



*Serving the Youth of Manitoba Since 1941*

**AIR CADET LEAGUE OF CANADA (MANITOBA) INCORPORATED**

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# **BUSINESS PLAN FY 2008/09**

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## **Chapter One - INTRODUCTION**

Reference: A. The Corporation Act, ARTICLES OF INCORPORATION 15 Oct 1997

B. Policies and Procedures Manual of the Air Cadet League of Canada

C. Air Cadet League of Canada (Manitoba) Incorporated - By-Laws, Policies and Procedures Manual

### **101. INTRODUCTION**

1. The Air Cadet League of Canada (Manitoba) Incorporated (ACL (MB) Inc.) has been formed and is organized to carry out the undertakings as described in the Articles of Incorporation, Reference A, and to act as the Manitoba Provincial Committee of the Air Cadet League of Canada (ACL). The Provincial Committee functions under the authority of Reference B and operates under the direction of Reference C.

2. The Air Cadet Program is generally delivered in Manitoba through the authorized 23 Air Cadet Squadrons in 16 communities throughout the Province. The Air Cadet Gliding Program (ACGP) operates from two Gliding Centres in Manitoba under the operational control of the Canadian Armed Forces (CF). Summer training of advanced programs is conducted by the Cadet Summer Training Centres under the auspices of the CF.

3. The ACL (MB) Inc.'s role is to provide the civilian community input into the program. This is accomplished through the supervision of the programs of the Squadron Sponsoring Committees (SSC) and by the support of cadet optional training programs, such as, sport and drill competitions. In addition, the League provides the aircraft and ancillary equipment resources to maintain the ACGP. The ACL (MB) Inc. maintains close contact with the staffs of the Region Cadet Support Unit (Prairie) and Cadet Detachment Winnipeg to facilitate a trouble-free operation.

4. Subject to the acquirement of the funding recorded in Chapter 7, 8 and 9 the goals of this plan are expected to be completed as early as possible. In accordance with the Business Planning process this document will be reviewed and updated annually.

## **Chapter Two – MISSION AND CAPABILITIES**

### **201. AIR CADET LEAGUE OF CANADA (MANITOBA) INC. MISSION STATEMENT**

1. The mission statement of the ACL is expressed in Reference A. The mission of the ACL (MB) Inc. is to:

- Encourage the growth and expansion of the Air Cadet Program in Manitoba by establishing and maintaining effective communications with SSCs, mentor their members and monitor their operations.
- Assure good relationships with our CF partners by maintaining effective communications between Provincial members and the Region Commander and his staffs.
- Support the National ACGP by procuring and maintaining adequate resources to meet the needs of the Provincial ACGP.
- Register and Screen all members and volunteers who are working at the local or provincial levels to the standard required by agreement with our DND partners.
- Improve member participation in the program by providing developmental training for SSC members to ensure optimal operation of those organizations.
- Recognize worthy contributions to the Manitoba Air Cadet Program by maintaining a suitable recognition strategy and administer trust accounts setup to reward deserving participants of the program.
- Ensure efficient operations at the Squadron level by observing overall operations and recommending suitable persons for enrolment in the CF as CIC officers or for employment as civilian instructors (CI).
- Encourage cadet participation in community citizenship and historical projects or programs.
- Encourage Manitoba Air Cadets to excel and cultivate their experiences by participating in the cadet selection process for national courses and exchange programs, as well as, supporting their involvement in national competitions.

### **202. ORGANIZATIONAL STRUCTURE**

1. The ACL is structured in three levels: National, Provincial and Local. The Manitoba Provincial structure is defined in Reference B. It consists of:

- a. The Nominating Committee;
- b. The Executive Committee;
- c. The Provincial Committee Board of Directors;
- d. The Advisory Board;
- e. Committees of the Board; and

- f. Squadron Sponsoring Committees.

**203. CAPABILITIES**

- 1. The ACL (MB) Inc. will support the following capabilities:
  - a. The SSCs of the 23 established Manitoba Squadrons and the SSCs of new squadrons established during the period of this plan;
  - b. The ACGP in accordance with the ACGP Contract with the CF;
  - c. Established optional programs designated from time to time by the membership; and
  - d. The Administrative structure to support the Provincial objectives.

## **Chapter Three – VISION, FACTORS AND GOALS**

### **301. VISION OF THE ACL (MB) INC.**

1. The Vision of the ACL (MB) Inc. is identical to that of the ACL stated in Reference B. That is:

*The Air Cadet League envisions the Air Cadet Movement being recognized as the best – the most influential, innovative and expert organization – in the world community of youth movements, and being proactive in meeting the changing needs of youth, the environment and the challenges of economic change.*

### **302. PLANNING FACTORS**

1. Factors affecting operation of the Manitoba Air Cadet Program take into consideration the following assumptions:
  - a. Funding for operations will continue to be provided at an adequate level to support planned and established programs;
  - b. Adequate numbers of volunteers will be available to support and organize the planned activities; and
  - c. Any new programs will only be established when funding is provided by the membership and on approval of the Board of Directors.

### **303. ACL (MB) INC. STRATEGIC GOALS**

1. ACL (MB) Inc. will continue to manage the programs established by mandate of the National Committee and by the members. In addition, attention will be directed to the following:
  - a. Sustaining and growing the Manitoba Air Cadet League Program;
  - b. Developing and maintaining a dynamic approach to optional training activities; and
  - c. Maintain fiscal responsibility through a series of external and internal audits and compliance reviews.

## **Chapter Four – RESOURCES AND STRATEGIC DIRECTION & OBJECTIVES**

### **401. GENERAL**

1. By and large, the Air Cadet Program enjoys an excellent reputation in established locations throughout Manitoba and there is considerable interest in air cadet activities; in concert with our partners, we fully intend to keep up this status and where possible extend the availability of the program to new members and new communities.

### **402. TRAINING**

1. Training of members at the Provincial and Local levels of the ACL (MB) Inc. is a major priority. Many of the issues causing disruption within the Manitoba Air Cadet Program can be directly linked to the fact that some members are not familiar with the requirements of the positions they occupy. New members to the organization must be introduced in an orderly and logical manner to both the structure and administrative responsibilities of membership in the ACL. To this end, the Provincial Committee Training Group will be maintained to ensure that the introduction of new members is streamlined.

#### **OBJECTIVES:**

1. Training of Provincial members will be provided as required.
2. Training for a Squadron Sponsoring Committee's new members will be provided as required.

### **403. ENROLMENT OF CADETS AND MEMBERS**

1. The recruitment of suitable CIC candidates is a joint function; with the League and SSCs identifying individuals and the CF enrolling them into the Reserve Forces and providing training for their development as youth leaders.

2. Cadet Statistical Data for Training Year 2006/07 indicates that Manitoba has 23 Air Cadet Squadrons with a shortfall in the number of CIC officers supporting the squadrons. While there is definite improvement in the total numbers, selected squadrons are still experiencing difficulty in maintaining a full slate of officers. The importance of CIC recruitment will continue to be stressed.

3. A stated goal of the ACL is to increase enrolment of Air Cadets from 26,500 to 30,000. The national goal is for an annual increase of about 10%. The Manitoba Committee supports this objective as an increase in the cadet population will provide improved awareness of the program in the communities we serve. Increases will also provide our cadets with additional national summer training positions, and more importantly, allow more youths to experience our challenging program.

4. The small membership of the Provincial Committee seriously affects the conduct of routine business. To enable the committee to meet critical objectives, as well as grow the program, it is necessary that more and younger individuals become involved in the program at the Provincial level. While the number of ladies on the Board of Directors has increased more are needed to ensure the direction of the program meets the needs of all of our cadets.

#### **OBJECTIVES:**

1. In conjunction with the National programs of the ACL and DND to increase the numbers of cadet members, we will again strive to increase the Manitoba Air Cadet population by 10% or approximately 110 cadets over the effective strength of 2007/08.
2. Considering our population and comparing our program with other provinces a total of 25

## **Air Cadet League of Canada (Manitoba) Incorporated – Business Plan 2008/09**

squadrons for Manitoba are considered a reasonable objective. To enhance the cadet membership and to reach the goal we shall continue to investigate the feasibility of establishing new squadrons at communities that do not have squadrons.

3. We shall endeavour to develop regional formations within the ACL (MB) Inc. organization. Groups throughout the rural areas of the Province will allow closer liaison with squadron committees and improve general communications within the supporting groups and communities.

4. We will enlist more members-at-large to assist the organization's committees in meeting their objectives. Emphasis will be placed on involving more women and younger members.

### **404. FUND RAISING**

1. Unexpected and growing costs highlight the need to increase funding for ongoing objectives. Squadron Assessments introduced in 1999 have ensured a level of security for the Provincial program funding but in order to lighten the burden placed upon our SSCs new sources of financial backing must be identified.

2. Accordingly, steps will be taken to expand corporate and public support for all ACL (MB) Inc. initiatives.

#### **OBJECTIVES:**

1. Methods of improving the support of projects will continue to be explored. The ongoing erosion of funding support from traditional ways and the increased competition from other registered charities requires that out of the ordinary means must be introduced when appropriate.

2. Fund raising is a two pronged function. Resources for capital programs will be sought from trusts and foundations. Operating costs are more difficult to obtain thus several avenues to raise these funds will be pursued, such as, contributions to our Trust Fund; encouraging supporters to use means such as or Leave a Legacy to make contributions and the solicitation of corporate donations.

3. In addition, the annual Manitoba Air Cadet Raffle will be continued to assist our squadrons in their fund raising goals.

### **405. GLIDING OPERATIONS**

1. Gliding is the focal point of the Air Cadet League's Program; and the most costly. The goal is to make the aviation experience a positive one and to accomplish this, all cadets are offered a gliding familiarization flight each year.

2. As a training benefit for cadets participating in the gliding familiarization program, it is planned to provide a computerized flight simulator for the Brandon and Gimli Gliding Centres and ultimately to all individual squadrons.

#### **OBJECTIVES:**

1. Support for ACGP will be continued and expanded where practicable.

2. Aircraft systems will be updated as required by operational or regulated directives.

3. Consideration is being given to replacing the minivan at the Brandon location circ 2010

4. Purchase a closed box utility field trailer for each gliding center.

5. Flight simulators will be obtained for Gimli and Brandon Gliding Centres.

6. Considering a more appropriate spring/fall gliding site to replace Gimli.

#### **406. COMMUNICATIONS AND PUBLIC RELATIONS**

1. Means of spreading the benefits of the Air Cadet Program will be developed in concert with the DND. Our target will be communities where the program is struggling and there doesn't seem to be full recognition by the public or sponsors of the benefits that an effective cadet program can have to the quality of life in the community.

2. There is little point in preaching our message to those that are already convinced; we have to reach the business people, educators and community movers and shakers. We must endeavour to develop and expand relationships in the communities where we already have a cadet squadron and in those target communities that have the potential to support one.

#### **OBJECTIVES:**

1. To continue to improve communications with members throughout the Province:
  - a. the Internet Web Site for the Provincial program's participants will continue to be developed;
  - b. the Provincial Newsletter will be continued and expanded as the need is identified;
  - c. advertising our program to the public through special events, such as Golden Falcon, Air Shows and community activities will continue to be expanded;
  - d. increased media exposure;
  - e. the feasibility of combined squadron advertisements in daily and periodical publications will be investigated; and
  - f. work in partnership and cooperation with Manitoba aerospace/aviation industry organizations to develop initiatives that ensure the long-term value and sustainability of the Air Cadet organization in Manitoba and contribute to the long term health and growth of the Manitoba aerospace / aviation industry.

#### **407. HUMAN RESOURCES - PROGRAM & MEMBER ADMINISTRATION & MANAGEMENT**

1. The failure of some SSCs to submit mandated ACL documentation, such as the ACC9 report, continues to be a major concern. Membership screening and the reporting of financial activities have grown in importance and concern in these days of increased litigation and government requirements. Delinquent squadrons place the whole program in jeopardy.
2. When members fail to complete their share of the administrative burden, the workload placed on others is increased by requiring more time and communication to get tasks completed. This grows further when National workloads are delayed or compromised. Thus, to ensure the Manitoba Program operates efficiently, the Compliance Officer on the Executive will ensure that delinquent members are mindful of the need to action all documents in a timely fashion.
3. The lack of a permanent office area has resulted in the widespread storage of records and documents. The Executive is investigating the possibility of locating suitable space to establish a permanent Provincial Office.
4. Improve inter League–Squadron communications through our web site, newsletter, etc.

**OBJECTIVES:**

1. To emphasize the importance of member screening and reporting of financial activities, as well as completing routine documentation, delinquent squadrons will be vigorously pursued to fulfil their responsibilities in these areas before serious consequences occur.
2. Locating adequate space to establish a permanent office will be given high priority. If necessary, support from industry or the Provincial government will be sought to set up a suitable administrative centre.

**408. EMERGING GAPS**

1. Emerging gaps in our funding program include increasing operating costs of equipment and insurance programs and reduced funding from traditional activities, such as sponsor bingos and lotteries, is resulting in the transfer of scarce funding to administrative programs from cadet programs; and
2. The inability to attract more and younger members is affecting our capability to complete objectives;
3. The change from service clubs to more parent sponsors has made a significant change to the way squadrons raise funds and has necessitated the Provincial Committee being more involved in local squadron sponsoring committee issues.

## **Chapter Five – PERFORMANCE MEASUREMENT**

### **501. PERFORMANCE MEASUREMENT**

1. No formal evaluation program exists to measure the effectiveness of ACL operations and programs, other than in those areas where the CF offers such a service, such as, the Flight Safety Program. Notwithstanding, experience with the program offers several subjective means to determine the effectiveness of operations. Some measuring tools are:

- a. Compliance with organizational directives;
- b. Fund raising successes;
- c. Community awareness;
- d. Cadet enrolment;
- e. Cadet participation; and
- f. Cadet retention.
- g. Review of financial statements

2. Accordingly, until a more formal system becomes available these means will be utilized to identify weak or successful practices.

3. A review to be included in the annual Chairman's report.

## Chapter Six - PROJECTED PROGRAM EXPENSES

### 601. INDIVIDUAL PROGRAM EXPENSES FOR OPERATIONAL ACTIVITIES

#### 1. GLIDING OPERATIONS

<b>PROJECTED EXPENSES FOR GLIDING OPERATIONS</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
Non-owned Aircraft Insurance	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	
Aviation Premise Insurance	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	
Tow A/C Maintenance Fund	\$5,600.00	\$5,600.00	\$5,600.00	\$5,600.00	\$5,600.00	
Incidentals	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	
Vehicle & Winch Maintenance	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	
Vehicle & Winch Licence & Insurance	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	
<b>TOTAL EXPENSES</b>	<b>\$10,800.00</b>	<b>\$10,800.00</b>	<b>\$10,800.00</b>	<b>\$10,800.00</b>	<b>\$10,800.00</b>	

#### 2. SPONSOR RELATIONS & MEMBER TRAINING

<b>PROJECTED EXPENSES FOR SPONSOR RELATIONS &amp; MEMBER TRAINING</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
New Sqn Development	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	
Squadron Visits - Lodging	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	
Training Aids	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	
Member Training	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	
<b>TOTAL EXPENSES</b>	<b>\$2,600.00</b>	<b>\$2,600.00</b>	<b>\$2,600.00</b>	<b>\$2,600.00</b>	<b>\$2,600.00</b>	

**3. COMMUNICATIONS AND PUBLIC RELATIONS**

<b>PROJECTED EXPENSES FOR COMMUNICATIONS AND PUBLIC RELATIONS</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
Newsletter	\$900.00	\$900.00	\$900.00	\$900.00	\$900.00	
Web Page	\$180.00	\$180.00	\$180.00	\$180.00	\$180.00	
Public Displays	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	Air Show etc.
<b>TOTAL EXPENSES</b>	<b>\$1,280.00</b>	<b>\$1,280.00</b>	<b>\$1,280.00</b>	<b>\$1,280.00</b>	<b>\$1,280.00</b>	

**4. FUND RAISING**

<b>PROJECTED EXPENSES FOR FUND RAISING</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
Corporate Donations	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	
Public Donations	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Air Cadet Foundation	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	
<b>TOTAL EXPENSES</b>	<b>\$1,200.00</b>	<b>\$1,200.00</b>	<b>\$1,200.00</b>	<b>\$1,200.00</b>	<b>\$1,200.00</b>	

**5. PROGRAM ADMINISTRATION**

<b>PROJECTED EXPENSES FOR PROGRAM ADMINISTRATION</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
Office Supplies and Equipment	\$800.00	\$820.00	\$840.00	\$860.00	\$880.00	
Postage and Shipping	\$900.00	\$910.00	\$920.00	\$930.00	\$940.00	
Telephone	\$170.00	\$170.00	\$170.00	\$170.00	\$170.00	
Printing	\$1,000.00	\$1,010.00	\$1,020.00	\$1,030.00	\$1,040.00	
Interest and Bank Charges	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	
Financial Audit	\$800.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	
Legal	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	
<b>TOTAL EXPENSES</b>	<b>\$3,870.00</b>	<b>\$5,110.00</b>	<b>\$5,150.00</b>	<b>\$5,190.00</b>	<b>\$5,230.00</b>	

**6. MEMBER ADMINISTRATION & MANAGEMENT**

<b>PROJECTED EXPENSES FOR MEMBER ADMINISTRATION &amp; MANAGEMENT</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
Directors and Officers Insur.	\$1,300.00	\$1,400.00	\$1,500.00	\$1,500.00	\$1,500.00	
Legal Defence Fund	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	
Commercial Liability & Group Accident Insur.	\$2,700.00	\$2,800.00	\$3,000.00	\$3,000.00	\$3,000.00	
Honours and Awards	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	
Air Cadet Service Medals	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	
New Badges for Squadrons	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	
Volunteer Screening	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	
Member Travel	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	
<b>TOTAL EXPENSES</b>	<b>\$10,500.00</b>	<b>\$10,700.00</b>	<b>\$11,000.00</b>	<b>\$11,000.00</b>	<b>\$11,000.00</b>	

**7. OPTIONAL & SUMMER CADET TRAINING**

<b>PROJECTED EXPENSES FOR OPTIONAL &amp; SUMMER CADET TRAINING</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
Drill Comp.	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	
Effective Speaking	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	
Summer Training Select.	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	
IACE	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	
<b>TOTAL EXPENSES</b>	<b>\$3,600.00</b>	<b>\$3,600.00</b>	<b>\$3,600.00</b>	<b>\$3,600.00</b>	<b>\$3,600.00</b>	

**8. NATIONAL AND PROVINCIAL MEETINGS**

<b>PROJECTED EXPENSES FOR NATIONAL AND PROVINCIAL MEETINGS</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
National Annual General Meeting	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00	(1)
National Semi-annual Meeting	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	
Manitoba Annual General Meeting	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	
<b>TOTAL EXPENSES</b>	<b>\$10,500.00</b>	<b>\$10,500.00</b>	<b>\$10,500.00</b>	<b>\$10,500.00</b>	<b>\$10,500.00</b>	

(1) NAGM - 2009 in Newfoundland/Labrador

**602. SUMMARY OF EXPENSES**

<b>PROJECTED EXPENSES</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
1. Gliding	\$10,800.00	\$10,800.00	\$10,800.00	\$10,800.00	\$10,800.00	
2. Sponsor Relations & Member Training	\$2,600.00	\$2,600.00	\$2,600.00	\$2,600.00	\$2,600.00	
3. Comm & Public Relations	\$1,280.00	\$1,280.00	\$1,280.00	\$1,280.00	\$1,280.00	
4. Fund Raising	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	\$1,200.00	
5 Program Administration	\$3,870.00	\$5,110.00	\$5,150.00	\$5,190.00	\$5,230.00	
6. Member Administration & Management	\$10,500.00	\$10,700.00	\$11,000.00	\$11,000.00	\$11,000.00	
7. Optional & Summer Cadet Training	\$3,600.00	\$3,600.00	\$3,600.00	\$3,600.00	\$3,600.00	
8. National and Provincial Meetings	\$10,500.00	\$10,500.00	\$10,500.00	\$10,500.00	\$10,500.00	
<b>TOTAL EXPENSES</b>	<b>\$44,350.00</b>	<b>\$45,790.00</b>	<b>\$46,130.00</b>	<b>\$46,170.00</b>	<b>\$46,210.00</b>	

## Chapter Seven – PROJECTED REVENUE RESOURCES

### 701. SUMMARY OF REVENUES FOR OPERATIONAL ACTIVITIES

<b>PROJECTED REVENUES FOR OPERATIONAL ACTIVITIES</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
Membership Fees	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	
Supporter's Donations	\$1,000.00	\$1,000.00	\$2,000.00	\$2,000.00	\$2,000.00	
Corporate Donations	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
MSC Bingos	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	
Air Cadet Raffle	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	
GST Rebate	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	
Squadron Assessments	\$31,125.00	\$35,540.00	\$34,880.00	\$34,920.00	\$34,960.00	(1)
<b>TOTAL REVENUES</b>	<b>\$39,375.00</b>	<b>\$43,790.00</b>	<b>\$44,130.00</b>	<b>\$44,170.00</b>	<b>\$44,210.00</b>	

(1) Individual Squadron Assessment = Total Assessment Amount/Cadet Unit Registered Strength or  
 2007/08 Assessment per cadet is \$32,400.00/1299=\$24.942 per cadet.  
 2008/09 Assessment per cadet is \$25.00 that is 1245x\$25.00=\$31,125.00

### 702. PROGRAM FINANCES FOR OPERATIONAL ACTIVITIES

<b>OPERATIONAL PROGRAM FINANCES 2008/09</b>		
<b>EXPENSES</b>	<b>REVENUES</b>	<b>CREDIT/DEFICIT</b>
\$44,350.00	\$39,375.00	(\$4,975.00)

## Chapter Eight –PROTECTED AND CAPITAL ACTIVITIES

### 801. EXPENSES FOR PROTECTED AND CAPITAL ACTIVITIES

#### 1. GLIDING OPERATIONS & RESOURCES

<b>PROJECTED EXPENSES FOR GLIDING OPERATIONS &amp; RESOURCES</b>						
ACTIVITY	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	REMARKS
Scout Engine Replacement	\$0.00	\$0.00	\$24,000.00	\$0.00	\$0.00	(1)
League A/C Insurance	\$14,500.00	\$14,500.00	\$14,500.00	\$14,500.00	\$14,500.00	(2)
Resource Purchases	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	(3)
<b>TOTAL EXPENSES</b>	<b>\$24,500.00</b>	<b>\$14,500.00</b>	<b>\$38,500.00</b>	<b>\$14,500.00</b>	<b>\$14,500.00</b>	

- (1) Scout engine in 2010 funded by the A/C Maintenance and Replacement Fund.  
 (2) Rental of Equipment for Summer Glider Pilot Course.  
 (3) Two flight simulators @ \$1500.00 each (\$3,000). Two field trailers @3,500.00 each (\$7,000.00). Projects funded by special project funds.

#### 2. SPONSOR RELATIONS & MEMBER TRAINING

<b>PROJECTED EXPENSES FOR SPONSOR RELATIONS &amp; MEMBER TRAINING</b>						
ACTIVITY	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	REMARKS
Squadron Visits - Per Diem	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	Cheque Exchange
<b>TOTAL EXPENSES</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>	<b>\$1,000.00</b>	

#### 3. EXPENSES FOR MEMBER ADMINISTRATION & MANAGEMENT

<b>PROJECTED EXPENSES FOR MEMBER ADMINISTRATION &amp; MANAGEMENT</b>						
ACTIVITY	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	REMARKS
Transportation	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00	(1)
<b>TOTAL EXPENSES</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	<b>\$8,000.00</b>	

- (1) Funded by Charitable Donations or cheque exchange.

**4. OPTIONAL & SUMMER CADET TRAINING**

<b>PROJECTED EXPENSES FOR OPTIONAL &amp; SUMMER CADET TRAINING</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
Golden Falcon	\$14,000.00	\$14,000.00	\$14,000.00	\$14,000.00	\$14,000.00	(1)
<b>TOTAL EXPENSES</b>	<b>\$14,000.00</b>	<b>\$14,000.00</b>	<b>\$14,000.00</b>	<b>\$14,000.00</b>	<b>\$14,000.00</b>	

(1) Funded by Registration Fees

**802. SUMMARY OF EXPENSES FOR PROTECTED AND CAPITAL ACTIVITIES**

<b>SUMMARY OF EXPENSES FOR PROTECTED AND CAPITAL ACTIVITIES</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
1. Gliding	\$24,500.00	\$14,500.00	\$38,500.00	\$14,500.00	\$14,500.00	
2. Sponsor Relations & Member Training	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	
3. Member Administration & Management	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00	\$8,000.00	
4. Optional & Summer Cadet Training	\$14,000.00	\$14,000.00	\$14,000.00	\$14,000.00	\$14,000.00	
<b>TOTAL EXPENSES</b>	<b>\$47,500.00</b>	<b>\$37,500.00</b>	<b>\$61,500.00</b>	<b>\$37,500.00</b>	<b>\$37,500.00</b>	

**803. REVENUES FOR PROTECTED AND CAPITAL ACTIVITIES**

<b>PROJECTED REVENUES FOR ACTIVITIES WITH PROTECTED FUNDING</b>						
<b>ACTIVITY</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>	<b>FY 2010/11</b>	<b>FY 2011/12</b>	<b>FY 2012/13</b>	<b>REMARKS</b>
Aircraft Rental	\$14,500.00	\$14,500.00	\$14,500.00	\$14,500.00	\$14,500.00	(1)
Directors/Officers Donations	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	(2)
Tow Aircraft Maintenance Fund	\$0.00	\$0.00	\$24,000.00	\$0.00	\$0.00	(3)
Special Projects Fund	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	(4)
Optional & Cadet Summer Training	\$14,000.00	\$14,000.00	\$14,000.00	\$14,000.00	\$14,000.00	(5)
<b>TOTAL REVENUES</b>	<b>\$47,500.00</b>	<b>\$37,500.00</b>	<b>\$61,500.00</b>	<b>\$37,500.00</b>	<b>\$37,500.00</b>	

(1) Rental of Equipment for Summer Glider Pilot Course.

(2) Donation of services, transport etc. (Cheque exchange)

(3) Aircraft Maintenance Fund.

(4) Funding from Special Project Account,

(5) Event Registration Fees.

**804. PROGRAM FINANCES FOR PROTECTED AND CAPITAL ACTIVITIES**

<b>PROGRAM FINANCES FOR PROTECTED AND CAPITAL ACTIVITIES 2008/09</b>		
<b>EXPENSES</b>	<b>REVENUES</b>	<b>CREDIT/DEFICIT</b>
\$47,500.00	\$47,500.00	0

**805. TOTAL PROGRAM FINANCES FOR 2008/09 FISCAL YEAR**

<b>TOTAL PROGRAM FINANCES FOR 2008/09 FISCAL YEAR</b>			
<b>ACTIVITY</b>	<b>EXPENSES</b>	<b>REVENUES</b>	<b>CREDIT/DEFICIT</b>
Operational	\$44,350.00	\$39,375.00	(\$4,975.00)
Protected & Capital	\$47,500.00	\$47,500.00	0
<b>TOTAL</b>	<b>\$90,850.00</b>	<b>\$86,875.00</b>	<b>(\$4,975.00)</b>

**ANNEX A**

To Business Plan 2008/09

**INVENTORY OF EQUIPMENT**

<b>AIRCRAFT FLEETS</b>	<b>INSURED VALUE</b>	<b>TOTAL VALUE</b>	<b>REMARKS</b>
<u>Tow Aircraft</u>			<b>SIRP</b>
Bellanca Scout C-GQNQ	\$110,000.00		2016/2017
Bellanca Scout C-GSSD	\$110,000.00		2013/2014
<u>Schweizer Gliders</u>			
SGS 2-33A C-FJNM	\$15,000.00		2011/2012
SGS 2-33A C-FYLQ	\$15,000.00		2017/2018
SGS 2-33 C-FWJY	\$15,000.00		2008/2009
SGS 2-33A C-GCLE	\$15,000.00		2012/2013
SGS 2-33A C-GSOR	\$15,000.00		2008/2009
<b>Total Aircraft</b>		<b>\$295,000.00</b>	
<b>ANCILLARY EQUIPMENT</b>	<b>ESTIMATED VALUE</b>		
Launching Winch	\$5,000.00		
SGS 2-33 Trailer	\$2500.00		
<u>VEHICLES</u>			
Ford F150 2005	\$12,000.00		
Ford Windstar 1998	\$8,000.00		
Flight Simulator Hardware	\$250.00		
<b>Total Ancillary Equipment</b>		<b>\$27,750.00</b>	
<b>OFFICE EQUIPMENT</b>			
Laptop Computer & case (Dell)	\$700.00		
Projector	\$500.00		
Laptop Computer	\$700.00		
Printer	\$300.00		
<u>SOFTWARE</u>			
Microsoft Front Page	\$0.00		
Microsoft Publisher	\$0.00		
<b>Total Office Equipment</b>		<b>\$2200.00</b>	
<b>TOTAL INVENTORY VALUE</b>		<b>\$324,950.00</b>	