



National Business Plan 2007 - 2008



Canadian Coast Guard Auxiliary

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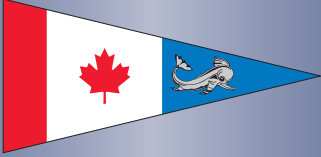


Table of Content

Table of Content	2-3
<hr/>	
1 Introduction	
The CCGA National Office	4
<hr/>	
2 Services Provided to CCGA Members	5
<hr/>	
• Internal Communication	5
<hr/>	
Printed Publications	5
• The Auxiliarist	5
• Annual Calendar	5
• National Guidelines	6
• Annual Report	6
• Press Clippings / Videotapes	7
<hr/>	
Electronic Publications	7
• CCGA National and ISAR Web Sites	7
• E-Commerce	7
• E-Newsletters	8
<hr/>	
• Insurance Coverage	8
• Training	8
• Safe Boating Activities	9
• National Awards	9
• Uniform	10
<hr/>	
3 Marketing and External Communication Programs	11
<hr/>	
• Press Releases & Media Backgrounders	11
• Contribution to various Publications/Projects	11
• Public Service Announcements	11
• Special Events	12
• CCGA Branding	13

4	Fundraising Initiatives	14
	• ISAR Competition Sponsorship	14
	• Partnership Development	14
	• Fulfillment Program	15
	• Associate Membership	15
	• Calendar Sales	16
	• Vessel Donations / In Memoriam Donations	16
5	Administration	17
	• Liaison with CCG HQ, OBS (TC) & other Agencies	17
	• National Policy Development	17
	• International Affairs	17
	• National Council Meetings	17
	• Budget Management	17
	• NIF Program	18
	• Maintenance of Archives, Minutes & Correspondence	18
6	Conclusion	19



National Business Plan 2007 – 2008

1 Introduction

CCGA National Office

The CCGA business plan describes the strategic initiatives of the Canadian Coast Guard Auxiliary (National) over the period 2007-2008. The plan is the result of on-going consultations with the five CCGA regional associations and reflects the long term goals of the Organization. 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.

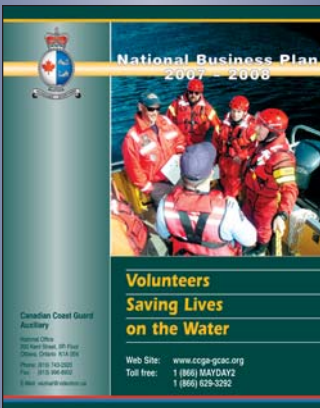
The plan was developed in accordance with the **Statement of Roles and Responsibilities** adopted by the CCGA National Council.

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 2007-2008 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 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 from 4 to 3. 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.*).

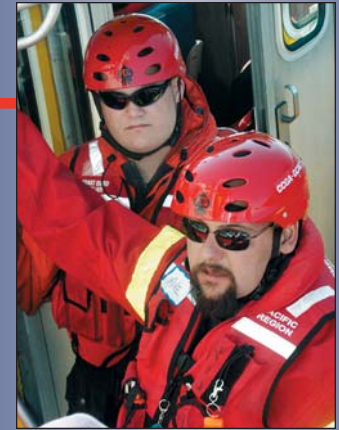
Over the previous business plan period, the newsletter was redesigned and upgraded. With the *National Web Site*, and the *CCGA Electronic Newsletter*, *The Auxiliarist* is a core element of the *National Auxiliary Internal Communication Programs*. It won a Communicator Award of Excellence in 2006.

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.





National Guidelines

Updated, translated and published shortly after the signing of the *Contribution Agreement*, the *CCGA National Guidelines* are 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 is currently in the process of conducting a Governance Review Study. The results are susceptible to bring changes to the bylaws of all six Auxiliary Associations.

Following the conclusion of the study and the signing of the next Contribution Agreement, The National guidelines will be updated and a new set reprinted.

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 coming from a central data base .

Press Clippings/Videotapes

The CCGA National Office provides a press clipping service to the members of the National Board of Directors. 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 (4 million hits in 2005). The site is updated regularly and is used as an internal and external communication tool.

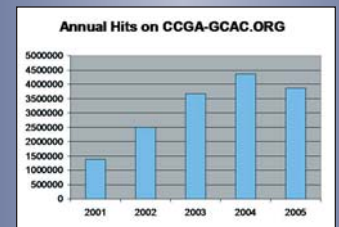
The site is currently ranking 3rd out of 170,000 sites listed in the worldwide Google search index when using the keywords “Coast Guard Auxiliary” and is ranking first out of 23,300 sites identified when the search is narrowed down to “Canadian sites only”.

The CCGA Web Site was awarded the “Excellent” rating after being reviewed by the Canadian Web Awards in 2006. The site was also awarded the World Wide Web Gold Award and the Webmaster Award for the quality of its content and presentation.

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 2007 Competition.

E-Commerce

E-Commerce was introduced to our web site in 2006 and forms were designed to allow on-line secure donations, purchase of our calendar and registration/payment by ISAR participants.





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.

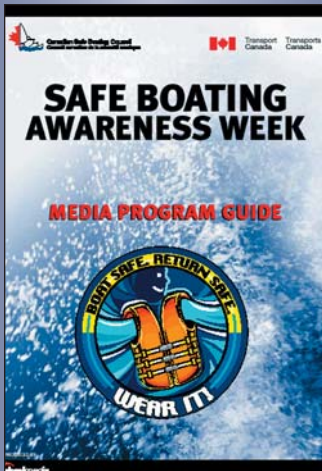


Insurance Coverage

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.



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 Labrador 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;
- Translation and distribution of the SAR Crew Manual;
- Production of a training video for operators of Bobbie the Safety Boat.



Safe Boating Activities

In partnership with Transport Canada and the National Search and Rescue Secretariat, the CCGA continue, to participate in 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 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 kit is available on DVD.

The CCGA provides to the CSBC a list of local CCGA Boating Safety Specialists that can actively contribute to the campaign.

Bobbie the Safety Boat

The implementation of the Bobbie the Safety Boat Program will continue with the development of additional tools for the CCGA Boating Safety Specialists. A new Bobbie Web Site will go on-line in 2007.

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

National Awards

Since it was introduced in 2002, the CCGA *National Awards Program* has presented medals and certificates to 320 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.

PLEASURE CRAFT COURTESY
Free CHECKS
FOR YOUR RECREATIONAL BOAT

Get a "Check", not a Rescue!

A Pleasure Craft Courtesy Check (PCCC) of your boat's safety equipment may not only save you money but also make all the difference to your boating season.

Your PCCC is provided free of charge by Boating Safety Specialists of the Canadian Coast Guard Auxiliary and Canadian Power & Sail Squadrons, two of the nation's premier volunteer boating safety organizations.

Your Boating Safety Specialist (accredited by Transport Canada) will assist you in determining if your vessel meets the minimum legal boating safety requirements as well as provide advice on additional safety considerations.

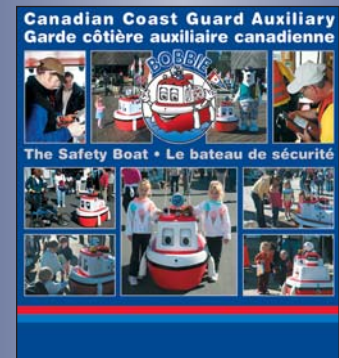
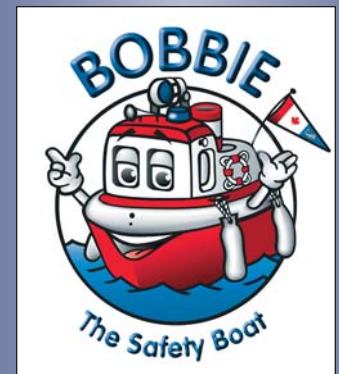
Upon completion of the Courtesy Check, you will receive a written review of the safety items on your boat and recommended improvements (if any!) that will help you prepare your boat for the season. If your boat meets the minimum legal requirements, a PCCC decal is provided.

Take the time to request a Pleasure Craft Courtesy Check today. You may not only save yourself an expensive ticket but also make for a safe and enjoyable season this year.

Request your PCCC on-line today at www.ccgga-ca.com
Canadian Coast Guard Auxiliary
Volunteers Saving Lives on the Water

The program is provided as a courtesy of Transport Canada and the information you provide is not used for enforcement. Data collected from courtesy checks helps Transport Canada to improve boating safety.

Transport Canada / Transport Canada / Canada





The breakdown of medals by category as of January 31, 2006 is:

MEDAL	Number Awarded
Heroism	2
Exemplary Service	11
Leadership	23
Operational Merit	20
Humanitarian	6
Administrative Excellence	21
Long Service	237
Total	320

New service ribbons were added to the program in 2006.

D. Merke Uniforms Ltd.
Canadian Coast Guard Auxiliary
Uniform Program • Ordering Information

2. Merke uniforms have been selected as the new primary uniform supplier for the Canadian Coast Guard Auxiliary.

How to Order
To place an order with D. Merke Uniforms Ltd. simply use the order form and fax or email to the address below.

MAIL: 1-800-333-0300
E-MAIL: merke@cgau.com
FAX: merke@cgau.com

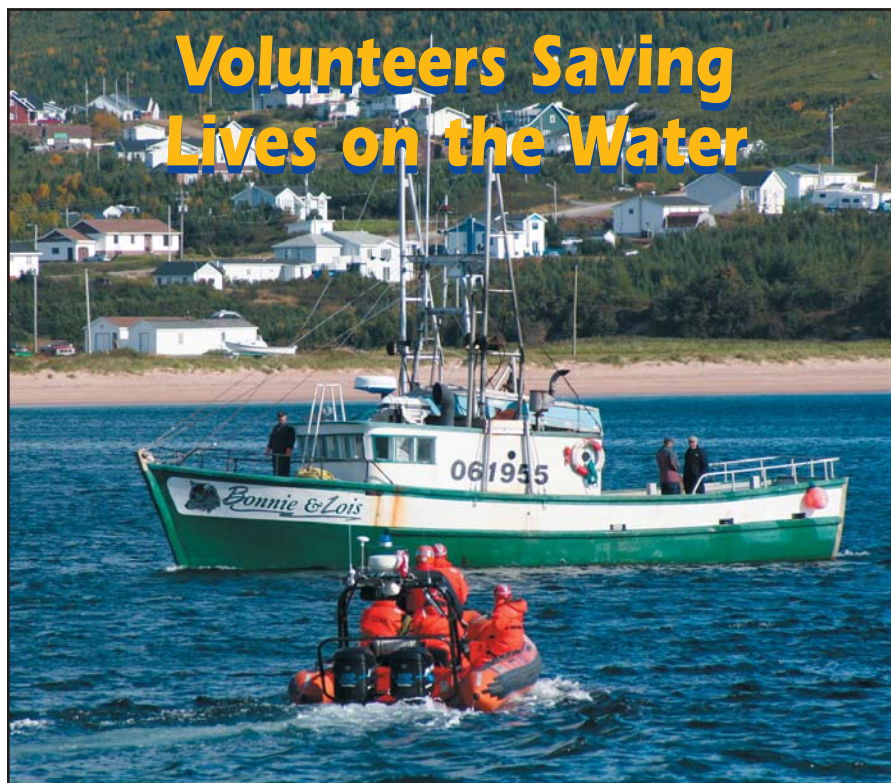
Shipping and Handling
Shipping is charged to the customer or the club or chapter. It is recommended that orders for greater volume quantities be shipped in containers. Containers are priced by weight in pounds or kilograms. Containers for apparel are priced by weight in pounds or kilograms. Containers for other items are priced by weight in pounds or kilograms. Containers for other items are priced by weight in pounds or kilograms.

Advertising
Our items are made to order. It is highly recommended that you place orders for items by the end of the month. Our items are made to order. It is highly recommended that you place orders for items by the end of the month.

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.



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.

Media kits are prepared for each annual ISAR. The releases provided significant media coverage of the event in newspapers and on television.

The ISAR 2005 Promotion Kit won a 2006 Communicator Award of Distinction (Print Competition) in the "Media Kit - Promotion" category.

Contribution to various Publications/Projects

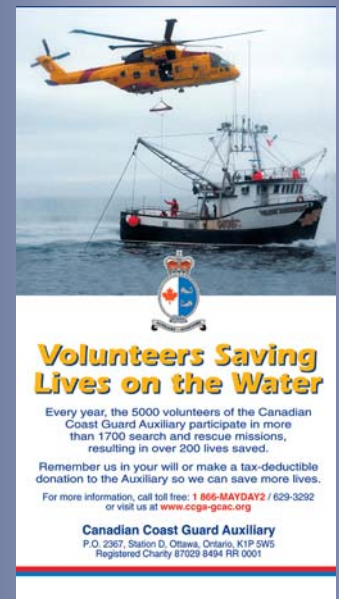
The CCGA National Office takes advantage of the offer by several publications to provide coverage of the Auxiliary in their pages. The CCGA National Office also regularly provides pictures, video footage and resources for interviews. The same material is regularly used by CCGA regional Associations in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

The CCGA Corporate Brochure won a 2006 Communicator Award of Distinction (Print Competition) in the "Corporate Identity" category.

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.

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.

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



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, the National Web Site and the CCGA E-Newsletter.

• 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.

• Regional SAR Competitions

- The National Office reports on regional SAR competitions in *The Auxiliarist*, 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.

• International SAR Competition

- As a member of the ISAR Organizing 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

• 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).

• 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 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.





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

Now that all the data fields that need to be collected have been identified, and the fundraising software selected in 2005, current data is being moved to the new donor/prospect database.

A Market Sharing Plan was designed and approved in December of 2006. The plan provides guidance and directives to the CCGA regions and the National Office which will bring some modifications in the way the programs are conducted. A revenue sharing plan will also be developed following additional discussions.

Calendar Sales

The campaign to sell the *Annual Calendar* is now linked to the direct Mail Campaign and to the recruitment of associate members.

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.

Canadian Coast Guard Auxiliary
Volunteers Saving Lives on the Water

Vessel Donation Program

You're enjoying boating or fishing for many years but the time has now come to enjoy life from ashore. Like a fun and reliable boat, your vessel has provided countless days of unforgettable adventures and great times for you, your friends and family members.

This light you see on and your vessel can turn yet another important mission. Help the Canadian Coast Guard Auxiliary (CCGA) in saving more lives on the water.

Donating your vessel to the Canadian Coast Guard Auxiliary is a quick and easy procedure. Once you have decided to donate ownership to the CCGA, we look after the costs of moorage and transportation. Of course, there is more. As a Programmed Charity (with status PR 0001), the Auxiliary will issue you a tax receipt for fair market value which allows you to claim a deduction on your tax returns.

With your contribution, you will become a Benefactor Member of the CCGA and receive all the benefits that come with this prestigious appointment, including a lifetime subscription to our National Newsletter, *The Auxiliarist*.

All types of vessels are accepted, including fishing vessels, pleasure craft, sail boats, etc.

If suitable to conduct search and rescue missions, your vessel will be equipped and assigned to a CCGA unit. If the vessel is not suitable for search and rescue or training, it will be auctioned or sold and all the proceeds will go directly to support the training and missions conducted by our volunteers.

How to proceed:

- 1) Get in touch with our National Office and let us know about your decision.
- 2) We will send you a proposed Agreement for Transfer of Ownership to the Canadian Coast Guard Auxiliary.
- 3) We will arrange and cover the cost of an independent survey.
- 4) As soon as the surveyor's report is completed, we will issue you a tax receipt for the appraised value of your vessel and confirm your Benefactor Membership with the Canadian Coast Guard Auxiliary.
- 5) Once the transfer of ownership is completed, the CCGA will take full responsibility and assume all costs for moorage, upkeep, transport, maintenance and insurance for the vessel.

After many years of reliable service to you, there can be no greater reward than to know that your vessel will remain active, assist in saving lives and make boating safer for yet another generation of boaters in Canada.

To Contact Us:
Canadian Coast Guard Auxiliary
c/o National Business Manager
P.O. Box 2367, Station D, Ottawa, Ontario, K1P 5W5
Phone: (613) 991-5714 • Fax: (613) 996-8902 • E-Mail: veadm@dmvnp.gc.ca

Memorial Donation

I wish to make a donation to the
Canadian Coast Guard Auxiliary in memory of:

Please Print Name: _____
Address: _____

Please notify next of kin Please send an income tax receipt to:

Name: _____
Address: _____
City: _____
Province: _____
Postal Code: _____
Phone: _____
E-Mail: _____

Account Name: Amount: Tax Date: Paid over to: _____
CASH: \$_____/_____

PLEASE SIGNATURE

Please complete and mail with your donation to:
Canadian Coast Guard Auxiliary
c/o National Business Manager
P.O. Box 2367, Station D
Ottawa, Ontario K1P 5W5
Phone: (613) 991-5714 • Fax: (613) 996-8902
E-Mail: veadm@dmvnp.gc.ca

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 Audit process.

In the coming year, 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.

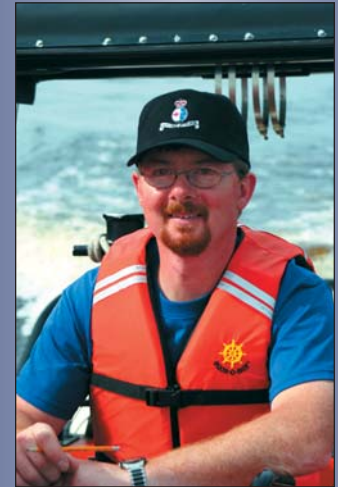
National Council Meetings

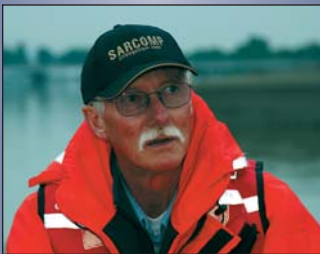
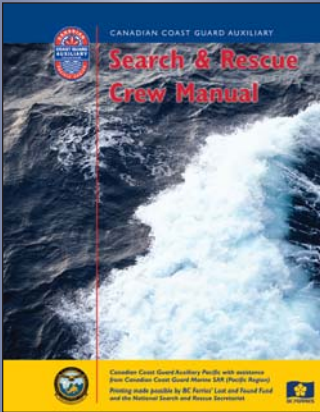
The Coast Guard Auxiliary National Council meets 2-3 times a year. Each meeting is usually followed by joint meetings with regional and national representatives of the Canadian Coast Guard. The meetings are planned by the CCGA in coordination with the SAR Branch of the CCG in Ottawa. Tasks include the 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).

A new internal process is being 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 will share their business plans, discuss them and submit a global funding proposal to the Canadian Coast Guard.





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.

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 2007-08, the National Office will consult the regions and explore the feasibility of developing the Concept of a National Training Center to be funded initially through a NIF contribution.

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 and higher public awareness.



6 Conclusion

The year 2007-2008



The budget allocation originating from the Contribution Agreement will likely be maintained close to the current level over the upcoming business plan period.

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.

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.

The results of the Governance Study will likely clarify jurisdictions and responsibilities in a number of fields. This will have a positive impact by providing clearer directions and orientations to a number of programs and open the door to better coordination of efforts between the national and regional offices.

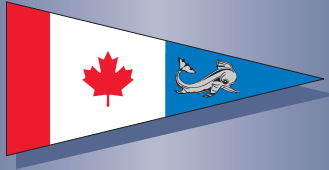
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Volunteers Saving Lives on the Water



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