

CHAPTER 6

A Bird's Eye View 1989-1998

RECORD OF ASSOCIATION'S ANNUAL GENERAL MEETINGS 1989-1998

YEAR	LOCATION	DATE	HONORARY NATIONAL & NATIONAL PRESIDENTS
1989	Windsor, ON	3-7 Oct. G.F. Ockenden	MGen. W. Paisley & G.F. Ockenden
1990	Moncton, NB	9-12 Oct. G.F. Ockenden	LGen. D.M. McNaughton & G.F. Ockenden
1991	Colorado Spgs., USA	8-11 Oct. R.B. Button	LGen. D.M. McNaughton & R.B. Button
1992	Penticton, BC	5-10 Oct. R.B. Button	LGen. D.M. McNaughton & R.B. Button
1993	Winnipeg, MB	13-18 Sep. G.A. McMahon, Snr.	MGen. B.R. Campbell & G.A. McMahon, Snr.
1994	Kingston, ON	4-7 Oct. G.A. McMahon	MGen. B.R. Campbell & G.A. McMahon
1995	Edmonton, AB	3-7 Oct. P. De Smedt	LGen. R. Morton & P. De Smedt
1996	Ottawa, ON	9-13 Oct. P. De Smedt	LGen. R. Morton & P. De Smedt
1997	Ottawa, ON (NEC Meeting & Awards Banquet)	19-20 Sep.	LGen. R. Morton & S. Logan
1998	Halifax, NS	6-9 Oct. S. Logan	LGen. R. Morton & S. Logan

A BIRD'S EYE VIEW.....1989-1998

6.0 THE COUNTDOWN..... As promised, this will be the final decade of these recordings and in all probability, should be the easiest to record. However, this decade also represents a period of rapid changes, or more aptly, rapid transformation both within the Association and the Canadian Forces. Undoubtedly another phase in the growth process of the organization which hopefully, in the decades of the future, will be recorded as a period of significant growth and expansion in keeping with the wishes of its founding fathers as well as within the aims and objectives of the Air Force Association of Canada.

6.1 WINGS FORMED 1989-1998

6.1.1 The records will show that during this period a total of 6 Wings were formed and 16

Wings ceased to operate. It is also noted that with the phase out of the Canadian Forces presence in Europe, No.4 (Baden-Soellingen)Wing, Europe, changed from its attachment to Atlantic Group in 1984 to its National affiliation and then to actual phase out in 1993.. It is also noted that 971 Wing changed from its attachment to Pacific Group to National affiliation in 1994.

Group Name	No. Of Wings at 1988	No. Of Wings Formed 1989-1998	No. Of Wings Closed 1989-1998
Atlantic	15	-	2
Quebec	5	1	1
Ontario	33	4	5
Prairies	5	-	1
Alberta	7	-	2
B.C. (Includes USA)	17	1	5
Totals	82	6	16
National Affil.	1	1	1

6.1.2 The actual listings of Wings/Groups in detail, are reflected in the following charts:-

- (a) Chart No. 35 - Group/Wings Membership Count...1989-93 (Page 295)
- (b) Chart No. 36 - Group/Wings Membership Count...1994-98 (Page 296)
- (c) Chart No. 37 - Individual Wing's Membership Count..1989-93 (Pages 297-303)
- (d) Chart No. 38 - Individual Wing's Membership Count 1994-98 (Pages 304-310)

6.2 SIGNIFICANT CHANGES WITHIN THE ORGANIZATION BOTH OF GENERAL MANAGERS AND ITS NHQ ADDRESS.

6.2.1 MR. BUD WILDS STEPS DOWN - MR. BOB TRACY STEPS IN

6.2.1.1. It was in his address at the 1988 AGM that our National President, George Wood, alerted the meeting to the fact that Bud would be replacing Len Lapeer as General Manager. However, for personal reasons, Bud resigned from this position May, 1991 and was replaced by

Bob Tracy who, at this time of writing, occupies this position with a change of title from General Manager to that of Executive Director.

6.3 NATIONAL HQ'S. CHANGE OF ADDRESS

6.3.1 Ever since its formation, DND has provided accommodation for a National office and staff at its Beaver Barracks address, 424 Metcalfe St., Ottawa. However, it was in his address at the 43rd AGM that the Executive Director, Bob Tracy, advised the meeting, quote, This is my first report since assuming the position of Executive Director in mid-May, 1991, and covers my tenure over the past four and a half months.

At this time, NHQ staff, under the direction of Mr. Ed Walker, completed a move from the aging Beaver Barracks to new quarters on the ninth floor of the Berger Building, 100 Metcalfe St in downtown Ottawa.

The move went smoothly and efficiently, thanks to Mr. Walker, an unpaid volunteer and staunch supporter of the RCAF Association. Unquote.

FOOTNOTE: The above is an excerpt only from Mr. Tracy's address. At this time of writing the NHQ office and staff are being accommodated on the 4th floor at 100 Metcalfe St., which is a building leased by the Department of National Defence. Mr. Ed Walker now serves the Association in the appointed capacity of Ceremonial Adviser.

6.4 A UNIQUE ACCOMPLISHMENT BY 441 (BARRIE) WING AND ITS HIGHLY MOTIVATED MEMBER, MR. KEN MITCHELL

6.4.1 It was at the 1990 AGM that Mr. Ken Mitchell was selected by the DND adjudication as the Royal Canadian Air Force Association Member of the Year. The submission read as follows:-

He joined the RCAF Association in 1957 at the time of the formation of 441, now Huronia Wing, being a member of the Charter application and has served continuously without a break. His avid pride in the Association and keenness to serve, is without doubt second to none.

It was strange, indeed almost eerie, to have a Board of Directors without him, borne by the fact that only three terms existed since 1957 lacking his presence. He served in many capacities including:

1. Secretary - many times, especially when no one wanted this time consuming job.
2. Finance Chairman
3. Entertainment Chairman
4. Led a city-wide walkathon, raising funds for a new ice rink/community centre.
5. Chaired an art competition for local students.
6. Organized a Centennaires Air Show.

7. Finally, served more times as President than any other member, 1963, 1964, 1965, 1971, 1987, 1988, 1989 currently. As well he served Group as Central Regional Vice President in the 60's.

In 1987, as Chairman of Renovations, he arranged for an in depth update of the Wing quarters, expanding washroom and kitchen facilities at a cost of some \$60,000.00.

It was his dream to provide adequate/affordable retirement accommodation for veterans and/or dependants and in 1986 spearheaded a project called, Project 441, Non Profit Housing Corporation, separate from the Wing's Incorporation and was subsequently elected Chairman of the Board.

Working relentlessly with his Board Members under the guide-lines of the Ontario Ministry of Housing, the eligibility and approval was obtained, along with Federal/Provincial funding support for a complex to house Veterans and local families with low income. With such support, funding/mortgaging was arranged, land purchased, designs approved and the contract was placed in 1987.

In May 1989, coinciding with the 40th Ontario Group Meeting being hosted by 441 (Huron) Wing, Ad Astral Place was officially opened, attended by the area M.P., M.P.P. And the Mayor of Barrie, who carried out ribbon-cutting ceremonies.

At a cost of \$385,000.00 for land plus \$4,000,000.00 for the two buildings, which house fifty accessible units, the complex is 75% subsidized by the Federal and Provincial Governments, providing housing needs to many Veterans and others with low income.

It is obvious therefore, that he has served the Wing, the Association, but also his community above and beyond. The Wing membership has almost doubled in the past two years and its image along with that of the RCAF Association has been dramatically enhanced.

The Wing's performance, recognized by National as Wing of the Year, is due to his tireless and highly commendable efforts. His dedication to the Association most of all, is like a shining beacon, always there, never dimming.

Original signed by: Secretary - Randal Burry

1st Vice President - L. Westgarth-Taylor

6.5 UPGRADING OF LIFE MEMBERSHIP TO NATIONAL AWARD STATUS

6.5.1. Life Membership category in the RCAF Association was always available at a price for purchase by any Regular member, or by purchase by any Wing, Group or National

Executive Council for presentation to a Regular member deemed deserving of such a gift or award. However, at the 1989 AGM the following resolution was approved, quote:

That life membership in the RCAFA be considered an award sponsored by a Wing, Group or the NEC and that the appropriate criteria and procedures for that category of membership as described in Booklet 105, Wing Membership Policy and Procedures, be published in Booklet 104, National Honours and Awards.
Unquote.

6.5.1.1 It was at the 1991 AGM that the appropriate criteria and procedures were presented and approved. It is noted that eligibility for this award is restricted to any member of the RCAFA who has rendered outstanding and faithful service to the Association for a period of not less than twenty continuous years.

6.5.1.2 The first presentation of this award was made at the 1992 AGM to Mr. Arthur Hill of 783 (Calgary) Wing, Alberta.

6.6 AN IN-DEPTH LOOK AT THE RCAF ASSOCIATION

6.6.1 Special Task Force Report by G.A. McMahon, Snr. Dated 7 Sep 90.

6.6.1.1 The Special Task Force was initially established by the NEC on 8 Oct 88 to review the present structure of the Association in view of the considerable discussion at National, Group and Wing levels about the future of the RCAFA, and its ability to meet its aims and objectives as it moves into the 1990s. The problem facing the NEC and indeed, the Association, was whether the Association, as structured and with the status of its current membership, was able to meet its objectives as established in 1948.

6.6.1.2 The Task Force, after receiving considerable input from Wings, Groups and individual members, prepared a report which was presented to the National Executive Council and eventually to the general membership of the Association at its annual meeting in Windsor, Ontario in October, 1989. Task Force I dealt primarily with the internal operations of the Association; i.e., membership, image, structure.

6.6.1.3 The ten recommendations, which were approved by the 1989 AGM, were as follows:-

Recommendation No. 1 - That the present categories of regular and associate membership be retained and that the Wing Executive be permitted to determine the category of a candidate for admission to the Association based on that candidate's interest in the Association's aims and objectives, and FURTHERMORE, that the Wing Executive be allowed to change status from Associate to Regular based on the criteria established by the NEC after consultation with Groups.

Recommendation No. 2 - That the Association introduce lapel pins at five year intervals beginning with 5 years to recognize continuous service on the part of long term regular members and provide incentive for others to reach these goals

Recommendation No. 3 - That in view of the present privileges and rights provided associate members, the Task Force does not agree that an Association fee for Associate members is warranted and FURTHER finds that the Association does not provide any services to Associate members.

Recommendation No. 4 - That National Headquarters make arrangements with D.O.I. (NDHQ) to circulate on a regular basis, news releases to all Canadian Force Base newspapers.

Recommendation No. 5 - That NEC appoint a media expert to produce a video presentation on the RCAFA for use in the SCAN program and that the President of the RCAFA match a Wing with each Canadian Forces Base where a SCAN Program is conducted in order that the RCAFA can be involved in such a program.

Recommendation No. 6 - That representatives of Civil Aviation Associations be invited by the NEC to attend our national meetings and that representatives of the RCAFA seek invitations to the national meetings of such associations to outline the position of the RCAFA.

Recommendation No. 7 - That Wings be encouraged to provide one year free membership to graduated Air Cadets, whenever applicable.

Recommendation No. 8 - That the Dress Code be amended so that the light blue blazer, (similar to the blue in the RCAF tartan, as well as the RCAFA tartan skirt), be accepted as alternative official dress.

Recommendation No. 9 - That the President, Vice President and two Directors normally shall be elected for two year terms.

Recommendation No. 10 - That the President and Vice President be elected at one AGM for a two year term and the two Directors be elected at the next AGM for a two year term.

The RCAFA, at its national convention, was faced with two options; one was to perceive that the Association was a World War 11 Veterans' Association and to make no changes in its structure or operations. Such a decision would have meant that the Association would eventually come to an end and , thereby, its objectives would never be met. The membership, however, by endorsing the recommendations, chose the second option; i.e., "to do something" to suggest means of attracting more air minded people to the Association; to ease membership changes, and to change image and structure.

The debate certainly increased the awareness of our membership to the problems facing the Association and a willingness “to change with the times”. In addition to approving the recommendations, the Association has developed a Public Information Program (PIP) to provide continual information on the RCAFA to Base Newspapers, DROs, Sentinel, Legion publications in order to improve on public awareness; matched Wings with a CF Base to ensure RCAFA involvement in the Scan program; approved and cooperated with Air Command’s Contact Program whereby every Wing will have an Air Force Liaison Officer. All such action was due to the work of Task Force 1.

6.6.1.3.1 Mr. McMahon, in this report to National President, A/V/M G.F. Ockenden, then proceeded to outline the establishment of Task Force 11 which was mandated to:-

1. Determine the structure of the RCAF Association which will best serve the “aims and objectives” of the Association in the future plus determine if those aims and objectives appear valid for the next ten years.
2. Determine through an Air Command “market survey” what the potential in service membership expects in an Association when they leave or retire from Air Force and what activities they desire in an Association or organization.
3. Examine the structure of other nations Air Force Associations, particularly that of the USA to determine if adjustment along their line of operation is warranted.
4. Determine if a realignment of types of membership in the Association is needed. This includes whether “dual”, “associate”, “joint” or some other type of membership would allow members of Alliance of Air Force Associations and similar “Air Force” oriented and groups to have principal membership in their organization and some type of membership in the RCAFA.
5. Determine if a basic restructuring of the Wing, Group organization is needed.
6. Solicit the opinions of Groups and Wings on national objectives, Association organization and such other “national” type subjects.

6.6.1.3.2 Mr. McMahon, Snr., National Director of the RCAFA, was appointed Chair of Task Force 11 and as directed by the Terms of Reference, the Task Force distributed a questionnaire to the Wings in November, 1989, as well as a survey to the present serving members of our Canadian Air Force. Also contacted, either by correspondence or by interview, were the Air Force Associations of Great Britain, Australia, New Zealand and the United States. In addition, a letter was published in Airforce asking for input. Group Presidents were contacted by mail on November 20, 1989, members of the NEC were asked for their comments at the mid-term meeting of March 27-April 1, 1990 and later by mail on April 10, 1990.

6.6.1.3.3 Consequently, since the establishment of Task Force 1 in October 1988, we have distributed two Wing questionnaires, debated the matter at one AGM, circulated the 1989 Report to all Wings, conducted a “market survey” of present serving people, participated in Group level and Group input, contacted the Air Force Associations of four nations and received a number of letters with “loads of advice”. As a member of Alberta Group suggested, “members feel enough studies and task forces have been done. They want action.” The Chair of Task Force 1 and 11 heartily concurs.

6.7 SUMMARY OF RECOMMENDATIONS OF TASK FORCE 11

6.7.1 Also recorded in the Minutes of the 1990 AGM as attachments to Mr. McMahon’s report are summarizations of:-

- a. input from Wings 1989-90.
- b. input from Air Command personnel
- c. input from other Air Force Associations
- d. Canada’s Aviation history
- e. Civil Aviation
- f. Public Awareness Program
- g. Conclusion

6.7.1.1 Undoubtedly a very challenging undertaking by the Task Forces and the information as recorded makes for very interesting reading and is highly recommended for discussion purposes even as we prepare to enter not only the 90s, but the new millennium. The summary of recommendations of Task Force 11 follows:-

1. That the aims and objectives of the RCAFA be reviewed and a mission statement developed which succinctly establishes the purpose of the Association.
2. That the present dual membership status be maintained.
3. That the member Associations of the Alliance of Air Force Associations, as well as other Air Force or Air Minded Groups, be offered Associate membership in the RCAFA.
4. That the NEC appoint a member-at-large to the Council as a representative of the 4,000 MALs in the Association.
5. That the editor of Airforce be encouraged to continue coverage of the present Canadian Air Force and in a fashion similar to the U.S. Air Force Magazine, have a section devoted to postings of Senior Air Force personnel.
6. That the Association’s support of the Canadian Air Force be reflected in our aims and objectives and mission statement.

7. That a brochure be developed by the RCAFA similar to that of the RAFA which could be used for recruiting purposes and, furthermore, such a brochure bear endorsements from Air Command. The brochure would also be useful in SCAN presentations.
8. That NDHQ be contacted by the National Office regarding the names and addresses of those retirees who were in the Air Force and that such retirees be contacted by the Association regarding their involvement.
9. That Air Command be approached about the appointment of an RCAFA Liaison Officer at each Air Base who could be the contact person between the Association and those in Service, a program similar to that of the Royal Air Force Association Liaison Officer Program.
10. That the NEC consider the development of a Service Group similar to that of the RAAFA with the members being active service Canadian Air Force personnel.
11. That Air Command be asked to appoint a representative to the NEC.
12. That the National Office continue to improve and expand on the services already provided to the members; credit card, travel, car rental discount, Airforce, group RRSP and extended health care.
13. That the promotion of the history, accomplishments, traditions and present achievements of Canada's Air Force be a national goal of the Association.
14. The Task Force endorses the NEC-directed Public Information/Public Relations program to increase awareness and attract new members and supports the establishment of a budget at \$15,000.00 to conduct such a program.
15. That the Task Force be dissolved.

FOOTNOTE: Members of Task Force 11 Committee were:-

Mr. G. McMahon, Snr., Chairman, National Director, RCAFA
Mr. Dave Church, Co-Chair, National Director, RCAFA
Mr. Len Baldock, Past National President, RCAFA
Mr. Lloyd Hunt, President 410 Wing, President, Fighter Pilots Association
Mr. Ed Walker, retired RCAF/CF
Lt.Col. Doug Stuart, Base Operations Officer, Senior RCAFA Liaison
Officer, CFB Ottawa.
M. Gen. W. Paisley, Past Honorary National President, RCAFA
Mr. G.A. McMahon, Jr., Air Traffic Controller, Transport Canada
Mr. Bud Wilds, General Manager, RCAFA
Mr. Jean Boulet, retired RCAF/CF, National Office RCAFA.

6.8 OUR HONORARY NATIONAL PRESIDENT SPEAKS OUT

6.8.1 A most interesting over-view of the performance and operation of the RCAF Association was given to the delegates in attendance at the 1992 AGM by our Honorary National President, LGen. D.M. McNaughton, in his address at the Convention. Some excerpts are as follows; quote:

This is the third occasion that I, as your Honorary National President, have had the privilege to address Annual General Meetings of the Royal Canadian Air Force Association. It will also be my last, so I will take the opportunity to reflect on what I have seen over the last years and what I see as both strong and weak points of the Association as we face the future.

I have been with you at AGM's at Windsor, Moncton and Colorado Springs and have attended every National Executive Council Meeting during my tenure as Honorary National President. Looking back, I can see that considerable progress has been made. Those involved in strengthening the organization should take great satisfaction in their efforts.

If I were to recite some of the positive aspects of the RCAFA, I would have to start with the people. Fran and I have been privileged to meet some of the finest people in the world in both business and social sessions from National to Wing levels. There continues to be a special affinity among those associated with aviation, and we will never forget the friends that we made. People will continue to be the strength of the RCAFA.

Another positive aspect of the Association has been the restatement of its aims and objectives. A study, headed by George McMahon, made many important recommendations, which you have approved, and which will guide our way over the rest of this decade, and into the new century.

The work carried out by the Association, especially in support of the Air Cadet movement is also a very positive aspect. Of special note here, was the support every Wing in providing scholarships for continuation flying by selected Air Cadets. President Button was the major player in seeing that project to fruition.

The regeneration of your National Headquarters in Ottawa has also been a bright spot . Your staff there is hard-working with good morale. The proof is in their product - we're seeing a much more timely response to the members in passage of information, production and amendments to booklets, better efficiency in handling correspondence, etc., no doubt, much of this can be attributed to the new modern office accommodation, but I applaud the staff for their new outlook as well.

Finally I must say that the Honours and Awards bestowed by this Association, not only on its own fine members but to those heroic people and units currently in aviation and support, bring the organization great credit and visibility. I am pleased to report that, "THE CANADIAN FORCES AIR PERSON OF THE YEAR AWARD", has been renamed "THE AIR MARSHAL C. ROY SLEMON AWARD" after one of the founding members of the RCAF and one who personified excellence throughout his illustrious career.

I am a great supporter of the RCAFA and I could go on enumerating many other positive points - but you know those anyway and I won't bore you with my recitation.

What I'd like to do now is spend the remainder of my time talking about some aspects of the Association which really didn't turn my crank over the past three years. My remarks are not meant to offend and, indeed, probably apply only to a few. Certainly not to you but maybe to the person beside you. In any event, I think criticism can be positive if taken and reacted upon in the right way.

My first comment is about those in our Association who drag it down by stirring up negativism. They are the ones who would create rifts where none should exist - promote half-truths into issues which should be non-issues, but which rankle and cause distress and make us look bad. As I said, criticism can have a positive effect, but let's get the facts straight before putting mouth or pen in motion. Everyone is entitled to their opinion but surely we should only have to deal with informed opinion. I have heard complaints, for example that there are too many senior officers on the executive and have seen references to "peasants and sun kings". Peasants and Sun Kings indeed! My three years on the National Executive Council left me with the impression that there was an admirable mix of ex-servicemen, ex-Air Cadets and Aviation enthusiasts at the top level of the Association. I have been honoured to have been associated with all members of the NEC, including the senior officers. They are there because they have the time,

energy and talent for the task. They are not there for the pay and the perks or the gratitude; all non-existent. We pay our own way, out of pocket, and do so happily for the good of our Association. Everybody has a chance to do the same; you can get democratically nominated, elected and serve if you have the time and dedication required; and those malcontents who complain have the right, indeed the duty, to make their own nominations. There is no need to have a rift over this and those who would raise a “we/they” attitude, do the Association a great disservice.

My next point concerns the treatment of Members At Large or MALs. This growing group of individuals, already numbering over one-third of our total membership, (8,090 Wing Members vs 4,334 MALs) is, I believe, going to be the saviour of our Association. Without them, even today we would be on the critical list or already dead. So how do we treat MALs? All too often, with contempt! They are not allowed any consideration in the running of the Association, they do not have voting delegates at our AGMs, we don't do much (if anything) to keep them informed - and we speak of them as traitors because they don't belong to a Wing Ladies & Gentlemen, I think that attitude will have to change for the good of our Association. Do whatever you can to make Wing membership an attractive proposition, but don't turn on them if they choose to remain a Member-at-Large. They are still people and we need them. Indeed there must be major efforts made to make MALs respected, voting members of our Association. I am and will remain a MAL and I'd still like to be considered a member of the family.

My next point concerns what I see as the resistance to change within the RCAFA - and this is good and bad. It's good because we shouldn't change for the sake of change, and we do want to maintain stability. But it's bad when we put our blinkers on and refuse to accept reality. There are among us those members who want to look backwards only and to cherish the memories of times gone by. To glorify and to remember our past is right and proper - but we must also look to the future and make the necessary changes, or our beloved Association will slide into oblivion and extinction, along with all of us.

I was a member of the Royal Canadian Air Force for seventeen years before being forced to change to the Canadian Armed Forces/Air Element for the remainder of my 38 years of service. I was distressed to see the end of the RCAF as one of our services - and I would like to see it back again. But sadly, it is not to be. The Royal Canadian Air Force which was born on the 1st. Of April, 1924, which served so gallantly and victoriously before, during and after the war, is no more. We can, if we wish in our Association, spend our time eulogizing and immortalizing that splendid organization, and the men and women who served in it, or we can strike a balance while doing so, accept the realities which exist today and get on with the future.

Now I know that our aims and objectives already say most of the right words about encompassing all aviation in Canada, both military and civil, but I don't think we'll ever be very successful at that until we change the name of our Association to reflect the present and future.

With the formation of Air Command in 1975, all air operations were combined in the air element. Land and naval aviation were brought on board under the broader umbrella and it has worked very well. One who came up through naval aviation has already led our Air Force and the current Deputy Commander of Air Command is a former Army pilot. But how do they relate to the Royal Canadian Air Force Association, which by name is restrictive to those of that former service? Indeed there are few left within our Air Force who ever served in the RCAF, and what motivates them to join our organization that again by name, eliminates them. Equally important, what about civil aviation and civil organizations? Will we ever get more than polite letters until we create an organization where they can join and be comfortable.

So, I don't think that we, as an Association of air-minded people, have much option if we are going to survive. We must make ourselves the focal point as the leading aviation association and that means a name change to reflect the situation. If we don't do it - I would not be surprised to see a new organization formed to fill that need - and that would hasten the demise of a narrowly-based RCAF Association.

We must continue to honour the RCAF but as part of a larger picture encompassing all of our current aviation resources, both military and civil, plus those who support aviation in every aspect. We have a proud heritage of aviation in Canada, let's take it forward into the future.

Ladies and gentlemen, I've had my say and have used this forum to express some of personal observations and opinions, I will say no more.

It remains for me to hand over at this time, the position of Honorary National President to my successor, Major General B.R. Campbell. Thank you all for a great three years.

FOOTNOTE: The original intent was to record excerpts only from LGen. McNaughton's address, however it was soon determined that his address was indeed a personal message to the membership, hence the switch to record it in its entirety. Undoubtedly another easy selection as a discussion paper at some future date.

6.9 THE FIRST AND ONLY AGM OUT OF COUNTRY--TO DATE

6.9.1 National President, Ron Button, was Chairman for the occasion. This Convention was actually held in October 1991 at Colorado Springs, Colorado, U.S.A. Colorado Springs of course, is the home both of NORAD, North American Aerospace Defence Command, and of No. 971 (Air Marshal Slemon) Wing of the RCAF Association.

6.9.2 The motto for NORAD Headquarters in Colorado Springs is "Partners in Defence". So when 971 Wing decided to host the first-ever outside-of-Canada Annual General Meeting and Convention they selected "Partners in Peace" as the convention motto; an appropriate adaptation of the original.

6.9.3 Some significant announcements made at this Convention, as well as some highlights include the following:-

a. By our National Pres. - We were called upon to voice formal support for the roles assigned to the Canadian CF-18s in the Gulf. We did this, in the form of a press release in February. Collectively, we rejoice in the quick success and safe return of all Canadian Forces personnel who took part in the United Nation's coalition. At this convention, we look forward to honouring Colonel Romeo Lalonde, who was the Commander of the Canadian Air Task Force in the Middle East. - The RCAF Association became a founding member of the RCAF Memorial Museum in 1990, and the five limited edition paintings of the RCAF Memorial Art Collection are now hanging in the Association boardroom. I am pleased to acknowledge the generous donations of \$200.00 from each Region and from the Members-at-Large which enabled to purchase of the paintings.

- The mid-term meeting of your NEC took place in April, at CFB Ottawa. The most significant item of business was to ensure active implementation of the recommendations of Task Force One and Task Force Two. The major recommendations related to the development of Mission Statement, with corresponding Objectives, the reactivation of the Aviation and Military Affairs Committee, and the introduction of a Public Information Program. These three activities were assigned, respectively, to George McMahon, National Vice President, Gord Ockenden, Immediate Past National President, and to Jean Boulet, our Public Information Program Officer at NHQ, Ottawa.

b. By our Immediate Past National President - As I.P.P. I was fortunate to represent the Association at Air Command HQ where F/L Hornell, VC, memorial was unveiled in April with Hornell family representatives in attendance. I unveiled the F/L Hornell V.C. RCAFA trophy at that time which will be awarded to the top Air Cadet drill competition winner at CFB Cold Lake each summer. The individual will receive a personal award as well.

- Our Association has for years presented a gold watch to the top second year cadet in air operations at Royal Roads. I did this on your behalf this year

- c. It was at this Convention that our I.P.P., Gord Ockenden, made an urgent plea to all delegates to take back to their Wings the continuing need to talk, write and to communicate in some fashion on a public basis, the involvement of our Canadian Forces at home and abroad, in maintaining peace and security on the global front. in accordance with our Charter, the Charter of the United Nations. Copies of the Charter were actually made available for distribution to the delegates in attendance.
- d. Although the Host Committee of the Wing under the able chairmanship of Roy Thompson did a superb job in hosting the affair, it might be safe to say that the “piece de resistance” was actually saved for the Party, “After Wind Down”, when the delegates were entertained by the famed big band under the name of Guy Lombardo and his Royal Canadians....singing and dancing to the wee hours of.....? .
- e. Prestigious awards presented are detailed in Airforce, Vol.15 No.4, Jan-Feb-Mar 92.

6.10 THE AIR CADET 50TH ANNIVERSARY TRUST FUND OF THE RCAF ASSOCIATION.

6.10.1 The following are excerpts from various reports given by our National President, at various times and including the 1992 AGM. Quote:

Delegates to the 1987 Annual General Meeting of the RCAF Association resolved to raise \$50,000.00 to commemorate the 50th Anniversary of the Air Cadet League of Canada, in 1991. Subsequently, every Wing of the Association (83) and several members-at-large contributed over \$60,000.00 to this worthy endeavour. Interest accumulated during the campaign, resulted in a total of \$67,957.07.

This was presented to the Air Cadet League at their Annual General Meeting, 28 June, 1991. The Air Cadet 50th Anniversary Trust Fund of the RCAF Association was established with a capital investment of \$60,000.00 and the interest was distributed to deserving Air Cadets across Canada as \$300.00 Continuation Flying Training Awards (CFTA).

In 1991, I am delighted to report that in the Fall, twenty-five \$300.00 scholarships were distributed, from our fund, to 25 deserving Air Cadets, from every Province, for continuation flying training. The candidates, in their application, all indicated their intention to seek a career in aviation.

The availability of these scholarships is receiving increased visibility within the Air Cadet League and at the Squadron level and when I queried a few graduates at the wings parade in Trenton, this summer, where I had the honour of serving as

the Reviewing Officer, the responses clearly indicated that this subject was included in the course syllabus. -- Of interest, an additional 3 scholarships resulted from #69 Arberarder Squadron donations achieved during our AGM. These were called the Jack McCauley Awards and henceforth will be called THE JACK MCCAULEY RCAFA Awards. Unquote.

In 1994, by Ron Button, Chairman, RCAFA Trust Fund, Quote:
The significant drop in interest rates has threatened to jeopardize the intended goal of 20-25 annual CFTA and recent endeavours have increased the capital investment to \$75,000.00. Although designated contributions continue to support this program it is obvious that the capital fund must be increased to sustain a minimum of twenty annual awards.

Although the Anniversary Trust is administered by the Air Cadet League, the Air Force Association of Canada is the sole source of funding. Contributions may be forwarded to the Headquarters, Air Force Association of Canada. Cheques should be made out to the RCAF Association Trust, clearly designated for the Air Cadet Continuation Flying Training Awards. Tax receipts are issued by the RCAFA Trust and all such donations are immediately passed to the League/50th Anniversary Trust Fund. Unquote.

FOOTNOTE: A most worthwhile project and deserving of full support by the membership.

6.11 THE 'SAGA' OF THE RCAF ASSOCIATION'S NAME-CHANGE

6.11.1 Undoubtedly the most sensitive issue ever to confront the membership in the Association's short 42 years' history. Innumerable discussions have been held on the subject. However, some more relevant and recorded information will be mentioned at this time.

6.11.1.1 Mr. McMahon, Snr., National Director, in his report on the Task Force at the 1990 AGM, stated that as the result of the establishing of Task Force 11, the following was included in the terms of reference set out by the NEC, quote:

Determine through an Air Command "market survey" what the potential in service membership in an Association when they leave or retire from Air Force and what activities they desire in an Association or organization. Unquote.

6.11.1.2 He further stated, that in the survey directed to Air Command's personnel, one of the questions asked was: "Would the RCAFA be more attractive if the name was changed to Air Force Association of Canada?" The Task Force's comments in response to this question was: "There has been considerable discussion about the need to change the name as indicated in the Report of Task Force-1. One respondent to the survey stated, quite irrevocably: "The name must be changed if the RCAFA is to thrive and attract new blood" Yet, only 32% of the respondents thought that a change in name would make any difference in their interest in the Association. It would appear that "what we have to offer " is much more important than the name. If that is true, then perhaps the Association should concentrate on "promoting our history, accomplishments and traditions" as the purpose of our existence and forget about semantics."

6.11.1.2.1 To retrace our steps, but briefly, it might be mentioned here that a name-change for the Association was not included among the recommendations emanating from the reports of Task Force-1 and Task Force-11. However, in this particular "saga" it was our Honorary National President, LGen. Don McNaughton, who in his opening address at the 1992 AGM, made a very strong and substantial recommendation that a name-change for the organization be given serious consideration. (His address is recorded above in para 6.3).

6.11.2 MGEN. LOU CUPPENS, DEPUTY COMMANDER, AIR COMMAND,
SPEAKS OUT

6.11.2.1 MGen Cuppens in his address at the 1992 AGM, under agenda item "Briefing by Air Command Deputy Commander" surprised the delegates in attendance by including in his briefing, what undoubtedly will be recorded as the most challenging of proposals ever to be made to the Association by a Senior Officer of the Canadian Forces. His brilliant address will of course be preserved in the historical records of the Association as it is now recorded in the Minutes of the 1992 AGM as well as in our magazine, Airforce, Volume 16 No. 4 (Jan-Feb-Mar 93). However, a few relevant excerpts follow; quote:

Although I consider that you are, or ought to be, the Air Force's Association, your name does not lend itself to all that today's Air Force represents and celebrates. Your present name, representative and commemorative of a glorious and proud era of history of military aviation, is an impediment for many of us to join your ranks - though many of us wish to join the ranks of our Association. We admire and respect your many and varied works especially in supporting the cadet movement. If we are the Air Force of Canada, why aren't you the Air Force Association of Canada?

Our proposition is not aimed at deleting the "Royal" from a name, rather it is aimed at having you be the association for those you represent now and for all of us who have served since 1967.

A lot is made of our average age; however, with the exception of those who have had experience as CIL officers and cadets, or those who have risen as associates, it is a fact that your membership is aging - most of our wartime squadrons were formed more than 50 years ago, even the youngest members of the RCAF at disbandment are now well over 43 years of age. Surely your association would welcome new Air Force blood into your ranks. Why not become the Air Force Association of Canada and embrace all members who serve, or have served since the RCAF era, so that they may serve alongside their justifiably proud brothers and sisters of the RCAFA era?.

Our propositions do not suggest the destruction of our heritage; rather, the proposals are set forth so that the divorce of 1967 can be finally reconciled - there is an Air Force in Canada and you should be its legitimate Association. Together, we can represent to the people of Canada the accomplishments, heritage and potential of military air power. As a team, the bonding process should enable us to be much greater than just the sum of our parts. We should be known as the Air Force and its association, the Air Force Association of Canada.

To have this process of needed change initiated, I challenge the membership of the RCAFA to vote on a resolution to change the organization's name at your next Convention in Winnipeg in 1993. If it can be accomplished before that so much the better. Once that is achieved, just watch your ranks swell. To facilitate such a change will require a transition team and your Air Force is ready now to provide the resources, in concert with yours, to make that happen - we can even use Airforce magazine to ensure that all are kept abreast of the progress achieved. Moreover, if you agree to a cooperative venture to use Airforce magazine to meet both our needs as described earlier, certain resources could be applied to further enhance an already excellent publication. What LGen David Huddleston, Commander of Air Command, envisions here is the expansion in content and certainly in circulation of a most worthwhile and professional periodical. Will you accept the challenge? Unquote.

6.11.3 CHALLENGE TO CHANGE THE NAME OF THE ASSOCIATION

6.11.3.1 The following is as recorded in the Minutes of the 1992 AGM Item 54/92. Quote:

National President Ron Button presented a proposal to the delegates which stated:

You have heard the challenge from our Air Commander, with a full understanding of the dire implications of not accepting the challenge, and with a full understanding of the magnificent benefits to the Association by accepting the challenge and by acknowledging that most impediments relating to maintaining all recognizable RCAF memorabilia will be overcome, and that our Association will continue to acknowledge that we honour the finest traditions of the RCAF;

are you prepared to leave this conference committed to supporting a resolution at the 1993/AGM in Winnipeg to change our name to the Air Force Association of Canada?

I ask for a show of hands!

(the show of hands indicated unanimous support)

All those opposed?

(no hands were raised) Unquote.

6.11.4 THE SCENE SHIFTS TO THE 1993 AGM - WINNIPEG, 14-17 SEPT.

6.11.4.1 National Vice President, Mr. Peter De Smedt, is in the chair, and to reiterate some of the action taken to set the stage for the procedure of handling resolutions relating to the challenge, it is noted that:-

- a. the total number of delegates and proxies for the vote is - 132
- b. voting on resolutions 93/01 and 93/02 will be by written ballots.
- c. Resolution No. 93/01 reads as follows - Resolved that the traditions, nomenclature and insignia of the Royal Canadian Air Force Association, as accumulated over the years 1949 to 1993, be respected and honoured in all future endeavours of the Association, no matter what form or name the Association may assume, and the constitution, by-laws and regulations of the Association be so amended.

Specifically:

1. The name "Royal Canadian Air Force Association" be designated as the former name of the Association on all official documents.
2. Wings or other entities of the Association be permitted to use the name "Royal Canadian Air Force Association" as an additional designation to any other official name adopted by the Association.
3. The "Association Ensign" as already approved by Her Majesty the Queen in 1973 will, of course, continue to be a mark of the Association.
4. In addition to any marks, badges, insignia or names created or assumed by the Association in the future, current members (as of April 1993) be permitted to

continue wearing those marks, badges, insignia or names that are allowed under existing (April 1993) regulations.

WRITTEN BALLOT: YES: 120 NO: 12 CARRIED: 90.9%

- d. Resolution 93/02 reads as follows - Resolved that the “Royal Canadian Air Force Association” implement a change of name of the Association, to the “Air Force Association of Canada”, the effective date of the name change to 1 July 1994.

WRITTEN BALLOT: YES: 113 NO: 18 SPOILED: 01 CARRIED:

85.6%

6.11.5 THE NAME-CHANGE AND ITS AFTERMATH

6.11.5.1 Needless to say, the vote for the name-change was not unanimous, thus signalling some evidence of differences of opinion within the ranks and the inevitable necessity for the introduction of a healing strategy. However, our National President, Mr. McMahon, Sr., in his address at the 1994 AGM injected some reassurance of the continuing strength in the organization, by making the following announcements:-

6.11.5.2 ADVOCACY AND AWARENESS

- a. The work and direction of the National President and the NEC was focused during the 1993-94 year, on two issues, Advocacy and Awareness. Immediately after the vote on the name change issue at the 45th Annual Meeting, a number of delegates and particularly Tom Wylie, President of 800 Wing (Pacific), demanded that the NEC assume the advocacy role for the Air Force which was indeed, the historic role of the Association. In order to initiate the advocacy role, I wrote to the Prime Minister of Canada urging “that the government produce a White Paper on defence since much has happened since 1987. The government must then move forward to see that our forces are adequately equipped to fulfil their challenging responsibilities. The RCAFA stands prepared to assist the government in any way that you deem appropriate”.

This letter was published in its entirety in the Winter 1993 issue of Airforce and copied to The Hon. David Collenette, Minister of Defence who responded: “I have announced a defence policy review that will examine both the present and future roles, the responsibilities and the needs of the Canadian Forces. All options will be examined and evaluated. The review is expected to be completed by September, 1994.”

I tasked our National Vice President, Peter de Smedt, to assume responsibility for our advocacy plan and he reacted with vigour and efficiency. He organized a Task Force, chaired by General G.C.E. Theriault, former C.D.S., to prepare a paper for presentation to the Parliamentary Defence Review Committee, as established by

the government. Nine distinguished Canadians agreed to serve on the Task Force and the document that was finally produced, entitled "Canadian Defence; A Framework for the Future" was presented to the Special Joint Committee on Parliament Hill on June 20, 1994. LtGen. R.W. Morton, CMM, CD, (CF Ret'd.), agreed to be our spokesperson at the hearing and I was honoured to appear with General Morton at the time of the hearing. Mr. Jack Best of Canada World News stated that the Association's presentation "was tops!" Best stated in an article published in the Winnipeg Free Press, Regina Leader Post, London Free Press, Saskatoon Star Phoenix and others that the Association's presentation was "way ahead of other published submissions." It was the first time that our Association had ever appeared before a Joint Committee of Senate and the House "to air the views of the RCAF Association on Defence Policy." It was a memorable occasion. In addition to that appearance, Vice President de Smedt arranged for Association members to appear at the hearings of the committee outside of Ottawa at Victoria, Fredericton, Edmonton, Winnipeg, Montreal and Halifax. I am particularly grateful to BGen Al McLellan (CF Ret'd.) and our National Director, Stu Logan, for their presentation to the Joint Committee in Halifax, NS, on June 15, 1994 and for all our members who appeared in our Association dress at the hearings across Canada. We now eagerly look forward to the report of the Joint Committee knowing that the Association played a significant role in the debate.

- b. 406 WING DOWN.....394 WING AND 422 WING UP
The Air Force Association of Canada became a reality on July 1, 1994 and so the debate on the name change is over. I deeply regret to report that Mr. Robert Studholme, at that time President of #406 Wing (North Bay) notified me on October 13, 1993 that the Wing would be withdrawing from our National Association. However, I am pleased to report that a new Wing has been formed in North Bay, No. 422 (Nipissing) received its Charter on July 16th and I was honoured to present the Charter to my friend and former NEC colleague, Mr. David Church, the new Wing President. We have also established a new Wing on Montreal Island West, #394 Wing (West Island), and the new President is LtCol Brian Darling who was the Honorary President of Quebec Group. There is also the possibility of five new Wings being created and we hope to report such news in the near future. Unquote.

6.11.5.3 ABOUT ADVOCACY

6.11.5.3.1 The submission to the Special Joint Committee on Canada's Defence Policy is actually available in a separate publication entitled, "Canadian Defence - A Framework For The Future". It was published in June 1994 by the Royal Canadian Air Force Association. It is an excellent publication which contains a wealth of information about Canada's defence needs and merits reading by each member of the Association. The following is the list of personnel who prepared the document for submission:-

Chairman:

General G.C.E. Theriault, CMM, CD, (CF Ret'd.) - President of AEG (Canada) Inc., and former Chief of the Defence Staff (1983-1986).

Members:

Mr. J.F. Anderson - former Assistant Deputy Minister (Policy), Dept. of National Defence.

Major-General B.R. Campbell, CMM, CD, (CF Ret'd.) - Honorary National President, RCAF Association, former Chief Postings, Careers and Senior Appointments, Dept. of National Defence.

Brigadier General P. Charlton, CD (CF Ret'd.) - Consultant to the Canadian Space Agency, former Vice-President Spar Aerospace Ltd., and former Director General Aerospace Engineering and Maintenance, Dept. of National Defence.

Brigadier General K.R. Greenaway, CM, CD, JMN, DscMil, (CF Ret'd.) - former advisor to the Chief of Air Staff, Royal Malaysian Air Force, and former senior Science Advisor to the Dept. Of Indian and Northern Affairs, Government of Canada.

Major General C.M. Kinney, CMM, CD, (CF Ret'd.) - Vice President, Business Development Litton Systems (Canada) Ltd., and former Assistant Deputy Minister (Policy) Dept. of National Defence.

Dr. G.R. Lindsay, OC - Senior Research Fellow, the Canadian Institute of Strategic Studies, and former Chief Operational Research and Analysis, Dept. of National Defence.

Lieutenant General D.M. McNaughton, CMM, CD, (Ret'd.) - Aviation Consultant with Gryphon Associates, and former Commander Air Command, and Deputy Commander-in-Chief, NORAD.

Major General L.C. Morrison, CD, (CF Ret'd.) - former Director General Information, Dep. of National Defence.

Lieutenant General W.R. Morton, CMM, CD, (CF Ret'd.) - Consultant and former Deputy Commander-in-Chief, NORAD.

Assisted By:

Major A.W. Aldworth, CD (CF Ret'd.), Managing Director Airforce Productions Ltd., and former Staff Officer, Air Plans, Dept. Of National Defence.

Colonel J.G. Boulet, OMM, CD (CF Ret'd.) - Consultant, communications and translation, and former Director of Information Services, Dept. Of National Defence.

6.11.6 AND WHERE ARE WE TODAY...THE AIR FORCE ASSOCIATION OF CANADA?

6.11.6.1 As we prepare to greet our fiftieth anniversary (year 1998) and the new millennium (year 2000), one is tempted to reflect, from whence we came, where are we today and to whither we go. The Minutes of the Annual General Meetings of the Association, over the years, have provided a tremendous wealth of information in this regard. In these Minutes are recorded on an annual basis, reports relating to:-

- a. the progress, failings and problems at Wing and Group levels
- b. an update of the state of our Canadian Forces, with particular emphasis on the Air Force
- c. an update of the state of the RCAF Benevolent Fund
- d. an update of the state of the Air Cadet League of Canada
- e. concerns regarding the care and welfare of our Veterans
- f. concerns regarding the aviation industry and flight safety in Canada
- g. any other current issue or concern that might be brought before the meeting of the day.

6.11.6.2 An item of particular interest which is an attachment to the Minutes of the 1994 Annual General Meeting, is the ' Presentation of the Air Force Association of Canada to the Sub Committee on Veterans Affairs regarding, ' The Future Direction of the Department of Veterans Affairs'. The presentation which follows, is copied in its entirety as it reflects an accurate overview of 'where we are today ' and is dated 27 Sep 94. Quote:

A) THE AIR FORCE ASSOCIATION OF CANADA:
WHO WE ARE AND WHAT WE DO

The Air Force Association of Canada is the advocacy group for Canada's Air Force. We actively promote Air Command activities nationally and locally, and encourage our government to maintain a viable, well-equipped Air Force.

We are committed to support a strong national aerospace industry, and to the maintenance of high standards in civil aviation. Our Aviation Affairs Committee provides a meeting forum for military and civilian aerospace organizations.

The Association publishes Airforce magazine, Canada's largest circulation four-colour circulation aerospace magazine. It's seen by more than 30,000 members, subscribers, regular and reserve Air Force personnel.

The Association provides support for thousands of Air Cadets across Canada, and our Wings directly sponsor 45 air cadet squadrons. We maintain a \$70,000.00 air cadet Trust Fund which provides up to 20 annual flying awards, for deserving air cadets across Canada seeking a career in military or civil aviation.

Our Wing members and members-at-large cooperatively contribute through the RCAF Association Trust to aviation-oriented national causes which include the RCAF Benevolent Fund, the RCAF Memorial Museum and the Air Force Heritage Foundation.

Wings have responded to specific “home-town” community needs and actively raise funds for hospital equipment, senior housing, health and fitness programs, the handicapped and various youth programs.

Directly, through the Association’s membership in the National Council of Veterans Association we deal with Veterans Affairs Canada on behalf of groundcrew and aircrew veterans.

Our wing members donate thousands of hours to community programs. Some examples: In cooperation with local school and police officials, several Wings have conducted Ident-A-Kid campaigns to safeguard identity information on thousands of school children. Locally, many Wings sponsor a national organ donor program.

Our organization was originally incorporated in 1948 as the RCAF Association and are privileged to be legally assigned the custodial responsibility for all items of distinct identity that relate to the former RCAF, including badges, logos, marks, ensigns and symbols.

We proudly perpetuate the glorious traditions of the Royal Canadian Air Force.

B) THE ADVOCACY ROLE

As the advocacy group for Canada’s Air Force, we promote Air Command activities nationally and locally, and encourage our government to maintain a viable, well-equipped peacetime Air Force. In view of the establishment of the Special Joint Committee on Canada’s Defence Policy, the Association struck a study group to prepare a submission for the Joint Committee’s consideration. The Task Force was chaired by General G.C.E. Theriault (CF Ret’d.), the former Chief of the Defence Staff (1983-86). The paper entitled, National Defence - A Framework for the Future, was presented to the Joint Committee on Monday, June 20, 1994.

C) VETERANS AFFAIRS

Directly, and through the Association’s active membership in the National Council of Veterans Association, we deal with Veterans Affairs Canada on behalf of aircrew and groundcrew veterans. Consequently, the Association has approved a number of resolutions which were sent directly to the Minister of Veterans Affairs dealing with issues such as the Universality of Veterans Independence Program; the entitlement of Domiciliary Care to those veterans who served only in Canada; the continuation of Veterans Independence Program benefits to be extended to surviving spouses; that members of the Canadian Forces who are or have been engaged in United Nations’ approved military duty receive the same rights and benefits afforded the Canadian Military personnel who served in World War I or World War II .We have

experienced considerable success in improving the situation of our veterans as the aging of that population reaches a critical state.

In order to better prepare for this meeting, I invited the Service Officers of all the Legion Branches in Windsor to meet with me to express their concerns, and indeed, their fears. This meeting was held on August 23rd, 1994, and was frank, instructive and quite animated. Their concerns were basically in two areas:

(a) Streamlining the Delivery of Veterans' Pensions

One Service Officer stated that "it took me four years to get one pension evaluation completed". The other complaints included the insensitivity of some members on the Veterans Appeal Board and other ministerial committees; executive bureaucracy; lack of expertise on some committee members. They welcome any measures that would cut the existing turnaround times for veterans' disability pensions without affecting veterans' benefits or special rights.

However, our Association has been greatly encouraged by a memorandum from Mr. David Nicholson, Deputy Minister of Veterans Affairs published in the September, 1994 Legion Magazine. In this memorandum, which was distributed to all staff, Mr Nicholson stated:

"I have some good news to report concerning the disability pension process. As you may know, the Secretary of State (Veterans) made a commitment at the Royal Canadian Legion convention in May to reduce the current pension turnaround times by up to half without affecting veterans pension benefits or their pension rights of appeal.

"The secretary has now received full support from the government to introduce measures to improve the disability pension process. These measures include: delegating first decisions to the department; dedicating (the lawyers of) the Bureau of Pensions Advocates exclusively to appeal preparation, with the bureau joining the department; and merging the Canadian Pension Commission and Veterans Appeal Board into one appeal body with two levels, of appeal.

"I should stress that the primary purpose of these measures is to improve service to veterans by streamlining the pension process. Some administrative savings may result in the future.

"We will be discussing these measures with veterans' organizations over the course of the summer with a view to introducing legislation this fall.

"These measures to streamline the pension process will vastly improve our service to veterans. As this is the goal we all share, I know that I can count on your help to make this initiative a success."

We welcome this commitment to meet with veterans' organizations as we realize that the National Council of Veterans' Association in 1984 developed a Three Corridor Plan for restructuring that would streamline the delivery system. I am sure Mr. H.C. Chaddereton, Chairman of NCVA will brief you on that organization's position on streamlining when he meets with the committee on September 29, 1994. It is also my understanding that the Royal Canadian Legion will be making similar recommendations when it also meets with the committee on the same day.

(b) Demise of Veterans Affairs

There was considerable concern that the Government plans to amalgamate departments and discontinue the position of a Minister of Veterans Affairs. Indeed, there was considerable criticism of the present situation whereby one Minister and an appointed Secretary of State are responsible for both Defence and Veterans Affairs. The concern was that matters of Defence takes precedence over the problems of veterans and the continuation and improvement of programs for veterans, dependents and widows.

There will still be 325,000 veterans living at the end of this decade who will need disability pensions, veterans independence programs and health care. The need for assistance for those who so valiantly served will remain well into the 21st century. The Association also has a great concern about the regular force element, many from the Canadian Air Force, whose disabilities resulted from peacekeeping service. The Government of Canada has the obligation to provide appropriate services to the Canadians who were seriously injured while flying helicopters over the Gaza Strip, as well as the Canadians who were wounded while landing on Juno Beach fifty years ago.

The Association also supports the Legion's and NCVA's position on a separate Standing Committee on Veterans Affairs. There should be a separate committee for the reasons outlined in the Dominion President's letter to our Prime Minister of 25 April 1994. He pointed out that the present Joint Committee allows DND matters to take precedence, particularly during a period of Defence review; does not give sufficient emphasis to the problems of veterans and that, most interestingly, a separate committee composed of veterans' children (there are no longer any veterans serving in the House) would have an interest in veterans' issues and would eventually develop expertise in Veterans Affairs matters.

D) HISTORY AND HERITAGE

As indicated earlier, the Association's mandate is to "proudly perpetuate the glorious traditions of the Royal Canadian Air Force." The Senate Subcommittee on Veterans Affairs should be aware of that mandate. The Association, by resolution, strongly supported the position taken by NCVA regarding the CBC presentation of the 'Valour and the Horror' as filmed by the National Film Board of Canada in conjunction with Gala Film. Mr. John Bates of Etobicoke, Ontario, was appointed our official spokesperson and appeared before the Standing Senate Committee "authorized to examine the contents of the ...series." Mr. Bates, who has been a member of our Association for over 25 years, is the founding President of the Aerospace Heritage Foundation of Canada, whose objects are to preserve and pass on Canada's aviation heritage. The Association's concern, as expressed by Mr. Bates, was regarding episode two "Death by Moonlight." The Association has also encouraged our Wings to purchase, for distribution to local School Boards, the NCVA production of 'Bullet Proof'. This was done in view of the NFB's distribution of "Daeth by Moonlight" to the schools. Finally the Association has supported the Bomber Harris Trust in its legal fight with the producers of the film series.

Mr. Chadderton received our 1993 Distinguished Service Award for his involvement in the 'Valour and the Horror' controversy and the 1994 Distinguished Service Award will go to another distinguished Canadian who has so ably assisted us in perpetuating our glorious traditions.

The Association also expressed our concern publicly about the CBC produced docu-drama, 'Dieppe', and the most recent volume of the official history of the RCAF, 'The Crucible of War'. Once again, John Bates forcefully presented our position on 'Dieppe' and received considerable media coverage and the interest of the CBC Ombudsman's office. Our position was that the largest single-day air battle of the war occurred over Dieppe, although the CBC production inferred otherwise. Finally, our position regarding the DND history is found in the pages of our magazine, Airforce, (Fall issue, Volume XVIII, #3). When we open our Association meetings, whether at Wing/Group/National level, we remember our fallen comrades with a two-minute silence and then state:

"They shall grow not old, as we who are left grow old. Age shall not weary them or the years condemn. At the going down of the sun and in the morning, We Will Remember Them."

That is our mandate to remember them and to deal with Veterans Canada on behalf of those who served in the RCAF and the Air Force of Canada. I thank you, Mr. Senator and your colleagues, for giving me the opportunity to meet with you today.

E) RECOMMENDATIONS

It is recommended that:

- a. the turnaround times for veterans' disability pensions be substantially reduced without affecting veterans' benefits or appeal rights.
- b. the present practice of the Government of Canada appointing a Minister of National Defence and Veterans Affairs be discontinued and that a Minister of Veterans Affairs be appointed.
- c. any plans for infrastructure change affecting Veterans Affairs Canada be delayed until the year 2010.
- d. there be a Standing Committee on Veterans Affairs of the House of Commons.

G.A. McMahon, Sr.
(Original signed by)
National President

FOOTNOTE: For ready reference, Airforce, Fall issue, Volume XVIII #3 was published, Fall, 1994

6.11.7 AND WHAT OF OUR GROUPS AND WINGS?

Group Name	WINGS FORMED					WINGSCLOSED				
	48/58	59/68	69/78	79/88	89/98	48/58	59/68	69/78	79/88	89/98
Maritime	21	1	-	-	-	1	3	-	-	-
Maritime/Atlantic	-	-	1	-	-	-	-	3	-	-
Atlantic	-	-	-	1	-	-	-	-	1	3
Quebec	15	4	1	-	1	6	5	3	1	1
Ontario	43	10	2	6	4	10	6	8	3	5
Manitoba	3	2	-	-	-	-	3	-	-	-
Saskatchewan	6	-	-	-	-	-	1	2	-	-
Prairies	-	-	-	-	-	-	-	-	-	1
Alberta	6	2	1	2	-	1	1	2	-	2
British Columbia	5	-	-	-	-	3	-	-	-	-
B.C./USA	-	5	1	11	1	-	1	1	-	5
Nat. Affiliated	-	-	1	-	1	-	-	-	-	1
Totals	99	24	7	20	7	21	20	19	5	18
WING										
MEMBERS	7584	7411	7804	8674	7399					
MALs	1851	2885	2954	3985	8366					
Nat. Affiliated	-	-	53	59	50					

FOOTNOTE; A very brief summarization of the stats above indicate that in the first fifty years of the Association's life a total of 157 Wings were actually formed and a total of 83 Wings ceased to operate for any one of many reasons including, loss of interest, managerial and/or leadership bankruptcy, decline in numbers of eligible membership, inability to obtain satisfactory accommodation, etc., etc. However, the overall growth of membership in the organization remains very encouraging. It was in the Minutes of the 118th Meeting of the NEC held Oct/96, where it was reported that the National Office, on permission received to have an application form inserted with the mailing of pension cheques to Canadian Forces personnel, had gained an increase of some 3000 MALs over a two-year period. (Great stuff)

6.12 A MAJOR COMMITMENT - MARKING THE BCATP SITES

6.12.1 British Commonwealth Air Training Plan Site- Provincial Locations

Type of Training	N.S.	N.B.	P.E.I.	P.Q.	ON	MN	SK	AB	B.C.
Specialist Schools	-	-	-	-	2	1	-	-	-
Flying Instructor's School	-	-	-	-	2	-	-	1	-
S.F.T.S.	-	1	1	1	6	4	9	7	-
Gen. Reconnaissance Schools	-	-	2	-	-	-	-	-	-
O.T.Us.	1	1	-	1	-	-	-	-	4
Wireless Schools	-	-	-	1	1	1	-	1	-
B.& G. Schools	-	-	1	1	4	2	2	1	-
Naval A.G. School	1	-	-	-	-	-	-	-	-
Flight Engineer School	-	-	-	-	1	-	-	-	-
Air Nav. Schools	-	1	1	-	3	-	1	-	-
Civilian Operated Schools	-	-	1	1	2	1	3	2	-
E.F.T.S.	1	1	-	3	9	3	5	5	3
Training Command Hqs.	-	-	-	1	1	1	-	1	-
Manning Depots	-	-	-	2	3	1	-	1	-
Initial Training Schools	-	-	-	1	3	-	2	1	-
Radar Schools	-	-	-	-	2	-	-	-	-
Eqpt. Depots	-	-	-	1	2	1	-	1	-
Repair Depots	-	-	-	1	2	1	-	1	-
Embarkation Depots	1	2	-	-	-	-	-	-	-
Miscellaneous Schools	-	-	-	1	6	-	-	-	-
Totals	4	6	6	15	49	16	22	22	7

6.12.1.1 It was at the 1992 AGM, that our National V.P., G. McMahon, Sr., reported as follows, quote:

At the 1991 AGM, the NEC agreed that the Association should investigate the possibility of historically marking all former BCATP sites across Canada. Consequently, the National Vice President wrote to 35 Wings across Canada asking if sites in their area were marked and, if not, would the Wing be willing to

mark the site as a Wing project. The responses were all very positive. Some Wings sent photos of marked sites and the inscriptions on the memorials, while others expressed a willingness to do something. These Wings were Nos. 412, 703, 783, 806, 602, 427, 201, 400 and 418. Eighty-four (84) sites remain unidentified and unmarked and so a great task is before us. Unquote.

6.12.1.2. A detailed listing of all BCATP sites is copied as Annex "J" to the Minutes of the 1994 AGM. This Annex also states that the sites listed are excerpted from the Appendix of "The Aerodrome of Democracy: Canada and the BCATP, 1939-1945" by E.J. Hatch, published by the DND Directorate of History in 1983. The 1994 AGM listing identifies each site by function, name, location, number, date opened and date closed. The following are some of the sites known to have been marked:-

1. Service Flying Training Schools - No.1 at Borden, Ont, No. 6 at Dunville, Ont, No. 12 at Brandon, Man., No. 14 at Aylmer, Ont, No 31 at Kingston, Ont, No. 32 at Moose Jaw, Sask., No. 36 at Penhold, Alta., No. 41 at Weyburn, Sask., No. 9 at Centralia, Ont. and No. 2 at Ottawa, Ont.
2. Wireless Schools - No. 2 at Calgary, Alta.
3. Bombing & Gunnery Schools - No. 4 at Fingal, Ont., No. 5 at Dafoe, Sask. and No. 9 at Mont Joli, Que.
4. Air Navigation Schools - No. 31 at Port Albert, Ont. and No. 33 at Hamilton, Ont.
5. Flying Instructor's Schools - No. 3 at Arnprior, Ont.
6. Elementary Flying Training Schools - No. 7 at Windsor, Ont., No. 8 at Vancouver, BC, No. 9 at St. Catharines, Ont, No. 10 at Mount Hope, Ont and Pendleton, Ont, No. 15 at Regina, Sask, No. 18 at Boundary Bay, BC, No. 20 at Oshawa, Ont. And No. 24 at Abbotsford, BC.
7. Initial Training Schools - No. 5 at Belleville, Ont.

6.13 TWO NEW NATIONAL AWARDS - (A) THE GOLDEN HAWKS TROPHY
(B) THE JAD MCCURDY AWARD

6.13.1 The NEC, at the 45th AGM in Winnipeg during 1993, approved the establishment of the Golden Hawks Trophy to recognize outstanding contributions or achievements in the field of military aviation in Canada. The Golden Hawks aerobatic team was formed in 1959 to commemorate the 50th anniversary of powered flight in Canada as well as the 35th anniversary of the RCAF. Eligibility for this award is to any citizen, group or unit/organization engaged in any field of military aviation or its support, other than air transportation or search and rescue, deemed worthy of consideration.

6.13.1.1 This award was first presented at the 1994 AGM, held in Kingston, ON, to Maritime Air Group, of Halifax, N.S., in recognition of its eight month deployment to the Adriatic Sea in support of the UN embargo enforcement against the former Republic of Yugoslavia.

6.13.2 The JAD McCurdy Award was also approved at the 45th AGM in 1993, and was established to recognize outstanding achievements in the field of civil aviation in Canada. On the 23 February 1909, the Silver Dart piloted by JAD McCurdy lifted off at Baddeck, N. S. to become the first heavier-than-air powered flight in Canada. The eligibility for this award is to any Canadian citizen, group or unit organization, engaged in the various fields of civil aviation or its support, deemed worthy for its consideration.

6.13.2.1 This award was first presented at the 1994 AGM, to Mr. Bertrand John Wormworth in recognition of his sustained exemplary performance and achievements during his broad military and civil aviation career. Successfully gaining his RCAF test pilot qualifications, he participated in the majority of contemporary military aircraft development projects. He joined the Department of Transport in 1975 in a civilian flight test capacity and is a member of the Society of Experimental Test Pilots and the Canadian Aeronautics and Space Institute.

FOOTNOTE: Further details regarding these two National Awards are outlined in the Association's Booklet No. 104, National Honours and Awards.

6.14 "WHAT!! NO AGM?" (ANNUAL GENERAL MEETING)

6.14.1 It was at the 1996 AGM that resolution no. 96/03 was voted on by secret ballot, passed and read as follows.Quote Resolved: That Annual General Meetings be held every second year during even- numbered years only, and coincide with election of officers for a term of two consecutive years.Unquote.

6.14.1.1 Hence in lieu of the AGM in 1997, members of the NEC assembled in Ottawa for a Meeting. Their itinerary included a gala banquet and aviation awards evening which was held in the ballroom of the Citadel Hotel on the evening 19 Sep 97 and on the Sunday following the banquet, a Battle of Britain Parade which was held at the National War Memorial in Ottawa.

6.14.1.2 Guest of honour for the banquet was LGen Al Dequetteville, CMM, CD, Canada's Chief of the Air Staff.

Retired Squadron Leader, Allan Simpson, DFC, CD, was guest of honour and inspecting officer at the Battle of Britain Parade. He also laid a wreath on behalf of the "gallant few".

FOOTNOTE: Airforce magazine, Vol.21 No.4 Winter/Hiver 1998 carries the story in detailed fashion.

6.15 SOME RESOLUTIONS IN REVIEW

8.15.1 The following are some of the resolutions that were concurred in during the period 1989/98:-

1. To DVA - Resolved that the RCAFA petition the Department of Veterans Affairs, requesting that all veterans including allied veterans of Canadian citizenship who served overseas during World War I, II and the Korean Conflict, be entitled to Veterans Independence Benefits entirely without reference to income of any kind. (90/1)
2. To Canadian Unity - Resolved that the RCAF Association support the Royal Canadian Legion's resolve to maintain a united Canada and endorses the resolution on Canadian Unity as approved at the 33rd Dominion Convention of the Royal Canadian Legion held at Vancouver, B.C., June 10-14, 1990. (91/12)
3. To NEC - Resolved that National dues for membership in the Royal Canadian Air Force Association be increased by \$5.00 per year to \$24.00 per year for Wing members and \$25.00 for Members-at-Large, effective July 01, 1991 (90/11)
4. To DND- Resolved that the Royal Canadian Air Force Association strongly urge the Department of National Defence to make every effort to provide a long range air to air helicopter refuelling capability to serve as Search and Rescue aircraft in Canada's far north as well as far at sea.(92/01)
- 5.- Govt. of Canada - Resolved that the RCAF Association strongly urge the
Govt.
of Canada and the United Nations Sub-Committee of Human Rights to take positive action to resolve the claims of those Canadians who were subjected to slave labour and sub-human conditions in violation of the Geneva Conventions and in contravention of international human rights law while being held as prisoners of war. (92/05)
- 6 - To DND- Resolved that the Royal Canadian Air Force Association strongly urge the Department of National Defence to reaffirm its commitment to Total Force and provide funding to sustain the Air Reserves growth rate of 150 per year as originally planned. (93/10)

7. To Dress Regs. - Resolved that Women members of the Association have the option to wear either grey slacks or skirt. (grey/tartan). (94/08)
8. To Transport Canada - That the Association make representation to Transport Canada to have the name of Nanaimo Airport changed to “Nanaimo-Collishaw Airport” to honour the memory of Air Vice Marshal Raymond Collishaw, C.B., D.S.O. and Bar, O.B.E., D.S.C, D.F.C. (95/09)
9. To Treasury Board - That the Association recommend to the President of the Treasury Board that immediate action be taken to amend the Canadian Forces Superannuation Act to increase the Survivor Benefit to at least 60% of the contributor’s pension or superannuation in accordance with the Canada pension Benefits Standard Act. (95/15)
10. To DND - Resolved that the Minister of National Defence be requested to ensure essential air force capital equipment projects proceed forthwith in accordance with the government’s defence policy and stated intent in the Defence White Paper of 1994, and continuing with the Budgets of 1995 and 1996 and with the Departmental Outlook document for National Defence.(96/12)
11. To NEC - That the NEC petition the Minister of National Defence to reduce the monthly charges currently levied on members of the Canadian Forces for the provision of rations and quarters for single members, and where single or married quarters are not available, a meaningful cost of living adjustment to be provided so military personnel are afforded the opportunity for an acceptable life style.(96/01)
12. To NEC- Resolved that on behalf of all regular wing members and members-at-large, the National Executive Council extend congratulations and sincere thanks to the editorial and marketing staff members of Airforce, in recognition of their achievement in making Airforce the finest publication produced by any veterans association in North America or the Commonwealth. (97/9)
13. To DVA -Resolved that the Minister of Veterans Affairs be urged to take measures to introduce a “Book of Remembrance” for all Canadian military personnel killed in the line of duty since the end of World War II. (98/9)
- 14.To DVA- Resolved that the Air Force Association of Canada in session at its 49th Annual General Meeting in its 50th Anniversary year in Halifax, Nova Scotia (known during the war as Somewhere on the East Coast) and as the last port of call for many Merchant Navy personnel, most strongly and urgently supports the Merchant Navy of Canada Veterans in their

extremely long and tedious and heart rending efforts towards complete and total equity in every respect with all Veterans of all other armed services of Canada.

And we of the Air Force Association of Canada do respectfully urge the Minister of Veteran Affairs of Canada and the Government of Canada to act now to completely amend and correct all of the inequities which continue to exist to the detriment of those Veterans of the Merchant Navy of Canada and their families, living and deceased. (Special Resolution submitted by Past National President, Phil Connell, at the 1998 AGM.)

6.16 THE CLOSE-OUT OF 50 YEARS

6.16.1 THE SITE OF THE 49TH ANNUAL GENERAL MEETING

6.16.1 Because no Annual General Meeting was held in 1997, the AGM in Halifax, for the 50th anniversary of the Air Force Association of Canada had to be labelled as the 49th AGM. The Convention Hotel was the Westin Nova Scotian and the date 5-9 Oct. 1998. This was the Association's first return to Halifax since Sep 27-29, 1962. Host Wing for the occasion was No. 111 (Mic Mac) of Dartmouth, N.S. and the Committee Chairman was Mr. E. McFarland. In his report to the NEC, Mr. McFarland stated that 300 delegates were registered to attend plus tickets sold for individual events. This was the first signal for a successful Convention and everyone who attended returned home with high praise for a most successful and most enjoyable program of events.

6.16.1.1 A MESSAGE TO THE ASSEMBLED BY OUR HON. NAT. PRES.

As we prepare to 'usher out' the first fifty years in the life of our Association and to 'usher in' the first decade of the next fifty years, a most appropriate and inspiring address was given to the delegates, by our Honorary National President, LGen. Bob Morton, (Ret'd.) as recorded in the Minutes of the 98 AGM, and is copied here for posterity. Quote:

This is a time for reflection about the 'soul' of the Air Force Association of Canada. Gathered here in Halifax, detached from demands of busy lives, we have an opportunity to celebrate our past, dissect the present and ponder the future ... of aerospace and of our organization...on the threshold of a new millennium for the nation and her people.

Whither goes the air force and civil aviation in Canada? What role should our Association play to preserve and perpetuate our rich aeronautical history, and set a course into the 21st century? Tough questions. No quick or easy answers. But, we might start by expressing no desire whatsoever of having our children and grandchildren learn again the painful and costly lessons that we, our parents and grandparents learned in the war ravaged 20th century. For the nation to succeed in

the fervent hope it must maintain a sensible level of preparedness that avoids the mistakes of the past, and raises odds for a peaceful future. As time passes, threats fade from memory, and defence budgets tend to follow. One of our tasks is to refresh the memory and, hopefully, help in not repeating the history.

Here we are on the threshold of two key events: our 50th anniversary as an association, and the 75th anniversary of the RCAF/CF. Thus we have good incentives to reflect on fundamentals of what our Air Force Association of Canada is all about, its mission, who we are, and what we stand for as a community service organization of aviation-minded citizens. Every organization with a cross-country reach, and long endurance, both of which we have, should periodically rededicate itself to its aims and objectives. We can do that this week.

In this forum we are fortunate to be able to hear views of Association delegates from all across nation on topics of local and national importance. These will help guide our thinking into the next milestone year. Then, those 50th/75th anniversaries can be used as springboards to spread familiarity about the aims and objectives of the Association in its continuing support for military and civil aviation. We should do that with the public at large, and with political leaders, from sea to sea. Many opportunities exist to tell Canadians about the importance of their air force - past, present and future. We must seize every opportunity.

Canadians need coaching about their air force history; indeed, about most aspects of their history. Political correctness in schools has eliminated, in particular, military history. Yet, when told of valiant contributions made to the nation by our aviation communities, most react with awe, admiration and inspiration. They show gratitude to the sacrifice made by thousands of airmen and airwomen during times of tension and war -- and understand the need for sensible levels of preparedness as we probe the unknowns of a new era. Our Association does those things now, but we can explore ways to enhance our efforts and expand the understanding.

Thus the Association has an enduring obligation. We are the largest collective voice of aviation history, tradition and advocacy in the country, roughly 20,000 members strong. With that many voices, we can inform, sponsor, and encourage aeronautics in all its forms and branches. We can do so also by ceremonies and remembrances, and through circulation of our excellent and successful 'Airforce' magazine. At the same time we can help our next generation, by sponsoring Air Cadets, and helping the Air Cadet League guide our youth along the path of good citizenship, and towards productive, rewarding careers in aviation.

The past and future are important, but so too is our present-day advocacy role for air power. No arguments from this group that maintaining combat-capable, balanced, and relevant air fleets is essential to our own national security and to

give substance to our contributions abroad. But that view is not universally shared. Thus, we need to keep putting the message out in clear, persuasive language and to repeat it often, with strength that comes from twenty thousand voices singing the same song.

Our uniformed air force faces a daunting task, juggling day-to-day readiness, world-wide commitments and a pressing need to modernize the fighter and maritime patrol fleets, and replace the maritime helicopter. Modernization is essential to keep our aircraft effective and interoperable with our allies. Our history has too many examples of trouble and tragedy caused by obsolete or incompatible equipment and fragmented doctrine when, suddenly, our forces are pooled in coalition or alliance operations.

Our Association's voice has credibility in these matters, the credibility born of years of experience in peace and war and, yes, of tragedy too. We owe our brethren in uniform our unending help in their struggle to keep Canada's air force strong, relevant, and balanced to the needs of the second biggest nation on earth. This is perhaps our most challenging task. We need your ideas to meet it head on!

All of these things the Air Force Association has been doing throughout its 50 year mission, aided and abetted by scores of dedicated Wing members and Members-at-Large who recall the past, and had clear vision of a safer future. We pay tribute to all present and past members who have contributed to those worthy aims and objectives for five decades. We pledge to continue their good works!

Our 1998 General Meeting in Halifax gives us that unique window of opportunity. Let's seize it!

Respectfully,

Robert W. Morton,
(original signed by)
Honorary National President

6.16.2 A QUICK GLANCE AT FINANCES - 30 JUN 98

6.16.2.1 As is customary, the financial statement annexed to the 1998 AGM was presented to cover the fiscal periods ending 1996, 1997 and 1998. A brief review of this three-year information indicated that:-

- a. For the Air Force Association of Canada:
 1. The primary sources of revenue over the three-year period were membership dues, Govt. of Canada Grant, interest on investments, etc.. However, the Govt. Of Canada Grant was discontinued Jun 97.

2. The average yearly total revenue over the three-year period was app. \$300,000.00, which after expenses yielded an average yearly gain of app. \$36,000.00.

b. For Air Force Productions Ltd.:

1. The primary sources of income over the three-year period were, subscriptions from members of the AFAC, subscriptions from non-members, regalia sales, advertising sales, etc.(Subscriptions here refers to that for the magazine, Airforce.)
2. The average yearly total revenue over the three -year period was app. \$300,000.00, which after expenses yielded an average yearly gain of app. \$4,000.00.
3. From the Balance Sheet, it is noted that AFPL closed fiscal year 98 with an indebtedness to the Association in the amount of \$184,550.00, this due with no interest and with no specified terms of repayment

c. A Consolidated Financial Statement

1. Because Air Force Productions Ltd. is established as a subsidiary company to the Air Froce Association of Canada, a consolidated financial statement is also presented to reflect the financial accounts of both the AFAC and AFPL Ltd. From the consolidated statement it is noted that there is an average yearly gain of approx. \$40,000.00
2. From the Balance sheet, it is noted that the Members' Equity at 30 Jun 98 read as follows:

Operating	\$60,076
Invested in capital assets	\$32,582
Total	\$92,658.

d. The Fee structure

1. This note is made at this time, primarily for information purposes as we close out fifty years of operation:

For Wing Members	\$29.00 p.a.
For Members-at-Large	\$30.00 p.a.
Subscription to AirForce	\$20.00 p.a.
Airforce (over the counter)	\$ 5.00 e.a.

6.16.3 OF THE FUTURE? OUR EXECUTIVE DIRECTOR SPEAKS OUT

- 6.16.3.1 The following is excerpted from Mr. Bob Tracy's report which is annexed to the Minutes of the 1998 AGM: - Quote

As DND downsizes its national capital buildings from seven to four, we may find ourselves "homeless". Senior NEC members are making concerted effort to define all the options, and work with DND/CAS to determine possible future support.

Due to the increasing membership numbers of the past three years, the “economies of scale” have finally caught up with National Hq. The present staff is too small to run an efficient national office and at the same time respond to all of the demands of members, group and national executives, as well as a growing number of enquiries from the public generally. The addition 18 months ago of a website that attracts about 1300 hits monthly and an ever-increasing stack of morning e-mail is close to “grid-locking” the national office. Prospects are that membership will continue to increase, and demands on the national office will increase in kind.

There is no office space or work-stations available even if we could afford to add new staff, so the only alternative is to pay (standard hourly rate) overtime to get the job done. Even so, a lot remains undone.

ADDITIONAL UNDERTAKINGS TAX NATIONAL OFFICE

This past year the tiny association and magazine staff undertook some extraordinary undertakings: They included the first- ever national fund appeal for the RCAFA Trust and the production, publication, promotion and distribution of the 100-page special anniversary issue of Airforce magazine.

Airforce graphics designer Lori Brown designed the AFAC 50th and Air Force 75th logos, bumper stickers, special promotional posters and other items. Her design skills and artistic talents have dramatically enhanced the image of our Association.

On the Association side, comptroller Christina Handler and Chantale Charbonneau grappled with the extra workload imposed by an astoundingly successful RCAFA Trust fundraiser, happening at the same time as burgeoning regalia sales and the mid-year clamour for wing membership cards. Alas, circumstances demanded that all this activity take place during the summer months. Once again, Association staff were denied the opportunity to take vacation leave during the summer or fall months.

National office staff also worked closely with the Chancellory at Government House and heraldic designer Bruce Beatty, a member of 410 RCAF(William Barker, VC) Wing, who volunteered his considerable skills to design our Association’s new medal for Air Cadet excellence.

Another unsung hero is Ceremonial Advisor Ed Walker who performs yeoman volunteer service on behalf of the Association. His myriad duties and responsibilities Would fill pages, and he willingly carries out these activities year after year. We simply couldn’t do it all without his willing service in support of our cause.

SUMMARY: A CLOUDED FUTURE....

Our Association Nat'l HQ level confronts a year of relocation, dramatic change and challenges yet to be defined. I personally have little doubt that during the next 12 months we will be distracted from providing the same level of service we have been able to provide until now.

Respectfully submitted

(Unquote)

FOOTNOTE: The clouded future painted by our Executive Director, the cessation of the Govt. Grant, the possible cessation of accommodation provided by DND and limited finances seem to dictate an urgent need for an in-depth look at the over-all operation of our Association. However, with the continuation of the good leadership with which the Association is blessed, the challenge will be faced.....PER ARDUA AD ASTRA.

6.17 A SAMPLING OF CONVENTION ATTENDEES - See Charts attached:-

- (a) Chart No. 39 - NEC and Group Reps at 1993 AGM (Page 311)
- (b) Chart No. 40 - Wing Accredited Delegates at 1993 AGM (Pages 312-318)
- (c) Chart No. 41 - NEC and Group Reps at 1996 AGM (Page 319)
- (d) Chart No. 42 - Wing Accredited Delegates at 1996 AGM (Pages 320-326)
- (e) Chart No. 43 - NEC and Group Reps at 1998 AGM (Page 327)
- (f) Chart No. 44 - Wing Accredited Delegates at 1998 AGM (Pages 328-334)