



Canadian Coast Guard Auxiliary

2010-11 Business Plan



CCGA National

Volunteers saving lives on the water

FEBRUARY 2010

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Canadian Coast Guard Auxiliary

Volunteers saving lives on the water

1 Executive Summary

Funding pressures continue to impact the programs conducted by the Auxiliary. In order to maintain services provided to CCGA members, the National is developing tools and methods in order to help the regional offices deliver better training to Auxiliarists at a lower cost.

Insurance Coverage

In order to reduce exposure to liability from non-members crewing CCGA vessels, the Auxiliary now pays an additional premium. To compensate for the additional cost, the overall AD&D coverage was reduced to the minimum level allowed by the Contribution Agreement (\$1.5M) which is below the recommended level identified in the 2007 Insurance Review Study.

To reduce further this exposure to liability from non-members crewing Auxiliary vessels, the CCGA National office followed up on the recommendations of its Legal Counsel and provided new waiver forms to the CCGA regional offices. In 2010, posters and leaflets will be distributed to invite non-members to fill and return the waiver forms.

Support to SAR Operations and Training

Several initiatives have been developed to support delivery of better training to CCGA members in a more cost effective manner. Amongst those initiatives, CCGA National is developing scenarios for on-water SAR exercises. As they unfold, the exercises are recorded on video and documented. The videos are then edited and posted on the CCGA Web Site so that other units across the country can benefit from the lessons learned. Local units can also acquire organizing skills to organize similar SAREX on their own. These SAREX also happen to be good opportunities to obtain media coverage for the Auxiliary.

CCGA National is also pursuing the development of training tools such as the SAR Management System (SMS) *User Manual* and *Training Video* so that

CCGA members can learn how to use the CCGA information management system developed by CCGA-Pacific.

Training initiatives are also directed at CCGA Board members who can benefit from better Governance practices and policies.

Membership

The National Office is continuing efforts aimed at providing public recognition to CCGA members. In addition to the National Awards Program, nominations made in 2009 for the *Mérite Québécois de la Sécurité Civile* and the *IMO Bravery Award* were successful.

CCGA National has filed two NIF applications which were supported by CCG HQ. *Acquisition of SAR Equipment* and the *SAR Learning System* are under review by the NIF Merit Board.

Administration

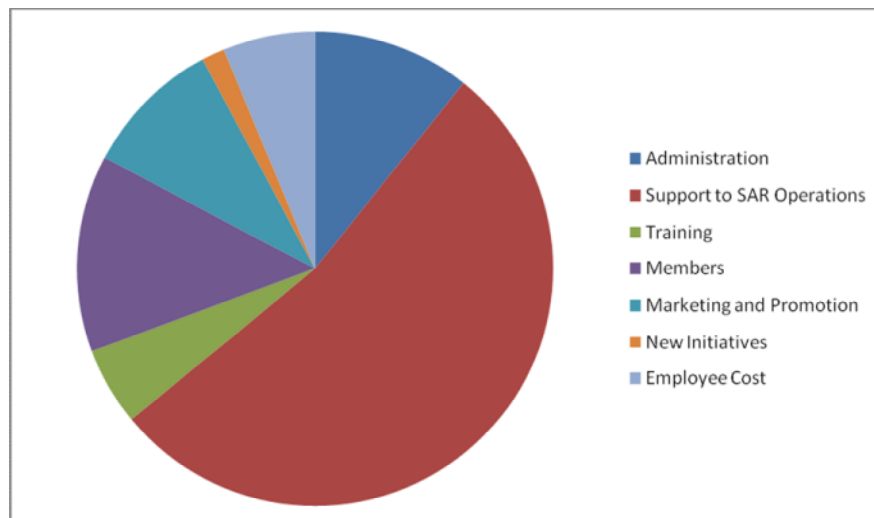
The Auxiliary's National Board has created a number of Committees in order to develop policies and procedures.

Marketing & Promotion

During Fiscal 2010-11, the Auxiliary will continue to seize opportunities to raise the profile of the Organization in the public – a prerequisite to ensure the success of the Fundraising initiatives currently developed by its Fundraising Committee.

Financial Synopsis

CCGA National Office		
	2010/11 (projected)	
Expenses	\$	%
Administration	\$171 000	10.7%
Support to SAR Operations	\$849 000	53.3%
Training	\$85 000	5.3%
Members	\$213 000	13.4%
Marketing and Promotion	\$150 000	9.4%
New Initiatives	\$25 000	1.6%
Employee Cost	\$100 000	6.3%
Total Expenses	\$1 593 000	100%
Revenue		
Primary Revenue (Contribution Agreement)	\$1 593 000	100.0%
Fundraising	\$0	0%
Other Revenue (NIF to be announced later)	\$0	0%
Total Revenue	\$1 593 000	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
Non-Voting Directors (2)
Administration:
Business Manager

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

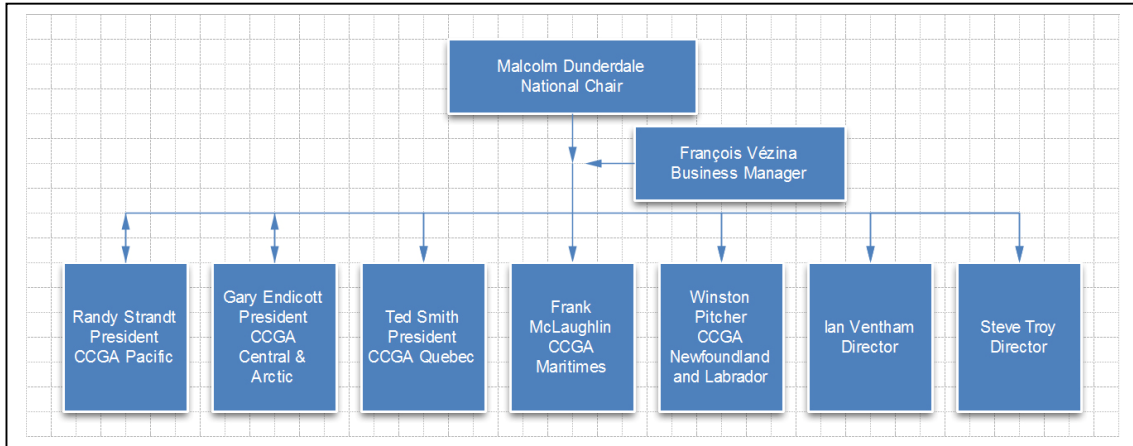
Regional Governance

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.

Insurance

Priorities

- To obtain the best coverage for CCGA volunteers at a cost the Auxiliary can afford;
- To obtain excellent value for services provided by CCGA brokers who negotiate premiums and manage claims for the Auxiliary.

Challenges

- Premiums are subject to market trends (not under CCGA control);
- Carriers are quoting a unique rate for all CCGA members regardless the type of activities they perform (as long as it is "authorized activity") with the exception of Boating Safety Activities. Would a breakdown by types of activity performed by Auxiliarists result in cost savings?

Support to SAR Operations

Priorities

- To continue with the implementation of SMS System and provide training to members of the Auxiliary so they can use the system efficiently;
- Obtain complete and reliable SAR data from the system to allow the Auxiliary to improve the planning and budgeting of SAR Operations, Training and Recruitment.

Challenges

- Concerns with CCGA staff workload still exist;
- Accessing JRCC/MRSC data remains in question;
- Use of SMS by JRCC/MRSC not fully implemented.

Membership

Priorities

- Support on-water activities;
- Development of training material and tools for volunteers.

Challenges

- Design more cost effective ways to provide training for CCGA members;
- Share lessons learned and organizing skills from SAREX

Membership

Priorities

- Support Vision & Value Exercise;
- Finalize CCGA Orientation DVD ROM & distribute to regions.

Challenges

- Survey CCGA Membership;
- Identify shared and common values;
- Support recruitment of volunteers for various functions within the Organization

Administration

Priorities

- Support Finance Committee
- Support Development and Adoption of New Governance Policies

Challenges

- Have all CCGA regions actively participate and act upon the conclusion drawn at the end of the consultation process

Marketing Promotion

Priorities

- Continue to raise the profile of the organization;

- Continue to promote volunteer recognition within the organization and in the general public.

Challenges

- Produce promotional material that conveys the common values of the CCGA while displaying regional differences.

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 for CCGA members.

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.

In 2009, the CCGA was successful in having insurance carriers recognize the lower risk of conducting Boating Safety Activities vs SAR Activities. The CCGA obtained a lower insurance rate for those members conducting Boating Safety activities.

However, the CCGA also had to add 600 non-members under its policy and reduce coverage for Accidental Death & Dismemberment to \$1.5M from the \$2.0M coverage recommended in the 2007 Insurance review study. These measures allowed the CCGA to maintain total insurance premiums for 2009-10 to a similar level as in the previous year.

Following the recommendations of its Legal Counsel, the CCGA designed and published waver forms for non-members crewing CCGA vessels.

In 2010, the National Office will be considering implementation of an Insurance Ad Hoc Committee to:

- Assist in the negotiations for renewal of the Insurance policies;
- Provide more detailed information to the National Board;
- Review services provided by CCGA brokers;
- Consider coverage of cost recovery activities.

Support to SAR Operations

In 2010, the National office will supervise the following initiatives in support to SAR operations:

- Conduct a survey to identify SAR Data collected in each CCGA region (via SMS or Claims/SITREPS or provided by JRCC/MRSC) and see if the data is adequate to satisfy the requirements of the SMS system;
- Conduct an impact study of SMS Implementation on CCGA staff workload;
- Participation in NTSB Study (Fishing Vessel Safety);
 - Participate in consultation process
 - Obtain information gathered by NTSB
 - Review recommendations when they become public
 - Involve CCGA-M and CCGA-NL in the process
- CCGA Vessel/Training Matrix Review (New TC Vessel Class)
 - Evaluate cost to implement requirements
- Implementation of Safety Management System
 - Cost analysis – Workload impact
 - Module for SMS System
 - Financial support from CCG
 - Lower insurance premiums (?)
- Continue exchanges with Members of IMRF to identify initiatives & training material that may be useful for the CCGA.

Training

In 2009, the National Office conducted the following activities in support of the CCGA Training programs:

- BOD Training Sessions
 - Training sessions were organized to familiarize Board members with principles of good governance.
- SMS Training Sessions
 - SMS Committee members were invited to attend an SMS Training Session in Toronto.
- Support to on-water training activities
 - On-water SAR exercises were organized in Victoria (BC) and Sept-Iles (QC).
- SAREX Videos (Pacific, Quebec)
 - SAREX videos were produced based on each exercise and posted on the CCGA Web site and on YouTube.
 - Three of the training videos (C&A and Quebec (2)) were presented with Ava, Marcom and Videographer awards in 2009
- Production of the SMS User Manual & Training Video.
 - The SMS Training Video was presented with Ava and Marcom Awards in 2009

- Production of the GISAR User Manual & Training Video

In 2010, the National Office will supervise the following projects:

- AED/AIS Training Videos
 - If the CCGA NIF application for Equipment is approved, the National Office will consider developing training material for these two types of equipment
- NIF Project 1 (SAR Learning System)
 - If approved by the NSS, the Search and Rescue Learning System will provide an online training system to CCGA volunteers of all regions across Canada. The project would be jointly developed by CCGA National and CCGA Pacific.
- SAREX Scenarios
 - Two new rescue scenarios will be proposed and SAREX organized in the summer of 2010.

Membership

In 2009, CCGA National conducted the following activities to support Membership:

- Publication and distribution of a new Log Book
- Provided support to Quebec NIF Project (Municipalities: Our SAR Partners)
- Attended Annual General Meetings to make presentations, bring National Awards, etc.
 - Coverage of AGMs on National Web Site (photos, presentations, awards, etc.)
- Supported efforts to enhance CCGA membership recognition:
 - Prepared IMO Bravery Award Nomination
 - Prepared Mérite de la Protection Civile (Quebec) Nomination
- Web Updates
 - 39 series of content updates made in 2009
 - CCGA National Web Site recognized with 2009 Canadian Web Award of Excellence
- Several forms were standardized, printed and distributed. The waiver forms for members and non-members were vetted by CCGA Legal Counsel.
 - Auxiliary Vessel Inspection (pleasure craft, fishing vessel and SAR dedicated)

- Memorandum of Understanding-Waiver-Beneficiary (members & non-members)
- CCGA Pleasure Craft Safety Check
- Towing Waivers

- In 2009, legal Opinions were obtained and recommendations shared with the National Board for implementation
 - Members 65+
 - Non-members tasked on CCGA Vessels

- The Uniform Committee issued new Uniform Guidelines which will be translated and distributed to CCGA members. Production of epaulettes, shoulder flashes and badges is in progress.

- Two new NIF initiatives were prepared and submitted to the National SAR Secretariat. The proposals were endorsed by CCG HQ and forwarded to the NSS Merit Board.
 - SAR Equipment Purchase (Funding Request: \$552,000 over 2 years)
 - SAR Learning System (Funding Request: \$335,000.00 over 2 years)

- CCGA National provided support to various CCGA Committees
 - Executive
 - National Awards
 - Uniform
 - SAR Management System
 - Budget/Business Plan Committee
 - Standardization

In 2010, CCGA National will put forward the following activities to support CCGA Membership:

- A poster and leaflet will be produced and distributed to provide basic information and invite non-members crewing CCGA vessels to obtain and fill the waiver form.

- CCGA National will complete the production of an Orientation DVD ROM for new members
 - The project will be completed in mid-2010
 - The DVD ROM will include the following sections:
 - Welcome Aboard (Overview)
 - Identity Management
 - Organizational Structure
 - National Guidelines
 - Insurance
 - Training Material

- SAR Management System
- Uniform Guidelines
- Boating Safety
- National Awards Program

- Support will continue with existing committees and will be extended to several new committees, including:
 - Finance Committee. The Committee will develop and recommend new policies & practices related to :
 - Preparation of the Annual Business Plan
 - Standard Quarterly reports to the National Board
 - Identification of best practices to be shared with CCGA regions
 - Supervision of Annual Auditing Process
 - Implementation of new Chart of Accounts
 - Governance & Bylaws
 - New Governance Policies will be adopted
 - CCGA National Bylaws will be rewritten to reflect the results of the V&S exercise and to comply with the new Non Profit Act. The new bylaws will be revised by the CCGA Legal Counsel prior to approval by the Board.
 - Visioning & Value
 - The Visioning and Value (V&V) Group will launch a consultation process with CCGA Membership in order to identify a common shared value for all CCGA Corporations.
 - Fundraising
 - Once the V&V Group has completed its task, the Fundraising Committee will explore avenues to diversify funding sources and prepare a Fundraising Plan for approval by the National Board.
 - Insurance – as mentioned, a proposed Insurance Committee would accomplish the following tasks :
 - Assist in the negotiations for renewal of the Insurance policies;
 - Provide more detailed information to the National Board;
 - Review services provided by CCGA brokers;
 - Consider coverage of cost recovery activities.

- Videoconferencing will be used in order to maintain Committee Meetings costs to a reasonable level.

Marketing/Promotion

In 2009, CCGA National conducted the following activities to promote and raise the profile of the Auxiliary:

- Media Coverage:

- Sept-Îles SAREX (Local & National coverage)
- IMO Award
 - Bobby Noble Video produced to support the nomination. The video was subsequently presented with three Awards in 2009
 - Press release released in Newfoundland
- Sarscene Magazine (cover page article)
- The CCGA Public Service Announcement Series – *30 Years of Saving Lives* – was presented with the 2009 Videographer Award
- The CCGA Annual Report (with Operations Statistics for calendar year 2008) was published and posted on the National Web Site.
- A new promotional leaflet was designed and published for distribution at Boat Shows and other public events.
- CCGA Videos were posted on You Tube
 - 47 Videos Posted – Total of 84,500 viewings as of January 21

In 2010, CCGA National will conduct the following activities to promote and raise the profile of the Auxiliary:

- Update and distribute a new version of CCGA Corporate Video (Good Samaritans)
- Produce a new series of Public Service Announcements (Adapted to each region)
- Develop two new SAREX Training Videos
- Support CCGA-P Capital Campaign by providing stock footage
- Continue the publication of the Annual Report
- Introduce a Newsletter aimed at informing the CCGA membership on a more regular frequency
- Continue with regular updates posted on the National Web Site

Boating Safety

In 2009, the CCGA developed its own Courtesy Check Program.

In 2010, the program will continue and the National Office will produce and distribute an updated version of the PCSC Forms and Stickers. The program could also be supported with the following initiatives:

- Development of promotional material in order to raise the program's visibility in marinas and Boat Shows (poster & leaflet);
- Bobbie to be used as mascot to promote the program.