



Canadian Coast Guard Auxiliary

2009-10 Business Plan



CCGA National

Volunteers saving lives on the water

FEBRUARY 2009

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Canadian Coast Guard Auxiliary

Volunteers saving lives on the water

1 Executive Summary

The year 2008-09 was marked by two significant changes in the relationships that the CCGA has with its major partners.

- During a joint meeting held in Dorval, the CCG informed the Auxiliary that no supplemental funding would be provided until the CCGA conducted a budget review in order to reaffirm that the current funding and allocations are in line with priorities such as SAR Operations and Training.
- The CCGA announced that, as a result of Transport Canada's failure to meet its commitments, the partnership between the two organisations would be terminated as of March 31, 2009.

The consequences of these two decisions are significant:

For SAR Operations:

The CCGA will have to continue absorbing by itself all funding pressures attributable to the cost increase of SAR Operations (fuel, duration of cases, etc.), training costs, and other costs to run the Auxiliary.

In addition, the CCG also made it clear that capital acquisitions, such as CCG surplus vessels would only be authorized if the Auxiliary could cover the cost of maintenance and replacement for these assets using other sources of funding (i.e. outside of Contribution Agreement).

Similarly, other initiatives such as NIF projects are only supported when the CCGA can demonstrate the sustainability of the projects, using sources of funding outside of the Contribution Agreement.

These criteria are making it more difficult for the CCGA to acquire equipment that cannot be purchased using funds from the Contribution Agreement. Rather than a hard & fast rule, the CCGA would certainly prefer to discuss each individual project with the CCG. Although some projects carry costs after the

conclusion of a NIF initiative, it is also true that they can provide significant cost savings.

Ultimately, these requirements are enhancing the need for the CCGA to develop alternate sources of funding.

For Boating Safety Activities and SAR Prevention:

The termination of the agreement with Transport Canada represents an annual loss of revenue of \$200,000.00 for the CCGA. These funds were used for program delivery and to cover the Insurance Premium for CCGA volunteers conducting Boating Safety activities.

When the Office of Boating Safety was transferred from DFO, Transport Canada committed itself to maintain the same level of funding for the CCGA. It has since reneged on its commitments.

If the CCGA is to pursue these prevention initiatives, alternate sources of funding will have to be identified.

CCGA Internal Issues

Financial Situation

The financial situation faced by CCGA Newfoundland illustrated the different ways SAR is delivered by the five CCGA associations and the need for all regions to adapt to the changing times. The CCGA has to protect its members from being negatively impacted by the financial restrictions faced by the Auxiliary; it also has to ensure that their ability to deliver SAR remains the top priority.

The CCG and CCGA agree on the priorities which are SAR Operations and Training. By SAR Operations, we mean not only the reimbursement of taskings but also all expenses necessary to put in place an adequate “Safety Net” in order to obtain a fast and efficient response from the CCGA volunteers.

CCGA Associations already took measures in order to reduce costs. For example:

- CCGA-P reduced the reimbursement rate for on-water training;
- CCGA-Q implemented a transportation service to bring members to its AGM and reduce travel costs;
- CCGA-P developed a Simulator & Net-Sim to reduce training costs;
- CCGA-Q created “training-blitz” to reduce the cost of its SAR Competition;
- CCGA-NL obtained some funding from the Canadian Forces to do hoist exercises;
- CCGA-N cancelled the ISAR Competition and the publication of its annual calendar;

- CCGA-P is looking at a cost-effective system to replace its pager system;
- CCGA-N is circulating CCGA Policy Documents on a CD rather than print format;
- CCGA C&A and CCGA Q are joining CCGA P with the implementation of the SMS;
- CCGA-NL is the latest Association to introduce a Web Site to inform its members in a cost efficient manner.

Legal Issues

Two important legal issues have surfaced in 2008-09:

Members over the age of 65 involved in SAR Operations

Because some insurance coverage does not apply to CCGA members over the age of 64, the Auxiliary obtained legal advice to see if it has the ability to allow SAR Taskings to be performed only by members under the age of 65 years old.

This would protect the older members against the absence of coverage for Heart and Circulatory Malfunction. The legal opinion however stated that such a measure would be discriminatory. As a result, the CCGA is looking for alternate measures in order to limit liability.

Non members conducting SAR Operations

It is common practice in Newfoundland - and to a lesser extent in the Maritimes – to recruit the captain of a vessel in the CCGA but not the crewmembers. When a CCGA vessel is tasked, everyone on board is covered by the Insurance Policy. It remains clear however, that non-members, having not joined the CCGA, have not been informed of CCGA Policies or Insurance Coverage. They have not signed an MOU agreeing with the CCGA policies and haven't designated a beneficiary if they obtain insurance compensation. The CCGA National Board has discussed the issue and does not feel comfortable with the risk and liability associated with the current situation.

The legal opinion has been forwarded to the Canadian Coast Guard and a joint decision is expected in 2009 in order to attenuate the liability.

Insurance Coverage

The insurance premiums represent a significant cost for the Auxiliary. The file was transferred from the CCG over to the CCGA in 2008. In order to show transparency, two insurance brokers were instructed to go to market and provide the CCGA with all quotes received. The National Board of Directors will also be presented with several options/costs to choose from before agreeing to the final contracts for 2009-10.

To facilitate the gathering of data and information requested by the insurance brokers, the annual questionnaire has been redesigned and formatted to be completed on screen and forwarded by e-mail.

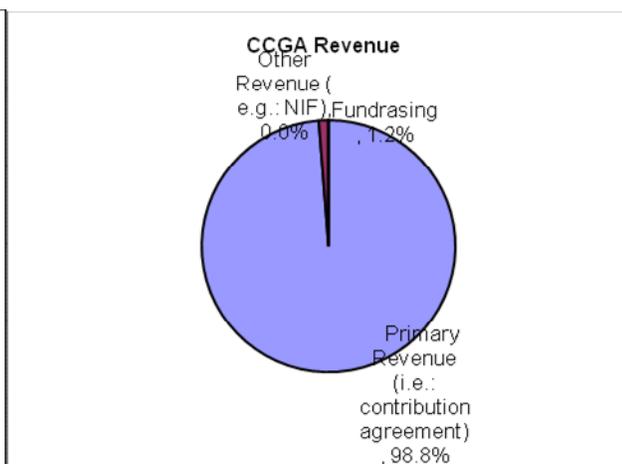
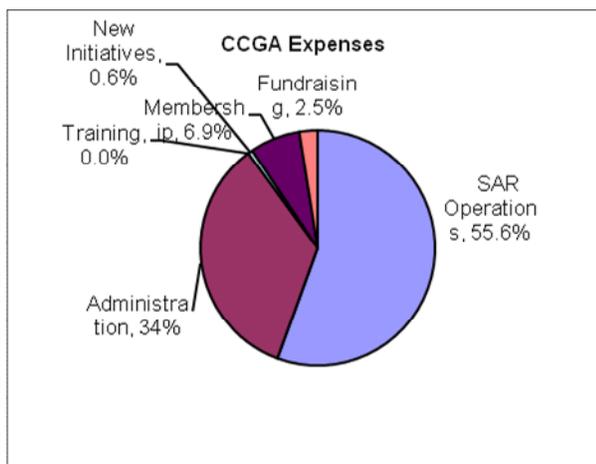
Fundraising Initiatives

The CCGA National Office has proposed numerous ways to initiate a national fundraising initiative. Those proposals had a lukewarm reception from the National Board. Some CCGA Associations are protective of their territory and not inclined to let CCGA National resume its fundraising activities in their region. Other associations are not interested in fundraising and believe there are no funds available to be raised in their region. Finally, other regions do not oppose fundraising but want to delegate the program to the National office.

In order to put together a solid fundraising plan and obtain the endorsement of the Presidents, a new member was added to the CCGA National Board of directors. Mr. Ian Ventham joined the Board in November of 2008.

Financial Synopsis

CCGA National Office		
	2009/10 (projected)	
Expenses	\$	%
SAR Operations	\$885 000	55,6%
Administration	\$548 000	34,4%
Training	\$0	0%
New Initiatives	\$10,000	0.6%
Membership	\$110 000	6,9%
Fundraising	\$40 000	2,5%
Fundraising Efficiency*	0.00	
Total Expenses	\$1 593 000	100%
Revenue		
Primary Revenue (i.e.: contribution agreement)	\$1 593 000	98,8%
Fundraising	\$20 000	1.2%
Other Revenue (e.g.: NIF)	\$0	0%
Total Revenue	\$1 613 000	100%



2 Organization Overview

Background

The Canadian Coast Guard Auxiliary (CCGA) is a non-profit organization and a registered charity made up of volunteer resources throughout Canada.

The CCGA has been in existence since 1978 and provides assistance to the Coast Guard and the National Defense with volunteer based search and rescue and safe boating programs.

The Auxiliary is federally incorporated into five regional associations: Newfoundland & Labrador; Maritimes; Quebec; Central & Arctic; and Pacific. In addition, the National organization, which is also federally incorporated, is responsible for directing the activities of the Canadian Coast Guard Auxiliaries.

The presidents of each of the five regional associations are members of the CCGA National Council. The CCGA works closely with the Canadian Coast Guard (delivering about 25% of Coast Guard Maritimes SAR response programs in some regions), and receives funding from the federal government.

The CCGA has a strong and unique relationship with the Canadian Coast Guard. It is an excellent example of how government and the voluntary sector can work together for effective delivery of services to Canadians.

Mission Statement

“Our mission is to provide a permanent day and night search and rescue service to cover marine requirements in Canada and prevent the loss of life and injury.”

To fulfill this mission, our objectives are to:

- Save 100% of lives at risk;
- Reduce the number and severity of SAR incidents;
- Promote marine safety;
- Support the Canadian Coast Guard;
- Provide a humanitarian service;
- Maintain the highest professional standards;
- Promote dedication and pride of membership.

Organization

The organizational structure of the CCGA is testament to its humanitarian ideals and its grassroots strengths.

In Canada, six Canadian Coast Guard Auxiliaries are federally incorporated as non-profit corporations.

- CCGA National Inc.
- CCGA Pacific Inc.
- CCGA Central & Arctic Inc.
- CCGA Quebec Inc.
- CCGA Maritimes Inc.
- CCGA Newfoundland & Labrador Inc.

Each association has a legal entity separate from that of the Government of Canada.

The Presidents of each of the five regional associations are members of the CCGA National Board of Directors, chaired by an elected National Chair. The National Board of Directors oversees the administrative and business requirements that concern every region.

National Governance

The affairs of the Coast Guard Auxiliary are managed by a National Board of Directors. The President and National Chair is an elected position for a two-year term and can be re-elected for one or two additional years thus serving a maximum of 4 years. The National and Vice Chairs must be selected by a majority vote from amongst the Directors. A Director is either elected or appointed member and the Board consists of, at least three to a maximum of nine, Directors.

National Board of Directors
 President and National Chair
 Vice-Chairperson
 Directors (one per regional CCGA)
 Secretary
 Treasurer
 Administration:
 Business Manager

The National Board of Directors produces National Guidelines which are distributed to all members of the CCGA within each regional corporation.

Regional Governance

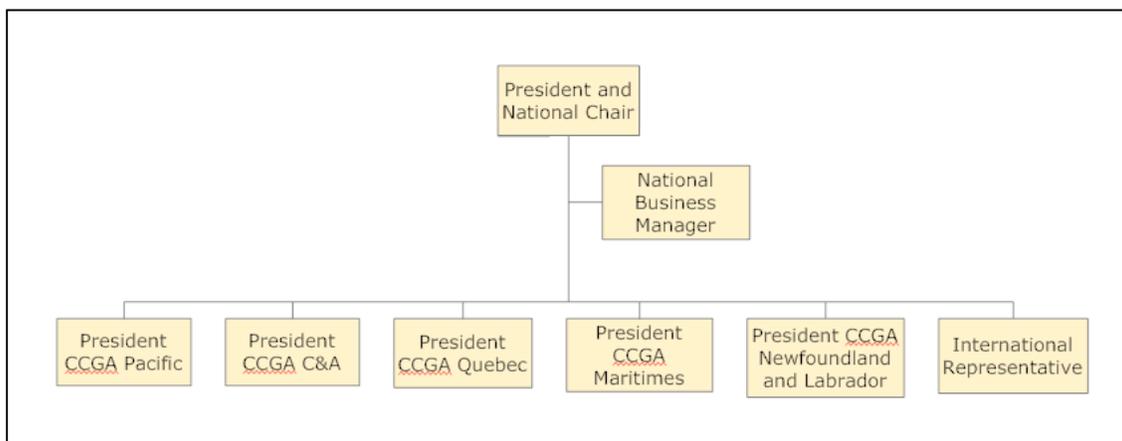
Each regional CCGA corporation is a unique, incorporated entity, registered as a charitable organization delivering services to meet the national CCGA objectives within the region.

The governance of each corporation is detailed in documents including:

- Letters Patent
- By-Laws
- CCGA National Guidelines

- CCGA Regional Standing Orders
- Contribution Agreement between the specific CCGA Corporation and the Crown.

Canadian Coast Guard Auxiliary (National) Inc.



3 Priorities, Goals and Challenges

The CCGA represents a great value of service to Canadians in terms of lives saved. The strength of the volunteer commitment in the direct provision of Search and Rescue service is clear - the Auxiliary has 4,261 members and 1,199 vessels, and the auxiliaries respond to 20-25% of all Maritime incidents in Canada (almost 40% in some regions).

There is a strong and committed relationship between the Auxiliary and the Coast Guard. A strong dedication exists among the regions. This dedication is demonstrated in many ways, including participation in each other's AGMs, and the acceptance and accommodation of regional differences.

These strengths form a solid base for addressing the challenges that the CCGA currently faces.

Challenges

Finances

With the stable level of funding obtained from the Contribution Agreement, the CCGA Associations which do not have supplemental sources of funding must plan on operating on a fixed budget despite the rising costs to conduct SAR operations.

As a result, all associations must perform an annual budget review exercise and identify ways to rationalize expenses. In doing so, the CCGA associations have to identify more efficient ways to conduct business; they must share good practices and lessons learned, and they must look at expanding the role of volunteers to "non-traditional" roles (i.e. helping with administrative tasks).

In some cases, CCGA associations must even look at "structural changes" to allow the continuation of their mission in the context of a fixed-budget.

Identity

There is very limited understanding among the general public that the CCGA is an independent organization, working in partnership with Coast Guard. Lack of a distinct CCGA identity (separate from CCG) among the broader public may also hamper fundraising efforts.

The recent Governance Study proposed the development of Terms of Reference for a task force on CCGA identity. The recommendation is:

- That a task force be tasked with reviewing, clarifying and resolving issues around the identity of the CCGA, including (but not limited to):
 - Building national identity within the broader CCGA membership

- Communication of non-profit status to the CCGA membership and the public
- Communication of partnership with CCG to CCGA membership and public
- Consistency in uniforms and differentiation from CCG
- Consistency in color of boats and differentiation from CCG
- Implications of identity on fundraising efforts
- That the task force report back to the Board with its recommendations, for Board approval.
- That one of the goals of the task force is to ensure national consistency of CCGA identity.
- That the task force include at least one member of the National Board, at least one other Auxiliary member from each region, and one representative from the Canadian Coast Guard. It may also be beneficial to include an additional non- Auxiliary member who has fundraising experience with other non-profit organizations, given the potential for identity to have an impact on fundraising.
- That there be some cross membership between the fundraising task force and identity task force.

Roles of the National Board and National Office

In 2006 and 2007, the CCGA conducted a Governance review exercise which included a wide consultation of Board members and CCG Partners across the country.

The conclusions and recommendations of the study have been incorporated in this business plan.

During the consultation phase, the following roles and capacities were identified and commonly agreed to for the CCGA National Office and CCGA national Board.

Roles of the National Board – Points of Consensus

- National representation, voice and promotion
- Establish, uphold and communicate national, common policies
- Strategic direction and risk management
- Ensure effective communication (internal and external)
- Ensure/maintain financial and organizational health for the Auxiliary as a whole
- Provide a framework for training standards, performance measurement and reporting
- Oversee and monitor the deliverables and outcomes from national level activities
- Act as a forum for the regions for sharing of ideas (embrace differences in an open process and collegial cooperation)
- Focus on consensus building

- Ensure that regional needs are considered in national level negotiations
- Develop and manage relationships with national organizations
- Be accountable to their members, funders and other stakeholders
- Identify desired values and promote them

Capacities required for National Board – Points of Consensus

- Commitment, loyalty of members
- Incentives to perform
- Be transparent in its work
- Train new Board members
- Skills and Knowledge:
 - Planning
 - Communication
 - Strategic thinking
 - Marine rescue
- Ability to work well as a group collegially
- Capacity to add specialist skills to board, as needed (eg. law, finances)
- Capacity to access other expertise (through contracts with service providers and/or volunteer contributions)
- Authority to spend money, within defined limits
- Authority to speak on behalf of the CCGA
- Lead by example
- Succession planning for Directors
- Safeguard the health of the organization
- Review regional business plans before submission to Coast Guard
- Capacity to ensure compatibility of regional and national bylaws

Roles of National Office – Points of Consensus

- Support the national board of directors, including communications, briefing notes etc.
- Implement the directions of the National Board
- Coordinate the business plans for the Auxiliary as a whole
- Coordinate the development of national standards
- Support the regions in fundraising, business plans, training
- Coordinate communications
- Ensure projects are on track (monitoring function) on behalf of the Board
- Liaison with regional business managers
- Coordination role for exchange of best practices

Capacities required for the National Office – Points of Consensus

- Skills
- Relationship building

- Coordination
- Language - Bilingual
- Planning
- Marketing
- Policy development
- Interpersonal
- Communication - Writing, Oral, Electronic
- Negotiation
- Project management
- Ability to access expertise
- Good channels of communication
- Administration of funds, office and HR
- Fundraising
- Marine activities knowledge
- Flexibility (hours, mobility) of staff
- Ability to work without close supervision
- Authority to spend within limits
- Ability to provide timely and accurate advice to the Board

4 Activities

Insurance Coverage

The Canadian Coast Guard Auxiliary provides its members with basic insurance coverage including Hull and Machinery Protection for their vessel and Indemnity and Group Accident for the members. The vessels are insured for damage or loss and the members insured against accidental death or disability while on authorized activity.

The CCGA National office is looking after the following items:

- Negotiation of Insurance Premiums;
- Update Insurance Coverage;
- Gather & Provide Data for Insurance Brokers;
- Publish Insurance Summaries and FAQs.

In 2007, the CCG conducted a review of the CCGA Insurance Program and made a number of recommendations which are addressed in the 2008-09 National Budget Proposal.

In 2008, the CCGA redesigned the questionnaire being used to collect data for insurance purposes. The new questionnaire can be filled on-screen and, for guidance purpose, is populated with data from the previous calendar year.

Training

The CCGA National Office has been involved in a number of projects aimed at providing Auxiliarists with various training tools, documentation and opportunities to enhance their skills.

The office has also contributed to the development of the following tools:

- SAR Seamanship Reference Manual;
- National Training Standards;
- Training Logs;
- PCCC Training Video;
- Translation and distribution of the SAR Crew Manual;
- Production of a training video for operators of Bobbie the Safety Boat;
- SMS Training Video.

The CCGA training programs were the object of an extensive review in 2007-08. The report recommended the following measures for the CCGA National Office:

“The National CCGA website could provide a common platform (a) to archive all electronic versions of training material produced by CCGA corporations, (b) to host online forums for inter-regional networking of trainers, and (c) to host online

training videos or text material that may be produced by CCGAs corporations from time to time.

The 6 CCGA corporations should also consider pooling their resources to offer a single portal to interface with all CCGA membership, leaving content management under control of each corporation for specific sections that are relevant to their respective corporation. This would enhance a common look and feel, encourage cohesiveness and consistency of information, and perhaps grow further the "national" stature of the Auxiliary's body of knowledge and expertise."

Since the report was published, several recommendations were implemented. For example, a series of 32 PowerPoint presentations developed by CCGA-P to support the CCGA SAR training program have been translated and posted on the National Web Site. The presentations were also made available to the CCGA-Q Training Committee.

Additional training resources are being developed by the National Office as part of a NIF initiative. A **User Manual** and **Training Video** are being produced in support of the implementation of the SAR Management System in the C&A and Quebec regions.

Boating Safety

The CCGA is looking at options in order to finance the following Boating Safety activities independently from Transport Canada:

Annual Safe Boating Campaign

The Canadian Safe Boating Council has changed the formula for its annual Safe Boating Campaign. A media kit was prepared. The kit includes radio and television PSAs, a series of newspaper articles on various safe boating topics and a videotape showing boating sequences. The CCGA has developed an interactive DVD to distribute the promotional material to its members.

Bobbie the Safety Boat

The Bobbie the Safety Boat Song won a 2006 Communicator Award of Excellence (Audio Competition) in the "Education" category.

The continuation of the Bobbie the Safety Boat Program relies on the ability of the CCGA to identify alternate sources of funding for the program.

Contribution Agreement with Transport Canada

The development of a Contribution Agreement with Transport Canada has not been successful despite the commitments made at the signing of a

Memorandum of Agreement in 2005. Currently, CCGA associations are looking at alternate ways of funding their Boating Safety activities.

Membership

Internal Communication • Printed Publications

The Auxiliarist

The Auxiliarist is the national newsletter produced by the CCGA to inform the members and to promote the Auxiliary to friends, supporters and potential donors/sponsors.

In recent years, in order to reduce costs, the CCG and CCGA have mutually agreed to produce separate versions (French & English) of The Auxiliarist and to reduce the number of issues/year. To reduce costs even further, the mailing of each edition is also combined with other material sent to CCGA members (Uniform Order Forms, Annual Report, Training Logs, Insurance Summary and FAQs, etc.).

With the National Web Site, the Auxiliarist remains a core element of the National Auxiliary Internal Communication Programs. It has won a Communicator Award of Excellence in 2006.

Services Provided to CCGA Members

National Guidelines

National Guidelines were updated, translated and distributed to all members on a CD after the signing of the Contribution Agreement. They are also posted on the CCGA National Web Site. A number of printed copies are in storage to respond to the needs of the five CCGA Associations.

Annual Report

The National Office publishes an Annual Report to the Commissioner. The Annual Report is inserted in The Auxiliarist and also distributed to all donors/sponsors and associate members.

The Report identifies the highlights and achievements of the Auxiliary for the previous calendar year and provides operational statistics.

As the CCGA heads towards the gathering of additional information to meet "Performance Measurement" requirements, the Annual Report is likely going to include additional information coming from a central data base (The SMS System).

Internal Communication • Electronic Publications

CCGA National Web Site

Since it was launched in 2001, the CCGA National Web Site has gone through a significant period of growth, both in terms of content and traffic. The site is updated regularly and is used as an internal and external communication tool.

The CCGA Web Site was awarded the “Excellent” rating after being reviewed by the Canadian Web Awards in 2009. The site was also awarded the World Wide Web Gold Award, the Webmaster Award, the Bronze Astral Award, the Best Nautical Site Award and the World Class Website Award for the quality of its content and presentation.

E-Commerce

E-Commerce was introduced to our web site in 2006 and forms were designed to allow on-line secure donations.

Special Events

The National Office contributes to a number of special events:

• Annual General Meetings

- The National Chair makes a PowerPoint presentation, informs the membership of the highlights of the year from a national perspective and answers their questions;
- The National Chair presents recipients with National Awards;
- The National Office covers the AGM in The Auxiliarist and the National Web Site.

• Conventions

- The National Chair represents the Auxiliary at conventions such as the United States Coast Guard Auxiliary National Conference and SARSCENE and delivers PowerPoint Presentations on various topics related to the Auxiliary.

• Award Ceremonies

- The National Chair represents the Auxiliary and accepts awards on behalf of National Council.

• Boat Shows

- The National Office provides promotional and educational material for distribution at Boat Shows and other public events.

Production of Promotional Material

The CCGA National looks after the elements of the National Identification Program such as Flags (CCGA), Pins, Badges, Ball Caps, design of logos, etc. The office also supervises the CCGA Fulfillment Program and authorizes items which are put on sale with the CCGA logo and crest.

Brand Protection

The CCGA National Office ensures the protection of the CCGA image, trademarks and copyright.

National Awards

Since it was introduced in 2002, the CCGA National Awards Program has presented medals and certificates to 518 Auxiliaries.

The National Award Committee is made of three representatives (the National CEO, one Regional President, one CCG representative) and meets twice a year to review nominations.

The breakdown of medals by category as of January 31, 2009 is:

- Heroism 2
- Exemplary Service 17
- Leadership 36
- Operational Merit 47
- Humanitarian 24
- Administrative Excellence 33
- Long Service 359
- Total 518

New service ribbons were also added to the program in 2006 and full size medals were introduced in 2008.

Uniform

The Uniform Committee meets annually to review proposed changes to the CCGA Uniform Guidelines.

A number of proposed changes submitted by the Committee were adopted by the CCGA National Council. Additional amendments have been suggested and will be discussed over the next Business Plan period.

A new version of the uniform Guidelines will be published/posted in 2009.

Communication Programs

Marketing and External

The objectives of the CCGA marketing and promotion programs are to raise public awareness, improve the public perception of the Auxiliary and use various means to bring the organization to the attention of the generations who will support it in future years.

Press Releases & Media Backgrounders

When participating in public events such as SAR Competitions, Annual General Meetings, Award Presentations, etc. the CCGA issues press releases and

media backgrounders in order to draw the public's attention to these events and gain public recognition.

Contribution to various Publications/Projects

The CCGA National Office takes advantage of the offer by several publications to provide coverage of the Auxiliary in their pages. The CCGA National Office also regularly provides pictures, video footage and resources for interviews.

The same material is regularly used by CCGA regional Associations in their own internal publications or for various projects that require video materials or photos.

Public Service Announcements

Starting in 2001, the CCGA initiated a Public Service Announcement Program to raise the profile and visibility of the Auxiliary in the general public. The basic principle of this program is simple: The CCGA develops awareness material and makes it available free of charge to the media. The media can use the material to fill unsold advertising spaces and time slots. In return, the advertising space and time are provided at no cost to the CCGA.

In 2005, the CCGA Radio Public Service Announcements won an Award of Excellence at the Communicator Awards - Audio Competition. The Award of Excellence is given to those productions whose ability to communicate puts them among the best in the field.

The Report on CCGA Marketing Campaigns published in 2003 showed that in excess of \$1.5 million worth of advertising was donated to the Auxiliary over a three year period. The efficiency of the campaigns is measured by using response cards which are returned to the CCGA. The cards indicate the rotation (light-medium-heavy) of the messages aired by the broadcaster.

The development phase of the program is now completed and the CCGA has material available for the printed media (ads in various sizes and formats), television (30 sec. ads) and radio (four different audio messages). All PSAs are available in both official languages.

The CCGA has also developed a media distribution list to which the PSAs are sent annually.

In 2006, CCGA National also won the prestigious Marcom Creative Award for the quality of its direct marketing programs.

In 2008, a new series of three TV Public Service Announcements was produced to celebrate the CCGA 30th Anniversary. The new PSAs were awarded the Ava Platinum Award by the Association of Marketing and Communication Professionals.

Again, the efficiency of the campaigns was measured by using response cards. Over 20 new media partners ran the CCGA messages. For 2008 alone, we estimate that the CCGA benefited from about \$500,000 worth of free advertizing.

In 2009, the National office will complete the gathering of video stock footage using the new video standards (HD Panoramic format).

A new series of PSAs will be produced featuring each individual region. The CCGA Corporate video "Good Samaritans of the Sea" will be updated.

Personnel

There is currently one paid position at the CCGA National Office: The National Business Manager.

The position has six major areas of focus:

- Supervise the development process of national programs;
- Manage the implementation and on-going support of these programs in all regions by providing direction and coordination;
- Provide support and information to the various internal and external stakeholders;
- Disseminate best practices to achieve desired outcomes;
- Participate in the decision making process to set priorities;
- Develop partnerships with external stakeholders.

More specifically, the position has the following accountabilities:

Develop and implement public relation and internal/external communication programs to increase the public's awareness of the Coast Guard Auxiliary and to maintain CCGA membership well informed.

- Supervise preparation, layout, printing & distribution of The Auxiliarist;
- Supervise preparation, production & distribution of CCGA promotional material;
- Develop, maintain & update National Web Site;
- Issue media backgrounders & press releases;
- Collect & distribute press clippings.
- Develop & distribute TV & Radio Public Service Announcements;
- Develop & distribute Newspaper Ads;
- Develop & distribute Marketing Videos;
- Develop & distribute Corporate Brochure & posters;
- Supervise development of CCGA on-line store.

Manage the day-to-day activities for the national office. Duties include report writing, budget preparation and analysis, coordination of meetings, development of recruitment strategies and preparation of communications plans.

- Manage relations with international partners;
- Prepare presentations & speeches for National Chair;
- Prepare agenda & minutes of National Council;
- E-mail & correspondence for National Chair & national office;
- Attend AGMs, National Council Meetings, SAR Competitions, etc.
- Attend meetings on insurance coverage;
- Review & update CCGA National Guidelines;
- Contribute to renewal of Contribution Agreement;
- Produce Annual Report;
- Development of National Business Plan;
- Provide services & documents in both official languages.

Work closely with the Director, Search and Rescue, and the Superintendent, Coast Guard Auxiliary and other CCG personnel on matters of common interest.

- Supervise National Uniform Program;
- Supervise National Awards Program;

Keep members of the CCGA National Council informed of trends, changes and current affairs in marine search and rescue and the boating world.

Fundraiser

The National Office is considering opening the new position of National Fundraiser in 2009. The position will likely be based in central Canada. Mr. Ian Ventham will be making recommendations to the National Board to define the position criteria and associated budget.

The position will focus on the development of fundraising strategies and implementation across Canada of a fundraising campaign. Functions would include:

- Manage National Fundraising Programs (corporate & individual appeals);
- Develop & update all databases & mailing lists;
- Develop & supervise national appeals for donations;
- Develop & supervise national sponsorship campaigns;
- Develop & supervise national campaign to recruit associate members;
- Manage & co-ordinate marketing activities;
- Manage & co-ordinate promotion campaigns;
- Manage & co-ordinate solicitation campaigns for advertisers (Auxiliarist);

- Develop corporate partnerships.

Administration / Business Operations

Liaison with CCG, NSS & other Agencies

The administrative workload on the National Office is increasing as a result of more demanding government requirements from organizations that benefit from public funding. For the Auxiliary, this translates into additional time being spent on collecting data and producing reports on performance indicators, managing NIF projects or collaborating with the Program Review Audit process.

National Policy Development

Development of National Policies is done under the guidance of National Board. These policies cover several sectors of activity and provide a consistent interpretation of national guidelines such as reimbursement rates, insurance coverage, operational guidelines, etc.

In 2009, the National Office will be overseeing the update of the CCGA National Bylaws.

International Affairs

In recent years, strong ties were developed with the USCG Auxiliary. The National Office continues to work on strengthening this partnership and develop others.

National Board Meetings

The Coast Guard Auxiliary National Council meets 2-3 times a year. Each meeting is usually followed by joint meetings with regional and national representatives of the Canadian Coast Guard. The meetings are planned by the CCGA in coordination with the SAR Branch of the CCG in Ottawa. Tasks include the development of agendas, distribution of minutes to the participants and following up on decisions made.

Budget Management

The National Office supervises the process of establishing the annual budget allocations for each of the six CCGA associations (sharing of funds originating from the Contribution Agreement).

A new internal process was implemented to allow the CCGA Associations to make a global proposal to the CCG as to how the funding from the Contribution Agreement should be divided each year. The CCGA Associations share their business plans, discuss them and submit a global funding proposal to the Canadian Coast Guard.

Fundraising

Another mandate of the CCGA National Office is “To raise funds, cost effectively, from a diverse range of sources, in support of the financial needs of the CCGA, by developing high quality relationships with our supporters.”

In managing the corporate fundraising strategy, the CCGA National Office engage selected companies through sponsorship and promotional activities in order to enhance the image and brand values of the CCGA, to create opportunities to raise funds, and to reduce cost of procurements through sponsorships.

In managing its personal & corporate donation fundraising strategy, the CCGA National Office invests efforts & resources into developing long term relationships with all supporters, thereby encouraging and optimizing repeatable contributions.

With regard to the Fundraising initiative, the recent Governance Study recommended that, upon completion and reflection on the results of the Waterfall Report, that the National Board consider the following additional steps to address fundraising issues within the CCGA:

- The Board develop and agree on Terms of Reference for a task force on fundraising.
- The role of the task force would be to review, clarify and define roles and responsibilities with regard to fundraising.
- That the task force report back to the Board with its recommendations, for Board approval.
- That the task force should take into account the diversity of the regions and the relationship to Coast Guard on fundraising questions
- That the task force include at least one member from the National Board, at least two other Auxiliary members who are engaged in fundraising at the regional and/or local level, and one additional non-Auxiliary member who has fundraising experience with other non-profit organizations.
- That the task force consider and communicate the specific goals and objectives of any fundraising recommendations/activities.
- That one of the goals of the task force is to ensure a consistent approach.

Fulfillment Program

The Fulfillment Program was developed together after a Partnership Agreement was reached with Festival Promotions. The CCGA obtains royalties from sale of gear & equipment identified with the Auxiliary/ISAR logos.

In addition to the on-line "Coast Guard Store", the CCGA also publishes an insert with the Auxiliarist which allows readers to order gear and equipment

identified with the CCGA or ISAR logo. The insert is also distributed to CCGA Donors, Sponsors and Associate Members and is available on-line on the CCGA Web Site.

Associate Membership

Between 2001 and 2003, the National Office conducted a series of five pilot projects to test and measure the response rates to direct mail solicitation campaigns in various areas and various periods during the year. Solicitation material and mailing lists were developed to conduct these pilot projects. Sustaining members are classified within several categories depending on their level of contribution. Relatedly they obtain various levels of recognition/benefits. The results of the pilot projects were published in the Report on Direct Mailing Campaigns presented to the National Council in August, 2003.

The Report concluded that CCGA direct mailing campaigns were most efficient (and profitable) when conducted prior to the Christmas period. These periods delivered the best response and renewal rates.

Following the recommendations of the report, the National Office set up an Annual Direct Mail Campaign using an updated version of the solicitation material and a new portion of its prospects database.

The National Office also conducted a review study of its Fundraising programs using an external consultant. The first goal of the Waterfall Study was to review the National programs in order to identify those that provide the best return.

The second goal was to canvass the regions to identify the fundraising programs being conducted and make recommendations to better coordinate the regional/national efforts.

Vessel Donations – In Memoriam Donations

The Vessel Donation and In Memoriam Donation programs were introduced in 2003. Promotion of these programs is currently limited to The Auxiliarist and the National Web Site. The promotion of these programs will be likely expanded to include external advertising tools. Also, a Corporate Program could be developed to solicit companies for donations of surplus equipment that can be useful to the CCGA.

New Initiatives

NIF Program

The process of filing applications for funds from the NIF (New SAR Initiatives Fund) has evolved in recent years. Regional CCGA submissions are now prioritized although the National Office also files complimentary requests to support equitable distribution of funds between the regions.

For Fiscal Year 2009-10, the National Office is currently consulting the regions and exploring the projects to be submitted to the NSS.

SAR Management System

The National Office is contributing to the implementation of the SAR Management System across Canada. Phase I of the project included expansion of the system in C&A and Quebec over the period 2008-10. Phase II will expand the system to Maritimes and Newfoundland in 2010-2012.

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Canadian Coast Guard Auxiliary – Annex A

Volunteers saving lives on the water

FINANCIAL STATEMENTS

♦ *Attach copy of your latest financial statement*

[Insert financial tables – Expenditure Form, Bank Account, and Annual Budget]

FINANCIAL STATEMENTS
For
CANADIAN COAST GUARD AUXILIARY (NATIONAL), INC.
For year ended
MARCH 31, 2008

AUDITORS' REPORT

To the Members of

CANADIAN COAST GUARD AUXILIARY (NATIONAL), INC.

We have audited the statement of financial position of the Canadian Coast Guard Auxiliary (National), Inc. as at March 31, 2008 and the statements of operations and changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Auxiliary's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In common with many charitable organizations, the Auxiliary derives a portion of its revenues from the general public in the form of donations, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the Auxiliary and we were not able to determine whether any adjustments might be necessary to revenues derived from donations, net revenue (expense), assets and net assets.

In our opinion, except for the effect of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves concerning the completeness of the revenues from donations referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Auxiliary as at March 31, 2008, the results of its operations, the changes in its net assets and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Chartered Accountants
Licensed Public Accountants

Ottawa, Ontario
August 6, 2008.

CANADIAN COAST GUARD AUXILIARY (NATIONAL), INC.

STATEMENT OF FINANCIAL POSITION

MARCH 31, 2008

	<u>2008</u>	<u>2007</u>
<u>ASSETS</u>		
CURRENT ASSETS		
Cash	\$ 76,683	\$ 71,503
Accounts receivable	139,311	19,065
Prepaid expenses	<u>63</u>	<u>5,178</u>
	216,057	95,746
CAPITAL ASSETS (note 5)	<u>33,760</u>	<u>56,302</u>
	<u>\$ 249,817</u>	<u>\$ 152,048</u>
<u>LIABILITIES AND NET ASSETS</u>		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 144,805	\$ 24,443
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (note 6)	<u>33,760</u>	<u>56,302</u>
	178,565	80,745
NET ASSETS		
Unrestricted (note 7)	<u>71,252</u>	<u>71,303</u>
	<u>\$ 249,817</u>	<u>\$ 152,048</u>

Approved by the Board:

MALCOLM DUNDERDALE
..... Director

FRANK McLAUGHLIN
..... Director

(See accompanying notes)

Welch LLP

An Independent Member of BKR International

CANADIAN COAST GUARD AUXILIARY (NATIONAL), INC.
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
YEAR ENDED MARCH 31, 2008

	<u>2008</u>	<u>2007</u>
Revenue		
Total contributions received from Fisheries and Oceans for Search and Rescue	\$ 1,408,000	\$ 1,411,000
Less deferred contributions relating to purchase of capital assets (note 6)	<u>9,033</u>	<u>19,608</u>
	1,398,967	1,391,392
Contributions received from Fisheries and Oceans for Governance Study	-	117,503
Amortization of deferred contributions (note 6)	<u>31,575</u>	<u>32,361</u>
Total contributions received from Fisheries and Oceans	1,430,542	1,541,256
Contributions from Department of National Defence - NIF Project	<u>205,687</u>	-
Total contributions from government sources	1,636,229	1,541,256
Donations	<u>38,756</u>	<u>8,772</u>
	<u>1,674,985</u>	<u>1,550,028</u>
Expenses		
Amortization	31,575	32,361
Bank charges	2,764	1,717
Branding	18,800	29,913
Electronic communication programs	51,444	51,242
Fundraising	4,309	4,202
Governance study	-	100,960
Honoraria (note 8)	35,000	35,000
Insurance	727,991	664,115
ISAR	41,976	25,563
Medals and uniforms	13,296	41,899
NIF project	205,687	14,687
National council meetings	8,607	15,983
Office operations, rent and supplies	60,067	62,061
Publications	83,223	115,676
Professional fees	22,962	19,300
Promotional material	47,804	59,699
Safe boating activities	-	22,721
Salaries and benefits	94,752	97,825
SAR management system	56,693	-
Subsidy to other CCGA organizations	96,583	37,000
Telephone	8,116	4,728
Travel and meetings	<u>63,387</u>	<u>94,334</u>
	<u>1,675,036</u>	<u>1,530,986</u>
Net revenue (expense)	(51)	19,042
Net assets at beginning of year	<u>71,303</u>	<u>52,261</u>
Net assets at end of year	<u>\$ 71,252</u>	<u>\$ 71,303</u>

(See accompanying notes)

CANADIAN COAST GUARD AUXILIARY (NATIONAL), INC.

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31, 2008

	<u>2008</u>	<u>2007</u>
CASH PROVIDED BY (USED IN)		
OPERATING ACTIVITIES		
Net revenue (expense)	\$ (51)	\$ 19,042
Items not affecting cash:		
Amortization of deferred contributions	(31,575)	(32,361)
Amortization	<u>31,575</u>	<u>32,361</u>
	(51)	19,042
Changes in level of:		
Accounts receivable	(120,246)	91,394
Prepaid expenses	5,115	(5,178)
Accounts payable and accrued liabilities	<u>120,362</u>	<u>(57,231)</u>
	<u>5,180</u>	<u>48,027</u>
INVESTING ACTIVITIES		
Purchase of capital assets	<u>(9,033)</u>	<u>(19,608)</u>
FINANCING ACTIVITIES		
Contributions received from Fisheries and Oceans related to capital assets	<u>9,033</u>	<u>19,608</u>
TOTAL CASH PROVIDED	5,180	48,027
CASH AT BEGINNING OF YEAR	<u>71,503</u>	<u>23,476</u>
CASH AT END OF YEAR	\$ <u>76,683</u>	\$ <u>71,503</u>

(See accompanying notes)

Welch LLP

An Independent Member of BKR International

CANADIAN COAST GUARD AUXILIARY (NATIONAL), INC.

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2008

1. PURPOSE OF THE ORGANIZATION

Canadian Coast Guard Auxiliary (National), Inc. is incorporated under the Canada Corporations Act. The corporation's objective is to promote safety and the preservation of life and property in Canadian marine areas, including providing voluntary search and rescue services by acting in an auxiliary support role to the Canadian Coast Guard. The corporation is a registered Charity and as such is exempt from income tax by virtue of Paragraph 149(1)(f) of the Income Tax Act.

2. SIGNIFICANT ACCOUNTING POLICIES

Capital assets and amortization

Capital assets are recorded at cost. Amortization is provided using the straight-line method over the periods indicated below:

Equipment	- 5 years
Computer equipment	- 2 years

Revenue recognition

The Auxiliary follows the deferral method of accounting for government contributions. These restricted contributions are recognized as revenue in the period in which the related expenses are incurred.

Contributions that are restricted for the purchase of capital assets are deferred and recognized as revenue on the same basis as the amortization expense related to the acquired capital assets.

Government contributions

Under contracted funding arrangements with The Department of Fisheries and Oceans, the Auxiliary receives funding for its core operations.

Expenses

Expenses are recorded on the accrual basis of accounting.

Donated services and materials

The work of the Auxiliary is dependent upon the voluntary services of its directors and members and the voluntary contribution of materials from the general public. These services and materials are not normally purchased by the Auxiliary and because of the difficulty of determining their fair value, these donated services and materials are not recognized in the financial statements.

Donated services and materials normally purchased by the Auxiliary are recognized in the financial statements at their fair value when fair value can reasonably be estimated. In the absence of a reasonable estimate of fair value, such donated services and materials are not recorded.

Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates.

CANADIAN COAST GUARD AUXILIARY (NATIONAL), INC.

NOTES TO FINANCIAL STATEMENTS - Cont'd.

YEAR ENDED MARCH 31, 2008

3. CHANGE IN ACCOUNTING POLICY

Effective April 1, 2007, the Auxiliary adopted the new financial instruments standards reflected in the Canadian Institute of Chartered Accountants Handbook, Handbook Section 3855 (Financial Instruments - Recognition and Measurement), Handbook Section 3862 (Financial Instruments - Disclosures) and Handbook Section 3863 (Financial Instruments - Presentation). These new standards have been applied prospectively in accordance with the transitional provisions reflected in the Handbook. Since the Auxiliary does not have investments, derivatives or other complex financial instruments, the adoption of these new standards did not significantly affect the organization's financial statements.

4. FINANCIAL INSTRUMENTS

The Auxiliary's financial instruments consist of cash, accounts receivable and accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the Auxiliary is not exposed to significant interest, currency or credit risks arising from these instruments.

The fair value of the Auxiliary's cash, accounts receivable and accounts payable and accrued liabilities approximates their carrying values due to their short term nature.

5. CAPITAL ASSETS

Capital assets consist of the following:

	<u>2008</u>		<u>2007</u>	
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Cost</u>	<u>Accumulated amortization</u>
Equipment	\$ 130,335	\$ 99,674	\$ 127,501	\$ 73,607
Computer equipment	<u>19,920</u>	<u>16,821</u>	<u>13,721</u>	<u>11,313</u>
	150,255	\$ 116,495	141,222	\$ 84,920
Accumulated amortization	<u>116,495</u>		<u>84,920</u>	
	<u>\$ 33,760</u>		<u>\$ 56,302</u>	

6. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS

Deferred contributions related to capital assets represent contributed capital assets and restricted contributions received with respect to the acquisition of capital assets. The changes in the deferred contributions related to the capital assets balance for the year are as follows:

	<u>2008</u>	<u>2007</u>
Balance at beginning of year	\$ 56,302	\$ 69,055
Contributions received from Fisheries and Oceans	9,033	19,608
Amounts amortized to revenue	<u>(31,575)</u>	<u>(32,361)</u>
Balance at end of year	<u>\$ 33,760</u>	<u>\$ 56,302</u>

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CANADIAN COAST GUARD AUXILIARY (NATIONAL), INC.

NOTES TO FINANCIAL STATEMENTS - Cont'd.

YEAR ENDED MARCH 31, 2008

7. UNRESTRICTED NET ASSETS

The unrestricted net assets is comprised of donations and additional funding received from Fisheries and Oceans exclusive of funding received for search and rescue activities and is available for use at the Board's discretion.

8. RELATED PARTY TRANSACTIONS

During the year, honoraria totalling \$35,000 (2007 - \$35,000) were paid to the members of the board of directors.

EXPENDITURE FORM

Enter actual and/or projected values for applicable line items

BUDGET ITEM	2006/07	2007/08	2008/09 (Projected)	2009/10 (Budget)
ADMINISTRATION				
3290 GST	\$25,000	\$25,000	\$20,000	\$20,000
3355 PST	\$12,000	\$12,000	\$12,000	\$10,000
3390 HST				
4001 Accounting & Audit Services	\$19,000	\$20,000	\$20,000	\$20,000
4002 Legal Services		\$7,000	\$15,000	\$5,000
4106 Trademark, Patent & Copyright Fees				
4409 Translation Expenses			\$25,000	\$25,000
4411 Writing Services			\$5,000	\$5,000
4418 Motor Vehicle Registration & Inspection				
4419 Bank Fees & Charges	\$2,000	\$2,000	\$2,000	\$2,000
4424 Conference Fees			\$2,000	\$2,000
4479 Storage & Warehousing	\$5,000	\$5,000	\$5,000	\$5,000
7184 Vehicle Fuel Expenses	\$3,000	\$3,500	\$3,000	\$4,000
7310 Lubricating Oil				
7335 Uniform Insignia	\$42,000	\$20,000	\$10,000	\$20,000
7335 Vessel Pennants			\$40,000	
7344 Office & Stationary Supplies	\$22,000	\$28,000	\$19,000	\$24,000
7345 Photographic Goods				
7360 LIMIT - Other miscellaneous products & goods	\$13,000	\$11,000	\$5,000	\$5,000
0202 Administrative Travel	\$40,000	\$22,000	\$22,000	\$25,000
0202 President & National BOD Travel	\$48,000	\$30,000	\$30,000	\$50,000

0202	Zone Travel / Administration				
0205	Travel USA	\$6,000	\$4,000	\$4,000	\$5,000
0208	Foreign Travel Other Than USA		\$4,000	\$4,000	\$4,000
0245	Postage & Handling		\$1,000	\$20,000	\$26,000
0246	Courier Services				
0260	Telephone services	\$5,000	\$5,000	\$5,000	\$5,000
0262	Long Distance Charges				
0331	Marketing / Communications	\$30,000	\$33,000	\$33,000	\$25,000
0331	Advertising Services				
0361	Printing Services	\$32,000	\$30,000	\$45,000	\$45,000
0362	Audio Visual Services	\$30,000	\$20,000	\$32,000	\$35,000
0503	Rental of Office Buildings				
0505	Rental of Other Buildings				
0525	Automobile Leasing	\$12,000	\$12,000	\$10,000	\$10,000
0554	Rental of Computer Software				
0555	Rental of Computer Equipment				
0556	Rental of Photocopiers				
0557	Rental of Other Office Equipment				
0559	Rental of Machinery & other equipment				
0680	Repair & Betterment of Computer Equipment, Hardware	\$8,000	\$10,000	\$5,000	\$15,000
0681	Repair & Betterment of Other Office Equipment				\$5,000
0682	Vehicle Maintenance				
0910	Office Furniture & Furnishings	\$2,000	\$3,000	\$3,000	\$2,000
0930	Computer Equipment - Small - Desktop - Portable	\$7,000	\$5,000	\$5,000	\$10,000
0931	Computer Software				\$2,000
0932	Computer Equipment - Parts				
0935	Other Office Equipment & Parts	\$4,000	\$12,000	\$5,000	\$5,000

0980	Vehicle Purchases				
	SAR Operational Administrative Costs				
	Honorariums				
		\$35,000	\$35,000	\$35,000	\$35,000
1017	TOTAL - ADMINISTRATION	\$402,000	\$359,500	\$441,000	\$451,000
EMPLOYEE COSTS					
0101	Salaries				
0101	Executive Officer				
0101	Business Manager	\$74,000	\$76,000	\$78,000	\$80,000
0101	Operations Officer				
0101	Training Officer				
0101	Administrative Assistant				
0101	Secretary				
4421	Part Time Help	\$4,000	\$4,000		\$5,000
0101	Other staff				
0181	Employee Benefits	\$11,000	\$12,000	\$12,000	\$12,000
	TOTAL - EMPLOYEE COSTS	\$89,000	\$92,000	\$90,000	\$97,000
SAR OPERATIONS					
	Reimbursement to Members for SAR Operations				
	Insurance Deductibles Resulting from SAR Operations				
1016	TOTAL - SAR OPERATIONS				
SUPPORT TO SAR OPERATIONS					
	Safety Supplies/Equipment				
1230	Insurance Premiums	\$664,000	\$607,000	\$885,000	\$885,000
0269	Telecommunications/Pager, Cell, etc.				
0682	Vehicle Maintenance				
7184	Vehicle Fuel Expenses				

7310	Lubricating Oil					
	Equipment Maintenance					
	Other					
1017	TOTAL SUPPORT TO SAR OPERATIONS		\$664,000		\$607,000	\$885,000
	TRAINING					
4205	Member Training Courses					
4208	On Water Training Expenses					
4208	First Aid Training Expenses					
4208	First Aid Recertification Expenses					
4208	CPR Training Expenses					
4208	CPR Recertification Expenses					
4208	Training Equipment Expenses					
4208	Regional SAR Competitions					
4208	Training Events (National/International)		\$37,000		\$20,000	
4208	Crew Level Training Programs					
4208	Training Administration				\$20,000	
4208	Training Support					
4208	ISAR Competition		\$25,000		\$52,000	
0682	Vehicle Maintenance					
7184	Vehicle Fuel Expenses					
7310	Lubricating Oil					
0202	ISAR Travel Costs for Non-Competitors					
0202	ISAR Competitor Travel Costs					
0204	Travel Training Expenses					
	Transfer to Regions				\$28,000	\$50,000
1018	TOTAL - TRAINING		\$62,000		\$120,000	\$50,000

MEMBERS					
7342	Newsletter	\$61,000	\$70,000	\$40,000	\$40,000
7352	Awards, Gifts & Recognition	\$46,000	\$12,000	\$32,000	\$20,000
0202	Executive Meeting Travel Expenses				
0569	Annual General Meeting				
0569	Board of Director & Committee Meeting Expenses	\$16,000	\$20,000	\$10,000	\$30,000
0569	Business Managers Meeting Expenses	\$30,000			
0569	Meeting Costs (non AGM)				
0202	Annual General Meeting Travel Expenses				
0202	Board of Director Meeting Travel Expenses				
	National Web Site	\$51,000	\$51,000	\$20,000	\$20,000
	Other				
1017	TOTAL - MEMBERS	\$204,000	\$153,000	\$92,000	\$110,000
FUNDRAISING					
	Direct Costs & Travel	\$8,000	\$14,000	\$22,000	\$10,000
	Indirect Costs (e.g.:salary of dedicated persons)				\$30,000
	TOTAL - FUNDRAISING	\$8,000	\$14,000	\$22,000	\$40,000
NEW INITIATIVES					
	Project – SAR Management System	\$62,000	\$51,000	\$10,000	
	Project – NIF Project		\$210,000	\$124,000	
	Project – Distribution of C.A. & Nat. Guidelines			\$10,000	
	Project – CCGA 30 th Anniversary			\$10,000	
	Project – CCGA-NL Non-Members Registration				\$10,000
	TOTAL - NEW INITIATIVES	\$179,000	\$261,000	\$154,000	\$10,000
	GRAND TOTAL - EXPENDITURES	\$2,007,000	\$1,608,000	\$1,606,500	\$1,593,000

REVENUE FORM

Enter actual and/or projected values for applicable line items

BUDGET ITEM		2006/07	2007/08	2008/09	2009/10
	Contribution Agreement Funding	\$1,411,000	\$1,408,000	\$1,593,000	\$1,593,000
2850	Repayable Contribution Agreements				
	TOTAL - CONTRIBUTION AGREEMENT	\$1,411,000	\$1,408,000	\$1,593,000	\$1,593,000
	Fundraising (\$ donations)	\$9,000	\$39,000	\$17,000	\$20,000
	Fundraising (In-Kind value received)				
	TOTAL - FUNDRAISING	\$9,000	\$39,000	\$17,000	\$20,000
	Other Funding – NIF Program		\$205,000	\$124,000	
	Other Funding – Governance Study	\$117,000			
	TOTAL - OTHER FUNDING	\$117,000	\$205,000	\$124,000	
GRAND TOTAL - REVENUE		1,537,000	\$1,652,000	\$1,734,000	\$1,613,000

