

**Canadian Aviation Pride
Fierté en aviation canadienne**



ANNUAL REPORT

2017



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Purpose, mission and vision

Canadian Aviation Pride was founded in 2008 as an organization to bring together the LGBTQ+ aviation community in Canada and to provide social and emotional support for 'coming out' in this highly technical field of work. By connecting and encouraging our community and by raising awareness of the need for inclusion, we work to represent and support our community and therefore the Canadian aviation industry.

- Mission - To support, encourage and connect people of the Canadian LGBTQ+ community who share a passion or interest in aviation while raising awareness and reducing homophobia and transphobia.
- Vision - To become the primary Canadian organization representing and supporting the LGBTQ+ community in aviation.

Structure and Governance

CAP is an independent Canadian not-for-profit organization, incorporated in January 2016 under the *Canada Not-for-profit Corporations Act* and regulated by Industry Canada and the Canada Revenue Agency. The organization is not affiliated with, or a part of, any other organization.

CAP is governed by a Board of Directors operating under corporate bylaws, and with four of these Directors appointed respectively as Chair, Vice-Chair, Secretary and Treasurer. The Board meets monthly and holds an Annual General Meeting in January of each year. Its fiscal year is the calendar year.

All Directors are volunteers and receive no pay or benefits for their services. There are no employees. Directors are elected for a two-year term, with three positions reviewed at each AGM. Directors in office at the end of 2017 were as follows:

Chair	Peter Litherland, professional airline pilot
Vice Chair	Adrian Walker, retired pilot and federal public service manager
Secretary	Dave Field, professional pilot and corporate operations manager
Treasurer	Dorian Pope, professional corporate pilot
Directors	George Patton, flight instructor and retired IT specialist Vera Teschow, provincial education officer and private pilot

Several committees were established in late 2016: Finance, Fund Development, Communications and Membership Engagement, and two events committees. Each committee is composed of two or more Directors, one of whom is the committee Chair.

Membership

An analysis of our subscribers shows the distribution by province and by country, and demonstrates the need to extend our connection beyond BC and Ontario to the LGBTQ+ aviation community across Canada. In the process, it was encouraging to note that our subscriber base is 25% female and this reflects well on CAP's continuing emphasis on inclusion.

Canada		Country	
BC	31%	Canada	76%
AB	3%	USA	21%
SK	1%	Australia	
MB	1%	Denmark	
ON	59%	Jamaica	
QC	3%	Mexico	
NB	1%	Netherlands	
NS	1%	New Zealand	
PE		Poland	
NL		United Kingdom	
		Zimbabwe	

Overall Strategy

Raising awareness has always been a key part of our mission, and we concentrate on organizing opportunities for our members to network, as well as supporting company programs that aim to achieve diversity and inclusion. For us, inclusion is an essential part of our values, and thus we support all parts of the LGBTQ+ community, and all sectors of aviation from engineers to pilots, from flight attendants to controllers, from ground staff to enthusiasts, from administrators and management to bush plane operators and flight schools.

2017 Goals

In early 2016 we prepared a Strategic Plan to set out our direction and beliefs. Some goals were short term and others long term. In the late summer of 2017, this plan was revised significantly to reflect changes in our operation and environment. The need for an annual work plan was recognized to ensure that goals were translated into positive action on a consistent basis.

At that time, we acknowledged the importance of regular communications with our membership and the need for engagement, as well as extending our network to reach more of the LGBTQ+ aviation community across Canada.

2017 Performance & Accomplishments

Following a major change in the Board of Directors in late 2016, we quickly recognized the need to move from the style of the small informal social club which we had been for some eight years, to that required for the incorporated not-for-profit organization which we had become earlier in the year.

In 2017 therefore, we focused on formalization, developing terms of reference and financial management procedures, and reviewing and meeting all of our obligations as a not-for-profit organization. While this process of formalizing our governance will extend through 2018, we continued our existing

activities of operating promotional booths at aviation fairs and pride festivals, and organizing social events for our members.

By the end of 2017, armed with an updated Strategic Plan and an Action Plan and budget for 2018, and having the security of one year's expenses in the bank, we have a clear sense of our purpose, of what services we can offer, and of what role we should play in advancing the inclusion of the LGBTQ+ community in aviation.

2017, therefore, has successfully allowed us to support and connect our LGBTQ+ aviation community in Canada, while creating a solid foundation for outreach to industry and partners.

Current Risks and Opportunities

The revised Strategic Plan updated the Strengths, Weaknesses, Opportunities and Threats analysis we had originally done in early 2016, and we found that several of the weaknesses and threats had now been addressed and were no longer a factor. What we found instead was a larger number of opportunities for us to pursue.

CAP has a broad scope of engagement in the community, by promoting incorporation

of healthy inclusive practices in aviation companies, forging connections or linkages with other groups and companies, and encouraging members of the LGBTQ+ community to become involved in aviation.

We recognize that paying attention to detail in how we operate and meet regulatory requirements reflects our vision and is a hallmark of any professional organization.



2017 Highlights

2017 built on the success of the 2016 financial year, and in particular the large expo which was jointly held that year with the United States *National Gay Pilots Association*.

We were fortunate in 2017 to have had considerable financial support from within our Board of Directors, thus allowing the purchase of equipment and logo merchandise to support our booth activities in Toronto, Kitchener and Vancouver. We also had the support and time of many volunteers who staffed our booth activities and represented our mission to the public.

2017 also saw the development of a comprehensive financial accounting system and procedures for effective financial checks and balances, which in turn allowed the preparation of financial statements for

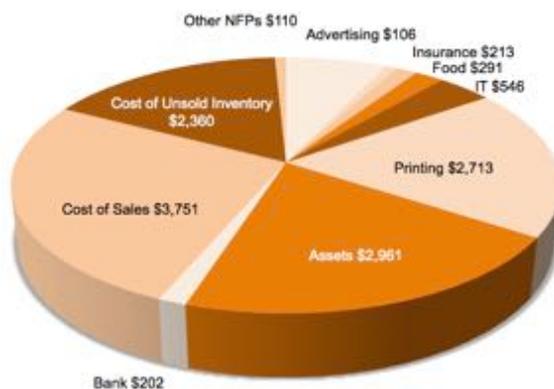
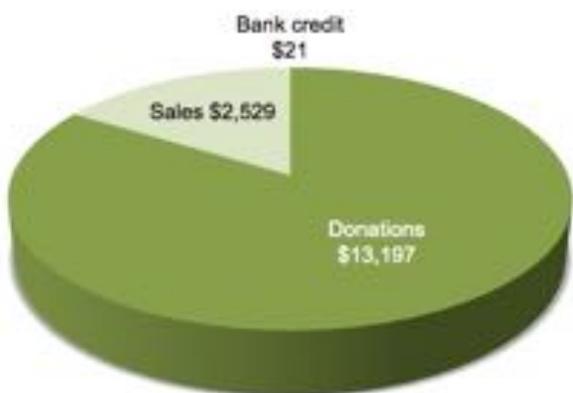
2016 as well as our first annual income tax return as a not-for-profit organization.

A new Director, Vera Teschow, joined our Board in late February. We revealed our new website, gave a fresh face to our monthly newsletter, held regular monthly Board meetings, and ran six successful booths. We renewed two of our key partnerships and prepared a comprehensive action plan with a budget for 2018.

We were able to increase our subscriber base by 19% during the year, largely through promotion at the booths, and we were able to establish a new chapter in Montréal in late fall.

It was a busy year but we are excited with the progress we are making, and the clear sense of purpose we now have.

2017 Financial Statements



Revenues

Donations	\$13,197
Sales	\$2,529
Bank credit	\$21
Total Revenues	\$15,747

Expenses

Promotion	\$1,017
Advertising	\$106
Insurance	\$213
Food	\$291
IT	\$546
Printing	\$2,713
Assets	\$2,961
Bank	\$202
Cost of Sales	\$3,751
Cost of Unsold Inventory	\$2,360
Other NFPs	\$110
Total Expenses	\$14,270

Assets

Bank Account cash	\$8,220
End year Inventory	\$6,768
Equipment	\$2159
Total Assets	\$17,148

Liabilities

Accounts Payable	\$0
Accrued Expenses	\$0
Restricted Funds	\$0
Total Liabilities	\$0

Net Assets **\$17,148**

Fund-Raising

The major sources of funds in 2017 have been the sale of logo merchandise at booths, and significant donations from Directors. With 2018 being our first fully budgeted year, and having now all of the necessary equipment with which to operate, we plan to reduce the reliance on Directors' donations through formalization of a fund-raising program in 2018.

Long-range Plans

The Strategic Plan has now prioritized our goals to show short, medium and long-term goals and the strategies for achieving them, and future years will have specific action plans to guide our progress.

While the goals of becoming a registered charity and of offering scholarships remain, they are recognized as long term goals whose feasibility depends first on a sound degree of organization, accountability and engagement of additional volunteers.

2018 Plans

2018 marks our tenth anniversary as an organization. This milestone will be celebrated throughout the year, and is represented by an anniversary logo emphasizing our Canadian roots.

Our focus in 2018, in addition to events, will be the completion of formalizing our organizational programs and procedures, and in particular a communications strategy, membership program and fund-raising program will be developed. We plan to interact with aviation company diversity programs and provide advice, training ideas and resources to advance programs which benefit the LGBTQ+ aviation community.



Opportunities will be pursued to increase the number of chapters operating across Canada to provide local social activities, and a specific goal of identifying potential new Directors and volunteers will be actively pursued this year because its success is essential to completion of many other goals.

In Conclusion

With an emphasis on prudence in expenditures, service initiatives for our community, and a professional approach to our operations, we are well placed to help our community further benefit from improved societal attitudes and corporate goodwill, both of which provide encouragement that we are progressing towards LGBTQ+ rights and inclusion.

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