**Annex A**.

Vision and Mission Statements.

Some very interesting discussion came up at the last AGM, following a point raised from a gentleman at 428 Wing regarding our commitment to “service”. He was right on in his observation that we don’t emphasize service enough, particularly as it pertains to our service to our veterans. As you know, we do not purport to be a Veteran’s organization per se, there are other organizations, the Legion for example, who have that as their sole mandate, but in fact, service to our RCAF vets represents quite a bit of what we actually do. The work in organizing the trip to the Bomber Command Memorial unveiling; the ongoing coordination regarding the BC Clasp; the work regarding the French Legion of Honor medal nominations that we have submitted, the “contact” service that we provide to allow Vets to link up with each other, and the countless inquiries that our ED handles regarding information on individuals and organizations past and present, even down to the Last Post part of our magazine- these all represent a valuable “service to our Veterans” and a key aspect of our organization. All of this work represents the beginnings of our very important efforts in support of the unfolding "Decade of Air Force Commemoration” that is upon us. Accordingly, I think it is time we recognized all of this formally, and put another leg on our three-legged “stool” so to speak - our vision would be amended to include the Advocacy, Heritage Youth and Veterans areas, implying service in all those areas, and this would be spelled out more completely in the Mission statements. You are aware, of course, that we already belong to several veteran associations and our voice can and should be heard there, but frankly I have not been pleased of late with the confrontational approach being taken by some of them in their dealings with government. I know how that system should work; I also know that calling out a politician of any stripe is a sure way not to get your agenda forward. We are perfectly capable of speaking for ourselves on RCAF veteran’s issues; our ED has gone to great pains to cultivate open lines of approach between us and DVA for example, and we are very well thought of in that organization. We can and do represent our Veteran’s concerns when required. I welcome your input in this regard as always. I have made some draft changes to the M&V statements that appear in our documents, and I would like you to have a go at them. We may not be able to fully resolve this in this meeting, and that’s fine, we should probably have a full fledged SOCC this coming summer in any event as we chart the way forward.

**Proposed Vision And Mission Statements.**

Our vision statement explains what the association wants to become. It communicates both the purpose and the values of the organization. It is not used to describe the current association, but refers to a future state toward which as a whole we desire to move. We wish to become:

***An exemplary and enthusiastic source of Canadian military air power knowledge and support.***

The mission statement talks about how we will get to where we want to be, by listing the broad goals for which the organization is formed. It enlarges on and ties back to our core values, beliefs, needs and vision. Our mission:

***The Royal Canadian Air Force Association is a national aerospace and community service organization established to: commemorate the noble achievements of the men and women who have served as members of Canada’s air forces since their inception; advocate for a proficient and well-equipped air force; support the Royal Canadian Air Cadet program and support and serve our loyal veterans.***

Aims and Objectives of the Royal Canadian Air Force Association

* **Advocacy –** to advocate for a proficient, well-equipped air force in Canada
* **Traditions –** to preserve and perpetuate the glorious traditions established in Canada’s air forces since their inception.
* **Air Cadets-** to support the Royal Canadian Air Cadets, and work closely with the Air Cadet League of Canada.
* **Community –** to participate in local civic and community programs identified by Wings and to undertake charitable and other projects of both a national and local character
* **Civil/Military Air-** to recognize achievements in civil and military aviation through the annual awards of the Royal Canadian Air Force Association.
* **Veteran Support.** Working closely with other like-minded Veteran’s Organizations, ensure the well-being, veneration and care of our Veterans is maintained at a standard commensurate to their sacrifice and service.

**Narrative**

Sustaining the interest of all Canadians in aerospace issues and the country’s air force is our goal. We introduce young Canadians to aerospace careers. We advocate for a well-prepared, well-equipped, operationally ready air force for Canada. We promote and sponsor Canada’s rich air force history both financially and through advocacy, and we ensure that our proud Veteran’s are accorded the benefits, respect and dignity that befit their service to our great country.

**Annex B**

**Creation of Virtual Wings**

I’m sure that most of you know my feelings regarding our MALs, including what a critical element of our organization they are and how underutilized, in terms of participation, that they have become. The talent and corporate knowledge that exists amongst this group is incredible, and we sorely need some of that in our organization today if we are to progress. Unbelievably, there are some members of our organization who belong to “physical” Wings, who honestly believe that MALs are a separate category of membership, and that they cannot hold office and (although this is unspoken most of the time), see MALs as being “lesser” members in the hierarchy. None of this is true of course, and I am searching for ways to address this, “writ large”. First of all, I believe I have told you I don’t care for the term Members At Large anyway. Someone who is “at large” according to Webster’s has recently escaped confinement, not something we would wish to label anybody with, particularly our members, and the marque itself does tend to make one think they are somehow different It occurs to me that if we created some virtual wings and assigned members by region into them, we are then all “Wing members” and that in and of itself should help break down these barriers and male these members feel more included. I have some suggestions as to possible regions and potential Wing numbers that I share with you in attachment two, but I’m looking for ideas about how to incorporate them into our management structure. Some questions spring to mind such as, should these Wings report up through the established structure, i.e. to their groups? How do we get their collective opinion and input on matters, as we now do from physical wings and their executive? Should we have one person “elected” by the region to be the Wing’s virtual president? Is that helpful? Obviously lots of questions and good discussion to come.

Here’s what I’m thinking about for regions and potential Wing numbers, just as a straw man. This seems to roughly balance out the numbers across the country:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Region** | **Postal Codes** | **# MALS** | **Total** | **Potential Wing#** |
|  | Western A  Western B | V,  T, S, R | BC-492  AB- 276  SK-112  MB -108 | 492  496 | **800**  **750** |
|  | Ontario A  Ontario B | K  L,M,N,P | TO – 673  N/S ON - 765 | 673  765 | **442**  **400** |
|  | Quebec | H,G,J | QC- 231 | 231 | **300** |
|  | Atlantic | A,B,C,E | NB - 118  NS - 161  PE - 27  NL - 34 | 340 | **100** |

**Annex C**

**Trust Fund project for 2014**

Here is a letter I received late last year.

Dear (Terry)

Her Majesty The Queen opened the Bomber Command Memorial in Green Park, London last summer. This memorial commemorates all the 55,543 Bomber Command airmen who died in the war in Europe.

Now in the county of Lincolnshire, the Bomber County, we plan to erect a unique Memorial to the 25,611 aircrew lost from the 27 airfields in that County. The chosen design is called the Spire of Names. It will built of Cor-Ten steel and be 50 metres high. The Spire will contain the name of each man who died.

This memorial will include those brave Canadians who gave their lives. Details are enclosed. The opening will be in VE-Day month, May 2015.

What we are trying to achieve is a unique and lasting memorial incorporating a special Interpretation Centre, overlooking the City of Lincoln and its historic Cathedral. We have to raise over £6m in total to achieve this end.

We have in mind to hold an auction for valuable prizes unavailable elsewhere. The top prize is a flight for 2 in the Lancaster bomber at the Canadian Warplane Heritage Museum at Hamilton. We envisage this would have all travel, courtesy of Air Canada and 3 nights accommodation expenses paid.

We are asking the RCAF Association to provide funding through the Association’s Trust Fund, for the two seats in the Lancaster flight for the auction winners please, together with the requisite Museum Memberships. I gather from my colleague Chris Brockbank, that the Royal Canadian Air Force Association will also be able to develop and host an itinerary for the winners throughout North America.

We believe this magnificent prize will generate much media attention in Canada as well as the UK in the run up to VE Day 70th anniversary celebrations.

We also believe it is appropriate to invite Canadians to our Memorial, so in return, our tourist board will have a comprehensive tour programme for the Lincolnshire area including visits to all the 27 airfields. This will include Cathedral music and teas just like the aircrew seeking solace used to enjoy on Sundays during the conflict.

I do hope you will help us. Accordingly, I have asked my colleague, Chris Brockbank, to continue to liaise with you with further details as required.

Yours sincerely

Tony Worth

Lord Lieutenant and Chairman of Trustees

I have spoken to Chris Brockbank on several occasions since, and said whilst I agreed in principal that we might well support this, I will need, first the approval of the NEC and then the Trust fund managers. I have attached a PDF of one of their brochures for you to see. The flight should cost around $5K, so if this is approved we will need to go out to the members for donations.

**Annex D**

**Regulation and Control**

We had a few instances this past year where we were compelled to indicate strongly to some members why the membership put us in charge, and why certain matters of protocol and respect needed to be followed in a volunteer, comradely organization such as ours.

You will recall that I had to send a letter to a member of 428 Wing removing him from our ranks in most unfortunate circumstances. Well it turns out that no one, including me, knew the entire story, and I will let ON Group president bring us up to date and we can move forward.

The situation at 602 Wing is unresolved at this point; I have sent a letter to the Wing president and CC’d his Group president and I will brief you on the situation as it stands.

I might just send you all a copy of the letter once I know he has received it.

**Annex E**

**Rules and Regs**

There has been some recent discussion regarding the age at which folks can join us, recognizing that it might eliminate some Air Cadets who are so inclined, so I will invite some discussion on that subject.