



# National Business Plan 2004 - 2006



## Volunteers Saving Lives on the Water

### Canadian Coast Guard Auxiliary

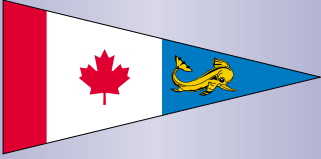
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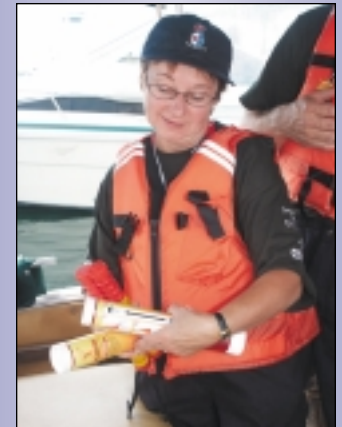
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# National Business Plan 2004 – 2006

## 1 Introduction

### CCGA National Office

The CCGA business plan describes the strategic initiatives of the Canadian Coast Guard Auxiliary (National) over the period 2004-2006. The plan is the result of on-going consultations with the five CCGA regional associations and reflects the long term goals found in the **National Strategic Plan**. We wish to thank the members and directors for their input.

Many of the initiatives included in the plan are conducted with the support and guidance of the employees of the SAR Branch of the Canadian Coast Guard in Ottawa. The CCGA National Office is very privileged to have access to the expertise and support of these partners and wishes to recognise their important contribution to the realisation of this business plan.

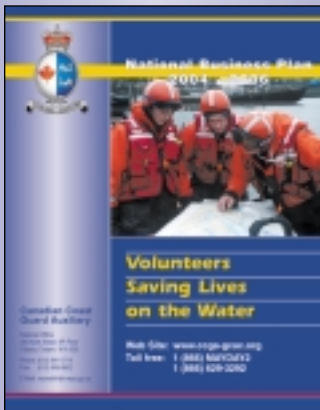
The plan was developed in accordance with the **Statement of Roles and Responsibilities** adopted by the CCGA National Council.

There are four major mandates covered by this plan. Within each mandate, the corresponding programs are described using the following elements:

- 1• Progress Report;
- 2• Objectives and Key Targets;
- 3• Priorities and Methods for the 2004-06 Business Plan Period.

The four strategic mandates of the CCGA National Office are:

- 1• To provide Services to CCGA Members;
- 2• To run Marketing and External Communication programs;
- 3• To implement National Fundraising Initiatives;
- 4• To conduct Administrative Functions.



## 2 *Services Provided to CCGA Members*

One of the mandates of the CCGA National Office is to manage the national programs of the organization and provide services and support to the volunteers in accordance with the Statement of Roles and Responsibilities adopted by National Council.

### Internal Communication • Printed Publications

#### The Auxiliarist

*The Auxiliarist* is the national newsletter produced by the CCG HQ Branch to inform the volunteers of the CCGA and to promote the Auxiliary to friends, supporters and potential donors/sponsors. Cost of the publication is shared between the CCGA and CCG HQ.

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 from 4 to 2. To reduce costs even further, the mailing of each edition is also combined with other material sent to CCGA members (*Uniform Order Forms, Annual Calendar, Annual Report, Training Logs, Insurance Summary, etc.*).

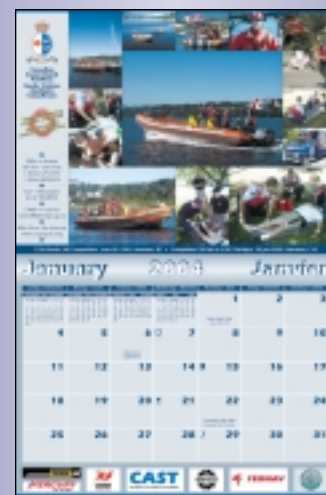
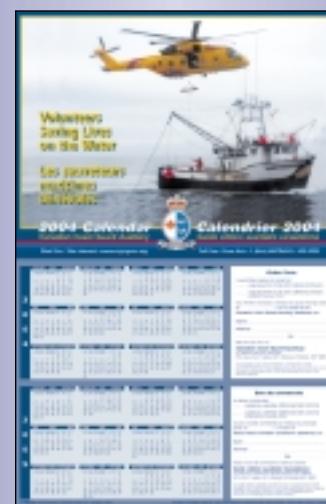
Over the previous business plan period, the newsletter was redesigned and upgraded. A package to solicit advertisers was developed. With the *National Web Site*, and the *CCGA Electronic Newsletter*, *The Auxiliarist* is a core element of the *National Auxiliary Internal Communication Programs* and supports the recommendations of the *CCGA Program Review Study* conducted in 2003.

#### Annual Calendar

The *CCGA Annual Calendar* is published and distributed to all members of the Auxiliary. It is also an integral part and an important incentive associated to two important fundraising programs: the *ISAR Sponsorship Program* and the *Associate Membership Program*.

The calendar is used to promote the CCGA in all five regions. It can be purchased during the annual *Associate Membership Campaign*. It is also used to cultivate corporate donors, sponsors and prospects by offering them advertising opportunities.

The Annual Calendar is a good window to display Auxiliary activities to the public. It provides a multiplying effect to the visibility of several events in which a lot of time and effort have been invested by CCGA volunteers.





The challenges for the Annual Calendar over the business plan period will be to reduce production costs and find economical and feasible ways to increase sales and distribution to a wider audience.

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### National Guidelines

Updated, translated and published shortly after the signing of the *Contribution Agreement*, the *CCGA National Guidelines* were distributed to all CCGA members. A number of copies are in storage to respond to the needs of the five CCGA Associations up until the end of the current *Contribution Agreement*.

The new document is far more complete when compared with the previous editions and includes the following sections:

- National Guidelines
- Contribution Agreement
- Members MOU
- National Council Bylaws
- Towing Policy
- Award Program
- Fundraising Policy
- Uniform Guidelines
- MOU with USCG Auxiliary
- Insurance Summary

The CCGA (National) is currently in the process of revising its Bylaws and Uniform Guidelines. While the on-line version of these documents can be updated regularly, a new printed version will only be issued after the signing of the next Contribution Agreement.

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### 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 on the following items:

- Members
- Vessels
- SAR Taskings
  - Lives Saved
  - Property Saved
  - Volunteer Hours
- Training Exercises
- Boat Shows & Public Events

- Safe Boating Programs
  - Safe Boating Campaign
  - Pleasure Craft Operator Certification
  - Courtesy Checks
  - Bobbie the Safety Boat
  - PFD Loaner Stations

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 in the future.

## Press Clippings/Videotapes

The CCGA National Office provides a press clipping service to the members of the National Council. Copies of relevant newspaper and magazine articles are forwarded along with transcripts or copies of video & radio newscasts. The most significant articles and newscasts are also posted on the National Web Site.

The service covers articles and newscasts about CCGA activities and other news of interest to the Auxiliary.

Press clippings and newscasts are also used when soliciting sponsors for CCGA events to demonstrate the visibility of these events to the public.

## Internal Communication • Electronic Publications

### CCGA National and ISAR Competition Web Sites

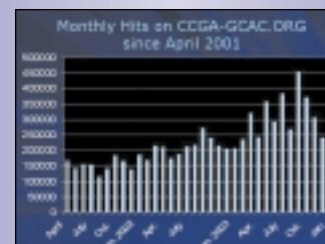
Since it was launched in 2001, the *CCGA National Web Site* has gone through a significant period of growth, both in terms of content and traffic (3.7 million hits in 2003 versus 2.5 million in 2002 and 1.4 million in 2001). The site is updated regularly and is used as an internal and external communication tool.

The site is currently ranking 6<sup>th</sup> out of 153,000 sites listed in the worldwide Google search index when using the keywords "Coast Guard Auxiliary" and is ranking first out of 23,300 sites identified when the search is narrowed down to "Canadian sites only".

A second site was created in 2003 to promote and support the Annual SAR Competition. The site provides important information to ISAR participants and will be updated and used again for the ISAR 2005 Competition. A new server has been purchased to accommodate increasing traffic.

### E-Newsletters

The *CCGA Electronic Newsletter* was introduced in November 2003 and is e-mailed to CCGA members, directors, friends and supporters. It is a quick and inexpensive way to reach supporters, expose them to recent CCGA activities and provide them with links to the latest CCGA news and announcements which are posted on the National Web site.





The impact of the E-Newsletter has been noticeable on the traffic observed on the national web site. Immediately following an issue of the e-newsletter, a traffic increase of 30% is usually observed on the web site over a period lasting approximately 10 days.

The objective over the coming business plan period will be to publish 6 issues of the e-newsletter per year and to expand the e-mailing list on a continuous basis.

## 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.

Since the September 11, 2001 attacks in the U.S.A., the Auxiliary annual insurance premiums have gone from \$425,000.00 to approximately \$810,000.00, a 90% increase over 3 years. As a result, some of the programs of the Auxiliary were curtailed to allow us to cover these increases in insurance costs. The Canadian Coast Guard now provides an additional \$401,000.00 to compensate for these increases.

## 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.

In the previous business plan period, Fundraising efforts by the National Office were successful in securing a two-year agreement with Exxon-Mobil Canada to fund the \$200,000.00 *Atlantic Canada SAR Training Program* for members of the CCGA in Newfoundland and the Maritimes.

The office also collaborated to the translation of the PCCC Training Video developed by the Office of Boating Safety in the C&A region.

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

- SAR Seamanship Reference Manual;
- National Training Standards;
- Training Logs;
- International SAR Competition.



## Safe Boating Activities

In partnership with Transport Canada and the National Search and Rescue Secretariat, the CCGA National Office will be looking at participating in two additional Safe Boating initiatives:

### Annual Safe Boating Campaign (Canadian Safe Boating Council)

The Canadian Safe Boating Council is changing the formula for its annual Safe Boating Campaign. A media kit is being prepared. The kit will include a series of newspaper articles on various safe boating topics and a videotape showing boating sequences. The media kit will be distributed to local media along with a list of local contacts available to be interviewed.

The CCGA is considering to become a more active partner in the Campaign and, if so, will provide to the CSBC a list of local CCGA Boating Safety Specialists that can actively contribute to the campaign.

### National SAR Day (National Search and Rescue Secretariat)

Canada's National SAR Day will be launched in 2005. In the meantime, the CCGA will investigate and identify the most beneficial way to participate in the annual event.

## National Awards

Since it was introduced in 2002, the CCGA *National Awards Program* has presented medals and certificates to 120 Auxiliarists. In addition, we have introduced a Long Service Medal to recognize members with 25 years of service.

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, 2004 is:

MEDAL	Number Awarded
Heroism	2
Exemplary Service	11
Leadership	21
Operational Merit	17
Humanitarian	4
Administrative Excellence	17
Long Service	90

In 2004, the CCGA will initiate the application process to have the CCGA *National Awards Program* approved by Government House.





## Uniform

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

A number of proposed changes submitted by the Committee in 2003 were adopted by the CCGA National Council. Additional amendments have been suggested and will be discussed over the next Business Plan period. The proposed changes will be forwarded to the CCG for approval.

Although the *Uniform Guidelines* and *Uniform Order Forms* were already updated in 2003, new versions will be published, distributed to members and posted on the Web Site when additional changes are approved.



**Volunteers Saving Lives on the Water**

# 3 Marketing and External Communication Programs

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.

During the period covered by the last Business Plan, media kits were prepared for each annual ISAR Competition and other events such as the 25th Anniversary Celebrations, Awards Presentations, etc. The releases provided significant media coverage of the events in newspapers and on television.

During ISAR 2003, a one-hour documentary was filmed for the Outdoor Life Network. The documentary was broadcast several times in the United-States and Canada providing excellent visibility to the competition.

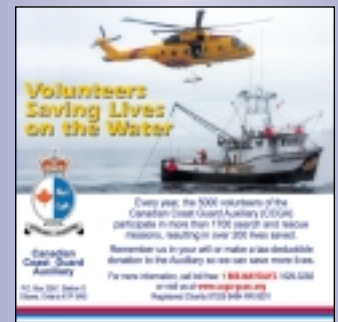
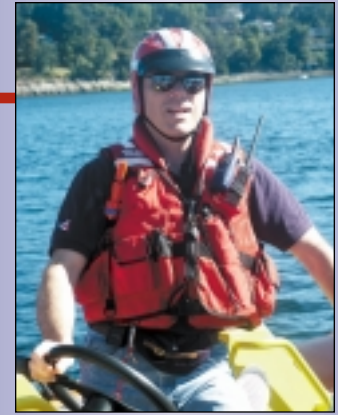
## Contribution to various Publications/Projects

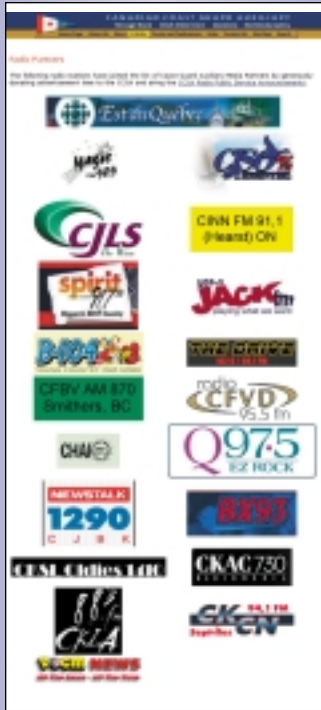
The CCGA National Office takes advantage of the offer by several publications to provide coverage of the Auxiliary in their pages. The CCGA National Office also regularly provides pictures, video footage and resources for interviews. The same material is regularly used by CCGA regional Associations in their own internal publications or for various projects that require video materials or photos. In addition, the CCGA is often highlighted in *Oceans*, *Echo* and other DFO publications.

In order to fulfill these requests, copyright-owned photos and video archives are stored on CD ROMs and made available. Photos can also be downloaded from the national Web Site.

## 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





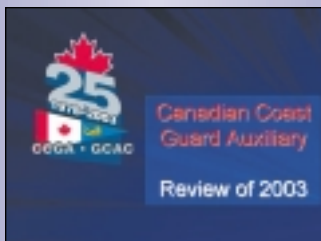
material to fill unsold advertising spaces and time slots. In return, the advertising space and time are provided at no cost to the CCGA.

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.

Distribution of the PSAs will continue in the coming business plan period. The distribution list will be updated to focus more specifically on those media located where Auxiliary units are active.



## Special Events

The National Office contributes to a number of special events:

- **Annual General Meetings**
  - The CEO makes a PowerPoint presentation, informs the membership of the highlights of the year from a national perspective and answers their questions;
  - The CEO presents recipients with National Awards;
  - The National Office covers the AGM in *The Auxiliarist*, the National Web Site and the CCGA E-Newsletter.
- **Conventions**
  - The CEO 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.

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- **Award Ceremonies**

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

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- **Boat Shows/Work Boat Shows**

- The National Office provides promotional and educational material for distribution at Boat Shows and other public events. The office will investigate if a more active presence at Work Boat Shows has the potential to draw sponsors to events such as the ISAR Competition.

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- **Regional SAR Competitions**

- The National Office reports on regional SAR competitions in *The Auxiliariist*, the National Web Site, the *Annual Calendar* and the *CCGA E-Newsletter*;
- The National Office provides photo and video services for media coverage of these events.

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- **International SAR Competition**

- As a member of the ISAR Organizing and Oversight Committee, CCGA National is responsible for the preparation of marketing and fundraising material for the event (Sponsorship Brochure, ISAR TV PSA, ISAR Web Site, etc.) and to provide assistance to the local Organizing Committee.

In addition, as part of the committee, the CCGA National Office is responsible for selecting events and insuring the safety of the participants.

## CCGA Branding

- **Corporate Image**

- Using the PSA campaigns, national newsletter, e-newsletter, annual calendar, associate membership campaign, etc. the CCGA National Office is responsible for marketing efforts conducted nationwide to raise public awareness.

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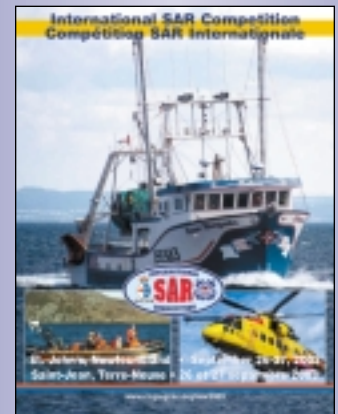
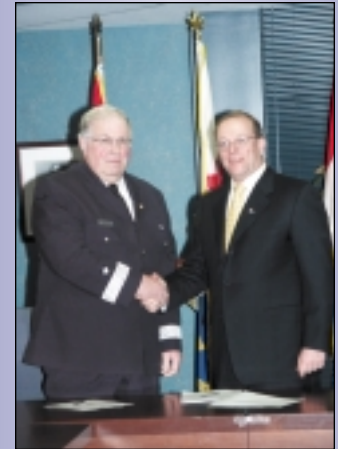
- **Production of Promotional Material**

- The CCGA National looks after the elements of the *National Identification Program* such as Flags (CCGA & ISAR), 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 (including uniforms and jackets for participants attending the ISAR Competition). In 2004, the Coast Guard Store Web Site will be translated to include a French version.

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- **Brand Protection**

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



## 4 Fundraising Initiatives



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 will invest efforts & resources into developing long term relationships with all supporters, thereby encouraging and optimizing repeatable contributions.

### ISAR Competition Sponsorship

In recent years, the International Search and Rescue Competition has become the Marketing Flagship of the CCGA. Media coverage of that event is unequalled when compared to any of the other activity of the Auxiliary.

Both the CCGA and USCG Auxiliary are trying to secure a long term agreement with The Outdoor Life Network to obtain coverage of the event on an annual basis. The more media coverage ISAR obtains, the more appealing it will become for sponsors.

To maintain and enhance the popularity of the event and make it self sufficient financially, additional time and effort will be directed to Prospects Database Development, Sponsor Cultivation and design and distribution of the Sponsorship Package. Both the United States Coast Guard and the Canadian Coast Guard remain strong supporters of ISAR.

### Partnership Development

The CCGA has developed partnership agreements with similar organizations (USCG Auxiliary) to promote exchange of expertise and provide additional training opportunities for Auxiliarists.

The CCGA has also developed partnership agreements with suppliers in order to reduce the cost of important supplies. One example is the partnership agreement with MediaWave for the initial development of the CCGA Web Site.

Another is the agreement with Mercury Marine to supply motors & parts to the CCGA at reduced cost. Mercury Marine also provides visibility to the CCGA by donating advertising space to the Auxiliary in the "Welcome to the Mercury Family" brochure (20,000 copies published every year and distributed to every new owner of Mercury motor & equipment). Various other suppliers have made equipment donations to support the CCGA SAR Competitions.

## Advertising (The Auxiliarist)

Solicitation material has been developed to recruit advertisers for "The Auxiliarist" magazine. Paid advertisement would help offset some of the costs associated with the publication and distribution of the magazine. To increase advertising revenues, additional time and resources will have to be directed to Prospects Database Development, Advertisers Solicitation and Cultivation, and Distribution of the Advertising Package.

## Fulfillment Program

The Fulfillment Program was developed together after a Partnership Agreement was reached with Festival Promotions. Festival Promotions is also the official supplier of the ISAR Competition in Canada. 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 and ISAR Web Sites.

## 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 and when associated with the sale of the *Annual Calendar*. These periods delivered the best response and renewal rates.





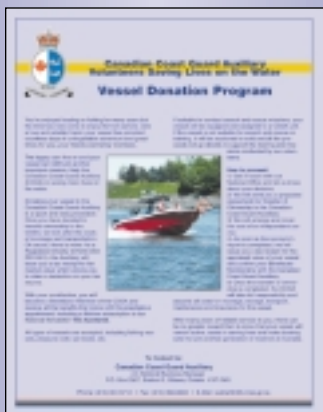
Following the recommendations of the report, the National Office will be looking at setting up an Annual Direct Mail Campaign in November using an updated version of the solicitation material and a new portion of its prospects database.

The renewal dates of all donors who contributed during the pilot projects were extended to November and invitations to renew will be done during the same time period for all donors.

Now that all the data fields that need to be collected have been identified, the fundraising software will be selected in 2004 following which all current data will be moved to the new donor/prospect database. Additional time and resources will be needed to properly set up the new system and input the data.

### Calendar Sales

The campaign to sell the *Annual Calendar* is now linked to the direct Mail Campaign and to the recruitment of associate members. In the business plan 2004-2006 period, Auxiliaries will also be invited to sell the calendar to the benefit of their local unit.



### 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 Auxiliaries 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.



SAR unit "**DOTI GAL**" out of Picton in Lake Ontario was acquired by CCGA National through the Vessel Donation Program.



## 5 Administration

### Liaison with CCG, OBS (TC), 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 process.

In the coming years, resources will have to be allocated to important projects such as: Renewal of the Contribution Agreement, Agreement with Transport Canada (Safe Boating Programs), Program Review, Performance Measurement and NIF Projects.

### National Policy Development

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

### International Affairs

In recent years, strong ties were developed with the USCG Auxiliary. Following the signature of a Memorandum of Agreement in 1999, a joint Canada-United States ISAR Committee was formed to discuss issues of common interest between both organizations. The National Office continues to work on strengthening these partnerships for the benefit of both organization.

### National Council 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).





The process includes the review and approval of Business Plans prepared in each region and the development of the *National Business Plan*. Also, about every three years, all six CCGA associations go through an external financial audit. Budget planning in cooperation with the Canadian Coast Guard will evolve to become more strategic.

### 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 the 2004-06 business plan period, two national projects have been approved and additional projects will be submitted.

### Correspondence/Maintenance of Archives/Minutes, etc.

The National Office looks after an increasing amount of correspondence including an important flow of incoming and outgoing e-mail traffic. Various mailing lists are also maintained. Files are kept up-to-date and all important documents archived.

Most of the correspondence originates from Services to members, Solicitation to donors/sponsors and Media/public requests for information.

A significant portion of this larger volume is the result on an increase of visibility of the organization as a result of greater general exposure and higher public awareness.

## 6 Conclusion

### The period 2004-2006 promises to be challenging



The budget allocation originating from the Contribution Agreement will likely be maintained close to the current level over the 2004-06 business plan period. The CCGA has however requested additional funding from DFO to offset the major increases in insurance, fuel costs, and Northern expansion of SAR services that occurred in recent years.

The transfer of the Office of Boating Safety to Transport Canada raises a number of questions on the funding and supervision of Safe Boating Programs conducted by the CCGA. The Auxiliary

will have to maintain close ties with the Office of Boating Safety, Transport Canada to ensure consistency and that the needs of the CCGA are being addressed. The Auxiliary will investigate entering the field of courtesy checks for small commercial fishing vessels.

Accountability requirements for the same level of funding will be more stringent and additional time will be required to administer & report on the use of public funds. As per Treasury Board Guidelines, CCGA funding will also be subject to the application of various Performance Indicators increasing the workload of individual members.

A handwritten signature in red ink, appearing to read "Harry Strong".

**Harry Strong**

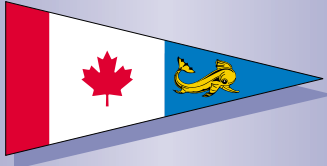
Chief Executive Officer  
Canadian Coast Guard Auxiliary

A handwritten signature in red ink, appearing to read "François Vézina".

**François Vézina**

National Business Manager  
Canadian Coast Guard Auxiliary





# Volunteers Saving Lives on the Water

Every year, the 5000 volunteers of the Canadian Coast Guard Auxiliary participate in more than 1700 search and rescue missions, resulting in over 200 lives saved.

Remember us in your will or make a tax-deductible donation to the Auxiliary so we can save more lives.

For more information, call toll free: **1 866-MAYDAY2** / 629-3292  
or visit us at **[www.ccg-a-gcac.org](http://www.ccg-a-gcac.org)**

## Canadian Coast Guard Auxiliary

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