

## A BIRD'S EYE VIEW 1969-1978

1.0 In setting the stage for the next decade, it might be in order for a retrace of steps, but briefly, to the 1968 Annual General Meeting. It was at that Meeting that the membership received that famous wake-up call regarding the 'startling revelation' It was also at that Meeting that Mr. Jack Gray, RCAFA General Manager, successfully appealed to the membership to initiate a three-year membership campaign, with a target increase of 1000 members per year and with a potential increase to 13,000 members by July, 1971.

## 2.0 THE WIND OF CHANGE

2.1 As a reminder, the Integration of the Forces was set in motion on the appointment of Air Chief Marshal F.R. Miller, the first Chief of the Defence Staff, 1 August 1964 and Unification of Canada's Armed Forces became effective 1 February 1968. Needless to say, these changes had a direct effect on the membership of the RCAF Association. The National Executive Council of the day recognized a potential threat to the membership growth and automatically focussed their attention on the strength and weaknesses of the infra-structure of the organization with the intent of deterring, as much as was humanly possible, any serious fracturing to its fragile base. In retrospect, it might be safe to say that the recommendation of a "Three Year Membership Campaign" sparked the required amount of enthusiasm to battle the challenges of the day, "through difficulty to the stars".

## 2.2 OTHER CHANGES

2.2.1 Mr. Jack Gray officiated at the 1969 Annual General Meeting for the last time as General Manager of the RCAFA and A/V/M Frank Ball, DFC, CD (Ret,d), replaced him in that capacity effective April, 1970. Mr. Ball attended his first and only National Convention October, 1970, in St. Johns, Newfoundland. However, on the very first day in St. Johns, he was recalled to Ottawa as the result of his wife's sudden and very serious illness, which subsequently lead to his resignation as General Manager, April 1971..

2.2.2 Lt/Col. Ron Butcher, DFC, CD (Ret'd) was appointed General Manager effective 15 September, 1971, to replace Mr. Ball. An appropriate 'Vote of Thanks' was recorded in the Minutes of the 1971 AGM, to Mr. Fred Nielsen, Executive Officer, National Headquarters for his contribution and efforts as Acting General Manager from May 1st to October 1st, 1971. During this era of changes, it was also in April, 1969, that Capt. Wally Gryba, who was the on-site Canadian Forces Liaison Officer to the RCAF Association, retired from the Canadian Forces to assume a Civil Service position with the Federal Government in the Department of Indian Affairs. It was also at the October 1969 AGM that Wally was elected as a National Director in the RCAF Association, and subsequently elected National President at the 1973 AGM, held in Moncton, NB, October 10th-13th.

## 3. WINGS FORMED 1969-1978

3.1. There is every indication that the struggle for Wing survival had not abated. During this period the records show that a total of 7 Wings were formed and a total of 19 Wings found it necessary to cease their operation. The distribution was as follows:-

Group Name	No. of Wings at	No. of Wings Formed	No. of Wings Closed
	1968	1969-78	1969-78
Maritime/Atlantic	17	2	3
Quebec	8	1	3
Ontario	35	2	8
Manitoba	2	-	-
Saskatchewan	5	-	2
Alberta	6	1	2
B.C./U.S.A.	6	1	1
Totals	79	7	19

3.2. The actual listing of Wings/Groups in detail are reflected in the following charts:-

- (a) Chart No. 19 - Group/Wings Membership Count....1969-73
- (b) Chart No. 20 - Group/Wings Membership Count.....8/74-8/78
- (c) Chart No. 21 - Individual Wing's Membership Count. 1969-73
- (d) Chart No. 22 - Individual Wing's Membership Count.8/74-8/78

### 3.3 THE NATIONAL EXECUTIVE COUNCIL SPEAKS OUT

3.3.1. A report entitled, "Report and recommendations for action by the National Executive Council on the future of the R.C.A.F. Association" was presented at the 19th Annual General Meeting, held in Victoria, B.C. 3rd October, 1969. Excerpts from this report follow:-

#### 'INTRODUCTION

1. During the past two years events have occurred in Canada that have had and are having a direct bearing on our Association. We have now reached the stage that demands we should acknowledge it in time to seriously examine ourselves and decide how we may continue and more importantly, how to better our organization in order that we may fulfil the aims and objects of our Association

#### PURPOSE OF THIS REPORT .

2. To review the current status of the RCAF Association and make recommendations, and to encourage expressions and opinions. It is assumed that all our members agree that the aims and objects of the Association are valid. No changes are recommended and none have been suggested.

## ORGANIZATION

3. In all the studies conducted by a number of people concerning our organization at the National level, all agree that the structure is sound. One particular point has been brought to our attention, namely, the General Manager should, if possible, receive more direction from the National Executive Council (NEC) in the generation of studies and ideas for furtherance of our aims and objects. In addition, he should have the authority to action items that are known to be Association policy. The NEC accepts this recommendation and action has been taken to implement the views expressed by including the requirement in the duty analysis for the General Manager.

4. In the field it is the recommendation of the NEC that a more detailed study be conducted of the duties and functions of Groups within the Association. A committee will be established to examine the current situation, taking into account geographic location of Wings, numbers of members in areas and representation at the National level, in addition to financial factors.

5. At the Wing level nothing has come to the attention of the NEC that suggests any change is necessary or desirable.

6. With the foregoing in mind it is considered that the present organization is sound.

## MEMBERSHIP

7. During the past year the Association has been well served by Mr. S. Sayle, Membership Chairman, N.E.C. All members interested in knowing the present status and what action was taken to increase our membership strength had reports from the NEC Membership Chairman available to them

8. Some ideas and thoughts on how we might achieve an increase in members were presented, others were received from the floor of the Convention.

## SITUATION TODAY

9. Having discussed the membership problems the NEC considered it desirable to review the present status of the Association. Briefly, it may be summed up as follows:

- a. We have the support of the Department of National Defence;
- b. The Department of Veterans Affairs recognizes us;
- c. The Air Cadet League of Canada thinks well of us;
- d. There is an excellent understanding between ourselves and the Royal

- Canadian Legion;
- e. There is good working relationship with the RCAF Benevolent Fund;
  - f. We enjoy a happy rapport with the Royal Air Forces Association and the Air Force Association of the United States of America.

To recapitulate: We have the status of a national body that is recognized internationally.

10. At the local level the reputation of the RCAF Association is first class, thanks to the excellent work being done by Wings in their communities. Furthermore, thanks to a mutual understanding at localities where there are regular force units, Wings and local Air Force Cos and staff work together, whenever the opportunity affords.

11. There is no doubt in the opinion of the NEC that the RCAF Association has a sound base upon which to build its future

#### THE PLAN FOR THE FUTURE

12. In the various studies conducted, the NEC recognized there is a need to prove that the Association is modern and concerned about the important issues of today's world. In discussion with members we learned that our members are:

- a. Anxious to retain our close liaison with Regular Force Airmen;
- b. Prepared to learn more about what we can do to help regular force airmen;
- c. Keen to do what they can in spreading information about the need for a sound and efficient well equipped Canadian Air Force;
- d. Ready to take on any National project that appeals to them (by no means could the NEC establish a unanimity or even a general type of project);
- e. Happy to work with the Air Cadet League of Canada whenever and wherever possible;
- f. Seeking more guidance and help from National HQ;
- g. Glad to receive "Wings at Home" and would like it to appear more often."

13. The report then proceeded to address other factors arising from their study including , (a) coordination of efforts between the NEC, Groups, Wings and the Regular Force, (b) a National Project, (c) Communications, acknowledging the work of Mr. Fred Way as Information Chairman of the NEC and extolling the excellence of the newly established in-house publication, "Wings at Home". (d) the provisioning of a yearly program for the guidance of Wings.; and concluded as follows:

## “CONCLUSION

14. It was agreed by the NEC that our Association can become stronger only through the efforts of Wings. They expressed the opinion that Wings may not be using the experience available to them through the National Headquarters, and the Wing Executive Officers should be encouraged to address their thoughts, ideas, plans and schemes to the President or a member of the National Executive Council through Headquarters at 424 Metcalfe St.

15 With the foregoing outline accepted, the NEC agreed we should have no fears about our future, if the following action is taken:

1. Continue to prove by every means possible that we are interested in, and determined to do our best to ensure a strong and efficient regular air force in Canada;
2. Accept the responsibility to contribute all we can towards financing the RCAF Memorial complex at CFB Trenton, and to continue doing so until its completion;
3. By all means at our disposal, support the official magazine, “Wings at Home” with particular emphasis on telling ourselves and others about the work being accomplished by Members, Wings, Groups and Hqs.;
4. Within Wings organize to publish, for information of members and all others interested, a yearly programme of activities which could include at least:
  1. Time, date and place of regular meetings;
  2. Time, date and place of socials;
  3. Time, date and place of information sessions
  4. A statement of the projects being supported and any plans of supporting projects during the ensuing year.

16. There is, in the opinion of the NEC, no apparent specific action that can be taken as a clear-cut plan for the future. As Canadians living in all parts of Canada, our members face varying circumstances and situations which make the adoption of a particular project difficult to achieve. However, under no circumstances should the readers of this report conclude that ideas and suggestions are not welcome. On the contrary, we look forward to reaction and thoughts about the future.

17. Of the many things we have experienced in making this study, one fact emerges above all others and that is our RCAF Association has many dedicated members. Their devotion to our common cause has laid a firm base. Our duty is to work as hard as they, and in doing so look to the future with great confidence. “

### 3.4 WINGS IN SPACE/WINGS AT HOME

3.4.1 The name-change of “Wings in Space” to “Wings at Home” was first noted in the NEC’s report recorded in the previous paragraph 3.3. In researching the Minutes of an Annual Meeting of the National Executive Council held at Ottawa, February 8 and 9, 1969 it was observed that this change was made coincident with the decision of the NEC to discontinue an agreement with the firm that was publishing “Wings in Space”. The commercial status of this publication was also changed to a RCAFA in-house production.

3.4.1.1. It was at the 1971 Annual General Meeting held in Saskatoon, Sask., that Lt. Bob Tracy was formally introduced as the Editor of the very popular RCAF Association publication of the day, “Wings at Home”.

#### 4.0 RULES AND REGULATIONS RE ASSOCIATE MEMBERSHIP

4.1. The Minutes of the Annual General Meeting held at Victoria, B.C. October 2-4, 1969, read as follows, quote:

Mr. Jardine reminded the meeting that at the Annual General Meeting in Kitchener-Waterloo last year, the following Resolution was approved in connection with the status of Associate Members within the Association:

“Resolved, That Associate Members be officially recognized by R.C.A.F. Association at Wing level in a category separate and distinct from Regular Members.”

In view of the implications of this Resolution, Mr. Jardine stated that Council now agreed that the suggested guidelines should not be included in our Rules and Regulations, but that we should issue a Bulletin to all Wings as Information Notes which would include the guidelines on Associate Members. The following guidelines which were prepared by a Committee, Chaired by Mr. T. Farmer, were then considered by the delegates:

1. Any person of good character, male or female, not eligible for membership in the Association as a Regular or Serving Member, and who subscribes to the Aims and Objects of the Association, shall be entitled to become an Associate Member of the Association, subject to the following Terms and Conditions:
  - a. No Associate Member shall be entitled to hold any Executive Office at the Group or National level;
  - b. No Associate Member shall be recognized as an Accredited Delegate at any Group or National General Meeting;
  - c. The manner of applications and admissions to Membership shall be the responsibility of the individual Wing concerned;
  - d. Associate Members may hold office On Wing Executive in any capacity

except those of President, Vice President(s), Secretary, Treasurer (and/or Secretary-Treasurer) as specified in the RCAF Association Rules and Regulations, Section 2(c).

- e. In any Wing in which Associate Members are permitted to vote on any matter, Associate Members shall be restricted to forty-nine percent of Regular members in attendance;
- f. With the exception of Regular Members Lapel Pin, Associate Members shall be permitted to wear official RCAF Association regalia;
- g. The National Executive Council shall have the power to alter, amend, rescind or substitute any of these provisions from time to time.

The following action was taken:

Para 1 - Approved

- a. Accepted
- b. Accepted
- c. Accepted
- d. Amended by deleting: Secretary, Treasurer (and/or Secretary-Treasurer) as specified in RCAF Association Rules and Regulations, Section 2(c);
- e. Accepted
- f. Deleted
- g. Accepted

DECISION APPROVED

## 5.0 408/437 (TORONTO-YORK) WING AWARD

5.1. Another first at the 1969 AGM. The Chairman called upon Mr. Ron Bailey of 408/437 Wing to introduce, for the first time, the 408/437 Wing Report Award. This Award was inaugurated last year by 408/437 for competition among the Wings. It is awarded to the Wing who files the best Annual Wing Report each year. Mr. Bailey called upon Mr. W.T. McIlveen, President, 408/437 Wing, to present the trophy to Mr. F.C. Brown of 253 Wing, Moncton, N.B.

## 6.0 DISTINGUISHED GUESTS AT CONVENTIONS

6.1 National Conventions, in addition to being the "heart-throb" of the organization, they also serve as an exemplary public relations guide to Groups and Wings. On these special occasions, the Association endeavours to pay special tribute to all friends and well-wishers. who in their various official capacities have dealt kindly to the Association and its members. Hence, the list of distinguished guests at Conventions, as recorded in the Minutes of the various AGMs, are most impressive. Of such is the list of Distinguished Guests that was recorded at our first off-shore AGM which was held in St. John's, Newfoundland, October 1st-2nd-3rd, 1970. The list reads as follows:

## DISTINGUISHED GUESTS

Honourable E.J.A. Harnum	Lieutenant Governor of Newfoundland
Mr. L.W. Stirling	Deputy Mayor, St. John's, Nfld.
Mr. A.J. Murphy, MHA	Leader of the Opposition, Nfld. Government
Mr. A.K. Scott	Provincial President, Nfld., Royal Cdn. Legion
Mr. F.A. Laws	Imm. Past President, Air Cadet League , Canada
Sir Leonard Outerbridge, CB, CBE, DSO, CD	Cornerbrook, Nfld.
Mr. J.C. Carrothers	General Manager, RCAF Benevolent Fund
Mr. J.C. Gray, MBE	Retired General Manager, RCAF Association
Air Marshal C.L. Annis, OBE, CD	Guest Speaker, Ottawa, Ont.
Air Marshal C.R. Dunlap, CBE, CD	President - RCAF Memorial Fund
Lt.General E.M. Reyno, AFC, CD	Deputy Commander In Chief, NORAD
	Colorado Springs
Major General R.C. Stovel, AFC, CD	Deputy Chief Personnel - CFHQ
Brigadier General D.R. Adamson, CD	Deputy Chief of Operations - CFHQ
Colonel R.T. Bennett, OBE, CD	Director of Organization - CFHQ
Colonel R. Sturgess, CD	Base Commander, CFB Summerside, PEI
Colonel A.J. Bauer, CD	Base Commander, CFB Chatham, N.B.
Colonel G.A. MacKenzie, CD	Base Commander, CFB Greenwood, N.S.
Lt. Commander H.R. Steele, CD	Commanding Officer, CFS Gander, Nfld.
Lt. Colonel D.J. McCaul	CFB Chatham, N.B.
Major R.J. Vardy, CD	Commanding Officer CFS St. John's, Nfld.
Members of Canadian Armed Forces	
Major D. Stinson	CFHQ
Captain J. Whitehead, CD	CFHQ
Captain A.N. Batchelor, CD	CFB Edmonton, Alta.
MWO L.C. Lapeer	CFHQ

### 6.2 ANOTHER FIRST AT THE 1970 ANNUAL GENERAL MEETING

6.2.1. It was also at this 1970 AGM's Opening Ceremony that E.L. (Sammy) Sayle, then a National Director, made his debut as soloist in singing the Airmen's Prayer, and Ken Cook, member of 445(Adastral) Wing, read the words to Pilot Officer John Gillespie Magee's sonnet, "High Flight". The ceremony took place in the Arts and Culture Centre, St. John's, Newfoundland, under the direction of Capt. A.N. Batchelor and MWO L.C. Lapeer. A forty-piece Canadian Armed Forces Band was supplied by the permission of the Commander, Maritime Command. The actual Convention site was, The Holliday Inn, St. John's.

### 6.3 FIRST MAJOR CHANGE/RCAFA CONSTITUTION & BYLAWS



6.3.1. The National President, Mr. Al Goodwin, in his opening address at the 1970 AGM, made the following statement, quote:

Probably the most important subject we will be dealing with is the report of the Reorganization Committee. This Committee has spent a great deal of time, and the Chairman, Mr. Wally Gryba, has spent his efforts of the past year in preparing this report. I ask you to give very serious consideration and thought to the proposals contained in this report. There are many proposals that some would consider to be a radical change - I ask you again to consider them very carefully and take the action you feel would best serve the future of our Association. Unquote.

6.3.1.1 From the above evolved a resolution which was discussed at some length and was finally approved in the following format as recorded in the Minutes of the referenced AGM. Quote:

RESOLVED, That for the purposes of representation on the National Executive Council there be established three REGIONS comprised as follows:

- EASTERN REGION - Newfoundland, Prince Edward Island, Nova Scotia and New Brunswick (Atlantic Group) and the Province of Quebec (Quebec Group).
- CENTRAL REGION - All of Ontario (Ontario Group)
- WESTERN REGION - Manitoba, Saskatchewan, Alberta and British Columbia Groups

And, that each REGION be represented on the National Executive Council by a director to be to be known as REGIONAL DIRECTOR - EASTERN, REGIONAL DIRECTOR - CENTRAL and REGIONAL DIRECTOR - WESTERN.

And, that the REGIONAL DIRECTORS be chosen by biennial elections conducted in a manner suitable to the Groups comprising the region;

And, that the National Executive Council of the RCAF Association be comprised of the following officers:

- GRAND PRESIDENT - appointed annually by the National Executive Council at a legally constituted General Meeting of Council;
- NATIONAL PRESIDENT - elected annually at a Regular General Meeting;
- NATIONAL VICE PRESIDENT - elected annually at a Regular General Meeting;
- NATIONAL DIRECTORS - two in number, elected annually at a Regular General Meeting

REGIONAL DIRECTORS - three in number, elected biennially by the Groups comprising each Region;

IMMEDIATE PAST PRESIDENT

And, that the ADVISORY COMMITTEE of the R.C.A.F. Association be comprised of:

GRAND PRESIDENT (Chairman)

All PAST NATIONAL PRESIDENTS; and

Up to three public figures of national stature who, in the judgement of the National Executive Council merit inclusion on the Committee, to be appointed by the National Executive Council biennially at a General Meeting of the Council;

And, that the National Executive Council shall form the following Standing Committees:

- (1) Administrative Sub-Committee - Composed of the President (Chairman) and any three directors;
- (2) Resources and Projects Committee - Composed of the Vice-President (Chairman) and the three Regional Directors;
- (3) Aviation and Military Affairs Committee - Composed of President (Chairman) and any three Directors;
- (4) Nominating Committee - Composed of a Past President (Chairman) and the Regional Directors;

And, that the Chairman of the Resources and Projects Committee and the Aviation and Military Affairs Committee be empowered to add up to two ex-officio members who shall be Regular members in good standing of the RCAF Association; with the General Manager an ex-officio member of all standing committees.

And, that Regular General Meetings of the Association be held annually, for the purpose of electing the following officers:

1. National President
2. National Vice-President
3. Two National Directors

And, for the transaction of such business as may be legally placed before the meeting;

And, that Regular General elections of Regional Directors be held with the first election to be held in 1971 for a one-year term, the first biennial election to be held in 1972 for a two-year term, and every two years thereafter.

And, that Regular General Meetings of Groups shall be held annually for the purpose of electing Group Executives and transacting such other business as may legally be placed

before these meetings;

And , the Group Presidents shall have accredited delegate status at Annual General Meetings of the Association;

And, that Ontario Group Regional Vice-Presidents, as presently constituted, be recognized on the same basis as present Group Presidents as described in the preceding paragraph with regard to accredited delegate status at Annual General Meetings of the Association;

And, that the National Executive Council be authorized to take such actions as may be required and necessary to amend the By-Laws and Rules and Regulations of the RCAF Association to reflect the changes embodied in this Resolution.

CARRIED

Unquote.

#### 7.0 THE THREE YEAR MEMBERSHIP CAMPAIGN

7.1 This was our first official or national membership campaign. The period and duration targetted were 1 Aug 68 to 31 Jul 71 and the results as achieved were presented by the Chairman of the Campaign, Mr. E.L Sayle, at the 1971 A.G.M. The following are extracts from the report as recorded in the Minutes of the A.G.M.:

WING MEMBERSHIP - Paid Up	Paid Up Jul 68	Paid Up Jul 69	Paid Up Jul 70	Paid Up Jul 71
British Columbia	365	365	333	303
Alberta	1,082	1,124	1,135	1,172
Saskatchewan	312	265	266	244
Manitoba	158	124	109	93
Ontario	3,503	3,497	3,427	3,451
Quebec	526	527	564	598
Atlantic	1,460	1,449	1,477	1,445
Totals	7,406	7,351	7,311	7,308
Members-At-Large	2,885	2,547	2,049	1,855
Over-all Totals	10,291	9,898	9,360	9,163
Total suspended/delinquents		1,316	1,299	1,233
Total New/Reinstated		1,231	1,233	1,181

#### 7.1.1 SOME OBSERVATIONS RAISED RE 69-71 CAMPAIGN

Also, as recorded in the Minutes of the 1971 AGM, Mr. Sayle stated:

“ Our total Wing/Group membership strength had a decrease of 98 members during the campaign period. This indicates a tremendous effort by Wings to hold the RCAFA together. During this period many Wings excelled in their efforts to stabilize their operation. Members-at-Large, over which Wings can exercise no control, during the same period, had a slippage of 1,030 memberships. This slippage re-categorized the RCAFA from an organization of 10,000 strong to 9,000 strong. A very sad situation indeed. However, we can and we must re-coup this loss. There is a definite place in our Association for Members-at Large, because there is a tremendous variety of reasons why an individual in this vast Dominion of Canada may elect to maintain his/her ties with the RCAF Association as a Member-at-Large. If Wings can help in this area, and many do, your efforts will not be in vain.

Another significant factor with which we are all familiar, is our expert ability to recruit new members but for many reasons, some of which still remain obscure, we are unable to hold our recruits. This situation now appears to be on the mend and hopefully, in the not too distant future, Wing stabilization will be attained in all Wings thereby providing a permanent cure for this ill.

A final and another interesting observation is the fact that had the Wing membership achieved the campaign objective of 30% increase over the period, despite the decline in M-A-L memberships, there would have been an overall membership increase. The magic figure of 10% increase per year could therefore be accepted as a realistic target, providing of course we can achieve the unachievable 100% renewal. Yet some Wings have been able to do just that and better.

Topping the list in our area of commendations are Wings that actually attained and maintained that 30% increase during the campaign. These Wings are;-

Atlantic Group	- Wings 110, 201, 251, 255 & 256
Quebec Group	- Wing 313
Ontario Group	- Wings 404, 418 & 424
Saskatchewan Group	- Wings 601 and 603
Alberta Group	- Wing 705

Note of interest - Many of these Wings increased their membership in excess of 50%, with a small Wing, 418 (Belleville), attaining a staggering 150% increase.”

FOOTNOTE: And so the story went, which leads one to believe that there is merit to promoting membership campaigns. However, reasonable goals should be set and to stimulate interest, awards should be given.

## 8.0 THE FOLLOW-UP TO THE FIRST MAJOR CHANGE

8.1 Needless to say, the follow-up to the first major change as outlined in para 6.3

above had to be the rewrite of the Constitution Bylaws. This was done by the National Executive Council and presented for approval at the 1972 Annual General Meeting which was held in Ottawa. The rewrite incorporated all the changes that would have been made over the years, however, in addition to dividing the Constitution Bylaws and the Rules and Regulations into two separate booklets, most importantly, was the concurrence to broaden the membership base by expanding the terms of eligibility as follows; quote:

- I) any person who is serving in the Regular or Reserve air element of the Canadian Forces, any other of Her Majesty's Air Forces including the air arms of Her Majesty's Navies or Armies or has been honourably released from any of them, or
- ii) any person who has served in RAF Ferry Command and has been honourably released from that employment, or
- iii) any person who is serving in the air service of the Royal Canadian Mounted Police or has been honourably released from that employment, or
- iv) any person who is serving in the United States Air Force, the United States Military Transport Service, or the air element of the United States Navy, Army or Marines, or has been honourably released from any of them, or
- v) any person who is serving as an Air Cadet officer or a civilian Air Cadet instructor or has been honourably released from such employment, or
- vi) any person who, having reached the age of the majority for his area of residence, is an ex-air cadet who has served for two years and was in good standing at the time of departure from his cadet unit, or
- vii) any person who is currently employed for a period in excess of two years by the Department of National Defence in support of military aviation activity or has honourably terminated such employment, or
- viii) any person who has qualified as a civilian pilot, navigator or air engineer and employed in that capacity or has honourably terminated such employment, or
- ix) any person, other than a pilot, navigator or air engineer, who is directly involved with the flying or maintenance of civilian aircraft or has honourably terminated such employment, or
- x) any person who is currently employed for a period in excess of two years by a civil aviation branch of a Federal or Provincial ministry or has honourably terminated such employment.

#### 8.1.2.

#### ELIGIBILITY FOR ASSOCIATE MEMBERSHIP

##### Associate Membership-at-Large

- a) Associate membership-at-large shall be open at the National level to any citizen of good character, not eligible for Regular membership who subscribes to the aims and objects of the Association, upon payment of the membership fees as for Regular membership. Associate individual members-at-large shall be affiliated with and administered by National Headquarters.

Wing Associate Membership

- b) Wings may, provided their Wing constitution and by-laws so state, have as part of their membership members classified as Wing Associate Members up to the number allowed by local law. This membership shall be open to citizens of good character, not eligible for Regular membership, who subscribe to the aims and objects of the Association and their eligibility and the nature of their participation shall be from time to time determined by a Wing General Meeting.
- c) Wing Associate members shall not have National membership status and shall be administered by the Wing concerned.

8.1.3.

COMPANY MEMBERSHIP

Air Industry Associate

- a) Any commercial company engaged actively in aviation or the support of aviation such as aircraft manufacture and supply; aircraft parts or components; scheduled airlines; non-schedule operators; charter operators; aircraft service, sales and maintenance; etc., may become an Air Industry Associate member upon payment of the dues from time to time established by an Association Meeting.
- b) Company membership shall not confer any Association rights or privileges on any individual of the company other than those which may be specifically outlined by a Wing with which the company affiliates; however, Wings shall be strongly encouraged to develop as many benefits as possible for both the companies concerned and individuals in them.

8.1.3.1

INITIAL COMPANY MEMBERSHIP FEES

- (a) The following which include an enrolment fee of \$1.00 shall be the initial annual fee for company membership:

NUMBER OF EMPLOYEES	FEES
25 or less	50.00
26 to 50	75.00

51 to 100	100.00
101 to 250	250.00
Over 250 employees	500.00

FOOTNOTE: Although Company Membership was approved by the membership, the records indicate that as the result of poor response, it was soon discontinued.

9.1. GORDON R. MCGREGOR MEMORIAL TROPHY

9.1.1. The proposal to establish the Gordon R. McGregor Memorial trophy was presented at the 1972 Annual General Meeting. Excerpts from the Minutes of that meeting read as follows:-

BACKGROUND

1. The National Executive Council of the RCAF Association agreed on September 28th, 1971, to explore ways and means whereby the RCAF Association could perpetuate the memory of its late Past Grand President, Mr. Gordon R. McGregor.

2. It was subsequently decided that the Resources and Projects Committee would develop a proposal for the approval of Council and presentation at the 1972 AGM. The following paragraphs contain the proposed terms of reference for such a proposal.

NAME

3. The name of the trophy shall be the "RCAF Association Gordon R. McGregor Memorial Trophy"

PURPOSE

4. "To recognize outstanding and meritorious achievement by Canadians in the field of air transportation".

ELIGIBILITY

5. Any Canadian of good character engaged in the field of air transportation who has been recommended is eligible for the award.

FREQUENCY OF PRESENTATION

6. The trophy may be presented annually, but if , in the opinion of the Screening and Selection Committee, no suitable candidates are recommended in any year, the Committee shall be entitled to withhold presentation and to consider recommendations in the next succeeding year, after advising the President of the RCAF Association of their decision.

## 9.1. THE FIRST PRESENTATION

9.1.1 The initial award of the RCAF Association Gordon R. McGregor Memorial Trophy was made during the Annual Dinner at the 1973 AGM. The presentation was made to Major D.M. Campbell, AFC, CD, of 413 Transport and Rescue Squadron, Canadian Forces, Canadian Forces Base Summerside, by Mrs. G.R. McGregor, widow of the late Gordon R. McGregor.

9.1.2 The citation accompanying the award highlighted the fact that in recent years Maj. Campbell had instituted a safety program developed on the theme of Defensive Flying. The program had been presented to an estimated 9,500 people during its first year and has been praised by the Aviation Industry and the Ministry of Transport as a most valuable and timely approach to flight safety, especially to non-military trained personnel who have not had the opportunity for formal flight safety lectures or survival training.

## 10.1 THE FIRST AIRMAN GUEST OF HONOUR

10.1.1. It happened in Ottawa at the 1972 AGM, when our National President. Mr. Fred Way, introduced our Convention Guest of Honour, in the person of M/Corporal Peter Engbrecht. Although the Minutes of the AGM reflected very limited information about this gentleman, CFB Uplands periodical, The Falcon, carried an excellent report which made very interesting reading of the day. Some excerpts from the Falcon's report dated October 13, 1972 are as follows, quote:

In looking around for a guest of honour for their annual convention just concluded here, the Royal Canadian Air Force Association this year came up with a real ace- and they gave him a send-off to remember.

Selected for the honour was Master Corporal Peter Engbrecht, 49, of Whitewater, Man., who retires in December of this year at CFS Beausejour after 28 1/2 years of service.

A master corporal with all that time? A real ace? You'd better believe it - in more ways than one.

First off he's an air combat ace, the only known non-pilot ace of the Second World War. He won that distinction after remustering from a general duties airman to an air gunner in 1943. On his first operational mission Sgt. Engbrecht scored a double success against German night-fighters and followed up with a repeat performance about one month later. For his efforts Flight Sargent Engbrecht was awarded the Conspicuous Gallantry Medal by King George VI in August 1944. The citation read in part: " His exceptional coolness and confidence under fire was a source of inspiration to other crew members."

Officially, Engbrecht is credited with 5 1/2 kills, but he says he really chalked up nine.

Throughout the three days of hectic convention activity in Ottawa, Master



Corporal Pete Engbrecht showed he'd lost none of his cool confidence. With easy poise he faced an opening barrage of questions from the press, the floodlights of TV crews and countless flash bulbs.

Next morning after a brisk two-hour walk, he faced more press at 8.30, attended the RCAFA wreath-laying ceremonies at the National Cenotaph after which he was whisked away by car to a dais in front of the Parliament Buildings. There, the first ever to be so honored Mcpl. Engbrecht took the salute as the RCAFA's 200 delegates from 75 communities across Canada paraded their colors in review.

In equally great style he attended all the functions and luncheons, filling the gust of honor role with easy dignity. His crowning moment came during the banquet, Friday Sept. 29, when the patron of the RCAFA, His Excellency Roland Michener said in his address: "Master Corporal Engbrecht, the Royal Canadian Air Force Association saluted you yesterday on Parliament Hill, Your Governor-General salutes you now."

"Not bad for a Manitoba blacksmith," chuckled Pete later that evening as he recalled his rise in rank to pilot officer in wartime and to flying officer during a postwar short-service commission. Then, as he remarked, "times changed". When his five-year contract was up he was let go because he lacked sufficient formal education to be a career RCAF officer. But he bounced right back and signed on again as an airman with the rank of leading aircraftman and began the long, slow climb back up to his present rank.

"Some of the young lads wonder about their future when they hear about my past," he told someone who asked if he didn't bear any grudges against the service after all these years. "But I tell them that, if they are as good to the service as the service has been to me, then they'll go a long way and enjoy every minute of it."

Those aren't the words of a 'has-been'! They're from a man who is still very much an ace. Unquote.

FOOTNOTE - This editorial was written by Major Dave Fry, who at that time was Editor of the Canadian Forces journal, The Sentinel.

11.0 AND THE CHANGES CONTINUE.....

11.1 THE "GRAND PRESIDENT'S TROPHY" TO THE "AIR MARSHAL  
W.A. CURTIS TROPHY"

11.1.1. The Minutes of the 1969 AGM reads, Quote:

Air Marshal W.A. Curtis delivered his address to the delegates. At the conclusion of his address, the National President informed the meeting that last year, the National Executive Council made a decision which he felt would be heartily approved. He then said, "In place of the Grand President's Trophy, we have created the Air Marshal W.A. Curtis Trophy in appreciation for the outstanding services performed by the Air Marshal on behalf of the Association." He then announced that 428 (Peterborough) Wing was the first winner of this, the top award of the Association. He called upon Mr. S. McLaren, President of 428 Wing to accept the trophy and scroll from the Grand President. Unquote.

## 11.2 THE TITLE "GRAND PRESIDENT" TO "HONORARY NATIONAL PRESIDENT"

11.2.1 It was at the 1970 AGM, that the then Grand President, Mr. Gordon R. McGregor, stated that it was his feeling that the title Grand President should be changed to a more appropriate title, such as Honorary President or Honorary Chairman. However, it was not until at the 1975 AGM that our National President introduced the new title, the Honorary National President. Regrettably, Mr. J.C. Gilmer, the then Honorary National President, was required to be in Europe on pressing aviation association business and was unable to be in attendance at this convention.

FOOTNOTE: Mr. Jack Gilmer at that time was President of CP Air and a member of the Executive Committee of the International Air Transport Association.

## 11.3 RE-NUMBERING OF ANNUAL GENERAL MEETINGS

11.3.1. This is a Quote from the Minutes of the 1975 AGM :

The Chairman introduced a problem in the numbering of Annual General Meetings which had developed because there had not been meetings in two years in the past. It was suggested that the meeting numbers should be changed to reflect the number of years of existence, for instance the Association was being congratulated on achieving 25 years of existence because we are holding our 25th meeting, whereas the 25th anniversary occurred in 1973. Unquote.....As the result of a motion which was orchestrated and approved, the meeting agreed that the 1976 Annual General Meeting will be the 28th Annual General Meeting.

## 11.4 A PROPOSED NAME CHANGE - R.C.A.F. ASSOCIATION TO AVIATION CANADA

11.4.1. The wind of change appears to have increased to hurricane velocity. Ever since the "Unification of the Armed Forces", a certain amount of uneasiness or restlessness has shadowed the activities of the Association. This condition became very obvious in the various reports given by members of the National Executive Council and Group Executive Councils at the AGMs. This restlessness eventually revealed itself in the form of a creeping pessimism within the organization which triggered the desire for a name-change by 1975.

11.4.1.1 A proposal for the name-change was presented for discussion at the 1976 AGM. Basically, this proposal reflected a change to a two-tiered organization with the RCAF Association functioning in a subordinate role to the umbrella organization, Aviation Canada. The proposal in the format as presented was rejected by the membership and referred back to the NEC for further study.

FOOTNOTE - There was no further recommendation for a name-change prior to that accepted at the 1993 AGM, which approved the name-change to the Air Force Association of Canada, effective 1 July, 1994.

12.0

AN EXPRESSION OF CONCERN, RE THE CANADIAN ARMED  
FORCES

12.1 The air of uneasiness and restlessness which shadowed the activities of the Association seems to have weaselled its way within the confines of the Forces. Hence the following letter from our National President to The Honourable James Richardson, Minister of National Defence, dated 16 August, 1974. Quote:

Dear Mr. Richardson:

A major objective of the Royal Canadian Air Force Association is to:

“Promote and encourage an adequate and effective aviation component to meet the needs of National Defence”.

In the pursuit of this objective, the Association has over the past twenty-five years entered all possible influence and support to strengthen the military capability of Canada within the context of legislative decisions by our Government.

Due to our non-aligned political status, we have always felt free to make representations to legislators of all persuasions and at all levels. Nonetheless, in recognition of the principle that constructive advice and expression of opinion on matters of national concern should be made directly to the Government of the day, we have refrained from taking any public position without first meeting with the Minister and officials concerned. It is in this spirit that I wish to record some concerns and recommendations we have concerning the state of our Defence forces today - and more particularly of the men and women who wear Canadian uniforms around the world.

We have noted with concern a marked lack of “esprit de corps” and seemingly sagging sense of commitment among various levels of the military today. With equal distress and concern we have seen that increasing numbers of highly qualified personnel are seeking and finding employment outside the Canadian Armed Forces, and that the pace at which these personnel are being replaced is such that, in our opinion, the operational capability of the Canadian Armed Forces is being dangerously affected.

Our observations indicate that there are two major factors contributing to the situation. One is the general “peacetime” shift away from the popularity of military occupations, compounded by a compensation package which, although certainly attractive to some, is generally not attractive enough to lure top calibre people into the Armed Forces.

The other major factor seems to be those who are already in the Forces, (and representative of a very substantial investment of funds and other resources) are suffering from an “identity crisis”. For example, airmen technicians of many years experience, and with no commitment or desire than to do their specialists job exceedingly well, are finding themselves involved with foot-soldier training and totally unrelated secondary duties that seriously detract from their primary role. Similar stresses are evident in many trades, as a result of a policy that makes it necessary for people to “cross-train” to tasks which hold no appeal for them, and to serve at locations which the people concerned feel are unacceptable within the context of the assignments that they undertook as part of their career, {e.g. sailors serving in army camps, airmen sailing on ships}. The result of this kind of involuntary and unwanted pressure on people in the specialist trades particularly, is that they seek jobs outside the Service and attempt to find the stability and identity they feel they have lost.

Our observation has been that this situation is particularly acute in the “Air Force” types of trades, where for many important reasons, total commitment to Squadron or flying support units is essential to efficiency, safety and esprit de corps. A similar situation seems to exist in certain other specialists trades as well.

Another factor that we feel contributes to unrest and concern among Service people is the sensitive and difficult issue of linguistic/ethnic conflict that has been created by efforts to bilingualize the Armed Forces. We have received substantial indications that in the interest of moving bilingual people into more senior levels of the Commissioned and Non-Commissioned ranks, others who are fully qualified for promotion but are not bilingual have been by-passed. This seems to be particularly prevalent in the Non-Commissioned ranks.

The impact on this policy on morale and operational effectiveness of the Armed Forces has been negative, and in our view unnecessary.

Our Association offers the following suggestion:

- (1) The compensation package, and its method of application should be reviewed with the objective of establishing pay levels and other compensations that will be competitive in the job market; especially in highly specialized trades that are marketable in civilian life. This approach may seem costly in the short run, but if the Armed Forces continue to be what amounts to a training ground for the civilian sector, they will suffer operationally, and the long run costs will be much greater.

The concept of “unification” at the operational level requires review and re-alignment. It is our view that there should be a clear identification of “Air”, “Land” and “Sea” forces in a manner that will enable staffs working in those forces to identify with them and make a commitment of service. We have no quarrel with the integration of certain “service” elements such as medical, stores, food services, administration, etc. However, since the beginnings of military time, the one vital ingredient of the mosaic that makes

up “esprit de corps” and dedication to cause, has been the ability of those involved to identify with their group (or squadron, or ship) in a manner that permits a military man to say with pride “I am a sailor - or airman - or soldier”. It seems abundantly clear to us that today, Canadian servicemen are lacking that kind of identity.

In making the foregoing statement we do not suggest that there should necessarily be a re=creation of the Royal Canadian Air Force, the Royal Canadian Navy, or the Canadian Army. We do suggest, however, that there should be identifiable “Air Force”, “Navy” and “Army” elements created within the overall framework of the Canadian Armed Forces. In our view this will help recapture at least in part the spirit of commitment and identity that those who serve need to help them in maintaining the excellent military effectiveness that Canada had, and now seems to be slowly losing.

Promotion by professional competence and seniority is, in our view the only rational policy for career advancement. We recognize the motivation behind urging and encouraging bilingualism in Canada today. We do not, however, agree that the techniques currently being used to achieve this objective are acceptable because they undermine operational effectiveness - which in Military matters we feel has to be the final test of all decisions. We urge that there be a reassessment of the current bilingualizing system with the objective of redressing the inequities and imbalances that seem to be occurring.

In summary, the Royal Canadian Air Force Association is concerned at the rapid decline in the morale and the effectiveness of the Canadian Armed Forces. We feel that the people needs of the Forces require very considerable attention and positive action so that the men and women of the forces can feel an ongoing sense of commitment and identification not only to their professional and technical tasks, but to a service that fulfills their need to belong. They need to be proud to belong to a team united in purpose, dedicated to a cause and identifiable by its role.

In closing, I wish to assure you that our Association will support all positive steps that result in an improved military capability for Canada. We welcome the moves being made to obtain better equipment for the Canadian Armed Forces; and we are delighted to hear that an increase in the size and operational effectiveness of the Air Reserve is contemplated. If there is any direct support we can give, please feel free to contact us. We will do what we can.

Yours sincerely

Walter A. Gryba  
President

FOOTNOTE: This letter in its entirety is recorded here as it very fairly captures the conditions

of deep concern that prevailed not only throughout the membership of the Association, but also within the Canadian Forces as well. However, it was on that memorable date, September 2nd., 1975, that we heralded the formation of Air Command, with its Headquarters in Winnipeg, Manitoba, under the Command of its First Commander, Lieutenant General W.K. "Bill" Carr.

### 13.0 RCAF FIFTIETH ANNIVERSARY CELEBRATIONS

13.1 At the 1974 Annual General Meeting, which was held in Windsor, Ontario, the National President recognized the Founding Day of the Royal Canadian Air Force as April 1st., 1924. Hence the RCAF 50th Anniversary Dinner and Ball was held at this Convention at the Caboto Club, Windsor, ON. Special Guests included, Airmen Guests of Honour, W/C Bert Messiah, CWO Gerry Flemming and F/S Fred Threfall. Other Special Guests included Mr. Gerald Hasler, representing the President of the Air Force Association, USA; Mr. Jack Gray, retired Association General Manager; Captain Charles H. Simpson, Principal Vice-President International Federation of Pilots Associations; Mr. Jack Carrothers, Secretary/Manager RCAF Benevolent Fund; Mr. Don Steele, Director of Field Operations, AFA/USA; and Mr. John B. Wright, President Canadian Air Line Pilots Association. Guest Speaker for the occasion was, Air Chief Marshal F.R. Miller, CBE, CD.

13.1.1. One of the highlights of the dinner was the cutting of the RCAF 50th Anniversary cake which had been prepared and presented by Miss Lil Bryant, 403 (City of Sarnia) Wing.

### 13.2 RCAF 50TH ANNIVERSARY RECORD

13.2.1 Numerous celebrations of the RCAF 50th were held across Canada and at the Ottawa celebration which was held at Canadian Forces Base Uplands. Guest Speaker for the occasion was Lieutenant General Chester Hull, CMM, DFC, CD, Vice Chief of the Defence Staff. That occasion inspired this recording. The Bands recorded in the album were:-

- (a) Air Transport Command Band under the direction of Captain Kenneth Moore, CD
- (b) The Pipes & Drums of CFB Ottawa, under the direction of Pipe Major A. Cairns, CD

The Music recorded included:

Side One	Side Two
The RCAF March Past	Eagle Squadron
Songs to Remember	Waltz Medley (Pipes & Drums)
Golden Hawks March	NORAD Medley (Pipes & Drums)
Airman's Prayer and High Flight	Dambusters
Bless ,Em All Medley	Finale Medley (ATC Band with Pipes and Drums)

FOOTNOTE: In this recording, singing "The Airman's Prayer" was Sammy Sayle, then National Vice President, RCAF Association; and reading "High Flight" was Mr. Ted Snider, ex-RCAF and at that time an Announcer at Radio Station, CJBQ, Trenton, Ont. The actual recording was done

at the Grand Theatre, Kingston, Ont., early June, 1974 and production was by World Records, Oshawa, Ont.

### 13.3 THE ROYAL CANADIAN AIR FORCE ASSOCIATION TRUST FUND

13.3.1. The Royal Canadian Air Force Trust was established on the 28th day of September 1975 in an agreement made between the Royal Canadian Air Force Association and the original Trustees in the persons of W.A. Gryba, E.L. Sayle and W.J. Hunt representing the members of the National Executive Council. This was achieved under authority of Association By-Law 7(g)(iii) after endorsement , as a Silver Anniversary project, by the 1973 Annual General Meeting.

FOOTNOTE: The Trust continues to function as a registered charitable organization with its mode of operation outlined in the current Booklet 109 as published by the Air Force Association.

### 14.0. MR. RON BUTCHER, GENERAL MANAGER, STEPS DOWN

14.1 Ron Butcher was hired as General Manager of the RCAF Association in September 1971 and in his term as General Manager, was instrumental, with the approval of the National Executive Council, in introducing a series of significant changes within the organization, which even to this date of writing, have contributed to the stabilization of functioning between the NEC, Groups and Wings. In his retiring address given at the 1976 AGM, Ron said, "When I became General Manager the first tasking given to me by the National Executive Council was to attempt to build an image for the Association and the policy of the National Executive Council was to increase the membership substantially if at all possible".

14.1.1. It is indeed safe to record that Ron did build an image for the Association in the legacy of the many Booklets which were written for the Association during his term of office and which to this day, provides excellent guidance to the members of NEC, Groups and Wings.

14.1.2. In his address to the delegates and members at the 1976 AGM, our National President, Mr. Wally Gryba, said, quote:

At this time I pay tribute to our General Manager, Ron Butcher and his staff. Ladies and gentlemen these people - your employees - have performed magnificently. Although I know that Ron would like me to keep silent on some of this - I exercise my prerogative to tell you that he personally - under some very trying physical circumstances - and under the severest of financial limitations is the principal reason why we are able to meet today. On your behalf I want to formally pay tribute to his managerial skill, his perseverance and understanding , his diplomatic talents, and his great contribution to our Association. As you know, Ron is retiring later on this year - and while we hopefully will be working out some

form of continuing involvement for him in the Association, the loss of Ron as our General Manager and principal operational leader will be most difficult to overcome. His successor will have a very high standard to meet indeed. Unquote.

15.0 MR. DOUG HARVEY, DFC, CD, BA - OUR NEW GENERAL MANAGER

15.1. Doug Harvey replaced Ron Butcher as General Manager, effective October 1976. It was at the 29th Annual General Meeting, held in Charlottetown, P.E.I. that Doug made his official debut as our General Manager, and the following are excerpts from his address to the delegates in attendance; quote:

The main drive on Membership must come from the National Office where things are centralized and continuity is present. We need attractive recruiting literature, posters, membership rally's speakers and other components that are the central core of membership campaigns.

We did however, get two additional things rolling at Headquarters which auger well for the future. Our new magazine Airforce and our launching of Aviation Dinners for Ottawa area members-at-large.

Both of these activities impose great stress on the NHQ's staff. The magazine is produced on my desk. Let me give you a thumb nail sketch of what that means under several categories.

First circulation. We wanted and now have the largest circulation aviation in Canada. Nearly double Canadian Aviation magazine, Canada's so called national aviation magazine. Incidentally they are quite worried about our progress and rightly so. But it has been tough building this circulation. We printed 20,000 thousand copies for issue number two and 30,000 for issue number three.

We have started a subscription sales program through Air Cadet squadrons and many Canex military newsstand have agreed to carry Airforce for sale on bases. Much more remains to be done however.

Advertising has been and continues to make for sleepless nights. It's the engine that drives the magazine and it has been tough to sell. Again, right off the top of my desk. But I can't really complain at the way it has gone. No new magazine starts out with enough advertising and front money is needed to sustain the issues in the first year until the magazine is known and the advertiser is sure it won't fold. Hopefully we will be successful.

Editorial copy hasn't been a problem. We usually throw away as much available News as we print. We are beginning to attract some good writers and have a



dozen first rate feature stories on hand. But again it passes over my desk and disrupts and interrupts other Association business.

Distribution is something you wouldn't believe. You should be there when 30,000 copies arrive in my office. We stamp and mail each one right in the office. Which is so old fashioned a method it's enough to make you cry. But again there is no alternative at the moment. In other words, no money to have it computer stamped and mailed direct. Hopefully that will come.

While I'm on the subject of Airforce, I should mention that I have proposed to the President, the removal of the magazine from the General Manager's responsibility. If we took the approach of the Legion Magazine we would set up a shadow organization that would give us second class mailing privileges and a yearly saving of some 16-20 thousand dollars.

As the magazine grows it should hit 50,000 in 18 months, the business side of managing it will be a full time, three man job

Is all this work on Airforce worth the effort, time and money? It's a question we should look at closely. I am prejudiced, of course, but I believe it's your best image builder, your best PR program, your best recruiting tool. Etc, etc, etc.

I can't conclude my remarks without extolling the great work Ron Butcher, our former General Manager, performed for the Association. There is no way you can appreciate the work and foundations he has given you. You would have to be in my position to know. I can assure you that you never had better value for your dollar. Above that, he continues to help out and is as dedicated as ever. I would like to thank him publicly for the great help he has been to me. Unquote.

## 16.0 AIRFORCE - VOLUME 1 NUMBER 1 - PUBLISHED JANUARY, 1977

16.1. As Doug Harvey said in his address at the 1977 AGM, he did manage to get two additional things rolling at Headquarters, and one was the magazine, Airforce. This achievement will always remain the "wonder of the day", because with the tremendous limitations that he had both in funds and in staffing, the publishing of Airforce at that time was indeed a miraculous achievement. And the Association has been forever grateful to Doug for his vision and perseverance in this regard.

16.1.1. The Contents sheet reads as follows:  
Your New Magazine  
Airview of the F-15 Eagle - The Navigator vs. The Black Box  
Gen: RCAF Assn. Happenings

Last Posting  
Convention Wrap-up  
Association Resolutions  
Report on the Forces  
Polish Pilots in the Battle of Britain  
Air Cadets  
Plane Facts  
Battle of Britain Roundup  
Air Over the Hill  
Airmail

Advertising supporters were: Air Canada, Canadair, Canadian Forces, CP Air, Mines & Resources Canada, GW Associates, IPMS Canada, MacDonald Tobacco, MOM Printing, Molson Breweries, Ottawa Hobby House, RCAF Benevolent Fund, RCAF Pilots Club, RCAFA 201 Wing and William Scully Ltd.

#### 17.0 AIR FORCE PRODUCTIONS LTD - FOUNDED 4TH JAN. 1978

17.1 And again as Doug Harvey said in his famous address at the 1977 AGM, consideration should be given to the setting up of a "shadow organization" that would provide second class mailing privileges and a yearly saving of some 16-20 thousand dollars. So he said and it was done in the birth of Air Force Productions Ltd., which was incorporated under the Canada Business Corporation Act January 4, 1978.

17.2 Air Force Productions Ltd. which was set up as a subsidiary to the Royal Canadian Air Force Association automatically became the commercial arm to the operation of the Association and still remains in that posture with the responsibility of producing and publishing the magazine and handling the purchasing and sales of all regalia items.

17.2.1 Signing the original Charter of the Corporation as Shareholders, on behalf of the Royal Canadian Air Force Association, were Mr. Warren Hunt, National President, Mr. Doug Harvey, General Manager and Mr. Ron Butcher, Retired General Manager.

#### 18.0 MR. DOUG HARVEY, GENERAL MANAGER, RESIGNS

18.1 It was in his address to the delegates in attendance at the 1978 AGM, that Mr. Warren Hunt, National President made the following statement; quote:

We have suffered through an unfortunate change of General Managers which has caused some disruption in our normally excellent National Office administration. We have also been hit by having had numerous changes in the Steno-typist-bookkeeper staff positions which, for the most part were unavoidable, but perhaps we are faced with having to upgrade salaries in order

to hold on to competent staff.

Since the resignation of Doug Harvey, September 1978, we have been, I feel, extremely fortunate in obtaining the services of Mr. Len Lapeer, who has just retired from the Canadian Forces and I am sure needs no introduction to most of us. Len brings to the position an excellent record of administration ability

18.1.1 It was Len Lapeer, in his position as General Manager at this, the 1978 AGM, who elaborated on Warren Hunt's information by reporting to the meeting that Doug Harvey had actually resigned effective Sept. 1, 1978, "and is under contract as Editor of "Airforce" and Executive Director of Air Force Productions Ltd." . .

FOOTNOTE: The First Annual Meeting of Shareholders of Air Force Productions Ltd. was held at Colorado Springs, Colorado, U.S.A., on January 26, 1980. The Shareholders in attendance were, Col. A.J. Bauer, CD, Mr. W.J. Hunt, CD and Mr. L. Lapeer, MMM, CD. At that meeting the following were named to act as Directors until their successors have been elected:- Bgen. B.A. Howard, Mgen. Wm. Garton, Col. A.J. Bauer, Mr. E.L. Sayle and Mr. W.J. Hunt.

19.0 SOME REFLECTIONS 1969-78

19.1 AIR MARSHAL W.A. CURTIS, GRAND PRESIDENT, SPEAKS

19.1.1 Air Marshal Curtis was Chief of the Air Staff at the time of the formation of the RCAF Association and in his capacity then, played a very important role in orchestrating its formation. The following are extracts from his address to the delegates at the 1969 AGM: quote:

At our Annual Meetings we have an opportunity to review our achievements of past years, and I would say that in all but one field we have done a wonderful job. Our Air Cadet effort is possibly the most rewarding of our enterprises. Many other tasks we undertake are good and help our public image locally. The one place in which we fall down in most Wings is membership, and that is the most important job we have.

I am sure that all delegates to this conference return to their homes full of enthusiasm for the Association, but I am equally convinced that the great majority of you delegates put the requirements of the Association in a slot in the back of your mind and, outside of making a report to your Wing regarding the conference, you do very little or nothing about new members. I would like to see each Wing make a concentrated effort to interest groups of from five to ten ex-aircrew to join in a body. This is a source of new members that has not been tapped. It will take some organizing, however, I believe it could be successful.

Most ex-Servicemen have been away from flying for so long that they would welcome monthly get-togethers, particularly if they had an opportunity to listen to interesting talks on modern trends in aircraft, tactics, etc. In any event, it is the only really new approach I can think of. .

As you know, I am not standing for re-election this year to the office of National Grand President. It is necessary that I reduce some commitments and I feel that now is a good time for other and younger men to carry on. Twenty years ago it was my privilege to have taken steps, while Chief of the Air Staff, which results in the formation of the R.C.A.F. Association, and I have been greatly honoured many times since that you chosen me to serve in the highest offices of the RCAF Association for many years. We have accomplished much together. There is still much to be done, of course, for we must never relax our vigilance and continuing interest in all things to do with aviation, yes, and now with the aerospace element. For there lies the future. We can help to guide and shape the future for Canada as an informed and interested body. To suggest and certainly criticize when necessary the government on our country's air activities and policies. If for no other reason, this important role justifies that extra effort in membership which I mentioned earlier.

We should never forget that the Air Force was a fighting service. This country of ours is worth fighting for, in peace as in war. Then let us not sit idly by while there is still a job to be done. Unquote.

## 19.2 A REFLECTIVE REVIEW OF THE CANADIAN ARMED FORCES

19.2.1. During this decade, both the Canadian Armed Forces and the RCAF Association were subject to many and in some cases, drastic changes. However, a top agenda item at each National Convention is always and continues to be, a briefing to the delegates by senior personnel of the Canadian Armed Forces. In this respect, it might be appropriate at this time to copy for posterity, a letter addressed to the Prime Minister of Canada, entitled, Statement by the R.C.A.F. Association on Canadian Defence Policy, and recorded as Appendix "I" to the Minutes of the 1969 Annual General Meeting. Quote:

The Right Honourable Pierre E. Trudeau, PC, QC  
Prime Minister of Canada

Dear Mr. Prime Minister:

Statement by the R.C.A.F. Association on Canadian Defence Policy

At our 19th Annual General Meeting held in Victoria, B.C. 1st to 4th October 1969,

the National Executive Council of our Association studied the statement of the Minister of National Defence given on the 19th September, 1969. Taking into consideration that we had a number of Resolutions concerning NATO, NORAD and Cadets to be considered by the delegates, and realizing that because the resolutions had been prepared before the Minister of National Defence's statement, they would not be appropriate for consideration, the National Executive Council prepared a statement for consideration by the 300 members attending the meeting.

On October 2nd the delegates met and debated the statement and agreed the following expression of their views be despatched to you:

- (1) We realise that economy measures dictate a National Defence budget of 1.815 billion dollars per annum over the next three years, however, we feel that a better understanding of the government policy on defence would be achieved if a government foreign policy statement was available;
- (2) We believe the established principle that a defence force is created to back-up or support a stated foreign policy is still valid. It appears to us that the restructure of the Canadian Armed Forces is based only on an arbitrary budget set by government, the budget having no basis on an actual military requirement, and this is a matter of grave concern to us;
3. NATO  
We earnestly feel that the co-located land and air elements with a total strength of 5000 personnel armed with the equipment outlined by the Minister of National Defence on the 19th September does not meet "in a responsible manner our security obligations under the North Atlantic Treaty". Further we consider that such a force is not a sincere demonstration that Canada "will continue to play an active and constructive role in support of the values we share with our allies." We believe, for many reasons, that it would be far more meaningful to maintain the Air Division at its present strength in Europe.
4. MARITIME COMMAND  
We agreed that any statement regarding aircraft to be employed in Maritime Command would be despatched to you after we attended the briefing by the Chief of Staff - Operations, Maritime Command Pacific.
5. MOBILE COMMAND  
We know that Mobile Command is mainly a land element force with an air element equipped with the CF5 multi-purpose tactical aircraft, STOL aircraft and helicopters. We are pleased to know that a contract has been signed for 50 Bell Utility Tactical Transport Helicopters (UTH) to be used primarily in Mobile Command. However, we are not fully informed on the tasks set for the air element of Mobile Command or how the Command's long-range mobility is to be achieved.
6. AIR DEFENCE COMMAND  
We are pleased to know that the plan is for Canadian air defence forces to remain much as they are at present in that no reduction is contemplated. We particularly wish to record that we shall wholeheartedly support any decision that clearly proves that Canadians are prepared, in all respects, to assume their fair share of the burden of the air defence of

North America. In this regard we trust that you are aware we are ready and prepared to help in any way to promote a full understanding of the needs for an adequate air defence in North America.

7. We note that Air Transport Command's Yukons will be reduced to a strength of four by 1973, and the details concerning the Cosmopolitans and the Hercules and the Dakotas. It is not reassuring to read that "The government is continuing studies for the requirements for a long-range jet transport to replace the Yukons" because it seems to us a replacement should have been decided upon before the decision to reduce the current long-range capability of Air Transport Command.

8. **RESERVES AND CADETS**

We are concerned, as we believe many others are, to know of the reduction in the reserve forces. Our principal concern in this regard is the air element, since no matter how an armed forces may be organized, it will meet with only limited success in any engagement if it is not supported by an efficient air strike capability.

We are happy to know that the strength of the cadets is to remain at the present level of 100,000 cadets. Many of our members are closely associated with and working with the Air Cadet League of Canada. We believe it is unquestionably in Canada's best interest to continue the excellent training afforded the young men of this country, to maintain the present organizations.

9. **CONCLUSION**

Since we were formed in 1948 our primary aim has been to encourage and foster an interest in aviation among Canadians, with particular emphasis towards air matters. We have done our best to keep informed about modern air fighting requirements and techniques. And we have made an effort to inform others of the role and capability of Canada's air force. Up until recently we felt that Canadian military air strength was at least adequate within the total military force. Now, following the statement of the Minister of National Defence's 19th September 1969, we understand there is to be a drastic reduction in Canada's ability to fight an air battle and to support land and sea forces with the essential air lift.

Nothing has been said, nothing has been published, no one person or group of persons has stated or proved that it is possible to achieve even a modicum of success in any type of war without first achieving air superiority. Modern wars and even local "engagements" continue to prove that it is necessary to attain control of the air battle before land and sea forces can engage in successful operations.

To the best of our knowledge there has been no recent statement by the Canadian Government that suggests a recognition of the fact that modern fighting force, no matter how it is organized, nor what the budget may be, must have an efficient air element above all else. We are concerned about this particular point and feel it is imperative that Canadians be assured that the Canadian Government fully understands the importance of air power.

It is a regrettable fact that if we wish to survive as a free and independent nation

in the world of today, we must be prepared to defend what we hold dear. We believe no Canadian who is proud to call himself Canadian, feels that we should get rid of our military force because it costs too much. It is admitted there are those who would close their eyes and ears to what is happening all around us in so many parts of the world, and who are so credulous as to suggest we abolish our armed forces and show the rest of the worlds the way to peace. Such dangerous thinking deserves no consideration.

We are confident that responsible Canadians understand they must accept the cost of manning and equipping a fighting force, They feel, we believe, as we do, that since it is right and proper Canada continue to have a fighting force, let us ensure that it be modern and efficient.

We are anxious to know, in more detail, government policy concerning the employment of our armed forces, especially with regard to the air element. The statement of the Minister of National Defence of 19th September makes no reference to decisions made for equipping the air element with modern aircraft past 1973, except for the Bell helicopter, and the continuing studies for the requirement for a long-range jet transport.

We submit that Canadians should know more about what our Armed Forces can in fact accomplish, and we believe that a more detailed account of the role and duties of the air element is a prerequisite to understanding government policy in regard to national defence. Accordingly, sir, we invite you or any official you may wish to name to present for the information of our members a briefing that will help us to understand exactly what is planned for the air element at the earliest possible date. We are deeply concerned about the vital matter of Canada's air fighting force.

Yours sincerely,

(Original signed by Alex M. Jardine)  
Alex M. Jardine  
National President  
R.C.A.F. Association

FOOTNOTE: A very concise reflection of the state of affairs at that time and the continuing concern of the membership with the happenings within the Armed Forces.

### 19.3 SOME RESOLUTIONS IN REVIEW

19.3.1. Just to mention a few resolutions which were concurred in during this decade:

1. To the Government of Canada:

1971-1. Resolved that the Government of Canada be requested to provide adequate

guarantees that the Canadian Armed Forces and the RCMP shall remain free of any alliances which would place them under control of any union organization.

2. Resolved, that if it is deemed necessary to provide collective bargaining procedures for the Canadian Armed Forces and the RCMP as a means of adjusting any existing injustices in respect to pay or working conditions within the forces, that a special standing committee composed of representatives from the various sectors and ranks of the Armed Forces and RCMP be established to review and recommend adjustments where deemed necessary.

3. Resolved, that the cost of maintaining the standing committee, if established, be paid out of public funds and no individual member of these forces be required to pay any assessment or membership dues to any union presently in existence or which may in the future be formed; or towards the maintenance of the standing committee.

2. To the RCAF Association

1.(1970) - Resolved, that fraternal delegates, on their arrival at National Conventions, be supplied with all reports and statement, including copies of Resolutions that are supplied to accredited delegates.

2.(1978) - Wing Accredited Delegate Entitlement at Group and Association Meetings: Resolved that a Wing be entitled to at least one Accredited Delegate as long as that Wing holds a Charter.

3. To the Department of National Defence:

1. (1971) Resolved, that this Association favours and recommends the amendment of Section 44 of the National Defence Act in such a manner as to make girls eligible as members of Air Cadet Squadrons under the same conditions of eligibility as applied to boys and entitled to the same benefits in the way of training, uniforms, medical benefits, etcetera.

4. To the Government of Canada

1.(1978) - Resolved, that the Royal Canadian Air Force Association wishes to go on record against any action by any government which would destroy the unity of Canada as it is presently constituted.

#### 19.4 A SAMPLING OF CONVENTION ATTENDEES - See Charts attached:

- (a) Chart No. 27 - NEC/Group Reps at the 1973 AGM (Page
- (b) Chart No. 28- Wing Accredited at the 1973 AGM (Page
- (c) Chart No. 29 - NEC/Group Reps at the 1978 AGM (Page
- (d) Chart No. 30- Wing Accredited at the 1978 AGM (Page