was in dire straits when Betsy Clarke, CAE came forward with a proposal to share the cost of a 4-H staff person to handle our mailings, minutes and telephone inquiries. First it was Lori and last and certainly not least, it has been Marilyn who has performed these chores with enthusiasm and humour. Tina handled the banking and the chapter never missed a beat.

“But all good things come to an end. The 4-H Council needs Marilyn full time and we have to go. We are both sad and glad. Sad to lose such fine people – glad because the Canadian 4-H Council gave our chapter such tremendous support.”

So moving to professional management of the Chapter was another huge step forward. Without that level of administrative support, much of what has been accomplished would have otherwise been impossible. A major contributor to the success of the Chapter was Elizabeth Clarke & Associates Inc, which managed the organization from 1992 to 2004.

The Tête-à-Tête trade show, a professionally produced Chapter Newsletter, the Chapter Charity of the Year program, social outings to the Corel Centre, golf tournaments and ski days, a special supplement in *The Ottawa Citizen* in 2001. The list goes on and on. The point, however, is not to be encyclopedic, but rather to observe the seamless nature of the Chapter. There is something in it for every member - newcomer or experienced hand, executive or business member, young or old.

What better way to conclude this short history than to profile two of our newer members.

Adam Kingsley is the Manager of Scientific & Regulatory Affairs with the Nonprescription Drug Manufacturers Association of Canada. Hailing from Deep River, Adam traveled away from the Upper Ottawa Valley to earn his Bachelor of Science Degree with a Major in Biology at the University of Western Ontario. After graduation, he remained in London as an employee of one of Canada’s largest corporations, Labatts. By 2002, he was ready for a change and applied to join his current employer.

Asked why he decided to become an Association executive, Mr. Kingsley was somewhat tentative. With a background in quality control, that was understandable. He quickly learned, however, that Associations are significantly different creatures from large public corporations. “Of course, the need for sound financial management is a given for Associations,” he explained. “But that’s still a big difference from a corporation where every action has to be measured within the context of the bottom, line, meeting the sales forecast and keeping the shareholders happy.”

Adam Kingsley has it easy when it came to learning about CSAE. After all, the President of the Nonprescription Drug Manufacturers Association, David Skinner, was a member of the National Board of Directors; and Robert White, CAE, the Association’s Director of Scientific & Regulatory Affairs was on the NCR Chapter Board.

While learning about the existence of the NCR Chapter may not have been a challenge to Mr. Kingsley, that did not guarantee that he would regard membership as a valuable career asset. His expectations were twofold: networking and educational. Have they been fulfilled? Adam Kingsley said they have been surpassed. “Every time I go to a Chapter luncheon I meet somebody with whom I can share experiences,” he stated. Early on, he recognized that the Chapter’s educational program could benefit him. He is currently enrolled in the Association Management Education program that will lead to earning his CAE designation

Looking to the future, Mr. Kingsley hopes to become involved in committee work at the Chapter level. He believes that it is important for his own Association to continue to be involved and make a contribution. With that observation, Adam Kingsley has pretty well summed up what all Association Executives should seek from their own members.

Mr. Kingsley sees Association management as a legitimate career opportunity. He likes the environment where the Board of Directors of the Nonprescription Drug Manufacturers Association sets the directions for the Association and then relies upon staff to implement these guidelines. "This creates an atmosphere were you want to learn, to work hard and to succeed," he stated.

Based on his experience of being pointed toward the NCR Chapter by Messrs. Skinner and White, Adam Kingsley called upon other long-time CSAE members to get their younger management employees involved. What would be the trigger for a membership campaign that entices these younger association executives into membership? "Education that can lead to career advancement," replied Mr. Kingsley.

Jennifer Shepherd, CAE serves as Director of Change Management for the Association Strategy Group, an Ottawa-based firm. Ms. Shepherd was originally from Toronto. She graduated from the University of Guelph with an Honours Bachelor of Arts Degree. Jennifer Shepherd explained that her Major in Applied Science focused on marketing issues from a consumer perspective: proper labeling, product safety, and consumer protection were some important facets of that focus.

When she came to Ottawa it was, not surprisingly, with the Consumers Association of Canada. The Executive Director of the CAA at that time was Jaroslaw Zajac, CAE, and it was he who suggested Ms. Shepherd join the NCR Chapter and pursue her CAE designation. She became an Executive Member five years ago and was presented with her CAE pin at the 2003 CAE National Conference in Victoria.

After leaving the Consumers Association of Canada, Jennifer Shepherd moved to the Public Interest Advocacy Group. Three years ago, she joined the Association Strategy Group. It is since then that she has truly made her mark on the NCR Chapter. The fact that she was recognized as Business Member of the Year in 2004 attests to the impact she has had on the Chapter and its membership.

Ms. Shepherd describes the Association Strategy Group as "being in business to help associations better serve the needs of their members." In common with virtually all Business Members, she obviously sees membership as an important corporate investment. But membership goes beyond that for Ms. Shepherd. She says that she regards as an opportunity for networking related to her personal interests as well as an important part of her commitment to volunteerism.

It was that commitment that led Jennifer Shepherd to join the Chapter's Education Committee shortly after she became a CSAE member. Working through the Committee, she saw that senior Association Executives needed an opportunity to

participate in a peer group to discuss common issues. With that in mind, she organized the Brown Bag Network. Ms. Shepherd particularly credits Michel Gravel, Executive Director of the Transportation Association of Canada for his support for the Brown Bag Network.

The model provided by the success of the Brown Bag Network has led Jennifer Shepherd to explore other networking possibilities. She first spearheaded creation of the Executive Networking Group, followed by the Marketing and Communications Group that was born in April 2004. 'The members were crying out for more sharing opportunities, not teacher/pupil formats.' Ms. Shepherd responded when asked to what she attributed the success of the networking opportunities she has created for the Chapter's Executive Members.

So what about the title for this chapter? *Nulli Secundis* is the unofficial motto of the Governor General's Foot Guards, an important part of the history of Ottawa and a regiment with battle honours dating back to service with Wolseley on his Nile expedition of 1884, and the Boer War of 1899. Of no relevance to this Chapter history is the tidbit that follows, but it is a good little story.

The Foot Guards evolved from a regiment called the Civil Service Rifle Corp. Originally headquartered in Quebec City, the regiment was moved to Ottawa in 1865, when it was announced that this was to become the new capital of Canada. The following paragraph is excerpted from the official history of the GGFG:

"The year after its arrival in Ottawa, during the Fenian Raids of 1866, the Civil Service Rifle Corps was called out for active service. The Government then decided that all its employees should be available for the protection of public buildings in time of emergency and that all should be enrolled in the Corps. Service in the Corps was therefore made compulsory for civil servants."

By Royal Proclamation in 1929, the GGFG became the sister regiment of the Coldstream Guards. From there comes the significance of *Nulli Secundis*. The Coldstream Guards are the second regiment in the British Brigade of Guards behind the Grenadiers...and that rankles. *Nulli secundis* translates into English as *Second to None*, which is precisely how the Coldstream feels about the Grenadiers.

This short anecdotal history of our Chapter has provided many examples of the people and events that have contributed to the development of a model for any organization striving to meet the needs of its members and, as a result, gain their full support. *Nulli Secundis* is a fitting motto for the NCR Chapter of the Canadian Society of Association Executives.

Appendix "A"

PRESIDENTS: OTTAWA-GATINEAU CHAPTER

2013-14	Susie Grynol, CAE	1979-80	Ken Clements, CAE
2012-13	Rick Baker	1978-79	
2011-12	Nick Neuheimer, CAE	1977-78	Brian Linklater, CAE
2010-11	Suzanne Lavictoire	1976-77	Brian Linklater, CAE
2009-10	Ted Cohen	1975-76	Paul Quesnel
2008-09	Bruce Squires CAE	1974-75	
2007-08	Leacy O'Callaghan-O'Brien CAE	1973-74	
2006-07	Don Butcher CAE	1972-73	
2005-06	Michel Gravel	1971-72	
2004-05	Mary Dallimore	1970-71	
2003-04	Linda O'Rourke	1969-70	
2002-03	Ondina Love, CAE	1968-69	Glynn Michael, CAE
2001-02	Claude-Paul Boivin	1967-68	
2000-01	Linda Teteruck, CAE	1966-67	
1999-00	Jos Scott, CAE	1965-66	
1998-99	Chuck Shields, CAE	1964-65	
1997-98	Don Adams, CAE	1963-64	
1996-97	Henry Walthert, CAE	1962-63	
1995-96	Tom Herbert	1961-62	
1994-95	Bev Cook, CAE	1960-61	
1993-94	Jean-Yves Lord, CAE	1959-60	
1992-93	Gratton Sheely	1958-59	
1991-92	Doug Jordan, CAE	1957-58	
1990-91	Herb Brennen, CAE	1956-57	Donald Chutter, CAE
1989-90	Betsy Clark, CAE, CFRE		
1988-89	Blair MacKenzie		
1987-88	Jean-Claude Carisse, CAE		
1986-87	Harvey Prothrow		
1985-86	Norm Brown, CAE		
1984-85	John Long, CAE		
1983-84	Paul Finn, CAE		
1982-83	Paul Kitchen		
1981-82	Dean Wilson CAE		
1980-81	Paulette Vinette, CAE		

It is certain that David MacLellan and Tom Whellams were Presidents during the 1960s and that Elmer Banting, CAE was President in the 1970s. Gerald Nason was likely a Chapter President during the 1960s.

Appendix “B”

NCR MEMBERS WHO SERVED AS NATIONAL CHAIR

A) Institute of Canadian Trade Association Executives

1951-1953 Frank R. Jeckell
1955-1956 Ernest W. Finlayson

B) Institute of Association Executives

1958-1960 C. W. (Bill) Gilchrist
1962-1963 C. Gordon O'Brien
1965-1966 Gerald Nason
1968-1969 Thomas Whellams
1971-1972 T.H. Glynn Michael, CAE
1974-1975 Elmer T. Banting, CAE
1978-1979 Rod H. Thomson
1982-1983 J. Brian Linklater, CAE

C) Canadian Society of Association Executives

1988-1989 Dean H. Wilson, CAE
1992-1993 Jim Pealow, CAE
2002-2003 John D.V. Hoyles
2004-2005 George B. Weber, CAE
2007-2008 James Knight
2008-2009 Claude Paul Boivin

Appendix “C”

AWARDS

EXECUTIVE MEMBER OF THE YEAR

2014	Jennifer Hagen, CAE & Angie D’Aoust
2013	Adele Fifield, CAE
2012	Sherry Watson
2011	Helene Samson, CAE
2010	Mary McEwen
2009	Deb Cross, CAE
2008	Duncan Grant
2007	Mary Dallimore
2006	Tamara Nemchin
2005	Claude Paul Boivin, CAE
2004	John Hoyles
2003	Jean-Yves Lord, CAE
2002	Gratton Sheely
2001	Jos Scott, CAE
2000	Carol Ann Deneka
1999	Gail McHardy, CMP
1998	
1997	Bev Cook, CAE
1996	Ann Alper, CAE
1995	Leacy O’Callaghan-O’ Brien, CAE
1994	Herb Brennen, CAE
1993	Bill Eggertson, CAE
1992	Nancy Ellen Leu, CAE

BUSINESS MEMBER OF THE YEAR

2014	Stephanie Seguin
2013	Andrew Horsfield
2012	Tamer Gabbour
2011	Jeff Hill
2010	Joanne Kiriakidis
2009	Brenda Howes
2008	Jim Miller
2007	Jo-Anne Sparkes
2006	Jim Miller
2005	Wendy Walton
2004	Jennifer Shepherd, CAE
2003	Judy Green
2002	Diane Lichtner
2001	Brian Watson
2000	Lise Sarrazin
1999	Joanne Kiriakidis
1998	Joanne Kiriakidis
1997	Dennis Turpin
1996	Cynthia Connelly, CMP
1995	April Taylor
1994	Rhonda Mok
1993	Richard Castonguay
1992	Jennifer Barnaby

PROGRAM OF THE YEAR

This award was introduced in 2005. The NCR Chapter has won it as follows:

1. 2005 – Government Relations Leadership Institute
2. 2006 – Board Assessment Process
3. 2008 - One

CHAPTER OF THE YEAR

This award was first made in 1985. The NCR Chapter has won it as follows:

1. 1991
2. 1994
3. 1995
4. 1997

5. 2001
6. 2002
7. 2003

The next highest is Toronto with four awards.

GRINER AWARD

1990	April Taylor
1998	Jacques Drury
2004	Pierre Normandin

PINNACLE AWARD

1985	J.F. (Jack) McCracken
1986	John A. Long, CAE
1991	H. Clifford Chadderton, CC, CAE
1996.	Dean H. Wilson, CAE
2006	John Hoyles

HONOURED LIFE MEMBERS

	Don C. Chutter, CAE
	T.H. Glynn Michael, CAE
2004	Jim Pealow, CAE
2005	Brian Linklater, CAE
2009	Mary Dallimore