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Sections

Canadian Coast Guard Auxiliary

Volunteers saving lives on the water

1   Executive Summary

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 Regions have close to 4,000 members and over 1,100 vessels, and the auxiliaries respond to approximately 21% of all maritime rescue incidents in Canada.

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 Annual General Meetings, and the acceptance and accommodation of regional differences.

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

NATIONAL OFFICE PRIORITIES

Insurance Coverage Type

- Hull and Machinery Protection
- Indemnity and Group Accident

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;
- Provide CCGA members with up-to-date insurance information with on-line FAQs, Insurance Summaries, Informational videos and beneficiary forms.

Challenges

- In 2012, the CCGA renewed the contracts of both insurance brokers for a three-year period;
- The CCGA will be going to market in 2013 for contracts under Marsh Canada and in 2014 for contracts under Mercer;
- Implementation of a privacy policy across regions.

Support to Regions

Priorities

- The national office will continue to supervise the work of the CCGA IT Committee in order to improve the SMS System and support training to members of the Auxiliary Regions so they can use the system efficiently;
- A NIF submission has been presented to the National SAR Secretariat in order to obtain funding to follow up on the IT Committee recommendations.

Challenges

- Implement IT Committee Recommendations;
- Improve reporting capabilities of the SMS;
- Include JRCC representatives at CCG-CCGA joint meetings on operations.

Membership

Priorities

- Membership recognition: Finding additional and worthy means of recognising the members who save lives on the water or help our organisation function;
- Nominate CCGA members for other recognitions (CASBA, NSS, IMO, etc.)

Challenges

- Improve two-way communications;
- Produce e-newsletters & updates for national web site.

Governance

Priorities

- Implement recommendations of the Restructuring Committee;
- Adoption of new Governance Policy, new By-laws and Funding MOU for CCGA National corporation;
- Prepare Strategic Plan for CCGA National.

Challenges

- Making sure that communications flow well in both directions.

Administration

Priorities

- Contribution Agreement Renewal;
- Support the Finance Committee;
- Liaison with CCG HQ;
- Support the SMS NIF project (if approved)

Challenges

- Have all CCGA regions actively participate and act upon the conclusion drawn at the end of the consultation process;
- Standardize data collection between regions, CCGA is not receiving enough data to support decision-making;
- Get Board members engaged and active.

2   History

The CCGA was founded in 1978 when various volunteer maritime Search and Rescue groups and owner/operators agreed to come together to volunteer their time and resources in each of the five CCG regions. The purpose of this new organization was to provide Search and Rescue (SAR) vessels to assist the Canadian Coast Guard in SAR operations. Later, an advisory National Council of the Auxiliaries was established which was incorporated into the CCGA National Board of Directors.

The mandate of the National Council was to discuss matters of common interest, share best practices and meet with CCG to discuss Auxiliary matters. As the National Council matured it was felt that by incorporating the National Council the Auxiliary would have a stronger united voice when dealing with Coast Guard. Therefore, the National CCGA Corporation was established in 1997 for the national standardization and management of all auxiliary matters, which included fundraising, insurance coverage, marketing, training standards, policy and administration. The Board of Directors of the National CCGA Corporation is composed of the five regional presidents and of the national president of the CCGA.

At the CCGA-N meeting held in Toronto on November 21, 2012, the National Board created the National Restructuring Committee to draft a proposal of National structure and the role of the National chair and to report to the Board.

The following recommendations were subsequently adopted by the National Board:

INCORPORATION

The Committee recommends National remain an incorporated entity.

SUMMARY

The following is a summary of the recommendations of the Committee:
1. CCGA- National changes its format to that of a Council or Association. For the purposes of this discussion, "council" will be the operative description;
2. The Council consists of 5 Representatives, one from each of the Regions;
3. The Council will elect a Chair from a list of Nominees put forward by the Representatives of each Region. Each Region will nominate a candidate from within its membership;

4. The Chair Elect will have one 2-year term, with the option of a second 1-year term, at the discretion of the Board. This option can be renewed one more time at the discretion of the Board for a total maximum of four years;
5. Every National Council meeting shall include an "In Camera" session attended by the 5 Regional Representatives only, for the purpose of assessing the efficacy of the Chair, the operations of the National Council, and any paid staff positions;
6. The National Council will be financially supported equally by the 5 Regions. No Region may opt out of this obligation;
7. Each Region negotiates its own Contribution Agreement with the Federal Government. Each Agreement will include money earmarked for the support of the National Council. National will negotiate its contribution agreement with the five Regions.

ROLE OF THE NATIONAL COUNCIL

1. The role of the National Council is:
2. To provide statistical data required for negotiation of insurance benefits and premium;
3. To share best practices among the Regions;
4. To be accountable and transparent for monies granted for its operations;
5. To be directly accountable to the Regions in all its operations and fiscal responsibilities;
6. To provide national guidelines for minimal standards of training, vessels and equipment;
7. To provide translation services as required;
8. To provide a venue for National Awards;
9. To provide representation at various events as approved by the Council;
10. To manage the website;
11. If requested by the Council, develop and file requests for NIF projects of NSS or other projects from any other organizations.

ROLE OF THE NATIONAL CHAIR

1. To support the role of the National Council;
2. To organize and chair Council meetings;
3. To ensure the agendas for National Council meetings are distributed to the Regions, and all regions are invited to add to or adjust the draft agenda in a timely manner;
4. To maintain a National perspective, and to divest him/herself from personal interest in his/her own Region;

5. To function only in the best interests of the CCGA and the 5 Regions;
6. To represent the Regions as required at various events with the approval of the Council.
7. The National Chair will hold no CCGA Board position within his/her own Region and will perform his/her duties with the highest ethical standards.

ELECTION PROCESS

1. At the National Council AGM, each Region is requested to put forward the name of a candidate for the National Chair position.
2. Each candidate will supply a brief autobiography and a statement of interest in holding the position.
3. The 5 Regional Representatives will hold an in camera meeting to discuss the candidates to vote on and elect a Chair.
4. Voting shall be by secret ballot.
5. The votes will be tallied by 2 Council members, to be appointed by the majority of the Council.
6. Ballots will be destroyed upon acceptance of a motion to do so.

NATIONAL COUNCIL BUDGET

1. Budget will be agreed upon by the 5 Regional representatives;
2. Each region shall be equally responsible for the financial support of the National Council as per above;
3. Each region will have built in to its Contribution Agreement adequate funding to support the National Council based on the Council's projected budget;
4. Included in the budget for the National Council will be sufficient funding to allow for unforeseen issues, not to exceed $25000.

4   Activities

Section A – *Insurance Coverage*

Insurance Coverage Type
- Hull and Machinery Protection
- Indemnity and Group Accident

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;
- Provide CCGA members with up-to-date insurance information with on-line FAQs, Insurance Summaries, Informational videos and beneficiary forms.

Challenges
- In 2012, the CCGA renewed the contracts of both insurance brokers for a three-year period;
- The CCGA will be going to market in 2013 for contracts under Marsh Canada and in 2014 for contracts under Mercer;
- Implementation of a privacy policy across regions.

4.A.1 Insurance Management
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 themselves. 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 responsible for looking after the following items:

- Liaise with Insurance Brokers
- Negotiation of insurance premiums;
- Update insurance coverage;
- Gather & provide data for the insurance brokers;
- Make insurance summaries and FAQs available to CCGA members.

4.A.2 Cyber liability Protection Insurance
In conjunction with the Insurance Committee, the National office has been working on providing all of the regions with *Cyber liability Protection Insurance*. The Insurance would

protect regional offices and its employees with protection against theft or loss of members and employees' personal information.

What are we looking to protect?

- CCGA is responsible for protecting sensitive information (name, address, and telephone numbers are not considered sensitive) like dates of birth, credit card numbers, etc. CCGA has the responsibility to ensure that it is protected, even if the information is stored in a filing cabinet.
- For those regions that use SMS/GSAR where claims that include receipts (original or scanned) – in some cases credit card information is displayed and needs to be protected.

The Insurance Committee recommends that a Privacy policy across all regions as well as Cyber liability policy before it is mandated by law.

Why?

CCGA National has requested quotes for Cyber Liability coverage because of the risk assessment exercise completed with CCG and presented at the previous joint CCG/CCGA meeting in Winnipeg. The results were sent to our brokers and they determined that the main thing CCGA was lacking was cyber liability insurance.

The first step for CCGA is determining the feasibility and implementation process of a Privacy Policy.

- Marsh has provided us with sample Privacy Policies for CCGA to review as a starting point.
- Once the policy is confirmed and approved by the Board, we can proceed in binding the Cyber Liability coverage.

4.A.3 Risk Assessment

Based on the Canadian Coast Guard's Risk Assessment had recommended that the National office implement a Cyber Liability Policy across regions so to reduce risk. Other risks were identified for regions to take on individually.

Section B – *Support to Regions*

Support to Regions

Priorities

- The national office will continue to supervise the work of the CCGA IT Committee in order to improve the SMS System and support training to members of the Auxiliary Regions so they can use the system efficiently;
- A NIF submission has been presented to the National SAR Secretariat in order to obtain funding to follow up on the IT Committee recommendations.

Challenges

- Implement IT Committee Recommendations;
- Improve reporting capabilities of the SMS;
- Include JRCC representatives at CCG-CCGA joint meetings on operations.

4.B.1 Standardizing Data Collection and Reporting

National would like to implement a simple solution to standardizing reports across the regions in order to capture data for the Canadian Coast Guard and the Coast Guard Auxiliary. After the Coast Guard completed their cost analysis, they found it hard to compare the data between regions and felt that they did not receive sufficient data to support the decision-making. National discussions will take place to monitor and observe the new expenditure form usage across regions.

4.B.2 IT National Committee

At the CCGA-N meeting held in Toronto on November 21, 2012, the National Board authorized a face-to-face meeting of the IT Committee to make recommendations to the Board on the future upgrade/replacement of the SMS. The report of the IT Committee follows:

As the needs of the Auxiliary have evolved over the last few years, so has the requirement for accurate operational and reporting data. All of the CCGA regions have been having challenges with the current system that is in place. As a result of this, a National Committee was appointed with representatives from each region. The committee was tasked with the project of determining issues with the current system and providing a recommendation for the future. It needed to be determined if the current system could not only deal with current challenges but also consider how it may work in the future.

Regional Issues with current system

The first stage of the project was to understand current state. The National IT Committee members were tasked with identifying issues with the current system. Committee members returned to the committee meeting on November 13th with their list of issues. The table below is a summary of those issues. It should be noted that not all of the issue are a product of the system. Some are related to "The way things are done" in some regions and others involve physical constraints of the membership. Finally some of the challenges are the way the system is currently configured but can be corrected with proper configuration.

Pacific	Quebec	Maritimes	Newfound Land	Central and Arctic
Risk	Reporting	Training	Connectivity of members	Navigation
Developers Responsiveness for Changes	Developers Responsiveness for Changes	Translation Issues	Computer Literacy of members	Permissions
Reporting	Training	JRCC Integration		Interface Look and feel
Training		Reporting		Training Material/ Documentation
Current SMS Committee not functioning well				Reporting
				Data Reliability
				Risk

Of the issues identified by far reporting was the most common across all of the regions that have the system in place, or who have begun implementation. Risk was a key concern as well, Paw Print is a "one man show" without a plan this could prove disastrous for the CCGA regions nationally. The current methods of Training do not work. A new concept needs to be brought forward to deal with the different common tasks associated with using the system. Finally the response time of the developer to new changes needs to be dealt with. The changes are coming too slow for most regions.

Findings

On the weekend of January 11th 2013 the IT Committee met in Vancouver to review the results of the November meeting, receive in-depth training from the developer and asses the viability of SMS for the future of the CCGA and PawPrint as a partner to the CCGA.

During the training and education portion of the meeting with the developer it became clear that SMS has been developed with intimate knowledge and understanding of the Canadian Coast Guard Auxiliary. The project is near and dear to the developer's heart and ongoing development is conducted more from a labor of love rather than a partnership between the CCGA and PawPrint. SMS is very customized to the CCGA business but it has grown organically with seemingly little direction from the CCGA. It would be virtually impossible to find a vendor that could match the knowledge and energy PawPrint has for the CCGA. It also became clear that SMS contains the data everyone needs. Getting it in or out is where the challenges exist.

SMS does not have the ability to produce Ad-Hoc (user customized reports) while this is a weakness for SMS it is certainly not a reason to switch systems. While the XDE system that SMS runs on is proprietary the database that it runs on is not. It is an open database platform that can be accessed. There are many tools available on the market that would allow the creation of custom reports from the SMS data. Refer to the recommendations for more on this.

During the training/education portion of the it became clear that there were many more features of the system than were known. The fact that there are features in the system that are unknown to many if not all of the regions

raised a question. Who is responsible for SMS at both a Regional and National level and who is responsible for the training and communication of features to the users of the system? It became clear that the current methods are not working well. Regionally there needs to be a position responsible for direction of SMS and the communication of training and features.

During the training/education portion PawPrint demonstrated the new design elements that are being utilized in the system to address the challenges of the look of the interface and navigational challenges of the system. A challenge that the CCGA has a whole cannot ignore is the current risk situation that it is currently in. The system that is running the Auxiliary is in the hands of a single vendor with no contract to provide a level of service in the event of a failure. Further to this is the fact that the system is proprietary and it is unlikely that in the event of a disaster to the developer or even a parting of ways with the developer that a developer that could be found to take on the system with the same understanding as PawPrint. There was no identifiable disaster recovery plan in the event of infrastructure or hosting partner disaster.

The SMS system has evolved from a solution to resolve a specific issue in the Pacific region to a Business Operating System for a national organization. However, to this point the business relationship and SMS support has not evolved. This issues with the responsiveness of the developer can sole be traced back to this reason. In a partnership there needs to be a win/win relationship for both partners. It is clear that for the CCGA as a whole to move forward with SMS or any system for that matter a formal ongoing support agreement needs to be agreed upon for ongoing support and enhancement. There needs to be clear objectives for PawPrint to achieve and clear revenue that PawPrint can expect with a relationship with the CCGA. This is the only way that PawPrint can provide the resources necessary to complete the enhancements and tasks the CCGA needs over time. In return the CCGA can now expect and direct achievable results from PawPrint over a set time period.

Recommendations

As mentioned above SMS is very tailored to the CCGA business operations. It would be hard and resource intensive to create a new system that would have the focus and process specific features that SMS. Further to that given the current challenges and the recommendations below ***there is no business case to drop SMS and move to another system.***

Below are the recommendations the IT Committee is making to the National Board. The recommendations have interdependencies so it should be understood that implementing only some of the recommendations may result in inferior results as compared to implementing all of the recommendations.

1. Formalize the IT Committee. This committee will replace the current SMS committee and will be the interface to PawPrint support and will work with PawPrint to continuously develop the road map. The IT Committee will require a budget to meet one to two times a year in person as well as budget to support a National Helpdesk Ticketing System.

2. Regionally a CIO position should be established to provide and direct the computing strategy for each region. This may or may not be the IT Committee representative, however if they are different they too should be part of the IT Committee

3. For regions that have not already done so formalize business operating processes. The SMS system can be leveraged to optimize tasks with in each region. However before any development is conducted on optimizing or automating a process there needs to be a clear understand by all involved what the processes are. An example of this could be the membership application process or how data gets entered into SMS.

4. Purchase a reporting package to use with SMS. The Committee is recommending Microsoft Reporting Services. This will resolve the reporting issues with SMS and allow for custom and scheduled reports for each region. This will cost in the neighborhood of $20,000. Given its price a proof of concept is

recommended to be completed first. Chris Webb from Central and Arctic is willing to set this up so that the solution can be tested before purchase.

5. Formalize the agreement between PawPrint and the individual regions. During the session in Vancouver the IT Committee ask PawPrint to provide a support services agreement to each region of the CCGA. The IT Committee recommended a framework to PawPrint in which a roadmap of features would be identified and agreed upon by the IT Committee and PawPrint. The Roadmap would be divided up quarterly and PawPrint would commit to provide those features with in that quarter. In return each region will pay an annual support and maintenance fee for the ongoing support and development of the system. This will allow PawPrint to allocate the resource necessary to complete features on time and provide support while the Auxiliary will now have a predictable and committed timeline of feature enhancement with the system.

6. Formalize a disaster recovery plan. With the formalization of the service agreement will provide for a commitment of ongoing support for the system. Any given organization is responsible for their own data and the protection and resiliency of that data in the event of a disaster. A formal plan should be constructed and tested annually to ensure the safeguarding of the CCGAs data. PawPrint has stated that the CCGA can have access to all data and source code.

Section C – Membership

Membership

Priorities
- Membership recognition: Finding additional and worthy means of recognising the members who save lives on the water or help our organisation function;
- Nominate CCGA members for other recognitions (CASBA, NSS, IMO, etc.)

Challenges
- Improve two-way communications;
- Produce e-newsletters & updates for national web site.

Governance

Priorities
- Implement recommendations of the Restructuring Committee;
- Adoption of new Governance Policy, new By-laws and Funding MOU for CCGA National corporation;
- Prepare Strategic Plan for CCGA National.

Challenges
- Making sure that communications flow well in both directions.

The National Office is continuing efforts aimed at providing public recognition to CCGA members. In addition to the National Awards Program, National will be collaborating with the Regions to develop other programs for membership recognition. National will also be expanding the National Awards Program to have more impact with the members.

4.C.1 National Awards Committee

The National Office will continue to support the committee by hosting teleconference calls, having the National President travel to Regional AGMs to present National Awards to members. The National office will also print out new certificate holders at a cost of $3,000 when our inventory runs low.

The National Office also plans to keep an eye on Award Recognition across the world (ie. NSS Awards, CASBA Awards, etc.), and submit nominations on behalf of the organization.

4.C.2 NIF Projects

Two NIF applications filed by CCGA National were completed in 2013. A new project to upgrade the SMS system was presented in 2012. If approved, the project will begin in April 2013 under the supervision of the IT Committee.

4.C.3 Finance Committee

The Finance Committee will continue to develop and recommend policies and practices related to:
- Preparation of the annual business plan & standard quarterly reports to the National Board
- Supervision of the Bookkeeping function performed by Bytown Bookkeeping
- Identification of best practices to be shared with CCGA regions
- Supervision of annual auditing process

4.C.4 Governance & Bylaws

- The Bylaw Committee will meet prior to the CCGA-NL AGM to revise the CCGA National Bylaws to achieve continuance and compliance with the Canada Not-for-profit Corporations Act. The committee will take into consideration the approved recommendations of the CCGA Restructuring Committee.
- Legal counsel will revise the CCGA National Bylaws before the National Board's approval.
- The CCGA National Board will also be asked to approve the following policies:
  - Governance Policy
  - MOU to Fund CCGA National
  - Strategic Plan

Section D – Administration

Administration

Priorities

- Contribution Agreement Renewal;
- Support the Finance Committee;
- Liaison with CCG HQ;
- Support the SMS NIF project (if approved)

Challenges

- Have all CCGA regions actively participate and act upon the conclusion drawn at the end of the consultation process
- Standardize data collection between regions, CCGA is not receiving enough data to support decision-making.

4.D.1. Liaison with the Canadian Coast Guard

The National Office will continue to liaise with the Canadian Coast Guard.

4.D.2 National Board Council Meetings

The National Office would like to hold two CCG-CCGA joint Meetings in 2013-14. One will focus on policies and the other on operations. JRCC representatives will be invited to the operation meeting to participate in discussion about the SMS.

4.D.3 International Relations

The National Chair would like to continue the CCGA's presence in the International Maritime Rescue Federation and continue to pay the membership fees and attend it's Annual event as well as attend the World Maritime Rescue Congress. The benefit to CCGA's presence in the IMRF includes sharing best practices between organizations in the same field from around the world. The SAR Crew Manual also evolved through a relationship with the IMRF, which developed the relationship with Royal National Lifeboats

Institute (RNLI) who created the original manual and gave permission to modify this manual with the help of the Pacific Region.

4.D.4 Communications Program

The National office will be publishing "The Auxiliarist" as an e-version. The revamped National Website will allow it to be posted easily online at no direct costs to the Canadian Coast Guard Auxiliary. The National office will request the support of the regions to send out the e-version as well as updated Insurance FAQs to their members through their distribution lists.

4.D.5 Other Publications

The National office will make sure all forms are up-to-date and available on-line.

4.D.6 Sharing Best Practises

The National office will give opportunity and encourage regions to share Best Practises at National meetings. This will allow for open-communication and an opportunity to share innovative ways how CCGA is saving lives on the water.

4.D.7 Development of NIF Submissions

The National office will continue to work with the regions on developing National NIF submissions as required.

4.D.8 National Archives

In order to save storage costs, the National office is planning on converting the archives in a digital format.

4.D.9 Translation Services

The National office will cover the costs of translating the new Bylaws, the Business Plan for FY 2013-2014 and the minutes of National Board Meetings.

5   Financial Overview

Financial Synopsis Summary

CCGA National Office				
	2012/13 (Budget)		2013/14 (Budget)	
Expenses	$	%	$	%
Administration	$254 580	24.4%	$160 299	16,2%
Support to SAR Operations	$750 000	71,9%	$780 000	82,1%
Members	$38 420	3,7%	$15 000	1,7%
Total Expenses	**$1 043 000**	100%	**$955 299**	**100%**
Revenue				
Primary Revenue (Contribution Agreement)	$1 043 000		$955 299	
Total Revenue	**$1 043 000**		**$955 299**	

Actual Costs by Activity for FY 2012-2013 (as of February 23, 2013)

Expenses	$	%
Administration	$188 146	17.8%
Support to SAR Operations	$741 631	70%
Members	$22 264	2.1%
Transfer to Regions	$106 800	10,1%
Total Expenses	**$1 058 841**	100%

Expenses

Legend:
- Administration
- Support to SAR
- Members
- Transfer to Regions
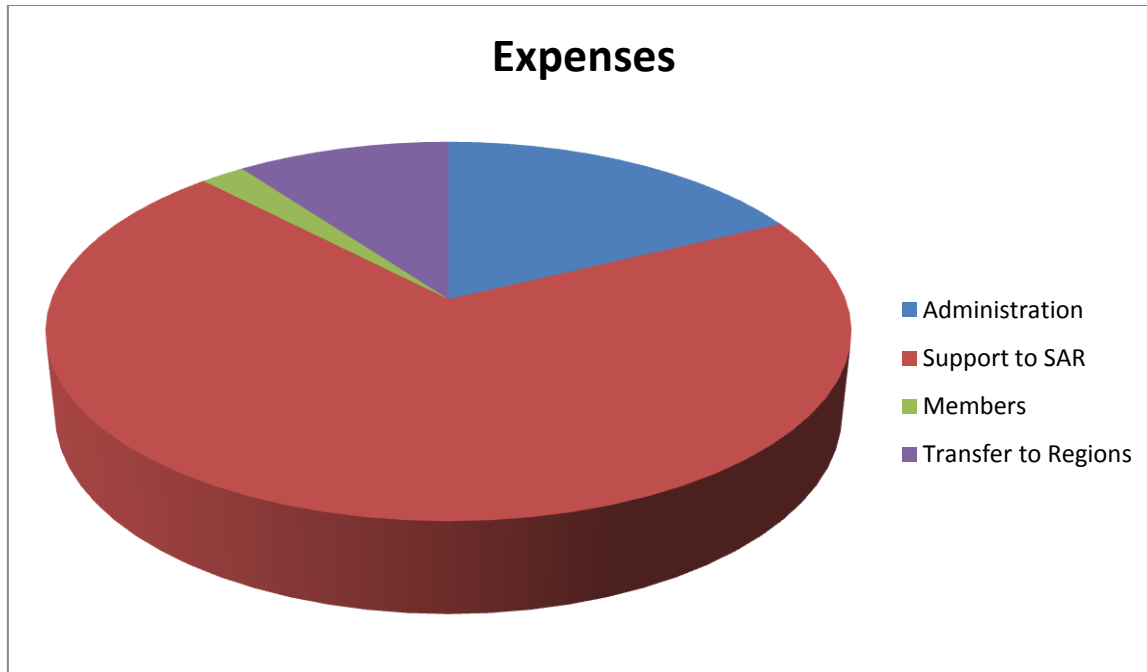
Actual Costs by Activity for FY 2012-2013: Summary as of March 8, 2013

1215 · Salaries	21 892
1810 · Consultancy Fees	19 060
1815 · Accounting & Audit Services	23 072
1825 · Legal Services	4 838
1845 · Translation	5 896
2100 · Bank Fees & Charges.	325
2115 · Conference & Membership Fees	-
2140 · Storage & Warehousing	1 559
2185 · Office & Stationary Supplies	7 680
2230 · Administrative Travel	928
2240 · President Travel	37 516
2260 · US Travel	3 067
2265 · Foreign Travel Other Than US	-
2270 · Postage	1 258
2340 · Courier Services	187
2350 · Cell Phone Services	885
2370 · Website Hosting	860
2386 · Internet Services	2 387
2387 · Telephone services	1 522
2620 · Teleconference Fees	411
3390 · Printing	-
3555 · Audio & Visual Services	-
3556 · Rental of Office	24 146

4120 · Computer Repairs	661
4125 · Repair of Other Office equip.	-
4130 · Office Furniture	-
4135 · Computer Purchases	364
5040 · Computer Software	783
5070 · Other Office equip.	-
5090 · Other Administrative Expenses	-
5091 · Honorarium	35 000
5263 · Insurance Premiums	741 631
5274 · Member Training Courses	-
5291 · Awards, Gifts & Recognition	1616
5300 · Additonal Cost for Cont. Agreem	-
5305 · Board of Director Meeting Exp	11 796
5325 · IT Committee Meeting	7 093
6000 · Transfer to Regions	60 000
	1 016 482

Projected Costs for FY 2013-2014: Summary

Expenses	$	Overview
Consultant	$24,972	As per the adopted recommendations of the CCGA National Restructuring Committee, the administrative functions of the CCGA National Office have been taken on by a part-time employee.
Accounting & Audit	$17,000	The bookkeeping function has been contracted out to Bytown Bookkeeping (estimated annual cost $6,000). The National Board will select a bookkeeping firm to audit and produce financial statements for fiscal 2012-13 (estimated annual cost $6,000).
Legal Counsel	$5 000	To revise & ensure compliance and continuance of the new By-laws of CCGA National with the Canada Not-for-profit Corporations Act.
Translation	$7 000	Translation of Board minutes and other documents such as new Bylaws, etc.
Bank Charges	$500	Bank charges for the four CCGA CIBC Accounts.
Membership Dues	$2 500	IMRF Annual Membership
Office Supplies	$4 000	Office and stationary supplies for the National office.

Travel (Administrator)	$4 408	Travel for National Administrator to attend Board Meetings.
Travel (National Chair)	$34 219	Travel for National Chair to attend various meetings according to his approved travel plan.
Postage & Courier	$1 250	Postage & Courier services for the National office.
Phone, Cell Phone & Internet Service	$3,700	Phone, Cell Phone & Internet Service for National Chair
National Web Site	$750	The national website has been completely redesigned. All updates are now done internally. The annual costs now relate to hosting and backup.
Conference calls	$2 000	Conference call fees for Board Meetings and National Committees.
Computer Hardware/Software	$5 000	Repair/Replacement of Computer hardware/software
Honorariums	$35 000	The National office will continue to provide the National Board with an Honorarium of $5,000 for each of the five regional presidents, $10,000 for the National President.
Archiving Project	$3 000	Store CCGA National archives in digital format.
Contingency Fund	$10 000	Unforeseen expenses
Total Administration	$160 299	
Insurance Premiums	$780 000	Annual premiums & brokers fees for CCGA National Insurance Program.
Total Support to SAR	$780 000	
Awards/Recognition	$10 000	Expenses related to the National Membership Recognition Program
BOD Meetings	$5 000	Logistics, Meeting Rooms, Catering, etc.
Total Support to Members	$15 000	
Total	**$955 299**	

Projected Costs by Activity for FY 2013-2014

Expenses	$	%
Administration	$160 299	16.8%
Support to SAR Operations	$780 000	81.6%
Members	$15 000	1.6%
Total Expenses	**$955 299**	100%

Expenses

- Administration
- Support to SAR
- Support to Members